

# Notes

## **Chapter 1 What Is Presence?**

1. It might have been the fifth floor. It doesn't matter. It felt like the thousandth.
2. Diderot, D. (1830). *Paradoxe sur le comédien: Ouvrage posthume*. Paris: A. Sautelet, 37.
3. As Alan Watts wrote in *The Wisdom of Insecurity*, “Since what we know of the future is made up of purely abstract and logical elements — inferences, guesses, deductions — it cannot be eaten, felt, smelled, seen, heard, or otherwise enjoyed. To pursue it is to pursue a constantly retreating phantom, and the faster you chase it, the faster it runs ahead.” Watts, A. (2011). *The wisdom of insecurity: A message for an age of anxiety*. New York: Vintage (original work published 1951), 60.
4. *Ibid.*, 87.
5. *Ibid.*, 61.
6. See Balachandra, L. (2015). *Keep calm and pitch on: Balancing and moderating affect in the entrepreneur's pitch*. Manuscript submitted for publication.
7. In a study of the influence of job applicants' verbal statements on interviewers' ratings of the applicant and on final hiring decisions, Angela Young and Michele Kacmar found that “interpersonal characteristics of enthusiasm, self-confidence and effectiveness had a significant influence on an interviewer's rating of an applicant's overall quality and the ultimate hiring decision.” (Young, A. M., & Kacmar, C. M. [1998]. ABCs of the interview: The role of affective, behavioral, and cognitive responses by applicants in the employment interview. *International Journal of Selection and Assessment*, 6, 211–221.)
8. An excellent review of the research on outcomes of entrepreneurial passion for both the entrepreneur and the people working with the entrepreneur is found in Cardon, M. S., Wincent, J., Singh, J., & Drnovsek, M. (2009). The nature and experience of entrepreneurial passion. *Academy of Management*

*Review*, 34, 511–532. Also see Cardon, M. S., Gregoire, D. A., Stevens, C. E., & Patel, P. C. (2013). Measuring entrepreneurial passion: Conceptual foundations and scale validation. *Journal of Business Venturing*, 28, 373–396.

9. Levine, S. P., & Feldman, R. S. (2002). Women and men's nonverbal behavior and self-monitoring in a job interview setting. *Applied HRM Research*, 7, 1–14; Gudykunst, W. B., & Nishida, T. (2001). Anxiety, uncertainty, and perceived effectiveness of communication across relationships and cultures. *International Journal of Intercultural Relations*, 25, 55–71; McCarthy, J., & Goffin, R. (2004). Measuring job interview anxiety: Beyond weak knees and sweaty palms. *Personnel Psychology*, 57, 607–637.

10. DeGroot, T., & Motowidlo, S. J. (1999). Why visual and vocal interview cues can affect interviewers' judgments and predict job performance. *Journal of Applied Psychology*, 84, 986–993; McGovern, T. V., & Tinsley, H. E. (1978). Interviewer evaluations of interviewee nonverbal behavior. *Journal of Vocational Behavior*, 13, 163–171.

11. Baron, R. A. (1986). Self-presentation in job interviews: When there can be “too much of a good thing.” *Journal of Applied Social Psychology*, 16, 16–28.

12. For a review of some of my research on stereotyping, prejudice, and discrimination, see Cuddy, A. J., Fiske, S. T., & Glick, P. (2008). Warmth and competence as universal dimensions of social perception: The stereotype content model and the BIAS map. In M. P. Zanna (Ed.), *Advances in experimental social psychology*, Vol. 40 (pp. 61–149). Waltham, MA: Academic Press; Cuddy, A. J. C., Glick, P., & Beninger, A. (2011). The dynamics of warmth and competence judgments, and their outcomes in organizations. *Research in Organizational Behavior*, 31, 73–98.

13. For privacy reasons, some names have been changed throughout the book.

14. Popova, M. (2014, January 6). An antidote to the age of anxiety. Retrieved from <http://www.brainpickings.org/2014/01/06/alan-watts-wisdom-of-insecurity-1/>.

15. Haigh, J. (1994). Fear, truth and reality in making presentations. *Management Decision*, 32, 58–60.

16. “Fake it until you become it.” I will discuss this phenomenon in detail later in the book. But the essence of that idea is that we sometimes have to trick ourselves into seeing who we are and what we're capable of. We're not tricking others, because they have no reason to believe we're not capable. We're standing in our own way, which is why we have to fake ourselves out from time to time.

17. Cuddy, A. J. C., Wilmuth, C. A., & Thornley, N. Nonverbal presence signals believability in job interviews. Working manuscript.

18. If you're interested in learning more about introversion, I urge you to read Susan Cain's 2013 bestseller *Quiet: The Power of Introverts in a World*

*That Can't Stop Talking*. New York: Crown. Quotes were taken from an August 24, 2015, *Wall Street Journal* article by Elizabeth Bernstein, "Why Introverts Make Great Entrepreneurs": <http://www.wsj.com/articles/why-introverts-make-great-entrepreneurs-1440381699>.

19. If you'd like to know more about how impression-management techniques affect job interview outcomes, see Barrick, M. R., Shaffer, J. A., & DeGrassi, S. W. (2009). What you see may not be what you get: Relationships among self-presentation tactics and ratings of interview and job performance. *Journal of Applied Psychology, 94*, 1394–1411; Tsai, W. C., Chen, C. C., & Chiu, S. F. (2005). Exploring boundaries of the effects of applicant impression management tactics in job interviews. *Journal of Management, 31*, 108–125; Gilmore, D. C., & Ferris, G. R. (1989). The effects of applicant impression management tactics on interviewer judgments. *Journal of Management, 15*, 557–564; Stevens, C. K., & Kristof, A. L. (1995). Making the right impression: A field study of applicant impression management during job interviews. *Journal of Applied Psychology, 80*, 587–606; Howard, J. L., & Ferris, G. R. (1996). The employment interview context: Social and situational influences on interviewer decisions. *Journal of Applied Social Psychology, 26*, 112–136; Baron, R. A. (1986). Self-presentation in job interviews: When there can be "too much of a good thing." *Journal of Applied Social Psychology, 16*, 16–28; Baron, R. A. (1989). Impression management by applicants during employment interviews: The "too much of a good thing effect." In R. W. Eder & G. R. Ferris (Eds.), *The employment interview: Theory, research, and practice*. Newbury Park, CA: Sage Publications.

20. Marr, J. C., & Cable, D. M. (2014). Do interviewers sell themselves short? The effects of selling orientation on interviewers' judgments. *Academy of Management Journal, 57*, 624–651.

21. For a review, see Kernis, M. H. (2003). Toward a conceptualization of optimal self-esteem. *Psychological Inquiry, 14*, 1–26.

22. For a review, see Perkins, A. M., & Corr, P. J. (2014). Anxiety as an adaptive emotion. In G. Parrott (Ed.), *The positive side of negative emotions*. New York: Guilford Press.

23. Todd, A. R., Forstmann, M., Burgmer, P., Brooks, A. W., & Galinsky, A. D. (2015). Anxious and egocentric: How specific emotions influence perspective taking. *Journal of Experimental Psychology: General, 144*, 374–391.

24. Jung, C. G. (1962). *An analysis of a prelude to a case of schizophrenia*. Vol. 2 of *Symbols of transformation*. (R. F. C. Hull, Trans.). New York: Harper & Brothers.

25. For a review of stereotypes about liars, see Hartwig, M., & Bond, C. F., Jr. (2011). Why do lie-catchers fail? A lens model meta-analysis of human lie judgments. *Psychological Bulletin, 137*, 643–659.

26. Henig, R. M. (2006, February 5). Looking for the lie. *The New York Times Magazine*, 47–53.
27. That said, using thermography, a team of researchers from the University of Granada have shown some initial evidence that the temperature around the nose rises when we are telling a lie. Of course this is not visible to the naked eye, so it really can't be seen as a "Pinocchio effect." See University of Granada. (2012, December 3). *Researchers confirm the "Pinocchio Effect": When you lie, your nose temperature raises*. Retrieved from <http://canalugr.es/index.php/social-economic-and-legal-sciences/item/61182-researchers-confirm-the-pinocchio-effect-when-you-lie-your-nose-temperature-raises>.
28. Darwin, C. (1872). *The expression of the emotions in man and animals*. Chicago: University of Chicago Press. (As cited in ten Brinke, Leanne; MacDonald, Sarah; Porter, Stephen; O' Connor, Brian. [2012]. Crocodile tears: Facial, verbal and body language behaviours associated with genuine and fabricated remorse. *Law and Human Behavior*, 36, 51–59.)
29. Ormerod, T. C., & Dando, C. J. (2014). Finding a needle in a haystack: Toward a psychologically informed method for aviation security screening. *Journal of Experimental Psychology: General* 144, 76–84.
30. Ten Brinke et al., Crocodile tears, 52.
31. Ekman, P. (2009). *Telling lies: Clues to deceit in the marketplace, politics, and marriage* (Revised ed.). New York: W. W. Norton & Company.
32. Ten Brinke et al., Crocodile tears, 51.
33. Charles Bond and Bella DePaulo analyzed responses from nearly twenty-five thousand subjects and found that people accurately distinguish a lie from a truth about 54 percent of the time, which is barely better than the flip of a coin. This is consistent with many previous findings. See Bond, C. F., & DePaulo, B. M. (2006). Accuracy of deception judgments. *Personality and Social Psychology Review*, 10, 214–234.
34. Etcoff, N. L., Ekman, P., Magee, J. J., & Frank, M. G. (2000). Lie detection and language comprehension. *Nature*, 405, 139.
35. Ten Brinke, L., Stimson, D., & Carney, D. R. (2014). Some evidence for unconscious lie detection. *Psychological Science*, 25, 1098–1105.
36. Repp, B. H., & Su, Y. H. (2013). Sensorimotor synchronization: A review of recent research (2006–2012). *Psychonomic Bulletin & Review*, 20, 403–452.

## **Chapter 2 Believing and Owning Your Story**

1. If you are interested in learning more about the psychology of the self, I strongly recommend Deci, E. L. (with Flaste, R.) (1995). *Why we do what we do: The dynamics of personal autonomy*. New York: Putnam.

2. More on academic theories of the authentic self and personal authenticity: Kernis and Goldman say that an authentic person possesses the following: awareness of and motivation to know his or her own goals, feelings, and self-beliefs, even if contradictory; unbiased processing of his or her own attributes, emotions, experiences, and knowledge; behavior in accord with personal needs, desires, and values; and a relational orientation toward honesty and openness to others. Wood says that to be authentic, one's actions must align with the personal values, preferences, beliefs, and motivations of which one is aware. Maslow, A. H. (1965). Some basic propositions of a growth and self-actualization psychology. In G. Lindzey and L. Hall (Eds.), *Theories of personality: Primary sources and research* (pp. 307–316). New York: John Wiley; Rogers, C. R. (1963). The concept of the fully functioning person. *Psychotherapy: Theory, Research & Practice*, 1, 17–23; Kernis, M. H., & Goldman, B. M. (2006). A multicomponent conceptualization of authenticity: Theory and research. In M. P. Zanna (Ed.), *Advances in experimental social psychology*, Vol. 38 (pp. 283–357). Waltham, MA: Academic Press; Wood, A. M., Linley, P. A., Maltby, J., Baliousis, M., & Joseph, S. (2008). The authentic personality: A theoretical and empirical conceptualization and the development of the Authenticity Scale. *Journal of Counseling Psychology*, 55, 385–399. Cable, D. M., Gino, F., & Staats, B. R. (2013). Breaking them in or eliciting their best? Reframing socialization around newcomers' authentic self-expression. *Administrative Science Quarterly*, 58, 1–36.
3. Lenton, A. P., Bruder, M., Slabu, L., & Sedikides, C. (2013). How does “being real” feel? The experience of state authenticity. *Journal of Personality*, 81, 276–289.
4. Lenton, A. (n.d.) Social Psychology Network profile. Retrieved from <http://lenton.socialpsychology.org>.
5. Sherman, D. K., & Cohen, G. L. (2006). The psychology of self-defense: Self-affirmation theory. In M. P. Zanna (Ed.), *Advances in experimental social psychology*, Vol. 38 (pp. 183–242). Waltham, MA: Academic Press.
6. Roberts, L. M., Dutton, J. E., Spreitzer, G. M., Heaphy, E. D., & Quinn, R. E. (2005). Composing the reflected best-self portrait: Building pathways for becoming extraordinary in work organizations. *Academy of Management Review*, 30, 712–736.
7. Roberts, L. M. (2010, September 30). *Your reflected best self*. Retrieved from <http://positiveorgs.bus.umich.edu/news/your-reflected-best-self/>.
8. Roberts et al., Composing the reflected best-self portrait.
9. Cohen, G. L., & Sherman, D. K. (2014). The psychology of change: Self-affirmation and social psychological intervention. *Annual Review of Psychology*, 65, 333–371. For support they cite Steele, C. M. (1988). The psychol-

ogy of self-affirmation: Sustaining the integrity of the self. *Advances in Experimental Social Psychology*, 21, 261–302.

10. Cohen & Sherman, The psychology of change. This article provides a thorough and very accessible review of this vast literature. I highly recommend it to anyone who's interested in learning more about this method and its applications.

11. Creswell, J. D., Welch, W. T., Taylor, S. E., Sherman, D. K., Gruenewald, T. L., & Mann, T. (2005). Affirmation of personal values buffers neuroendocrine and psychological stress responses. *Psychological Science*, 16, 846–851.

12. Kirschbaum, C., Pirke, K. M., & Hellhammer, D. H. (1993). The Trier Social Stress Test — a tool for investigating psychobiological stress responses in a laboratory setting. *Neuropsychobiology*, 28, 76–81.

13. For a review of how acute stressors affect the cortisol response and what that means for psychological well-being, see Dickerson, S. S., & Kemeny, M. E. (2004). Acute stressors and cortisol responses: a theoretical integration and synthesis of laboratory research. *Psychological Bulletin*, 130, 355–391.

14. Sherman, D. K., Bunyan, D. P., Creswell, J. D., & Jaremka, L. M. (2009). Psychological vulnerability and stress: The effects of self-affirmation on sympathetic nervous system responses to naturalistic stressors. *Health Psychology*, 28, 554–562.

15. Cohen & Sherman, The psychology of change. Kang, S.; Galinsky, A.; Kray, L.; and Shirako, A. (2015). Power affects performance when the pressure is on: Evidence for low-power threat and high-power lift. *Personality and Social Psychology Bulletin*, 41, 726–735.

16. Creswell, J. D., Dutcher, J. M., Klein, W. M., Harris, P. R., & Levine, J. M. (2013). Self-affirmation improves problem-solving under stress. *PLoS ONE*, 8, e62593.

17. Schlegel, R. J., Hicks, J. A., Arndt, J., & King, L. A. (2009). Thine own self: True self-concept accessibility and meaning in life. *Journal of Personality and Social Psychology*, 96, 473–490.

18. As is true for all correlational studies, we cannot know with certainty the direction of causation among the variables — only that they are associated. That said, because of the authors' thoroughly prepared theoretical foundation and careful statistical analyses, we can more comfortably infer that these narrative identities do indeed influence mental health trajectories, even if the trajectories then reinforce the narrative identities or if there are additional contributing variables. See Adler, J. M., Turner, A. F., Brookshier, K. M., Monahan, C., Walder-Biesanz, I., Harmeling, L. H., Albaugh, M., McAdams, D. P., & Oltmans, T. F. (2015). Variation in narrative identity is associated with trajectories of mental health over several years. *Journal of Personality and Social Psychology*, 108, 476–496.

19. Kahn, W. A. (1992). To be fully there: Psychological presence at work. *Human Relations*, 45, 321–349.

20. Ibid., 322.

21. Ibid., 325.

22. Cable, D. M., Gino, F., & Staats, B. R. (2013). Breaking them in or eliciting their best? Reframing socialization around newcomers' authentic self-expression. *Administrative Science Quarterly*, 58, 1–36.

23. You know how disappointing it is when you learn that your favorite celebrity is a jerk? That's especially disappointing when your favorite celebrity is someone you see as having depth, sensitivity, wisdom — someone who has created something that is meaningful to you, such as a song, a piece of writing, or a character in a film. Because it's meaningful to you, you want to believe that it's meaningful to that person, so learning that he or she is a jerk makes that impossible. Now imagine the opposite. Your favorite celebrity has more depth, sensitivity, and wisdom than you could reasonably expect any one person to possess. And she is so easy to be around — so seamlessly in tune and accommodating — that you feel you just might have been best friends for a year at summer camp. And then you have the revelation that everyone who has ever interviewed her has probably felt the same way. This is Julianne Moore.

24. Corliss, R. (2014, December 12). Review: Still Alice: Julianne Moore reveals Alzheimer's from the inside. *Time*. Retrieved from <http://time.com/3628020/still-alice-julianne-moore-movie-review/>.

25. Waterman, L. (n.d.). The most honest actress in Hollywood. *DuJour*. Retrieved from <http://dujour.com/news/julianne-moore-interview-carrie-movie/>.

26. Wurtz, J. (Producer). (2002, December 22). *Inside the actors studio* [Television broadcast]. New York: Bravo.

27. Dillon, K. (2015, August 28). What you should (and shouldn't) focus on before a job interview. *Harvard Business Review*. Retrieved from <https://hbr.org/2015/08/what-you-should-and-shouldnt-focus-on-before-a-job-interview>.

### **Chapter 3 Stop Preaching, Start Listening: How Presence Begets Presence**

1. For more on our own and others' research on warmth and competence judgments, see Cuddy, A. J. C., Fiske, S. T., & Glick, P. (2008). Warmth and competence as universal dimensions of social perception: The Stereotype Content Model and the BIAS Map. In M. P. Zanna (Ed.), *Advances in experimental social psychology*, Vol. 40 (pp. 61–149). Waltham, MA: Academic Press; Cuddy, A. J. C., Fiske, S. T., & Glick, P. (2007). The BIAS Map: Behaviors from intergroup affect and stereotypes. *Journal of Personality and Social Psychology*, 92, 631–648; Cuddy, A. J. C., Glick, P., & Beninger, A. (2011). The dynamics of warmth and competence judgments, and their outcomes in organizations. *Research in Organizational Behavior*, 31, 73–98; Fiske, S. T.,

- Cuddy, A. J. C., & Glick, P. (2007). Universal dimensions of social cognition: Warmth, then competence. *Trends in Cognitive Sciences*, *11*, 77–83.
2. Casciaro, T., & Lobo, M. S. (2005). Competent jerks, lovable fools, and the formation of social networks. *Harvard Business Review*, *83*, 92–99.
3. Ybarra, O., Chan, E., & Park, D. (2001). Young and old adults' concerns about morality and competence. *Motivation and Emotion*, *25*, 85–100.
4. For related work, see Wojciszke, B., Baryla, W., Parzuchowski, M., Szymkow, A., & Abele, A. E. (2011). Self-esteem is dominated by agentic over communal information. *European Journal of Social Psychology*, *41*, 617–627.
5. Cuddy, A. J., Kohut, M., & Neffinger, J. (2013). Connect, then lead. *Harvard Business Review*, *91*, 54–61.
6. Zenger, J., & Folkman, J. (2013, May 2). I'm the boss! Why should I care if you like me? *Harvard Business Review*. Retrieved from <https://hbr.org/2013/05/im-the-boss-why-should-i-care>.
7. Lombardo, M. M., & McCall, M. W. J. (1984). *Coping with an intolerable boss*. Greensboro, NC: Center for Creative Leadership.
8. All quotes: Ury, W. L. (2015). *Getting to yes with yourself: And other worthy opponents*. New York: HarperOne, 90–93.
9. For more on the role of shared goals in reducing intergroup conflict, see Gaertner, S. L., Dovidio, J. F., Anastasio, P. A., Bachman, B. A., & Rust, M. C. (1993). The common ingroup identity model: Recategorization and the reduction of intergroup bias. *European Review of Social Psychology*, *4*, 1–26.
10. For a closer look at procedural justice, see, among other reports, Tyler, T. R., & Blader, S. L. (2003). The group engagement model: Procedural justice, social identity, and cooperative behavior. *Personality and Social Psychology Review*, *7*(4), 349–361, and Bagdadli, S., Roberson, Q., & Paoletti, F. (2006). The mediating role of procedural justice in responses to promotion decisions. *Journal of Business and Psychology*, *21*, 83–102.
11. Lloyd, K. J., Boer, D., Kluger, A. N., & Voelpel, S. C. (2015). Building trust and feeling well: Examining intraindividual and interpersonal outcomes and underlying mechanisms of listening. *International Journal of Listening* *29*(1), 12–29.
12. Because this wasn't a controlled experiment, it's not possible to rule out other variables that might have contributed to this drop in youth violence — and it's likely that other variables *did* contribute. However, a detailed analysis by researcher Anthony A. Braga, formerly of the John F. Kennedy School of Government at Harvard, and his colleagues clearly concludes that the work of the TenPoint Coalition played an enormous and unique causal role in bringing about the change. See Braga, A. A., Kennedy, D. M.,

Waring, E. J., & Piehl, A. M. (2001). Problem-oriented policing, deterrence, and youth violence: An evaluation of Boston's Operation Ceasefire. *Journal of Research in Crime and Delinquency*, 38(3), 195–225.

#### **Chapter 4 I Don't Deserve to Be Here**

1. Clance, P. R., & Imes, S. A. (1978). The imposter phenomenon in high achieving women: Dynamics and therapeutic intervention. *Psychotherapy: Theory, Research & Practice*, 15, 241–247.

2. Izadi, E. (2015, May 28). At Harvard, Natalie Portman acknowledges what many of us feel: Impostor syndrome. *The Washington Post*. Retrieved from <http://www.washingtonpost.com/news/grade-point/wp/2015/05/28/natalie-portmans-harvard-speech-reminds-us-how-we-all-can-feel-we-arent-smart-enough/>.

3. Clance, P. R. (1985). *The imposter phenomenon: When success makes you feel like a fake*. New York: Bantam Books, 20–22. You can see the entire scale at <http://paulineroseclance.com/pdf/IPTestandscoreing.pdf>.

4. Clance & Imes, The imposter phenomenon in high achieving women, 241.

5. Ibid.

6. Ibid., 242.

7. I can't cite the thousands of scientific studies that support this statement, so I will refer you to one particularly well-conducted (and troubling) study: Moss-Racusin, C. A., Dovidio, J. F., Brescoll, V. L., Graham, M. J., & Handelsman, J. (2012). Science faculty's subtle gender biases favor male students. *Proceedings of the National Academy of Sciences*, 109, 16474–16479.

8. Langford, J., & Clance, P. R. (1993). The imposter phenomenon: Recent research findings regarding dynamics, personality and family patterns and their implications for treatment. *Psychotherapy: Theory, Research, Practice, Training*, 30, 495–501; Castro, D. M., Jones, R. A., & Mirsalimi, H. (2004). Parentification and the imposter phenomenon: An empirical investigation. *The American Journal of Family Therapy*, 32, 205–216; Vergauwe, J., Wille, B., Feys, M., De Fruyt, F., & Anseel, F. (2015). Fear of being exposed: The trait-relatedness of the imposter phenomenon and its relevance in the work context. *Journal of Business and Psychology*, 30(3), 565–581.

9. McGregor, L. N., Gee, D. E., & Posey, K. E. (2008). I feel like a fraud and it depresses me: The relation between the imposter phenomenon and depression. *Social Behavior and Personality: An International Journal*, 36, 43–48; Jöstl, G., Bergsmann, E., Lüftenegger, M., Schober, B., & Spiel, C. (2012). When will they blow my cover? The imposter phenomenon among Austrian doctoral students. *Zeitschrift für Psychologie*, 220, 109–120.

10. Rudman, L. A., & Fairchild, K. (2004). Reactions to counterstereotypic behavior: The role of backlash in cultural stereotype maintenance. *Journal of Personality and Social Psychology*, *87*, 157–176.

11. For an excellent discussion of the research on stereotype backlash against women, see Rudman, L. A., & Phelan, J. E. (2008). Backlash effects for disconfirming gender stereotypes in organizations. *Research in organizational behavior*, *28*, 61–79.

12. Many of the citations for impostorism studies involving these demographics can be found in the reference list compiled by Pauline Rose Clance at this link: <http://paulineroseclance.com/pdf/IP%20Ref%20List-MOST%20RECENT-8-2-13.doc>.

13. Matthews, G., & Clance, P. R. (1985). Treatment of the impostor phenomenon in psychotherapy clients. *Psychotherapy in Private Practice*, *3*, 71–81.

14. Friedman, A. (2013, October 22). Not qualified for your job? Wait, you probably are. *Pacific Standard*. Retrieved from <http://www.psmag.com/business-economics/qualified-job-wait-probably-imposter-syndrome-psychology-68700>.

15. Bernard, N. S., Dollinger, S. J., & Ramaniah, N. V. (2002). Applying the big five personality factors to the impostor phenomenon. *Journal of Personality Assessment*, *78*, 321–333; Castro et al., Parentification and the impostor phenomenon; Clance & Imes, The impostor phenomenon in high achieving women.

16. That said, psychologists have found that *many* personality traits correlate with impostorism, including perfectionism and performance anxiety (Thompson, T., Foreman, P., & Martin, F. [2000]. Impostor fears and perfectionistic concern over mistakes. *Personality and Individual Differences*, *29*, 629–647), low self-acceptance and sense of mastery over the environment (September, A. N., McCarrey, M., Baranowsky, A., Parent, C., & Schindler, D. [2001]. The relation between well-being, impostor feelings, and gender role orientation among Canadian university students. *The Journal of Social Psychology*, *141*, 218–232), high neuroticism and low conscientiousness (Bernard et al., Applying the big five personality factors to the impostor phenomenon), low self-esteem (Cozzarelli, C., & Major, B. [1990]. Exploring the validity of the impostor phenomenon. *Journal of Social and Clinical Psychology*, *9*, 401–417), and introversion (Lawler, N. K. [1985]. The impostor phenomenon in high achieving persons and Jungian personality variables. [Doctoral dissertation, Georgia State University, 1984]. *Dissertation Abstracts International*, *45*, 86; Prince, T. J. [1989]. The impostor phenomenon revisited: A validity study of Clance's IP Scale. Unpublished master's thesis, Georgia State University, Atlanta). There is certainly a pattern of traits and tendencies correlated with impostorism; however, in most cases, it is unclear

which direction these traits go in relation to impostorism — that is, whether these things *cause* impostorism or whether they are *caused by* impostorism. It seems likely that impostorism and these traits feed off each other, exacerbating the problem. Impostorism is as much a product of the given situation as it is a product of personality traits (McElwee, R., & Yurak, T. J. [2010]. The phenomenology of the Impostor Phenomenon. *Individual Differences Research*, 8, 184–197).

17. Kumar, S., & Jagacinski, C. M. (2006). Imposters have goals too: The imposter phenomenon and its relationship to achievement goal theory. *Personality and Individual Differences*, 40, 147–157; September et al., The relation between well-being, impostor feelings, and gender role orientation among Canadian university students; Clance & Imes, The imposter phenomenon in high achieving women.

18. Thompson, T., Davis, H., & Davidson, J. (1998). Attributional and affective responses of impostors to academic success and failure outcomes. *Personality and Individual Differences*, 25, 381–396.

19. The name, locations, and several other details of this story have been changed to protect the e-mail writer's privacy.

20. Thompson, T., Foreman, P., & Martin, F. (2000). Impostor fears and perfectionistic concern over mistakes. *Personality and Individual Differences*, 29, 629–647.

21. Cozzarelli & Major, Exploring the validity of the impostor phenomenon; Thompson et al., Impostor fears and perfectionistic concern over mistakes.

22. Kim, Y. H., Chiu, C. Y., & Zou, Z. (2010). Know thyself: Misperceptions of actual performance undermine achievement motivation, future performance, and subjective well-being. *Journal of Personality and Social Psychology*, 99, 395–409.

23. Schmader, T., Johns, M., & Forbes, C. (2008). An integrated process model of stereotype threat effects on performance. *Psychological Review*, 115, 336–356.

24. O'Reilly, J., Robinson, S. L., Berdahl, J. L., & Banki, S. (2014). Is negative attention better than no attention? The comparative effects of ostracism and harassment at work. *Organization Science*, 26, 776–793.

25. Eisenberger, N. I., Lieberman, M. D., & Williams, K. D. (2003). Does rejection hurt? An fMRI study of social exclusion. *Science*, 302, 290–292.

26. Sanford, A. A., Ross, E. M., Blake, S. J., & Cambiano, R. L. (2015). Finding courage and confirmation: Resisting impostor feelings through relationships with mentors, romantic partners, and other women in leadership. *Advancing Women in Leadership*, 35, 33–43.

## **Chapter 5 How Powerlessness Shackles the Self (and How Power Sets It Free)**

1. The name and minor details of this story have been changed to protect the e-mail writer's privacy.

2. Keltner, D., Gruenfeld, D. H., & Anderson, C. (2003). Power, approach, and inhibition. *Psychological Review*, *110*, 265–284.

3. *Ibid.*, 268.

4. This theory — regulatory focus theory, developed by E. Tory Higgins — is one of the most influential theories in modern psychology. If you delve into the literature about it, you will soon learn that hundreds of researchers and thousands of studies have explored it. Consider starting with Brockner, J., & Higgins, E. T. (2001). Regulatory focus theory: Implications for the study of emotions at work. *Organizational Behavior and Human Decision Processes*, *86*, 35–66. As the authors explain:

Previous theory and research have shown that people have two distinct self-regulatory foci. When promotion focused, people are motivated by growth and development needs in which they attempt to bring their actual selves (their behaviors and self-conceptions) in alignment with their ideal selves (self-standards based on wishes and aspirations of how they would like to be). When prevention focused, people are responsive to security needs in which they try to match their actual selves with their ought selves (self-standards based on felt duties and responsibilities). Strategically, eagerness or ensuring gains predominate for promotion-focused persons, whereas vigilance or ensuring nonlosses predominate for prevention-focused persons. People's regulatory focus influences the nature and magnitude of their emotional experience. Promotion-focused people's emotions vary along a cheerful-dejected dimension, whereas prevention-focused people's emotions vary along a quiescent-agitated dimension.

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## **Chapter 6 Slouching, Steepling, and the Language of the Body**

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of the World Rugby rankings in October of 2003, New Zealand has been ranked first longer than all other teams combined. They also became the first team to win four hundred test matches and since 2005 have been named the World Rugby Team of the Year seven times. See New Zealand national rugby union team. (n.d.) In Wikipedia. Retrieved July 17, 2015, from [https://en.wikipedia.org/wiki/New\\_Zealand\\_national\\_rugby\\_union\\_team](https://en.wikipedia.org/wiki/New_Zealand_national_rugby_union_team).

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## **Chapter 7 Surfing, Smiling, and Singing Ourselves to Happiness**

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18. Ibid.
19. Laird, J. D., & Lacasse, K. (2014). Bodily influences on emotional feelings: Accumulating evidence and extensions of William James's theory of emotion. *Emotion Review*, *6*, 27–34, 31–32. For a more complete review of the research on facial feedback, see Laird, J. D. (2006). *Feelings: The perception of self*. Oxford: Oxford University Press.
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21. Van der Kolk, B. A. (2014). *The body keeps the score*. New York: Viking, 213.

22. Interlandi, J. (2014, May 22). A revolutionary approach to treating PTS. *The New York Times Magazine*. Retrieved from <http://www.nytimes.com/2014/05/25/magazine/a-revolutionary-approach-to-treating-PTS.html>.
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24. As cited in *ibid*.
25. McGonigal, K. (2009). *Yoga for pain relief: Simple practices to calm your mind and heal your chronic pain*. Oakland, CA: New Harbinger Publications.
26. Van der Kolk, *The body keeps the score*, 214.
27. *Ibid.*, 208. In this book I'm focusing on only breathing and movement, but rhythm and chanting can also be helpful in achieving presence. For more, see van der Kolk's book.
28. Van der Kolk, B. A., Stone, L., West, J., Rhodes, A., Emerson, D., Suvak, M., & Spinazzola, J. (2014). Yoga as an adjunctive treatment for posttraumatic stress disorder: A randomized controlled trial. *The Journal of Clinical Psychiatry, 75*, 559–565.
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31. Van der Kolk, *The body keeps the score*, 201.
32. Seppälä et al., Breathing-based meditation; Bhasin, M. K., Dusek, J. A., Chang, B. H., Joseph, M. G., Denninger, J. W., Fricchione, G. L., Benson, H., & Libermann, T. A. (2013). Relaxation response induces temporal transcriptome changes in energy metabolism, insulin secretion and inflammatory pathways. *PLoS ONE, 8*, e62817–e62825; Peters, R. K., Benson, H., & Porter, D. (1977). Daily relaxation response breaks in a working population: I. Effects on self-reported measures of health, performance, and well-being. *American Journal of Public Health, 67*, 946–953; Benson, H., Wilcher, M., Greenberg, B., Huggins, E., Ennis, M., Zuttermeister, P. C., Myers, P., & Friedman, R. (2000). Academic performance among middle school students after exposure to a relaxation response curriculum. *Journal of Research and Development in Education, 33*, 156–165; Tyson, P. D. (1998). Physiological arousal, reactive

aggression, and the induction of an incompatible relaxation response. *Aggression and Violent Behavior*, 3, 143–158; Marchand, W. R. (2013). Mindfulness meditation practices as adjunctive treatments for psychiatric disorders. *Psychiatric Clinics of North America*, 36, 141–152; Marchand, W. R. (2012). Mindfulness-based stress reduction, mindfulness-based cognitive therapy, and Zen meditation for depression, anxiety, pain, and psychological distress. *Journal of Psychiatric Practice*, 18, 233–252.

33. Philippot, P., Chapelle, G., & Blairy, S. (2002). Respiratory feedback in the generation of emotion. *Cognition & Emotion*, 16, 605–627.

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35. Fairbanks, How surfing taught me to make choices.

## **Chapter 8 The Body Shapes the Mind (So Starfish Up!)**

1. Until I was in kindergarten and we moved back to Pennsylvania, where my parents were born and raised, my dad was a park ranger in Washington State. The park I describe here is called Ginkgo Petrified Forest State Park in Vantage, Washington. By the year 2000, the population of Vantage had dropped to seventy, but the tiny stone house still sits there, right in the middle of the park.

2. Carney, D., Cuddy, A. J. C., & Yap, A. (2010). Power posing: Brief non-verbal displays affect neuroendocrine levels and risk tolerance. *Psychological Science*, 21, 1363–1368. Note that both experiments are reported in the article. However, in response to editorial feedback, we had to omit most of the methodological details about the first experiment. If you search for it in the original paper, go to the “General Discussion,” where you’ll find it summarized in a single paragraph. I’m providing more details here in the book.

3. Minvaleev, R. S., Nozdrachev, A. D., Kir’yanova, V. V., & Ivanov, A. I. (2004). Postural influences on the hormone level in healthy subjects: I. The cobra posture and steroid hormones. *Human Physiology*, 30, 452–456.

4. They also looked at dehydroepiandrosterone (DHEA) and aldosterone (which plays a central role in the regulation of blood pressure), but results were mixed, with some subjects experiencing changes and others not.

5. Even in the simplest yoga disciplines, most postures are fairly complex. There are numerous moving parts, all of which must be properly aligned. The postures must be held for a certain amount of time, and there are breathing and mindfulness components as well. And as a practical strategy for quick results, yoga may not be the easiest option for most of us in most situations.

6. Hormone levels are typically measured in blood or saliva samples. Although the former may allow for a more conservative test, social psychologists very rarely collect blood samples, so saliva samples are standard. To accurately measure changes in salivary levels of testosterone and cortisol in response to a stimulus, such as power posing, (1) the study should be conducted and samples collected in the afternoon (because of normal diurnal changes in these hormone levels), (2) the experimenter should wait at least ten minutes after the subjects have arrived at the lab before taking the first saliva sample, thereby allowing hormones to return to baseline levels, and (3) the experimenter should wait fifteen to twenty minutes after the onset of the stimulus to take the second saliva sample.

7. Riskind, J. H., & Gotay, C. C. (1982). Physical posture: Could it have regulatory or feedback effects on motivation and emotion? *Motivation and Emotion*, 6, 273–298; Riskind, J. H. (1984). They stoop to conquer: Guiding and self-regulatory functions of physical posture after success and failure. *Journal of Personality and Social Psychology*, 47, 479–493.

8. Stepper, S., & Strack, F. (1993). Proprioceptive determinants of emotional and nonemotional feelings. *Journal of Personality and Social Psychology*, 64, 211–220.

9. The concept of “idea stickiness” is quite interesting, especially in the context of marketing. To learn more about the research into why some ideas stick and others don’t, read Heath, C., & Heath, D. (2007). *Made to stick*. New York: Random House.

10. For a brief summary of these many studies, see Carney, D. R., Cuddy, A. J., & Yap, A. J. (2015). Review and summary of research on the embodied effects of expansive (vs. contractive) nonverbal displays. *Psychological Science*, 26, 657–663.

11. Huang, L., Galinsky, A. D., Gruenfeld, D. H., & Guillory, L. E. (2011). Powerful postures versus powerful roles: Which is the proximate correlate of thought and behavior? *Psychological Science*, 22, 95–102.

12. Thein, S. M. (2013). *Embodied foundations of the self: Food, grooming, and cultural pathways of human development in Burma-Myanmar and the*

- United States* (UCLA: psychology dissertation 0780). Retrieved from <https://escholarship.org/uc/item/6n09v64m>.
13. Riskind, They stoop to conquer.
  14. Nair, S., Sagar, M., Sollers III, J., Consedine, N., & Broadbent, E. (2015). Do slumped and upright postures affect stress responses? A randomized trial. *Health Psychology, 34*, 632–641.
  15. Kacewicz, E., Pennebaker, J. W., Davis, M., Jeon, M., & Graesser, A. C. (2014). Pronoun use reflects standings in social hierarchies. *Journal of Language and Social Psychology, 33*(2), 125–143; Bernstein, E. (2013, October 7). A tiny pronoun says a lot about you: How often you say “I” says a lot more than you realize. *Wall Street Journal*. Retrieved from <http://www.wsj.com/articles/SB10001424052702304626104579121371885556170>.
  16. Michalak, J., Mischnat, J., & Teismann, T. (2014). Sitting posture makes a difference — Embodiment effects on depressive memory bias. *Clinical Psychology & Psychotherapy, 21*, 519–524.
  17. Michalak, J., Rohde, K., & Troje, N. F. (2015). How we walk affects what we remember: Gait modifications through biofeedback change negative affective memory bias. *Journal of Behavior Therapy and Experimental Psychiatry, 46*, 121–125.
  18. Guillory, L. E., & Gruenfeld, D. H. (2010). Fake it till you make it: How acting powerful leads to feeling empowered. Manuscript in preparation.
  19. Kwon, J., & Kim, S. Y. (2015). The effect of posture on stress and self-esteem: Comparing contractive and neutral postures. Unpublished manuscript.
  20. Wilson, V. E., & Peper, E. (2004). The effects of upright and slumped postures on the recall of positive and negative thoughts. *Applied Psychophysiology and Biofeedback, 29*, 189–195.
  21. Briñol, P., Petty, R. E., & Wagner, B. (2009). Body posture effects on self-evaluation: A self-validation approach. *European Journal of Social Psychology, 39*, 1053–1064.
  22. Arnette, S. L., & Pettijohn II, T. F. (2012). The effects of posture on self-perceived leadership. *International Journal of Business and Social Science, 3*, 8–13.
  23. Noda, W., & Tanaka-Matsumi, J. (2009). Effect of a classroom-based behavioral intervention package on the improvement of children’s sitting posture in Japan. *Behavior Modification, 33*, 263–273.
  24. Peper, E., & Lin, I. M. (2012). Increase or decrease depression: How body postures influence your energy level. *Biofeedback, 40*, 125–130.
  25. Allen, J., Gervais, S. J., & Smith, J. (2013). Sit big to eat big: The interaction of body posture and body concern on restrained eating. *Psychology of Women Quarterly, 37*, 325–336.

26. Park, L. E., Streamer, L., Huang, L., & Galinsky, A. D. (2013). Stand tall, but don't put your feet up: Universal and culturally-specific effects of expansive postures on power. *Journal of Experimental Social Psychology, 49*, 965–971.
27. Lee, E. H., & Schnall, S. (2014). The influence of social power on weight perception. *Journal of Experimental Psychology: General, 143*, 1719–1725.
28. Jordet, G., & Hartman, E. (2008). Avoidance motivation and choking under pressure in soccer penalty shootouts. *Journal of Sport and Exercise Psychology, 30*(4), 450–457.
29. Bohns, V. K., & Wiltermuth, S. S. (2012). It hurts when I do this (or you do that): Posture and pain tolerance. *Journal of Experimental Social Psychology, 48*, 341–345.
30. Cuddy, A. C., Wilmuth, C. A., Yap, A. J., & Carney, D. R. (2015). Preparatory power posing affects nonverbal presence and job interview performance. *Journal of Applied Psychology, 100*, 1286–1295.
31. For more information on this, see Fejer, R., Kyvik, K. O., & Hartvigsen, J. (2006). The prevalence of neck pain in the world population: A systematic critical review of the literature. *European Spine Journal, 15*, 834–848.
32. S. August, personal communication.
33. In an e-mail to me, Steve August continues:

Very briefly, here's what happens:

- (1) Hunch-over heaps. Eventually the upper-back hinges, which allow this movement, will freeze up in that flexed position, and the tough collagen around the spine will shorten up around the immobile joints. When this gets tight enough, no one can straighten the hinges themselves — you have to use sufficient external force. It's a matter of leverage.
- (2) The muscles down the back of the neck work several times harder to hold the head up, just to look ahead or at a small screen. So these strain, then scar (adhesive fibrosis) as part of the repair of that strain, then shorten because of the scarring.
- (3) The muscles around the front of the neck work less and weaken, so the chin pokes out.
- (4) This hunched, poked-chin posture compresses every joint in the neck, and sooner or later some will lock acutely, causing neck pain, referred pain, and headache. . . .

According to conservative estimates, right now, as you read this, around one adult in six in the computer-using world has acute pain in

the upper back or neck or headaches arising from the neck. That means sixty million Europeans, forty-five million Americans, and 3.3 million Aussies. Those figures are probably already out of date. A good single overview is found in a paper by René Fejer, Kirsten Ohm Kyvik, and Jan Hartvigsen called “The prevalence of neck pain in the world population: A systematic critical review of the literature,” published in the *European Spine Journal* of June 2006 (15[6], pages 834–848).

34. Bos, M. W., & Cuddy, A. J. (2013). iPosture: The size of electronic consumer devices affects our behavior. Harvard Business School working paper. In a separate study with 100 participants we showed that the smaller the device, the more contractive our posture — hands are closer together, shoulders are more slumped, and we’re generally less expansive.

35. Sharma, N., & Baron, J. C. (2013). Does motor imagery share neural networks with executed movement: A multivariate fMRI analysis. *Frontiers in Human Neuroscience*, 7, 564; Nyberg, L., Eriksson, J., Larsson, A., & Marklund, P. (2006). Learning by doing versus learning by thinking: An fMRI study of motor and mental training. *Neuropsychologia*, 44, 711–717; Jeannerod, M., & Frak, V. (1999). Mental imaging of motor activity in humans. *Current Opinion in Neurobiology*, 9, 735–739.

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37. Cyranoski, D. (2012, June 13). Neuroscience: The mind reader. *Nature*. Retrieved from <http://www.nature.com/news/neuroscience-the-mind-reader-1.10816>.

38. Aflalo, T., Kellis, S., Klaes, C., Lee, B., Shi, Y., Pejsa, K., Shanfield, K., Hayes-Jackson, S., Aisen, M. Heck, C., Liu, C., & Andersen, R. A. (2015). Decoding motor imagery from the posterior parietal cortex of a tetraplegic human. *Science*, 348, 906–910.

39. Cuddy, A. J. C., & Thornley, N. The body in the brain: Imagining oneself in a powerful posture increases confidence and decreases social threat. Working manuscript.

40. Lanier, J. (2001). Virtually there. *Scientific American*, 284, 66–75; Slater, M., Spanlang, B., Sanchez-Vives, M. V., Blanke, O. (2010). First person experience of body transfer in virtual reality. *PLoS ONE*, 5, e10564; Kilteni, K., Normand, J.-M., Sanchez-Vives, M. V., Slater, M. (2012). Extending body space in immersive virtual reality: A very long arm illusion. *PLoS ONE* 7, e40867.

41. Yee, N., & Bailenson, J. (2007). The Proteus effect: The effect of transformed self-representation on behavior. *Human Communication Research*, 33, 271–290.

42. Rosenberg, R. S., Baughman, S. L., & Bailenson, J. N. (2013). Virtual superheroes: Using superpowers in virtual reality to encourage prosocial behavior. *PLoS ONE*, 8, e55003.

43. Yap, A. J., Wazlawek, A. S., Lucas, B. J., Cuddy, A. C., & Carney, D. R. (2013). The ergonomics of dishonesty: The effect of incidental posture on stealing, cheating, and traffic violations. *Psychological Science*, 24, 2281–2289.

44. As with any psychological phenomenon, there are variables that amplify or dampen the effects of expansive postures. Most important, context matters. For example, one study showed that adopting expansive postures did not increase risk tolerance when people were asked to imagine that they were being frisked by a police officer. Engaging in social tasks — such as looking at photos of faces — while holding poses seems to increase the strength of the effects, perhaps because power is so often considered a social construct. Another factor that needs further examination is the duration of time one holds a pose. Because I discussed our first study, in which people held the two poses for a total of two minutes, in my TED talk, “two minutes” took on some kind of magical quality as news of the talk and research spread throughout popular culture. Yes, two minutes worked in that study, but across the fifty or more studies on the effects of adopting expansive postures, subjects have held postures anywhere from thirty seconds to more than five minutes. And in yoga classes, people are moving through a series of poses for an hour or more. Two minutes isn’t a rigid prescription. In fact, it seems that holding a single pose for more than a minute or two (outside of a yoga studio) becomes uncomfortable and awkward, making people too self-aware and perhaps diluting some of the effects of power posing. In some pilot studies we’ve done with children, holding a pose for more than twenty seconds becomes awkward. If you’d like to read more about some of the possible moderators, see Carney, D. R., Cuddy, A. J., & Yap, A. J. (2015). Review and summary of research on the embodied effects of expansive (vs. contractive) nonverbal displays. *Psychological Science*, 26(5), 657–663.

## **Chapter 9 How to Pose for Presence**

1. Finkel, E. J., & Eastwick, P. W. (2009). Arbitrary social norms influence sex differences in romantic selectivity. *Psychological Science*, 20, 1290–1295.

2. For more great advice about effective body language during presentations, read Neffinger, J., & Kohut, M. (2014). *Compelling People*. New York: Plume.

3. Ibid.

4. Merchant, N. Sitting is the new smoking of our generation (January 14, 2013). *Harvard Business Review*. Retrieved from <https://hbr.org/2013/01/sitting-is-the-smoking-of-our-generation/>.

5. For more on walking meetings, watch Nilofer Merchant's TED talk, "Got a meeting? Take a walk," retrieved from: [https://www.ted.com/talks/nilofer\\_merchant\\_got\\_a\\_meeting\\_take\\_a\\_walk](https://www.ted.com/talks/nilofer_merchant_got_a_meeting_take_a_walk). Also, see this *Inc.* article that describes some of the scientific findings on the benefits of walking meetings: Economy, P. (2015, April 6). 7 powerful reasons to take your next meeting for a walk. *Inc.* Retrieved from <http://www.inc.com/peter-economy/7-powerful-reasons-to-take-your-next-meeting-for-a-walk.html>.

## **Chapter 10 Self-Nudging: How Tiny Tweaks Lead to Big Changes**

1. Bos, M. & Cuddy, A. (2011, May 16). A counter-intuitive approach to making complex decisions. *Harvard Business Review*. Retrieved from <https://hbr.org/2011/05/a-counter-intuitive-approach-t/>.

2. Lamott, A. (1995). *Bird by bird: Some instructions on writing and life* (p. 28). New York: Anchor.

3. I don't think I know of anyone who ever completely recovers from a traumatic brain injury; everyone inevitably changes as a result of it. I process information in a different way and continue to deal with non-life-threatening but annoying TBI-related issues, such as vision problems.

4. Jachimowicz, J. M., & McNERNEY, S. (2015, August 13). Should governments nudge us to make good choices? *Scientific American*. Retrieved from <http://www.scientificamerican.com/article/should-governments-nudge-us-to-make-good-choices/>.

5. For more on Opower, see Cuddy, A. J. C., Doherty, K., & Bos, M. W. OPOWER: Increasing energy efficiency through normative influence (A). Harvard Business School Case 911-016 (2010, Revised 2011); Bos, M. W., Cuddy, A. J. C., & Doherty, K. OPOWER: Increasing energy efficiency through normative influence (B). Harvard Business School Case 911-061 (2011); Navigant Consulting. Evaluation Report: OPOWER SMUD pilot year2. (February 20, 2011). Retrieved from <http://opower.com/company/library/verification-reports?year=2011>; Allcott, H. (2011). Social norms and energy conservation. *Journal of Public Economics*, 95, 1082–1095; Ayres, I., Raseman, S., & Shih, I. (2009). Evidence from two large field experiments that peer comparison feedback can reduce residential energy usage. (July 16, 2009). Fifth Annual Conference on Empirical Legal Studies Paper. Retrieved from [http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=1434950](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1434950).

6. Singal, J. (2013, April 26). Daniel Kahneman's gripe with behavioral economics. *The Daily Beast*. Retrieved from <http://www.thedailybeast.com/articles/2013/04/26/daniel-kahneman-s-gripe-with-behavioral-economics.html>.
7. Thaler, R. H., Sunstein, C. R., & Balz, J. P. (2012). Choice architecture. In E. Shafir (Ed.), *The behavioral foundations of public policy* (pp. 245–263). Princeton, NJ: Princeton University Press.
8. I started noticing that a lot of the small self-interventions people were devising, including power posing, relied on at least two or three principles underlying the classic nudges. I coined the term *self-nudge* and then co-organized a symposium on the topic for the annual meeting of the Society for Personality and Social Psychology (SPSP).
9. Dweck, C. (2014, December). The power of believing that you can improve. *TED*. Retrieved from [https://www.ted.com/talks/carol\\_dweck\\_the\\_power\\_of\\_believing\\_that\\_you\\_can\\_improve/transcript](https://www.ted.com/talks/carol_dweck_the_power_of_believing_that_you_can_improve/transcript).
10. Miu, A. S., & Yeager, D. S. (2015). Preventing symptoms of depression by teaching adolescents that people can change: Effects of a brief incremental theory of personality intervention at 9-month follow-up. *Clinical Psychological Science*. DOI: 10.1177/2167702614548317.
11. Rosenthal, R., & Jacobson, L. (1968). Pygmalion in the classroom. *The Urban Review*, 3, 16–20.
12. Word, C. O., Zanna, M. P., & Cooper, J. (1974). The nonverbal mediation of self-fulfilling prophecies in interracial interaction. *Journal of Experimental Social Psychology*, 10, 109–120.
13. See, for example, Lepper, M. P., Greene, D., & Nisbett, R. E. (1973). Undermining children's intrinsic interest with extrinsic reward: A test of the "overjustification" hypothesis. *Journal of Personality and Social Psychology*, 28, 129–137.
14. Cuddy, A. J. C., & Brooks, A. W. (Chairs). (2014). Self-nudges: How intrapersonal tweaks change cognition, feelings, and behavior. Symposium conducted at the fifteenth annual meeting of the Society for Personality and Social Psychology, Austin, TX.
15. Brooks, A. W. (2014). Get excited: Reappraising pre-performance anxiety as excitement. *Journal of Experimental Psychology: General*, 143, 1144–1158.
16. Baer, D. (2013, November 26). Feeling anxious? Why trying to "keep calm" is a terrible idea. *Fast Company*. Retrieved from <http://www.fastcompany.com/3022177/leadership-now/feeling-anxious-why-trying-to-keep-calm-is-a-terrible-idea>.
17. Hershfield, H. (2014, September 9). How can we help our future selves? (TEDxEast talk). *YouTube*. Retrieved from <https://www.youtube.com/watch?v=tJotBbd7MwQ>.

18. Kogut, T., & Ritov, I. (2005). The “identified victim” effect: An identified group, or just a single individual? *Journal of Behavioral Decision Making*, 18, 157–167; Loewenstein, G., Small, D., & Strnad, J. (2006). Statistical, identifiable, and iconic victims. In E. J. McCaffery & J. Slemrod (Eds.), *Behavioral public finance* (pp. 32–46). New York: Russell Sage Foundation.

19. Ersner-Hershfield, H., Wimmer, G. E., & Knutson, B. (2009). Saving for the future self: Neural measures of future self-continuity predict temporal discounting. *Social Cognitive and Affective Neuroscience*, 4, 85–92.

20. Hershfield, H. E., Goldstein, D. G., Sharpe, W. F., Fox, J., Yeykelis, L., Carstensen, L. L., & Bailenson, J. N. (2011). Increasing saving behavior through age-progressed renderings of the future self. *Journal of Marketing Research*, 48, S23–S37.

21. Learn more about age-progression technology at <http://www.modiface.com/news.php?story=210>.

22. Adam, H., & Galinsky, A. D. (2012). Enclothed cognition. *Journal of Experimental Social Psychology*, 48, 918–925.

## **Chapter 11 Fake It Till You Become It**

1. To watch a video about Vafi, go to <https://www.youtube.com/watch?v=1Kzftoa2WAE>. To watch a video about Draumur, go to <https://vimeo.com/104160336>.

2. Humans and horses are not alone: the same holds true for dogs, particularly in social situations, such as one would find at a dog park — hunched and “lowering” postures in dogs have been linked to elevated cortisol levels and apparent stress; open postures, on the other hand, are not. See Carrier, L. O., Cyr, A., Anderson, R. E., & Walsh, C. J. (2013). Exploring the dog park: Relationships between social behaviours, personality and cortisol in companion dogs. *Applied Animal Behaviour Science*, 146, 96–106; Beerda, B., Schilder, M. B., van Hooff, J. A., de Vries, H. W., & Mol, J. A. (1998). Behavioural, saliva cortisol and heart rate responses to different types of stimuli in dogs. *Applied Animal Behaviour Science*, 58, 365–381.