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WOMEN. MEN.

THIS century leadership

Are women the managers Drucker was waiting for?

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From Pyramids to Pomegranates

(or, The 20th Century is Over)





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Management Assumptions

20th Century	21st Century
•corporation is master, employee is servant •great majority of employees work full-time •Efficiency means all activities under one management •suppliers and manufacturers have market power because othey have information •one technology equals one industry	•means of production is knowledge, owned by knowledge workers and highly portable •many people will not be full-time employees •Most profitable is to disintegrate. •Customer has the information, power shifts to consumer •Few unique technologies

Management in Next Society, 2002

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Between Eras

20th Century	21st Century
Individual - subjective	Individual – collective
Competition	Collaboration
Difference	Tolerance
Domination	Co-existence
Winners & losers	Winners
Performance	Teamwork
Reason - logic	Reason – intuition
Exclusion	Inclusion
Opposition	Supportiveness

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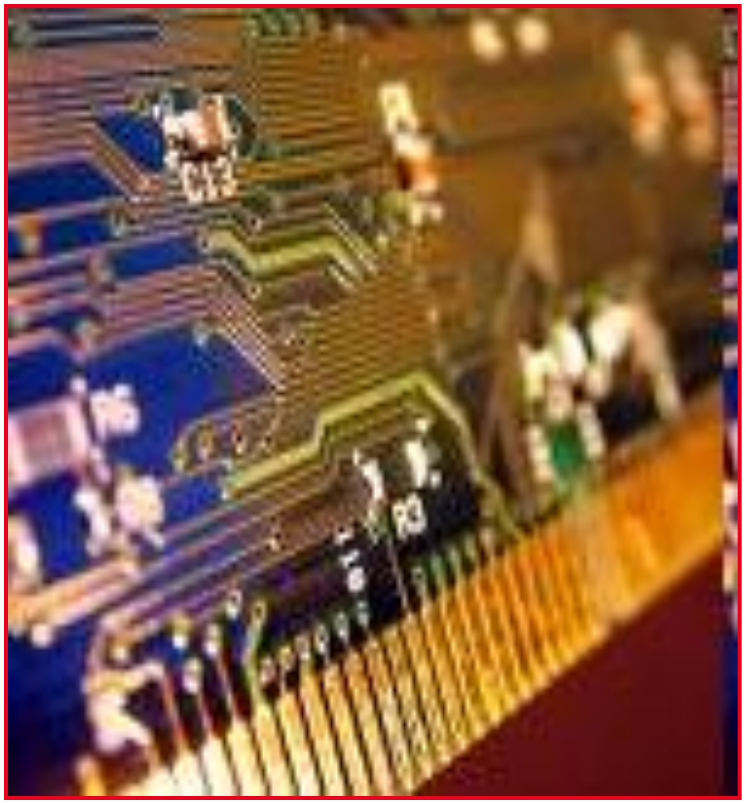
From Technology to Solutions





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Are WOMEN
the MANAGERS
Drucker was waiting for?

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Drucker's Ideal Manager

- Capable of managing both continuity and change
- Motivating and energising knowledge workers
- Courage to take a different road to the future
- Aim high, where it will make a difference



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Drucker on Women

"Although women have always worked, since time immemorial the jobs they have done have been different from men's. There was men's work and there was women's work. .. knowledge work on the other hand, is "unisex" not because of feminist pressure but because it can be done equally well by both sexes."

Managing in the Next Society



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Equal and the Same?

"Knowledge workers, whatever their sex, are professionals, applying the same knowledge, doing the same work, governed by the same standards and judged by the same results"



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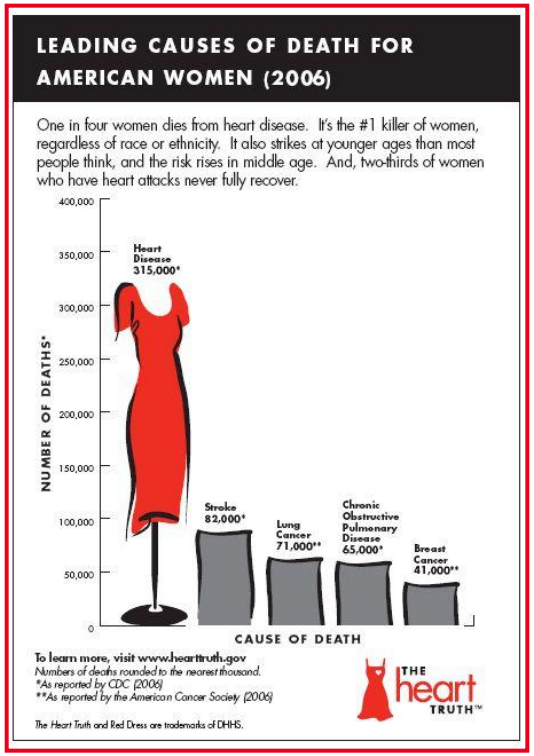
Ignoring Difference Kills

- leading cause of mortality in women
- often misdiagnosed, and less treated
- research carried out on *men*
- symptoms *different* in women



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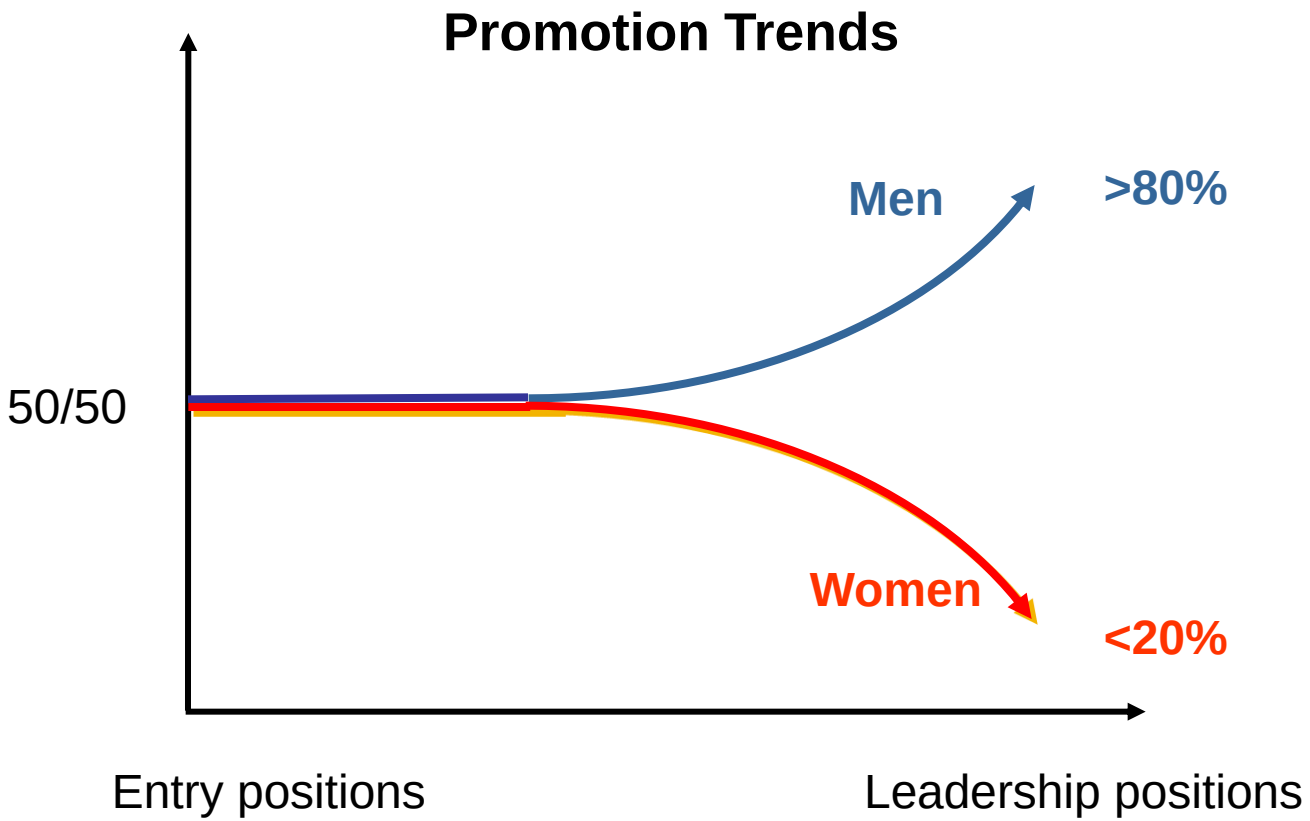
It Also Loses Talent



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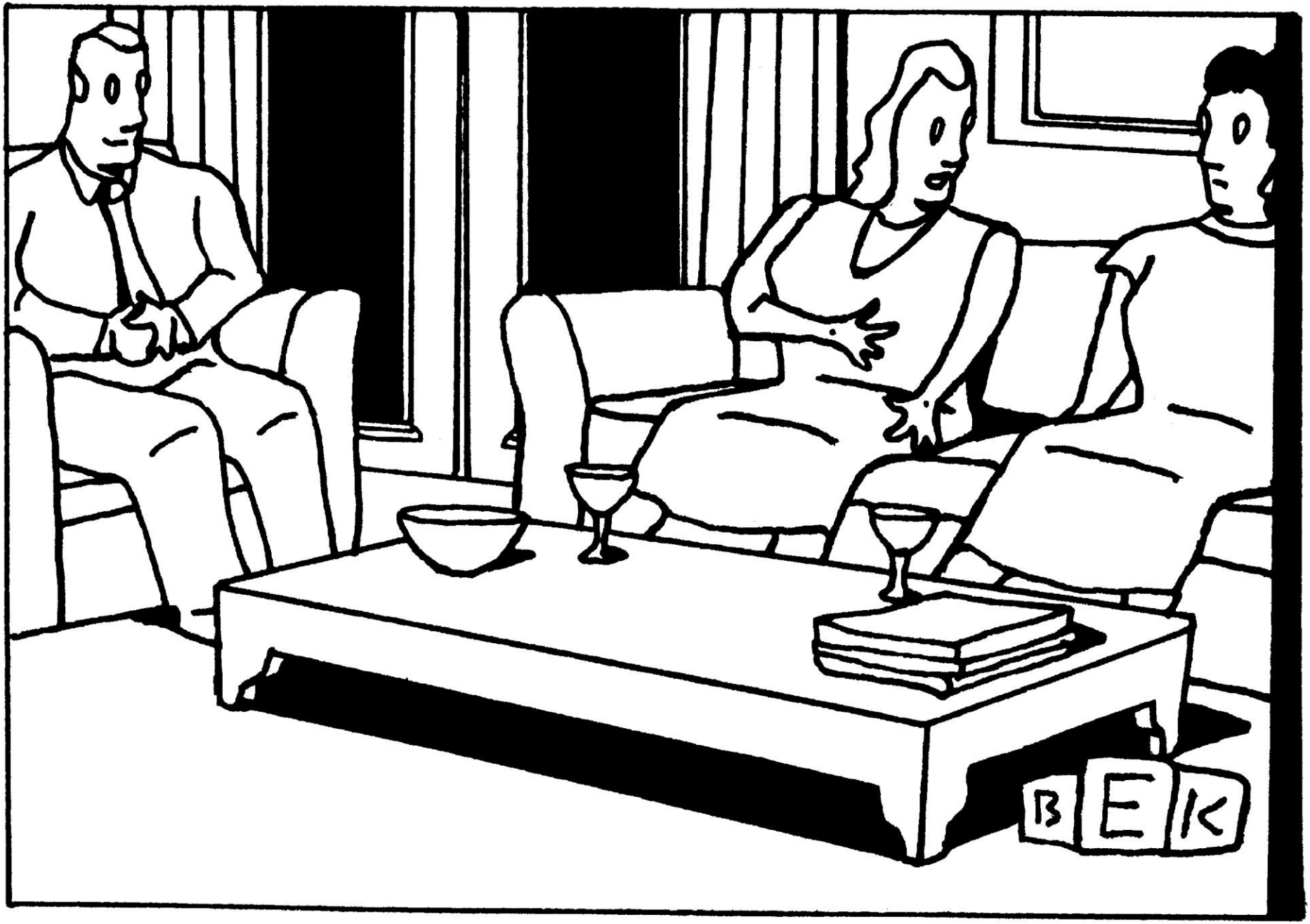

"Sometimes I think he can understand every word we're saying."

It's the Values, Stupid

"*Software is the reorganization of traditional work… the key is not electronics, it is cognitive science. This means that the key to maintaining leadership in the economy and the technology that are about to emerge is likely to be the social position of knowledge professionals and social acceptance of their values.*"

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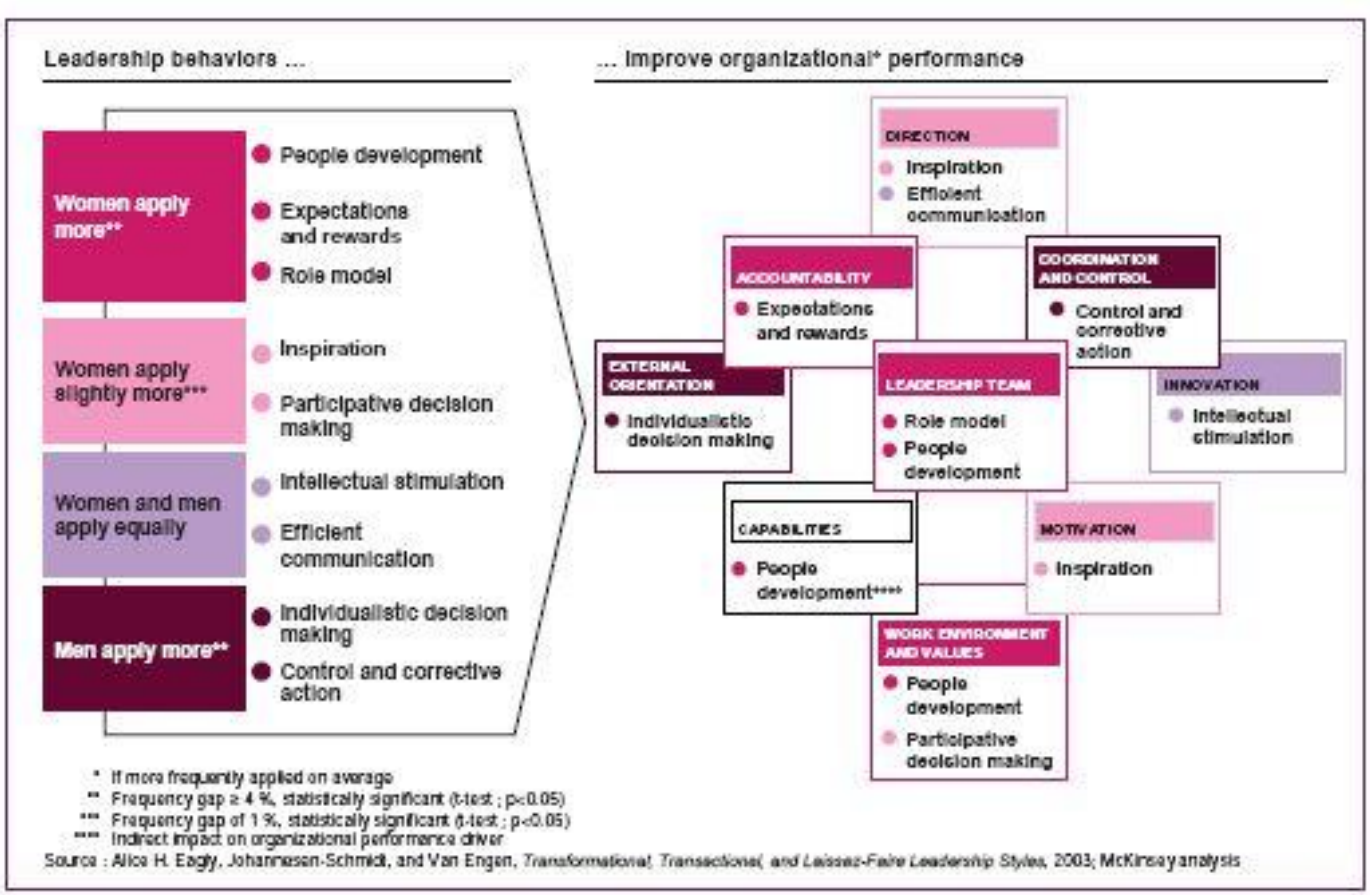
Leadership Behaviours



McKinsey, Why Women Matter, 2008

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Leadership Differences?

Leadership Behaviours		
Women Use More	**Men use More**	**Both genders**
• People development • Expectations and rewards • Role model • Inspiration • Participative decision making	• Individualistic decision making • Control and corrective action	• Intellectual stimulation • Efficient communication

McKinsey, Why Women Matter 2, 2008

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Leadership Competencies

- Energizing
- Designing and aligning
- Rewarding and feedback
- Team building
- Outside orientation
- Tenacity
- Emotional intelligence



	Which leaders rated themselves higher?	Which leaders did male observers rate higher?	Which leaders did female observers rate higher?
Envisioning	Neither	Men	Women
Empowering	Neither	Neither	Neither
Energizing	Women	Women	Women
Designing and aligning	Women	Women	Women
Rewarding and feedback	Neither	Women	Women
Team building	Neither	Women	Women
Outside orientation	Women	Women	Women
Global mind-set	Neither	Neither	Neither
Tenacity	Neither	Women	Women
Emotional intelligence	Women	Women	Women

INSEAD, Harvard Business Review, January 2009

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What gender should "Computer" be?

Boys said it should be feminine	Girls said it should be masculine
No one but their creator understands their internal logic	In order to do anything with them, you have to turn them on
The native language they use to communicate with other computers is incomprehensible to everyone else	They have a lot of data but still can't think for themselves
Even the smallest mistakes are stored in long term memory for possible later retrieval	They are supposed to help you solve problems, but half the time they ARE the problem
As soon as you make a commitment to one, you find yourself spending half your paycheck on accessories for it	As soon as you commit to one, you realize that if you had waited a little longer, you could have gotten a better model

… In Spanish a computer is called "*El computador*"

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Have Countries and Organisations Kept Pace?



- **Europe: 30-35% managers**
  - Public policy driven
  - Communist heritage in Eastern Europe
  - Quotas in Norway
- **US: 38% managers**
  - Private sector driven
  - Compliance-driven
  - Line vs staff roles
- **Asia: extremes of under 10% … and 40%+**
  - High: China, Philippines, Thailand
  - Low: Japan, Korea

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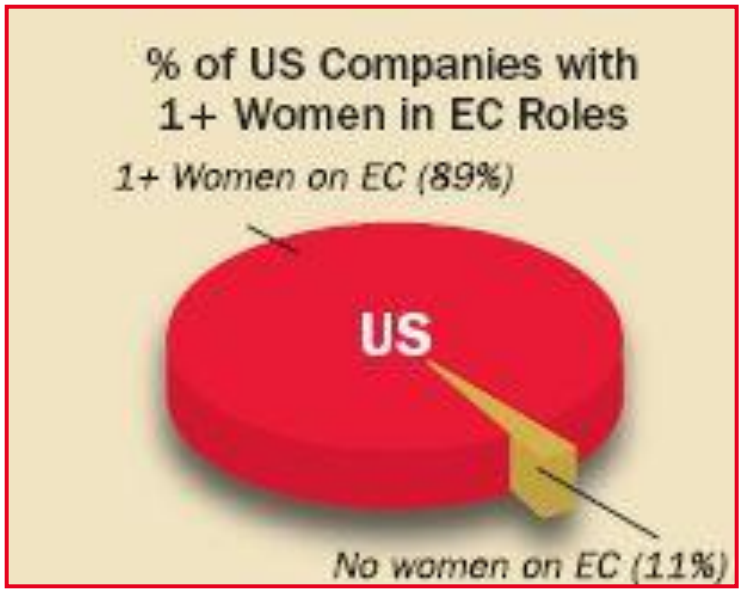
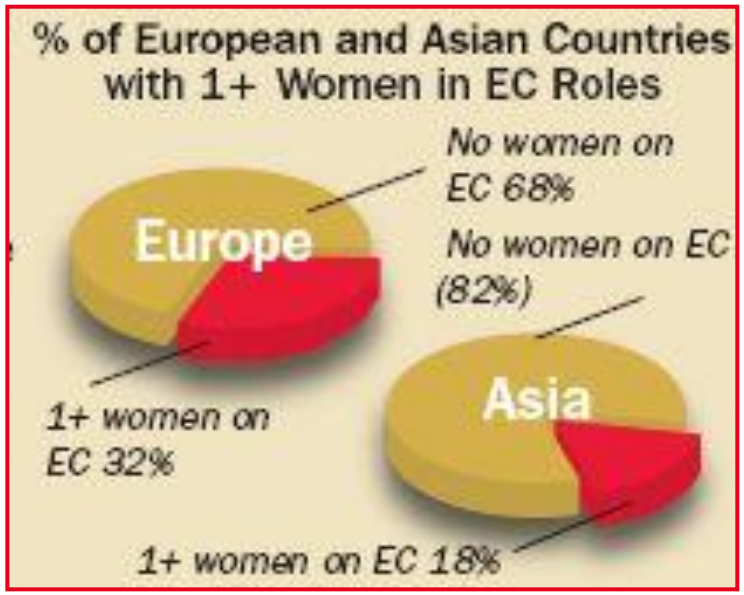
20-first's WOMENOMICS 101 Survey

Number of Companies with at least
1 Woman on the Executive Committee





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Who Will Show the Way Forward?

"We are the unwitting prisoners of a paradigm"

Gary Hamel

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The Status Quo

"Today, we are trying to straddle the fence – to maintain the traditional mind-set, in which capital is the key resource and the financier is the boss, while bribing knowledge workers to be content to remain employees by giving them bonuses and stock options."

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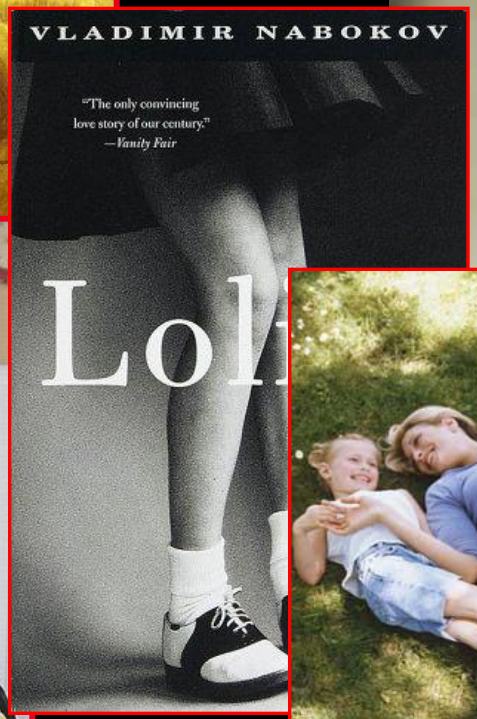
Women Never Been Readier…









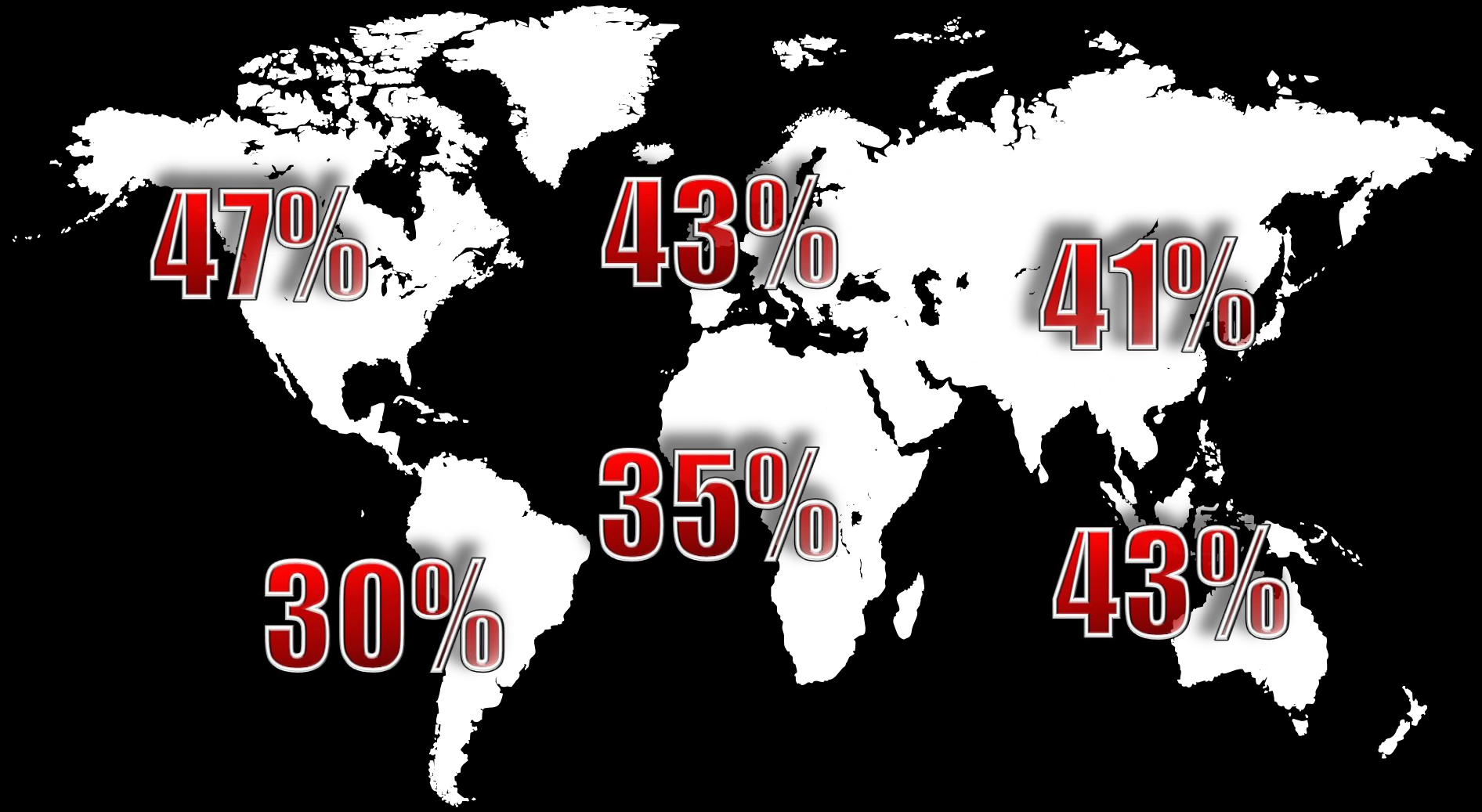




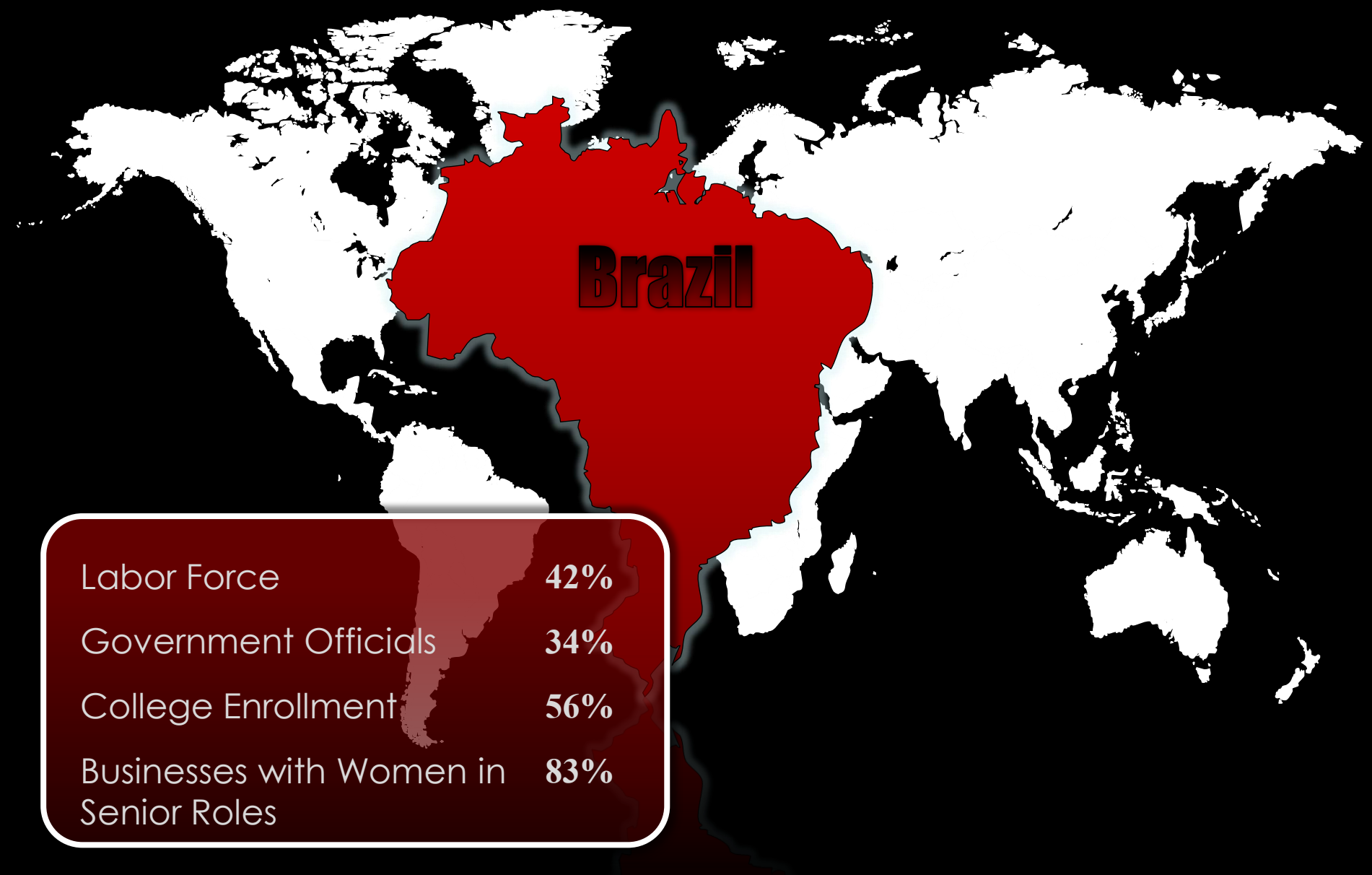
Women Today…



Labor Force Participation



Emerging Markets: Brazil



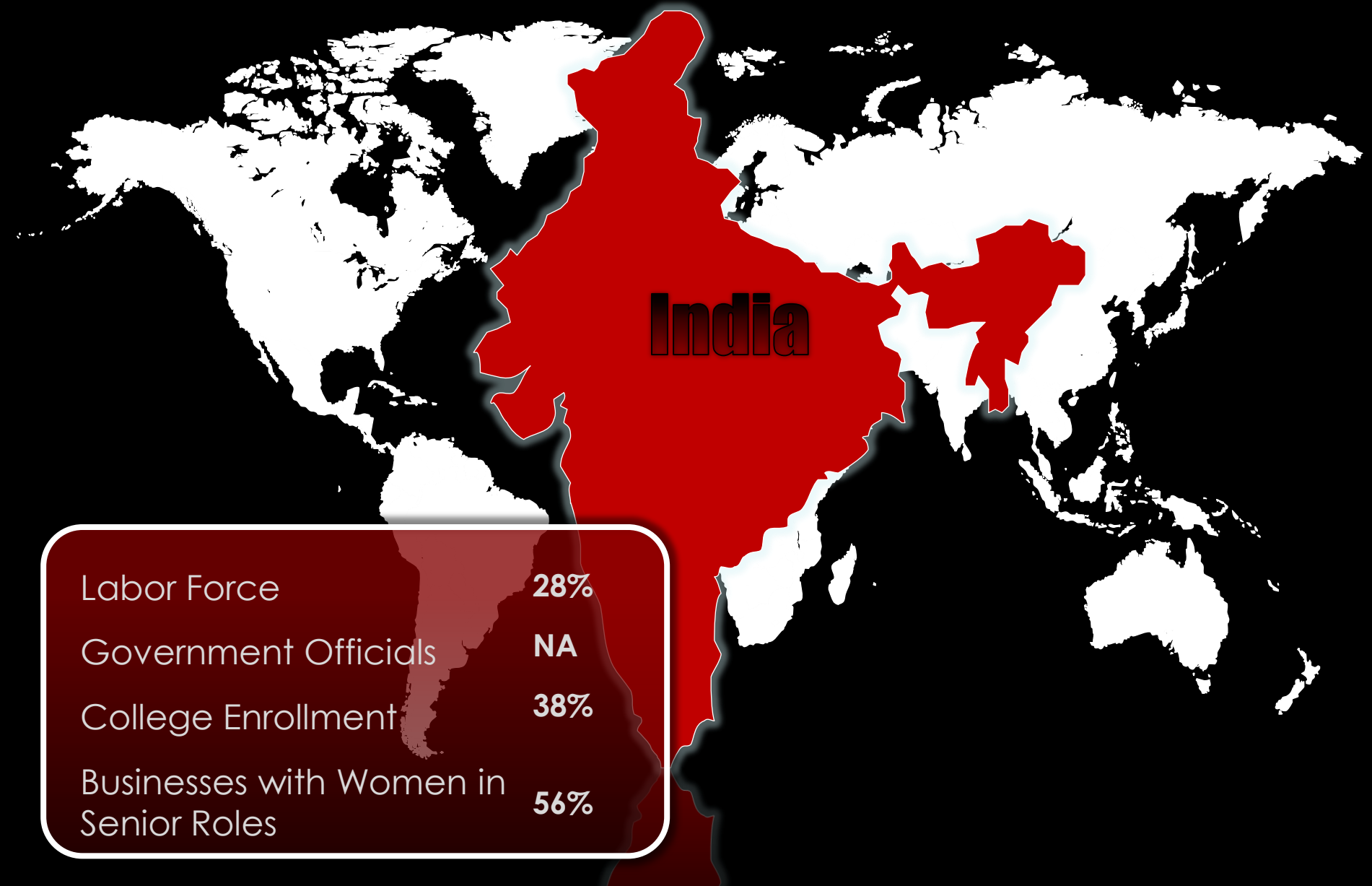
Labor Force	42%
Government Officials	34%
College Enrollment	56%
Businesses with Women in Senior Roles	83%

RUSSIA



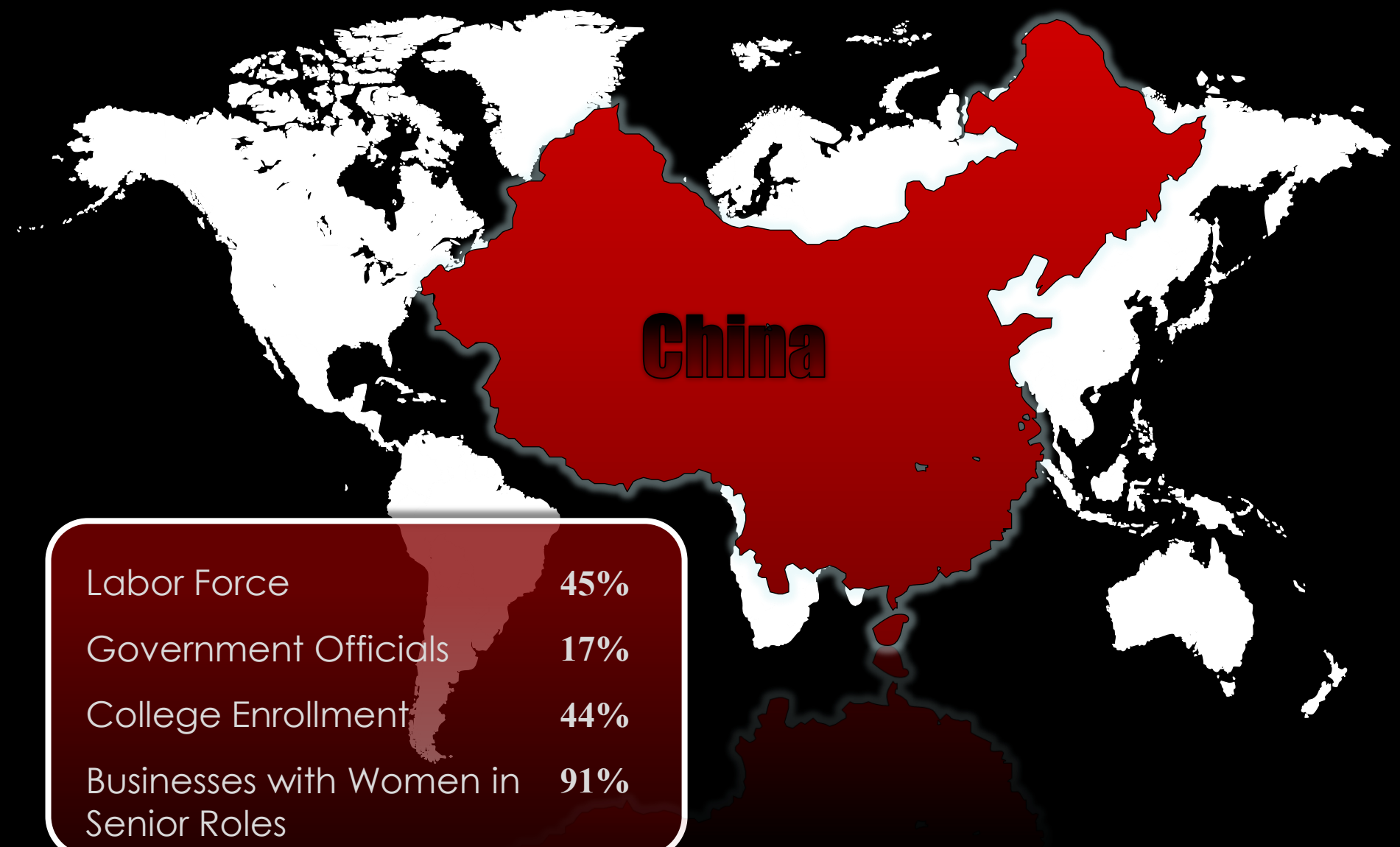
Labor Force	54%
Government Officials	39%
College Enrollment	57%
Businesses with Women in Senior Roles	73%

INDIA



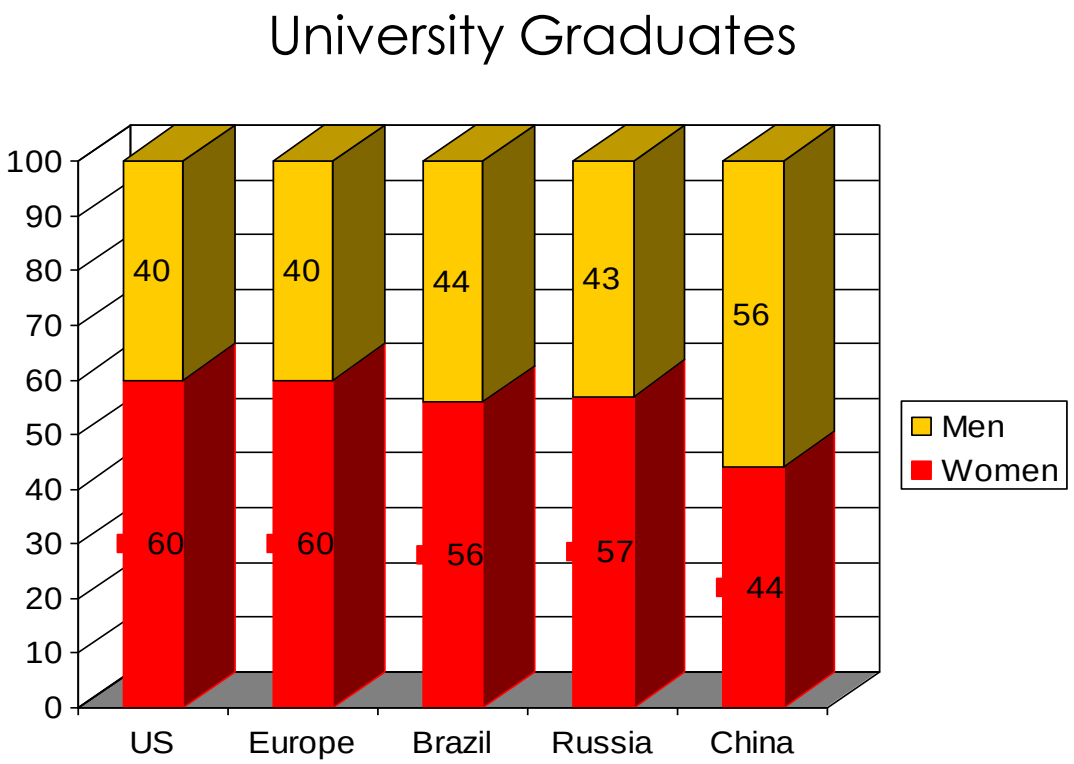
Labor Force	28%
Government Officials	NA
College Enrollment	38%
Businesses with Women in Senior Roles	56%

CHINA



Labor Force	45%
Government Officials	17%
College Enrollment	44%
Businesses with Women in Senior Roles	91%

Most of the Talent



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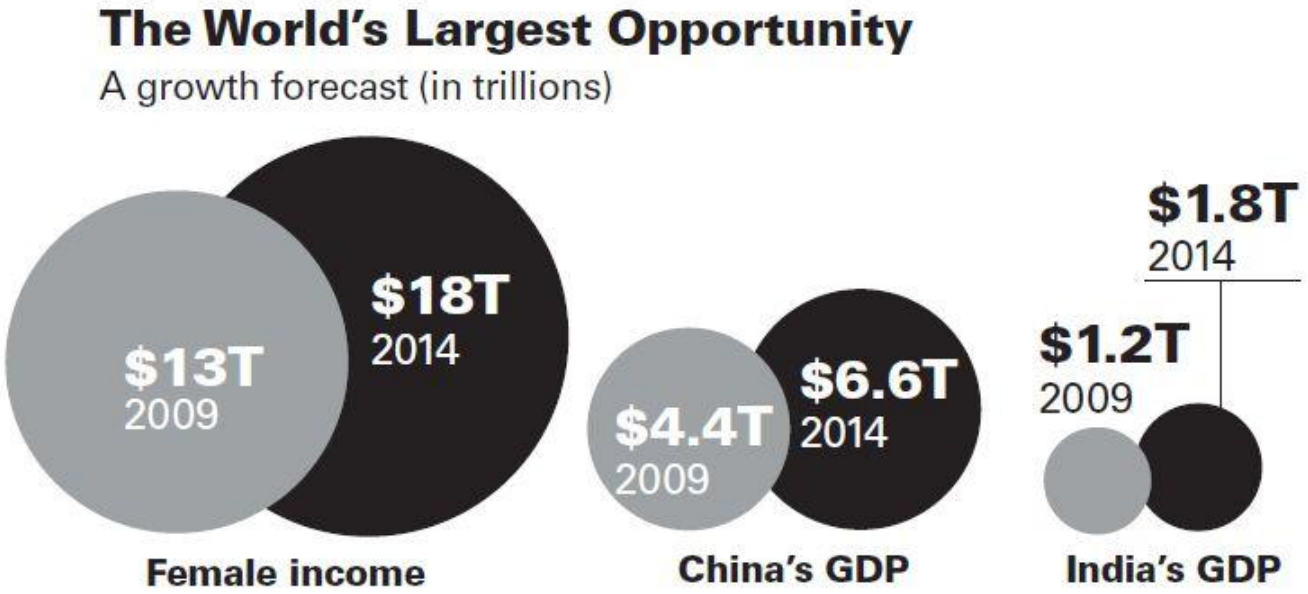
Most of the Market



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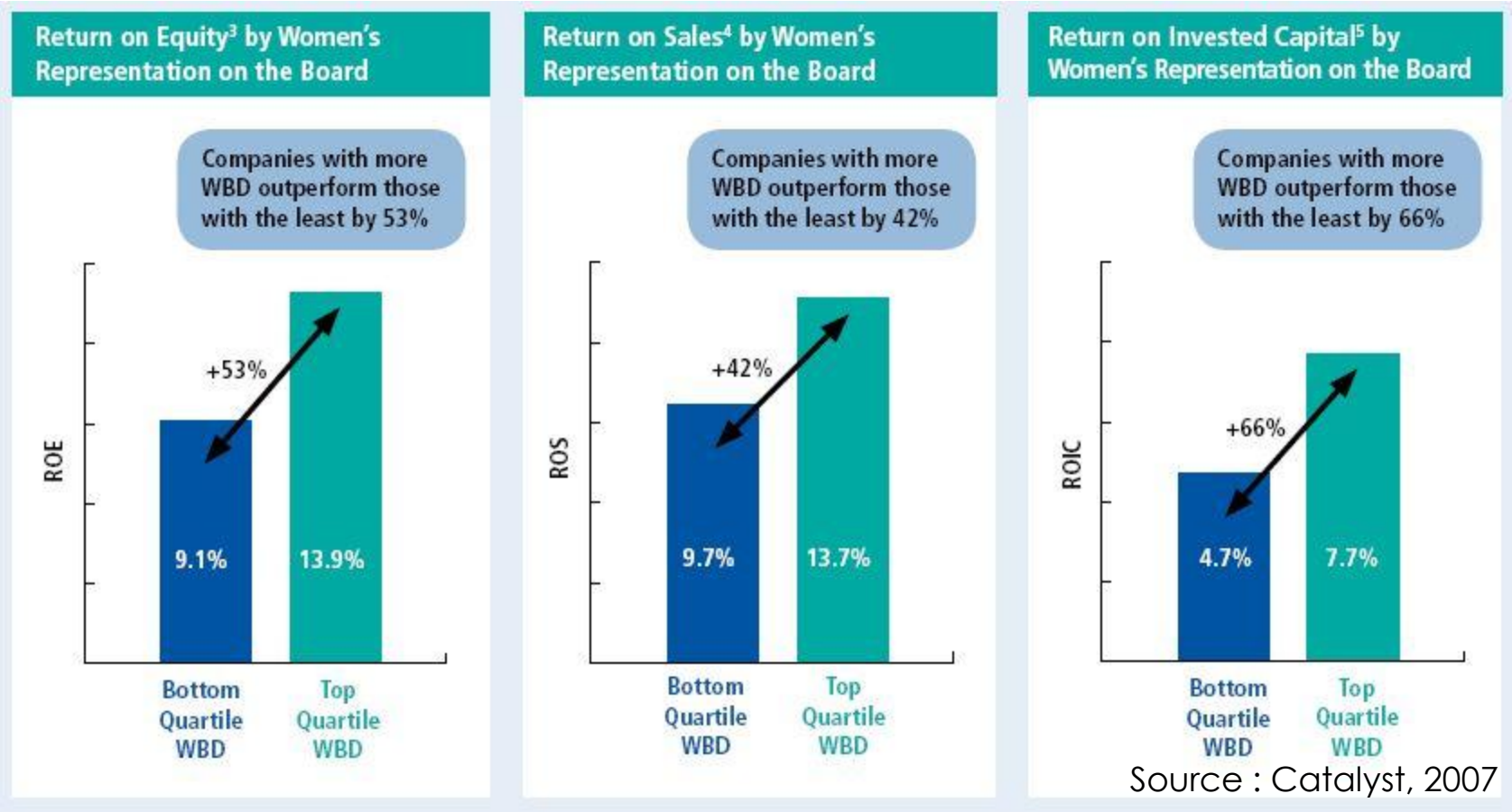
Better Bottom Line



Source : Catalyst, 2007

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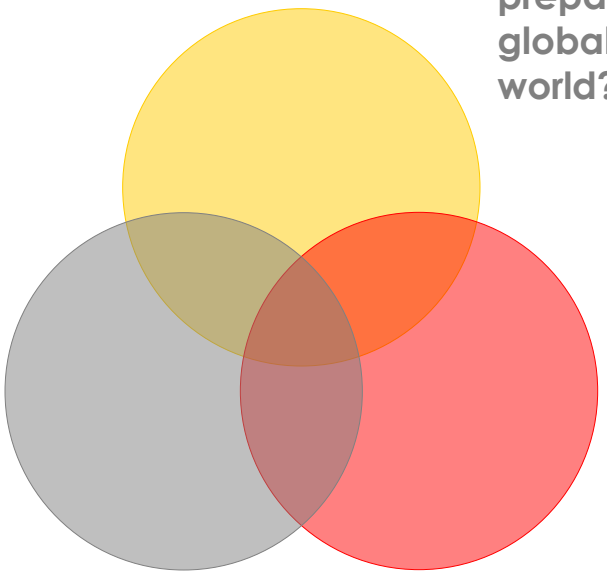
Why Organisations Care

Image / Stakeholders



Leadership

Is our leadership team prepared to lead in today's globalising, multicultural world?

Are we attracting the world's best talent?

Talent

Do our staff & services accurately reflect our clients and their expectations?

Markets

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Why Countries Care



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Demography is Not Destiny

"***the truth is that we simply do not understand what determines birthrates in modern societies. So demographics will not only be the most important factor in the Next Society, it will also be the least predictable and least controllable one.***"

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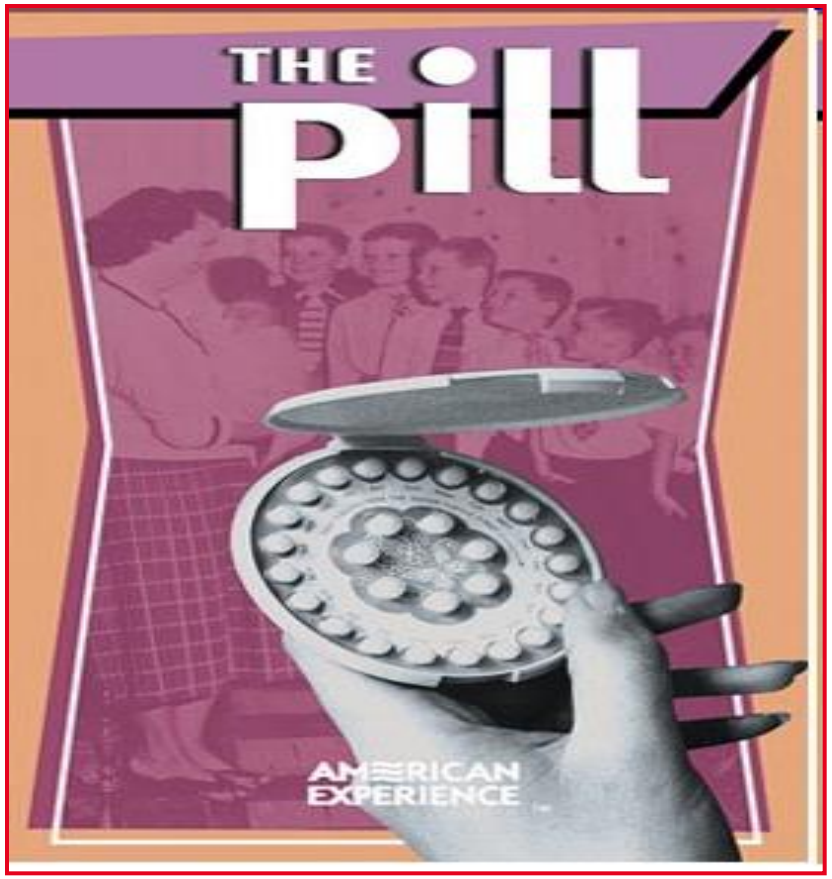
20th Century – Defining Symbols





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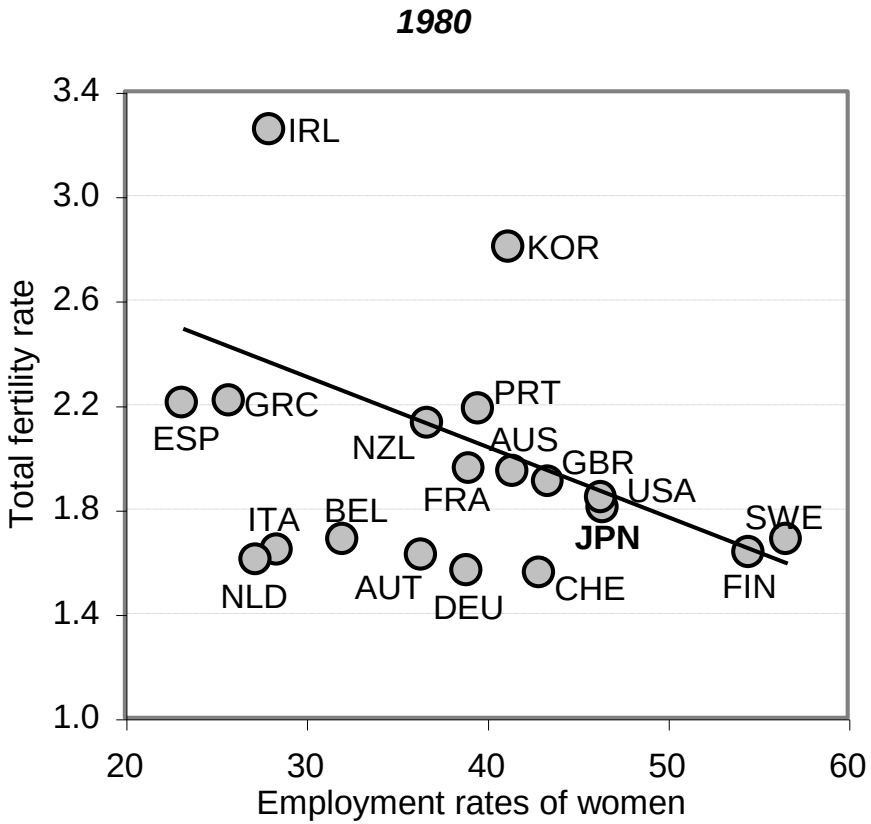
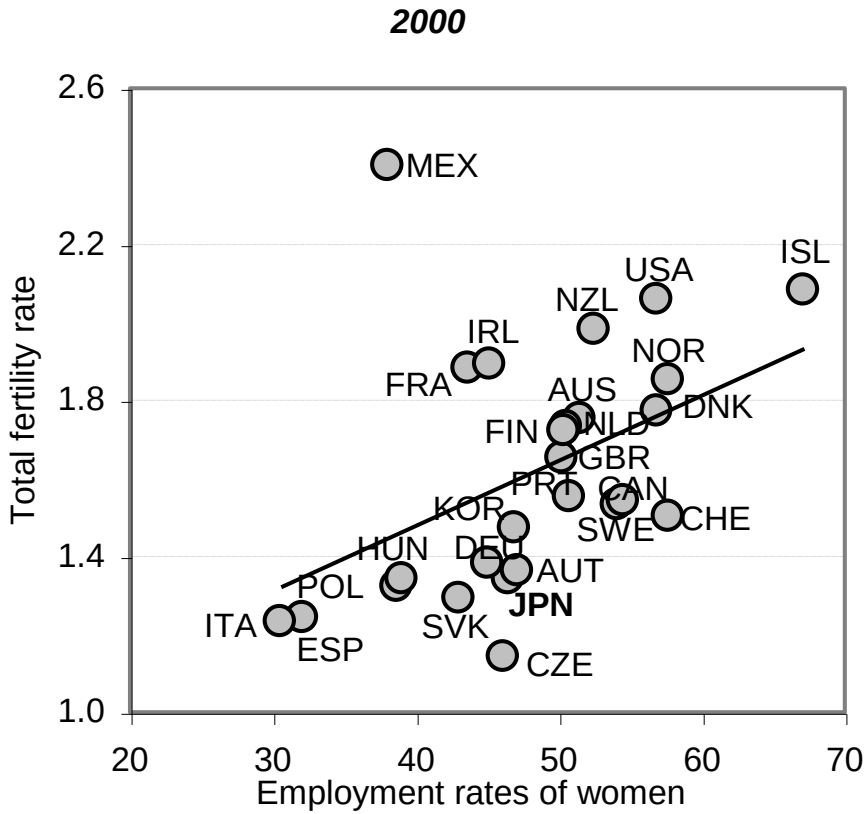
21st Century Women's Choices





Source: OECD (2005)

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Measure of Women-Friendliness

Developed World	Developing World
• Birthrates too low • Not enough support	• Birthrates too high • Not enough education



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Sometimes It Takes a Revolution

Revolution	Year	Trigger	Result
Printing press	1455	Luther's Bible	Protestantism
1st Industrial	1820s	Steam Engine	Railroad
2nd Industrial	1920s	Combustion Engine	Multinational
Information	1960s	Computer	Web
Social		The Pill	Human Popl'n

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21st Century Challenges

WEB	WOMEN	WEATHER
Technology	Gender Balance	Environment
		

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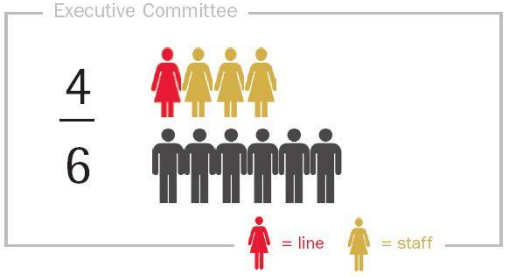
Core Metrics

COUNTRIES	COMPANIES	COUPLES
Birth Rate	Executive Committee	Divorce Rate







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Today's Reality…





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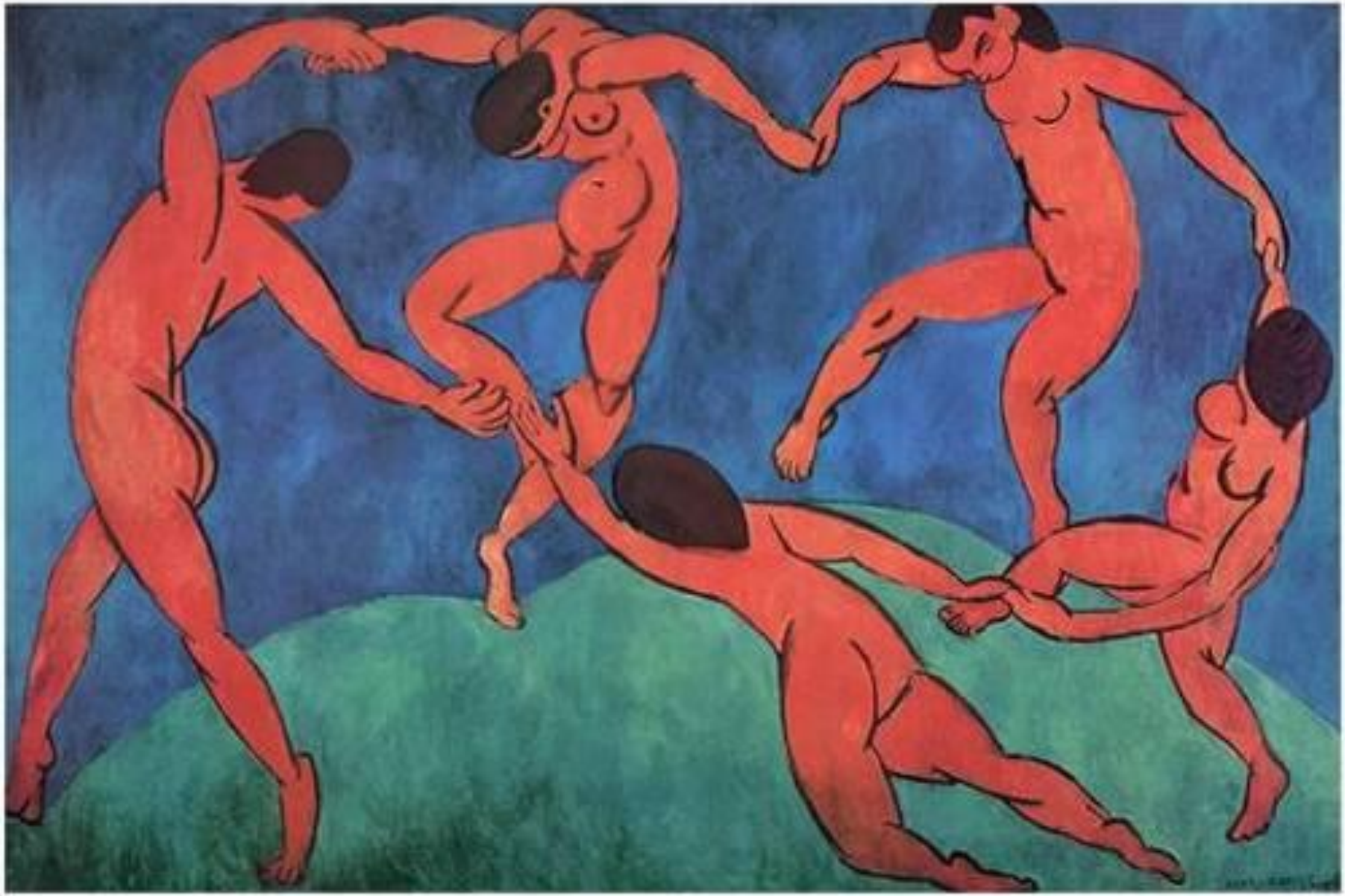

What Next?



"In improving gender balance,

women may hold the key,

but men generally still control the lock"

Olivier Marchal
Bain & Company

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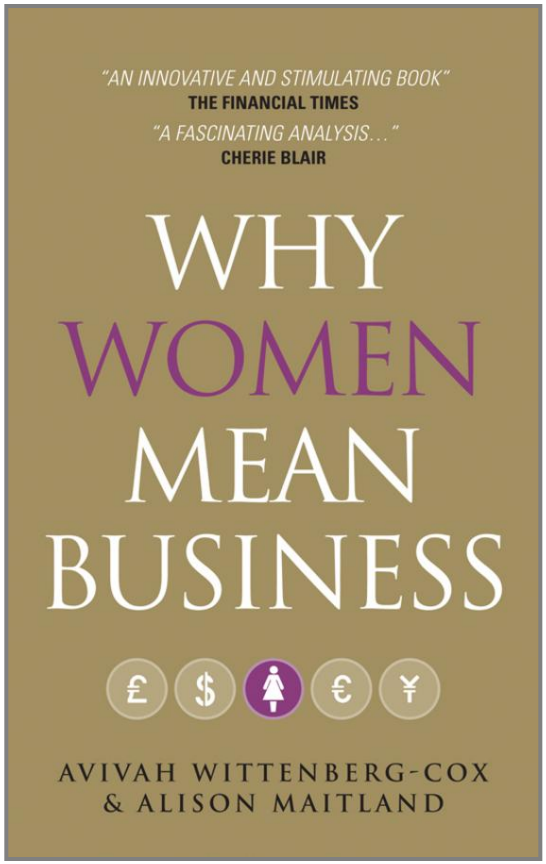

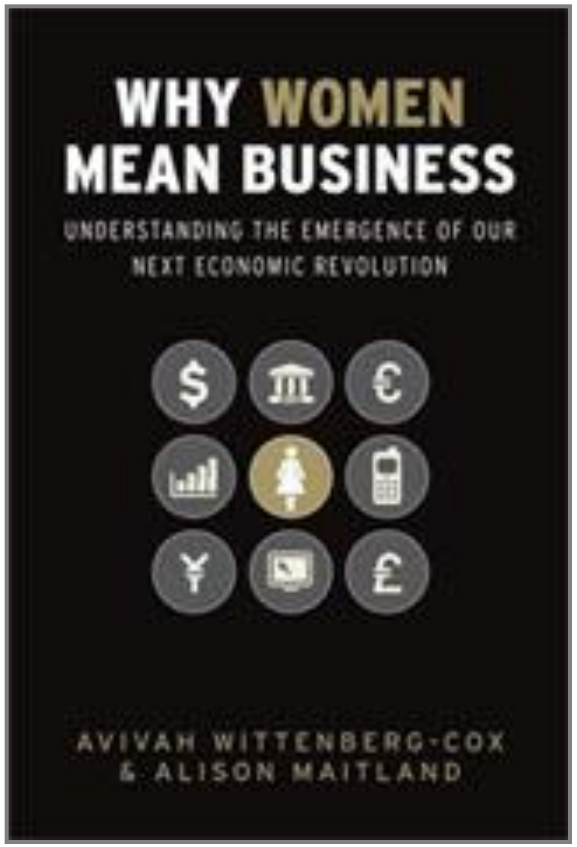

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