

HOW TO INFLUENCE TEAMS EFFECTIVELY  
& COMBAT IMPOSTER SYNDROME

SHE THINKS  
LIKE A  
**BOS**♀S:  
LEADERSHIP

**9 ESSENTIAL SKILLS**  
FOR NEW FEMALE LEADERS  
IN BUSINESS & THE WORKPLACE

**JEMMA ROEDEL**

Executive Book  
Summary

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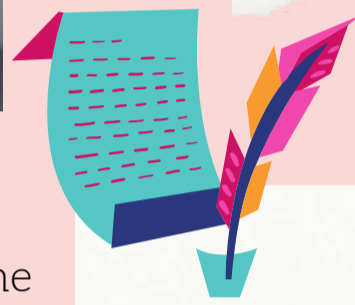
# ABOUT THE AUTHOR



*Jemma Roedel*

"Jemma Roedel lives in the South East of England, UK, and has a passion to help women in the workplace and in business. She is the owner of the She Thinks Like a Boss brand, with the mission to help professionals be more confident and grow their skills. With an amazing team behind the brand on call to help across all areas of business, her first book in the She Thinks Like a Boss series was born on the subject of leadership."

<https://www.lionessesofafrica.com/blog/2022/4/24/she-thinks-like-a-boss-business-affirmations-200-affirmations-for-women-in-business-entrepreneurs-solopreneurs-by-jemma-roedel#:~:text=About%20the%20author,confident%20and%20grow%20the%20skills>



## CONTENTS

### Introduction

**Chapter 1:** What Makes Someone Successful?

**Chapter 2:** Leadership Vs. Management and Common Leadership Challenges

**Chapter 3:** Stumbling Blocks for Female Leaders

**Chapter 4:** Developing a High-Performance Team

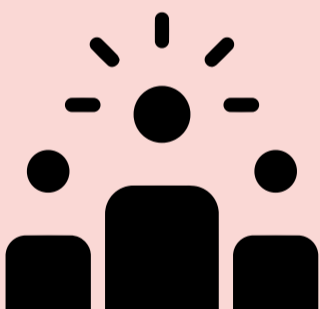
**Chapter 5:** Overcoming Self-Doubt and Imposter Syndrome

**Chapter 6:** Building Self-Confidence in You and Your Team

**Chapter 7:** Communication Secrets of the Most Successful Women

**Chapter 8:** The Art of Negotiation

Conclusion



# Introduction

Jemma set out to write this book because she felt there was a gap in the market. She recognizes that many challenges women face in the workplace are similar to men, however, there are many different challenges for women, especially when they are the leader. Throughout the book she reinforces the data with her own opinions and experiences so that the readers know that they are not alone. Jemma recommends you take the tips and tricks that you read in this book that would work well for your own situations and to leave the rest that does not.

Before writing this book, Jemma had a few questions she set out to answer:

- What makes female executives successful? Are there traits common to all of them?
- What leadership style is best for women in business? What challenges do women face in leadership?
- How do we as women identify problems and solve them?
- How do I develop a high-performing team?
- Does anyone else feel imposter syndrome? Self-doubt? How do I overcome this?
- How do I instill and grow confidence not only in myself but in my team?
- Which communication skills are most important?
- How should I handle negotiations?
- How do we transform fear into action?



# Chapter 1



## What Makes Someone Successful?

Becoming successful is a combination of person's personality and their situation.

Noticing other women's personality traits that make them successful and recognizing them in yourself is the first step in becoming successful yourself.

It is important to build a foundation of strong habits, knowing full well that what may have made one woman successful, may not work for the next.

### Personality Traits and Habits of Successful Women:

- \*Confidence
- \*Leadership
- \*Accountability
- \*Innovation
- \*Creative thinking
- \*Vision
- \*Having a long term view
- \*Viewing failure as an opportunity
- \*Focus on self-development
- \*Knowing your worth
- \*Strategic about complaints
- \*Team players
- \*They build relationships, not only networks
- \*Raise your hand to lead
- \*Ask for promotions
- \*Seek out opportunities



"You have to have confidence in your ability, and then be tough enough to follow through."  
- Rosalynn Carter

"There is no innovation and creativity without failure. Period." - Brene Brown

"A good leader is able to paint a picture of a vision for the future and then enlist others to go on the journey with her." - Tamra Ryan

"Think like a queen. A queen is not afraid to fail. Failure is another stepping stone to success." - Oprah

"I don't have to be perfect. All I have to do is show up and enjoy the messy imperfect and beautiful journey of mine." - Kerry Washington

"SUCCESS ISN'T ABOUT HOW MUCH MONEY YOU MAKE, IT'S ABOUT THE DIFFERENCE YOU MAKE IN PEOPLE'S LIVES."  
- MICHELLE OBAMA

Successful women know that others need help, and they themselves will need help at some point as well. They need to ask questions like: Who needs to know me? Who can I help? Who can I mentor? Who would I like to learn from and work with? Once you establish a connection with someone, you can then follow up and build a meaningful relationship over time.

Confidence is the number one factor that makes someone successful. It is all about knowing your powers and the belief that you can accomplish anything with yourself and the help of others. Not every person is born with confidence, but it is something you can work on. Women are more likely to create a respectful and safe work environment, provide mentorship and guidance to others, value people from different backgrounds, and provide fair pay and benefits.

Leadership is being able to lead others toward a common goal. Knowing how to get people to buy in around you and beneath you is a quality that strong female leaders have.

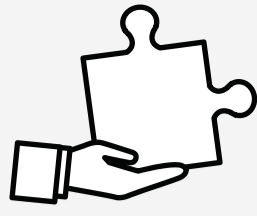
"A good leader takes little more than his share of the blame and little less than his share of the credit." - Arnold H. Glasgow

Holding others accountable is a sure way to empower others around you.

Strong female leaders face problems and find solutions.

Servant leadership- seeing problems and stepping up and solving them.

# Chapter 2



## Leadership Vs. Management and Common Leadership Challenges

### Leadership Vs. Management

"Managing is efficiency climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall."

- Steven Covey

Management focuses on the day to day items of an organization, whereas leadership focuses on a shared vision and everyone working together to meet those goals.

Leadership skills are something that take a lifetime to master and should be constantly worked on to refine and learn new and innovative ways to lead.

### Common Leadership Challenges

- \*Pride
- \*Relying only on yourself
- \*Being fearful
- \*Lack of follow through
- \*Not being motivated
- \*Burning yourself out
- \*Not being vulnerable
- \*Not understanding how to motivate a team
- \*Lack of prior management experience



### Micromanaging

Micromanaging is keeping a super close eye on things that you have delegated others to do. Also known as "hovering".

How to stop being a micromanager:

- Get over yourself! Trust you have hired the right person to get the job done.
- Let it go! Start small and move to larger tasks to delegate.
- Give the "what" not the "how".
- Expect to win (most of the time)!

Here is a list of things that can help you identify if you are a micromanager:

- You are never quite satisfied with deliverables
- You are frustrated because you would have done something differently
- You take pride in making corrections
- You constantly want to know where all of your team members are
- You ask for frequent updates
- You need to be CC'd on emails

### Move From Micromanagement to Management

There are a few ways to move from micromanaging to managing. These include, talking to your colleagues about your expectations, letting go and truly delegating responsibilities and creating space to work on other things that look at the larger picture as a leader.

### Combating Leadership Challenges

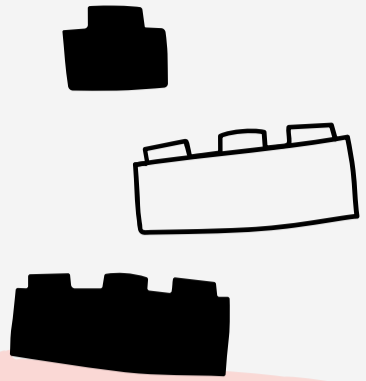
- Proud? Stay humble instead, this keeps you approachable to your team members.
- Relying only on yourself? Bring others with you, they have good insights and you did not get where you are on your own.
- Lacking follow through? Get an assistant or write important things down on a to-do list.
- Burning out? Take care of yourself, delegate tasks and ask for help.

- Not feeling motivated? Once the newness wears off you need to find a way to get excited about your role.
- Not being vulnerable? Let others in, be true to yourself and be open with others.
- Not understanding how to motivate a team? Everyone is different and it is important to understand each individual before you can understand a group.
- Lacking experience? Lean into resources, HR, mentors, online resources, etc.



# Chapter 3

## Stumbling Blocks for Female Leaders



Did you know that female leaders in Fortune 500 companies only make up 5.2% of all leaders from 1995-2014?! This means that the unique challenges that women face as leaders is still only relevant to a very small group of people. There are many challenges and stumbling blocks to females in leadership roles, but there are ways one can combat them and become a successful leader.

### Lack of Confidence

Although imposter syndrome may exist among female leaders, creating an environment of support and belonging can help with doubts a woman may have in her leadership role.

### Inequitable Treatment

It is key to have teams that are diverse in terms of gender, backgrounds and experience. If you feel you are not being treated fairly, speak up and find those who support you in this.

### Not Speaking Up

One does not need to talk for the sake of talking, but being silent is not beneficial either. You are likely to have ideas that will benefit the organization and it is important to contribute. What can I add to this discussion?

### Not Having Influential Relationships at Work

Although this may sound intimidating, it is important to make connections with people who have influence and are decision-makers. Relationships need to be created naturally by finding things in common. Next, you may need to step out of your comfort zone and invite them out to do something to create a stronger bond. What is key to remember is that relationships are a two way street. If you are seeking something out of a friendship, think about what you can do for this person in return.

### Being a Perfectionist

Perfectionism can lead to micromanaging which is detrimental to an organization. Sometimes, being a perfectionist doesn't make you perfect, is actually makes you extremely difficult to work with. Some ways you can overcome perfectionism include:

- delegating tasks
- telling someone about your tendencies and having them keep you accountable
- allow minimal revisions to a task
- relax
- remember that getting things done is much better than striving to be perfect

\*Remember to focus on progress rather than perfection\*

### Problem-Solving Skills

"Men look at problems and see one thing. That one thing which needs correction, and they seek to fix it. Women look at the same problem and see multiple things that need fixing. Men use their left brain searching for the answer, while women use their right brain searching for several answers." - Jemma Roedel

### How Smart Women Solve Problems:

1. Define the problem that is not the squeaky wheel- while there may be surface level problems, what is at the core of the issue?
2. Get everyone involved- community and collaboration.
3. Look elsewhere for answers- The internet, wise counsel, friends, colleagues and stakeholders.
4. Make a top ten list- potential solutions and try them out before implementing them.
5. Decide, implement and evaluate- tweak things when they aren't working.

### Knowing Your Leadership Style

- The Hands-Off Leader- you prefer to let others do the work while trusting in their expertise
- The Controlling Leader- you need to be upfront with your team about this so they know your expectations. Instead of micromanaging, have more check ins.
- The By the Book Leader- clearly establishing the "why" is crucial if this is your leadership style.
- The Transformative Leader- inspiring hope in others during times of change.
- The Collaborative Leader- trying to make everyone on the team feel included. You need to make sure peoples viewpoints and perspectives are considered.





# Chapter 4

## Developing a High-Performance Team

### What is a High-Performance Team?

High-performance teams set, achieve and exceed goals which moves the company forward. They are innovative at solving problems and have a high level of communication and collaboration while consistently delivering on superior results.

### How to Build a High-Performance Team

Developing a team involves diversifying who you recruit as you need different people who are good at different things. Despite everyone having different skill sets, they are still able to come and work together to get these superior results.

### Characteristics of a High-Performance Team

1. They are effective- they ask, "what is the ultimate goal?" They are also efficient as no two people are working on the same thing.
2. The processes put in place work for the team- gathering before hand to make sure the processes work for all team members will help in its success.
3. Everyone shares the same vision- a clear vision is established and all members are working toward it and believe in it.
4. Transparent and open communication- establishing check-ins, group communication and making sure all members feel they have a voice.

### Considerations When Forming a High-Performance Team

1. The size is key- a team between 7 and 9 is the sweet spot, allowing diversity but also giving each person a voice.
2. The team should share the same values- differentiating between shared goals and "group-think".
3. Build a team that is continuously learning- noticing skill gaps and implementing training.
4. Establish clear and measurable goals- SMART goals (specific, measurable, achievable, relevant and timely).

### Motivating Managers

1. Challenging and interesting work- different types of work may interest different types of leaders.
2. Compensation- aligning incentives with the priorities of the business.
3. Inclusion- seeking advice and feedback from managers makes them feel valued.
4. Acknowledgment- recognizing hard work, small wins and birthdays are some ways to acknowledge and motivate managers.
5. Autonomy- giving managers space to do their job, and recognizing the individual wants for either full or partial autonomy.

### Motivation Techniques

Men and women are motivated by different things. Men are motivated by success, new initiatives, deadlines, truth and achieving goals. Women are motivated by balance, respect, intuition, stories and empathy.

#### Technique #1

Set smaller, more easily achievable goals- If there is a big project, set smaller milestones and celebrate the success along the way.

#### Technique #2

Create a culture of positivity- Look to positive employees to help in this endeavor.

#### Technique #3

Establish a mentorship program- Pairing more experienced employees with new ones will help with inclusion and productivity.

#### Technique #4

Encourage a comfortable work environment- This can include breaks, lunches and snacks available or fitness programs.

#### Technique #5

Offer profit sharing (if possible)- Gives employees ownership over what happens at a company.

#### Technique #6

Additional benefits- This could include vacation days or working from home. A leader can survey their employees to see what would be of interest to them.

# Chapter 5

## Overcoming Self-Doubt and Imposter Syndrome



### What is Self-Doubt?

Self-doubt is when you doubt yourself, in contrast to idea doubt, when you doubt in your ideas and you need to refine and test an idea. When you are trying or doing something new, instead of having doubt in your abilities, have doubt in the idea or task and work to refine it. It all comes down to your thinking and framing.

### What is Imposter Syndrome?

Imposter syndrome down plays our abilities and makes us feel like we are a fraud or we do not deserve what we have or where we are in our careers. Imposter syndrome makes us feel like we may be exposed by someone- a friend, a boss, a colleague- and they will find out we are not worthy.

### Women and Imposter Syndrome

- You may feel like at any moment you could be found out for not belonging. You may logically feel like you belong, but on an emotional level you do not.
- You devalue yourself. You may feel confused as to why someone would pay you to do a job and you don't have the skills to accomplish tasks.
- You play down your skills on purpose. Instead of celebrating your success, skills and experiences, you may play it off as if you're not qualified.
- Imposter syndrome places the blame on individuals instead of acknowledging the fact that historical contexts that are foundational in how it manifests in women.



### Tackling Self-Doubt and Imposter Syndrome

Important Note: Imposter syndrome has a significant impact on women of colour as they are marginalized not only by their sex, but their race as well. This feeling of doubt comes from years of systemic bias and racism directed towards them over time.

Techniques to move through the fears of imposter syndrome:

1. Take action- show yourself and others you are okay with trying things and potentially failing

2. Make an 'accomplishments' list- focus on the things you have done, not the things you haven't
3. Speak positively towards yourself- I am confident and I am powerful!
4. Lower your expectations- perfection is not required
5. Replace 'shoulds' with 'coulds'- we have the freedom to choose
6. Lean on your fellow women- encouragement and affirmations go a long way
7. Don't wait to feel comfortable- take one step at a time, but remember to keep moving forward
8. Silence your inner critic- it's just a voice in your head

"Now when I receive recognition for my acting, I feel incredibly uncomfortable. I tend to turn in on myself. I feel like an imposter."

"Any moment, someone's going to find out I'm a total fraud, and that I don't deserve any of what I've achieved." - Emma Watson

### Tips for Leaders

1. Be supportive- create an environment where it is okay to try, and okay to fail.
2. Promote a collaborative culture- you are less likely to doubt yourself if you are part of a team.
3. Promote inclusion and diversity- what makes people different also makes them valuable.

4. Value progress- small wins build confidence.

5. Encourage work/life balance- showing your employees you value their time and their lives will both prevent burnout but also help combat any imposter syndrome they may be facing.

"Remind yourself that you belong, you have lots to contribute, and that you deserve to be here... because you do!" - Jemma Roedel



# Chapter 6



## Building Self-Confidence in You and Your Team

### Women and Self-Confidence

\*Women are more likely than men to blame themselves when something does not go right.

\*Women are less likely than men to credit themselves when things go right.

\*Women are more likely to be perfectionists than men.

\*Women are a quarter less likely to ask for a raise than men.

### Ways to Build Self-Confidence

1. Starting a confidence log or journal. Keep track of the times you feel confident, this requires attention and awareness, which is very eye opening.
2. Start a "brag book" or "happy folder". This is a collection of moments when people compliment you, and look back at them when you need a pick me up.
3. Sit at the table, and speak up! You are there for a reason and you should share your ideas.

**i am Confident**

### How to Convey Confidence

First impressions are formed within 15-20 seconds into meeting someone. So, remember to:

- keep eye contact
- stand still
- stand tall
- be natural and authentic

### Small But Impactful Ways to Build Self-Confidence

- Ask for small things- this allows you to acknowledge your needs, articulate out loud to people who can actually make things happen and this may positively change your life.
- List out your positive attributes- do this privately and it will force you to think about yourself the way others do.

"What's the worst that can happen?"

"Take baby steps... do small incremental things that build confidence, one at a time."

"Even when something doesn't work out perfectly, we will likely have an opportunity to try again."

### Ways Women Can Display More Self-Confidence at Work

1. Tap into the progress principal- celebrate the small wins
2. Manage your visibility- speak up in meetings
3. Be a strategic contributor- be particular about the projects you take on
4. Solve problems- the solutions don't have to be perfect, and it usually does not have to get solved immediately

5. Send a failure post-mortem- try to solve the problem that arises, instead of looking to place blame

6. Say no- do not fear you are going to let someone down, you need to say yes to the things you can do and no to the things that are too much

7. Set boundaries- when you are not at work, do not worry about work. Be off when you are off. This will prevent burnout.



# Chapter 7

## Communication Secrets of the Most Successful Women



### How Men and Women Differ in Communication

81% of women feel that adopting a communication style that make men feel more comfortable was key to advancing in their careers.

A large difference between the way men and women communicate is in how they gather information. Women have a tendency to ask questions, where many men find this to be a sign of weakness.

Other communication differences include:

- Women are more collaborative whereas men are more assertive
- Women speak in higher and softer pitches whereas men are lower and louder
- Women tend to want to be liked whereas men want to stand out
- Women prioritize relationships whereas men prioritize power
- Women use their intuition and men use facts and logic
- Women speak to collect information whereas men speak to give information

### How to Build These Skills

How we communicate has much to do with our upbringing, conscious and unconscious beliefs, and spoken and unspoken expectations of ourselves and others. Beginning to pay attention to our communication skills will help us understand our strengths and weaknesses. One can even ask a close friend to give them feedback or monitor them.

### Common Communication Pitfalls

- Using too many words to deliver serious messages
- Using vague language
- Downplaying a situation
- Qualifying their opinions to lessen their authority
- Using questions rather than statements
- Not speaking confidently
- Pitch goes up at the end of a sentence which can relay doubt
- Leading with emotions rather than facts
- Taking up too little space (sitting in the corner or not speaking)

"Strong communication skills can enhance relationships and build trust over time." - Jemma Roedel

### General Communication Tips

- Speak confidently- lower your pitch and slow down.
- Communicate with facts and reason- avoid using the phrase, "I feel".
- Remove the "ums", "likes" and "ands"- these filler words are distracting.
- Do not be afraid to take up space- command authority and influence.
- Be as direct as possible- especially when you are having hard conversations.
- Be focused- stick to one or two things you want to convey

- Connect with others- lead with empathy and concern.
- Be a collaborative leader- listen to other people's viewpoints.
- Stand firm in conflict and only apologize when necessary- if you apologize too often, this will weaken your apologies.
- Convey confidence with your body language- eye contact, standing tall and not fidgeting.
- Remain objective- separate your feelings from your reactions.
- Don't stay on the sidelines- raise your hand and be present.



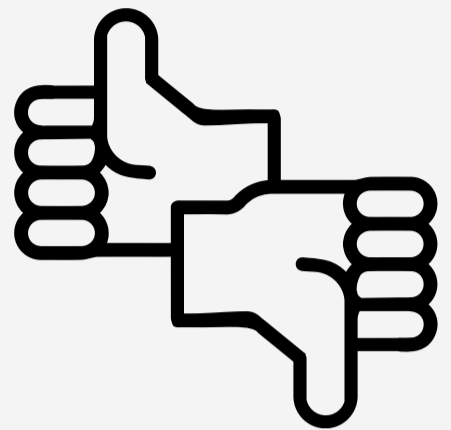
# Chapter 8



## The Art of Negotiation

### Negotiation Tactics

- Gather as much information as possible
- Know your alternatives
- Always ask for more than what you want
- Make your first offer real and enticing
- Consider presenting multiple options and offers
- Know the standards
- Use body language to convey an emotion
- Practice
- When counter-offering, present a strong offer
- Always be prepared to walk away
- Be true and honest with yourself
- Accept being uncomfortable
- Finding examples to emulate
- Recognize your achievements and resilience
- Trust your talents enough to push you



### Fears

Overcoming fear generally

- It is okay to be unsure of how things are going to turn out.

Overcoming the fear of becoming an entrepreneur

- Being an entrepreneur is scary because there is uncertainty, but work hard, make sure your plan is fool-proof and ready, and prepare for everything with a back up plan.

Overcoming the fear of saying "no"

- If you have good intentions, saying no is not a bad thing and should not be taken negatively if intentions are communicated.

Overcoming the fear of asking for help

- remember that you were hired for your specific role because you do have expertise. No one got to the top without help.

Overcoming the fear of being in the spotlight

- It is normal to be afraid to open up and be vulnerable, it is normal to be in the public eye and be fearful of judgment and criticism. Take the focus off of yourself and put it onto your purpose and helping others.

Overcoming the fear of not being liked

- There is a hard line between being personal and being professional. As a leader it is in your best interest to be transparent and sometimes being firm.

Overcoming the fear of failure

- Sometimes we feel like if we fail, it is a reflection of us. We need to make decisions outside of our comfort zones in order to overcome this fear.



*"It is not that the most successful women in business do not fear. It is just that they have learned to be uncomfortable and to move forward anyway." - Jemma Roedel*

*"Don't be afraid. Step outside of your comfort zones and soar, all right?"  
- Michelle Obama*

*"Fearlessness is like a muscle. I know from my own life that the more I exercise it the more natural it becomes to not let my fears run me."  
- Arianna Huffington*

*"When you're a CEO, you can't break too many stereotypical expectations. I wish you could, but you can't... every morning you've got to wake up with a healthy fear that the world is changing, and a conviction that, to win, you have to change faster and be more agile than anyone else."  
- Indra Nooyi, former Chairperson CEO of PepsiCo*





# Conclusion

An important takeaway is that we do not get to the top on our own. Help others along the way and they will do the same for you.

Remember that younger women in their careers will be watching and imitating the things you do. You have the opportunity to be a positive role model for a younger woman.

## Discussion Questions:

1. Are there areas you feel you need to work on? Communication, delegation, overcoming fears, negotiation, self-doubt?
2. Do you ever feel any signs of imposter syndrome? Based on what you learned in the book and your own experiences, what picks you up when you're feeling down on yourself?
3. What type of leader are you? Is there a type that resonates with you or you would want to become more like? (the hands-off leader, the controlling leader, the by the book leader, the transformative leader and the collaborative leader)
4. What do you think would help you get to the next step in your career? Do you have a long range plan or goals set for yourself and your career? Who can help you get to where you want to be?



## Topics Covered:

- The personality traits of the most successful women
- How to identify and hone your personal leadership style
- How to solve problems and challenges that may arise throughout your career
- How to develop a high-performing team
- How to overcome imposter syndrome and self-doubt
- Building self-confidence in yourself and others
- Tips for stronger communication skills
- The art of negotiation
- Making fear work for you



**I AM THAT GIRL**  
**I AM THAT GIRL**  
**I AM THAT GIRL**



# Critical Analysis

## Evaluation of the Book

This book was a short and easy read with the titles and headings being simple to follow. There is a lot of really interesting and important material in this book and I think because it is broad and general, it can be applied to many different organizations and careers.

There were a few times where Jemma would paint men and women with broad strokes and make statements about men and women's characteristics. Although most of what she is stating is true and there are studies behind it with large percentages, it is important to recognize that not all men and women operate the same way and each person and leader is different. The tips for communication was extremely relatable and something every professional needs to work on regardless of position.

The quotes from famous actresses and business women made the book more real and can help us better understand that everyone can feel down on themselves, but to remember our value we bring to the table.

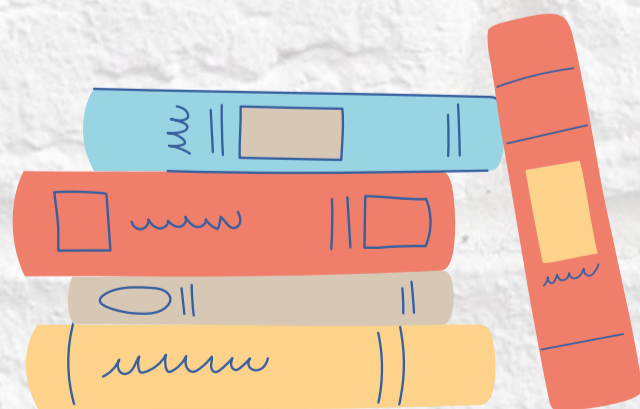


## Connection to Human Resource Management

This book focuses on the human and leadership side of business and how a female leader can have an impact. One solid connection to Human Resource Management is on leadership and not only being a leader of leaders, but also being a servant of leaders. A point that was stressed throughout the book is that we are not alone and everyone needs help from time to time, this is how we grow and move into positions of leadership; with the help of others.

## Connection to Educational Institutions

Schools and school divisions are a little different than a large company who have customers and quotas to meet. However, we do have goals and standards that we want to meet in order to better serve our students. There are far less women in administration roles in education as a whole and some of the information in this book is really helpful in terms of combating imposter syndrome, being an effective communicator and knowing how to collaborate with those around you. Women should not be afraid to take chances and be authentic to who they are. All leaders need to refine their skills and this book has some tangible ways for women to hone in on their special and unique ways of doing things and thinking which make them such beneficial leaders.



## Reference

Roedel, J. L. (2021). She Thinks Like a Boss: Leadership. United Kingdom: Jemma Roedel.