INDEX

Accomplishments, talking about, 104-105 Acknowledgment, 146-147 Aggression nurturance, 157 Allyn, Jennifer, 57, 60 Amen, Daniel, 8, 17, 34, 36 Amygdala, 40-41, 82-83 Anderson, Tom, 181 Anger: nonverbal expression, 109; physical expression, 40-41; supervising a man who is angry, 174-175 Apologizing, 57 Approaches to being in charge, 63-66 Awareness, stages of, 145-148 Backof, Mary Beth, 148-149 Balanced gender team, 71-72

Balanced leadership, 52-53,

68; and negotiation, 87-90;

principles and tasks, 23, 54, 76-77, ISI-152, 177; success stories, 127-132 Benter, 47-48. See also Communication Baron-Cohen, Simon, 17, 157 Best Buy, 180-181 Bias, 143-144 Biochemical cycles, 49-50 Blame frame, 119-121 Blood flow patterns in the brain, 27; experience processing, 34-37; gray and white processing differences, 32-34; rest states, 37-38; spatial-mechanical and verbal-emotive differences, 27-32 Bonding, 44. See also oxytocin Brain: amygdala, 40-41, 82-83;

cingulate gyrus, 34; corpus

callosum, 59; hippocampus,

39-40; reprogramming for gender, 11-15 Brain differences, 26-27; blood flow patterns, 27-38; brain chemistry, 41-50; structures, 38-41 Bridge brain, 16-18 Buying differences, 9 Canadian Broadcasting Corporation (CBC), leadership study, 4-6 Career support, 184 Caring about individuals, 158-159 Catalyst Corporation, 127, 133 Childs, Ted, 128 Cingulate gyrus, 34 Coaching. See mentoring Coles, Katherine, 183 Collaboration, 59 Communication, 100; changing communication styles, 106-107; differences in sales, 109-112; nonverbal, 107-109; to-do checklists, 106-107; verbal, 101-105 Competition, 111 Competitive systems thinking and systems protection, 156-162 Conflict: approaches that escalate conflict, 116-118; avoidance, 61; differences between men and women in,

114–115; direct, 61; emotional continuum of, 113–114; resolution, 119–121; to-do checklists, 115–116
Congruence, 148
Corpus callosum, 59
Cortisol, 91–92
Covey, Stephen R., 3
Criticism, 102–103
Cultural differences in gender, 118–119

Darwin, Charles, 156, 161–162
Declare-frame-check
approach, 193
Deductive style, 59–60
Defense, 117
Deloitte & Touche, 130–132, 181
Denial, 146
Descriptive style, 60
Discussing gender in
leadership, 72–75

Emotion memories, 105
Emotional processing, 9
Empathy, 157
Ensher, Ellen, 180
Estrogen, 41
Evolution of gender
development, 149–151
Experience processing, 34–37
Experiencing the world,
differences in, 9
Eye contact, 108

F GenderTools: communication, Facial expressions, 108, 109 100-112; conflict resolution, Fathers, and work/life 113-122; meetings, 91-99; balance, 171-173 mentoring, 179-197; Feedback, 192-193; loops, 83 negotiation, 81-90; Female leader characteristics, supervising, 176-177 65-66 Genetic markers, 10 Gerstner, Lou, 127 Ferris, Maria, 128-129, 141 "Fight or flight" instinct, 44, 45 Glucose metabolism in the Fisher, Helen, 182 brain, 27. See also blood flow Frustration, 147-148 patterns in the brain Fuhrman, Candice, 86 Goleman, Daniel, 100 Gomez Gil, Pam, 68-71, G 161, 165 Ganglion cells, 9 Good old boy networks, Gathering, 42, 85 141-142 Gender, 4, 14 Gray/white matter, 9-10; Gender balance: obstacles to processing differences, 32-34 meeting women's needs, Grudges, 61 136-149; signals of unmet Gur, Ruben, 19, 20, 34, 36, 37 needs, 134; success stories 127-132; what women want Н and need, 132-136 Hewlett, Sylvia Ann, 139 Gender bias, 143-144 Hierarchy, 58-59 High plasticity, 13-15 Gender differences wired into Hippocampus, 39-40 the brain, 10-11 Hormones, 41-50; surges, 29 Gender evolution, 149–151 Gender intelligence Hunting, 41, 42, 43 support, 184 Ī Gender roles, 4, 14 IBM, 127-129 Gender rules, exceptions to, Inductive style, 59 15-18 Intelligence, equal but Gender studies, science of, 7-8 different, 8-10 Gender/brain spectrum, 7; Intended outcome, 88 survey for men, 215-218; Interpersonal relationships,

58-60

survey for women, 218-221

Jordan-Evans, Sharon, 181

Kaye, Beverly, 181

Language processing, 9 Leadership: approaches to being in charge, 63-66; being a complete meeting leader, 95-96; CBC study, 4-6; female leader characteristics, 65-66; interpersonal relationships and relational styles, 58-60; issues men face in, 167-171; male leader characteristics, 64-65; management styles, 60-62; manifestations of brain differences in, 57-58; meetings, 62-63; stereotypes, 67; tips for men supervising women, 189-191; tips for women supervising men, 174-176. See also balanced leadership Legato, Marianne, 19 Lichterman, Gabrielle, 49 Life/work balance: for men, 170,

171-173; mentoring, 193-194 Lighthouse metaphor, 3-4, 22 Limbic system, 9 Los Angeles Police Department, 191-192 Low plasticity, 13-15

M

Male leader characteristics, 64-65 Male leadership issues, 167-171 Management styles, 60-62 Mann, Darlene, 85 Math, 28 Maxwell, John, 135 McDonald, Pete, 135 Meetings, 62-63; being a complete meeting leader, 95-96; competitiveness, 98; diversity, 98: drawing out talent, 97; gender-balanced, 91-99; sender-balanced management skills, 95-99; making meetings adult places, 96; organization, 98; post-meeting process, 99; reaching out for gender help, 99; returning to their purpose, 96-97; setting a gender-balanced frame, 96; to-do checklists, 94-95; understanding men's behavior in, 92-93; understanding women's behavior in, 93 Memory, 8; hippocampus, 39-40; too-long memory, 117-118

Men's needs, 169-170

Men's strengths, 154; clarifying and maximizing, 155-156; competitive systems thinking

and systems protection, 156-162; risk-taking assets, 164-167 Mentoring, 179-181; becoming a mentor, 185-186; being mentored, 184-185; career support, 184; components of a mentoring program, 194; corporate programs, 194-196; declare-framecheck approach, 193; gender intelligence support, 184; and gender science, 181-183; men, 191-194; for the new millennium, 196-197; and oxytocin, 182; psychosocial support, 184; to-do checklist for mentors, 186-187; training mentors, 195; women, 187-189 Midbrain processing, 9 MRI scans, 7 Murphy, Susan, 180

Nature vs. nurture, II-I3
Negotiation and gender:
applying balanced leadership
to, 87-90; brain mapping
negotiators, 82-84; the
science of, 82; to-do
checklists, 89-90; what
executives say about, 84-87
Neural activity, 27. See also blood
flow patterns in the brain
Neurochemicals, 4I-50

Nonverbal communication, 107–109. *See also* communication Nonverbal relational cues, 108

O

Offense, 117 Off-Ramps, On-Ramps (Hewlett), 139 Outcome frame, 121 Oxytocin, 41, 44, 50, 61, 182

P

Participative teams, 58-59 Partnership, 143 Patrick, Sharon, 85 Pavri, Yezdi, 130, 131 Performance reviews, 175–176, 190-191 Personality, 88 PET scans, 7 Plasticity, 11, 12; low and high, Power Mentoring (Ensher and Murphy), 180 Preparation, 88 Prescriptive style, 60 Processing the process, 103-104 Progesterone, 41 Psychosocial support, 184 Purves, Karen, 110-111

Q

Questions, asking, 104-105

R

Rapport building, 88 Relational styles, 58–60 Reprogramming the brain for gender, II–I5 Rest states, 37–38 Retinas, 9 Return on Equity (ROE), I27 Risk-taking assets, I64–I67 Roberts, Sharon, I42 Roth, Dave, 72

ς

Sales, communication differences in, 109-112 Schweitzer, Albert, 179 Science, 28 Scientific process, 18-22 Self-criticism, 102-103 Self-esteem, 159–161 Self-superiority, 117 Sensory differences, 9 Serotonin, 41, 44 Shors, Tracey, 44 Silverglate, Paul, 181 Skin conductance, 83 Smiling, 108 Social cues, 108 Spatial objects, 30-31 Spatial-mechanical differences, 27-32 SPECT imaging, 8 Stages of awareness, 145-148 State of males questionnaire, 170-171 Stereotypes, 67 Stress, 44, 189-190

Structures in the brain,
38–39; amygdala, 40–41;
hippocampus, 39–40
Success stories: Deloitte &
Touche, 130–132; IBM, 127–129
Summers, Larry, 28
Supervising, 176–177; tips for
men supervising women,
189–191; tips for women
supervising men, 174–176
Szadokierski, Cindy, 135–136

T

Taylor, Shelley 1,77
Tear glands, 14
"Tend and befriend" instinct,
44: 45
Tescosterone, 41, 61, 182; cycles,
49-50; surges, 29
Third sex phenomenon, 51
Total Return to Shareholders
(TRS), 127
Toys, 29
Treatment of men by women,
169-170
Triangulation, 118
U
Universal statements, 117

Universal statements, 117 Use of data, 88

٧

Vasopressin, 41 Verbal communication, 101–105. *See also* communication Verbal skills, 19–21; banter, 47–48 Verbal-emotive differences, 27–32

W

Welch, Jack, 158, 161 White/gray matter, 9–10; processing differences, 32–34 Wisdom of practice research, 21 Witelson, Sandra, 19 Women's Leadership Forum (WOLF), 181 Women's wants and needs,
132–136; obstacles to
meeting women's needs,
136–149; signals of unmet
needs, 134
Word limit, 101–102
Work/life balance: for men, 170,
171–173; mentoring,
193–194
Work/life harmony, 173

Atto. Indiana. Spookshop. Com.