

LEADERSHIP **EDGE**

Coaching in Schools

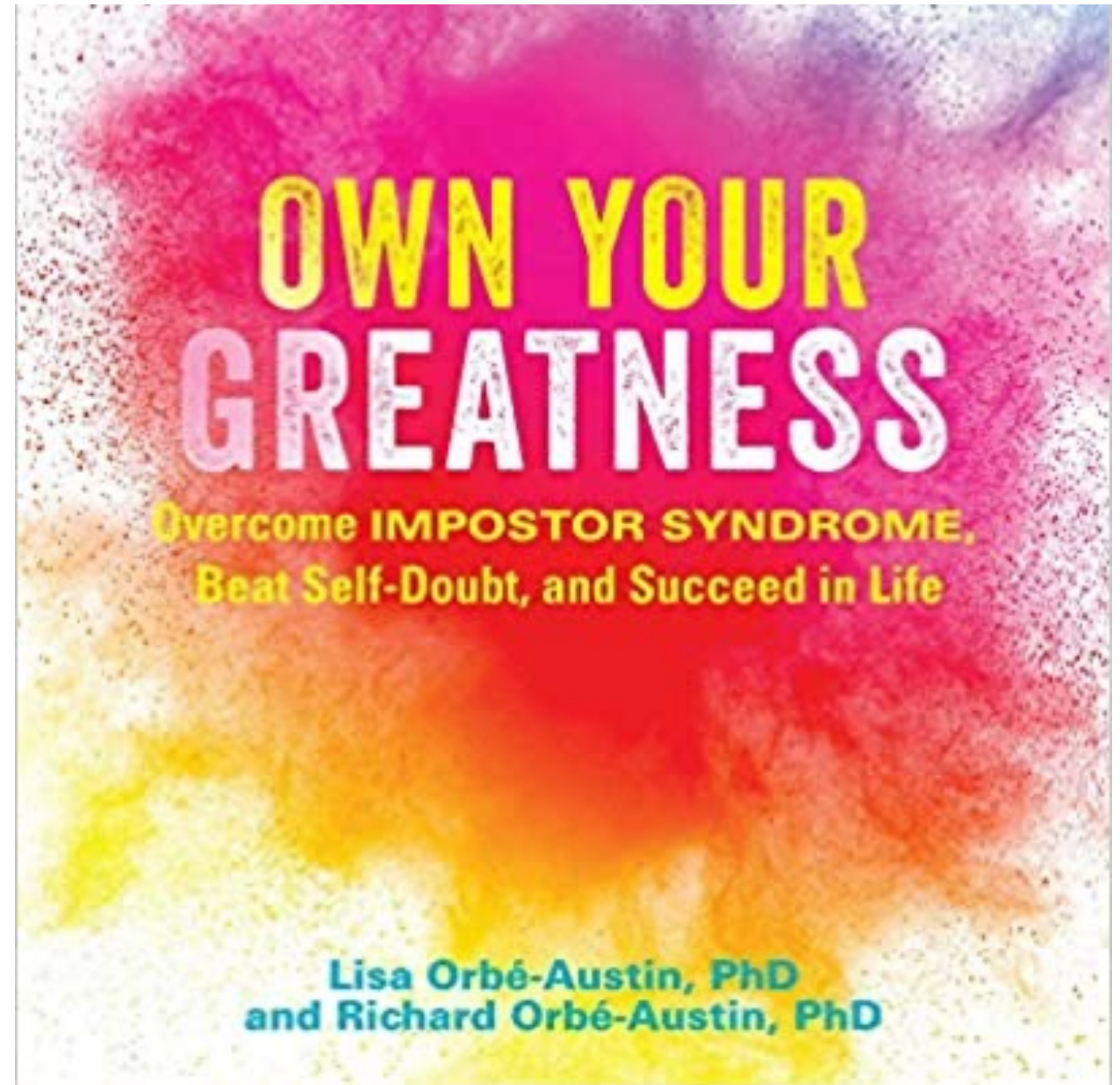


The Imposter Phenomenon

An IOC webinar: July 2021

Lisa Orbe-Austin

Based on the
book.

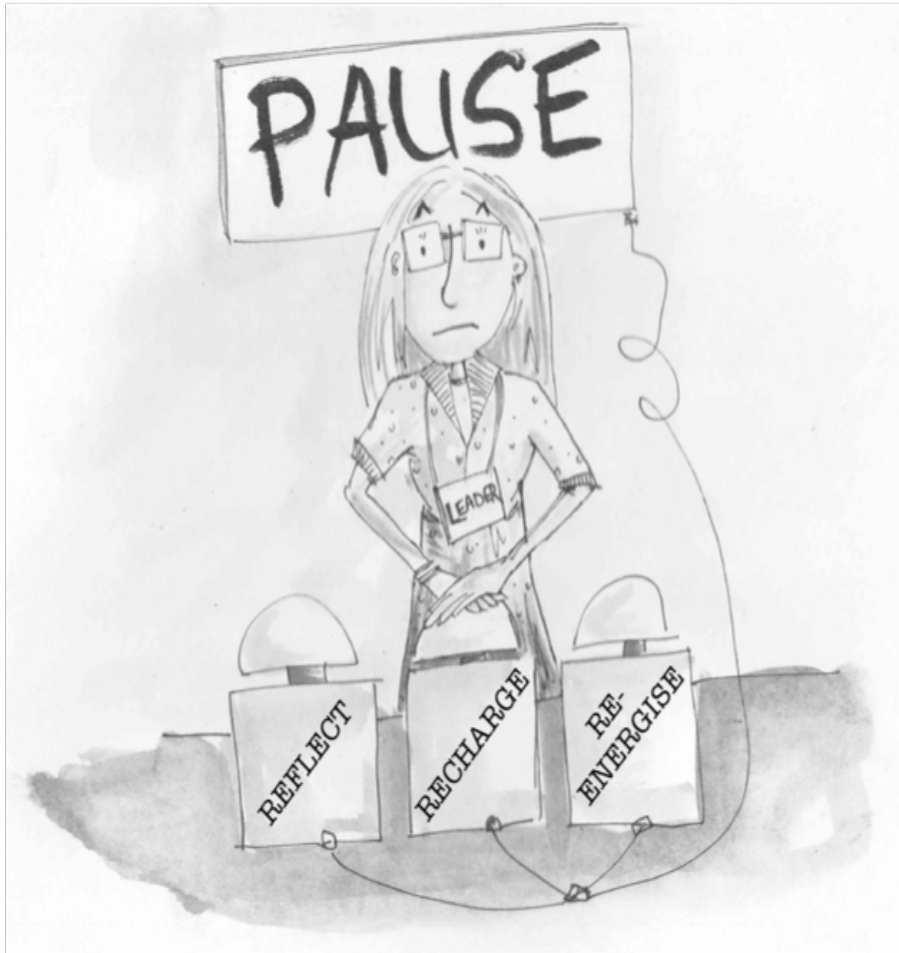




Can coaching help you to overcome the impostor phenomenon?

This is a common theme in a leaders coaching session. Research on this subject shows that 70-80% of leaders experience this.

- Coaching can enable you to see a new reality based on fact
- It can empower you to continue to do those things that are serving you and other well.



“You’re there for a reason –
you’re there to do something
that’s unique to you.”

Sonia Sotomayor

Based on the work of Lisa Orbe-Austin PhD



Based on the work of Lisa Orbe-Austin PhD

4 Hallmarks of Impostor Syndrome

Diligence
and
Hardwork

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Intellectual
Inauthenticity

Charm
and
Perceptiveness

Seeking
Mentorship
for External
Validation

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- HIGH ACHIEVING
- DENIAL OF ABILITY AND ATTRIBUTING SUCCESS TO LUCK, MISTAKE, OVERWORK, OR A RESULT OF A RELATIONSHIP
- DISCOUNTING PRAISE, FEELING FEAR AND GUILT ABOUT SUCCESS
- FEAR OF FAILURE AND BEING DISCOVERED AS A FRAUD
- NOT FEELING INTELLIGENT
- PERFECTIONISM
- OVERESTIMATING OTHERS WHILE UNDERESTIMATING ONESELF
- DIFFICULTY INTERNALIZING FEELINGS OF SUCCESS
- OVERWORKING OR SELF-SABOTAGE TO COVER THE FEELINGS OF INADEQUACY

IMPOSTOR SYNDROME

Based on the work of
Lisa Orbe-Austin PhD



The Impostor Cycle II



Based on the work of Lisa Orbe-Austin PhD



IMPOSTOR SYNDROME

Impact on Leadership



Based on the work of Lisa Orbe-Austin PhD

Impact of Imposter Syndrome

WOMEN

Doesn't prevent women from achieving, but they do struggle from constant fears of fraudulence

Spend more time on tasks than those without IS

Work harder when receive negative feedback

MEN

Men tend to affiliate with peers with less advanced skills and will aim toward mastery and take less risk

Less likely to pursue certain careers

UNDERREPRESENTED GROUPS

DOUBLE IMPACT

Particularly where the environment reinforces fraudulence there can be a dual factor of contending with this from internal and external forces

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Other Important Notes on Impostor Syndrome



Impostor-triggering cultural, academic & work systems and managers can sustain impostor syndrome



Impostor syndrome can limit professional advancement by reduced knowledge of job market, institutional loyalty, decreased job satisfaction



Impostor syndrome can impact academic and work self-efficacy and our ability to create a path for ourselves

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Work Cultures That Reinforce Impostor Syndrome



Performance objectives and goals are always shifting



Cultures that punish or humiliate mistake making



Stars and Scapegoats



No boundaries between personal and academic life



Overworking is rewarded

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TOXIC BOSSES FOR THOSE WITH IMPOSTOR SYNDROME @drorbeaustin


PERFECTIONISTIC BOSS



"I saw a mistake in that slide."
(Even when the presentation went well)


INSECURE BOSS



"You embarrassed me in that meeting. Next time, I want to be involved in every step."


ERRATIC BOSS



One minute "you are a star."
The next minute "you are a disappointment."


PROVE IT TO ME BOSS

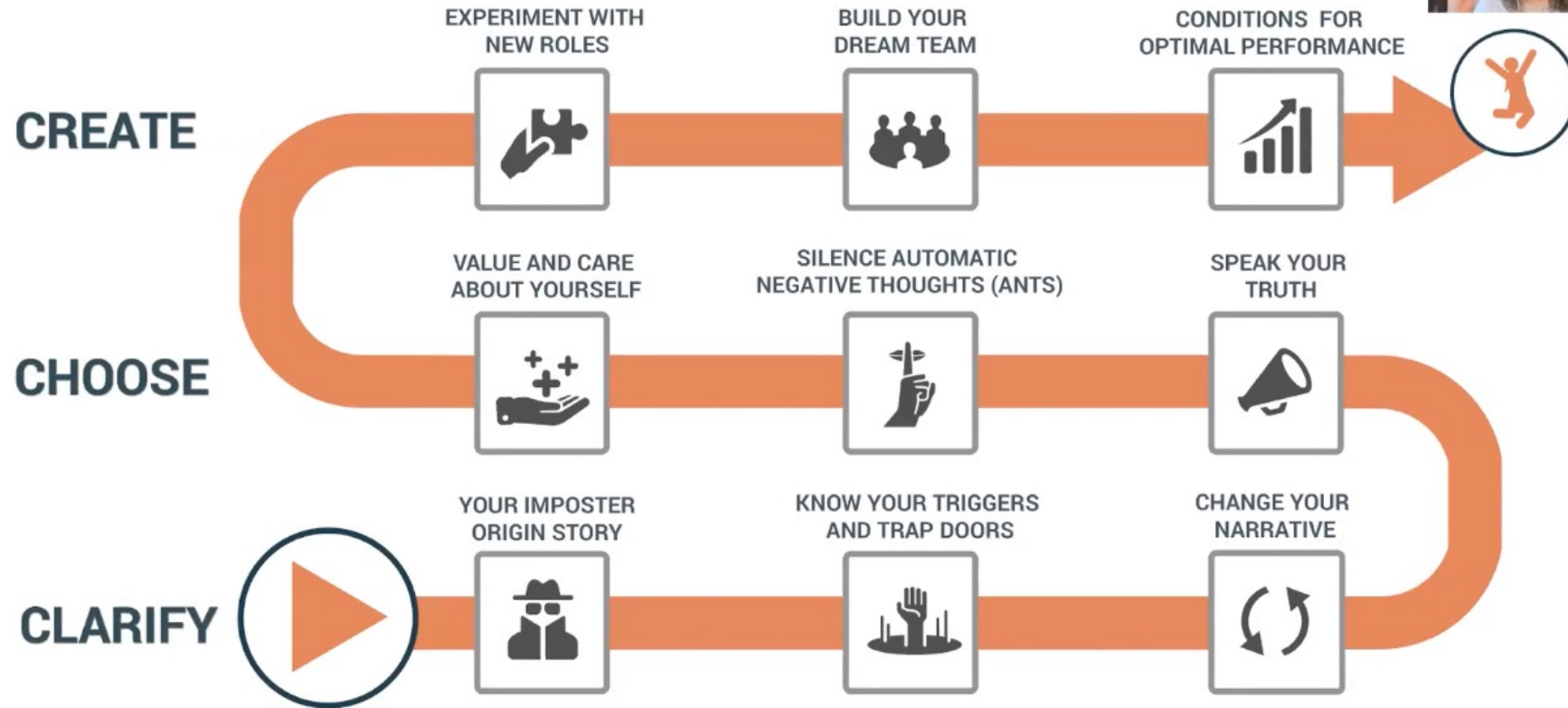


"I am not sure you can handle this project. You are going to have to show me that you can manage it." *(Even though you have done well with similar things in the past)*


WITHOLDING BOSS



"It went ok" or no feedback at all.
(After a successful project)



THE 3 C'S MODEL

Based on the work of Lisa Orbe-Austin PhD

PHASE I: CLARIFY

Identify

Your Impostor Syndrome Origin Story

Know

Your Triggers and Trap Doors

Change

Your Narrative

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Family Dynamics



Based on the work of Lisa Orbe-Austin PhD

How a Narcissistic Parental Figures Leads to Impostor Syndrome

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You were only
pleasing to your
parent when
succeeding in
something they
deemed worthy

You were
required to
meet your
parents needs
and wishes

When you failed to
meet expectations,
you were subject to
the loss of love and
attention

Your accomplishments,
success, and
achievements were
used to create visibility
for your parent

Based on the work of Lisa Orbe-Austin PhD

How Codependent Dynamics Contribute to Impostor Syndrome

- Family organized around intense emergencies and fragility
- A need to overregulate your emotions to cope with emotions of others
- Family promotes dependence over autonomy
- Denial of one's needs is supported
- Difficulty expressing your opinions especially if they are contrary to others

Purpose of Identifying Triggers

Recognize	Connect	Pause	Consider
Recognize the Trigger >	Connect it to Impostor Syndrome >	Pause >	Consider the new behavior

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The Power of Your Narrative

Keeps you filled
with self-doubt and
maintains impostor
syndrome



Bolsters your
confidence and
frees you from
impostor syndrome

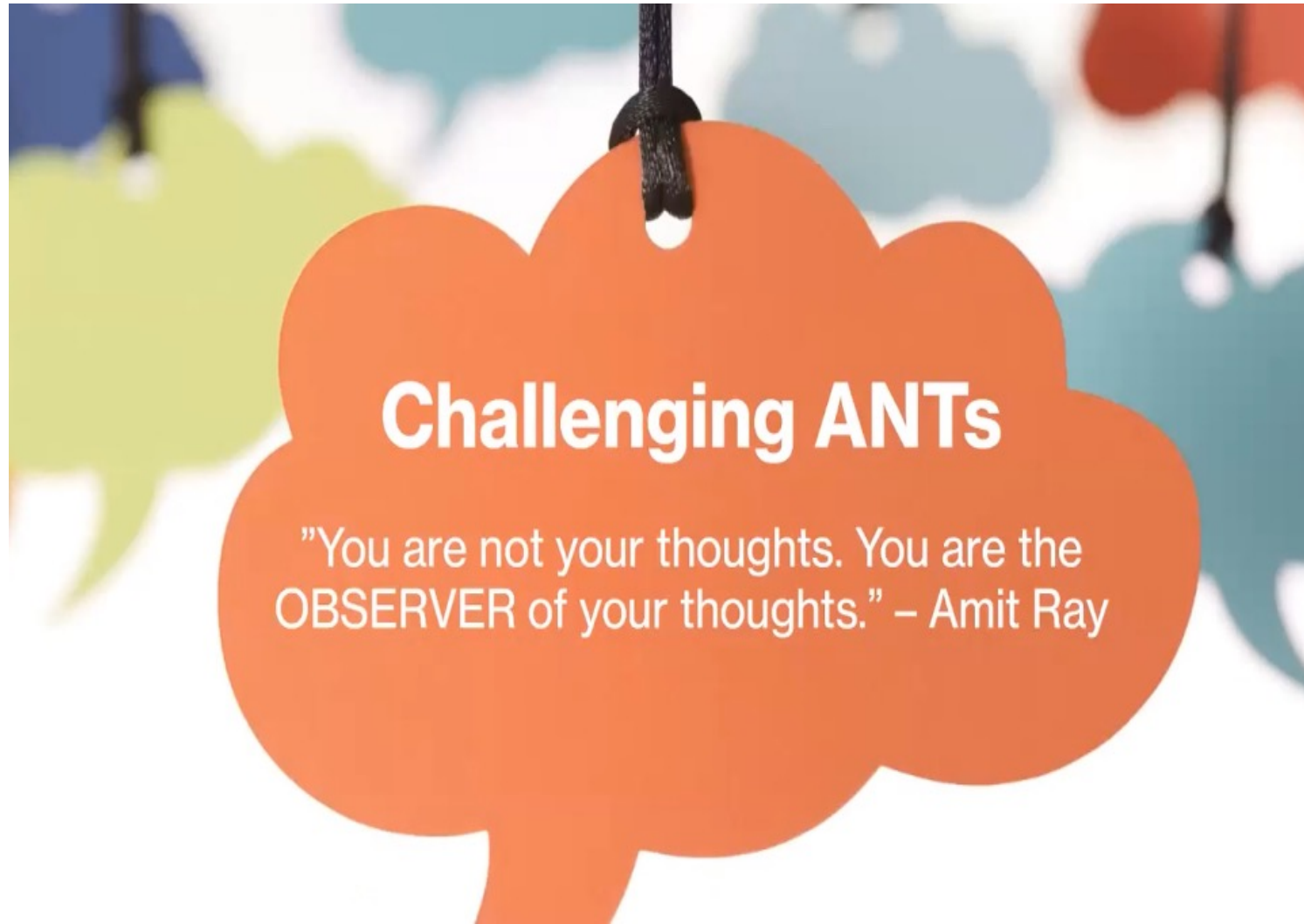
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Changing Your Narrative



Based on the work of Lisa Orbe-Austin PhD

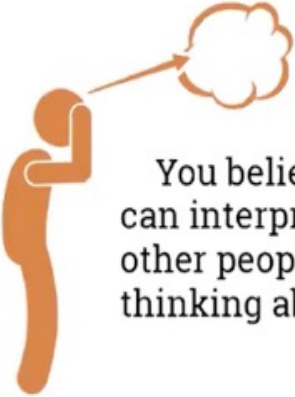
Automatic Negative Thoughts




Challenging ANTs

"You are not your thoughts. You are the
OBSERVER of your thoughts." – Amit Ray

Mindreading ANT



You believe you can interpret what other people are thinking about you.




Labeling ANT




You attribute negative character traits to yourself.

Fortunetelling ANT

You predict negative outcomes based on no or faulty evidence.



Catastrophizing ANT



You consider the worst case scenario when considering outcomes.

COMMON ANT TYPES

Mind Reading

Labeling

Fortune-Telling

Catastrophizing

Unfair Comparisons

Dichotomous (All-or-Nothing Thinking)

Discounting Positives

Emotional Reasoning

Personalization

Over-Generalization

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ANTs Need a Counter Argument

- Is there evidence?
- Might there be another possible conclusion?
- Are there people that I trust that might provide an alternative POV?

Based on the work of Lisa Orbe-Austin PhD



Speak Your Truth



Acknowledge accomplishments, skills and experience



Share experience of Impostor Syndrome with trusted others

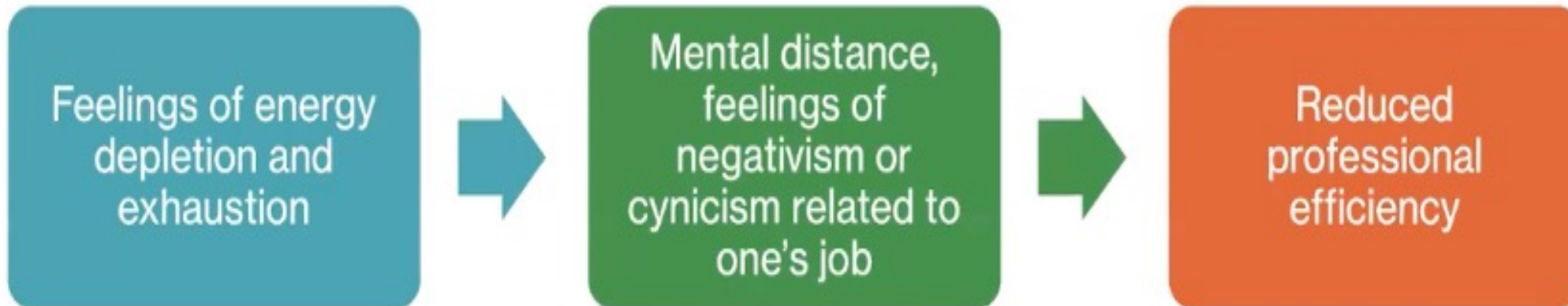
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Imposter syndrome creates poor self-care habits



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3 Dimensions of Burnout



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Symptoms of Burnout



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Burnout

- A syndrome conceptualized as resulting from chronic workplace stress that has not successfully been managed.

Types of Self-Care

Physical Self-Care	Mental Self-Care	Reflective Self-Care
involves releasing physical stress, tension and taking care of the body	involves engaging in active problem solving and attempts to understand issues that may be coming up and what to do with them	involves being present and in the moment
ex. massage, exercise, stretching, and yoga.	ex. therapy, journaling, coaching, talking with mentors, peers, and family	ex. meditation, religious practices, mindfulness activities, and gratitude exercises

Valuing Self-Care



Creating structure and consistency



Not being perfectionistic about the process



Attend to changing needs

PHASE 3: CREATE



**EXPERIMENT WITH NEW
ROLES**



BUILD YOUR DREAM TEAM



**KNOW YOUR CONDITIONS
FOR OPTIMAL
PERFORMANCE**

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TYPICAL ROLES FOR IMPOSTOR SYNDROME

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THE SUPERPERSON



THE FAILURE
AVOIDER



THE HELPER



THE BEHIND-THE-
SCENES LEADER



THE KNOWLEDGE
HUB

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Cost Benefit Analysis

How are these
roles serving
you?

How are they
reinforcing your
Impostor
Syndrome?

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NEW ROLES TO EXPERIMENT WITH



THE VISIBLE LEADER



THE RISK-TAKER



THE HELP SEEKER



THE COLLABORATOR



THE KNOWLEDGE-
RECEIVER

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DREAM TEAM MEMBERS



THE IMPOSTOR
EXPERT



THE MENTOR



THE CHEERLEADER



THE GROUNDER



THE ACTION
PLANNER



THE BIG-PICTURE
PERSON

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THE DREAM TEAM

SKILLS TO BUILD THE TEAM



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What's Your Action Plan?

Evaluate	Evaluate the origins and present state of your Impostor Syndrome
Audit	Audit your self-care and create a flexible strategy to practice and maintain
Examine	Examine the relationships in your life – do they reinforce or support change
Be	Be conscious of your triggers to take a step back and chose different behaviors
Counter	Counter Your Automatic Negative Thoughts (ANTs)
Try	Try new roles and stretch outside the boxes of Impostor Syndrome
Build	Build a Dream Team around you

Based on the work of Lisa Orbe-Austin PhD

“When you work as hard for yourself as you do for others, you are going to be unstoppable.”

Dr. Richard Orbé-Austin

Based on the work of Lisa Orbe-Austin PhD

