Women and The Paradox of Power

8 Keys for Transforming Business Culture

Research Findings, Recommendations and Call to Action

Jane Perdue and Dr. Anne Perschel

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Executive Summary

Women in business face a potent cocktail of cultural, organizational, and personal impediments standing between them and senior executive positions. Power is a main ingredient in that cocktail.

Women's relationship with power is complex – a rich and robust interplay of psychological, cognitive, and cultural factors. For many women in business, their relationship with personal power holds them back, be it lack of confidence, cultural conditioning or simply not understanding power in all its depth and positive possibility. For the women in business who comprehend and practice personal and positional power, their struggle with it is an external one – a sometimes covert, sometimes overt, power play with legacy organizational practices, stereotypes, and paradigms.

Based on research conducted by Jane Perdue of Braithwaite Innovation Group and Dr. Anne Perschel of Germane Consulting the solution for higher numbers of women in top management positions is women embracing a new orientation to power in which they first take charge of themselves and then move up to take charge in the workplace, redefining how power is practiced. Complicating matters is the fact that transforming business culture requires women to gain power in a system at odds with the way they are. Perschel and Perdue call this the paradox of power.

What Women Must Do

To earn more senior level positions, women must show up as confident and visible, take charge of themselves and their careers, connect strategically, adopt inclusive thinking, and understand the dynamics of power. Perdue and Perschel offer women five learnable knowledge and skill elements to transform the paradox of power.

1) Show up. Stand Up. Voice Up
2) Ditch Cinderella
3) Forge strategic connections
4) Unstick your thinking
5) Know power. Be powerful

What Corporations Must Do

 Closing the gender gap requires corporate leaders to be part of the solution. Perschel and Perdue offer three vital practices for companies to catalyze change and stop leaving money on the table.

1) Make gender balance real
2) Remake leadership
3) Walk the talk. Develop women leaders

Business requires inclusive thinking to progress and innovate in today's complex, fast-paced global environment. More women in key roles will not happen because women start thinking like men or men begin behaving like women. It will happen, however, when bold and audacious CEO's make it a business imperative to redefine how leadership is practiced, measured, and rewarded within their organizations.

WOMEN AND THE PARADOX OF POWER

8 KEYS FOR TRANSFORMING BUSINESS CULTURE

Women in business face a potent cocktail of cultural, organizational, and personal impediments hindering their progress in attaining senior level positions.

The less-than-impressive statistics regarding their lack of presence in these positions reveal a disheartening story.

- Just three percent of Fortune 500 company CEOs are women[1]
- A mere 5.1% of corporate clout positions (executive vice president and higher) are held by women[2]
- Only 1 in 18 women earns a six-figure salary versus 1 in 7 for men[3]
- Only 15.7% of Fortune 500 corporate board officers are women[4]
- Twelve percent of high potential women versus ten percent of high potential men lost their jobs in the 2008 downturn[5]

On the other hand, a very different set of numbers tell an empowering story of positive financial benefits realized by organizations with more women in clout positions.

- Stocks of the twelve Fortune 500 companies with women CEO's rose an average of 50% in 2009, compared to 25% for the S&P 500[6]
- Companies with the highest representation of women in their top management team achieved 35.1 percent higher return on equity and 34 percent higher total return to shareholders[7]
- Fortune 500 companies with the highest representation of women board directors realized significantly higher financial performance, on average, than those with the lowest representation of women board directors[8]

THE NUMBERS PARADOX

Intrigued with the delta between these two data sets, Perdue and Perschel (Appendix D) wanted to uncover the contributing factors. If the presence of executive women yields an improved bottom line, why don't we see more women in these roles?

As much has been written about women's reluctance to embrace power,[9] Perschel and Perdue wanted to know if, and to what degree, power plays a role in the numbers paradox. We began by reviewing existing literature on the topic. Not finding any resonating clues, we opted to conduct our own research. Perdue and Perschel sought insight and answers to five questions:

1) How women in business define power
2) How they think and feel about power
3) Do they want or need more power to achieve their career goals
4) How they attain power
5) What internal and external barriers to achieving power hold them back and which ones are within their control or not

PERSCHEL AND PERDUE RESEARCH

Process and Participants

Perdue and Perschel used a combination of an electronic survey and one-on-one interviews to canvass 235 senior level business women regarding their views about power.

- Forty-eight percent work at the director level and above
- Forty-four percent have been designated high potentials for succession planning purposes
- Thirty-three percent report directly to an executive team member
- Fifteen percent are members of the most senior leadership team in their organization
- Ninety-five percent work in the telecommunications, media, or technology business sectors

These are serious women with serious views in serious jobs in national and global businesses.

Appendix A contains additional details regarding the electronic study participants. Appendix B lists the discussion questions used in the one-on-one interviews.

Business Focus

Perschel and Perdue selected business as its research focal point because it is what we know best. Additionally, business is a starting point that matters: one that changes economies and societies. Business is a fulcrum for shifting mindsets. It is also a place with practices ripe for transformation.

Contents

Given we are women on a mission to shift paradigms; we are joyfully eschewing the traditional format of a formal research paper.

The Big Picture

Based on our findings, power is a prominent ingredient in the cocktail of barriers standing between women and executive positions. Perschel and Perdue have identified a combination of personal and organizational considerations that negatively impact women's progress into those roles.

Women's relationship with power is complex – a rich and robust interplay of psychological, cognitive, and cultural factors. For many women in business, their relationship with personal power holds them back, be it lack of confidence, cultural conditioning or simply not understanding power in all its depth and positive possibility.

For the women in business who understand both personal and positional power, their obstacles are external. They struggle with both covert and overt legacy organizational practices, stereotypes, and paradigms. These realities slow their progress up the ladder or prompt them to abandon the climb altogether.[10]

While there are some low notes in our findings, there are encouraging themes as well – insights that fill us with hope. Why? Because our research shows both a will and a way exist for more women to earn high ranking positions.

THE PARADOX OF POWER

With business practices and norms in question as a result of global economic crises, now is the perfect time for women in business to choose to take charge of their own internal challenges – liking themselves, having self-confidence, and being secure about the value of their contributions. By doing so, they can claim their personal power. Then, women can step into and use their professional power to transform business culture by eliminating organizational barriers, correcting misperceptions, and redefining how power is practiced.

Perdue and Perschel see this business culture transformation as being both evolutionary and revolutionary. Why? Systems tend to, and in fact are designed to, maintain the status quo.

For the most part, women did not create the status quo in business. As such, women must gain power in a system at odds with the way they are in order to change that system. Perschel and Perdue call this the paradox of power.

Women must be the change they seek to create. Personal power comes first. It serves as the foundation for acquiring professional power, which in turn becomes the platform for changing legacy organizational stereotypes, practices, and cultures. One cannot happen without the other, and our study participants tell us they want to do both.

Reshaping business culture requires those currently in power as well as women to collaborate confidently and audaciously in creating new paradigms of power.

Foundations & Fundamentals

WHAT IS POWER

Defining Power

Perdue and Perschel define power as the capacity to bring about change. Power is access to resources combined with the authority to decide to what end those resources will be used. It is only in how one chooses to use power that it becomes positive or negative.

To fully understand how our study participants defined power, Perschel and Perdue did not describe it for them. Rather, we asked them to give us *their* definition of it. We wanted to probe the depths of women's interpretation of power, believing we would find insights into the paradox of power defined on page two of this report.

Eighty-nine percent of respondents obliged, offering a wide range of definitions. Some definitions demonstrate comprehension of the multiple facets of personal and positional power. Yet many others are vague, incomplete, self-centered, or completely off the mark.

Definitions given that exemplify a basic and directionally correct understanding of power include:

- *"Power means you have the means to do something: to take an action, to provide resources, and to influence."*
- *"Power is about being seen as a visionary or influencer, and someone who can make things happen."*
- *"Power means working through others to complete a job."*
- *"Power is the ability to lead and influence, even when not the designated manager."*

Definitions given that illustrate women's failure to comprehend power include:

- *"Having power is the ability to influence others in obtaining my objectives."*
- *"Power is being in control at all times."*
- *"Power is passive."*
- *"Power is money and the entitlement of the rich."*
- *"Power is bestowed upon you. It is external to you."*
- *"Power is all about me."*
- *"Power is all about a 'decide and announce' culture."*

Q: To achieve my career goals, I need (select one): less power than I have now, as much power, more power or much more power.

A: I may not be the right target for this. I'm not sure I get this question.

~Women and Power Study Participant

Understanding Power Bases

Social psychologists John R. P. French and Bertram Raven contend there are five major foundations of individual power within organizations: legitimate, coercive, reward, expert, and referent.[11]

In *Management of Organizational Behavior*, Paul Hershey and Kenneth Blanchard added two more individual power bases to French and Raven's list: connection and information.[12]

If women are sincere in their expressed desire to shift power models so they can both advance their careers and ultimately reshape organizational practices, they must understand power. Few women in Perdue and Perschel's study appear to have a complete understanding of power. Only a handful referenced sources of power such as those identified by French and Raven or Hershey and Blanchard.

Perschel and Perdue conclude this general lack of understanding regarding the dynamics of positional and personal power prevents many women from developing effective strategies to gain it and use it.

Power at the Clout Level

Perdue and Perschel's interest in power includes positional power at the highest organizational levels. Using our definition of power as the capacity to bring about change, it is our belief that one can have power at any job level within an organization. Nevertheless, that power is typically used to fulfill assigned work objectives.

Given the need to alter legacy power patterns (which were identified as barriers to career progression), Perschel and Perdue ask women to consider power at the highest organizational levels. Those who operate there determine the game and its rules of play, who is in and who is out, as well as what issues are discussed, how they are framed, and how they are resolved.

To create business culture change, Rosabeth Moss Kanter, author and Harvard Business School professor,[13] and Linda Tarr-Whelan, author and Demos Distinguished

Senior Fellow, advocate for a 30% presence of women in leadership positions. In *Women Leading the Way*, Tarr-Whelan provides an excellent description of the workplace impact of the 30% solution, "…the presence of 30% women in decision-making bodies is the tipping point to have women's ideas, values, and approaches resonate. This critical mass of women has the clout to permanently change power dynamics."[14]

Based on both Perdue and Perschel's literature review and research results, it is critical that more women be promoted (based on merit, of course) to top leadership levels. There, they will have the authority to change the rules of the power game. And, as our study participants told us and the current business environment shows us, it is a game that needs changing.

COGNITIVE AND EMOTIONAL REACTIONS

Positive Associations

The majority of participants – fifty-five percent – have unequivocally positive thoughts and feelings about power. If those who feel "somewhat positive" are factored in, this number soars to 78%. Only 5.9% had totally negative power associations.

Prevailing literature suggests that these findings would have been reversed,[15] so Perschel and Perdue are delighted to report otherwise. This feedback signals that women are neither fearful nor averse to stepping up and into power. In fact, they are quite willing to do so.

Perdue and Perschel asked participants to make a forced choice between being powerful, being well-liked or being with a powerful partner. Interestingly, 19% chose to skip this question. Of those who did provide an answer, 8% opted to be with a powerful partner, 38% selected being well-liked and 54% chose being powerful. We see this result as another indicator that most women do not avoid power.

However, it is disappointing that 38% choose being well-liked rather than being powerful. At the same time, it is not surprising, as women are socialized from early childhood to be likeable good girls who are not pushy and accept what is offered.[16]

Putting Power to Work

Perschel and Perdue asked respondents what they would do with more power. The most common answer? Forty-three percent selected creating a better work environment. This answer is consistent with the inclusive and collaborative power style favored by many women.[17]

The preference to serve the greater good bodes well, in Perdue and Perschel's view, for women banding together to shift the paradigms of power from self-interest to collective good and community interests.

In Comparison to Male Peers

Sixty-six percent of study participants report they are at least equally or even more powerful than their male peers.

This finding is a compelling assertion of power given that 48% either report directly to an executive team member or occupy a position on the organization's most senior leadership team. It also suggests that women have the capacity to be as powerful as their role requires.

Thirty-four percent state they are less powerful than their male peers.

Either/Or Thinking

As Perschel and Perdue explored women's cognitive and emotional reactions to power, a pattern of "either/or" thinking emerged.

- *"I prefer to think I am an influencer versus being powerful."*
- *"I feel torn between wanting to be well-liked and being powerful."*
- *"I get in my own way by not taking credit as I dislike those with egos."*
- *"The current leadership style valued by the corporation is aggressive rather than cooperative."*
- *"Having as much power as possible is not appealing because to me it implies that others are not sharing in the accountability and responsibility for driving the company forward."*

All of these statements incorrectly assert that one must choose between two options that appear to be mutually exclusive. Consider the limitations inherent in these thought patterns:

- I must choose between being well-liked or being powerful
- I can be aggressive but not co-operative
- I am egotistical if I talk about my accomplishments

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In our view, these are choices that need not be made. Perdue and Perschel posit another option is available for thinking about and using power: one that allows women in business to weave their "power with" abilities like collaborating, consulting, motivating, etc., alongside "take charge" capabilities such as decision-making, influencing, etc.

As research shows,[18] this "both/and" approach allows women in business to dramatically improve their promotional opportunities and, in turn, their ability to change prevailing power paradigms.

POWER AND CAREER

Current Position: Room for Improvement

The majority of respondents – fifty-nine percent – report having sufficient power to effectively perform their current job. They recount "influencing people, projects, budgets and outcomes," being sought out "for consultation and mentoring," and have reputations for "getting things done."

- *"Only I can adjust/adapt to the dynamics of my peers, bosses, [and] the industry to demonstrate that I am capable of doing more. I cannot expect them to change to help me advance my career."*
- *"Power is achieved through effectiveness, influence, judgment, and the ability to recognize opportunity."*
- *"Barriers to power will always exist. One has the ability to work within and around barriers with strong focus and intention."*

These women understand the complexity of power. They appear to have high levels of emotional intelligence, and they use it to grasp and apply the dynamics of power. They are aware that power emanates from within (personal power) and is there externally for the taking (positional power). They understand power is used differently depending on the circumstances and desired outcomes.

Using terminology from the Catalyst report, *Women Take Care, Men Take Charge: Stereotyping of U.S. Business Leaders Exposed,* Perschel and Perdue believe the women quoted above are demonstrating take charge skills.[19] This is yet another positive indicator that some women do understand and successfully use a style of power typically associated with more masculine leadership behaviors.

> "Power is not earned or rewarded. It is taken. I have taken a leadership role in key and long-term projects. I have placed myself at the forefront and not waited to be asked."
>
> ~Women and Power Study Participant

While the majority of respondents believe they have adequate power for success in their current job, Perdue and Perschel cannot overlook that forty-one percent see themselves as having inadequate power to perform effectively in their present position.

When four out of every ten women feel hampered in executing their daily responsibilities, it indicates deeper-rooted personal issues and/or organizational legacy barriers that warrant closer analysis.

Future Career: Not Optimistic

Several research findings – associations with power, level of power compared to male peers, etc. – are favorable. However, there is nothing encouraging in Perschel and Perdue's data regarding the levels of power women report they need for future career success or in how they handicap their odds of securing that power.

Sixty-seven percent say they need more power than what they currently have for career success.

Disturbingly, 60% say they have only a 50/50 chance of achieving this degree of power.

ATTAINING POWER

Perdue and Perschel wanted to know how women in business attained power and what approaches worked best for doing so.

To find out, we presented participants with sixteen approaches for earning power, ranging from self-initiated to more passive methods. Participants selected the tactics that worked best for them.

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Preference for Passive

> "I will have power when my boss gives it to me."
>
> ~Women and Power Study Participant

Participants chose passive options for attaining power, items like observing powerful people or being granted access to the right network and/or people, 61% of the time. A review of the qualitative responses confirmed this preference for passive approaches.

- *"Having an opportunity to demonstrate what I know would be helpful."*
- *"I could learn about power by watching, observing, and noting other's behaviors and alliances.*
- *"Being able to have a mentor would be beneficial."*

These findings point to a reluctance by many women to be assertive about power. They prefer waiting for it rather than pro-actively seeking power and/or creating their own opportunities to attain more.

Few Pro-active Choices

Thirty-nine percent selected pro-active approaches such as networking with more powerful people, demonstrating one's abilities, and/or asserting personal views. A meager two percent specified "taking power" as a viable approach. By contrast the first man we asked, "How would you increase your power at work?" responded without hesitation, "Take it."

The sixteen ways to attain power used in the study are listed in Appendix C.

In a *Harvard Business Review* article, Herminia Ibarra and Mark Hunter write that effective networking separates successful leaders from the rest of the pack.[20] Based on their practices, our research participants are solidly in the pack. Just one-third recognize the value of pro-actively networking as a means to attain power. More importantly, two-thirds are not creating networks, building alliances, and/or pro-actively securing sponsors and mentors.

BARRIERS TO POWER

The last topic in Perschel and Perdue's research involved asking participants to identify barriers to power and whether those barriers were perceived to be within or outside their control.

Fifty-two percent of the barriers identified were internally driven and/or influenced. Forty-eight percent were classified as externally-driven and outside respondents' individual control.

EXTERNAL BARRIERS	INTERNAL BARRIERS
- Good old boys practices and culture	- Lack of self-confidence
- Stereotypes about women	- Reluctance to use power
- Males preferring to connect with males	- Not taking advantage and speaking out
- Little-to-no access to internal networks	- Failing to be assertive when required
- Lack of sponsors and mentors	- Uncomfortable promoting myself
- Few female role models	- Leadership skills need improvement
- Unsupportive male boss	- Managing work life balance
- Lack of training and development	- No desire to have power
- Fewer opportunities due to downsizing	- Inability or unwillingness to relocate

Internal Barriers

> **Q:** What would help you attain more power?
>
> **A:** A constant drip-feed of self-confidence.
>
> ~Women and Power Study Participant

Lack of self-confidence was mentioned repeatedly as an internal limiting factor.

- *"I need self-confidence so I can sell myself better and also take credit for my accomplishments."*
- *"I have learned a great deal about power, but I need to have the confidence to use what I learned."*
- *"Being successful is about having confidence in the skills and abilities I already possess."*

Other women reported a hesitancy to speak up or act assertively. Some are governed by an inner critic who causes them to remain silent, edit their performance, and/or critique it harshly after the fact.

- *"My main obstacle is in feeling comfortable to speak up."*
- *"I need to not sell myself short or second-guess my own power."*
- *"What gets in the way? Me! I need to ask for what I need."*

External Barriers

> *"It is a boy's world. Competition reigns over collaboration."*
>
> ~Women and Power Study Participant

Women who understand positional power and who are not encumbered with debilitating self-doubts confront legacy organizational practices and misperceptions that block their way to senior jobs. Thirty percent of the external barriers dealt with stereotypes and predominantly male-oriented organizational practices and culture. As several respondents noted, "It is still a man's world."

Participants described three categories of legacy organizational barriers.

1) Gender stereotypes

- *"Very old school thinking that women are not as committed or available to be great leaders."*
- *"A woman who is direct with feedback, conflict, and escalation is quickly sidelined in her job."*
- *"The executive in charge has problems with women. Most women in his organization have been fired, quit, or fallen silent."*

2) Male bonding which excludes women

- *"There seems to be a common 'unspoken language' my male peers speak with male members of our management team that feels like it provides an advantage."*
- *"My male peers gain and sustain access to the male decision making hierarchy much more easily."*
- *"Male relationships at the top set the standard for the rest of the senior leadership."*

3) Covert and/or overt closed ranks

- *"Men seem to align more readily with men when it comes to risk-taking."*
- *"What is needed? Less power being derived from being part of the 'club'."*
- *"It is still a man's relationship world unless they take you under their wing."*

These legacy issues may contribute to the fact that 60% of participants doubt their ability to achieve the level of power they need for future career success. These same factors may also be in play for the 41% who lack sufficient power to effectively perform in their current job.

Respondents noted a lack of sponsors, mentors, and training as other restricting factors. According to a McKinsey Quarterly report, male mentors often claim they "don't know how to talk to or mentor [women]."[21] In addition, men tend to sponsor other men as they find it harder to build relationships with women because they don't share as many interests. Men may also be nervous about these types of close relationships that could seem inappropriate.[22]

The remaining 18% of external barriers to attaining power relate to legacy cultural issues or existing power models. Perdue and Perschel believe there is a correlation between the legacy cultures and respondents' sense of doubt that they will achieve the power they need to progress.

By choosing to take charge, women can begin the process of altering organizational perceptions and removing systemic barricades that slow their progress into clout positions.

The Time is Now

When Perschel and Perdue assess their research findings against the "new normal"[23] of business, we see a confluence of hope and opportunity.

NEW NORMAL BACK-DROP

> Would the Lehman Brothers fiasco have happened had the firm been called the Lehman Sisters?[24]

With this question lingering in the still turbulent business air, now is the ideal time for business women to step up and into power, and as they do so, to use their individual and collective leadership for change.

Increased Workplace Presence

- Women comprise 46.8% of the entire workforce[25]
- 40% of all management jobs are held by women[26]

With their greater numbers in the workplace, women are uniquely positioned to work together, and alongside men, to dismantle legacy organizational barriers and stereotypes.

Educational Achievement

- Three women attend college and graduate school for every two men[27]
- Women earn 42% of all MBAs, 59% of bachelor degrees, 61% of master's degrees, and about half of all law and medical degrees[28]

With women securing more advanced educational degrees, they are feeding, filling, and fueling the future talent pipeline.

Counterbalancing Skills

- 71% of employees are disengaged[29]

With their skills in collaboration, empathy, and persuasion,[30] women can bring a counterbalance to the hard skills that have been over-valued and over-used in work places. Soft skills including empathy and collaboration are positively correlated with higher levels of job satisfaction.[31] Emphasizing these undervalued aspects of leadership will positively contribute to reversing the trend of low job satisfaction.[32]

Take Charge and Transform

This report opened by referencing the mix of cultural, organizational, and personal impediments contributing to the improving-yet-still-unacceptable numbers of women in top management jobs. Perdue and Perschel see a rich, exciting, and yet demanding opportunity for women – both individually and collectively – to transform business culture and how leadership is defined and practiced.

Just like the sports team that goes from worst to first by banding together and relentlessly pursuing a common goal, Perschel and Perdue believe women can do the same: step up and into their personal and professional power, band together to earn and claim corporate clout positions, and then revamp organizational stereotypes, cultures, and paradigms.

Perdue and Perschel believe the key to higher numbers of women in top management positions is a "both/and" power proposition in which women take charge of themselves and then move up to take charge in the workplace where they redefine how power is practiced.

If women do want to change the power game for themselves and for others, they must first find a way over, though, and around both the internal and external obstacles deterring their way. Then, women must support one another (and interested men) in reshaping a business world where "power over" is no longer the default operating mode. This change is both a revolutionary and evolutionary process.

The Transformational Journey

As women who rose through the executive and senior management ranks, both Perschel and Perdue related to what research participants shared about the factors holding them back.

We tripped over our inner critics while climbing our own career ladders. We have been called names meant to hurt and/or belittle. We have had our share of criticism from those who wanted us to be good girls who accepted the status quo without question. We have had female colleagues co-opt our ideas and steamroll over us to advance their own careers. We have experienced overtly and covertly male-dominated organizational cultures and hierarchies.

On our respective journeys, we received amazing support from both women and men. No one, however, thought to teach us about power. Perdue and Perschel believe power has too long remained a hidden key to senior leadership positions.

So, staying true to our research while applying lessons learned from our own executive experiences, Perschel and Perdue have identified five cognitive, attitude, and skill-based keys for women to master for stepping up and into power, both personal and professional. All five elements can be learned, provided there's a willingness to do so.

1) Show up. Stand Up. Voice Up
2) Ditch Cinderella
3) Forge strategic connections
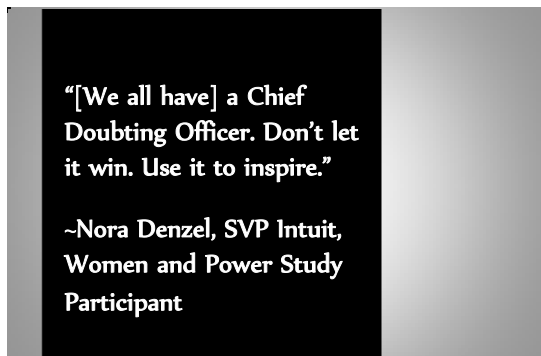4) Unstick your thinking
5) Know power. Be powerful

Women: 5 Keys to Transform Power

KEY #1: SHOW UP. STAND UP. VOICE UP

Self-limiting beliefs get in the way for many women, halting them on their way to being powerful. Having both a strong sense of self-worth and a belief in one's abilities are

essential for gaining the visibility needed to attain and maintain senior level positions.

Tame the Inner Critic

> "[We all have] a Chief Doubting Officer. Don't let it win. Use it to inspire."
>
> ~Nora Denzel, SVP Intuit, Women and Power Study Participant

Psychologists believe that both men and women have inner critics.[33] Perdue and Perschel's study participants affirmed the existence of those belittling, troublesome internal voices perpetually whispering or shouting a litany of "not enough," e.g., not smart enough, not sophisticated enough, not articulate enough, not good enough, and so on.

To be powerful, women must learn to make choices regarding how much control they hand over to their inner critic.

Focus on Positive Self-Statements

Women can choose to have a higher level of self-esteem, e.g., how they evaluate their personal worth. Doing so fuels confidence and resilience. High self-esteem includes both thoughts such as "I am competent at xx" and beliefs like "I have a contribution to make and need to use my power to do so."

Saying and believing statements such as "I know I can successfully complete this new project on time and on budget" builds the courage needed to take and use power to create change and drive successful outcomes.

Take Risks

Women must also acknowledge their competence in producing results and achieving goals. Doing so involves taking risks like taking responsibility and being held accountable, making a public mistake or two, and setting a higher bar for the future.

Stop Apologizing

Women must stop peppering their conversations with power diminishing caveats and apologies.

- I'm sorry to trouble you with this…
- I apologize for taking your time…

- I appreciate your confidence in me, but I'm not sure I can…

Barbara, a senior woman interviewed in the study, reported that her coach had given instructions to call when needed and not hesitate to interrupt her. The first time Barbara did so, she began the conversation by saying, "I'm sorry to bother you but…" Before she could go further, her coach interjected, "Why are you apologizing when I told you to call me anytime? If you are going to have a place on the global stage where you belong, you must learn to command attention. A good place to start is dropping the unnecessary apologies."

A woman's ability to make her presence known, to accept her skills and acknowledge her contributions – and do so without apology – are required building blocks for increasing confidence and power.

Understand It Isn't Personal, It's Business

> "If you perceive yourself as having power, it affects the way you interact with the world. You approach things as if you have the ability to control, alter, or affect the outcome."
>
> ~Women and Power Study Participant

With power comes the need to take issues less personally. Women must be:

- Willing to break free from societal norms and cultural conditioning
- Less focused on being well-liked
- More focused on being self-respecting and well-respected

Thirty-eight percent of study participants prefer being well-liked to being powerful. This preference brings serious downsides. In *Women Don't Ask: Negotiations and the Gender Divide*, Linda Babcock and Sara Laschever report that men ask for what they want twice as often as women do and are also four times more likely to initiate negotiations.[34] If one of every three women prefers being liked to being powerful, it is little surprise that that these women need to improve their negotiating skills and the ability to ask for what they want or need. Both are vital requirements for ascending the corporate ladder.

One participant remarked that she wanted "to step up to the plate and ask for what I need without making anyone uncomfortable in the least." Pushing the boundaries of comfort zones and power zones does not happen without leaving one's own comfort zone or

pushing others beyond theirs. Women must accept that they will occasionally cause discomfort to themselves and to others.

Self-Promote

> "I have every intention of determining my future and do not give over that power to anyone. This may be challenging, and I will accomplish it."
>
> ~Women and Power Study Participant

Whatever the reason or motivation, many women are quick to advocate for others yet remain silent when the situation calls for negotiating or campaigning on their own behalf. Herein is a double bind[35] that trips up many women in business. Fail to advocate for oneself and be viewed as ineffective but well-liked; or, promote oneself and be labeled aggressive.

According to New York University Professor Clay Shirky, "Self-promotion is a skill that produces disproportionate rewards, and if skill at self-promotion remains disproportionately male, those rewards will remain so as well."[36]

Self-advocacy, negotiation skills, and the ability to highlight one's contributions are must-have tools in a woman's career advancement toolkit. Double bind or not, comfortable or not, advocacy must be coupled with developing thicker skin. Negotiating and campaigning for oneself are normal business practices.

When someone responds with a hard-hitting stance or pushes back, it is not an attack on relationships, integrity, and/or individual self-worth. Women must acknowledge, accept, and apply this fact of business life if they are to participate in changing the rules of the power game. It is disingenuous at best and dishonest at worst if women rue their lack of representation in senior level power roles yet fail to proactively advocate for and represent their capacity to be effective in these roles.

Many women are reluctant to discuss their accomplishments and/or the positive results of their leadership choices and decisions, seeing doing so as being boastful and egotistical. Study participant Nora Denzel, Senior Vice President and General Manager Intuit, sees it differently, "Part of doing a great job is communicating to others what you did and how you did it. Find the venue, the platform, and package it. Don't be so modest. The focus is not on you but on the result. Your job is also to let others know about it. If you don't, you will be

an unsung hero forever. Link across and with other groups to share. Then go further up. Package it so it's readily available. Ideas flow freely from person to person [to create] epiphanies of scale."

KEY #2: DITCH CINDERELLA

Perschel and Perdue have a message for women like some of those in our study, and we reference Cinderella's story to share it. Too many women are submissively waiting for a corporate prince to deliver the "power shoe" to them. Women cannot passively wait on the business sidelines, hoping that organizational cultures will somehow change such that the odds of securing power and senior policymaking positions will magically improve.

> "At a conference no one was sitting next to the CEO, so I grabbed the empty chair and talked to him when no one else dared. He is just a man."
>
> ~Shayna Joson, Managing Director, Societe Generale, Women and Power Study Participant

Women must engage. They must initiate the necessary yet challenging metamorphosis of legacy cultures from a "good old boy's club" to a more inclusive environment. As women see opportunities for organizational power, they must boldly seize them.

For those interested in learning from cultural archetypes, Perdue and Perschel suggest Dorothy from the Wizard of Oz as a replacement for Cinderella. Dorothy, a woman on a journey, assisted Lion, Scarecrow, and Tin Man to discover their own hidden sources of power. She also overcame her false belief that the wizard would send her home to her true self. With Glinda as her guide and mentor, Dorothy learned that – all along – she had the power to take herself home. The lesson here for all women (and men) is that they control their lives and careers.

Pro-active engagement requires leaning into change and assertively expanding one's comfort zone. So:

- Stop waiting for a mentor or sponsor to find you; go out and recruit one
- Introduce yourself to a company executive you want to meet rather than wait for someone else to introduce you
- Observe those in power to understand how they use it; then apply what you learned and do it better, your way
- Abandon the wish to be given more opportunities; create your own
- Take a risk and raise your hand for a demanding and visible project

KEY #3: FORGE STRATEGIC CONNECTIONS

Strategic Networks

Presuming competence and performance, Perschel and Perdue believe connections – both who you know and who knows you – to be the currency of the work place, particularly at higher levels. To fill more than three percent of Fortune 500 CEO positions,[37] women must become masters of strategic networking as well as building alliances and coalitions.

Strategic networks cover a wide range of personal and professional needs. Perdue and Perschel identify seven diverse elements – brokers, partners, sponsors, mentors, experts, fans, and family and friends – for the most impactful networks.

Business (and life) regularly delivers complex problems and situations. Having taken the time to build and sustain a multi-faceted network prepares women to competently face and solve those demanding issues. Building one's network also means knowing who the experts are and developing relationships long in advance of asking for a favor and/or support.

Short-term Coalitions and Alliances

At the risk of being labeled unfeeling, Perschel and Perdue ask women to move beyond expecting every contact to become a friendship or long-term personal relationship. We advocate that women begin forming collaborative short-term alliances and coalitions designed to drive specific results.

Do so by engineering small groups of people who share one or more common interests, then leverage the groups' collective knowledge, skills, abilities, and connections to drive positive change and/or achieve win-win outcomes.

Coalitions and alliances will be transitory as the composition of the group changes with the timeline and nature of the work involved. While the groups will be temporary and project-focused, an opportunity exists to transform

> "In the early stages of your career, you have to get your ticket punched for being an expert, especially by your boss. As you move on, you gain credibility by being 'best work friends' with and by forming partnerships with subject matter experts."
>
> ~Sophie Vandebroeck, CTO, Xerox, Women and Power Study Participant

business culture by modeling competencies such as fostering collaboration, encouraging diversity of thinking, and promoting thoughtful two-way communications. Members who enjoy both the process and results of working in this manner will likely apply these approaches elsewhere, thus furthering business culture change.

Connecting is a far-ranging and strategic bridging action required for reshaping stereotypical thinking and ultimately remaking business culture.

Support Other Women

When Perdue or Perschel tell the following story at women's conferences and workshops, heads nod in recognition:

Have you ever been the sole woman in a meeting and spoken up only to be ignored or negated? Then, within minutes, one of the men at the table says almost the same thing as you did (this is where heads begin to nod) *and is lauded for his fabulous idea?*

Imagine how powerful it would be to have not one, but two, colleagues in the meeting take up your topic and advance the discussion and/or point out that you had offered the same thought just moments before. This is the power of the Rule of 3, a standard co-authored by Dr. Anne Perschel in her corporate work. Why is the Rule of 3 encouraged? Because research shows it takes at least three members of the "other" group, i.e., women or other minorities, speaking up to brave the spotlight and to ensure they will be heard.[38]

To begin transforming business culture, women can share their strategic plans,

initiatives, etc. with a minimum of two other female colleagues. All three (or more) agree to review, critique, support, and advance one another's ideas whenever the opportunity arises. This trio can and should tap men who champion women as well.

One voice at the table is a token – lonely and easily ignored. Two voices are just the gals chatting. Three voices is a game-changing chorus not easily ignored.

Some rightfully question women's ability to support one another, so it is important to understand why this is the case. Dr. Elaine Yarbrough, study participant, says the "snarky" comments and catfights for which women are infamous are rooted in low levels of power. Believing themselves to be without the authority to take on those who do have power, women attack one another as they establish a female pecking order, a common behavior among the chronically low-powered.[39]

> "Consciously work to bring other women into power with you. That is how you create sustainable and meaningful change."
>
> ~Jennet Robinson Alterman, Executive Director, Charleston, SC Center for Women, Women and Power Study Participant

KEY #4: UNSTICK YOUR THINKING

Through a mix of practices, society and business have conditioned – and rewarded – both males and females to rely heavily on "either/or" thinking. As noted earlier, many study participants apply a limiting "either/or" mindset relative to power.

Either/or answers are appropriate for resolving singular problems having a specific end point (*Do we pursue the merger or not?* as an example). However, many workplace issues are paradoxes requiring "both/and" thinking.

Business women learning how to be both well-liked and powerful is a prime example of a paradoxical approach as both attributes (being liked and powerful) are valid and necessary for success, although they are often seen as being mutually exclusive. Perschel and Perdue call this both/and orientation inclusive thinking.

Business requires inclusive thinking to progress and innovate in today's complex, fast-paced, global environment. In a 2009 *Harvard Business Review* article, "Moon Shots for Management", Gary Hamel, author and management expert, underscores the importance of this agile mindset.

"Organizational success in the years ahead will hinge on the ability of employees at all levels to manage seemingly irreconcilable trade-offs – between short-term earnings and long-term growth, competition and collaboration, structure and emergence, discipline and freedom, and individual and team success."[40]

With their skill in being flexible,[41] women have the capability to move past "either/or" thinking as it applies to power, augmenting it with inclusive "both/and" thinking and orientation to power. A Stanford Graduate School of Business study affirms this inclusive both/and style is feasible for women and makes them more successful.

"The women in this [Stanford] study received one-and-a-half more promotions than men who did not practice 'both/and' behaviors, and three times as many promotions as 'masculine' women…affirming that masculine behavior alone does not garner success. In the business world, women who are aggressive, assertive, and confident but who can turn these traits on and off depending on the social circumstances get more promotions than either men or other women. The interesting thing here is that being able to regulate one's masculine behavior does not simply put women on par with men; it gives them even more of an advantage."[42]

KEY #5: KNOW POWER. BE POWERFUL

Power is not inherently mysterious or evil or self-serving. It is simply the neutral authority to achieve outcomes by deploying resources to drive change. Power is readily available from a multitude of sources if one has the courage and foresight to take it and use it.

To transform the power game, women must know its current rules and definitions. Without appropriate knowledge, it is only by accident that one produces the desired results. To this end, Perdue and Perschel believe women in business must be well-schooled as to what power is, how to think about it, and how to use it. Once women understand power and overcome their internal obstacles surrounding

it, they can succeed in earning more senior level positions.

Develop Authentic Power

Perschel and Perdue's study shows that many women do want more power. To this end, they must choose to take power and be powerful while being true to their feminine nature. Perdue and Perschel do not advocate that women imitate masculine behaviors. We believe there is ample room for both men and women to be true to who they are and to what works best for them. We also believe women can be assertive, confident, and powerful without sacrificing their femininity.

Libby Sartain, former CHRO for Yahoo! Inc., provides sound advice on this matter, "So much of what it takes to be a leader has been historically defined by men. And while I was determined to be a leader, the last thing in the world I was going to do was to try to be like a man so that I could be taken seriously. I had to continue to be myself and create a leadership style that worked for me."[43]

Margaret Seidler, author of *Power Surge: A Conduit for Enlightened Leadership,* offers further insight, "Competition in the 21st century demands a capacity to manage both complexity and ambiguity. As such, women need to supplement their natural grace with power. It is not about giving up grace. It is about having both."[44]

Change Power Paradigms

Perschel and Perdue understand the times were such that men created and dominated business for years. As a result, it is only natural the institutional methods and mindsets that evolved were, and remain, male-centric.

However, it is time for these prevailing views, practices, and systems of thinking to change. It is now time to integrate multiple perspectives to create a new business culture. One need look no further than the ongoing financial debacle to recognize these institutional models and beliefs like bigger is always better, more and more profits as the goal, etc., must shift.

This change will be facilitated by women (and men who think differently): first shifting their own view of power and then by creating new definitions of success within the business domain.

CEOs: 3 Keys to Transform Business Culture

Because systems tend to maintain the status quo,[45] business culture change requires intentional actions not just by women but by current leaders as well. As such, for those currently in the seats of power, Perdue and Perschel offer three practices to catalyze business culture change:

1) Make gender balance real
2) Remake leadership
3) Walk the talk: develop women leaders

KEY #1: MAKE GENDER BALANCE REAL

Earlier in this report, Perschel and Perdue referenced the Rule of 3 and having a 30% presence of women in senior roles. Senior executives committing to – and achieving – these goals demonstrates real commitment to gender balance, not for its own sake, but as a way to change the leadership conversation and the business culture.

More women in senior leadership roles has been correlated with a substantial increase in total return to shareholders,[46] which is also a pay-for-performance metric for CEOs.[47] Why then are so many heads of companies leaving money on the table by failing to hire, develop, and promote more women for clout positions on senior leadership teams?

McKinsey & Company's 2011 report *Changing Companies Minds about Women* presents lessons from companies, such as Pitney Bowes, that achieve better results in moving qualified women up the ladder. The authors state, "Committed senior leaders are of course central to such efforts, which can take many years. If you're personally committed, you can catalyze change that will improve not only your company's treatment of women but also, in all likelihood, its business results."[48]

In the early 1980s, Pitney Bowes CEO George Harvey learned the most productive newly-hired salespeople were women. Curious to understand why, he visited sales offices and discovered women "writing personal notes to their customers with a lot of conviction" – a practice that was revealed to drive sales.[49]

According to Pitney Bowes executive vice president Johnna Torsone, Harvey's recognition of the value of these committed women touched off a wave of change. Torsone says Harvey became "determined to open up an environment that allowed people to come in

who hadn't had a true opportunity on a level playing field."

They would be motivated, he reasoned, and their success would "increase the competitive environment for the men and for everybody else in the organization." Torsone explains that this "was an HR strategy that used known practices to drive business."[50]

KEY #2: REMAKE LEADERSHIP

A client organization values long hours at the office. Office lights on after 8 PM, empty pizza boxes, and availability for impromptu meetings are symbols of dedication to the organization.

The CEO is concerned that there are no women above the manager level. He is initially shocked by the suggestion that his expectation for regularly working evenings and weekends could be covert discrimination.

"If your wife worked here, who would shuttle your children to soccer practice and put them to bed at night?"

After a long pause, he replied, "I never thought of it that way before. Perhaps I should be asking why my people need to put in the long hours to 'pull the rabbit out of the hat' so to speak. I'm valuing the wrong priorities, and unknowingly limiting opportunities for women."

Identify New Attributes

The attributes of leadership require re-examination, not only to advance women – although the changed criteria will have that effect – but for the company to succeed.

The fabric of leadership has been woven almost entirely of traits typically associated with masculine archetypes, such as being dominant, competitive, and task-oriented.[51] As current quantitative and qualitative metrics, e.g., unemployment, women in CEO roles, employee engagement, and job satisfaction, illustrate, this fabric is frayed.

Women and like-minded men can repair this leadership fabric by integrating "power with" abilities, such as collaboration, emotional intelligence, relationship building, and intuitive thinking with "take charge" skills. Both men and women must collaboratively create these new leadership definitions.

Change the Conversations

Despite decades of effort to increase the number of women in senior leadership roles, this corporate metric has not moved significantly. Perdue and Perschel, in addition to the thirty diversity experts consulted for the McKinsey report, believe that unconscious bias

must be addressed in order to reach a tipping point where forward momentum becomes unstoppable.

Take the example of finding mentors and sponsors who play a critical role in the upward movement of most high level leaders. Women do not benefit from these relationships to the same degree as their male counterparts.[52] Why? Fear of being politically incorrect prevents the male mentor or sponsor from talking about discomfort he may feel about the relationship or being with his female mentee in certain settings.

To change business culture, these conversations must take place openly, honestly, and without fear of being judged or made to feel ashamed. The McKinsey *Changing Companies Minds about Women* report concurs: men tend to sponsor other men, find it harder to build relationships with people when they share fewer common interests, and sometimes are nervous about forging a close relationship that could seem inappropriate.[53]

Create New Stories

Culture is transmitted through stories, so new stories are required to change it. In *The Coast Guard Charts a Course for Enterprise Change Management*, Steve Wehrenberg, PhD, illustrates the power of this approach. History has determined that most, if not all, the leadership lore involves stories of men and masculine attributes.[54]

Senior leaders must therefore be intentional yet subtle about seeking, finding, and communicating new stories of women and men who successfully lead by practicing the newly-defined leadership attributes. These stories must appear everywhere: in company newsletters, at meetings, informal settings, and in the press.

Align Goals, Performance and Rewards

Innovation, market competitiveness, and maximizing profitability are on the line for businesses, so having more women in more clout positions is a natural factor in the equation for success. Just as they are held accountable for earnings growth and other key performance indicators, CEOs must hold themselves and the organization's leaders accountable for real results in closing the senior level gender gap.

Results for closing the gender gap must be measured, posted, and do more than sound good from a PR perspective. CEOs and organizations must deliver on a promise to move key metrics, including more women in

important senior roles, in a meaningful and sustainable way.

McKinsey's findings support setting goals, accountabilities, tracking systems, and rewards to align with advancing women.

- PepsiCo tracks women's progress at all levels and shares the results in its talent review processes[55]
- Since the 1980s, the Time Warner CEO raises the gender conversation at every operating and management review[56]
- Pitney Bowes scores each division's diversity plan and, like Time Warner, bases bonus decisions, in part, on an executive's success in promoting diversity[57]

KEY #3: WALK THE TALK: DEVELOP WOMEN LEADERS

The December 2010 Women's Leadership Development Survey conducted by Mercer in conjunction with *Talent Magazine* and *Diversity Executive* magazines reveals that 71% of firms do not have a clearly defined strategy or philosophy to develop women for leadership roles.[58] Given the potential for improved financial performance, leaders have a fiduciary responsibility to close this gap. To do so, CEOs must call for and support:

- Development programs to embed new leadership skills that include "power with" as well as "take charge" skills
- Formal mentor, sponsor, and coaching programs that include giving special attention to advising mentor and sponsor pairs on the importance of having the difficult, sensitive, and "politically incorrect" conversations; then holding mentors and sponsors accountable for "her" success
- Programs that provide opportunities for challenging assignments and exposure to both line and staff positions
- Bias-free performance evaluations coupled with ongoing candid feedback

These development programs must be created, maintained, monitored, and measured with the same degree of rigor applied to other strategic initiatives.

A Call to Action

The gender gap will close when CEOs make it a business imperative to do so. As executives take their stand, women must also show up as confident and visible, take charge of themselves and their careers, connect strategically, adopt inclusive thinking, and understand the dynamics of power.

Women choosing to band together in the individual and collective pursuit of power and CEOs committing to transform business culture will produce far-ranging positive impacts for women, men, organizations, and society. Seeing more women in more CEO and other key positions is much more than a game of numbers. It will be the culmination of the evolutionary and revolutionary transformation of the power paradigm such that:
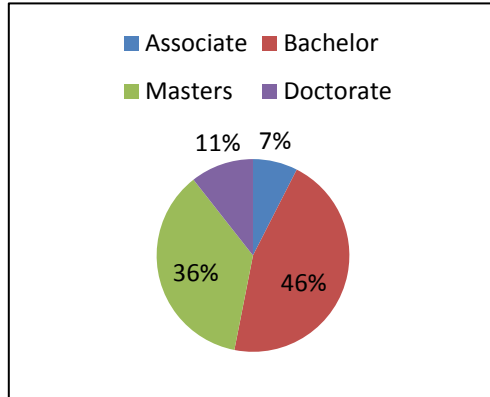
- Women and men throw off the shackles of social and organizational conditioning to exercise all their leadership muscle, working side-by-side with men in positions of authority to solve complex business problems
- Organizational cultures evolve and expand to incorporate a wider spectrum of both take care and take charge behaviors and actions
- Business processes, results, and profits improve because a wider perspective has been used

This change will not be easy nor will it be quick, as is the case with most worthwhile endeavors. So, if you are a woman in business who understands that power means the ability to change paradigms for the collective good, now is the time for you to act. If you are a CEO drawn to reshaping business culture, redefining leadership so "power over" is no longer the default operating mode, and improving financial performance, now is also the time for you to act.
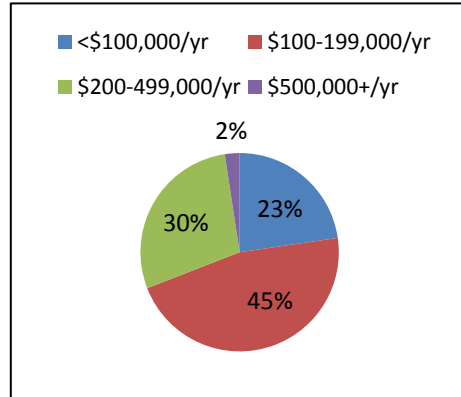
Most of all, Perschel and Perdue hope that women, men, and CEOs everywhere will be inspired to first step up and into their personal and professional power; and then help others around them, whether female or male, to do the same, with everyone focused on creating a positive new model of power and business success.
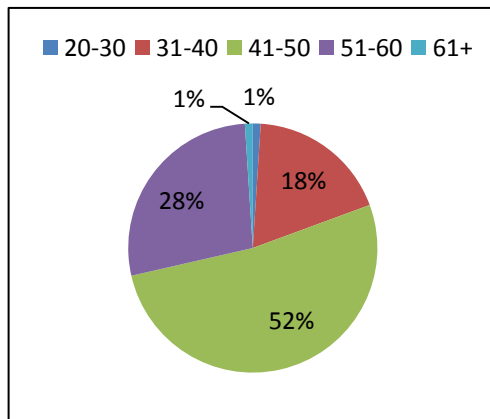
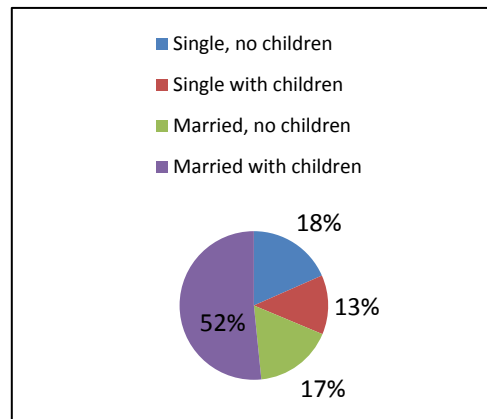# Appendix A: Electronic Research Participants

EDUCATION

Legend: Associate, Bachelor, Masters, Doctorate

11% 7%
36% 46%

WAGES

Legend: <$100,000/yr, $100-199,000/yr, $200-499,000/yr, $500,000+/yr

2%
30% 23%
45%

AGE

Legend: 20-30, 31-40, 41-50, 51-60, 61+

1% 1%
28% 18%
52%

FAMILY STATUS

Legend: Single, no children; Single with children; Married, no children; Married with children

18%
52% 13%
17%

Appendix B: One-on-One Interview Questions

The senior level executive women who participated in Braithwaite & Germane's one-on-one interviews were asked the following questions.

- How do you define power? What thoughts and feelings come to mind about the topic?
- Please share if you aspired to power, or if it happened in an organic way. Explain either way.
- What or who influenced you such that you aspired to and achieved powerful roles?
- During the course of your career, what did you do, or conversely not do, that accounts for the degree of power you've attained?
- Is there anything you wish you had done differently? Some key lessons you've learned?
- What advice do you have for professional women about attaining positions of power? About being powerful?

Appendix C: Methods to Attain Power

PROACTIVE/SELF-INITIATED METHODS	PERCENT SELECTING
Proving myself through my accomplishments	15.2%
Associating myself with more powerful people	7.8%
Acting more powerfully	6.4%
Speaking up, asserting myself, using influence	5.0%
Taking more risks	3.2%
Taking power	<u>1.8%</u>
TOTAL	39.4%

PASSIVE METHODS	PERCENT SELECTING
Observing powerful people	13.5%
Having greater access to people in power	9.2%
Having access to the right people	8.5%
Having a mentor	7.8%
Being given more opportunities	5.3%
Having training	4.6%
Having a coach to help me	3.5%
Receiving encouragement from others	3.2%
Having access to the right network	2.9%
Being allowed in the old boys club	<u>2.1%</u>
TOTAL	60.6%

Appendix D: Jane Perdue and Dr. Anne Perschel

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art of leadership & the science of business

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Achieving Leadership Excellence through the Art & Science of Psychology

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Jane Perdue is a leadership and women's issues consultant, speaker, writer, and Principal, Braithwaite Innovation Group, a female-owned professional and organizational development company. Prior to joining Braithwaite, she was a vice president for fifteen years at Fortune 100 telecommunications companies including Comcast and AT&T Broadband. Throughout her corporate executive and entrepreneurial careers, Jane put her MBA to good use managing both $25 million budgets and tens of thousands of employees, as well as creating strategy, negotiating labor contracts and creating numerous leadership development programs, many exclusively for women.

Jane is on the Board of Directors for the Charleston, SC Center for Women, the largest women's skill development center in the state, and created/manages their new Women's Leadership Institute. She blogs at LeadBIG, writes for the Charleston, South Carolina *Post and Courier* newspaper, and her articles have been featured in SmartBrief and Insights. Her first book, *Yes You Can!,* a leadership anthology co-authored with Warren Bennis, et al., was released in 2010. A former Women in Cable Telecommunications Board Member, WICT Mentor of the Year, Betsy Magness Leadership Institute alumna and certified polarity consultant, she has been featured as a leadership and women in business expert in newspapers, magazines, radio, and television. Jane has presented at numerous conferences including Society of Human Resource Management, the Women in Business Conference, Think TEC Innovation Summit, and Women in Cable Telecommunications.

Dr. Anne Perschel is a leadership and organizational psychologist who founded Germane Consulting. She is also the Vice President, Mentoring and Sponsorship at 3Plus International. Her previous research explores women as transformational leaders and uncovers what men learn about leading from their female colleagues. For over 20 years Anne has been an "unstoppable force for the advancement of women leaders," beginning with her role as chair of the Women in Manufacturing Conference at a Fortune 50 company and is an advisor, coach, and consultant to senior leaders and creates programs for the advancement of women. Dr. Perschel also works with companies to address systemic and cultural obstacles standing in the way of the promotion and success of women managers and executives.

Anne is a member of The Boston Club, executive women on a mission to place more women on boards and is a Master Coach Supervisor in the Coach Certification Program of Massachusetts School of Professional Psychology. She has been a senior manager in two Fortune 100 companies, earned a Master of Science degree in Human and Organizational Development and a Doctorate in Psychology. Her articles have appeared in numerous publications including Business Week, The Glass Hammer, Pink Magazine, and Global Business and Organizational Excellence. She has presented at various conferences including Linkage annual Women's Leadership Summit.

Appendix D: Jane Perdue and Dr. Anne Perschel

ENGAGE US

Based on our research and corporate experience relative to advancing professional women in the workplace and transforming leadership, power, and business paradigms, we offer:

- Keynote speeches
- Workshops
- Organization assessments and consultations
- Development and design of women's initiatives and leadership development programs
- Coaching
- Corporate retreats

▶If you and/or your organization are interested in working with us to change your paradigms of power and/or to further advance women and men within your company, please contact us using the information provided below.

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We also welcome your contact if you would like to participate in our research, or if you know someone you believe we should contact and/or interview. We look forward to hearing from you.

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