

# GQ and the IP Lawyer: The Power of Gender Intelligence

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**THE MARRON ALLIANCE**

Deeper Understanding. Dynamic Results.

[www.marronalliance.com](http://www.marronalliance.com)

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# Business Case for Gender Intelligence

- ❖ Star leaders add 127% more value to bottom line than average leaders
  - **Let's help you be a star leader**
- ❖ Companies with higher numbers of women leaders create more profit
  - **Let's help you create more financial success**
- ❖ Women possess 28 of the top 30 leadership qualities needed for success
  - **Let's help you retain and advance women**


# TODAY'S QUEST


 **MAP:** to identify the range of key gender differences that can present challenges in communications


 **MODEL:** to understand the value of gender differences, and uncover implicit biases or assumptions that devalue them

 **METHOD:** to eliminate implicit bias and increase your gender intelligence

# I. IMPLICIT GENDER BIAS

 **Defined:** gender-based attitudes, assumptions, and stereotypes that are outside of conscious control (but can form basis of liability, even if unintentional.)

 **Cause of GRIDlock:** actions based on implicit bias often result in “GRID”s (Gender Related Incidents of Disrespect)

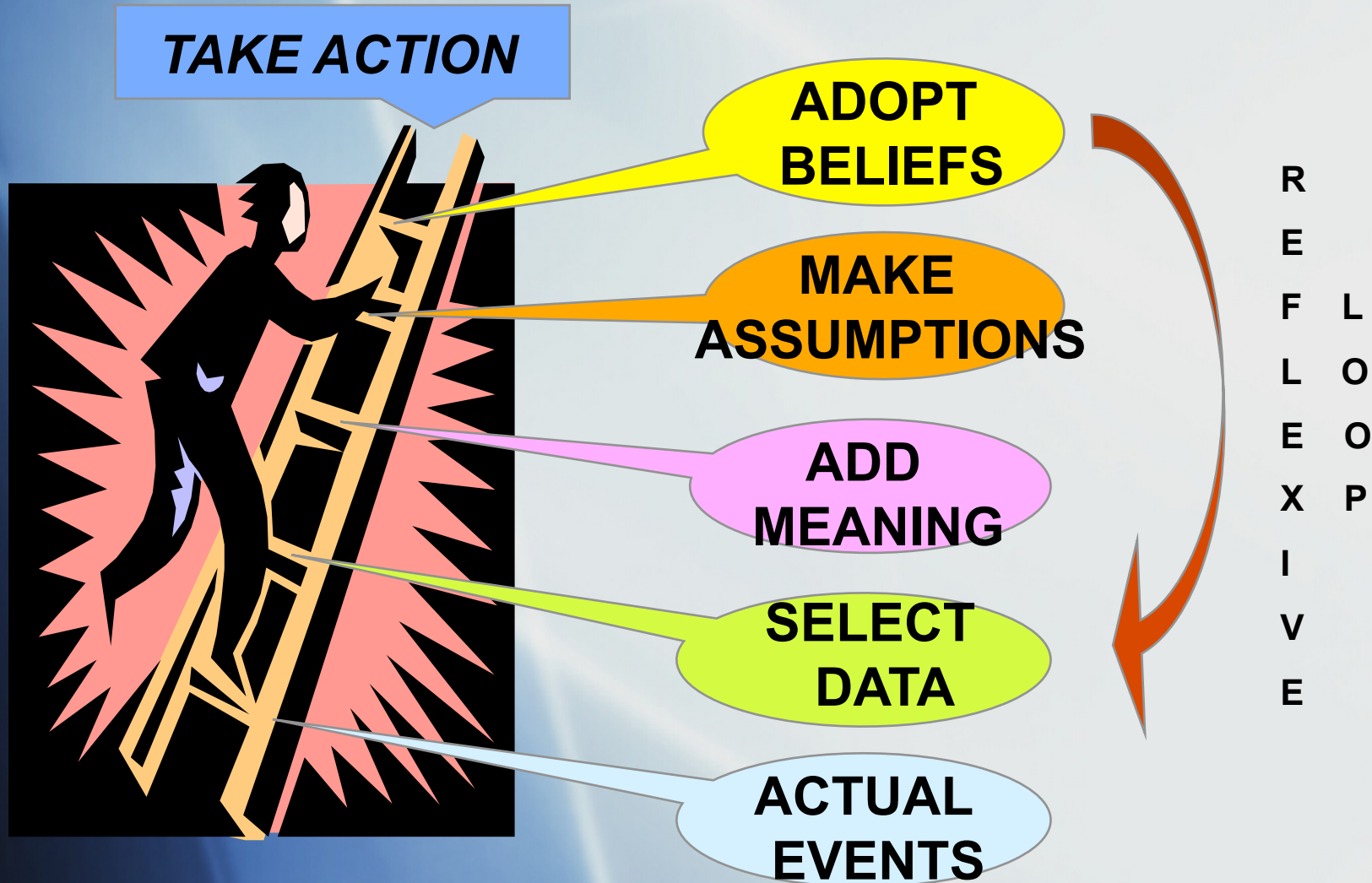
 **Impact:** Two of the top four reasons why women leave a law position revolve around implicit bias- both institutionalized and individual. (*Catalyst, WSJ/Mckinsey, NAWL*)

# Implicit Association Test for Bias:

[www.implicit.harvard.edu](http://www.implicit.harvard.edu)

## The Ladder of Inference:

# THE LADDER OF INFERENCE



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# GOAL v. PROCESS



- Are women or men better communicators?
- Are women more relational, men goal oriented?
- AL PACINO CLIP **WINNING IS EVERYTHING...or is it?**

# The Science of Gender Diversity



Scientists are now working in collaboration across over 30 countries and on all continents on understanding gender differences.



Hard      Soft

Neurobiology      Psychology

Neurochemistry      Sociology

Endocrinology      Anthropology

# Our Three Brains

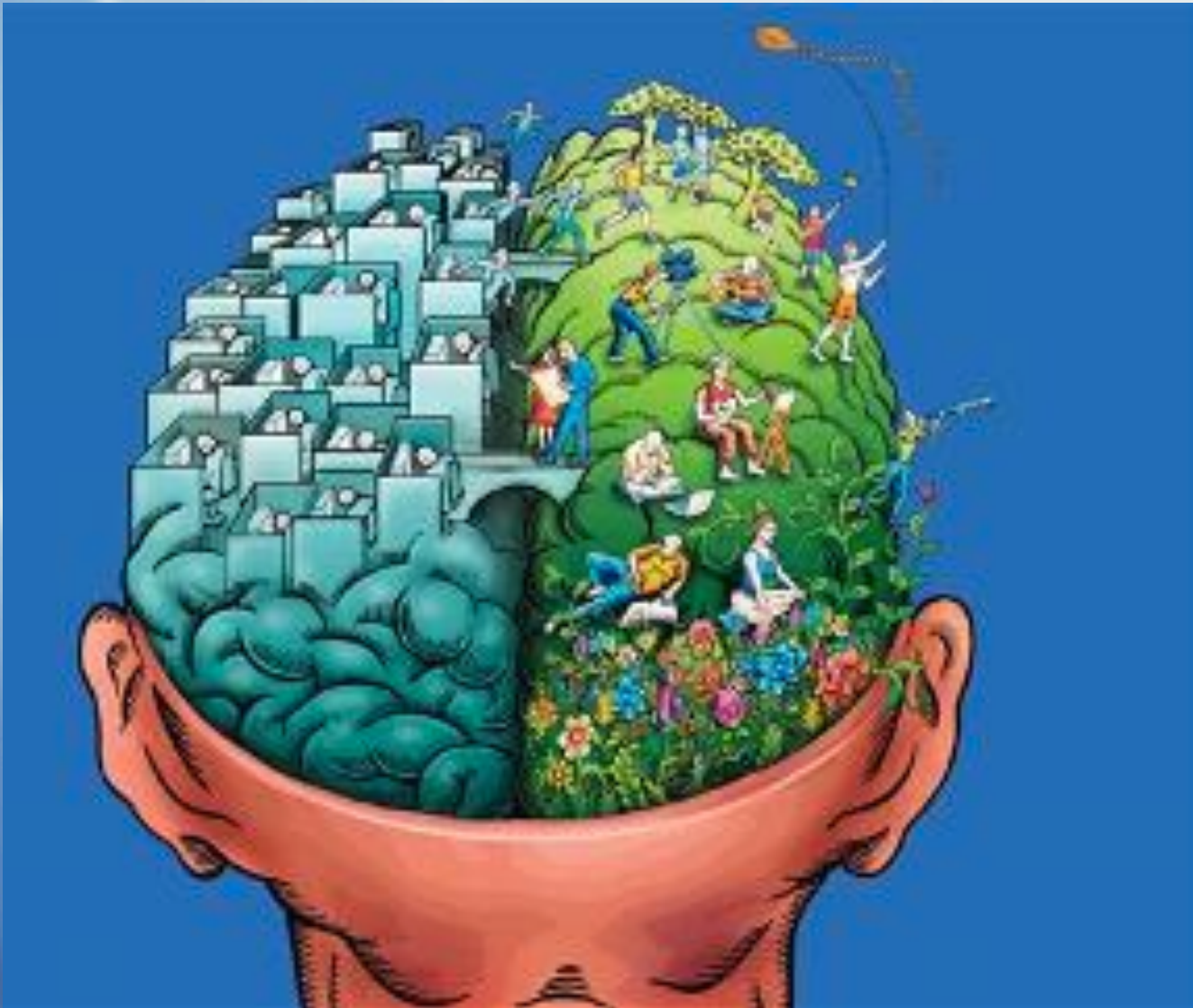


- **“Reptilian” brain- Amygdala** (basic primitive instincts of survival, dominance, movement)
- **Limbic “Mammalian” brain** (emotions, bonding, logic- memory)
- **Pre-frontal cortex** (integrates logic and emotion into judgment)

# Reptile Brain: Error patterns

- Sacrifices accuracy for speed
- Can't tell the difference between rattlesnakes and shame



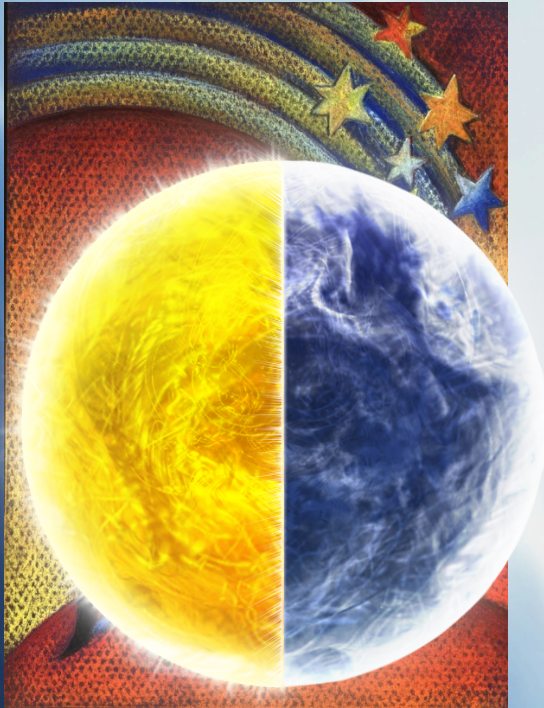


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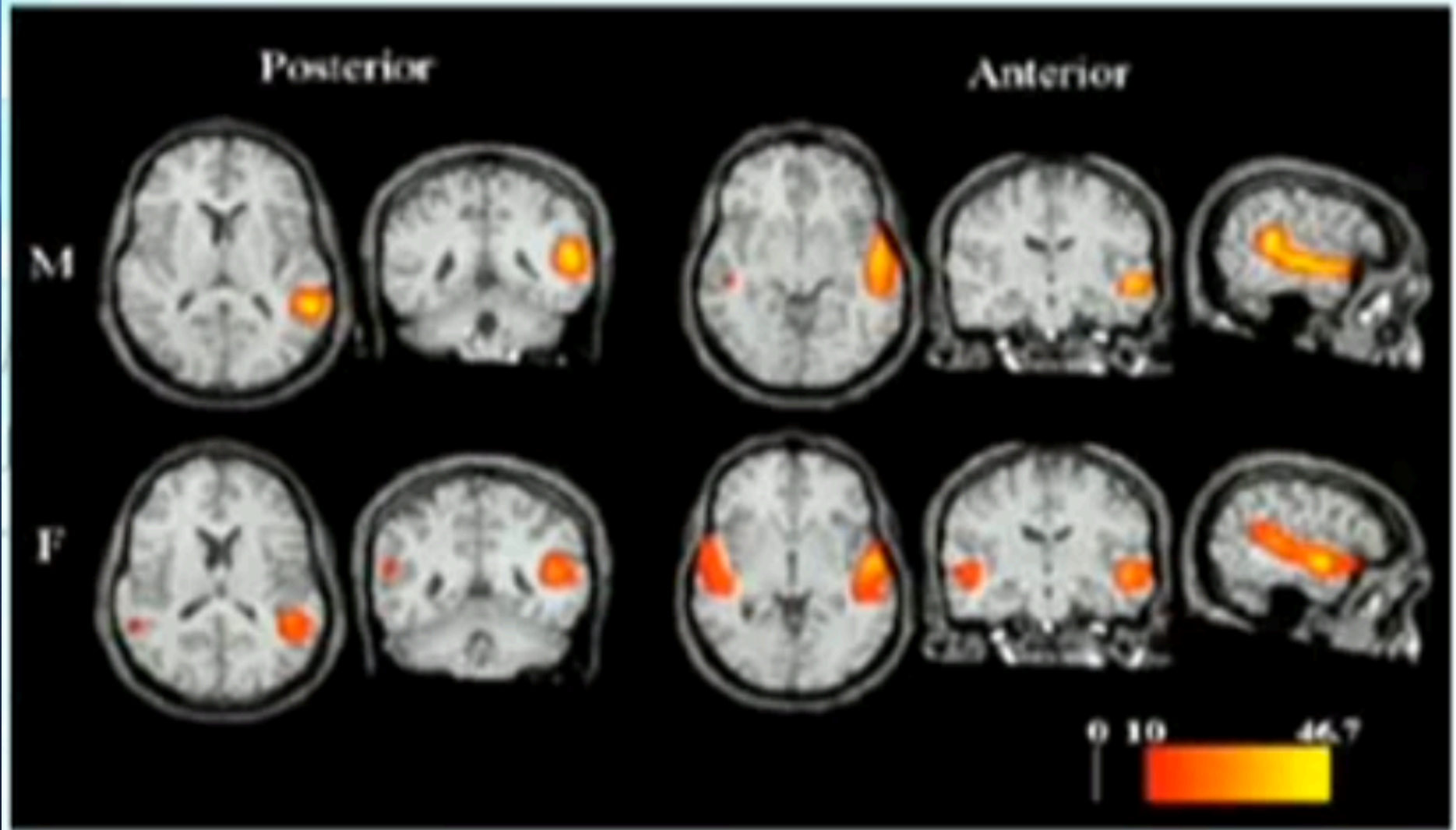
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# Six Key Gender Brain Differences



- **White/Gray**: Female brain has more PFC- **verbal, context**; Male brain- more gray matter- task-focus-**spatial action**
- **Memory**: Female larger CC- 5 senses; Male- larger Amygdala,
- **Blood Flow & neurons**: Female 15-40% greater CBF (emotive/verbal)

# MALE/FEMALE BRAINS WHILE LISTENING



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# Six Key Gender Brain Differences



- Vision: Female “P” ganglia cells -more **color/detail**; Male “M” cells-more **movement**

- Conflict/Stress & Hormones: Female brain- releases 4-5x more Oxytocin (**emotion/bond**); Male- releases Testosterone to brain stem (**action**) (F or F)

- Neural Rest state:

# Gender and the Brain



**Figure 1.1.** *Female at Rest.*



**Figure 1.2.** *Male at Rest.*

Source: Brain scans courtesy of Dr. Daniel Amen. Used by permission

# GENDER DIFFERENCES SPECTRUM

[www.bbc.co.uk/science/humanbody/sex/add\\_user.shtml](http://www.bbc.co.uk/science/humanbody/sex/add_user.shtml)



Gender differences should be viewed as on a rheostat

## II. THE MAP...

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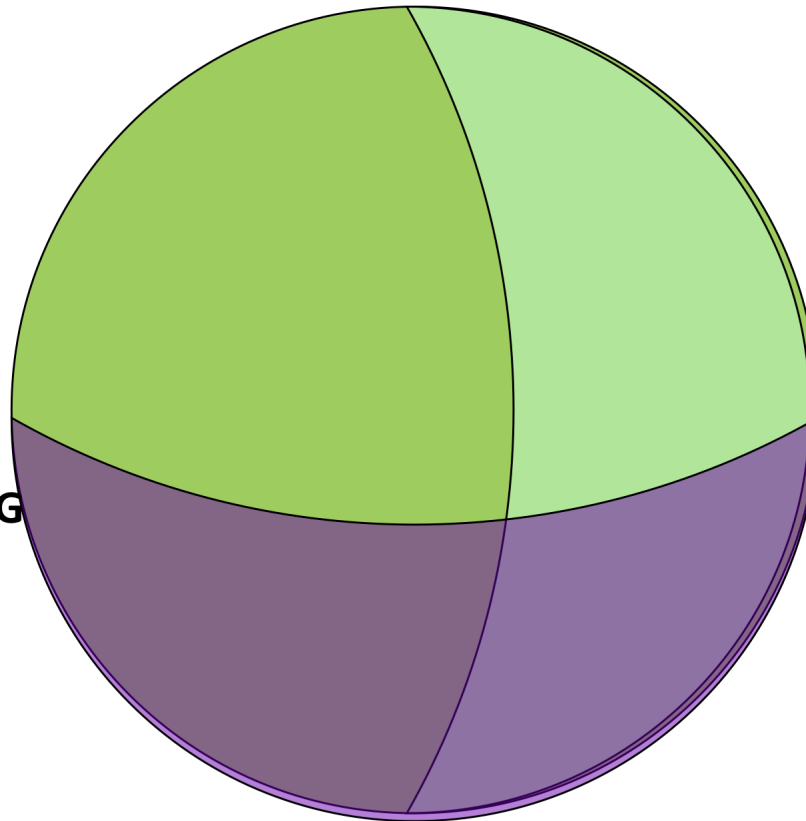
# GENDERALLIANCE™ MAP

**COMMUNICATION**

**LEADERSHIP/MANAGEMENT**

**DECISION-MAKING**

**APPEARANCE/ACTION**



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***The single biggest problem in communication is the illusion that it has taken place.***

***~ George Bernard Shaw***



# COMMUNICATION

- ◆ **Modesty (Communal) v. Bravado-speak (Agentic):** Who gets credit? Gender Norms & “Bully Broads”?”
- ◆ **Ask (seek input) v. Tell-(prescribe solutions):** Troubles talk, disclaimers, apologies
- ◆ **Rapport v. Report:** interruptions, air time, number words, Ritual apologies
- ◆ **Indirect v. Direct-** “Hedging” and power

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# Humor

- ❖ **Women's humor:** self-deprecating, internally directed, balanced power
- ❖ **Men's humor:** more external, insults and put downs are socially acceptable
- ❖ **Miscommunication:**

# LEADERSHIP

- ◆ **Focus:** Goal (Transactional/Task) v. Process (Transformational/Relationship)
- ◆ **Orientation:** Internal Control (“Oyster” -Networking) v. External (“Turnip”- Hardworking)
- ◆ **Power:** Competitive/ Hierarchical (Command & Control) v. Collaborative/ Inclusive
- ◆ **Conflict Style:** Confrontation (Fight/Flight) v. Harmony (Tend/Befriend)

# APPEARANCE & ACTION

- ◆ **BODY LANGUAGE “55/38/7”:**  
gestures, eye contact, distancing,
- ◆ **Validations:** Insertions, nodding, tone, tempo, tics
- ◆ **Affect:** Neutral v. Expressive
- ◆ **Style:** Dominant, Task, Social, Submissive

# DECISION-MAKING

- ◆ **MBTI-** “Thinking” (objective logic) v. “Feeling” (subjective big picture)
- ◆ **Orientation:** Independent (Autocratic) v. Consensus (Democratic)
- ◆ **Processing:** Linear (Monochronic) v. Lateral (Polychronic)

# GENDERALLIANCE™ MAP

## COMMUNICATION

**M**odesty v. Bravado-speak  
**A**sk (seek input) v. Tell (Certain)  
**R**apport v. Report  
**D**irect v. Indirect

## LEADERSHIP/MANAGEMENT

**F**ocus: Goal v. Process  
**O**rientation: Internal v. External  
**P**ower: Hierarchical v. Inclusive  
**C**onflict: Confrontation v. Harmony

## DECISION-MAKING

**T**hinking v. Feeling  
**A**utocratic v. Democratic  
**L**inear v. Lateral

## APPEARANCE/ACTION

**B**ody Language  
**A**ffect: Emotive v. Reserved  
**S**tyle: Dominant, Task, Social, Submissive

# III. THE MODEL...



# Gender Differences Polarity Management® Map

## Action Steps

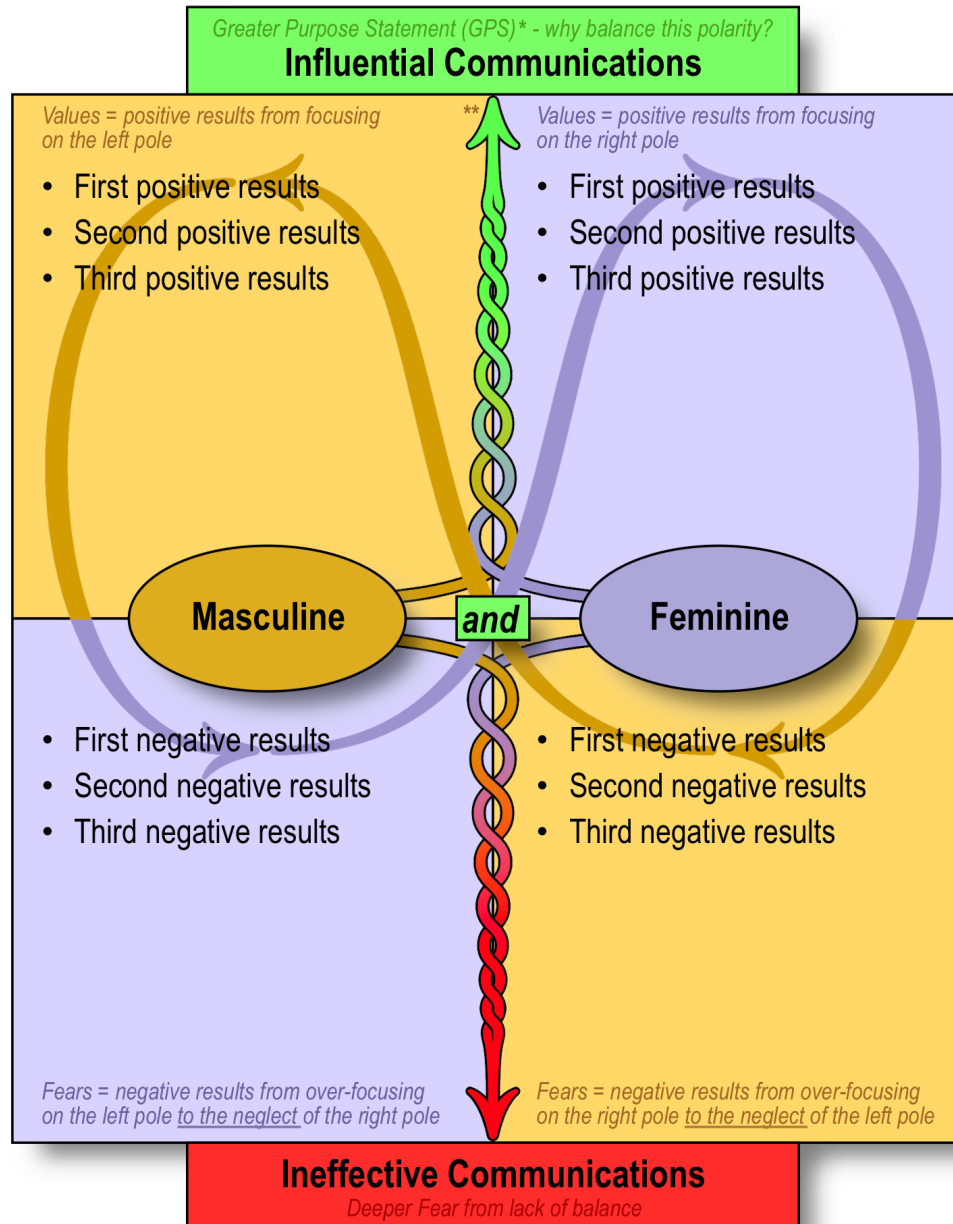
How will we gain or maintain the positive results from focusing on this left pole?  
What? Who? By When? Measures?

- A. First Action Step
- B. Second Action Step
- C. Third Action Step

## Early Warnings\*\*\*

Measurable indicators (things you can count) that will let you know that you are getting into the downside of this left pole.

- A. First Early Warning
- B. Second Early Warning
- C. Third Early Warning



## Action Steps

How will we gain or maintain the positive results from focusing on this right pole?  
What? Who? By When? Measures?

- A. First Action Step
- B. Second Action Step
- C. Third Action Step

## Early Warnings

Measurable indicators (things you can count) that will let you know that you are getting into the downside of this right pole.

- A. First Early Warning
- B. Second Early Warning
- C. Third Early Warning

# GENDER DIFFERENCES & Communications Style

**EFFECTIVE**

- \*Saves face for others
- \*Consensus-building
- \*Notices impact
- \*Maintains relationships

**Diplomatic**

- \*Indecisive, insecure
- \*Works hard/no credit
- \*Evasive, Manipulative
- \*Ambiguity

- \*Assertive about needs/wants
- \*Gets credit for contributions
- \*Self-Confident
- \*Clarity

**Candid**

- \*Brash and brutal
- \*Oblivious to impact
- \*Broken relationships

and

**INEFFECTIVE**

## **IV. THE METHOD: The four step GQ Strategy**

What to do when encountering a gender different style?

Don't try to rewire yourself —  
rewire how you respond

**Self-management is key**

# The Four “R”s of GQ

**(A) RECOGNIZE: Awareness:** observe behavior, emotion, styles- and name it

**(B) REFLECT: Uncovering** your biases-  
The Ladder of Inference

# The Four “R”s of GQ

- (C) REFRAME: Both/and approach:**  
appreciate the positive aspects of both  
ends of the gender differences spectrum
- (D ) RECONCILE: Check & Choose:** Check  
your biases — choose the right response-

*“You must become the change  
you wish to see in the world.”*

- Mahatma Gandhi

# Reading

- ❖ Anything by Deborah Tannen  
*Talking from 9 to 5; the Argument; etc.*
- ❖ Anything by Sally Helgeson  
*The Female Advantage; Web of Inclusion; Female Vision*
- ❖ *Women Don't Ask*, by Linda Babcock
- ❖ *How Remarkable Women Lead*, by Joann Bash
- ❖ *The Sexual Paradox*, by Susan Pinker
- ❖ *Getting to Yes*,
- ❖ *Polarity Management*, by Dr. Barry Johnson
- ❖ *Leadership and the Sexes*, by Gurian & Annis

# Reading

- ❖ *Making a Good Brain Great*, by Dr. Daniel Amen  
also, “Change your brain, change your life”
- ❖ *The Female Brain*, by Dr. Louann Brizendine  
also “*The Male Brain*”
- ❖ *The Resiliency Advantage*, by Dr. Al Siebert
- ❖ *The Mindful Coach*, by Doug Silsbee
- ❖ *Beyond the Wall of Resistance*, by Rick Maurer
- ❖ *Crucial Conversations*, by Patterson,
- ❖ *Blink*, by Malcolm Gladwell
- ❖ [www.mindtools.com](http://www.mindtools.com)