



Millions of capable people around the world secretly worry they're not as bright, talented or qualified as everyone *thinks* they are. It's called *Impostor Syndrome* — and Valerie Young has the cure.

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

No matter what we've done, there comes a point where you think, 'How did I get here? When are they going to discover that I am, in fact, a fraud and take everything away from me?'
TOM HANKS

You think, 'Why would anyone want to see me again in a movie? And I don't know how to act anyway, so why am I doing this?'
MERYL STREEP

Very few people, whether you've been in that job before or not, get into the seat and believe today that they are now qualified to be the CEO.
HOWARD SCHULTZ

Dr. Valerie Young is an internationally-known expert on impostor syndrome and author of the award-winning book *The Secret Thoughts of Successful Women: Why Capable People Suffer from the Impostor Syndrome and How to Thrive in Spite of It* (Crown Business/Random House), now available in six languages.

Her career-related tips have been cited in dozens of popular and business publications and media outlets around the world.



View Valerie's speaker video at Impostorsyndrome.com/speakervideo

ImpostorSyndrome.com 413-437-7554

Rethinking Impostor Syndrome

Core Messages

Testimonials

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

Your European Women's Leadership conference evaluations were overwhelming 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 Rethinking Impostor Syndrome event is still ringing in people's ears! Can't thank you enough, it has touched our company in so many ways .

**Crystal Chea, Associate
Director of Logistics,
HELLO FRESH**

The Need

Impostor syndrome isn't just an "interesting self-help topic." It's a bottom line issue. impostor-related thoughts and feelings lead to unproductive behaviors which are costly to individuals and their organization. If you lead, manage, mentor, consult to, or train others, you need to understand impostor syndrome.

Join the Club

A 2017 study of UK executives found 80 percent of CEOs and 81 percent of managing directors sometimes feel "out of their depth" and that they're struggling with their role. They're not alone. An estimated 70 percent of achievers —men and women — have experienced impostor syndrome. Discovering a name for these all too common feelings is the first step.

Consider the Source

Rethinking impostor syndrome requires less psychologizing and more contextualizing. When we focus solely on the role family messages and expectations play in fostering impostor syndrome, we miss the ways in which situational, career, and organizational factors can also fuel self-doubt. Seeing our individual experience in a broader context helps normalize and mitigate it.

Diversity & Inclusion

A sense of belonging fosters confidence. Conversely, the fewer people who look (or perhaps sound) like us, the less confident we may feel. People who also belong to a group for whom there are stereotypes about competence, are especially susceptible to impostor syndrome. Stereotypes matter because the fear of confirming a negative stereotype — whether related to gender, race, class background, age, or disability — has been found to cause stress which in turn negatively impacts performance. Notably, the more accomplished you are, the more this effect shows up.

The Solution

The goal is not necessarily to cure impostor syndrome. Rather it's to give people the information, insight, and tools to talk themselves down faster. It's about understanding that people who *don't* feel like impostors are no more intelligent, capable, or talented than the rest of us — they just think different thoughts. More specifically, "non-impostors" think differently about three things: Competence, failure/mistakes/criticism, and fear itself. Naturally what people want is to stop feeling like an impostor. But that's not how it works. Feelings are the last to change. The only way to stop *feeling* like an impostor is to stop *thinking* like an impostor. Fortunately "non-impostor" thinking can be learned. And it can be supported in the organization.



If You Lead, Manage, Mentor, or Teach Others Then You Need to Understand Impostor Syndrome

Praise

Yours was OVERWHELMINGLY the most well received workshop of the event! I hope this begins a long relationship with IBM.

Christine Dunbar, Director of Photomask Technology & Operations IBM

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 those 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**

I can't even begin to tell you the amount of positive feedback we have received about you, and your talk. You were extraordinary.

Kelly Stevens, Global Diversity and Inclusion Manager, BLIZZARD ENTERTAINMENT

Well done! My team and I came away from the session with a new set of tools to deal with impostor feelings. We licensed the recording to use as part of onboarding new employees. **David Darmanin CEO HOTJAR**

Corporate Clients

As a former manager at a Fortune 200 company, Valerie understands the need for a highly practical, solution-oriented approach to addressing impostor syndrome in the workplace. Her highly relatable advice has been shared with executives, managers, and professionals in the US, Canada, Africa, Russia, and Europe.

- | | |
|------------------------------------|-----------------------------|
| Allan Gray | JP Morgan |
| Allianz | Kroll |
| Altman Solon | Liberty Mutual |
| Boeing | McDonald's (Europe) |
| BD | Merck |
| Blizzard Entertainment | Methanex (Canada) |
| Boston Consulting Group | Microsoft |
| BP | Molson Coors |
| Bristol-Myers Squibb | Moody's |
| Capital Group | Motley Fool |
| Carrier | Northwest Mutual |
| Centerpoint Energy | Pfizer |
| Chrysler | PricewaterhouseCoopers (UK) |
| CIGNA | P&G |
| Coin Base | Rakuten |
| Conference Board | Raymond James (Canada) |
| Dartmouth Hitchcock Medical Center | Regeneron |
| Dell | RSM |
| Deloitte | Sabir |
| Emerson | Salsify |
| Ernst & Young | SAP |
| Facebook | Schneider Trucking |
| Google | Seagate |
| Hello Fresh | TRowePrice |
| Hendrick Health System | Turner and Townsend |
| Hotjar | UBS |
| IBM | Vanguard |
| Intel | |

Over 500,000 people around the world have attended Valerie's surprisingly upbeat and highly solution-oriented program

Praise

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

An excellent presenter bringing humor, practicality and great depth of thought sparking lively discussions among participants. I highly recommend Valerie as a supportive, informative and motivational speaker.

Sara Holtz, former Chief Counsel NESTLES

Bringing Valerie Young to talk to our group was a big success! Her talk was engaging, funny, and very relevant: it kept everyone awake and engaged even after a late night. There was not a negative comment to be had, which is really something from 100+ lawyers! I highly recommend Valerie to any legal or other organization.

Sarah L. Klinger, VANCOUVER ISLAND WOMEN ATTORNEYS

Institutes and Government

Broad Institute
CIFAR (Canada)
Martinis Center
MIT Lincoln Laboratory
H. Lee Moffit Cancer Center and Research Institute
NASA Goddard Space Flight Center
National Cancer Institute
Scripps Research Institute
Space Telescope Science Institute
Stowers Institute
U.S. Consulate, Vancouver, BC

Law Firms/Legal

Delaware Bar Association
Frost, Brown, Todd LLC
Katten LLC (Chicago, DC, & 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.
Connecticut Bar Association
Law Society of British Columbia

View speaker video at Impostorsyndrome.com/speakervideo

Praise

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**

More than 200 doctoral students, post-docs and recent PhDs hung on Dr. Young's every word. Her sense of humor helps ease the tension of this otherwise challenging topic of personal insecurity, and she interacts with the audience as she presents. Dr. Young shows that she understands them and, hence, they listen to her advice. **Julie Miller Vick [Former] Senior Associate Director of Graduate Student/Postdoctoral Fellows UNIVERSITY OF PENNSYLVANIA**

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**

Over 100 Colleges and Universities in the US, UK, Japan, Canada, and Europe

Alfred University
Amherst College
Bentley College
Boston University (3x)*
Brentwood College Preparatory
Brown University (2x)
Cal Tech (2x)
Carnegie Mellon University* (3x)
Case Western University (2x)
Claremont McKenna College
Clarkson University
Colby College*
College of New Jersey
Colorado School of Mines (2x)
Connecticut College*
Cornell University* (4x)
Columbia University (4x)
Dalton School
Dartmouth College
Duke University
Emory University
Georgetown University
Harvard University (3x)
Indiana University Medical School
Johns Hopkins University (2x)
Louisiana Tech
Maastricht University (Netherlands)
Macalester College
Marshall University
Meharry Medical College (2x)
Miami University
MIT (6x)
Michigan State University (2x)*
Michigan Technical University
Mount Holyoke College
New Jersey Institute of Technology
NYU Medical School
Northern Arizona University
North Dakota State University
Northeastern
Northwestern University
Oakland University Medical School
Ohio State University (2x)
Ohio University
Okinawa Institute of Science and Technology Graduate University
Oregon State University
Oxford University (UK)
Pennsylvania State University
Princeton University (2x)
Rensselaer Polytechnic University (2x)*
Rhythmic Music Conservatory (Denmark)\
Rutgers University*
Simon Fraser University
Smith College
Southern New Hampshire University
Stanford University* (6x)
State University of New York
Syracuse University
Texas A&M University
University of British Columbia
University of California at Irvine, Davis, Santa Cruz, Berkeley, SF
University of Colorado (2x)
University of Connecticut
University of Copenhagen
University of Hartford
University of Houston
University of Illinois
University of Iowa
University of Kansas (2x)
University of Kentucky
University of Louisville
University of Maryland
University of Massachusetts Amherst (4x)* and Lowell*
University of Michigan (4x)*
University of Minnesota
University of Missouri (2x)
University of New Hampshire
University of North Carolina*
University of Ohio
University of Oklahoma
University of the Pacific*
University of Pennsylvania (4x)
University of Pittsburgh (2x)
University of Texas Austin (3x) and Tyler
University of Utah
University of Virginia
University of Washington
University of Waterloo
University of Wisconsin (2x)
Wake Forest University
Wayne State*
Western University
Woods Hole Oceanographic Institute
Worcester Polytechnic Institute
Wright State University

Praise

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

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

Clearly Valerie's talk had a much broader interest since we more than doubled the number of people who attend our talks.

**Nicolas Schlotter, Ph.D.
Minnesota Chair,
AMERICAN CHEMICAL
SOCIETY**

Valerie's input was to the point, relevant, content rich, highly beneficial, and entertaining. She provided senior police leaders with useful insight into imposter syndrome, supplemented with practical advice on how to reframe their thinking. **Dave Houchin Senior Leadership Trainer Behavioural Skills UK COLLEGE OF POLICING**

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**

Associations and Non-Profits

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

Association of Psychological
Sciences/Women in Cognitive Sci-
ence

Association of Women in Science

Boston University Post-Doc Assoc.

Big Careers, Little Kids

California Girls State

Connecticut Bar Association

Connecticut Chapter Romance
Writers of America

Counsel for Advancement and Sup-
port of Education

Helena Women's Leadership
Network

Hampshire Country MA District At-
torneys Office

International Association of Venue
Managers

Law Society of British Columbia
Leadership Alliance

Massachusetts Library Association

Men of Color in STEM Symposium,
Cornell University

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 Organiza-
tion 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 of Women Engineers

Silicon Valley Tech Forum

UK College of Policing

Western Bankers Association

Women Engineering Program
Advocate Network

Women's Enterprise Center, British
Columbia

Women's Enterprise Center,
Manitoba

Women Entrepreneurs of Saskatche-
wan

Women's Fund of Western Massa-
chusetts

Women in Commercial Real Estate

Women in Manufacturing

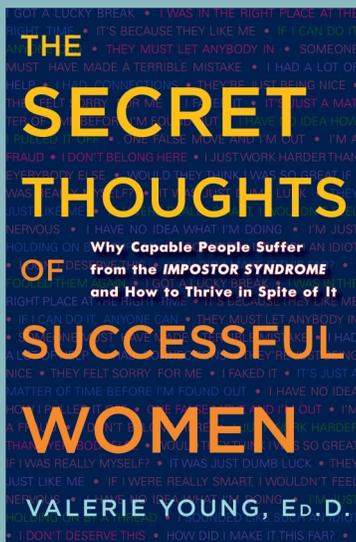
Women in Trucking

Women in Cable Telecommunica-
tions

Women of Vision (Optometrists)

Visibility STEM Africa

YWCA of North Central Indiana



The Secret Thoughts of Successful Women

Why Capable *People* Suffer from the Impostor Syndrome and How to Thrive in Spite of It

(Crown Business/Random House)

Reviews

Young's extremely perceptive and action-oriented solutions shine. A can't-miss primer for business women everywhere. **PUBLISHER'S WEEKLY STARRED REVIEW**

Valerie Young's diligence, passion for the subject, and belief that anyone can overcome feelings of inadequacy, duplicity, and unworthiness rings loudly through out. **NEW YORK JOURNAL OF BOOKS**

Women who second guess themselves need to hear Valerie Young's message. **SUSAN PINKER, *The Sexual Paradox***

This book shows you how to move beyond feeling like an impostor, so that you can achieve your full personal and professional potential. **LOIS P. FRANKEL, PH.D., *Nice Girls Don't Get the Corner Office***

Dr. Young is a mapmaker. This book is a gift to millions who want to replace fear and suffering with excitement and joy in their achievements. **DR. SUZANNE IMES, Co-discoverer of the Impostor Phenomenon**

[This book] will transform the lives of professional women. **BETTY SHANAHAN, Executive Director & CEO of Society of Women Engineers**

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, *I Could Do Anything If I Only Knew What It Was***

Thank you for your wonderful book. **ARIANNA HUFFINGTON**

Award-Winning Book in Six Languages*

"It's only because they like me." "I was in the right place at the right time." "I just work harder than the others." "I don't deserve this." "It's just a matter of time before I am found out." "Someone must have made a terrible mistake."

If you are a working woman (or man!) chances are this internal monologue sounds all too familiar. And you're not alone.

From the high-achieving Ph.D. candidate convinced she'd only been admitted to school because of a clerical error to the senior executive who worries others will find out she's in way over her head, you'd be shocked at the number of accomplished women around you, in all career paths and at every level, who feel as though they are faking it--impostors in their own lives and careers.

While the impostor syndrome is not unique to women, for a host of reasons they are more susceptible – and it holds them back more.

They often unconsciously overcompensate with crippling perfectionism, over-preparation, by maintaining a lower profile, withholding their talents and opinions, and never finishing important projects. When they do succeed, they think "*Phew*, I fooled 'em again."

In her decades of in-the-trenches research, Dr. Valerie Young has uncovered the often surprising reasons why so many accomplished women experience this crushing self-doubt. In *The Secret Thoughts of Successful Women*, Young gives these women the solution they have been seeking.

Combining insightful analysis with effective advice and anecdotes, she explains what the impostor syndrome is, why fraud fears are more common in women, and how you can recognize the way it manifests in your life. With her empowering, step-by-step plan, you will learn to take ownership of your success, overcome self-doubt, and banish the thought patterns that undermine your ability to feel—and act—as bright and capable as others already know you are.

*English, Korean, Italian, Czech, Russian, Portuguese



Bring This Program to Your Organization

Speaker Fees for Keynotes, Interactive Talks, & Workshops

Virtual	On-Site*
\$7,500	\$15,000

Valerie Young's *Rethinking Impostor Syndrome*TM can be delivered as a 45-50 minute keynote, 90 minute interactive talk, or a 2-3 hour interactive workshop either virtually or on-site.

Discount pricing is available for clients who book more than one on-site session on the same day.

Recording of the presentation for on-going internal use is available under separate contract for an additional licensing fee.

Discounted pricing on books is available (US only)

Fees are US currency

*Plus reasonable and customary travel. Business class airfare for total flight length of 4 or more hours

See next page for strategies for organizations on a budget

Being realistic is the most commonly traveled road to mediocrity.

Will Smith

Strategies for Organizations on a Budget

Clients who initially thought it was unaffordable to bring *Rethinking Impostor Syndrome* to their organization have found a variety of creative ways to make it happen.

Corporate

Womens Employee Resource Groups can co-sponsor an engagement with other ERGs, e.g. employees of color, veterans, employees with disabilities, single/working parents, new hires, older employees, etc.

Law firms and other professional service providers can take advantage of the multiple session discount to offer a general continuing education program as well as separate sessions for first-year attorneys, women, or attorneys of color, and/or a client appreciation/networking event.

Professional Associations and Non-profits

To off-set costs you might:

- Charge members and/or non-members a fee to attend and use as a fundraiser
- Partner with one or more corporate /business sponsors
- Host a book signing and sell books at a profit

Higher Education

Tap one or more of these campus office or associations for partial funding:

- Office of diversity/inclusion
- Office of student, graduate students, or post-doc scholars affairs
- Graduate student organization/union
- Provost office
- Faculty development
- Women's center
- International student affairs or student organization
- Multi-cultural student affairs
- Office of disability services
- Career center
- Alumni affairs (offer an evening program for local alums)
- Mental health/wellness center
- Staff training and development
- Women and/or minorities in science/engineering program
- Campus or local chapter of Society of Women Engineers, SACNAS, Society of Black Engineers, etc.

For a nominal additional fee, multiple programs can be scheduled for different audiences