

Tolu's Configance Matrix

Confidence and arrogance look alike from the outside. This tells them apart.

An original framework by Tolu Tomori Adedeji, based on her lived experiences. | [↑ CONFIDENCE](#) → [ARROGANCE](#)

HIGH CONFIDENCE · HIGH ARROGANCE

 The Only Star That Must Shine

"There is one light in this room — and it is mine."

SIGNS YOU'RE HERE

- The only one who must shine; the only one who knows it all
- Others cannot disagree — in fact, they dare not breathe
- Rarely says "now you can speak"
- Takes all the credit; doesn't protect the team
- Follows only their own agenda

UPSIDES

- People follow — sometimes not out of respect, but out of fear or income stability

PITFALLS

- The moment livelihoods aren't tied to them, people leave for good — no goodwill left
- Can't ask for help, trapped by the alpha, know-it-all syndrome

HIGH CONFIDENCE · LOW ARROGANCE

 The Shining Light That Inspires Others to Shine

"My light is brighter when it lights yours too."

SIGNS YOU'RE HERE

- Not afraid to speak up when it matters
- Not afraid to ask bold questions and challenge the status quo
- Takes the fall for the team and spreads the credit
- Takes credit for their own work and input — and isn't ashamed to
- Decisive, but takes input
- Likes to teach and coach

UPSIDES

- People bring you the truth early and follow out of respect
- Your confidence gives others permission to shine

PITFALLS

- Can come across as lacking empathy because standards are high
- Can take on too much, trusting their own ability to deliver
- Can tire the team with high expectations if not balanced

LOW CONFIDENCE · LOW ARROGANCE

 The Muted Star

"I think this is good... does anyone else think so?"

SIGNS YOU'RE HERE

- Good content, but sometimes poor delivery — always seeking validation for ideas
- Doesn't like the spotlight or the lead

UPSIDES

- Can be a strong contributor in teams
- Gets along well with people

PITFALLS

- Often gets missed for opportunities
- Doesn't fully contribute

LOW CONFIDENCE · HIGH ARROGANCE

 The Fleeting Star

"Obviously. I already knew that."

SIGNS YOU'RE HERE

- Knows deep down they don't know — but too proud to admit it or learn
- Doesn't grow as much
- Quick to jump into the spotlight without preparation
- Attached to validation — excessive display of external connections, titles, or relationships

UPSIDES

- Can talk their way into opportunities and leverage others to deliver

PITFALLS

- Cracks under real test or pressure
- Lashes out when the disguise is threatened