

Leadership and the Sexes

USING GENDER SCIENCE TO CREATE SUCCESS
IN BUSINESS

Michael Gurian
with Barbara Annis

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More Praise for *Leadership and the Sexes*

“*Leadership and the Sexes* is research-based and very reader-friendly, a Gender Development Kit that can be used by corporations to improve gender dynamics. Michael Gurian and Barbara Annis provide a scientific approach that breaks down traditional barriers and enables management to implement gender-based leadership rationally. This is an exciting book!”

—Dave Roth, former vice president of engineering,
Packet Engines and Vivato Systems

“*Leadership and the Sexes* is a great book! Michael Gurian and Barbara Annis have captured the insights and science that explain so much about our gender differences. Their book is a priceless contribution to the business world as we learn how best to capitalize on the strengths of both sexes. It offers compelling scientific reasons for bringing us all to the table in equal, unique, and shared roles. I thank the authors for making sense out of a topic that others often cloud with political correctness. This book is right on target.”

—Flip Flippen, president, the Flippen Group;
bestselling author, *The Flip Side*

“*Leadership and the Sexes* is an important work and Michael Gurian and Barbara Annis are perfect to write it. Filled with practical, accessible information, this is a book that all of us need to read, whether we deal with men and women at work or (with those who lead) in our communities or families.”

—Daniel Amen, M.D., neuropsychiatrist, the Amen Clinics;
bestselling author, *Sex on the Brain*

“*Leadership and the Sexes* is one of the most comprehensive and powerful books ever written about how to harness the strengths, insights, and wisdom of women and men at work. A delightful, energetic, and important read, not only for this year, for this decade.”

—Judith E. Glaser, CEO, Benchmark Communications,
Inc.; author, *The DNA of Leadership*

“Much of what we have learned thus far about marketing to and leading men and women is based on observing cultural influences. *Leadership and the Sexes* brings a scientific basis that simply takes everyone’s understanding to a whole new level. The opportunity this understanding brings to be more effective is a competitive advantage both in and outside our company.”

—Jim Weber, president and CEO,
Brooks Sports

“*Leadership and the Sexes* is extremely valuable in two ways. Not only can everyone recognize something of themselves in it, but its numerous engaging examples of communication between women and men will help people interpret communication in the workplace more effectively. An additional bonus is that the authors provide the reader with recent research findings from neuroscience about brain differences between sexes, which may underlie some of the behavioral differences.”

—Sandra F. Witelson, Ph.D., professor, Department of
Psychiatry and Behavioural Neurosciences,
Michael G. DeGroot School of Medicine;
Albert Einstein/Irving Zucker Chair in
Neuroscience, McMaster University

“This book offers such powerful insights into the daunting and often complex task of building gender intelligence inside an organization. I am sure it will be required reading for any business that is striving for a competitive advantage.”

—Debbie McGrath, CEO, HR.Com

Leadership and the Sexes

ALSO BY THE AUTHORS

Michael Gurian

BUSINESS/CORPORATE

The Leading Partners Workbook (with Katherine Coles and Kathy Stevens)

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What Could He Be Thinking?

Love's Journey

Mothers, Sons and Lovers

The Prince and the King

EDUCATION

The Minds of Boys (with Kathy Stevens)

Boys and Girls Learn Differently! (with Patricia Henley and Terry Trueman)

The Boys and Girls Learn Differently Action Guide for Teachers

(with Arlette C. Ballew)

Strategies for Teaching Boys and Girls: Elementary Level

(with Kathy Stevens and Kelley King)

Strategies for Teaching Boys and Girls: Secondary Level

(with Kathy Stevens and Kelley King)

PARENTING

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The Wonder of Children (previously published as *The Soul of the Child*)

The Wonder of Girls

The Wonder of Boys

A Fine Young Man

The Good Son

What Stories Does My Son Need? (with Terry Trueman)

Barbara Annis

Same Words, Different Language

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For my wife, Gail, and my daughters, Gabrielle and Davita

—Michael

*For my husband, Paul, daughters, Lauren and Sasha, sons, Stephane
and Christian, and stepsons, Zachary, Kelly, and Jeremy*

—Barbara

Balance: state of equilibrium or equipoise; equal distribution of weight, amount, assets; an adjustment of accounts.

—AMERICAN COLLEGE DICTIONARY

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Like any product or business, a collaborative book of this kind is the work not only of its authors but also of many others who provide research, wisdom, and experience. No product happens without process, and no process without lots of help along the way.

Because this book grows mainly from material in the Gurian Institute's corporate gender training programs, it is crucial to begin by thanking Kathy Stevens, executive director of the Gurian Institute, for her organizational acumen; Pam Gomez Gil, a former manager at various major corporations—including Digital, Compaq, and Hewlett Packard—for her insights on women's leadership styles; and Katherine Coles, CEO of Mad Marketeer, and former VP of Marketing for Women in Technology International, who helped with research and development of the Gurian Institute training manuals. Many thanks also to Phil Gurian for his web help, Marcia Hilton and Don Stevens for their support, and Candice Fuhrman, who has shepherded this book through the publishing process.

These individuals are just a few of the thousands of men and women who have participated in the work of developing gender intelligence, and thus ensured that it makes a lasting difference in the lives of individuals and corporations all over the world. They, like us, could not succeed unless executives and corporations used this work and training in their corporations.

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The practical wisdom that emerges from the gender intelligence research in corporations, and the emerging teaching tools in this book, are immediately applicable to your team and workplace because corporations have field-tested gender innovations, with strong outcomes and success data. Among the trainers and associates who have facilitated gender intelligence work into corporations are Leslie Abdela, Lee Brower, Roxanne Cason, Dr. David Creelman, Judy Dahm, Judith Glasier, Peter Hagen, Christie Harwicke, Avril Henry, Lisa Hirsh, Philip Hoyt, Irene Hughes, Benedikte Jacobs, Mike Jay, Marty Kaplan, Akiyama Kenchiro, Dick Kimball, Mary Ellen Koroscil, George Labovitz, Stan Labovitz, Shannon Malolepszy, Tim Maroney, Marguerite McLeod, Dr. Keith Merron, Hubert Saint-Onge, Eiko Saito, Dr. Janet Smith, Bill Stevens, Julie Tereshchuk, Marion Tripp, Greg Van Asperen, and Jim Ward. Our thanks to you all for your hard work.

As you read this book, you'll note that it is science-based. Everything you read is connected to aspects of the human brain that have been researched by neuroscientists around the world. We profoundly thank the scientists who not only accomplish lab research in brain-based gender differences but also provide clinical advice and review. They help us remain at the leading edge of research and application. Particular thanks are due Ruben Gur, Ph.D.; Sandra Witelson, Ph.D.; Marianne Legato, M.D.; Helen Fisher, Ph.D.; Daniel Amen, M.D.; Linda Babcock, Ph.D., Lloyd Halpern, M.D.; Tracey Shors, Ph.D.; Judith Kleinfeld, Ph.D.; George Kohlrieser, Ph.D.; and Andrew Razhegi, Ph.D.

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INTRODUCTION: HOW GENDER INTELLIGENCE LEADS TO BALANCED, AUTHENTIC LEADERSHIP

There are differences between men and women. . . . We can't ignore a million years of history—at the office or in the living room.

—SHARON PATRICK, COFOUNDER AND FORMER CEO,
MARTHA STEWART LIVING OMNIMEDIA

THIS BOOK IS ABOUT THE PRACTICAL APPLICATION of information on male/female brain differences in every aspect of your corporate life, from workplace comfort to competitive edge to corporate bottom line. The book helps you answer seven questions that we, Michael and Barbara, have helped numerous leaders answer:

- Do I know enough about differences in men and women that are inherent in the human brain and thus will always be with us?
- Does my team understand the science of male/female brain difference to its maximum advantage?
- Is my company as a whole harnessing the innate and natural power of both male and female leaders?
- Is my company finding the right people for the specific jobs needed in the organization?

- Once we've acquired the skills of the right person, do we retain that person via a gender-intelligent corporate culture?
- Is my company set up to include enough gender mentoring structures, best practices for work/life and work/parenting balance, comfortable relations between women and men, and authentic leadership opportunities for both men and women?
- Has my corporation linked gender intelligence to its bottom line—that is, do we realize the financial rewards that increased gender intelligence can provide our corporation?

Michael and Barbara each came to these same questions from different countries of origin, different early corporate experiences, and different gender. When we brought our work together, we were immediately inspired by our commonality of vision.

Michael Gurian

Michael moved around a great deal as a boy; his father was a sociologist, his mother an anthropologist. Growing up in India and in various parts of the United States, Michael noticed two things that affected him profoundly later on: no matter where he lived, boys were boys and girls were girls; and no matter where he lived, boys and girls were different. While he was still a child, his insights into these phenomena could not go very deep, but they haunted him. His insights went beyond gender stereotyping, but until he learned about brain science, he could do no more than muse over personal experiences with both genders.

As he grew up, even before marrying, he felt pulled strongly into research and education that could help explain the phenomenon he saw—one that he was sure had a great deal to do with human nature. His initial work as a professional—university faculty member, family therapist, and corporate trainer—was built on research into natural sciences and brain science. He focused on using these sciences to build balance between women and men.

In 1983, when he was in graduate school, “gender roles” were discussed, but not male/female brain differences. Though the study of gender roles was and still is essential to human progress, it worried

Michael that few people asked, “What about actual gender; that is, can we talk about who we naturally are (biologically, chemically, neurologically) as males and females? And can we do it in a progressive way that would fully empower both women and men?”

In 1983, Michael set out on a journey, in tandem with a number of other researchers you’ll meet in this book, to prove that the way to bring about true equality for women and men was not to avoid innate differences between women and men, but instead to use them to the maximum advantage of a corporation, community, school, and family. In the late 1980s, he began to develop a practical theory of male/female brain difference and a practical applications program.

A watershed moment in corporate culture came for Michael when he arrived at a Boeing facility to provide a gender training in the mid-1990s. His second daughter with his wife, Gail, had just been born; their first was three and a half. Michael walked through the doorway of the hangar-like building and looked up and into a huge airplane belly. The “vibe” in the Boeing facility was more “male” than female, with more men than women working the complex array of sheet metal, hydraulics, and circuitry. Women were being brought into this and other corporations quite quickly—the world had already changed quite a bit—and yet there were definitely fewer women than men in the facility, and there were also tensions, discomforts, lack of understanding between men and women in the training room.

Michael felt in himself the tension he had carried from childhood: between understanding that men and women were inherently different—neither one superior or inferior—and wanting to help make a corporate world in which that reality could translate into success for women, including his own daughters. Michael’s job as a corporate trainer was to help resolve the tension by using information from brain science to facilitate success for both women and men. Would it work? Would both men and women appreciate the brain science and be able to apply it to their own workplace? Michael remembers being quite nervous about what would happen during his early years as a corporate trainer—the science was new, and initially many people reacted against it, insisting that who we are as women and men had nothing to do with nature but stemmed only from nurture.

However, when corporate trainees saw positron emission tomography (PET) scans of the male and female brain (you'll see brain scans in Chapter One of this book), their minds changed. In the following box is a snapshot of some of what we can see on brain scans.

??? Did You Know ???

A Snapshot of Gender Differences

It is important to note that brain differences between women and men exist all over the world, on all continents, in all cultures. The research in this book is gleaned from thirty cultures on all continents. The brain differences are thus universal, though their expression in a given country can be affected profoundly by cultural and environmental influences.

Businesses and leaders are now poised to deal with these sorts of differences because our neuroscience has developed new ways of understanding them. Neurobiologists have been able to track over one hundred biological differences between the male and female brain.

- There is 15 to 20 percent more blood flow in a woman's brain than in a man's at any given time. We will explore the affects of this difference on leadership throughout this book. Neither the male nor female brain is superior or inferior, but differences in blood flow in the brain enable different parts of the female brain to work simultaneously in ways that the male brain does not.
- The male brain shuts off (enters a rest state) many times per day, but the female brain does not shut down in the same way; as a result, women and men generally have different approaches to paying attention, completing a task, de-stressing/decompressing, "becoming bored," and even having basic conversations.

- The female brain processes information and experience to different parts of the brain at different times than does the male; the genders are equally intelligent, but intelligent in different ways. Thus we often see women and men focused on different things, ideas, outcomes, and even products.
- The male *hippocampus* (a major memory center in the brain) is generally less active than the female's during emotional and relational experiences in the workplace. There is also less linkage in the male brain between this memory center and the word centers of the brain, which is one reason men are less likely than women to talk about their emotional and relational experiences.
- The female *occipital and parietal lobes* are more active than the male's. This difference can affect, among other things, the negotiation of deals and daily conflict and communication situations, as we'll explain throughout this book. Men and women can both be great at negotiating, but they may get to the end result in significantly different ways.
- The male *temporal lobe* is generally less active than the female's, which means women have a greater comparative ability to hear words and to transfer what they hear, read, and see into written words. Men and women use words for different purposes at times—maximizing this difference can be essential to corporate success.

Since the early 1990s, everywhere Michael has shown the brain scans there has been general agreement that these tools and their applications for leaders can profoundly affect business. More recently, Michael showed these brain scans at a training at Cisco Systems, where participants found them fascinating. A lot has happened since the early 1980s and even the mid-1990s. Brain science has exploded in our culture, and the gender brain difference theory continues to develop all over the world. Michael, for his part, has become a teacher and consultant in

male/female brain difference. A number of his books provide practical tools and philosophy based on male/female brain difference. Some—such as *What Could He Be Thinking?* and *The Wonder of Boys*—focus on helping people understand males, both boys growing up and adult males in relationships and at work. Others, such as *Leading Partners* and *The Wonder of Girls*, focus on helping people understand women and girls.

In 1996, Michael cofounded the Gurian Institute, a corporation that provides education in male/female brain difference in North America, Europe, Asia, and Australia. As Michael and his colleagues developed educational programs and materials in gender leadership for schools and communities, Michael searched for a woman partner in the corporate world with whom he could create a fully gender-balanced leadership book, based in brain science, for executive teams and corporations.

In 2002, Michael first spoke with Barbara Annis. Her journey as a woman and a gender expert resonated deeply with him. She was asking the same questions he was asking and provided gender leadership initiatives in many corporations Michael had not been to. As he got to know Barbara, Michael realized he had met an ally. Her insight has helped him continue developing the practical and strategic theory of male/female brain difference in a dynamically evolving leadership vision. Barbara's work has led her to years of experience, important success data, and powerful stories of genders working together.

Barbara Annis

Barbara also discovered the power of understanding the male and female brain from her own personal and professional journey. With her first job at Sony in the early 1980s, Barbara entered the business world focusing on how to fit into a male-dominant business environment. She worked and raised a family at the same time. Although wanting to be true to herself and her company, she soon learned she needed to become more like a man to succeed. She did quite well: she became Sony's first female sales manager. However, as she took

on more and more male characteristics, she knew she was not being authentic to herself as a woman.

Seven years later, Barbara left Sony, taking her abilities and the company's investment with her. Barbara founded her own organization, Barbara Annis and Associates (BAAINC), which has twenty-seven associates and offices on four continents, determined to empower others to successfully develop authentic leadership as women and men.

A watershed moment came for Barbara during a panel discussion at a university law school audience. The audience was mainly young women lawyers; one of them asked a female senior partner at a Wall Street firm, "How did you as a woman get to where you are today?"

The answer came back quickly: "As a woman, you have to be ready to change yourself into someone you might not have thought you'd ever be." As the senior partner described her journey through this kind of change, detailing how every morning when she woke up she girded herself for the workplace that awaited her, the young women in the audience sat still, eyes wide. At a certain point, she paused and said, "Well, let me say this, if you asked my family to look at me when I'm working they would not recognize me. That's how different I become."

Barbara recalls feeling immense ambivalence as she listened to this fellow panel member. She honored what the woman had done and achieved, but the thought of the new young women sacrificing their authentic selves for their careers tore at her.

She said to her colleague, "That's the saddest thing I've ever heard." To the audience she said, "You can be part of a new evolution of gender relationships. You can be a woman and lead in your own way."

Barbara specializes in helping companies grow their competitive edge and bottom line through gender intelligence training and a science-based philosophy of gender balance in leadership. In 2004, she wrote *Same Words, Different Language*, which revealed some of the work she and her colleagues have done to help Deloitte & Touche, UBS Investment, Citigroup, IBM, PricewaterhouseCoopers, Xerox, Honeywell, General Motors, and many other corporations to maximize leadership potential through the gender and global leadership lens. As you'll learn in