

**Basima A. Tewfik**E62-336, 30 Memorial Dr., Cambridge, MA 02142, [btewfik@mit.edu](mailto:btewfik@mit.edu)

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**ACADEMIC APPOINTMENTS**

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**Massachusetts Institute of Technology, Sloan School of Management** **Cambridge, MA**  
Assistant Professor, Work and Organization Studies (Fall 2019-Present)**Stanford University, Graduate School of Business\*** **Stanford, CA**  
Visiting Scholar, Organizational Behavior (Winter 2023)**Harvard University, Harvard Business School\*** **Boston, MA**  
Visiting Scholar, Organizational Behavior (Fall 2022)**University of Pennsylvania, The Wharton School\*\*** **Philadelphia, PA**  
Visiting Assistant Professor, Management (Early Fall 2021)

\*MIT junior research year 2022-2023

\*\*Two-week coverage for terminally-ill Wharton faculty member

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**EDUCATION**

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**The Wharton School, University of Pennsylvania** **Philadelphia, PA**  
Ph.D. in Management (2019), M.Sc. in Management (2016), Center for Teaching and Learning  
Certificate (2015)*Dissertation:* Impostor thoughts as a double-edged sword: Theoretical conceptualization,  
construct measurement, and relationships with work-related outcomes

- Winner of the 2018 INFORMS / Organization Science Dissertation Proposal Competition

**Harvard College** **Cambridge, MA**  
A.B. in Psychology (2011), Secondary in Economics (2011), *Summa Cum Laude*, Phi Beta Kappa,  
John Harvard Scholarship for Highest Academic Achievement, Detur Book Prize for Academic  
Excellence

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**REFEREED PUBLICATIONS**

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Jackson, S.†\* & **Tewfik, B.\*** (Forthcoming). It takes two to untangle: Illuminating how and why  
some workplace relationships adapt while others deteriorate after a workplace microaggression.  
*Academy of Management Review*.

\*Denotes equal authorship; authors listed alphabetically

†Denotes that co-author was a doctoral student when project began

**Tewfik, B., Yip, J., & Martin, S.** (2025). Workplace impostor thoughts, impostor feelings, and  
impostorism: An integrative, multidisciplinary review of research on the impostor phenomenon.  
*Academy of Management Annals*, 19(1), 38-73.

**Tewfik, B.,** Kim, D.†, & Patil, S. (2024). The ebb and flow of job engagement: Engagement variability and emotional stability as interactive predictors of job performance. *Journal of Applied Psychology*, 109(2), 257-282.

†Denotes that co-author was a doctoral student when project began

**Tewfik, B.** (2022). The impostor phenomenon revisited: Examining the relationship between workplace impostor thoughts and interpersonal effectiveness at work. *Academy of Management Journal*, 65(3), 988-1018.

- 2023 *Academy of Management Journal* Best Paper Award Nominee
- 2021 All-Academy Academy of Management William H. Newman Award Finalist
- Selected media, book, and podcast coverage: Armchair Expert, A Slight Change of Plans, BBC Worklife, Business Insider, Daily Mail UK, The Economist, Les Echos, Financial Times, Forbes, For the Love of Work, Harvard Business Review, Imperfect Us, Les Echos, NPR/PBS The Connection, New Scientist, Pivot, Psychology Today, ScienceAlert, Stay Tuned, Ten Percent Happier, Time Magazine, Think Again, WorkLife with Adam Grant
- In top 1% of all research outputs ever tracked by Altmetric
- Second most read *Academy of Management Journal* article in 2022

Carton, A. & **Tewfik, B.** (2016). A new look at conflict management in work groups. *Organization Science*, 27(5), 1125-1141.

- Winner of the 2018 International Association for Conflict Management Outstanding Publication Award

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## INVITED FOR REVISION & UNDER REVIEW

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**Tewfik, B.** Title removed for blind review. (Under review after second revise-and-resubmit, *Journal of Applied Psychology*)

- 2024 All-Academy Academy of Management Best Paper Designation
- Invited to 2024 Academy of Management “Best Paper Proceedings”
- Previous version of this paper was the 2020 Managerial and Organizational Cognition Division Nominee for the Academy of Management William H. Newman Award
- Previous version of this paper was selected as part of the 2020 Managerial and Organizational Cognition Division “3rd Annual Tuesday Coolness: Creative Presentations on Innovative Topics” AOM Session

**Tewfik, B. & Kim, D.†** Title removed for blind review. (First revise-and-resubmit, *Administrative Science Quarterly*)

†Denotes that co-author was a doctoral student when project began

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## SELECTED WORKING PAPERS AND PROJECTS

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Díaz-Linhart, Y., Kelly, E., Kowalski, A.,† Kubzansky, L., & **Tewfik, B.** Being able to express yourself: Does voice environment matter for employee well-being?

**Tewfik, B.**, Kundro, T.† & Tetlock, P. The request-decliner's dilemma: Protecting one's time without hurting the relationship with the help-seeker.

†Denotes that co-author was a doctoral student when project began

- Previous version of this paper was the winner of the 2019 International Association for Conflict Management Best Conference Paper

**Tewfik, B.** & Hussain, I. The paradoxical effects of leader impostor thoughts on voice.

**Tewfik, B.**, Kundro, T.† & Tetlock, P. Are referrals better than apologies when declining to fulfill a help request? The moderating role of task expertise.

†Denotes that co-author was a doctoral student when project began

- Previous version of this paper was the winner of the 2018 Society for Personality and Social Psychology Graduate Student Poster Award

**Tewfik, B.** & Kundro, T.† Unintended effects of referrals: A network perspective.

**Tewfik, B.** A temporal model of workplace impostor thoughts.

**Tewfik, B.** A culture of workplace impostor thoughts: A macro perspective.

**Tewfik, B.** Workplace impostor thoughts and team performance.

**Tewfik, B.** & Chang, E. Impostor field interventions in STEM.

**Tewfik, B.** Difference scores and polynomial regression: An illustration using the workplace impostor thoughts measure.

**Tewfik, B.** Workplace impostor thoughts at the parenthood / work interface.

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## AWARDS AND GRANTS

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- AOM Managerial and Organizational Cognition Best Paper Designation, 2024
- MIT-Wide Outstanding UROP Faculty Mentor Award, 2023
- *Academy of Management Journal* Best Paper Award Nominee, 2023
- MIT-Wide Teaching with Digital Technology Award Winner, 2022
- Thinkers 50, Thinker to Watch, 2022
- All-Academy Academy of Management William H. Newman Award Finalist, 2021
- Poets & Quants, Best 40 Under 40 MBA Professor, 2021
- AOM Managerial and Organizational Cognition William H. Newman Award Nominee, 2020
- Junior Faculty Research Assistance Program Award, 2019, 2021, 2022
- International Association for Conflict Management Best Conference Paper, 2019
- INFORMS / Organization Science Dissertation Proposal Competition Winner, 2018
- AOM Organizational Behavior Doctoral Consortium Department Nominee, 2018
- International Association for Conflict Management Outstanding Publication Award, 2018
- Society for Personality and Social Psychology Graduate Student Poster Award, 2018

- Society for Personality and Social Psychology Graduate Student Travel Award, 2018
- Wharton Risk Center Ackoff Doctoral Student Fellowship, 2016, 2017, 2018
- Mack Institute Research Fellowship, 2017
- Wharton Doctoral Programs George James Travel Award, 2017
- Wharton Center for Human Resources Grant, 2014, 2016, 2017
- Wharton Center for Leadership and Change Management Grant, 2016
- Penn Prize for Excellence in Teaching by Graduate Students, 2015
  - University-wide award granted to 10 students annually (based on student nominations, faculty recommendation, and prize committee voting)

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## TEACHING EXPERIENCE

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### **Massachusetts Institute of Technology, Sloan School of Management**

- 15.665: Power and Negotiation (MBA, Professor, Fall 2019-Present)
  - Latest evaluation: 4.9/5.0
  - MIT-Wide “Teaching with Digital Technology” Award in 2022
  - Poets & Quants, Best 40 Under 40 MBA Professor in 2021
- 15.341: Individuals, Groups, and Organizations (PhD, Guest Lecturer, Spring 2020-Present)

### **The Wharton School, University of Pennsylvania**

- MGMT 610: Teamwork and Leadership (MBA, Professor, Fall 2021)
- MGMT 610: Teamwork and Leadership (MBA, Teaching Assistant, Fall 2014-2017)
- MGMT 806: Formation and Implementation of Entrepreneurial Ventures (MBA, Teaching Assistant, Summer 2014-Summer 2015)
- MGMT 101: Introduction to Management (Undergraduate, Recitation Instructor, Fall 2014)
  - Awarded “Penn Prize for Excellence in Teaching by Graduate Students” (based on student nominations, faculty recommendation, and prize committee voting)

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## INVITED TALKS AND CONFERENCE PRESENTATIONS

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### **2024-2025**

- Engineering Plus Alliance Western Regional Hub, The National Science Foundation, University of California – Santa Cruz, Santa Cruz, CA: “Engineering confidence: Overcoming impostor syndrome”
- Organizational Behavior Area, Kenan-Flagler Business School, University of North Carolina at Chapel Hill, Chapel Hill, NC: “Rising to the challenge: The interactive effect of role overload and workplace impostor thoughts on effort and subsequent job performance”
- Wharton Organizational Behavior Conference, Philadelphia, PA: “The request-decliner’s three-horned dilemma: Time, relationship, and effort”
- Individuals’, Organizations’, and Communities’ Adaptation and Resilience in the Face of Digital and Societal Tensions Conference, Lehigh University, Bethlehem, PA: “The impostor phenomenon as a double-edged sword: An intraindividual attribute framing theory of workplace impostor thoughts and creativity”

- College of Organization Science, INFORMS Conference, Seattle, WA: “The impostor phenomenon as a double-edged sword: An intraindividual attribute framing theory of workplace impostor thoughts and creativity”
- Women & Public Policy Program (WAPPP), Harvard Kennedy School, Cambridge, MA: “Rising to the challenge: The interactive effect of role overload and workplace impostor thoughts on effort and subsequent job performance”
- Academy of Management Conference, Chicago, IL: “Rising to the challenge: The interactive effect of role overload and workplace impostor thoughts on effort and subsequent job performance”
- Academy of Management Conference, Chicago, IL: “From deterioration to adaptation: Illuminating the range of relational outcomes following a workplace microaggression”
- International Association for Conflict Management Conference, Singapore: “From deterioration to adaptation: Illuminating the range of relational outcomes following a workplace microaggression”

## 2023-2024

- IWER, Work and Organizations Group, Sloan School of Management, Massachusetts Institute of Technology, Cambridge, MA: “Rising to the challenge: The interactive effect of role overload and workplace impostor thoughts on effort and subsequent job performance”
- Management of Organizations Group, Haas School of Business, University of California – Berkeley, Stanford, CA: “Rising to the challenge: The interactive effect of role overload and workplace impostor thoughts on effort and subsequent job performance”
- Wharton Organizational Behavior Conference, Philadelphia, PA: “The double-edged sword of workplace impostor thoughts on creativity: Affective rumination and problem-solving pondering as competing mechanisms”
- College of Organization Science, INFORMS Conference, Phoenix, AZ: “Rising to the challenge: The interactive effect of role overload and workplace impostor thoughts on effort and subsequent job performance”
- Academy of Management Conference, Boston, MA: “The double-edged sword of workplace impostor thoughts on creativity: Affective rumination and problem-solving pondering as competing mechanisms”
- Academy of Management Conference, Boston, MA: “Rising to the challenge: The interactive effect of role overload and workplace impostor thoughts on effort and subsequent job performance”
- International Association for Conflict Management Conference, Thessaloniki, Greece: “The double-edged sword of workplace impostor thoughts on creativity: Affective rumination and problem-solving pondering as competing mechanisms”
- International Association for Conflict Management Conference, Thessaloniki, Greece: “Rising to the challenge: The interactive effect of role overload and workplace impostor thoughts on effort and subsequent job performance”

## 2022-2023

- Brown Bag, Organisational Behaviour Area, INSEAD, Fontainebleau, France: “The double-edged sword of workplace impostor thoughts on creativity: Affective rumination and problem-solving pondering as competing mechanisms”

- WIN @ Nasdaq, Nasdaq, New York, NY: “The impostor phenomenon revisited: Examining the silver lining of having workplace impostor thoughts”
- Center for WorkLife and Wellbeing, MIT Human Resources, Cambridge, MA: “The impostor phenomenon revisited: Examining the silver lining of having workplace impostor thoughts”
- Leyline Capital, Virtually-Held: “The impostor phenomenon revisited: Examining the silver lining of having workplace impostor thoughts”
- Micro-Brew, Organizational Behavior Area, Stanford Graduate School of Business School, Stanford University, Stanford, CA: “Reframing impostor thoughts closes stem gap between first- and continuing-generation students”
- Organizational Behavior Area, Stanford Graduate School of Business School, Stanford University, Stanford, CA: “Rising to the challenge: The interactive effect of role overload and workplace impostor thoughts on effort and subsequent job performance”
- Wharton Organizational Behavior Conference, Philadelphia, PA: “The double-edged sword of workplace impostor thoughts on creativity: Affective rumination and problem-solving pondering as competing mechanisms”
- Research Faculty Council, Office of the Senior Vice Provost for Outreach and Engagement, University of New Hampshire, Durham, NH: “The impostor phenomenon revisited: Examining the silver lining of having workplace impostor thoughts”
- College of Organization Science, INFORMS Conference, Indianapolis, IN: “The impostor phenomenon revisited: Examining the relationship between workplace impostor thoughts and interpersonal effectiveness at work”
- Lincoln Laboratory, Massachusetts Institute of Technology, Cambridge, MA: “The impostor phenomenon revisited: Examining the relationship between workplace impostor thoughts and interpersonal effectiveness at work”
- International Association for Conflict Management Conference, Ottawa, Canada: ““Was that a microaggression?": A theory of target sensemaking and the multilevel factors that shape it”

## 2021-2022

- International Centre for Leadership and Followership, University of Durham, UK: “The impostor phenomenon revisited: Examining the relationship between workplace impostor thoughts and interpersonal effectiveness at work”
- Committee on Women in Science, Engineering, and Medicine, The National Academies of Sciences, Engineering, and Medicine, Washington, DC: “The impostor phenomenon revisited: Examining the silver lining of having workplace impostor thoughts”
- SPSP-Wide Single-Presenter Submission, Society for Personality and Social Psychology, San Francisco, CA: “The impostor phenomenon revisited: Examining the relationship between workplace impostor thoughts and interpersonal effectiveness at work.” (3.7% acceptance rate)
- Self & Identity Pre-Conference, Society for Personality and Social Psychology, San Francisco, CA: “The impostor phenomenon revisited: Examining the relationship between workplace impostor thoughts and interpersonal effectiveness at work.”
- Department of Obstetrics & Gynecology, Morsani College of Medicine, University of South Florida, Tampa, FL: “The impostor phenomenon revisited: Examining the silver lining of having workplace impostor thoughts”



- Academy of Management Conference, Virtually-Held: “Are referrals better than apologies when declining to fulfill a help request? The moderating role of task expertise”
- Academy of Management Conference, Virtually-Held: “The impostor phenomenon revisited: Examining the relationship between workplace impostor thoughts and interpersonal effectiveness at work”
  - 2021 All-Academy Academy of Management William H. Newman Award Finalist
- International Association for Conflict Management Conference, Virtually-Held: “The impostor phenomenon revisited: Examining the relationship between workplace impostor thoughts and interpersonal effectiveness at work”

## 2020-2021

- Management Department, The McCombs School of Business, University of Texas at Austin, Austin, TX: “The impostor phenomenon revisited: Presenting a self-affirmation theory of workplace impostor thoughts”
- Management Department, The Wharton School, University of Pennsylvania, Philadelphia, PA: “The impostor phenomenon revisited: Presenting a self-affirmation theory of workplace impostor thoughts”
- Program on Negotiation Research Lab, Massachusetts Institute of Technology & Harvard University, Cambridge, MA: “When and why referrals are better than apologies when declining a request: The moderating role of task expertise”
- Academy of Management Conference, Virtually-Held: “Found out or psyched up: How and when workplace impostor thoughts breed mastery at work”
  - Managerial and Organizational Conference Division Nominee for the William H. Newman Award
  - Selected as part of the 2020 Managerial and Organizational Cognition Division “3rd Annual Tuesday Coolness: Creative Presentations on Innovative Topics” AOM Session

## 2019-2020

- International Association for Conflict Management Conference, Virtually-Held: “Found out or psyched up: How and when workplace impostor thoughts breed mastery at work”
- European Group for Organizational Studies Conference, Virtually-Held: “The help-decliner’s dilemma: How to decline requests for help at work without hurting one’s image”
- TrialSpark, New York, NY: “Negotiating for success”
- Behavioral Lab, Sloan School of Management, Massachusetts Institute of Technology, Cambridge, MA: “Workplace impostor thoughts intervention in STEM”
- NERD Lab, Harvard Business School, Harvard University, Cambridge, MA: “Workplace impostor thoughts intervention in STEM”
- “The First Two Years: Getting Launched in the School of Arts and Sciences” Program at the University of Pennsylvania, Philadelphia, PA: “Impostor thoughts as a double-edged sword: Theoretical conceptualization and relationships with work-related outcomes”
- Wharton Organizational Behavior Conference, Philadelphia, PA: “The help-decliner’s dilemma: How to decline requests for help at work without hurting one’s image”
- International Association for Conflict Management Conference, Dublin, Ireland: “The help-decliner’s dilemma: How to decline requests for help at work without hurting one’s image”

- International Association for Conflict Management Best Conference Paper

## 2018-2019

- Chemours – a DuPont Company, Wilmington, DE: “The unexpected benefits of feeling overestimated by others: The relationship between impostor thoughts and performance”
- Work and Organizations Group, Sloan School of Management, Massachusetts Institute of Technology, Cambridge, MA: “The unexpected benefits of feeling overestimated by others: The relationship between impostor thoughts and performance”
- Computer and Information Science Department, School of Engineering and Applied Science, University of Pennsylvania, Philadelphia, PA: “The unexpected benefits of feeling overestimated by others: The relationship between impostor thoughts and performance”
- Department of Managing People in Organizations, IESE Business School, Barcelona, Spain: “The unexpected benefits of feeling overestimated by others: The relationship between impostor thoughts and performance”
- Organisational Behaviour Area, INSEAD, Fontainebleau, France: “The unexpected benefits of feeling overestimated by others: The relationship between impostor thoughts and performance”
- Department of Management, London School of Economics, London, United Kingdom: “The unexpected benefits of feeling overestimated by others: The relationship between impostor thoughts and performance”
- Department of Management & Entrepreneurship, Leavey School of Business, Santa Clara University, Santa Clara, CA: “The unexpected benefits of feeling overestimated by others: The relationship between impostor thoughts and performance”
- Organization & Management Area, Goizueta Business School, Emory University, Atlanta, GA: “The unexpected benefits of feeling overestimated by others: The relationship between impostor thoughts and performance”
- Management Area, Freeman School of Business, Tulane University, New Orleans, LA: “The unexpected benefits of feeling overestimated by others: The relationship between impostor thoughts and performance”
- Academy of Management Conference, Chicago, IL: “The help-giver’s dilemma: How to decline requests for help at work without hurting one’s image”
- International Association for Conflict Management Conference, Philadelphia, PA: “Inconsistently engaging at work? Investigating the relationships among engagement variability, emotional stability, and performance”

## 2017-2018

- East Coast Doctoral Conference, NYU Stern School of Business, New York, NY: “Inconsistently engaging at work? Investigating the relationships among engagement variability, emotional stability, and performance”
- Society for Personality and Social Psychology, Atlanta, GA: “The help-giver’s dilemma: How to decline requests for help at work without hurting one’s image” (Poster)
  - Society for Personality and Social Psychology Graduate Student Poster Award Winner
- Society for Judgment and Decision Making, Vancouver, CA: “The help-giver’s dilemma: How to decline requests for help at work without hurting one’s image” (Poster)



- Sixth Annual Wharton-INSEAD Doctoral Consortium, The Wharton School, University of Pennsylvania, Philadelphia, PA: “The help-giver’s dilemma: How to decline requests for help at work without hurting one’s image”
- Academy of Management Conference, Atlanta, GA: “Juggling multiple roles: The effect of engagement variability on performance across roles”

#### **2016-2017**

- Gender Equity Group, Department of Genetics, Perelman School of Medicine, University of Pennsylvania, Philadelphia, PA: “I’m not as good as you think I am: Understanding the Impostor Phenomenon”
- Trans-Atlantic Doctoral Conference, London Business School, London, UK: “Juggling multiple roles: The effect of engagement variability on performance across roles”
- East Coast Doctoral Conference, Columbia Business School, New York, NY: “Diverse paths to the top: A theory of women’s leadership ascension”
- Third Annual Women in Business Academia Conference, Wharton Society for the Advancement of Women in Business, The Wharton School, University of Pennsylvania, Philadelphia, PA: “Diverse paths to the top: A theory of women’s leadership ascension”
- Fifth Annual Wharton-INSEAD Doctoral Consortium, INSEAD, Singapore: “Juggling multiple roles: The effect of engagement variability on performance across roles”
- Society for Advancement of Chicanos/Hispanics and Native Americans in Science, University of Pennsylvania, Philadelphia, PA: “I’m not as good as you think I am: Understanding the Impostor Phenomenon”
- Academy of Management Conference, Anaheim, CA: “Rules of engagement: Effects of engagement variability and its subcomponents on job performance”
- Academy of Management Conference, Anaheim, CA: “Adapting to change while stuck between a rock and a hard place: An organizational identification perspective”

#### **2015-2016**

- Groups Group Research Seminar at Harvard Business School, Boston, MA: “A reconsideration of group process loss in creative brainstorming”
- Penn Post Baccalaureate Research Program, Perelman School of Medicine, University of Pennsylvania, Philadelphia, PA: “I’m not as good as you think I am: Understanding the Impostor Phenomenon”

#### **2014-2015**

- Graduate School of Education, University of Pennsylvania, Philadelphia, PA: “Someone must have made a terrible mistake: Understanding the Impostor State”
- Third Annual Wharton-INSEAD Doctoral Consortium, INSEAD, Fontainebleau, France: “Workplace Impostor Syndrome: Understanding the other side of the status coin”

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### **ADVISING ON DISSERTATIONS AND GENERAL EXAM COMMITTEES**

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- Laura Changlan Wang, General Exam Committee, 2024
- Heather Yang, PhD Committee, 2021 — placed at Bocconi University
- Raquel Kessinger, General Exam Committee, 2020 — placed at Boston College

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## PROFESSIONAL AND UNIVERSITY SERVICE

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- Organization Studies Seminar Co-Organizer, 2020 – Present
- Organization Studies Ph.D. Admissions Committee, 2019 – Present
- MIT Behavioral Lab Manager Search Committee, 2022
- INFORMS Organization Science Dissertation Competition Organizer and Officer (2021-2025 Term)
- International Association for Conflict Management Outstanding Publication Award Committee Member, 2020
- Editorial Board Member, *Organization Science*, 2023 – Present
- Ad Hoc Reviewer, *Administrative Science Quarterly*, *Academy of Management Review*, *Academy of Management Journal*, *Journal of Applied Psychology*, *Organizational Behavior and Human Decision Processes*, *INFORMS / Organization Science Dissertation Proposal Competition*
- MIT Sloan School of Management PhD Program Job Market Panelist, 2019

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## OTHER PROFESSIONAL EXPERIENCE

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- Consultant, Booz & Company (now Strategy&, part of the PwC network), Chicago, IL, 2011 – 2013
- Fellow to the Dean of Clinical and Pro Bono Programs, Harvard Law School, Cambridge, MA, 2008 – 2011

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## VOLUNTEER EXPERIENCE

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- Senior Vice President of Programs, Minds Matter of Philadelphia, Inc., 2018 – 2019
- Vice President of Donor Relations, Minds Matter of Philadelphia, Inc., 2013 – 2018