

The Awareness/Confidence Grid

	low confidence	high confidence	
partially aware	partially aware, low confidence	partially aware, high confidence	partially aware
unaware	unaware, low confidence	unaware, high confidence	unaware
	low confidence	high confidence	

unaware and low confidence

- Individuals may remain in the same job for a long time, comfortable with where they are and unwilling (maybe due to their low confidence) to pursue something more demanding or attractive.
- Individuals here may need a lot of supervision and feedback (hopefully nurturing rather than critical).
- Individuals here are often very dependent on others for guidance and direction.
- Individuals trapped in victim thinking are stuck; they likely need help to extricate themselves. They may have had no opportunity to learn skills and values that would enable them to contribute at a higher level.
- You might think people here would be very observant, wanting to learn. Some may be. Others, however, may be reluctant to challenge the security they feel in their own sheltered and protected world.

partially aware and low confidence

- These individuals may prefer to be spectators, reluctant to commit themselves or engage in the activity.
- “Holding back” is a symptom of individuals here. “Holding back” is not easily visible from the outside, because it manifests as a lack of initiative, involvement, communication, etc. To gain confidence, an individual should do some self-evaluation. First, ask “Am I holding back?” A highly aware person will likely be able to detect times/circumstances when the answer is “yes.” Then ask, “Why do I do that?”
- Individuals here can choose low-risk opportunities to build their confidence and reputation. Asking “What did I do well” and “What can I do better next time” capitalizes on their awareness and builds confidence.
- By observing others and emulating their behaviors, they can push beyond their self-imposed limits and accomplish new desired outcomes, enhancing their reputation and building confidence.
- Though these individuals may not volunteer easily, they may respond to requests, perhaps using the opportunities they experience to grow in competence (and maybe in confidence, especially if nurtured).
- These individuals may often experience regret, realizing the gains they might have experienced if they had been more assertive in engaging during previous opportunities.

unaware and high confidence

- These individuals may step on others and not even realize it and feel no regret for doing so.
- These individuals may overlook opportunities to develop others, handling commitments on their own.
- These individuals may overstate their capabilities. They may make promises, not fulfill them (maybe changing their minds), and maybe not even care that they’ve betrayed the trust of others.
- These individuals may not understand or tolerate those with lower confidence and may behave in condescending, abusive ways toward them. This diminishes what little confidence others might have.
- Sometimes these individuals are very action-oriented and may start doing things before they’ve adequately considered others’ opinions, potentially causing undesirable or unintended outcomes.

partially aware and high confidence

- These individuals can leverage opportunities for advancement (and for the organization). They actively seek ways to stretch themselves and build the skills and confidence of those they influence.
- These individuals are role models and often mentor those with less awareness and confidence.
- Ironically, these individuals may have greater opportunity for explosive growth in competence than those in other quadrants. Since few individuals will be pulling them along, these individuals will have to be self-starters and generate their own visions and actions for personal growth.
- When these individuals make a mistake, others may be quick to bring judgment OR to offer assistance.