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Leadership

The Athena Doctrine

How Women (and the Men Who Think Like Them) Will Rule the Future

THE SUMMARY IN BRIEF

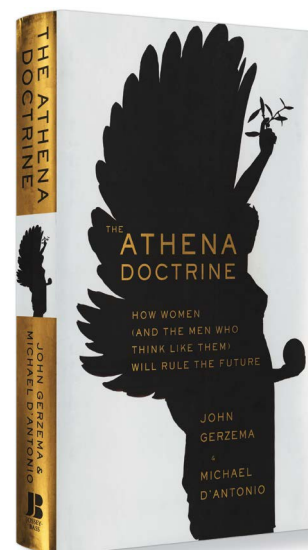
John Gerzema and Michael D'Antonio traveled the world to uncover stories of women and men who lead innovative organizations with the skills and values commonly associated with women. By emphasizing cooperation, communication and sharing, these pioneers succeed in a super-connected world. In *The Athena Doctrine*, the authors show why femininity is the operating system of 21st century prosperity.

Among 64,000 people surveyed in 13 nations, two-thirds said the world would be a better place if men thought more like women. Values traditionally associated with women create more effective leaders and organizational strategies in today's society; traits associated with women — flexibility, empathy and honesty — underpin career mobility and personal fulfillment; and feminine traits help us adapt seamlessly and effectively to today's changes.

Brought to life through fresh stories from around the world and backed by rigorous data, *The Athena Doctrine* shows how feminine values are ascending. By nurturing, listening and collaborating, men and women alike are resolving conflicts, finding profits and redefining success in every realm. Rich with implications for leadership, change management and even career management, these stories will inspire you to find the same success.

IN THIS SUMMARY, YOU WILL LEARN:

- Why women inspire more trust in consumers, coworkers and investors.
- Why “feminine” kindness and collaboration have become essential values.
- How the revision to Iceland's constitution typifies the Athena Doctrine.
- Why Athena-style values are being adopted all around the world.



by John Gerzema and
Michael D'Antonio

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THE COMPLETE SUMMARY: THE ATHENA DOCTRINE

by John Gerzema and Michael D'Antonio

The authors: A bestselling author, speaker and consultant, John Gerzema is a pioneer in using data to identify social change and help companies adapt to new trends and demands. He wrote *The Brand Bubble* and coauthored *Spend Shift*. Michael D'Antonio is the author and coauthor of many books, including *Spend Shift*. While at *Newsday*, he won the Alicia Patterson fellowship and was a member of a team of journalists who won the Pulitzer Prize.

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For additional information on the authors, go to www.summary.com or visit www.athenadoctrine.com.

Introduction: The Athena Doctrine

Although women still haven't achieved parity, their steady progress points to the value of feminine traits in the modern economy. Patience, sensitivity, and the ability to understand others are extremely valuable traits in a fast-paced and interconnected world. In our surveys, 78 percent of people said that, "today's times require we be more kind and empathetic"; another 79 percent affirmed that, "a successful career today requires collaborating and sharing credit with others." These numbers affirm that "feminine" kindness and collaboration are essential values in the workplace as well as in the larger society.

Boiled down to a manageable number, the keys to success, as our 64,000 respondents saw it, were

- **Connectedness:** an ability to form and maintain human networks.
- **Humility:** an approach to life that allows for listening, learning from others and sharing credit.
- **Candor:** a willingness to speak openly and honestly.
- **Patience:** a recognition that some solutions emerge slowly.
- **Empathy:** a sensitivity to others that promotes understanding.
- **Trustworthiness:** a track record and strength of character that inspire confidence.
- **Openness:** being receptive to all people and concepts.
- **Flexibility:** the ability to change and adapt when circumstances require.
- **Vulnerability:** the courage to be human and make mistakes.

- **Balance:** a well-rounded sense of purpose.

Gathered together, the qualities most favored in our study resembled the character of the Greek goddess Athena. Venerated for her intelligence, skill, civilizing influence and fairness, Athena was a goddess of industry, arts and crafts. It is Athena who gave the Greeks the olive tree, which sustained their economy and culture. When conflicts arose, she responded with clever strategy and wise tactics, whereas her brother Ares acted in violence.

If Athena is the personification of the qualities that suit our times, then the ideals she represents can be considered a kind of doctrine, guiding us toward effective leadership and success in our work, our communities and our personal lives. Mainly feminine in a traditional sense, the Athena model is nevertheless available and essential for men who hope to thrive in an era of constant change.

What follows are insights garnered from our global survey and the stories of people all over the world who struggle with economic adversity, rapidly changing technology and stubborn social problems. Their Athena-style values didn't guarantee any of them eventual success. But the sincerity, energy, curiosity and creativity they brought to bear in the pursuit of sustainable solutions were extremely inspiring and gave us reason to hope that successful, inclusive and humane initiatives will emerge from the current state of crisis. ●

Great Britain

In 2011, no social development was more significant than the rise of the "Occupy" protest movement, which was a loosely organized effort that allowed people to



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Published by Soundview Executive Book Summaries® (ISSN 0747-2196), 511 School House Road, Suite 300, Kennett Square, PA 19348 USA, a division of Concentrated Knowledge Corp. Published monthly. Subscriptions starting at \$99 per year. Copyright © 2014 by Soundview Executive Book Summaries®. **Available formats:** Summaries are available in several digital formats. To subscribe, call us at 1-800-SUMMARY (240-912-7513 outside the United States), or order online at www.summary.com. Multiple-subscription discounts and corporate site licenses are also available.

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express their thoughts and feelings in a time of great uncertainty. In London, the Occupy activists built tent cities and intended to focus public attention on their opposition to bailouts for banks and cuts to government spending on education and social programs.

With politicians failing to deliver progress, and austerity making daily life tougher, ordinary citizens became impatient and then angry. But while they forcefully declared the current system “unsustainable,” the London protesters did not offer a considered second step toward reform or improvements in “the system.” With no further outlet for the energy of the movement, it became mainly a matter of outcry rather than action.

However, at scattered locations around the city, inspired individuals and groups were quietly working on their own alternatives. Although we happened to arrive just in time for the noisy protest, we had come to London to meet a number of revolutionaries who were both quieter and more deliberate. Here we would find women and men who were practicing business, community activism and crafts with a true Athena spirit. In every case, they stressed the power of connection — to individual customers, colleagues and communities — to multiply the effect of their efforts and produce innovative solutions to common problems.

Traditional pathways to work and security were disappearing and it was easy to feel unsteady. Unless you were blazing a new path.

WhipCar

Tom Wright and Vinay Gupta were in fact acting as pioneers of the new economy, turning an idea into an asset. Their small company, WhipCar, allowed anyone with a safe and reliable automobile to rent it by the hour, day or week to a neighbor who needed one. The car and the transaction would be secured by WhipCar and its insurers. The service would take a small slice of the transaction but charge no membership fees.

When we caught up with the founders of WhipCar, they were adding more than 100 vehicles to their listings every day, and each week saw an uptick in the number of rentals they had facilitated. Soon to exceed 15,000 vehicles, the fleet of cars available through WhipCar was worth in excess of \$20 million and would rank the service among the largest rental outfits in the market. This resource was marshaled not with a bank loan or stock offering but on the basis of a simple but courageous idea: people are essentially honest.

As it turned out, drivers who actually met the individuals who owned the cars they rented drove more carefully

than Vinay or Tom expected. “We think that the human element actually reduced risk,” noted Tom. With WhipCar, “you are in someone’s car. It’s not a faceless car owned by some corporation. Everyone is acutely aware that they have to bring the car back to someone who owns it ... This is a human marketplace, and that human aspect brings out the best in the people.”

Most of the innovators we met in Britain had established new business models that engaged consumers and citizens directly and made things better, one person at a time. But these kinds of direct efforts were not the only signs of innovation we discovered. Though no longer the seat of an empire, London remains a place where people with a broad vision for changing the world cultivate new ideas. ●

Iceland

We visited Iceland in early 2012 to see what happens when an entire country must respond to a profound economic crisis caused by a serious lapse in social values, precipitated by excessive financial risk-taking.

The craziness culminated with the collapse of the banks in October 2008. As the government authorities took them over, the krona became worthless abroad, and prices for imports — and almost everything except for fish must be imported — skyrocketed.

The Pots-and-Pans Revolution

Called the Pots-and-Pans Revolution, public protests grew to the point where the government finally resigned. It was replaced by a new coalition, including the country’s first female prime minister, Johanna Sigurdardottir. Johanna promised to act with “prudence and responsibility.”

Iceland’s new government dealt with the financial crisis with swift measures that were the opposite of the austerity impulse that swept Europe. Spending on social programs was increased to ease the suffering of families, and the krona was devalued. The devaluation made imports so expensive that the local people focused their spending on domestically produced goods. It also made Iceland’s fish available to the world at bargain basement prices, which led to increased production and employment.

As Iceland’s new leaders moved to deal with the immediate crisis, they also looked for ways to revive the balanced values that had made the country stable in the past. The vehicle for restoring the country would be a new constitution. In a remarkable display of egalitarianism, the government sent invitations at random to 1,000

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citizens who were asked to join a constitutional forum. Streamed continuously on the Internet, the forum settled on eight themes, ranging from democracy to transparency and the separation of powers, that should dominate the new constitution.

Considered in the context of our global survey, the ambitions of the constitution, including harmony, security and happiness for today's citizens and future generations, are traditionally feminine. In writer Orn Barour Jonsson's view, they are also classically Icelandic, because they tie together the practical and the spiritual while honoring both humanity and the power of nature.

Just three generations ago, most Icelanders depended on the land and the sea for their survival. "We lived because the Earth gave up something for us," he said. "A sheep or a fish gives its life so we can survive. Nature is the basis."

After the fall, people across Iceland looked for ways to feel good about themselves and their country while they nursed both anger and a feeling of innocence lost.

"All of this doesn't have to end badly," said Sandra Hrafnildur, a college graduate who has been unable to find work in her field and who admits she feels "a little bit angry" at the executives and politicians who knocked Iceland off its slow but gentle path toward prosperity and made prospects so tough for her generation. "Most of our problems come from not understanding who we are and what we are doing. Now more voices are being heard, and I think more people are being understood. We're becoming ourselves again." ●

Israel

Isolated in a region where many of its neighbors are avowed enemies and recent battlefield opponents, Israel faces more external threats than any small country on Earth. With a population of roughly eight million, Israel can't afford to exclude anyone from the work of building and preserving the nation.

Like Israeli men, Israeli women have always been subject to conscription — today, even combat roles are open to them.

According to the Israeli cliché, raw power elicits respect, and anything softer invites defeat. But a counternarrative, one that elevates community, cooperation, emotion and creativity, has always been a part of the national story too. When older, native-born "sabras" talk about the nation's founding and early decades, they invariably speak of the shared sacrifice and cooperation that were essential to sur-

vival. These traditionally feminine responses to a profound challenge are as much a part of the Israeli character as physical courage and mental toughness.

In a country of sharp elbows, it takes a special blend of toughness and commitment — to one's home, one's neighbors and one's ideals — to speak truth to power. As a host of a TV news show called *Uvda* (Truth), Ilana Dayan may be the most outspoken journalist in her country's mainstream media. A military veteran with a law degree, Dayan has endured repeated lawsuits for her reports on corruption and crime.

Dayan told us that she had recently begun to approach her subjects with more empathy and patience. By acknowledging the feelings and needs of the people she interviews, she wins their trust and cooperation. In the end, the product of her work is improved by the person-to-person bonds she forms with even the most challenging people. Dayan sees her growth into this way of working as an example of change in the larger society. She sees Israel as becoming a kinder place, more cooperative and receptive to different styles of work and leadership.

She says, "One of the most important changes is the ascent of women to real power. Right now women are the leaders of three Israeli political parties." Dayan also counts women in finance, the military and business as major influences, leavening the old, macho military way.

Israel cannot afford to leave the strengths of women on the sidelines as it develops into a mature country, and, as Israel's President Shimon Peres insisted, the world cannot thrive by neglecting the feminine half of human nature. ●

Japan

One scientist who measured the force of the 2011 Sendai earthquake reported that it was so strong that it literally made the Earth move. The tsunami caused as the quake buckled the seabed reached a height of 30 feet and raced toward the main island of the Japanese archipelago with the speed of a jet airplane. The zone of devastation stretched for more than 150 miles along Honshu's coastline. The press revealed that radiation was leaking from nuclear power reactors at Fukushima. Three reactors had melted down, and hydrogen explosions had blown holes in containment buildings.

The grief suffered by individuals and the nation as a whole filled the world press but was quickly joined by images of outrage, empathy and action.

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Remarkable as they were, the protests paled in comparison with the spontaneous efforts made by Japanese citizens who noted their government's failure and acted on their own. This was the phenomenon we visited Japan to explore. To us, the citizens who sprang into action represented the Athena value of personal responsibility.

Roomdonor.jp

Within a week of the earthquake, a Keio University sophomore name Kohei Fukuzaki had launched the website Roomdonor.jp to match displaced individuals and families with those who volunteered vacant houses, apartments and rooms. In two weeks, Fukuzaki recruited 2,000 spaces and placed hundreds of homeless in free accommodations. Everyday citizens like Kohei became leaders who took moral responsibility for dealing with the crisis.

When we pressed Kohei to consider the cultural and historical import of his effort, he said he saw it in the context of Japan's continuing adjustment to an era of limited economic opportunity and overstressed government services. "Japanese people had become very quick to criticize," he observed, noting the impatience people expressed over the faltering official response to the disasters. The lesson he took away from 3/11 points to a revival of individual responsibility and a one-to-one, personal response to serious social problems.

In Kohei's view, massive corporations and government agencies came to dominate society during Japan's great boom period. While they provided financial security that was practically cradle to grave, "neighborliness disappeared." The generation born and raised in the so-called Lost Decades — Kohei's generation — didn't know this time of plenty mixed with dependency. (The Lost Decades refer to Japan's long period of low or no economic growth, beginning in 1991.) When 3/11 came, they responded with "an old Japanese spirit people used to show whenever there was a fire or some other emergency. They helped each other directly. I think social media triggered a memory of the old, traditional Japanese personality," said Kohei with a smile. "We returned to a persona that is truly Japanese."

Japan may indeed be a window into the future of many developed markets: aging population, slow growth, new pathways to happiness. The young people of Japan — without any context for the excess and materialism of the 1980s — are building business models based on valuing values. They care less about affluence and more about influence. ●

Columbia and Peru

From the late 1970s into the early 1990s, the Medellin drug cartel, ruled by the notorious Carlos Escobar, used murder and intimidation to control a cocaine trade that did millions of dollars in business per day. At the peak of the drug trade, Medellin's murder rate reached more than 20 per day in a city of less than two million.

Escobar's death heralded a steep decline for the cartel and an opening for the people of Medellin to remake their city. Already a university city and home of the widely acclaimed artist Fernando Botero, Medellin had always been a cultural and commercial hub, and these sectors came back quickly. But city development officials recognized that a culture of crime and violence festered in the poor, overcrowded slum neighborhoods that sprouted on Medellin's hillsides.

Metrocable

Officials recognized that because of difficult terrain, these neighborhoods were isolated — people had to walk long distances to reach business districts. To knit Medellin's neighborhoods together, officials designed and built a system of cables and gondolas that, like the lifts at fancy ski resorts, would carry people up and down the hillsides in style.

The first line of the Metrocable, promoted with a code of behavior called Metrocable Culture, opened in 2004. The gleaming stations and cars became a source of civic pride, and hours-long commutes were reduced to minutes.

The metro culture imbues citizens with a sense of ownership and personal investment; from the beginning, neighborhoods were part of the planning the system, helping to choose sites for the stations as well as helping to make improvements around those areas.

The widely publicized efforts made to include all citizens in the life of Medellin and to foster peace and unity put the city on our itinerary as we searched the world for stories that showed the Athena Doctrine at work. Here, some very brave men and women have responded to violence and chaos by opening their arms to bring people close. Similar stories were unfolding elsewhere in Latin America as innovators sought to deal with long-term social, economic and political problems.

Do-It-Yourself Efforts

In neighboring Peru — where through most of history, everyday people have struggled with high levels of poverty and limited public resources. Inequality remains a stubborn problem, but the country's economic conditions

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have improved more in the past decade than any nation on the continent.

Compared with Colombia, Peru seems to have advanced on the strength of do-it-yourself efforts that have succeeded despite its grave political problems. Three successful elections seem to have stabilized politics enough to motivate entrepreneurs and individuals to remake the country and its image. Emphasizing local culture, especially its food and food products, they have sparked a kind of renaissance, stimulating pride among Peruvians and worldwide interest in the country's blend of Pacific, indigenous and European influences.

Visitors to Lima rarely leave the upscale Miraflores district; when they do, they quickly discover a city where huge numbers of people live in shantytowns where security, utilities and money are in very short supply. For the poor, basic services remain the key to survival; and in Lima's busy streets, no one has done more to help them than the women's police unit founded by activist Silvia Loli.

Certain that police services would improve if women were welcomed onto the force, Loli began pressing for them to be recruited. The idea gained some traction when public anger over corruption in the transit police reached a boiling point.

With a sense of wonder at what has changed in her country, Loli told us about the progress made in public safety. Data gleaned from police units that included women led to the development of offices for women inside police stations. Although men, women and children benefit from the police reforms and new laws, the energy behind the changes came almost entirely from women. ●

Kenya

Small-scale agriculture is the beating heart of Kenya's economy, sustaining more than half its people. National leaders in Nairobi may anticipate growth spurred by a more stable democracy, but in the countryside, people are more focused on rainfall and soil conditions. And it is in the realm of these very basic concerns that Athena-style trust and cooperation, enabled by technology, are making a big difference in everyday life.

Rose Goslinga

Eager to do something to combat poverty in the country, Rose Goslinga first focused her attention on the fact that many farmers held back on planting costly seeds or cultivating all their acreage. With a little more research, she discovered that many of these small-scale farmers were

reluctant to risk bigger investments in seed and fertilizer because a drought or a flood could wipe out their crops. If she could figure out a way to limit their risk with insurance, just as big agricultural firms do in the developed world, they might make the moves required to get more out of their land.

Rose turned to inexpensive, automated weather stations that could measure wind, rainfall and temperatures. One station might cover hundreds of farms. With a network of stations reporting by wireless telephone, great swaths of the country could be observed. Analysts, equipped with the right computer program, could take the readings from the stations and determine when farmers enjoyed the conditions to thrive and when their crops would suffer. In bad times, farmers wouldn't even have to make an insurance claim. They would be paid automatically and have the money to try again.

Today, farmers across Kenya make insurance a routine part of their seasonal planning. The repeat business has allowed the service to become self-sustaining, which was one of Rose's primary objectives. She said she wouldn't have been interested in a charitable enterprise that subsidized an outcome that wouldn't be possible otherwise. "The idea is we've got to run it as a business," she noted. A farmer's willingness to pay indicates that "it has value." The value is also evident to farmers who can try new crops and techniques and expand production. This kind of development is essential, as small farms cannot sustain ever-growing numbers of people.

In Kenya's domestic economy, technologies, policies and relationships that build trust form the foundation of hope and well-being. ●

India

For all its progress, India remains an extremely poor country where 70 percent of the people live in rural isolation. India's future depends not so much on software engineers and industrial moguls as it does on the rural poor becoming middle-class workers and consumers who enjoy the kind of life promised by independence and democracy.

Nowhere is the promise and peril in India more evident than it is in Gujarat, where we traveled to discover stories of innovators practicing openness — to other people and new ideas — in the pursuit of progress.

DBS Communities

The founders of the development company DBS Communities were inspired by the book, *The Fortune at the Bot-*

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tom of the Pyramid written by the late C.K.Prahalad. The book argues that huge opportunities for profit, and social good, await those who tap into the multibillion-person market represented by those who live on less than \$2.50 a day. Goods and services priced to serve these customers will find almost limitless demand. Prahalad also offers a strong argument for businesspeople to consider PPP — purchasing power parity — to gauge a market's opportunities. PPP takes into account huge variations in the cost of basics like land, transportation, raw material and labor.

DBS did the same thing as they considered building affordable housing in Gujarat, where construction workers earn modest wages, and materials such as cement cost less than they do in industrialized countries. Powered by these cost savings, DBS launched two housing developments in the city of Ahmedabad and one in the coastal city of Surat. Equipped with modern kitchens and baths, they will be priced between about \$8,000 and \$20,000.

The Indian market is filled with potential buyers who rent substandard and even slum housing but could afford to buy low-priced condominium-style homes. However, many of these people don't have bank accounts and have never taken out loans or credit cards that would establish a credit record. To overcome this problem, DBS approached nonprofit agencies that could help buyers gather documents for mortgage applications and put their finances in order. These agencies also counsel buyers on setting household budgets. "We understand the customers much better," explained Rajendra Joshi, who founded a nonprofit development agency called Saath, which formed an alliance with DBS.

After consulting with groups of potential buyers, the partners determined that buyers who made \$150 to \$200 per month could afford new apartments ranging from 200 to 400 square feet. Economies of scale could be achieved by constructing hundreds of units at sites near existing slums, creating new communities that would represent a higher standard of living for people who had achieved a certain level of financial stability.

The DBS-Saath plan depends on pride of place and homeownership to create upward momentum for the poor and the development of a strong middle class in India. Success depends on the fact that real incentives are driving everyone toward the same end point: an India in which more people can raise themselves up. ●

China

After 25 years of economic boom, the Chinese definition of success has begun to shift. In addition to the pur-

suit of wealth and status, people with drive and ambition want to feel fulfilled and that they are creating a better way of life. As experts have noted, the people of China seem to be yearning for a kind of spiritual fulfillment, which might be expressed in connection and service to others, or perhaps in the restoration of pre-Communist values. They seek to do this mainly through individual initiative and not through political organizing.

A first-generation Chinese American, Calvin Chin immigrated to Shanghai in 2004. He joined a startup called Semiconductor Manufacturing International Corporation (SMIC), which had grown rapidly thanks to partnerships with city governments eager for job-creating industry.

Taking what he learned and what he earned with SMIC, Calvin cofounded an organization called Qifang, which pools small investments to provide tuition loans to college students. In a matter of months, Qifang arranged for 2500 students to get financing at interest rates that varied according to the student's credit worthiness. Not one borrower fell behind on his or her payment schedule, and Qifang attracted worldwide attention for its success. His next initiative, called Transist, provides technical assistance and financing up to \$1 million for startups that seek both "profit and purpose." Transist has already put money into four promising companies.

"Thirty or 40 years ago, the government filled the space for values," he noted. Today Chinese people can set their moral, social and commercial priorities. That change is expressed in the development of socially conscious businesses and, for the first time in Chinese history, the rise of philanthropy and private service organizations. ●

Sweden, Germany and Belgium

In Stockholm, Brussels and Berlin, we discovered how a long tradition of civic action inspires people to the heights of Athena-style innovation.

It is in the Swedish nature of things to simply open up conversations and include as many voices as possible. And everyone in the country seems to have a growing interest in both self-expression and discovering the perspectives of their neighbors. When we asked Maria Ziv, marketing chief for VisitSweden, about this phenomenon, she said she believes that Swedes and visitors to their country hunger for direct connection, whether it means sharing a week, a day or an hour with each other. Tour buses are out. Welcoming visitors to your home is in. "We've got this hunger to learn about others."

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Friendsurance

Headquartered within sight of a remnant of the Berlin Wall, Friendsurance is based on an ingenious scheme that promises to make its customers safer, healthier and happier while saving them money. It accomplishes these goals by letting people form their own buying groups for basic insurance products.

Tim Kunde, the young innovator behind Friendsurance, is like other European entrepreneurs who strive for a combination of social and financial rewards. His breakthrough idea involved harnessing the power of friendship to save people money and make their lives less susceptible to losses.

“People pay the same insurance premiums at the start of the year, and then we give them a payback at the end of the year,” explained Tim when we met. The refunds, which can total as much as 50 percent, are based on the number of claims against the insurance made by your network of friends.

Friendsurance adds accountability to the insurance process by linking premiums and rebates to one’s network of friends and acquaintances. Once the deal is made, friends naturally feel a moral duty to behave well, and this feeling is reinforced by peer pressure.

Well-knit groups that function in an open and cooperative way can represent Athena values even when they engage in a pursuit as mundane as insurance. ●

Bhutan

For generations, Bhutanese kings have permitted only the most gradual modernization of the country. With the introduction of each new technology and social concept, including democracy, officials have painstakingly weighed the benefits against complex ancient values. They do not assume that “newer” equals “better” or that “modern” is the same as “advanced.”

The overriding principle of the national religion stresses personal enlightenment for the benefit of a universe full of interconnected souls. In this view, individual achievement is encouraged, especially if it produces a benefit for all of creation.

The local culture also promotes a remarkable level of mutual respect. Historically, Bhutanese men and women have known substantial equality in marriage, community affairs and commerce. Indeed, the feminine spirit is highly regarded in Tibetan Buddhism, and property in Bhutan is passed from mother to daughter.

In Bhutan, we found that officials were concerned about improving economic conditions and reducing poverty. Tourism and hydroelectric exports to neighboring India have brought revenues into the country, and some of this money has gone toward raising the standard of living. But as material conditions improve, officials seek matching gains in the physical, emotional and spiritual wellbeing of the population.

In most global reports on economic activity, Bhutan ranks in the bottom third, sometimes the bottom quarter. Bhutanese people, however, don’t seem to regard themselves as suffering or deprived. People in Bhutan feel content if their health, relationships, spiritual lives and families are all in good shape. Officials in Bhutan have identified three general uses for time — work, rest and leisure — and set the ideal for a happy life at one-third for each purpose. Surveys show that Bhutan is very close to that ideal. ●

Conclusion: The Age of Athena

Wise, courageous, humane and cooperative, Athena represents the best in all of us. Athena businesses make profits while creating lasting and mutually beneficial relationships with customers and communities. Athena governments serve all constituencies. Athena nonprofits find self-sustaining ways to do good.

Fortunately for all of us, the young adults who will determine the wellbeing of future societies seem poised to live up to the Athena Doctrine. Among our respondents, these young adults were less rigid in their definitions of masculine and feminine and more likely to appreciate the full range of human strengths and talents. We believe that this starting point makes them more resilient, more willing to experiment, and more open to unconventional ideas.

It’s enough to give anyone hope for the future. ●

RECOMMENDED READING LIST

If you liked *The Athena Doctrine*, you’ll also like:

1. ***Work With Me* by Barbara Annis, John Gray.** Annis, a world-renowned expert on gender issues in the workplace, and Gray, author of *Men Are from Mars, Women Are from Venus*, identify eight gender blind spots that create tension between the sexes.
2. ***Beating the Global Odds* by Paul A. Laudicina.** Laudicina shows you how to cut through the clutter and regain your focus as you confront the challenges of the future.
3. ***Leadership and the Sexes* by Michael Gurian, Barbara Annis.** Gurian and Annis explain how to use scientific gender intelligence in business.