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FORTUNE

Executive Women Confront Midlife Crisis

By Betsy Morris

It is a time of reckoning for first big generation of women to hit the age of 40 in a business suit. But for many career women, even talking about it carries a whiff of betrayal.

Shoya Zichy's pale-yellow living room on the Upper East Side has become an unlikely refuge for some of the best and brightest career women in New York City. In the past year they have made the pilgrimage here, sometimes in groups, sometimes alone, to visit with Ms. Zichy—to sip her wine, take in her oil paintings, seek her counsel, or counsel each other. Here they can share their darkest secrets; they can be outrageously un-PC; they don't have to make any apologies.

They are serious career women. They are trailblazers. They think lateral moves are for losers. But increasingly they have become unhappy with their lives, and some of them have made big changes.

Adrienne Glasgow, who'd been manager of international finance at Borden and treasurer of Reeves International by age 35, has recently quit her job as chief financial and administrative officer of her family firm. "I wasn't fulfilled," she says. Now she is consulting.

In May, Claire Irving started her own white-collar-crime detective agency. She bailed out of the mergers and acquisitions business eight years ago ("It wasn't burnout, it was boredom") and took a step toward self-determination by joining an investigations firm. Running her own show, she finds, is even better: "I am now doing it for me." Francoise Jeanpierre, an MBA and a Fulbright scholar, left a promising career in international banking to start a consulting business two years ago. "I was often moving through home," she says. "I needed to be home."

And Ruth-Ellen Simmonds, who'd established herself as a turnaround specialist, walked away from an offer to become vice president for marketing at GTE Information Services. "I only have a finite amount of time. I really don't want to do the corporate b.s. over and over and over again. It's a waste of time. It makes me crazy. I need more to life than that."

Such sentiments had puzzled Ms. Zichy, even though she herself had taken about as dramatic as possible a midlife U-turn seven years ago. She had been an international banker and a vice president of American Express Bank when she quit and moved to Rockport, Massachusetts, to devote her time to painting. She thought her own experience rather unusual until she returned to the business world as a consultant last winter. "Here were all these extremely talented women," she says—women with MBAs; women with a dozen or more years in; women with executive positions; a surprising number of them

without children and all the attendant work-family problems. They should have been on top of the world; instead, many of them were miserable.

“I started asking myself, ‘Why are so many of these brilliant women burning out?’ ” she says. And she started building a new business—a combination of personality testing and counseling—to try to help them. It has been a land-office business so far: She’s counseled 200-plus clients since the beginning of the year, many of them members of the Financial Women’s Association of New York.

It is clearly a time of reckoning for baby-boomer businesswomen—the first big generation of “skirts,” as they are still called in some corporate circles, to hit the age of 40 in a business suit. In many cases, the soul-searching has little, directly, to do with frustration about the glass ceiling. In very few cases does it seem to stem, directly anyway, from so-called work-family struggles. It can be tangled up with those issues, and it is frequently misdiagnosed, but this widespread angst is really something else: Large numbers of women find themselves going through the kind of midlife crisis their fathers and grandfathers went through. “Suddenly women know what men have known all along: that work is hard; work takes a lot of time; work isn’t always a day at the beach,” says Sharon McGavin, once a senior vice president at Ogilvy & Mather and now chief development officer for the American Red Cross in Greater New York. As former Labor Secretary Lynn Martin puts it, “Women are more aware of what’s on the gravestone, which is not ‘I worked for IBM.’”

These midlife crises are ultimately not about retreat but about redefinition. In great numbers, women executives emerge from this period making decisive midcourse corrections. Many have simply wearied of the male-dominated game and seek to do business more on their own terms. They change not only their jobs but their ideas of success as well. Some abandon the corporate ladder for the entrepreneurial shoestring. Some take the skills they have learned in business and apply them to more altruistic callings. A much smaller number than people generally think retreat to hearth and home.

Deloitte & Touche got a big surprise, for instance, when it decided to explore the reasons for unusually high turnover among its own up-and-coming female employees. As is true in many companies, executives there assumed women were bailing out mostly for family reasons. What the firm found, however, was that more than 90% of the Deloitte refugees it surveyed were working elsewhere; only a handful were home with small children, and most of those planned to go back to work. The generation of women that blazed new trails into the corporate suites is, evidently, blazing its own trails out.

To get a better snapshot of the phenomenon, FORTUNE enlisted Yankelovich Partners to survey 300 career women, ages 35 to 49, about their thoughts and feelings as they enter midlife. About 94% of the women surveyed were managers or executives. Nearly half had salaries of more than \$60,000. The extent of their angst was astonishing. All but 13% said they had made or were seriously considering making a major change in their lives. Almost a third said they frequently felt depressed. More than 40% said they felt trapped.

More than half the women surveyed had friends or colleagues who were getting a divorce or seeking therapy. A third said they had friends who were having an affair. While

personal issues were certainly a factor—a majority said they felt they were getting old and less attractive—much of their dissatisfaction stemmed from work. About 45% said they had started their own business or changed jobs, or were seriously considering doing so. Nearly 40% said they had gone back to school or taken a sabbatical, or were seriously thinking about it. A majority said they didn't have enough of a personal life. A third said they were bored. Their restlessness seems to be particularly acute right around age 40, and starts to diminish around age 45.

In most cases, motherhood had little correlation with the frustrations; women with and without children felt similarly. Nor did the glass ceiling seem to be much of an issue. While half felt their workplaces too dominated by men, more than 70% expected to make major career advances in the next five years.

In sum, the usual suspects can't be blamed; something new is afoot here. "There is some kind of profound something going on—a reassessment, a rethinking, a big gulp, whatever," says Ann Clurman, a partner at Yankelovich. "It is not biological. It has to do with self-image and the workplace. And I find this astonishing."

Confronting the problem can be especially hard for career women because any exploration of it leads almost immediately into dangerous territory: sexism, feminism, family, class (can anyone but whining yuppies afford to worry about such matters, much less take time off or jump career tracks?). Many women shudder at the very term "midlife crisis," associated as it often is with the worst kind of self-absorbed male behavior.

Furthermore, discussions of midlife crisis carry an unavoidable undertone of betrayal for this generation of women, which poured hopefully into the work force in the 1970s. It was a group imbued with 1960s idealism and haunted by the specter of Ira Levin's *The Stepford Wives*—desperate to get out of the house. And business was like a big fraternity rush: Women, whether as novelty items or not, were actually being invited to join such traditionally male clubs as the FORTUNE 500 and Wall Street.

"There was so much hype, so much hoopla along the way," says Jeri Sedlar, who was editor-at-large of *Working Woman* magazine until her own midlife reassessment four years ago led her to form an executive search firm with her husband. "I think it was pushing us on." The ambient enthusiasm may have unrealistically raised expectations of the role work and career could play in the lives of women, especially as the climb got steeper, the pyramid grew narrower, and the thrill of the chase faded away.

It was psychoanalyst Elliott Jaques who popularized the term midlife crisis in 1965—and defined it as the point at which people stop growing up and start growing old. It generally happens in the mid-30s, he said, can last for some time, and is different for different people. Depression, often in milder forms, is actually a much more common symptom than a new Porsche. Dr. Laurence Steinberg, psychology professor at Temple University and co-author of a recent book about midlife crisis called *Crossing Paths*, estimates that about 50% of all women and 40% of all men will go through some "significant reassessment" of their lives at this point. About 15% of both groups will have a full-blown crisis.

And yes, for some men that will be quite spectacular, involving sports cars and mistresses. But one of the more startling things about men these days is that most apparently are suffering silently. Midlife crisis “isn’t as in vogue for men this decade. They are in a struggle for career existence,” says Jean Hollands, who runs a corporate-counseling and executive-coaching firm in Silicon Valley (see box). Many men in this age group were raised to see themselves, as their fathers did, as the family’s major breadwinner. And many, drawing on the experience of their fathers, expected to achieve far more than they have—if not in title and pay, then at least in terms of job security and stability. But many have been shaken by the corporate reengineering of the past decade, with all the attendant layoffs and insecurity. Executive women in this age group are in a different situation. Starting out with much lower expectations, many got further in their careers than they’d imagined. They took risks; often the risks paid off. Despite widespread frustrations about discrimination in the workplace, many still seem to feel optimistic that they have maneuvering room. They don’t feel as fungible as their white male counterparts.

And their socialization was quite different. Although most are major, if not primary, breadwinners for themselves or their families, they are not as hung up about it. Even the most ambitious were raised to expect their lives to be multidimensional, to include some combination of family, community, and outside interests—the kind of package their fathers had in the workplace of the 1950s and 1960s.

Several therapists and counselors say that their male clients would like to make big changes and explore new careers but fear what others will think. Many tell counselors their wives won’t allow it. Says Deborah Arron, a Seattle-based attorney-turned-author who now counsels lawyers on, among other things, how to leave the legal profession: “Women feel much more courageous in this area. Men feel much more tied to convention.”

For female executives, there is no convention. Just as they made their own way into the corporate suites, they are now making their own way out—and confounding the companies that had been grooming them for years. So many women have started their own firms that as a group they now employ about three-quarters as many workers in the U.S. as the FORTUNE 500. So many are joining the ministry that in clerical circles they’ve been dubbed the “midlife-crisis crowd.” Increasingly, they are seeking high-level jobs at nonprofits, according to subscription rates at CEO Job Opportunities Update, a newsletter that lists such job openings.

They are also taking high-level jobs elsewhere in corporate America, says Mary Mattis, vice president for research and advisory services at Catalyst, a New York-based women’s research group. As part of Catalyst’s consulting for its corporate clients, Mattis does what she calls “alumnae” interviews with women to see where they go after they leave. Contrary to widespread assumptions, “in most cases, women aren’t going home to have or take care of children,” she says. Sometimes women say they are because “it’s a socially acceptable answer. You don’t burn bridges. You don’t have to explain.” But much of the time, she says, “it’s just not true.”

The midlife exodus has taken on a life of its own. While men talk to executive recruiters when they want to make a change, women talk to other women. And for all the good fight that outfits like Catalyst are waging on behalf of women inside corporate America, outside there's an informal grapevine, an underground railroad in which women are reinforcing one another's "Who needs it?" attitude and helping one another find a better fit.

The attitude is reinforced at midlife for many high-powered women by a number of things: a sense of power about what they've accomplished; a sense of freedom from having proved themselves over and over; and increasing restlessness at having to play the game by the old male rules. "The dialogue in the press is not the same as the dialogue among ourselves," says Jeanpierre, the consultant. "This is a far richer and more diverse issue than can be classified by glass ceiling or work-family. It is an array of creative choices by people who reinvent themselves."

For many executive women, a midlife crisis is an excruciatingly painful process, a whopper of an identity crisis—like a divorce—tangled up with all sorts of other baggage. You must conceal it from your boss. If the doubts turn out to be passing fancy—as they do for many women who weather them and then continue on the same path—indiscretion could hopelessly derail you forever. You can't share them with most colleagues. Some would take advantage; others would blast you for selling out. Sometimes, after having invested so much and accomplished so much, you can't even admit a crisis to yourself.

That was the case with Janet Tiebout Hanson, one of the first women rough riders on Wall Street. Fresh out of Columbia University business school in August 1977, Hanson couldn't wait to get started. A week after graduation, she was a bond saleswoman at Goldman Sachs. It was the Wild West, spontaneous combustion, a frat house, she recalls, and she was thrilled to be part of it. Her work was her life; the firm was her family. A jock who had played everything from golf to field hockey to paddle tennis, she thrived on the competition, and it didn't take her long to make it onto the fast track. In 1986 she got a big break: She was named co-manager of money-market sales in the New York office, becoming the first woman to be promoted to management in sales, the most macho side of the house. The move put her squarely on a partnership track.

Hanson's four-year marriage to one of her Goldman colleagues had dissolved two years before; her ex-husband now sat across from her. Although she put up a brave front, "it was too brutal for words," she recalls. While he got on with his life, she obsessed over her career, even though she was keenly aware that her long hours and lack of contact with anybody outside Goldman were boxing her in. "I was always a happy person," she recalls. "I came from a happy family; I wanted to have a happy family. That was never going to happen. I was working 100 hours a week. There was no halfway."

So the following year, flush with cash at age 34, she quit to become a triathlete. "It was a massive cover-up," she says. "I had no credible reason for leaving." The firm threw her a big going-away party and presented her with a string of Mikimoto pearls, and all the while she kept thinking to herself, "This is the dumbest thing I have ever done."

It took her five months to get over what she now figures was a major depression and also to discover that she was only a weekend athlete. She was rehired by Goldman Sachs as an outside consultant in a job that lasted about a year. In the following three years she was married, had two children, and started climbing the walls.

Although she had desperately wanted a family, she couldn't stand staying at home. "For 11 years I had been like the Rambo of fixed income; then suddenly I was home. I should've gone from heroin at least to methadone," she says. She spent much of her time at home talking on the phone with her friends at Goldman—watching the game from the bleachers, she says, and crazy to get back in.

Many women in this generation stayed in the game, postponed starting families, and looked up from their desks in their 40s only to wonder what had happened. They had felt a certain amount of control over the broad shape of their lives. First they wanted careers; then someday, somewhere along the line, they would make time for a husband; and yes, after establishing themselves in the workplace, then there would be time to consider children.

But the climb up the career ladder turned out to be time-consuming, all-consuming; and it was politically incorrect to warn that time could run out. While it became common knowledge that this generation of women could have babies well into their 40s, there was little talk of how difficult it could get after the age of 35. The dawning of that realization—right about the time a career is losing its luster—can shake the foundations at midlife. When Korn/Ferry International and UCLA's Anderson Graduate School of Management surveyed executive women in a major study three years ago, it asked how many had children. Fully 37% of the 439 women who responded did not. That compared with 5% of the executive men polled in a similar survey three years earlier. For some career women, the decision to forgo children is a definite choice; for others, it is more of an oversight.

"Probably women in such vast numbers have never had to go through this," says a 43-year-old New York banker, who for three years has been sneaking off to her infertility doctor, telling co-workers she had back problems and hoping that nobody would find out. Once a young hotshot, she feels that her career has collided with the glass ceiling, and she is considering looking for work in social service or philanthropy. "Maybe among some of the women who have not had children there is a stronger need to give back and do the nurturing in some other way," she says.

Such was the case for Denise Kuhlman, a 37-year-old attorney who pointedly wanted to avoid the career path of her mother, a traditional housewife who raised six children in the small blue-collar town of Poynette, Wisconsin, about 25 miles north of Madison. Kuhlman, the youngest in the family, grew up with older sisters who scoffed at the notion of becoming a teacher or a nurse, and most certainly didn't think it necessary for any woman to snag a man. "There was such a deemphasis on family," she recalls, "I didn't think I needed it."

Many of the social activists she admired as a young woman were lawyers. So she got a law degree at the University of Michigan in 1989 and went to work for the big Seattle-

based law firm Lane Powell Spears Lubersky. She worked hard and got glowing reviews despite enduring two tragedies early on: Both her mother and one of her sisters died unexpectedly after she'd been with the firm a year. As far as she knew she was up for partner; she guesses she would have made it in about two more years had she hung in there.

But she just wasn't happy. Her specialty had become bankruptcy; mostly she represented creditors. While she enjoyed the negotiations and dealmaking, the litigation and fighting left her cold. "It's a guy kind of thing. You're working by their rules," she says. There was a code of behavior, and she always felt she was bumping up against it. "The times I got the biggest pats on the back were the times I screamed the loudest," she recalls. She still remembers a meeting in which six lawyers argued for two hours over how to draft a form involving some obscure issue amounting to not much more than \$7,000. They were staking out their territory, a colleague explained. "You had to play the game that way. If you didn't, it was perceived as weakness."

"It wasn't that their way is bad," she says. "It's just that it isn't my way." She realized how far she was drifting from her idealistic goals when she had to repossess an old man's house for one of her clients four years ago.

Beyond that, the deaths in her family had put her face to face with all that she had rebelled against. "I started looking at what my life was all about," she says. And she couldn't stop thinking of her sister's wake. The whole town had turned out. The doctor was crying because he felt so badly; the neighbors offered to pitch in and take care of her sister's two young children. "I started to think, 'Who would come to my funeral? Would I have one that was jam-packed like hers was, or would there be nobody?'"

At the same time, it was dawning on her that she might never have a family of her own. "I love kids. I always thought I would have six kids. I figured it was just going to happen," she says. "I didn't realize the career I'd chosen would take me over and not let me do this other thing."

Without really knowing what she was going to do, Kuhlman began saving her money two years ago. "I didn't buy clothing, I didn't buy anything I didn't need, I stopped going into stores because I couldn't buy anything," she says. Then one March day last year, she took a walk around Seattle's Green Lake with a friend. By the time they had circled the lake, her mind was made up. She stood in the parking lot, knowing she had made the decision to quit. "Then I came home and called every body up and said, 'Talk me out of it.'" When she notified the partner in charge of the bankruptcy group the next day, he didn't believe her. She finished the trial she was working on and left the firm a year ago.

Now she has accepted the realization that she might not have a family. But she is determined to have the kind of career she set out to have in the beginning. Although she is now doing free-lance law to support herself, "I have no intention of practicing law in the future. In my heart of hearts, I want to do things that are good for people," she says. She has applied to go back to graduate school to study psychology.

For some women, the thrill of the chase is enough to offset ennui. But for others the chase just gets ludicrous, especially when it leads up a male-style hierarchy they don't necessarily believe in, and further and further away from what they love best to do.

Sharon McGavin, the Red Cross executive, knew she was about to bag another promotion when she left Ogilvy & Mather as senior vice president in 1988. She knew she had a shot at the top. (Shelly Lazarus, one of her colleagues at the time, is now in the top job.) But she also knew that continuing to churn out ad campaigns was not going to sustain her. There wasn't enough newness. With the relief organization, by contrast, "at the end of the day there is a feeling that this is all very, very worthwhile," she says. Among other things, "my children are really proud of me." Taking the new job meant a huge salary cut, but her husband is a corporate attorney, and they decided they could manage after "a lot of staring at the old budget."

Simmonds, the turnaround specialist who now does a lot of her consulting for non profits, says her values too forced her to make a major midlife course correction. After growing, fixing, and then selling businesses, first for American Can and then for GTE, she says she began asking herself, "Was I really put here on earth to make a lot of rich white men richer?"

After a stunning career in advertising, Denise Larson, who is 40, is now deliberately trying to stay downwardly mobile. She had leapfrogged her way up Madison Avenue, advancing to ever bigger and better jobs: first becoming vice president at Young & Rubicam; then on to J. Walter Thompson, which doubled her salary; then on to Grey Advertising, which in turn made her part of a glamorous strategic planning team.

Along the way, she worked on campaigns for Kodak and Hallmark, and the Snoopy campaign for Metropolitan Life Insurance. But after 17 years, the thrill was gone. She was spending four days away from home and her 2-year-old daughter. "It wasn't the job. It was me. I was changing. I thought, 'I'm 37. I don't want to be doing this when I'm 47.'" Eventually she would make more money and maybe get another promotion. But she didn't like her role models: "I saw women whose lives I didn't want to lead—every other day at the shrink. Not that there is anything wrong with shrinks, but it is not the way I wanted to be spending my hard-earned money."

Two years ago, she joined one of her old clients, Philip Morris's Entenmann's unit (currently being sold to CPC International), where she is now market research manager. She has made it clear she doesn't want a staff or, for the time being anyway, to move up the corporate ladder. That allows her time for a life (she can drop her children off at school in the morning, for instance) and also allows her to stick to the work she loves most—talking to consumers and developing strategies for various brands.

Larson, who has two daughters and a husband who owns a veterinary practice, took a pay cut of about 20%. She says it has been something of a strain, "but it was definitely the right thing to do as a family."

Because companies are so hierarchical, she is constantly reminded of the choices she's made. "People always want to know what grade level I am," she says. But she has made

peace with that. “You can view what you do as either in the box or out of the box,” she says. “We need a little redefinition of work and success, and what all that means. I’m competitive, but in a different way. I want to see the brands succeed.”

One reason some women weary of the game is the haphazard way they’ve played it. They took random walks down their career paths, following the advice of mentors rather than playing to their own strengths; taking whatever came along without necessarily taking stock of themselves. Some have reached midlife only to find they’ve been on the wrong path.

It was easy to do. When an opportunity knocked in the 1970s, women answered. They didn’t know whether it would knock again, and they were flattered by those who took them seriously enough to take an interest in their careers. Somebody—usually male and usually senior—would suggest a direction, then volunteer to make the introductions, and then, there you were. You had a card that said Assistant Treasurer, Chase Manhattan Bank, and you could hand it out at parties, and everybody would be terribly impressed.

Carole Wright Brogdon never really stopped to consider the prevailing winds in her career until she turned 40 three years ago. She had become an accountant not so much because she reveled in spreadsheets but because she wanted to prove something. Her two older brothers were accountants; both of them were successful. “I was the girl coming up in the family. I wanted to show I could do it too,” she recalls. She majored in accounting, graduating magna cum laude from the University of West Florida in 1974, and following graduation took a job at a small CPA firm in her hometown, Fort Walton Beach, Florida.

And she might have been content to stay there had it not been for her college professors, who were men. “They pushed me to work for one of the big accounting firms,” she recalls. She moved to Atlanta in 1977 and, with their introductions, joined Main Lafrentz (later part of KPMG Peat Marwick). After five years she struck out for herself, first heading up accounting for one of Main’s large clients, then practicing on her own, landing six years ago as director of national accounting for the Arthritis Foundation. She threw herself into the job, moving to a high-rise across the street from foundation headquarters and often working killer weeks.

But in 1992 she hit the wall. She didn’t have anything more to prove, and she says, “I just didn’t want to do it anymore.” She continued to work for the foundation as an outside consultant for about a year and began asking herself, “What am I going to do when I grow up?” At a dinner with friends one night, she hit on an idea. She had enjoyed renovating several of her homes; she might try her hand at homebuilding.

With some financial help from a new husband and using proceeds from the sale of her old house, she started a construction company in Richmond Hill, Georgia, outside Savannah. So far, she and a partner have sold seven of the nine houses they’ve built. All her houses have big porches; her nickname in local construction circles is “the Porch Lady.” She mostly handles the business side, but she also gets to pick out colors and consult on designs, giving vent to a creative side that accounting had stifled. She gets to wear blue jeans and work boots. “This just doesn’t compare,” with her old career, she says. “It is so much better.”

Alexandra Hendrickson, who is now 41, also found herself much happier once she was free to pursue what she really loved. She thought she had been on the right track. After all, she did what was fashionable for bright, ambitious women her age, getting an MBA from Wharton, working for Bankers Trust for more than five years, and then branching out into marketing at American Express. “I grew up in New York; all my family is from New York. I had a very clear idea of what life held for me there,” she says.

But American Express catapulted her into midlife turmoil in January 1992 when it closed her department and eliminated her job as director of new-product development. Although she could have moved elsewhere within the company, she opted to take a severance package. She hadn’t been “massively unhappy,” she recalls, but she hadn’t been “wildly enthusiastic,” either. She decided she wanted to make a major change in her life. “I wanted to have an adventure.”

She toyed with starting a business. An opera buff, she thought about going into fundraising. A friend suggested she brush up on her German and go to Prague; the transition to capitalism there appealed to her interest in economics. So she flew to Frankfurt, where she spent several months studying German, and then headed off on a tour of Poland and Hungary in search of a job.

“It was terrifying,” she recalls. “I got rental cars and just drove around.” Nobody would take her seriously because she didn’t have enough international experience. So in October 1992 she took a job as a reporter for the Budapest Business Journal, a little startup newspaper two of her friends were launching. It was there that she heard of an opening at the local U.S. Agency for International Development and landed a two-year job as senior privatization and banking project manager.

It has been a terrific adventure. Before, she recalls, all her energy went to figuring out how to get “one more American Express card into the hands of one more American Express member.” At the agency, she occupied herself with privatization in Hungary, involving big economic and political questions that fascinate her. Her contract with the agency expired at the end of August, and she has decided to try to transfer her new expertise to a job in private industry. “What I’d like to do next is help manage a privatized or startup company to make it competitive with Western business,” she says.

Zichy followed the opposite geographical path: born in Budapest, she spent part of her childhood in Cairo and then landed in New York. But like Hendrickson, she ended up in a midlife crisis induced in part by events at American Express. At American Express Bank, she found herself immersed in a stifling corporate culture, embroiled in a lot of politics and infighting she couldn’t abide. The experience left her, like many women at midlife, feeling that the male system didn’t appreciate the female way: “Our fire is in different places. We have the fire, but it is not necessarily directed at power and control,” she says.

She had started as a teacher, with a master’s in education from Boston University and a job she loved at a high school in Greenwich, Connecticut. But some of her friends had gotten jobs paying real money in the brave new world of business, and she was jealous. “I wanted to see what it was all about,” she recalls.

Her way in, through a family contact, was a job at Institutional Investor magazine. As she was interviewing the head of international private banking for Citibank, he offered her a job, and presto, she was an international banker. That turned out to be just the ticket for Zichy, who loves to travel. She attacked her first two international banking jobs in an adventuresome spirit, first scouring Thailand and the Philippines in search of customers for Citibank, and then jetting off to places like Abu Dhabi marketing U.S. commercial real estate investments for Merrill Lynch.

But eventually her career track carried her into management and a much more buttoned-down setting. The further she climbed up the corporate ladder and away from her customers, the more the job chafed. At American Express Bank, where she eventually became a vice president in 1988, she got some friendly advice to get rid of her red jacket, put on a blue suit, and tame down her curly blonde hair.

When the bank reorganized its international real estate division, moving Zichy's job to Joliet, Illinois, in 1988, she bailed out. She spent five years as an artist, working by day in oils, red chinks, and some pastels, and having her work critiqued at night. She read nothing but painting books and surfaced only to do occasional consulting projects to supplement her income. "The whole world of derivatives came and went," she says. "It was very strange."

She developed quite a following among her old Wall Street friends and contacts, holding four shows and selling 85 paintings through the period. Some commissioned paintings of their families. One of her old Citibank clients from Hong Kong bought six paintings right off her living room wall. Even so—and even though she had no family to support—she was finding her life "financially very scary." And, she says, "I needed more stimulation. I wanted to be connected with the business world again. I missed it."

Missing it is what happens to a lot of women. After all the twists, turns, and spills of a midlife crisis, some executive women even come full circle. George Ann Stokes, who for years has been one of the highest-ranking women, first at US West and now at Coca-Cola Foods, spent the past five years nursing herself through a bruising midlife crisis in the California wine country. Her career had been cooking along at US West; she was the vice president associate general counsel and apparently in line to succeed her boss, who was enthusiastically supporting her. Every time he would call her in to discuss the issue, she would say "yes, yes, yes," but inside she was ambivalent.

There was "a certain dead-endedness" about the job, she recalls. In conversations with her therapist, "I was having a real inner struggle over the meaningfulness of my work—figuring out my own needs vs. what other people expected of me and how much I had let other people's expectations define my destiny," she says.

In 1990 she took herself out of the running by requesting a job in the field—general counsel of the company's marketing resources group, which published the yellow Pages directories and developed new services. Although the new job was much more interesting to her, it was perceived as a big step down. She received phone calls from other women at the company asking how she could have let them down so.

To make matters worse, her marriage to a prominent Denver banker, Malcolm Harding, began to unravel, and she slid into a serious clinical depression. “Ours was not a bitter, angry divorce,” she says, but rather “a very painful one for both sides.” (The couple had no children.) At the end of 1992, during a departmental reorganization, she decided to leave the company.

Throughout this difficult period, Stokes would escape to the Sonoma County wine country, finding solace with friends. “It is enchanted there, I’m convinced of it,” she says. And on a visit the following March, almost on a whim, she decided to look at property. One rainy afternoon, she walked into a little gray and white house surrounded by redwoods and red geraniums. The sun came out and streamed through its French doors. She decided on the spot to buy it and move. It is, she says, “a very soulful kind of place.”

It was there, in Occidental, California, a year and a half ago, that she began to put her life back together. She read books and slept late and held soirees with friends and did something she’d always wanted to do: plant a garden. “I thought, ‘I’m 55; now I can retire and live happily ever after,’ ” she recalls.

But after eight months or so, she began to fidget. She had spent time at a nearby Zen center trying to find solace through spirituality, but “I wasn’t finding it. It just felt forced.” Gardening, she found, was much harder than she thought. The herbs wouldn’t grow; the deer ate the geraniums. “It was such a shock,” she says, to find she didn’t like it much. She hired a gardener. Eventually, she found herself browsing through the want ads, toying with the idea of becoming a wine-tasting hostess in one of the wineries.

What caught her eye instead was a job as a part-time attorney for the Council on Aging, a senior-service agency in nearby Santa Rosa. It seemed the perfect answer, since she had always been interested in helping the elderly. It turned out to be the most stressful job she’d ever had. “It was me and three para legals and an ocean of people coming in with all manner of problems, and I was out straight,” she says.

When a friend first called last November to tell her that Coca-Cola Foods was looking for a general counsel, she said: “No way. I’m happy.” But in truth she was tempted. She agreed to go for the interviews and became more hooked with each one. “I felt I was on ground my experience had prepared me for,” she recalls. She joined the company last April and is clearly relieved to be back in the game.

“I can’t think of a time in my life when I’ve felt so centered. I know what’s important to me. I know what I’m good at,” she says. And although she can’t let go of the little gray house in the redwoods, “I’m much less inclined to think when I retire I’m going to go grow herbs.”

More typically, however, women don’t reemerge in big business but in small business—often their own. Janet Hanson, the Goldman Sachs dropout, discovered you can’t go home again. She returned to the firm for two years only to find that she’d been shunted off the fast track. After doing a yearlong consulting project for Citibank, she started her own investment advisory firm, Milestone Capital Management, which specializes in

short-term asset management for institutional investors. She hired her second husband to be her No. 2.

When she quit Goldman Sachs the first time, she had been making enough money not only to support herself but also to put a brother and sister through graduate school and set aside substantial savings. But by the time she started Milestone, she had two children and her savings were dwindling; she and her husband agreed to forgo salaries for the first two years and live off the proceeds of the sale of a house in Naples, Florida.

Milestone is in a cheery office park in Yonkers, ten minutes from her house. It clearly reflects her sunny disposition and her management style. The one-window office goes to her two employees, who keep tabs on the markets. A window office—"That's the power thing," she says. "This isn't a big power thing. This is a collaborative effort." The way Hanson figures it, she took Goldman Sachs with her. One of her key employees is a hire from Goldman. One of her directors is a former Goldman partner; three others were Goldman vice presidents. Milestone manages more than \$400 million in assets, and Hanson is clearly happy. "The way I look at it, I cut my losses 100%. I have a great husband, two great kids, a great business. I saved myself from utter destruction and ruin." Today a client has come down from Hartford to check her out, but Hanson already has done a deal with his boss, who also happens to be a woman.

"It's that chick thing," Hanson says. That is how some experts believe women will have the most influence in business in the future—by doing things their way. It's the legacy that many in this generation of businesswomen hope to leave for the next: that they do have options; that they can make changes; that they can conduct business on their own terms. "The message of the day," says McGavin, "is that change is possible. You don't have to get it right the first time." Midlife may not ever be a day at the beach, but at least future generations of ambitious women may not have to be so badly burned.

Newsday

Personalities & Performance

Are you and your job the same color?

By Patricia Kitchen, Change@work

Understanding your work style, counselors say, can help you find the right occupation.

It was 10 years ago that Debbie Cutler came to a career crossroads: Should she continue in her accountant role with one of the big firms? Or was it time to move to a different company — or a different line of work?

She had sensed for some time that she was out of step with most of her colleagues, who were more conservative and process-driven. But it wasn't until she had a session with Manhattan career coach Shoya Zichy that she discovered the insight and liberation that comes of learning your personality type.

Cutler, of Syosset, learned her natural inclination was to be more spontaneous and action-oriented, instead of getting bogged down by schedules and hierarchies. That puts her in a personality group that Zichy says makes up 27 percent of the population. For Cutler, the finding was something of an epiphany — that “I’m not crazy.” That newfound awareness led her to leave her job and go on to co-found a boutique accounting firm in Manhattan — where, she says, her enthusiasm is not stifled by “the red tape of the corporate world.”

Such can be the value of looking beyond basic skills and interests and learning about the factors that make us tick — what organizational development consultant and author Travis Bradberry describes as our “tendencies, motivations and preferences.” Most of us “know more about the astrological traits of ourselves and others than we do about our own personalities,” he writes in his new book, “The Personality Code: Unlock the Secret to Understanding Your Boss, Your Colleagues, Your Friends ... and Yourself” (Putnam, \$24.95).

Increasingly, individuals are learning about personality assessments as they work with the growing number of life coaches who, for a fee, help them get to the root of who they are and set goals accordingly. And as employers continue to emphasize team and collaborative skills, Mary Speed-Perri, a training and organizational development consultant in Northport, says they're bringing in consultants to administer such assessments — in part to help employees and bosses alike determine their natural work-style preferences.

So what exactly can such assessments reveal? For starters: the degree to which you're more naturally energized by being with people or by being alone. If you're more comfortable sticking with tried-and-true solutions or brainstorming new ones. If you work better when your day is predictable or if you're ignited by a crisis.

When we're in roles and cultures that allow us to play to our natural strengths and inclinations, we experience more satisfaction and less stress and burnout, says Zichy, author of a new book, "Career Match: Connecting Who You Are with What You'll Love to Do" (AMA, \$15). So tests that help us see our overall preference patterns can allow us to make more informed choices as to jobs and work environments. And we might see, as Cutler did, that we are not the problem — but, rather, that our personality type is underrepresented in our particular workplace.

Such test findings have an added benefit, Speed-Perri says: They help us to see that co-workers and bosses, too, are hard-wired in certain ways. "They're not trying to irritate me," she says. "That's just who they are."

Marla J. Kreindler, a senior partner with a law firm in Chicago, says, "I like to have 10 people calling me — it's energizing." Most of her colleagues do not share that trait, she told an audience recently at a panel event put on in Manhattan by The Financial Women's Association of New York. Kreindler, though, says she and her firm recognize the value of having different personality types on board. So when a client calls requesting a firm member to be in London on Tuesday, some colleagues may look pained — but Kreindler says her response is "what can be more fun than that?"

Such preferences make her a "red" in the color coding personality system that's at the heart of Zichy's book, which she describes as an introduction to the Myers-Briggs Type Indicator, a personality inventory with 16 major types, based on the work of C.G. Jung. At their most stripped down versions, Zichy's basic groups look like this:

Reds: Those who are competitive, adventure-oriented, good at improvising and handling crises. Many reds are drawn to entrepreneurship, politics and action-oriented professions, like firefighter and police officer.

Greens: Creative types who tend to be empathetic and diplomatic, and who are also sensitive to criticism. Many greens go into writing, marketing, public relations.

Golds: Those goal-oriented, well-organized people who favor procedures and chains of command, drawn often to administrative, accounting and certain banking roles.

Blues: Those who relish theory, complexity, learning, spotting the big picture, challenging authority. You'll see blues drawn to professions such as professor, scientist, management consultant.

Freddy Smith, a financial adviser from Wantagh who attended the Financial Women's Association event, says such personality typing can help him determine which clients are more comfortable with which investment instruments. He says he's learned that greens tend to invest time in finding a reliable person to whom they can trust their financial matters, while reds prefer more oversight and control.

Certainly, though, no one is saying that people always fit neatly and easily into personality groupings. On the tests, some people may describe themselves as they think they should be, as opposed to how they really are. And, there are numerous possible

combinations of styles and preferences. Bradberry, who has done work for Starbucks, as well as the U.S. Department of Homeland Security, outlines 14 fundamental personality types — with as many as 123,000 possible variations. The underpinning of his work is the DISC assessment, which stands for dominance, influence, steadiness, conscientiousness.

“Your personality type doesn’t decide if you’re successful ... your awareness of it does,” he says — explaining that just because you’re an introvert doesn’t mean you can’t be a successful salesperson. Bradberry’s book draws on a 10-year research project with 500,000 participants, which found that 82 percent of top performers were highly self-aware. Looked at another way: just 2 percent of low performers had a good fix on their personality traits.

There are lessons for employers, as well: Judith E. Glaser, an executive coach in Manhattan and author of “The DNA of Leadership: Leverage Your Instincts To: Communicate, Differentiate, Innovate” (Adams, \$24.95), warns against excluding workers from teams and projects based on personality type. Teams function best, she says, when there’s diversity.

She also warns against self-labeling: Don’t assume because you’re in one personality category that you don’t also have “hidden strengths” that, when developed, might move you more toward another. That’s been the case with Kathleen Waldron, a former banker who’s president of Baruch College in Manhattan. At the Financial Women’s Association panel, Waldron said she had been a gold - but as she adapts to her role in academia, she sees herself moving more to the blue category.

Here’s how Zichy suggests we look at ourselves when we learn about our personalities: Your brain is a village with four neighborhoods. You’ll have a preferred neighborhood, one where you feel “most productive and energized,” she says. And the others are accessible at any time — albeit, sometimes with a higher level of stress.

<p>GOLDS 46% <i>(Realistic, goal-oriented, believers in chain of command)</i></p> <p>Rudy Giuliani Colin Powell Warren Buffett Queen Elizabeth George H. W. Bush Sam Walton Martha Stewart</p>	<p>REDS 27% <i>(Concrete, competitive, good at handling crises)</i></p> <p>George W. Bush Donald Trump Madonna Christie Todd Whitman Michael Jordan John F. Kennedy Winston Churchill</p>
<p>BLUES 10% <i>(Theoretical, curious, quick to challenge ideas and authority)</i></p> <p>Hillary Rodham Clinton Bill Gates Condoleezza Rice George Soros Dick Cheney Al Gore Albert Einstein</p>	<p>GREENS 17% <i>(Empathetic, creative, diplomatic)</i></p> <p>Oprah Winfrey Diane Sawyer U2 frontman Bono Frank McCourt Angelina Jolie Martin Luther King Jr. Gandhi</p>

Newsday

Introverts Struggle to Fit Into An Extroverted Workplace

By Patricia Kitchen, Change@Work

About four years ago, Kerry Sturgill was facing a career crossroads: stay in an industry populated by extroverts, or to jump to a more reflective ship where introverts like her were in the majority. Career counselors had told her to get out of the highly extroverted public relations field "so you can be happy and do what you are." Among the less frenetic areas they pointed to: art, scientific research, data analysis.

Such a move is definitely the right road for many introverts struggling to fit into an extroverted workplace. But not for Sturgill, who lives in Seattle and says she's drawn to those who are more outgoing and wanted "more of what they had ... I wanted to buck my own system." Indeed, with a concerted effort she's been able to "tame my introverted ways and gain quiet power and respect. Sure it was painful, but here's what I learned: that I may be an introvert, but I could be an extrovert when I needed to."

So, just what is an introvert anyway? It's someone who is energized by thought and reflection, while extroverts are energized by socializing. Introverts naturally need to think before they speak. Extroverts use the speaking process to figure out what it is they want to say. And, needless to say, there are pluses and minuses to both personality types.

Still, in a country where as many as two-thirds of the population may be extroverted, those who are the opposite can be misunderstood. They can be seen as antisocial, secretive, even territorial, as introverts can sometimes be protective of their space and quiet, says Shoya Zichy, an extroverted Manhattan coach and specialist in the Myers Briggs Type Indicator, an assessment that helps identify personality types.

But many introverts are humorous and charismatic - just in a quieter way, she says. And of course, you can't beat 'em for their listening skills. One famous introvert she's interviewed for a book: Diane Sawyer. Workplaces can actually benefit from having both types, says Deborah Barrett, program director of the Rice University MBA Communications program, where students are assigned to teams based on their Myers Briggs types, the idea being to create a better balance. An introvert herself, she says she has the best of both worlds - working in an environment of professors, who tend toward introversion, yet getting to teach, which calls on her more "out there" skills.

Of course, for some, the stresses of working against type are just too strong. Says one woman at a Dallas public relations agency, "Over the long term, being in such an environment has caused me to be deeply depressed. Much of this has to do with extroverts' feelings toward quiet types and their tendency to ostracize." She says introverts can become self-conscious about not being so outgoing and that "makes you skeptical of yourself." What's more, being around highly extroverted types "tends to bring out your introversion even more." This woman, who prefers not to be named, wants to move back to the corporate side of public relations, which she says she found to be more

balanced.

As for Sturgill, her determination may have started with a seventh grade teacher who recognized her quieter style and told her, "Don't ever think you don't have something to say just because others are louder." She's been able to design a work life that keeps her in the creative environment she loves and allows her to be herself. With the help of a career counselor, she was able to learn about her own style - what stresses and what energizes her, so, "I was able to re-approach my career with much more success."

She opted to work for Parker LePla, a small brand development and PR firm in Seattle, which is heavy on research, writing and strategy - and light on event management and publicity stunts. Here's her advice for those looking to take her path: Make good use of e-mail. If you don't get to make a point at a loud meeting, send a follow-up e-mail sharing your thoughts, but don't fall into the trap of using it as a crutch.

If you don't have an office and are easily distracted by ongoing chitchat, consider listening to music through headphones. But take care not to make your more gregarious neighbors feel rejected. Seek out interaction as opposed to letting the extroverted environment define interaction for you - be an extrovert twice a day.

Sure, she says, if she had moved to a less stimulating environment, that might have "short-circuited a lot of my pain, but I also believe it would have short-circuited learning that's made me a much more well-rounded person." Her main lesson? "I don't have to be an extrovert. I just have to play one for an hour."

Newsday

Leadership Brings Out Our True Colors

By Patricia Kitchen, Change@Work

SO, WHAT DO YOU suppose Diane Sawyer and I have in common? Sure, we're both journalists -one just slightly higher-profile than the other. And sure, we used to go to the same hairdresser. But what we really share is the natural inclination to be what Shoya Zichy calls "green advocates." In Zichy's new book, "Women and the Leadership Q," she outlines eight leadership personality styles.

As representatives of the "green" group (about 17 percent of the population), Diane and I are -listen to this -"empathetic, humanistic and expressive," according to Zichy, who is a green advocate herself. We "see life as an unfolding cosmic pageant that presents infinite possibilities for people to grow and develop."

Her book goes a long way toward dispelling the myth that women share a common "female" style, often associated with nurturing and consensus building. In fact, she says, about 35 percent of the female population are "competitive, tough, analytical and task-driven...They do not take criticism personally. They handle confrontation with ease." (Bulldozers and all the more power to them -just like some, but not all, of the guys.)

What's more, even if your natural inclination is "green," you may still regularly dip in and out of abilities associated with other styles. As we mature, we actually seek opportunity to do just that, sometimes on the job, sometimes through volunteer work or other outside interests.

Still, it's most important to be able to identify our natural styles. "Self-knowledge," she says, "leads to self-management, which leads to self-confidence, which leads to accomplishment." That's why she also provides brief descriptions of each type's potential blind spots, as well as prescriptions for circumventing them.

Zichy, a former marketer with major financial institutions, is a Manhattan-based executive coach and training consultant who has expertise working with the Myers-Briggs Type Indicator, a personality coding system developed by the mother and daughter team of Isabel Myers and Katharine Briggs.

For her book, Zichy interviewed 38 powerful women - Diane Sawyer, among them, as well as Hillary Rodham Clinton, Washington journalist Helen Thomas, playwright Wendy Wasserstein and several chief executives and other senior executives. The other styles she describes are: Golds (46 percent of the population), who are "grounded, realistic and accountable." These are the people, many of them administrators, who keep organizations ticking and who place a high value on order, planning, schedules, details. There's a blind spot for golds - they are not crazy about change, abstractions, surprises or unproven, new ideas. This group includes "trustees," many of whom choose professions such as pharmacy, medicine, law or the military, and "conservators," who may be drawn

to sales, private banking, human resources, catering or teaching. A famous gold? Elizabeth Dole.

Blues (10 percent of the population) are "theoretical, competitive and always driven to acquire more knowledge and competence." These skeptics and strategists go in big for logic and for precise thought and language - and they love improving ideas or companies. As for being drawn to sticking around to maintain things, fuhgeddaboutit. Nor are they naturally strong in the appreciation and explanation departments.

"Blue strategists" may find themselves in law, consulting, architecture or the corporate world. And "blue innovators" are drawn to areas such as marketing, real estate, journalism, academia and the entrepreneurial world. A famous blue? Hillary Rodham Clinton.

Reds (27 percent of the population) are "action-oriented, spontaneous and focused on 'now.'" As lovers of freedom and surprises, these people - great to have around during crises - excel at troubleshooting and negotiating. Of course, they tend to turn up their noses at schedules, hierarchies and long-term planning. "Red tacticians" often pursue careers as real-estate developers, stockbrokers, coaches and emergency-room workers. And "red realists" include politicians, travel agents, professional athletes, special-events coordinators. A famous red? N.J. Gov. Christie Whitman. And back to Diane's and my type-the greens, who can be "mentors" or "advocates." What, you might be wondering, are the blind spots that we advocates have to watch out for? Well, taking criticism personally, not prioritizing and the tendency to "start too many projects and get sidetracked." Ouch!

If you are interested in some similar self-revelations, you might want to catch Zichy when she speaks Wednesday at 12:30 p.m. in the Barnes and Noble store at Citicorp Center in Manhattan. Or on Jan. 9 when she leads a class at the Learning Annex in Manhattan.



Color Coding Leadership

By Ian Gooding

Scores of business women showed up for the Institute of Business “Women in Leadership” workshop at the Hilton Trinidad on Monday to hear the secrets of Hungarian-American writer Shoya Zichy, president of the Myers Briggs Association of New York.

Zichy, an obvious extrovert, is the creator of the Color Q personality model, used for leadership and team development.

According to published information this system of analysis can be used to provide “highly accurate information” on how people’s personalities affect their leadership styles, career choices, management and sales styles, coaching approaches and interaction on a team and in a family.

Zichy is the author of the book *Women and the Leadership Q*, for which she interviewed 37 prominent women, including Hilary Clinton and ABC anchorwoman Diane Sawyer.

The Myers-Briggs Type Indicator, based on the work of Carl Jung—which incidentally does not measure intelligence, stress, mental and physical health, education or special skills and talents—helps a person to decide on his/her level of preferences as regards to extroversion or introversion, sensing or intuition, thinking or feeling and judgment or perception.

“You need to have a bit of both to maintain some balance,” said Zichy. “You need to find your true type. You can only be successful when you find it.”

There are 16 types to suit all personalities.

The Color Q personality model is a derivative of the Myers-Briggs model and combines personal preferences to create four major groups: Golds (46 per cent of the population), Blues (10 per cent), Reds (27 per cent) and Greens (17 per cent).

Persons in the Gold group are “grounded, responsible, realistic and accountable.”

They are the backbone of corporate and public institutions of all kinds: banks, hospitals, government, military and religious.

They are polite, always on time, dress in a co-ordinated and appropriate fashion, use short sentences and concrete vocabulary.

Famous names in this group include George and Barbara Bush Sr, Colin Powell, Queen Elizabeth and Barbara Walters.

People in the Red group are bold, spontaneous and focused on “now.” They need freedom to follow their own trusted impulses; cool-headed and courageous, proud of their daring and ability to handle crisis. They excel as negotiators and troubleshooters.

Famous Reds include President George W Bush, Donald Trump, Winston Churchill, Michael Jordan, John F Kennedy and Barbara Streisand.

The Blue group consists of persons who are theoretical, competitive and ever driven to acquire more knowledge and competence. They have little interest in routine and established procedure. Visionaries, they seem always on the edge, always searching for new solutions.

Famous Blues include Bill Gates, Vice president Cheney, Hillary Clinton and Cybill Shepherd.

Greens are emphatic, humanistic and expressive. They are most productive in an environment that is supportive, idea-oriented and egalitarian.

They are informal and warm, usually interested in the big picture and not the details, ask personal questions and study people intently. They are the most expressive of all types, with a profound need to develop close relationships.

Famous Greens include Oprah, Diane Sawyer, Gandhi, and Martin Luther King.

Zichy, who had to flee Hungary for Cairo as a child with her parents, and then fled to America, told the businesswomen that true knowledge of themselves, their strengths and weaknesses, could lead to self management by focusing on their core strengths, create their own personal plan for success and by actively using the strengths of others.

“The majority of people rise to responsibility,” she affirmed. “Too much focus on weaknesses is a waste of time.”



Color Me a Profession

By Sara Ayoub

Who thought one's career could be determined by a color? That's exactly what Shoya Zichy proves in her new book, *Career Match: Connecting Who You Are With What You'll Love To Do*.

On Friday, April 13, 2007, Baruch's Women in Business (WIB) society held an event called "Pearls of Wisdom," a woman's leadership conference headed by WIB's president Kelly Ifill. The event included various speakers, among them Zichy, Dr. Kathleen Waldron, president of Baruch College, and Carla Harris, managing director of Morgan Stanley.

Falling into a career you don't love or that doesn't suit your persona is a common occurrence among young people like ourselves on the verge of graduating, or Generation X "kids" just coming to this realization.

When asked in an interview if Zichy had ever found herself in this described predicament, she responded, "I always knew I wanted to work with people but did not know in which area. While I don't regret any of my careers as teacher, journalist, private banker and now seminar leader, I would have moved forward with greater confidence had I understood earlier the special talents of my personality style." You don't have to remain stagnant and unfulfilled, as students learned with Zichy's model.

Zichy conducted exercises around the Color Q personality model, a derivative of the Myers-Briggs methodology, that serves as the basis of the book. Participants take a 10-minute either-or quiz to determine if they are either of the green, red, blue, or gold primary personality and whether they are either an introvert or extrovert. From this they can define their work-related strengths, ideal work environment, best boss, interviewing style and a broad range of careers suitable for their color group.

Don't distort perception of personality, though, as I learned from Zichy: "Your personality type does not determine if you are going to be successful. Your awareness of it does. A recent study of 500,000 people showed 82% of top performers were highly self aware; only 2% of low performers were. So it is not about changing yourself; it is about putting yourself in situations where you can use your natural strengths."

The fifty people profiled in the book include famous news reporter Diane Sawyer, business moguls and CEOs of successful companies such as Donald Trump, along with our own president, Dr. Waldron. After using Zichy's assessment procedure, Dr. Waldron was able to assess her personality as a gold, who is generally characterized as responsible, thorough, and wanting to pass on tradition. When discussing her Color Q

personality this past Friday, Dr. Waldron stated she believes she is a rising blue—this may mean many transformations for Baruch, as blues are characterized by wanting to change things.

Dr. Waldron, who spoke of leadership at the conference, says to explore your options if you are a student who has not yet chosen a career path. “Research fields of interest, reach out to individuals who are in those fields and ask lots of questions. Find out what the challenges are in those specific professions, and the insight into the true job requirements. Then you’ll know better if a good fit is likely, also how to market yourself appropriately and if a graduate degree is needed for career advancement. Entry level positions can give a college graduate a unique perspective on possible career paths and are essentially a ‘foot in the door,’” she added.

For more information, read *Career Match*, available in Baruch’s Bookstore, Amazon.com and other book retailers in your area.



Finding Your Career Match

By Holly Tsang

On Thursday, Oct. 23, the Financial Women's Association hosted "Finding the Job You Love" with Shoya Zichy, a member of the FWA financial board. Zichy is the author of "Career Match: Connecting Who You Are With What You'll Love To Do." Mentors and mentees from the FWA attended the event.

"Career Match" introduced the Color Q™ Personality Test, which is based on Carl Gustav Jung's work. The test has three sections, each with two columns. Each participant chooses particular statements that best describe their values and then the responses they select determine what "color" they are. There are four different color categories: gold, blue, green and red.

The gold group is the largest group, making up 46 percent of the population. People in this group value structure, rules and traditions and learn best when material is presented in steps. Lists are often used to effectively manage tasks and time. Gold group members separate business from pleasure and make time for recreational activities only after all their work has been completed. Zichy estimated that 90 percent of accountants and dentists fall into the gold category and verified that "their mantra would be: If I could do all of tomorrow's work today, the last day of my life would be totally free."

The blue group, the smallest, only represents 10 percent of the population. Born to be the change agents of society, these people thrive in an environment filled with critique and confrontation. They dislike sentimentality and lack logic. Feeling as though they can gain knowledge, blue members often go back to school for higher education. This group is future-oriented and anticipates necessary changes and steps that have to be taken to ensure success. Blues are highly represented in professions including money managers, lawyers, university professors and journalists.

The green group makes up 17 percent of the population. These individuals are constantly searching for the best in people and almost effortlessly motivate others. They dislike conflict and lack authenticity. They possess excellent written and verbal communication skills. Television anchors, graphic artists, marketing, public relations and human resources are some of the professions and industries represented by green personalities. Zichy stated that President Elect Barack Obama is green, commenting that, "This is the first time, by the way, in history that we've had a green person running for president because typically they don't like the conflict of politics."

The red group represents 27 percent of the population. These reds are spontaneous; do not make many long-term plans and choose to focus solely on what is going on presently in their lives. They are great negotiators and high risk-takers. Reds often work in politics,

Hollywood, professional sports and occupations including entrepreneurial and emergency work. They dislike excessive structure and regulations and prefer to work for themselves or in units where they have plenty of independence.

In addition to each primary color, every person also has a backup color. The backup color is determined by reviewing answers from the original personality test. Zichy said that an individual possess about 40 percent of the characteristics inherent in their backup color. The Color Q Test also describes particular work culture personalities that individuals desire in their own ideal workplaces. If more statements are selected from the left column, it indicates that the individual has an IBM personality. In this kind of company, there is a clear hierarchy and employees know exactly what is expected of them. This type of person keeps work relationships strictly professional.

Selecting more statements from the right column reveals the type of person who desires to work for Google. A company with personality has a flat hierarchy where employees come to work and redefine their jobs everyday. They view their colleagues as extended family.

Zichy also encouraged students to make sure that their preferred work culture personality matched their own personality. Zichy ended stating that it is “Really, really important for your happiness and your long term success. If you don’t fit, you’re not going to succeed. They’re not going to promote you as fast.”

The Washington Post

Color Me Successful

By Jennifer Barger

A new book helps choose ideal careers by personality 'color'

Anyone who's ever laughed at Dilbert or cringed during "The Office" knows that many people seem stuck in jobs that fit as poorly as a Men's Wearhouse suit.

Are these people lazy or dumb? Nah, they've just fallen into careers that don't suit their personalities, claims career coach Shoya Zichy's new book, "Career Match: Connecting Who You Are with What You'll Love to Do" (\$15, AMACOM Books, written with Ann Bidou).

Using Zichy's easy-to-use personality assessment system (a 10-minute either-or quiz), wannabe path switchers classify themselves as one of four colors (e.g., creative, team-working Greens, adventurous, risk-taking Reds) and two socialization types (introvert or extrovert).

The fun-to-use tome simplifies Myers-Briggs methodology, giving career changers or hunters new insights on how they might do something both more fulfilling and better suited to their personalities and skills.

Express' Jennifer Barger chatted with Zichy about how determining the color of your personality might help you more than some old book about parachutes.

Who benefits most from reading this book?

I think people just graduating from college or second-career changers in their 30s, people who tried one job and it didn't work out.

Do you think people often go against type when career hunting – say, an artsy type trying to be a corporate lawyer?

We have a hard time comparing ourselves to other people. This book says that it's OK for us to put ourselves into categories. I'm not diminishing the genius of a Renoir by putting it into an Impressionist category. "Career Match" shows that, biologically, there are different ways people think. And if you understand your style and personality, you'll understand how to flex it to your circumstances.

So what happens if you've made a bad career match?

If you're in the wrong place, you'll feel tired. But if you find your passion, you become outstanding and obsessed.

So tell me a little about these personality types. Golds are the largest percentage, about 46 percent of the population. They're grounded, accountable and organized, like Barbara Walters and Colin Powell. You'll find them in positions of responsibility.

Reds, who make up 27 percent, are adaptable, highly adventurous and resourceful. They need action, freedom and change – like Bill Clinton or Donald Trump. Blues are the smallest part of the populace – about 10 percent. They're out to create a better mousetrap.

Think Bill Gates or Hillary Clinton, people whose job it is to criticize everything. And then you have the Greens, who are humanistic, persuasive and creative. Examples would be Diane Sawyer or Oprah Winfrey.

So can any of these types be entrepreneurs, or just the sort of bossy types like Reds or Golds?

Well, every type has a different entrepreneurial style. But if they have a mix of personality types in their business, it brings everything to the table and they'll probably do better. The problem is, it's easier to clone yourself when you hire. But it's very important to have different points of view on a team, even when they are irritating.

It seems that for some of these personality types, there were entire career fields that weren't mentioned as good career choices.

For instance, I'm a Green, and there's nothing in the book that suggests I should be a banker.

You could probably do it well, but you'll get burnt out faster. But the key in a case like that is to find something you like about the field.

Say someone reads this book and finds out they are in the wrong field. What should the person do, short of quitting his/her job and doing nothing?

Find initiatives in the job you have that better use your talents, or try to switch functions. Let's say you're working at IBM and you're not a big company person, but you love your boss and want to keep working there. Maybe you should become a spokesperson. And if you want to change fields, start networking. And in some cases, you'll need to go back to school to do it.

Which Hue Are You? Our Cheat Sheet

Forget about determining the color of your parachute when seeking a new field. If you really want to get to the corner office, you'll need to figure out which field fits your personality, according to Shoya Zichy's book "Career Match: Connecting Who You Are with What You'll Love to Do" (\$15, AMACOM Books, written with Ann Bidou).

Here's our cheat sheet for determining where you fall in this career color wheel.

Do you mentor others well? Do you love to communicate with colorful words or graphics? Do you enjoy teamwork? You might be a Green. Good positions for you include guidance counselor, art director, pediatrician and public relations person.

Does the external world – cars, architecture, tools – appeal to you? Is your desk covered with piles of papers? Do you yearn for adventure? You're probably a Red, and might seek work as a stockbroker, computer engineer, air traffic control or FBI agent.

Are you witty, curious, competitive and obsessed with the future? It's likely that you're a Blue, and would thrive in fields like politics, urban planning, aerospace engineering and cultural criticism.

You're organized, responsible and linear-thinking, and like to be recognized for your accomplishments. These things probably make you a Gold, and ideally suited to a gig as an actuary, a plumber, a geologist or an IRS agent.



The Reunion

By Maria Kiss

She greets you with a certain stateliness and an irreverent humor to boot. Born Countess Shoya Zichy of Budapest, she descends from generations of statesmen, artists and writers. For example, there was Princess Melanie Zichy Metternich, wife of the famed Austrian Chancellor. Melanie used courier pigeons to warn Hungarian cousins of her husband's moves against them. To the Chancellor's dismay he never caught up with noted artist Count Mihaly Zichy who fleeing to Russia was appointed portrait painter to the court of Emperor Alexander II. Today his works hang in numerous European museums. Not to be outdone, cousin Geza one-armed following an early hunting accident went on to a forty year career as a concert pianist and was declared by his teacher, Franz Liszt, to be one of the marvels of modern musical history.

Shoya's early life was spent in exile after the family fled the political turmoil of Hungary. There she joined her cousin, Queen Geraldine of Albania, the Egyptian royal family and relatives scattered throughout Europe. Educated in the U.S., she went on to become a teacher and journalist. Later as a private banker for Citibank, Merrill and American Express she tapped into her own reservoir of private memories to form powerful connections with politically skittish clients in Asia and the Middle East.

Today, however, as a seminar leader on route to London, she makes a brief stop in Hungary to meet with family and introduce them to her personality model Color Q. Color Q, based on Jungian psychology, serves as the basis of her first book *Women and The Leadership Q* and the upcoming *Career Match: Connecting Who You Are With What You'll Love To Do*. It describes four personality groups and how each approaches life, love and work. The young cousins take the test with enthusiasm and pepper her with questions on ways to find the best career. After all, as one declares, it is a new age in Hungary, and an opportunity to bring a distinguished family back to its former glory.