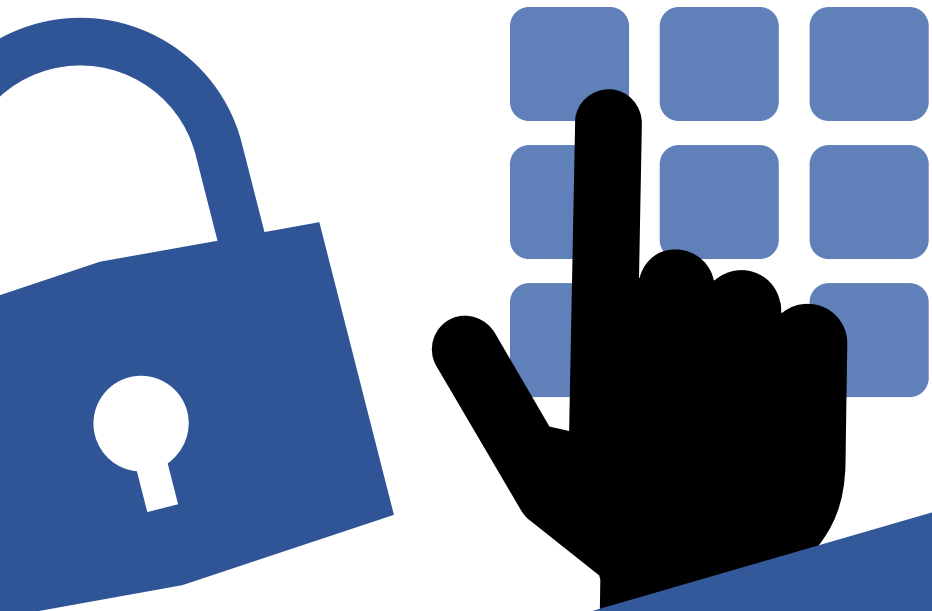


The Secret Code of Confidence Creation



LAUNCHPAD
Learning & Development

research  **ED**
National Conference 2025



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drchriswb



drchriswb

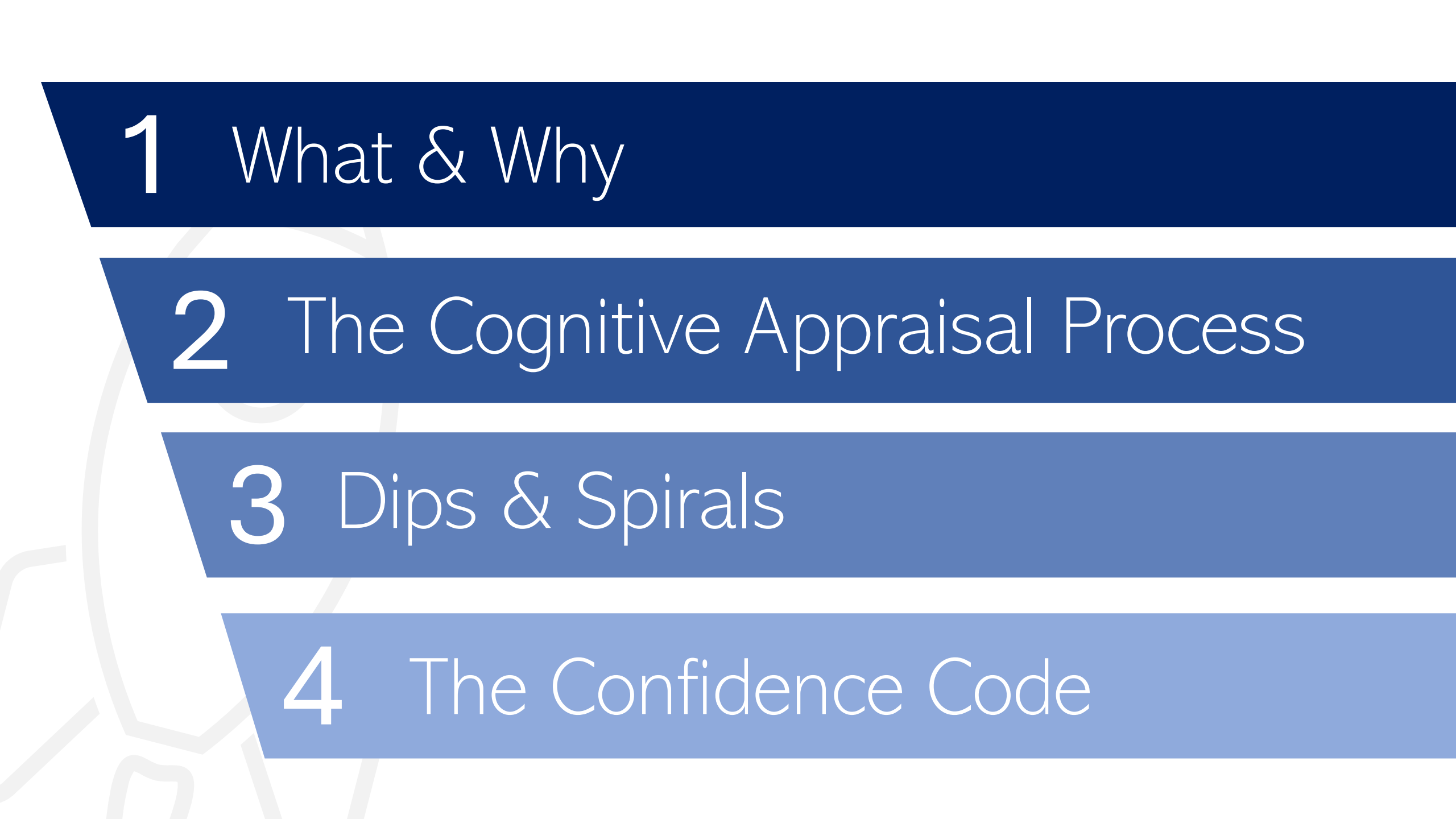


drcwbaker



drchrisbaker





1 What & Why

2 The Cognitive Appraisal Process

3 Dips & Spirals

4 The Confidence Code

1

What & Why



Confidence is part of a much broader set of self-related constructs



Confidence is the silent conductor of our lives



Our personalised confidence curve provides clues for future creation

Understanding Ourselves

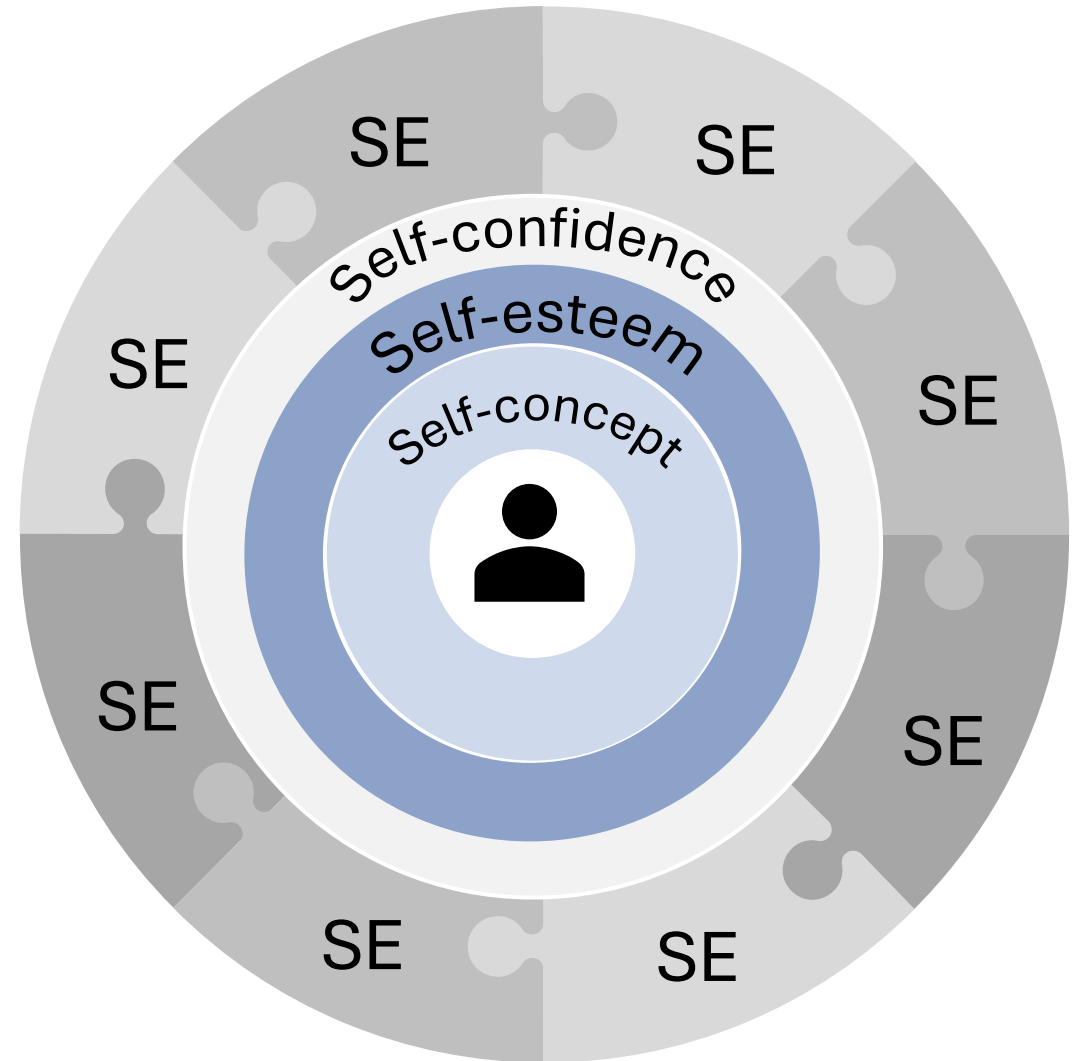
Self-Efficacy

“One's belief in one's ability to succeed in specific situations or accomplish a task”

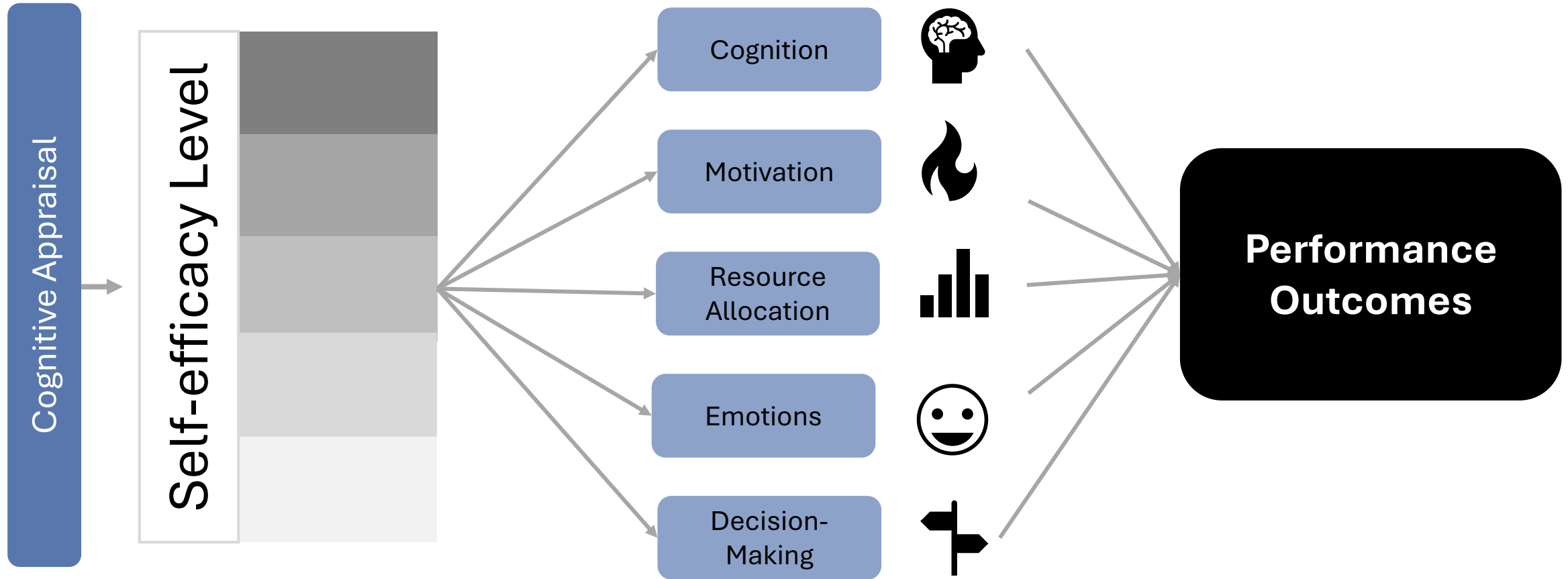
Albert Bandura (1977)

Task-Specific Confidence

Contextual Confidence

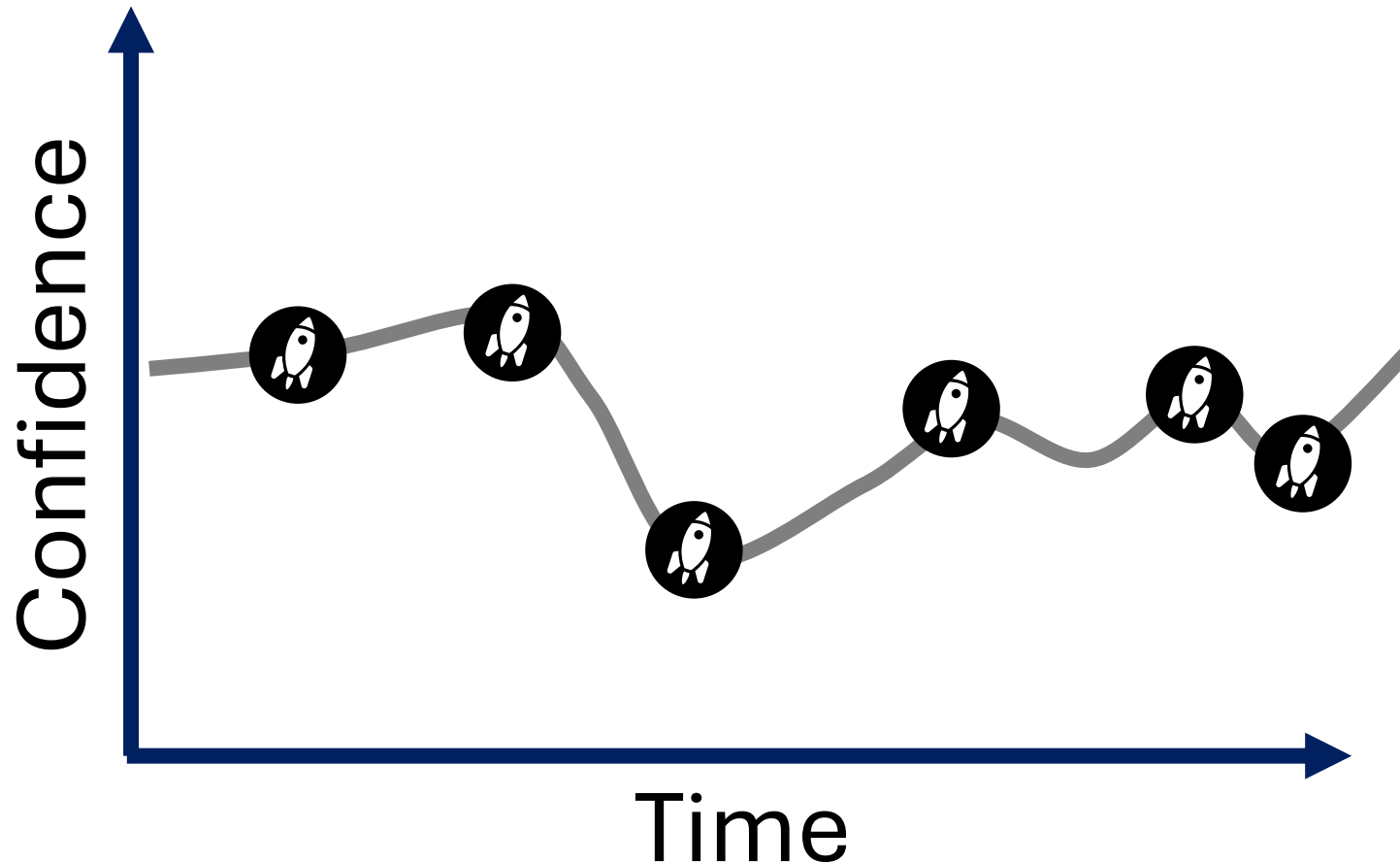


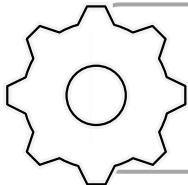
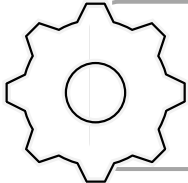
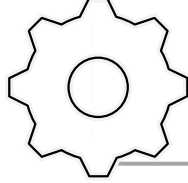
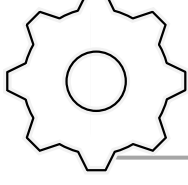
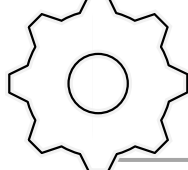
The Power of Self-efficacy



Confidence Curves

We've all got a confidence
Construction - Destruction Story



-  Parents
-  Siblings
-  Peer Group
-  Trauma
-  Illness

The Cognitive Appraisal Process



Confidence fluctuates at a frightening high frequency

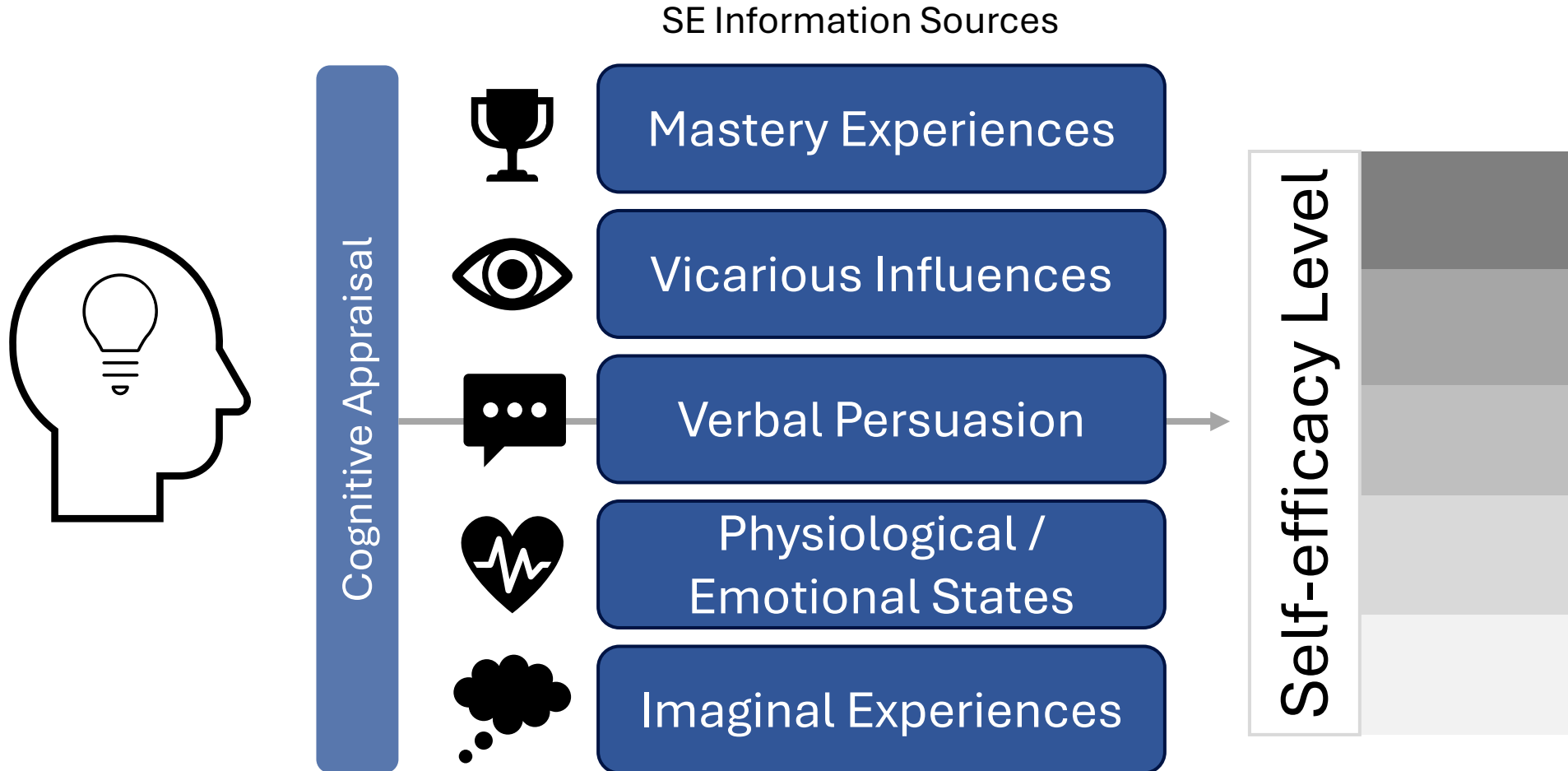


Our appraisal accuracy is only as good as the information we have stored

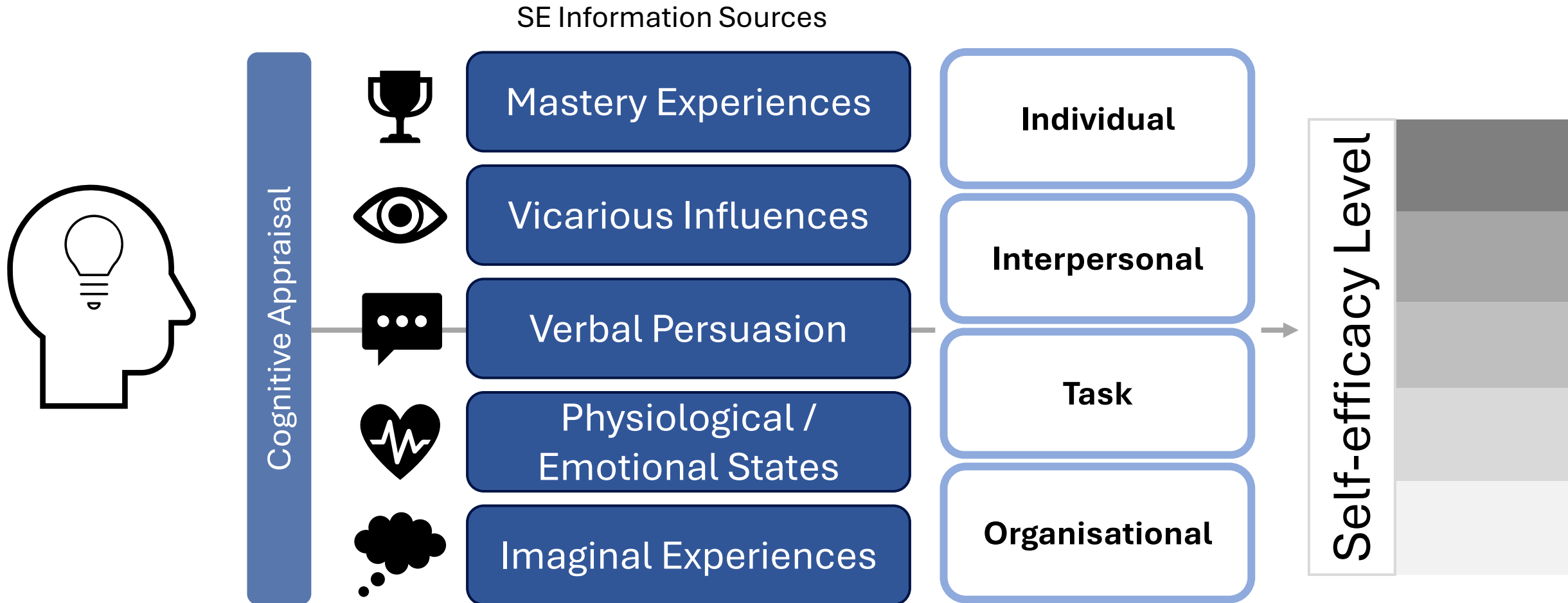


Self-efficacy levels are subjective and significantly complex

Self-Efficacy Information



Appraisal Intricacies



Dips & Spirals



We are all riding our own self-efficacy rollercoaster

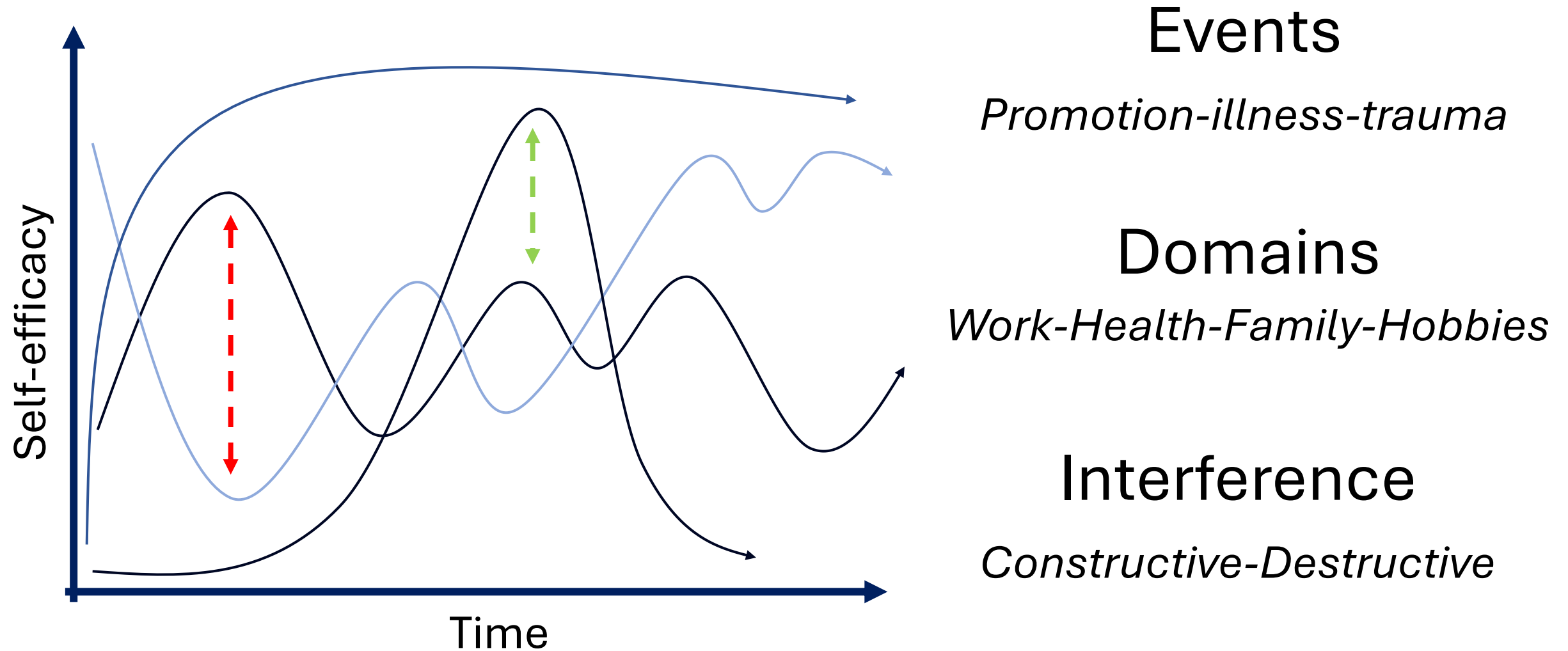


Dips in self-efficacy should be expected and proactively escaped

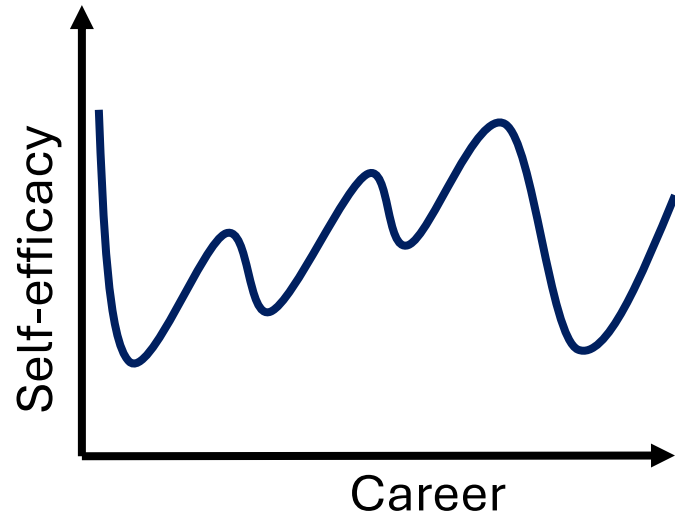
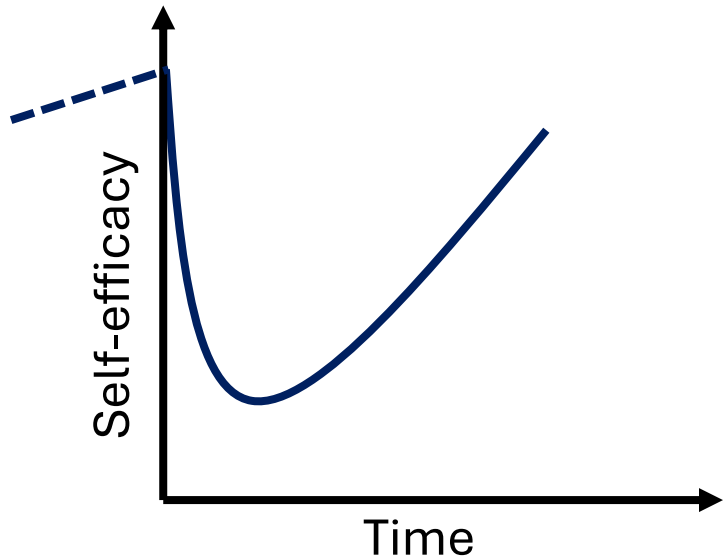


Performance and self-efficacy positively magnify each other

The Self-efficacy Rollercoaster



Self-efficacy Dips



Stimuli

Changes to context, role or responsibilities

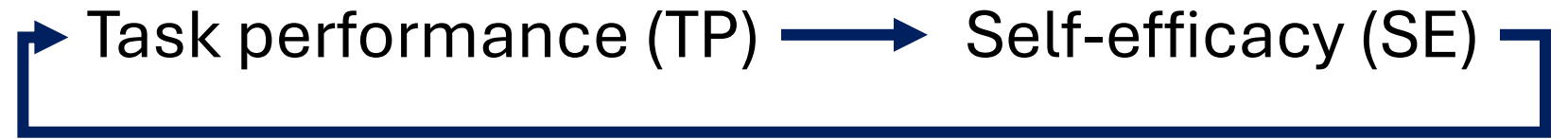
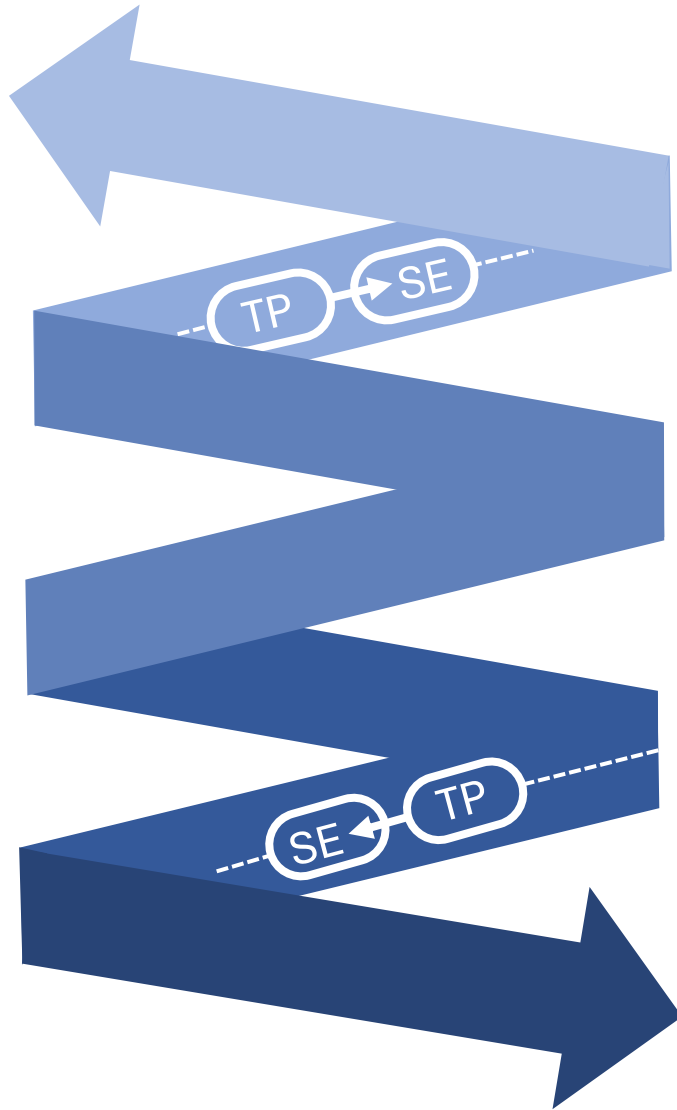
↓
Create gaps in an 'experts' knowledge, skills and experience

↓
Perceived movement back to 'novice' status

Support

- Clear, detailed and accurate job descriptions
- Valid and Reliable selection processes
- Adequate induction processes
- Robust PD programme
- Access to mentorship and coaching
- Psychological safety so that individuals feel safe to ask for help
- Maintain awareness of possible lulls

Self-efficacy Spirals



- Acceptance of challenge
- Increased intrinsic motivation
- Improved recovery from setbacks



- Decreased aspiration
- Reduced effort
- Negative self-talk



- Remove barriers to success
- Redefine success (effort over outcome)
- Enable learners to experience early success
- Increase the number of small wins
- Reinforce learner success through feedback
- Managing negative self-talk

The Confidence Code



Sustainable success and growth is systematic

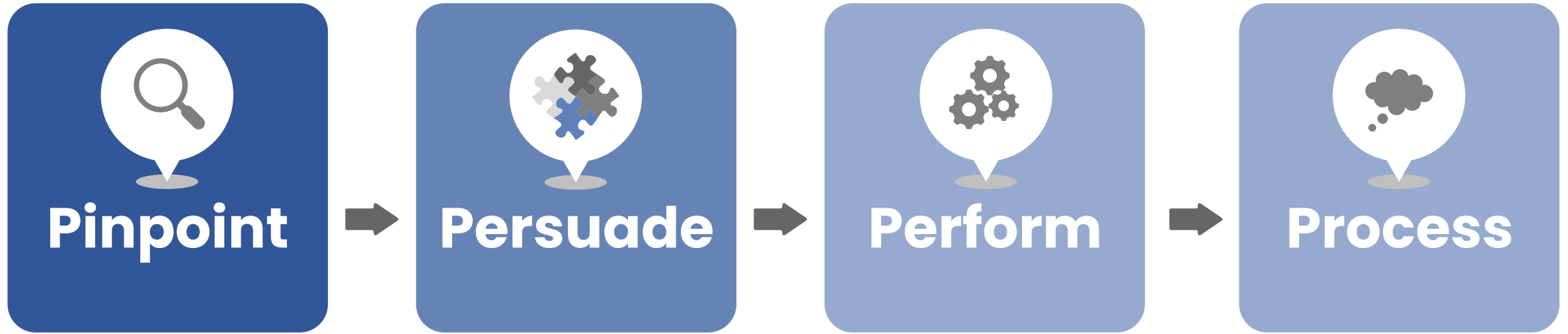


Pinpointing is the first step in proactive confidence creation

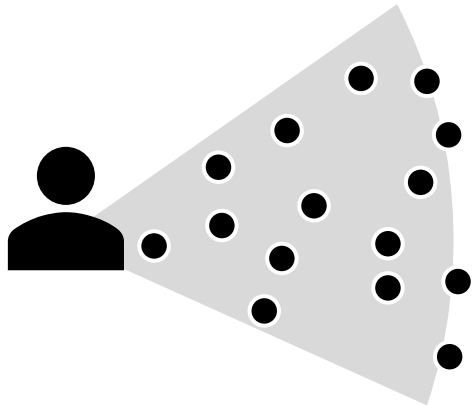


We are often our own biggest barrier to confidence creation

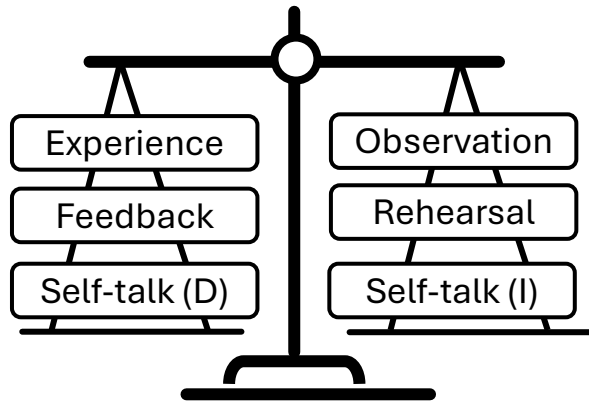
The Four Ps



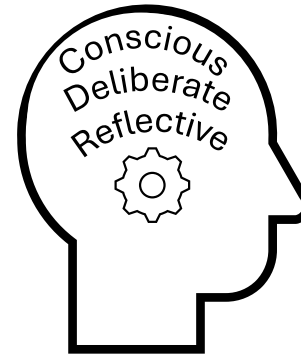
Select the Goal



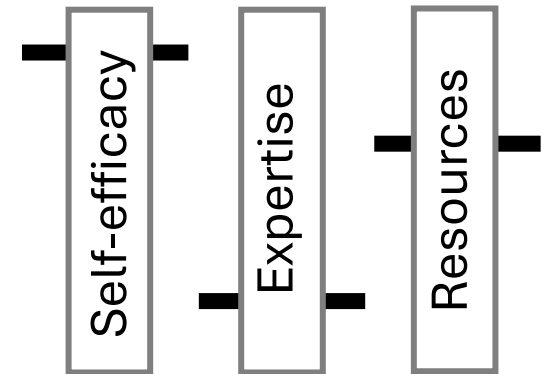
Find the Evidence



Have a Go



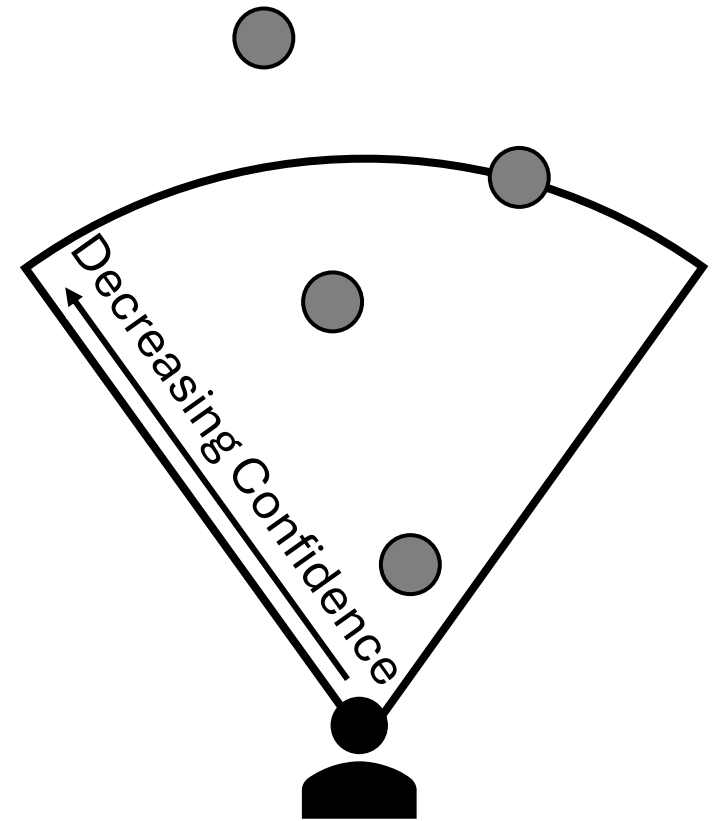
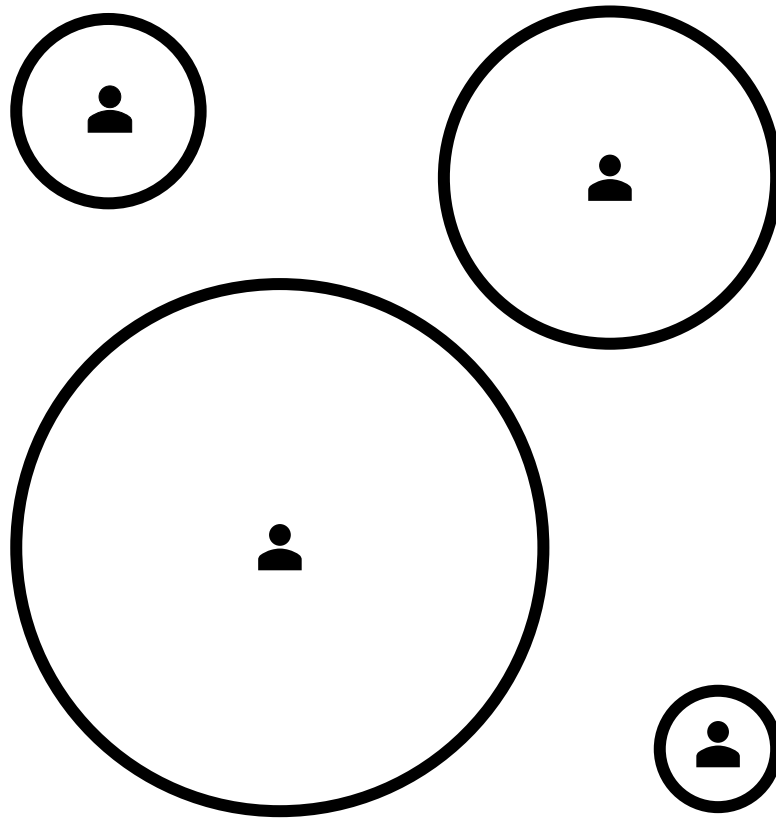
Re-calibrate



Pinpointing



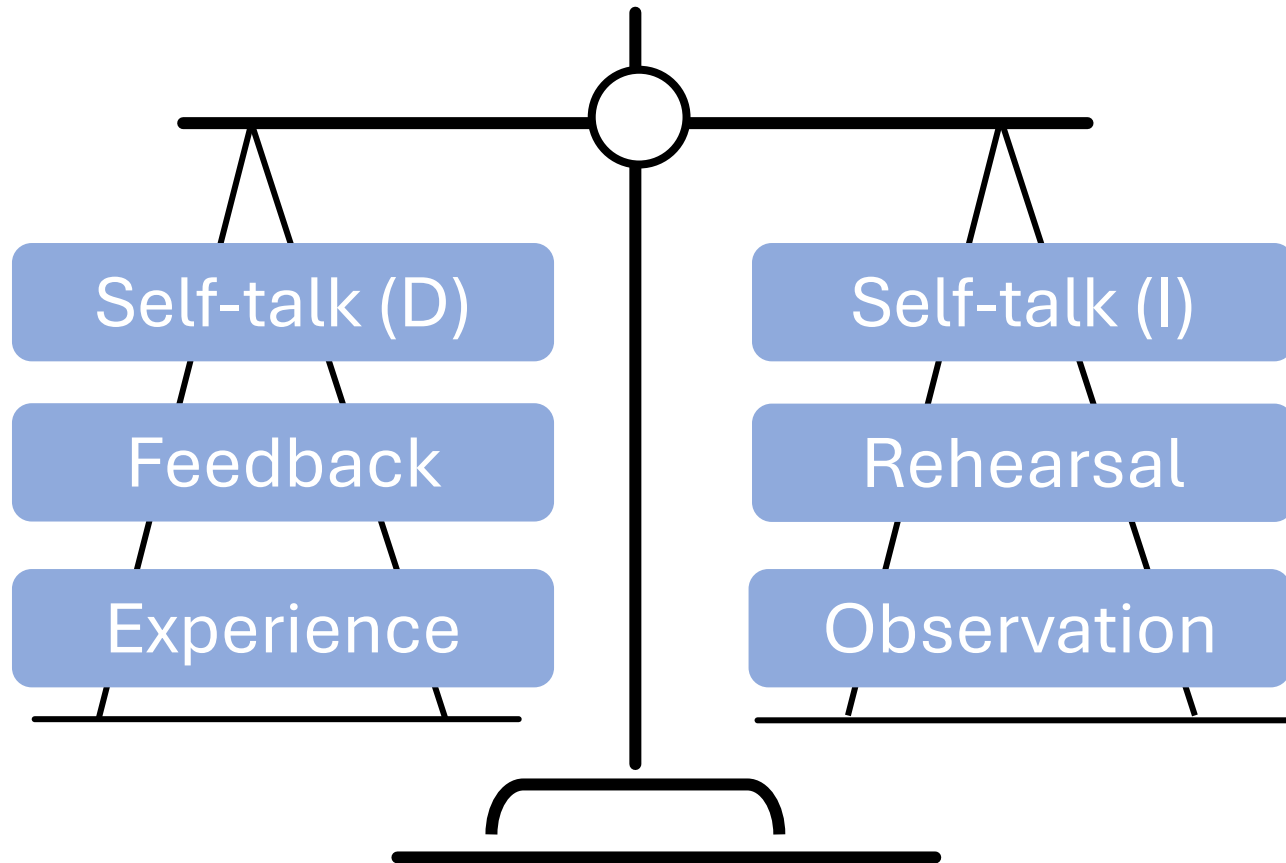
Self-Efficacy Circles



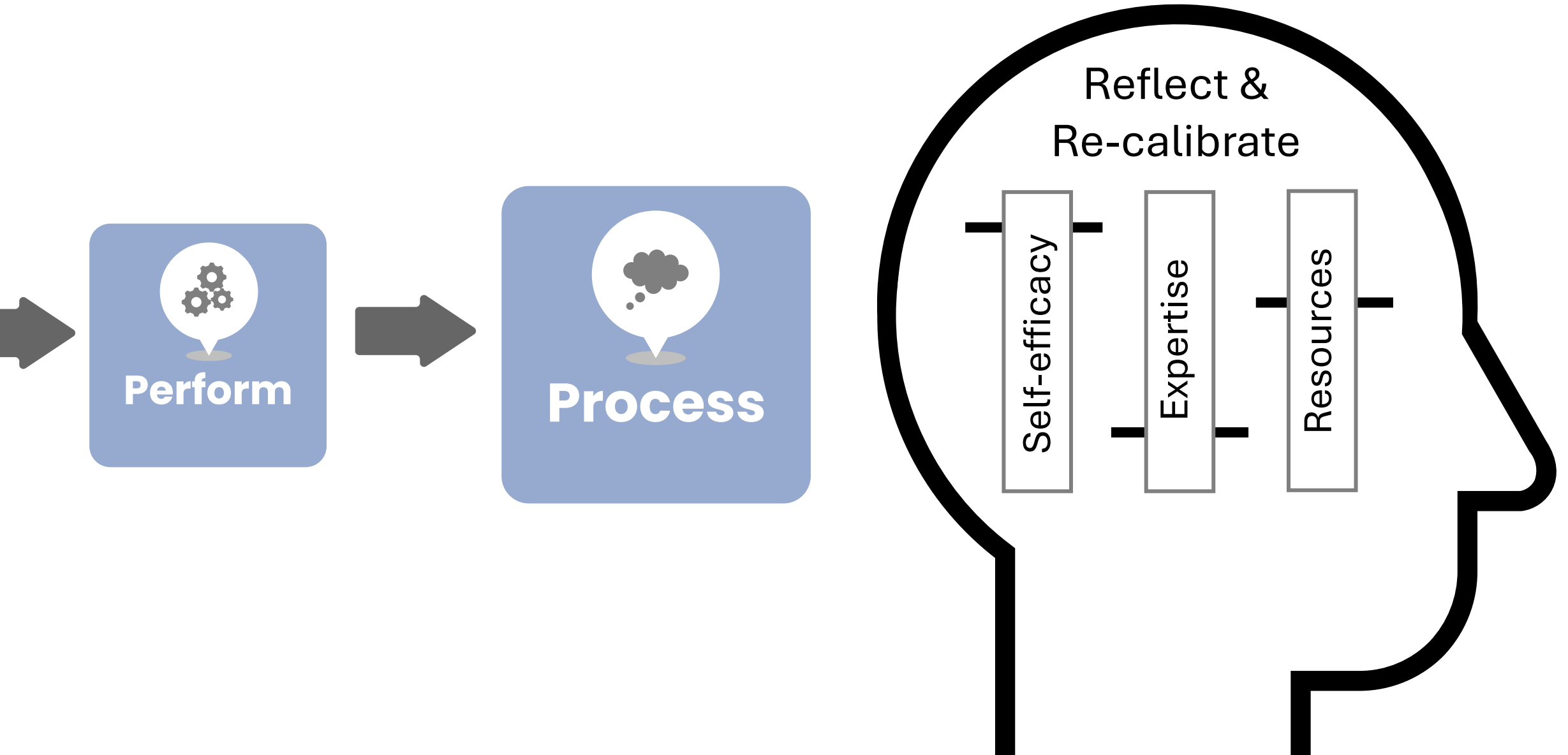
Persuading



Find the Evidence



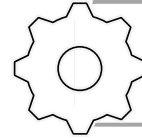
The Forgotten P



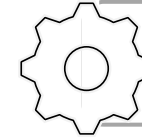
PRAXIS – Putting Theory into Practice



Mastery
Experiences



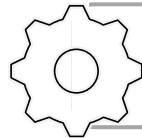
Achievable Goals



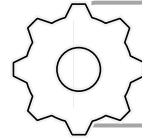
Performance Focus



Vicarious
Influences



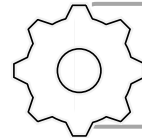
Observation



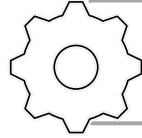
Models of Excellence



Verbal
Persuasion



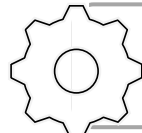
Feedback



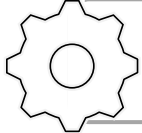
Coaching/Mentoring



Physiological /
Emotional
States



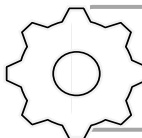
Awareness



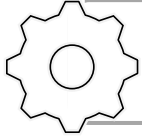
Mitigation



Imaginal
Experiences



Visualisation



Mental Rehearsal



Confidence is the silent conductor of our lives and directs much of our thinking, feeling and decision-making.



Self-efficacy levels are subjective, significantly complex and fluctuate at a frighteningly high frequency



Confidence dips and spirals are normal, predictable and avoidable through proactive identification and action



Our appraisal accuracy is only as good as the information we have stored and so any confidence creation efforts need to start there



The greatest lever for confidence creation experience and so all efforts should be made to set ourselves and others up for success



Albert Bandura

Einar & Sidsel Skaalvik (teacher)

Frank Pajeres (student)

Laura Paglis and Stephen Green (leader)



Bandura, A. (1997). Self-efficacy: the exercise of control. New York: W.H. Freeman.

Gilbride, N. (2025). Bandura's Self-Efficacy Theory in Action. London: John Catt

Baker, C. (2025). Confident Leaders by Design. London: Routledge

CHRIS BAKER

CONFIDENT LEADERS BY DESIGN

An Essential Guide to Confidence Creation

 **CONFIDENT LEADERS**
by design

WELCOME to The Chapter Zone

Click the images below to explore each chapter in more detail

[Buy the Book](#)

Introduction – Personal & Purposeful
This book emerged from a personal awakening and evolved through systematic reflection and reaction.



Frustration

Hope



Structure

Challenge

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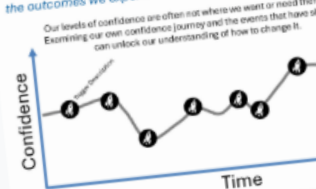
Chapter 3 – Back Seat Driver
Self-efficacy is a silent and significant conductor of our lives

We are regularly engaged in internal judgements of our capabilities which lead to a perceived level of self-efficacy or 'task-specific confidence'. These perceptions then contribute significantly to our thoughts, feelings, behaviour and performance



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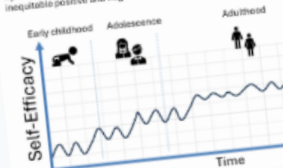
Chapter 1 – You Can't Cheat the Harvest
We reap what we sow and shouldn't be surprised by lots of the outcomes we experience.



[Click to Explore](#)

Chapter 4 – Self-efficacy Over Time
Confidence levels are not created overnight

Our levels of self-efficacy begin to develop at a frightening early age as by events that are typical of different stages of our lives and also unique, inestimable positive and negative experiences.



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Chapter 2 – Studying the Self
We are complex things and controlled by a messy interconnected web of personal perceptions



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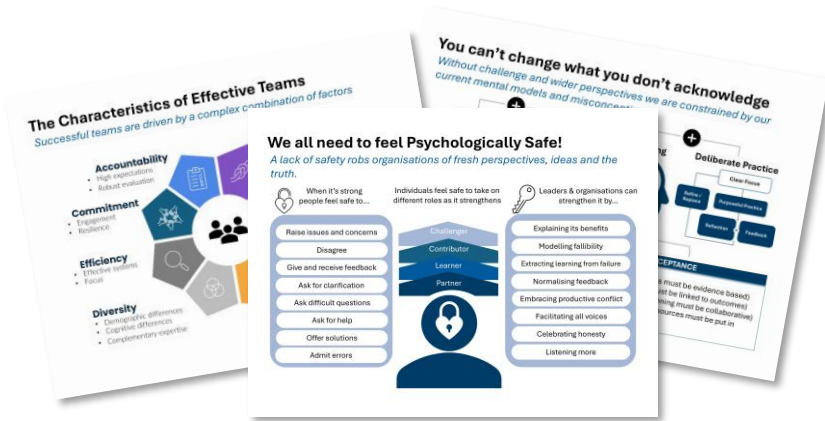
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-  Live Keynote



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