



The Way Ahead Group

measuring
your
self-esteem
in relation to
others at
work

- 1 You have just completed a piece of work and handed it in. It was completed on time. You were rushed doing it as there was so much else on but you were satisfied with it as it met the original objective, but had you had more time it could have been better.

You would give yourself a 5 out of 10 for it.

- 2 Your boss comes to you and says 'thanks so much for doing this, I really appreciated your doing it when I was so busy myself and it really meets the objective well and I was so pleased that you delivered it on time and to the original spec. Thank you'.

S/he gives you 9 out of 10 for it.

Do you change your mark? yes no

If so what do you change it to? _____

What do you think about the boss and her/his mark? What was the motivation? Did they know you well enough? Had they looked at it properly? Are you flattered? Do you value their judgement?

- 3 A subordinate comes to you and says 'thanks so much for doing that piece of work, I really appreciated your doing it when I was so busy myself and it really meets the objective well and I was so pleased that you delivered it on time and to the original spec, it helped me a great deal. Thank you'.

S/he gives you 9 out of 10 for it.

Do you change your mark? yes no

If so what do you change it to? _____



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What do you think about the subordinate and her/his mark? What was the motivation? Did they know you well enough? Had they looked at it properly? Are you flattered? Do you value their judgement?

- 4 Actually your boss comes to you and says 'I'm rather disappointed in that piece of work you did, I know you were under time pressure, but I thought you might have been able to do a better job. It was only just on time and I thought wasn't up to your normal standard'.

S/he gives you 3 out of 10 for it.

Do you change your mark? yes no

If so what do you change it to? _____

What do you think about the boss and her/his mark? What was the motivation? Did they know you well enough? Had they looked at it properly? Are you disappointed? Do you value their judgement?

- 5 Actually your subordinate comes to you and says 'I'm rather disappointed in that piece of work you did, I know you were under time pressure, but I thought you might have been able to do a better job. It was only just on time and I thought wasn't up to your normal standard'.

S/he gives you 3 out of 10 for it.

Do you change your mark? yes no

If so what do you change it to? _____



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What do you think about the subordinate and her/his mark? What was the motivation? Did they know you well enough? Had they looked at it properly? Are you disappointed? Do you value their judgement?

6 Results and more questions

- 6.1 The boss gave you more and you changed your mark
- 6.2 The boss gave you more and you didn't change your mark
- 6.3 The subordinate gave you more and you changed your mark
- 6.4 The subordinate gave you more and you didn't change your mark
- 6.5 The boss gave you less and you changed your mark
- 6.6 The boss gave you less and you didn't change your mark
- 6.7 The subordinate gave you less and you changed your mark
- 6.8 The subordinate gave you less and you didn't change your mark

6.1 The boss gave you more and you changed your mark

- Do you give your power away to those in authority?
- Are you trying to 'please others'?
- Does the boss know you better than you know yourself?
- Are you swayed by authority?
- Were you flattered and pleased?
- Did you feel the boss knows best and with hindsight feel that you did under mark yourself?
- Do you feel more secure with your boss now because of the positive difference in the marking?
- By how much did you change your mark?
- Is the locus for your self-esteem externally determined?
- How does this echo a pattern from an early authority figure? (parent, carer, teacher)

6.2 The boss gave you more and you didn't change your mark

- Do you feel confident in your own judgement
- Can you be stubborn and inflexible towards those in authority?
- Do you think you know best?
- Do you mistrust the judgement of others?



- Did you think the boss was trying to flatter you and therefore discounted her/his mark?
- In what circumstances would you allow the authority figure to change your mind?
- How does this echo a pattern from an early authority figure? (parent, carer, teacher)

6.3 The subordinate gave you more and you changed your mark

- Are you more or less likely to give-away your power to a subordinate?
- Do you think, that they have something to prove and that accounts for their generosity?
- Do you think, that they don't have anything to prove and that maybe you weren't generous enough to yourself?
- Does the subordinate know you better than you know yourself?
- Were you more or less flattered and pleased than when the boss gave you more?
- Did you feel the subordinate knows best and with hindsight feel that you did under mark yourself?
- Do you feel more secure with the subordinate because of the positive difference in the marking?
- How does this echo a pattern from early experience with a younger sibling?

6.4 The subordinate gave you more and you didn't change your mark

- Do you feel confident in your own judgement?
- Can you be stubborn and inflexible?
- Do you think you know best?
- Do you mistrust the judgement of others?
- Did you think the subordinate was trying to flatter you and therefore discounted her/his mark?
- In what circumstances would you allow the subordinate to change your mind?
- How does this echo a pattern from early experience with a younger sibling?

6.5 The boss gave you less and you changed your mark

- Are you more or less likely to give-away your power to those in authority if they are nicer or tougher on you?
- Are you trying to 'please others'?
- Does the boss know you better than you know yourself?
- Are you swayed by authority?
- What are your emotions - sad, angry, scared?
- Did you feel the boss knows best and with hindsight feel that you did over mark yourself?



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- Do you feel less secure with your boss now because of the negative difference in the marking?
- By how much did you change your mark?
- Is the locus for your self-esteem externally determined?
- How does this echo a pattern from an early authority figure? (parent, carer, teacher)

6.6 The boss gave you less and you didn't change your mark

- Do you feel confident in your own judgement
- Can you be stubborn and inflexible?
- Do you think you know best?
- Do you mistrust the judgement of others?
- On what grounds do you think the boss based her/his judgement?
- In what circumstances would you allow the authority figure to change your mind?
- How does this echo a pattern from an early authority figure? (parent, carer, teacher)

6.7 The subordinate gave you less and you changed your mark

- Do you give your power away to others regardless of their position in the hierarchy?
- Are you trying to 'please others'?
- Does the subordinate know you better than you know yourself?
- Are you swayed by authority?
- What are your emotions - sad, angry, scared?
- Did you feel the subordinate knows best and with hindsight feel that you did over mark yourself?
- Do you feel less secure with your subordinate?
- By how much did you change your mark?
- Is the locus for your self-esteem externally determined?
- How does this echo a pattern from early experience with a younger sibling?

6.8 The subordinate gave you less and you didn't change your mark

- Do you feel confident in your own judgement
- Can you be stubborn and inflexible?
- Do you think you know best?
- Do you mistrust the judgement of others?
- On what grounds do you think the subordinate based her/his judgement?
- In what circumstances would you allow the subordinate figure to change your mind?
- How does this echo a pattern from an early authority figure?
- How does this echo a pattern from early experience



with a younger sibling?

8 Moving forward

Self-esteem determined by others

- How can you celebrate, use and build your own self esteem?
- How can you be certain of your own-self worth?
- how can you avoid depending on the views of others?

Action

- List the things you do well and really enjoy them
- ask for positive feedback from loved ones, friends and colleagues
- listen to the positive feedback people give to you and weigh it against your own intuition - between the two lies a truth for you
- ask for negative feedback on something you did recently from loved ones, friends and colleagues
- listen to the feedback people give to you and weigh it against your own intuition - between the two lies a truth for you
- develop strong boundaries, avoid pleasing others, celebrate yourself
- listen to criticism behind an imagined safe transparent screen, don't be defined by what they say, it isn't you, it's their sense of an aspect of you
- be clear about what you think and feel of a situation or piece of work, or interaction with others before you ask the views of others
- ask yourself the 6 Golden questions:
 - 1 what was good about it
 - 2 what contributed to that
 - 3 what do I learn for the future

 - 4 what was less good
 - 5 what contributed to that
 - 6 what do I learn for the future
- notice when you are scared, breathe calmly and remind yourself of the thing you do well
- remind yourself that those in authority are **not** your early authority figures!



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Self-esteem determined by self

- How can you celebrate, use and build your own self esteem?
- how can you develop an understanding of the views of others?

Action

- List the things you do well
- ask for positive feedback from loved ones, friends and colleagues
- listen to the positive feedback people give to you and weigh it against your own intuition - between the two lies a truth for you
- ask for negative feedback on something you did recently from loved ones, friends and colleagues
- listen to the feedback people give to you and weigh it against your own intuition - between the two lies a truth for you
- develop openness to others' experiencing of you
- listen to criticism with an open heart, focussing on the learning
- be clear about what you think and feel of a situation or piece of work, or interaction with others before you ask the views of others
- ask yourself the 6 Golden questions:
 - 1 what was good about it
 - 2 what contributed to that
 - 3 what do I learn for the future
 - 4 what was less good
 - 5 what contributed to that
 - 6 what do I learn for the future
- celebrate your own sense of self-worth