Phil Wilcox
Hello and welcome to the Emotion at Work podcast, where we take a deep dive into the human condition. And welcome back to our special episodes that we're looking into the impostor phenomenon, and in particular in terms of looking at it from a manager's point of view, in terms of getting the maximum amount that people that may be struggling with impostor feelings or with impostor phenomenon. And in the second part here, or in the second episode with our guest Hanne, we're going to dive into how to manage and get the best out of people with impostor thoughts in a one to one employee/manager relationship. So, if you haven't listened to the first episode yet, I would definitely suggest that you go back and listen to that first, because what that does is it sets a lot of the groundwork for where we're about to go next. So if you haven't had the chance to do that yet, pause this episode, go back, listen to episode one. We'll put a link to it in the show notes so it's nice and easy for you to find, and then come back and listen to this episode. Okay, so let's get our guest back on the air. Hanne, welcome back.

Hanne Vincent
Hello.

Phil Wilcox
Thank you so much for your time again for recording this, the second of our three episodes that we're looking to do. And as I said, I guess in the intro, in particular for this one then we're looking at that one to one employee/manager relationship, aren't we in this one?

Hanne Vincent
Yeah. For me, the level of my impostor phenomenon or the level of my thoughts and feelings depended hugely on the type of manager I had in every part of my career. And a manager can make such a big impact, positive or negative. And that's the reason why I wanted to do this piece, because it's really underestimated. Self-management of course is important, it's crucial, but the support of the environment can really be crucial on whether or not you're actually able to get a grip on your inner critic. And since we're not talking specifically about impostor phenomenon at work, which is where it mostly surfaces, the manager is a crucial figure to help you with that. And that's why I think it's just such a pity that it's not given more attention, for example, in management trainings or online, for example. And that's why I'm really, really happy and thankful that you're giving me this platform, Phil.

Phil Wilcox
Oh, no, you are very welcome. I think it's such an interesting and important area and both our previous, well I say both the previous episodes have been very popular when we've looked at imposter phenomenon, and I'm confident that this will rank up there with some of our most popular

episodes, so, no, it's really good. And you're absolutely right about the importance of both the manager and the organisation. And if you're interested in some of those systemic elements, then that's something that Hanne and I discussed back in that first episode. So, if you decided to ignore my advice, I will secondly, and for the final time, say, go back and listen to episode one first, it's really good. Okay, so we talked about how important the manager is and their style or their approach for people with impostor feelings, and again, in the first episode you gave some wonderful examples. I say wonderful examples, some powerful examples of your experiences with impostor phenomenon. And then if we think about the manager specifically, what has maybe been a constructive experience for you in terms of a management style and what helps get the best out of you when you were experiencing those imposter feelings?

Hanne Vincent
Yes, I've had experiences on every side of the spectrum, and I'm talking now about approach and style, and not about content or knowledge, because those two aspects don't always align. But in terms of my impostor, my inner critic was silenced most when I had a manager that showed me that they weren't a superhero themselves. And maybe it's useful to first go to what didn't work for me, and the type of manager that I struggled with the most is what I call power managers. It's the type of manager that shows literal or no vulnerability. And I'm not saying that you have to lay it all out at each one and one that you have. I mean, a manager is not a therapist and it's still a business relationship, but some level of vulnerability will create trust and will allow the person in front of you to relax and show that it's okay to bring certain subjects to the table. But what I also have to say is that what worked for me didn't necessarily work for my peers and the other way around. And so, for example, one of my last managers, a very intelligent, very high performing woman, and I think she considered herself a very good people manager. And she definitely had all the best intentions, and I'm certain she actually was a very good people manager for many of my peers. In fact, I know it, they told me. And so, one on one she would give out lots of advice, tell lots of stories and examples of how she managed certain situations or dealt with certain things, but never so much with the aim to really get to know the person in front of her. And she really struggled, I think, to relate to profiles that were substantially different from her own. And she showed very little vulnerability herself. And so, whereas I admired her, it never for a second crossed my mind to share with her any of my concerns or insecurities because I didn't trust her. I didn't trust that I wouldn't be judged. And so I kept it all in and all I could see was this, I looked up to her, but all I could see was what I would never be able to achieve. And so, unintentionally, she had created the perfect environment for my impostor to blossom and to thrive. So, I'm not saying she was a bad manager, but for me, and I think what great managers do is they adapt their style and approach to the person in front of them, and that requires a lot of empathy and a lot of true listening and true understanding. And that's definitely not easy. And I think there are not a lot of people that manage to do it. But, so, yeah, what worked best for me was managers that showed me that they weren't superheroes and that is just so freeing because it's very relaxing. And when I was able to relax, I was thriving and I was performing at my peak. So, yeah, that made a huge impact on me.

Phil Wilcox
Okay, so there's one style or approach then, which might be the superhero or the power manager that with the best of intentions says, I've got all of this knowledge, all of this understanding, I've

made these achievements, I want to share the experiences that I've had. They created the conditions that actually allowed the imposter for you to flourish. And you recognised, I think, that some others may have excelled on that actually, because that worked really well for them, whereas in contrast, then…oh, sorry, go on.

Hanne Vincent

Yeah, indeed. I'm definitely not judging a particular style or another style, but what I'm saying is, it didn't work for me because that type of manager didn't adapt to whoever was sitting in front of them. But that's really tricky. But so showing some vulnerability yourself to a certain level is needed to create a level of trust, which will then be the foundation of your relationship moving forward and the start of you working together on how to cope with these imposter feelings.

Phil Wilcox

And is there something else or something more in terms of that style or that approach that a manager may have that may either minimise those imposter feelings or might cultivate and intensify those impostor feelings? Would there be any other distinctions you would give between kind of styles or approaches that might do one or the other?

Hanne Vincent

Well, there's definitely I think I couldn't say that style or that style, I think it's very personal. What would be intimidating for me or make my impostor feelings go out of control might be very different to what this means for somebody else. So, I wouldn't like to pinpoint it on one particular style or one particular characteristic. I think what's important for a manager is to at the start of each employee/manager relationship is to sit down and listen, and try to understand how does this person function and what does he or she expect me to do in terms of helping them and how can I get the best out of them? And that's often, I think, a first step that is forgotten or skipped, so this adaptation towards different styles is not happening, and they have one particular style that they use with all of their employees. Whereas if you're faced with a person with potential impostor thoughts versus a very confident individual, the approach and the tools that you will need to use to motivate them and to get the best out of them will be very different from one to another to have an impact. So, it's this flexibility which is really important, I think.

Phil Wilcox

Yeah, definitely. One of the things that I advocate for quite regularly with clients that I might be working with, whether that be leaders or organisations or individuals is about validating my intentionality. So, as an example, my intention here is to provide examples and encouragement that you can achieve these goals, however they may be, provide examples and encouragement. How has that come across to you? And I think within that there's an element of, and I'm probably making a few assumptions in there, one is that I've created a psychologically safe environment enough that, that person will say, no, actually, Phil, that didn't come across in that way, that came across really differently. And also that I'm willing enough to show the vulnerability to be open to hearing, no, it didn't come across in that way, actually it came across quite differently. And for me that's the reason

I advocate for it is because it's part of that learning process, because if what someone had said to me is, so a member of my team, a colleague who still works with me now said, I only want you to tell me when I've done something wrong, I don't want you to tell me when I've done something right, because if you tell me I've done something right I'm not going to listen to it anyway, so you might as well just not bother. I just want you to tell me when I've done something wrong or something I can do better, because that way I can learn, I can improve, and I can perform more effectively. And I said, I hear you, and I'm not willing to do that because it feels disingenuous for me to not ever tell you when you've done something right. Now I can't control whether you listen to that and whether you hear that and whether you take it on board or not. And I can promise what I won't do is tell you the same thing ten times in an attempt for me to validate my own feelings that you've heard me. And what I'm willing to do is to say, yes, these are the things that you could do better, and these are the things that you've done well. Because my intention is to provide recognition where you could better and provide recognition where you do well, and I want you to hold on to my intention behind it, what you do with what I say, well, I can't control that, that's up to you.

Hanne Vincent
Yeah, absolutely.

Phil Wilcox
Okay, so what might be some of those important or impactful tips or tools for our listeners or for the managers that listen to this podcast to take on board when they're dealing with someone who might be an imposter or having those imposter feelings.

Hanne Vincent
Yeah, there's a number of methods or tools that I discuss in what I've written. I won't go through them all, but I would like to highlight a few of them. And the first one is a very basic one, but I would say you can pick and choose, you can use a couple of them, and you can disregard others, but I think this first one is probably the one you can't skip because it sets the foundation of all the work that you're going to do afterwards, and it's simply to bring it to the surface. As long as these impostor thoughts stay hidden, they will grow, they will fester, and they will become more and more overwhelming. And once they are brought into the daylight and they are recognised and they're given a name, this is immensely freeing. I remember the first time I heard about the impostor phenomenon, which was about seven or eight years after I had started working, and I'd opened up to a friend who was also a colleague about the insecurities I felt, and how I felt I didn't belong there, and I was just faking it basically. And he told me to Google this phenomenon called impostor syndrome, which I did. And I wouldn't say it changed my life, but it was definitely eye opening, and I just couldn't believe it was actually a thing, and that I was not alone and that there was even a name for it. And that just gave me so much relief and it encouraged me to really immerse myself into the subject and to start digging and to start working on it. So, recognising these thoughts, but also normalising them, like there's many others like you, you're not alone, is just very, very important. And as long as it hasn't been brought to the daylight, it hasn't been named or recognised between the two of you it's going to be very difficult to then continue working on it. And I realise that for a lot of people it might be tricky, how do I kick off this conversation? And they might feel like they're on

wobbly ground a little bit, but you could just ask them friendly questions like, hey, I have the feeling you often doubt yourself, could I be right? Or I think you're a real asset to the team, but I sometimes also feel like you underestimate your own value. Could I be right? So these soft, easy questions to nudge them into sharing and opening up about their thoughts. So, that's really a starting point for any work you do on the subject.

Phil Wilcox
So, the recognising it, normalising it, talking about it and making it clear that it exists for others as well is one?

Hanne Vincent
Exactly. So, now we're there, and we know and this is it. And then we can start the real work let's say. And the second one I'd like to highlight is all about in the spirit, how do you say it? If you give a man a fish…?

Phil Wilcox
If you give a man a fish he'll eat for a day, if you teach him to fish he'll eat for life.

Hanne Vincent
Thank you. Exactly. That's what I was looking for. So it's about encouraging self-management because, of course, it's great if you're the type of manager that wants to put an effort into them, but then a couple of years from now they will have a different manager who might not be engaged in that way, and who might even do the opposite and create an environment that's worse for your imposter thoughts. So, the end goal should be that they no longer need their manager to make these tailored efforts and that they're able to deal with it themselves. So, encouraging self-management is going to be really crucial to encourage them to reach out to people, read about it, get invested and make it a priority of their personal development. Why not include it, for example, in a personal development plan? I don't know, could be an idea.

Phil Wilcox
So, of course, Hanne, people could always listen to episodes of this podcast, they would be some ways you could encourage that self-management. What other tips would you give someone to work on their self-management?

Hanne Vincent
Yeah, so in terms of self-management if you go online you'll be overloaded with tips and techniques and there's plenty of them. Some are useful, some are less useful I'd say, but if I'd have to pick the ones that are most useful to me, I'd say probably the first one is, again like a foundational one is you need to learn how to create a distance between you and your impostor thoughts, and you need to learn how to recognise them as thoughts and not as facts. Because only then can you start working on it. And so it's a very basic one, that one, but it does require a lot of practice, because often they

are reflexes and they happen so fast, and they are so intuitive that they can be very, very invasive and it's difficult to create that distance. So, that's really a first step, recognise them when they pop up, recognise them, set them aside, these are thoughts, these are not facts. That will not change your feelings but it's the first step to then go working on how they make you feel. And the second one, one that I find really most useful is gather evidence, stretch yourself, gather evidence, break out of the vicious circle, because you can't wait until you feel confident enough to go and do things out of your comfort zone. You have to break the vicious circle and you have to step out of your comfort zone even if you don't feel up to it, because that's the only way you're going to prove to yourself that you actually can do it. And a technique that I often use for getting myself ready to make the jump is I ask myself, what are my thoughts actually trying to protect me from? What is the worst case scenario? What's the worst that can happen? And it sounds very counterintuitive, but I really go and dig out the scenario and make it really, really concrete. And then once I've established this idea of the worst case scenario, I say, okay, what if that would happen? What would I do and what would be a potential outcome of it and how could I turn it into a positive? And then all of a sudden this worst case scenario that my impostor thoughts are warning me from, isn't that scary anymore. Even for me to go on this podcast with you, I can tell you as an imposter that I still am, it's terrifying, what are people going to say? What if people just think it's completely ridiculous or not true? Or what if nobody's interested? So before going on this particular podcast, I had to go through this worst case scenario myself, say, okay, what if nobody listens to it? What's the worst outcome? What if they think it's ridiculous? Next day they'll probably have forgotten about it. So, it's allowing yourself to fail or to simply not get it 100% right can be so liberating, and help you make the jump to go gather this evidence of your capabilities. And that's for me I think the most powerful one to eventually get over these thoughts or get a grip on them at least.

Phil Wilcox
So, we've got creating the distance then, creating that distance between yourself and the impostor thoughts, which the frame you used which was, they are thoughts not facts. And then we've got gather in the evidence, which then helps us break that cycle, we step out of our comfort zone, we gather the evidence of how we've done that and how we've been successful, and then that goes into our capability evidence bank. And then we've also follow the catastrophe or the way out, so what are my thoughts trying to protect me from? What is the worst possible outcome that I could have here? Follow that all the way out, make it concrete and then identify steps or actions that we can take to mitigate that.

Hanne Vincent
Yeah, and allow yourself to feel. Try it, what if, there's always still a positive outcome. But I have to say that's maybe a personal technique, I don't know if it's helpful for other people, but it helps you step out of your comfort zone. It helps me to step out of my comfort zone and take a jump every now and then, like I'm doing now.

Phil Wilcox
Like you're doing now.

Hanne Vincent

Yeah, and that's also linking well to another thing that a manager can do is in how they present challenges to their employees and how they can help employees go further than what they think they are capable of. And it's all about stimulating a growth mindset as opposed to a fail or succeed mindset. And I think this intervention is probably the intervention that will have the strongest effect short term on the performance of an employee, because you're going to help them do things that they would never normally do without your nudge or help. So, it's about presenting a challenge probably with the focus on trying rather than succeeding. Just as an example, let's say instead of, for example, saying, I would like for you to write a recommendation on how to improve our customer satisfaction rates and then you will present them to the entire leadership team on that day. That might be a lot for a person with imposter feelings and it might easily trigger a fight or flight reaction and a complete paralysis. The other way you could say it or how you could rephrase it is, for example, here's a challenge for you, I know it might sound daunting at first, but I'd love for you to give it a go, have a think about it, gather some initial thoughts and we'll have a look at them together next week and see what we have. So, instead of this giant wall that they need to climb over, you're basically presenting them with a gentle slope that will lead them to the same result, but it won't trigger this panic reaction that the other way might trigger. It reuses the fear of failure and it switches on more an eagerness to try and learn. And again, it's about the psychological safety, they're able to relax, it's okay to fail, but it's not okay to not give it a go. And it will 100% lead to the same result, but it's just a way of phrasing presenting challenges and helping them to step out of their comfort zone without inflicting a panic reaction.

Phil Wilcox

Just sticking with that example briefly, if I may, so if I'm the manager there then, and let's say my goal is at some point for the member of my team to share their thoughts with the wider team, is it a sequential build up to that then? So the first step is I'd love to know your thoughts on this, pull those things together and then there might be a second or a third step? So if I was the manager…

Hanne Vincent
Exactly.

Phil Wilcox

If I was the manager, I might need to start that process a bit earlier, so if I know I want them to do that at some point and that point in time is two weeks away, or maybe that might be too soon, but if that point in time was six weeks away, I could start the process now to do the steps up to the six week away one. Would that make sense?

Hanne Vincent

Absolutely, yeah. So I think, again, it's about adapting your method probably a bit to the person who's in front of you. And indeed, if you know that this might trigger a panic reaction or it might cause a shutdown of some sort, if it's a really big challenge it might be indeed about taking a bit more time and more gently rolling into it. But even if it's about a promotion or taking on extra

responsibilities, it's about making these opportunities to learn rather than potential trapped to be unmasked or to be discovered. And it's just in phrasing really and a different approach in how you offer them to the employee in front of you, which can make a huge difference.

Phil Wilcox
Okay, so to recap where we've been so far then, we've had the tips and tools would be recognise it, to recognise the imposter phenomenon exists, name it, normalise it, talk about it. Second was to encourage self-management. And then the third has been presenting challenges with a focus on trying and on small steps rather than succeeding or doing everything all at once?

Hanne Vincent
Exactly.

Phil Wilcox
Okay, so if I'm a manager then what else might I want to think about in terms of a tip or a tool?

Hanne Vincent
Another important aspect of managing employees in general, but definitely when managing someone with imposter feelings is about feedback, whether it's positive or negative feedback. It's really important to be mindful of the impostor reflexes when giving, and let's start with constructive feedback or maybe something that they need to work on, improvement areas. You have to be mindful, and that's where I will refer to the first episode, be mindful of the sponge. Masked employees are hypersensitive to any form of criticism or feedback and they will magnify any possible indication of negative feedback. Obviously when you give feedback, whether it's in a formal or an informal situation, what you want is for the person to take on board the feedback and work on it, while still feeling positive overall and for them not to be devastated by it or be paralysed by it. So if you deliver the feedback the wrong way or if you're too hard or too direct, and I've been as a manager in this situation where I had to deliver feedback really harshly, a lot harder than I wanted to, because the person in front of me had a very thick skin, some people just are the opposite. But with masked employees you have to keep in mind that the smallest hint, or if you deliver it in a way that's too hard or too direct, it might shut down the person completely and they will turn it into evidence that they're not right for the role and it will not have the desired effect. Of course, it doesn't mean you have to stop giving feedback, everybody needs feedback, it's really crucial for you to continue growing, but the way how to do this is very important and will be possibly slightly different if you have an imposter in front of you versus a very confident person. One way to do it, which would be my preferred technique is to take advantage of their high self-awareness and of their tendency to be very self-critical, so you could nudge them into coming up with the area of improvement themselves, and that way it makes it very safe to discuss the improvement area because they brought it up. You could say, for example, how do you think that meeting went or how do you feel about your customer relations? And they will, being very self-critical, there's a high chance that they will come up with the improvement area themselves. And that makes it then very easy for you to add to that. I think, in quite a lot of companies, when they do their annual

assessment or evaluation, sometimes they ask employees themselves to rate themselves on a couple of areas, and chances are that the employee, the masked employee will rate themselves lower than what you would give them. And so that makes it, you could say, oh, I see you're quite harsh on yourself and, yes, I do agree it's an area of improvement for you but I wouldn't be quite this harsh, but here's what we could do. And so it becomes a very, very safe area for you to give feedback on is one way of doing it. And if that doesn't work, you can always just try to make the negative feedback or the constructive feedback small enough and bury it in positives, and you can probably count on the masked employee to blow it up to the right proportion so that it's not paralysing and that it's still overall a positive feeling.

Phil Wilcox

Okay, so you referenced the previous episode where we talked about the sponge then. So, the reflex for that constructive feedback in terms of this is something you could improve on or do better, either helping the masked employee pull that out for themselves, what do you think? How do you think that went? What could you have done differently/better? Those kinds of things. What about for those that might have the shield reflex then, how do we frame the feedback in terms if we need to be mindful of those reflexes?

Hanne Vincent

Good question. The sponge you need to be mindful of, but the shield you need to be just as mindful of as well if you want to give recognition or link a certain success to a person. So, remember if praise or recognition can easily be deflected by a masked employee, however, it can be absolutely game changing when it's delivered in the right way. And delivering it in the right way, by that I mean when it is actually absorbed by the person and not deflected, it can be a huge boost of confidence. What is important when you deliver positive feedback or praise to an employee is to attribute the success as accurately as possible to the actions of the employee. So, make sure there is a link, a direct link that cannot be waived off, they cannot say, oh, that wasn't me, or it was just luck or good timing, or whatever. So, making sure that it's very concretely linked to certain actions of the employee is going to ensure that the positive feedback is absorbed and not deflected. And in that perspective it can sometimes be better to choose smaller results, that are a clear result of the employee's contribution, rather than vague or big results that can be linked to many other factors or many other people in the organisation. So, for example, if you're in a meeting and you can say a simple praise like, oh, that was a very good point you made there, I hadn't thought of that myself. That can be so impactful, so much more rewarding than a tap on the back or a well done for a successful business year, which can be due to so many other things. Or if the employee makes a remark and you say, oh, well, this is exactly why I need you on my team, it's a very clear link with something they've said and it will ensure that it's absorbed and that it's taken on board or direct feedback from a client on their work. Because the worst case scenario is if a manager is clearly unaware of what you're doing, but throws around compliments because that's what they've written in some book, because it might actually worsen the impostor feelings, because all of a sudden people are giving you credit for something that you didn't even do. So, be very mindful of being very specific in the personal feedback. I remember once I was working in Geneva and it was a huge building, with lots of people and so lots of people you knew vaguely but not very well. And I was walking down the staircase and I crossed, I think it was the manager of my manager, so quite high up, and he said, hey, well done on

this launch, or something, I can't remember. He clearly had no idea who I was, he'd seen me vaguely in one or two meetings and it just made me feel worse, even if he probably thought he'd given out a compliment and check, that's what I had to do. But I was like, oh, gosh, now he thinks I've done this and I haven't done this, and he clearly doesn't know what I'm doing and it just made it worse. So, that's probably a worst case scenario. So, yeah, making sure it's always very well linked to a specific action, that's when it becomes a boost of confidence and a positive outcome.

Phil Wilcox
Okay, all right, so we've got those two different approaches then, I guess. So, one for the sponge, which is about being mindful of those reflexes and so trying to elicit the thing that could be improved maybe from somebody with that sponge reflex. With the shield it's about attributing the success as accurately as possible, so it can't be deflected away or explained away in a different way or for a different reason. And if there was one more tip, one more tip or tool that you could give for our managers what would that be?

Hanne Vincent
Yeah, maybe one last one is we've talked in the last episode about how masked employers are excellent at hiding and staying under the radar, and they're really afraid of being discovered when they get exposure. So one thing as a manager that you can do is make sure you take your masked employee out of the shadow. And that could be during a team meeting, say for example, hey, you said something interesting, very interesting the other day during our one to one, would you like to share it with the group? It's a safe environment, it would be in a team meeting, you've talked about this subject with the employee before, you're validating that it's interesting, and so you're giving him or her a safe occasion to get exposure, and it's something they wouldn't have done on their own. But you need to get them out of the shadow because the things about the impostor phenomenon is it's a huge hamper to an employee's visibility. And you need visibility in order to get new roles, get promoted, get recognised by people outside of above your manager and outside of your team. So, they will need to be nudged or pushed even a little bit sometimes to be taken out of the shadow. I remember at one point I'd done a project at a customer which had been successful, and my manager wanted me to present it to the larger team to show the great result and explain how we'd done it. And I just thought, my goodness, no, I just wanted to disappear into the ground and I was thinking, how can I get out of here? And I was working in a sales organisation, and one of the principles in that organisation is external always comes first. So if you have an external meeting, that always has priority over an internal meeting. So I just booked an external meeting and asked my manager to do the presentation, and if he at that point had been aware of it, that would have been a good moment to say, no, you need to do this and take me out of the shadow.

Phil Wilcox
Okay, some wonderful tips in there, Hanne, thank you so much for sharing them. So, we've got a whole range of suggestions then for managers in terms of what they can do to help support those and how they might be able to adapt their approaches to support those individuals, those masked employees, as you described them earlier on, who might be experiencing those imposter feelings. Am I right in thinking, Hanne, that also what you'd really like is for those that might be listening to this podcast that do experience those impostor feelings, or maybe they've had a manager that

they've worked with who has really helped them work with their impostor feelings really constructively or might have ideas or suggestions that we could add to the list of tips?

Hanne Vincent
Yeah or managers, people that have managed people with impostor feelings and how they've gone about it, and any kind of testimonial story, tip or feedback I would very much welcome, as I'm in the process of finalising the audiobook, it would be really good to have some additional outside input.

Phil Wilcox
Wonderful. And then what we'll do, Fair Listener, is in the show notes you'll find some contact details for Hanne, so how you can get in touch and how you can share your thoughts, your feelings and things that you'd like to say. And that wraps up our second episode. Hanne, thank you so much for what we've done so far in episodes one and two. Episode three is going to have a similar focus, and we'll have a third voice in on that podcast as well. So we've talked about, I guess, all the examples we've discussed so far, Hanne, are for where the individual and the manager might already be in place in an organisation, whereas for the third episode, we're going to take a focus on how can we support people that might want to apply or join an organisation. So, someone who's looking to join an organisation or apply for a role, how might we be able to maybe tweak that process a little to make it more comfortable for those that might have imposter phenomenon?

Hanne Vincent
Yes, absolutely, looking forward.

Phil Wilcox
Fantastic. All right, well, thank you so much for your time again today, Hanne. We'll put the third episode in the series once we've got that one recorded as well. And Fair Listener, we'll leave you with your thoughts and your reflections, and some actions as to what you might be able to do for those that work around or with you that may have those imposter feelings or imposter phenomenon as well. So thank you so much for listening.

You've been listening to the Emotion at Work podcast and if you've got this far you must be interested in the role that emotions have in the workplace either within individuals, between people, in teams or in organisations as a whole, so head over to the Emotion at Work hub which you can find at https://community.emotionatwork.co.uk/groups. Thanks for listening.