

Women In Leadership Highlights Jan. 23, 2009



Jeffery Tobias Halter

“Executive Success: What Men Aren’t Telling You” – featuring Jeffery Tobias Halter – Passionate advocate for women’s leadership, keynote speaker, and author of “Selling to Men, Selling to Women.” Jeffery has more than 25 years in business experience in sales, marketing, management, leadership development, and diversity education including Alberto Culver, P &G, and The Coca-Cola Co. He’s also a contributing writer for *Tom Peters!* and *Pink Magazine*; a Business Advisory Board member for Simmons College; and a member of the National Society for Diversity in Sales and Marketing. Jeffery brings a man’s perspective on women’s leadership ----informative, well-researched ...and lively.

Key takeaways:

- Jeffery has “evolved” over his career in regards to what he calls “a white male epiphany” in which he came to realize that there are clear differences in males and females in the workplace and in how each should be approached in the sales process
- Outside his “day job,” he has become an advocate for women – a “business feminist” of sorts – and he writes and speaks about the business case for women’s leadership and for companies to recognize gender differences for the sake of business (e.g., American women are the largest economy in the world!)
- Jeff cites this last fact as the biggest reason things need to change in how we market and do business and he also suggests that “the perfect storm (TPS)” is coming.
- The perfect storm has to do with the change taking place in terms of the composition of the workforce
- In terms of competencies, his research suggests that men are better at decisiveness and “the art of winning” while women are better at problem solving and motivating teams
- He also believes there are gender biases in most leadership competencies but one way to mitigate that bias is via assessment centers

- In a tough economy, talent management matters and developing women and men is a priority – especially for the talent you can't / don't want to lose because now or later, they can be "poached"
- Jeff also acknowledges generational differences in the workplace, e.g., Gen X expects to move up quickly and aren't very eager to "pay their dues". Believes businesses should talk to this generation and explain the "unwritten rules" that are prevalent in their particular culture
- Jeff's formula: PIE where "P" = performance; "I" = image; and "E" = exposure. This is a key formula for smart women and others to pay attention to. You should ask: "What my differentiator? What do people think about me?"
- There is a double standard at work – and women must learn to deal with it. Choices often have to be made to make it in the business world
- Tidbit about cocktail parties: there's always a business opportunity and responsibility. Men know this inherently and professional women must remember this as well.
- Male champions: one of the smartest things a woman can do. Invite men "in" as opposed to thinking that they don't get it. Help them understand your business case and let them know your career interests. Remember that men who have daughters are especially open to helping women advance because they want their daughters to have the same opportunities they do.
- Jeff also suggests that women need to get out of their comfort zone and do things that help you stand out.
- It's always good to help others be successful.
- If you have a family, don't forget to include them in your career and gain their support because you need them to keep you balanced.
- Be sure you learn to say NO because you can't do everything.
- Most importantly, take responsibility yourself to change how things are.

Suggested reading:

Business case for diversity:

1. *Re-Imagine! Business Excellence in a Disruptive Age* –Tom Peters
2. *Workplace Trends: Today's Decisions, Tomorrow's Success* – Catalyst

Career Development

1. *Women and the Labyrinth of Leadership* – HBR; www.bhrreprints.org
2. *Smart Women, Smart Moves* – Dr. Vanessa Weaver
3. *Unwritten Rules: What You Don't Know Can Hurt Your Career* – Catalyst
4. *The Double-Bind Dilemmas for Women in Leadership: Damned If You Do, Damned If You Don't* – Catalyst

Creating Male Champions

1. *For Women Only: What You Need to Know about the Inner Lives of Men* – Shaunti Feldhahn