

1. Title slide
 - a. A Slippery Slope: Self-Doubt, Impostor Phenomenon, Burnout, and Moral Injury
2. Video example of self-doubt and negative self-talk.
 - a. When Nagging Self-Doubt Becomes a Chorus
 - b. Self-doubt turns into and reinforces impostor phenomenon.
3. Definition of impostor phenomenon based on the accumulated negative self-talk and self-doubt.
 - a. Definition of impostor phenomenon: “Describes high-achieving individuals who, despite their objective successes, fail to internalize their accomplishments and have persistent self-doubt and fear of being exposed as a fraud or impostor...[they] struggle with accurately attributing their performance to their actual competence.”
4. Not formally impostor syndrome but known as impostor phenomenon, describing why it is a phenomenon based on the work of Suzanne Imes and Pauline Rose-Clance. Their studies in college students are reviewed and ways in which impostor phenomenon manifests, its prevalence, and how it is perceived are discussed.
 - a. Impostor: A Phenomenon.
5. Prevalence and studies based on impostor phenomenon including psychological outcomes.
 - a. A Phenomenon.
 - b. Common, not clinical. 82% of society reports impostor feelings.
 - c. Feel they have not earned what they have achieved – like a fraud, don’t fit in.
 - d. Experienced by many – messaging and environment.
 - e. Contributes to depression, anxiety, and burnout.
 - f. Differently experienced by certain groups at higher rates. Persons of color, trans and nonbinary individuals all experience impostor phenomenon at higher rates than the general population.
6. Prevalence rates of impostor phenomenon and how it is linked to underperformance and underrepresentation in academics and professional life. This includes ways in which achievement is thwarted by individuals experiencing impostor phenomenon because they may experience anxiety, depression, and not self-advocate for promotions or leadership roles.
 - a. Real Emotional Consequences.
 - b. Impostor phenomenon is linked with anxiety and depression, esp. among Black, Asian, and Latinx college students.
 - c. May be in a conversation with someone, social situation and become anxious they will “find you out.”
 - d. Achievement driven by doubt exacerbates depression.
 - e. Isolation from feeling like “the only one” experiencing these feelings.
 - f. Underrepresentation creates underperformance.
7. How to measure if you have impostor phenomenon.
 - a. Self-evaluation of your identification with the aforementioned content, or take the Clance Impostor Phenomenon Scale.

8. Source material for Dr. Rose Clance’s work and measurements.
 - a. Clance Impostor Phenomenon Scale <http://paulineroseclance.com>
http://paulineroseclance.com/impostor_phenomenon.html
 - b. *Clance Impostor Phenomenon Scale (CIPS)*. From *The Impostor Phenomenon: When Success Makes You Feel Like A Fake* (pp. 20-22), by P.R. Clance, 1985, Toronto: Bantam Books. Copyright 1985 by Pauline Rose Clance, Ph.D., ABPP. Use by permission of Dr. Pauline Rose Clance. Do not reproduce/copy/distribute without permission from Pauline Rose Clance, drpaulinerose@comcast.net, www.paulineroseclance.com.
9. Different types of impostor phenomenon are described to allow participants to determine which they might fall and what causes underlie their impostor phenomenon.
 - a. 5 Impostor Phenomenon Types.
 - i. Perfectionist.
 - ii. Soloist.
 - iii. Superhero.
 - iv. Expert.
 - v. Natural Genius.
10. Messages from family, friends, interpersonal peers, professional society are discussed to determine how impostor feelings can be engendered and developed.
 - a. What Were/Are Your Messages? (Sample messages and internal dialogue follows):
 - b. You’re so emotional.
 - c. You care too much to do this job.
 - d. You’re not strong enough for...
 - e. You’ll never be a tough lawyer.
 - f. You’ll never blend in as an investigator.
 - g. You’re not feminine/masculine enough.
11. Ways in which messages heard/learned turn into impostor phenomenon and are perpetuated from childhood into adulthood. Messages have been studied and learning has been internalized to cause people to believe they do not measure up based on four factors of learning/adopting impostor feelings.
12. Perpetuation of impostor phenomenon based on messaging.
 - a. Internal. This is the messaging we tell ourselves based on what we have intuited and heard, and this perpetuates impostor feelings.
13. Perpetuation of impostor phenomenon based on messaging.
 - a. External. These are the outside messages that we hear and see, like women belong in the home or women are too emotional to be strong leaders. If women are not seen in positions of power and authority (like judges, on federal benches, etc.) then the external messaging of what we see also becomes internalized to make women believe we are incapable of high levels of achievement.
14. Perpetuation of impostor phenomenon based on messaging.
 - a. Self-Esteem. Internal and external messaging erodes self-esteem and exacerbates impostor feelings. Feelings include:
 - i. Not feeling competent, accepted, acceptable, and legitimate.

- ii. Low or hidden self-worth.
 - iii. A lack of belief in yourself and your abilities.
 - iv. Downplaying your own ideas in favor of your supervisor's.
15. Perpetuation of impostor phenomenon based on messaging.
- a. Zone of Proximal Development. This is a three-stage learning theory that allows us to become capable experts by not knowing how to do something; learning to do something with help; then doing that thing without help. Persons with impostor phenomenon skip over the second stage and believe that mastery without help is what is expected.
 - b. Definition of proximal development: “[T]he range of abilities an individual can perform with the guidance of an expert, but cannot yet perform on their own.”
 - c. The “more knowledgeable other.” This is the belief one must be an expert from the start – no help involved.
 - d. In adults, striving to be an expert/competent without learning or assistance ↑ anxiety and ↑ impostor syndrome.
16. An introduction to some of the social, societal, and interpersonal ways in which impostor feelings are engendered in women and influence women's thinking about themselves and their accomplishments and capabilities.
- a. What Influences Impostor Feelings?
17. There are views held by society about women and the roles, function, and power women have in society. While changing, the messaging still persists and places women in a less power-prone role with less leadership opportunities and examples.
- a. Societal Gender Views.
18. This discusses where women are positioned in the social hierarchy and how this position shapes impostor feelings. Women and persons of color are often linked to impostor phenomenon because of experiencing persistent negative stereotyping and how, to be successful, they must adopt masculine traits and forego motherhood.
- a. The Social Hierarchy.
19. How women are treated by others effects their sense of belonging and how others interact with women reflects to women how they are seen and how they may see themselves. All of this translates into self-worth and whether women put themselves “out there” or become disengaged and invisible. Discussion of:
- a. Social evaluative cues.
 - b. Perception, value, power, privilege.
 - c. Disengaged, invisible.
20. When women hear messages from society that they are not good enough, strong enough, or smart enough they internalize that messaging about not only themselves but other women. This in turn means women have a tendency not to support other women professionally because other women may not be in equal positions of power, or women may feel others need to figure out success and leadership as they did, or women are expected to portray and reward masculine emotional intelligence in the workplace and are hard on women who do not embrace and portray the same.

- a. Internalized Misogyny Women hear messaging about not being good enough or qualified.
 - i. Internalized, messaging and belief reinforced by women.
 - ii. Power dead-even rule (P. Heim).
 - iii. EQ.
 - iv. I figured it out, so should you.
 - v. Socialized ideas at work undervalue women in power, status.
21. Studies about women experiencing impostor phenomenon and while women are not unique in experiencing impostor phenomenon, the ways in which impostor phenomenon impacts women has been shown to be unique and differently experienced from men.
 - a. Women’s Fear: Study of Austrian 631 doctoral students, women had greater fear of success and fear of failure, and lower self-esteem than men. Other studies found women had greater IP symptoms, more impostor fear.
22. Institutions play a big role in the messaging of impostor phenomenon because women, women of color, and queer, trans women, and others are all under-represented in certain professions and in particular roles in society and in certain leadership roles (judges, senior associates, district attorneys). Women are over-represented in certain junior roles also. This means women often lack role models in the high level of institutional work and are paid less for the work they do. Research suggests that such a lack of representation and lower compensation elicits doubts about a woman’s suitability for these occupations and positions.
 - a. Institutions
23. The legal profession is set up as an institutional culture where women are under-represented in positions of power and leadership. Women in the legal profession are also over-represented in junior roles (secretary, reporter, clerk). These qualities in professional society make people in the legal profession more prone to impostor phenomenon because there are high-achieving individuals with high stakes and high expectations, but low representation of women in those successful roles.
 - a. The Legal Profession
 - b. High achieving, deep feeling, high stakes.
24. The culture of the legal professional placing high expectations on expertise and immediate, specific recall of knowledge also reinforces impostor phenomenon. Hard work through workaholism is rewarded, and home life is abandoned in favor of commitment to the profession.
 - a. The Culture.
 - b. Training, lifestyle, culture, standards of the profession. Trickle-down stress and perfectionistic goals. High achieving. People pleasing.
25. There are real secondary consequences that arise from placing so much energy and effort on work in the legal profession. Striving for perfectionism and expertise, looking to male role models in positions of power, and believing one is only as good as the professional – not personal – choices she makes helps reinforce impostor phenomenon and the ways in which impostor phenomenon is

- represented (work-life imbalance, workaholism, giving credit to others over yourself).
- a. Secondary Consequences are Real.
 1. Real secondary consequences to impostor phenomenon.
 2. Intellectual flattery.
 3. Seeking-gaining approval.
 4. Work-life imbalance.
 5. Workaholism.
26. In some women, impostor phenomenon is exhibited by not taking credit for their work because they do not believe they are smart enough, deserving enough, or valued enough to have good ideas. This is seen through seeking and gaining approval (not acting first or representing oneself first but constantly gaining approval from someone more senior and perceived as competent) and intellectual flattery (giving credit to someone more senior and perceived as competent; not taking self-credit). These acts of not feeling competent and not applying for leadership roles or representing ideas as her own causes women to experience stagnancy at work. Women do not apply for leadership roles, do not ask for promotions, and do not offer new ideas which effects job performance, yet work incredibly hard to remain status quo. The latter results in low job satisfaction and burnout.
- a. Job Performance, Satisfaction, Workaholism, & Burnout
27. When women work harder and harder to be expert and the internal “shoulds” of what they ought to be doing and focusing on regarding work drives their professional life, they are susceptible to workaholism.
- a. Workaholism
28. Workaholism and perfectionism (both associated with impostor phenomenon) can manifest themselves in burnout.
- a. Burnout
 - b. Self-doubt, questioning, hard work to prove results in depression, second-guessing, lack of worth, burnout.
 - c. Feelings of:
 - i. Energy depletion or exhaustion;
 - ii. Increased mental distance from job;
 - iii. Feelings of negativism or cynicism related to job; and
 - iv. Reduced job effectiveness.
 - v. *Occupational Burnout in ICD-11 Manual (2022)*.
29. Introduction of moral injury as a rapid way in which burnout occurs professionally. Moral injury is a combination of system issues and job issues that confront the individual.
- a. System Issues + Culture of Work/Job Issues = Moral Injury
30. Moral injury defined in the legal arena:
- a. “[F]idelity to legal obligations requires [your] involvement in or silence about events that violate [your] moral code.”
 - b. “Moral injury occurs when we perpetrate, bear witness to, or fail to prevent an act that transgresses our deeply held moral beliefs.”
31. Video visualization of how moral injury feels.

- a. In fighting between your moral self and your values on/about the job, and your systems’ expectations of how the work ought to be accomplished.
32. Even though not a clinically diagnosable disorder, moral injury manifests in real symptoms including depression, anxiety, increased substance use including use of drugs and alcohol to change how one is feeling, numbness, recklessness, shame, guilt, and intrusive thoughts.
 - a. Symptoms of Moral Injury
33. The subjects of self-doubt, impostor phenomenon, burnout, and moral injury have all been introduced and participants have taken stock of if and how they may be experiencing these conditions.
 - a. Now What?
34. The next stage of the presentation is to introduce solutions that are tangible to overcome these subjects.
 - a. Solutions
35. Section slide:
 - a. Overcoming Impostor Phenomenon
36. Video of Michelle Obama recommending how she suggests women address and overcome impostor phenomenon.
37. To overcome impostor phenomenon, we must change what messaging we use with ourselves. This means changing how we talk to ourselves.
 - a. Self-Talk
 - b. Know what triggers IP and avoid the self-talk.
 - c. Do I know enough? Do I belong?
 - d. My colleagues are doing so much better than me. They’re on top of their game and I’m struggling.
 - e. I’ll never be ready and my work won’t be good enough (for court, for the lawyer, for the judge, etc.).
 - f. My client would be better off with someone who knew more, was a better (lawyer, paralegal, investigator, mitigation specialist, etc.).
38. Internalizing a sense of belonging rather than believing, as a woman, there is no place for achieving women, is important to overcoming impostor phenomenon. In a study of social belonging among college students at Stanford University, students were given an essay to read that encouraged them to attribute adversity not to their own qualities or ethnic group but as a common, transient part of college adjustment. Participants then were asked to write an essay endorsing these messages and, if desired, to turn their essay into a video for other students to watch to ease their transition into college. Over the next three years, the college students who wrote the essay and created a video of their essay had better GPA’s and improved self-reports of good health and well-being. Remember that sense of belonging is associated with performance, and in this study students who felt like they belonged had better GPA’s and reported feeling better and healthier. These improvement scores were particularly true for Black students in the study compared to the control groups and the researchers noted that the brief intervention about belonging helped all students understand that any adversity felt on campus was not an indictment of their belonging but a transient experience that all students experienced. At the end of the students’ senior year,

they had no recollection of the intervention having been an intervention. They had internalized their belonging.

- a. Belonging
39. Impostor phenomenon causes people to diminish their own successes and skills and instead say accomplishments are due to luck. To overcome this, people are encouraged to acknowledge and own their success based on their skills, talent, intelligence, and abilities.
 - a. Own Your Success
 - b. IP leads to diminishing positive feedback and attributing success to luck.
 - c. Your abilities, talents, skills, and intellect are what lead to your success – own it.
 - d. What are ten things you do well?
 - e. Learn-check the facts.
40. Perfectionism and workaholicism are not kind internal commentaries and to overcome impostor phenomenon, one must speak kindly to oneself.
 - a. Be Kind
 - b. Let go of perfectionism.
 - c. Speak to yourself as you would a friend. (UC Berkeley Study where individuals who wrote to themselves from the perspective of an understanding and compassionate friend were more likely to overcome guilt).
 - d. Mentor and support.
41. In women in particular there is a lack of mentorship and support of other women because of social hierarchy and gendered roles in management and leadership positions. This reinforces impostor phenomenon. To overcome this, women in particular are encouraged to mentor other women at all professional levels and seek women for leadership and management roles where possible. This not only provides an affirming space for women, it also provides visible examples of women in leadership.
 - a. Mentorship & Management
42. These are suggestions for all members of the legal team to grow, improve, and achieve while overcoming impostor phenomenon. Attorneys and non-attorneys alike have the ability to encourage and support others' work, celebrating successes and complimenting people for a job well done. By stating what is going well, and offering suggestions for specific areas to improve, all members of the legal team can feel that success is attainable and not based on luck or chance.
 - a. Solutions for Legal Team Members
 - b. Resources for legal professionals to engage in well-being.
43. Section slide:
 - a. Overcoming Burnout
44. List of techniques and tools to overcome burnout.
 - a. Tools for overcoming burnout.
 - i. Notice symptoms of burnout.
 - ii. Participate in stress reduction techniques.

- iii. Diversify caseload or work smart (more difficult, traumatizing cases should be done when you have the most energy and mental/emotional acuity).
 - iv. Take breaks.
 - v. Limit dark humor at work when necessary.
 - vi. Seek professional help when needed.
45. Section slide:
a. Overcoming Workaholism
46. List of techniques to overcome workaholism.
- a. What is the root issue? (IP, anxiety, trauma, desire for approval).
 - b. Find value in non-work activities (hobbies, religion, personal health, etc.).
Have something to look forward to outside of work.
 - c. Take vacation you have allotted time to take. (Some people recommend having vacation days/out of office days planned 1x monthly every month).
 - d. What are the expectations of the job? Compare with your work product.
 - e. Set/keep to a work schedule.
 - f. Unplug outside of work.
 - g. Be open about your experience, your goals.
47. Section slide:
a. Overcoming Moral Injury
48. List of techniques to overcome Moral Injury.
- a. Notice symptoms.
 - b. Take one bite of the elephant: What is one part of the system you can change? (Or what of your role can you change?)
 - c. Diversify your caseload if possible.
 - d. Redefine success for achievability.
 - e. Volunteer and work on issues outside of work that align with your moral conscience and value system.
 - f. Align with your morals and values.
 - g. What do you want to see change? *What can change in your work culture?*
49. Summarizing techniques based on Michelle Obama’s statement for women overcoming impostor phenomenon: “You Belong at the Table.”
- a. Avoid workaholism.
 - a. Remind yourself you belong here; you are valuable and legitimate.
 - b. Refrain from negative self-talk and reframe success as YOUR success.
 - c. Don’t downplay your intelligence, talent, and ability.
 - d. Make sure all your staff know you value their work (and you’ve messed up, too).
50. Slide section:
- a. Additional techniques that are good practice for a healthy mind and professional disposition.
 - b. Just Good Practice (to Avoid the Slippery Slope)
51. Activity based on neurobiology that encourages participants to think of a compliment or positive interaction they have had, then think of that interaction for 17-20 seconds and how it made them feel.

- a. Exercise TAKE IN THE GOOD. Spend 17 – 20 seconds, once or more daily, to improve neuroplasticity and develop a more positive-thinking mindset.
52. Techniques in the category of self-compassion as developed by Kristin Neff. These techniques improve brain plasticity by increasing self-compassion in the compassionate network of the brain.
 - a. Exercise COMPASSIONATE IMAGINING
 - i. What would you say to a friend?
 - ii. Simply imagining what you would say to someone else you care about who is in the same situation as you – then say that to yourself.
 - iii. Imagining someone or something you care about and wishing that person or thing well.
53. Another technique from Kristin Neff to improve neuroplasticity in the compassionate network of the brain.
 - a. Exercise COMPASSIONATE REFOCUSING
 - i. Encourage cooperation;
 - ii. Stay attentive and non-judgmental in the moment;
 - iii. Refrain from placing blame on others;
 - iv. Refrain from placing blame on self;
 - v. Act and advocate against inequality;
 - vi. Be receptive to others’ feelings without adopting those feelings as your own.
54. The third and final technique from Kristin Neff’s work. COMPASSIONATE COMMON HUMANITY
 - i. Say to yourself, “Challenges and suffering are a part of life.”
 - ii. “I’m not alone. Everyone experiences this just like me.”
 - iii. “This is not who I am – it is what happened/is happening.”
 - iv. “Accept the things you cannot change, the courage to change the things you can, and the wisdom to know the difference.”
55. Summary of the aforementioned practices and how these practices are intended to improve kindness and diminish negative and harsh thought processes to improve well-being and eliminate impostor phenomenon.
 - a. Good Practice
56. Additional activities participants can use to improve self-compassion, self-kindness, reduce burnout and workaholism, and eliminate the negativity and lack of self-belief from self-doubt and impostor phenomenon.
 - a. Include yourself in your compassion
57. Professional Quality of Life “Helper” Card with suggestions for self-care in the midst of difficult work.
58. Final Slide – contact information.