



Teams Benefit when Men and Women Collaborate

The results from a year long study of women in the workplace and the second layer of pressure they face.

INSTITUTE *for* HEALTH *and* HUMAN POTENTIAL



And so it began...

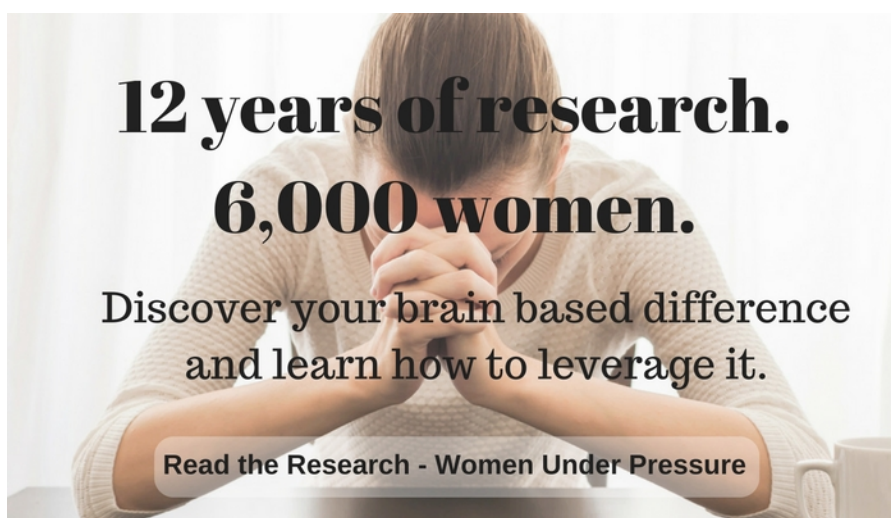
It all started with research...

Last year, when we launched the Women Under Pressure initiative, we knew we had some great research, but we didn't expect how much the research would resonate with people around the world. The initiative started with the release of our white paper based on our research study of 6,000 women.

This research was presented to key organizations and women's groups across North America as part of our keynote series, including the prestigious Conference Board's 2016 Women's Leadership Conference in NYC.

At the end of last year, we launched the women under pressure survey. We wanted to hear women's voices and get their perspective on the research.

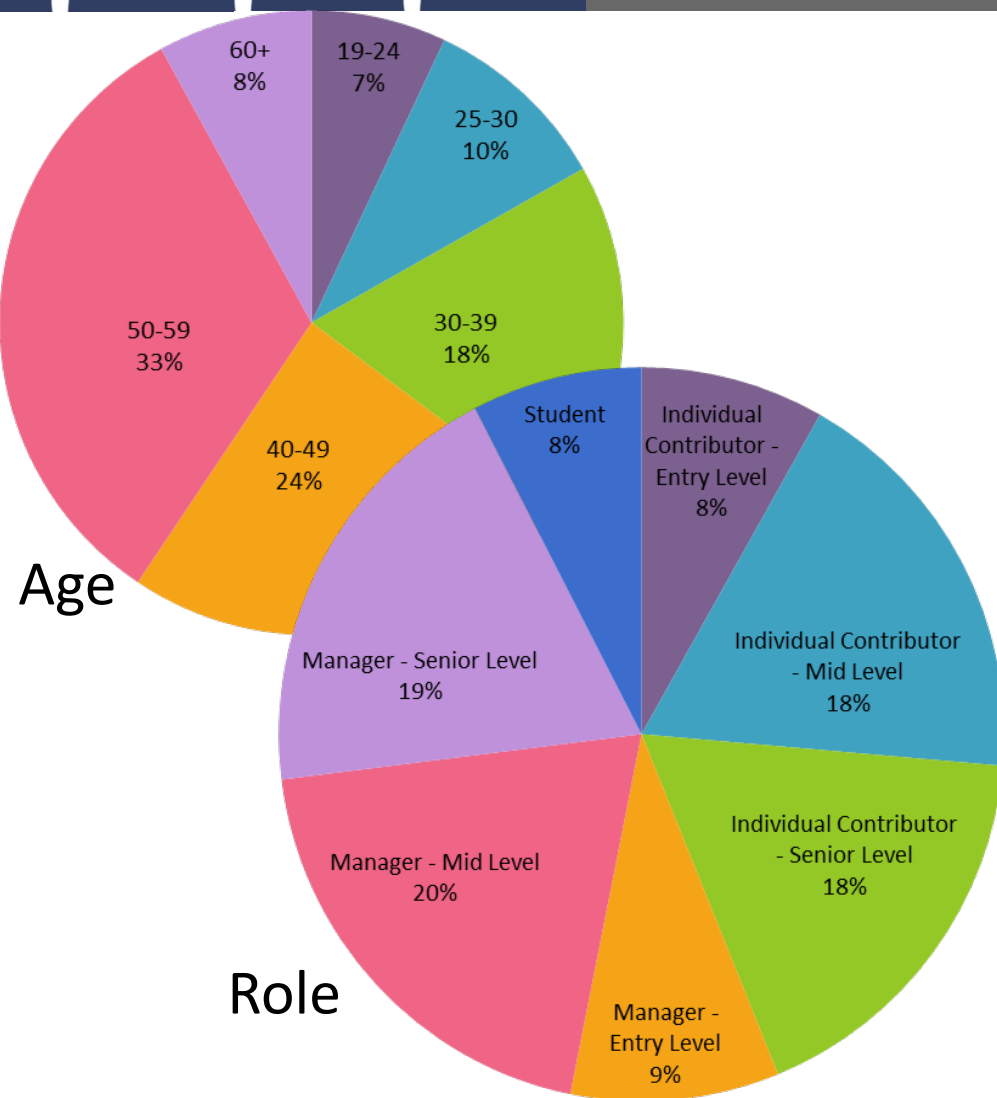
We were honored that so many women, across all walks of life, chose to share their insights and their stories. We are excited to share what we discovered with you.



Thank you to all who participated, who shared their stories and insights, who took risks, and allowed themselves to be vulnerable.



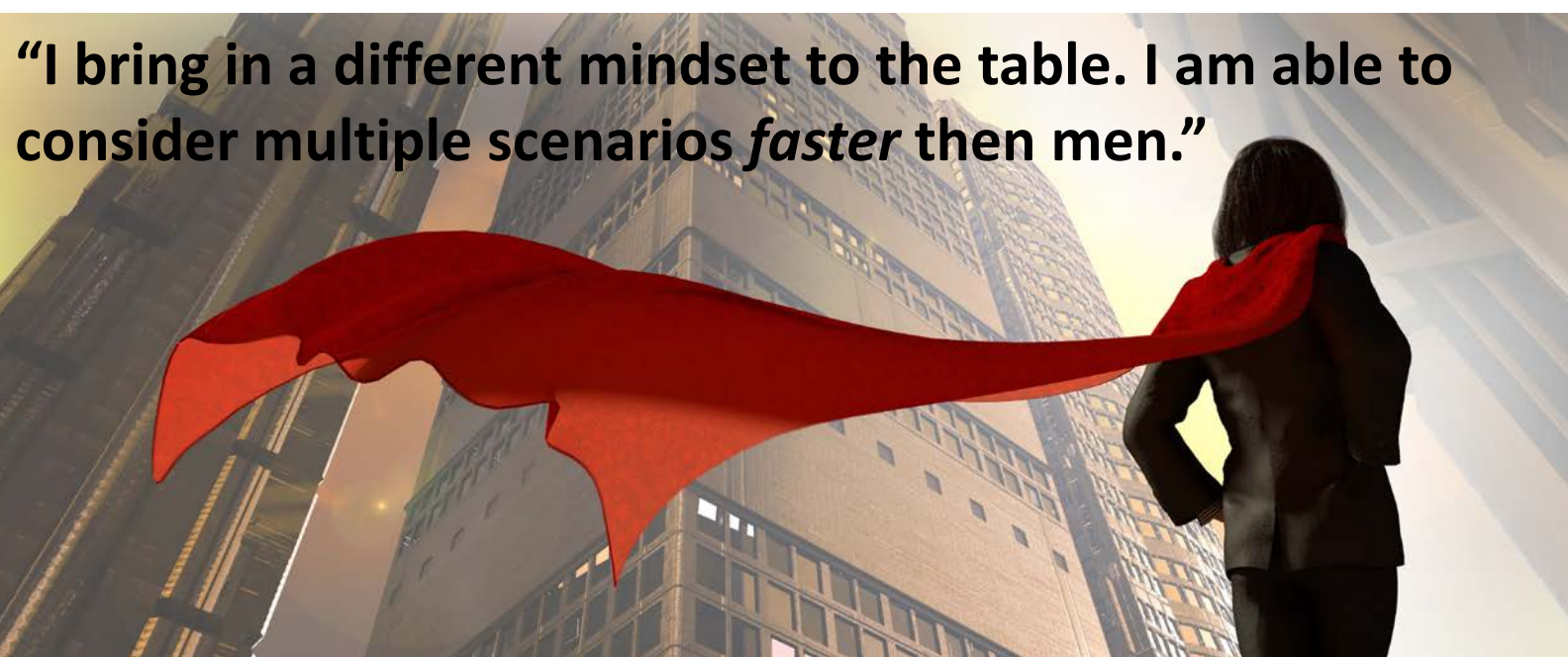
About our participants...



Over 500 people participated in the survey providing us with a broad spectrum of quantitative and qualitative research.

We have integrated these findings with interviews with women from a wide range of organizations including The U.S. Marines, Marriott, Georgia Tech, Prudential, and IBM.

The women in our study represented all levels of their organizations, from individual contributors to CEO's, from around the world.



“I bring in a different mindset to the table. I am able to consider multiple scenarios *faster* then men.”

Key Findings from the survey

- 1 Women feel they face a different type of pressure from men, but don't feel that men recognize this.
- 2 Women have a unique contribution to their organization, but don't feel that men recognize this.
- 3 Women don't feel their senior leaders have as much confidence in them as they do their male counterparts.
- 4 Women themselves feel less confident managing pressure at work.
- 5 Women who have gained insight about their unique brain-based abilities and have learned strategies to become more confident under pressure are able to break through many of the barriers women face in organizations. Because of this they have become inspiring and effective leaders.

"I believe I have the ability to read situations and my employee's emotions easier than my male counterparts."

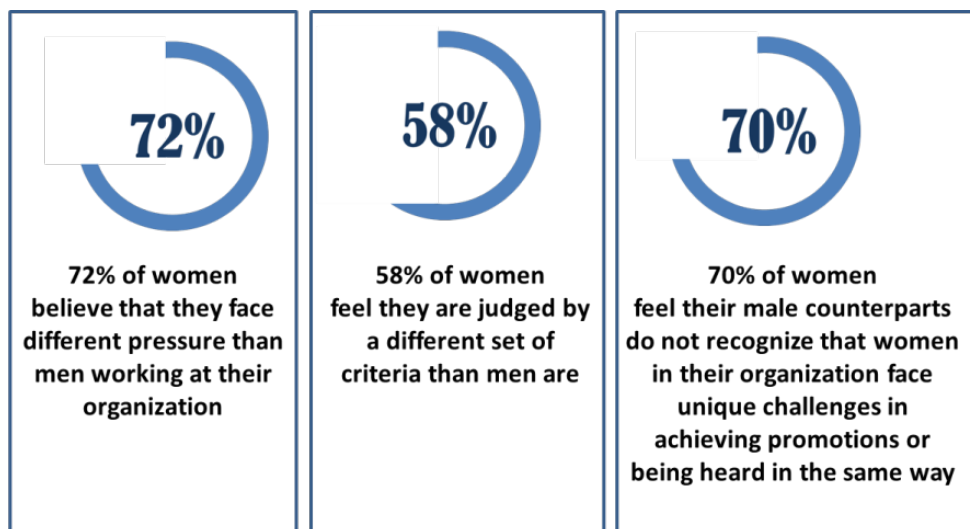




Time to get deeper...

We will now go deeper into the research and look at the data behind the findings.

Women feel they face a different type of pressure from men, but don't feel that men recognize this.



All things being equal.....

Both men and women face a constant level of pressure to:

- Deal with deadlines, goals, etc.,
- have too much to do and too little time,
- manage change; and,
- be able to integrate and balance both work and life challenges.

And sometimes they're not.....

In addition to this, women face additional pressures in the workplace that men don't:

- ✓ Being on a team and/or having leadership that is mostly male.
- ✓ Dealing with more aggressive male behaviors.
- ✓ Feeling the need to be perfect and not make mistakes.
- ✓ Salary gap.
- ✓ Work/life balance to a greater degree than men.

"Self expectations of feeling that 'MORE' is necessary and the sense that in order to be respected and accepted, that women need to be 'harsh, cruel and inflexible'."

In our Women Under Pressure white paper, we call this "different" pressure the **Second Layer of Pressure** that women face (which men do not).

In other words, women face a Second Layer of Pressure, and they feel that men don't recognize this. Interestingly, as we discovered that women don't want to be treated differently or be seen as complaining, most do not talk about this second layer of pressure.



Unique contributions...



**77% OF WOMEN
FEEL THEY
BRING A UNIQUE
CONTRIBUTION
AS A WOMAN TO
THEIR
ORGANIZATION**

The uniqueness of Women is a competitive advantage.

It is absolutely true that women have these unique capabilities and we know that from the most recent brain science. Women are in fact able to see more variables and options under pressure, and connect to the emotional impact or people perspective much more easily than men. This stems from the fact that women get more blood flow from the hippocampus under pressure and 10 times that amount of white matter.

More details on how this effects organizational performance can be found in our [Women Under Pressure white paper](#).

Here's what women had to say:

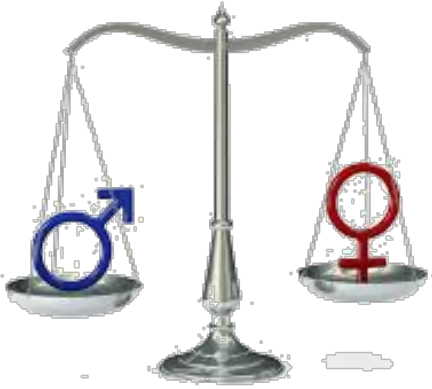
"I believe that women (in general) approach problem solving and decision-making in a different way, perhaps giving consideration to more variables and/or possible solutions."

"I believe I have the ability to read situations and my employee's emotions easier than my male counterparts."

"I often bring a point of view males will not have initially considered. Most of the time, it will be "human-oriented" and will force them to look at a situation with a new point of view and with more empathy."

"I bring in a different mindset to the table. I am able to consider multiple scenarios faster than men."

Balance your teams



Research is clear that **both** male and female perspectives are needed.

Teams that are balanced outperform teams of all men or all women by a large margin.

Women are unique

Women have a brain based difference that predisposes them to weigh more variables, consider more options, see more context and visualize a wider array of solutions and outcomes to a problem when they or their organizations are under pressure.

Research has shown that organizations which leverage this unique strength of decision-making and have more women in top leadership positions, have stronger relationships with customers and shareholders, and a more diverse and profitable business. Also, they outperform the competition in every measure of profitability: equity, revenue, and assets .

Excerpt from [Women Under Pressure Whitepaper](#)



One research study participant summed it up very well:

“Any organization that is all female or all male has inherent weaknesses. I have seen a better product/solution to the marketplace when there are equal parts men and women, as more aspects of an issue are considered. For example, males tend to move forward without too much thinking about consequences, while females tend to ruminate. The combination of these two sides brings a nice balance to work.”



The challenge...

Women don't feel their senior leaders have as much confidence in them as they do their male counterparts.



Only 32% of women feel their organization has the same confidence in their abilities as it does their male counterparts.

Building confidence is critical for women leaders for two reasons: negative events can sometimes *last longer* and have a bigger impact on confidence for women than men.

For instance, research has found that when a man and a woman each receive negative feedback, the woman's self-confidence drops to a much greater degree.

The internalization of failure, and the insecurity it breeds, hurts future performance in the moment and can have serious long-term consequences.

"When my boss and I disagree, I feel like he does not trust my expertise like he would trust that of a male in the same position as mine."

"I must prove over and over that I am competent. The men can perform at a lower level and get positive recognition. I will be highly criticized for any slip ups, no matter the impact."

"It's a challenge being heard. I have to balance "how" I say it with "what" I say. I must soften my communication style so that I don't offend the men."

The challenge is that women don't feel this unique ability is recognized:



Only 19.6% of women agree their organization recognizes the unique contribution they bring to the organization.

19%

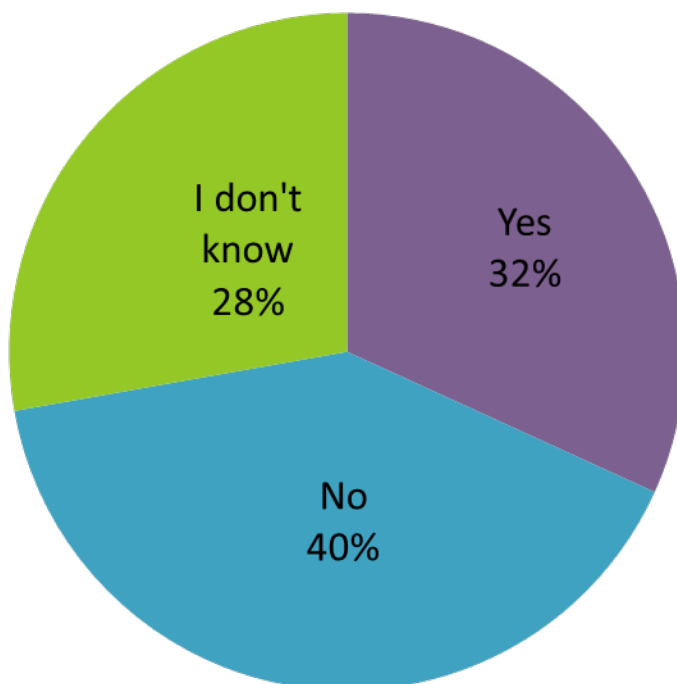


Confidence or aggression?

When women don't feel their organization has confidence in them, there's a serious business impact as women may:

- **Not be as willing to take risks** to innovate, drive change, and stand up for what they feel is right.
- **Speak up less.** Worried about being seen as “pushy or aggressive”, women will not always push back, give critical feedback or hold someone accountable.
- **Not ask for a promotion/pay raise.** If they don't feel the organization values their contribution as much as men, they won't feel deserving of a pay raise or promotion. This further exacerbates the gender gap that already exists.

Do you feel that your organization has the same confidence in your abilities as it does your male counterparts?



“Assertiveness in men is seen as leadership; in women, as pushy, or worse. It can be more difficult for women to have their ideas/opinions heard; men tend to talk over them. However, I do want to say I see this changing a bit. Some younger men are often more respectful, and many younger women are more confident in having their voices heard.”



If these things happen, women may leave your organization, or may not share their best ideas that will drive change, innovation and performance.



The impact of confidence...

Women themselves feel less confident managing pressure at work.



51% of women feel that men in similar roles in their organization are more confident in their capabilities than women



“Although on the face of it, my organization seems to treat women the same. However, women have a more difficult time getting acknowledgement for their accomplishments and their ideas are sometimes dismissed until presented by a male.”

“As female managers in the workplace, women must work hard to be taken seriously. Men believe that women are more emotional and therefore can't make the role as manager workable. So we as women have to work harder to be heard. “



**MEN ARE HIRED
AND PROMOTED
ON POTENTIAL.
WOMEN ARE
HIRED AND
PROMOTED ON
PROOF.**

Cindy Gallop

THE 3% CONFERENCE



“I think women have to do more to prove themselves and to stand out. They must have higher confidence levels than men. Some women seem to overcompensate here and operate more like bullies, in my observations.”



Becoming more confident...

And then there were the interviews...

In interviews with women, some of them senior VP's and CEO's of large organizations, they talk about not feeling confident in themselves. They question whether they really have the ability to do their job, and often feel like "imposters". This creates huge additional pressure on top of what they already face.

An interesting share from a survey participant:

"Women are not as confident when there are promotion opportunities and consideration for taking on new client accounts. Younger women in the company tend to pull back when an opportunity is presented, and then it's snatched up quickly by a male peer capable of speaking up. "



Women who have gained insight about their unique brain-based abilities, and learned strategies to **become more confident** under pressure, are able to break through many of the barriers women face in organizations, and have become **inspiring and effective leaders**.

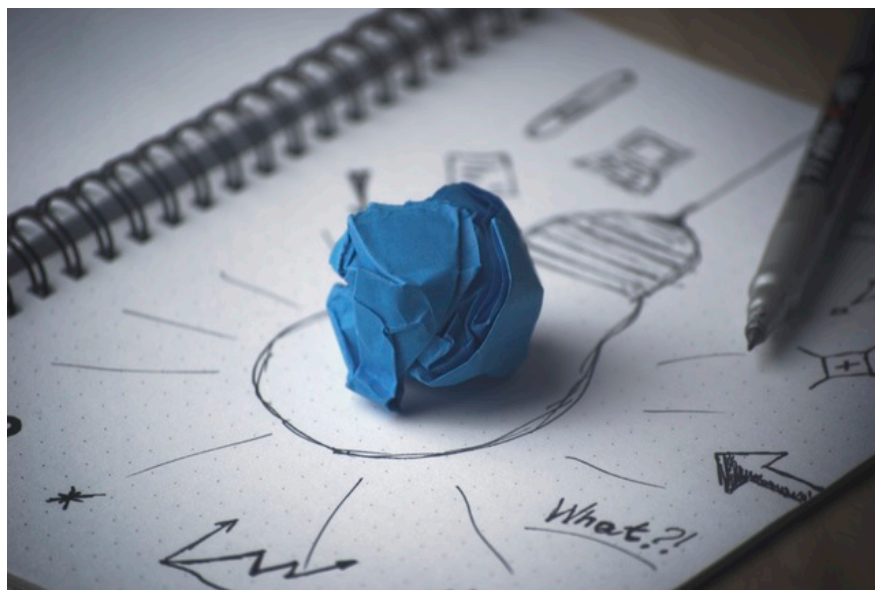
We heard from many women who have **developed the skills they need** to perform under pressure, to be more confident and "lean in" so their organization (including their male leaders and counterparts) see the unique contribution they bring. As a result, they have become **valued members of their leadership teams**.



What needs to be done...

Organizations and leaders (male and female), need to...

- Understand and acknowledge that women face a second layer of pressure that men do not.
- Recognize the unique brain-based differences that women bring to their organization and ensure that women's voices are included and being heard at all levels.
- Provide training that will help women overcome some of these challenges – the second layer of pressure, lack of confidence, etc. so they can step up and be recognized and valuable contributors to their organization.
- Provide training to men to educate them on the second layer of pressure so that they don't become/remains a barrier.

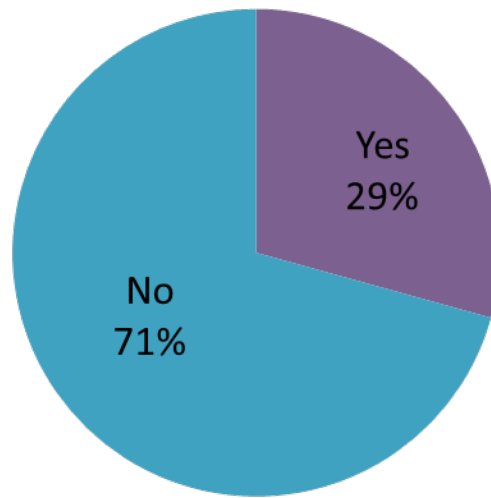
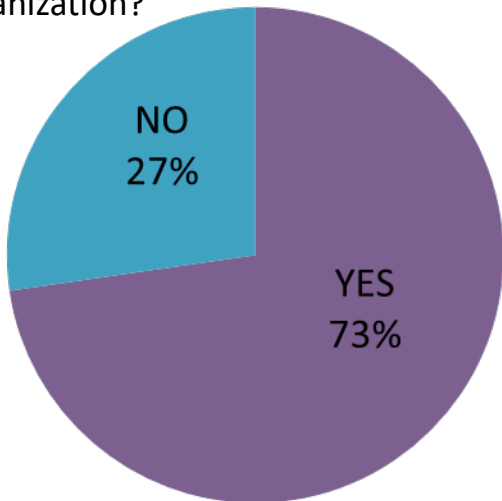


"I don't see women facing different pressure, but we handle pressure differently and more creatively than most men."

The learning for organizations should be obvious: you need to find ways to get more female leader's perspective into your decision-making.

This includes increasing the number of women in senior team decision-making as well as, given the second layer of pressure that women uniquely face, equipping them with tools and insights to manage pressure more effectively so that their significant value can be realized by your organization.

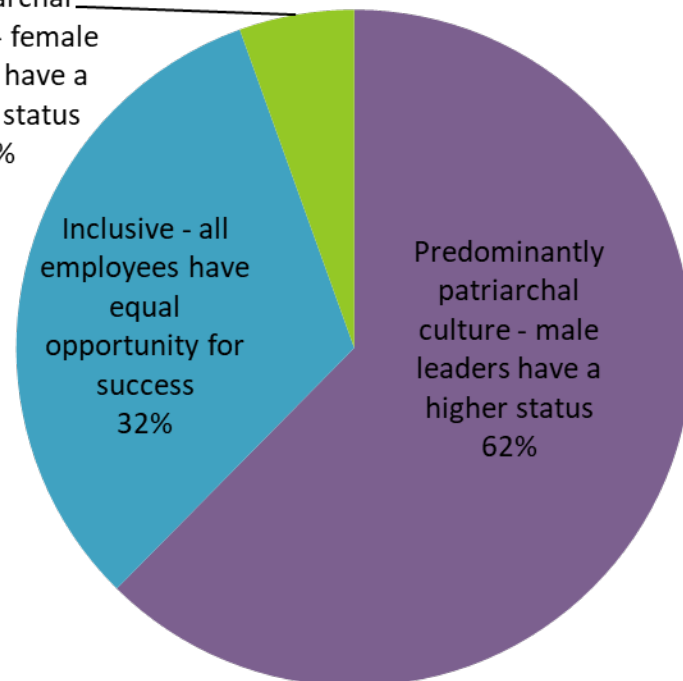
Do you believe that women in your organization face different pressure than men working at your organization?



Do your male counterparts recognize that women in your organization may face unique challenges in achieving promotions or being heard in the same way?

How would you describe your current corporate culture when thinking about gender inclusivity?

Predominantly matriarchal culture - female leaders have a higher status
6%



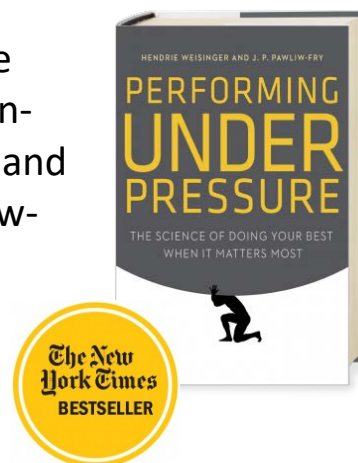


The Institute for Health and Human Potential ([IHHP](http://www.ihhp.com)) is a global research and learning company that specializes in helping organizations and leaders leverage the science of emotional intelligence and performing under pressure. We offer Training, Assessments, Coaching, Keynotes and the New York Times bestseller: Performing Under Pressure.

Performing Under Pressure

Nobody performs better under pressure. Regardless of the task, pressure ruthlessly diminishes our judgment, decision-making, attention, and performance in every professional and personal arena. Co-authored by IHHP's founder, J.P. Pawliw-Fry, *Performing Under Pressure* will introduce you to the concept of pressure management, offering the latest science on how your brain responds under pressure, and many empirically tested strategies to help you overcome the sabotaging effects of pressure.

<http://www.ihhp.com/pressure-book/>



Keynotes

We tailor our leadership keynote speeches and presentations to meet your organization's goals. No matter what the topic of your event, we have a number of [inspirational speakers](#) for you to choose from, all of whom can deliver high impact one hour keynotes, two to three hour break-out sessions, all the way to full day training programs.

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Training

To [perform under pressure](#), an individual needs to master three key areas: managing emotions under pressure, thinking under pressure and conversations under pressure. Why? Pressure affects and disrupts our emotions (the emotional part of our brain), our thinking (the cognitive parts of our brain) and our ability to communicate (which requires both). IHHP provides a full curriculum of leadership and pressure training programs, that combined with our EI360 assessment and coaching, create a sustained learning approach. Check out our full curriculum at <http://www.ihhp.com/training-programs/>

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