

Confidence Assessment

Check all that seem to apply. It's common to have multiple checks per row.

Cowering	Authentic Confidence	Swaggering
<input type="checkbox"/> Apologizes even when not genuinely at fault.	<input type="checkbox"/> Owns and admits mistakes.	<input type="checkbox"/> Doesn't readily admit weakness or fault.
<input type="checkbox"/> Stays in their office and works within confines of their team. Cooperates only when asked.	<input type="checkbox"/> Collaborates readily and easily.	<input type="checkbox"/> Works in a silo. Has weak or confrontational relationships outside own department.
<input type="checkbox"/> Stays quiet and ignores the obvious "elephant in the room."	<input type="checkbox"/> Describes what happened without looking for places to lay blame.	<input type="checkbox"/> Readily points out who is at fault.
<input type="checkbox"/> Avoids conflict.	<input type="checkbox"/> Confronts conflict skillfully, maintaining or enhancing relationships.	<input type="checkbox"/> Tells it as they see it. If people can't handle it, that's their problem.
<input type="checkbox"/> Says "yes" to everything and may work exceedingly hard to try to deliver.	<input type="checkbox"/> Prioritizes effectively, saying "no" to the right things.	<input type="checkbox"/> Says "yes" to those things that will win favor and may or may not get it done.
<input type="checkbox"/> Plays it safe and avoids taking risks. Tries to stay "below the radar."	<input type="checkbox"/> Takes risk for the sake of innovation.	<input type="checkbox"/> Takes risks for sake of glory. If it is not their idea, they adopt it only under pressure.
<input type="checkbox"/> Goes wherever they need to in order to be accepted. Not entirely sure where they are going, why, or how they will get there.	<input type="checkbox"/> Is comfortable with ambiguity: Seeks to describe where the team is going, how, and why.	<input type="checkbox"/> Can describe where his/her career is going and doesn't care so much if the team or company also succeeds.
<input type="checkbox"/> Tends to focus on their weaknesses.	<input type="checkbox"/> Knows own strengths and weaknesses and prefers to surround self with others who have complimentary strengths.	<input type="checkbox"/> May not readily see or admit weaknesses. Likes to be around similar people.
<input type="checkbox"/> Gives praise sparingly or selectively. May give praise for things they wish someone would praise them for.	<input type="checkbox"/> Shares genuine praise readily and often.	<input type="checkbox"/> Does not believe that people should be praised for doing what they are hired to do. May give praise out of desire to affect future behavior.

In what circumstances are you most:

- Cowering?
- Swaggering?
- Authentically Confident?