



STEPPING UP TO LEAD

WITH CLARE JOSA



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If you have any questions, please let
Clare know:

hello@clarejosa.com

or book a call:

www.clarejosa.com/call/



THE LEADERSHIP CHALLENGE

We want to have diverse teams at all levels of a business, but at the most senior levels that is still hard, despite the work that has been done with gender and BAME equality.

Progress on closing the gender pay gap has stalled and there is often still a lack of suitably experienced female and BAME applicants, when senior roles come up.

Quotas aren't the answer, because we don't want a culture where someone feels they only got a job due to their gender or ethnicity. And even if we proactively promote people, they can struggle and sometimes even quit, just months into the new role.

Rising stars hit invisible glass ceilings and don't apply for the promotion we might have expected them to. And if they get it, they can have a complete personality change, suddenly becoming a micro-manager, or even turning their team toxic.

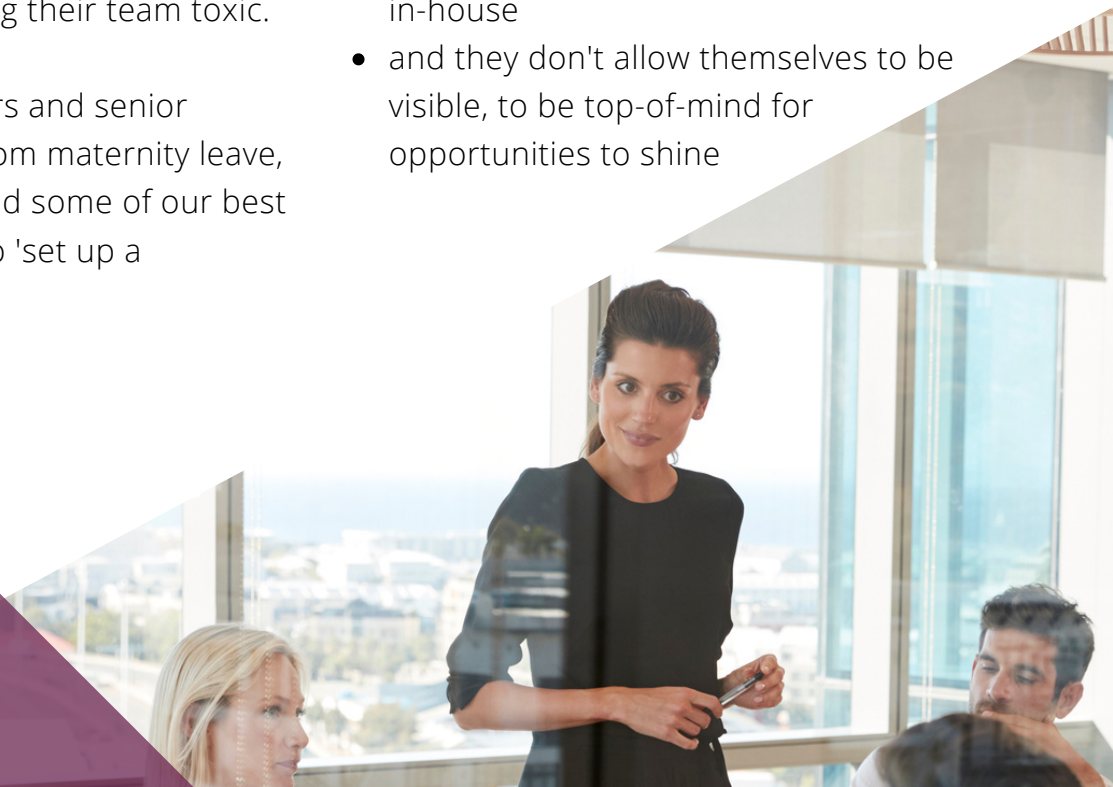
We might find rising stars and senior women not returning from maternity leave, taking us by surprise, and some of our best performers leaving to 'set up a consultancy'.

And stress levels and burnout are triggering high-achieving staff being signed off sick, affecting resilience, damaging performance, slowing down projects, or causing valued team members to leave.

Clare Josa's [landmark research study in 2019](#) found that these surface-level issues have a common underlying cause: Imposter Syndrome - the secret fear of us being 'found out' as not good enough, despite the outside world thinking we're confident.

Team members use coping strategies to try to hide this, but it still triggers subconscious self-sabotage behaviours that mean:

- they don't speak up with their best ideas
- they overwork, to compensate for their fears, increasing stress and impacting performance and absenteeism
- they are more likely to leave a company they love than to apply for a promotion in-house
- and they don't allow themselves to be visible, to be top-of-mind for opportunities to shine



IMPOSTER SYNDROME IN YOUR TEAMS

It's potentially affecting half of your team members.



The 2019 Imposter Syndrome Research Study showed that approximately half of the workforce had struggled with it 'daily' or 'regularly' in the past year alone. The figure was even higher for women in leadership roles, as we'll cover shortly.

Although incidence rates are similar for male and female respondents, the way they handle it is very different. And this disproportionately disadvantages women. Here are some of the self-sabotage behaviours triggered by Imposter Syndrome in **female respondents**, in the **past year alone**:



35% had not put themselves forward for a promotion or award they knew they deserved



50% had not taken credit for their success or had claimed it was a team effort



56% had kept quiet with their best ideas or not spoken up, when they knew they had the answer



72% had felt worried or anxious, due to Imposter Syndrome, at a level that affected their performance

Full White Paper:

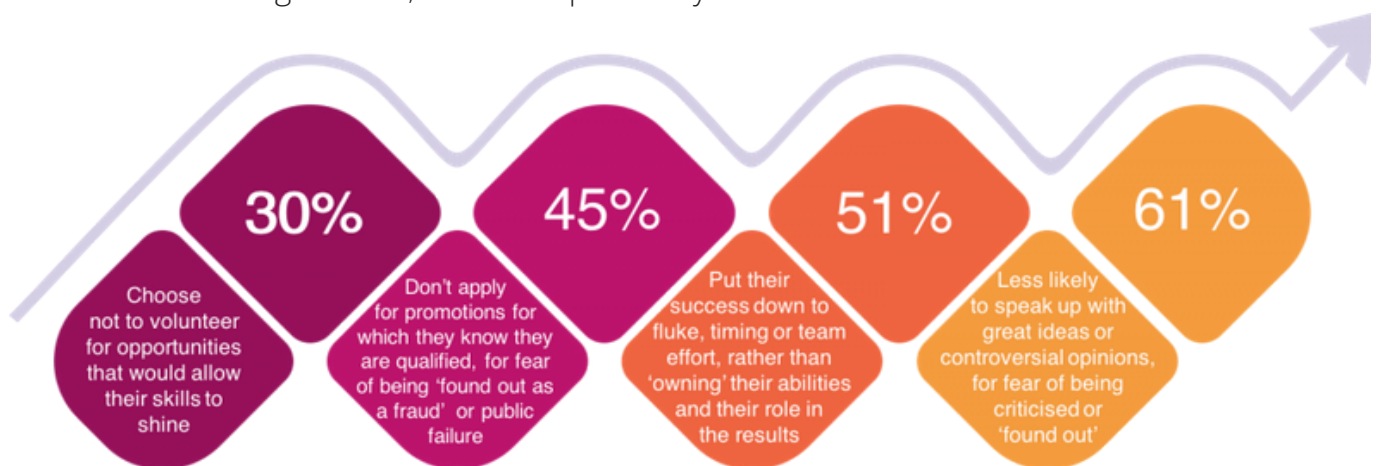
DitchingImposterSyndrome.com/research/

HOW IMPOSTER SYNDROME FEEDS THE GENDER PAY GAP & EQUALITY

The hidden reasons why progress is stalling.

Imposter Syndrome was found to be one of three hidden factors in the gender pay gap, the other two being the alpha-male culture at senior levels in many organisations, and the lack of flexible working / increased out-of-hours commitments in leadership roles, that led to women feeling they had to choose between their career and their family.

The research found that male respondents tended to 'push on through' - leading to stress and anxiety down the line. Whereas female respondents tended to take actions that subconsciously sabotaged their success, waiting until they felt 'ready' before applying for promotions. For example, in the past year alone, female respondents reported having taken the following actions, due to Imposter Syndrome:



And 37% of female respondents said they hadn't asked for a pay rise or promotion they knew they deserved, in the past year.

Men were more likely to 'push on through' their self-talk worries, and take action on their career anyway, applying for and winning jobs which they knew would be a stretch. This approach can lead to future mental health issues.

Women were more likely to feel inadequate as a result of Imposter Syndrome and therefore not apply for promotions until they felt fully qualified - a time that often never came.

For more on this, see Clare's [LSEG Spark keynote](#) on Imposter Syndrome & The Gender Pay Gap



HOW IT CREATES GLASS CEILINGS

If you've been trying to achieve gender and BAME equality in senior roles, Imposter Syndrome is probably the reason why haven't yet had the success you hoped for.

Imposter Syndrome can have a crippling effect on confidence, and a huge mental health impact, even for a woman who seems outwardly successful.

One of the classic signs of Imposter Syndrome is that you think you're the only person who feels that way, and that everyone else has their act together. So you work really hard to hide it.

Imposter Syndrome makes women more likely than men to take actions that would sabotage their promotion and pay prospects, as shown above, as well as damaging their performance.

Women were found to be less likely to take credit for their achievements, attributing them to a team effort, which caused them to be overlooked when a promotion came up, in favour of a male colleague who was more likely to publicly 'own' his success.

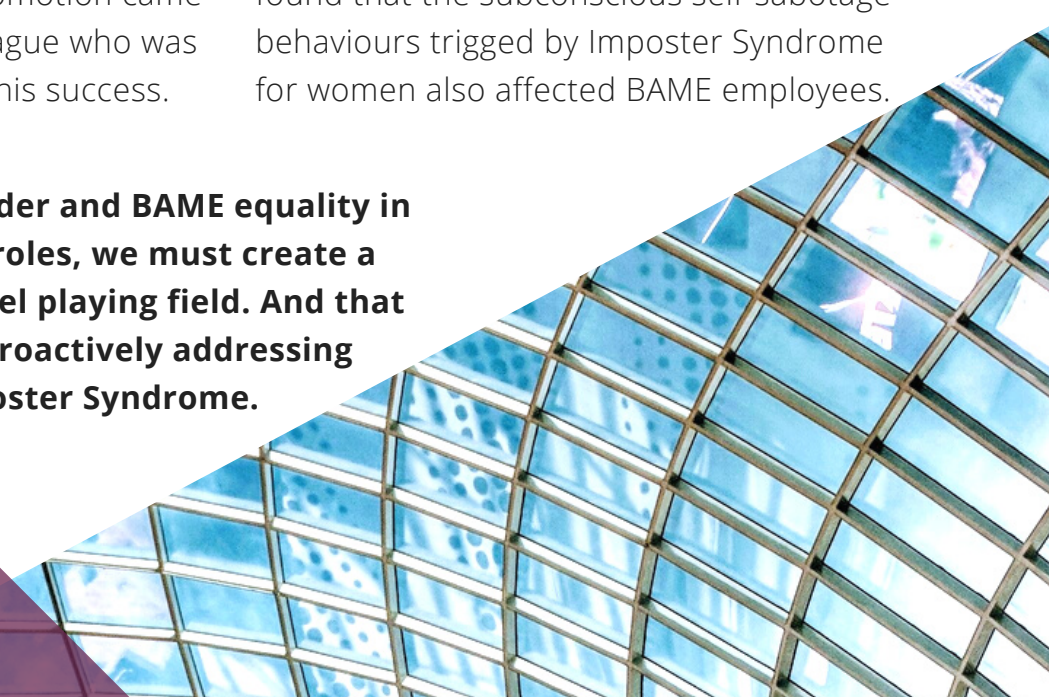
The research found that female 'rising stars' will often leave a company, rather than go for a senior level promotion, for fear of public failure if they don't get the in-house role, so companies are losing their best women, due to Imposter Syndrome.

It also found that a senior level promotion reduced Imposter Syndrome for most men, because they felt it was 'validation'. Whereas, for women, it severely increased it, because they felt they were under a spotlight and therefore more likely to be 'found out' as 'not good enough'.

This caused them to either leave the company or pre-emptively turn down the promotion.

And it's not just women. The research study found that the subconscious self-sabotage behaviours triggered by Imposter Syndrome for women also affected BAME employees.

To create gender and BAME equality in leadership roles, we must create a genuinely level playing field. And that includes proactively addressing Imposter Syndrome.



HOW TO SPOT THE WARNING SIGNS

The research showed that warning signs of Imposter Syndrome include someone who you think would have been ideal for a promotion or opportunity to shine not taking it up, and justifying as being 'too busy' or 'not the right time'.

You may find team members holding back on great ideas in meetings or 'freezing' when put on the spot to answer a question you know they can handle.

You are likely to see anxiety and stress levels rising, as resilience decreases. This can make someone short-fused, creating conflict, affecting the wellbeing and performance of the wider team.

And female team members may be reluctant to step up to leadership roles, or they leave soon after being offered or starting a promotion. It's also a major factor in senior women not returning after maternity leave.

The 4 Ps Of Imposter Syndrome

The 4 Ps are a way of measuring the impact of Imposter Syndrome, by looking at behaviours.

People-pleasing means you take actions to feel like you belong. These can include shifting your priorities, to please others, or pretending to be someone you're not.

FAWN

68%

People-Pleasing

Perfectionism means projects take longer & people work overtime, reducing performance and risking burnout.

It can also turn a rising star into a micro-managing bully-boss, as they pass on their fear-based perfectionism to their team.

FIGHT

16% - 52%

Perfectionism

Project paralysis is where we ignore an important goal until the deadline forces us to take action, and we use the fear-based adrenalin to push on through and get it done.

53%
Paralysis

FREEZE

70%
Procrastination

FLIGHT

Procrastination means we fill our time with 'busyness' and tasks that are like dancing around the one we're avoiding.

THE COST TO COMPANIES

Day-to-day, Imposter Syndrome causes people to hold back on their best ideas, which costs businesses in terms of innovation and creativity, with missed opportunities. The individual's subconscious self-sabotage behaviours can have a direct impact on the company's goals and **profit**.

It also affects **productivity**, because the 4 Ps of Imposter Syndrome (perfectionism, procrastination, project paralysis, people-pleasing) mean tasks take longer and are delayed.

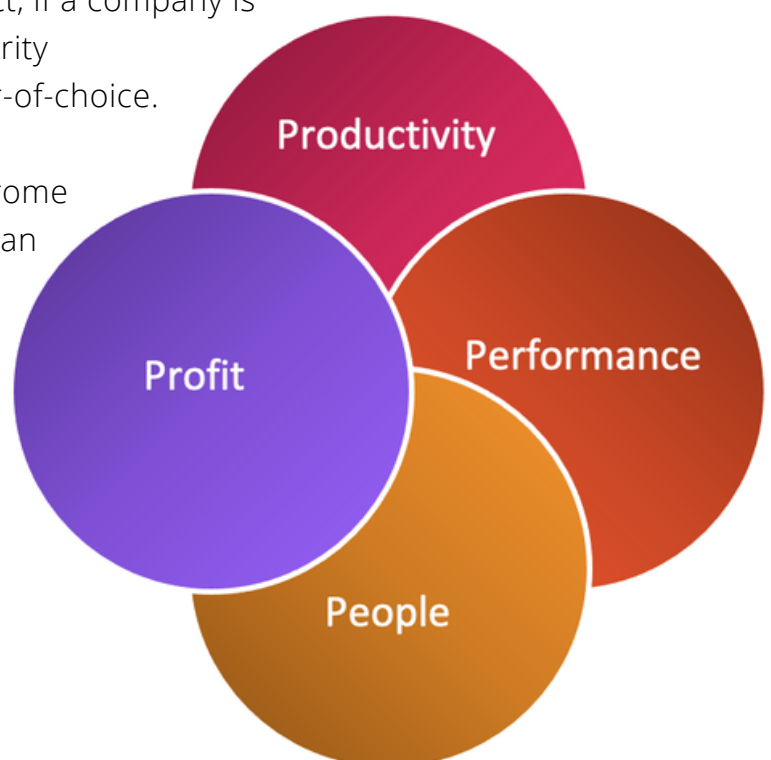
It affects **performance**, because the stress caused by hiding Imposter Syndrome and its coping strategies

It affects **people**, because you won't be getting the best from team members who are struggling with Imposter Syndrome and you will be missing out on some of your best performers, who will hold back from applying for leadership roles. Perfectionism can turn a former rising star into a micro-managing bully-boss, which can create a toxic working environment that causes your best employees to leave.

There is also the direct cost of replacing an employee who leaves, due to their own or someone else's Imposter Syndrome, which is recognised at being at least one year's salary, for senior roles.

And there's the potential reputation impact, if a company is struggling to achieve gender and BAME parity - and is no longer considered an employer-of-choice.

Contrary to popular belief, Imposter Syndrome is not incurable. There are solutions that can create breakthroughs in as little as a few weeks. So it is essential that companies have processes in place to identify and support those who struggle with it.



HOW IMPOSTER SYNDROME & COVID ARE AFFECTING BURNOUT & RESILIENCE

Imposter Syndrome can be thought of as being the gap between who we currently see ourselves as being, and who we think we need to be, in order to achieve a goal. That gap can feel like a ravine. So to get across the ravine, we build a 'bridge of coping strategies'.

Walking across that bridge takes effort and willpower, pushing ourselves through our fears. And it triggers stress (often chronic) and anxiety, as we lie awake at 3am each morning, wondering whether today will be the day our 'luck' runs out and we get 'found out'.

But with lockdown, the extreme stress of the 2020 Covid-19 situation, and the sudden shift to remote working, for so many people, those coping strategies are no longer working.

The additional stress and anxiety from lockdown and the uncertainty over Covid-19 has effectively cranked up the dial on our inner stresses, making Imposter Syndrome worse.

Recent research shows that many people are now in 'hypervigilance', with their nervous system wired to be on the constant look-out for perceived threats, which include potential criticism. And the fear of rejection has increased, as our sense of belonging decreased, with the sudden imposition of remote working.

This chronic stress, and the brain being 'wired' to spot threats means we're less resilient. The exhaustion caused by chronic stress, and the additional work people have put in to juggle lockdown-working with family responsibilities, means many are close to burnout.

- 1 HYPERVIGILANCE**
Chronic stress puts us on high-alert for threats, leading to anxiety and even Complex PTSD.
- 2 FEAR OF CRITICISM**
Because Imposter Syndrome is about who we *are*, we take criticism personally.
- 3 FEAR OF REJECTION**
We need to feel we belong to our tribe, so we change who we are to fit in and feel safe.



STEPPING UP TO LEAD

Stepping Up To Lead is a ground-breaking leadership development program that addresses the root causes for Imposter Syndrome, burnout, and lack of resilience, so that people can step up to become the leader they were born to be.

It's a sticky-plaster-free zone, going beyond 'the mindset' and 'coping strategies' that are taught in standard coaching and training.

Instead, it supports students to release the deeper, hidden, identity-level drivers that trigger Imposter Syndrome, so they can truly set themselves free from it.

With Stepping Up To Lead, they are finally able to take off the often subconscious masks and armour we wear, to feel safe, so they can show up as all of who they really are and fulfil their potential, personally and professionally.

And, as they progress in their leadership journey, this helps them to empower others to do the same. The ripple effect benefits everyone in their team.

In just a few weeks, students report:

- Escaping the 3am negative self-talk that used to plague them, noticing that their inner dialogue is now much more encouraging
- Speaking up confidently with their best ideas in meetings, where previously they'd have held back, and getting a great response
- No longer feeling like they're on the emotional rollercoaster of worrying about what others think of them, and changing their behaviour to please them
- Feeling more naturally resilient, having a longer fuse, preventing burnout, and feeling less stressed and anxious
- Applying for promotions or opportunities they'd have previously talked themselves out of - and getting them!
- Able to influence upwards, have more impact, and handle difficult conversations with more ease
- Feeling their voice is heard and that they're having more impact, even in a noisy world

At last! After twenty years in HR, this is a leadership development programme that actually creates change we can measure!

Lisa, HR Director

THE FOUR PHASES OF THE PROGRAMME

The course outline of this research-backed curriculum is [here](#).

Phase One: Courage

Designed to get you results you can feel, fast, stage one gives you the courage to make changes right away, creating breakthroughs, fast. And it's where you start turning your inner critic into a cheerleader.

By the end of this first month you'll be finding yourself speaking up, where previously you'd have kept quiet, getting better results, with less effort, and letting go of the 4Ps of Imposter Syndrome: Perfectionism, Procrastination, Project Paralysis, and People-Pleasing.

Phase Two: Unshakeable Confidence

This is where you'll be ready to take off the secret masks that hold us back from being all of who we really are, and you'll discover how to make yourself Imposter-Syndrome-proof, no matter how many comfort zones you stretch (and that will feel easier, too!)

By the end of this second month, you might find yourself stepping up for opportunities to shine that previously you'd have talked yourself out of. And people might be asking you what your secret is!

Phase Three: Clarity & Passion

This is about allowing yourself to become the leader you were born to be. It's about connecting deeply with your inner voice, so you can influence authentically and have the impact your ideas and dreams deserve.

You're likely to be feeling fired up and excited about your future, knowing how to shift what you're doing so you feel fulfilled, rather than 'going through the motions', and you'll notice that the people are listening more closely to what you're saying and you're having more impact.

Phase Four: Implementation

Support continues for a further nine months, to help you to integrate and apply what you have learned.

But there's no rush: you get lifetime access to the main training and any future updates.

THE PRACTICAL ASPECTS

How Is The Training Structured?

Each phase of the training is broken down into modules with key outcomes, with short video lessons, guided audios, self-mentoring processes, or practical in-office exercises, to help you to create breakthroughs in ways that are fast, fun and forever.

What Support Do I Get?

This programme is a blend of self-study online training - something Clare Josa has specialised in for 15+ years - plus individual and group support.

This gets you better results than self-study, because you have 1:1 and small-group accountability and can get answers to your questions, and learn from others' questions.

It creates breakthroughs faster than just 1:1 coaching, because you're learning on a self-study basis about how to turn your inner critic into a genuine cheerleader, how to clear out limiting beliefs, how to make comfort zones a thing of the past, and your 1:1 sessions are then just for 'sticky' blocks.

In just three months, Stepping Up To Lead creates a similar shift to 12-18 months of 1:1 coaching or a 2-week residential intensive leadership development programme.

You will have:

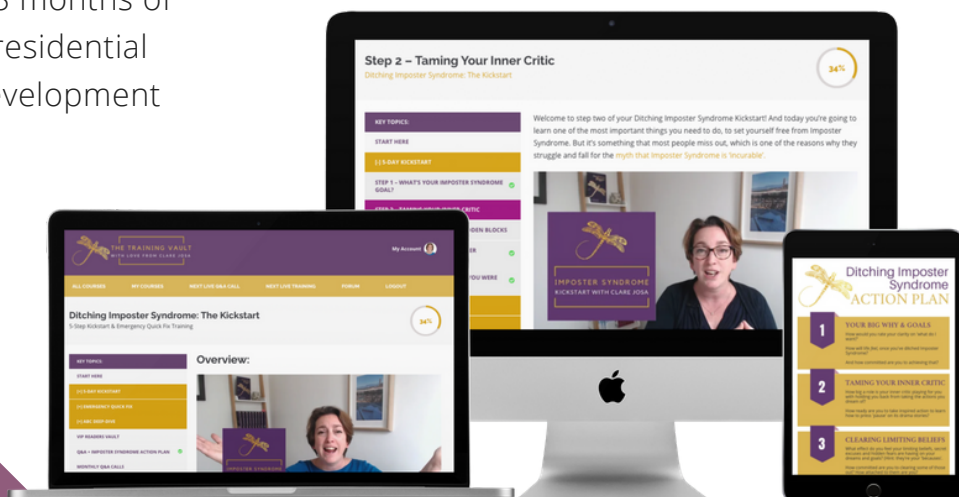
- 10 self-study modules, over 12 weeks
- An optional fortnightly group Q&A call for three months
- Three 45-minute 1:1 mentoring session with Clare or one of her Certified Imposter Syndrome Mentors
- A further nine months' access to monthly group Q&A calls after the first three months

How Long Does The Programme Take?

This training is in bite-sized chunks, to fit in with busy schedules, and each module takes about two hours per week of study and practice time. There are two integration weeks to allow you to catch up, if you get behind.

How Long Do You Get Access?

Your membership of this programme gets you lifetime access to the training materials, and any future updates, and 12 months' access to the monthly group Q&A calls for on-going support.



WHAT PAST PARTICIPANTS SAY

"I wish I had had this training twenty years ago!"
KS - Compliance Director, International Bank

"I'm no longer putting on a mask to go into meetings. I'm so excited about getting to be who I really am.

I'm more fun at work now, less serious (that was a mask) and it has really improved my relationships with colleagues - and it's getting more business from clients.

MP, Client Lead, FTSE-100 Company

I've been working in a toxic leadership team and looking for ways to escape. It was massively triggering Imposter Syndrome for me. But since this course, I now ride those waves, with confidence levels I've never experienced before.

I'm also now able to take action to speak up and have been seeing improvements in others' behaviour, too.

KD, Global Head, FTSE-100 Company

"My boss has really noticed the difference. He said even my posture has changed! And I've gone from being secretly terrified of leading virtual events for the company to actually enjoying them. People are asking me what my secret is!

I'm so much more confident now in leading our communications team in these difficult times. And next month I'm taking my Chartership exam - something I would never have been able to do, before this course.

SP, Head of Comms, Insurance Company

I no longer feel that pang of nerves in meetings when I need to talk about a proposal. I'm speaking up regularly with ideas I would have previously kept quiet about. And I'm seeing the difference it is making for next year's projects.

JF, CFO, Highstreet Brand



WHY WORK WITH CLARE JOSA

Clare is considered the UK's leading authority in Imposter Syndrome, having specialised in it since 2003, published the best-selling book *Ditching Imposter Syndrome*, and having led the 2019 Imposter Syndrome Research Study. She is an international keynote speaker on the topic.

After a career in corporate roles, including being Head of Market Research for one of the world's most disruptive brands, Clare has spent the past fifteen years specialising in helping business leaders to set themselves free from Imposter Syndrome.

An expert in the neuroscience and psychology of performance, and a professionally certified trainer, her original background as a Six Sigma Mechanical Engineer means her inspirational approach is grounded in common sense, helping you to create breakthroughs in minutes, not months.

Her work goes beyond 'mindset', so you clear out the root-cause triggers that mean the surface-level symptoms and 'coping strategies' disappear.

Clare has been a certified NLP Trainer and Coach since 2003. She is the author of eight books and she has created the world's only post-grad certification programme for in-house and external coaches to become Certified Imposter Syndrome Mentors.

Clare's 2020 clients have included:



WHAT'S THE INVESTMENT?

The costs to businesses of Imposter Syndrome, in terms of people, performance, productivity and profit, as well as gender and BAME equality, are huge. Losing out on a brilliant idea, because Imposter Syndrome made someone hold back, could cost millions. Having a team member who can't fulfil their potential is a huge waste. Replacing a rising star who leaves your company due to Imposter Syndrome has been shown to cost up to a full year's salary.

Stepping Up To Lead is the equivalent of at least a two-week residential leadership development programme, which would have cost upwards of £20,000 per person. However, the blended nature of this programme means your teams can now achieve the same outcome in a way that fits their busy schedule, for a fraction of the investment. There are three options:

Stepping Up To Lead - £4,995+VAT

The full three months of training, fortnightly group calls and three 1:1 sessions with one of Clare's Certified Imposter Syndrome Mentors.

Stepping Up To Partner / Director

Not everyone wants to be part of a group programme, so there is the option to work through Stepping Up To Lead over three months with Clare, with fortnightly mentoring and a 1/2 day deep-dive VIP day.

This is ideal for those who are moving up to Director level or who want to become a Partner. It's also great for on-boarding people into senior roles.. The 2021 investment is £9,995 +VAT.

1:1 With Clare - The C-Suite LeapTM

This is most suitable for those who want to make the next leap into the C-Suite, or from C-Suite to CEO.

To do this level of work with Clare 1:1 typically takes 6-9 months and costs around £5,000+VAT per month, depending on the level of support you want.

You have full access to the online training from the group programme, but you will have a bespoke approach that is tailored to your individual needs, and significantly more 1:1 support, including off-site VIP days, to clear blocks and create breakthroughs.

Clare only has a few places for 1:1 clients at this level each year.

FAQS FOR PARTICIPANTS

Can My Company Fund This?

Yes. In fact, getting your company to sponsor this programme is the best way to guarantee you will have the support you need from them on the next stage of your leadership development journey.

We can arrange to invoice your company directly, but this must be paid in full, before you start the programme.

How Do I Fit This In Around My Work?

To get the most from this course, it's important to allow 1-2 hours per week, most weeks, for studying, implementing or joining your group or individual calls.

Clare knows what it's like to be busy, so the programme is designed to be easy to follow in short chunks, for which most people can find the time.

And you'll be ditching perfectionism, procrastination, project paralysis and people-pleasing, so Stepping Up To Lead effectively *creates* time for you!

What About Accesibility?

Stepping Up To Lead is designed to be accessible for those with hearing difficulties or for whom English is not their first language. All videos have professionally created subtitles and can be played at a slower speed, if needed.

How Many Are There In A Q&A Group?

This varies, but it's usually fewer than 12 people on a call. This means you'll get the individual attention you need, whilst also learning from others' experiences.

Are There Face-To-Face Elements?

Due to Covid-19, this is a 100% online programme, which you can access from anywhere in the world. The live Q&A calls are held via Zoom.

Clare has over a decade's experience in running virtual programmes of this nature, so you will get the same depth of learning and benefits as you would with face-to-face training with Clare.



FAQS FOR L&D MANAGERS

How Do We Measure The Impact?

At an individual level, participants in Stepping Up To Lead assess the progress they have made at three key points in the programme. They are encouraged in each module to be aware of the shifts they have created and how their behaviours change.

On a company basis, in as little as three months, you can see an increase in the numbers of female and BAME applicants for leadership roles, as well as an increase in those being top-of-mind.

It's important to agree at the start of working together what your core objectives are for using Stepping Up To Lead as an intervention, and Clare can then work with you to support you in tracking those metrics.

Why Now?

Covid-19 and remote working have created a 'perfect storm' for Imposter Syndrome. High-achievers who were previously 'coping' are now close to burnout, or even considering leaving. If this is the right solution for your teams, delaying action is a wasted cost.

How Do We Identify Who Would Benefit Most From This

Clare can work with you to create a behavioural checklist, to help you identify those who would most benefit from Stepping Up To Lead.

She also offers short interviews, if someone isn't sure whether Imposter Syndrome is the underlying issue for them, to help them - and you - to make an informed decision.

We Haven't Done Anything On Imposter Syndrome So Far - Why Start Now?

Stress levels have never been higher. And the challenges facing individuals and companies are unprecedented. This means you need your teams working at their best.

And at the same time, that stress causes the Imposter Syndrome Gap to widen, so the 'bridge of coping strategies' no longer works, which is why we're seeing Imposter Syndrome severity and burnout rates soaring. It's no longer a problem we can hope will go away of its own accord.



FAQS FOR L&D MANAGERS

We Don't Have Enough L&D Budget

L&D budgets can be tight. They're usually reserved for practical training, such as IT skills.

But the cost of Imposter Syndrome affects many areas of a business:

- D&I, as we struggle to close the gender and BAME equality gaps
- Talent retention - as rising stars leave and high-achievers don't return from maternity leave
- Internal goals and external shareholder value, as team members don't fulfil their potential and hold back on their best ideas

This is why it's so important that the funding of Stepping Up To Lead isn't just left to the L&D teams, but is shared around the wider beneficiaries. Past clients have often funded this with their consulting budget, for example.

If We Invest This Much In Someone, How Do We Know They Won't Just Leave?

Ironically, your high-performers are actually more likely to leave if they *don't* get support on clearing Imposter Syndrome, as shown by the research study.

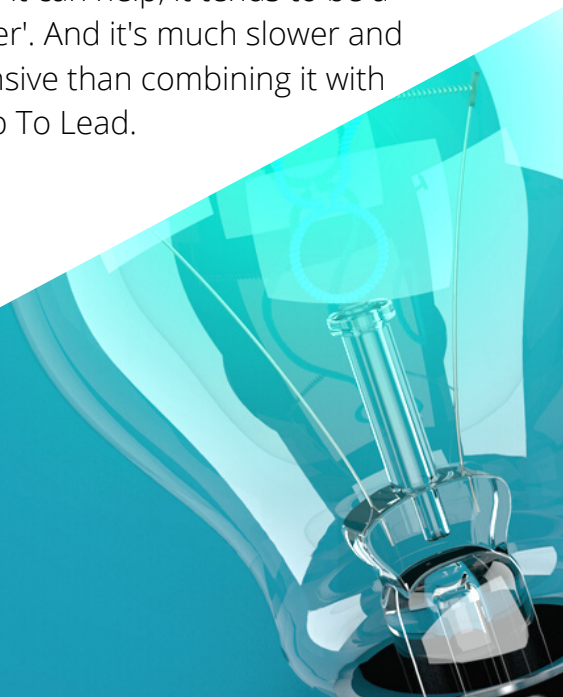
Companies who invest in their employees' personal and professional development create loyalty, with more highly engaged employees and better staff retention.

And you'll also be reducing the risk of those without Imposter Syndrome leaving, due to the behaviour of those who have it.

Why Not Just Coaching?

Classic coaching is about mindset and helping people to overcome minor blocks. This doesn't work deeply enough to address the root causes of Imposter Syndrome.

So although it can help, it tends to be a 'sticky plaster'. And it's much slower and more expensive than combining it with Stepping Up To Lead.



HOW TO GET STARTED

If you are self-funding this programme, you can register and get started in the next five minutes by visiting:

www.ClareJosa.com/SteppingUpToLead/

A payment plan is available for self-funded students.

If your company is funding this programme, or you want to book multiple places, please schedule a call with Clare here:

www.ClareJosa.com/call/

You can get answers to any questions you may have, and discuss your company's process for approving this programme.

Once the invoice has been paid, you'll get access to Stepping Up To lead, as soon as you are ready to start.

If you have any questions before applying, please let Clare know:

hello@clarejosa.com

or book a chat:

www.clarejosa.com/call/

