



Women and Men Leading Together
IMPACT THROUGH DIVERSITY
WORKSHOP HIGHLIGHTS



Barbara Annis
& Associates, Inc.

SAP Workshop Highlights

THE BUSINESS CASE FOR GENDER INTELLIGENCE

Women in unity with men is a powerful strategic combination available to every business today. Companies that practice Gender Intelligence will encourage and sustain a culture open to gender balance and inclusiveness and will grow in their global competitiveness.

The business case for recruiting, developing, and advancing women and men in unison maintains that companies that practice Gender Intelligence and sustain a culture conducive to gender diversity and inclusiveness will grow in their global competitiveness. They will secure and retain the best talent, make better strategic decisions, produce more relevant products and services, and, as a result, achieve superior financial results.

THESE ARE THE FIVE ADVANTAGES OF A GENDER-INTELLIGENT ORGANIZATION:

IMPROVED DECISION-MAKING AND INNOVATIVENESS

Male/female balance in teams encourages innovation, not because one gender is more clever or better, but because gender blending adds a richer collection of viewpoints and perspectives to the decision-making process.

While men's management style is transactional, risk-accepting, and solutions-driven, women's management style is contextual and relationship-based, encouraging and empowering greater discussion and ideation.

As a result, teams containing a better balance of men and women demonstrate greater emotional perception, collective intelligence, and encouragement of ideas.

RESPONSIVENESS TO CUSTOMERS AND MARKETS

Companies that employ a gender-blended workforce are better able to identify with and understand the demographics of the marketplace they serve and are better equipped to thrive in that marketplace compared to companies that have a limited range of employee demographics.

When it comes to marketing and advertising, women process information and make purchasing decisions differently than men. Yet even though women make more than 83 percent of consumer purchase decisions, surveys indicate that products and services are not being marketed optimally to women.

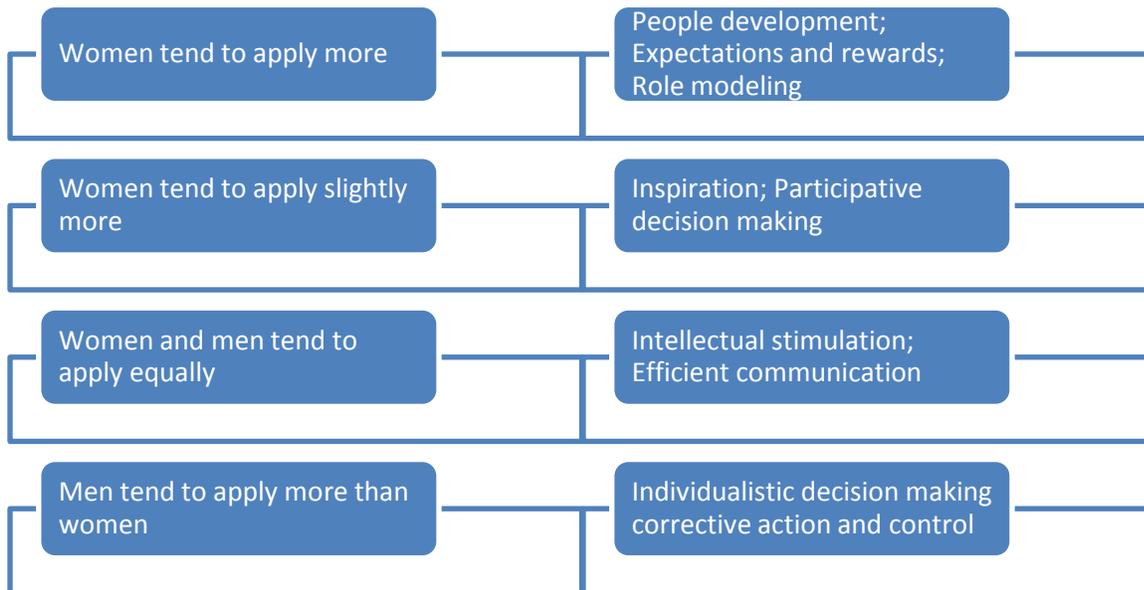


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Mixed teams of men and women at all management levels are important for producing goods and services that satisfy the needs and expectations of both men and women. The more a company mirrors its markets demographically, the better positioned it is to sense and respond to evolving market needs.

BALANCED LEADERSHIP FOR IMPROVED ORGANIZATIONAL PERFORMANCE

Women and men share a different though complementary set of leadership behaviors that are crucial to overall organizational performance.



Women and men—working in unison—bring these leadership behaviors together, enabling an enterprise to perform well across all of the organizational dimensions of favorable work environment, ethical values, motivation, accountability, and innovation.

MINIMIZED RISKS AND COSTS

Gender discrimination and discrimination against mothers have risen by 400 percent in the last decade with the vast majority related to motherhood. More than half of those cases were decided in favor of the employee.



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Apart from direct costs including legal fees and potential fines, there are significant indirect costs such as bad publicity, loss of market share, and damage to the trademark.

- Companies that are good employers for women add to their credibility with key stakeholders (employees, investors, consumer groups, regulators).
- Companies that are bad employers for women risk a crisis of confidence for their brand name and their survival in an increasingly competitive global economy.

SUPERIOR FINANCIAL PERFORMANCE

As a result of improved decision-making and innovativeness, responsiveness to customers and markets, balanced leadership, and minimized risks and costs, companies that practice gender intelligence and inclusiveness realize superior financial performance.

A 19-year study of 215 Fortune 500 companies showed strong correlations between a better balance of men and women in leadership positions and high profitability.

The 25 best firms for women out-performed the industry medians on all three measures of profitability:

- **34%** higher profit margin
- **18%** higher asset value
- **69%** higher stockholder equity

The 10 firms with the **very best** balance of men and women showed greater profit results than the firms that were merely very good.

COMPANIES THAT ARE MAKING PROGRESS

- Are CEO driven
- Are led by a powerful coalition
- See the problem systemically
- Are in it for the long run
- Learn how to be Gender Intelligent



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COMPANIES THAT ARE LACKING PROGRESS

- Treat gender diversity as window dressing
- Are economically pressured to find a quick fix
- Have not connected gender diversity to bottom line
- Treat gender equality as a numbers game
- Are not seeing that the problem is a lack of Gender Intelligence
- Are unaware of the impact of a dominant masculine culture
- Expect HR/CDO to get it done

TOP CHALLENGES FOR MEN AND WOMEN

Due to innate and cultural influences, women and men tend to think and act differently, creating challenges in working with the other gender. Our surveys of over 100,000 men and women collected between 2005 and 2012 reveal the key challenges men and women have in working with the other gender.

WOMEN'S CHALLENGES

1. Being excluded from meetings, informal networks, mentoring, and sponsorship opportunities;
2. Having their ideas dismissed;
3. Being forced to fit in by behaving as men and not authentically as women;
4. Feeling devalued for their unique contribution.

MEN'S CHALLENGES

1. Being confused over the changing rules of civility;
2. Being careful in their language and behavior for fear of offending or incurring charges of harassment;
3. Dealing with the emotions as expressed by women;
4. Feeling blamed for a work environment that most men tend to thrive in but women find challenging to advance and succeed in with authenticity.

Through greater gender intelligence, men and women can become more actively conscious and learn to overcome these challenges by understanding and being more attentive to the other gender's needs and expectations.



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THE SCIENCE OF GENDER DIVERSITY

Brain-based research conducted since the 1990s have involved over one million men and women in thirty countries and on every continent.

This scientific evidence proves conclusively that men's and women's brain structures and hormonal chemistry are different, and these differences influence the ways each gender perceives the world around them, prioritizes and solves problems, communicates, and leads.

Although there are conclusive brain-based differences between men and women, there are no known differences between men and women in terms of IQ. Our differences are equally valuable and are designed to complement not compete.

Here are the seven brain regions discussed in our Women and Men Working Together workshop:

CORPUS CALLOSUM

Is larger in women and allows women to move between left and right brain functions more easily:

- Is the interconnecting highway to contextual web-like thinking and understanding the unspoken components of human engagement;
- Enables women to sense tone of voice and read facial expressions more readily than men.

ANTERIOR CORTEX

Is larger in women, compelling them to:

- Weigh options
- Increase collaboration
- Worry more
- Engage in female rumination



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PREFRONTAL CORTEX

Is larger in women, influencing:

- Consequential thinking
- Decision making
- Overseeing of emotional information
- Managing the amygdala and curtailing quick judgment and response

INSULA

Is larger in women, enabling them to:

- Process intuition
- Provide that “gut feeling”
- Pick up the “mood” or “ambiance” of an environment

AMYGDALA

Is larger in men:

- Triggers quick action and aggression
- Fight or flight versus tend or befriend

HIPPOCAMPUS

Is twice as large in women, enabling them to:

- Store more detailed memory
- Identify patterns
- Make instantaneous connections to things in the past

CEREBELLUM

Is larger in men, enabling:

- Direction and coordination of physical movement
- Greater tendency to focus on the short term
- Action as an imperative



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GENDER AND COMMUNICATION

A most important element in communicating with gender intelligence is listening. The challenge is in understanding how men and women listen and acting upon what they hear. Based on 220 statements tested in 2,000 workshops, and involving over 100,000 men and women, here are the different ways men and women interpret and react to select statements involving communication:

NODDING WHILE LISTENING MEANS:

To women – “I am following you and understand what you are saying.”

To men – “I agree with what’s being said.”

BRINGING UP AN IDEA AT A MEETING:

To women – it is a dialog starter, a suggestion to encourage input from others.

To men – it directly states the idea and is his bottom-line response.

“WHAT DO YOU THINK?” MEANS:

To women – it is an opening to a conversation or exploration of her thoughts and feelings.

To men – it is a request for closure; to give an opinion or make a decision.

A COLLEAGUE IS EXPERIENCING A PERSONAL PROBLEM:

Women – tend to ask for details and discuss the problem to show concern and support.

Men – tend to focus on solving the issue or avoid the subject to demonstrate respect for the colleague’s independency and privacy.

ARGUMENTS ARE BEST SUPPORTED BY:

To women – personal experiences and the experiences of others

To Men – facts, surveys, careful logic

A GOOD, EFFECTIVE LEADER:

To women – is inclusive, influential, and able to get others to work together well.

To men – is in control, concise, and able to get others to buy into his vision.



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SUCCESS MEANS:

To women – being valued while accomplishing

To men – winning

SUMMARY COMMENT

What women want – Understanding before action

What men want - action

SELF-PERPETUATING MYTH CYCLE

What we sense of the world around us is limited by a very narrow band of what we perceive as true, or real, or possible. Our perceptual filters shape what we see or make sense of to the extent that each of us interpret the events that take place around us based on our own respective lenses.

Furthermore, our assumptions and inclinations, our mental position from which our unique lives are viewed, makes us perceive a world that is often very different from what others may see or hear, or from what is real. We are often influenced by our opinions versus true insights that come from deeper understanding. This creates and reinforces a self-perpetuating myth cycle that is difficult to break.

THE ELEMENTS OF A SELF-PERPETUATING MYTH CYCLE:

- Assumption: Acceptance of a stereotype resulting in prejudice, which leads to...
- Action: Showing discrimination by acting on the false assumption, which produces...
- Reaction: Active or passive response by the person or group being discriminated against, which reinforces the assumption...

Tools and techniques for breaking the self-perpetuating myth cycle are often not a matter of skills, but of practice, and with active consciousness, challenging your opinions with greater insight:

- Question your assumptions
- Move to standing in the other person's shoes
- Be proactive in each situation



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GENDER DIFFERENCES IN CONFLICT RESOLUTION

The goal in conflict resolution is to move from “Blame” frame to “Outcome” frame.

Blame Frame of Reference	Outcome Frame of Reference
<ul style="list-style-type: none">• You <i>or</i> me• Right or wrong• Attached to an opinion• Reactive• Fault-finding• Gossip	<ul style="list-style-type: none">• You <i>and</i> me• Win/ Win• Unattached to an opinion• Reflective• Zero judgment• Takes responsibility

TOOLS TO MOVE FROM BLAME FRAME TO OUTCOME FRAME:

- Take a break
- Seek a “committed listener”
- Get clear on your long term intention
- Identify the cost of conflict
- Detach yourself from your opinion

TOOLS TO CREATE WIN-WIN CONFLICT RESOLUTION:

- Frame the conversation
- Explore other’s viewpoints
- Explain your viewpoint
- Create resolution



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GENDER-INTELLIGENT LEADERSHIP

Gender Intelligence is a success factor for both women and men. When the talents of women and men are merged into a culture that puts skills, professionalism, and profitability first, the result need not be a redistribution of power and resources. Instead, women and men working together can best improve profitability, competitiveness, and customer focus when their diverse talents and skills are blended together. We each must strive to become gender-intelligent leaders, authentic men and women who:

1. Do not act on assumptions, but instead, tests them.
2. Understand how to take advantage of the strengths men and women bring.
3. Actively encourage collaboration and different perspectives in meetings and decision-making.
4. Are aware of their impact on others and have the ability to self-correct. Men and women who demonstrate congruence between intention and behavior.
5. Treat Gender Intelligence as a high priority and seek to learn more and encourage others to do the same.
6. Are highly self-reflective, actively seeking to learn about their impact on others and seek feedback to be more self-aware.
7. Actively promote the presence of both men and women in all situations.



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APPENDIX

SOURCES

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