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# The Imposter Syndrome

*"Changing behaviours and outcomes  
through conversation"*



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**“Whether you  
think you can  
or think you can’t  
you’re right”**

Henry Ford

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# **The Imposter Phenomenon**

**An intense feeling of intellectual phoniness, despite successes**

**Feeling fraudulent**

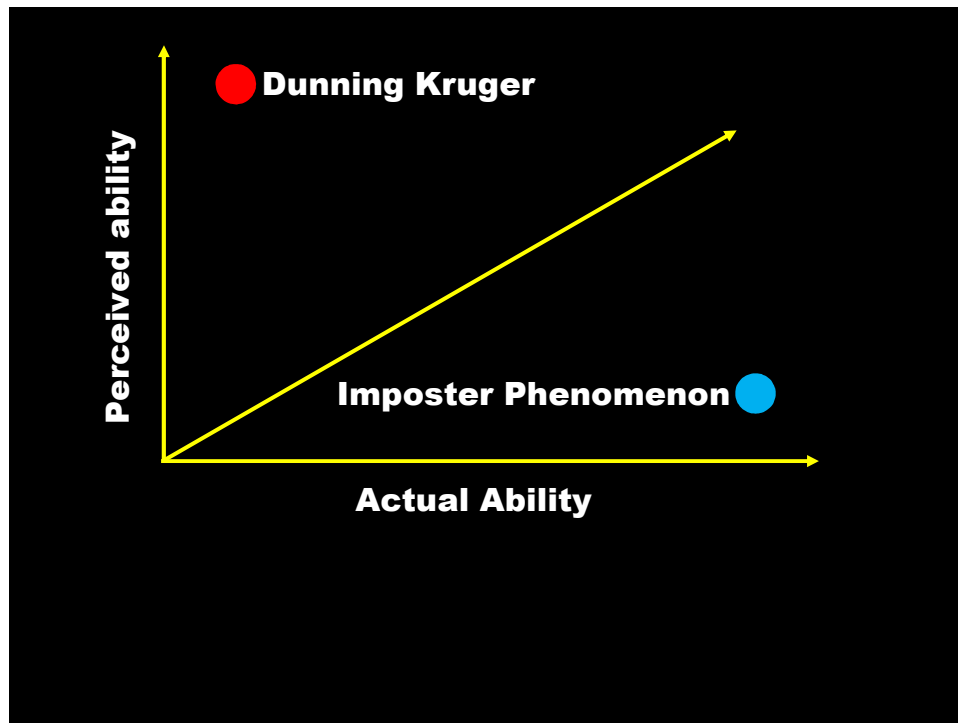
**Wondering when you will be found out**



3

**70%**

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**When things go well I am afraid I won't be able to replicate the success.**

**I find it hard to accept compliments or praise when I have done something well**

**I worry others will discover how much I don't know**

**I dread being evaluated**

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**Can prevent you recognising your knowledge, skills and capabilities**

**Can stop you speaking up in meetings or putting yourself forward for new opportunities**

**Can create high levels of stress, anxiety and sometimes depression**

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## **Talk about the mask**



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**“I got lucky”**

**“They were just being kind”**

**“They’ve made a mistake”**

**“It’s because I worked really hard”**

**“I’m just doing my job”**

**“Anyone could have...”**

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**Note  
positive  
feedback**

**Avoid  
“yes,  
but...”**

**Start  
“yes,  
and...”**



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**Know and use your  
Strengths**

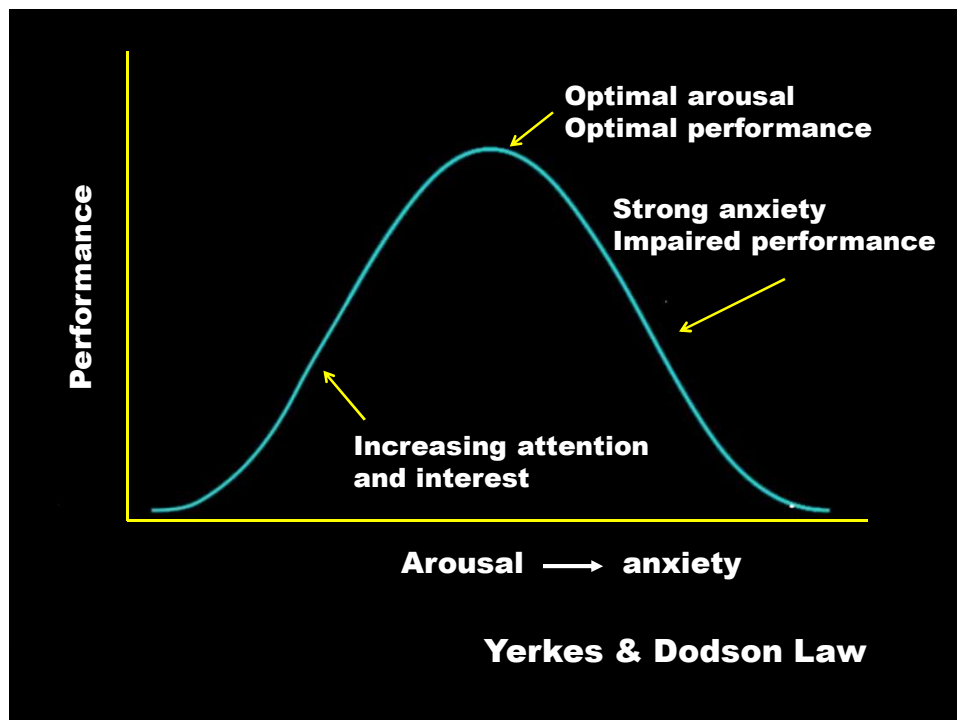


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## The P Word

# Perfection

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**Apply the 80% Rule**

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**The F Word**

**Failure**

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**OED**

**Lack of success**

**The neglect or omission  
of expected or required  
action**

17

**Things that didn't  
work**

18

## **Responses to Failure?**

**Fudge it**

**All  
Is  
Lost**

**Flip it**

**And  
I  
Learn**

19

**Self Doubt is  
NORMAL**

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## What's Next?



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When we give ourselves permission  
to fail, we, at the same time, give  
ourselves permission to excel

Eloise Ristad



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## **Further Reading**

**“The Impostor Phenomenon” by Dr Pauline Rose Clance**

**“The Pursuit of Perfect” by Tal Ben-Shahar**

**“The Confident Manager” by Kate Atkin**

**“Lean In” by Sheryl Sandberg**

**“Learned Optimism” by Dr Martin Seligman**

**“Inferior” by Angela Saini**

**“The Gift of Imperfection” Brene Brown**

**[www.TED.com](http://www.TED.com)**

**for talks by Susan Cain, Brene Brown & Amy Cuddy**

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