



## Leadership and the Sexes

### Using Gender Science to Create Success in Business

#### THE SUMMARY IN BRIEF

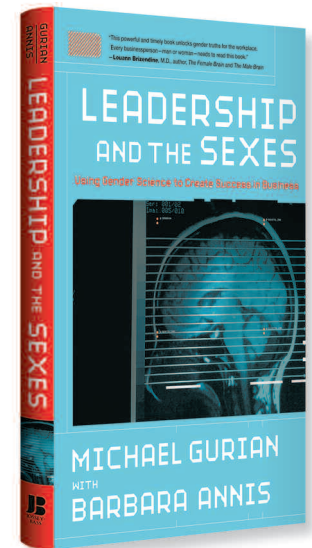
We enter the workplace not only as a human being, but as a woman or a man. Each workday is a meeting of gender-different styles, modes of operating and leadership skills. The corporation that utilizes the differences between men and women is the corporation that discovers significant competitive advantage. The corporation that helps both genders understand each other has committed to maximum success.

*Leadership and the Sexes* weaves together Michael Gurian's use of brain science in gender studies and Barbara Annis' experience consulting to top companies on gender issues, and then adds real life examples of what is currently happening in business leadership. Its practical application focuses on executive and managerial leadership, then extends to all levels of the workplace operation. This summary will be helpful to women and men in the workplace who want to become more effective and fulfilled, and ultimately what they learn and incorporate in their managerial styles will help businesses to realize increased profits.

*Leadership and the Sexes* presents brain science tools that readers can use to look into the brains of men and women. The authors also provide five field-tested GenderTools for readers to increase both their personal comfort and competitive edge.

#### IN THIS SUMMARY, YOU WILL LEARN:

- How men and women lead differently.
- How to articulate differences without falling into the trap of creating male and female stereotypes.
- What the latest scientific studies reveal about male/female brain differences.
- How differences impact the ways that men and women negotiate, communicate, lead and run meetings.
- How ignoring gender balance impedes the true potential of any business.



by Michael Gurian  
with Barbara Annis

#### CONTENTS

**Understanding the Science of Gender**  
Pages 2, 3

**GenderTool 1: Improving Your Negotiation Skills**  
Pages 4, 5

**GenderTool 2: Running a Gender-Balanced Meeting**  
Page 5

**GenderTool 3: Improving Your Communication Skills**  
Pages 5, 6

**GenderTool 4: Improving Your Conflict Resolution Skills**  
Pages 6, 7

**GenderTool 5: Practicing Gender-Intelligent Mentoring and Coaching**  
Pages 7, 8

# THE COMPLETE SUMMARY: LEADERSHIP AND THE SEXES

by Michael Gurian and Barbara Annis

**The authors:** Michael Gurian is the *New York Times* best-selling author of 21 books, including *The Wonder of Girls, Boys and Girls Learn Differently!* and *The Wonder of Boys*. His books have sold more than 900,000 copies in the United States. He is the co-founder of the Gurian Institute.

Barbara Annis is a thought leader, corporate keynote speaker and CEO of Barbara Annis & Associates. With more than 20 years as a specialist in workplace gender issues, she has grown from a one-person team to an organization of 27 associates in New York, Tokyo, Sydney and London.

*Leadership and the Sexes* by Michael Gurian and Barbara Annis © 2008 by Michael Gurian. Summarized by permission of the publisher, Jossey-Bass, a Wiley imprint, 989 Market Street, San Francisco, Calif. 272 pages, \$27.95, ISBN 978-0-7879-9703-8.

Summary copyright © 2008 by Soundview Executive Book Summaries, www.summary.com, 1-800-SUMMARY, 1-610-558-9495. For additional information on the authors, go to <http://my.summary.com>

## THE THEORY: GENDER INTELLIGENCE — THE NATURAL DIFFERENCES BETWEEN MEN AND WOMEN

### Understanding the Science of Gender

Beginning in the 1970s, researchers began to use medical technologies and computers to study gender in the brain. There are three techniques most used:

- A *PET scan* uses positron emission tomography to identify areas of neutral activity. Scientists can locate the regions that become active while a person speaks, works, relates, loves and performs tasks. PET scans from all over the world show that male and female brains are organized differently.
- *fMRI imaging* uses magnets to detect signals from particles with a positive electronic charge that act like compass needles in the magnetic field. Because the amount of oxygen found in blood affects its magnetic properties, fMRI detects regions with changes in levels of blood oxygenation due to activity-related changes in blood flow. fMRI can help researchers accurately determine which brain regions are active in each task.
- *SPECT imaging*, similar to PET and fMRI, uses single photon emission computed tomography to provide lower-resolution images; it is much less expensive than PET.

### Equal but Different Intelligence

As brain science becomes more sophisticated, the results of studies consistently indicate that although men and women produce equivalent intellectual performance,

their brains do it differently.

We are different in the following ways:

- *How and what we remember.* Women take in more information through each of their five senses than men do, on average, and store more of this material in the brain for later use.
  - *How we process words (and how many and what kind we use).* Women use more words than men, on average, when reading, writing and speaking are computed together.
  - *How we experience the world.* New studies indicating that even the cells in our retina may well be different, with female retinas tending to have more P ganglion cells (which see color and fine detail) and male retinas tending toward more M ganglion cells (which more easily see physical motion of objects moving in space around them).
    - *How we buy and why we buy it.* Because of sensory differences, women's buying is often more linked to immediate complex sensory experience than men's; for example, women more readily enjoy walking through a store and touching and feeling objects, while men will get less pleasure from this.
      - *The ways our midbrain (limbic system) and emotional processing works.* The approach to developing self-esteem and emotional intelligence can be quite different in women and men, especially because women's brains tend to link more of the emotional activity that is going on in the middle of the brain with thoughts and words in the top of the brain (the cerebral cortex). Thus a man might need many hours to process a major emotion-laden experience, whereas a woman may be able to process it quite quickly. This often creates a lot of tension between women and men.



1-800-SUMMARY  
service@summary.com

Published by Soundview Executive Book Summaries (ISSN 0747-2196), P.O. Box 1053, Concordville, PA 19331 USA, a division of Concentrated Knowledge Corp. Published monthly. Subscriptions: \$209 per year in the United States, Canada and Mexico, and \$295 to all other countries. Periodicals postage paid at Concordville, Pa., and additional offices.

**Postmaster:** Send address changes to Soundview, P.O. Box 1053, Concordville, PA 19331. Copyright © 2008 by Soundview Executive Book Summaries.

**Available formats:** Summaries are available in print, audio and electronic formats. To subscribe, call us at 1-800-SUMMARY (610-558-9495 outside the United States and Canada), or order on the Internet at [www.summary.com](http://www.summary.com). Multiple-subscription discounts and corporate site licenses are also available.

Rebecca S. Clement, Publisher; Sarah T. Dayton, Editor in Chief; Chris Lauer, Senior Editor; Christine Wright, Senior Graphic Designer

## Summary: LEADERSHIP AND THE SEXES

- *The amounts of white matter and gray matter in the brain.*

Women have more white matter and men have more gray matter related to cognitive functioning in the brain. White matter connects brain centers in the neural network, whereas gray matter tends to localize brain activity into a single active brain center. The white/gray brain matter is one reason the genders bring different perspectives to the same problem or design.

### First Principle and Task of Balanced Leadership

*Principle:* Gender intelligence — and, therefore, gender-balanced leadership — begins in the understanding that we are, in large part, hardwired to be who we are. This understanding begins a work/life process of nurturing our own nature and feeling personally responsible to help others nurture their own authentic gender qualities. When we open our thinking to science-based insight about gender, we take a first step in trusting both our own and the other gender's abilities, and we begin to expand into areas of gender intelligence that can lead to authentic and balanced leadership for both women and men.

*Task:* Begin the process of re-visioning your leadership and management philosophy toward dealing with gender issues scientifically. Be open right now to wherever this re-visioning takes your corporation. Also be open to where it takes you personally, and your leadership team as a group, including gaining an understanding of those individuals who are exceptions to gender “rules.” ●

## Understanding How the Male and Female Brain Work Differently

There are three major categories of brain differences between male and female brains that ultimately impact every aspect of our workplaces:

- **Differences in neural blood flow patterns.** Blood flow represents the neural activity in a brain at any given time. In the female brain, more neural activity occurs in the parts that think in and create words *and* in the parts that connect those words to memories, emotions and sensory cues; in the male brain, more neural activity occurs in the parts that use physical and kinesthetic intelligence, as well as spatial mechanics and abstraction.

- **Differences in particular structures in the brain.** The *hippocampus*, a significant memory center in the brain, plays a key role in women, as women often test out better than men at remembering the specific and minute details of interactive situations and events. Have you ever wondered why men tend to get more “physically expressive” when they get angry? The *amygdala* is one possible reason.

## Bridge Brains

Having established that there is hardwiring of male/female differences, it is crucial to look at exceptions to the rule.

Ten years ago, author Michael Gurian coined the term *bridge brain* to help people understand the exceptions: These include people whose brains share a number of characteristics of the other gender's brain, transgendered individuals and people who just sense that their brains may be toward the middle of the gender/brain spectrum.

What research into bridge brains is showing us scientifically is this: (1) Every one of us has both our own gender's and the other gender's hormones and brain characteristics; (2) yet if we are biologically male, we will tend toward being more male on the brain/chemistry spectrum, and if female, we'll tend toward female; and (3) some of us are closer to the other gender on the spectrum than others are. Some of us, in other words, are neurological “bridges” between genders.

The male amygdala is larger than the female amygdala, and because this structure stimulates more activity downward in the male brain toward the brainstem (and thus more quickly into the physical body) and more often upward in the female brain toward talking centers, men and women tend to differ in their angry behavior.

- **Differences in brain chemistry.** Not only do male and female brains differ in structural components and blood flow, but they also secrete their chemicals differently. This chemistry difference profoundly affects leadership and, ultimately, everyday life. Differences in brain chemistry can initially be understood when we realize that males secrete more *testosterone* and *vasopressin* (aggression and territoriality chemicals) than do women. Females, on the other hand, secrete more of the brain chemicals estrogen, progesterone, serotonin and oxytocin. Serotonin and oxytocin are less well-known than estrogen and progesterone; serotonin, among other things, calms our impulses; and oxytocin, among other things, is a bonding chemical.

### Second Principle and Task of Balanced Leadership

*Principle:* Deeper understanding of male/female differences leads to a deeper individual and team awareness, with each gender learning from and relying on the other's gifts for corporate success.

*Task:* Work together as an executive team to list and get to know each other's personality and gender assets. Use gender coaches and trainers as advisers as much as need-

## Summary: LEADERSHIP AND THE SEXES

ed, especially if clear gender issues show up — you are not involved in an easy task here, and there are pitfalls. ●

### Understanding How Men and Women Lead Differently

Leaders can appear at any level of a company. To get to the top, you have to be very good at putting yourself confidently into the daily stress of leadership, whether you are male or female. Research shows that females, by nature, embody senior leadership status differently from the way males do. This difference is hard-wired, and it's part of gender intelligence, balanced leadership and gender evolution as a whole.

There are a few basic characteristics found in male leaders. *Male leaders* tend to:

- Bond with co-workers in *short bursts* of connection, both physical (a pat on the back) and emotional (a word of praise), or through goal achievement that is less tied to words and emotions and more to action and competition than that of female leaders.
- Focus on leading workplaces and hierarchies through *order assessment, pattern thinking* and *ritualized action*.
- *Downplay emotion*, even at the risk of hurt feelings, in order to play up performance.
- Promote *risk-taking* and *independence* of the employee as long as that risk-taking and independence fits the ultimate goals of the corporation.

#### Female Leaders

Research shows that female leaders tend to:

- *Bond with co-workers in extended conversations*, both physical and emotional. Women tend to interconnect data and share common experiences.
- Provide as much *hands-on connection* to the co-worker as possible.
- Emphasize *complex and multitasking* activities, actions, team development — expanding leadership into various tasks and away from dominance by one task.
- Search for a method of *direct empathy* when someone's feelings are hurt, even at the expense of other current goals.
- *Relinquish personal, daily independence* in order to be cognizant of other's needs.

The end result of learning about hardwired gender differences in leadership patterns is not just understanding, but also practical action.

#### Third Principle and Task of Balanced Leadership

*Principle:* If we are committed to principles of authentic leadership, our corporations need both male and female

assets in front-line, middle and upper management and at the highest CEO levels. As we look specifically at hard-wired differences in the area of gender leadership, we can achieve a level of mutual respect that makes possible greater innovation and advancement of talent.

*Task:* Notice the specific leadership style of each person around you, and notice how well you fit (or do not fit) with the gender style of each leader. Start your assessment by spending most of your time on strengths and much less on weaknesses in the other gender's leadership style. ●

### THE TOOL: PUTTING GENDER INTELLIGENCE TO WORK IMMEDIATELY

#### GenderTool 1: Improving Your Negotiation Skills With Both Genders

Something important gets missed when women and men both undervalue the women's negotiation-through-rapport and overvalue men's negotiation-through-data-and-banter. What mainly gets missed is the effectiveness of both, in the right circumstances. The future of corporate success lies in women and men both becoming gender intelligent in negotiations.

#### Applying Balanced Leadership to Negotiations

Gender intelligence, like emotional or intellectual intelligence, is important to every negotiation. You will have to decide how important it is in a given situation. As you incorporate gender intelligence, consider adding these balanced leadership tools to your toolbox:

- Put together a team of negotiators that includes both women and men.
- Pick the right person to lead the negotiations. Do the strongest gender assessments you can on the people you are negotiating with, and plan strategically which women and men to have involved in negotiations — and which parts of the negotiations they should handle.
- Read gender signals clearly during any negotiations you observe or participate in. Check perspectives, intuitive and factual. By reading male and female signals more clearly, you'll know where you stand; how successful you're being; and what other tools you need to bring to bear — including other gender assets — to develop appropriate rapport, data and outcome.

As you work in your team on this gender-negotiation tool, talk about the following five specific areas of focus

## Summary: LEADERSHIP AND THE SEXES

---

in any negotiation: preparation, personality, use of data, rapport building and intended outcome. Then talk about the different gender intelligences, behaviors and follow-through of women and men in each area.

Ultimate success in all spheres comes when we remain ourselves but learn from others. Both women and men should learn from each other, and both women and men should be valued in a room. Gender intelligence is and always will be about tapping into the skills inherent in the other gender until we feel comfortable in the room with those skills — and able to gain allies in those skills when we don't feel comfortable. ●

---

### GenderTool 2: Running a Gender-Balanced Meeting

Balanced leadership becomes all the more possible when you build your gender intelligence up to the point where you can fluidly run a gender-balanced meeting. One interesting and amazing brain fact to take into your meetings involves the hormones testosterone and oxytocin. Males, as we know, are driven by testosterone, having up to 20 times more of this aggression chemical in their bloodstreams and brains than women have. Women are more actively driven by oxytocin. These brain chemicals are directly affected by meetings.

Meetings raise our levels of cortisol — the stress hormone. When women's cortisol levels rise, they tend to secrete more oxytocin. Their brain system says, "You need to decrease your stress level now by 'tending and befriending' — protecting relational cohesion, keeping tension levels down, making sure social connections are secure."

When men's cortisol levels rise, they tend to secrete more testosterone. Their brain system says, "Assert yourself independently, interrupt, make sure you are aggressively known, mark your territory, take risks, challenge social cohesion if that will further the ultimate goals of the system or your own place in the system."

We bring different chemistry and brain functioning to meetings! No wonder meetings can be so complex.

#### Ten Essential Gender-Balanced Management Skills

To improve meetings from the point of view of gender balance, focus on these 10 skills that will help meet the needs of both genders:

**Skill 1:** Be a complete meeting leader. Plan, facilitate and follow up.

**Skill 2:** Set a gender-balanced frame. The most efficient meetings tend to begin with a statement of pur-

pose, review of the agenda and alignment on intended outcomes.

**Skill 3:** Make meetings adult places. Use of humor is an aid to a good meeting.

**Skill 4:** Return meetings to their purpose. Keep the discussion or brainstorming focused.

**Skill 5:** Draw out talent. Encourage participation from all attendees so that everyone's ability and talent comes to bear on the issue, design concept or marketing strategy.

**Skill 6:** Care about diversity. You may need to make the inclusion of diverse ideas and viewpoints a tacit action item in every meeting.

**Skill 7:** Channel competitiveness. Facilitate the meeting so team members' personalities work together.

**Skill 8:** Be organized. Assign action items and next steps as you end meetings.

**Skill 9:** Be open to the post-meeting process. If you see that a person (woman or man) is dissatisfied with the meeting itself, take five minutes to debrief and hear the person's point of view after the meeting (or later that day).

**Skill 10:** Reach out for gender help. Reach out to trusted people of the other gender for their assistance. ●

---

### GenderTool 3: Improving Your Communication Skills With Women and Men

Here is a tool you can use to improve your own communication as a leader and facilitate better communication in your team and workplace between the genders.

Be aware of and discuss the following five differences in language that exist between men and women who are trying to communicate what they need and want:

**Difference One.** Women tend to use *more words* than men, often relying more greatly on verbal and written communication throughout the workday. Men use fewer words, in general, and will interrupt people when they've reached what men consider their "word limit."

**Difference Two.** In their everyday conversations, women tend to *criticize themselves* more than men criticize themselves. Women often do this to match relationally with another person ("Oh yes, I made that mistake too"). Men tend to *criticize others* in order to match relationally ("He's not going anywhere in this company, you can tell").

**Difference Three.** Men tend, more than women do, to direct word use toward the *success goal* they are focused on (in this area, men will sometimes use *more words* than women do). Women will tend to use more words to

## Summary: LEADERSHIP AND THE SEXES

manage the process by which success is gained.

**Difference Four.** Men tend to spend more verbal time showing their own *accomplishments and prowess* than women do. Women tend to spend less time this way, instead spending more time asking *questions* like “So, what did you do?” which specifically de-emphasize their own prowess in favor of hearing another’s accomplishments.

**Difference Five.** Women tend to spend more verbal time on individual *emotion-memories* and individual family and relational memories than men do. Men tend to spend more words on trivia and outcomes of *large social aggression-based groupings* (such as sports, factual history) and on showing dominance (one-upmanship).

### Focusing on Nonverbal Communication

Here are four nonverbal communication differences you may need to navigate every day at work:

- Women tend to smile when listening, while men tend to squint and frown more.
- Women tend to use *less physical space* while communicating, whereas men tend to spread their legs out more, gesture their arms more widely and move around more.
- Men tend to believe more than women do that their *nonverbal relational cues* are being picked up.
- Men tend to notice fewer nonverbal cues of emotion, whether *on faces* or *in physical gestures*, than women do. ●

## GenderTool 4: Improving Your Conflict Resolution Skills With Men and Women

Work teams can be made or broken by their ability or inability to handle conflicts together. Conflict is inevitable in relationships, and if done well, it is a good thing. It increases bonding and leads to creativity and new thinking. We don’t want to try to remove conflict from relationships. We want to do conflict well, because when done badly, it can be dangerous to a team and a corporate culture.

### Noticing Differences Between Women and Men in Conflict

For men, a primary mistake in angry conflicts is not returning to the issues of the conflict and resolving them (even later, after the fury is gone). Men will often think the conflict has been resolved because it is finished inside them. They won’t realize how hurt the woman feels; they won’t value her feelings. This is dangerous to corporate culture — it can lead in the long term to women leaving this particular workplace and taking their talent elsewhere.

## Four Alternative Approaches to Conflict Resolution

Good conflict is not achieved through *one* verbal style of conflict resolution. There are many good approaches, and some don’t involve talking a lot. These include:

- **Relax ASAP.** Do what you have to do to cut back on your stress levels.
- **Experience, express, expel.** Let your emotions move through their natural cycle in a safe way. This means feeling the anger, expressing it (even physically, in physical exercise or a safe, physical burst of energy) and expelling it by breathing it out or getting it out of your system via a conversation with a friend.
- **If you walk away, return.** Complete the conversation.
- **Examine your thoughts.** If you get triggered easily or if you often escalate quickly, you may need coaching or mentoring or other similar assistance.

For women, a primary mistake is saying to men right in the middle of the conflict situation, “What’s happening? What are you feeling? Talk to me.” When the male brain becomes angry, the swelling of the amygdala in the limbic system often leads to a near closure of a lot of the man’s verbal circuits. Whereas amygdalic swelling in the female brain can open up a lot of her words and thoughts so she may want to “talk it out right now to seek understanding” as the key to resolution, the man’s angry brain response may require that he delay verbal reaction, walk away and return several minutes later.

### Authentic Leadership

Authentic leadership is about taking responsibility for one’s actions. Our only real authority as individuals on a leadership team comes from that authentic act. We can’t control others, but we can control ourselves. This holds true especially when we are navigating conflicts between ourselves and the other gender. ●

## THE APPLICATIONS: ENSURING GENDER-BALANCED LEADERSHIP IN THE LONG TERM

### Helping Women

In a study of what women need in order to be retained and advance, these were the most common responses:

- Women need work/life flexibility (men need this too).
- Women need men to understand that women’s and

## Summary: LEADERSHIP AND THE SEXES

---

men's needs are not separate, but interdependent.

- Women need to be respected for who they are — they are not men.
- Women need to be validated with more verbal encouragement than managers and co-workers may realize.
- Women need to be mentored in a gender-intelligent way.

A recent Catalyst Corp. study shows that while some women certainly leave the corporate world to have their families, most actually walk out of one corporation into another that better fits their *needs* as executives, managers and women.

### Fourth Principle and Task of Balanced Leadership

*Principle:* Gender balance is crucial to retaining and advancing women of talent in a corporation. When we apply science-based insight about gender, we alter corporations to fully advance women — through understanding and through intervention when necessary.

*Task:* Apply gender biology to your workplace by looking at the obstacles women face in your corporation, misunderstandings men fall into when dealing with talented women and lack of work/life balance. See women as powerful, and listen with openness to what women are saying about what they need. ●

---

## For Women: Tips for Supervising Men

Here is a scenario that includes a common error some female supervisors make when supervising men:

A male staff member comes into your office and starts venting his frustration about an incident. He shares that he is tired of the complaining by some members of his team, annoyed that they aren't meeting deadlines, and on and on.

Trying to be supportive, you respond by empathizing. "I can see how frustrated you are with this situation. Have some coffee, tell me how you're feeling ..."

Don't be surprised if the man says, "I don't need a cup of coffee — I need to know what to do about this!"

### Supervising a Man Who is Angry

Your emotive processing style may not be what your male staff member is looking for at this moment of frustration: He wants solutions; he wants strategies. His task-focused male brain may want to resolve this situation and move on to completing tasks. He may not see emotional processing as a way to get himself positioned effectively back into the larger system.

A more effective response could be to immediately offer action steps. "Let's take notes about strategies you've tried that don't seem to be working. Then let's make a list of alternatives that you can implement right away." As you take these action steps with him, if you want to pursue emotional content and feeling talk, the most effective approach may be asking how he feels about the system. He may talk about feelings more if they are not about his own internal feelings, but rather about how he and you and everyone else might fit into the effective continuation of a strong system.

### Fifth Principle and Task of Balanced Leadership

*Principle:* When we apply science-based insight about gender, we alter our corporate vision to fully understand men and what they need in the workplace. Men bring immense strengths to the gender dialogue, and they also bring specific issues that are part of the gender evolution in contemporary business.

*Task:* Apply gender science to your workplace with men in mind. Survey your work force to figure out men's strengths and issues. Supervise men in ways that are specifically effective for them. ●

---

## GenderTool 5: Practicing Gender-Intelligent Mentoring and Coaching in Your Corporation

When mentoring women and men, three primary areas of focus emerge. Each is often handled differently depending on whether the mentor is helping a woman or man:

- *Career support.* The individual being mentored — the mentee — needs help with specific career track issues; for example, advancement up a leadership ladder.
- *Psychosocial support.* The mentee needs a listening ear for relational issues, help dealing with a particular leader or help dealing with a crisis at work or elsewhere.
- *Gender intelligence support.* The mentee needs help understanding the other gender's signals and developing a plan for action in relation to the other gender.

### Mentoring Women Toward Success

Mentoring and being mentored can be risky and humbling experiences. As women seek out and accept mentoring from both women and men, and as, concomitantly, both women and men provide the mentoring, all parties must expect some discomfort at some point. Here are specific actions that often must be taken to fully

## Summary: LEADERSHIP AND THE SEXES

mentor women:

- *When important clients don't trust the woman.* As one male leader revealed, in reporting his mentoring efforts: "I've experienced clients saying to me that they really want a male executive on their project. I find I have to push back and tell them that the woman is the best candidate and has outstanding skills. My job as a mentor is to push for her to get the job. If I didn't push, she wouldn't get the job."

- *When a woman is slower than a man to say "yes" to a project.* Insist that the qualified woman look closely at the new job, providing her with the information she needs and being patient with her style of choice-making.

- *When a woman doesn't blow her own horn.* You may need to coach her in what words to use and how to talk about herself and her successes.

- *When a woman is not being direct enough.* Women in this situation need both female and male mentors to help them learn how to develop frankness that leads to specific solutions.

### Mentoring Men Toward Success

The most frequently reported gender challenges men list when asked what they need mentoring on include removing barriers to advancement, understanding and navigating female ways of relating, feeling left out of female conversations, feeling gossiped about. As men seek out and accept mentoring from both women and men, and as, concomitantly, both women and men provide the mentoring, specific actions can be taken by both genders to fully mentor men:

- *When a man needs career help.* Men often do not ask for the help they need, yet they often need a mentor to help them advance.

- *When a man doesn't know how to give women feedback.* Men often need mentoring on how to give feedback, both to men and to women.

- *When a man isn't sure how to give feedback to a female leader.* If you are mentoring or coaching a man who is having trouble giving feedback to a female leader, help him focus on asking open-ended questions that create dialogue and complimenting specific achievement outcomes.

- *When a man needs help with work/life balance.* Research consistently shows a need among men to get help in developing work/life balance. A mentor who helps them develop work/life balance can become a kind of lifeline for these men.

### Mentoring for the New Millennium

Female mentors are as crucial for women as male

mentors are crucial for men, but so, too, is cross-gender mentoring. The mentoring programs of the future will move in the direction of providing both women and men to mentor both women and men.

Many of the issues women and men have faced in any work environment in the past have not been solvable without a mentoring component in place. The same holds true in your present corporation. To mentor and to be mentored is a part of the human DNA. As you are mentored and mentor others, you are participating in a profoundly important part of being a woman or a man.

### The Future of Gender

Human nature is and always has been the prime mover of our instincts, and our workplaces are instinctual places — filled with ambition, power and need. The new gender evolution combines instinct with passion and passion with reason. The ultimate destination of this work is to ensure a future of gender relations that can awaken in each of us, and thus in our children — our future leaders and work force — a deep respect for who we are and they are, why each of us is here and why each of them is here. Newly energized by this respect, corporate leaders of the present and future can take dynamic leadership into the community at large, effecting competitive edge for a corporation and important social change for our culture.

### Life Purpose

The issue before us, as we use science to understand gender, is the issue of life purpose. We, and those we care for — as well as our colleagues and our consumers — each want to feel meaningful and purposeful in life. This feeling — profound and very real — is gained in part by our free and reasonable expression as women and men. It has always been this way and always will be.

You as an individual leader have a great deal of power; your leadership team has even more. Be revolutionary in your gender discussions, reframing and retooling. Success in terms of bottom lines should be forthcoming from this revolution, and so, too, success as human beings. ●

### RECOMMENDED READING LIST

If you liked *Leadership and the Sexes*, you'll also like:

1. ***The Art of Woo* by G. Richard Shell and Mario Moussa.** Learn the art of "Woo," the ability to win people over to your ideas without coercion using relationship-based emotionally intelligent persuasion.
2. ***Words That Work* by Dr. Frank Luntz.** It's not always what you say but how you say it. Luntz offers advice on how to tactically use words and phrases to get what you want.
3. ***Never Eat Alone* by Keith Ferrazzi with Tahl Raz.** True relationship building is the key to lifelong success. Ferrazzi offers a mind-set and skill-set to establish a community of colleagues, contacts, mentors and superconnectors.