

# Unlocking the Leader Within

Pathfinder Program 2019



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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
  - Insider/Outsider Dynamics
- Offer tools and strategies to overcome these challenges



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## DISCUSSION

What are your top 5 characteristics of successful leaders?

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## Characteristics of Successful Leaders

Sets High Goals

High IQ and EQ

Takes Risks

Leverages their Strengths

Welcomes Challenges and New Opportunities

Resilient

Others...?



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## What Can Get in the Way

Impostor  
Syndrome

Insider/Outsider  
Dynamics



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All these people really seem to have it together,  
and I still have no idea what's going on.



aziliandollarscomics.com

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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.

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*"I have written eleven books, but each time I think uh-oh they're going to find out now. I've run a game on everybody, and they're going to find me out."*

*Maya Angelou*

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*"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

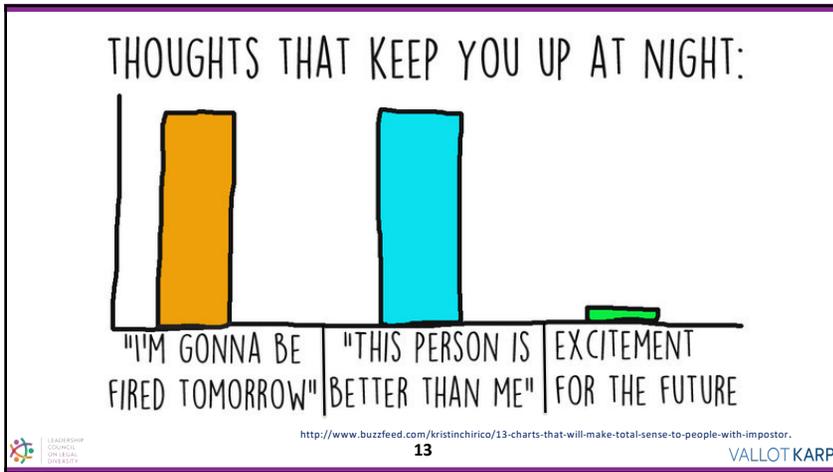
**Impostor Syndrome**

- 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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## Self-Assessment

### Clance Impostor Syndrome Self-Assessment Tool

Impostor Syndrome

**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

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

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## Reframe Your Self-Talk

Impostor Syndrome

<p><b>FROM</b></p> <ul style="list-style-type: none"> <li>"I'm going to blow this assignment."</li> <li>"Jack is much smarter and is a better presenter than I am."</li> <li>"I just got lucky this time...I fooled them again."</li> </ul>	<p><b>TO</b></p> <ul style="list-style-type: none"> <li>"I've gotten through difficult assignments before and I'll get through this one."</li> <li>"I am smart and I bring my own set of skills and experiences to the Firm."</li> <li>"I'm successful because of smartness and hard work."</li> </ul>
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## Self-Reflection

Impostor Syndrome

### Reframing Practice Session

FROM	TO

### Owning Your Success

- 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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## Insider/Outsider Dynamics

Insider/Outsider

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## Insider/Outsider Dynamics

Insider/Outsider

A time when you felt “different” or like an “outsider”

- How did it make you **feel**?
- How did it affect your **behavior**?

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## Frequent Reactions of Outsiders

Insider/Outsider

Self-Conscious

Uncomfortable

Isolated

2<sup>nd</sup> Guess Yourself

Reluctant to Make Contact

Hesitant to Offer Suggestions

Reluctant to Ask for Help or Assistance

Feel You Have to Work Twice as Hard to “Fit In”

Michalle E. Mor Barak, *Managing Diversity*, Sage, 2011

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## Insider/Outsider Dynamics at Work

Insider/  
Outsider

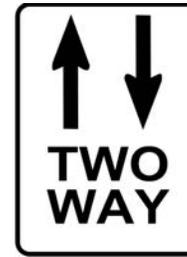
- I feel like an INSIDER at work when \_\_\_\_\_
- I feel like an OUTSIDER at work when \_\_\_\_\_
- One way I contribute to this dynamic is \_\_\_\_\_
- One way in which I could pro-actively counter or improve the situation is \_\_\_\_\_



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## Ways to Counter Feeling Like an Outsider

Insider/  
Outsider



- Remember inclusion is a two-way street
- Seek support
- Build a broad network
- Assume you belong
- Look for commonalities
- Be visible



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## Things You Can Do to Promote the Leader Within

Insider/  
Outsider

Take an inventory of your patterns

Who are the people you:

- Get to know
- Include in meetings and decision-making processes
- Give the benefit of the doubt
- Offer assistance/support
- Give do/don't give critical feedback
- Solicit their opinion, advice, or feedback
- Sit next to at meetings
- Mentor and/or share the unwritten rules



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## Things You Can Do to Promote the Leader Within

Insider/  
Outsider

Be Resilient

- Know you belong, can/will succeed
- Find and utilize allies and support systems
- Take critical feedback in stride
- Don't make assumptions – ask questions and seek others' point of view
- Ask yourself, "What can I learn/take-away from this situation?"
- Adopt a "both/and" mindset – avoid "either/or" thinking
- Pick your battles – don't take everything personally



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**Your**  
action plan

One way I will promote  
the leader within me  
is...

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**Thank you!**

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