



HUMAN RELATIONS: INTERPERSONAL JOB-ORIENTED
SKILLS, 12e

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CHAPTER 3

BUILDING SELF-ESTEEM AND SELF-CONFIDENCE

MEANING OF SELF-ESTEEM

- **Self-Esteem** is the overall evaluation people make of themselves, positive or negative.
- The self-concept is what we *think* about ourselves.
- Self-esteem is what we *feel* about ourselves.
- Positive self-esteem leads to a positive self-concept.

EIGHT SYMPTOMS OF SELF-ESTEEM (from Self-Esteem Checklist)

1. Excitement about starting each day
2. Self-confidence for new assignments
3. Working up to potential
4. Tolerating negative feedback
5. Emotional lift from hard work
6. Accepting sincerity of compliments
7. Able to compliment others
8. Admits mistakes

HOW SELF-ESTEEM DEVELOPS

- Evolves during life, based on interactions with people, events, and things.
- Early-life encouragement is helpful.
- Results from accomplishing worthwhile activities and then feeling proud.
- Genuine accomplishment followed by praise and recognition is important.
- Inappropriate compliments can turn person into narcissistic praise-junkie.

CHILDHOOD EXPERIENCES THAT LEAD TO HIGH SELF-ESTEEM

- Being praised.
- Being listened to.
- Being spoken to respectfully.
- Getting attention and hugs.
- Experiencing success in sports or school.
- Doing well, then receiving credit.



CHILDHOOD EXPERIENCES THAT LEAD TO LOW SELF-ESTEEM

- Being harshly criticized.
- Being yelled at or beaten.
- Being ignored, ridiculed, or teased.
- Being expected to be always “perfect”.
- Repeated failure in sports or academics.
- Messages that failed experiences were failures of whole self.



Development of Self-Esteem, continued.

- Many young adults feel insecure if they do not receive compliments regularly.
- Study found that self-esteem was related to fair procedures in organization.
- Self-esteem also related to leadership that encourages self-rewards.
- Leader/supervisor can facilitate self-esteem by emphasizing self-rewards and justice.

POSITIVE CONSEQUENCES OF HIGH SELF-ESTEEM

- Career success including a high income.
- Organizational prosperity (workers with high self-esteem perform better).
- Good mental health including feeling good about yourself (high self-esteem prevents many situations from being stressful).
- Profiting from negative feedback.
- Guide for regulating social relationships.

NEGATIVE CONSEQUENCES OF HIGH AND LOW SELF-ESTEEM

- Exaggerated levels of self-esteem can lead to **narcissism**.
- When self-esteem is low, people tend to envy others (people tend to acquire a sense of self-worth from feeling special).
- Poor romantic relationships when self-esteem is low (partner is devalued in expectation of break-up).

ENHANCING SELF-ESTEEM

- Self-esteem is related to the success of your activities and interactions with people.
- Attain legitimate accomplishments by following these steps: establish goal, pursue the goal, achieve the goal, as a result develop esteem-like feelings.
- Be aware of personal strengths (write them down, use group activity to discuss strengths).

Enhancing Self-Esteem, continued

- Rebut the inner critic (inner voice that sends negative messages about your capabilities).
- Practice self-nurturing (spoil yourself).
- Minimize settings and interactions that detract from your feelings of competence (feeling incompetent lowers self-esteem).
- Get help from others (ask for support, socialize with self-esteem boosters).

Enhancing Self-Esteem, continued

- Model the behavior of people with high self-esteem (watch how they stand, walk, speak, and act). Choose models of high self-esteem from people you know personally, as well as celebrities.
- Create a high self-esteem living space (comfortable and attractive for you).
- Your living space is part of self-image.

THE IMPORTANCE OF SELF-CONFIDENCE AND SELF-EFFICACY

- Self-efficacy is the confidence in your ability to carry out a specific task. Leads to good job performance.
- Self-confident people set relatively high goals for themselves.
- Self-confidence contributes to effective leadership.
- As with other traits and behaviors, there is an optimum level of self-confidence.

SOURCES OF FEELINGS OF SELF-CONFIDENCE

1. Actual experience (things done)
2. Experience of others (modeling)
3. Social comparison (comparing self to others)
4. Social persuasion (convincing another person)
5. Emotional arousal (sensations)

When these sources are positive, high self confidence is more likely.

DEVELOPING AND ENHANCING SELF-CONFIDENCE

- Develop a solid knowledge base (helps you project a confident image).
- Use **positive self-talk** (saying positive things about yourself). Positive self-talk is part of self-compassion.
- Avoid negative self-talk (minimize negative statements about yourself).
- Practice public speaking (a great self-confidence booster when done well).

Developing and Enhancing Self-Confidence, continued

- Use **positive visual imagery** (picturing a positive outcome in your mind).
- Set high expectations for yourself (the **Galatea Effect** is a type of self-fulfilling prophecy in which high expectations lead to high performance).
- Develop the explanatory style of optimists (explaining events in optimistic way can help preserve self-confidence and self-esteem).

Developing and Enhancing Self-Confidence, continued

- Strive for **peak performance** (exceptional accomplishment on given task that requires total concentration).
- Bounce back from setbacks and embarrassments (get past the emotional turmoil, do not take a setback personally, and find a creative solution to your problem).

Developing and Enhancing Self-confidence, concluded

- Strive to develop **positive psychological capital**. Also described as a positive psychological state of development, this includes:
 - a. Hope (don't give up)
 - b. Self-efficacy (confidence to succeed at task)
 - c. Optimism (make positive attribution)
 - d. Resiliency (bounce back from problem)

Positive Self-Talk

1. Objectively state incident about self-worth.
2. Interpret what incident does *not* mean.
3. Interpret what incident *does* mean.
4. Account for cause of incident.
5. State how to prevent incident from happening again.
6. Now, use positive self-talk.

AVOIDING NEGATIVE SELF-TALK

- Low self-confidence is reflected in statements, such as: “I may be stupid but...”
“I know I’m usually wrong but...”
- Do not use negative self-labels, such as: “idiotic,” “ugly,” “dull,” “loser,” and “hopeless.”
- Negative self-labeling can do long-term damage to self-confidence.



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