

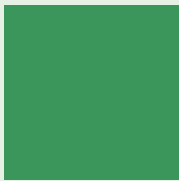
# The Confidence Lens

Every leader's confidence in their team members naturally rises and falls over time. There may be days when you are singing their praises and feel assured you would rehire an employee; other times, doubts creep in.

The Confidence Lens gives you a clear way to name where your confidence stands, and why. By recognizing when confidence dips, you can determine what triggered this change and work towards resolving uncertainty quickly and effectively.

The model is simple. Each level reflects how confident you feel in an employee's performance, and what you can do to address each one.

**The three levels of confidence are broken down as follows:**



## SOLID

**You would rehire this person for the role.**

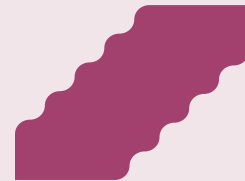
At this level, focus on reinforcing strengths, celebrating wins, and finding ways to stretch their growth.



## SHIFTING

**They meet your minimum expectations, but you'd hesitate to say you'd rehire them.**

This is an opportunity for coaching with clarity and targeted support. Help them step up and regain stronger footing.



## SKEPTICAL

**There are significant performance concerns and they undermine your trust.**

This is a challenging spot to be in, but it can also be a turning point. Address concerns directly, clarify expectations, and create a plan for improvement. Work together so that they have a fair chance to succeed.

**Quick self-check:** Ask yourself, *Based on how I feel about their performance today, would I rehire them for this position?* Let your answer place you on the confidence scale.