MODULE OVERVIEW

Self-confidence at work: Three quiet traps

Adaptive module | ~20 min

A team member who keeps quiet despite having the right argument, a difference sanded down until it disappears, a manager who withholds information to stay indispensable: three quiet mechanisms with the same root, fear. The module names them (need for approval, normalization, overprotection) and points to the way out of each. It also shows that the third involves two people and can only be resolved by both.

LEARNING OBJECTIVES

01 Recognize the need for approval: holding back your opinion, backing a group decision you don't believe in.

02 Assess the cost of normalization: a difference experienced as a flaw, and a team with no new ideas.

03 Distinguish what must be shared (values and mission) from what must stay individual.

04 Identify the three beliefs behind the parental attitude and the step each side needs to take.

WHO IT'S FOR

Managers and team members who want to gain confidence, and to restore it in those who work with them.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1. **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.
2. **Expert video**: 10 minutes, with 3 pauses for reflection.
3. **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
4. **Dated commitment**: one action to try, written by the learner or picked from the suggestions.
5. **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- Parental attitude / managerial overprotection – Afthonios method, inspired by transactional analysis (Parent-Child relationship)
- Conformity – Solomon Asch's experiment (1951)
- People-pleasing (need for approval)
- Normalization of differences – Afthonios method

SOURCES & REFERENCES

- Boston Consulting Group: companies with the most diverse leadership earn 45% of their revenue from recent innovations, compared with 26% for the least diverse (a 19-point gap)
- Solomon Asch – conformity experiment (1951): about 75% of participants went along with the wrong majority answer at least once
- Irving Janis – groupthink (1972): the desire for unanimity leads a group to approve decisions its members disagree with
- Frances Milliken, Elizabeth Morrison & Patricia Hewlin, "An Exploratory Study of Employee Silence," Journal of Management Studies (2003): 85% of the employees surveyed had kept quiet about an important problem, mainly for fear of being seen negatively and of damaging relationships they value

Module created by Afthonios.com.

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