

1 Nature of BPW goal

See also text “Key to Gender Behaviour”

1. Nature of BPW goal

The BPW goal is an extremely demanding one. How can human behavior and on top gender behavior not only be manipulated for short term purposes, but be modified in a sustainable manner?

The “nature” of the **BPW goal is very different from a business goal**. Whereas in business short term strategies are very successful, BPW must mainly focus on strategies which provides long term behavioral changes. Long term behavioral changes do not build on ideas, beliefs or appearance, but on true facts or feelings.

Schools and Training Centers teach how to change short term behavior, therefore we know how to do that. But changing a behavior in a sustainable manner makes a big difference. We can change behaviors for the short term by our will, but keeping such a behavior requires ongoing effort and control. As soon as we get tired or stressed, we drop back into our old patterns and habits. It’s the same with gender behaviors. A “typical” women can decide to take the lead on a project but when big stress occurs, in contrast to a “typical” man, strong doubts which ask her if she is at the right place pop up and she has to know how to deal with these feelings. As ongoing control is very exhausting, knowing how to get sustainable behavioral changes is basic and requires some knowledge about

- sustainable change of behaviors
- the most important gender behaviors
- some psychological qualities of human being
- emotional learning

Like engineers **women who work for gender equality like BPW** have to have the best knowledge of the “material”, which means the human nature they work with. It is important to become familiar with the numerous interactions and its complexity. If sustainability is basic, scratching the surface or copying short term strategies is not enough. Best training e.g. to become aware of one’s true motivation, or to strengthen our true self-confidence or our authenticity is the “learning by doing” method. **“Learning by doing”** faces us with reality, our wishes, dreams or beliefs are tested, we lose illusions and come down to earth which makes us truly stronger.

1.1 Change of behaviours

Humans can control their behaviour for a certain time but it expends very much energy and awareness. It’s like an actor who plays a role. If the energy for control is not available anymore because we are tired or get in a stressful situation, our initial behaviour pops up. Mature persons who have a solid and true self-confidence realize that behaviours change out of their inner true feelings and are aware if they play rules.

Humans can be easily MANIPULATED by using their dreams, desires or fears. For the need to get recognition from the outside, e.g. from society, peer groups, authorities or by money or prestige, humans change behaviours. Manipulation is a basic tool in our consumer industry. One article gets replaced by another and they promise whatever consumers desire. What is successful in the short term business is counter productive in an organization like BPW which works on long term goals.

1.2. Gender behaviours (see article “Key to Gender Behaviour”)

All LIFE on this planet depends on REPRODUCTION. Without reproduction life stops for each species. Behaviours in context with reproduction are not only very old but are the most persistent ones. In evolution reproductive behaviour was developed for an optimal reproduction but not for a professional life. It is important to understand, even natural and plausibly, that men who built up armies, states or companies simply used their reproductive behaviour to deal with professional challenges.

The problem became imperative when more and more women had the capacity and motivation to take over tasks in politics and economy. Now the behaviours of men and women come into conflict. Women realized that dominance and power games were not the best leadership tools and an important social evolution was provoked. What are reproductive behaviours and what are smart behaviours which fit professional life much better? Fights between men and women is not the smartest way to introduce new behaviours, there are much wiser strategies.

This is where the mission of BPW starts. BPW members are part of the social evolution in which unconscious reproductive behaviours of men AND women in the professional environment will be replaced by more intelligent behaviours. That will increase the quality of life for all.

The feminisation of the professional world or society is not the solution. Both sexes have to become aware of their reproductive behaviours and replace them by intelligent professional behaviour. Nor is the reproductive behaviour of women the solution that authors speak about for the feminisation of society or the professional world.

If we want to become aware of our unconscious reproductive behaviour we have first to become familiar with the reproductive behaviour of both sexes, men and women. Knowing the behavioural pattern means to become aware of the traps we can get in.

The attached **TEXT “Key to Gender Behaviour”** shows the main patterns of the reproductive behaviour of women and men.

Women leaders are well advised to become aware of their own patterns which do not support leadership competences. Already by becoming aware of female reproductive behaviours a female leader can make important progress regarding her leadership abilities. Women who do not act along their reproductive behaviours but replace them step by step by smart professional behaviours, influence male behaviours considerably. Each change disturbs the complementary part and unconscious men get irritated if expected reactions do not take place. There are many ways for men and women to act as change agents.

1.3 Key qualities for not manipulated but authentic behavioral changes

Which factors are important for behavioural changes of humans? Experience shows that qualities with basic impacts are MOTIVATION, TRUE SELF-CONFIDENCE and AUTHENTICITY.

Interestingly BPW is a place where women can use and develop these qualities better than in any other environment for different reasons. If a woman takes on a task in BPW, she is motivated to do it. Mistakes in a voluntary working environment have no consequence on the salary or on the professional carrier and the BPW environment is usually a supporting and encouraging one.

Until now several Presidents become aware of their personal changes when they mentioned at their farewell address that they are not the same persons anymore at the end of their term. BPW leaders and members should become aware of the powerful environment which BPW offers. This special environment is an unique treasure which provides personal sustainable behaviour.

1.3.1 Motivation

It is important to be able to feel one's own true motivation because motivation is the source of our energy. Being able to work on what we are motivated to do, is basic for our personal development and our life quality.

In a voluntary working organization members who take over a task realize quite quickly if they are truly motivated to do a job as no salary will compensate a declining motivation. Members who take over an office for prestige or power reasons will feel disappointed sooner or later. That a person is looking for prestige or power can well be understood, as our society promises satisfaction through prestige or power. But a person who is able to feel her true feelings quickly realizes that no prestige or power will compensate her painful feelings such as fear, helplessness or disappointment. Prestige and power can distract from painful feelings but like an addict the dose has to increase for covering the pain. Officers who are motivated by power or prestige are not successful leaders as they are not motivated to truly concentrate on the development of the organization and the need of the members, but on how they can satisfy their prestige or power.

Delegates who elect officers have the responsibility to perceive the true motivation of a candidate. Money at least is no motivation factor in BPW, on the contrary, taking over an office can be connected with considerable sponsoring.

1.3.2 True self – confidence

There is a big difference between "playing" a good self - confidence, what many trainings teach, and the development of a true self-confidence. A false self-confidence can be a good tool for short term use or in an environment where bluff and shine is common, but it doesn't help to develop true self-confidence. It can be felt if a person is wearing a mask, plays a role or if she is true and authentic. There is nothing against playing roles, it is an important tool in our society, but one has to be conscious of the game and be able to feel one's true feelings underneath the mask.

BPW offers excellent opportunities to train true self – confidence. As a member can choose among many different tasks she can find one which truly motivates her. The energy of the motivation supports her to face and overcome big challenges which increase the true self-confidence. For example having experienced what one was afraid of and realizing that one survives unthinkable situations, empowers and encourages further "learning by doing" experiences.

If a truly self-confident woman has to deal with a macho man, the man experiences a woman who doesn't answer his reproductive behaviours in the expected manner but takes her own lead how to cooperate. Such experiences are more powerful for men and women than all words.

1.3.3 Authenticity

Being authentic or developing a true self-confidence means to be able to feel honestly one's own true feelings. Feeling our pleasant feelings is a pleasant experience, but feeling the painful ones is a real challenge. We normally learn to avoid or suppress painful feelings, or to distract ourselves or to act them out. None of this supports authenticity or the true self – confidence. It is about perceiving all feelings, also the painful ones. But how can we feel our painful feelings so they empower ourselves? (See TEXT "How to feel painful feelings?").

Mature authentic persons rest in themselves, have not to please others or to act along their expectations to keep their inner balance or to feel okay. They are able to experience loneliness if necessary.

Compared to 1930 more men and women live and support gender equality in business, politics and society, but there is still a considerable clash between goal and reality. How quickly progress can be swept away has been showed in recent developments. Therefor we have to focus on sustainable development which is a real challenge.

Society needs more mature authentic persons as they are able to perceive their reproductive behaviour and use it only in appropriate contexts.

Mature authentic persons do not need to put others down to feel more valuable or superior. They do not need to manipulate others to get attention or confirmation from the outside to compensate for their own feelings of insecurity or helplessness. A mature authentic person can live in true partnership with others and replace fights with smarter strategies. Most authentic persons have access to their creativity and intuition. Pioneers have to be authentic because finding new paths requires emotional openness and independence.

Authenticity is a key to true gender equality. Mature authentic women are the best promotor of gender equality and the good news is that “learning by doing” in BPW empowers one’s own authenticity.

1. 4 Learning

Humans have two different organs of perception, the emotional and the cognitive or intellectual perception. The crucial thing is that the two organs learn very differently. As in our society learning is connected with intellectual learning which we practice at school, we know how to learn intellectually. Unfortunately we do not only ignore the emotional learning, but we are not aware of the imperative differences between intellectual and emotional learning. The fact that e.g. success in intellectual learning means zero mistakes, blocks our emotional learning, as avoiding mistakes is the death of emotional learning. We learn our most valuable emotional competences by experiencing mistakes. Knowing three basic differences or even contradictions between intellectual and emotional learning means to be able to learn intellectually as well as emotionally.

DIFFERENCES

between intellectual and emotional learning

	Intellectual learning	Emotional learning
Learning MATERIAL	COMMON programs in schools universities	One's own true INDIVIDUAL emotions
Learning PROCESS	COPYING & COMBINING of given know-how	through individual EXPERIENCES e.g. learning by doing
0 MISTAKES	→ SUCCESS	→ NO learning

BPW is a unique platform to learn emotional competences, a real USP.

The big choice of tasks which truly motivates, the real context where they have to be accomplished, the friendly atmosphere where mistakes do not lead to the loss of the income, supports the courage to follow one's own tailored “learning by doing” - program.

Additional text

"Key to Gender Behaviour"

Dr. Antoinette Rüegg, Past President BPW International 2002-2005,
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Everybody who likes to work efficiently on gender equality should know the roots of gender behavior. This knowledge gives women and men the opportunity to work on the basics of their behaviors. This approach is more efficient than explaining behaviors using historical contexts.

1 Biological roots ≠ fix behaviors

Until today most "feminists" insisted on looking at gender behavior only from the historical perspective. They prefer to avoid the argument that behaviors caused by biological facts could trigger the assertion that behaviors are inherited, which means fixed and cannot be changed. They argue that men in power use behaviors caused by genetic patterns as a proof that comportments are "natural" and yet cannot be changed. For example they fear that biological roots give them the reason to insist on their preference to dominate. But the fact is, that humans can adapt their behaviors even such ones which rely on genetic patterns. If we are afraid we neither have to attack nor flee, as our biological inventory foresees, but we are able to adapt our behaviors along patterns which make more sense. Recently at a panel a young moderator told me that today the feminist movement has "overcome all biological arguments". After my contribution she became very quiet and I hope that she became aware that it is not about believing in main streams but about looking open-mindedly at facts again and again.

BIOLOGY \neq FIX

In each maturation process
GENES and ENVIRONMENT
work together

BPW International
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2 Two incidents lead to an insight

Until today, most people were not aware of the biological roots of our gender behaviors which strongly influence our comportment in professional life. I became aware of this important context through two incidents. The first step occurred during my theses. I learnt that reproduction is the most important task for any living being. Without reproduction, a species dies. That's why evolution puts its greatest emphasis on reproduction. The second and more vital step was triggered by the psychology professor Norbert Bischof. In a psychology lecture he explained that our gender behavior relies on our reproductive behavior. Whereas my fellow students didn't understand the brilliance of his input, his remarks immediately caught my attention. He explained the context between our reproductive behavior and our gender behavior which immediately provoked an "aha" experience. Suddenly, I understood some of my former male colleagues, all smart academics, who practiced competition at all costs, imposed themselves or put down others without any objective reason. I also felt empathy for my female colleagues who preferred to RE - act, to follow or to work for the ideas of their male colleagues instead of asserting their own initiatives. During those years the strange and unprofessional behaviors of many colleagues preoccupied me very much and absorbed a lot of my energies. Totally unexpected I came upon the key to gender behavior which I will explain in the following slides and texts.

3 Reproduction is the most important task for any living being

Only through reproduction does life goes on. An individual might die for one or another reason, but if reproduction doesn't occur the species dies. Therefore the strongest evolutionary pressure is on reproduction and yet behaviors which are linked with it.

4 Consequences of INTERNAL fertilization

As long as living beings have EXTERNAL fertilization, the males and females have quite similar tasks. The female lays eggs and the male spreads sperms over them and parental care is not so time and energy consuming. Compared to external fertilization INNER fertilization has the advantage that less "material" gets lost in the egg stage which develops within the female body having much better protection. But the inner fertilization of mammals provokes very different reproduction tasks for males and females.

KEY to GENDER BEHAVIOR
REPRODUCTION = most important task for every living being
Reproduction means getting **FERTILE** descendants

2 Types of FERTILISATION with consequences

1 EXTERNAL fertilisation (e.g. fish)

TASKS of females and males are **COMPARABLE**

Females lay eggs and males spread sperms over the eggs, most young fishes develop without parental care



2 INNER fertilisation (e.g. mammals)

TASKS of females and males are very **DIFFERENT**

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The following slide summarizes the different tasks of females and males by inner fertilization.

CONSEQUENCES of the INNER fertilisation

Tasks are very DIFFERENT !

FEMALE

- Pregnancy
 - Birth
 - Breast feeding
 - Caring, nourishing, protecting up to sexual maturity
- = 12 years

MALE

- Distribution of as many sperm as possible

↓
Strong competition !

CONSEQUENCES

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5 Strong caring behavior

I was aware that women have a greater role in caring for their children. But from the biological point of view, offspring not only have to be able to walk and to feed themselves, but they also have to reach sexual maturity. Only when offspring are sexually mature, a living being is able to fulfil the reproduction task. For the purpose of evolution, having a lot of children is not relevant, only sexually mature offspring guarantee the survival of a species. It's obvious that women have the tendency to care, but I was not aware of the fact that evolution pushes women to care until the offspring reach their sexual maturity. Because evolution pushes for sexually mature offspring it furnishes mothers with much more caring behavior than I ever expected.

6 Men and hierarchies

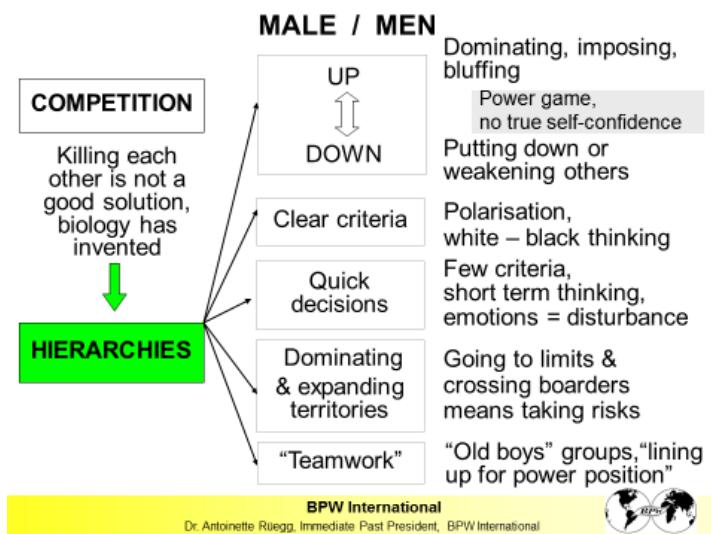
The reproduction task of men is very different to that of women. In fact their only duty is to spread their sperms as successfully as possible. This causes a lot of competition and as mutual killing contradicts successful reproduction, biology invented HIERARCHIES. Even as a biologist this detail was new for me and touched me because I learned the vital key for an important issue. Many of my male colleagues, intelligent academics, with well-defined career positions and transparent salaries, couldn't stop to play competitive games. They imposed themselves and put down others like remote controls or without realistic need. These colleagues were not aware of their inappropriate behaviors in professional life which disturbed the working atmosphere and absorbed a lot of time and energy. Even some male colleagues found such behaviors inappropriate but didn't dare to criticize it. They just said: "You women can put the finger on such behaviors, but they will label men who make comments as not being masculine, even as men who foul their own nest".

7 Reproductive behavior ≠ professional behavior

If humans had only raised their up offspring, gender behaviors would not be important. But the fact, that humans were able to establish a cultural evolution with a growing division of tasks and labor, the situation became different. Today men and most women spend much of their time in a professional life environment and compared to reproduction, biology didn't schedule vital programs for successful professional lives. On the contrary, we have to realize which biological patterns obstruct smart professional behaviors. As men organized and defined the rules in professional life, they unconsciously used their own patterns. Only when more women began to live active professional lives and took on responsibilities did society become aware of the suboptimal behaviors in professional life. Changes of behaviors are very slow but being aware of the patterns is the first vital step of any change.

The motivation to establish hierarchies implements several consequences which are summarized in the following slide.

8 Reproductive behaviors of men



8.1 UP ↔ DOWN

As biology motivates males to ensure descendants by mating as many females as possible, a strong competitive urge is triggered. Therefore hierarchies, a wise tool, slows down competition and help mammals not to kill each other. But in human society and in professional life we should look at hierarchies more carefully. Hierarchies are a very valuable working tool to structure complex contexts or procedures. And there is nothing against competition on factual level, which stimulates performances and innovation. But using hierarchies and competition for power games and manipulations is a short term strategy and causes a lot of damage. Smart and emotionally mature human beings have neither to weaken others nor to impose

themselves to deal with challenges or overcome insecurities. They are able to stick to facts by developing their own true self-confidence. Our biological background delivers behavioral tendencies which unfortunately take over, when somebody feels stressed or insecure.

As Hierarchies always implement an UP and DOWN, a higher and a lower, persons who rely on hierarchies and define their value by positions are very busy increasing their value non-stop. They do not focus on facts, but are driven by how they appear in the eyes of others. Here a reproductive behavior goes hand in hand with another issue, the fact that being a human creates a lot of insecurity. This basic insecurity unfortunately tempts women and men to look for more security in hierarchies.

8.2 Clear criteria

Hierarchical thinking delivers interesting side effects. To define a clear position in a hierarchy or to change a position, requires clear and simple criteria. On one hand bringing issues to the point or concentrating on the essential is a good skill, but on the other hand it can lead on to a "black – white" or an "either – or" – thinking and acting, which unfortunately in power games leads to polarizations.

8.3 Quick decisions

Clear and simple criteria facilitate quick decisions. But if issues are linked up, quick decisions can easily lead to wrong results. Taking quick and short term decisions is much easier in a group of men. In contrast to men women often get lost in the details and often spend too much time in the decision processes. Considering emotions complicates a decision processes, a reason why most men like to ignore emotions.

8.4 Dominating and expanding territories

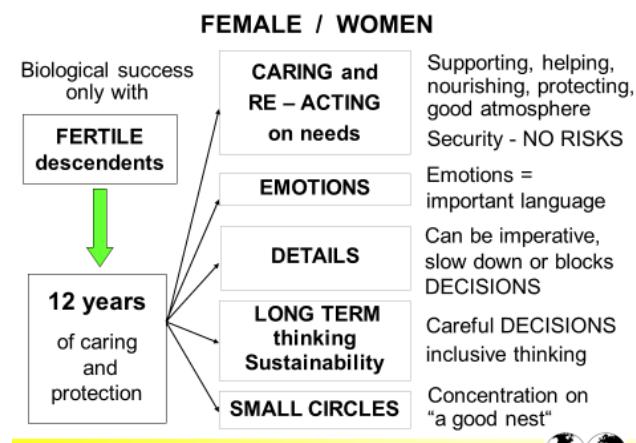
Most men like to dominate their territory and try to expand it. That's why they like to test limits, to cross borders and to look for new opportunities. Women are motivated to look for secure "nests". Compared to women men like to take more risks, which supports their joy of discovery.

8.5... "Teamwork"

For a long time I didn't understand why teamwork among men was obviously less complicated than teamwork between women. Already at university male colleagues made contact with "old boys" groups whereas women rarely had access to women mentors. Only when I had the opportunity to look closer at "old boys" groups, did I become aware that men not only establish groups to work carefully on issues but power games were equally involved. Being on the top requires a group of followers. A strong motivation to be part of a group is the expectation to climb up the ladder until one day one reaches on the top. It looks like a lining up, and the conviction on issues is sacrificed to maintain the positon in the group. This mechanism doesn't work with women. In professional life women prefer to stick to their opinions and work very solitary. Having a reliable network or alliances is an exception for women.

9 Reproductive behaviors of women

The female reproductive behaviors differ very much from those of men.



9.1 Caring and RE - acting on needs

Caring, helping, supporting and RE - acting are common behavioral patterns of women. Women like to take responsibility for a "nest" or for an accessible group where members know each other. But as soon the entities get larger or become unfamiliar, women step back to the second row and work for the leader in the first row. If there are a few men in a group of women, a man will take the lead and the women will work in the second row. That is one good reason why women's organizations are an excellent training field for women. Here no man can take over and women are forced to take the lead and have a great opportunity to practice leadership.

9.2 Emotions

Women are closer to their emotions than men as babies only survive if they can establish an emotional contact and communication. Emotional intelligence is a very demanding task as it requires a true inner emotional security. Unfortunately it is very tempting to use emotions for manipulations. Women know how to use emotions for all kinds of power games, a very common strategy is to dramatize. Our society offers good schools and universities to develop our intellectual intelligence, but regarding emotional intelligence or the development of emotional competences our society is still at the beginning. The development of emotional competences or a sustainable emotional life quality in professional life requires the awareness and commitment of both women and men. The success of our social evolution will depend on emotional intelligence.

9.3 Details

Whereas men do not bother very much about details, women are very sensitive towards details. In raising babies and young children details can provide the first signal of danger. Therefore being sensitive to details is imperative for women. But what's a blessing for maternal care can become a curse for professional activities. Urging women to make decisions which have to be accepted by a majority can become a demanding leadership task. It takes a lot of time to discuss the mass of interventions which show that this or that detail was not taken into consideration.

9.4 Long term thinking and sustainability

Twenty years ago sustainability was the main topic of a further education week-end for professors of a prestigious technical university. As spouses were invited too, I followed the inputs with great interest and was most astonished to learn that thinking and acting sustainable was obviously not the basic norm for men. I learnt that my sustainable thinking and acting was rather an exception. When I worked with women later on I experienced that the majority of them had sustainable thinking too. For women short term actions are less frequent than long term thinking. The reproductive behavior of women might support long term care regarding our society and our planet.

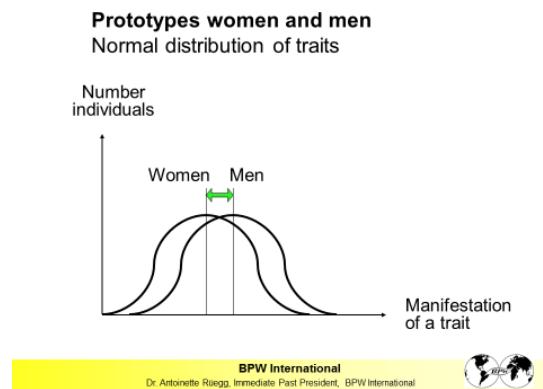
9.5 Small circles

Women prefer to work in small circles where members know each other. Most women do not feel at home in large or even international organizations. Men on the contrary like to belong to a big organization and like to act on the highest level which is the international one. A majority of women prefer "smaller nests" and do not see a reason to invest in large organizations which are more powerful change agents. Whereas men know the financial means which are necessary to run an organization efficiently, even many professional women are not ready to invest the necessary money. For example they sabotage a lot of their voluntary work by not investing money in an efficient back office which would coordinate the numerous voluntarily delivered contributions.

10 Normal distribution of female and male behaviors

Not every man or woman behaves as described in the tables above, and we find a normal distribution of the different behaviors or traits. There are men who do not feel well in environments where a nonstop struggle for power and positions is standard. And there are women with characteristics who like power and power

games. But more men like power games than women and I'm convinced that scientific comparisons would bring significant differences regarding different traits.



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11 Smart behaviors in professional life

As already mentioned, becoming aware of the unfavorable reproductive behaviors in professional life is a first step towards understanding the cultural evolution of humanity. Both genders have to find adequate behavior for their professional life, and **women have the greatest opportunity to take the lead**.

SUMMARY

Becoming AWARE of the
unfavorable reproductive behaviors
in professional life
signifies
an important step forward in our
CULTURAL EVOLUTION.

This work has to be done by women and men,
a good opportunity for women to take the lead.

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