

Basima A. Tewfik

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ACADEMIC APPOINTMENTS

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)

*Received two COVID-related tenure-clock extensions

EDUCATION

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 (advised by Philip E. Tetlock and Andrew M. Carton)

- 2018 INFORMS / Organization Science Dissertation Proposal Competition Winner

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

Thesis: Effects of individual goal and cognitive load on the relationship between social perceptiveness and social effectiveness (advised by J. Richard Hackman and Sujin Jang)

RESEARCH PROGRAM

My research develops the science of the social self at work. Specifically, I examine how interpersonally rooted psychological experiences, often perceived as vulnerabilities, can also function as sources of strength, yield unexpected benefits, or prompt repair that leaves relationships stronger than before. At the core of this program are workplace impostor thoughts—the belief that others overestimate one’s competence at work—often referred to as impostor syndrome. Building on this foundation, I also examine other interpersonally rooted phenomena that employees may be discouraged from—such as declining requests, speaking up, or engaging inconsistently—or subjected to, such as microaggressions and intragroup conflict.

REFEREED PUBLICATIONS

Tewfik, B. (2026). Rising to the challenge: The interactive effect of role overload and workplace impostor thoughts on effort and subsequent job performance. *Journal of Applied Psychology*, 111(4), 419-441.

- “Editor’s Choice” article for the April 2026 issue, chosen for societal relevance, practical impact, and the potential for moving science in new directions
- 2024 All-Academy Academy of Management Best Paper Designation
- Invited to 2024 Academy of Management “Best Paper Proceedings”
- Prior version of this paper was the 2020 Managerial and Organizational Cognition Division Nominee for the Academy of Management William H. Newman Award
- Prior version selected for the 2020 AOM Managerial and Organizational Cognition Division “3rd Annual Tuesday Coolness: Creative Presentations on Innovative Topics” session

Jackson, S.†* & **Tewfik, B.*** (2026). It takes two to untangle: Illuminating how and why some workplace relationships adapt while others deteriorate after a workplace microaggression. *Academy of Management Review*, 51(2), 348-375.

*Denotes equal authorship; authors listed alphabetically

†Denotes that co-author was a doctoral student or post-doc 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.

- In the top 5% of all research outputs scored by Altmetric
- Companion piece: **Tewfik, B.**, Martin, S., & Yip, J. (2025). Beyond the buzzword: A manager’s guide to impostor syndrome—or ‘impostor thoughts’—at work. *Sloan Management Review*.

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 or post-doc 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
- Second most-read *Academy of Management Journal* article in 2022
- 2021 All-Academy Academy of Management William H. Newman Award Finalist
- In the top 5% of all research outputs ever tracked by Altmetric
- Included on doctoral syllabi at Harvard Business School and University of Washington
- Selected media, book, and podcast coverage: Armchair Expert, A Slight Change of Plans, BBC Radio 4, BBC Worklife, Business Insider, Daily Mail UK, The Economist, 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

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

INVITED FOR REVISION AND UNDER REVIEW

Tewfik, B. & Kim, D.† [Title redacted for blind review]. (Invited for second revise-and-resubmit, *Administrative Science Quarterly*)

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

- Runner-Up for the 2026 International Association for Conflict Management Best Conference Paper Award

Díaz-Linhart, Y.†, **Tewfik, B.**, Kowalski, A.†, Kubzansky, L., & Kelly, E. [Title redacted for blind review]. (Under review, *Academy of Management Perspectives*)

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

SELECTED WORKING PAPERS AND PROJECTS

Tewfik, B. & Ponce de Leon, R. Gendering the impostor phenomenon: Misperceptions of gender differences in workplace impostor thoughts.

Tewfik, B. & Reif, J. An upside of the impostor phenomenon in the age of AI: Workplace impostor thoughts and AI-assisted work.

Tewfik, B. & Hussain, I. Impostors in charge: The effect of leader impostor thoughts on employee voice.

Tewfik, B. A tale of two impostors: When believing others overestimate you becomes a fear of being found out.

Tewfik, B., Kundro, T.† & Tetlock, P. The request-decliner's dilemma: How to protect one's time without hurting one's image.

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

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

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 or post-doc 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. Silent synchrony: How and when individual episodic workplace impostor thoughts become a collective experience.

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

AWARDS AND GRANTS

- International Association for Conflict Management Best Conference Paper Runner-Up, 2026
- *Journal of Applied Psychology* “Editor’s Choice” Paper Designation, 2026
- MIT-Wide Teaching with Digital Technology Award Winner, 2022, 2026
- Junior Faculty Research Assistance Program Award, 2019, 2021, 2022, 2024, 2026
- *Organization Science* Outstanding Reviewer Award, 2025
- AOM All-Academy Best Paper Designation, 2024
- MIT-Wide Outstanding UROP Faculty Mentor Award, 2023
- *Academy of Management Journal* Best Paper Award Nominee, 2023
- 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
- International Association for Conflict Management Best Conference Paper Winner, 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)

TEACHING EXPERIENCE

Massachusetts Institute of Technology, Sloan School of Management

- 15.665: Power and Negotiation (MBA, Professor, Fall 2019-Present)
 - MIT-Wide “Teaching with Digital Technology” Award in 2022 and 2026
 - 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)

INVITED TALKS

Management Area, School of Management and Economics, the Chinese University of Hong Kong, Shenzhen	2026
Management and Organizations Area, Fuqua School of Business, Duke University	2026
Organizational Behavior Area, Tuck School of Business, Dartmouth College	2025
Organizational Behavior Area, Kenan-Flagler Business School, University of North Carolina at Chapel Hill	2025
Women & Public Policy Program (WAPPP), Harvard Kennedy School	2024
Management of Organizations Group, Haas School of Business, University of California – Berkeley	2024
IWER, Sloan School of Management, Massachusetts Institute of Technology	2024
Brown Bag, Organisational Behaviour Area, INSEAD	2023
Micro-Brew, Organizational Behavior Area, Stanford Graduate School of Business, Stanford University	2023
Organizational Behavior Area, Stanford Graduate School of Business, Stanford University	2023
Research Faculty Council, Office of the Senior Vice Provost for Outreach and Engagement, University of New Hampshire	2022
International Centre for Leadership and Followership, University of Durham	2022
Committee on Women in Science, Engineering, and Medicine, The National Academies of Sciences, Engineering, and Medicine	2022
Lincoln Laboratory, Massachusetts Institute of Technology	2022
Program on Negotiation Research Lab, Harvard University	2021
Management Department, The McCombs School of Business, University of Texas at Austin	2021
Management Department, The Wharton School, University of Pennsylvania	2021
Department of Obstetrics & Gynecology, Morsani College of Medicine, University of South Florida	2021
Behavioral Lab, Sloan School of Management, Massachusetts Institute of Technology	2020
NERD Lab, Harvard Business School, Harvard University	2020
Work and Organizations Group, Sloan School of Management, Massachusetts Institute of Technology	2018

Computer and Information Science Department, School of Engineering and Applied Science, University of Pennsylvania	2018
Department of Managing People in Organizations, IESE Business School	2018
Organisational Behaviour Area, INSEAD	2018
Department of Management, London School of Economics	2018
Department of Management & Entrepreneurship, Leavey School of Business, Santa Clara University	2018
Organization & Management Area, Goizueta Business School, Emory University	2018
Management Area, Freeman School of Business, Tulane University	2018
Gender Equity Group, Department of Genetics, Perelman School of Medicine, University of Pennsylvania	2017
Groups Group Research Seminar, Harvard Business School, Harvard University	2016
Graduate School of Education, University of Pennsylvania	2014

SELECTED CONFERENCE PRESENTATIONS

Academy of Management Conference (2026), Philadelphia, PA: “An intraindividual theory of workplace impostor thoughts and creativity”

International Association for Conflict Management Conference (2026), Vienna, Austria: “An intraindividual theory of workplace impostor thoughts and creativity”

- **Runner-Up for the International Association for Conflict Management Best Conference Paper Award**

The Spring Institute on Disability (2026), Online: “It takes two to untangle: Illuminating how and why some workplace relationships adapt while others deteriorate after a workplace microaggression”

College of Organization Science, INFORMS Conference (2025), Atlanta, GA: “The impostor phenomenon as a double-edged sword: An intraindividual attribute framing theory of workplace impostor thoughts and creativity”

Academy of Management Conference (2025), Copenhagen, Denmark: “The paradoxical effects of leader impostor thoughts on employee voice.”

Academy of Management Conference (2025), Copenhagen, Denmark: “Unpacking the impostor phenomenon at work: The role of individual and contextual factors.” (Discussant)

Wharton Organizational Behavior Conference (2024), 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 (2024), 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 (2024), Seattle, WA: “The impostor phenomenon as a double-edged sword: An intraindividual attribute framing theory of workplace impostor thoughts and creativity”

Academy of Management Conference (2024), Chicago, IL: “Rising to the challenge: The interactive effect of role overload and workplace impostor thoughts on effort and subsequent job performance”

- **2024 All-Academy Academy of Management Best Paper Designation**
- **Invited to 2024 Academy of Management “Best Paper Proceedings”**

Academy of Management Conference (2024), Chicago, IL: “From deterioration to adaptation: Illuminating the range of relational outcomes following a workplace microaggression”

International Association for Conflict Management Conference (2024), Singapore: “From deterioration to adaptation: Illuminating the range of relational outcomes following a workplace microaggression”

Wharton Organizational Behavior Conference (2023), 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 (2023), 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 (2023), 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 (2023), 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 (2023), 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 (2023), Thessaloniki, Greece: “Rising to the challenge: The interactive effect of role overload and workplace impostor thoughts on effort and subsequent job performance”

Wharton Organizational Behavior Conference (2022), 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 (2022), Indianapolis, IN: “The impostor phenomenon revisited: Examining the relationship between workplace impostor thoughts and interpersonal effectiveness at work”

International Association for Conflict Management Conference (2022), Ottawa, Canada: “‘Was that a microaggression?’: A theory of target sensemaking and the multilevel factors that shape it”

SPSP-Wide Single-Presenter Submission, Society for Personality and Social Psychology (2022), 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 (2022), San Francisco, CA: “The impostor phenomenon revisited: Examining the relationship between workplace impostor thoughts and interpersonal effectiveness at work.”

Academy of Management Conference (2021), Virtually-Held: “Are referrals better than apologies when declining to fulfill a help request? The moderating role of task expertise”

Academy of Management Conference (2021), 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 (2021), Virtually-Held: “The impostor phenomenon revisited: Examining the relationship between workplace impostor thoughts and interpersonal effectiveness at work”

Academy of Management Conference (2020), Virtually-Held: “Found out or psyched up: How and when workplace impostor thoughts breed mastery at work”

- **Managerial and Organizational Cognition 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**

International Association for Conflict Management Conference (2020), Virtually-Held: “Found out or psyched up: How and when workplace impostor thoughts breed mastery at work”

European Group for Organizational Studies Conference (2020), Virtually-Held: “The help-decliner’s dilemma: How to decline requests for help at work without hurting one’s image”

Wharton Organizational Behavior Conference (2019), 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 (2019), 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**

College of Organization Science, INFORMS Conference (2018), Phoenix, AZ: “The unexpected benefits of feeling overestimated by others: The relationship between impostor thoughts and performance”

Academy of Management Conference (2018), 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 (2018), Philadelphia, PA: “Inconsistently engaging at work? Investigating the relationships among engagement variability, emotional stability, and performance”

East Coast Doctoral Conference, NYU Stern School of Business (2018), New York, NY: “Inconsistently engaging at work? Investigating the relationships among engagement variability, emotional stability, and performance”

Society for Personality and Social Psychology (2018), 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 (2017), Vancouver, BC, Canada: “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 (2017), **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 (2017), Atlanta, GA: “Juggling multiple roles: The effect of engagement variability on performance across roles”

Trans-Atlantic Doctoral Conference (2017), **London Business School**, London, UK: “Juggling multiple roles: The effect of engagement variability on performance across roles”

East Coast Doctoral Conference (2017), **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 (2017), **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 (2016), **INSEAD**, Singapore: “Juggling multiple roles: The effect of engagement variability on performance across roles”

Academy of Management Conference (2016), Anaheim, CA: “Rules of engagement: Effects of engagement variability and its subcomponents on job performance”

Academy of Management Conference (2016), Anaheim, CA: “Adapting to change while stuck between a rock and a hard place: An organizational identification perspective”

Third Annual Wharton-INSEAD Doctoral Consortium (2014), **INSEAD**, Fontainebleau, France: “Workplace Impostor Syndrome: Understanding the other side of the status coin”

OTHER INVITED ENGAGEMENTS

Kuo Sharper Center’s Growth Stage Entrepreneurship Program, Massachusetts	2026
Institute of Technology, Cairo, Egypt	
Nimbus Therapeutics, Boston, MA	2026
City of Iowa City	2026
The EMBA Collective	2025
WIN @ Nasdaq, Nasdaq, New York, NY	2023
Center for WorkLife and Wellbeing, MIT Human Resources, Cambridge, MA	2023
Leyline Capital, Virtually-Held	2023
TrialSpark, New York, NY	2020
“The First Two Years: Getting Launched in the School of Arts and Sciences”	2019
Program at the University of Pennsylvania, Philadelphia, PA	
Chemours – a DuPont Company, Wilmington, DE	2019
Society for Advancement of Chicanos/Hispanics and Native Americans in Science, University of Pennsylvania, Philadelphia, PA	2016
Penn Post Baccalaureate Research Program, Perelman School of Medicine, University of Pennsylvania, Philadelphia, PA	2015

ADVISING ON DISSERTATIONS AND GENERAL EXAM COMMITTEES

- 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

PROFESSIONAL AND UNIVERSITY SERVICE

- Editorial Board Member, *Academy of Management Review*, 2026 – Present
- Editorial Board Member, *Organization Science*, 2023 – Present
- MIT Sloan Organization Studies Seminar Co-Organizer, 2021 – Present
- MIT Sloan 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 and Best Paper Committee Member, 2020, 2021

- Ad Hoc Reviewer, *Administrative Science Quarterly*, *Academy of Management Journal*, *Journal of Applied Psychology*, *Journal of Experimental Social Psychology*, *Organizational Behavior and Human Decision Processes*, and *Psychological Bulletin*
- MIT Sloan School of Management PhD Program Job Market Panelist, 2019

OTHER PROFESSIONAL EXPERIENCE

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

VOLUNTEER EXPERIENCE

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