Who has it? initially discovered in high achieving women studying and in academia later found in to be in other populations too Maybe higher in women, research goes both ways Maybe higher in some ethnic groups, studied in African Americans

Minorities
New endeavour neighbourhood organiser and suggesting I be a council candidate

What are the characteristics?
How does it work? attribute successes to outside factors - luck, colleagues
attribute failures to themselves
found to be far more common in women than men
women viewing ourselves as phony is consistent with societal view that we aren't competent
worse for African American women
easier to not internalize success than go against the views of society!
often believe that intelligence is fixed rather than malleable
motivated by performance goals, try to prove intelligence
when fail - react 'helpless' way, blame selves, withdraw from task, anxiety, shame
overriding concern with others' impressions, idealised self image
self worth unusually dependent on others - external validation goes away, fall apart

Success does not fix it because they dismiss the success disregard if there is any gap between their expectations and performance repetitions of success show dif between actual and ideal standards, make it worse deny our competence, discount praise

Desire to be the best will be the biggest fish in a small pond (school) then go to uni - lots of bright people, not the best anymore conclude that they are stupid because they aren't the best anymore

Fear and guilt about success

mistrusting others

Low affiliation
in women. enjoyable involvement with other people

Low play don't do things for fun

Impulsivity low in women, high in men

Need for change low in women, high in men
Low need for order in men
What childhood circumstances create it? Generally either

has a sibling or close relative that was the designated 'intelligent' family member
the woman is then told that she is the 'sensitive' or socially adept one, not the smart one
or, told that they are superior in every way and success will come easily
Then they can't cope with when it doesn't
Family valueing success with little effort
descrepency between feedback and actual success
lack of positive reinforcement - "nothing you do is ever good enough"
IP higher when family cohesion and expressiveness are low, family conflict and control high. Accounted for 12 of variation
if not supported or approved may feel achievements are dismissed, unimpressive, unimportant.
shame, humiliation and inauthenticity common with lack of +ve reinforcement
IP highly correlated with need to please others in family
try to live up to idealised image to win approval

Personality traits "common among individuals with particular personality
traits (e.g. neuroticism, achievement-orientation), have perfectionist expectations over work" inverse with conscientiousness

Work circumstances that contribute highly competitive, stressful occupations

what about peer review?
higher in untenured faculty - probably maps to staff on fixed term contracts
not studied in tech, but higher in systems librarians than other librarians
high tech knowledge requirements, constant technical change, feel out of date
translate to devs - expectation to keep up with emerging tech
tendency to focus on what colleagues know that we don't
how many new js frameworks should we learn per week?

Racial issues studied in African Americans

people's presumed incompetence in African American women
vital for them to establish self worth and self reliance - others assessment will be unfairly negative
Group counselling with other African American women is very effective
more comfortable with people like them, see the ridicilousness of others IP
similar situation - share strategies

Self presentation
Do not want to appear imperfect, but actually openly disclose their imperfection.

Is it an interpersonal strategy rather than self evalution?

could be to avoid negative interpersonal implications of future failures

only express lower performance expectations when they know others see it

correlated with other favourale impression management strategies

makes *lots* of sense for women in tech, since being seen as competetent makes you less likeable

Behaviours that preserve it
Intellectual Inauthenticity
chose not to reveal ideas or opinions

tell people what they want to hear

intellectual flattery - writing according to their teachers' biases

or for a developer - implementing it how the more senior developers or tech lead would want, not what you think is best

remaining silent in face of opposing view points

prevents them from finding out what people would think of their authentic views

maintains imposter syndrome

Charm
aim to be liked as well as recognised intellectually

finds a candidate she respects, then tries to impress to gain approval

studies them, figures out how to impress them, sets about winning them over

may pick up ttheir hobbies listens with understanding and concern

usually gains approval, but doesn't work

will never believe the praise because it's based on liking her

if she was really that bright, would she need the outside approval?

Avoiding displays of confidence
Many women have a motive to avoid success, a well justified fear of rejection or being seen as less feminine

denying their success allows them to live out achievement orientation while allaying some fears about being a successful women

What are the consequences?
Poor mental health
Bouts of depression and anxiety

Emotional exhaustion
stress part of burnout - fatigue, depression, emotional and cognitive distancing - low work satisfaction and performance

Psychological distress

Low self confidence

Lower job well-being, satisfaction and performance

Low self-efficacy
attribute initial success to ability - higher self efficacy

higher self efficacy related to higher performance

performance analysis in early life super important - provides anchor, influencing later attribution

Ways to cope

Mentoring
They can normalise the feelings

emotional support

instrumental support (tangible help with specific problems)

challenge to accept praise

even helpful if they don't discuss IP

mentors can be the target of unfair comparisons - 67 don't directly discuss with mentor

Positive reinforcement

Identify feelings
awareness is first step to change

Reality check
question the thoughts

Differentiate between feelings and reality

Humor

Distracting thoughts or activities

Social support
discuss feelings, get perspective

Reduce dependency
on external validation for self esteem internalise self worth

What to do?

Talk about it
discuss it in your workplace, like the group therapy sessions

Be aware when people show it yourself and others

I had such bad IP I thought 'they have IP, but I'm right!'

Challenge people to accept positive feedback

Get perspective from people that will evaluate you fairly

don't charm them