

# BREAKTHROUGH TOOLS

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## CONFIDENCE QUIZ

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Trust and confidence are difficult things to describe because they aren't something you do, they are something you feel. And when people don't feel confident in their coworkers, it's impossible to get anything done.

There are five factors that drive confidence and trust among coworkers. We refer to them as **Confidence Factors**.

- 1. COMPETENCE** Coworkers feel confident that others are good at what they do.
- 2. OPENNESS** Coworkers feel confident that they can be honest and that others will be open to their ideas and input.
- 3. RELIABILITY** Coworkers feel confident that others will deliver what they promise.
- 4. FAIRNESS** Coworkers feel confident that they are treated fairly.
- 5. CARING** Coworkers feel confident that others care about what's important to them and consider their well-being before making decisions.

If one or more of these five factors is missing or damaged, it will break down people's confidence in their coworkers and make it very difficult, if not impossible, to collaborate effectively.

Sometimes, it's important to take the first step by assessing whether or not people can have trust and confidence in you. Are you good at what you do? Do you deliver what you promise? Are you open to feedback? Do you treat others fairly? Do you show others that you care about the things that are important to them?

Take the **Confidence Quiz** to understand your strengths and how you can build others' confidence and trust in you.

## CONFIDENCE QUIZ

Take this quiz to see how easy it is for others to have confidence in you. Rate yourself on each statement using the following scale:

- 1 = almost never**
- 2 = rarely**
- 3 = sometimes**
- 4 = often**
- 5 = almost always**

COMPETENCE	
	I have the knowledge, skills, and abilities to do my job well.
	I do my job correctly and do not make mistakes.
OPENNESS	
	My teammates talk to me about everything, even the most difficult issues.
	I avoid coming across as critical, defensive, or disinterested when speaking with teammates.
RELIABILITY	
	I deliver what I promise.
	I show up on time and meet deadlines.
FAIRNESS	
	I stay impartial and objective in decision making, avoiding actions that might seem as if I play favorites.
	I reach out to include others to avoid gossiping or the appearance of hidden agendas.
CARING	
	I consider the well-being of my teammates before making decisions.
	I genuinely try to get to know what others care about, professionally and personally, so I can show that I care about those things too.
_____	<b>YOUR TOTAL SCORE</b>

### ANALYZE YOUR SCORE

**40 or more:** People most likely have a lot of confidence in you. Don't rest on your laurels, though. Confidence and trust can be lost very easily. Keep up the good work.

**30 – 39:** Some people may have confidence in you while others may not. Identify which relationships need to be strengthened and take action to do so.

**Less than 30:** You have some work to do. Building others' confidence in you will take time. Start with one of the questions in the quiz. What actions can you take to enhance your score? Get started today!

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## CONFIDENCE INVENTORY

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The foundation of any organization is how team members work together, in essence their relationships with one another. The foundation of any relationship is trust and the confidence individuals have in one another. Without trust and confidence, essential functions like collaboration, delegation, innovation, and problem solving cannot be effective. In essence, there is no starting point to lead to a positive outcome.

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If one or more of these five factors is missing or damaged, it will break down people's confidence in their coworkers and make it very difficult, if not impossible, to collaborate effectively.

The good news is that you can assess and increase the level of confidence you have in others using the **Confidence Inventory**. The Confidence Inventory helps you focus on the amount of confidence you have in your peers, bosses, direct reports, and other coworkers.

## CONFIDENCE INVENTORY

Write each of your teammates' names across the top row. Then, using the definitions of the five confidence factors, rate your teammates on how well they demonstrate each factor, using the following scale:

- 1 = almost never**
- 2 = rarely**
- 3 = sometimes**
- 4 = often**
- 5 = almost always**

CONFIDENCE FACTORS	Teammate #1	Teammate #2	Teammate #3	Teammate #4	Teammate #5
<b>COMPETENCE:</b> He/she is good at his/her job.					
<b>OPENNESS:</b> I can have an open discussion with him/her.					
<b>RELIABILITY:</b> He/she delivers what is promised.					
<b>FAIRNESS:</b> He/she treats me fairly.					
<b>CARING:</b> He/she considers my well-being before making a decision.					
<b>TOTAL:</b>					

Once you have completed the Confidence Inventory, put a checkmark next to areas of low confidence.

Do you spot any trends? \_\_\_\_\_

Is there one person with low scores across the board? \_\_\_\_\_

Is there one confidence factor that you rated consistently low for everyone? \_\_\_\_\_

Use the ideas outlined in the **Confidence Builders and Confidence Busters** to identify your next steps.

# BREAKTHROUGH TOOLS

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## TEAM CONFIDENCE INVENTORY

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The foundation of any organization is how team members work together, in essence their relationships with one another. The foundation of any relationship is the trust and confidence team members have in one another. Without trust and confidence, essential functions like collaboration, innovation, and problem solving cannot be effective. Teams high in trust and confidence in one another unite around common goals. They depend on each other to achieve the goals and they share responsibility for the outcome.

There are five factors that drive confidence and trust among teams. We refer to them as **Confidence Factors**.

- 1. COMPETENCE** Team members are good at what they do.
- 2. OPENNESS** Team members have open discussions without becoming defensive.
- 3. RELIABILITY** Team members deliver what they promise to each other and the organization.
- 4. FAIRNESS** Team members treat each other fairly.
- 5. CARING** Team members consider the well-being of others before making decisions.

If one or more of these five factors is missing or damaged, it will break down team members' confidence in one another and make it very difficult, if not impossible, to collaborate effectively.

The good news is that you can assess and influence the presence of these five Confidence Factors among a team using the **Team Confidence Inventory**. The Team Confidence Inventory focuses on the amount of confidence team members have in each other as a whole team.

## TEAM CONFIDENCE INVENTORY

Instructions: Copy and distribute these questions to your team. Ask them to think about the team as a whole. Then, choose a rating for each of the five **Confidence Factors** using the following scale:

- 1 = almost never**
- 2 = rarely**
- 3 = sometimes**
- 4 = often**
- 5 = almost always**

	MY TEAM AS A WHOLE
<b>COMPETENCE:</b> We are good at what we do.	
<b>OPENNESS:</b> We have open discussions without becoming defensive.	
<b>RELIABILITY:</b> We deliver what we promise to each other and the organization.	
<b>FAIRNESS:</b> We treat each other fairly.	
<b>CARING:</b> We consider the well-being of others before making decisions.	

Share results with your teammates to create a group score.

What are the team's strengths? \_\_\_\_\_

How can you capitalize on those strengths? \_\_\_\_\_

What could the team do better, differently, or more often to improve in weak areas?  
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Put a plan together to get started right away!

# BREAKTHROUGH TOOLS

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## CONFIDENCE BUSTERS & BUILDERS

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When trying to enhance your level of trust and confidence in an individual or among a team, start by determining if you're doing anything that breeds mistrust. Some common actions that cause people to lose confidence in a person or a team are listed below. Put a checkmark next to the **Confidence Busters** that are getting in the way of complete confidence.

- Unresolved personal conflict
- Restricted freedom
- Lack of control
- Inadequate support
- Closed or guarded communication
- Red tape and bureaucracy
- Lack of recognition
- Stealing credit
- Unwillingness to share expertise
- Low tolerance for ambiguity
- Obsession with details
- Desire to work alone vs. involve others
- Behind the scenes conversations
- Gossip
- Mandates and dictates
- Absence of ground rules
- Inflexible, inconsistent directions
- Abdicating responsibility/finger pointing
- Workplace secrets
- Poor measurement systems
- Inconsistent policies

CONFIDENCE BUSTERS

What other **Confidence Busters** impact your team?

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What steps can you take to eliminate these **Confidence Busters**?

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Now, use the checklist below to identify ways to build others' confidence in you, your confidence in others, or the confidence among your team. They have been categorized by **Confidence Factor** so you can zero in on your trouble spots. Get started immediately to build confidence and create collaboration in your workplace.

### COMPETENCE

- Competency and skill development
- Link individual efforts to the bigger picture
- Identify external threats and challenges
- Coaching and mentoring
- Praise and encouragement

### OPENNESS

- Personal disclosure
- Willingness to be vulnerable
- Candid words and caring tone
- Honest communication

### RELIABILITY

- Clear expectations
- Personal accountability
- Consistency, certainty, dependability
- Maintain confidentiality

### FAIRNESS

- Fair, equitable, impartial treatment
- Cooperation
- Share resources

### CARING

- Accept and value others' differences
- Listen carefully
- Freedom from harm/hurt
- Supportive relationships

CONFIDENCE BUILDERS

What other ideas do you have that aren't listed in the **Confidence Builders**?

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What steps can you take to put these **Confidence Builders** into action?

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