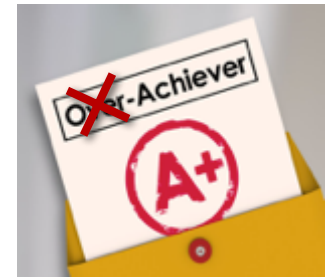




From Insecure Overachiever to Secure Achiever

An 8 Week Peer-Coached Pathway





*“To master the mountain
You must first master yourself.”*

Agenda

- What's Up?
 - Elevator Pitch
 - Approach
- What Matters?
 - Literature Review
 - Definitions & Findings
- What's Next?
 - Implications for Practice
 - Peer Coached Support Pathway

FRAMING

Pitch

Learn about...

Insecure overachiever archetype, common in 'A players' in professional services firms (banking, consulting, etc.)

To Understand...

Origins, upsides, challenges and effect on individuals, their teams & organizational outcomes.

In order to...

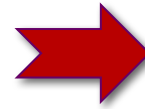
Help professional services firms proactively support their 'insecure overachievers' via a peer-coached pathway.

Approach

RESEARCH



ANAYSIS



PATHWAY



- Literature
- Interviews
- Research



- Interviews
- Assessments
- Insights



- Peer-Coached
- Intentional Change
- Evidence Based

LITERATURE REVIEW

Literature Review - Summary

DEFINITIONS



FINDINGS



PROPOSAL

ORIGINS

- Attachment Theory
- Schemas & Frames
- Motivation Drivers

Bowlby (1969, 1973)

Dweck (1986)

Freud (1992)

Young & Klosko (1994)

Siegel (2001)

Adler (2013)

EFFECTS

- Behaviors
- Cases
- Analysis

Vorhaus (1966)

Clance & Imes (1978)

Daniel (1993)

Kets de Vries (2005)

Goleman (2011)

Dalgaard (2013)

IMPLICATIONS

- Triggers & Access
- Peer vs 1-2-1 Coaching
- 8 Week Pathway

Boyatzis (1999, 2013)

Goleman et al (2002)

Boyatzis & Akrivou, 2013)

What is an Insecure Overachiever?

External Image vs 'Internal Reality'



“Authenticity Conflict”

External Image vs Internal Reality



High Cognitive
Intelligence



Status & Success
(trumps
happiness)



Extreme
Drive to
Over-deliver



Drawn to
'Helping'
Professions



Low
Self-Esteem



Craves Elite
External
Validation



Feels like
a Failure
(Fears Discovery)



Achieves
Competitively

What Does it all Mean?

Definition

Insecure overachievers have *high cognitive intelligence*,
an extreme *drive to succeed* competitively,
and a strong need for evidence-based *external validation*
related to *compromised self-esteem*.

“Whole, capable, extraordinary”

SUMMARY OF FINDINGS

Summary

- Valuable Talent - Massive Potential, Drive + Intelligence
- Archetype - Childhood Origins, Complex Schemas
- Challenge - Internal Critic + Self-defeating Behaviors
- Triggers - Gap 'How to Thrive & Succeed?'
- Access Points - Cognitive & Emotional (Data, Stress)
- Pathway - Data, Process, Insights, Impact

Insecure Overachievers - Origins

Parental Model

Adult Schema



Detached or Absent

Emotional Deprivation



Absent or Abusive

Defectiveness



Over-critical +
Unrealistic Standards

Failure



Love Conditional
on Performance

Unrelenting Standards

Insecure Overachievers - Effects

Adult Schema

Harsh Internal Critic

Emotional Deprivation

Defectiveness

Failure

Unrelenting Standards



Insecure Overachievers - Effects

Adult Schema

Self Defeating Behaviors

Emotional
Deprivation

- Deprive self of closeness
- Won't ask for help



Defectiveness

- Fears rejection
- Fears discovery



Failure

- Self-sabotage
- Orchestrate failure



Unrelenting
Standards

- Perfectionism
- Judgment



How it Shows Up - Case Studies



Internal 'Reality'...



Global Creative Director, Advertising

- Felt underappreciated
- Consistently over-performed
- High accolades, not enough
- Worked harder
- Frustrated - praise inadequate
- Left organisation
- Joined competition
- Less challenging role

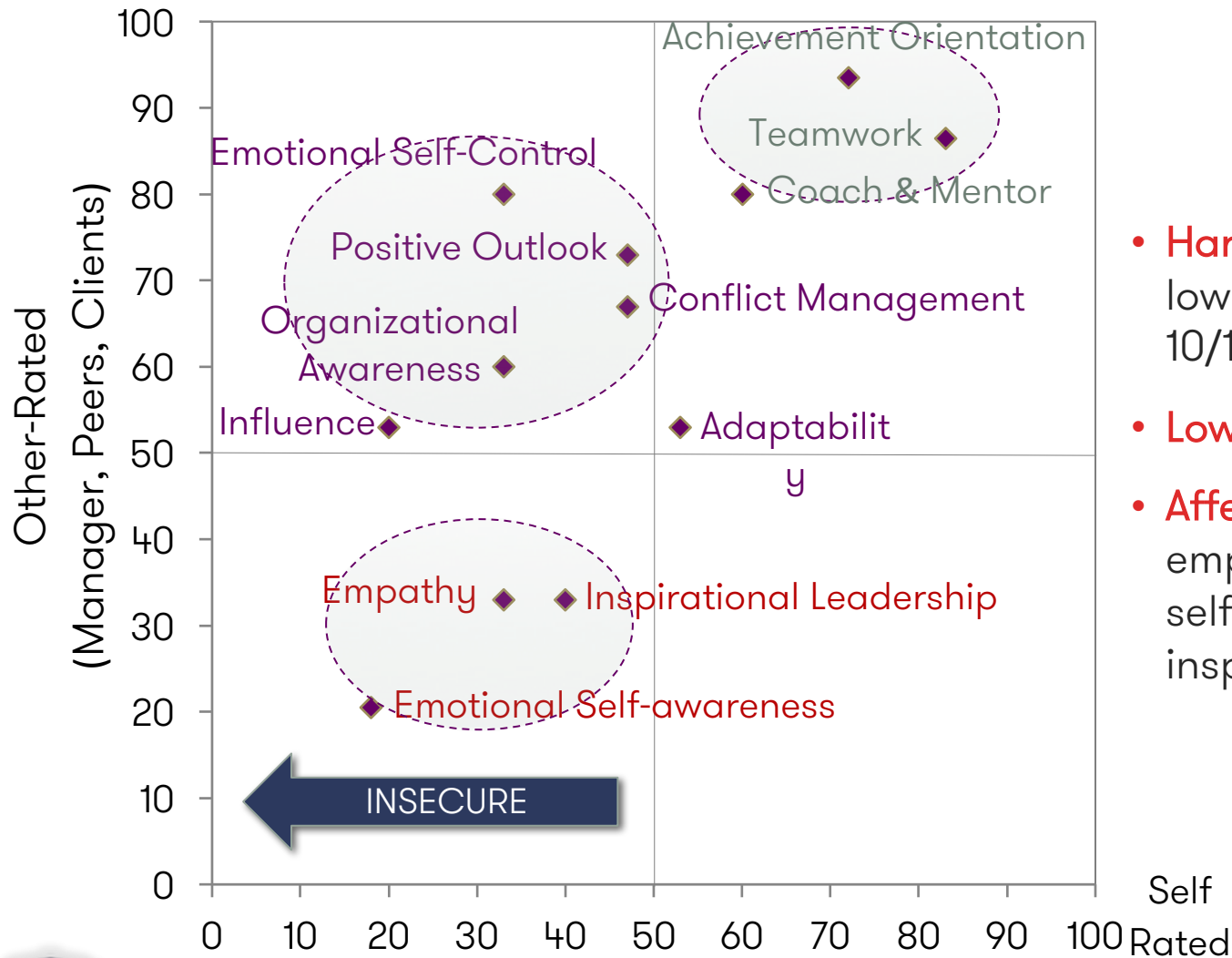
Lose-Lose

Associate Partner Consulting; European Media Operations

- Feared failure “neurotic imposter”
- Perfectionism + immediate results
- Would not delegate
- Overworked + expected same
- Abrasive, judgmental, defensive
- Team - left/not, passive-aggressive
- Profitability slumped, business sold
- Labeled incompetent (saboteur)

Lose-Lose

How it Shows Up - ESCI

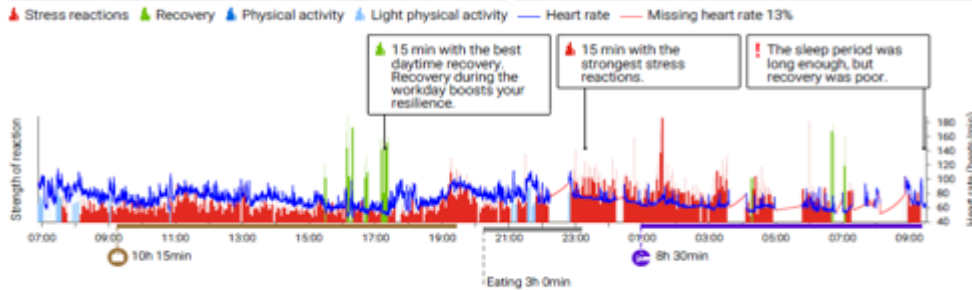


- **Harsh Internal Critic**
low self- vs other-rating
10/12 competence
- **Low Self-compassion**
- **Affects Competencies**
empathy, emotional
self-awareness,
inspirational leadership

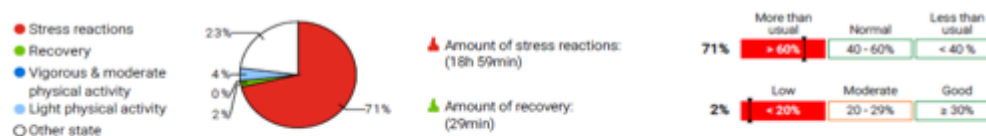
How it Shows Up - Biometrics

LIFESTYLE ASSESSMENT

Person: 12812		Measurement:	
Age	32	Start time	Fri 12 May 2017 06:53
Height (cm)	179	Duration	26h 37min
Weight (kg)	80	Heart rate (low/avg./high)	47 / 70 / 114
Body Mass Index	25.0		
Activity Class	6.0 (Good)		
Resting heart rate	39		
Max. heart rate	189		



STRESS AND RECOVERY



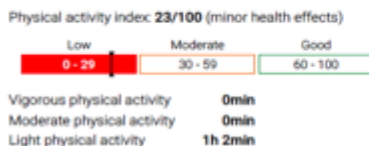
WORK



SLEEP



PHYSICAL ACTIVITY



ENERGY EXPENDITURE



Indicative 'Bad Day' (3 of 4 days)

- High Stress Reaction 70% sympathetic nervous system (fight or flight)
- Low Recovery 2% parasympathetic nervous system (rest & digest)
- Poor Sleep Quality
- Long Work Day ~ 10 hrs (log)*
- Low Physical Exercise

IMPLICATIONS FOR COACHING PRACTICE

Peer Coaching Model

Pathway Design...

Confidential

Safe, Trust-based

“Like Minded Professionals”

Sense of Belonging



Supports...

Collaborative Co-creation

Discovery

Reflection

Experiential Learning



Coaching Implications - Challenges

Cognitive + Insecurity = Head-Driven
(No judgment; just compassion)

Immediate Answers

Problem Solvers

High Stress Achievers (denial)

Harsh Internal Critic = Judger

Negative Cognitive Bias

Struggle to Ask for Help

Fear-driven



Coaching Implications - Opportunities

Conflict, Authenticity = Head-Heart-Body
(Hold the space & commit)



**DRIVE +
POTENTIAL**



Stress = Pain (mind-body-spirit)

Data Comfort (biometrics) & Feedback

Need to Succeed (Drive)

Crave Belonging

Open to 'Self-Permission'

Curious Thinkers, Drive to Understand

Quick Learners (Competitive Drive)

Coaching Implications - Ways to Engage

Triggers & Access Points



“Work with the Archetype”

- Cognitive ‘Learners’
- Pursuit of Impact
- ‘Elite’ Peers
- Stress & ‘Busyness’

“Connect Brain-Heart-Body”

- Personal Data & Biometrics
- Neuroscience (PEA/NEA)
- 360 Feedback & Insights
- Permission through Numbers

Key Learning in Practice

Tailor Engagement to Archetype

- Design – data, process, insights, impact
- Quick wins – tools, advice, business acumen
- Access – cognitive + emotional
- Cognitive-bias – evidence, facts
- Emotional – 360 & biometric data
- Challenges – cognitive time, boundaries, self-compassion

Core Pathway - 'Tweak for Success'

Tailor Engagement to Archetype



e-learning

Evidence &
Data

Built on...

- Situation Analysis
- Feedback
- Frames



Peer
learning

Tools &
Advice

- Success Pyramid
- Core Competencies
- Experimentation



1-2-1

Coaching
Foundations

- Principles
- Process
- Competencies

Peer Coached Pathway

Understanding
and Awareness

Assessment

- Cognitive
- Physical
- Relational

Reflection

- Self & Group
- Insights

Discovery
in Context

Self (Re)Discovery

- Intention
- Beliefs & Values

Look In then Out 1

- Drivers & Stress

Look In then Out 2

- Relate & Build
- Social/Emotional Skills

Co-creating
Impact

Co-create Impact 1

- Boundaries

Co-create Impact 2

- 4 Level Leadership
- Compassion

Forwards

- Purpose & Intention
- Commitment

1-2-1
Sessions

Intention &
Commitment

Discovery &
Experimentation

Leadership &
Reflection



“That’s all Folks!”

Any Questions?

Negative & Positive Emotional Attractors (NEA, PEA)

Positive Emotional Attractor - PEA	Negative Emotional Attractor - NEA
Default Mode Network (DMN)	Task Positive Network (TPN)
Parasympathetic nervous system (PNS)	Sympathetic nervous system (SNS)
Ideal Self (how you see yourself)	Real Self (how others see you)
Strengths, opportunities, dreams	Gaps, weaknesses, threats
Possibilities, dreams, optimism, hope	Problems, expectation, pessimism, fear
Learning agenda, excitement	'Performance improvement' 'shoulds'
Resonance	Dissonance, annoyed

THRIVE

Almost all desired behavioral change starts in the PEA

SURVIVE

Sustained stimulation of NEA leads to chronic stress & poor outcomes

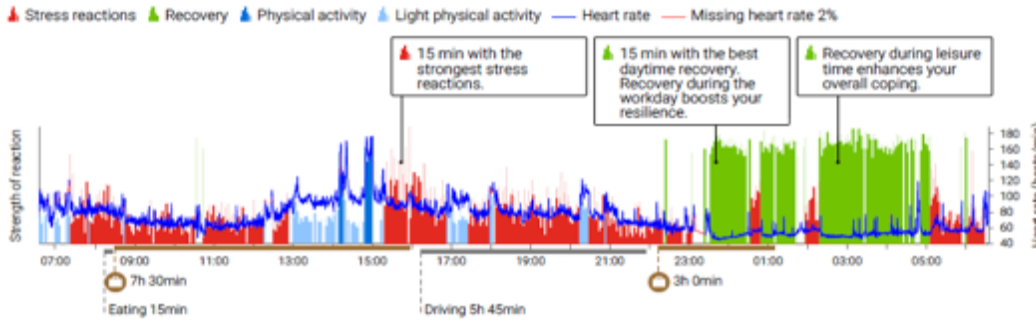
Stimulating the PEA

PEA Stimulants include...	Actions
Mindfulness	Focus on what is...(beautiful, joyful, good for the soul)
Playfulness	Honor your inner child
Hope	Intentional actions consistent with dreams
Humor	Lighten the mood, laughter, comedy
Stroking a (furry.) pet	Cats, rabbits, dogs, ferrets...not fish.
Listening to music	Headphones on, brain off.
Walking in 'nature'	Fresh air, green, beach, round the block, to the park.

*The gentle art of... **SELF COMPASSION***

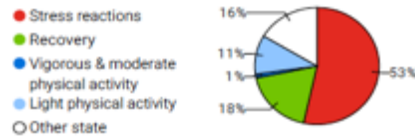
LIFESTYLE ASSESSMENT

Person: 12812				Measurement:	
Age	32	Activity Class	6.0 (Good)	Start time	Thu 11 May 2017 06:35
Height (cm)	179	Resting heart rate	39	Duration	23h 59min
Weight (kg)	80	Max. heart rate	189	Heart rate (low/avg./high)	44 / 71 / 177
Body Mass Index	25.0	Additional information: Alcohol 1 unit			



Biometric Stress
Indicative
‘Good Day’
(1 of 4 days)

STRESS AND RECOVERY



WORK

Length of work periods: 10h 30min

Amount of recovery during work: 1h 34min



SLEEP

No sleep period

PHYSICAL ACTIVITY

Physical activity index: 93/100 (good health effects)



Vigorous physical activity: 12min
Moderate physical activity: 4min
Light physical activity: 2h 37min

ENERGY EXPENDITURE

Total energy expenditure:



Vigorous & moderate physical activity 206 kcal
Light physical activity 628 kcal
Other 1947 kcal
Steps: 6043

- Normal Stress Reaction 54%
- Low Recovery 18%
- Better Sleep Quality
- Long Work Day
- Good Physical Exercise