

Unlocking the Leader Within

Pathfinders Program 2017



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Objectives

- Developing leadership skills early in your career is important to your success
- Discuss two things that can get in the way of success:
 - Impostor Syndrome
 - Negative Stereotype Threat
- Offer tools and strategies to overcome these challenges



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Characteristics of Successful Leaders

- Set high goals for themselves
- Have high IQ and EQ
- Welcome challenges and new opportunities
- Know and leverage their strengths
- Take calculated risks
- Are resilient and overcome obstacles



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What Can Get in the Way

Impostor
Syndrome

Negative
Stereotype Threat



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1. Impostor Syndrome

- What it is:
 - Internal experience of intellectual phoniness
- Key components
 - Perceive yourself as an intellectual fraud
 - Fear of being exposed as an impostor

The Impostor Phenomenon, Int'l Journal of Behavioral Science, J. Sakulku and J. Alexander, 2011.

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Key Facts

Impostor Syndrome

- Often correlated with the desire for high achievement
- It's more prevalent than you think
 - Both men and women experience IS
 - 70% of people, including Millennials, will experience IS at some point
- People in the numeric minority are more susceptible to Impostor Syndrome
- Acknowledging it/talking about it helps

The Impostor Phenomenon, Int'l Journal of Behavioral Science, J. Sakulku and J. Alexander, 2011. VALLOT KARP



"I've had a pretty successful life & career by most measures, but there is still many a day when I get out of bed in the morning and feel like I am not sure I am up to the task. There's this nagging doubt in the back of your mind that says, "Maybe I don't know this as well as somebody else. Maybe I'm just a fake."

Edward E. Whitacre, Jr., Former CEO & Chairman, General Motors Co and retired CEO & Chairman, AT&T, Inc.

"The Empress Has No Clothes," Joyce Roche' with Alexander Kopelman

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How it Shows Up

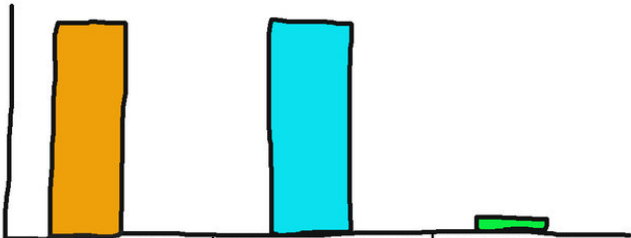
Impostor Syndrome

- Fear of failure and chronic self-doubt
- Superwoman/superman syndrome – have to be the “best”
- Denial of competence/successes and discounting positive feedback
- Constant comparison to others
- Fear of or guilt about success

The Impostor Phenomenon, Int'l Journal of Behavioral Science, J. Sakulku and J. Alexander, 2011.

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THOUGHTS THAT KEEP YOU UP AT NIGHT:



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[http://www.buzzfeed.com/kristinchirico/13-charts-that-will-make-total-sense-to-people-with-impostor.](http://www.buzzfeed.com/kristinchirico/13-charts-that-will-make-total-sense-to-people-with-impostor)

Self-Assessment

Impostor Syndrome

Clance Impostor Syndrome Self-Assessment Tool

Instructions: For each statement, please put the number in the box that best indicates how true the statement is of you. It is best to give the first response that enters your mind rather than dwelling on each statement and thinking about it over and over.

STATEMENT	1 Not at all true	2 Rarely true	3 Sometimes true	4 Often true	5 Very true
1. I have often succeeded on a test or task even though I was afraid that I would not do well before I undertook the task.					
2. When people praise me for something I've accomplished, I'm afraid I won't be able to live up to their expectations of me in the future.					

- Reactions? Surprises? Questions?

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Ways to Overcome Impostor Syndrome

Impostor Syndrome

1. Own your successes and accomplishments
2. Don't compare yourself to others
3. Develop and use support networks
4. Recognize the difference between "expertise" and "perfection"
5. Change your negative self-talk



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Reframe Your Self-Talk

Impostor Syndrome

FROM

TO

- | | |
|---|---|
| ▪ "I'm going to blow this assignment." | ▪ "I've gotten through difficult assignments before and I'll get through this one." |
| ▪ "Jack is much smarter and is a better presenter than I am." | ▪ "I am smart and I bring my own set of skills and experiences to the Firm." |
| ▪ "I just got lucky this time... I fooled them again." | ▪ "I'm successful because of smartness and hard work." |



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Reframing Practice Session

Impostor Syndrome

FROM

TO

- | | |
|---------------------------|---------------------------|
| ▪ _____

_____ | ▪ _____

_____ |
| ▪ _____

_____ | ▪ _____

_____ |



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Owning Your Success

Impostor Syndrome

- Write down 3 of your accomplishments/successes over the last 6-12 months
- Select 1 of your accomplishments/successes and tell your partner about it
- Boast a little – highlight your role/contribution



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2. Negative Stereotype Threat

- A concern that one will perpetuate a negative stereotype about one's social identity group
- Can lead to:
 - Decreased confidence and performance
 - Self-consciousness and distraction
 - Self-sabotage/self-handicapping
 - Distancing oneself from stereotyped group members
- People in the numeric minority may experience it more than others

Negative Stereotype Threat

How it Operates

- An individual identifies (or fears that others may identify him/her) as a member of a group that is subject to negative stereotypes
- The individual cares about his/her performance and very much wants to succeed
- Something is said/done that reinforces the existence of the negative stereotype
- Performance suffers

Ways to Reduce Negative Stereotype

Negative Stereotype Threat

1. Don't buy into stereotypes about your group
2. Remind yourself of your unique skills, capabilities and experience
3. Work hard and prove them wrong
4. Practice self-affirmation
5. Expand and utilize your professional networks as resources

Looking at Your Patterns

When...	I tend to...	One way this helps me/enhances my effectiveness is....	One way this hinders/ undermines my effectiveness is....	Another way I might respond is...
1. I make a mistake...				
2. Someone questions my work or judgment...				
3. Someone humiliates me in some way...				
4. I am fearful/ afraid...				

Things You Can Do

- Recognize you're not alone – the Impostor Syndrome and Negative Stereotype affect many people
- Monitor and interrupt your “internal tapes”
- Own your successes – don't attribute them to luck
- Embrace and internalize positive feedback – don't deflect it
- Don't let Impostor Syndrome or Negative Stereotype Threat impede development of your leadership skills



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Going Forward

One way I can/will apply something
I've learned from this seminar



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Thank you!

VallotKarp Consulting LLC
1501 Broadway #1310
New York, NY 10036
(212) 222-0339

Neonu Jewell
E: njewell@vallotkarp.com

Mitchell Karp
E: [mkarp@vallotkarp.com](mailto:mkar@vallotkarp.com)



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