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**Making the most
of your talent -
Unlock the potential
of your people**



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Contents

Introduction	4
What is Imposter Syndrome?	6
The Impacts of Imposterism	7
How do I recognise Imposter Experience?	8
Imposter Experience and burnout	9
The negativity bias	10
Workload, perfectionists and high achievers	12
Giving people permission to fail in order to succeed	14
Slowing down to speed up; The difference between busy and productive ...	16
Leadership and Imposter Experience	18
Practical tools and strategies to offset Imposter Experience	19
Useful resources to share with your team	20
About Jess Stuart	22
Hear what others have had to say about working with Jess Stuart.	23



Introduction

Having worked in Human Resources for over a decade and having coached many high performers since, I'm seeing recurring themes and challenges for businesses managing talent and high performers.

We know that great people equals great business. We also know that we want to hold on to our talent, develop them and help them grow within our industry. However, these intentions are often inhibited by the very systems that intend to support the growth of our people.

It's why we continue to strive for better statistics and outcomes in diversity and inclusion, and why we seek to welcome more women into leadership roles.

Some of the main barriers that prevent our success in this space stem from the same issue. My work for the last decade has focused on helping individuals unlock their potential. Many of these individuals are high performers and are probably seen as talent by their employer, however they fail to see their own brilliance.

If your most talented team members do not have confidence in what they bring to the table, their talent will go untapped. It's that simple. They won't apply for the promotions or fill your succession plans, they will overwork in a bid to prove their capability - often resulting in burnout - and they may even leave altogether.

For years now, our professional development programmes have had one big gap; enabling those we're developing to become more self-aware, to understand their unique point of difference, and to help them see their capability and own their gifts.

Helping people achieve their potential involves supporting them to overcome Imposter Syndrome.

It won't come as a surprise to know that confidence does not equal competence and vice versa. We've all overpromoted someone who made us believe they had the competence because of their confidence! Often those who lack confidence can be more capable but are not heard, or don't lean into the opportunities.

This is especially true for women in leadership and those from minority, underrepresented groups. The more of those groups they identify with, the more likely they'll feel this way because, let's face it, that's the message they've potentially heard from society for so long.

This leads individuals to believe they have to fit in, be more like someone else and less like themselves. This takes them away from the skills and experience that makes them unique and that businesses need around the table.

When present in your team, this self-doubt can result in behaviours that detract from the individual's skills and performance.

Perhaps you have a high achiever who keeps burning out? You worry about their wellbeing because of their tendency to overdeliver despite not needing to because you're giving them feedback about what a great job they're doing.

You'd like them to apply for an upcoming promotion but despite your reassurance, they still don't think they're ready yet.

They spend too much time trying to make things perfect, they don't delegate or struggle to ask for support, worrying that it might be seen as an indicator they can't cope.

They believe that to be a high performer they must know it all and do it all. You want to help them be productive and keep them healthy and well so they can continue doing their great work because they are making a valued contribution. Quite simply, you wish they could see themselves through your eyes.

Your systems won't solve it. You need to go to the heart of the issue where there's the most impact, and that's the individuals themselves. By enabling individuals to see the magic they bring and start to value their unique skills and capability, you will allow them to step forward, own their worth and take their seat at the table.

Achieving our potential is made up of two parts: the awareness and confidence in our potential that builds self-efficacy and self-belief, combined with the energy to deliver on that potential and perform. That's the formula for success that we'll unpack in this white paper.



What is Imposter Syndrome?

Imposter Syndrome is a concept describing high-achieving individuals who are marked by an inability to internalise their accomplishments and who have a persistent fear of being exposed as a “fraud.” It’s that voice of self-doubt that, despite success, keeps individuals feeling like they might fail, they might not be good enough, and might get found out.

For businesses, Impostor Syndrome can strike at all levels of an organisation, especially in employees who are new to the job or who have been promoted recently. It is the domain of high achievers so it makes sense when we talk talent that we also encounter Imposter Syndrome.

Not only can imposter syndrome be a negative force on someone's attitude and mind, it can also impact their work. Feelings of inadequacy often end up making people believe in their insecurities, forcing their fears into realities. This sometimes results in employees leaving their jobs and even their specific industries as a whole. It’s more prevalent in talented people and quite simply, if we’re not helping them address their Imposter Syndrome, their talent will go untapped.

According to the International Journal of Behavioural Science 70% of people experience Imposter Syndrome. Yet it’s not often talked about. Many of us don’t feel safe expressing these vulnerabilities in our own capabilities in the workplace, so many people silently believe they are the only ones struggling with this self-doubt, further evidencing this feeling of not being good enough.

Psychologist Pauline Clance and her colleague Suzanne Imes researched Imposter Syndrome in the 1970s. It can go by many different names, and following recent endorsements by celebrities and high-flying CEOs, it is becoming more understood and widely known. However, we’re still in the early stages of providing tools and strategies to go beyond simply an awareness of its existence. My work focuses on helping teams overcome their Imposter Syndrome for higher performance.

A concept describing high-achieving individuals with an ability to internalise their accomplishments.

A tendency to attribute their success to external factors - like luck, or the work of the team.

Despite our successes, we feel like we might fail, might not be good enough, we might get found out.



To call it a syndrome, I believe carries a stigma that shouldn’t exist. This isn’t a medical condition, it doesn’t mean there’s something wrong with us that has to be fixed and it’s extremely common. I prefer to use the terms Imposterism or Imposter Experience. It’s simply a state of mind, a passing experience based on our self-doubt - therefore Imposter Experience or Imposterism are the terms we’ll use here.

The Impacts of Imposterism

Imposterism can force us to play it safe to avoid failure and work twice as hard to prove ourselves and not get 'found out'. We might not apply for the promotion in case we fail, or put our hand up at that meeting to ask the question in case it's a stupid question.

Each time we fool people into thinking we are as good as they think, we increase the pressure on ourselves. If we get the promotion or pull off that project, rather than seeing evidence we're capable, our Imposterism will have us think, 'Thank God I didn't get found out that time. Now I'm going to have to try even harder not to get found out.'

It's an exhausting act, to the point where sometimes we might wonder, 'Is it worth it?'

A lawyer I was coaching once said to me, 'My local café is advertising for a barista, and I'm seriously thinking of applying. At least then I'll know I'm capable, my job will be easy and I won't have these constant feelings of inadequacy every day.' She was a hard worker and a high performer but also plagued by Imposter Experience.

Imposterism can lead to us playing it safe to avoid failure and having to work twice as hard to prove ourselves wrong and not get 'found out'. Perfectionism can often be driven from a place

of Imposterism and it can impact our brand and credibility if we're constantly downplaying our achievements and not owning our successes.

We may also struggle to delegate or ask for help, assuming that to be successful we must do it all by ourselves, or that we need to have all the answers, more training, further experience to be capable – all often in a bid to offset our Imposter Experience.

It's not something that we overcome. Rather, we navigate it as it appears in our life. It may always be there but have varying degrees of impact on us given how loud we turn up the volume. It can be different at various times of our career or in different areas of our life. It can be dormant for years and rear its head when we start a new job, get a promotion or return to the workforce after having children.

It can feel like we're the only ones experiencing this feeling as it's not much talked about, particularly in the workplace. We therefore assume it's a character flaw in us and a weakness we must overcome – further evidencing these feelings of Imposterism.

However, we're not alone. Many people encounter Imposter Experience, especially high achievers and even those we look up to and aspire to be.



1. David Bowie, 2. Jodie Foster, 3. Meryl Streep, 4. Serena Williams, 5. Jacinda Adern, 6. Michelle Obama, 7. Tom Hanks, 8. Oprah Winfrey.

These people have publicly talked about their self-doubt, despite their evident success.

How do I recognise Imposter Experience?

Those with Imposter Experience have a tendency to attribute their success to external factors - such as luck, or the work of the team. They may be prone to overwork and will often try to fly under the radar (to not get 'found out'). They may have a tendency to second guess themselves, to self-deprecate or procrastinate.

The more of these signs you see, the more likely it is that Imposter Experience is at play.



Overworking to try and prove myself.



Focus on the things I'm not good at, rather than my strengths.



I feel like I have to know all the answers or do it all by myself.



I find it hard to accept praise and recognition



I think people over rate me and that others are better.





Imposter Experience and burnout

I'm still surprised by the number of successful, high-performing people who admit to sharing these feelings of self-doubt that they rarely share with others. In fact, when many people on my programmes confess to colleagues that they're doing this training, they get the response "really, you get that? I never would have thought it, you're so good at what you do".

Imposter Experience is the domain of high achievers, so the reality (and what others see) is that we perform well at what we do. However, privately on the inside we doubt our capabilities and success. We doubt our abilities, we worry we're going to get found out and feel like we're faking it till we make it.

We tell ourselves our success is not real - it's actually down to my team, luck or some kind of mistake. Or we justify it by saying, I just work harder than everyone else and herein lies the problem: This last statement is probably true! If we're desperate not to get 'found out', of course we'll work twice as hard as we need to, to try and prove ourselves and prove the imposter wrong.

It's these feelings of self-doubt that push us to work twice as hard to not get 'found out'. This hard work combined with the fact we're high achievers normally means we'll be invited to more meetings, asked to sit on more projects and be given more work because of our capability.

Can you see how these beliefs shape a path towards burnout? I often talk about imposter experience being a lens that we look through, a lens that is clouded by self-doubt and obscures reality. It's also what drives us to overwork, try twice as hard, aim for perfection, not say no or be reluctant to delegate or ask for support.

Unfortunately, this is a perfect recipe for burnout.

It's why I'm so passionate about teaching people the tools required to remove this lens of self-doubt, to overcome Imposter Experience and recognise our achievements and capabilities. When we silence this inner critic we also find we're less likely to burn out, less stressed and anxious, and can perform at our peak.

The negativity bias

Many of us in New Zealand feel uncomfortable accepting praise, and the negativity bias in our brain means we're wired not to think of the positives. This sentiment combined with our modest humble culture is a perfect storm where self-doubt is concerned.

Our brains are predisposed to think more negatively. It's how we've evolved and kept safe against threats. If we're constantly scanning the horizon for the worst that can happen, we are able to react and prepare for that, which helped us survive back in the days of sabretooth tigers. However, in our modern life, this translates to noticing all the things we don't like about ourselves when we look in the mirror, the things we've not done yet and what we wished we'd said at that meeting.

We're also very quick to move on to the next thing in our modern world, so we don't spend time reflecting on the positive, what went well, why, and what strengths we used. It's about rewiring the neural pathways in our brain to see things more evenly. It's not that life will be any different; we'll just learn to see more of the positive as well as the negative we have become so conditioned to notice.

Life has evolved at an amazing pace, and we've not caught up. Psychologist Dr Barbara Fredrickson's research study, Positivity Ratios, found that to offset this bias that exists in the brain, we need a ratio of 3:1. That's three positive thoughts, emotions or experiences to every one negative.

There's a lot of work to be done in this space, as our negativity bias is like a well-worn walking track; we use it often so it's smooth and easy to navigate. To even out our negativity bias, we need to start firing more of the positive neural pathways and breaking down a less-travelled path in the brain. Think of it as an overgrown track – you know those huts you find up in the mountains that have only been slept in once this year and are covered in moss? It's like that, and the chances are the track is more difficult to navigate, overgrown and steep.

The trick to counter this negativity bias is to help train the brain to be a more positive place. It takes time and work, like training a muscle. We don't go into the gym and pick up the heaviest weight, and countering our negativity is similar. It's not an overnight change; we start small and build up – it takes practice.

Negativity bias comes up often in my workshops and coaching programmes. If we're asking ourselves if we're as good as people think, of course a negative brain will only see evidence of why this is not true – further evidencing these feelings of not being good enough. However, if we even out this bias to be a better reflection of reality, the next time we ask ourselves that question we'll see the answers have a more even distribution of evidence and are closer to reality.

One of the tools I love in this space (and still use today) is keeping a success diary, simple yet effective strategy you can share with your team. Simply asking people to share wins at each team meeting or encouraging individuals to keep a record will help. It can be a journal, a Word document, an inbox folder or a desktop icon where we store records of our wins or positive feedback from customers and peers.

By recording the successes as they happen we allow our brain to acknowledge it, provide evidence to offset the negativity bias and also create a place we can go when we're having those moments of self-doubt. These records become a portfolio of evidence that proves why we are as good as people think.

Every time we add to our positivity portfolio we're walking down those overgrown tramping tracks and helping our brain retrain to see more of the positive. The negative will still be there, but the voice won't be as loud because we've been able to see a more even distribution of reality that includes some positives too.

If we were building our bicep muscles at the gym, we'd keep doing curls and our strength would build up until the muscle was naturally strong, even when we weren't at the gym lifting weights – it's the same with our positive neural pathways in our brain.

Another great way of offsetting this bias is to know our strengths and leverage them.

Gallup surveys have found if we focus on our strengths, we'll be six times more likely to be engaged at work, 8% more productive, and three times more likely to have an excellent quality of life. It's no wonder, given their data, they advocate for a strengths-based approach to career development.

NZ Stats found that those with a skill set that matched their job were more likely to be happy at work – 90% of those who said their skills were well matched were satisfied with their job.

As a nation, we tend to err on the side of modesty. We can find it difficult or embarrassing to accept compliments; we are conditioned to be modest and not to promote our abilities through fear of being seen as arrogant or a Tall Poppy.

Strengths can also be quite tricky to notice because they feel effortless. If we're good at something, we tend to find it easy, so we assume it's nothing special, that everyone must find it this easy. If it's effortless (as strengths generally are), we don't think it's worthy of a mention.

Research has proven focusing on our strengths makes us more successful, but first we have to know what they are. Help your team know their strengths and celebrate successes.

The most important thing to remember is that if we're getting praise or positive feedback, it's because we've earned it and deserve it. Owning and acknowledging our successes helps counter some of those moments of self-doubt. If all people can say in the face of praise is 'thank you', it's a lot better than anything that'll downplay it or wave away the acknowledgement.




Workload, perfectionists and high achievers


I'm a recovering perfectionist, and I've always been driven. I chased my goals and got the greatest satisfaction achieving them. I'm the kind of person who loves crossing things off the to-do list. Then it's on to the next thing. I'm constantly striving. However, I've learned that the more I strive, the less I seem to arrive or achieve. Yes, I may reach my goals, but as fast as I'm approaching them, I'm setting myself new ones, something else to strive for, a new target, more, better.


Now, there's nothing wrong with healthy ambition and a bit of drive to succeed, but not if we're constantly striving and never arriving; perfectionism can be the undoing of high performance.


Our perfectionist tendencies can also impact performance. If we're constantly trying to get everything perfect, we'll likely set ourselves up to fail. We'll run out of time and energy, and this will impact our effectiveness. There's a saying: 'Sometimes done is better than perfect.'

Perfectionism

 is an excessively high expectation not always achievable;

 is driven by fear of failure or being exposed as a fraud;

 can lead to overwork, overwhelm and burnout.

 No matter how hard you work, it's never enough.

Perfectionism can also lead to some poor habits around delegation which further impact performance. Perfectionists tend to want more control over what's delivered and think, 'If I don't do it, it won't be done how I want or as well as I'd do it.' So they are reluctant to delegate and take on too much, increasing overwhelm and impacting their ability to deliver. Ironic, really, when this comes from a place of perfectionism.

Good enough is no longer enough for perfectionists. It's how we set ourselves up to fail, expect too much and lose touch with reality and where the bar actually is set – often perfectionists raise it far higher than it needs to be and sometimes to a point that's not even possible to achieve.

Perfectionism is often driven by a fear of failure. Self-doubt can make individuals so scared of falling short that they go way over what's necessary and work twice as hard to make sure they don't fail.

The key to beating perfectionism isn't about not doing a good job; it's about resetting the bar to a realistic level and knowing sometimes done is better than perfect. Ensuring the expectations we are setting ourselves are realistic and knowing when good enough is exactly that.

Whilst perfectionists will always focus on quality and produce good work, they often take longer perfecting the job and spend more time and energy than is required to overdeliver.

In a time where burnout is becoming so common and we're all short on time and energy, is this really the best use of our resources?

If we're spending extra time perfecting our work, what is it we're not doing with that time, effort and energy?

'The closer you are to perfect, the less people will trust you' Dame Jenny Shipley



High achievers are prone to perfectionist tendencies and it is directly linked to Imposter Experience. High achievers can struggle to say no or delegate, to have boundaries. They are often too busy and the need to achieve keeps them pushing beyond burnout.

High achievers can struggle with feelings of guilt, laziness or just being unproductive if they pause for even a moment. Failure is their worst nightmare. It's proof the self-doubting, negative self-talk was right, and it's at odds with the need to over achieve, so the tendency is to try to avoid it completely.

The danger is if individuals are too afraid to fail, they might not even try. It can lead to leaning out, not in, not applying for the promotion, sharing the idea or asking the question in the meeting. All impacting on performance and innovation.

Advice for high achievers



Stop comparing yourself to others



Don't expect brilliance 100% of the time just because you are capable of it



Ask for help when you need it and delegate



Give yourself permission to make mistakes



Remember you can't pour from an empty cup



Done is better than perfect

Giving people permission to fail in order to succeed

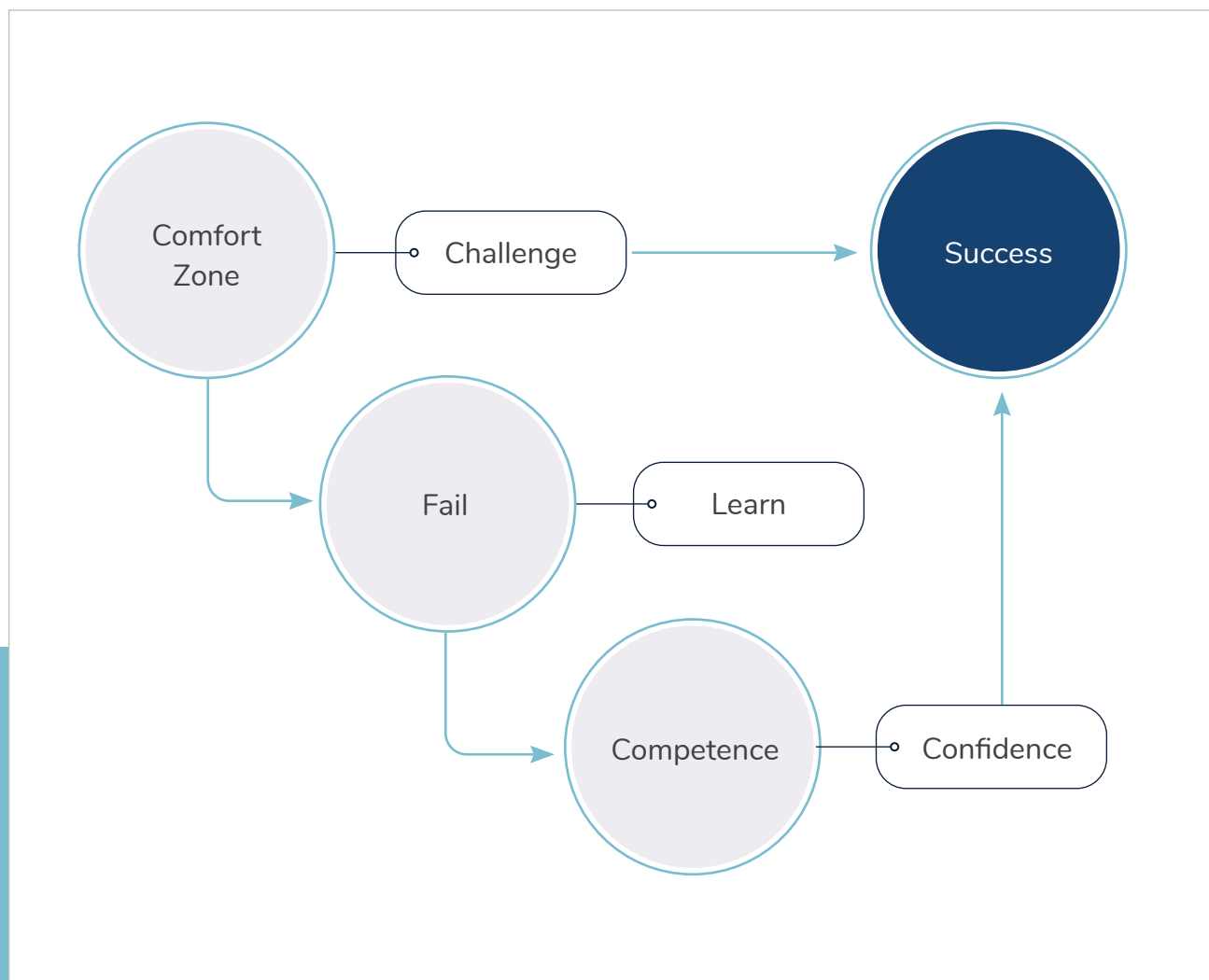
Some organisations are now encouraging more risk taking and being open to failing because they understand it's how we become more innovative, explore ideas, and push the boundaries of what's possible – so we're not fearing failure but rather learning from mistakes to continuously improve.

It's an approach I'm an advocate for and have seen work for myself and my own business. But it's a work in progress too. It requires the undoing of years of conditioning encouraging us to avoid failure and that it's a negative - proof we're not good enough.

Quite often what stops us taking risk is the fear of getting it wrong.

Failure is often seen as a negative yet in reality it's how we learn. It's often a stepping stone to success and therefore a positive we should embrace on our journey of growth and development.

It's something I refer to as the competence confidence loop. When we try something new for the first time and get out of our comfort zone, like a new job or challenge, it's where we fear failure the most. But as time goes on and we learn, grow in the role, and overcome the challenge, the feeling lessens.



It's normal to feel uncomfortable when we get out of our comfort zone, to worry about failing or not being as good as people think. But when we try and succeed, we collect evidence of our competence and this in turn boosts our confidence. This experience of course may include some rerouting around our mistakes along the way as we learn to succeed!

When we get out of our comfort zone, one of two things will happen. Either we'll succeed (and enter that competence confidence loop) or we'll fail – and learn something that helps us succeed next time around (with the same impact on our competence confidence loop). Too often we think that failure is a negative, that it's proof our Imposterism is right, but it's often part of the competence confidence loop, the longer way around to the same destination.

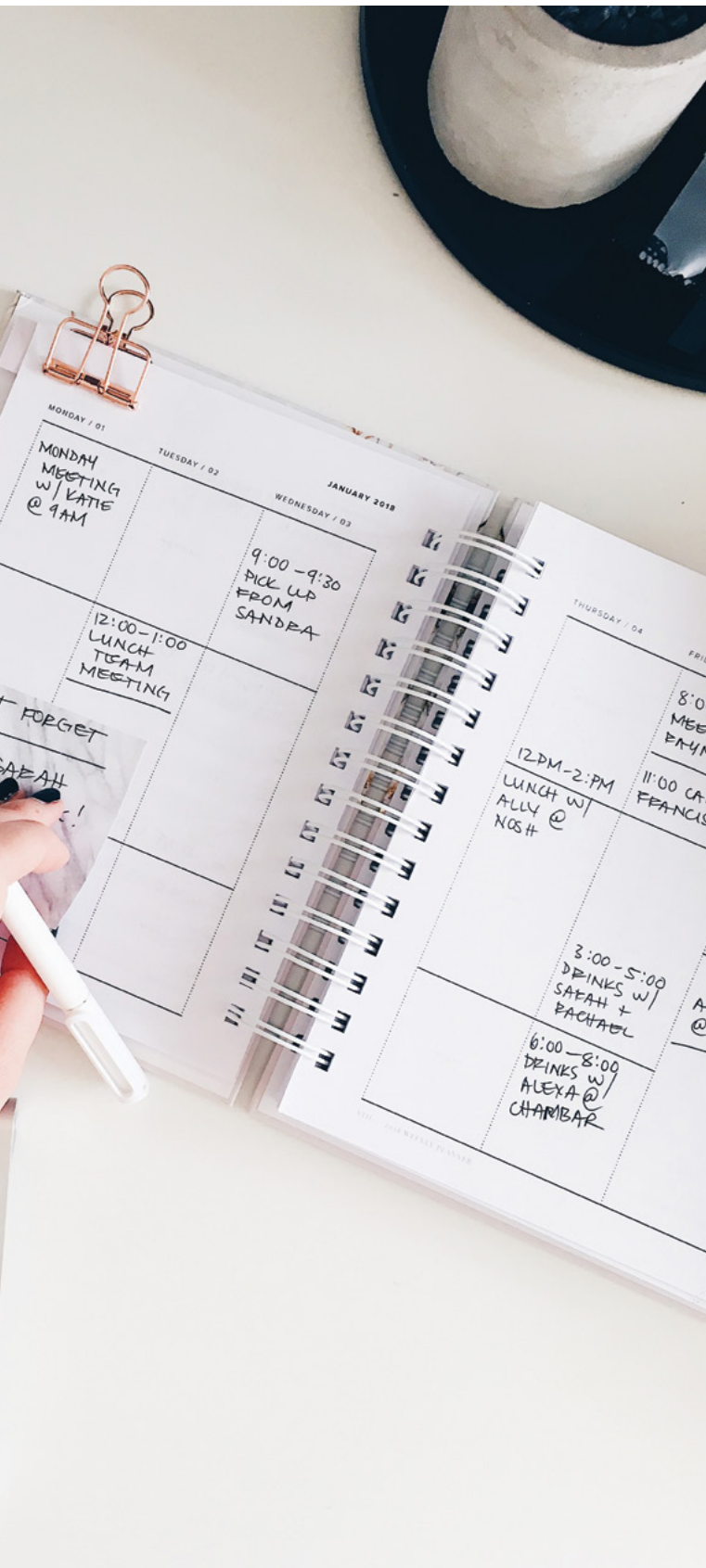
We need to encourage our people to continue to take risks and meet challenges. Too often, we're inclined to stand back and let the opportunities pass to avoid risk.

There will always be a feeling of fear and the risk of failure—we grow and develop by facing these fears and getting outside of our comfort zone. Helping our teams accept this means their worries are less likely to hold them back.

One of the ways we can navigate these feelings is by proving we're capable. This capability brings with it confidence and lessens the power of self-doubt, increasing our comfort zone and our confidence by proving we have the competence and capability.



Slowing down to speed up; the difference between busy and productive



Busy is fashionable. We wear it like a badge of honour but it doesn't lead to high performance. Quantity does not always mean quality and being busy does not mean we're productive, in fact the opposite is often true.

When individuals are confident in their ability and no longer need to over deliver, we find they become more productive, which ensures they are a sustainable resource.

Our attachment to busy has meant we've deprioritised downtime and pauses from our day, because they are seen as a waste of time when we could be doing something 'productive'. By trying to maximise every second of every day, we've removed all the opportunities to rest and recharge and have no space left in our lives.

Self-care is often viewed as a nice-to-have, something to do when we get a spare few minutes or when the to-do list is done. It's something we leave until we've got time and don't prioritise when we're busy. The irony is this is the time we probably need it most.

The bottom line is the more we do in a day, the less we'll do well, because it's coupled with a sense of overwhelm and exhaustion and, as a result, we can't be at our best. The problem stems from this attachment we have to busy, the way it's been made fashionable and attached to success, and also from the fact we believe we're being productive.

What we think is true	What is actually true
I'm valued	I'm tired
I'm needed	I'm overwhelmed
I'm productive	I'm less effective

Let's explore the difference between busy and productive. In this space, I believe less is sometimes more, and it's a concept I refer to as slowing down to speed up.

I know that sounds counterintuitive in a world where we're taught we should be doing more things in less time and that multitasking is a must. But we know the more we juggle, the more likely it is we make mistakes. We also know the more we have on our plate, the greater the sense of overwhelm, the less healthy we feel and the more tired we get – none of this is a recipe for high performance.

We perform best when we're rested, refreshed and not stressed. When we can focus on the task at hand, without interruption, and complete it using our skills.

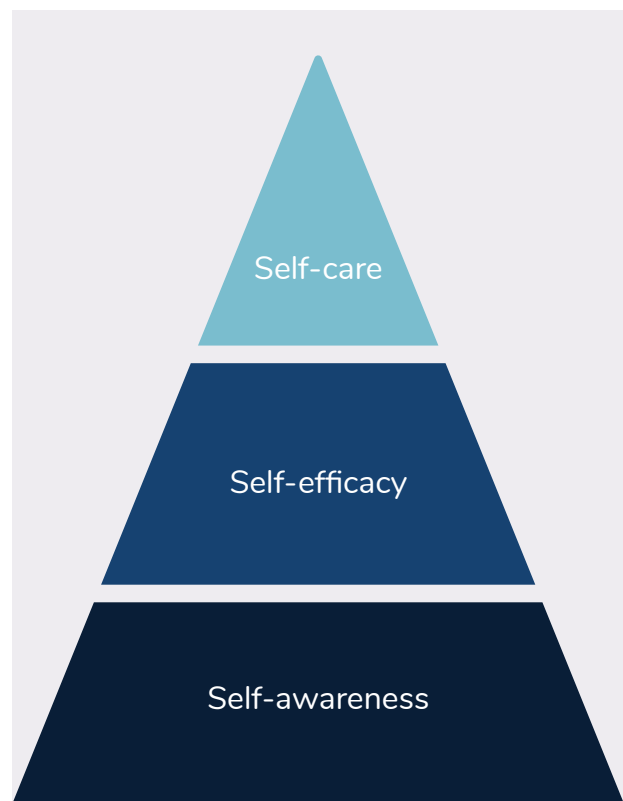
We need to start seeing self-care and time out as a must-have, a priority, not a nice-to-have, luxury item reserved for when we've got time, when the to-do list is complete (because it never is).

If we take time out, feel rested and refreshed, get a good night's sleep, take the time to exercise and eat right, we can perform better. This means things don't take as long, we've got more energy, we can make decisions and solve problems quicker and generally we get it done right the first time.

If we slow down by taking small pauses in our day to recharge and press reset, we find we're more effective when we return to our day. If we are clear-headed and well-rested, we function better; we get things done more quickly, navigate setbacks with ease and have more space to innovate. All of this together means by slowing down, we are in fact speeding up, by becoming more effective and sharper, and functioning at our full potential.

All Blacks skills coach Gilbert Enoka talks about performance in terms of waves. We know waves come in sets, and for the All Blacks, the peak of the wave should be game day, when they push hard, compete and perform. But this always needs to be followed by recovery time, a rest day, the troughs we get between the peaks. If we try to perform on the peak of the wave all the time, it simply isn't sustainable. To get to the peak, we must also experience the calm water and recovery time in between the waves.

Self-care is as much about what we don't do as what we do; setting good boundaries and saying no as well as delegating. This self-care is critical in ensuring we can perform and something we can struggle with if we're driven to achieve.



Leadership and Imposter Experience

Let's face it, leaders are not immune to Imposter Experience. In fact, the higher the career ladder we climb the further it can feel we have to fall. Often this voice of Imposter Experience gets louder the more we advance.

It might be something you've experienced yourself, new in role, freshly promoted are taking on a challenge. As we move through imposter experience we begin to build our confidence and with it our confidence. This experience is one we can use to help others own their space.

Leaders have an opportunity to role model in this space. I spoke alongside Dr Ashley Bloomfield at a conference and he talked about his own self doubt and shared the impact it had for others. People thanked him for being so open and confessed that they could now see themselves in his shoes,

previously believing their self-doubt would prevent them from becoming a senior leader because self-doubt is something leaders don't have.

The reality is when we're vulnerable we are more genuine and authentic, people trust us more and therefore follow us as leaders. We are in a position to inspire and motivate others when we bring our whole selves to work. Of course that self can include self-doubt and that's ok. In fact it's an inevitable part of being a human.

Human leaders are people we want to work for. Those who can share their vulnerabilities and help us learn to overcome them too.

Armed with this information you are now in a position to role model this in your organisation and I'd love to help further that journey for both you and your team.



Practical tools and strategies to offset Imposter Experience



Know your strengths and leverage them.



Record and revisit your successes, acknowledge your wins each week.



Give yourself permission to fail, it's not proof you're not good enough, it's proof you're human.

As well as the strategies I've listed during this white paper and summarised, there are other ways you can help individuals overcome Imposter Experience. These are all strategies leaders have successfully learned through my workshops and coaching programmes, and used on both themselves and their teams.

- **Talk about it.**

Knowing that Imposter Experience is something that other people get and it's not just me can be the 'aha moment' that changes everything for someone. Talking about this normalises it, and also allows people to be open about their concerns and creates a space for discussing strategies to manage them. We also know that when we have a label for something it increases our understanding of it and therefore lessens its power.

- **Affirmations or mantras.**

What would your best friend say in response to your negative thoughts? Be your own best friend and say that to yourself. Quite simply, turn this into a positive phrase you repeat until it becomes true.

- **Reframing and labelling.**

Often the things we experience are tainted by how they appear in our mind. For example, fear can just as easily be excitement – physiologically they are the same in the body. The next time we take on a challenge and we're thinking; "I'm unqualified and I've no idea what I'm doing," pause and consider a reframe. For example; "I may be inexperienced but I'm going to learn a lot and am fully capable of growing into this."





Useful resources to share with your team

Visit the free resources page at www.jessstuart.co.nz/imposter-syndrome for videos, blogs, animations and more.

Check out my website for further resources www.jessstuart.co.nz

- I am available for workshops in your business tailored to your organisational needs and delivered in-house.
- I am available to speak at your event
- Available as e-learning via the [online Imposter Experience course](https://www.jessstuart.co.nz/imposter-syndrome-course) <https://www.jessstuart.co.nz/imposter-syndrome-course>
- I offer three and six-month Coaching Programmes for you and your team members.

Women in Leadership

Potential = Self-belief + High Performance

Know yourself, know how to lead

- High Performance Habits
- Building Self-efficacy
- Brand, Values & Strengths
- Emotional Intelligence
- Delivering Results

Coaching programmes & workshops

- Overcoming Imposter Syndrome
- Mind Your Busyness
- Women in Leadership
- Back Yourself
- Pitfalls of Perfect

LEADERSHIP

- Why it's different for women
- What does good look like
- How to navigate the executive landscape
- Building respect and credibility

LEAD
SELF

- Confidence and self-belief
- Brand - values & strengths
- High performance
- Resilience & Executive stamina

LEAD
OTHERS

- Inspiring and motivating others
- Presence and influence
- Strategic direction
- Deliver results





JESS STUART

AUTHOR • COACH • SPEAKER



Empowering you to be your best

“

I help busy, high achievers build confidence, self-awareness and resilience to realise their potential”

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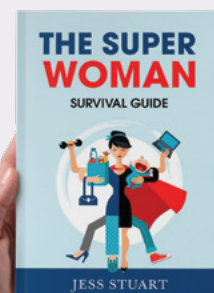
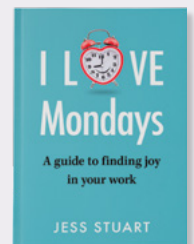
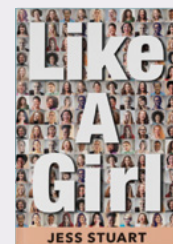
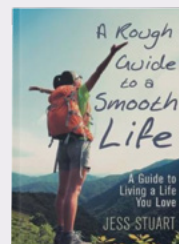


About Jess Stuart

Jess is the author of four personal development books, an international keynote speaker and experienced facilitator. She is a well-known expert in Imposter Syndrome, with sell-out events and regular media appearances including TV3, BBC, RNZ, and featured in Dominion Post, Stuff NZ and Business Magazine.

With 15 years in HR and a background in the corporate world working with leaders in personal development across many countries, industries, and businesses, Jess can speak their language.

Jess believes that tapping into your potential doesn't mean doing more or having to be different - it's uncovering what's already there and being enough as you are.



Hear what others have had to say about working with Jess Stuart

She is an excellent coach and mentor, I encourage anyone who's challenged by self doubt to reach out to Jess.

Jess' clear communication style made the science behind imposter syndrome easy to understand. She provided a range of practical strategies for us to try in order to manage it.

Far out the verbal feedback that has streamed in about your session is phenomenal.
Waikato University, WIL Symposium

I realised my lack of confidence was holding me back.

Jess's work contributed to a number of women being promoted to new roles within in the National Security Workforce.

Jess creates aha moments when I listen to her.

I saw immediate benefits from Jess' coaching. I noticed a big change in my confidence and stress levels, having explored various scenarios with Jess and receiving support and actionable strategies for these.

My confidence has grown so much in who I am and what I have to offer.

Jess is well researched and understands the world of women in leadership very well.

Jess helped me understand my strengths and skills and to leverage these to become an effective, authentic and confident leader.

WORKING WITH





JESS STUART
AUTHOR • COACH • SPEAKER

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