Why is this important?

- Confidence
  - In yourself: self esteem and emotional competence
  - In your team
- Humility
  - For empathy and understanding
  - For your position and respect

What the students think:

- Most students think managers have to only be confident in themselves to be efficient.
- Humility was only thought of being of use during time of sympathetic necessity.
- Only 8 students asked further questions of circumstances and situations leading them to believe both were necessary.

What should we do?

- Balance these two characteristics to help our performance and that of our team
- Examine the actions and behavior of successful executives who have found such a balance

Why should we balance?

Business articles and corporate research shows:

- Better understanding of boundaries
- Better emotional competence
- Better communication
- Increased self esteem rates
- Ability to handle difficulties
- Ability to increase team esteem
- Overall better performance ratings

The Modern Manager

How do we balance?

I interviewed several professionals to help us find this balance.

- Practice mindfulness and personal growth tactics
- Integrate empathy and sympathy into your work
- Understand that you do not know everything
- Check on yourself and your performance
- Bring the team into decision making
- Look at your superiors
- Do not treat others, or yourself, like a robot
- Allow for constant feedback
- Expect respect, but also earn it
- Use your position to your advantage
- Advocate for your team and their growth
- Be a leader, not a boss