

# DIVERSITY, INCLUSION AND NOT BELONGING

What Leaders and Companies Should Know and Do  
about the Imposter Phenomenon



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*Astellas Pharma*









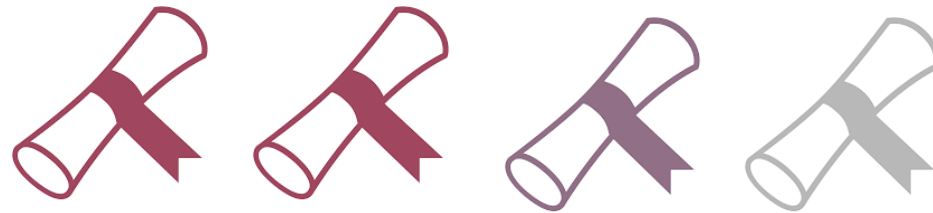
JOHNS HOPKINS  
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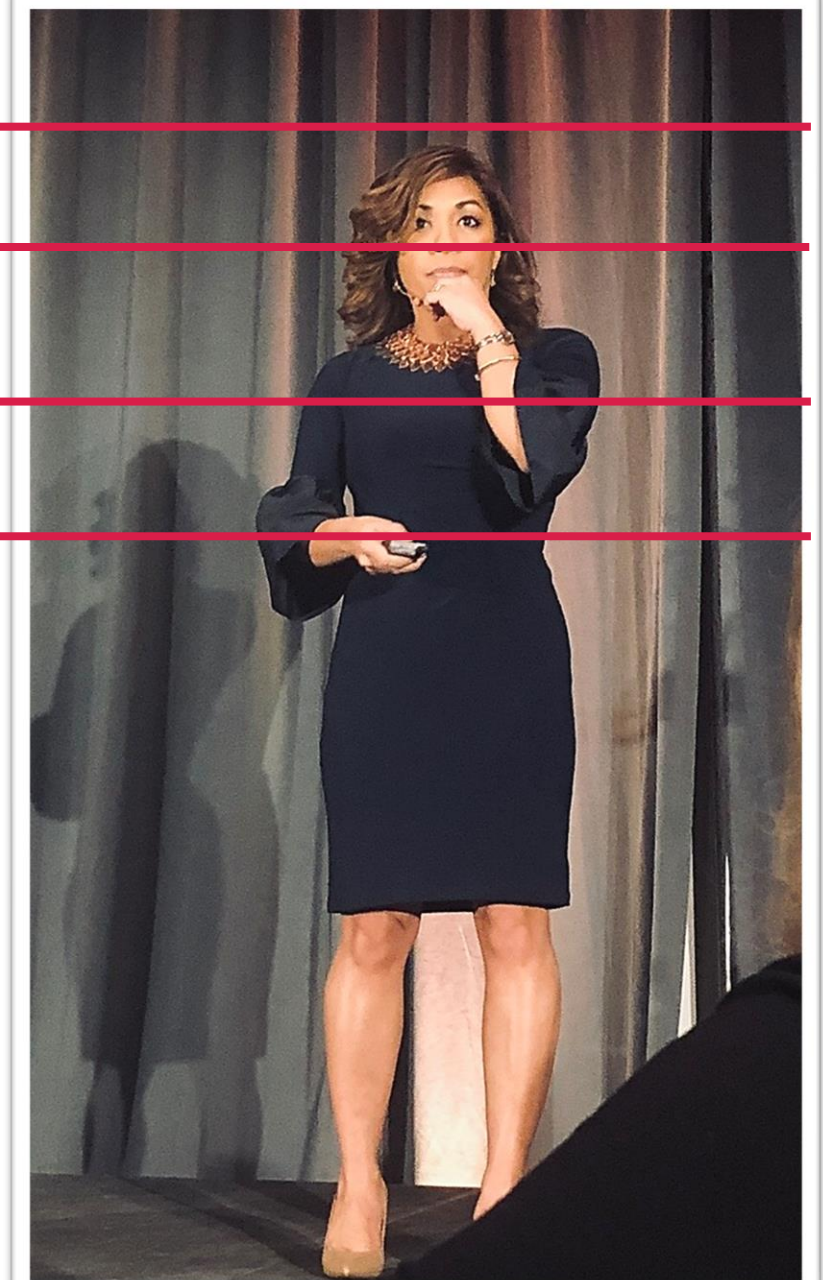


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# IMPOSTER SYNDROME / PHENOMENON AND WOMEN!

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**What is it?**

**How is it experienced?**

**What are the causes?**

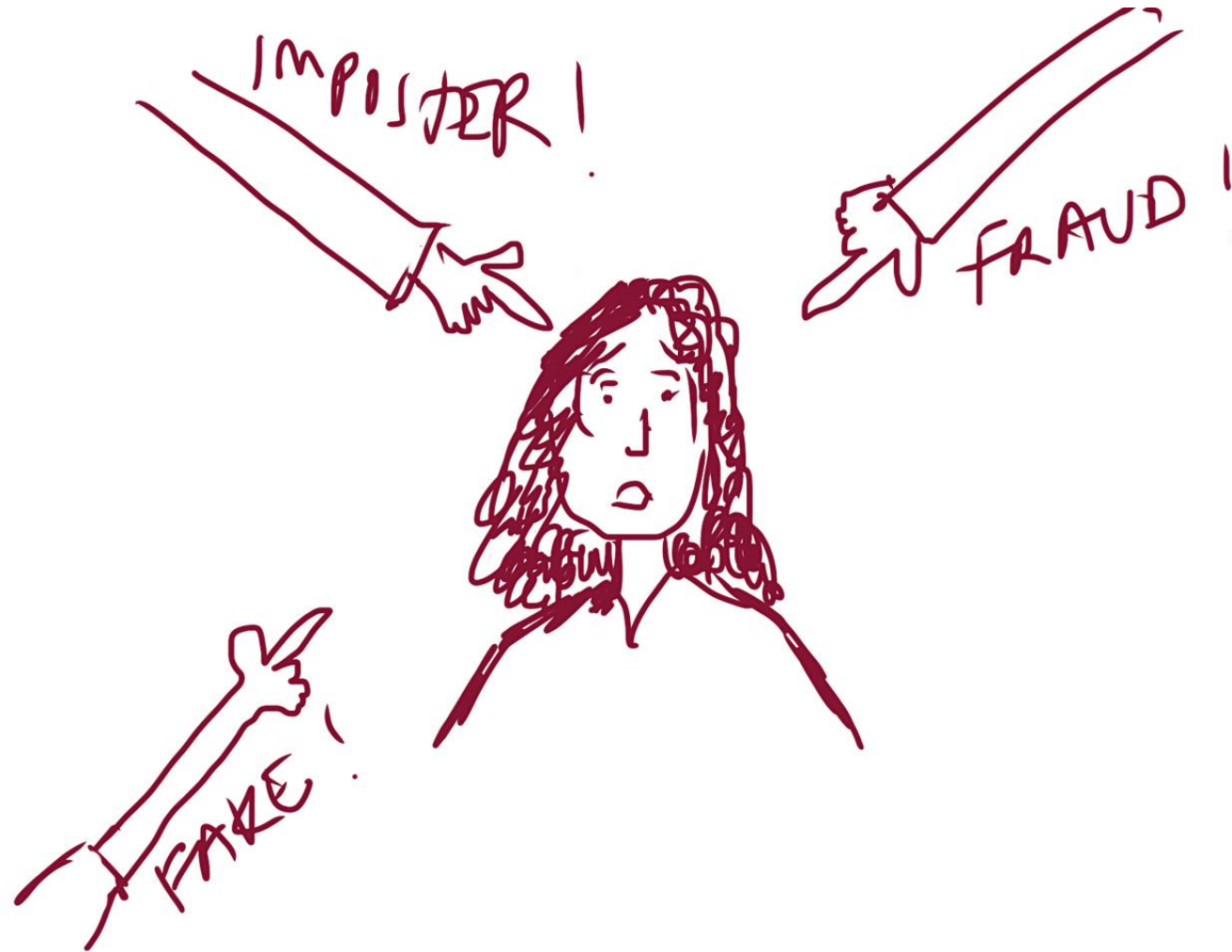
**What are the solutions?**

## IMPOSTER SYNDROME / PHENOMENON

The impostor phenomenon is the belief in oneself as an intellectual fraud and involves an individual finding it difficult to internalize her or his achievements.



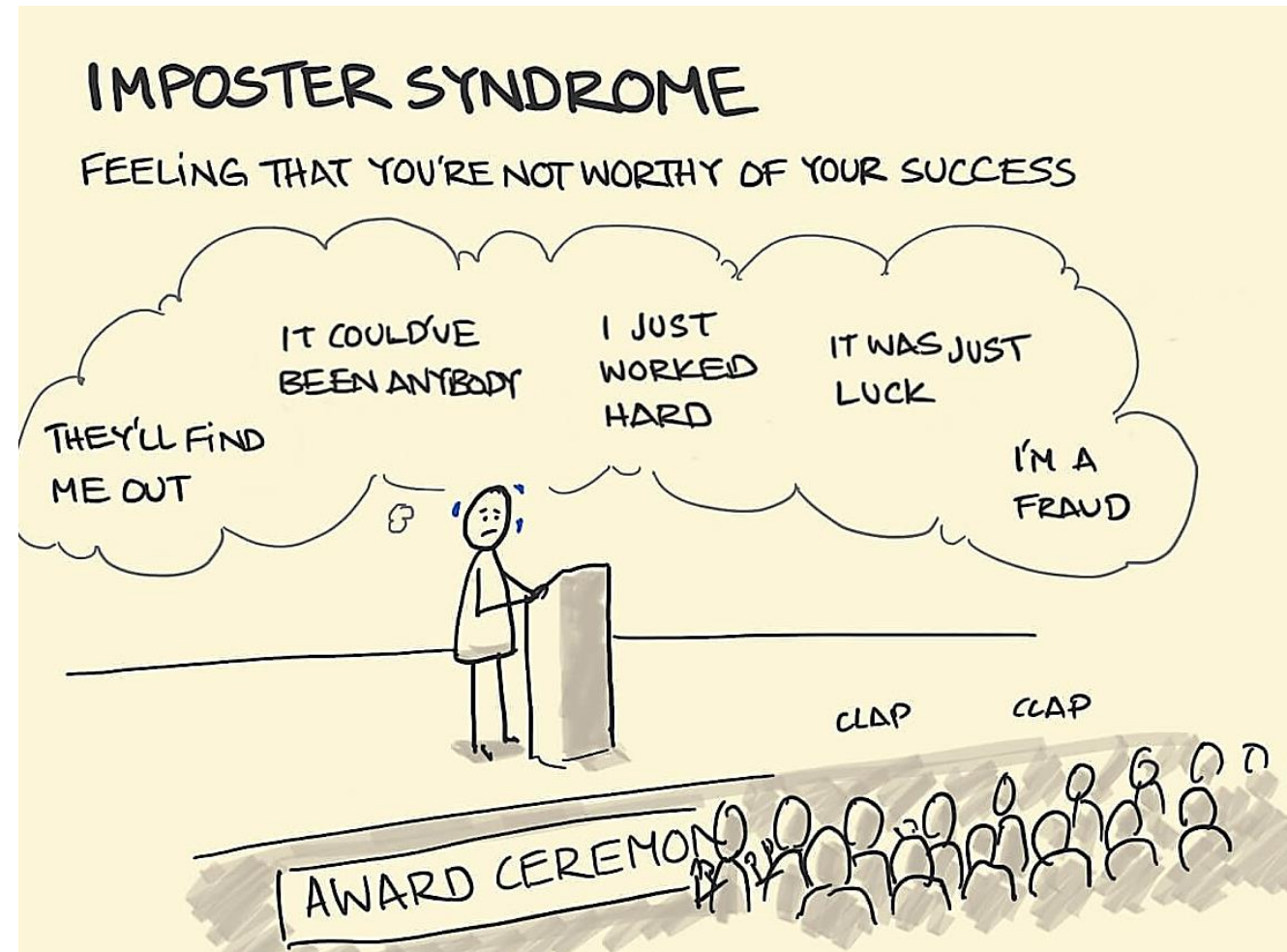
# IMPOSTER SYNDROME / PHENOMENON



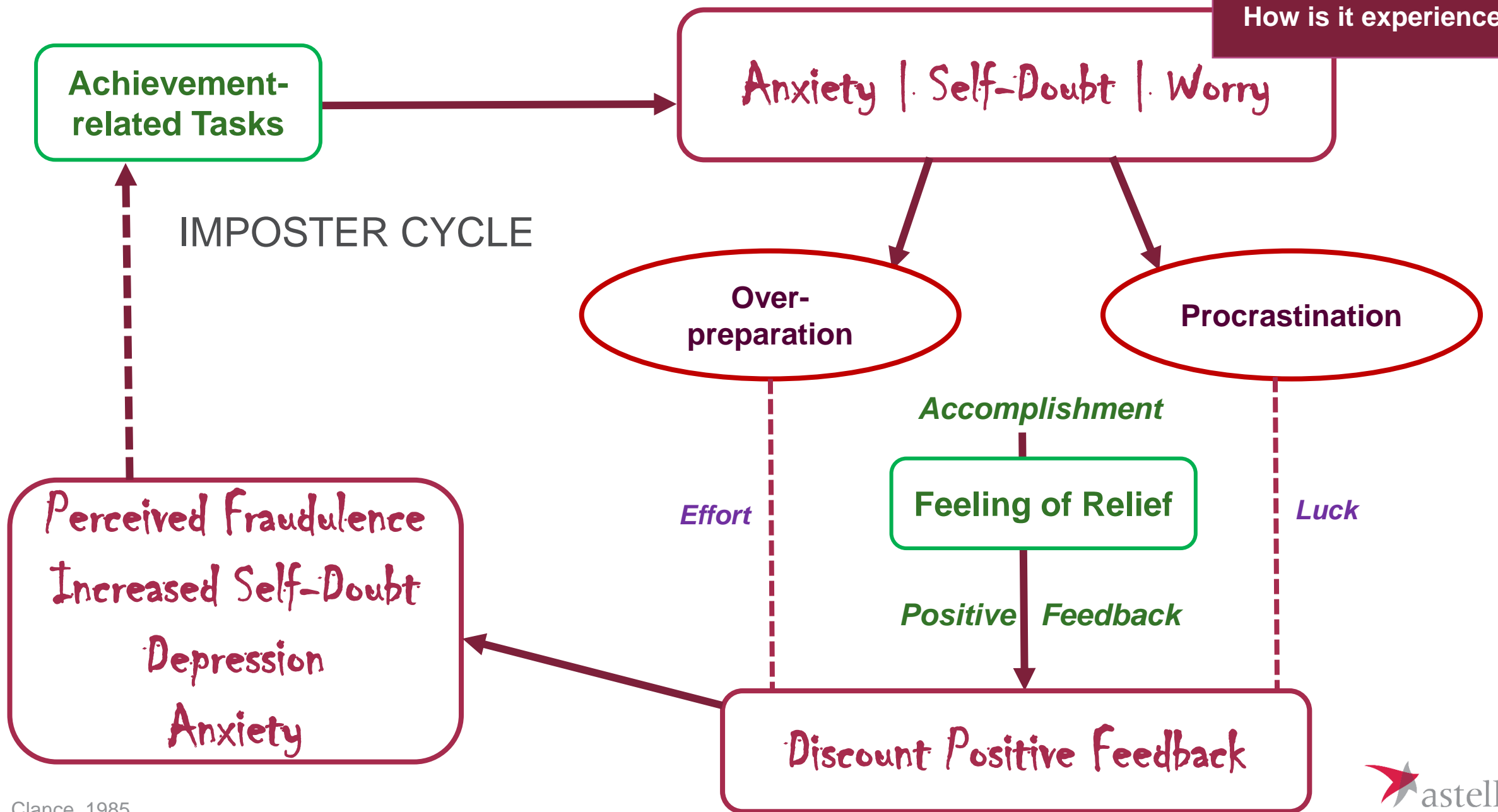


## EXPERIENCE – MANIFESTATIONS OF IMPOSTER SYNDROME

- Overworking
- Fear of failure
- Need to be special...the best
- Superwoman
- Denial of competence  
Discounting praise
- Fear and guilt about success





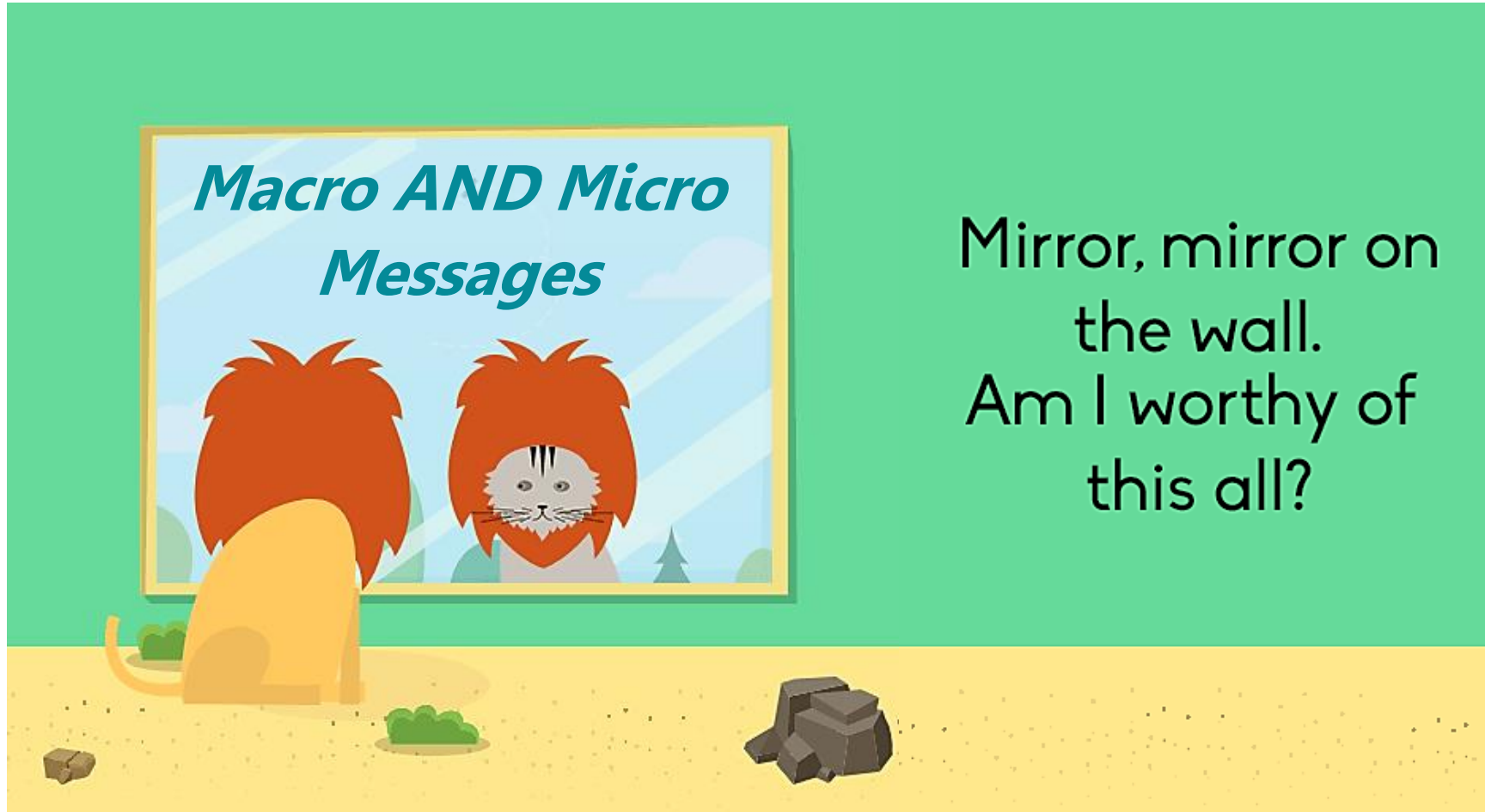


## HOW DIFFERENT GROUPS FEEL THE EFFECT

### ***Women [Abilities and Accomplishments]***

- Harsher criticisms for self-promotion
- Women vs Women
- Experiences from youth / different parenting
- Race and Culture

## WHERE DOES IMPOSTER SYNDROME COME FROM?



- Family Environment
- Non-Diverse Environments
- Media





SO WHAT? WHAT CAN I DO ABOUT IT?

## 3 Solutions

- **You!**
- **How to be a supportive manager**
- **Systemic bias and deficits**





## CALL IT WHAT IT IS: NAMING THE PERSONALITIES

- **Ms. Vader vs Bettie Lou**
- **Support other Women**





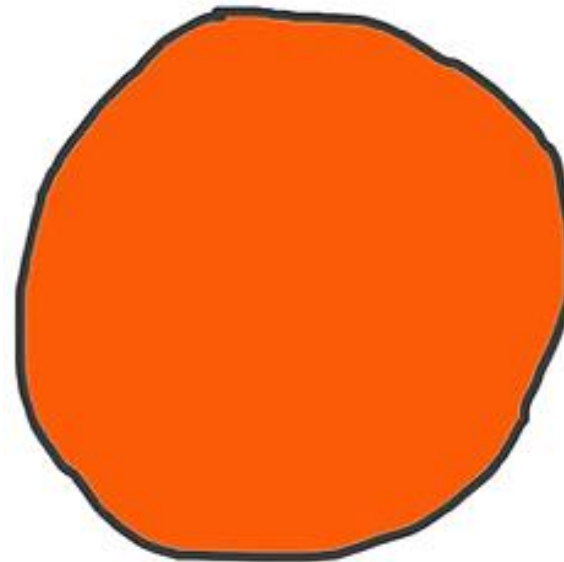
# MANAGERS AND THE IMPOSTER PHENOMENON

**This is Real! You are Affirmed! This is Common!**



will experience Imposter Syndrome at least once.

TYPES OF PEOPLE WHO CAN  
HAVE IMPOSTOR SYNDROME:



- ▣ ALL THE SMART, SUCCESSFUL  
PEOPLE THAT YOU THINK  
HAVE THEIR S\*T TOGETHER

# HOW TO CREATE AN ENVIRONMENT THAT SUPPORTS BELONGING

- **Manage the majority / minority divide**
- **Create and leverage diverse teams**
- **Model inclusivity in macro and micro ways**

*Create environments in which people are seen, heard, and they belong*





## MULTICULTURAL CALENDAR

With dietary and scheduling denotations

Click on the blue heritage months or on the black circles to see the associated tip sheet on Astellas InSite

JANUARY	BLACK HISTORY MONTH FEBRUARY	WOMEN'S HISTORY MONTH MARCH
S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28	S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31
APRIL	ASIAN AMERICAN HISTORY MONTH MAY	PRIDE MONTH JUNE
S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30
JULY	AUGUST	HISPANIC HERITAGE MONTH (MID MONTH) SEPTEMBER
S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30
NATIONAL DISABILITY EMPLOYMENT MONTH OCTOBER	NATIONAL FAMILY CAREGIVERS MONTH NOVEMBER	DECEMBER
S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

Apple indicates possible dietary restrictions for holiday/observance

### JANUARY

- 21 Martin Luther King Jr. Day
- 25 Chinese Lunar New Year starts (2020, Year of the Rat)

### FEBRUARY

- Black History Month
- 26 Lent starts/Ash Wednesday

### MARCH

- Women's History Month
- 17 International Women's Day
- 31 International Transgender Day of Visibility

### APRIL

- 8 Passover
- 12 Easter
- 29 Golden Week starts

### MAY

- Asian American History Month
- LGBT Ally Week
- 5 Ramadan
- 27 Memorial Day

### JUNE

- Pride Month
- 3 Eid-al-Fitr
- 4 Ramadan ends
- 19 Juneteenth

### JULY

- 4 Independence Day

### AUGUST

- 10 Eid-al-Adha

### SEPTEMBER

- Hispanic Heritage Month (mid month)
- 29 Rosh Hashana

### OCTOBER

- National Disability Employment Month
- 8 Yom Kippur
- 11 National Coming Out Day
- 27 Diwali

### NOVEMBER

- National Family Caregivers Month
- 11 Veteran's Day

### DECEMBER

- 1 Nativity/Advent Fast
- 22 Hanukkah
- 26 Kwanzaa



## DIVERSITY & INCLUSION



### PRIDE MONTH

In support of our employees, this information is offered as a resource about the observance of Pride Month.

#### History and Meaning

Pride Month is celebrated each year in the month of June to honor the 1969 Stonewall riots in Manhattan. The Stonewall riots were a tipping point for the Gay Liberation Movement in the United States. Initially, the last Sunday in June was dedicated to Gay Pride Day, but the day soon grew to encompass a month-long series of events. Today, celebrations include Pride parades, picnics, parties, workshops, symposia and concerts. Memorials are also held during this month for those members of the community who have been lost to hate crimes or HIV/AIDS. The purpose of the commemorative month is to recognize the impact that lesbian, gay, bisexual and transgender individuals have had on history locally, nationally, and internationally.

#### Tips for Showing Support

Here are a few ways you can honor Pride Month and show your support.

- Learn more about the contributions of members of the LGBTQ community via the Library of Congress. The Library's American collections range from the iconic poetry of Walt Whitman through the manuscripts of the founder of LGBTQ activism in Washington, D.C., Frank Kameny.
- Attend a Pride parade or event.
- Give back to the community through a volunteer initiative such as supporting a local LGBTQ youth center or raising money for a charity.

We recognize that holidays, celebrations and observances can hold special meaning for many, which is why Astellas Diversity & Inclusion strives for accuracy and inclusion in these documents. Please share your feedback with us at [Diversity&Inclusion@astellas.com](mailto:Diversity&Inclusion@astellas.com).

#### Relevant Observances

- The rainbow flag is a symbol of Lesbian, Gay, Bisexual, Transgender and Questioning (LGBTQ) pride and social movements. The colors reflect the diversity of the community. While the flag originated in San Francisco, it is now used worldwide.
- In 1994, a coalition of education-based organizations in the United States designated October as LGBTQ History Month. National Coming Out Day (October 11), as well as the first "March on Washington" in 1979, are commemorated in during LGBTQ History Month.
- Transgender people are part of the LGBTQ community. We honor International Transgender Day of Visibility held each year on March 31 and dedicated to raising awareness of discrimination faced by transgender people worldwide, as well as a celebration of their contributions to society.

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## DIVERSITY & INCLUSION



### HOLI

employees, this information is offered as the observance of Holi, a Hindu festival.

#### Relevant Observances

- Hindu festival that takes place on the day after the full moon.
- Some Hindus will smear themselves with the ashes from the bonfires as an act of purification.
- Rangwali Holi is an all-day affair where people are encouraged to have fun and play.
- Every color of rainbow holds significance in Hindu mythology. For example, red is considered the color of love, passion and fertility; yellow is for knowledge and happiness; and pink symbolizes caring and compassion – and they are celebrated during the Festival of Colors.
- After Holi's day of play, everyone gets cleaned up and prepares to visit friends and family in the evening, keeping with this vibrant celebration of harmony with a focus on forgiveness and new beginnings.



I am a strong supporter of Astellas creating an inclusive environment for all people. The best project teams are highly engaged and empowered — teams that are inclusive regardless of sexual orientation, age, gender, or race.



**I AM AN ALLY**

**Bernie Zeiher**  
Chief Medical Officer



Every person should be able to come to work—day in, day out—as their true self.

By being our own true selves, we are more genuine and are able to live the spirit of the Astellas Way.



**I AM AN ALLY**

**Percival Barretto-Ko**  
President, Astellas US

A diverse workplace is a rich workplace. It is critical that allies show support and acceptance and signal to members of the LGBT community that work is a safe environment where they can bring their whole selves.



**I AM AN ALLY**

**Linda Friedman**  
Executive Vice President and General Counsel  
Executive Sponsor, TAO Employee Resource Group



Take the **ALLY**  
**PLEDGE**

**Astellas Pharma US**  
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In our latest Employee D&I Perspective, Paul Kang, executive director, Insight & Analytics, shares his story about emigrating from South Korea as a young boy and how the culture of Astellas mirrors the personal values he holds most de...see more



**“I see a lot of examples of how this company not only focuses on patients but affords its employees the opportunity to make better lives for themselves and their families. It’s just fantastic.”**

**Astellas Pharma US**  
Published by William Trent Richardson [?] · July 2 at 1:49 PM · 🌐

Our own Ken Foster, associate manager, Sales Operations, speaks about personal and professional challenges he’s overcome, how he found an accepting environment at Astellas, and how he’s been enabled to give back to his community. Read about his experiences here: [bit.ly/2ZY1MF6](https://bit.ly/2ZY1MF6)




**“Whether it’s through the LGBTQ+ or the Military Employee Impact Group, it’s important for me to give back. Astellas makes it easy to do so. I am grateful for all of the opportunities here – to be my authentic self and to give back so freely to the community.”**

**Astellas Pharma US**  
Published by William Trent Richardson [?] · April 23 · 🌐

In her role as Director, Independent Medical Education, Patty Jassak helps support medical education for a diverse range of healthcare professionals from multiple specialties, cultures and communities. Learn what inspires her work. Read our latest D&I Perspective here: [bit.ly/2vjMTJq](https://bit.ly/2vjMTJq)

**DIVERSITY & INCLUSION**

**“To me, diversity and inclusion means that you’re giving everyone a chance to excel and to use their skills in the best way possible for their organization, their community, their family or themselves.”**



**Patty Jassak,**  
Director, Independent Medical Education

**Astellas Pharma US** @AstellasUS · Apr 17  
Learn how Kevin Brown, Sr Dir, Health Systems, uses his unique personal and military experience at work each day. Read our latest D&I perspective here: [bit.ly/2XyALaT](https://bit.ly/2XyALaT)

**DIVERSITY & INCLUSION**

**“Gaining broad cultural perspectives is valuable to me when working with physicians, department heads or pharmacists... and helps me better understand the needs that they—and their patients—are facing.”**

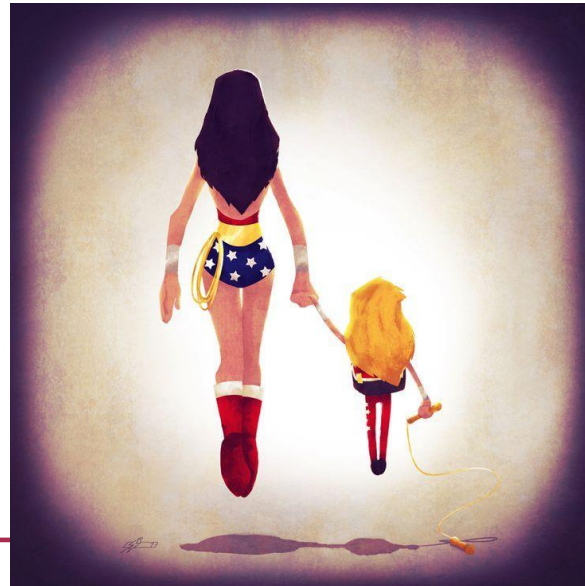


**Kevin Brown,**  
Senior Corporate Account Director, Health Systems



WOMEN LIKE US....

You weren't *Raised*,  
You were *Forged*.



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To the women who are *aggressive*: Keep being Assertive.

To the women who are *bossy*: Keep on Leading.

To the women who are *difficult*: Keep telling the Truth.

To the women who are *awkward*: Keep asking Hard Questions.

To the women who are *too much*: Keep Taking up Space.



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