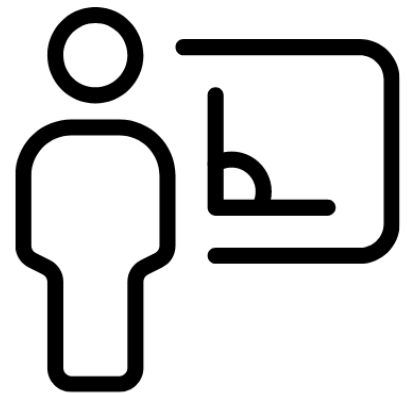


# Instructors Guide



On the following pages is a sample module from our Instructor Guide. It provides the instructor with a copy of the material and a Lesson Plans box.

The key benefit for the trainer is the Lesson Plan box. It provides a standardized set of tools to assist the instructor for each lesson. The Lesson Plan box gives an estimated time to complete the lesson, any materials that are needed for the lesson, recommended activities, and additional points to assist in delivering the lessons such as Stories to Share and Delivery Tips.



*Your success will be determined by your own confidence and fortitude.*

*Michelle Obama*

## Module Two: Understanding Confidence



The way we interact with the world around us is strongly influenced by our self-beliefs. Building confidence and assertiveness is a process that develops over time and through personal life experience. Self-confidence often comes from successful experiences; accordingly, it will also lead to achieving additional successful experiences. There's great value in being able to place healthy boundaries on our professional and personal lives. It allows us to gain more control of the situations we are faced with each day, and maintain a positive attitude. Without confidence, it can be difficult to focus on future successes and personal development. Confidence and assertiveness are skills that are important for everyone.

## Defining Confidence and Assertiveness



Confidence and assertiveness are intrinsic to one another. Confidence is the feeling of positive regard and belief in oneself, as well as in one's own abilities. It plays a significant role in the ability to meet or exceed potential. Feelings of confidence inspire our choices that will shape our future, and helps to provide stability when challenging situations arise. Self-beliefs will make a difference in whether a situation is successful or not. A self-confident individual is able to control their own thoughts and emotions, while influencing those around them. Ultimately, optimism and greater life satisfaction is achieved.

Assertiveness is the ability to communicate the confidence that is built. Being assertive is not about dominance, but rather expressing opinions in a positive, respectful, and confident manner. It involves knowing what we want, as well as what boundaries need to be set. Assertive individuals are clear and direct, without being aggressive. This key skill will help to better manage difficult situations, people, and oneself. By building assertiveness, we are building our voice to be heard.

<b>Estimated Time</b>	10 minutes
<b>Topic Objective</b>	To define confidence and assertiveness.
<b>Topic Summary</b>	Confidence is the feeling of positive regard and belief in oneself, as well as in one's own abilities. Assertiveness is the ability to communicate the confidence that is built.
<b>Materials Required</b>	<a href="#">Worksheet 1: Exploring My Confidence</a>
<b>Planning Checklist</b>	Provide enough worksheet printouts for all participants.
<b>Recommended Activity</b>	Have participants complete Worksheet 1: Exploring My Confidence.  Allow time to discuss worksheet responses.
<b>Stories to Share</b>	Share any personal, relevant stories.
<b>Delivery Tips</b>	This activity is personal- participants may not wish to share their experiences.
<b>Review Questions</b>	How are confidence and assertiveness intrinsic to one another?

## Types of Confidence



Confidence is connected to everything we do in life. The ability to build confidence can come in two forms; internal and external. Internal confidence is how we view and feel about ourselves. It comes from inner sources, such as thoughts, growth, and personal values. Internal confidence can alter based on the situations we encounter, and how we respond to them. Self-esteem and self-compassion make up a large part of internal confidence. These aspects have a strong and direct impact on how we pursue goals and take risks.

Generally, our internal confidence is more important to our happiness and well-being.

External factors also play a role in our confidence. External confidence comes from factors such as our praise, status, physical attributes, and how others view us. Validation and feedback from others can boost our confidence and inspire us to keep acting in a positive way. However, they can also have a negative effect on one's self-esteem and internal confidence. While projecting confidence to others is important in the workplace, it is critical that we pay attention to how we feel internally.

<b>Estimated Time</b>	10 minutes
<b>Topic Objective</b>	To differentiate between internal and external confidence.
<b>Topic Summary</b>	Internal confidence is how we view and feel about ourselves. External confidence comes from factors such as our praise, status, physical attributes, and how others view us.
<b>Materials Required</b>	<a href="#">Worksheet 2: Sources of Confidence</a>
<b>Planning Checklist</b>	Provide enough worksheet printouts for all participants.
<b>Recommended Activity</b>	Have participants complete Worksheet 2: Sources of Confidence. Allow time to discuss worksheet responses.
<b>Stories to Share</b>	Share any personal, relevant stories.
<b>Delivery Tips</b>	This activity is personal- participants may not wish to share their experiences.
<b>Review Questions</b>	What are the two main forms of confidence?

## The Benefits of Assertiveness



Adopting an assertive mindset has many great opportunities and benefits. Assertiveness comes with a sense of empowerment, as well as the chance to be in a position of equality. It encourages individuals to work alongside one another in a healthy and constructive manner. Assertive communicators display confidence in leadership roles, while remaining empathetic to those around them. They are able to communicate their needs with authority and ensure others receive their needs as well. Confidence and assertiveness are significant factors in building a productive, respectful, and successful team. With time and commitment, everyone is capable of building assertiveness and confidence skills.

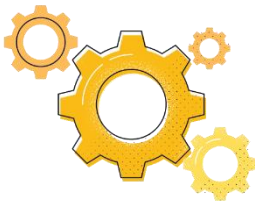
Being assertive offers many great benefits, including:

- Improved communication
- Better problem-solving and conflict resolution
- The ability to negotiate successful solutions
- Decreased stress and anxiety

- Greater job satisfaction
- Gained respect from others

<b>Estimated Time</b>	7 minutes
<b>Topic Objective</b>	To explore the benefits of being assertive in the workplace.
<b>Topic Summary</b>	Confidence and assertiveness are significant factors in building a productive, respectful, and successful team.
<b>Materials Required</b>	Flipchart/board, markers
<b>Planning Checklist</b>	None
<b>Recommended Activity</b>	Have participants discuss additional benefits of being assertive in a company or organization. List these responses on the flipchart/board.
<b>Stories to Share</b>	Share any personal, relevant stories.
<b>Delivery Tips</b>	Encourage everyone to participate.
<b>Review Questions</b>	What is a benefit of adopting an assertive mindset?

## Distinguishing the Styles



Effective communication is an important life skill. There are times when communication is shared directly, whereas other times it can be more indirect. Everyone has their own way of communicating with others, in which the most powerful communication can build meaningful connections. To communicate to others in a strong and effective way, it's essential to express our needs in a clear and respectful manner. There are four basic styles of communication; passive, aggressive, passive-aggressive, and assertive communication.

Here is a break-down of the four communication styles:

- **Passive:** This style involves the avoidance of expressing feelings or opinions, in order to protect themselves. Passive communicators do not assert for themselves, speaks apologetically, and allows others to violate their rights. Examples of passive communication includes continual permission-asking, constant apologies, and avoiding disagreements.

- **Aggressive:** This style can be hostile or defensive. Aggressive communication includes expressing ideas and needs at the expense of another individual. Examples of aggressive communication can be placing blame on others or issuing commands.
- **Passive-aggressive:** This style is similar to passive communication, but uses indirect communication to express negative feelings. Passive-aggressive communicators are indirectly aggressive, as opposed to being directly aggressive. Examples of passive-aggressive communication includes the spreading of rumors, acting stubbornly, or the silent treatment.
- **Assertive:** This style is the most effective. Assertive communication is honest and direct with sharing thoughts, while also maintaining respect to the thoughts and feelings of others. An example of assertive communication is the use of I statements to share information.

<b>Estimated Time</b>	10 minutes
<b>Topic Objective</b>	To distinguish between the four styles of communication.
<b>Topic Summary</b>	There are four basic styles of communication; passive, aggressive, passive-aggressive, and assertive communication.
<b>Materials Required</b>	<a href="#">Worksheet 3: Ways of Responding</a>
<b>Planning Checklist</b>	Provide enough worksheet printouts for all participants.
<b>Recommended Activity</b>	Have participants complete Worksheet 3: Ways of Responding. Discuss worksheet responses.
<b>Stories to Share</b>	Share any personal, relevant stories.
<b>Delivery Tips</b>	Encourage everyone to participate.
<b>Review Questions</b>	What are the four basic styles of communication and how do they differentiate from one another?

## Signs of Low Self-Confidence



Confidence is an essential part of a healthy life, as well as a key factor of building a successful and honoring career; it's the fuel to continue moving forward. However, there are times when low self-confidence and feelings of self-doubt may present themselves. Feelings of inferiority, insecurity, and uncertainty can prevent us from accomplishing great things. We may withdraw from situations due to the fear of failure or ridicule. Low self-confidence may be brought on from career issues, a poor self-image, previous trauma, or critical authority figures. Whatever the cause, it's important to not allow poor confidence to take over.

Signs of low self-confidence may include:

- Worrying about what others may think
- Self-neglect
- Being socially withdrawn
- Unaccepting of compliments or new challenges
- Making excuses and blaming others
- Not trusting personal judgment

<b>Estimated Time</b>	10 minutes
<b>Topic Objective</b>	To identify the signs of low self-confidence and the circumstances that impact confidence.
<b>Topic Summary</b>	Low self-confidence may be brought on from career issues, a poor self-image, previous trauma, or critical authority figures.
<b>Materials Required</b>	<a href="#">Worksheet 4: Gaining Confidence</a>
<b>Planning Checklist</b>	Provide enough worksheet printouts for all participants.
<b>Recommended Activity</b>	Have participants complete Worksheet 4: Gaining Confidence. Allow time to discuss worksheet responses.
<b>Stories to Share</b>	Share any personal, relevant stories.
<b>Delivery Tips</b>	This activity is personal- participants may not wish to share their experiences.

<b>Review Questions</b>	What is a sign that an individual may be experiencing low self-confidence?
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## Practical Illustration



Izzy has recently started training to take over as the customer support specialist. Her coworker and current customer support specialist, Donovan, has been very helpful with training and teaching her all about handling difficult customers, maintaining client relationships, and responding professionally. After a week of training, Izzy was informed that Donovan was going on vacation and was asked to cover his position while he was away. Izzy immediately felt anxious. She did not feel as though she was assertive enough to take on this role, and was worried about what others would think. While everyone around her believed that she could do it, Izzy did not internally feel confident.

Donovan reminded Izzy of the excellent work she had done in the past week. She had many skills, such as strong communication and conflict resolution, that she displayed throughout her week of training. Izzy began to shift her thoughts and gain optimism on this opportunity. While Donovan was enjoying his vacation, Izzy was able to support many customers. With each support call, Izzy's confidence grew. She was beginning to feel happier about her decision, and felt proud of herself for owning her voice and overcoming feelings of insecurity. The following week after Donovan had returned, he received a phone call from a customer that expressed their appreciation for the company's kindness and professionalism from the week prior.



## Module Two: Review Questions

- 1) What is confidence?
- a) The feeling of positive regard and belief in oneself
  - b) Feelings of inferiority, insecurity, and uncertainty
  - c) To take accountability for one's own actions
  - d) Feelings of superiority over another

Confidence is the feeling of positive regard and belief in oneself, as well as in one's own abilities.

- 2) Assertiveness is all about dominance.

- a) True
- b) False

False- Being assertive is not about dominance, but rather expressing opinions in a positive, respectful, and confident manner.

- 3) What is internal confidence?

- a) Confidence that comes from validation and feedback
- b) How we view and feel about ourselves
- c) The same thing as external confidence
- d) Confidence that comes from praise, status, and how others perceive us

Internal confidence is how we view and feel about ourselves.

- 4) Which of the following is *not* a benefit of assertiveness in the workplace?

- a) Improved communication
- b) Greater job satisfaction
- c) Increased job turnover
- d) Gained respect from others

Improved communication, greater job satisfaction, and gained respect from others are all benefits of assertiveness in the workplace.

5) Which of the following is *not* one of the four basic styles of communication?

- a) Assertive
- b) Passive-assertive
- c) Aggressive
- d) Passive-aggressive

There are four basic styles of communication, including passive, aggressive, passive-aggressive, and assertive communication.

6) Which style of communication includes expressing ideas and needs at the expense of others?

- a) Passive
- b) Aggressive
- c) Passive-aggressive
- d) Assertive

Aggressive communication includes expressing ideas and needs at the expense of another individual.

7) The avoidance of disagreements may be an example of which style of communication?

- a) Passive
- b) Aggressive
- c) Passive-aggressive
- d) Assertive

Examples of passive communication includes continual permission-asking, constant apologies, and avoiding disagreements.

8) \_\_\_\_\_ communication is honest and direct with sharing thoughts, while maintaining respect to others.

- a) Aggressive
- b) Assertive
- c) Reflective
- d) Passive

Assertive communication is honest and direct with sharing thoughts, while also maintaining respect to the thoughts and feelings of others.

9) Which of the following can lead to low self-confidence?

- a) Previous trauma
- b) Career issues
- c) Poor self-image
- d) All of the above

Low self-confidence may be brought on from career issues, a poor self-image, previous trauma, or critical authority figures.

10) Which of the following is a sign of low self-confidence?

- a) Unaccepting of compliments
- b) Trusting personal judgment
- c) Not worrying what others will think
- d) Having an open mind

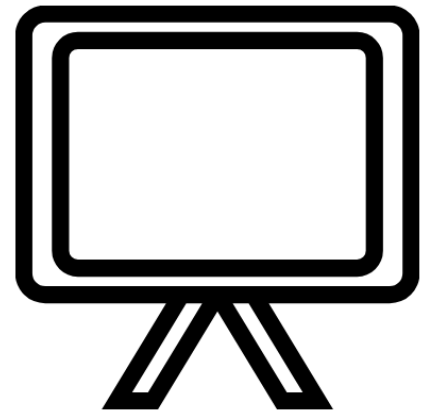
Signs of low self-confidence include worrying about what others may think, self-neglect, being socially withdrawn, unaccepting of compliments, and not trusting personal judgment.

# PowerPoint Slides



Below you will find the PowerPoint sample. The slides are based on and created from the Instructor Guide.

PowerPoint slides are a great tool to use during the facilitation of the material; they help to focus on the important points of information presented during the training.





“

*Your success will be determined by your own confidence and fortitude.*

*Michelle Obama*

MODULE TWO

## Understanding Confidence

Without confidence, it can be difficult to focus on future successes and personal development. Confidence and assertiveness are skills that are important for everyone.



## Defining Confidence and Assertiveness

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Confidence is the feeling of positive regard and belief in oneself, as well as in one's own abilities. Assertiveness is the ability to communicate the confidence that is built.

## Types of Confidence

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- Internal Confidence
- External Confidence



## The Benefits of Assertiveness

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Improved communication

Decreased stress and anxiety

Greater job satisfaction

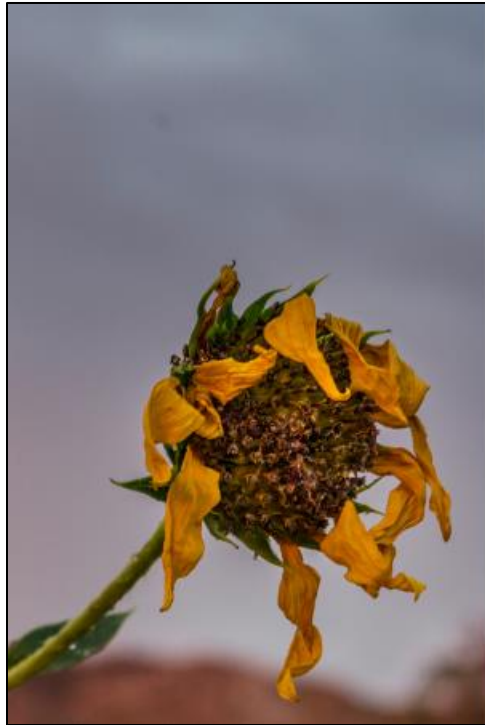
Gained respect from others

## Distinguishing the Styles

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- Passive
- Aggressive
- Passive-aggressive
- Assertive





## Signs of Low Self-Confidence

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- Self-neglect
- Being socially withdrawn
- Unaccepting of compliments or new challenges

## Practical Illustration



- Defining Confidence and Assertiveness
- Types of Confidence
- The Benefits of Assertiveness
- Distinguishing the Styles
- Signs of Low Self-Confidence



## Module Two: Review Questions

### 1. What is confidence?

A. The feeling of positive regard and belief in oneself

B. Feelings of inferiority, insecurity, and uncertainty

C. To take accountability for one's own actions

D. Feelings of superiority over another

# Quick Reference Sheets



Below is an example of our Quick Reference Sheets. They are used to provide the participants with a quick way to reference the material after the course has been completed. They can be customized by the trainer to provide the material deemed the most important. They are a way the participants can look back and reference the material at a later date. They are also very useful as a take-away from the workshop when branded. When a participant leaves with a Quick Reference Sheet it provides a great way to promote future business.



# Building Confidence and Assertiveness

## Quick Reference Sheet



### Understanding Confidence

The way we interact with the world around us is strongly influenced by our self-beliefs. Building confidence and assertiveness is a process that develops over time and through personal life experience. Self-confidence often comes from successful experiences; accordingly, it will also lead to achieving additional successful experiences. There's great value in being able to place healthy boundaries on our professional and personal lives. It allows us to gain more control of the situations we are faced with each day, and maintain a positive attitude. Without confidence, it can be difficult to focus on future successes and personal development. Confidence and assertiveness are skills that are important for everyone.



### The Benefits of Assertiveness

Adopting an assertive mindset has many great opportunities and benefits. Assertiveness comes with a sense of empowerment, as well as the chance to be in a position of equality. It encourages individuals to work alongside one another in a healthy and constructive manner. Assertive communicators display confidence in leadership roles, while remaining empathetic to those around them. They are able to communicate their needs with authority and ensure others receive their needs as well. Confidence and assertiveness are significant factors in building a productive, respectful, and successful team. With time and commitment, everyone is capable of building assertiveness and confidence skills.



### Characteristics of Confidence

People often believe that confidence is an innate trait that we are born with; we either thrive with it, or lack it. However, confidence is not something that we are born with- it's something that we can build for ourselves. We all have the room for improvement when it comes to self-confidence, and building it is one of the best things that we can do to advance ourselves. Confident communicators have a variety of skills that they use to reach success, even during challenging circumstances. Developing these skills will substantially improve our personal and professional lives in many ways. Although confidence can be expressed in many ways, there are often shared characteristics among confident individuals.

Characteristics of Confidence include:

- Self Awareness 
- Responsible 
- Optimistic 
- Courageous 
- Humble 

## Setting Personal Boundaries

There's a strong connection between confidence and boundaries; setting and maintaining healthy boundaries will essentially increase confidence. Well-defined boundaries can demonstrate courage and assertiveness. A person's boundaries should be aligned with their goals and values, and serve as a means to protect one's priorities. Healthy boundaries are not limiting or restricting to an individual, but rather offer an opportunity to explore important elements within our lives. When we assertively communicate our boundaries, we are more likely to remain in control of the situations around us. The establishment and preservation of our boundaries will help to build confidence and self-respect.



## Presentations

Presenting with confidence is a skill that is valuable to everyone- no matter their job title or industry. Presentations can be nerve-wracking for many people, and it's easy to feel overwhelmed before standing in front of a group of people. Projecting confidence during a presentation is a leading factor to creating a positive and lasting impression on the audience. The audience will be quick to form opinions on how an individual sounds and appears. If the presenter is not confident in their own abilities, it can be difficult for others to be confident in their abilities. When someone looks and feels confident, they'll communicate this confidence onto others. The first 30 seconds of the presentation are the most important. After a strong start, it is easier to continue with confidence.

The following practices are effective techniques to help an individual display confidence in their presentation:

- Rehearse the presentation
- Listen to music before the presentation
- Dress to impress
- Speak confidently
- Keep a positive outlook



## Learning to Say No

In a fast-paced business world, it's common to become overwhelmed with work tasks and deadlines. When this happens, it's critical to remember the importance of a healthy work-life balance. Assertive individuals understand the value of boundaries and being able to say *no*. The ability to decline tasks or requests allows for more control over one's personal time, and is a key factor in maintaining good communication and healthy workplace relationships. Continuously saying *yes* will lead to additional pressure and unrealistic expectations. Assertiveness is about saying *no* when we do not have the time, unable to perform the task, or if it is against our beliefs.

Learning how to say *no* is a very helpful life skill for everyone. Oftentimes, people fear saying *no* because they have unclear boundaries, wish to avoid conflict, or believe they are being disrespectful. It should be done with firmness and confidence, as well as honesty and politeness. Saying *no* does not require a lengthy explanation. The message can be reinforced through eye contact, and if possible, suggesting an alternative to the requesting action. Ultimately, this assertiveness will result in a gain of power and control over our lives.



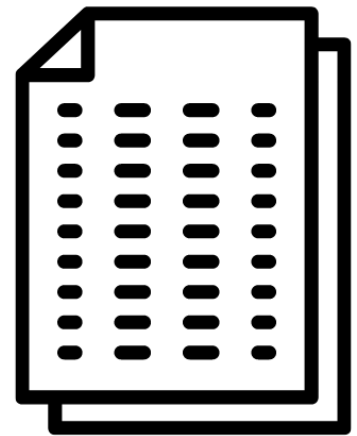
# Handouts



Each course is provided with a wide range of worksheets.

Worksheets help check your participants' understanding. If a lesson calls for a worksheet, it will be listed in the Lesson Plan box under Materials Required. All worksheets are customizable and can be found in the Appendix of the Instructor Guide and the Training Manual.

As a trainer, icebreakers give your participants the opportunity to get to know each other better or simply begin the training session on a positive note. Icebreakers promote collaboration, increase engagement, and make your training more light-hearted and fun. Below is an example from the Icebreakers folder.



## Sample Worksheet 1

### *Exploring My Confidence*

Exploring our level of confidence can help us to identify the areas where we feel strong, as well as the areas where we may feel less confident. By reflecting on our confidence levels, we can identify thought patterns that may be contributing to low confidence. Read through the following statements and rate each one using the scale provided.

1 = Never   2 = Rarely   3 = Sometimes   4 = Often   5 = Very frequently

- A. I feel confident when faced with situations in which I must set personal boundaries.
- B. I am able to express my needs and wants in a clear and direct manner.
- C. I feel comfortable handling conflict in an assertive and respectful manner.
- D. I am able to decline requests that do not fit my schedule or match my values.
- E. I feel confident in advocating for myself.
- F. In a group setting, I am able to confidently express my ideas.
- G. I am able to handle feedback and criticism in an assertive manner.
- H. I am confident in my judgment and abilities.
- I. I am able to pursue my goals with persistence and determination.

## **Icebreaker: A New Leader**

### **PURPOSE**

To help participants get acquainted and start talking to each other.

### **MATERIALS REQUIRED**

1. Index cards

### **PREPARATION**

Write the name of a different famous person on five or six index cards. Some examples: Madonna, Tiger Woods, Lance Armstrong, Nelson Mandela, Bill Gates, Angelina Jolie.

Divide participants into groups of four to six. Give each group one of the cards.

### **ACTIVITY**

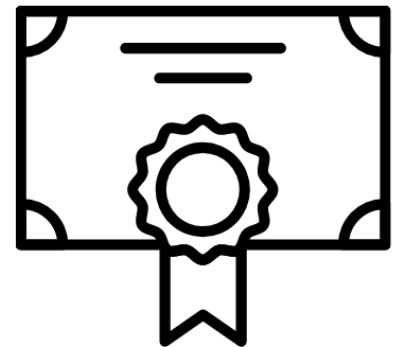
Tell participants that the president of their company (or the head of their department) has resigned and the position is now being taken over by the person on their index card. Ask each group to think of one characteristic of this person that will help him or her do well in this new role.

After a few minutes, ask the groups to report on what they decided.

# Certificate of Completion



Every course comes with a Certificate of Completion where the participants can be recognized for completing the course. It provides a record of their attendance and to be recognized for their participation in the workshop.





CERTIFICATE OF COMPLETION

**[Name]**

*Has mastered the course  
Building Confidence and Assertiveness*

Awarded this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_

Presenter Name and Title

\_\_\_\_\_