

"A CALL TO ACTION FOR SAVVY EXECUTIVES."

LOIS P FRANKEL, bestselling author of *Nice Girls Don't Get the Corner Office*.

# HOW WOMEN MEAN BUSINESS

A STEP BY STEP GUIDE TO PROFITING FROM  
GENDER BALANCED BUSINESS



AVIVAH WITTENBERG-COX

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A Step by Step Guide to Profiting from  
Gender Balanced Business

Avivah Wittenberg-Cox



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## **Praise for *How Women Mean Business***

'The book we have all been waiting for: a clear, visionary blueprint that moves the gender balance discussion into the realm of the practical and achievable.'

**Mary van der Boon-Farmer, Director, Global Diversity and Inclusion, Philips**

'*How Women Mean Business* is a must-read for any manager. Ms Wittenberg-Cox's book illustrates how gender balance in the workplace improves decision making, contributes to the customer experience and ultimately results in better business outcomes; something every business is interested in achieving.'

**Emilio Umeoka, President, Microsoft Asia Pacific**

'This is a welcome, practical guide to improving business performance.'

**David Loughman, Managing Director, A/S Norske Shell**

'I am delighted to see the focus on how to achieve better gender balance. As a firm believer that diverse teams make better business decisions, I applaud the focus on accountability that *How Women Mean Business* is driving.'

**Frank Brown, Dean, INSEAD**

'Avivah Wittenberg-Cox has articulated the business case for gender balance in a convincing and pragmatic way. Her inspiring guidance is a real enabler.'

**Feike Sijbesma, CEO, Royal DSM**

'*How Women Mean Business* is packed with real insights and actionable ideas; it is a resource that no organisation can afford to ignore.'

**Jaspal Bindra, CEO Asia, Standard Chartered Bank**

'This is a book that is desperately needed by all senior managers and their advisors. *How Women Mean Business* will go a long way to ensuring that all available talent is appropriately employed.'

**Chris Thomas, Former Head of Global Board Practice,  
Egon Zehnder International**

‘Practical, intelligent and based on experience, this book offers solutions for executives determined to make a difference.’

**Olivier Marchal, Managing Director EMEA, Bain & Co.**

‘This is a vital manual for 21st-century businesses who are serious about putting gender balance at the heart of corporate change. A must read – and more importantly, a must do!’

**Cleo Thompson, Editor, TheGenderBlog.com**

‘At Cisco, this radically new approach has convinced me and my management team of the business opportunity that lies in effectively implementing gender balance – and *how* to do it. It has also made me progress on my journey to become “gender bilingual” for life!’

**Laurent Blanchard, VP, CISCO Europe and General Manager, France**

‘Companies often unconsciously resist moving away from the *why* of gender balanced business into the realm of *how* to achieve it. Wittenberg-Cox has written the definitive work on the subject. This book categorically proves the bottom line reward is well worth the journey.’

**Joanne Thomas Yaccato, author, *The 80% Minority* and *The Gender Intelligent Retailer***

‘A call to action for savvy executives serious about shifting the focus of their companies from surviving to thriving.’

**Lois P. Frankel, PhD, bestselling author of *Nice Girls Don't Get the Corner Office* and *See Jane Lead***

‘*How Women Mean Business* offers a proven, step-by-step methodology to define and successfully deploy a strategy to build better gender balanced organisations. Only the companies who make a conscious effort to nurture gender balanced talent pipelines and master gender bilingual leadership styles will win in the marketplace of the 21st century.’

**Rob ten Hoedt, President, Medtronic ECA**

‘This book provides new insights and great practical guidance on how to tap into the female talent pool and create results.’

**Hilde Myrberg, Executive Vice President, Orkla ASA**

'Finally! We all know that gender balance is good for business, but *How Women Mean Business* lays out a step-by-step plan to achieve it.'

**Sally Helgesen, bestselling author of *The Female Advantage: Women's Ways of Leadership*, *The Web of Inclusion***

'Wittenberg Cox offers down-to-earth solutions about how to achieve what is now an acknowledged imperative: gender balance.'

**Zia Mody, AZB & Partners, Mumbai, India**

'This is the nuts and bolts of creating gender balanced leadership. It moves beyond rhetoric to action.'

**Linda Tarr-Whelan, Demos distinguished senior fellow and author of *Women Lead the Way***

'Avivah Wittenberg-Cox provides systemic, hands-on guidelines on how to make things happen in practice.'

**Richard Straub, President of the Peter Drucker Society, Europe**

'Having led corporate transformation initiatives resulting in \$4.4 billion in incremental spending from female customers, I believe this book is the best overview of the extraordinary business opportunity women represent. The business potential is limitless for those companies that authentically commit to winning with women, and bleak for those that do not.'

**Julie Gilbert, Founder and CEO, Wolf**

'We know now that the business case for gender balance is well-established. Gender balance is not just a social issue, but one that addresses two core challenges for all organizations: talent and market access. At Baxter, we focus on gender balance because it makes sense. *How Women Mean Business* is a very timely book which will make the journey to gender balance possible and realistic for all organizations.'

**Gerald Lema, Corporate Vice President and President, Baxter International Inc. Asia-Pacific**

# DEDICATION

To the men who care,  
The women who dare,  
And the companies (and countries) lighting the way.

# FOREWORD

Companies have learnt the power of diversity. Many encourage people of diverse backgrounds to work on common challenges, share opinions, and bring creative solutions to issues – for instance, companies that have become more international benefit from people of varied nationalities working together. Diversity is today understood to be a real asset, constantly enriching a company.

Surprisingly, though, the most obvious diversity – gender diversity – struggles to progress at many companies.

Still, gender balance has become a leading topic in people strategies of private and public enterprises. In the war for Talent, companies simply cannot afford to deprive themselves of half of the population. Women represent the majority of graduates in the major countries of the world. Neglecting women in recruitment or promotion is neglecting half of the world's brain power.

Beyond this very basic motivation, I believe gender balance is a tremendous asset and a powerful differentiator for companies. First of all, it's a question of business and growth. Many customers and deciders are women, and people of their gender can understand far better their needs and purchasing criteria. No



woman in your organisation could mean no sales to this powerful segment of the economy.

Also, gender balance is essential for stability and harmony in a company. Dual-gender teams work better and with a more balanced sensitivity to issues. Women leaders often bring to the table a more mature approach to their career ambition and create a different emotional bond with their teams and peers.

A gender balanced organisation aims at leveraging the complementary characteristics of men and women. We need both, expressing people's full personalities and differences for the good of our companies! Men and women must learn to work better together. Men, who are the dominating gender in the vast majority of companies today, should be more aware that managing a woman requires a different approach than managing a man. And women should not try to mimic men. Instead, they should cultivate their difference as an asset. The more managers are open to gender differences, the more inclusive business will be.

In the end, the question is not whether or not we should foster gender balance, but how it can be done.

In her first book, Avivah explained why women had become strategically important for companies, growing more powerful in the economy, in politics and in social influence. Avivah's second book takes the logical step to how to tackle the gender issue: not positioning it as a women's challenge but as a business one.

## Foreword

The value of gender balance seems so obvious, it should not need a book. The reality is that changing mentalities is always the most complicated thing in society. Every revolution needs a lot of change management. This is what this book is all about.

Jean-Pascal Tricoire  
President and CEO  
Schneider Electric

# ACKNOWLEDGEMENTS

This book grew out of my parallel consultancy and publishing work helping companies become 21st century, gender bilingual organisations. These are exciting, groundbreaking times, and I would like to acknowledge the courage and conviction of the thought leaders who are reshaping their teams and their companies, and impacting the geographies in which they work. My thanks to the many managers who have argued through every point in this book through thousands of workshops, who have reacted to my speeches at conferences, and who have shared stories, anecdotes, and lessons that have endlessly taught me the depths and complexities of a topic I have been exploring with curiosity and pleasure for almost two decades. I am touched and encouraged by their enthusiasm and commitment, and thank them for having been so generous with their time, and for sharing their thoughts and experiences with me.

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International; David Loughman, MD A/S Norske Shell and VP Commercial Europe, Shell Upstream International; Giovanni Ciserani, President Western Europe MDO, Procter & Gamble; Jean-Marc Duvoisin, Deputy Executive Vice President, Human Resources and Centre Administration, Nestlé; Hallstein Moerk, Executive Vice-President, HR, Nokia; Augustin de Roubin, VP, HR, Air Liquide; Siân Herbert-Jones, Group Executive Vice President and Chief Financial Officer, Sodexo; Odiles Desforges, Executive Vice President, Engineering & Quality, Renault; Laurent Blanchard, VP, Cisco Europe and DG, Cisco France; Christopher Thomas, Partner, Egon Zehnder International; Joanna Fielding, CFO (China), Standard Chartered Bank; Saad Abdul-Latif, President, SAMEA (South East Asia, Middle East & Africa), PepsiCo; Ümran Beba, President, PepsiCo, Asia Pacific Region; Klaus Holse Andersen, Area Vice President, Microsoft, Western Europe & Microsoft Corporate VP; Olivier Marchal, MD, Bain (EMEA); Emilio Umeoka, President, Microsoft (APAC); Andrew Roscoe, Head of London Office, Egon Zehnder International; Adam Travis, Head, Diversity & Inclusion, Nokia; Laura Roberts, Co-Founder and CEO, Pantheon Enterprises; Daphne Mashile-Nkosi, Chairman, Kalagadi Manganese; Rachel Campbell, Global Head of People, Performance and Culture (PPC), KPMG; Marie-Thérèse Burkart-Arnoso, Corporate HR Manager, Nestlé; Claire Martin, Vice-President, Corporate Social Responsibility, Renault; Jean-Michel Monnot, VP, Diversity & Inclusion, Sodexo; Rohini Anand, Senior Vice President and Global Chief Diversity Officer, Sodexo; Stephanie Nash, Senior HR Director, Microsoft; Catherine Ladousse, Executive Director, Corporate Marketing & Communications (Europe, North America, Japan, and Australia), Lenovo; Elin Hurvenes, Founder and CEO, Professional Boards Forum; Collette Dunkley, Founder and

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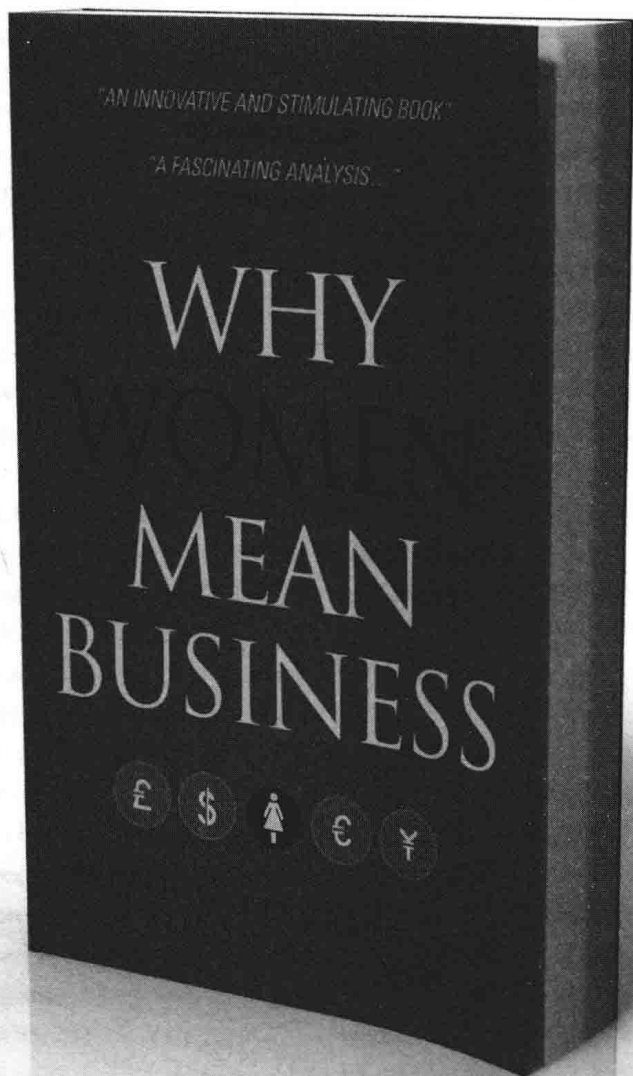
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I would also like to extend my thanks and gratitude to the wonderfully supportive team at Wiley. Several years ago, when I first approached them with an idea of a two-volume series on the WHY and the HOW of gender balance, it seemed a distant dream. Ellen Hallsworth, Nick Mannion, Caroline Baines, and Michaela Fay have all lent their enthusiasm and talents to the success of this project, now fully realized. They have helped make it a pleasurable and professional journey.

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# ALSO AVAILABLE



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