# BETTER THAN
# CONFIDENCE
# IN LEADERSHIP

The follow up to
Better Than Confidence,
guiding People Managers
and HR teams on
how to help their
teams thrive

## HELEN FREWIN

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# Contents

# Preface

They say it's dangerous to make assumptions, but I'm going to do it anyway. I'm going to assume you have read the book *Better Than Confidence* because this is the follow-on to that book.

Just in case you have slept since then and need a recap, I'll share in this chapter the key messages from *Better Than Confidence*. Then this e-book will go on to provide ideas on how you can lead a team with Better Than Confidence thinking and, if you're working in a people function, how your management development programmes can build stronger leaders.

"You need more confidence" is one of the most useless, vague and unhelpful bits of advice or feedback.

What do we do with it? Take a pill? Wait for a few years, assuming we'll be more confident then?

Yes, confidence is great. It feels good and helps us to be calm and in control. It can even lead to a better night's sleep.

The problem is that making confidence your goal is a total distraction. It turns your thinking inward to how you feel, which moves you away from the thing you wanted to do.

There are better ways of getting results.

Instead of focusing on how you feel, which is essentially what confidence is – feeling good about your abilities – it is better for you to have useful thinking tools that drive you to get the outcome you want.

And the great news is that when you use these better thinking tools, not only will you get results, you'll also feel good.

Confidence becomes the side-benefit of better thinking.

Everyone I work with who believes they need to work on their confidence wants to do so because they believe this will help them achieve something else.

*My point is simple: start with the something else, not with confidence.*

That's why the first thinking tool in *Better Than Confidence* is **Being Outcome-Focused**. It's working out what we want, why that's important and how we will know we have achieved that outcome that is the most powerful starting point to doing anything.

The other thinking tools are:

**Being Others-Focused** – remembering that it's not all about you, it's about someone else: your customer, team, audience. Focusing on them and what they need will shift you into more helpful thinking.

**Being Brave** – if we wait until we feel confident, we will never act. So, we need courage. To step out of that comfort zone – whether for you that's a huge leap or a small step – both take the bravery to act.

**Being Prepared** – and I don't mean preparing what you're going to say in a meeting. That's important, yes, but preparing to manage your fears is even more critical. Then you'll feel more in control and able to focus on being brilliant.

**Being Challenging** – sometimes our fears are deeper, linked to long-term unhelpful beliefs, like a fear of failure and perfectionism. We need to challenge such unhelpful

beliefs so they don't hold us back from trying new things and taking considered risks.

**Being Competent** – one of the issues with confidence is that it is subjective. It is our *opinion* of our level of ability. Getting an objective view of your ability and building on it is far better for results. Stop worrying about how good you *think* you are and start getting better at what you do.

**Being Credible** – when the result you want is in any way dependent on communicating with and influencing others, it will do you a few favours, even if you don't *feel* confident, to at least *look* confident.

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This little follow-up e-book has two sections. In Part 1, we look at the role of people managers and what you can do to move past the limiting thought of "my team needs more confidence" and instead build their competence.

Then, in Part 2, we look at the role of the people, culture or HR team. If you work in that space, then you may be reading this and thinking about leadership development programmes. In this section, we explore the ways in which your programmes can challenge unhelpful beliefs and norms and create transformational change in your leadership teams.

# PART 1:

# People Managers

# 1

# Overview of This Section

I'd like to think that you know, having read *Better Than Confidence* or even just the summary of it, that it would be a good idea as a people manager to never tell someone in your team that they need more confidence.

But there is no judgement from me if you've said it before.

I confess, even I have said it before.

Samia was shadowing me when I was a consultant early on in my career and she would falter at times, asking what she should say in this situation and how she should cope with XYZ. "You just need to build your confidence," I told her. Though I am pleased to say that even back then I added some slightly more practical advice: "And the best way to do that is practice. Run this session over and over and it will become second nature to you."

It's still not the most helpful advice I could have given.

Therefore I do not judge you for having told someone, or told yourself, "You just need to be more confident."

Now is your opportunity to do better. Here's how:

- Stop telling people they need to be more confident
- Give more specific and useful feedback
- Help people grow their competence
- Build psychological safety

We're going to look at each of these in more detail in the following chapters.

# 2

# Stop Telling People They Need to be More Confident

James is the CEO of a rapidly growing business, with an impressive client base of some of the best brands in the UK, if not the world. He has learnt that focusing on the outcome he wants from a meeting and the tone he wants to set makes a huge difference to the quality of client and colleague conversations.

Now, how can he help his team do the same? How can he help his team deliver outstanding work with these hard-won clients? "It's not just about the work or the craft," he tells me, "it's about how they work and how they have conversations." In client meetings and even in internal meetings, there can be misunderstandings and a complete lack of clarity on what is going on and what needs to happen next.

Colleagues will happily nod along in the meeting, but then come to James afterwards and say, "What happened there?! I'm not sure what we're doing." Discussing the premise for this book, James said to me, "I could just tell them to be more confident in those meetings, but that won't help them. It would be better if I could give them specific frameworks, ideas of what to say."

This is the key. When you want someone to change their behaviour, describe the behaviour you want and offer specific suggestions. Instead of "Be more confident," James could offer ideas to his colleagues by saying in those meetings, "Can I clarify where we are?" or "I'm not sure I'm following so far. Let's go back to what we're looking to achieve. What is the outcome we want?"

I had a personal experience of this only recently when I arrived on a client call thinking I was there to do one thing for a forthcoming event, and clearly that was not the case. Ten minutes into the conversation I was thinking I must be in the wrong meeting! "Ok, can we press pause for a moment?" I said. "This event that we're preparing for, what do you want to gain from it?" As the two people on the call explained their success criteria, I could once again see how I could add value.

Giving your colleagues the tools to speak up in meetings and gain clarity… that is far better than confidence.

Through some pro bono work I was doing for a community group, I met a secondary school teacher who was getting frustrated that she kept being told she needed more confidence. I recommended that next time this statement came up, she asked the person what it was she needed to be doing differently. In our next conversation, the teacher was far more energised and positive. "I found out that it's all to do with me giving my ideas. My colleagues felt that all I did was listen and go with their suggestions. They wanted me to give my ideas too. Whereas I thought they didn't want to hear my ideas," she told me.

How much time, energy and frustration could have been saved by the teacher if she had received that clarity from the start?

When you feel like you want to tell someone to "Be more confident," take a pause.

What is it they are doing or saying that makes you think they need more confidence? What is it you would like them to be doing or saying differently? Start there instead of with the confidence statement.

That leads us beautifully onto how to give more specific feedback.

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## Give More Specific and Useful Feedback

As a people leader, when you get frustrated that people are not doing what you want, or when you see they're getting stuck, give them more specific feedback and guidance.

I'd like to think that you've been offered some kind of feedback training in your role as a people manager, but sadly that's not always the case. That's why I have a job! Technical experts and brilliant performers are promoted to people management, often without any preparation or support for what that transition means. So, in case you need some help on *how* to give more useful feedback, here's the lowdown…

You already know what's important.

Because if you think about how *you* would like to receive feedback from someone, you'll list all the critical elements:

1. Tell me at the time. Don't store feedback and give it to me six months later!
2. Be specific. Don't just say "That was good" or "That was bad"; tell me exactly what I did and why it was good or bad.
3. Be constructive. Don't just tell me what I did wrong, help me understand how I can improve.
4. Make it a two-way conversation, giving me space to ask questions or disagree with you if I want to.
5. Offer me support. Maybe I'll need help making changes.
6. Follow up – if you see I have made improvements then let me know; it's always good to know when we get better at something.

There you have it.

I have asked people hundreds of times in workshops how we should give feedback, and that list, or thereabouts, is the response every time.

The problem is we all know this but struggle to put it into practice.

So how do you take this from knowledge to action? From theory to practice?

The key is in preparation. Taking time to think about – yes, you guessed it – what outcome you want. That old chestnut of Being Outcome-Focused once again. Once you know what outcome you want in terms of the behaviour you want to see change, you can prepare specific feedback.

Instead of saying "You need to be more confident," think about the specific behaviour you want, for example, "I would like to see you speak up more in meetings." Have a go at writing your thoughts on the following questions:

*What is the behaviour you're seeing now that you are not so happy with? Write examples of what the person says and does.*

*What is the issue with this? What impact is the behaviour having?*

*What behaviour do you want to see instead? Write some examples of what the person could be saying and doing that would work better.*

*What would be better about that? What impact would that new behaviour have?*

There are loads of feedback acronyms out there to help you remember a simple structure. Here are a couple you might want to try out and see what works for you.

**SBI – Situation, Behaviour, Impact.** "Earlier on in our client call (situation), you told the client you didn't think you had the skills or knowledge to help them (behaviour), which reduced your credibility and could lose us the contract (impact)." You could follow that with, "It's also not true, because I know you have the skills. What do you think about this? What could you do next time? What needs to happen next with this client?"

**AID – Action, Impact, Do.** "When I asked if there were any issues in the team meeting, you said no, but then you came to me afterwards with a list of concerns (action). I'm concerned that means you're not comfortable raising issues in front of the team, and that the team has missed out on that discussion (impact). I'd love it if you could raise your thoughts and any issues with everyone when we're together (do differently)." Again, you could follow that with space for discussion: "What do you think about it? What stopped you from raising the points in the meeting? What could I be doing to help you and others in the team raise concerns?"

It is worth highlighting that, as with any workshop on feedback, we tend to focus our time on talking about the difficult conversations or the things we want to improve. But what about praise? What about thanks? What if you could be just as thoughtful, prepared, specific and constructive about what is going well? How much more could that help your people understand what is working and what to keep doing?

Shona was tired of meetings with her team where nobody would speak up. It seemed that meetings were a waste of time if it was just going to be her talking and her ideas. A new hire brought a breath of fresh air and Shona found she was being challenged in meetings like never before. After a few meetings of seeing this happen consistently, Shona approached the new hire with specific feedback: "When you challenge my ideas in meetings and suggest ways that we could make the idea even better, I really appreciate your input. It's so useful for the idea development, and it's also useful for others in the team to see that challenging me is good and encouraged. I want more of that. What are your thoughts on how we could encourage more people in the team to speak up and share their views?"

Giving feedback might also raise questions for you about *your* confidence. What a funny cycle we can end up in! Are you confident enough to give feedback? Is your team confident enough to take your feedback on board, without their self-belief crumbling? If you get stuck there, I recommend the chapter on Difficult Conversations in *Better Than Confidence*, as you do not need to wait for confidence to give feedback; you just need some more useful thinking. And the other person's reaction to your feedback? What if they cry or get defensive? Well, that's a "what if…?" question for you to work through in the Being Prepared chapter. All the tools are there.

# 4

## Help People Grow Their Competence

As a result of your clear, higher-quality feedback, you can help your team grow their abilities – which is far more useful than growing their confidence.

Instead of just helping people *feel* good about what they do, help them *do* an even better job, and then they will feel good anyway.

Spend time reviewing what is going well for them, asking them what they think and adding your specific feedback. Ask them what they find challenging, and what they think is the cause of those challenges. Add your specific feedback about what you think they need to improve. Now you're headed towards a development plan: to build on the good stuff and find ways to improve the other stuff.

Use the Being Competent chapter in *Better Than Confidence* to gain further ideas on how to explore this

with your team. You could even share with them, "I saw some ideas in this book about how we could all work on growing our competence. Do you want to have a read and tell me what you think?" Notice how that is not conveying "This book is genius, you should all read it and do what it says," as that often creates a defensive reaction. It is better to be open-minded to the fact that anything you find useful and interesting may or may not be useful and interesting to someone else. Suggesting that other people read a few pages of a chapter and let you know their thoughts could be more useful, as it draws the team into being part of the solution of how to work on competence over confidence.

# 5

# Build Psychological Safety

Have you heard of this? The concept of psychological safety got a burst of press and therefore awareness following a Google study. You've probably spotted how the people at Google like to find an algorithm for everything, right? Well, they wanted to know what made a high performing team. Was it a couple of PhDs, an extrovert, and an introvert? Maybe a mix of backgrounds? Their data was disappointing to them because there was no trend. Until they looked not at *who* was in the team, but *how* they worked together.

It turns out that the number one indicator of a high performing team was the degree to which they felt psychologically safe with each other. That means feeling you can be yourself, you can talk about your challenges, there is no such thing as a stupid question, mistakes are

shared, learning is shared, and failure is accepted as part of the process.

Why does that make such a difference? Imagine working in a team where you are not trusted; I'm sure we have all experienced this at least once. It always feels like you're being checked on and if you ever get anything wrong, it feels like you are a child being told off by a moody parent. Or what if you're in a team that's not quite so bad, but you don't really feel like challenge, questions and discussion are welcome? What impact could that have on your wellbeing and performance?

I remember coming out of an exec meeting in my 20s and hearing two of the most senior people in the company talking. "Did you agree with him?" the marketing director asked the finance director about what the CEO had said.

"Absolutely not," replied the FD, "but you know what it's like these days – keep your head down and you're less likely to lose it."

I was furious.

One of the most highly paid people in the company was not willing to stand up and say what they thought. How could anyone else have a chance of doing well in this business? A few years down the road, I now know this is

far more common than I would have liked to have realised in my youth. I no longer feel blame and anger towards that FD, but I do question whether the CEO knew that this was going on. I highly doubt it. And what cost did that have to the business? What is the impact on you if your team cannot talk to you? Cannot raise issues? Avoid coming to you when there are mistakes, problems, or if they're not sure what they should be doing?

If you were the leader of such a team, you might say that your team needed more confidence to have the courage to speak up.

**What if we were to turn that on its head and say that you needed to create more psychological safety?**

That it is your role to create the fertile ground for people to speak up?

If you create the right environment, you won't need people to be confident because they will feel safe to speak up, own mistakes, share ideas and learn. And that's surely the outcome you want because it drives better results.

Fear leads us to stay small, to avoid risk-taking, to stick with what we know. Does that sound like the stuff amazing innovation and market growth are made of? Absolutely not. Psychological safety enables considered

risk-taking, a willingness to try and fail, a drive to ask questions and push for better.

You can remove the need for people to feel *confident* by making sure they feel *safe*.

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It is this idea of creating a culture where people feel safe that leads us on to management and leadership development programmes in business. If you are reading this as a people manager, keen to change the way you lead your team: fantastic! Start a conversation; try something new!

Now, what if you could create that shift across an entire department? Business? Industry? I have written the next chapter with the HR/people function in mind, but it may also be interesting for you to read if you are a people manager to see how you could do things differently.

# PART 2:

# People Functions:

# HR, Culture, Talent, L&D

# 6

# Overview of This Section

If you work in the people, learning and development, HR or talent development space, then you have no doubt read this e-book and the original *Better Than Confidence* book thinking about how it might help others. That's one of the limitations of being in a role where your purpose is to help others: we tend not to look after ourselves so well.

So, my first tip to you is to look back on all the stuff you thought might help others and challenge yourself to consider how it might help you first. "I read this book; you should read it too," could be more powerful if you're able to say, "I read this book and used a few of the tools in it. It's made such a difference at work and in my personal life, maybe you'd like to read it too?"

If you're running personal effectiveness workshops, or any 1:1 coaching and mentoring, then you now have a

whole toolkit of ideas and frameworks to share and use. Teach people more useful thinking and move away from confidence as a goal.

Particularly if you are leading a women's leadership programme or broader accelerator programme for underrepresented groups, these are often the target demographics for vague useless comments. Under the banner of diversity and inclusion, people are often provided with extremely unhelpful advice.

Here are some classic examples many of us have heard too many times:

*Just be yourself.*

*You need to be more thick-skinned.*

*I think you're being too sensitive.*

*I'm not against having diversity at the top, we just can't seem to find that diversity.*

*I don't see gender, ethnicity, sexuality; I just see talent. I don't see why we need to label people and have these programmes.*

*You need more gravitas/you need to be more assertive.*

These are unhelpful at best; at worst, they can be harmful in making people believe the issue lies with them.

We have a problem across industries and levels with promoting people based on how confident they seem. We are fooled in interviews by style over substance, which means people who are conscientious, thoughtful and quite possibly better at the job get overlooked. I have seen this personally, but Dr Tomas Chamorro-Premuzic has researched it in far more depth. His book *Confidence: the surprising truth about how much you need and how to get it* chronicles his research and findings on this tendency and the harm caused by it.

Giving people space to recognise that they are not alone in, firstly, facing these challenges and, secondly, having to work around them and find ways to succeed can in itself be hugely reassuring. "It's not just me, I'm so glad I'm not alone," is the ringing echo I hear in every programme where we discuss the issue of promotion by confidence and the unhelpful advice people are given.

In a people function, you can support the individuals on the receiving end of these messages. And, even more importantly, you can educate, challenge and support business leaders and business processes to shift the beliefs behind such statements and unhelpful ways of working.

The chapters in this section break down some top tips for you to apply Better Than Confidence thinking to your leadership development:

- Stop promoting people for coming across as confident.
- Stop telling people on your development programmes they need to be more confident.
- Challenge the specific thoughts, statements and business processes that are suffocating the opportunities for diversity and inclusion.
- Introduce psychological safety and better feedback into every level of your management and leadership development.

# 7

# Stop Promoting People for Coming Across as Confident

We faced the sad truth in *Better Than Confidence* that we are fooled by people who talk the talk. If someone sounds and looks more confident, we tend to believe they know what they're doing. We tend to assume their ideas are better than someone who puts forward their suggestions with more caution.

This is not helpful because it means we could be promoting people with the wrong skills.

Having a load of confident people on the management team does not automatically mean you have better leaders, more innovation and better results at the top. In

fact, there is data that suggests the opposite.[1] So how do we overcome this bias we have, that makes us think the confident person in front of us is best for the role?

The key is in asking for detail about what someone has done before and how they did it, taking detailed notes during the interview. Not notes of what you *thought* about the person, as those notes would simply be a commentary of your judgements and therefore potentially your bias:

*Great project management experience.*

*Strong leader.*

*Good technical skills.*

What you need instead are notes of what the candidate *said*, for example:

*Led three global projects over the past year; two delivered on time, one went over due to budget issues. Managed stakeholder relationships by organising weekly calls.*

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[1] See Dr Tomas Chamorro-Premuzic's book *Confidence: the surprising truth about how much you need and how to get it* for a look at the research on this. There is no relationship between being confident and being competent, and there seems to be a trend that many leaders who appear super confident are in fact less competent and take bigger risks that end in negative press and outcomes.

These more detailed notes allow you to make a judgement of the candidate once they have left the room. Once their style, charisma, or lack thereof can no longer impact your judgement. Read the notes in black and white and see whether they have demonstrated the skills and behaviours you're looking for.

I have sat on hundreds of interview panels over the years and the surprise when we do this is along the lines of, "Wow, I thought he was amazing! But looking at this, it was style over substance. He hasn't actually said anything. And his way of dealing with an unhappy client is not in line with our culture at all."

If you are running interviews, supporting hiring managers, or you are in a position to implement better training and processes for interviewing, use this to guide you. It will help you hire the best talent over the most confident person.

**8**

# Stop Telling People on your Development Programmes They Need to be More Confident

It is good that we provide accelerator programmes for underrepresented groups because our ways of hiring and promoting have generally put barriers in place for women, People of Colour, the LGBTQ+ community and people with disabilities. Such programmes allow for support, development and that critical realisation of "I am not alone."

But these programmes can also be harmful. How many of them are telling people to be more confident, be more assertive, work on their gravitas?

The message comes across as, "Act more like a White, cisgender, heterosexual, able-bodied man and you'll do well here."

Instead, what if we could help people engage in useful thinking that will help them navigate the challenges of the workplace in their own way?

But that is not enough because we need to challenge the barriers that exist in the first place. It is not the role of the underrepresented to fix their underrepresentation. Which brings us onto…

## 9

# Challenge the Specific Thoughts, Statements and Business Processes that are Suffocating the Opportunities for Diversity and Inclusion

Maybe when you read some of the statements on page 30, you wondered what was bad about them, as it's not always obvious. Just in case, here are the potential downsides and negative impacts of these comments.

*Just be yourself* – what if I can't see anyone who looks like me on the leadership team? That makes me think that I can't really be myself. As the saying goes, "If I can't see it, I can't be it."

*I think you're being too sensitive/you need to be more thick-skinned* – are you telling me that I should not take offence to people making inappropriate jokes about my identity?

You might say it's harmless banter, but it does not feel harmless to me. And I don't see other people in the team being at the centre of the joke.

*I'm not against having diversity at the top, we just can't seem to find that diversity* – where have you been looking? If your network is full of people like you, then no, you won't find diversity. But there is talent all around us and you only need to look for networks and recruitment agencies set up for that purpose to find talent with a different background.

*I don't see gender, ethnicity, sexuality; I just see talent. I don't see why we need to label people and have these programmes* – there are a number of challenges with this statement. First off, it's not true: the brain processes gender and ethnicity incredibly quickly. We give people labels of Indian man, Black woman in less than a second. Secondly, it's a fact that this person is an Indian man and this person is a Black woman, so the statement denies reality. Third, whilst it's admirable for you to want to focus on talent only, the fact that we see massive underrepresentation of certain groups at senior levels suggests that talent is not the only factor taken into account.

Finally, you are potentially denying the individual's experience. You might like to imagine we're all equal, regardless of our differences, but experiences are not equal. As a Black woman working in education, Rachel has seen how she has been treated differently to her White peers. Less eye contact from the manager in meetings, a higher level of challenge and scrutiny applied to her work, less opportunity for career development and less money offered to do the same role as a peer. If I say to Rachel that I don't think of her as Black, then I could also be saying that I do not acknowledge the challenges she has faced. And worse, I am not willing to listen and understand those challenges and support Rachel by breaking down some of those barriers.

*You need more gravitas/you need to be more assertive* – is this code for "be more alpha male?" Be more like you? Is that the only way to get things done? Sam is a senior associate in a global law firm and is regularly told that he needs to be more assertive by what he would call more aggressive partners. Just because that's how they work, does that mean Sam needs to be the same? Sam sees the damage the aggressive partners cause with junior colleagues, and he doesn't want to be like that. Why should he be?

Aside from thoughts and statements like those, what processes are stifling any efforts to improve diversity and inclusion? A city bank I work with has an unwritten rule for recruiters to only shop for Oxbridge graduates with a first-class degree when seeking new talent. How diverse do you think those applicants are? And, at the most basic level, how much diversity of thought will the bank get if everyone has had the same education?

What unwritten rules, or even written processes, does your business have that could be off-putting to certain candidates or create a barrier to them applying? I mentioned earlier about hiring within the network. This is another standard practice that can limit applications from people who are not like and not connected to the people you already have.

If you want to improve your business practices in this space, speak to an expert in the field. I have a number of specialists I call on when my clients want to work on this, and I would highly recommend every one of them. I have put links to their websites on helenfrewin.com.

# 10

# Introduce Psychological Safety and Better Feedback into Every Level of your Management and Leadership Development

Psychological safety and belonging have gained greater recognition in recent years as being critical to leadership success. Talking about what we find difficult, what we're nervous about, mistakes we've made, and being accepted for who we are is fundamental to that. Use content on these topics to help leaders recognise that their anxieties are not something to be feared or hidden, they can be useful prompts for questions to the team, and an opportunity to share that "I am human too."

This is not just content to be shared under the diversity and inclusion banner. This is fundamental to all good leadership. And your leaders need to know about it.

How about introducing leadership programmes with a review of the research on high performing teams? This sets the tone that this is about driving great results through great relationships and people feeling they can be themselves, learn together and do great work together.

What about feedback? When I'm asked to deliver leadership development programmes or even one-off workshops for senior leaders and the top executives in a firm, I am asked how I will make it 'senior' enough. "How will this programme be different from the one you ran for first-line managers?" My response of, "It won't be different," tends to surprise the person I'm speaking with.

There is an assumption that senior leaders need something different. And don't get me wrong, they do need something different: vision, strategic thinking, the ability to lead transformational change, commercial awareness, brand management, entrepreneurial drive etc. But when it comes to people management, the needs at the top are the same as the needs of team leaders and supervisors.

I create programmes that cover the strategic topics that sound suitable for the exec. And then, on the day, these top leaders ask me the same questions that every people manager asks:

*How do I get this person to improve?*

*How do I get my team to deliver what I want, the way I want it done?*

*How can I tell this person that they're great, but X behaviour is not ok?*

*How can I get the team to take ownership and be more proactive?*

*How do I get people to speak up more, share their ideas and challenge my thinking? I don't just want 'yes' people!*

These are all feedback questions. They are about more clearly communicating the behaviour you want and the behaviour you don't want. This is why I say that feedback needs to be included in every people management and leadership programme. Even if the same people are going through the levels over time, they need reminding and they need a space to practise these skills.

Giving feedback is so uncomfortable and unnatural for so many people that we need to support them in making the

transition to giving more feedback and doing it in a better way.

Perhaps then we will hear of fewer instances of people receiving vague, unclear feedback. Like "You need more confidence," for example! We will build leaders who are more skilled and comfortable giving clear and useful feedback, driving higher performance.

# 11

# Conclusion

Writing this e-book has felt very different to writing *Better Than Confidence*. I feel I have been far more direct in this little book – which you might like or might feel less comfortable with!

If you are wondering where to go next, the business owner in me says "Give me a call!" That of course is an option, whether you're looking for coaching, consultancy or development programme support.

And if you're interested in further reading and research, here are my recommendations:

The Google study that revealed psychological safety was critical to team performance:

https://rework.withgoogle.com/print/guides/5721312655835136/

Amy Edmondson's broader work on psychological safety, which spans industries and levels and provides ideas on how to build the culture. *The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth.*

Dr Tomas Chamorro-Premuzic's book *Confidence: the surprising truth about how much you need and how to get it* gives you the research and findings on the dangers of promoting for confidence. He also has a great TED Talk with the title *Why do so many incompetent men become leaders?* That's worth a watch.

And I close with the recommendation for you to talk to people about this.

A question I get asked over and over is how to change others. "How can I make my team realise they need to do things differently?" or "How can I get other teams to recognise the power of psychological safety and start building it?"

The key to all of this is to start with a conversation.

Share with others what you have learnt about psychological safety. Share your thinking on confidence. Talk about your experiences of trying out different

thinking tools. Ask people what they think about the idea of building psychological safety.

When you start conversations and keep them going consistently over time, you start to shift the culture.

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Do you have questions I have not answered in the book? Thoughts you would like to share? Let me know, because I'll be building an FAQ page and of course, I'm already planning the next book! Contact me via [helenfrewin.com](helenfrewin.com).