



**Dr. Marcia Reynolds, MCC  
(USA):**

**The New  
Generation of  
High Achieving  
Women:  
Coaching the  
Restless Spirit of  
Driven Women**

# Pioneer Women in the Workplace





# Second Generation of Women Leaders





# Patty Principle





# They Don't Necessarily Leave for Family Reasons

**95% High-Achieving Women Redefining the Nature of Their Primary Relationships**



# What Changed?



Women born after 1954

- Raised in self-help era
- Schools offer competitive sports
- Better educated with advanced and professional degrees



# What Changed?



Women born after 1954

- Faster, smarter, stronger
- More confident
- Speak up, take risks
- Restless and want more



# Patty Principle: They Fall or Jump off the Ladder

Three reasons:

- 1) not enough emotional incentive and recognition,
- 2) they don't play politics well so they might not have enough champions, and
- 3) their greatest strengths become their limitations to growth.







# Why They Jump

- Need frequent new and interesting challenges
- Have to feel valued and recognized
- Will not stand for being pigeon-holed, underutilized, micro-managed, slowed down, and passed over





# Key Coaching Variable

When making decisions  
Who Are You?

A strong woman or  
**a woman of strength?**

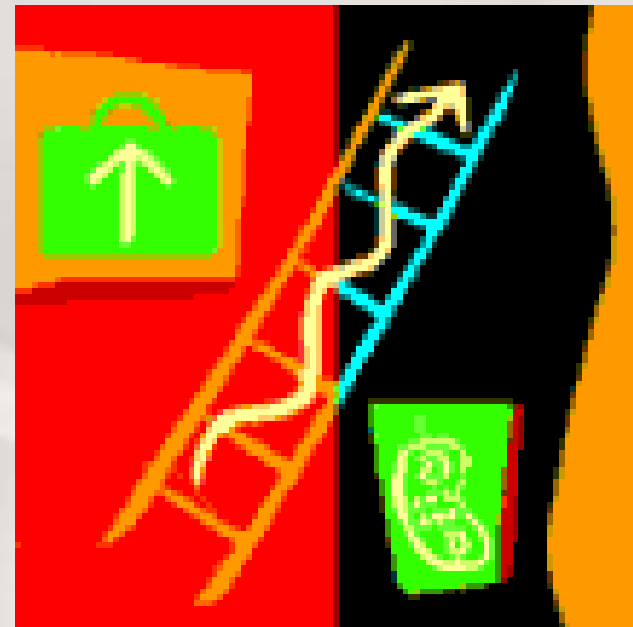
A powerful, smart  
woman or  
**a woman of power and  
insight?**





## “Dark Side” of 3 Strengths

- Confidence
- Career Flexibility
- Driven by Results





# Confidence “I Can Fly” Syndrome



## Possible negative behaviors:

- Taking on too many projects at once, creating stress and errors;
- Steamrolling...not seeing possibilities while busily persisting down one path;
- Being seen as arrogant instead of confident and self-serving instead of bighearted.



# Career Flexibility “I’ll Show You” Motivation

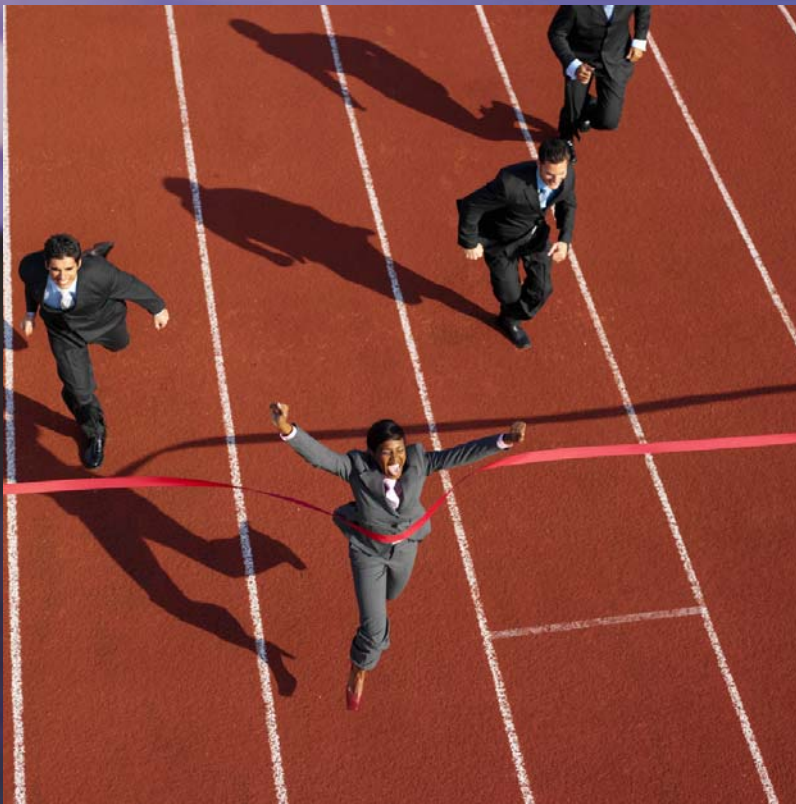
## Possible negative behaviors:

- Not having a career plan until much later in career;
- Making impulsive job choices, so some are good and some are horrible;
- Not staying long enough in one company to earn the credibility and recognition needed to earn an executive position.





# Driven by Results What I Do vs. Who I am



## Possible negative behaviors:

- **Appearing insensitive; not really listening and collaborating with others;**
- **Holding people to impossible standards;**
- **Desiring peace of mind and balance but never creating the space for it.**



# Coaching Needs

- **Identity Exploration (Identification and Re-creation)**
- **Defining Challenge as Purpose**
- **Long-term Vision**
- **Communities of Support**





# The Burden of Greatness

**“You were given amazing gifts. You weren’t meant to lead an ordinary life.**

**Feeling sad and angry for what you are missing keeps you from living in the grace of what you have.”**





# Key Coaching Variable

When making decisions  
Who Are You?

- A strong woman or **a woman of strength?**
- A powerful, smart woman or **a woman of power and insight?**

**“We all face the great challenge to discover our native abilities and to invent and reinvent ourselves throughout life.**

**To be authentic is literally to be your own author...**

**When you write your own life, you play the game that is natural for you to play.**

**You keep covenant with your own promise.”**

**--Warren Bennis**



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