



# Developing Leadership Competencies

## 14. SELF-CONFIDENCE

### Competency Descriptors by Level

Supervisor

- Demonstrate trust in subordinates
- Resist opportunities to blame subordinates for mistakes and setbacks
- Assume responsibility for outcomes
- Learn from setbacks or failures

Middle Manager

- Assume personal responsibility for the work of the unit
- Challenge the status quo
- Solicit contrary opinions to enhance understanding of situations, events or change
- Support and defend the interests of employees as necessary and appropriate



### Suggested Readings

- *Confidence: How to Succeed at Being Yourself*, Alan L. McGinnis (Augsburg Publishing House, 1987)
- *Learned Optimism*, Martin Seligman (Pocket Books, 1992)
- *A Force of One: Reclaiming Individual Power in a Time of Teams, Work Groups and Other Crowds*, Stanley M. Herman (McGraw-Hill, 1991)
- *Communicate with Confidence: How to Say it Right the First Time*, Dianna Booher (McGraw Hill, 1994)
- *Reaching the Peak Performance Zone*, Gerald Kushel, (AMACOM, 1994)

### Videos

- *The Psychology of Achievement*, Brian Tracy (Nightingale Conant Corporation, 1984)