MEN AND WOMEN: COMMUNICATING EFFECTIVELY IN THE WORKPLACE

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Great Minds Think DIFFERENTLY …

… but they can accomplish greatness – it’s just the communication between them that can be a challenge.

The coroner later revealed that the circus had mistakenly hired a lion namer.

Objectives

1. Explore historical and present statistics of women in the workplace.
2. Understand the differences between men and women’s communication processes.
3. Discuss communication pitfalls and tips for success.
4. Identify negotiation tactics.
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4. Negotiation tactics

Deliberately or not, men and women's misunderstandings and misinterpretations of each other’s meaning, actions, and reactions, can impede their ability to work together in an authentic and productive way.

Historical Trends

**1970:** 11% of medical students were women  
**As of 2011:** 48.3% of medical students were women.

**1979:** Wage for women was $0.59 and $1.00 for men.  
**In 2010:** a woman’s median annual earnings were only $0.77 for every $1.00 earned by men.  
In the last 21 years, the wage gap has narrowed by less than a penny per year.

Women occupy 40% of all managerial positions, but only 6% of the Fortune 500’s top executives are female.
Historical Trends in Educational Achievement

U.S. Medical School Graduates, by Gender

<table>
<thead>
<tr>
<th>Year</th>
<th>Women (%)</th>
<th>Men (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1982-1983</td>
<td>26.8%</td>
<td>73.2%</td>
</tr>
<tr>
<td>2011-2012</td>
<td>48.4%</td>
<td>51.6%</td>
</tr>
</tbody>
</table>

This represented the largest number of women earning an M.D. of any national graduating class to date.

Women in Academic Medicine in the United States

<table>
<thead>
<tr>
<th>Position</th>
<th>Women</th>
<th>Men</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deans</td>
<td>13%</td>
<td>87%</td>
</tr>
<tr>
<td>Department Chairs</td>
<td>13%</td>
<td>87%</td>
</tr>
<tr>
<td>Division/Section Chiefs</td>
<td>21%</td>
<td>79%</td>
</tr>
<tr>
<td>Full Professors</td>
<td>19%</td>
<td>81%</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>31%</td>
<td>69%</td>
</tr>
<tr>
<td>Assistant Professors</td>
<td>42%</td>
<td>58%</td>
</tr>
<tr>
<td>Instructors/Other Ranks</td>
<td>53%</td>
<td>47%</td>
</tr>
</tbody>
</table>

Women and Men by Medical Faculty Position


Historical Perspective: Confusion and Uncertainty

Since the 1970's, men have been unsure about how to treat women. Gender roles have significantly changed.

Men mentoring men is common, and so is women mentoring women, but not men mentoring women, and vice versa.

Men are emotional beings, but have been taught by family and society that they are judged by their ability to be strong and calm, and to not show emotion.

Key:
Learn and act instead of struggling against the behavior. Women have to change their own approach when it comes to communicating their needs.
Objectives

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Examples of “Missed” Communication

9% of men say they understand women.
68% of women say they understand men.
82% of women say they feel some form of exclusion.
92% of men do not believe they are excluding women.
79% of men feel they have to be indirect when providing feedback.
82% of women say they want direct feedback.

Reasons Why Women Leave the Workforce

68% Do not feel valued in the workplace.
65% Feelings of exclusion from teams/decisions.
64% Male dominated.
55% Lack of opportunity for advancement.
30% Work vs. personal life issues.
Character Trait Differences: Men vs. Women

<table>
<thead>
<tr>
<th>Men</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus is on actions and</td>
<td>Focus is on establishing and</td>
</tr>
<tr>
<td>accomplishments.</td>
<td>strengthening relationships.</td>
</tr>
<tr>
<td>Comfortable with debate.</td>
<td>Supportive and encouraging.</td>
</tr>
<tr>
<td>Objectives achieved without</td>
<td>Objectives achieved with</td>
</tr>
<tr>
<td>negotiation.</td>
<td>negotiation.</td>
</tr>
<tr>
<td>Externalized thinking thus</td>
<td>Internalized thinking thus</td>
</tr>
<tr>
<td>making quicker decisions.</td>
<td>take longer for decisions.</td>
</tr>
<tr>
<td>Can be defensive.</td>
<td>Protects through cultivation,</td>
</tr>
<tr>
<td>Results-oriented.</td>
<td>reflection, and connection.</td>
</tr>
<tr>
<td></td>
<td>Results oriented, but achieving</td>
</tr>
<tr>
<td></td>
<td>cooperation and understanding before</td>
</tr>
<tr>
<td></td>
<td>taking action is important.</td>
</tr>
</tbody>
</table>

Women and Stress

- Multi-thinkers and multi-taskers (a blessing and a curse).
- They talk through a situation to relieve it.
- Tend to overextend themselves, promise too much, try to deliver on everything, and feel guilty when they fail to do so.
- Guilt increases stress and when women’s stress levels increase, the never-ending To Do list for others surfaces.
- We can have it all; we just don’t need to do it all.

You can’t change how other people act or behave, but you can control how you act toward, and react to, people and situations.
It is never appropriate to use profanity.

Avoid mixing personal and professional life, and do not get involved in gossip.

Practice being assertive (which comes from doing your homework and being confident).

Prepare ahead of time and anticipate questions to your point.

Provide relevant examples and get to the point quickly.

Avoid using fillers such as “um” and “like”, and continually asking for confirmation.

Avoid using profanity: It is never appropriate to use profanity.

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Common Communication Pitfalls

- Women have trouble saying “no” and when they do, they feel like they must apologize and give an explanation.
- Remember, you are in control:
  - Identify what you are feeling, the reason you are feeling that way, and then harness emotion to allow you to achieve desired results (do the same with others - try and understand where they are coming from).
  - Express yourself without accusation or sarcasm.
- Women feel that “blowing their own horn” diminishes the meaning of the recognition they get.
- To be human is to express emotion, but it needs to be managed:
  - Constructive: honest, specific, respectful, genuine, accurate
  - Destructive: sarcastic, accusatory, hostile, vengeful, spiteful
Communication Tips

- Consider getting to the point faster and avoid talking about problems first - focus on what you think should be done or the results you want to accomplish.
- Be direct when making a request. Do not wait for support to be offered.
- Consider taking credit for your achievements. When talking about your achievements, focus on the results (not on how hard you worked to get them).
- A more relaxed response demonstrates a level of trust that says “I’m sure you can handle it.”
- Say “no” graciously. A simple “I can’t do it” is enough. If they want more details, they will ask.

Avoid starting phrases with:

- You probably won’t agree to this, but …
- I’m no expert, but …
- I’m not sure this a good idea, but …
- This is just off the top of my head, but …
- I’m sorry, but …
- This may be a dumb question, but …

Are you guilty of these credibility busters?

<table>
<thead>
<tr>
<th>Behavior</th>
<th>Passive</th>
<th>Assertive</th>
<th>Aggressive</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Facial Expressions</strong></td>
<td>Frowning/burdened/uncomfortable</td>
<td>Pleasant, impasive.</td>
<td>Light and sharp, observed, scolding, patronizing.</td>
</tr>
<tr>
<td><strong>Voice Tone</strong></td>
<td>Expressive, tentative, weak, whining, apologetic</td>
<td>Objective, self-confident, firm, decisive</td>
<td>Angry, sarcastic, flippant, scolding, loud</td>
</tr>
<tr>
<td><strong>Pitch</strong></td>
<td>High, childish.</td>
<td>Relatively low, forceful.</td>
<td>Sharply or menacingly low.</td>
</tr>
<tr>
<td><strong>Hands</strong></td>
<td>Nervous, playing with hair or folded in lap.</td>
<td>Still, purposeful, relaxed at sides.</td>
<td>Pointing, finger shaking, placed on hips.</td>
</tr>
<tr>
<td><strong>Eyes</strong></td>
<td>Cast downward, little contact when speaking.</td>
<td>Steady gaze, relaxed observation, frequent eye contact.</td>
<td>Staring, angry, challenging, cold.</td>
</tr>
<tr>
<td><strong>Head</strong></td>
<td>Tilted, nodding, ducked</td>
<td>Still, straight.</td>
<td>Still, erect.</td>
</tr>
<tr>
<td><strong>Posture</strong></td>
<td>Stumped, drooped, tense at attention.</td>
<td>Straight, but relaxed spine, feet slightly apart.</td>
<td>Tense, knees locked, feet planted apart.</td>
</tr>
<tr>
<td><strong>Seated Positions</strong></td>
<td>Leaning forward tensely, sagging, frown.</td>
<td>Asymmetrical, sometimes leaning in a relaxed way.</td>
<td>Leaning tensely, crowding the desk.</td>
</tr>
<tr>
<td><strong>Movements</strong></td>
<td>Small, controlled, covering face with hand.</td>
<td>Free of nervous mannerisms.</td>
<td>Arm waving, looming over another.</td>
</tr>
</tbody>
</table>
Character Trait Differences: Men vs. Women

**Men**
- Prescriptive (more action).
- Interrupts more (competition and dominance behavior).
- Bonds in short bursts.
- Downplays emotion.
- Promotes risk taking/independence.
- Contests/skills tests.
- Guides co-worker to sacrifice.

**Women**
- Descriptive.
- Bonds with co-workers.
- Hands-on connection.
- Complex/multi-tasking.
- Helpful to others.
- Relinquishes personal independence to be cognizant of other people’s needs.
- Promotes diverse skills and talent.

What Women Need

- Validation by verbal encouragement.
- Mentoring in a gender-intelligent way, toward a goal.
- To be more proactive in expressing career expectations.
- Other women to support them.

What We Appreciate and Use to Gain Trust

**Men**
- Being asked to work on a project independently.
- Not offering unsolicited support to show confidence in his abilities.
- Letting them know you are available if questions arise.
- Trusting that if he has something to say, he will share it when ready.
- Rewarding his results

**Women**
- Being chosen to be a part of the team.
- Providing unsolicited support to show care and interest.
- Asking questions to maintain an atmosphere of collaboration.
- Being drawn out and encouraged to participate.
- Being recognized for her challenges and contribution during the process.
Circle of Trust

You

What can you specifically do to gain trust?

Being more direct in interactions, and framing conversations to ensure male co-workers are more aware of the needs and expectations, will elicit more trust from men.

Where We Can Improve

| Generalizations: | Avoid the “all men behave that way” thinking, which makes men feel blamed (especially when they don’t feel that way). |
| Minimizing: | Steer clear of suggesting that because men don’t notice as much, they don’t care. |
| Being unpredictable: | Prevent severe pendulum swings in behavioral expectations – remain consistent. |
| Over-sharing: | Provide simple, but clear lists of what needs to be accomplished – engaging in dialogue is valuable, but only when the recipient is open to it. |
| Correcting in public: | Correcting someone in the presence of others is highly embarrassing and can elicit the opposite response you are hoping for. |
| Offering advice: | Offering unsolicited advice gives the impression that you presume they can’t do it on their own. |

Discussion Questions

When have you had success in changing your communication approach in a situation?

What situation have you encountered where gender differences hindered communication efforts?

What might you do differently when thinking about some potential pitfalls to communication efforts?
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Negotiation

“Negotiation is the highest form of communication used by the lowest number of people.”

- President John F. Kennedy

Why is negotiation so difficult?

- Complacency.
- Reluctance to “mess up a good thing.”
- Desire to avoid appearing ungrateful.
- Fear of competitive, potentially hostile interaction.
- Fear of conflict in general.

It’s time to redefine negotiation as a tool to help change the status quo, when it requires agreement from another party.
Negotiable Terms

If we get the right interest rate, the seller puts a roof on the house, and we return those diamond earrings … then we can definitely buy this house!

Everything is Negotiable

What do you REALy want, even though you are grateful for what you already have?

What do you need?

- To learn new skills.
- A friendly work environment.
- Stimulating work.
- Autonomy.
- Decision making power and responsibility.
- Flexibility with schedule.
- Compensation and benefits.
- Better rates/contract norms.

The Cost of NOT Negotiating

Men

- $115,000 (negotiates an extra $15,000).
- Puts that extra $15000 into an account with 3% interest and adds to account.
- By age 65, that account is worth $1,519,486.

Women

- $100,000
- Average 3% raises per year.
The person with the greatest bargaining power is the person who is perceived to be most able to walk away from any deal.

Gender Negotiation Styles

**Similarities**
- Integrating, the ability to meet the needs of both parties.
- Compromising as a strategy, except women showed a "high level of agreement that every issue has room for negotiation."

**Differences**
- Women's greater concern with fairness when compromising.
- Competitiveness - men scoring about 25% more.
- Smoothing (giving in to the other party while ignoring one's own needs).
- Avoiding or withdrawing more than men.
- Frequency of expressing feelings.

Negotiation Activity

**ASK** for as much as you want (without giggling)!

Practice if this makes you uncomfortable.

- 1st time: Ask for something you want and that you know you can get with 100% certainty.
- 2nd time: Set a higher target.
- 3rd time: Play out of bounds. Ask for something that you feel is not okay to want (something that may seem greedy or selfish).
Ask

What will you regret later by NOT asking?
Who makes sure you’re paid what you’re worth?
What can you change?
How can you cultivate the right networks for resource support?
What are your goals and what is their importance?
Focus on the positives!

Prepare: Stage 1

1. Decide what you want.
2. Define your goals.
3. Factor in fairness (how will this affect others).
4. Do your homework/identify information sources.
5. Find out about the other associated goals, etc.
6. Assess your bargaining power (boost it).
7. Establish your negotiation parameters.
8. Establish your approach (style).
9. Consider the alternatives if it doesn’t go as planned.
10. Stay calm (close the deal).

Prepare: Stage 2

1. Play “devil’s advocate” and do your research.
2. Practice with people you trust and get feedback.
3. Ask what is expected of you.
4. Be confident and ignore your inner bully.
5. Consider how your idea may be used against you, weigh the pros and cons.
6. Overcome anxiety.
Cooperative Bargaining

- When people work together to achieve a mutually satisfactory solution, they are more likely to feel committed to the agreement.
- Listening (rather than having just one goal in mind and defending that position) is very effective.

Information is Power

- Understand the internal politics.
- Discover who has the information you need.
- Conduct the financial analysis behind the goal.
- Recognize what you bring to the table and don’t sell yourself short on what may be a good bargaining tool (job satisfaction, belief in a common goal, respect, etc.).
- Negotiate for yourself as hard as you would for anyone else.

Discussion Questions

- When have you not negotiated and regretted it?
- When did you approach a challenging situation and what was the result?
- What might you do differently with the next opportunity to negotiate?
Great minds think differently …

… but they can accomplish greatness.

Thank You!