

# Being Inclusive: Is Managing Men and Women really *that* Different?

## Q-Con San Francisco

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*WiRL Leadership Series*

# Inclusive Leadership



**1** Why is this topic important?

**2** What's the problem & How did we get here?

**3** How can I be part of the solution?

What Motivates you to be an inclusive leader, manager, peer?

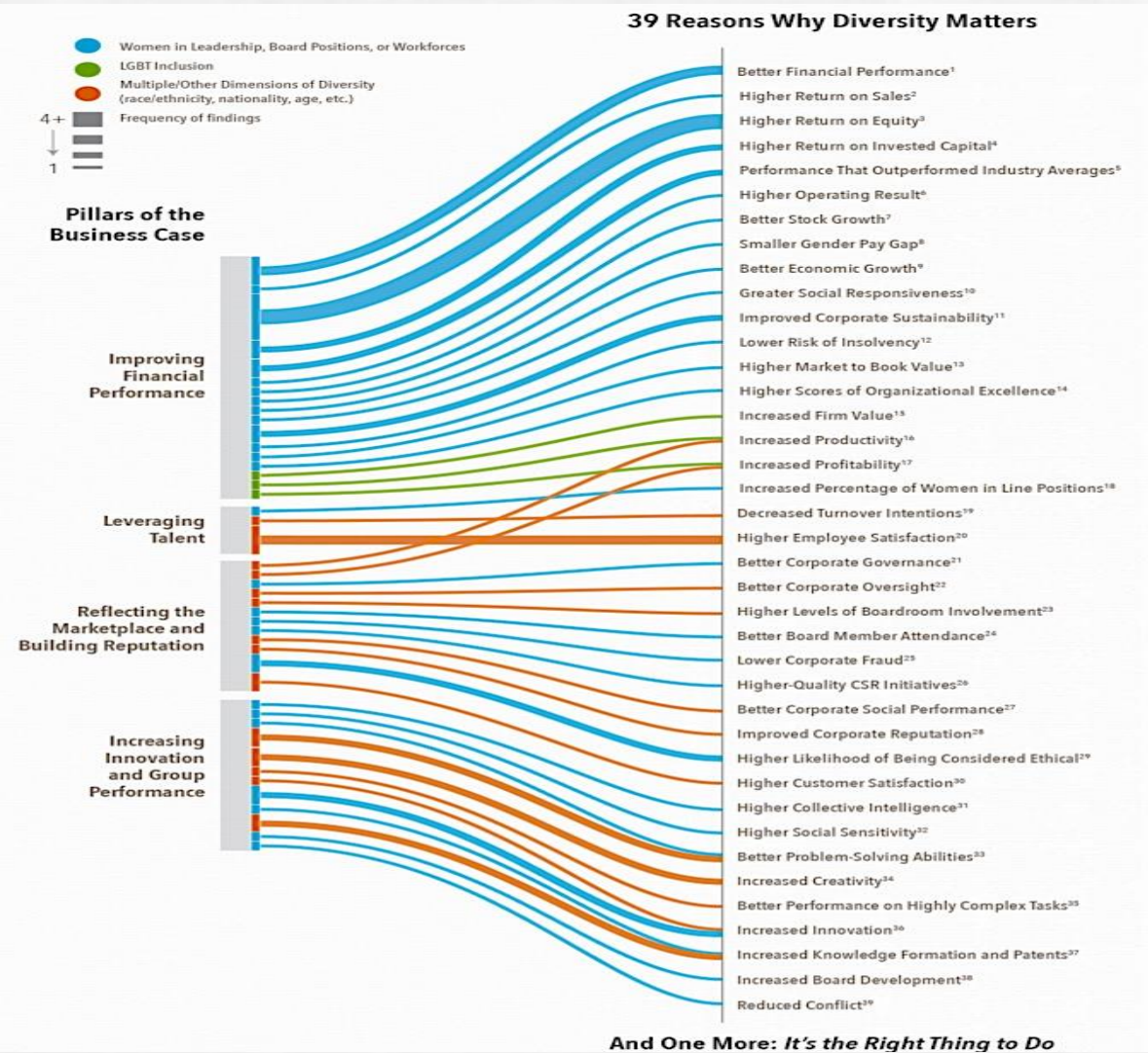
Why is this topic important to you?

***Innovation & competitive advantage  
are inextricably linked to  
diversity of thought.***

# The data is piling up...



# 39 reasons why diversity matters



16%

Higher Return on Sales

26%

Higher Return on Invested Capital

34%

Higher total return to shareholders

Graphic Source: <http://www.catalyst.org/knowledge/diversity-matters>

# What's the Problem?

While the benefits of Gender Equity are clear and compelling...

Men continue to be promoted faster and paid more. (Payscale)

## What's up with that?

When you look around your team and organization, what do the ranks of leadership look like?

Do you believe that women have at least as many opportunities as men to advance?



# Perceptions Differ...

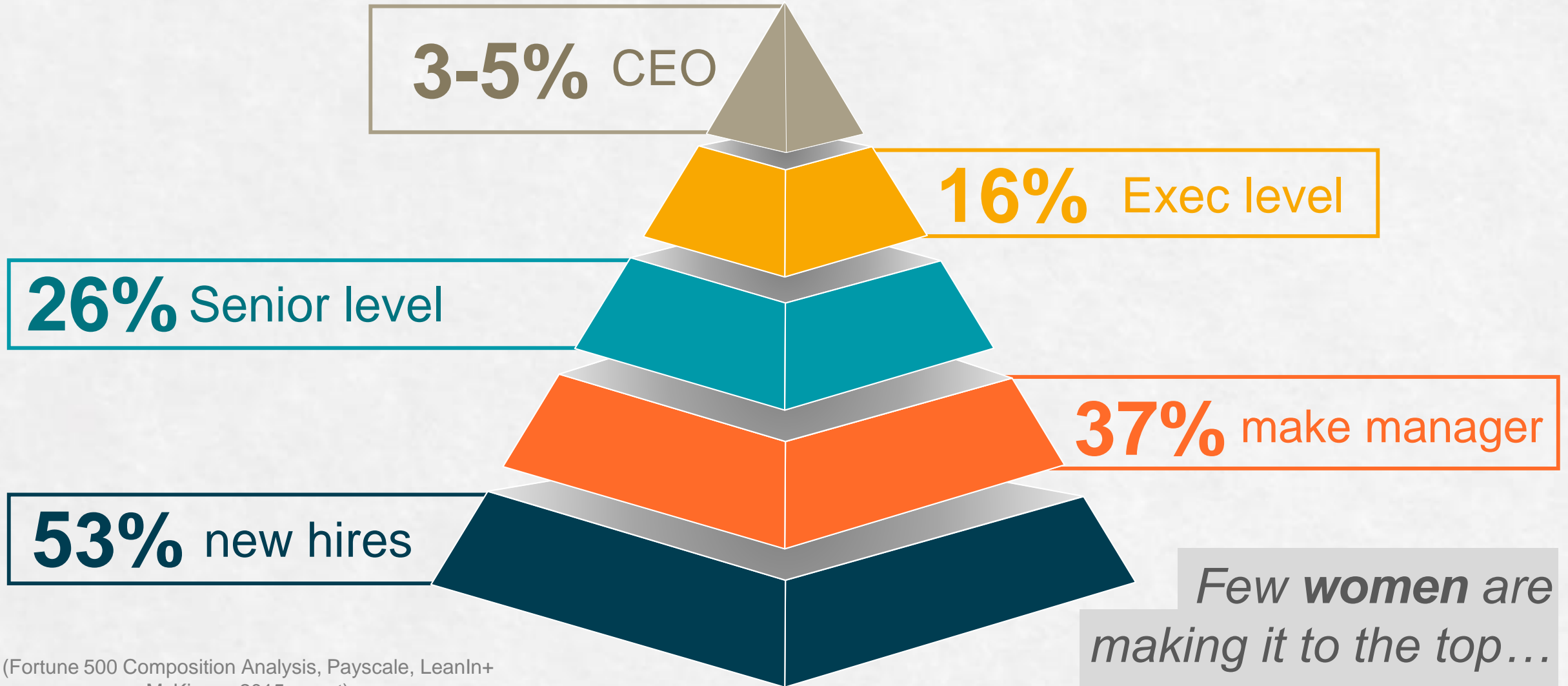


In corporate America **88%** of men think that women have at least as many opportunities to advance as men.

Only **52%** of women agree.

(Lean In & McKinsey *Women in the Workplace* Study, 2015)

# Let's Examine the Facts... Pipeline Data for Women



(Fortune 500 Composition Analysis, Payscale, LeanIn+  
McKinsey 2015 report)

# How can you make a difference? Challenge your paradigm of Leadership



- What is great leadership?
- How do men and women tend to differ in their approach to leadership?

# Why Is This Important?

We don't want to inadvertently or unconsciously expect women to be more like their male counterparts.

We want women to bring their unique strengths, gifts and **authentic selves** to the table.

"You can do what I cannot do. I can do what you cannot do. Together we can do great things."

- Mother Teresa

1940



# Today



## Microsoft Senior Leaders



Satya Nadella  
Chief Executive Officer



Chris Capossela  
Executive Vice President and Chief Marketing Officer



Kurt DeBene  
Executive Vice President, Corporate Strategy and Planning



Scott Guthrie  
Executive Vice President, Microsoft Cloud and Enterprise group



Kathleen Hogan  
Executive Vice President, Human Resources



Amy Hood  
Executive Vice President and Chief Financial Officer



Peggy Johnson  
Executive Vice President, Business Development



Qi Lu  
Executive Vice President, Applications and Services



Terry Myerson  
Executive Vice President, Windows and Devices



Harry Shum  
Executive Vice President, Technology and Research



Brad Smith  
Executive Vice President and Chief Legal Officer



B. Keith Turner  
Chief Operating Officer



# The Solution Begins With...



## Valuing Differences + Leveraging Differences

But first you have to be able to  
**SEE** the differences

# The Differences Are Significant

*What if we made it ok to talk about them?*



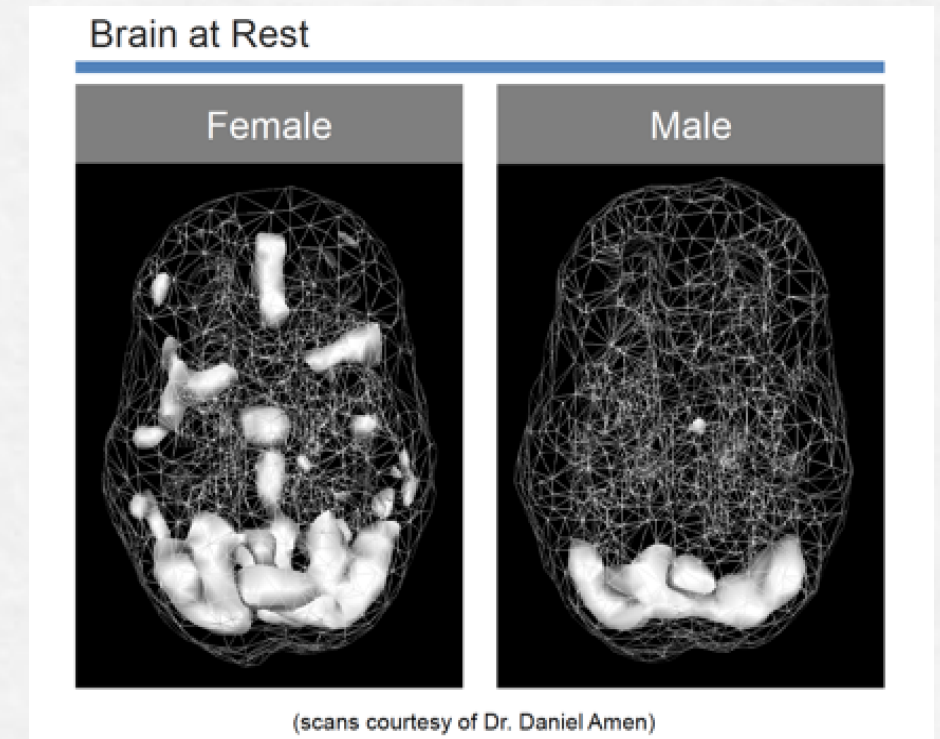
Women **SEE** the workplace differently.

Women are **TREATED** differently.

Women are **PROMOTED** differently.

Women **LEAD** differently.

Women are **WIRED** differently.





# How can you make a difference?

## #1 Value Her Contributions & Approach



- » Notice and thank
- » Make room for her voice
- » Recognize & call out her impact

The **#1** reason women leave their jobs is that they don't feel valued at work for their strengths.

Source: Bentley University, Center for Women and Business

# Speaking While Female

## # 2. Practice “Amplification”



A large share of women feel invisible at work – and believe they don’t get the credit or recognition they deserve.

The **Double-Bind** or **Tight-Rope** is real...

Sources: WSJ, How Men & Women See the Workplace Differently; McKinsey/Lean In Women in the Workplace; *Speaking while Female*

Are more likely to be critical vs. constructive

- 58.9% of men's reviews had critical feedback, while 87.9% of women's did.

Include more personality criticism than men's

- Words like bossy, abrasive and aggressive appear at least twice in every review.
- “watch your tone!, step back!, stop being so judgmental” show up in 71/94 women's reviews, but only in 2/83 men's

(Source: Fortune, *Women should watch out for this one word in their reviews*)

## #3. Be an Ally & Sponsor

**91%** of candidates who are referred by a Director level or above, get the job. (iCIMS, 2015)

Men are **46%** more likely than women to have a sponsor. (Sylvia Ann Hewlett, The Sponsor Effect)

Do you have opportunities to **mentor** and **sponsor** women?

## #4 Encourage her...

# Confidence vs. Competence

Women applied for a promotion when they met **100%** of the qualifications.

Men applied when they met **60%**.

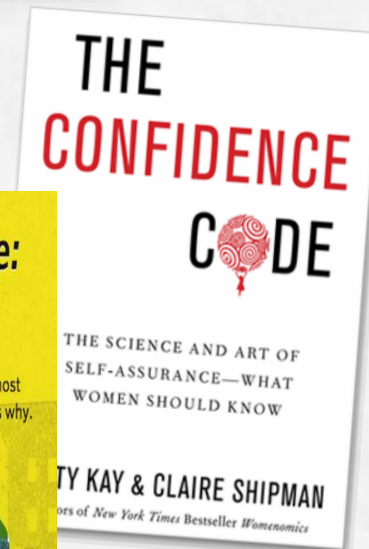
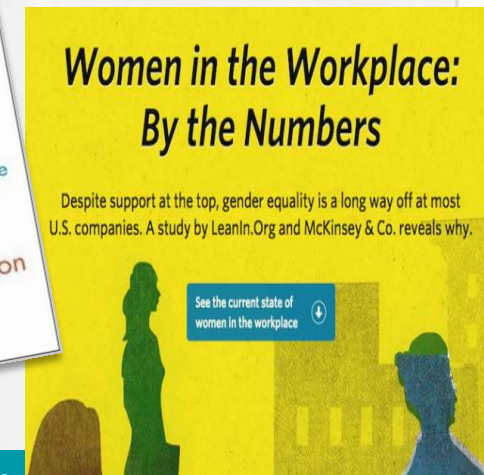
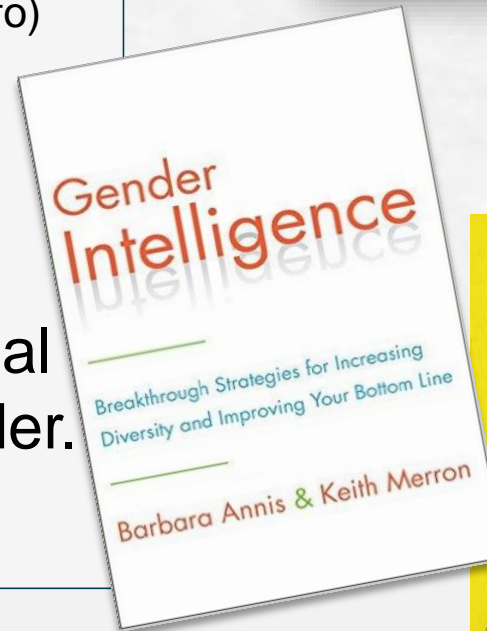
Source: HP, Cornell psychologist David Dunning and Joyce Ehrlinger,--Washington State University

# #5 Educate yourself Consistently

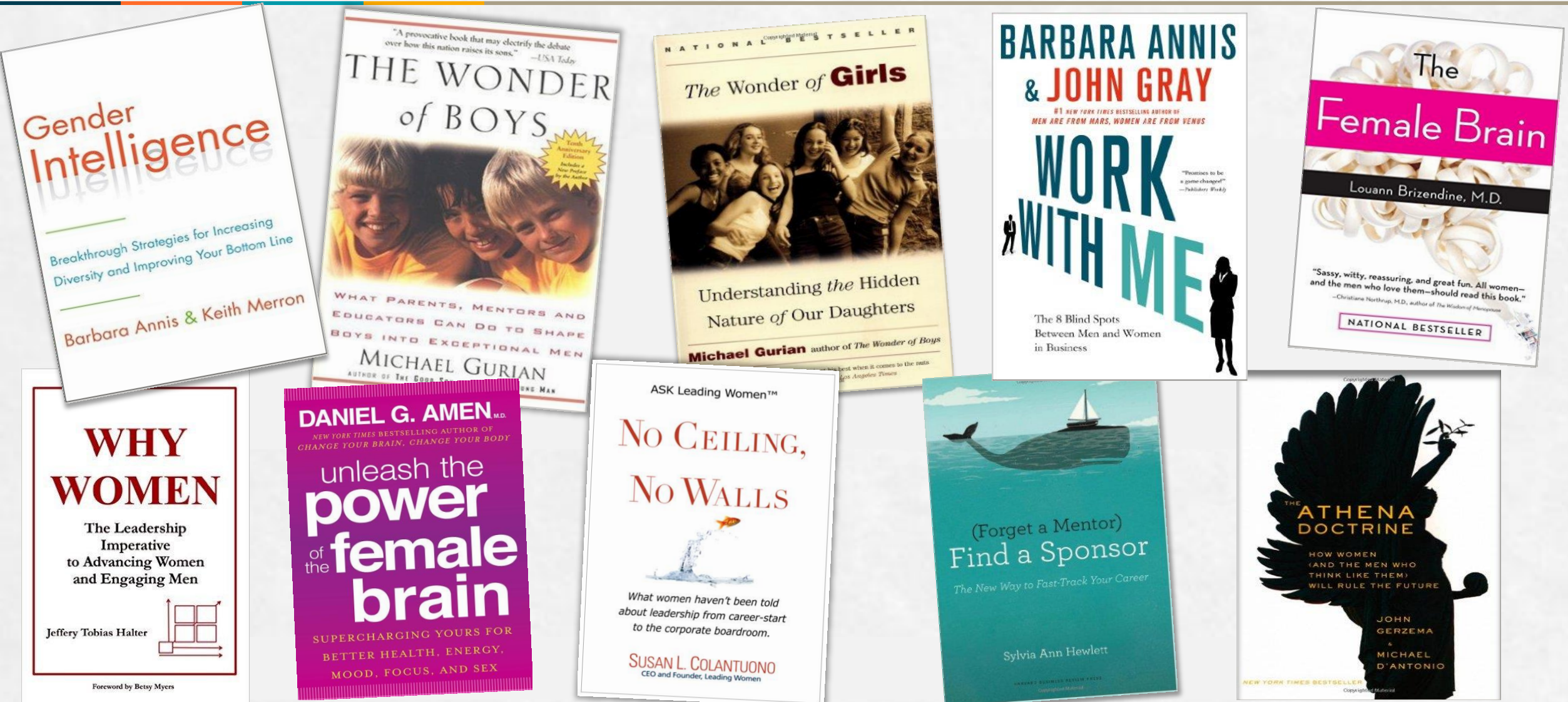
## Be someone who 'gets it'

➤ **Get in her shoes:**  
Ask the women around you to talk about their experiences as women in the workplace... (most women will not volunteer this info)

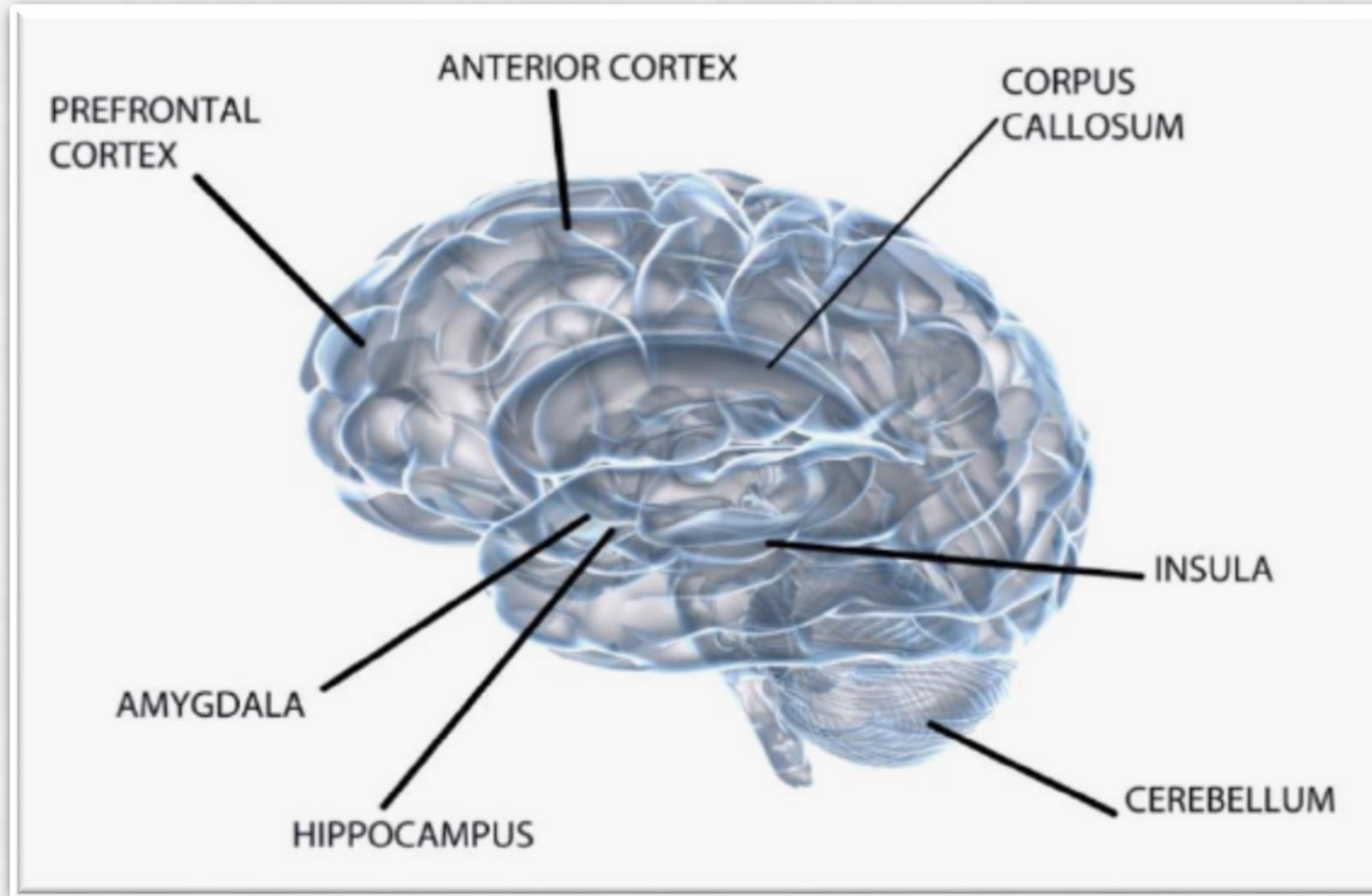
➤ **Read:**  
Educate yourself about the value of differences. Get to know the institutional and systemic issues surrounding gender.



# How are men and women different?



# Brain Based Differences







# Deeper Dive On 3 Regions



Area of The Brain	Larger in	Key Function	Impact/Advice
<b>Corpus Callosum</b>	Women (2x as large)	Links right and left hemispheres  Right: creative, intuitive, emotional Left: linear, logical, sequential	Women have uncanny ability to notice tone of voice, facial expression, context on how things interconnect. Women can be both right and left brain at the same time. <b>Ask women:</b> “what did you notice in that meeting?” Prepare to be blown away!
<b>Anterior Cortex</b>	Women	Integrate and arrange complex patterns of thought.  The “Worry Center” of the brain.	Women consider more options and calculate more solutions. Men develop a tunnel to their attention and they zero in on a result. Women=Divergent in thinking, Men=Convergent in thinking. Women also tend to worry/ruminate more. <b>Advice:</b> Give voice to both. There is great value in the way that men and women tend to calculate risks differently.
<b>Amygdala</b>	Men	Stress Response. Emotion center of the brain.  Process fear, triggers aggression, stimulates competitiveness.	Men react to fight or flight triggers. Women tend & befriend. <b>Understand:</b> Men tend to need space. Women tend to need connection. Talking & Connecting increases Oxytocin, which has a calming effect on BP and HR.

(Source: Daniel Amen, Barbara Annis)

- Gender Diversity = Counting Heads
- Gender Intelligence = Making Heads Count

**Are people  
empowered to  
bring their  
A-game?  
To bring their full  
AUTHENTIC  
selves?**

# Insight-to-Action

- What is your **key take-away** from this session today?
- What will you **commit to action**?



# Thank You

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