Dear All

The last week has been a massive blitz about International Women's day. Every team, company, institution and country has run seminars and events to discuss this topic.

I did one session yesterday for a company called Say Cheese which aims to promote women entrepreneurs. My PPT is attached.

This is what I said via the ppt:

- 1. Women are rated better on 360 degree feedback compared to men, globally
- 2. Women tend to speak three times more vs men, my point was recognize it and don't overdo it. Overplaying your strength is always a journey to make it a weakness.
- 3. Women are far more loyal to the team and company
- 4. Women tend to have a radar approach and men have a laser approach to context. The radar approach is rich in observation and detail.
- 5. Success comes at different altitudes, one must define that. If you use an airplane analogy, then flying at 60,000 feet has a different temperature and a different resilience structure vs flying at 30,000 feet. One must be clear about what one wants.
- 6. Behaviours are the real issue, our learned behaviors do not change when context changes. For example, when a functional head becomes a CEO, then he still tends to lean on his dominant function vs learning new behaviors needed for a CEO
- 7. Men tend to define success materially, women tend to define success through quality of relationships.
- 8. Women must use more positive words in their meetings.
- 9. Women need to leverage the power of their connections better. They tend to be a little shy of doing this.
- 10. I summarized by saying that I had 40 % of my management team as women in both Nokia and PepsiCo, one of the highest in any management team in the country. I always found women to be better multi taskers, better to look fresh data presented to them and didn't dig in their high heels!!

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