

Boosting your self-efficacy beliefs is the key to addressing any self-confidence issues you may have that could be holding you back from becoming a great 21st Century Leader. If you're not confident about being an Empowered Leader **Yourself**, you need to take steps towards boosting your confidence through practice (personal mastery), learning from others (role modelling) and getting advice (feedback and coaching). Similarly, if you're not confident about Empowering **Others** as a leader, the same steps towards boosting your self-efficacy beliefs apply.

Why are self-efficacy beliefs so important?

Research shows that it is our **belief** in our capabilities that drives performance. A meta-analysis¹ of over one hundred studies showed that self-efficacy leads to a 28% gain in performance, significantly greater than other performance improvement methods. Boosting your self-efficacy beliefs is therefore integral to you becoming a more effective and successful leader.

When we are called upon to deal with a specific situation as a leader, it is our **judgement** of our capabilities to mobilise the **motivation, cognitive resources** and **courses of action** needed to meet the demands of this particular situation that is crucial. If you do not have

- the **confidence** in your competence to undertake a challenging task(s), and/or
- a strong sense of your **personal agency** and control to carry out the task, and/or
- the conviction your efforts will result in achieving attainable outcomes

then you are less likely to be as successful at completing the task as you want to be.

How do we boost our self-efficacy beliefs?

The methods used to boost self-efficacy beliefs are actually quite simple.

Through personal mastery (practicing ourselves), vicarious learning/role modelling (watching others), feedback and coaching (help from others) and undertaking these challenges in physically and psychologically safe environments, we can increase our confidence in our competence to perform tasks well. By boosting self-efficacy beliefs, we are able to sustain our motivation and effort to accomplish challenging tasks in a way that extrinsic rewards and punishments cannot.

So regardless of whether your personal challenge is to become better at empowering yourself, empowering others or becoming better at strategic financial alignment, it all starts with boosting your self-efficacy beliefs.

Many of you will remember the children's book *The Little Engine That Could* – a story that still resonates with us today about the power of self-efficacy beliefs to undertake a challenge task – and succeed.

¹ Stajkovic A and F. Luthans, Stajkovic, A. D., & Luthans, F. 1998. Self-efficacy and work-related performance: A meta-analysis. *Psychological Bulletin*, 124(2): 240-261.