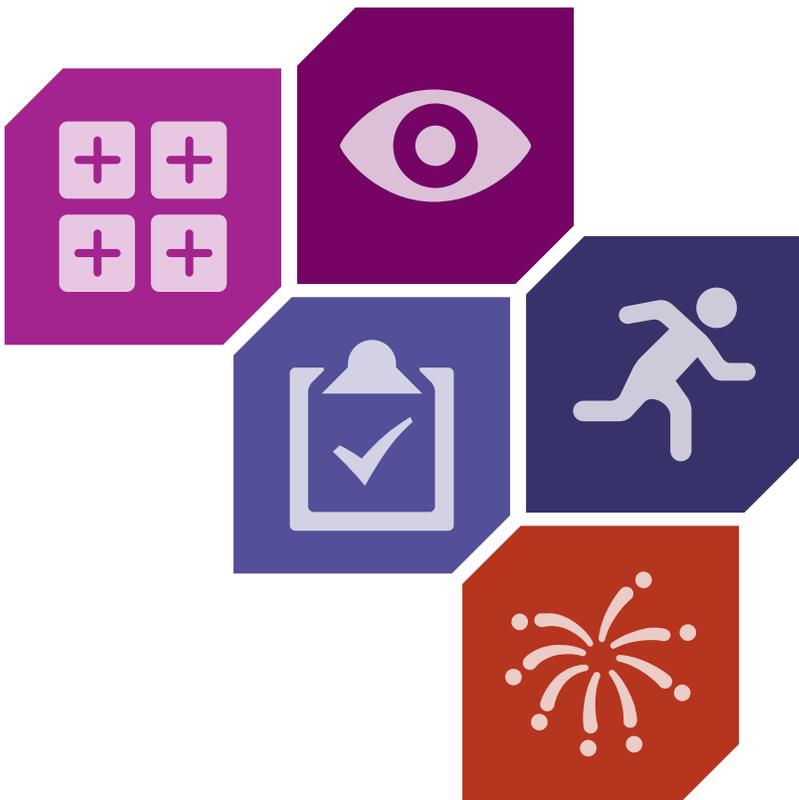


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# SELL U

5 steps to a more confident you

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# WHEN IT COMES TO CONFIDENCE, MORE IS (USUALLY) BETTER

In everything we do, confidence is a vital part of our success.

Imagine one goal, personal or professional... something you think is completely out of reach; something that you would try to make a reality if you knew it was a sure thing. Thinking this way opens our minds up to what we can accomplish.

Put it another way...

What would you attempt to do if you were confident you could not fail?



CONFIDENCE  
ALLOWS US TO  
MAKE BIG PLANS,  
SET LOFTY GOALS,  
AND REFUSE TO GIVE  
UP WHEN OTHERS  
ARE DISCOURAGING  
OR DISMISSIVE.

With the proper tools,  
we can muster the  
confidence to accomplish  
our most ambitious goals.

# WHAT EXACTLY IS CONFIDENCE?

Confidence is hard to define, but we know it when we see it.

---

We're naturally attracted to confident people, and we want to spend more time with them because they have a way of making us feel good about ourselves and the task at hand. When a person has complete faith in himself or herself, we instinctively trust that person. We experience an immediate sense of loyalty. We want to be part of the team. This makes us feel energized, connected, important, good about ourselves and good about the task at hand.

Confident people are self-assured, secure in the knowledge that they have what it takes to succeed. When someone has confidence, we recognize it immediately.



## Confidence is all about being...

Entertaining

Pleasant

Experienced

Sincere

Helpful

Trustworthy

Insightful

Upbeat

Intelligent



## Confidence is not about being...

Aggressive

Controlling

Arrogant

Demanding

Bullying

Overbearing

Closed-minded

Pushy

Condescending

Self-absorbed

# DECODING THE VISUAL CLUES

Confidence is conveyed both verbally and non-verbally, in the way we interact with the world, take command of a room, or even remain quiet at the appropriate times.

Confident people are secure, engaged, articulate and energetic. Likewise, we can communicate a lack of confidence (even if we feel confident) by the way we carry ourselves and interact with others.

Are you communicating your inner confidence?

Confidence comes across naturally in the way that we...

Dress	Participate in groups	Talk
Gesture	Shake hands	Tell stories
Introduce ourselves	Show enthusiasm	Walk
Make eye contact	Smile	

A lack of confidence is hard to hide. It's conveyed when we do things like...

Avoid eye contact	Keep our hands in our pockets	Perspire excessively
Bite our nails	Keep our head down	Show no expression
Cover our face	Let our shoulders slump	Twitch nervously
Fidget	Look away	



# THE CONFIDENCE QUIZ

## Identify your 'confidence style'

Sometimes it's obvious, and sometimes it's hidden, but a distinct confidence style lives within each of us. Carefully answer these questions to find out which distinct style (or styles) drives your confidence...

**Directions: Circle the answer corresponding to how you are most likely to act in the following situations.**

- 1** Have you ever tried something new in the workplace without knowing how it would be received?
  - A. Yes.
  - B. All the time.
  - C. No.
  - D. Once or twice.
- 2** You're meeting a couple at Starbucks. They get lost, arrive 10 minutes late and are bickering about who is at fault. Which of the following do you do?
  - A. Motion for them to have a seat and suggest a way they might mend their disagreement, based on your own experience.
  - B. Give them a wink and tell them you're willing to referee if they want to settle the score out back.
  - C. Say how wonderful it is to see them and politely pretend you heard nothing.
  - D. Wait until they say something about their argument, then tell them you've been enjoying passing the time and not to worry about it.
- 3** You find yourself alone with your company's CEO in the elevator all the way up to the 41st floor. Which of the following do you do?
  - A. Mention the big sale one of your team members made just the day before.
  - B. Tell the story of a funny experience you had last week.
  - C. Strike up a conversation about the new restaurant that just opened across town.
  - D. Wait for him or her to say something first, and then ask about the firm's new advertising campaign.
- 4** Your flight is delayed by two hours and you're stuck at the airport. Which of the following do you do?
  - A. Call the office to encourage a colleague who has been preparing for a big presentation.
  - B. Head over to the airport lounge to seek interesting conversation and fun company.
  - C. Pick up a few magazines and catch up on what's going on in the world. You have a few lunches scheduled for next week and you like to be "in the know" on books, movies and culture.
  - D. Prepare for tomorrow's meeting — you want to be ready for any questions they throw your way.
- 5** Do you have a personal mission statement?
  - A. Yes, and I have shared it with colleagues.
  - B. Not really, it's in my head.
  - C. Yes, developed with a professional coach.
  - D. Yes, and it is constantly being refined.
- 6** You are attending a cocktail reception and realize you don't know anyone. You are most likely to:
  - A. Engage a group of people and steer the conversation to the day's seminars. You ask them what they thought of the presentations and offer your opinion on the presentation topics.
  - B. Look for the largest group and jump into the conversation.
  - C. Engage someone in conversation and break the ice by discussing non-business topics such as vacations, restaurants, wine or cars.
  - D. Stand at the bar, survey the crowd, and wait for others to talk to you. By the end of the night, your insightful observations and sharp wit have gathered quite a crowd.

**7** Colleagues would describe you as (select one adjective that is most appropriate):

- A. Caring.
- B. Lighthearted.
- C. Refined.
- D. Reserved.

**8** You feel most confident and comfortable when you are...

- A. Sharing information and brainstorming with others.
- B. Making people laugh.
- C. Looking and feeling your best physically.
- D. Persuading a group to your way of thinking, backed by all the facts and figures you need to make your argument.

**9** Your boss asks you to take a class in public speaking. What is your reaction?

- A. You look forward to meeting other professionals and sharing some of your past speaking experiences with a new group of people.
- B. You hope that the class has a good mix of people and are glad that the class takes place on a Thursday night right after work — a perfect networking opportunity.
- C. You are happy to have the chance to get some professional feedback on your presentations, which you think are professional and polished.
- D. You see it as a perfect opportunity to work on your presentations and your stage presence; despite being perceived as shy, you like surprising colleagues when you deliver standout presentations.

**10** Your office is asking for volunteers for some community events that the firm is sponsoring. Which role most appeals to you?

- A. Speaking at the local high school on career day.
- B. Attending a charity dinner.
- C. Being your firm's representative at the opening of a museum exhibit that your firm has sponsored.
- D. Helping a local charity draft a grant proposal. You enjoy absorbing a myriad of details and then surprising people with a coherent, convincing argument.

**11** Now, add up your score.

Write down how many of each letter you circled.

**A** \_\_\_\_\_

**B** \_\_\_\_\_

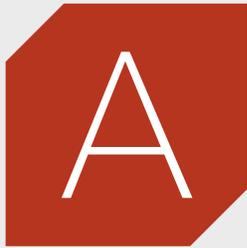
**C** \_\_\_\_\_

**D** \_\_\_\_\_

See the next page of this workbook for a complete description of these confidence styles.

# THE FOUR STYLES OF CONFIDENCE

Match up your highest scores from the quiz to the four styles below.



## The Mentor

Supportive and engaging

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### Your strengths...

- You are constantly challenging others to reach beyond their comfort zones.
- You tolerate a variety of professional styles and personalities, understanding that different people are motivated by different factors.
- You thrive in collaborative environments with lots of teamwork.

### Caution:

While you generously share your knowledge with others, you may pontificate and come off as a know-it-all, if you're not careful. Open-mindedness is a concern.



## The Entertainer

Upbeat and energetic

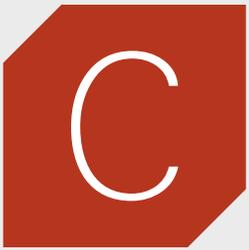
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### Your strengths...

- You are effective at keeping things in perspective, putting people at ease and keeping their attention.
- You are viewed by others as energetic, passionate, lighthearted and colorful. You enjoy making people feel good about themselves.
- You are a "big picture" thinker, focused on the overall team, looking for broad solutions that accommodate everyone to some degree.

### Caution:

If you're not careful, you may be perceived as unprofessional. Other people may underestimate your abilities. It's important to complement your passion with wisdom. You can be inflexible, and sometimes overlook details.



## The Sophisticate

Refined and intellectual

---

### Your strengths...

- You are usually well prepared for your assignments. Details and due diligence are your specialty.
- Others may see you as intelligent, charming, well educated and refined.
- Appearances are important to you. You show an interest in art, culture, fashion.

### Caution:

You run the risk of appearing aloof or unapproachable. Developing personal relationships and “lightening up” takes some effort.



## The Sleeping Dragon

Reserved and analytical

---

### Your strengths...

- You are contemplative, constantly analyzing the situation.
- You pick just the right time to weigh in on a subject, and you choose your words carefully.
- Because you are so reserved, others tend to pay attention when you speak. You are skilled in the art of persuasion.

### Caution:

Others may see you as shy, uninterested or unengaged. Spontaneity is not your strongest point.

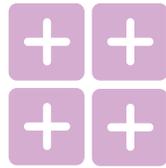
# THE FIVE STEPS TO GREATER CONFIDENCE



Now that you know a little more about confidence — what it is, how you show it to others, and where you draw your own brand of confidence from — let's take a look at the five steps to greater confidence.



# STEP



## Recognize your strengths

- ✓ Identify your strengths
- ✓ Acknowledge your weaknesses
- ✓ Filter what others say about you

“Never allow the circumstances of your life to become an excuse. People will allow you to do it. But I believe we have a personal obligation to make the most of the abilities we have.”

Jim Abbott  
*Professional baseball player*

### Exercise

Self-assessment is a valuable tool. Take a look at this list and check off as many personality traits as are appropriate. Are you \_\_\_\_\_?

### Available methods:

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> A good impersonator     | <input type="checkbox"/> Friendly              | <input type="checkbox"/> Polite           |
| <input type="checkbox"/> A good listener         | <input type="checkbox"/> Frugal                | <input type="checkbox"/> Practical        |
| <input type="checkbox"/> A great storyteller     | <input type="checkbox"/> Funny                 | <input type="checkbox"/> Punctual         |
| <input type="checkbox"/> A strong leader         | <input type="checkbox"/> Generous              | <input type="checkbox"/> Realistic        |
| <input type="checkbox"/> A strong presenter      | <input type="checkbox"/> Good-looking          | <input type="checkbox"/> Reliable         |
| <input type="checkbox"/> Affectionate            | <input type="checkbox"/> Good with numbers     | <input type="checkbox"/> Reserved         |
| <input type="checkbox"/> Ambitious               | <input type="checkbox"/> Grateful              | <input type="checkbox"/> Respectful       |
| <input type="checkbox"/> An excellent writer     | <input type="checkbox"/> Hard-working          | <input type="checkbox"/> Responsible      |
| <input type="checkbox"/> Analytical              | <input type="checkbox"/> Headstrong            | <input type="checkbox"/> Responsive       |
| <input type="checkbox"/> Articulate              | <input type="checkbox"/> Honest                | <input type="checkbox"/> Self-deprecating |
| <input type="checkbox"/> Athletic                | <input type="checkbox"/> Humble                | <input type="checkbox"/> Self-disciplined |
| <input type="checkbox"/> Caring                  | <input type="checkbox"/> Independent           | <input type="checkbox"/> Sensitive        |
| <input type="checkbox"/> Cautious                | <input type="checkbox"/> Insightful            | <input type="checkbox"/> Serious          |
| <input type="checkbox"/> Charismatic             | <input type="checkbox"/> Intellectual          | <input type="checkbox"/> Sincere          |
| <input type="checkbox"/> Cheerful                | <input type="checkbox"/> Intelligent           | <input type="checkbox"/> Sociable         |
| <input type="checkbox"/> Compassionate           | <input type="checkbox"/> Kind                  | <input type="checkbox"/> Sophisticated    |
| <input type="checkbox"/> Considerate, thoughtful | <input type="checkbox"/> Logical               | <input type="checkbox"/> Spiritual        |
| <input type="checkbox"/> Cooperative             | <input type="checkbox"/> Loyal                 | <input type="checkbox"/> Spontaneous      |
| <input type="checkbox"/> Courageous              | <input type="checkbox"/> Modest                | <input type="checkbox"/> Sympathetic      |
| <input type="checkbox"/> Courteous               | <input type="checkbox"/> Motivated             | <input type="checkbox"/> Systematic       |
| <input type="checkbox"/> Creative                | <input type="checkbox"/> Off the wall          | <input type="checkbox"/> Trusting         |
| <input type="checkbox"/> Decisive                | <input type="checkbox"/> Open-minded, tolerant | <input type="checkbox"/> Unpretentious    |
| <input type="checkbox"/> Determined              | <input type="checkbox"/> Opinionated           | <input type="checkbox"/> Unselfish        |
| <input type="checkbox"/> Energetic               | <input type="checkbox"/> Optimistic            | <input type="checkbox"/> Well dressed     |
| <input type="checkbox"/> Enthusiastic            | <input type="checkbox"/> Organized             | <input type="checkbox"/> Well-read        |
| <input type="checkbox"/> Flexible                | <input type="checkbox"/> Original              | <input type="checkbox"/> Other            |
| <input type="checkbox"/> Focused                 | <input type="checkbox"/> Passionate            | <input type="checkbox"/> _____            |
| <input type="checkbox"/> Forgiving               | <input type="checkbox"/> Persistent            |   |

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### Follow-through

Everyone has strengths and weaknesses.

Select your strongest assets from the list on the previous page. How have they helped you?

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Have any of these “strengths” caused problems in the past? (For example, maybe you can be too self-deprecating?)

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What is the one thing you would like to change, or improve upon?

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Now, let’s look at this from a slightly different angle. How do you convey these personality traits to others? (For example, if you are an independent thinker, how do other people know you are an independent thinker?) How do you demonstrate or communicate this trait? Is it working to your advantage?

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# STEP

# 2



## Visualize success

- ✓ Set ambitious goals
- ✓ Paint a picture of success in your mind

“Imagination is such a powerful tool because it has no boundaries. If you can see your goal, believe in it, refine it, and put it into action, anything is possible... even swimming to Antarctica.”

Lynne Cox  
*Endurance swimmer*

### Exercise

You're walking into an important meeting; one that could determine whether you accomplish your goal or not. Imagine exactly what you are wearing, your posture, and your attitude. Picture yourself walking into the room. Is it a big room or small room?

Imagine yourself doing things exactly the way they need to be done. Try to fill in every last detail...every item of clothing, every smell, every sound, every move you make. And while you're doing this, think positive thoughts about who you are and what you represent.

### Follow-through

Write down three specific goals for yourself.

Now, post your goals where you'll see them every day — on the fridge or a mirror, as a screensaver on your computer. The important thing is to look at them, remind yourself of what you are trying to accomplish, and envision the path you'll take to get there.

- 1 \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- 2 \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- 3 \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

# STEP

# 3



## Prepare

- ✓ Know your subject inside and out
- ✓ Ask questions
- ✓ Be prepared professionally, physically and mentally

“The harder you practice, the luckier you seem to get.”  
Gary Player  
*Golf champion*

### Exercise

What would help you feel sharper, more prepared during your next big meeting? (Check two or three items.)

- A degree, professional designation or license
- Being in better physical condition
- Having a spectacular presentation, handouts or visual aids
- Establishing a clear goal for the meeting
- Getting more sleep
- Having personal information about the person with whom you are meeting
- Making eye contact
- Reading a newspaper in the morning
- Visualizing a successful meeting
- Wearing a custom-made suit
- Other \_\_\_\_\_

### Follow-through

Create a pre-flight checklist, and use it before your next big meeting:

- I have gathered all available information about the person I am meeting and his or her organization.
- I have a clear goal for the meeting. I have several ideas about ways to get the conversation moving smoothly.
- I am prepared to answer questions and objections.
- I am not overwhelming my guest with too much information, or disappointing them with too little.
- I have a plan for monitoring the time.

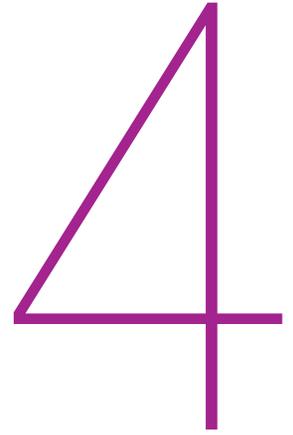
1 \_\_\_\_\_

\_\_\_\_\_

2 \_\_\_\_\_

\_\_\_\_\_

# STEP



## Take action...and keep at it

- ✓ Suit up, show up, and get in the game
- ✓ Learn from your mistakes
- ✓ Remember that setbacks are temporary; you will prevail

### Exercise

Write down something you did that you consider a failure:

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Write down something you did that you consider a failure:

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“I have not failed. I’ve just found 10,000 ways that won’t work.”  
Thomas Edison  
*Inventor*

### Follow-through

Make a list of things you might do when you feel your commitment wavering and your confidence is slipping:

Ask for help

Review Step 1

Find a mentor

Change your approach

Break a task into pieces

Say something different

Take a class or seminar

Put the task aside and come back to it later

# STEP

# 5



## Celebrate success

- ✓ Create a reward system for yourself
- ✓ Show appreciation for anyone who has helped you achieve your success

### Exercise

Referring back to the goals you set in Step 2, establish rewards for you and your team members.

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_

### Follow-through

Do something healthy that you enjoy. Remember to have fun. Enjoy the rewards. You earned them.

Share credit with those who helped you succeed. Pass the celebration around. Enjoy it together. Take a mentor to dinner. Show your gratitude to the person who booked your flights or put your presentation together. There's really no better feeling in the world than showing appreciation to the people who make a difference in your life. Plus, it helps inspire others to have more confidence in you, and in themselves.

“Everyone has an invisible sign hanging from their neck saying, ‘Make me feel important.’ Never forget this message when working with people.”

Mary Kay Ash  
*Cosmetics entrepreneur*

# ACTION STEPS

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STEP 1



Recognize your strengths

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STEP 2



Visualize success

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STEP 3



Prepare

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STEP 4



Take action...and keep at it

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STEP 5



Celebrate success

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