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# Win-Win: Women and Men at Work

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## 2 Minutes Slides 2-3

Participated in Leadership Meeting at Corporate Headquarters.

Hosted by Technology Leader – 2 above me. Big deal. About 30 of us.

3 days of business and strategy meetings, mixed in with “Team Building” activities. One was....



2 Minutes, slides 2-3

Now if you've never seen bumper cars before, they're little cars at amusement parks that don't go very fast and have bumpers on all the sides. You drive around and bump into each other and everyone's laughing.

But these bumper cars weren't like that. They were like the professional race car version. They went a lot faster and the track looked scary. And no one was laughing. Each person in a team of four drove around the track, and whichever team finished in the fastest time won the race. And if you just so happened to bump a bunch of people along the way to World Domination, all the better.

I decided I wasn't going to participate in the bumping portion of the event. I would just race my car as fast as I could to try and help my team win.

So now I'm driving in my own lane, trying to look inconspicuous, with my teeth gritted, and Bam! I get bumped. Hard - hurting my neck. I finish the race, get out of the car, and go to the women's room with tears streaming down my face. When I come out a few minutes later, some other women who had chosen not to participate in the race say, "I don't think this looks like a team building exercise, do you?"



1 minute

The next day we participated in another team building exercise. We built bicycles for kids whose parents couldn't afford to purchase them. Each team of four had parts, instructions, and it was a race to build the bicycle in the fastest time and still get a high quality rating from the judges.

So yes, this was still a competition. But it was so different. There was smiling, and even laughing as we worked to build the bikes. And there was another element added to the competition - collaboration. Each team working together to build the bicycle, as opposed to racing one at a time. And the group as a whole working together to bring joy to children for years to come as they rode their bikes.

What can we learn from this, and what are hallmarks of good and not-so-good teamwork?



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2 minutes, slides 5-6

Simon Sinek – The Infinite Game. Finite games vs. Infinite games. Finite game: comes to an end; timed. Purpose is to win at the end. Infinite game: not timed. Purpose is to keep the game going. Have it never end.

Stephen Covey calls this striving for Win-Win.

Finite Game: win-lose. Infinite Game: win-win because the game keeps going.

You can't win Business. True for more than just business. Can't win relationships either. Purpose of business is to keep the business going. To keep going, business has to thrive. To keep a family together, it has to thrive too. In order to thrive, need good teamwork.



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2 minutes

So, back to bicycle vs. bumper cars, what's so much better about building the bicycle?

Two key elements:

Fostered collaboration, which built what Simon calls Trusted Teams. Trusted teams help keep the game going. Why? –Because collective mind stronger than one.

Healthy Competition (Worthy Rival per Simon. Brings life to the game. Why? -Because competition makes us want to be better. Growth. Different opinions or styles breathes life into something that could otherwise get stale or even die from lack of innovation. Bike was healthy competition. Bumper cars – not so healthy. People got injured.

What does this have to do with Women and Men in the workplace? --Explore next.

More we understand ourselves and others, better able we are to work with one another.

As we'll see, differences between men and women are only some of the important differences between us.



10 minutes: slides 7-18

Myth #1: Men Are From Mars, Women Are From Venus. Popular book by John Gray from 2012. Sets up complete dichotomy, at least in the title. As if there are two sides that can never meet.

Myth #2: There is no difference between men and women.

Truth: some difference exists. How much exactly? Open to discussion. And, how much does that matter in the workplace? In our families or groups?



Photo by [Brett Jordan](#) on [Unsplash](#)

10 minutes, slides 7-18

Psychologists have identified what they call the Top 5 Personality Traits. Each person on a spectrum in each category. None are bad or good. Just different.

# Agreeableness

10 minutes, slides 7-18

**Agreeableness:** friendly, compassionate, cooperative, empathy.

When High: Positive – empathy. Negative – can't commit to a decision unless everyone agrees.

When Low: Positive – willing to have hard conversations before a crisis. Negative – argumentative or violent.

# Agreeableness

# Conscientiousness

10 minutes, slides 7-18

**Conscientiousness:** organized, self-disciplined, diligent, orderly.

When High: Positive – get a lot done. Negative – burnout and judgementalism

When Low: Positive – willing to change direction. Negative – lots of thinking with little action

# Agreeableness

## Conscientiousness

### Extraversion

10 minutes, slides 7-18

**Extraversion:** positive emotion. enthusiasm and assertiveness.

When High: Positive – bring high energy. Negative – more willing to gamble or take high risks. No one else gets a chance to talk.

When Low: Positive – focus on future, sees implications for decisions. Negative – doesn't share needed insights

# Agreeableness

## Conscientiousness

## Extraversion

# Neuroticism

10 minutes, slides 7-18

**Neuroticism:** negative emotion. sensitive, excitable, dynamic.

When High: Positive – good at risk analysis. Negative – never see the positives

When Low: Positive – encourages self and others. Negative – doesn't see risks or downside at all

# Agreeableness

# Conscientiousness

# Extraversion

# Neuroticism

# Openness

10 minutes, slides 7-18

**Openness to Experience:** intellect and creativity, curiosity, adventure.

When High: Positive – creative thinking. Negative – don't want to decide on one thing.

When Low: Positive – maintains order and structure. Negative – structure becomes lifeless and constraining

DIFFERENCES HERE A BIGGER DIFFERENCE THAN GENDER. Personality diversity creates more conflict, and most opportunity for group's overall success. Need a blend of everything for optimal results.



10 minutes, slides 7-18

DISC: Another time-tested methodology that focuses on different type of diversity – communication style

DISC an acronym with 4 Types. See some overlap with 5 personality traits.

# Dominance

10 minutes, slides 7-18

D - dominance. Accomplish results. Big picture. Confident, outspoken, demanding.

# **Dominance**

# **Influence**

10 minutes, slides 7-18

I - influence. Influencing and persuading others. Enthusiastic, optimistic, open, trusting energetic.

# **Dominance**

# **Influence**

# **Steadiness**

10 minutes, slides 7-18

S - steadiness. Cooperation, sincerity, loyalty, dependability. Deliberate.

# Dominance Influence Steadiness Conscientiousness

10 minutes, slides 7-18

C - conscientiousness. Quality and accuracy, expertise and competence. Independent, demand details, fear being wrong.

Remember: goal to keep game going. Not to “win” what’s essentially unwinnable. Can’t win business. Or relationships.

To build strong team, make it diverse. Personality, Communication. And, though differences BETWEEN genders less than personality traits WITHIN genders, still some differences we want to talk about. Requires effort to understand, communicate, and work well with those not like us. For whatever reason.

Gender Differences: AVERAGE for entire population. Not universal by any means. Women higher in Agreeableness (especially compassion and collaboration). Also, intuitiveness and negative emotion. Why? Perhaps because they are more physically vulnerable, and wired to protect life within.

Men higher in competitiveness, clarity, energy. Might explain why the leader thought bumper cars were a team building activity.

Despite differences, one universal: fear. Fear often drives what people say or decisions

they make. How it shows up is different depending on personality traits and communication style. Most common are to attack or withdraw (get quiet). Even there, how it looks differs with personality type. That's why it's important to understand these differences. Can learn to recognize fear and help diffuse it.

Diversity is great. Makes team stronger. And also increases likelihood for conflict. Takes self-assurance, openness, and certain amount of humility or curiosity to build diversity into strength.

# Breakout 1

7 Minutes

Breakout #1: Is there one personality trait that sounded like you, either because it DOES or DOES NOT describe you? If not, have you seen a stand-out trait in someone have a relationship with – whether at work or at home?

Types:

Agreeableness – friendly or empathetic,

Conscientiousness – organized and diligent

Extraversion – enthusiasm, assertiveness

Neuroticism – negative emotion, sensitive

Openness – creative and curious

How has this trait affected your relationships with co-workers or family - either positive or negative?



3 minutes; slides 20-21

How can we work together with a diverse group – at work or organization, and even in family?

BE HUMAN. Everything done under umbrella of love.

As said earlier, diversity can make the group stronger. And also has capacity to create greater conflict. Why? --Because people feel most comfortable with others who are like them. Natural.

And yet, what's most comfortable isn't always what's best. In this case, it definitely isn't. As we saw with *The Infinite Game*, having a worthy rival generates more energy. A certain level of conflict is good. Introduces new ideas. New life. And, with diverse team that includes the risk-averse, those ideas can be honed so they aren't as crazy or risky as they were in the first place. That's why so important to do everything under the umbrella of love.

Besides love, there are what Seth Godin calls Real or Human Skills (Soft Skills) Skills everyone wants in workplace. Demonstrate our humanity Partial list:

kind, honest, prepared,  
coachable, loyal, fearless,  
connected, engaged, fair

3 minutes: slides 20-21

Can see the list on the screen. Might even think of them as gifts or talents, because some seem to naturally show these attributes. And no one naturally has all. But the attitudes on this list are actually skills. Though some may come along with personality, still need to be practiced to get good. And everyone can develop these skills enough to make a difference in how we act and talk with each other.

When we develop these skills, show the best aspects of our unique personality and communication traits, and avoid the worst.  
Our personality is under the umbrella of love.

# Now what?

.5 minute

Theory great. Now what? Time to get real. Specific. Give you something to do when you leave.

Handouts include notes of everything talking about, things we didn't have time to get into, and resources if you want to learn more about any topic discussed here.

That gives us time to focus this half on real action. High D. All about action.

# Skills Matter

2 minutes

So far we've seen that:

1. Diversity makes a team stronger. Work, home, everywhere you go
  - Diverse thinking with respect and love = positive conflict -> higher effectiveness.
  - Diversity without respect and love = conflict with no resolution -> resentment and undermining. Erode trust.
2. People with strong Human Skills are who everyone wants to be around, no matter what their personality or gender.
3. People tend to feel more comfortable with others like them, even though that is less effective.
4. Because diversity make us stronger and most don't naturally feel comfortable with differences or conflict, takes effort to build strong relationships needed in a family or organization..

When we're new to a group, sometimes have to find a way in. Especially if culture already created before you got there. True for gender, ethnicity, personality.

3 skills most helpful to make sure diversity key to strength, rather than undoing. Especially if working in an industry that is mostly men.

# Communication

4.5 minutes

Clear and adaptive communication style. **[STORY: 39 versions of PPT]** Remember DISC definitions?

D - dominance. Big picture.. Get it done.  
persuasive.

I - influence. Energetic and

S - steadiness. Cooperation, sincerity, dependability,  
accuracy, details,

C - conscientiousness. Quality,

High C example: explain everything. Leave no detail out. Fine if another High C. How will others react?

High S – polite, and partly tune out. Pay enough attention to respond.

High I – encourage everyone to get on board and make a decision.

High D – interrupt and ask what the point is.

High D example. Here's what we should do. 3 bullet points. Any questions?

High I – how cool. Won't it be fun to do this?

High S – How can we be sure everyone's on board?

High C – there's no way I have enough information to make a recommendation or decision.

How to bridge that? --go back to 39 versions of the PPT.

Adapt communication style to audience. If diverse, find a way to speak to all. Executive Summary, High Level Supporting Information, Detail in Appendix. Important for you to do that too. With executives. Team. Partner and children.

# Assertiveness

3.5 minutes

Assertive not the same as aggressive.

**[STORY: CGSS membership meeting]** Ed, President, told members that the board had decided to cast 2 people in every role, different nights. Several reasons for this, which he listed.

Dave responded: “Stupidest idea I’ve ever heard. No way will I go along with that. All the best talent won’t either.”

That was aggression. What did it look like?

1. Intimidate or manipulate behind the scenes. [What Dave might have done to manipulate.]
2. Hostile, loud, or violent.

What happened?

I spoke up. “Yes. Some of us said something very similar to that at our board meeting. We definitely argued over reasons for and against this plan.”

Ed: “And in the end, we decided that the benefits outweighed the risks, and to go ahead with the plan.”

What was good about this? Met aggression with assertiveness. Held ground. Kept boundaries. Diffused aggression.

Assertive =

1. Participate in the discussion and the work. Don't shrink back
2. Establish clear boundaries and hold them in a matter-of-fact way, with as little emotion as possible.
3. Under the umbrella of love – includes kindness, grace, understanding. Humor can also work well.

Aggressive or Passive-Aggressive =

1. Intimidate
2. Manipulate behind the scenes
3. Hostile, loud, or violent

# Insight

3 minutes

Insight – recognize fear and bring the level down. **[STORY: me at PT with pain at Level 8. Travis response. What’s deeper problem? Fear. Has to address that as part of his answer.]**

Happens at work, groups we belong to, families. What we say is one thing. Fear really underneath.

Someone has to be the grown-up. Recognize fear for what it is and find a way to diffuse. If we notice someone attacking or getting quiet, obviously fear. When they don’t, can take more skill to figure out that fear is doing the talking. Have to sift through what they’re saying, and remember what we know about how they normally communicate to gain insight into what going on underneath the surface.

No good decision ever made out of fear, so important to bring it down.

All 3 skills invaluable in working with others, and especially in a diverse group. Benefits if you do develop these skills:

1. Collaboration goes smoothly
2. Better understanding and trust, get more done.
3. People know where they stand.
4. Solve problems before they get big.

What if you don't? --Opposite. At odds, low or no trust. Uncertainty leads to fear. Problem blow up and harder to solve.

STOP SCREEN SHARE AT THE END OF THIS SLIDE. THE REST DOESN'T NEED SHARING.

# Breakout 2

7 minutes

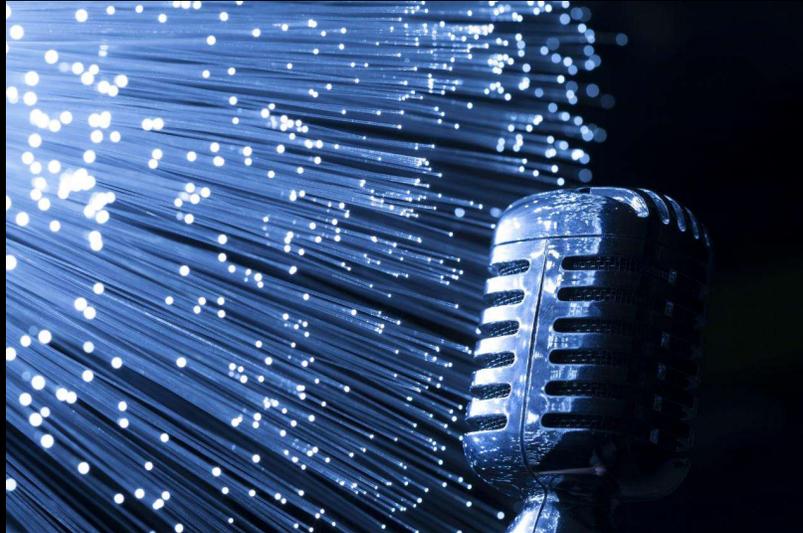
Breakout Group #2

Which one skill would you like to develop further right now and why?

Skills List:

- Communication – clear and adapt to other styles
- Assertiveness – actively participate in discussion and able to calmly state your case
- Insight – recognize fear and diffuse it

# Using Your Voice



7.5 minutes

Your voice is another tool you can improve effectiveness with others. Important to develop other skills to. But can do and say all the right things, and your voice can either enhance or detract from that.

Voice the most flexible and complex communication tool we have. During this presentation we will focus on 2 goals:

1. Respect – be listened to
  2. Diffuse aggression or fear
- AND 2 methods – tone and speed

Respect – Breathy tone sounds sexy or weak. [Demonstrate.] Add edge, colored with roundness.

Breathy tone back in throat, with mouth closed down. Edgy tone closer to front of mouth, mouth open wider. Too much is annoying. Open mouth a little more from top to bottom, and have slightly less edge. Perfect balance of edge and roundness. [Demonstrate.]

Pick up energy by ending sentences at same or higher “note” than start or middle. [Demonstrate.]

Remember member meeting with Dave the aggressive guy? fast and short. More edge.  
[Demonstrate.]

Needed to not only pay attention to what we said, but also how we said it. Some “experts” tell you to mirror others. Meet energy for energy. Partly true. Want energy, and tempered to diffuse the situation. How?

Slow it down, with pauses. (Not too much pause, or you’ll get interrupted. Best tactic is to slow down in the middle of sentences.)

Also, lengthen words. Effectively a pause. [Demonstrate.]

More rounded tone is less aggressive. Take a little edge off. Helps to calm others down.

Summary:

Respect: Rounded edge with energy

Diffuse tension: Slower and rounder

# Q&A

3 minutes

Will set time aside after the session for anyone who has detailed question specific to them.

NOTE: survey after Q&A

# Don't Forget

1 minute

Remember:

1. You don't "win" business. Don't win relationships. Point is to keep them going. To do that, important for us to work together and communicate well.
2. Differences in personality traits are greater than differences between women and men.
3. Differences between woman and men do exist. To help bridge differences, 3 key skills for women to master: communication, assertiveness, insight.
4. Slides with my notes available in PDF form. Resources to learn more about several of these topics included in a separate page at the end.

Last and most important: BE HUMAN. Do everything under an umbrella of love.

# Appendix

## 3 Secondary Skills

1. Curiosity: active listening and exploration. Ask probing questions
2. State your value. You are an important link in the chain. You can promote team and still communicate your unique contribution. Women tend to do this less well than men. Practice in front of others – role-play. On your resume, don't just show your job description. Show your value.
3. Decisiveness. Make good decisions without dragging your feet.  
What gets in the way?
  1. Fear
  2. High C – lots of detail
  3. High openness – leave open to other possibilities. Forever.
  4. High agreeableness – wants everyone to agree all the time.

### How to address?

1. FMEA – identify all risks and evaluate. Addresses Fear and High C.
2. Understand that forward momentum is important. Can't always wait for the perfect solution, or everyone to agree. Almost never happens. Set timeline to make decision. Can revisit if new information compelling enough to change.

Also, 3 TACTICS you can use to help you work better with others.

1. Put on the costume. Includes how you dress, accessories you wear, creating an alter-ego. Examples of alter-egos: Lady Gaga, Superman. Examples of costumes: Steve Jobs wearing a black turtleneck and jeans every day. Athlete wearing a medal around his neck that reminds her of identity and power.

Not false mask, though it may look like it. Trigger traits already inside you to achieve goals.  
Way to overcome self-doubt

What could you put on to help you with confidence? To develop those important skills and confidently contribute?

2. Be Known for Something. When people close their eyes and think about you, what do they see?

Me – get it done no matter what. Even the weird stuff that no one wants. The projects others have messed up or can't finish.

--What could you be known for?

3. Adapt to influence. Minnow turns to tadpole, turns to frog.

When you come into a new situation, best to adapt to the situation and then influence it once you build relationships and trust.

If walk in and keep separate, or act judgmentally, or say "We've always done it this way," less likely to be listened to.

Once build trust, if something is going wrong, use communication skills and voice to say it in a way that isn't about judgement, but attempt to solve.

# Resources

To get in touch with Kathleen:

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YouTube: <https://rb.gy/ptkmzx>

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Text or Phone: 860-740-2529

Other Resources:

Big 5 Personality Test - Can take it yourself or with a partner

[https://www.understandmyself.com/?gclid=CjwKCAjwvsqZBhAlEiwAqAHEIYIm\\_Xl4htO4scrnbi1Sv7vqJsAdVV3SH\\_4iHrpbSDGQkml4gdzGqRoC4SsQAvD\\_BwE](https://www.understandmyself.com/?gclid=CjwKCAjwvsqZBhAlEiwAqAHEIYIm_Xl4htO4scrnbi1Sv7vqJsAdVV3SH_4iHrpbSDGQkml4gdzGqRoC4SsQAvD_BwE)

Video about Big 5

<https://youtu.be/vjRMvrKuf8c> Seth Godin Video About Real Skills

<https://youtu.be/n2Noqqhhc6M>

Podcasts About DISC: <https://www.manager-tools.com/map-universe/disc-relationships#>

Mentioned in Appendix: Strengths Finder

<https://store.gallup.com/c/en->

us/cliftonstrengths?utm\_source=google&utm\_medium=cpc&utm\_campaign=us\_strengths\_b  
randed\_cs\_ecom&utm\_term=strengths%20finder&gclid=CjwKCAjwvsqZBhAIEiwAqAHEIbU1B  
ZEutZDLjpokHHJxCP12ETh\_O3bmBgCQvPs-UL\_ru9I\_gm1i-xoCLYsQAvD\_BwE

Videos about Strengths Themes

<https://youtu.be/gMA6KzqtrsU>

<https://youtu.be/lsCaTapfhk>

Seth Godin about Real Skills (Soft Skills): <https://www.youtube.com/watch?v=n2Noqqhhc6M>

FMEA Analysis: <https://goleansixsigma.com/failure-modes-effects-analysis-fmea/>

Roger Love Voice Training: [https://trainings.rogerlove.com/tpv-b?gclid=Cj0KCCQjw--2aBhD5ARIsALiRlwBh0iM\\_AE128uj4terPmFadGzsYyNzgF0xuL6zBtk9NYFf2Yy2tCp0aAinNEALw\\_wcB](https://trainings.rogerlove.com/tpv-b?gclid=Cj0KCCQjw--2aBhD5ARIsALiRlwBh0iM_AE128uj4terPmFadGzsYyNzgF0xuL6zBtk9NYFf2Yy2tCp0aAinNEALw_wcB)

Video about using your voice. It's somewhat repetitive, but valuable. You can skip around.  
<https://youtu.be/D4sDxm73ljY>

Books

The Infinite Game – Simon Sinek

The Seven Habits of Highly Effective People – Stephen Covey

The Alter-Ego Effect – Todd Herman

Set Your Voice Free – Roger Love