



THE WORLD'S #1 SOURCE OF
IMPOSTOR SYNDROME SOLUTIONS

THE SPEAKER'S REVENUE BLUEPRINT

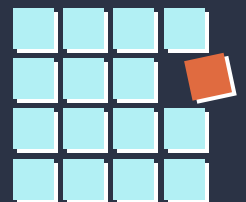
How to Get Paid to
Deliver Talks & Workshops
on Impostor Syndrome



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Impostor Syndrome In The World Today



WELCOME

As an experienced coach, speaker or workshop facilitator you're already helping people realize their full potential.

Hi, my name is Carolyn Herfurth. Along with Dr. Valerie Young, I'm co-founder of Impostor Syndrome Institute™.

If you don't already know Valerie Young, you will soon enough. Simply said, she is regarded as the world's foremost expert on impostor syndrome for over four decades. Valerie's groundbreaking work serves as the foundation for Impostor Syndrome Institute™.

But Impostor Syndrome Institute™ is so much more than a repository of intellectual property.

And that's why I agreed when Valerie, my long-time friend and colleague, asked me to join her in establishing a licensing entity to extend the reach of her pioneering solutions.

As Managing Partner, I'm excited to play a central role in building this powerful platform from which to systematically tackle impostor syndrome around the world.

But mostly I'm excited for you.

As the leading provider of information, insight and tools to organizations and individuals since 1983, this is a rare opportunity to be among a limited number of people to train directly with Dr. Young.

As a Licensed Associate of ISI you receive the extensive training, instant credibility, and ongoing support you need to add a long-term, sustainable revenue stream to your business.

That's because Impostor Syndrome Institute™ offers established speakers, presenters and workshop leaders like you everything you need to generate new business with existing clients, attract new ones, and offer your current suite of training programs and/or coaching services to an ever-widening client base.

Valerie and I invite you to learn more about becoming a Licensed Associate of Impostor Syndrome Institute™ and help us stamp out impostor syndrome and add to your bottom line.



Carolyn Herfurth

Co-Founder and Managing Partner
Impostor Syndrome Institute™

Executive Overview

Millions of people worldwide — executives and early career professionals, first year college students and PhDs, entrepreneurs and engineers — secretly worry they're not as bright or capable as everyone *thinks* they are.

These impostor-related feelings lead to unproductive behaviors like holding back, chronic procrastination, self-sabotage, and burnout.

Left unchecked, imposter syndrome can lead to costly consequences not only for individuals, but for organizations as well.

Impostor Syndrome Institute™ offers practical, immediately usable solutions that have been delivered to over 500,000 people around the world since 1983.

And now established presenters, workshop leaders, and coaches can access this same proven blueprint to deliver the *Rethinking Impostor Syndrome™* program through keynotes and workshops, both virtually and in-person.

This licensing overview explains:

- the growing demand for support with impostor syndrome
- the licensing opportunity
- what makes a successful Licensed Associate
- how to become a Licensed Associate
- what's included in the license fee
- benefits of becoming part of the global Licensed Associate community
- the investment and timeline for becoming a Licensed Associate
- answers to frequently asked questions

If, after reading this licensing overview you believe you're a qualified* candidate, we encourage you to apply to join our international network of Licensed Associates.

(*Yes, even if your impostor syndrome bell is ringing.)

What Is Impostor Syndrome?

Impostor syndrome*, initially referred to as “impostor phenomenon,” was first coined in 1978 by Georgia State University psychology professor and clinical psychologist Pauline Clance and clinical psychologist Suzanne Imes.

It describes the false belief that we are not in fact as smart or capable or talented or qualified as others think we are.

Rather than see accomplishments in terms of our abilities or efforts, we chalk them up to luck, timing, personality, connections, and other external factors.

Naturally, the biggest fear for people with impostor syndrome is being found out.



“The *Rethinking Imposter Syndrome*[™] event is still ringing in people’s ears! It has touched our company in so many ways.”

— Crystal Chea, Associate Director of Logistics, HELLO FRESH

* As early as 1981, the experience initially named “impostor phenomenon,” would appear in several academic works and popular magazines as “impostor syndrome.” The later term would go on to prevail in popular discourse. The explanation for this linguistic shift may come down to one’s literal source of reference. For clinicians that would be the Diagnostic and Statistical Manual of Mental Health where syndrome describes a mental disease or disorder; as such impostor phenomenon is not included. For the larger population however, the defining source is not the DSM but rather the dictionary. *Merriam-Webster Dictionary* cites two definitions. The first clinical usage contains terms like symptoms, abnormality, and condition. However, the second—and equally valid meaning of the term syndrome is, “a set of concurrent things (such as emotions and actions) that usually form an identifiable pattern.” It is therefore reasonable to assume the term syndrome emerged in popular culture not to imply a psychological disorder, but as a valid alternative to describe the thoughts, feelings, and behaviors associated with the impostor experience.

About Impostor Syndrome Institute™

Impostor Syndrome Institute™ was co-founded by Dr. Valerie Young, widely recognized as the foremost thought leader on impostor syndrome, and Carolyn Herfurth, a leading business growth strategist specializing in working with speakers, thought leaders and service-based business owners.

Our mission is simple: To address the (avoidable) impact of impostor syndrome on individuals and organizations via Humble Realist™ thinking.

And that's where you come in. Our global network of Licensed Associates drive real and lasting change so that people everywhere have the confidence to act on — and exceed — their greatest goals and dreams.

Our team of Licensed Associates help us meet the growing demand of businesses, universities/schools, nonprofits, associations, and individuals for the kind of practical solutions Impostor Syndrome Institute™ offers.

In other words, we're creating a movement... not a moment.

Making this kind of global impact is obviously going to take a lot of work. And we have big plans for the future.

And those plans begin with you.

Impostor Syndrome Institute™ has started assembling a diverse team of women and men eager to join an active, international community of like-minded professionals who share our vision of a world free of impostor syndrome.

Toward this end, qualified professionals are being trained and certified to deliver the *Rethinking Impostor Syndrome™* program. You'll be able to offer *Rethinking Impostor Syndrome™* to your clients as a one-hour presentation and/or a longer interactive workshop.

To be clear, this is not the standard one-off facilitator certification program. Our Licensed Associates are backed by an organization dedicated to providing the ongoing consulting, networking, support, and business development coaching you need to ensure your success.

This ongoing support includes everything from showing you ways to easily integrate *Rethinking Impostor Syndrome™* into your existing business model or how to map out an entirely new model, to how to secure your first clients, to how to continually expand both your reach in the marketplace and your expertise in this area.

Impostor Syndrome Institute™ is seeking people who see the value in becoming long-term associates who not only support our mission to stamp out impostor syndrome around the world, but also share our values and our belief that *everyone loses when bright people play small.*

Associates who understand that helping people with impostor syndrome to dream bigger means shifting the proverbial question, “What would you do if money were no object?” to “What impact could you have if confidence was not a limiter?”

Associates who want to positively impact not only the high achievers most often associated with impostor syndrome but also those who could go further and dream bigger, were it not for needless self-doubt.

Associates who see *Rethinking Impostor Syndrome*™ as a vehicle to help those with impostor syndrome to finally feel as bright and capable as they really are. To empower them to throw their hat into the ring, go for the promotion, start or scale their business, or to otherwise “play big.”

Associates who strive to make a living by making a difference.

Finally, Associates who join Impostor Syndrome Institute™ share our strong commitment to diversity, inclusion, and equity in all forms.

If that’s you, read on...

About Dr. Valerie Young



Impostor Syndrome Institute™ was nearly 40 years in the making.

The Institute—along with the *Rethinking Impostor Syndrome*™ program—are the result of Dr. Valerie Young’s four decades of pioneering work on impostor syndrome.

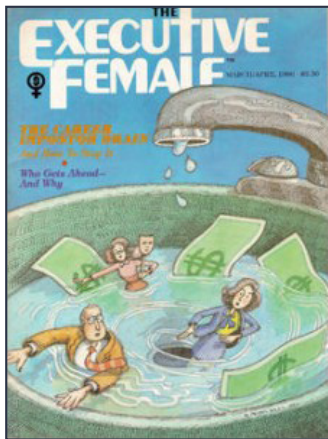
Her journey began in 1979 as a doctoral student in education at the University of Massachusetts-Amherst where she was first introduced to the term “impostor phenomenon.” She instantly identified.

At that time, the phenomenon was believed to be unique to women.

Her quest to understand why, resulted in her dissertation: *A Model of Internal Barriers to Women’s Occupational Achievement* (1983).

Valerie’s research with professional women—over half women of color—found a central link between the mindset at the core of impostor feelings and cognitive distortions regarding competence, failure, mistakes, and criticism.

Valerie immediately used her findings to design and deliver the first educational intervention on impostor syndrome. Her full-day program—*Impostors, Fakes, and Frauds: Issues of Confidence and Competence for Women*—sold out quickly.

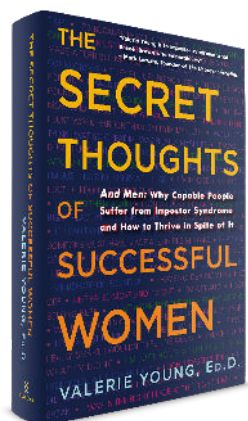


News of her work spread quickly. That same year she landed her first paid speaking engagement to lead her workshop for female executives at a weekend retreat in the Rocky Mountains.

And in a third pioneering move, Valerie was also the first to connect the dots between the impact of impostor syndrome on individuals and the subsequent costs to organizations, something she detailed in “The Impostor Phenomenon: Are Impostors Draining Their Companies,” the cover article of the March/April 1986 issue of *The Executive Female* magazine.

Fast forward to today, Dr. Young is regarded as the world's foremost thought leader on impostor syndrome.

A former manager at a Fortune 200 company herself, Valerie has led *Rethinking Impostor Syndrome*™ to well over half a million people around the world at such diverse organizations as Google, Pfizer, NASA, the National Cancer Institute, STEM Africa, and Oxford University's Saïd Business School.



Her 2011 book—now in its second edition (2023)—*The Secret Thoughts of Successful Women And Men: Why Capable People Suffer from the Impostor Syndrome and How to Thrive in Spite of It* has been published in seven languages.

Random House's gamble to offer this first-time author a six-figure advance paid off.

Her award-winning book consistently earns a spot on Amazon's Top 100 in Women & Business list. And even after a decade in print, sales of *The Secret Thoughts of Successful Women* grow year over year.

Beginning in 1983 with the coverage of her workshop by *The Boston Globe* through to the advice featured in *The Wall Street Journal's* 2020 article, "Does COVID Have You Feeling Like a Fraud at Work?", and more recently her interview on the hugely popular *Ten Percent Happier* podcast, Valerie continues to be a sought-after expert by both popular and business media around the world.

And now Licensed Associates have the opportunity to be the beneficiaries of this remarkable platform.

The longevity and impact of Valerie's body of work will, by affiliation, lend our Licensed Associates a level of credibility they'd otherwise spend years striving to achieve on their own.

The comprehensive system of training and ongoing support now available to Licensed Associates began with Valerie Young. But it won't end there.



“

“Valerie Young is to impostor syndrome what Brené Brown is to vulnerability.”

— Mark Leruste, founder of *The Unconventionalists*



The 5 Types of Impostor Syndrome

The term “5 types of impostor syndrome” has been searched nearly 3 million times. Although frequently uncredited, the five types — the Perfectionist, Soloist, Natural Genius, Expert, and Superhuman — are the result of the pioneering work of Dr. Valerie Young.

THE 5 TYPES OF IMPOSTORS

People who feel like impostors hold themselves to unrealistic, unsustainable standards. In Dr. Valerie Young's work with hundreds of thousands of people across a wide range of occupations and career phases, she uncovered five distinct ways people with impostor syndrome measure their personal competence. The five competence types are:



THE PERFECTIONIST

- Primary focus on “how” something is done, how the work is conducted and how it turns out.
- One minor flaw in an otherwise stellar performance or 99 out of 100 equals failure, shame.



THE EXPERT

- The knowledge version of the Perfectionist, the primary concern is on “what” and “how much” you know or can do.
- Because you expect to know everything, even a minor lack of knowledge brings failure and shame.



THE SOLOIST

- Cares mostly about “who” completes the task.
- Because you think you should be able to do it all on your own, needing help, tutoring, or coaching is a sign of failure that evokes shame.



THE NATURAL GENIUS

- The Natural Genius also cares about “how” and “when” accomplishments happen. But for you, competence is measured in terms of ease and speed.
- The fact that you have to struggle to master a subject or skill or that you're not able to bang out your masterpiece on the first try equals failure which evokes shame.



THE SUPERHUMAN

- The SuperHuman measures competence based on “how many” roles you can both juggle and excel in.
- Falling short in any role — as a parent, partner, on the home-front, friend, volunteer — all evoke shame because you feel you should be able to handle it all — perfectly and easily.



“She is a mapmaker, providing guidelines for discovering our individual penchants for making unsound judgments about our competence and for dealing with inevitable failures, mistakes, and criticisms. This work is a major contribution to the impostor syndrome literature.”

— Dr. Suzanne Imes, Co-Coiner of the Impostor Phenomenon

This aspect of Dr. Young’s work is widely referenced. Unfortunately, these types are often either grossly misdescribed and/or inaccurately referred to as “personalities,” “personas,” “archetypes,” or “flavors.”

In reality, these types describe five distinct ways people who self-identify with impostor syndrome distort what it takes to be competent.

This analysis originated from Dr. Young’s 1985 research suggesting that, at its core, impostor syndrome is the result of unrealistic, unsustainable notions of what it means to be “competent.”

That work led to a thematic analysis of thousands of participant responses over several decades from which Young identified five distinct cognitive distortions about competence — or what she refers to as “competence distortions.” Further, failure to consistently attain our idealized notion of competence serves to confirm our impostorism.

An *accurate* understanding of the 5 Types of Impostor Syndrome is essential to “unlearning” impostor syndrome and realizing our full potential.



“ One of the best workshops, not only on impostor syndrome, but in general that I have ever taken.”

— DEI Professional, Google

From “Impostor” to Humble Realist™

Up to 82 percent of people experience some degree of impostor syndrome.* This majority status led Dr. Young to raise an important question: What’s going on with the other 18 percent and as importantly, why aren’t we studying them?

Some of that 18 percent likely suffer from irrational self-confidence known as the Dunning-Kruger effect. But there is a minority within that minority who we do need to better understand.

Capable people who are genuinely humble but have never felt like impostors — people Dr. Young refers to them as Humble Realists™. The cognitive container of a Humble Realist™ offers an alternative that’s more aspirational than “non-impostor” and more attainable than trying to “cure” impostor syndrome.

To be clear, Humble Realists™ are no more intelligent, capable, talented, or qualified than the rest of us. The only difference is in the exact same situation where many might feel like an impostor—they are thinking different thoughts.

This isn’t about a “pep talk.” Humble Realists™ think differently in three key ways. They:

1. hold themselves to realistic standards of competence
2. have a healthy response to failure, mistakes, and constructive “criticism,” and
3. understand that a certain amount of fear and self-doubt is part of the achievement journey.

This is why the entire mission of ISI is to provide individuals and organizations with the information, insight, and tools they need to address the (avoidable) impact of impostor syndrome by fostering Humble Realist™ thinking.

* Bravata, et.al., 2020

About *Rethinking Impostor Syndrome*[™]

Rethinking Impostor Syndrome[™] is the name of our proven educational solution.

It's called a *solution* because it's flexible enough to meet the needs of *your* audiences.

The program can be delivered as a one-hour presentation and/or a longer interactive workshop. What's more, it can be delivered both virtually and in-person.

Plus, the content is flexible enough to be relevant to a wide range of audiences. From high school to university students, early career professionals to senior leaders, aspiring business owners to successful entrepreneurs; in all-female or in mixed groups.

As importantly, *Rethinking Impostor Syndrome*[™] delivers a distinct point of view.

Impostor syndrome has been over psychologized. We need to contextualize more and personalize less.

Everyone loses when bright people play small.

The only way to stop feeling like an impostor is to stop thinking like an impostor.

Origins

Rethinking Impostor Syndrome[™] was created by Valerie Young, Ed.D. and has been conducted in different iterations since 1983.

The core tenets of the program continue to be based on her doctoral work in the field of education where she examined women's self-limiting attitudes and behaviors and their internal and external sources.

Her research subjects consisted of a racially diverse group of professional women. However, much of Valerie's original findings have proved directly applicable to anyone with impostor feelings.

Rethinking Impostor Syndrome[™] also draws from:

- existing research on impostor syndrome, stereotype threat, and other related topics

- observations from her own professional and management experience gained from seven years in a Fortune 200 company and 25 years as an entrepreneur working with aspiring self-bossers
- the collective experience and wisdom of hundreds of thousands of workshop participants in a wide cross section of careers, industries and life stages

As a Licensed Associate of *Rethinking Impostor Syndrome*[™], you receive a **fully developed system** built and tested over more than four decades that saves you the time, effort, and money it would require to create such a comprehensive presentation or workshop on your own.

Solutions That Work

Taking impostor feelings out of the realm of therapy and into an educational arena has proven tremendously successful. To date, more than half a million people on six continents have attended this program — the same one that you will deliver.

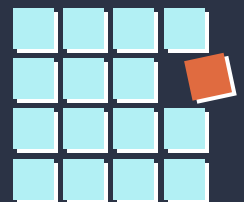
Rethinking Impostor Syndrome[™] works because it teaches people with impostor syndrome to “think different.” Or in other words, to think like a Humble Realist[™].

Simply giving people an alternative way of thinking about themselves and their competence, to develop a new, healthy response to failure, criticism, and fear has yielded amazing results.

- Women reported asking for—and getting—raises
- Corporate executives who had participated in the workshop while in college told of being so transformed that years later they brought it in-house to their employees
- University deans and other educators committed to increasing diversity in STEM applied our solutions on an organizational level
- Writers and artists who held back suddenly became prolific
- PhD students enthusiastically reported the entire trajectory of their academic career had shifted
- People who lacked the confidence to start or grow a business suddenly found the courage to go for it

As an experienced workshop leader, presenter, or coach, you and your future clients can rest assured that the *Rethinking Impostor Syndrome*[™] solutions you’ll deliver actually work.

The Opportunity



Growing Marketplace: 7 Key Audience Trends

During our decades in the impostor syndrome “space,” we’ve observed seven key trends.

Some of these trends speak to who is most interested in learning about impostor syndrome. Others relate to changes in audience understanding of its impact.

These trends underpin the earning potential of those who are licensed to deliver *Rethinking Impostor Syndrome*™ solutions.

As you read through these trends, consider ways your license will add to your bottom line:

1. Who will you offer this program to?
2. How might the program support your current and past clients?
3. What new audiences might you now serve?

1 Women (No surprise there)

When psychologists Pauline Clance and Suzanne Imes’ groundbreaking paper, *The Impostor Phenomenon Among High Achieving Women*, was published in 1978, the world took note.

Initially thought to be more common in women, researchers—including Clance—quickly determined that the phenomenon, popularly referred to now as “impostor syndrome,” impacted men as well.

Still, early attention came almost exclusively from organizations dedicated to the professional development and advancement of women. As such, organizational efforts to curb impostor syndrome focused almost entirely on women.

As awareness of impostor syndrome has grown, much has changed.

Today the majority of corporations and universities look for solutions that are open to everyone. Yet even here, a significant portion of their queries

are initiated by members of women's employee resource groups (ERG), women's leadership programs, and similar affinity-based initiatives.

In addition, professional women's associations continue to report impostor syndrome among the most requested member topics.

What this means for you as a Licensed Associate

This is all good news for Licensed Associates who already specialize in serving women.

Importantly, a growing number of organizations have stated ambitious goals to reach gender parity in senior leadership and in increasing the number of women in their ranks.

This opens the door to increase revenue by proposing both an organization-wide *Rethinking Impostor Syndrome*[™] presentation plus a separate deeper dive session for female employees.

Plus this topic is especially in high demand during International Women's Day/Month.

Bottom line: The need for qualified Licensed Associates who are able to tailor *Rethinking Impostor Syndrome*[™] to the needs of female audiences will only grow.

2 Myth of the Ever-Confident Male

The confidence gap between men and women is well documented—and real.

At the same time, men, even those at very high levels, are not immune to impostor feelings.

Despite this, the widely held belief that impostor feelings are unique to women remains as evident by the majority of speakers and coaches whose message is directed exclusively to a female audience.

In reality, in the past decade especially, we've seen a marked shift in audience make up. Not only are more people who identify as male attending *Rethinking Impostor Syndrome*[™], at many engagements they often make up half the room.

(A far cry from 2006 when *Inc.* magazine had to look to Valerie to help them find a male entrepreneur willing to admit to impostor feelings.)

With the recent push for authentic leadership and greater societal emphasis on the value of emotional intelligence, men are more willing to talk openly about and seek solutions to impostor feelings.

What this means for you as a Licensed Associate

This growing audience means massive opportunities for Licensed Associates who understand how impostor syndrome impacts men.

It also offers the potential for future training programs aimed specifically at an international audience of men with impostor syndrome while simultaneously dealing with the myth of the ever-confident male.

Note: You do not need to identify as male to specialize in speaking to or coaching men.



“Having worked in the gender equity space for some time now I know I personally was thinking, ‘not another impostor session and what else could I possibly learn that we haven’t already seen.’ Additionally, I had recently surveyed some women in tech and they are also sick of hearing about this topic. I am happy to report I was eating my own words.

[This program] was next level. [It] was also very inclusive in its language to include many under-represented groups and move from a gender only focus.”

— Google DEI Professional

Still, impostor syndrome goes beyond gender.

3

Impostor syndrome is also a larger diversity and inclusion issue

For decades, the conversation about impostor syndrome focused almost entirely on women. Yet, impostor syndrome is — and in our view, always has been — a larger diversity and inclusion issue.

In fact, from its inception in the early 1980s, *Rethinking Impostor Syndrome*[™] offered a more expansive understanding of societal dimensions of impostor syndrome that included but also went beyond gender, race, and class.

Today, in addition to highlighting the unique experiences of women, *Rethinking Impostor Syndrome*[™] addresses the systemic reasons that might lead other groups to be especially prone to impostor feelings including:

- people of color
- first-generation college students and professionals
- early career or older employees
- people with disabilities, and
- individuals who study or work in a different culture/language

This more encompassing approach directly aligns with that of major corporations, universities, and professional associations that have made diversity, inclusion, and equity a priority.

Even in organizations without a rigorous commitment to DEI, we see an amplified emphasis on fostering an environment where everyone feels they belong.

Finally, *Rethinking Impostor Syndrome*[™] simultaneously supports the central narrative set forth in the 2021 *Harvard Business Review* editorial, “Stop Telling Women They Have Impostor Syndrome” and explains why ending systemic bias alone will not eliminate impostor syndrome.

What this means for you as a Licensed Associate

The ability to connect impostor syndrome with the broader issue of diversity and inclusion is a top criteria organizations use to choose a vendor, making *Rethinking Impostor Syndrome*[™] a clearcut choice.

As a Licensed Associate, you will receive the tools you need to help audiences understand the connection between impostor syndrome and the experience of groups directly impacted by stereotypes about competence and intelligence.

What’s more, a central theme of *Rethinking Impostor Syndrome*[™] is that a sense of belonging fosters confidence. The fewer people who look — or sound — like us, the less confident we may feel. All the more so for those who know the pressure of having to represent their entire group.

Rethinking Impostor Syndrome[™]’s long-standing emphasis on the societal and institutional sources of impostor syndrome means your continued affiliation as a Licensed Associate will position you as uniquely qualified to meet the challenge.



“Valerie’s content left our employees feeling energized and hopeful for confronting the symptoms of impostor syndrome in real time. Furthermore, she helped our employees explore the root causes of impostor syndrome so that they can develop organizational solutions to environmental conditions that produce it.”

— Tarikh Campbell, Workplace Inclusion Manager, MICROSOFT

4

Even people who don't personally identify with impostor syndrome are eager to learn more

Impostor syndrome has long been talked about in purely psychological terms.

However, there's an increasing recognition on the part of corporations, associations, and universities that impostor syndrome is not just an "interesting self-help topic," but an important bottom-line issue.

Everyday the fear of being found inadequate causes bright people to hold back, burn out, and even drop out. When that happens, there's a cost to both individuals and organizations.

Indeed, a central premise of the *Rethinking Impostor Syndrome*[™] program is that *if you lead, manage, mentor, coach, educate, or parent others, you need to understand impostor syndrome and how to address it.*

What this means for you as a Licensed Associate

A key selling point of *Rethinking Impostor Syndrome*[™] is the strong business case on which it is based.

In addition, the training you will receive as a Licensed Associate of *Rethinking Impostor Syndrome*[™] means you will be well-versed in presenting or leading workshops to both people who identify with these feelings... and those who do not.

Taken together that means your depth of knowledge — and your income-generating opportunities — just got substantially bigger.



“I strongly recommend the workshop for any leader at any level. I found the workshop to be extremely useful in my position as Dean and Valerie’s coverage of the topic to be very accessible, bolstered with data and excellent examples, and very practical. I left with a number of actions I will take immediately to begin to help those with this syndrome, and with a commitment to make long-lasting changes that will lessen the effects of this syndrome on students, faculty and staff in the College of Engineering.”

— Jim Garrett Jr. Dean, College of Engineering, CARNEGIE MELLON

5 Impostor syndrome cuts across industries and careers

Rethinking Impostor Syndrome™ has been delivered in a wide variety of industries and sectors including:

- Manufacturing
- Law
- Pro sports
- Medicine
- Restaurant
- Pharmaceutical
- Trucking/transportation
- Accounting
- Financial services
- Consulting
- Food and beverage
- Technology/software
- Automotive
- Government
- Energy

The program also attracts people from an equally diverse range of occupations.



“Thank you for presenting [impostor syndrome] in a way that was understandable and relatable to the people here at the Institute.”

— Cierra David, Office of Human Resources, SPACE TELESCOPE SCIENCE INSTITUTE

Past attendees run the gamut from psychologists, optometrists, administrative assistants, jewelers, aspiring entrepreneurs, marketers, teachers, judges, small business owners, district attorneys, genetic counselors, college professors, romance writers, and licensed social workers — to name just a few.

That means you can choose to draw from your own background or interests to target a niche market such as law firms, small business owners, or non-tenured faculty. Or you can be a generalist and book or promote workshops in any of these areas.

What started out as workshops sponsored by undergraduate women in science and engineering programs found at nearly all large universities has grown to address undergraduate, graduate, and post-doctoral students as well as faculty throughout entire engineering, physics, and chemistry departments.

The growing interest in impostor syndrome in STEM has also led to invitations to speak at prestigious research institutes, including:

- National Cancer Institute
- Broad Institute
- CIFAR (Canada)

- Martinos Center
- MIT Lincoln Laboratory
- H. Lee Moffitt Cancer Center and Research Institute
- NASA Goddard Space Flight Center
- Scripps Research Institute
- Space Telescope Science Institute
- Stowers Institute
- National Energy Renewable Laboratory

What this means for you as a Licensed Associate

To be clear, you do not need a STEM-related degree or work experience to effectively deliver *Rethinking Impostor Syndrome*™.

If you do, however, you're well-positioned to capitalize on this trend by either targeting STEM-oriented organizations generally or specializing wherever your own background and interests lie.

This very real need coupled with funding generally available to support diversity initiatives in STEM spells ample opportunity for all licensees.

There truly is no limit to the variety of industries and occupations that want — and need — the solutions that *Rethinking Impostor Syndrome*™ delivers.

6 Impostor syndrome is not limited to “high achievers”

The prevailing view of impostor syndrome is that it's limited to high achievers.

According to a 2017 study of UK executives, 80 percent of CEOs and 81 percent of managing directors sometimes feel “out of their depth” and that they're struggling with their role.

There's certainly no shortage of Oscar, Nobel, MacArthur “Genius,” and other award winners who've admitted to impostor feelings.

But there's more to the story.

In fact, Dr. Young has long maintained that impostor syndrome actually prevents people from *becoming* high achievers.

What this means for you as a Licensed Associate

Far too many bright people drop out of school, shirk from more challenging assignments, don't scale their business, never show their artwork, or otherwise fail to rise to their full potential due to this ever-present, nagging self-doubt.

As more and more individuals and organizations — including educational institutions — recognize this gap, the demand for solutions will continue to grow, opening even more doors for our Licensed Associates.

7 Impostor syndrome is a global issue

Although the term impostor phenomenon was first coined in the US, it is not just a “Made in America” issue.

Impostor syndrome has long been familiar to people across the world — making it truly a universal experience.

It's why *Rethinking Impostor Syndrome*™ has been presented on six continents to audiences spanning the globe.

In the last decade, international interest in impostor syndrome has rapidly accelerated.

Since *The Secret Thoughts of Successful Women* was first published in 2011 (second edition 2023), it has been translated into Italian, Czech, Russian (Ukraine), Portuguese (Brazil), Spanish, and Korean.

In addition to an uptick in articles on impostor syndrome in international publications and online media, we've already trained Licensed Associates from South Africa, Belgium, Chile, Canada, Poland, the UK, the US and Australia.



What this means for you as a Licensed Associate

We actively seek international associates to meet this global demand.

But regardless of where you live, you will find an audience for *Rethinking Impostor Syndrome*™.

You don't even need to travel. If you have a love of other cultures, you'll find plenty of international employees, entrepreneurs, students, and coaching clients in your own country who can benefit from this work.

Besides, with demand for virtual presentations and workshops exploding, you can reach international audiences without ever leaving home as our program can be delivered online.



“Your European Women’s Leadership conference evaluations were overwhelmingly positive with most attendees rating it and you as ‘excellent.’ The over 20 countries and virtually as many languages represented confirms that impostor feelings are truly universal. Thanks again for a great job.”

— Jane Gibbon, Senior Director, HR McDONALD’S EUROPE

The Bottom Line

As these 7 key audience trends demonstrate, the demand for effective educational and organizational solutions to impostor syndrome will only continue to expand.

All of this represents an incredible opportunity for Licensed Associates to grow your business by tapping into one, several, or all of these audiences.

If you think this is mere “marketing hype,” turn the page to learn about the remarkable inroads *Rethinking Impostor Syndrome*™ has already made in these markets and other markets.

5 Proven Areas Of Demand

Rethinking Impostor Syndrome™ has been delivered to over half a million people around the world. Still, we've barely scratched the surface.

As a Licensed Associate, you have the opportunity to meet this demand by delivering a program that has had unrivaled success in these five primary markets:

1. Business/For Profit
2. Law firms
3. Higher education
4. Professional and industry associations
5. Small Business/Entrepreneurs

As you are about to see, we've made strong inroads in each of these markets. It's a level of reach that makes *Rethinking Impostor Syndrome*™ not only a game-changer for your audience but a revenue-generator for you.



“Valerie spoke to our high potential leaders at our virtual conference. Her message really struck a chord with many participants, both as individuals and as leaders of team members who may experience impostor syndrome. Thank you for opening many eyes to such a common experience which opened the door for more authentic leadership.”

— Jennifer Hutcheson, Talent Development Program Manager, DELL

Where Do You See Yourself?

As you read through this section, consider how *Rethinking Impostor Syndrome*™ will lead to your success in one or all of these markets.

Revenue can come from relationships you've already established as well from opportunities to reach entirely new clients.

1. Business/For-Profit

Rethinking Impostor Syndrome™ has been extremely well received by employees at some of the world's best-known companies.

Our ever-expanding corporate client list comes from an extraordinarily broad range of fields and industries and includes:



2. Law Firms and Related Organizations

Rethinking Impostor Syndrome[™] has been presented at major international law firms, smaller regional law firms, and numerous attorney-related organizations, including:

- Frost, Brown, Todd LLC
- Katten LLC (Chicago, DC, and LA offices)
- King & Spalding LLC
- Manatt, Phelps, & Phillips LLC
- McKenna, Long, & Aldridge LLC
- O'Melveny and Myers LLC
- Willkie Farr Gallagher LLC
- Winston and Strawn LLC
- Skadden Arps, LLC
- Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, P.C.

Other law-related clients

- Connecticut Bar Association
- Delaware Bar Association
- Law Society of British Columbia
- Vancouver Island Women Attorneys
- Rainmaker Roundtable founded by Sara Holtz, former Chief Counsel, Nestlé

3. Higher Education/Schools*

Rethinking Impostor Syndrome[™] has a solid track record of success on college campuses and more recently, at secondary schools.

Presentations and workshops have been given to students, faculty, and staff at over 100 universities in the US, Canada, Japan, Europe, and the UK.

The opportunities for Licensed Associates interested in higher education and secondary schools are vast.

Consider how your own area of expertise and/or interests might coincide with this list of campus offices and programs that have previously sponsored or co-sponsored *Rethinking Impostor Syndrome*[™]:

- Office of diversity/inclusion
- Office of undergraduate student affairs
- Office of graduate student affairs
- Office of postdoctoral services

*For additional ideas for where to target your *Rethinking Impostor Syndrome*[™] practice, view our complete higher education client list in Appendix B.

- Graduate student organization/union
- Provost office
- Office of faculty development
- Women's center
- Office of international student affairs or international student organization
- Office of multicultural student affairs
- Office of disability services
- Career center
- Office of alumni affairs
- Mental health/wellness center
- Staff training and development
- Women in Science and Engineering program
- Minorities in Science and Engineering program
- Campus chapter alone or in collaboration with the local professional chapter of Society of Women Engineers, Society for Advancing Chicanos/Hispanics, Native Americans in Science, Society of Black Engineers, etc.

We've personally received repeat invitations from nearly **one-third** of our 100 higher education clients, a fact that speaks to both the demand for solutions and *Rethinking Impostor Syndrome™* as the solution of choice.

The following schools represent multiple engagements:

- Boston University (3x)
- Brown University (2x)
- CalTech (2x)
- Carnegie Mellon (3x)
- Colby College (2x)
- Colorado School of Mines (2x)
- Columbia (4x)
- Cornell (4x)
- Harvard (3x)
- Johns Hopkins (2x)
- Meharry Medical College (2x)
- Michigan State (2x)
- MIT (6x)
- Ohio State (2x)
- Ohio University (2x)
- Princeton (2x)
- Rensselaer Polytechnic University (2x)
- Rutgers (2x)
- Stanford (6x)
- Texas A&M (2x)
- University of California, Berkeley (2x)
- University of California, Davis (3x)
- University of California, Santa Cruz (2x)

- University of California, San Francisco (2x)
- University of British Columbia (2x)
- University of Colorado (2x)
- University of Kansas (2x)
- University of Massachusetts, Amherst (4x)
- University of Michigan (4x)
- University of Minnesota (3x)
- University of Missouri (2x)
- University of North Carolina (2x)
- University of Oklahoma (2x)
- University of Pennsylvania (4x)
- University of Pittsburgh (2x)
- University of Texas, Austin (3x)
- University of Wisconsin (3x)



“Your absorbing presentation not only enriched but also helped to renew the commitment of faculty leaders—from deans, chairs, senate members, equity advisors, to graduate mentors—to build and sustain a culture of inclusive excellence at UCI.”

— Douglas M. Haynes, Ph.D. Associate Professor and Associate Vice Provost for Equity and Diversity UNIVERSITY OF CALIFORNIA, IRVINE

4. Associations*

Associations are a great entry point for Licensed Associates seeking to attract corporate clients.

Fortunately, *Rethinking Impostor Syndrome™* has proven tremendously popular at scores of professional and industry associations.

Many of our previous clients specifically serve professional women. For example:

- Women in Manufacturing
- Society of Women Engineers
- Women in Trucking
- Russian Women Managers
- Women in Commercial Real Estate
- Provincial Centers for Women Entrepreneurs in Canada

*For additional ideas for where to target your *Rethinking Impostor Syndrome™* practice, view a complete list of our association clients in Appendix C.

You may still decide to specialize in women. But as you learned in the [7 Key Audience Trends](#), impostor syndrome is not just a “women’s issue.” A short list of industry associations hosting *Rethinking Impostor Syndrome*™ for their broader membership include:

- American Chemical Society
- Alliance of Comprehensive Financial Planners
- International Association of Venue Managers
- Visibility STEM Africa
- Association for Marriage & Family Therapy
- North Carolina State Chamber of Commerce
- Romance Writers of America



“You knocked it out of the park at Apple HQ last night!”

— Francine Gordon, CEO WOMENNOVATION, CHAIR SILICON VALLEY TECH FORUM WOMEN

5. Self-Employed/Entrepreneurs

Another revenue stream is to target people who work for themselves. Both Valerie and Carolyn have worked with thousands of business owners. Far too often the biggest barrier to success is not lack of time or even money – it’s lack of confidence. For people who aspire to be their own boss, impostor syndrome prevents them from ever launching. For existing business owners it may keep them from marketing themselves, raising their prices, or scaling. And some in family-owned businesses may feel their success is unearned.

You can further niche to specific audiences such as online businesses, retail, or family-owned. If you are primarily a coach, adding workshops on *Rethinking Impostor Syndrome*™ is a powerful addition to mastermind, membership, or other accelerator groups.

The Bottom Line

You've just learned why Impostor Syndrome Institute™ has been the leading provider of information, insight, and tools to individuals and organizations since 1983.

As a Licensed Associate you can flourish in all of these markets.

Or you can choose to draw from your own experience and expertise to specialize in giving presentations and/or workshops in a particular sector.

You may, for example, target audiences in:

- Finance
- Technology
- Pharmaceuticals
- Medicine/Health Care
- Law
- Science
- Engineering
- Social services and/or nonprofits
- Manufacturing
- Therapists/Licensed social workers
- Government/Public Sector
- Higher education

Or you may specialize in working with a specific demographic such as:

- Women
- People of color
- LGBTQ
- Entrepreneurs
- Career changers
- Graduate students
- Youth
- Writers, artists or other creatives

You may even choose to be laser-focused on serving a specific audience such as women of color in technology, entrepreneurs under 30, or graduate students in engineering.

Don't worry if you're not yet clear on where to leverage your license to deliver *Rethinking Impostor Syndrome*™. Impostor Syndrome business growth strategists are available to work with you to develop one or more target audiences that build on your reputation, experience, and expertise.

No matter where you choose to focus, you have the chance to leverage our proven track record to expand your reach — and profits — with:

- **vetted content** that's been delivered to hundreds of organizations, universities, and associations across dozens of sectors
- an elevated **level of credibility on the topic of impostor syndrome** through your affiliation with a globally recognized expert
- a **worldwide audience** eager for trained presenters and workshop leaders to deliver this life-changing information



“Clearly Valerie’s talk had a much broader interest since we more than doubled the number attending this talk compared to our usual talks. We also had a broader range of attendees than usual. I also heard from many of the attendees with very positive comments. In fact, it was so positive we will be looking for more speakers that can address the broader issues of working in today’s world. I can highly recommend having Valerie speak to groups of professionals.”

— Nicholas Schlotter, Section Chair Minnesota chapter of the AMERICAN CHEMICAL SOCIETY and Associate Professor of Chemistry HAMLINE UNIVERSITY

Resources To Support You

Training

Impostor syndrome is a worldwide phenomenon. So to make this opportunity as accessible as possible for a global network of Associates, your training will be delivered through a combination of self-paced learning, live peer rehearsal groups — and live sessions with Dr. Young, the world’s leading expert on impostor syndrome and the person who literally wrote the book on women and impostor syndrome.

The training portion will give you everything you need to confidently deliver *Rethinking Impostor Syndrome*™ to your audiences.

Obviously, you want to start earning as quickly as possible. That’s where business growth strategist Carolyn Herfurth comes in. You’ll see how to use *Rethinking Impostor Syndrome*™ to expand your existing business and develop both new and repeat business.

This includes everything from how to best position impostor syndrome relative to your current area of expertise — to how to book your first few clients — to how to ensure a steady stream of engagements and more.

Rethinking Impostor Syndrome™ Portal Tools

The *Rethinking Impostor Syndrome*™ Portal is our expert resource hub where you can access:

- Video of Dr. Young delivering a 90-minute interactive workshop
- Presentation-ready slides so you can deliver a conference keynote, breakout session or seminar to various audiences on demand
- Examples and modifications for specific niche audiences including higher education (undergrad, graduate, postdoc, faculty, staff), medicine (medical students, residents), attorneys/law firms (attorneys, non-attorney staff), corporations, entrepreneurs/small business and religious audiences
- Expert advice for how to conduct interactive exercises and handle questions including engagement strategies for in-person and virtual presentations



“The event was a major success and we love how great you were at engaging.”

— Nicole Hui, Vice President, Consultant Relations, T. ROWE PRICE

- Comprehensive guide with responses to participant FAQs
- Understanding what NOT to say
- Professional coaching to help you confidently deliver all *Rethinking Impostor Syndrome*™ content — from intro to wrap up
- Summary handout to further cement both participant understanding *and* your position as a subject-matter expert
- Opportunity to reinforce your training by delivering a portion of the program to your peers

Business Development

- Written “scripts” for what to say during initial client inquiry calls and respond to FAQ client questions
- Promotional copy for presentations and workshops
- Email templates for prospecting
- *Rethinking Impostor Syndrome*™ speaker contract
- Promotional kit with *Rethinking Impostor Syndrome*™ branded banners, logos, and official licensed presenter/facilitator designation badge for your website, LinkedIn profile, speaker sheet, or other marketing materials
- *Rethinking Impostor Syndrome*™ promotional brochure
- Strategies for Organizations on a Budget
- Prospective Client Checklist: Impostor Syndrome Programming Considerations For Decision Makers

Ongoing Support

- Live (virtual) quarterly meetings to enable your continued growth
- Proven marketing approach to win buy-in for the *Rethinking Impostor Syndrome*™ program so you consistently book paid engagements or promote public workshops
- Step-by-step coaching for how to respond to an initial client inquiry, how to position yourself as an expert, and how to negotiate your fee
- Upsell techniques to help you expand your reach and increase customer lifetime value within a client organization following your presentation
- Additional ways to gain new clients and cross-sell your existing topics and services
- A built-in global referral network of collaborative peers who offer referrals, a collective knowledge base, mutual support and more

Benefits To Our Licensed Associates

Not only will you receive the kind of education and proven solutions you literally cannot receive anywhere else, but through your continued affiliation with Impostor Syndrome Institute™ you will:

- Enjoy a **fully developed, proven system** built over four decades that saves you the time, effort and money it would require to create on your own
- Gain **immediate access to vetted content** that's been researched and delivered to hundreds of organizations, universities and associations across dozens of sectors
- Be an **authority on impostor syndrome**, creating new opportunities to present to both existing and new clients
- Gain an **additional level of credibility and confidence** through your partnership with an internationally-recognized expert who's been featured in multiple media outlets, including *Newsweek*, *Time*, *The Wall Street Journal*, *Science*, *Psychology Today*, *The Oprah Magazine*, *The Globe & Mail*, *The Sydney Morning Herald*, and dozens more
- Establish unique, specialized expertise on a **high-demand topic** that continues to gain awareness with each passing day
- Offer a topic rooted in a **strong diversity and inclusion perspective** that goes beyond gender or race
- Open new doors that **expand and complement your current and new client relationships**, in ways most other topics don't
- Receive individualized coaching to develop a market area of focus that **builds on your reputation, experience, and expertise**
- **Set yourself apart** from the multitude of presenters, workshop facilitators, coaches and trainers who are limited to narrow, highly saturated topics (*e.g., leadership, presentation skills*)
- Have the ability to build upon a proven model with **repeat customers** including universities, associations, businesses, government-private scientific laboratories, non-profits, and individuals
- Generate interest and continuously and consistently expand your reach with a **proven marketing strategy**

- Book engagements with a **potent, step-by-step sales strategy** that positions you as the best and only solution
- **Increase customer lifetime value** and expand your footprint through our upsell strategy
- Build a long-term, **sustainable business that grows year over year**
- **Continuously reinforce your expertise** with a global network of trainers offering peer-to-peer support in a collaborative culture
- **Access to a worldwide audience** that's eager for professionals to deliver this career and life-changing information
- **Open new doors** that expand and complement your current marketing efforts for coaches

As a Licensed Associate, you can use your *Rethinking Impostor Syndrome*[™] license in a variety of ways — from executive briefings, to conference keynotes and breakout sessions, to virtual presentations and interactive webinars to attract new clients into your coaching programs or mastermind groups — or all of the above.



“Thank you for your excellent talk at the STEM Men of Color Symposium and for providing an important message of encouragement and resilience with our participants. I am certain they will remember your talk and that it will be a source of inspiration as they pursue their academic and professional endeavors. Feedback has been unanimously positive and the symposium would not have been as strong without your contribution.”

— Jami P. Joyner, Director of Inclusive Student Excellence,
Diversity Programs in Engineering, CORNELL UNIVERSITY,
COLLEGE OF ENGINEERING

Earning Potential

You've learned about the seven key audience trends and the five areas of demand for people qualified to speak on impostor syndrome.

Now that you see how vast the pool of clients truly is, you've probably begun to think about what this means for:

1. Opportunities to offer this program to your current and past clients
2. New audiences you can tap into
3. Current presentation topics and/or services you can offer these new audiences

The next obvious question is: "How much can I make?"

Even if we were legally allowed to speculate on your projected earnings (which we're not), we wouldn't pretend to know how much you personally will earn.

But you can.

Start by taking into account the sector(s) you'll target, whether you plan to speak full- or part-time, and the fees you'll charge.

The potential fee range for the following sectors is as follows:

1. Businesses/For Profit	\$5,000-\$15,000
2. Law firms	\$5,000-\$10,000
3. Higher education/Schools	\$2,500-\$5,000
4. Professional or industry associations	\$1,000-\$5,000

- In addition, can you see yourself running small retreats in exotic locations?
- Do you have existing inroads into local/state/provincial/federal government?
- Do you also offer executive, career, or other forms of individual coaching?

Do The Math

Once you've answered these questions for yourself, use the table below to calculate how you could expand your platform and increase your bottom line with *Rethinking Impostor Syndrome*™ presentations and workshops.

The following are for demonstration purposes only so you can see examples of how different fees, monthly targets, and approaches can impact earnings.

Use the space to enter your own fees, targets and projected income.

Audiences/ Sectors	Type of Presentation (Workshop, Presentation, Public)	Your Fee	Target # Sessions Per Month	Monthly Income	Annual Income
Total		\$ _____	#	\$ _____	\$ _____

Note to Coaches: Be sure to consider the additional income generated by using *Rethinking Impostor Syndrome*™ to attract more clients into a longer coaching program, membership, or mastermind group.

When you [apply](#) to become a Licensed Associate of Impostor Syndrome Institute™, we will review this table with you as part of a Revenue Strategy Session that includes exploring all the ways you can add to your earnings.

Licensing Fee

Launching your successful career as a *Rethinking Impostor Syndrome*[™] presenter or workshop facilitator comes down to this simple equation:

- the right training
- the right tools
- the right support

And that's exactly what the *Rethinking Impostor Syndrome*[™] certification program provides.

As an ongoing member of Impostor Syndrome Institute's[™] global community of Licensed Associates you will have everything you need to confidently deliver a compelling presentation or workshop every time.

Each license is granted on an individual basis to an approved Associate who will be delivering *Rethinking Impostor Syndrome*[™] presentations and workshops.

Whether you plan to complement your existing programs and services with *Rethinking Impostor Syndrome*[™] as a smaller, yet important part of your client attraction efforts — or you see this as a big opportunity to land 5-figure keynotes and fully capitalize on the impostor syndrome expertise you'll develop — we've got you covered.

Unlike some programs where you pay for the number of clients or participants you present to throughout the year... or pay a portion of your earnings to the licensor... or are charged for participant materials and handouts, Impostor Syndrome Institute[™] charges a flat standard fee, and you keep all the revenue you earn.

Individual License Fee: 9 Monthly Payments x \$767 USD

This standard fee includes your initial training, marketing and sales training, one year of support and coaching via quarterly networking and marketing meetings, and 24/7 access to our online portal full of the tools and resources detailed on pages 35-36. Or you can choose to pay \$5,997 in full and save \$906.

Annual Renewal Fee: \$1,497 USD

Should you wish to continue delivering *Rethinking Impostor Syndrome*[™] and continue to be a part of our global network you'll receive renewed certification to deliver RIS, updated RIS and ISI badges, access to required program updates, continued access to monthly professional development meetings and access to the most current promotional materials.

Are You A Future Licensed Associate?

In response to the extensive and growing demand for impostor syndrome solutions, Impostor Syndrome Institute™ is assembling and training a global team of Licensed Associates to meet the rapidly increasing demand for this topic.

We're seeking the best of the best to represent our brand:

- Positive, ambitious individuals with a strong desire for success and a passion for this topic.
- Team players who are value-driven and willing to contribute real value relative to their area of expertise and experience to other members of our global community.
- People who aren't looking for a one-off facilitator certification. Rather, those who see the value in growing with us as a long-term associate of Impostor Syndrome Institute™.

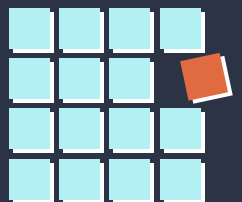
We are currently accepting applications from individuals who:

1. Are established as a presenter, coach, or workshop facilitator
2. Demonstrate a commitment to DEI and are comfortable working with diverse groups
3. Possess strong speaking or group facilitation skills virtually or in person*
4. Have a track record promoting themselves as presenters or offering client events
5. Have a solid customer referral base
6. Are committed to maintaining the integrity of *Rethinking Impostor Syndrome's*™ proven messages and solutions
7. Are able to fund the license fee (conversion rates vary widely, contact us for country-specific pricing)
8. Will work collaboratively as part of Impostor Syndrome Institute™ global team

We are also accepting applications from training companies interested in certifying their presenters.

*Trends indicate a large percentage of training that once occurred on-site are now delivered via Zoom, Webex, Microsoft Teams, Google Groups, and other virtual platforms. This change requires a high degree of comfort presenting a 45-minute virtual talk as well as engaging virtual audiences in longer workshops.

The Licensing Process



Timeline

Impostor Syndrome Institute's™ entire platform has been thoughtfully designed for you to seamlessly add *Rethinking Impostor Syndrome*™ to your business for maximum success. You'll receive helpful information regarding how to:

- ❑ Integrate *Rethinking Impostor Syndrome*™ into your existing business or coaching model
- ❑ Secure your first clients
- ❑ Continually expand your reach in the marketplace as well as your expertise in this area

Each of the six steps marks a milestone on your way to becoming a Licensed Associate of Impostor Syndrome Institute™.

As we gather a team of experienced presenters, facilitators, and coaches who have an established client base, your steps in the selection process are to:

- Step 1:** Read this entire Impostor Syndrome Institute™ Licensing Blueprint
- Step 2:** Complete and submit [application](#)** (deadline Friday, December 1, 2023)
- Step 3:** Invitation to interview (through Friday, December 8, 2023)
- Step 4:** Receive Offer Letter / Agreement (by Friday, December 8, 2023)
- Step 5:** Return signed agreement with fee (by Friday, December 15, 2023)
- Step 6:** Attend Virtual Speaker Training (begins Monday, January 8, 2024)

Once you've received your official Facilitator License you'll be able to take advantage of ongoing coaching, training and support from the Impostor Syndrome Institute™ through quarterly team calls that continue to build your expertise and ensure a steady stream of paid speaking/training engagements.



If you're uncertain of the potential that *Rethinking Impostor Syndrome*™ has to grow your current business/practice, check the **Revenue Strategy Session box on the application.

Join Our Network

If you believe you're a qualified candidate, we encourage you to apply to join our international network of Licensed Associates.

While we don't promise to grant everyone a license, we do factor several things into our decision during the application and interview process.

We'll explore things like how you intend to use the program in your existing business, your speaking experience, leadership roles, professional background, education and your potential to positively impact others by becoming a certified *Rethinking Impostor Syndrome*™ licensee.

We look forward to receiving your application:

[APPLY NOW >>](#)

“This is a must if you want to take the lead in normalizing impostor syndrome.”

— Daniela, Professional Speaker/Trainer, CHILE

“Engage with an authority who has 30 years of research/experience on impostor syndrome and create a valuable network of very open and professional associates for yourself in the process.”

— Sarah, Professional Speaker/Trainer and Coach, BELGIUM

*“You'll have everything you need in a near-turnkey 'franchise' setup to make *Rethinking Impostor Syndrome*™ a profitable, valuable and doable part of your offerings.”*

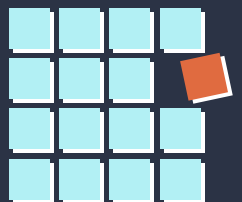
— Maureen, Professional Speaker/Trainer, USA



“Over 600 people registered for the Webinar and based on attendee evaluations ranks as one of our most highly rated presentations.”

— Peter M. Finn, Director of Learning & Development, SOCIETY OF WOMEN ENGINEERS

FAQ / Appendix



Q: If I submit an application does that mean I'm committed to joining?

A: Absolutely not. The application simply helps us learn more about you and serves as a jumping off point for a 1-1 call. The call itself is an informal 2-way interview and gives us both a chance to see if this is a good fit. If it is, this is also where we can help you craft your revenue strategy.

Q: Is the Associate training conducted online or in-person?

A: No travel is required because the entire Associate training is delivered online. It consists of a combination of self-paced learning videos and assignments; organized peer practice sessions (live); and four (4) live Q&A sessions with Dr. Valerie Young and Carolyn Herfurth. In addition, we host quarterly training and support team sessions.

Q: How is this different than your Coach Training?

A: The **Speaker Licensing** program gives professional speakers, coaches, and workshop leaders license to deliver our *Rethinking Impostor Syndrome*™ keynote and interactive workshop. This involves an initial training fee and an annual license renewal fee.

Our **Coach Training** is designed for coaches, HR managers, DEI specialists, counselors, and advisors/mentors seeking to use our approach when working directly with individuals experiencing impostor feelings. The program puts more focus on understanding recent research into impostor phenomenon, using core concepts to help coaches better understand their client's context and lived experience, discerning themes and patterns related to impostor syndrome, and understanding and practicing various coaching frameworks known to be effective with clients.

Q: I'm not sure about my schedule. Can I watch the replay instead of attending live?

A: The classroom portion is delivered through our online training portal. That way you can take the classes at your convenience. There are, however, several live elements:

- Three (3) “Live Small Group Practice” sessions where you rehearse portions of *Rethinking Impostor Syndrome*™ with fellow students in small breakout groups. Participation in these sessions is *mandatory*.
- Four (4) Q&A sessions. This is your chance to get any questions about *Rethinking Impostor Syndrome*™ or impostor syndrome generally answered by course originator and thought leader Dr. Valerie Young. While we highly recommend you attend live, these sessions will be recorded.
- Two (2) sessions on building your business and booking clients. While we highly recommend you attend live, these sessions will be recorded.

Jan 8	Jan 9	Jan 10	Jan 11 LIVE	Jan 12
2 hours	3 hours	2 hours, 15 min	1 hour	1 hour, 30 min
		-1 hour	1 hour	
Jan 15	Jan 16	Jan 17	Jan 18 LIVE	Jan 19
-1-3 hours			2 hours	
			1 hour	
Jan 22	Jan 23	Jan 24	Jan 25 LIVE	Jan 26
	3 hours		1 hour	
			Feb 1 LIVE	
-1-3 hours			2 hours	
			1 hour, 30 min	
			Feb 29 LIVE	
			1 hour, 30 min	

Self-Paced On-Demand Video	Solo Practice	Live Small Group Practice	Live Q&A with Dr. Valerie Young	Live Business Development
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Q: Once I'm licensed, can I then train other facilitators?

A: No. This license is limited to becoming a licensed facilitator, not a trainer of other facilitators.

Q: I'm not a paid professional speaker, but I do a good bit of public presentations to generate business for my coaching and training programs. Can I still apply?

A: Absolutely. The reason we require presentation and/or workshop facilitation experience is so we can focus on ensuring you understand the content, rather than helping you develop speaking skills. This will ensure everyone starts with the same solid foundation.

Q: I'm primarily a coach. Will you train me to be a professional speaker?

A: We are not a presentation skills or a speaker training company. If you need to first develop presentation skills we recommend Toastmasters or a similar organization.

Q: Will you book clients for me?

A: Impostor Syndrome Institute™ is not a speaker bureau. However, you will get our proven business development strategies to book presentations and attract workshop clients, both during initial and ongoing quarterly training.

Q: Will I have to pay royalties or other fees in addition to the annual license fee?

A: No. The license fee is all-inclusive of your initial training, the *Rethinking Impostor Syndrome*™ Portal and a full year of ongoing support.

Q: What's the duration of my license?

A: All licenses are for one year, effective upon completion of your Associate training. For example, February 29, 2024 through February 28, 2025.

To continue delivering *Rethinking Impostor Syndrome*™ after your first year and enjoy the same benefits of being associated with Impostor Syndrome Institute's™ global network and ongoing support, you may renew your license on an annual basis.

Q: Can I customize *Rethinking Impostor Syndrome*™?

A: Facilitators are signing up to learn and deliver Valerie’s proven *Rethinking Impostor Syndrome*™ program.

Because this program will be delivered all over the world, consistency matters.

You cannot insert additional modules, exercises, add or delete slides, or introduce concepts or techniques that conflict with the program’s core messaging and approach.

Just as you wouldn’t expect to be certified to deliver Stephen Covey’s 7 Habits of Highly Successful People and then change his “sharpen the saw” habit to “take care of your tools” or make it the eleven habits, you cannot change our core messaging or approach.

However, you will find areas within *Rethinking Impostor Syndrome*™ that encourage customization based on your audience (e.g., graduate students, managers, entrepreneurs, or all-female audiences). You’ll learn where those areas are, and how to bring in your own examples and personality, and how to adapt the content without changing the proven effectiveness of the program.

You’re also welcome to use *Rethinking Impostor Syndrome*™ as one module in a series that includes your own modules on topics such as executive presence, leadership, or mindset.

Q: Can I use *Rethinking Impostor Syndrome*™ to create my own online or coaching program?

A: At this time, all licenses for *Rethinking Impostor Syndrome*™ are limited to presentations and workshops.

Q: If I deliver *Rethinking Impostor Syndrome*™ to a corporate client who then opts to purchase additional Impostor Syndrome Institute™ solutions for their team/organization will I receive a referral fee?

A: Absolutely!

Your revenue share will be based on factors such as the extent of your involvement in making the sale and how much ongoing support you provide to the client’s internal facilitation team.

Q: What can I expect from the quarterly team calls, are they required, and how do they benefit me?

A: Attending team calls is optional, but highly encouraged!

Quarterly Associate calls are where you will have direct access to the Impostor Syndrome Institute™ team. More importantly, these calls are your chance to tap

the wider network of Licensed Associates to discuss content, including sector-specific examples, marketing, referrals, business development strategies, and other opportunities to increase revenue.

Q: Will I have a specific territory? And how do I know you will not saturate my market?

A: Impostor Syndrome Institute™ does not grant territories.

For one, the demand far outweighs the supply of impostor syndrome experts.

Second, because in-person training has lost ground to virtual training you can now reach your audience anywhere in the world.

And third, your existing relationships and expertise in combination with those of the larger Associate network will open more doors than an assigned territory ever will.

Q: Valerie and I share some of the same client organizations. Who owns the relationship?

A: We fully expect client overlap among Associates, especially in corporations and higher education.

We view these situations as terrific collaboration opportunities to expand the relationship for more business for everyone.

Q: What can I expect in terms of repeat business?

A: Valerie has enjoyed repeat invitations from numerous clients over the years, including Google, Microsoft, PWC, and KFC.

As part of your business development training, you'll learn how to position and facilitate a post-engagement debrief to expand the opportunities for repeat and referral business.

Q: Did COVID negatively impact the volume of speaking engagements?

A: To the contrary. When COVID hit, Valerie's schedule moved from in-person to virtual events. Not only did she not lose a single contract — business grew.

In fact, with the constraints of travel gone, virtual events mean you can now deliver a keynote for a client in London in the morning and run an interactive webinar for a Los Angeles audience later that day, thus earning more money in less time with less effort.

Q: You've mentioned diversity and inclusion. What is your experience in the area?

We've been talking about diversity & inclusion long before it was even called that.

While in graduate school Valerie was founding coordinator of what is now known as the Social Justice Education program at the University of Massachusetts in Amherst.

A forerunner of today's diversity and inclusion training, the project was established to develop education, change methods, and techniques to raise awareness of racism, sexism, anti-Semitism, ableism, classism, and heterosexism.

While at UMass, Valerie studied under the Social Justice Education project's founding director, Dr. Bailey Jackson, well-known for his groundbreaking work in the areas of oppression awareness and black identity development theory.

As much as Dr. Jackson influenced Valerie, the impetus to work in the newly emerging field of social issues education began several years earlier when Valerie was a junior at UMass. That's when she took a course titled White Racism led by another pioneer, Judith Katz. Dr. Katz's subsequent book, *White Awareness: A Handbook for Anti-Racism Training*, positioned her as one of the first to actively address racism via "a group training program in which white people work together in a non-threatening environment to alter deeply ingrained, often unconscious racist attitudes and then embark on a program of behavioral change."

At the time when doctoral research focused almost exclusively on whites, a majority of subjects interviewed as part of Valerie's graduate research were professional women of color.

The lessons learned during these early years continued throughout Valerie's work on impostor syndrome and is one of the many distinguishing elements that make *Rethinking Impostor Syndrome™* the leading educational solution since 1983.

More specifically, this long-standing commitment, expertise, and credibility in the broader DEI space has led to speaking invitations from, among others, MIT's First Generation Student program, US Department of Commerce's First Generation Professional Conference, Cornell University's Men of Color in STEM Symposium, and separate sessions for Black and Latino PhD students and early-career faculty in engineering.

BOTTOM LINE: When you become a Licensed Associate of the Impostor Syndrome Institute™ you align with an organization whose commitment to promoting diversity, inclusion, and equity began in 1976, long before this language even existed.



“The feedback I've received about your talk has been stellar and it's continued to lead to additional conversation. Thank you!”

— Dr. Dan Krieger, Office of the Director, NASA's GODDARD SPACE FLIGHT CENTER

APPENDIX A: Carolyn Herfurth



For twenty years, Impostor Syndrome Institute™ co-founder and managing partner, Carolyn Herfurth has been behind the launch of hundreds of businesses and the growth of thousands more.

Her specialty is helping speakers, thought leaders and service-based business owners reach the next stage of meaningful growth, impact and profit.

Laser-focused on spotting opportunities that others miss, she helps people see creative ways to integrate new revenue streams into their existing business model, secure those all-important initial few clients and then build on their relationships with old and new clients to expand into even more areas.

Carolyn's insights and life-long obsession with blending personal development with entrepreneurship come in part from her own wide-ranging business experience.

These include her first job out of college working “back of the room” sales at Tony Robbins events across the US, selling training programs to corporations, exceeding goals as a sales manager at Oracle, establishing the Minneapolis office of The Entrepreneur's Source, co-creating a massive franchise expo, becoming a published author, and founding a growth accelerator for small business owners. (To name a few!)

Her time at Oracle and selling to Fortune 500s gave her invaluable insight into the corporate world. But it was her experience selling to small and mid-sized companies that was most illuminating.

It was there she observed both the struggles business owners face and the problems poor planning creates. So she made it her mission to create simple ways for business owners to align their business with their values.

Although today Carolyn considers herself more of a strategic growth partner than a speaker, she is certainly no stranger to the speaking world. She's delivered keynotes to groups of 150 to 1500, most often on topics related to self employment, business success, and of course, impostor syndrome.

Her speaking engagements include Dyson, Bimbo Bakeries Unidos, Bridge Industrial, Simon Data, American Society for Training & Development (ASTD), SmartHustle, New York Business Expo, National Association of Women Business Owners (NAWBO), Rock The World, Savor Life Summit, Women's Leadership Exchange, DJ Expo, SHE Summit Worldwide, National Association of Professional Organizers (NAPO), New Jersey Association of Women Business Owners (NJAWBO), Running With Heels, Savor The Success, eWomen Network,

Entrepreneurial Think Tank for Women, Identity Magazine's The Retreat, the University of St. Thomas, College of St. Catherine, HIRED, SCORE, Small Business Development Center, Bloomington Chamber of Commerce, and many other entrepreneur/professional associations.

In addition to winning numerous President's Club award trips for her sales performance during her corporate years, Carolyn has also been recognized by *Upsize* magazine for Best Practices in Customer Relations, received numerous awards from The Entrepreneur's Source, and honored by the National Association of Women Business Owners.

All of this combined gives Carolyn a thorough understanding of what it takes to be successful in today's fast-paced sales environment. From packaging and pricing products and services for maximum revenue — to booking your first few clients — to creating a system to ensure a steady flow of repeat and new clients.

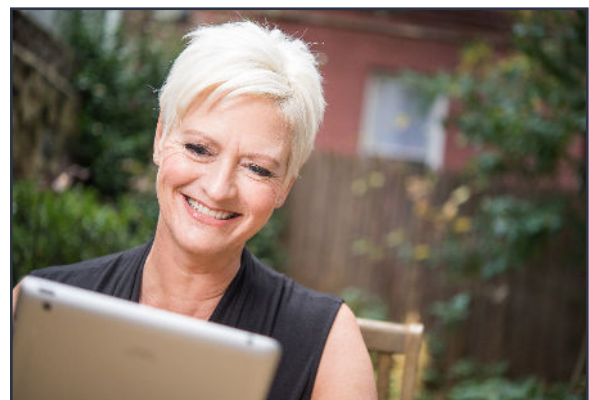
Mostly though Carolyn is known for two things — both of which will serve Licensed Associates well.

One, she's established a global reputation for her ability to be laser focused on spotting opportunities that others miss, then crafting an aligned sales approach tailored to each situation.

Carolyn can masterfully help Licensed Associates to integrate *Rethinking Impostor Syndrome*™ into their existing business model in order to expand and complement current and new client relationships, to secure first and future clients with a potent, step-by-step sales strategy, and increase customer lifetime value with Impostor Syndrome Institute's™ proven client debrief strategy.

Second, Carolyn is a natural connector.

Whether it's hosting a workshop for business owners at an iconic New York comedy club, gathering intimate groups of clients and colleagues for her signature "Cocktails & Conversation" events on her private Manhattan patio or pivoting during the pandemic to online Refer-O-Rama networking events, she brings humor and a light-hearted spirit to any situation yet delivers serious bottom-line results.



She's excited to bring this same spirit of fun, community *and* financial results into the global Impostor Syndrome Institute™ network.

APPENDIX B: Higher Education Client List

Alphabetical listing of colleges and universities where *Rethinking Impostor Syndrome™* has been delivered.

- Alfred University
- Amherst College
- Bentley College
- Boston University*
- Brentwood College Preparatory
- Brown University
- Cal Tech
- Carnegie Mellon University*
- Case Western University
- Claremont McKenna College
- Clarkson University
- Colby College*
- College of New Jersey
- Colorado School of Mines
- Connecticut College*
- Cornell University*
- Columbia University
- Dalton School (private college preparatory)
- Dartmouth College
- Duke University
- Emory University
- Georgetown University
- Georgia State University
- Harvard University
- Indiana University Medical School
- Johns Hopkins University
- Louisiana Tech
- Maastricht University (Netherlands)
- Macalester College
- Marshall University
- Meharry Medical College
- Miami University
- MIT
- Michigan State University*
- Michigan Technical University
- Mount Holyoke College
- New Jersey Institute of Technology
- NYU Medical School
- Northern Arizona University
- North Dakota State University
- Northeastern University
- Oakland University Medical School
- Ohio State University
- Ohio University
- Okinawa Institute of Science and Technology Graduate University (Japan)
- Oregon State University
- Oxford University (UK: Saïd Business School)
- Pennsylvania State University
- Prairie View A&M University
- Princeton University
- Rensselaer Polytechnic University*
- Rhythmic Music Conservatory (Denmark)
- Rutgers University*
- Simon Fraser University (Canada)
- Smith College
- Southern New Hampshire University
- Stanford University*
- State University of New York
- Syracuse University
- Texas A&M University College Station
- University of British Columbia (Canada)
- University of California at Irvine, Davis, Santa Cruz, Berkeley, San Francisco
- University of Colorado
- University of Connecticut
- University of Copenhagen (Denmark)
- University of Hartford
- University of Houston
- University of Illinois
- University of Iowa
- University of Kansas
- University of Kentucky
- University of Louisville
- University of Maryland
- University of Massachusetts Amherst* and Lowell*
- University of Michigan*
- University of Minnesota
- University of Missouri
- University of New Hampshire
- University of North Carolina*
- University of Northern Colorado
- University of Ohio
- University of Oklahoma
- University of the Pacific*
- University of Pennsylvania
- University of Pittsburgh
- University of Pretoria (South Africa)
- University of Texas Austin and Tyler
- University of Utah
- University of Virginia
- University of Washington
- University of Wisconsin
- Wake Forest University
- Wayne State*
- Western University (Canada)
- Woods Hole Oceanographic Institute
- Worcester Polytechnic Institute
- Wright State University
- Yale University (medical and law schools)
- York University (Canada)

*Faculty development session

APPENDIX C: Associations Client List

Associations that have booked *Rethinking Impostor Syndrome*™:

- Alberta Business Women (Entrepreneurs)
- Alliance of Comprehensive Planners
- American Association for Marriage & Family Therapy
- American Chemical Society
- American Institute of Chemical Engineers
- American Society for Mechanical Engineers
- American Society for Microbiology
- American Speech-Language-Hearing Association
- Association for Animal Welfare and Advancement
- Association of Psychological Sciences/Women in Cognitive Science
- Association of Women in Science
- Big Careers, Little Kids
- California Girls State
- Connecticut Bar Association
- Connecticut Chapter Romance Writers of America
- Delaware State Bar Association
- Helena Women's Leadership Network
- International Association of Venue Managers
- Law Society of British Columbia
- Leadership Alliance
- Massachusetts Library Association
- Michigan American Council on Education
- Michigan Women Psychologists
- Minerals, Metals, and Materials Society
- Montana Association of Female Executives
- National Association of Social Workers
- National Lung Cancer Partnership
- Newfoundland & Labrador Organization of Women Entrepreneurs
- North Carolina Chamber of Commerce
- Professional Secretaries International
- Russian Managers Association
- Romance Writers of America
- Scientistas
- Smith Executive Education for Women
- Society for Hispanic Professional Engineers
- Society of Women Engineers
- Silicon Valley Tech Forum
- UK College of Policing
- Women Engineering Program Advocate Network
- Women's Enterprise Center, British Columbia
- Women's Enterprise Center, Manitoba
- Women Entrepreneurs of Saskatchewan
- Women's Fund of Western Massachusetts
- Women in Commercial Real Estate
- Women in Manufacturing
- Women in Trucking
- Women in Cable Telecommunications
- Women of Vision (Optometrists)
- Visibility STEM Africa
- YWCA of North Central India

APPENDIX D: About The Book

What people have to say about Dr. Young's book:

EXTREMELY PERCEPTIVE AND ACTION-ORIENTED SOLUTIONS

“Young explores the “imposter syndrome”—why accomplished women are consumed with insecurity and the fear that they don’t deserve their success and that it’s just a matter of time before they’re found out. She cites Dr. Sheila Widnall, an MIT professor of aeronautics, who observes, “Treat a male student badly and he will think you’re a jerk. Treat a female student badly and she will think you have finally discovered that she doesn’t belong in engineering.” Though this is primarily female behavior, frequent quotes from celebrities of both genders provide a comforting counterpoint. It’s not, as the author wryly points out, all in our heads; men are able to go further by doing significantly less, and “striving while female” is still held to be a crime and female ambition frequently punished. How to triumph? Young presents the reasons why many women feel like imposters and how to get past these reasons; she also describes self-sabotaging behaviors and how to stop them in their tracks. Though there’s been much written on this difficult topic, Young’s extremely perceptive and action-oriented solutions shine; she urges women to focus on their actual, measurable achievements without editorializing (“just the facts, ma’am!”) and to take their cue from men and to fake it till they make it. A can’t-miss primer for business women everywhere.”

— PUBLISHER’S WEEKLY (starred review)

A MAPMAKER

“She is a mapmaker, providing guidelines for discovering our individual penchants for making unsound judgments about our competence and for dealing with inevitable failures, mistakes, and criticisms. With uplifting stories of high achievers throughout the book, she inspires us to “go for it,” making success a choice based on our values rather than on our fear of incompetence. Since remediating impostor feelings is usually a long work in progress, Young wisely advises us to alter our thoughts and to take action toward success first while dealing with impostor feelings in the background. Overcoming her own impostor feelings to bring this book to fruition is a gift to millions who want to replace fear and suffering with excitement and joy in their achievements. This work is a major contribution to the impostor syndrome literature. I am recommending this book to all my clients and students who suffer with impostor feelings.”

— Dr. Suzanne Imes, CO-COINER OF THE IMPOSTOR PHENOMENON

IMPORTANT INSIGHTS INTO THE IMPOSTOR EXPERIENCE

“Valerie Young’s book, *The Secret Thoughts of Successful Women*, provides important insights into the impostor experience of very competent women. She provides important knowledge that can help women begin to truly appreciate and acclaim their success.”

— Pauline Rose Clance, Ph.D., ABPP, CO-COINER OF THE IMPOSTOR PHENOMENON

BANISH THE IMPOSTOR FOR GOOD

“*The Secret Thoughts of Successful Women* examines a common affliction and offers tools, insight, scientific evidence, and numerous examples that aim to banish the impostor for good. Valerie Young’s diligence, passion for the subject, and belief that anyone can overcome feelings of inadequacy, duplicity, and unworthiness rings loudly throughout *The Secret Thoughts of Successful Women*.”

— NEW YORK JOURNAL OF BOOKS

MOVE BEYOND FEELING LIKE AN IMPOSTOR

“Self-doubt is common, but when it impedes you from attaining your goals, it’s time to take action. This book shows you how to move beyond feeling like an imposter so that you can achieve your full personal and professional potential.”

— Lois P. Frankel, Ph.D., author of *Nice Girls Just Don’t Get It* and *Nice Girls Don’t Get the Corner Office*

AS IMPORTANT AS THE FEMININE MYSTIQUE

“*The Secret Thoughts of Successful Women* may look like an ordinary self-help book, but there’s nothing ordinary about it. Valerie Young has given us a power tool to enrich and expand our lives in ways we may never dared to imagine. Although I’ve been vaguely aware of the impostor syndrome for years, now I not only understand it, but believe this book could inspire a new crusade to stamp out this insidious disorder that has caused so much unhappiness and wasted so much talent. I think *The Secret Thoughts of Successful Women* is as important as *The Feminine Mystique*. Quite simply, if you are a woman—or love one—this book belongs in your library.”

— Barbara J. Winter author of *Making a Living Without a Job*

[YOU] NEED TO HEAR VALERIE YOUNG’S MESSAGE

“A calm, measured book that quells that nagging inner voice that says you’re not good enough, smart enough, or prepared enough to succeed. Women who second-guess themselves need to hear Valerie Young’s message.”

— Susan Pinker Psychologist, Author of *The Sexual Paradox: Men, Women and the Real Gender Gap*

EMBRACE THE RICHNESS OF THE PERSON YOU TRULY ARE

“Valerie Young introduces us to the “Impostor Syndrome,” a fascinating pattern of thinking that many successful women feel today. If you, in any way, feel you don’t deserve your success, this is the book that will help you embrace the richness of the person you truly are.”

— Susan Jeffers, Ph. D., author of *Feel the Fear and Do It Anyway*[®] and *Embracing Uncertainty*

PROFOUND AND PRACTICAL

“Valerie Young’s *The Secret Thoughts of Successful Women* is going to help a lot of talented women break free of self-doubt. The book is profound and practical, full of insights that will show you who you really are. You’ll like what you see.”

— Barbara Sher, NY Times bestselling author of *I Could Do Anything If I Only Knew What It Was*

VALUABLE TOOLS

“Valerie Young guides women with depth and awareness of this impostor syndrome, coaching them with valuable tools on how to let go of these self-limiting beliefs and embrace their own success with authenticity.”

— Iris J. Newalu, [now former] Director, SMITH COLLEGE EXECUTIVE EDUCATION FOR WOMEN

CRITICAL RESOURCE FULL OF PRACTICAL SOLUTIONS

“I wish I could have read Dr. Young’s book twenty-five years ago when I was convinced that my acceptance into a prestigious college was a mistake; or 18 years ago when, as a new lawyer, I was naively under the impression that I could compete effectively within a department dominated by men simply by waiting to be noticed for my hard work without self-promoting; or even 12 years ago when I felt like an incompetent fraud after being promoted into my dream job. *The Secret Thoughts of Successful Women* is a critical resource full of practical solutions for the impostor feelings that plague successful women.”

— Ellen J. Duffy, VP and Deputy General Counsel, GENWORTH FINANCIAL



THE WORLD'S #1 SOURCE OF
IMPOSTOR SYNDROME SOLUTIONS



*Everyone loses
when bright people
play small.*

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