Gender Intelligence is an understanding, valuing, and inclusion of gender differences.

It produces what we call The domino effect to creating a powerful inclusive culture.
What is Gender Intelligence?

It is a transformational shift from viewing men and women as equal in number to equal in value.

It is recognizing that there are unique characteristics in men and women that underlie any cultural differences.

It is an appreciation for difference-thinking, a natural orientation in men and women when communicating, problem solving, decision-making, and leading.

It is not about tolerating the other gender, modifying one’s behavior, or learning new behaviors that are not authentic.

MEN AND WOMEN WORKING AND WINNING TOGETHER!
QUESTION:

Where are companies today in their gender diversity?
The Gender Intelligence Continuum

**Where are you today?**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>“Don’t care, no interest”</td>
</tr>
<tr>
<td>1</td>
<td>“We have to do this”</td>
</tr>
<tr>
<td>2</td>
<td>“It’s a good thing to do”</td>
</tr>
<tr>
<td>3</td>
<td>“We have business reasons”</td>
</tr>
<tr>
<td>4</td>
<td>“We’re in transition”</td>
</tr>
<tr>
<td>5</td>
<td>“We are authentically an inclusive company”</td>
</tr>
</tbody>
</table>

Source BAA / IBM, 1998
Seizing the Competitive Advantage

The Five Advantages of a Gender-Intelligent Organization

- Innovation and improved decision-making
- Responsiveness to clients and markets
- Inclusive leadership
- Minimized risks and costs
- Superior financial performance

BAA Inc. client research 1994-2013
London School of Business, 2008
MIT/Carnegie Mellon University/Union College, 2010
Boston Consulting Group survey, 2011
University of California’s Hastings College of Law, Center for Work Life Law, 2010
Pepperdine University, Women in the Suite Correlate to High Profits, Glass Ceiling Research Center, Adler, Roy D, 2001
Advantages of a Gender-Intelligent Organization

Balanced Leadership

Global survey of 9,000 leaders measuring the Nine Leadership Behaviors that improve organizational performance.

*Frequency of use by gender shows different though complementary strengths*

<table>
<thead>
<tr>
<th>Women Apply More</th>
<th>People Development</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Expectations and Rewards</td>
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<tr>
<td></td>
<td>Role Modeling</td>
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<tr>
<td>Women Apply Slightly More</td>
<td>Inspiration</td>
</tr>
<tr>
<td></td>
<td>Participative Decision Making</td>
</tr>
<tr>
<td>Women and Men Apply Equally</td>
<td>Intellectual Stimulation</td>
</tr>
<tr>
<td></td>
<td>Efficient Communication</td>
</tr>
<tr>
<td>Men Apply More</td>
<td>Individualistic Decision Making</td>
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<tr>
<td></td>
<td>Corrective Feedback</td>
</tr>
</tbody>
</table>

Advantages of a Gender-Intelligent Organization

Improved Decision-Making and Innovativeness

MIT / Carnegie Mellon University study of 192 teams tasked with solving problems, brainstorming, and decision-making.

**Findings:**
- The IQ of individuals in a group is not as important as how gender diverse it is.
- The greater the gender diversity the greater its “Collective Intelligence”

**Reasons:**
- More prone to listen to each other, more open-minded, and better able to accept constructive criticism rather than attempting to dominate the conversation and rush decisions.

Sources: “Gender Balance on Teams and Productivity,” MIT/Carnegie Mellon University/Union College study, 2011
Advantages of a Gender-Intelligent Organization

Superior Financial Performance

19-year study of 215 Fortune 500 companies showed positive correlations between the balance of men and women in leadership positions and profitability.

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

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

Source: Adler, Roy D (2001). Women in the Executive Suite Correlate to High Profits, Glass Ceiling Research Center
Advantages of a Gender-Intelligent Organization

Superior Financial Performance

McKinsey study of 89 European companies with the most diverse gender management teams compared to all companies with market capitalization greater than €150 million.

Average ROE 2003-2005

11.4% 10.3%  + 11%

Average EBIT 2003-2005

11.1% 5.8%  + 89%

Stock Price Growth 2003-2005

64% 47%  +36%

“The greater the balance, the greater the profitability”

MEN AND WOMEN ARE DIFFERENT!
THE LATEST BREAKTHROUGH RESEARCH

BRAIN-BASED DIFFERENCES
Scientists have analyzed over one million people, in thirty countries, and from all continents.

**Scientific Facts of Gender Intelligence**

- How we perceive
- How we solve problems
- How we communicate
- How we lead
What we are focusing on are the tendencies of men and women, and it’s what’s revealed in those tendencies that are so striking and meaningful.
Up to 20% of us have bridge brains

Do your own self-test at http://www.bbc.co.uk
Search: Sex ID
<table>
<thead>
<tr>
<th>Hard Science</th>
<th>Soft Science</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neurobiology</td>
<td>Psychology</td>
</tr>
<tr>
<td>Neurochemistry</td>
<td>Sociology</td>
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<tr>
<td>Neurophysiology</td>
<td>Anthropology</td>
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<tr>
<td>Genetics</td>
<td></td>
</tr>
<tr>
<td>Endocrinology</td>
<td></td>
</tr>
<tr>
<td>NATURE</td>
<td>NURTURE</td>
</tr>
</tbody>
</table>
The Science of Gender Intelligence

“Gender differences stubbornly emerged like dandelions on a chemically treated lawn.”

—Dr. Marianne Legato

“Profound scientific evidence of sex differences in the brain is now emerging at record speed”

—Dr. Jürgen Kratzsch

“I nearly fell off my chair when I discovered the depth and the consistency of gender differences in the brain.”

—Dr. Ruben Gur
Brain at Rest

Female

Male

(scans courtesy of Dr. Daniel Amen)
There are no known differences between men and women in terms of IQ

**BRAIN REGIONS**

- Corpus Callosum
- Anterior Cortex
- Amygdala
- Prefrontal Cortex
- Insula
- Cerebellum
- Hippocampus
CORPUS CALLOSUM

- Is more connected in women; move between left and right brain functions more easily
- Is the interconnecting highway to contextual, web-like thinking components
- Picks up tone of voice and facial expression
The Anterior Cortex is more active in women
- Weighs option
- Worries more
- Female rumination
The Amygdala is larger in men
- Triggers action and aggression
- Alerts us to danger, fight or flight
- Stimulates competitiveness
The Prefrontal Cortex is larger in women
- Consequential thinking
- Decision making
- Oversees emotional information
- Manages the amygdala
The Insula is larger in women
Processes intuition
Provides that “gut feeling”
Picks up the “mood”, the “ambiance”
- The Cerebellum is larger in men
- Directs action and physical movement
- Greater tendency to focus on short term
- Action is imperative
- The Hippocampus is less active in men
- Women store more detailed memory
- Able to identify patterns
- Women make instantaneous connections to things from the past
Why is this important to know?
SELF-PERPETUATING MYTH CYCLE
Recognizing Our Blind Spots

When driving a car, our side and rear view mirrors don’t often reveal everything we need to see.

• We don’t deny the fact that blind spots exist
• We make every effort to improve our vision

Quite similar are the obstructions that prevent men and women from seeing each other clearly.

**Gender Blind Spots** are the incorrect assumptions held by both men and women that cause our miscommunications and misunderstandings.
REMEDIATING GENDER BLIND SPOTS

“The biggest problem with communication is the illusion that it has occurred.”

– George Bernard Shaw
REMOVING GENDER BLIND SPOTS

ASSUMPTION
acceptance of myth/stereotype resulting in blind spots

REACTION
response by the person or group discriminated against active or passive

ACTION
taking action with blind spots making incorrect assumption

LEADS TO

REINFORCES

PRODUCES
THREE THINGS YOU CAN DO!
THREE THINGS YOU CAN DO:

- MAKE no assumptions
- DECLARE your intention
- STAND in the other person shoes
SUMMARY

THE FUTURE IS HERE!
# The Future of Leadership

<table>
<thead>
<tr>
<th>ASPECTS OF LEADERSHIP</th>
<th>CURRENT OR PAST PARADIGM</th>
<th>FUTURE</th>
<th>BREAKTHROUGH PARADIGM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Where knowledge is held and key decisions get made</td>
<td><strong>INTELLIGENCE AT TOP</strong></td>
<td><strong>INTELLIGENCE THROUGHOUT</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Hierarchical, Centralized Decision-Making</td>
<td>Self-Directed Teams, Distributed Decision-Making</td>
<td></td>
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<tr>
<td>Leader’s Role...</td>
<td><strong>DIRECT, GUIDE &amp; CONTROL</strong></td>
<td><strong>CREATE ENVIRONMENT TO RELEASE ENERGY</strong></td>
<td></td>
</tr>
<tr>
<td>Facilitate decision-making</td>
<td>Power &amp; Authority, Command &amp; Control, Information Hoarding</td>
<td>Empowerment, Web of Relationships, Information Sharing</td>
<td></td>
</tr>
<tr>
<td>Assumptions about people</td>
<td><strong>LEADERS MOTIVATE OTHERS</strong></td>
<td><strong>OTHERS ARE MOTIVATED</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Carrots &amp; Sticks, Win-Lose Motivators</td>
<td>Shared Values, Win-Win Agreements</td>
<td></td>
</tr>
<tr>
<td>Aim for organization</td>
<td><strong>ADAPT TO CHANGE</strong></td>
<td><strong>CREATE THE FUTURE</strong></td>
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<tr>
<td></td>
<td>Rules-Driven</td>
<td>Values &amp; Purpose-Driven</td>
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<tr>
<td>Aim for people</td>
<td><strong>SATISFACTION</strong></td>
<td><strong>OWNERSHIP, COMMITMENT</strong></td>
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<tr>
<td></td>
<td>Competition &amp; Compliance</td>
<td>Collaboration &amp; Fulfillment</td>
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</tbody>
</table>
Authentic Strengths = Women as Leaders

- Expansive Thinking and Strategizing
- Connective and Systemic
- Emotional Awareness
- Team Builders
- Passionate and Committed
- Natural Collaborators
- Inspirational

Sources: Summary of 62 Leadership Studies – Creelman Research, 2014
Follow the Gender Intelligence Movement on Social Media!

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@barbara_annis #GenderIntelligence
Gender Intelligence Group (Search company)

OR VISIT OUR WEBSITE: WWW.GENDERINTELLIGENCE.COM

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