

50-50

Gender Balance

Why We Have to "Get" It and Get It – Now!

To females and males across the world, born and yet unborn, whose lives would be better with the harmony a balance of "feminine" and "masculine" would bring.

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CONTENTS



<i>Introduction</i>	4
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PART ONE: HOW DID WE GET SO IMBALANCED? PERSONAL INSIGHTS AND HISTORY

A. How Did 50-50 Get Out of Balance?	11
<i>Chapter One: What We're Taught</i>	12
<i>Chapter Two: Not Nearly Enough SHEs</i>	29
<i>Chapter Three: Women as Objects/ "Property" – Intolerable ...Or Self Imposed?</i>	38
B. What Changed?	52
<i>Chapter Four: It Hasn't Always Been Like This – Women's Roles Changed</i>	53
<i>Chapter Five: It Hasn't Always Been Like This – More Confirmation that "Feminine" Influence Has, Sadly, Diminished</i>	61
<i>Chapter Six: It Hasn't Always Been Like This – Feminine Divine Was Lost</i>	69
<i>Chapter Seven: It Hasn't Always Been Like This – Matriarchies Were Once More Prevalent</i>	83
<i>Chapter Eight: Sick and Tired, of Being Sick and Tired, of Women Being "Second Class"</i>	94
C. How Imbalanced is Leadership?	103
<i>Chapter Nine: Leadership Part I – We All Need More Women Leaders</i>	104
<i>Chapter Ten: Leadership II – What's Adding More "Feminine" Leadership Got To Do With Reform, Ethics, and Corruption?</i>	116
<i>Chapter Eleven: Leadership III – Women Leaders – Changing the Numbers</i>	135
<i>Chapter Twelve: Leadership IV – Do Career Women Want to Get to The Top?</i>	145
<i>Chapter Thirteen: Leadership V – We Need Women in Politics Most of All</i>	159

PART TWO: WHAT MOVES SHOULD WE MAKE NOW TO GET US TO 50-50

A. What Do We Need to Do To Achieve Balance?	187
<i>Chapter Fourteen: From Narrow Tipped Pyramids to Balanced Full Circles</i>	188
<i>Chapter Fifteen: Leveling the Playing Field</i>	197
<i>Chapter Sixteen: Let's Get Clear – What "Feminine" and "Masculine" Traits Are We Talking About?</i>	203

Introduction



50-50 – “Get” It and Get It Now

If we had to boil the intentions for this book down to 50 words, this would be the essence:

- ☯ Females and the “feminine” and males and the “masculine” are equally valuable.
- ☯ Both men and women need to understand this, believe it, and act on it.
- ☯ Our goal is to convince and motivate both males and females.
- ☯ Our future depends on balance.
- ☯ This better way can be described and measured.

This book came about because I believe this with all my heart and intellect:

A world where everyone has what they need to live a quality life, and where we all live that life in peace, and our planet is respected, can only happen when females share equal status with males and the “feminine” is valued as much as the “masculine.”

This equal value and equal status doesn’t exist today – and it’s up to us to change that, now. 50-50 needs to be our shared goal.

Please keep an open mind, because this is not feminism regurgitated. We truly are talking about all-encompassing balance. And we aim to give you reasons you may not have considered before as to why our children’s future, and the future of all generations after that, depend on making this shift.

Part I is a history, including personal insights, and national, and global realities that brought us to our current, severe imbalance.





In Part II we talk about what we need to do now to get us closer to balance.

In Part III, we suggest ways to achieve, sustain and measure balance.

Once we understand how we got here, how we can change it, and how we can continue to gauge balance, we’ll be creating this new story together- instead of imploding together.

What difference does it make to balance the picture?

It makes every difference.

We have so many serious problems in this world that need our immediate attention. 3 that have reached crisis levels are: 1) The gap between the “haves” and the “have-nots” as far as food, healthcare, shelter, education, income;  2) War, killing and violence;  and 3) Destruction of our environment.  This book aims to connect gender balance  to those 3 dots, in particular, and you’ll see these symbols throughout the book as reminders. (See Chapter 24 for more.)

The ultimate, critical, reason we need gender balance is because we need a new story of what global economics can be, so that we all can share this planet fairly, in what we call a “Universal Neighborhood.”

Is Gender Balance the Answer?

Without a doubt, gender balance is an indispensable change that must take place before the other hoped-for changes in this world can happen.

We need to make room for valuable “feminine” opinions so they are not withheld. We need to make room for “feminine” insights in critical situations. We need to encourage “feminine” creativity. We need to mesh “feminine” ideas with “masculine” ideas – in every respect you can think of.

Do We, Literally, Mean 50-50?

We wish it were as easy as counting one female head, for every male head, in every decision making situation, and in every other equation. But, it’s far from a simple numbers exercise; gender balance is complex and nuanced. Not all men can be characterized as having typically “masculine” values, and leading in typically “masculine” ways. And not all women can be characterized as having typically “feminine” values, and leading in typically “feminine” ways. The aim is to balance “feminine” and “masculine,” no matter who embodies the traits and values.

Still, there is enough correlation between females and the “feminine” that, given how imbalanced important decision making is now, you can’t get around the fact that adding females is the best starting point for change.

That new story – of peace, prosperity, and sustainability – is never going to come about if “masculine” thinking and attitudes and solutions are dominant, and unless “feminine” thinking and attitudes and solutions are brought into full partnership with “masculine.” If not, we’re headed for a global train wreck that defies imagination.

So, while 50-50 isn’t a precise rule or prescription, it’s a quick, handy way to remember the goal. And, we’re so far out of balance now, we don’t see how we’re in any danger of over-reaching the overall target.

There is something we all can do.

The news covers prosperity/poverty, destruction/sustainability, and peace/war fairly well, and almost everyone I know wants to help reduce at least one of these problems. Hardly a day goes by when I don't hear someone say "if only I could help," "if only I knew what to do."

There is something we all can do, and it's something that the news does not cover well. It's something that is as plain as the noses on our faces. If we change this, I totally believe that the other serious problems will diminish much quicker than they otherwise would. Most important of all, if we don't change it, those serious problems will get worse and spin further out of control. I totally believe this as well, but this book is not about my beliefs; it's about simple, logical and, I hope, persuasive facts and observations.


What is this "something we all can do?"

Commit to gender balance. Insist on gender balance in all forms. Vote for gender balance. Support gender balance. Create and maintain gender balance when hiring, appointing, and promoting. Balance our conversations and thinking.

We need gender balance everywhere - in our homes, schools, faiths, professions, corporations, and government. Specific chapters in this book are deliberately devoted to making room for the "feminine" in leadership, and in our concept of the Divine because of everything else this affects.

What is gender balance?

Equal parts of "feminine" and "masculine." We're going to talk a lot about this and include lists of traits that are considered typically on one side or the other.

The best picture of it is the "Yin-Yang" symbol  which some of you already know about. Some, though, may have an "aha" moment, like I did, when I really thought about how wonderful a balanced world like that might feel.

Gender balance is not about "male-bashing."

Balance is not bashing or trashing. While we do need to begin by acknowledging facts and stats that indicate the way the world is structured now is "hyper-masculine" in tone, approaches, and roles, this is not about diminishing those "masculine" values and traits. Recognizing that it's predominantly men who are most likely to embody distinct "masculine" characteristics, is not to diminish the value of men. We're only stressing that now-dominant "masculine" strengths need "feminine" perspective and tempering.

While this book is not intended to demean or marginalize men, it is our intention to raise awareness of how pervasively women are demeaned and marginalized, and to change it. Balance is the goal because, in our world today, "feminine" and "masculine" are recognized as different, but not as equal.

Everyone needs to see why it's worth all the effort to achieve real balance.

You'll be in for Positive Surprises!

If you don't agree that gender balance has to be the foundation - before we can build a peaceful world where everyone enjoys prosperity in a healthy environment - words are certainly not going to convince you.

But I hope the examples you'll read - about how the balance women and/or "feminine" thinking bring make a positive impact - will do the convincing. And motivate you to join in doing whatever you can to tip the scales, so that both "feminine" and "masculine" are equally respected. Equally sought. Equally invited. Equally welcomed.

Many of these examples are likely to be new to you - they were to me. That's largely because, in most fields, women's achievements haven't been recognized as much as men's have. Too many women who have made tremendous contributions to our civilization somehow haven't become household words.

We have a lot to change.

"Feminine" values, principles, traits and characteristics need to be equally valued and weighted in decision making. But, as you'll see, this is far from current reality. Women don't have equally valued voices. Not all women - but too many women. In fact, most women - when you look at all the women on this planet. Ditto for how girls are treated vs. boys.

Maybe that's no surprise to you. Still, you might find some surprises in this book as far as the extent of these disparities, even if you've seen bits and pieces reported in the news. What I hope really might make this book important, is our attempt to "connect the dots" - to show why the things that need improving in this world won't, and can't, get better without gender balance.

Why Isn't There Gender Balance? 3 Reasons

Countless books and organized efforts share our goal. So, why is the critical importance of gender balance not yet "sticking?" I concluded there are two main, very basic, explanations:

1. "Masculine" values and principles have been smothering "Feminine" values and principles, in every sector of society, for so many thousands of years, that attempts to change it have been like trying to chip away at granite.
2. Gender Balance is not being recognized and accepted as being critical to the very survival of all of us on this earth.

These seem so obvious - why write another book? Because I think most of the people who recognize this dangerous imbalance end up "preaching to the choir," but not reaching those outside the like-minded "congregation." We hope to reach those men and women who don't "get" it.

Then there are some who “get” it, but aren’t acting on it. Dr. Beverly Tatum, President of Spelman College, has research showing omissions aren’t always intentional. Good intentions may be buried, but can be unearthed by changing this simple, third reason Tatum offers as to why gender balance hasn’t yet come about:

3. Creating balance and being inclusive is a habit of mind. Those in a position to do something about it need to first develop the habit. People are most comfortable with people like themselves. If they can develop the habit of asking “who’s missing from this picture?” then they will notice.

We love that concept: “Habit of Mind” so much, that most chapters end with an action section called “Develop the Habit” to help jumpstart new habits.

Hopes for This Book

We hope this book will raise awareness and ignite a sense of urgency and drive home these ideas:

- ! None of us are too busy to get involved
- ! Our voices are as important to this effort as our time or money
- ! This shift is every bit as critical as what we’re already involved in
- ! We can’t sit back and feel comfortable – this is urgent
- ! These issues aren’t “far away” – they are our priority
- ! It’s our job to understand the long-term consequences

We’ve tried to approach the need for gender balance from a different angle -- “what’s in it for me,” emphasizing the “carrot” over the “stick” – because the tangible positives that can result are phenomenal. And we’re asking everyone reading this out there to send us your examples, so we can continue this important conversation. Email your examples to genderbalance5050@mindspring.com

We seriously need to enlist credible men and women in this movement; gender balance is not a “women’s issue.” The solid granite “masculine- dominated” way society is organized now needs to collapse of its own weight. And that can only happen when both men and women believe this is for all of our good, and act together to change it.

We’re Very Close to a “Tipping Point”

The good news is we’re already poised for change. Now, if just enough people in positions to achieve gender balance are moved to do it, we can all start benefiting from the difference that will make in all of our lives!

Some mindsets will be harder to change than others. And some won’t change. Yet the numbers still suggest we’re close to a tipping point.

Self Published...for Now

The “we” behind this book are me, my husband, Sam Allen, and our Full Circle Living partner, Enid Draluck. (Full Circle Living (FCL) is our not-for-profit entity.) We decided to self publish this book for several reasons: 1) to get this book out as soon as we could to start the ball rolling. We didn’t have an agent, editor or publisher lined up in advance, and we knew how much time might be involved in going that route. 2) To control content. We wanted to get all our ideas and angles out there, and not run into any “no politics or religion” or other objections. 3) To avoid any conflicts of interest. This way, we don’t represent any group, nor are we being paid by a publisher and 4) We also hoped that, by being driven enough to pay for getting this book into your hands, we’d be further emphasizing how urgent we believe this is.

How You Can Help

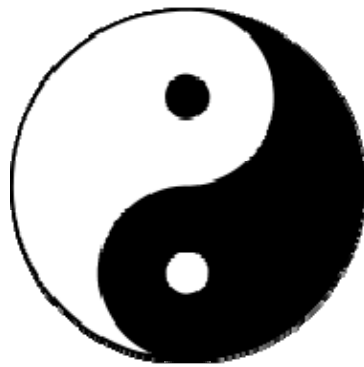
- ☺ Most chapters end with suggestions as to how to *Develop The Habit* of gender balance. Anything you can do to get these, and your own suggestions, into the mainstream, would speed things along.
- ☺ You’ll also see many names of people who can help accelerate gender balance. We don’t have connections to a lot of them but, if you do, we have printed extra copies of this book, and will give you as many as you need for you to send along, preferably with your personal note.
- ☺ If you can think of publications that might be looking for an article based on an excerpt from this book, please let us know, and we will gladly follow up.
- ☺ If you see opportunities where women need to be represented, or which need a “feminine” voice, please bring it to our attention, or act on it yourself.
- ☺ If you notice anything that needs correction, please let us know.
- ☺ Finally, if after reading this, you are interested in publishing this so it can be more broadly distributed, we would love to hear from you!

We hope you enjoy the book - thank you for reading.

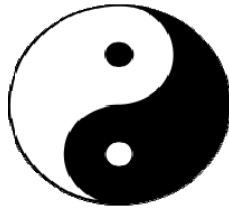
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***PART ONE: HOW DID WE GET SO
IMBALANCED? PERSONAL INSIGHTS AND
HISTORY***



A. How Did 50-50 Get Out of Balance?



Chapter One: What We're Taught

*"The first problem for all of us, men and women, is not to learn, but to unlearn."
Gloria Steinem*

Until a few years ago, I didn't stop to think about how much of what I was taught in school was the thinking, creation, and discoveries of men – Plato, Aristotle, Socrates, Virgil, Homer, Christ, Da Vinci, Michelangelo, Copernicus, Columbus, Galileo, Descartes, Washington, Jefferson, Lincoln, Beethoven, Mozart, etc.

Not all of these great men we studied were biased against women. For example, I was thrilled to recently learn that many scholars think Michelangelo's treatment of women in his art, particularly by including women in all parts of the Sistine Chapel ceiling, and by painting Adam picking his own Forbidden Fruit, shows that he promoted gender equity, which was definitely not common for men to do during the Renaissance.

But, look at what Elizabeth Spelman, Philosophy Professor at Smith College, has to say about the "great" philosophers:

"What philosophers have had to say about women has typically been nasty, brutish, and short. A page or two of quotations from those considered among the great philosophers (Aristotle, Hume, and Nietzsche, for example) constitutes a veritable litany of contempt."

How disturbing to know that our young sponge-like minds absorbed those notions, which surely happened at some level. Are these philosophers still the academic centerpiece? Are philosophy students still being subconsciously influenced by "great thinkers" who thought women were inferior? If your children are studying philosophy, check it out.

Only our exposure to literature was a bit more balanced; I guess it was OK for women to write novels or poetry.

What's included in textbooks- and what's left out - is determined by the editors and publishers, slanting or twisting the real history of slavery, Christopher Columbus, the Crusades, etc. It's not different from how Elaine Pagels (*Beyond Belief*) and others say what made the cut in the official canonized Bible, was determined. Just the distortions I've discovered are enough to make me wish I could go back to kindergarten and start all over – and I'm sure I've just scratched the surface. Gloria Steinem has the right idea – we all need to relearn!

Phenomenal Females

Each of you probably has a part of the record you would like to set straight. For me, it's beginning to sink in, little by little, how widespread playing down the roles and contributions of women throughout history really is.

Internet surfing led to a great source: www.americanswhotellthetruth.com. Of course, a lot of courageous men I read about in history books were deservedly featured. But I really got pumped up reading about all kinds of courageous women, living and dead, who weren't in my history books!

Women risked their necks not only for women's rights, but for ending lynching, general civil rights, labor rights, social reform, responsible government, rights for the disabled, children's advocacy, Native American rights, protecting planet earth, corporate reform, and on and on. We owe it to courageous women in history to know them and appreciate sacrifices they made for all of us.

Women have made great scientific, medical and mathematical discoveries. Women have contributed greatly to poetry, literature and the humanities. There are great women astronauts, business leaders, and economists. Billions of us even owe "our daily bread" to Neolithic women who most likely discovered how to grow plants.

My initial excitement wore off, and was replaced by resentment that all boys and girls didn't grow up learning about the important roles women have played in history. It made me in that much more of a hurry to get this book finished and out there so we can all do something to change this.

When I've mentioned to friends that I'm writing this book, I've been amazed at how many stories they have to add. Enid hunted down short bios on many more.

Let's start with classical music.

So many men's names come to mind – how many first thought of a female musician? If not, here are some unfair reasons for that.

When my friend, Phyllis Abramson, told me that some of the vocal music that is attributed to Felix Mendelssohn was actually written by his sister, Fanny Mendelssohn-Hensel, it made me want to investigate further. I learned from www.parlorsongs.com that "*only a few of the many women composers in America had their music published and heard during the late 19th and early 20th centuries.*"

We're in the 21st century now, but, until recently it was conventional wisdom that "women make small music." Orchestras only started hiring more women after they started holding auditions with the musician behind a curtain, so that the judges didn't know if it was a man or woman. How did they get away with that completely falsely based discrimination for so long?

After learning that, did I ever love reading about a tiny woman making “Big Music,” at the New York Philharmonic and elsewhere, Chinese conductor Xian Zhang. A *New York Times* article says Zhang:

“...is just over 5 feet tall, is so grand in stature you are transfixed by her, but lacks the nervous arrogance of some young conductors, who try to project that they’re the boss.”

...and used words like these to describe her:

“...incisive gestures elicit vivid performances from musicians who have seen it all, passionate musicality, the antithesis of a stern, towering maestro, Ms. Zhang is personable and down to earth; her easygoing manner masks fierce discipline; assured conducting, with taut, elegant gestures; really feels the music and is able to transmit that love of the music to us.”

Sounds very “feminine,” right? Nevertheless, Ms. Zhang:

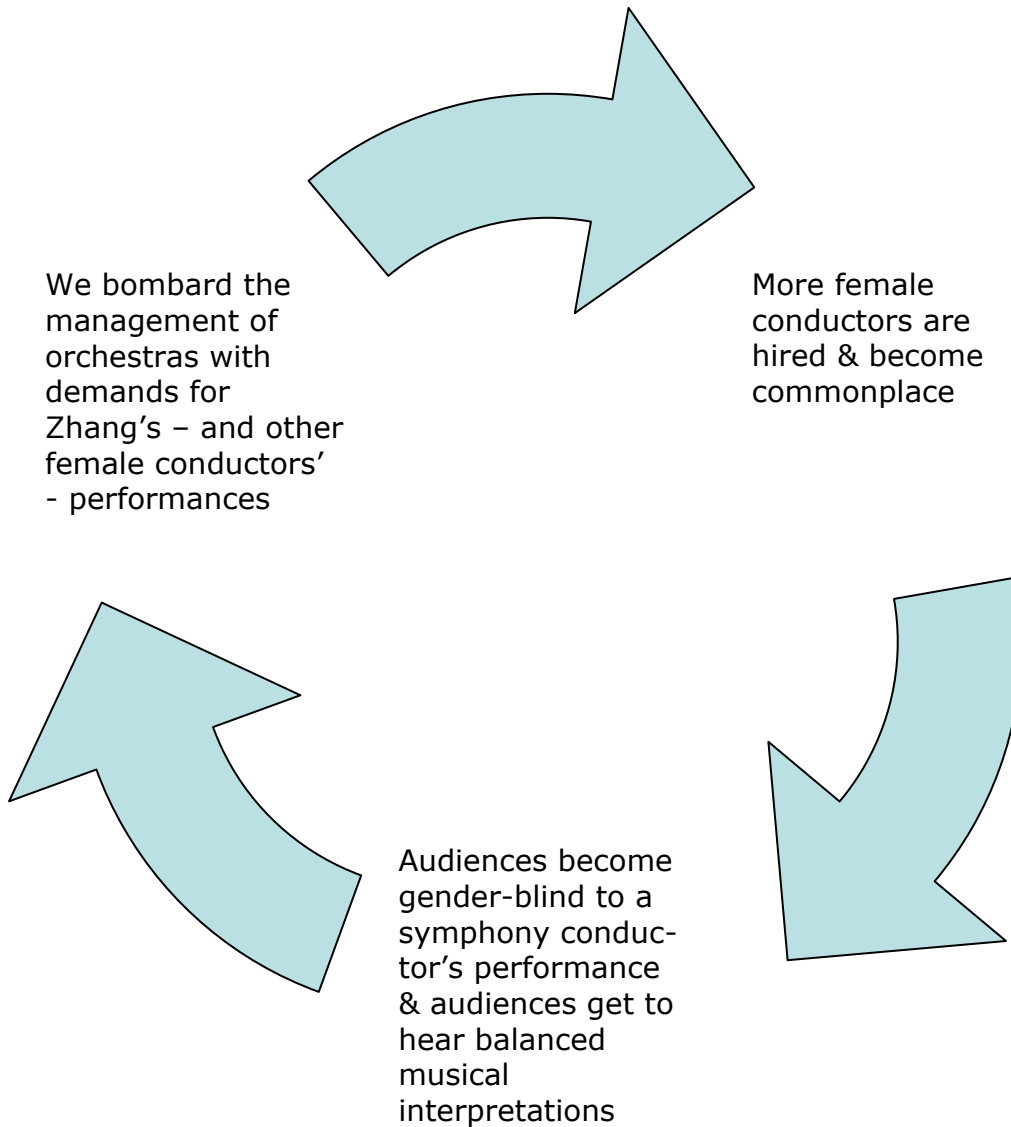
...“has come to command respect on the podium quickly. Musicians were immediately impressed by her confidence, efficiency, poise and good-natured patience.”

Is this a new era, then? No. Here’s what Ms. Zhang said in that same article:

“Being a woman really shouldn’t be an issue, but sadly enough it is. A double standard can also come into play. If a conductor messes up in a rehearsal, if he or she makes a mistake, it would be absolutely O.K. for a man to walk into the next rehearsal and just correct himself, and everything goes on. If this is a woman, people would start saying it happened because she is a woman, or something like that. People tend to be harsher on women in their work”.

Here’s an exercise for you. Start keeping track of how many women who have reached prominence in their field also worry that any slipup will tarnish all other women. We all know that is blatantly unfair.

In every sector of society, female leadership needs to be commonplace and we need to set some “virtuous” circles in motion like this, for example this way that we as consumers bring about change:



Throughout this book we offer ideas of such ways to hurry the glacial tides of time.

We Can Create a Public, Official, Out-in the Open Samizdat

Noun 1. samizdat - a system in the Union of Soviet Socialist Republics and countries within its orbit by which government-suppressed literature was clandestinely printed and distributed

Even after doing limited research, it's obvious there is a huge story of women who have accomplished nothing less than causing societal and cultural revolutions we desperately needed. Of course, women continue to equally contribute today – see how we can hear more from them in "Not Nearly Enough SHES."

Outside of women's studies, I'll bet many of these women and their accomplishments are largely unknown. When I came across the definition of this word I'd never seen before –samizdat- I thought maybe we ought to get some of these suppressed facts out there via such a system!

Seriously, this suppressed information needs to infiltrate everything we learn, not clandestinely, but officially. Women's contributions become official when they are in textbooks in grammar schools. When they are part of the mainstream curriculum in high schools. When they are not confined to women's studies in universities.

Like I said, someone determines what's in and what's out. It's up to the "buyers" – parents, students, school boards, and citizens – to insist that what is taught is balanced, inclusive, and accurate. Surely, any reluctant educators and textbook suppliers would respond to demand pressures.

Speaking of teachers, Sam asked a good question. It puzzles him that most teachers are females – he guesses at least 2/3 in elementary and secondary schools. So why, over time, hasn't there been more promotion of women's historic and current contributions?

We don't have an answer for that and hope you can help us all figure out how we can change what students are taught.

Women's Hall of Fame

300 women came together for the first U.S. women's rights conference in Seneca Falls, NY in 1848, led by Elizabeth Cady Stanton and Lucretia Mott. According to the www.greatwomen.org website:

"...the women and men of Seneca Falls created the National Women's Hall of Fame in 1969, believing that the contributions of American women deserved a permanent home."

There are currently 226 inductees and we've included the complete list in the Appendix. It's a very impressive group and not a bad place to start if we want to balance American History. And, here's my confession: even after researching and writing about gender balance for 2 years, I could only tell you something about 85 of these outstanding women. Yet a rigorous nomination and vetting process judged them Hall-of-Fame-Worthy. In honor of all of them, we're including a few of these captivating stories:

Mary Harris "Mother" Jones

While we were taught the stories of labor leaders Samuel Gompers and A. Philip Randolph, today is the first time I am learning about Mary Harris "Mother" Jones, even though she was born before them and lived longer. In fact, she continued to fight for workers to age 100. What intrigued me was her nickname, "the miner's angel." I've always felt that education is the primary way we are inspired to "be more," and I wondered who wouldn't be inspired with these facts about Mother Jones, found with just a quick look at Wikipedia:

- Mary Harris, born in 1830 in Cork, Ireland, married George Jones, a member of the Iron Workers' Union in Memphis, Tennessee
- Age 37: lost her husband and their four young children to yellow fever
- Age 41: moved to Chicago and recreated herself as an independent dress-maker but lost everything in the Great Fire.
- Active as an organizer and educator in strikes throughout the country at the time, particularly with the United Mine Workers (UMW).
- Age 72: Became known as "the most dangerous woman in America," for ignoring an injunction banning meetings by striking miners as in: "There sits the most dangerous woman in America. She crooks her finger—twenty thousand contented men lay down."
- Age 73: Organized children working in mills and mines in the "Children's Crusade;" at age 83 was jailed for same, but this led to the U.S. Senate ordering an investigation into coal mine conditions, and to meeting with John D. Rockefeller, Jr., prompting him to visit the Colorado mines and introduce long-sought reforms.
- Age 95 published her own account of her experiences in the labor movement as *The Autobiography of Mother Jones*.

Ida B. Wells-Barnett

Thankfully, most of us now know the courageous story of how Rosa Parks, by refusing to give up her seat to a white man on a Montgomery, Alabama bus, triggered the successful bus boycott in 1955. Count me as one of those who didn't learn until recently that Ida B. Wells refused to give up her seat on a train, and successfully sued the railroad – 71 years before Parks! Who was this Ida B. Wells-Barnett? A giant, as playwright Tazewell Thompson sums up:

"...A woman born in slavery, she would grow to become one of the great pioneer activists of the Civil Rights movement. She was a suffragist, newspaper editor and publisher, investigative journalist, co-founder of the NAACP, political candidate, mother, wife, and the single most powerful leader in the anti-lynching campaign in America.

A dynamic, controversial, temperamental, uncompromising race woman, she broke bread and crossed swords with some of the movers and shakers of her time: Frederick Douglass, Susan B. Anthony, Marcus Garvey, Booker T. Washington, W. E. B. Du Bois, Francis Willard, and President McKinley. "

More than 85% of the estimated 5,000 lynchings occurred in the Southern states, and Georgia was second only to Ida B. Wells' home state of Mississippi in terms of numbers of lynchings. I've never been able to reconcile such a murderous mentality with living in Atlanta, the "City Too Busy to Hate." And, I wonder what students in South Carolina were taught about the ideology behind lynching? Since Benjamin Tillman became Governor in 1890 and later a United States Senator until 1918, were students ever taught to try to contextualize his murderous statements:

"We of the South have never recognized the right of the negro to govern white men, and we never will. We have never believed him to be the equal of the white man, and we will not submit to his gratifying his lust on our wives and daughters without lynching him."

Or do they now also study Wells' famous 1892 pamphlet, *Southern Horrors: Lynch Law in All Its Phases*? Having examined many accounts of lynching based on alleged "rape of white women," Wells concluded that Southerners concocted the rape excuse to hide their real reason for lynching black men: black economic progress, which threatened not only white Southerners' pocketbooks but also their ideas about black inferiority.

Was economics the reason less than 1% of lynchmob participants were ever convicted? While this must have disturbed Wells, almost 100 years later, at least the U.S. Postal Service issued a postage stamp in her honor.I didn't research any honors bestowed on Senator Tilman.

Ernestine Susmond Potowski Rose

Was Ernestine Susmond Potowski Rose in your history textbooks? She wasn't in mine. Born a Rabbi's daughter in Poland, she was offered more education than women commonly received at that time. No sooner did Ernestine Rose arrive in New York in May of 1836, than she was out knocking on doors with a petition for married women's property rights. Rose was one of the first to speak publicly in America on women's rights, and the first to petition for women's rights. After twelve years of activism, in 1848, New York State passed the first married women's property law in the U.S. (Other states followed.) Susan B. Anthony, who joined the movement in 1852 and became its best known leader, often acknowledged Rose's pioneering role, and kept her photograph on her study wall.

Though Rose's early and continuing contribution to the advancement of women's rights is unquestionable, her social status may have contributed to the lack of recognition from historians. She was an immigrant in a period of rising nativist sentiment, a Jew in largely Protestant reform movements, a freethinker and atheist in movements that often turned to the Bible for authority.

Jane Addams

Since I grew up in the Chicago area, I can't imagine why social reformer, Jane Addams, wasn't prominent in our textbooks. It would have made an impression on me to have learned about her moving into the Chicago slums in 1889, from which a national settlement house movement sprang. How different might my thoughts about what was possible been as a young girl if I had been exposed to Addams? We should have been steeped in the story of the founder of the Women's Peace Party, and the International Congress of Women, for which she was expelled from membership in the Daughters of the American Revolution. Addams was a founder of the American Civil Liberties Union, and the National Association for the Advancement of Colored People, and the first American woman to be awarded the Nobel Prize for Peace. We celebrated Abraham Lincoln every February 12th, but never Addams.

Ida Tarbell

Why didn't we learn about Ida Tarbell, whose, *"The History of the Standard Oil Company, is still one of the most thorough investigations ever written of how a business monopoly exploits the public by using unfair tactics, has been called by Daniel Yergin 'arguably... the single most influential book on business ever published in the United States.'" (www.americanswhotellthetruth.com)* Its publication led to the company's break-up, and *The New York Times* named Tarbell one of the 12 most important women in America. In 1999, her series on Standard Oil was voted 5th on the 100 most important works of journalism in the 20th century. Let's be sure that young journalists today know all about Ida Tarbell.

Shirley Chisholm

Look at what the same website has to say about Shirley Chisholm, the First Black U.S. Congresswoman: " *'Fighting Shirley Chisholm — Unbought and Unbossed'* was her campaign slogan for New York's Twelfth Congressional District race in 1968. Chisholm won — and stayed true to her words throughout her political career. She opposed the Vietnam War and weapons development at a time when it was unpopular to do so, and relentlessly fought for the rights of women, children, minorities, and the poor. Chisholm introduced groundbreaking legislation to establish publicly supported daycare centers, and to expand unemployment insurance to cover domestic workers. She was a founding member of the Congressional Black Caucus, holding it accountable as 'the conscience of Congress.'"

Wilma Rudolph

Although she had severe polio as a child, look at all these firsts, honors and achievements that mark Wilma Rudolph in the record books:

- ! First American woman ever to win three Olympic gold medals
- ! One of 5 selected as America's Greatest Women Athletes by the Women's Sports Foundation
- ! Black Sports Hall of Fame, Women's Hall of Fame, U.S. Olympic Hall of Fame
- ! Established the Wilma Rudolph Foundation to train young athletes

Althea Gibson

According to Wikipedia, Althea Gibson was the daughter of sharecroppers, was raised in Harlem, New York City, had trouble in school and ran away from home a lot. Her tennis talent came to light through her participation in a public program sponsored by the Police Athletic League and the New York City Department of Parks and Recreation.

She had to first prove herself by winning 10 consecutive national championships run by the American Tennis Association, the then-governing body for black tournaments. Yes, she was forced to play tennis as a segregated sport before she was finally given the opportunity to participate in the 1950 U.S. Championships, breaking the color barrier.

She went on to win several Grand Slam titles, was the first black person to win Wimbledon, won the No. 1 ranking in the world, and more additional titles, achievements, and honors than I could ever list.

This was all as an amateur: there were no professional endorsements; there was no prize money. In later years, she suffered two cerebral aneurysms and her financial situation got worse. Rudolph finally told her former doubles partner she was living on welfare, unable to pay the rent, and was on the brink of suicide. A letter appeared in a tennis magazine and envelopes full of checks from around the world, totaling nearly \$1 million came in.

So, yes, her countless fans answered the call, but who wouldn't give enormous credit to Gibson for overcoming overwhelming odds in life? Yet, this is her famous quote: "No matter what accomplishments you make, someone helps you." One way we can start leveling the playing field in teaching history is: every time someone mentions that Jackie Robinson integrated baseball, we point out that Gibson was the first black person to win Wimbledon.

Firsts for Women in U.S. Politics

The League of Women Voters provides a complete timeline of women's political achievements in the U.S. along with women who made history. Here are but a few, to which I've added some reference points:

- 1776 Declaration of Independence gives white men right to vote in the United States. In several British North American colonies, Jews, Quakers and/or Catholics were excluded from the franchise and/or from running for elections.**
- 1866 Elizabeth Cady Stanton was the first woman to run for the U.S. House of Representatives, even though she was not eligible to vote.
- 1870 The 15th Amendment to the U.S. Constitution gave non-white men the right to vote**
- 1872 Victoria Woodhull, a stockbroker, publisher, and protégé of Cornelius Vanderbilt, ran for president of the United States on the Equal Rights Party ticket.
- 1894 Three women were elected to the Colorado House of Representatives, the first women elected to any state legislature: Clara Cressingham, Carrie C. Holly, and Frances Klock.
- 1917 Jeannette Rankin, a Republican from Montana, entered the U.S. House of Representatives, the first woman ever elected to Congress. She served from 1917 to 1919 and again from 1941 to 1942; a pacifist, she was the only lawmaker to vote against U.S. entry into both world wars.
- 1920 After 72 years of struggle, the 19th Amendment to the Constitution was ratified, giving women the right to vote.**
- 1924 Bertha K. Landes, Republican city council president at the time, became acting mayor of Seattle, the first woman to lead a major American city.
- 1925 Nellie Tayloe Ross, a Wyoming Democrat, became the nation's first woman governor.
- 1931 Hattie Wyatt Caraway (D-AR), was the first woman ever elected to the U.S. Senate.
- 1933 With her appointment by President Franklin D. Roosevelt as Secretary of Labor, Frances Perkins became the first woman ever to serve in a presidential cabinet.
- 1964 Senator Margaret Chase Smith, a Maine Republican, was the first woman to serve in both houses of Congress.
- 1965 Patsy Takemoto Mink, a Democrat from Hawaii, became the first woman of color and the first woman of Asian-Pacific Islander descent in the House of Representatives.
- 1968 Shirley Chisholm, a New York Democrat, became the first Black woman to serve in Congress.
- 1977 Patricia Roberts Harris, appointed by President Jimmy Carter was the first Black woman to serve in a presidential cabinet and the first woman to hold two different cabinet positions.

- 1978 Nancy Landon Kassebaum, a Kansas Republican, was elected to the United States Senate. Prior to her election, all of the women who served in the Senate had succeeded their husbands in Congress or had first been appointed to fill out unexpired terms.
- 1981 Sandra Day O'Connor, a former Republican state legislator from Arizona, was appointed by President Ronald Reagan as the first woman ever to sit on the U.S. Supreme Court.
- 1984 Third-term Congresswoman Geraldine A. Ferraro (D-NY), was the first woman ever to run on a major party's national ticket when she was selected by Walter F. Mondale as his Vice Presidential running mate.
- 1989 Ileana Ros-Lehtinen, a Florida Republican, became the first Hispanic woman and first Cuban American to be elected to Congress.
- 1992 Carol Moseley Braun, an Illinois Democrat, became the first African- American woman and the first woman of color to be elected to the U.S. Senate
- 1993 Janet Reno became the first woman to serve as U.S. Attorney General.
- 1997 Madeleine K. Albright, became the first woman to serve as U.S. Secretary of State
- 1998 Tammy Baldwin, a Democrat from Wisconsin, became the first openly gay or lesbian person elected to Congress as a non-incumbent. She was also Wisconsin's first woman in Congress.
- 2001 Elaine Chao became the first Asian-American woman to serve in a presidential cabinet when she was appointed Secretary of Labor by President George W. Bush.
- 2005 Dr. Condoleezza Rice became the first Republican woman and the first African American woman to serve as U.S. Secretary of State.
- 2007 Representative Nancy Pelosi (D-CA) became the first woman to serve as Speaker of the U.S. House.
- 2008 In the presidential nomination race, Senator Hillary Rodham Clinton won more primaries and delegates than any other female candidate in American history.

First in the country: female majority to control New Hampshire Senate.

U. S. Military Women "Firsts"

My husband, Sam, is fascinated by stories of brave people who have served in combat, but I wonder how many dedicated women are featured in those books. This is only a very small start at balancing that:

- 🕒 The first to receive a pension for military service, in 1779, was Margaret Corbin who fought with her husband at Fort Washington
- 🕒 The first and only woman to receive The Medal of Honor was Dr. Mary E. Walker, a contract surgeon during the Civil War.
- 🕒 The first woman to receive The Purple Heart was Annie G. Fox while serving at Hickam Field during the Japanese attack on Pearl Harbor, Dec 7 1941.
- 🕒 The first on a U.S. Postage Stamp was Spanish American War Nurse Clara Maass, who died as a result of participating in an experimental yellow fever treatment program.
- 🕒 In 1995 Air Force Academy graduate Lt Kelly Flinn became the first woman B-52 Bomber Pilot.

Today, women make up 14% of the 1.4 million serving on active duty in the U.S. military, but their numbers at the very top remain low. Only 57 women hold the rank of general or admiral, only 5 of whom are three-star generals. Among the Army's 391 generals, 21 of them -- or about 5 % -- are women. Only 4 serve above the one-star rank of brigadier general.

Needless to say, a lot of champagne corks were popped to celebrate the first female to be named a 4-Star General in the U.S. military, Ann E. Dunwoody, after 33 years of service in the Army. Dunwoody was humbly overwhelmed by the response:

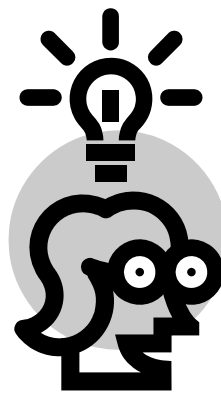
"I didn't appreciate the enormity of the events until tidal waves of cards, letters, and e-mails started coming my way.

And I've heard from men and women, from every branch of service, from every region of our country, and every corner of the world. I've heard from moms and dads who see this promotion as a beacon of hope for their own daughters and affirmation that anything is possible through hard work and commitment.

And I've heard from women veterans of all wars, many who just wanted to say congratulations; some who just wanted to say thanks; and still others who just wanted to say they were so happy this day had finally come."

Have we broken the "brass ceiling," as the newswires reported? Dunwoody said she's the first female 4 Star General, but won't be the last. By all rights, the military should prove her right, sooner rather than later.

From "IQ s of Famous Geniuses"



These women are widely considered to be "Female Geniuses" – listed alongside Albert Einstein and Leonardo Da Vinci:

George Sand 1804-1876 - was an amazing author, personality, and all-around woman. Born Aurore Dupin, she was the most famous woman writer in 19th-century France. A prolific and iconoclastic author of novels, stories, plays, essays, and memoirs, she represented the epitome of French romantic idealism. She demanded for women the freedom in living that was a matter of course to the men of her day.

Maria Gaetana Agnesi 1718-1799 - was the first woman to publish a surviving work in mathematics.

Hypatia 355-415 AD – is considered a universal genius. For promoting traditional Greek values - discourse over violence, tolerance over bigotry, secular authority over religious authority, she was targeted by St Cyril of Alexandria. "Churchmen," his henchmen, grabbed Hypatia out of her chariot and brutally murdered her, hacking her body apart and burning the pieces outside the city walls.

Now, This is Hare-Brained...

Did you know that Beatrix Potter, known by generations of children for her books on Peter Rabbit, was an ahead-of-her-time botanist, when women weren't allowed to be, was drawn to studying fungus, and made discoveries 40 years before others in the scientific community did? How could that happen? She was ready to present her first and only paper in 1887 to the Linnean Society of London. However, women were not allowed to attend official Society meetings. Potter's paper was offered instead through a botanist at Kew Gardens, George Masee, a member of the Society. Today, we would say that s--ks. When did the Society get around to honoring her contributions? Oh, only a mere 100 years after she submitted her paper.

...and This Makes no Sense...

What do you know about Dr. Sigmund Freud's work? What about Dr. Carl Jung's? Most of you likely have answers. But what about Dr. Margaret Mahler? Was she in your textbooks? She wasn't in mine. Yet this Hungarian physician later became interested in psychiatry and was a central figure on the world stage of psychoanalysis. She researched something we all care about: normal childhood development, especially how children arrive at the "self," and developed the *Separation-Individuation theory of child development*. Doesn't this deserve a place in our studies?

...and, Come On, Women Couldn't Even Help Us Invest Wisely?

Sylvia Field Porter was an American economist and journalist. At the height of her career, her readership was greater than 40 million people. Porter first decided to major in economics after the Stock Market Crash of 1929, so she could understand what had led to it. Porter wrote a financial column for the *American Banker*. In 1938, she became financial editor for the *New York Post*, although it wasn't until 1942 that the *Post* revealed that S.F.Porter was in fact a woman. They (correctly) felt that a columnist as respected as Porter should be accepted regardless of gender. She should be in history books.

Some Women Are More "Perfect" World Changers Than Others....

My friend, Pat Robinson, gave me a wonderful book, *Women Who Changed the World – 50 Inspirational Women Who Shaped History*, which includes women I've never known, facts new to me about famous women, and some disturbing facts that don't necessarily prove our case, but are offered for balance. After all, history is history.

- Emily Murphy and the Famous Five, who united in 1927 to get the Supreme Court in Canada to try their case challenging British North America law stating

that *"women, children, criminals and idiots are not legally persons."* They lost the case! But were later successful in a higher court. The same Emily Murphy who fought for women to legally be considered "persons" argued *"that immigration was weakening the social structure and morals of Canadian society.....for some, her achievements have been discredited by her racist views."*

- Eleanor Roosevelt *"lobbied her husband to sign a series of orders barring discrimination against blacks in his New Deal programs in the South, and opposed internment laws against the Japanese in World War II. Eleanor's support for racial equality earned Franklin many African-American votes."* She received threats from the Ku Klux Klan. She *"was the first president's wife to hold women-only press conferences – she knew the press would have to employ a women reporter to have access to her."*
- Helena Rubenstein is synonymous with the quest for beauty, but it not only made her one of the richest women in the world, she used her enormous wealth to create a foundation in 1953 that continues to support education, health, art and community service programs for women and children in the U.S. *"My fortune comes from women and should benefit them and their children, to better their quality of life."* I love this quote that kept her productive into her '90s: *"I believe in hard work. It keeps the wrinkles out of the mind and spirit"*
- What with global branding, you'd almost have to live in the wilderness to have never heard of Coco Chanel. But I didn't know that *"she was the only couturier in TIME magazine's most influential people of the twentieth century and her ideas still permeate today in the work of modern designers...Coco Chanel's reputation was not completely untarnished. During World War II, she allied herself with the Fascist movement and displayed anti-Semitic and homophobic tendencies."*
- Betty Friedan was one of the best known and influential feminists and social reformers, yet ultimately resigned as president of The National Organization of Women, which she helped found, when she became *"concerned at the dominance of the organization by women who claimed female superiority."*
- Billie Holiday earned the title "First Lady of the Blues" and performed with white musicians, but, *"she was still made to use the back entrance of some clubs and forced to wait in a dark room away from the audience before appearing on stage."*
- Jiang Qing, Madame Mao, studied literature, was a member of a theatrical troupe and performed in films. Yet she encouraged Chairman Mao's Cultural Revolution. She *"wanted to rid the arts of obsession with subjects like monarchy, romance and beauty. The program of change was not limited to modifying art forms and became a vehicle for persecution, torture and murder of thousands of artists and intellectuals....She had far-reaching power that she exploited mercilessly to suppress a wide range of political and non-political cultural activities to spread terror throughout China."* And what's the punch line? *"Jiang Qing loved luxury- forbidden to the rest of the population."*
- There were two Eva Perons fighting inside her body. The same "Evita" who said *"I have one thing that counts and that is my heart. It burns in my soul, it aches in my flesh and it ignites my nerves: that is my love for the people and Peron'* She established the Eva Peron Foundation, which was funded by the 'voluntary' annual donation of a day's salary from all citizens of Argentina and was used to set up thousands of hospitals, schools, orphanages and homes for the elderly. (Peron) *...was also intolerant of opposition and could be extremely*

ruthless and helped suppress all criticism of the presidential regime by banning hundreds of independent newspapers."

...but it's Notably Women Pushing Corporations to Take Responsibility

Especially in the past several years, many women have come to the forefront by speaking out against wrongdoings they've seen in the companies or organizations they work for, including misuse of funds, waste, mismanagement, safety hazards, sexual harassment, illegal discrimination, and other legal violations. *TIME Magazine* selected 3 female whistleblowers as its *2002 Persons of the Year*, calling them "*women of ordinary demeanor but exceptional guts and sense.*"

- FBI Agent Coleen Rowley, who called the bureau on the carpet for ignoring evidence hinting at the September 11 terrorist attacks.
- Cynthia Cooper, a WorldCom vice president who told the company's board of directors about nearly \$4 billion in accounting irregularities.
- Former Enron vice president Sherron Watkins, whose memos warning company chairman Ken Lay about accounting irregularities failed to stop Enron's collapse.

Surely, business schools should make sure their students know about their exceptional ethical behavior.

These whistle-blowers became well known. I personally know someone who took exception to the business conducted by a board she was on, although she is not generally well known for this moral courage – yet. Dr. Mangalam Srinivasan was a founding director of the global giant Satyam Computer Services Ltd. It was one of the largest public companies in India, with 56,000 employees in 69 countries, before its shares plunged after investors learned of the former CEO's alleged fraud on a massive scale. The CEO is being referred to as the "Bernie Madoff of India" and the scandal is being compared, proportionally, to Enron's. There is also a probe into possible complicity on the part of the company's auditors, PWC. By the way, I'm told Satyam means "truth."

Srinivasan resigned from the board prior to the scandal. She issued a statement to the press taking moral responsibility for the vote she had been asked to cast in favor of major acquisitions that later fell through. Many credit her resignation with being the turning point, after which the flood gates of inquiries, other resignations, and investigations into Satyam, opened wide. Soon after came an astounding confession by the company's Chairman.

As I said, Dr. Mangalam Srinivasan may not be a household name – yet. She has achieved a level of recognition as a visiting professor at many U.S. universities, and as a former Distinguished Fellow of the Center for International Affairs, and also in other advisory and teaching capacities at Harvard

University. Still, she had a unique bird's-eye view as a director of a company that, ironically, had received a prestigious corporate governance award – The Golden Peacock – just a few months prior to the scandal. I believe her story needs to be told, and her visibility raised. I hope that business schools and ethics centers will take note.

We're Leaving Out So Many Phenomenal Women...

There are so many other women we could also feature here and had to choose but a few more who are textbook-eligible:

- Toni Morrison is by definition the greatest writer in the United States. How can we say that? Because she is the one living American Nobelist in literature. (Only 8 people born in America have ever won this prize, including one other woman, Pearl Buck.) And Morrison's best work is not past; she continues to write novels so powerful that you'll find this grande dame on every important "Top Recommended" list. Her stellar commercial success is secondary to how she has set American history straight.
- Hazel Henderson is an evolutionary economist, concerned with finding the unexplored areas in standard economics and the "blind spots" of conventional economists. For instance, she has delved into the area of the "value" of such unquantifiables as clean air and clean water, needed in tremendous abundance by humans and other living organisms. This work led to the development, with Calvert Group, of the Calvert-Henderson Quality of Life Indicators
- Lois Gibbs is an environmental activist whose involvement in environmental causes began in 1978, when she discovered that her 7-year-old son's elementary school in Niagara Falls, New York was built on a toxic waste dump. Subsequent investigation revealed that her entire neighborhood had been built on top of that same dump, the Love Canal. The cleanup began, and the "Superfund" for toxic cleanup was created.

.... That This is Just A Start

There's no way we could do justice to what needs to be taught about the contribution of women. This is a tiny scratch on the surface of that treasure trove. The hardest part was deciding which stories to tell and which to leave out – a combination of what resonated with me and what I hoped might resonate with you.

Our attempt is also very slanted toward the contribution of U.S. women. Were we to even try to give a flavor for what women around the globe have contributed to humankind, we would soon be drowning in their achievements. But their stories need to be taught and we hope someone else has, or will, take on that challenge.

We Ourselves Can Change It

It's up to us to change history books and textbooks. We have to insist the record be balanced. We have to care enough about our children and grandchildren getting the whole story, that we read what they're reading and, if it's not inclusive, we need to see that it's rectified. Boy students need to know the whole story as much as girl

students. They all need to know that anything's possible, no matter their gender, and have role models to point to, to prove it.

And we all need to carry around in our heads that women have made as many accomplishments on behalf of the human race as men have. When we do, our attitudes will change. We will have more appreciation for women's abilities. We will include women at the decision making tables. Accomplished women will no longer be thought of as the exception to the rule; their presence will be accepted and expected and sought.

Many of the women we featured in this chapter are dead. They can no longer be hired, be on panels, or be asked their opinion. But there are women experts in every field who are very much alive, and we'll help you find them in "Not Nearly Enough SHEs."

The Last Word

Our opening quote urging us to question what we were taught was from a female, Gloria Steinem, and we'll end with a quote on a card given to me by my social activist friend, Carol Jackson, that I have kept taped to my computer screen ever since. We also have a handmade pottery vase on our mantel carved with these words. Poet Walt Whitman's words are reminders to think, and to question, and to try to discern truth:

"This is what you shall do: love the earth and sun and the animals, despise riches, give alms to every one that asks, stand up for the stupid and crazy, devote your income and labor to others, hate tyrants, argue not concerning God, have patience and indulgence toward the people, take off your hat to nothing known or unknown or to any man or number of men, go freely with powerful uneducated persons and with the young and with the mothers of families, read these leaves in the open air every season of every year of your life, re-examine all you have been told at school or church or in any book, dismiss whatever insults your own soul, and your very flesh shall be a great poem."

Walt Whitman, Leaves of Grass.

QUESTIONS

Can you send in examples of female leaders in specific fields who have made an impact that have not been recognized?

Please share names so that we can help promote these women and recognize their accomplishments.

Can you provide any personal examples of how you have made suggestions, provided solutions or stepped up to the plate to create change and someone else received the credit?

If you are willing to share your personal journey you have the opportunity to help others.

Do you use "feminine" and "masculine" traits when making decisions in your private or business life?

After reading this book we hope you will recognize that you have both "feminine" and "masculine" traits and will be conscious of using these traits based on the circumstance.

Can you connect us to high profile and other key people we should recruit to this effort?

We know gender balance needs to be adopted by leaders in at least three widespread movements that have a lot of momentum – Peace; Sustaining the Environment; and Leveling the Playing Field/Poverty Reduction. We hope you will let us know what connections you can make to the leaders, and what other logical links you see.

Develop the Habit

- 🕒 Write back telling us your own research on women who weren't given credit for important accomplishments throughout history.
genderbalance5050@mindspring.com
- 🕒 Speak up when someone is not receiving the proper credit they deserve
- 🕒 If someone asks for your input for a panel, or an expert to speak, suggest a woman you know who can fit the bill.
- 🕒 Help rewrite the history books, literally and figuratively. Educate our girls and boys about women throughout history who should be recognized for their accomplishments.
- 🕒 Do your own research.
- 🕒 Question. Question. Question.

Chapter Two: Not Nearly Enough SHEs

"The single most important thing we can do is unleash the full power of half the people on the planet – women."

Judith Rodin, PhD, President, the Rockefeller Foundation

Deliberately Trying to Drive Us Away?

Living in a world where the majority of panelists, speakers and lecturers are men, and most TV and radio interviews are with men, drives me crazy.

I can't figure out why this continues. Do programmers think this is less "risky," maybe? Sitting there, listening, I wonder just the opposite: Why do the programmers take so much risk?

First there's the risk of turning women off. And women are half or more of most audiences, for heaven's sake. I can tell you, it turns me off. I change the channel, turn the radio dial, or turn my attention to another, more balanced organization, candidate, or business that welcomes female participation more.

Second, there's the risk of too much testosterone. Radio and TV shows with primarily male talking heads can border on barroom brawls in their name-calling and rabidly inciting audiences. It sends me searching for the soothing tones of news anchors Gwen Ifill, or Judy Woodruff, or Diane Sawyer. In an academic setting, too much testosterone can work the other way; it can border on stodginess. Makes me think of what that old Linnean Society, that kept Beatrix Potter out, might have been like.

Third, is the most important from an impact standpoint: the risk of not getting the full story. On no matter what topic you can think of, women can bring different experiences and perspectives. (OK, maybe women can't bring much in the way of experience on prostate glands. Natural selection, by the way, doesn't always stop men from chiming in their thoughts. U.S. House Speaker Nancy Pelosi recounted in her book how a group of Congressmen blithely held a discussion comparing childbirth stories, never stopping to include the Congresswomen in the room –each of whom had birthed multiple children!) Seriously, we all miss out when we aren't exposed to differing worldviews, or research conclusions, or economic forecasts. "Feminine" and "masculine" attitudes can be quite different, and we would all benefit from a comprehensive blend.

If your TV has this feature, try this neat exercise. Watch Gwen Ifill interviewing someone about the financial meltdown, and insert another channel carrying Lou Dobbs or Larry Kudlow, using that small inserted box that allows you to split the screen. Decide for yourself who does the better job of giving you reasons to think, and who is trying to incite the viewers. Or listen to President Obama trying to lead citizens toward global dialogue, then listen how Sean Hannity tries to perpetuate the "kill our enemies" mentality. Compare Rachel Maddow's balanced approach to Glen Beck's – is it any wonder she is zooming ahead in the ratings? Listen to CNN's senior political analysts

Candy Crowley and Gloria Borger and see if you aren't impressed, like I am, with their experience and informed comments. Even Bill Bennett called Rush Limbaugh out when he said he wanted Obama to fail.

You can accuse me of having more liberal taste in news if you'd like, but even if you turn off the sound and just watch the faces I mentioned, you'd see a difference that's worth considering. It's time to usher in the "new" and give the "old" a rest.

We All Vote With our Pocketbooks...

When it came time to order my new calendar, I decided to go through and count how many of the weekly inspirational quotes were from women – and found only 16 out of 52! I had liked the calendar format and had used it for years, so I wrote to the Franklin Covey company telling them I wanted to remain a customer, but had to have a calendar that gave equal time to inspirational women.

Guess what? No response. So, not only did they not respond by suggesting a product that fit the bill – they ignored a longstanding customer's request altogether. Not altogether, they still bombard my inbox with order forms for the unwanted calendar, despite my repeated attempts to "spamblock" them.

I am pleased to report, however, that I now use the "Portable Flavia" calendar instead, and am energized every day by Flavia's "feminine" quotations and drawings. And when I write in "A Woman's Diary," it's obvious that the women quoted "get" it. Like Rosamond Marshall:

"There's a thread that binds all of us together, pull one end of the thread, the strain is felt all down the line."

And like poet Christina Rossetti wrote in 1881:

"Tread softly. All the earth is holy ground"

That qualifies Rossetti as an early environmentalist in my book.

And, although she and her associates treated millions of polio victims throughout the world, Elizabeth Kenny is not well known, yet her wisdom should be:

"It is better to be a lion for a day than a sheep all your life."

Women are inspiring, every bit as much as men. Spread the word.

...And Need to Vocalize a New Vocabulary

If it bothers you, as it does me, when you hear people always use "he" when referring to a businessperson, elected official, professor, doctor, etc., then call them on it. Don't let it go by. Try to raise awareness and sensitivity, and you will influence change for the future.

If, like me, you disagree when people try to defend that practice by saying "he" just refers to a person, not necessarily to a male person, then say so. As a female, I was told to get used to it, or get over it. But I somehow really can't imagine males

accepting it if most of the speakers they listened to used "she" references. I don't think males would visualize themselves if mostly female examples were used. Men, please think about it, right now, and write us back if we're wrong. And write us back if you wouldn't mind if your sons were taught using mostly female examples and references. Otherwise, please help us change it. Email us at genderbalance5050@mindspring.com

If you are telling someone about your financial advisor, or attorney, or presidential candidate, or an industry expert, or clergy person - or whatever - and that person assumes you're talking about a male, set the record straight, and encourage the person to stop and think before making assumptions next time.

Start the discussion so that others are aware that, when the only references use male pronouns, then women don't hear or see themselves in those conversations. This is not an occasional occurrence. Changing attitudes happens one person at a time, and usually because of a personal encounter.

Recognition

Register a complaint with whomever - magazines, newspapers, TV and radio shows, universities, business organizations, professional organizations, - when all or the majority of the award recipients are men. Clarification: this is not to say that those people are not deserving of honors. What I am saying here is: women are equally deserving of honors. Encourage those in charge to search for them.

We all have to make a concerted and conscientiousness effort to bring this to the light of day. To call the question: where are the women? Don't accept typical responses (I'd say excuses) like: "there aren't enough women."

Rejecting the Status Quo....

And support organizations that do "get" it. For instance, how energizing it was to read this in *Pink* magazine:

"A sexist sign on the street (like " Men Working") is not the biggest issue of our day.....Yet all those little signs that ignore or disparage women in practically unnoticeable ways do add up to something big. Part of Pink's responsibility is to bring to light the many micro-inequities that cumulatively hold women back.....But it's up to each of us to initiate change. Acknowledging that something isn't right is the first step, followed by action."

Pink also gets credit for having Gail Evans, a former CNN EVP and best-selling author who pulls no punches, as a regular career advice columnist. Evans is really helping spread the word:

"The truth is that the language used by both men and women about women is much less empowering than the language used to describe men. I have reached the point where I believe we just have to point it out every time it happens and ask why....we need to open the inquiry. Slowly, over time, if we are vigilant, it will begin to change."

"Micro-inequities that cumulatively hold women back." "We need to open the inquiry." "...if we are vigilant, it will begin to change." These are things for us all to remember. It will be easy if we always keep our daughters and granddaughters, sisters, nieces, protégés - and all young girls and women we know - in mind.

I'll also give a plug for public broadcasting. Listening to National Public Radio and PBS TV stations (Public Broadcasting System,) is such a rewarding experience that I contribute to their fund drives. In thinking more about why, I began to notice the great attempts they make to balance their programs to reflect a broad range of listeners' interest. And how deliberate their hiring practices must be, since most programs seem to have a balance of female and male on-air personalities. Contrast that with the unacceptable imbalance on network radio and TV shows.

...Everywhere You Find It

What I found in my own 30-year career in investments, was that there was a vicious cycle: → few role models to encourage women to pursue financial careers → "guys" promoting other "guys" and passing over women → women, therefore, not moving up the ranks to where they could distinguish themselves in leadership roles → and, therefore, not in positions to perform or achieve something noteworthy enough to be selected for awards or recognition --- and the cycle continues.

I was lucky because several male colleagues and bosses encouraged and promoted me when I was young. It boosted my confidence. I was able to take advantage of those opportunities they afforded me. They are in my personal hero hall of fame. I could name several male investment clients who took a chance on our firm early on; we would have gone nowhere without them. Some were in traditionally very masculine professions, like firefighting, but they were progressive in their views on what women might be able to do. I hesitate to use their names without permission, but if they read this book and tell me I can name names, I will! I'm very grateful but, as I say, I feel lucky because I saw too many talented women kept out.

Let me give a good example - *TIME* Magazine's 2008 list of the 100 "Most Influential People in the World." First, let's review. How many people are alive in the world today? About 6.72 billion. How many are women? About 52% or 3.49 billion. So, *TIME* Magazine had about 270 million *more* women to choose from.

How many men did they honor? 81 of 104 (some awards went to couples.) How many women did *TIME* honor? 23 of 104. So, women make up about 52% of the world's population but *TIME* Magazine chose to award only 22% of their "Most Influential" designations to women. This is off-kilter and I've registered dissatisfaction. We can vote "NO" with our budgeted magazine and news dollars.

This happens in every realm, and I've seen it firsthand in business and academia. When I was in corporate positions to do something about it, I deliberately set out to hire qualified women with talent, who I knew could advance and succeed. Yes, this was the intentional practice of equal opportunity employment and deliberate affirmative action, and I made the same effort to find and hire qualified males who were minorities. Remember the word qualified. Deliberate, intentional inclusion does not mean lowering standards.

I believe in affirmative action, and believe it is not only necessary but it goes on anyway, in reverse, so to speak. I mean that I've seen "good ol' boys" take care of other "good ol' boys" but they just don't call it affirmative action, or preferential selection. But I guarantee you it happens. Sometimes, when it comes to who is chosen to get into prestigious schools, or into important sororities or fraternities, or clubs, it is called legacies. But it all works the same, and I think anyone who has been on the receiving end of it would admit they benefitted. We need similar strategies to achieve gender balance, if we are ever going to get enough qualified women in decision making positions.

Did you know that there is even tremendous gender bias – after we're dead? *Pink* magazine "counted obituaries in 4 major newspapers and found that all featured far more men than women. The New York Times tops the list of offenders with just over 13% of obits featuring women." The Chicago Tribune fared best of the 4 at 22%, still, their public editor acknowledged the problem as "an institutional bias toward writing about "men of accomplishment" and that "the glass ceiling reflects down into the grave." This gender bias should incense us all. If it irks you, please register a complaint with the management of your newspaper.

Will Things Take Care of Themselves?

By 2009, it is estimated that women will be awarded 58% of U.S. baccalaureate degrees, with men receiving only 42%. Unless employment standards are relaxed for men, won't this mean that women will soon be in the higher positions?

In a twist of irony, it has been reported that exact thing is happening: college admission standards (see www.bulletin.kenyon.edu) are being relaxed for male applicants to ensure "gender balance" of the opposite variety. Seems there is concern that if women comprise 60% or more of college enrollment, the scale will tip in an "undesirable" direction.

It sure would expedite our societal goals if that same concern was evident in every sector now ---and women were given a fair shot. I'm not even asking for relaxed standards, but how about just uniform standards - with a gender balance goal?

Let's Revisit The Ratings Game

Programmers really do need to pay attention to why audiences leave in droves. Linda Hirschman wrote this in the *New York Times* about reasons women tune out:

"A recent report assembled by the Shorenstein Center at Harvard's John F. Kennedy School of Government suggests that the absence of women in journalism and on television news programs reduces the likelihood that women will form a significant part of the audience. Most hard-core news programs have hardly any women participants at all: a 2001 White House Project study reported that on the Sunday-morning talk shows, only 11% of the guests were women. A follow-up study in 2005 showed the percentage had increased by only 3 points. Similarly, a 2005 Project for Excellence in Journalism study found that only one-third of news accounts cited any female sources at all."

The White House Project (WHP) is actively trying to change things. WHP operates SheSource.org in partnership with The Women's Funding Network and Fenton Communications. This is from the www.SheSource.org website:

Despite their growing ranks as CEOs, owners of small businesses, and members of corporate boards, businesswomen continue to be under-represented in the news media as leading voices of authority on critical issues in the private sector.

SheSource.org, an online brain trust of female experts on diverse topics, is designed to serve journalists, producers and bookers who need expert guests and commentators. It has developed into an expansive practical resource and an urgently needed response to a major cultural absence: the lack of women cited as authorities in news media.

Since October 2005, our database has grown exponentially, with over 500 spokeswomen who are experts across issue areas and available to comment on the news of the day. Top news outlets such as CNN, FOX, Bloomberg, CBS, The New York Times, ABC and NBC use SheSource.org as an active resource to book high caliber female guests and sources.

What's the reason according to WHP?

We've heard from journalists that say the main reason they do not quote women as experts on a range of topics is simply because they do not know how to find them. SheSource.org closes the gender gap in news coverage by making it easy for journalists to connect with women experts on topics of interest. With a few quick clicks, journalists can find women experts in a variety of fields across the country.

They make it so easy for journalists and we're including this from the website so you can spread the word easily, too.

How SheSource.org Works

Journalists can search for experts by **issue, keyword, name** or **region** using our **advanced search tool**. A list of women who fit the search criteria will be displayed with a link to their biographies, photos, and video (where available). Our expert's full biographies include detailed information about their area of expertise, media experience, background, and contact information. As a journalist you can sign up for our news advisories with available experts on the week's news by clicking here.

Sign-Up Media

SheSource.org provides journalists with timely news advisories on the breaking news of the day with available experts on related topics. If you are a journalist that is interested in receiving these notifications please submit the information below.

First Name: _____

Last Name: _____

Title: _____

Organization: _____

Phone: _____

Email: _____

Fax: _____

Experts

If you have someone you would like to recommend or would like to recommend yourself, please email Gillian DiPietro at gdi Pietro@shesource.org with a short bio and contact information.

We attended a women's leadership conference at Spelman College and became acquainted with more fabulous organizational resources. One of those is The National Council for Research on Women (NCRW) which according to their website www.ncrw.org:

"... is a network of more than 100 leading U.S. research, advocacy, and policy centers with a growing global reach. The Council harnesses the resources of its network to ensure fully informed debate, policies, and practices to build a more inclusive and equitable world for women and girls."

We encourage you to visit that website and learn about the work of that organization and all of the other 100 centers in that network. They can connect you to female experts in a broad range of areas, including these:

Index of Areas of Expertise of NCRW Member Centers

Activism and Organizing	Immigration
Affirmative Action	Incarceration/Crime
Aging	Instit.Transformation
Archives	Law/Legal Issues
Arts	Leadership
Child Care	Mentoring
Communications	Media
Community Service/Volunteerism	Military/Veterans
Corporations and Women	Pay Equity
Cultural/Racial/Religious/Ethnic Diversity	Philanthropy
Economics	Politics
Education	Population and
Entrepreneurship and Small Business	Demographics
Development	Poverty
Environment	Prisons
Family	Religion and Spirituality
Feminist Thought and Scholarship	Reproductive Rights
Cultural Studies	Rural Women and Girls
History	Sci., Math, Eng., and Tech.
Literature	Sexual Harassment
Gender Studies	Sexuality
Girls and Adolescents	Social Security
Global Issues	Sports and Fitness
Health and Health Care	Unions
Body Image/Eating Disorders	Urban Women and Girls
Mental Health	Violence - Women/ Girls
A.I.D.S.	Welfare Reform
Housing	Women/Girls w/Disabilities
Human Rights	Women's Studies
Human Security	Work and Family

Short and Sweet and A Start, at Least, to More SHEs

So there you have it – some ideas on how to start your own campaign to change the balance. We know you have many ideas to add to ours, and we look forward to hearing and disseminating them. We can change this!

QUESTIONS

If you have been moved to speak out, please share how you have done it and what kind of reaction and impact you had by speaking out for female representation.

Write in and share your story.

Do you have any suggestions for an inclusive vocabulary?

Share any ideas you have on how we can change the way people speak and how it changes the complexion of the topic when they shade it either with "feminine" or "masculine" words.

How does patriarchy – the dominant social organization in the world today where men and fathers have authority and supremacy – impact us all?

Write in with either examples you are aware of within society today or your own personal story.

Do you use "feminine" and "masculine" traits when making decisions in your private or business life?

After reading this book we hope you will recognize that you have both "feminine" and "masculine" traits and will be conscious of using these traits based on the circumstance.

How has gender balance brought positive change?

If you send us your data, documentation, statistics, published work on gender balance – its status, importance, etc. we can publish it, crediting you and helping to create the case for including gender balance within mainstream research.

Can you connect us to high profile and other key people we should recruit to this effort?

We know gender balance needs to be adopted by leaders in at least three widespread movements that have a lot of momentum – Peace; Sustaining the Environment; and Leveling the Playing Field/Poverty Reduction. We hope you will let us know what connections you can make to the leaders, and what other logical links you see.

Develop the Habit

- 🕒 Think about everything you are involved in – search committees for executive management, clergy, deans, political candidates, principals, department heads, etc.; opportunities to vote in surveys to nominate a top list of leaders in any field; opportunities to recommend candidates for awards – and look through your rolodex or address book and promote qualified females.
- 🕒 Mentor, coach, help promote the younger generation of females.
- 🕒 Count the number of times in a week you hear only male pronouns used to describe a person or profile.
- 🕒 Make it a point to speak up when it bothers you.
- 🕒 Take notice of whether this is impacting change.
- 🕒 Share and help Create a new vocabulary.
- 🕒 Encourage women to sign up to be a resource on SheSource so more women are getting credit for their expertise.
- 🕒 Direct others to resources that can provide female candidates.

Chapter Three: Women as Objects/ "Property"- Intolerable Or Self Imposed?

*"The culture we have does not make people feel good about themselves. And you have to be strong enough to say: if the culture doesn't work, don't buy it."
Morrie Schwartz, Tuesdays with Morrie*

A lot of things hold females back and sometimes females do it to themselves.

It is true in all societies so we need to stop deluding ourselves into thinking that women in "free" societies all enjoy total personal freedom, and that only women in repressive societies experience personal restrictions. There is no such neat divide. Some of what we may most associate with repressive societies happens right here in the United States. And some women in repressive societies take more risk to be independent than some women in "free" societies.

It would also be tempting to think that what *Henrik Ibsen (1828-1906)* wrote only pertained to the times in which he lived:

"A woman cannot be herself in the society of the present day, which is an exclusively masculine society, with laws framed by men and with a judicial system that judges feminine conduct from a masculine point of view."

But, in fact, it is too true, for too many women, even today. We need to change the culture, and level the playing field for everyone, everywhere.

Barrier-Crashing Women Paved the Way...

A friend emailed me something that took my breath away. Connie Schultz wrote it about courageous women who sacrificed themselves for my right to vote in the U.S. – not even 100 years ago. Reading how they were tortured – in Virginia, not at Abu Ghraib - literally made me want to throw up.

"The women were innocent and defenseless. And by the end of the night, they were barely alive. Forty prison guards wielding clubs and their warden's blessing went on a rampage against the 33 women wrongly convicted of "obstructing sidewalk traffic."

They beat Lucy Burn, chained her hands to the cell bars above her head and left her hanging for the night, bleeding and gasping for air. They hurled Dora Lewis into a dark cell, smashed her head against an iron bed and knocked her out cold. Her cellmate, Alice Cosu, thought Lewis was dead and suffered a heart attack. Additional affidavits describe the guards grabbing, dragging, beating, choking, slamming, pinching, twisting and kicking the women.

Thus unfolded the "Night of Terror" on Nov. 15, 1917, when the warden at the Occoquan Workhouse in Virginia ordered his guards to teach a lesson to the suffragists imprisoned there because they dared to picket Woodrow Wilson's White House for the right to vote.

For weeks, the women's only water came from an open pail. Their food--all of it colorless slop--was infested with worms. When one of the leaders, Alice Paul, embarked on a hunger strike, they tied her to a chair, forced a tube down her throat and poured liquid into her until she vomited. She was tortured like this for weeks until word was smuggled out to the press."

If you don't believe it, or want to understand more, you might want to rent the DVD of the HBO special "Iron Jawed Angels."

...But Did They Risk Their Necks for This?

Now, let's fast forward to the 2008 U.S. Presidential primary campaign to a riveting observation about how some women felt about Senator Hillary Clinton from author/activist Robin Morgan:

"Goodbye to some young women eager to win male approval by showing they're not feminists (at least not the kind who actually threaten the status quo), who can't identify with a woman candidate because she is unafraid of eueweeeu yucky power, who fear their boyfriends might look at them funny if they say something good about her."

I don't think I'm alone in not being able to reconcile "young women eager to win male approval by showing they're not feminists" with a warden citizens of Virginia paid to "beat Lucy Burn, chained her hands to the cell bars above her head and left her hanging for the night, bleeding and gasping for air," because she dared to picket the White House - so all women today can vote.

Are we living in "The Twilight Zone" or what? As mothers, daughters, women and girls, what is our responsibility to those who fought for our freedoms?

I don't want to sound like an old lady criticizing the younger generations, because exploitation of females for sure existed when I was young, too. Let's start with what we were "entertained" by in the 1950s, 60s and 70s: women only being shown as housewives, where "father" knew best about family decisions, and women could make decisions on laundry detergent; leading ladies being chosen because they could overstuff bikinis; and James Bond having all the say-so in loving and leaving women.

My generation, the Baby Boomers, are credited (?) with starting the "sexual revolution" and marching for freedom to be individuals. So I don't want to be throwing stones from inside a glass house.

But what about today's parents? Are they justifiably concerned about the recent video series "Girls Gone Wild," for example, where camera crews go all across America and find young girls on beaches, in nightclubs, at college parties, whatever, who will flash their breasts, masturbate on camera, make out with each other, and let themselves be filmed doing other sexual acts? And what do those girls get? A chance to star in a real movie or something? No - they get a T-shirt or a cap! The guy who came up with

these hot-selling hits says that girls do it because *"it's empowering. It's freedom."* Gag.

I just read an interesting observation from a cultural philosopher who said that showing your breasts on the street because the culture seems to encourage it, is not any more liberating than vacuuming your house in a shirtwaist and pearls in a 1950s TV show.

America's great trends of "sharing personal experiences" have crossed the oceans – as they always do. Muzi Mei's website is a huge hit in China where she blogs about her lovers and broadcasts audio recordings of her orgasms. Why does Muzi do this? *"I express my freedom through sex. It's my life, and I can do what I want."*

A lot of people say that parents are the best ones to influence children and youth. So what about this other interesting trend – mothers who used to maybe join book clubs now taking pole dancing classes and doing stripteases in sports clubs? And I can't be the only one who thinks it's ironic that Madonna was evidently dismayed that her 10-year-old daughter wanted to wear sexy clothes. And, one of the fastest-growing types of video pornography is X-rated films starring "grannies."

So you can see why women who fought for women's rights and "freedom" might be "turning over in their graves." I think that, just maybe, women who fought so that other women could have equal access to education, health care, job opportunities, could vote, and have equal public funds given to women's sports as to men's – equal rights in every respect – might have been thinking that women who came after would transform society. I guess you could say some of this entertainment has transformed society. But maybe women today don't know how hard-won those freedoms were and, if they knew, might choose to use freedom to advance civilization in some other ways.

Maura O'Connor, a young woman writer, who is embarrassed to be lumped in the same generation as Paris Hilton and Britney Spears, places this all in the complex context it requires. On the one hand, she doesn't want to give up personal freedoms – do any of us? On the other hand, she thinks we should have conversations about some important questions like: *"What sort of responsibility is inherent in the privilege of choice we've been given? What is the real purpose of our equal citizenship with men?"*

What can we do with our freedom and responsibility to change things? Market solutions really work. If you find some "entertainment" disgusting and demeaning – don't watch, and don't pay, and discourage others from endorsing it, too. Students at all-girls Spelman College in Atlanta, Georgia assumed responsibility by barring a rap star, whose lyrics sexually exploited females, from their campus.

What Misogyny Really Means is Very Personal

Reading Sandra Korbrin's Women's eNews article *"Cable News' Locker-Room Mentality Really Stinks,"* really riled me. Not being a regular viewer, I didn't know much about these controversial shows:

- 👉 "David Shuster on *"Tucker"*, commenting on Senator Clinton's presidential campaign by saying, *'Doesn't it seem like Chelsea's sort of being pimped out in some weird sort of way?'"*

- ☞ "Tucker Carlson, host of "Tucker" and also of MSNBC: 'There's just something about her that feels castrating, overbearing and scary,' he said about Clinton."
- ☞ "Carlson has also been quoted as saying of Clinton, 'I have often said, when she comes on television, I involuntarily cross my legs.'"

Susan Estrich, Michael Dukakis's (D) campaign manager for his U.S. Presidential bid, said this about the media's vicious attacks against the Republican party's 2008 candidate for Vice President, Governor Sarah Palin:

"I've never seen anything this bad in my life, and I was with Geraldine Ferraro in '84 – and this is worse....I have never seen from some of my friends such vicious and mean-spirited attacks on her most personal choices, which is what they are. We ask that our choices be respected. Hers should be respected. And this questioning of whether she should as a mother of five be running for Vice President, I don't recall anybody saying that Arnold Schwarzenegger shouldn't run for governor of California because he's got four kids. I think this is just really unfair, really sexist, and very likely to provoke a backlash".

Like Estrich, I was sickened by the attacks against Palin. But it's a push to say they were worse than those leveled against Clinton. Does this happen because some people believe women who run for public office are fair game for "locker room mentality." Do you think women in the public eye are fair game, or are you incensed by what led Bob Herbert to write this in the *New York Times*:

- ☞ *If there was ever a story that deserved more coverage by the news media, it's the dark persistence of misogyny in America. Sexism in its myriad destructive forms permeates nearly every aspect of American life. For many men, it's the true national pastime, much bigger than baseball or football.*
- ☞ *Little attention is being paid to the toll that misogyny takes on society in general, and women and girls in particular.*
- ☞ *Its forms are limitless. Hard-core pornography is a multibillion-dollar business, having spread far beyond the stereotyped raincoat crowd to anyone with a laptop and a password.*
- ☞ *In its grimmest aspects, misogyny manifests itself in hideous violence — from brutal beatings and rape to outright torture and murder.*
- ☞ *The cable news channels revel in stories about women (almost always young and attractive) who come to a gruesome end at the hands of violent men. The stories seldom, if ever, raise the issue of misogyny, which permeates not just the crimes themselves, but the coverage as well.*
- ☞ *The fundamental problem in all of this is that women and girls are dehumanized, opening the floodgates to every kind of mistreatment. "Once you dehumanize somebody, everything else is possible," said Taina Bien-Aimé, executive director of the women's advocacy group Equality Now.*
- ☞ *We've become so used to the disrespectful, degrading, contemptuous and even violent treatment of women that we hardly notice it. Staggering amounts of violence are unleashed against women and girls every day. Fashionable ads in mainstream publications play off of that violence,*

exploiting themes of death and dismemberment, female submissiveness and child pornography.

Herbert is far from the only man fed up with all this, as Korbrin reports:

- ☞ *"Even right-leaning Accuracy in Media has joined the protest. Last week in a guest column, Jerry Zeifman slammed Matthews for badgering Kate Michelman, the former president of NARAL Pro-Choice America... Zeifman noted that the episode made him 'ashamed of myself for not having spoken out sooner of my own (negative) experiences with Chris Matthews.'"*
- ☞ *"Even Bill Press, MSNBC's own commentator who often appears on "Tucker" with Shuster, is disgusted. As he wrote on the Huffington Post ... every story about the Clinton campaign is sprinkled with snide, critical, even crude, comments about Hillary or Bill. Now not even Chelsea is spared.'"*

Misogyny is Deadly

A related heartbreaking development, in the Natalee Holloway case, confirms what Herbert is saying. Joran Van Der Sloot, an original suspect in her disappearance in Aruba, was captured on video confessing how her body was disposed of:

"I only knew her for 2 days – not even 2 full days –the time that I spent with her was max 3 ½ hours – I had no feelings..... He (Joran's friend) went out to sea and then he threw her out, like an old rag, I didn't lose a minute of sleep over it."

Natalee was a brand-new Birmingham, Alabama high school grad – someone who had been loved and nurtured by her family and friends for 18 years. And here was a young man, who also confessed he had just had sex with her, then called his friend to "take care of" her body, blithely just going on with his life.

How does a young man become that callous? That hard-bitten? That heartless? That cold-blooded? Is there any other explanation than the one Herbert gave:

"The fundamental problem in all of this is that women and girls are dehumanized, opening the floodgates to every kind of mistreatment. Once you dehumanize somebody, everything else is possible."

The dictionary definition of misogyny may not really grab you or me - hatred or strong prejudice against women. So let's make it vivid. It's a safe bet that if you are reading this book, you have – or are - a mother, grandmother, wife, girl friend, daughter, granddaughter, niece, aunt. Or you are related to a female, or have a female friend, or female neighbor, or female teacher, or female clergy person, or female colleague.

Imagine some woman - or adolescent girl - or little girl - or baby girl - someone close to you - being raped, victimized, brutalized, ridiculed, torn to pieces, humiliated, put down, debased, mocked, or in any way disrespected.

How do you feel? Can you imagine your daughter or niece being raped on a beach on her class trip then fed to the sharks, without a second thought? Can you imagine your

girlfriend getting raped by a fellow Marine and finding her pregnant body buried next to his fire pit?

How would you feel? Full of rage? Revengeful? Like vomiting? A lot of you have little daughters, or baby daughters, or little granddaughters –what would you do if they were harmed by someone led to believe by TV that it's OK? No big deal?

I heard Tucker Carlson on a panel several years ago and remember being uncomfortable with his views. But they were just a warm-up to what he now says, and what his guests say, on his show. What I didn't know, until I just "Googled" him, is that he has three daughters.

If something happened to one of them as a result of the image of women and girls promoted and condoned by the press, could he ever forgive himself? Would he deserve it? He's a major contributing part of this insidious problem - so what would his conscience tell him? Would his daughter deserve it? No- she would have just happened to be born into a world where this is allowed to continue. Where people – like her father - do anything for a laugh. And anything for a buck.

We have a Circle of Sisters in Atlanta, making new friends with women who have survived domestic violence. But there should be no domestic violence. What will we do about the fact that one in three women will be such a victim – and not at all necessarily a survivor?

We Can't Let "Entertainment" Numb and Silence Us

We need to boycott misogynists like Carlson and his pals, and instead show our appreciation for reporters like Nicholas Kristof, who is such a beloved voice trying to help women victims, that you can buy this on Amazon.com:



That cute teddy bear belies Kristof's bone-chilling stories. Several shocked and grieving friends emailed Kristof's "*Terrorism That's Personal*" piece in *The New York Times* as soon as it was published. Writing from Islamabad, Pakistan, Kristof reported on a:

"...cruel form of terrorism that gets almost no attention and thrives as a result: flinging acid on a woman's face to leave her hideously deformed.... attacks which are commonly used to terrorize and subjugate women and girls in a swath of Asia from Afghanistan through Cambodia. (men are almost never attacked with acid)"

How can this practice possibly be allowed to continue? Kristof says:

"Because women usually don't matter in this part of the world, their attackers are rarely prosecuted and acid sales are usually not controlled. It's a kind of terrorism that becomes accepted as part of the background noise in the region."

I can't begin to imagine how terrifying it would feel to be a woman in such a society, and was awestruck by this bravery in Kristof's report:

"This month in Afghanistan, men on motorcycles threw acid on a group of girls who dared to attend school. One of the girls, a 17-year-old named Shamsia, told reporters from her hospital bed: 'I will go to my school even if they kill me. My message for the enemies is that if they do this 100 times, I am still going to continue my studies.'"

I'm leaving out Kristof's descriptions of the atrocious disfigurements these women have suffered but, if you search for the story on his website, you'll never forget the images. Not only should we hold images of these women and girls in our hearts, we shouldn't be lulled into believing reports falsely exaggerating how much their lives have improved.

A lot of friends saw the *60 Minutes* special report on the *War on Women in Congo*, and were stricken after seeing the girls and women who are victims of unspeakably vicious brutality. We would be making a big mistake if we don't take this seriously as all of our problem. Likewise, we would be mistaken to think that such evil only happens, and can happen, far away. Maybe laws would prevent such widespread, heinous brutality in some other countries, but evil can grow rapidly from small, insidious seeds.

How women and girls are treated by the press and through "entertainment" is as serious as anything you can imagine. On Valentine's Day for heaven's sake, for some reason I now cannot defend, I turned on *The Tonight Show*, which I haven't watched in years. Jay Leno made so many derogatory jokes about women's bodies in just a few minutes that I was truly shocked – and sick to my stomach.

Even more shocking to me was Chris Baker's review of a new video game, *Grand Theft Auto IV*, (GTA) in *Slate*, disturbingly titled: *"It's Not Just About Killing Hookers Anymore."* He wrote:

"As you'd probably expect from the reputation of the series, Grand Theft Auto IV includes—let's quickly consult the label—blood, intense violence, partial nudity, strong language, strong sexual content, and use of drugs and alcohol. Yes, concerned teenage boys of America, if your parents are irresponsible enough to let you get your hands on this, you can still kill and maim and plunder and screw until your heart is full...Grand Theft Auto is known as the game in which you can pick up a prostitute, have sex with her, then kill her and get your money back."

Another blog site said

"...what most guys that got to play the preview set up found most enthralling was paying for demeaning sex and then shooting the prostitutes and running them over with their car. 'Because it's funny,' one preview 'partygoer' said, 'and you can also get your money back'"

GTA is not some obscure piece of "entertainment" few will be exposed to; it broke all-time records by selling 6 million copies for \$600 million in its first week.

This is not a joke. None of this is funny. It's not clever. "Entertainment" – and the "news" – stops at nothing to make a buck. But it doesn't need to be my buck or your buck. And it has to stop.

All I hope is that you speak up, even more than you already are, to put a stop to what, you no doubt agree, is misogyny. Do whatever else you can think of, too, like not watching any shows, or listening to any radio, that allows this biliousness to be on the air. Do whatever you can to put an end to this.

A Lot More Pieces to This Puzzle

A couple of years ago, true to form, the controversial *New York Times* op-ed columnist, Maureen Dowd, wrote a controversial book: *Are Men Necessary?* Since we're about the same age and we both have ethnic, working class, Catholic backgrounds, a lot of our experiences and observations track pretty closely. Dowd laments what looks like a society that doesn't much care about the equality women before us fought so hard for. For starters, it looks like many women seek being objects instead of fighting against it:

"When Gloria Steinem wrote that all women are Bunnies, she did not mean it as a compliment; it was a feminist call to arms. Decades later, it's just an aesthetic fact, as more and more women embrace Botox and implants and stretch and protrude to extreme proportions to satisfy male desires. Now that technology is biology, all women can look like inflatable dolls. It's clear that American narcissism has trumped American feminism.

... it is... naïve and misguided for young women now to fritter away all their time shopping for boudoirish clothes and text-messaging about guys while they disdainfully ignore gender politics and the seismic shifts on the Supreme Court that will affect women's rights for a generation."

And how is this for a memorable line:

"Survival of the fittest has been replaced by survival of the fakest; We had the Belle Époque. Now we have the Botox Epoch."

This idea of remaking ourselves into some other image is something for women to seriously ponder, I think. I haven't gone to injecting poison into my face, or letting some doctor cut and stitch my skin unless it's a medical emergency, because it strikes me as very scary. But, I've got to admit that I have vainly bought "high-expectation" face creams for many years, and have kept my hair blond, and not let nature take it's course, and have to ponder that myself.

It's all relative. And, without a doubt, it's all the rage --- so here's my question: are women ("metrosexuals" aside, I've read that more than 85% of cosmetic procedures are performed on women) doing it for themselves, or for others?

Sam questions whether it's satisfying men's desires, or is mostly about personal vanity or insecurity. But then I've heard about spouses or partners who gave unsolicited plastic surgery gift certificates to significant others in their lives – from one soul-mate to another.

Speaking of finding a soul-mate, Dowd is pretty convinced that successful women with brains who want to marry a man have a very difficult time:

"...the aroma of male power is an aphrodisiac for women, but the perfume of female power is a turnoff for men."

How true is this? Can we get over it?

Evidently it's quite true and we haven't gotten over it. A book came out in the 1990s that I would have thought would have been received as a joke: *"The Rules: Time-Tested Secrets for Capturing the Heart of Mr. Right."* It went on to not only be a bestseller, but to inspire "Rules" clubs and several sequels. This is from a review on Amazon.com:

"The Rules...struck a chord with desperate American women....return to pre-feminist mind games...unliberating, but capturing female minds."

It's evidently a dating bible that encouraged women to play mind games. Like playing hard to get: *"Don't stay on the phone for more than 10 minutes"* Or being the *"coquettish CEO"*:

"Even if you are the head of your own company. . .when you're with a man you like, be quiet and mysterious, act ladylike, cross your legs and smile.. . .Don't leave the house without makeup....Wear black sheer pantyhose and hike up your skirt to entice him!"

Forgetting about equality, the book tells us:

"Women should be pursued – they should not pursue. Let Him Take the Lead."

Is this what women really want in the 21st century? To play games? To manipulate to find a man? Can this do anything but undermine our self-esteem? Are women worthless without a man? Would we do anything, wear anything, be anything, not be anything ----to get a man to commit to love us? Do we have such great fears of not having, or of losing, sex appeal unless we change something about ourselves?

Most of all, do women and girls sufficiently appreciate our freedoms – if we have them – to fully develop ourselves into whatever we choose to be? Women who don't live in "free" societies probably couldn't even dream of such privileges.

Women's Subordination/Esteem Issues

I think little girls all over the world are born much more alike and, sadly, diverge too soon, mostly through no fault of their own. Here's something perplexing to me. I've observed women in developing countries with proud, erect posture going about their chores with competence and resolve. I've met young women in those countries who accomplished things I could never imagine accomplishing with the limited resources they have, and with virtually no encouragement. The obstacles and personal danger they face is beyond anything I can fathom. Yet they excel with fierce determination in some initiatives that would seem to be too difficult to undertake in hostile environments, such as participating in economic development groups, and gender sensitization efforts. And I've seen schoolgirls there eager to take advantage of any opportunity offered to them.

Yet, at the same time, in these societies, by and large, women are expected to serve the men, at the men's discretion, without rebellion. This was explained as being the result of financial insecurity, primarily.

So – what happens to that spirit and drive – and at what age or stage of life? Self esteem is a serious problem and many not-for-profit organizations are addressing it through girls' basic education and other programs. But many societies, cultures and religions systematically work to destroy female self esteem.

Male Sexuality/Dominance/Control

I've met women who are victims of unbearable circumstances. Countless women are subjected to forced sexual activity, rape, prostitution, physical violence, emotional abuse, psychological torture, disease. They are denied educational opportunities. They are subjected to physical harm and danger in their communities. Some survive, others don't.

Survivors bear the majority of the burden of work to provide basic family needs and income. I've seen women in some of the poorest countries repeating grinding chores, day after day, like walking along the roads fetching water and firewood and other supplies, and washing dishes outside in plastic tubs, scrubbing clothes - probably in the same water - all while also tending to the children.

I've seen them next go to the fields to weed and tend and harvest. Then balancing large baskets of bananas, vegetables and other foods on their heads, taking the produce to trading areas, where they also were responsible for selling their goods – at markets or on the side of the road. I've also seen young children herding cattle and shepherding goats.

Much less frequently in those countries did I see men toiling in the fields (except on our pre-arranged site visits). More often, I saw groups of young and older men idly talking and socializing. My sense of the proportion of who was doing the work has been confirmed by other observers – including in a public statement by Mrs. Rosalyn Carter, who travels extensively to developing countries.

What lies like a heavy stone crushing my heart after having seen how those societies function gender-wise, is what it means for girls. The majority of them face no opportunity other than a life like their mothers had. Can anyone in the U.S. imagine

for one moment what it would be like for their little girl of 5 or 6, walking to school, and being raped along the way? This is often by some older boy or man they trusted, who was exercising his "rights" -----or purging himself of HIV according to some myth, invented by men, that raping a virgin – even a virgin toddler – is OK – that it will cure his AIDS.

Can anyone imagine a school with only one latrine for hundreds of pupils – where, again, that little girl is in physical danger? Or imagine the humiliation of using a latrine without doors during menstruation? So instead, is it any surprise that the girls refuse to attend school 7 days a month?

Would we tolerate it if our daughters were very commonly subjected to being raped by teachers and adult males they trust? Or if our daughters were forced to trade sexual favors or starve? Or were subjected to Female Genital Mutilation? Or were shared as wives freely among her husband's clan? Would we agree to be one of several wives in order to have any level of financial security? Would we tolerate for ourselves, or for our daughters, having no power or human rights at all?

We have high hopes that, through economic empowerment, women will gradually and collectively feel a heightened sense of self-esteem as a result of creating household income. And that they will gain the respect of their husbands, families and villages. We were told that was working and, indeed, happening. We can all support those initiatives.

Self Esteem Problems in U.S., Too

Somali born fashion supermodel, Iman, is actively involved in Children's Defense Fund, For All Kids Foundation, and Action Against Hunger, and has received numerous awards for her humanitarian work. Here is some of her first-hand wisdom from an interview by *Conversations with People at the Leading Edge* host Paula Gordon:

"You become a little bit older, everyone is selling you some anti-wrinkle cream. So one is not comfortable at any given time at any age. 'There's something wrong with you and we can fix it.' For a price. Everything is about a price. So, it's either you're too skinny, you're too fat...they lie to us women. It's all making constantly, constantly, constantly a self-esteem issue, whether it's about our weight, our age, about our beauty, about our hair -- it's a constant battle.

The politics of beauty is the perception that advertisers and magazines give us and sell to us. The dreams -- the unattainable dreams -- and desires that they weave their magic into. For example, the standard of beauty is still considered to be blond and blue eyed. Being a mother, I think it starts at home. Women really need to address it. If I bring my neurosis home -- I'm too fat, my hips are this or that, or I'm always picking on myself and not saying anything good about myself -- that's what (my daughter) will pick up!

I'm a Muslim girl in the way that too much is too much. You should know privacy. You should know your family is sacred and be private. I think both family and schools have totally lost control of kids. From the day I created my cosmetic company, my theory has been -- Western girls learn to wear makeup way too young, way too young. And I wish I could enforce (wearing a) uniform in school.

You cannot wear velour pants that say 'juicy' at the back and expect nothing to happen! Mind you, I came to this country because it's a free country. And one can say and do what they want. But you can't have a free society if you don't raise the children right!"

Wish It Were That Easy

As I said, I greatly simplified here and set up false divides. Objectification of women and girls defies national borders, and is found in every economic class, race and religion. Being highly educated doesn't exempt anyone, either. Even well-meaning parents and teachers can have unintended effects on girls. Mary Catherine Bateson, a world-renowned anthropologist, and daughter of perhaps the most famous, Margaret Meade, says

"when a little girl is told that girls are afraid of bugs, she is being told to reduce her curiosity and become fearful."

Psychologists tell us that wearing and being surrounded by pink is conducive to passivity and calm. Think about that. Calm may be one thing. But shouldn't we think about the ramifications of passivity, given the synonyms of tameness, obedience, compliance, submissiveness, weakness?

Maybe we can give adolescent girls *The Disreputable History of Frankie Landau-Banks* which, according to *The New York Times Book Review*:

"...concerns "a nice girl" who remakes herself as a "near-criminal mastermind," with pranks that upend her school's oppressive power structure (created by and for boys). It's a homage to girl power, with a protagonist who is fearless."

I'm not trying to tell parents how to raise their children. Or to impose my cosmetic surgery views. I'm just trying to drive home two points.

First, women and girls who have personal freedom need to treasure and staunchly protect it. Come on, girls and women. Let's make a pact and insist on being validated for who we are – with all our brains and accomplishments – then stick to it, and don't follow someone else's rules.

Second, those of us who enjoy personal freedom need to help those who are victims of repression and ask for our help in changing their circumstances.

Our world desperately needs for both of these things to happen.

This was a sad chapter to write. And this is probably a good place to end this discussion – for now.

QUESTIONS

How can we help end oppression and repression of women, girls or any subordinated groups?

Please share any ideas or organizations that can help do this

Do you have examples of how equal status helps everyone in a society or community?

If you have any specific experience within your own community, or research you are willing to share to bring to light how change can occur with equal status within a society, let us know.

Do you think people and governments consider how callous these violent acts against women and girls are, and the effects they have on generation after generation of society?

We hope you will consider writing letters or taking other actions against governments, corporations, etc., to help to stop these violent crimes perpetuated against women and girls, and will share your actions with us.

One of our friends rightly points out: "Talk is indeed cheap. I feel just as strongly about Ethnic and gay jokes, unintended cruelties which are part of our culture (unfortunately). I am happy to say that I learned long ago to say so and my locker room golfing buddies (whom I like very much on other levels) are pretty chaste on those subjects around me. But, I am not naive enough to think they are not back to norm if I am not around." We think these are all related cruelties. What do you think? Share your personal experience.

Do women do themselves a disservice when it comes to self esteem? How?

Please share examples or your personal experience.

Do you think men make it particularly difficult for smart, accomplished women?

Please share any examples.

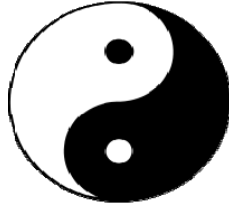
Can you connect us to high profile and other key people we should recruit to this effort?

We know gender balance needs to be adopted by leaders in at least three widespread movements that have a lot of momentum – Peace; Sustaining the Environment; and Leveling the Playing Field/Poverty Reduction. We hope you will let us know what connections you can make to the leaders, and what other logical links you see.

Develop the Habit

- 🌐 Register complaints, vocalize, write, shout, annoy, bother, bug and disturb anyone who will listen about the need to STOP THE VIOLENCE against women and girls globally.
- 🌐 Boycott music, entertainers, programs, anything that helps promote and perpetuate violence against women and girls. Violence includes verbal assaults, insults, putdowns, unflattering portrayals of women and girls, etc. Money talks and if they aren't making it, maybe they will stop perpetuating it.
- 🌐 Support legislative that globally impacts women and girls, e.g., the International Violence Against Women Act
- 🌐 Seek out and support non profit organizations that promote ending violence against women and girls.
- 🌐 Support non profit organizations like The Georgia Campaign for Adolescent Pregnancy Prevention. When Jane Fonda founded GCAPP, Georgia led the U.S. as the state with the highest rate of adolescent pregnancy, 99% of which was unplanned. Fonda has contributed and raised millions to provide hope to girls and help them make choices that won't compromise their potential in life.
- 🌐 Keep the tragedies of Sudan, Darfur, Democratic Republic of Congo and other countries around the world in the news, speak for those who have no voice.
- 🌐 The prostitution of children and the trafficking of women and girls must be kept in the news; this is violence against women and girls.
- 🌐 Censor and question anything that portrays women and girls in what you think is a detrimental manner.
- 🌐 Ask questions of your elected representatives. Are they concerned about these matters? Do they have any sense of how extensive and debilitating the mistreatment of women and girls really is? What are they doing about it?
- 🌐 Send in your examples or pet peeves on how women and girls are "dissed" in so-called entertainment. Or send in examples of how you see it changing for the better. We can all boycott the former, and support the latter.
- 🌐 Send in your ideas on how you think entertainment affects the development of boys and girls and influences relationships between men and women

B. What Changed?



Chapter Four: It Hasn't Always Been Like This - Women's Roles Changed

"Because I am a woman, I must make unusual efforts to succeed. If I fail, no one will say, 'She doesn't have what it takes.' They will say, 'Women don't have what it takes'."
Clare Boothe Luce

You know the song "Don't Know Much About History?" Well, what too many of us don't know is much about "Her-story." How the roles of women and men have changed throughout the course of civilization, and how religion has affected those changes in roles, is astonishing to newly opened eyes like mine.

I truly hope that, instead of being offended if something I say challenges something you believe, you will be curious enough to at least learn more about it. We're always hearing the advice to avoid talking about religion and politics. This book is a very liberating "coming out" for me because I have abided by that advice too often. It has resulted in superficial conversations when everyone goes home feeling like we left important things unsaid or that we compromised our true selves with our silence. I love this quote from Dr. Carol Gilligan:

"I've found that if I say what I'm really thinking and feeling, people are more likely to say what they really think and feel. The conversation becomes a real conversation."

Like I said, my intention is not to change your beliefs, but is it possible to embrace others' beliefs and all live peaceably? Is it possible to open our own minds by challenging our own beliefs and attitudes?

Males Helped Open My Mind

When I was 50, a series of dominoes began to fall in my life. I've written throughout about many female friends who have been guides and opened new doors in my mind. Several male friends played key roles, too, including my husband, Sam – he "gets" a lot of this, has great ideas and is always flagging relevant articles for me. Dr. Bob Lupton, an internationally acclaimed expert on community development, and FCL board member, called what's happened these past 8 years a "*convergence of coincidences*" and it has been powerful. One reason I want to share is because you may want to read some of the mind-opening books friends have introduced me to, if you haven't already.

The first push was a seemingly unlikely connection, when my Jewish friend, Dr. Jeff Rosensweig, urged me to read his Christian friend, Dr. James Fowler's, book on the stages of faith a typical human being goes through in life. Fowler's books have been translated into six languages, and I'm forever meeting people whose lives he's influenced. So I want to tell you more about how his work has influenced mine.

The first time I actually saw a diagram of how my own life progressed was in Jim's book, *"Becoming Adult, Becoming Christian,"* but the progression doesn't belong to a faith or certain set of beliefs. I saw in this diagram the movie reel of my own life, starting from when I was a small child trusting only my parents, to getting validation externally from teachers and priests and friends to, hopefully, finally arriving at a place where the validation I need now is inside----all of this with fits and starts.

I learned that many adults choose to stay in a stage where someone else is telling them what to think, what to believe, and how to behave, because they need to be given something definite, certain. I have known many women, in particular, who seemed to have made this choice. Also, they don't want to risk disturbing relationships they have formed with other people in that stage. I can see how this is a very real concern, because I feel some of my own relationships have been disturbed as my source of validation changed, with more likely to follow because of this book.

In later stages of faith, you begin to see truth as more complex, not as either this belief or that belief, not as "us" vs. "them" --- but as "we." If we were to ever progress to the last stage that Fowler says is rarely attained by humans, we would be so detached from ourselves and our self interests that everyone on earth would be in our circle of people we are concerned about.

So, you can see how Fowler's work also led to Full Circle Living's vision of a Universal Neighborhood. This would be a full, complete, whole, all-inclusive circle. Of course, "masculine" and "feminine," and male and female, would have full and equal places in this circle -or it wouldn't be whole and peaceful and neighborly.

What I've come to realize, and what is bubbling up around us, is that gender balance will lead us to this Universal Neighborhood. It can't happen otherwise. Unless and until the "feminine" is restored to being on par with "masculine," we'll only keep heading down a destructive path.

Goddess Preceded God

Another male friend recommended me for a once-in-a-lifetime travel experience to Turkey and Greece, where I saw evidence myself of the worship of goddesses dating back to the 5th Century BCE; some dated back to 30,000 BCE. Again, I had never been taught anything like that, and researched it more after I got home. I learned that archeological findings from Paleolithic times - 7000 BCE -show that figures depicting the goddess outnumber male figures 20 to 1. So I wanted to know what changed about worship, and why, and what impact it has had on women's roles in society. The modern stages of faith Fowler has surveyed are directly related.

Probing further, I found many chronologies (e.g., Western Illinois University website (www.wiu.edu) but the one I find most fascinating is offered by Dr. Leonard Shlain. First, let me say, I think we need to clone Leonard Shlain, even though I have never met him. Can you imagine a renowned male laparoscopic surgeon, who has patented several surgical devices, devoting who knows how many years of research it took to write the phenomenally bestselling *The Alphabet Versus the Goddess?* Several friends told me to read this book because, as described on the website:

"Shlain argues that literacy reinforced the brain's linear, abstract, predominantly masculine left hemisphere at the expense of the holistic, iconic feminine right

one. This shift upset the balance between men and women, initiating the disappearance of goddesses, the abhorrence of images, and, in literacy's early stages, the decline of women's political status. Patriarchy and misogyny followed."

Misogyny, folks. Hatred, dislike, distrust of women.

Here's part of the timeline Shlain pieced together --- which will no doubt trigger a lot of lively discussion out there (underlines mine):

3,000,000 - 2,900,000 years ago

- Hominids differentiate away from other primates by becoming meat-eaters instead of vegetarians
- Males of the species predominately engage in hunting and killing
- Females primarily engage in nurturing and gathering

200,000 - 90,000 years ago

- Language develops
- Over 90% of language modules placed in the left hemisphere of right handed humans who comprise 92% of the population
- Most hunting and killing strategies placed in left hemisphere
- Most nurturing and gathering strategies placed in the right side

40,000 - 10,000 years ago

- Homo sapiens organize into highly effective hunter/gatherer societies
- Division of labor between sexes diverges more than in any other species
- Males hunt and females nurture
- Each sex develops predominate modes of perception and survival strategies to deal with the exigencies of life

10,000 - 5,000 years ago

- Agriculture discovered/ Domestication of animals discovered
- Crops need to be tended / flocks need to be nurtured
- Female survival strategy of gathering and nurturing supersedes male hunting and killing
- All early agrarian peoples begin to pray to an Earth Goddess responsible for the bountifulness of the land and fertility of the herds

5,000 - 3,000 years ago

- Writing invented
- Left hemispheric modes of perception, the hunting/killing side, reinforced
- Literacy depends on linear, sequential, abstract and reductionist ways of thinking - the same as hunting and killing
- Scribes become priests and new religions emerge in which the god begins to supersede the goddess

45,000 - 3,000 years ago

- Alphabet invented
- First alphabetic book is the Hebrew bible
- Goddess harshly rejected from Israelite belief system.
- God loses His image
- To know Him, a worshipper must read what He wrote

3,000 - 2,500 years ago

- Greeks become the second literate culture
- While not rejecting images, they suppress women's rights.
- Women had few rights in Athens: Women wielded considerable power in Sparta.
- Plato wrote extensively of what Socrates said, but was not as generous toward women as Socrates
- Aristotle represents Greek passage from an oral society to a literate one. He taught that women were an inferior subspecies of man.

2,500 years ago

- Buddha becomes enlightened in India
- Buddha teaches love, equality, kindness, and compassion
- Buddha's words are canonized in an alphabetic book 500 years later
- Book purports to show the Buddha had negative opinions about women, sexuality, and birth
- Taoism embodies feminine values: no attempt to control others, promotes Mother Nature as a guide
- Confucianism touts masculine values: structures patriarchal society, touts Father Culture

2,000 - 1,500 years ago

- Roman Empire achieves near universal alphabetic literacy rates due to the stability of Pax Romana, tutors from Greece, papyrus from Egypt and an easy means to use Greek and Latin alphabet
- New religion emerges based on the sayings of a gentle prophet named Jesus
- Jesus's oral teachings embody feminine values of Free Will, love, compassion, non-violence, and equality
- Women play prominent role in new Christian religion
- But Creed that evolves increasingly emphasizes masculine values of obedience, suffering, pain, death, and hierarchy

1,500 - 1,000 years ago

- Rome falls to barbarian invasions
- Dark Ages begin
- When stage of history re-illuminated in the 10th century, women enjoy high status
- Women mystics revered
- Women Cathars and Waldensians baptize
- Abbesses lead major monasteries

- Chivalric code instructs men to honor and protect women

1000 - 1453

- High Middle Ages characterized by a renewed interest in literacy
- Commerce demands literate clerks. Literacy rates climb.
- Masculine values begin to reassert dominance over feminine ones
- Renaissance begins. Cult of the individual encourages male artists, male thinkers, and macho themes in art

1454 -1820

- Gutenberg's printing press makes available alphabet literacy to the masses
- Books become affordable
- Literacy rates soar in those countries affected by the printing press
- Tremendous surge in science, art, philosophy, logic, and imperialism
- Women's rights suffer decline
- Women mystics now called witches

1517 - 1820

- Protestant movement becomes very patriarchal
- Ferocious religious wars break out fought over minor doctrinal disputes
- Torture and burning at the stake become commonplace
- Hunter/killer values in steep ascendance only in those countries impacted by rapidly rising alphabetic literacy rates

1465 - 1820

- After the Bible, the next best selling book is the Witch's Hammer; a how-to book for the rooting out, torture, and burning of witches
- Witch craze breaks out only in those countries impacted by the printing press
- Estimates range that between 100,000 women to the millions were murdered during the witch-hunts
- There is no parallel in any other culture in the world in which the men of the culture suffered a psychosis so extreme that they believed that their wise women were so dangerous that they had to be eliminated

1820 - 1900

- Invention of photography and the discovery of the electromagnetic field combine to bring about the return of the image
- Right hemisphere called upon to decipher images more than the left
- Egalitarianism becomes a motif in philosophy
- Protestantism softens its stance toward women
- Suffragette movement coalesces in 1848

1900 - 1950

- Photography and electromagnetism combine to introduce many new technologies of information transfer

- Telegraph, radio, film, and telephone reconfigure the world
- Communists demand redistribution of wealth
- Capitalists demand less government interference
- Women receive the vote in 1920 in the U.S. and 1936 in England
- Hitler, armed with a microphone and radio, hypnotizes Germany, one of the most literate countries of the world

1950 - 2000

- Popularity of television explodes after the end of WWII
- Iconic information begins to supersede text information
- Society begins to elevate feminine values of childcare, welfare, healthcare, and concern for the environment
- Feminist movement of the 60s occurs in the first television generation.
- Invention of personal computer greatly changes the way people interact. Graphic icons increasingly replace text commands.
- Internet and Worldwide Web based on feminine images of nets and webs. Iconic Revolution begins.

W

I can't tell you how many times in the past 8 years in the U.S. I have been behind a car with a "W" bumper sticker. What if, every time we saw W, we reminded ourselves of something else? I'm no expert on witches, but maybe some of you know more about that whole attempt at what Shlain said was an extermination of wise women.

What if they were wise women? How different would our world be?

What if, every time we saw the ubiquitous www, we thought of: wonderful wise women helping to create a world wide web of cooperation?

Even if you might never be able to believe that there was an attempt to exterminate wise women, seeing "W" or "www" could remind you to stop and ask: how many wise women's voices are not heard today?

Why Wasn't I Taught Any of This?

What I kept asking myself after I read *The Alphabet Versus The Goddess*, (and, by now, many other books on similar themes) is: Why didn't I know this? How did I get all the way into my 50s before I started seeing the much bigger "masculine" "feminine" patterns that have shaped our culture? I've had 20 years of formal education – why wasn't any of this pointed out? How will others see it who may not be on such a deliberate, desperate path to find out what happened to women and the "feminine?"

Although it is a classic and was written when I was born, I only recently read excerpts from *The Second Sex* by French existentialist Simone de Beauvoir. This observation of hers really stood out:

"The world is represented solely from the male point of view, but men take this representation as the absolute truth."

That sure confirms why I might have been in the dark so long.

I'm not going to delve into this further because nearly every time I have introduced such research into academic or theological conversations, this evidence has been challenged. The best way to end this chapter, I think, is to put this controversial chronology out there and let readers respond. Of course, I am expecting this to be received by some with outrage. Still, my bet is that we will soon be inundated with all the proof we need.

It's comfortable to stay in one of those early stages of development where others are telling us what to think and believe. And Fowler's research proves that many, if not most, people don't venture beyond that external source of authority. As far as my education was concerned, those authoritative experts determined what I was taught, and what I was exposed to, in school. And, like de Beauvoir observed, what I was taught was almost entirely from the male point of view.

But, while I was supposed to absorb this as representative of the absolute truth, it never did settle well with me to think that male was superior to female. No doubt, if you are a male reading this, and if you could even imagine such a thing, you would never accept a solely female representation as the absolute truth.

The only way to advance our civilization from here, though, is to get beyond male vs. female and see truth as more complex, and see solutions to the world's crises as best being solved by working together, with equal respect.

What does the future hold? Shlain sees us relying more on pattern recognition (right brain) and less on linear sequence (left brain.) This would move our culture toward balance between the two, between "masculine" and "feminine" -great news that we hope is not too late. We offer this book to help speed us along the path.

QUESTIONS

Can you give specific examples of how and where patriarchy is breaking down, or changing, within society or religion?

Please share any examples you have heard of or have personally experienced.

Have you attended any programs that have shed light on this subject that you could share for others to attend?

Is there part of the record you can help set straight? Do you have specific examples historically that have been hidden from mainstream academia?

If you send us your data, documentation, statistics, published work on where something more balanced than patriarchy has worked. we can credit you and help create the case for including gender balance within mainstream research.

Can you connect us to high profile and other key people we should recruit to this effort?

We know gender balance needs to be adopted by leaders in at least three widespread movements that have a lot of momentum – Peace; Sustaining the Environment; and Leveling the Playing Field/Poverty Reduction. We hope you will let us know what connections you can make to the leaders, and what other logical links you see.

Develop the Habit

- 🌐 Engage in open conversations about how you really feel within society, or your own religious community, about the role that women play – speak the truth.
- 🌐 If you know about women who have contributed as leaders in society, and haven't been recognized for their accomplishments, put the information out into the mainstream.
- 🌐 Find and share positive examples of where patriarchy and matriarchy work together or where one has positively influenced the other.

Chapter Five: It Hasn't Always Been Like This - More Confirmation that "Feminine" Influence Has, Sadly, Diminished

"The main theme of Goddess symbolism is the mystery of birth and death and the renewal of life, not only human, but all life on earth and, indeed, in the whole cosmos."
Marija Gimbutas

"Feminine" influence means greater respect for life in all respects. A "feminine" respect for life is not the domain of females; males have respect for life. But it surely has become obscured by war and competition at any price. What could be more critical for civilization than elevating our "feminine" tendencies to respect and protect life?

Warning: You can easily find many who doubt that civilizations hallmarked by "feminine" influence ever existed. If you doubt this, too, please do your own research, and don't blindly accept what you may have heard.

You'll find historians and archeologists who discovered cultures which valued personal relationships and friendships more than reaching material goals for "success." They found evidence of people coming together for story telling and sharing music. They found evidence of respect for ancestors especially by passing down their wisdom and traditions. (Note the contrast between this and today's (frenetic) "reverence" for everything young and hip and new.)

Most importantly of all as far as harmony, historians and archeologists have found evidence of a real reverence for nature – for respecting nature and not trying to conquer it. Evidence of people living according to the rhythms and cycles and seasons of nature – not contrary to them. Humans deferred to the seasons for planting, and to the sun and moon for light and darkness. (Now we live in cities with electricity so we have light whenever we want, and there is no such thing as foods that are "out of season.")

Proof of Something Better Exists

You'll find examples like these where "feminine" values and influences were central to some notable ancient, flourishing, peaceful societies.

British archeologist Sir Arthur Evans uncovered the very advanced Minoan civilization in Crete (1600 BCE) where women were powerful leaders in religion and society. Minoan achievements in government, and fostering peace, set them apart.

Marija Gimbutas, was a Harvard Fellow and Professor of Archeology at UCLA. According to Wikipedia:

*Gimbutas gained unexpected fame — and notoriety — particularly with her last book: *The Civilization of the Goddess*, which presented an overview of her speculations about Neolithic cultures which flourished throughout Europe*

between 6500 and 3500 BCE. She articulated what she saw as the differences between the Old European system, which she considered goddess-centered and matristic ("gynocentric" or "gylanic"), and the Bronze Age Indo-European patriarchal ("androcratic") culture which supplanted it. According to her interpretations, gynocentric and gylanic societies were peaceful, they honored homosexuals, and they espoused economic equality. The "androcratic", or male-dominated, Kurgan peoples, on the other hand, invaded Europe and imposed upon its natives the hierarchical rule of male warriors."

Maybe this is a good time to take a detour and recognize that some of you may object to my calling attention to societies that "honored homosexuals." If that bothers you enough, you may stop reading the book altogether, but I can't help that. You are entitled to your own views. I don't share those views, and am disheartened to see how families, communities, countries, faiths, and friendships are, sometimes viciously, divided over these differing views.

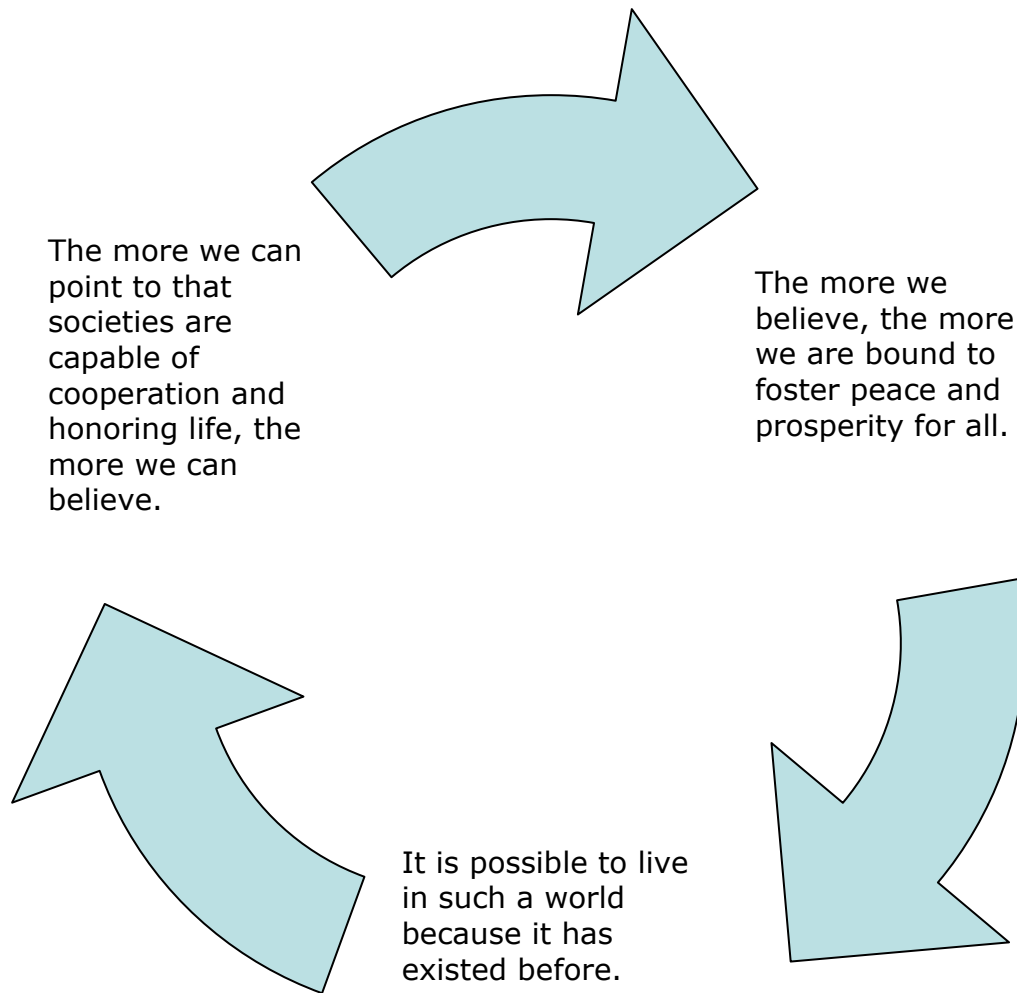
Back to Gimbutas, in my view, that "notoriety" is dispelled by credible sources. For instance, while I hadn't before known of Gimbutas's work, I do know Joseph Campbell's work. Campbell was perhaps the greatest internationally recognized authority on myth and symbolism and, an extremely popular series Bill Moyers did with him in the 1980s, caused millions who watched it to question a lot of conventional tenets of faith. I learned only very recently that Campbell had the greatest professional respect for, and collaborated with, Gimbutas.

Further confirmation comes from the *Utne Reader*:

"UCLA archaeologist Marija Gimbutas turned historical scholarship on its head in the '70s and 80s with research that depicted peace-loving, co-operation-based Goddess-worshipping societies in ancient Europe-- which were overrun in the Neolithic era by Indo-Europeans who imposed patriarchal order. Gimbutas' vision of an earth-friendly, feminine-centered spirituality has sparked religious awakening..."

This is not a debate for debate's sake. It behooves us all to find reasons to be confident that basic human nature is not violent, destructive, or such that some human beings have to dominate others.

It can set a virtuous circle in motion:



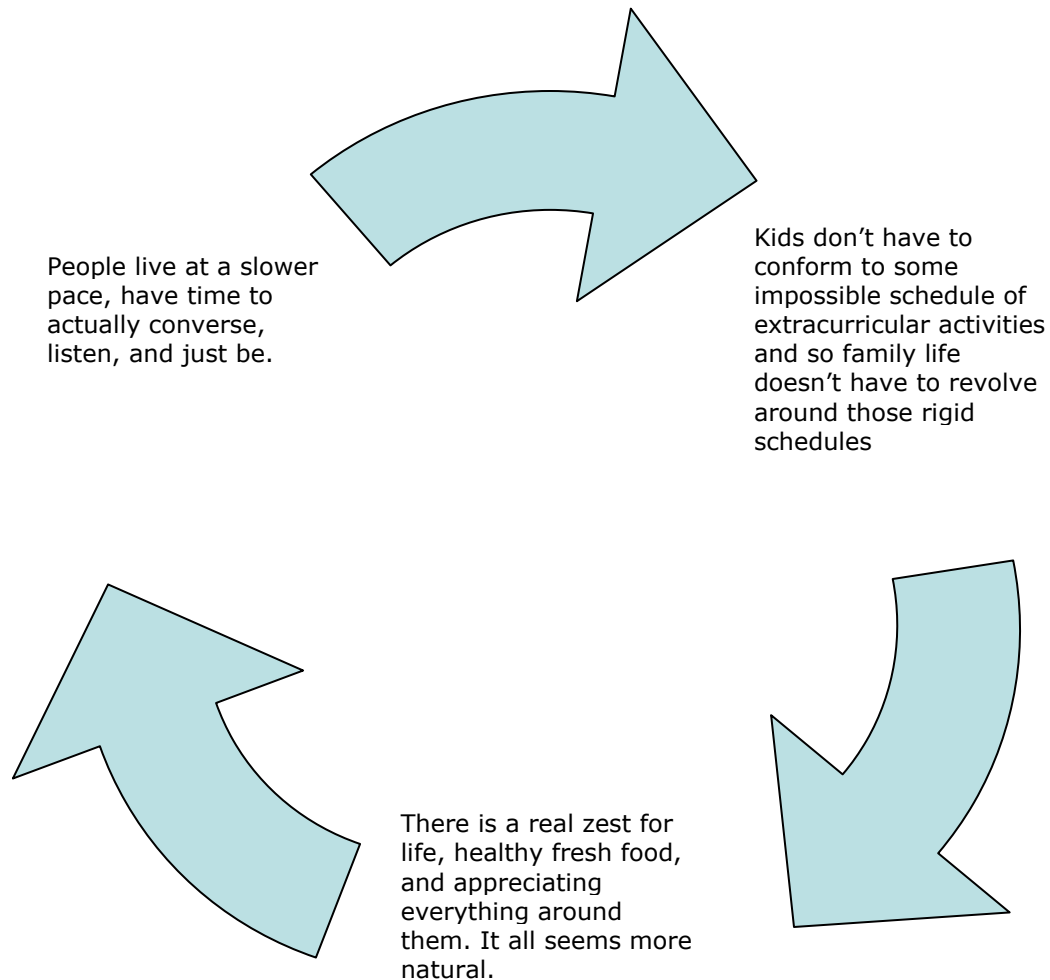
Aha! Now doesn't that give us hope?

Why is it so important to understand Shlain's timeline and archeologists' findings? Because balancing the "feminine" and "masculine," female and male, makes life better for everyone.

How Would it be Better?

Starting with daily life. Everyday I hear someone (including me) talk about stress. Or anxiety. Or how out-of-balance life is. Anti-anxiety and anti-depression medication is prescribed like popcorn – even to school children. I'm especially referring to people in the U.S. who "have it all" as far as how the American dream is defined materialistically.

When Sam and I traveled to Italy, Greece and Turkey we experienced something completely different, another virtuous circle:



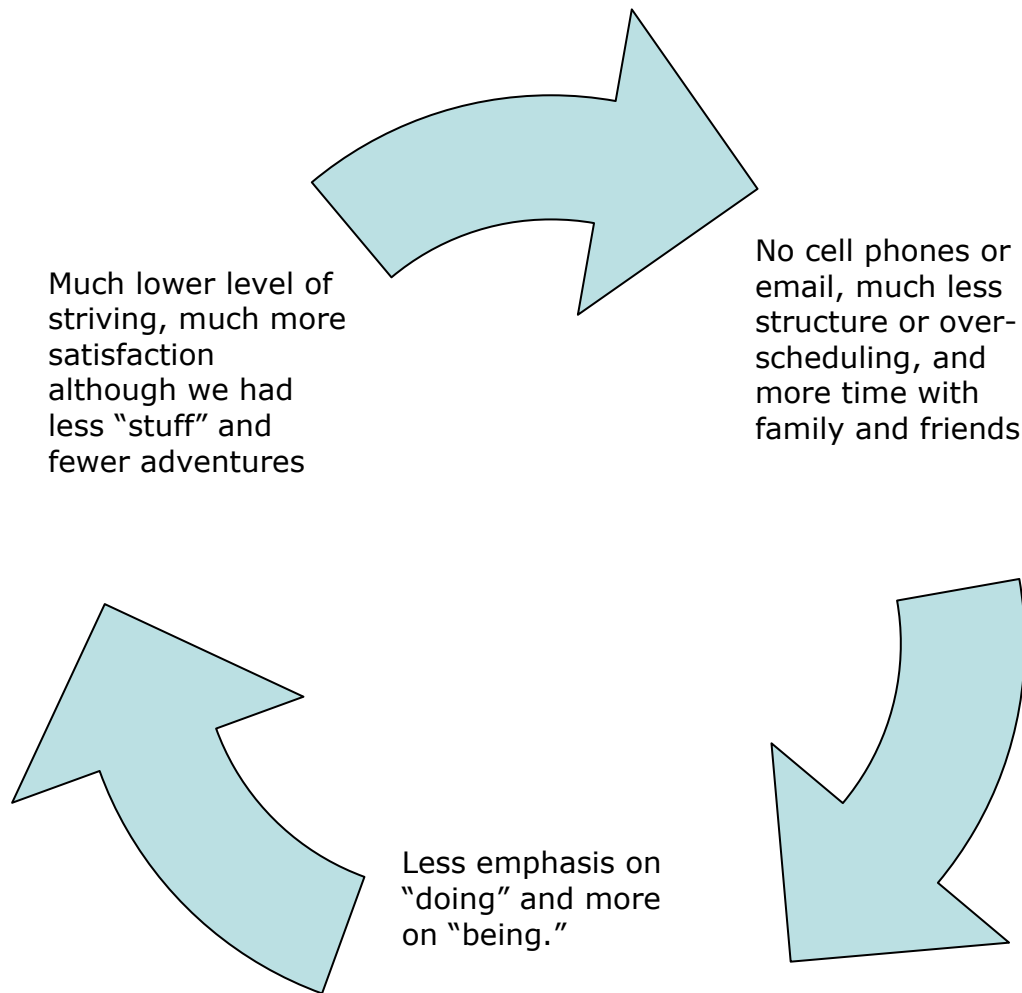
When our Central Asian friends visit us we notice the same contrast. They take time to ask about us, our health, our families and our life, and are genuinely interested in the conversations. Whereas we have to first close our emails, turn off the computers, and slow our always revving engines down before we can focus.

We even leave our cell phones on – and answer them! – or check emails on our blackberries! - when we are in face-to-face conversations with someone else! We answer the telephone, even when we are sitting down to a meal. I hate it when this happens to me because I always feel that the person answering the phone must think that is more important than our conversation – and darn if I haven't succumbed to doing the same thing myself! Now, it's a habit I've got to break.

"Miss Manners" writes about how this is just plain rude. But it is, in fact, much more. It is a sign that the impersonal has taken over, and personal connections aren't what they used to be. I recently saw a touching version of Thornton Wilder's play, "Our Town," with Paul Newman as the stage manager. It's about how we don't treasure the simple pleasures of daily life. Our relationships are the most important of all, and the

dead people in the play say we don't even see it while we're alive. When our friend who moved to Mexico, in part for a slower pace, comes back to visit, she always comments about how little time people have to enjoy each other here in the U.S.

Depending on age, I'd wager that daily life for the relatively privileged people reading this book hasn't always been like it is now. Even in my lifetime, I remember a virtuous circle:



Those are more "feminine," nurturing approaches to living.

We Need the "Feminine" for Much More Than A Pleasant Life for Ourselves

A pleasant daily life is an OK goal. Treasuring our personal relationships is a wonderful aim. But nurturing "feminine" influence on cultures and society is a critical need for most people on this earth. The reality is that most people on earth don't have choices and have difficult lives as far as work, and health concerns, and poverty.

For countless millions, even hundreds of millions of people, it is a matter of life and death. Restoring the “feminine” is crucial for those living in constant fear of war, danger, and scarcity.

It’s not important to change your religious or spiritual beliefs to make room for “goddess-worship.” It’s only important to get this point:

There is plenty of archeological evidence that highly evolved ancient cultures existed in which women had equal status and the “feminine” was valued and peace and prosperity prevailed.

We, in fact, devote an entire chapter to matriarchies because it’s not just ancient history – such societies exist today. We can learn and benefit from them.

Quiz

We’re going to get much deeper into the serious issues whose solutions cry out for more “feminine” thinking. In fact, why don’t we all aim for making progress on this by a certain spring 2010 date? If you live in the United States, here’s a short quiz:

Have you heard of these holidays and do you know when they are celebrated?

- Veteran’s Day
- Christmas Day
- Independence Day
- New Year’s Day
- Memorial Day
- Ground Hog Day
- St. Patrick’s Day

OK, I’m pretty sure you got most of them right (November 11, December 25, July 4, January 1, May 30, February 2, March 17.)

But here are the “Double Jeopardy” questions:

Q. Do you know the name of the day that CARE urges us to commemorate each year as “a reminder of ongoing struggles and a call to action on behalf of the billions of poor women who continue to see their rights systematically denied?”

A. International Women’s Day (IWD)

Q. What day is it celebrated?

A. March 8

Q. When and why was it established?

A. In 1909 to commemorate the Triangle Shirtwaist Factory in New York where 140 women lost their lives because of poor safety measures.

According to the official IWD website, thousands of events are held throughout the world to inspire women, and many global corporations have also started to more actively support IWD. For example, on March 8th, Google even changes its logo on its

global search pages. Other standout corporations include HSBC, Nortel, and Accenture, and I'm sure you will want to be adding your company to this list!

According to Wikipedia IWD

- Is an official holiday in Albania, Algeria, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Burkina Faso, Cameroon, China, Cuba, Italy, Laos, Kazakhstan, Kyrgyzstan, Macedonia, Moldova, Mongolia, Montenegro, Poland, Romania, Russia, Serbia, Tajikistan, Ukraine, Uzbekistan, Vietnam, and Zambia
- In India, IWD holds a lot of significance. Many celebrations are held during the day. This portrays the power of women in the modern era and how vital their role is in the society.
- The 2005 Congress (conference) of the British Trades Union Congress overwhelmingly approved a resolution calling for IWD to be designated a public holiday in the United Kingdom.

Now here's the most amazing thing I learned and in a sense the saddest. The Final Jeopardy Question is:

Q. What country even designates the whole month of March as 'Women's History Month?'

A. The United States

Hip hip hooray - but did you know it? Maybe you did, and the point here is not to wrap this important discussion into the conclusion that, the diminishment of the "feminine," can be magically rectified by a holiday or a month of recognition. We're just suggesting that, by March 2010, the movement toward gender balance can pick up steam, if we all work on it.

QUESTIONS

How well did you do on the quiz? Were you aware of Women's History month and what it commemorates?

Share your personal experience or specific examples of celebrating Women's History month.

Do you know any companies that support and celebrate International Women's Day?

Make us aware of any companies that make the effort to support and celebrate International Women's Day so that we can promote and support them.

Can you give examples of how women are celebrated? Cultural or religious celebrations that we may not be aware of.

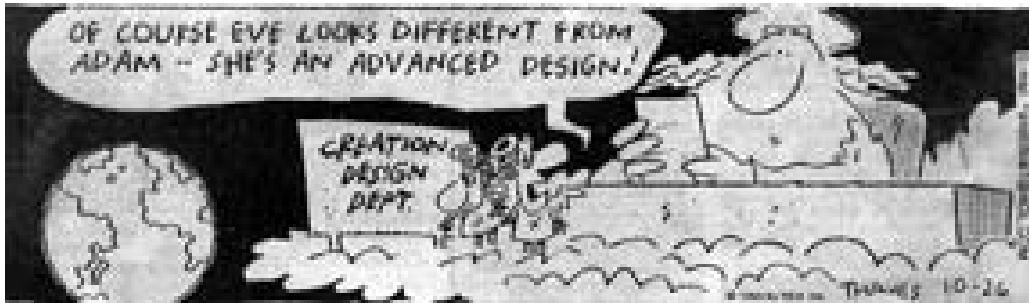
Can you connect us to high profile and other key people we should recruit to this effort?

We know gender balance needs to be adopted by leaders in at least three widespread movements that have a lot of momentum – Peace; Sustaining the Environment; and Leveling the Playing Field/Poverty Reduction. We hope you will let us know what connections you can make to the leaders, and what other logical links you see.

Develop the Habit

- 🗣️ Clean out and purge your "stuff."
- 🗣️ Take the time to really listen to someone's story.
- 🗣️ Support and promote a business or corporation who recognizes and rewards the efforts of women.
- 🗣️ Educate and make others aware of International Women's Day.
- 🗣️ Celebrate Women's Day and share the celebration with those around you. Help to create a celebration within your own community and/or company.
- 🗣️ Share these experiences with the younger generation to ensure the continuation of women being recognized for their accomplishments
- 🗣️ If a woman's research is called "controversial," stop and ask, "Why is it controversial. Because it calls the status quo into question?" Take advantage of every opportunity to have the conversation.

Chapter Six: It Hasn't Always Been Like This - Feminine Divine Was Lost



"I've tried to tell you about the deep and immense journey a woman makes as she searches for and finds a feminine spirituality that affirms her life. It's about a quest for the female soul, the missing Feminine Divine, and the wholeness we have lost within patriarchy."

Sue Monk Kidd, "The Dance of the Dissident Daughter"

Now I am about to plunge into very risky, controversial territory –religious beliefs - but am still willing to take the risk. I want to be clear that this is my assessment which I offer, not impose on you:

I believe that, whether Deities must be male or whether they can be male and female is fundamental to achieving gender balance, especially in leadership.

I hope it doesn't alienate family and friends, because I truly believe that there is room for everyone's beliefs, and that no one set of beliefs contains all the truth. I try to be accepting of others' beliefs (and admit I am not always successful) and hope that others would accept mine. This chapter is not about delving into those beliefs but, rather, to raise awareness, and provoke questioning about what ever happened to the sacred feminine, female deities, and equal roles for women in religion.

The word "Goddess" makes some women and some men shrink in horror.

But it is just a word. It means God - or the Divine - or the Higher Power - in female form.

Female faces of Deities are common in Eastern religions, so women there have "higher beings" to identify with. What horror can there be in believing as Vanderbilt University theologian Sallie McFague says:

"God is she, he, and neither."

Not only is it not a horror, it is essential to the whole idea of gender balance because, if the ultimate power or God is male, logic would have the corollary be that only males

can be God-like. Women can be God-like, and I started adding Mother-God anytime I heard or read Father-God, for reinforcement.

What I was originally taught to believe, and what I have come to learn and believe only in the last few years, are oceans apart.

I'm putting most of this discussion in the context of how Christianity evolved since I'm most familiar with the tradition I was born into. I grew up in the Catholic Church which, at least at that time, meant you didn't question what you learned. In fact, we memorized the Baltimore Catechism and that was supposed to be all we needed to know about God, and our relationship to God through the Church. These are some of the "Questions and Answers" that were imbedded in my psyche, and that shaped my self-concept, and how I was taught to think of women and men, and male and female:

Q. Why did God make you?

A. God made me to know Him, to love Him, and to serve Him in this world, and to be happy with Him forever in heaven.

Q. How many Persons are there in God?

A. In God there are three Divine Persons, really distinct, and equal in all things - the Father, the Son, and the Holy Ghost.

Q. Why can't women be ordained as priests?

A. Only a baptized man validly receives sacred ordination. The Lord Jesus chose men to form the college of the twelve apostles, and the apostles did the same when they chose collaborators to succeed them in their ministry.

I memorized these questions so I could pass the hurdles - First Communion, Confirmation, graduation - but eventually grew away from a Church where women and the feminine were lesser. These images of God and these limits and subordinations placed on women, though, had been hard-wired into my consciousness.

A Journey Toward Understanding Where "She" Went

It wasn't until 2003, when I traveled to Turkey and Greece with biblical scholars, that I first learned that the New Testament, the Apostle's Creed, and the Church's structural hierarchy - the foundation of what I had been taught - was not the direct word of God as I had been asked to believe. It was constructed by the Church "fathers" centuries later, much of it at the command of the Emperor who needed an organized Church to hold his Empire together.

On that same trip, we toured ancient shrines and saw that the earliest depictions of divinity- dating as far back as 30,000 BCE - were female. When I was young, I was taught that these representations were "pagan idols" to destroy; this was the first time I learned representing the deity as female was mainly because people connected God to "feminine" traits like abundance and nurturing. But, at some point in time, these shrines were inexplicably re-dedicated to male gods.

In those early agricultural societies most peoples especially worshipped the Goddesses' "feminine" attribute of "bringing the earth back to life" each spring. Property was passed down through the women's lines; women were the priestesses, etc. Much of the archeological evidence suggests that many of the ancient agricultural European

societies lived in peace. Many researchers say that invasions into Europe from the East brought with it "advancements" of civilization – the horse, war, exploitation of nature and belief in male gods. It upset the balance between and women, Goddesses began to disappear, and the status of women began to decline.

The evolution of three major religions - Christianity, Islam, and Judaism – sealed the fate of women by replacing Goddess, Mother, Queen, and Priestess with God, Father, King, and Priest. Women were deemed inferior, and were banned from conducting worship. Women were portrayed as first belonging to their fathers, and later transferred, like property, to their husbands. In ancient Greece, Athenian law prohibited women from owning property, which was the basis of power, and prohibited women from active public lives.

What on earth happened?

Only after my eyes were partly opened, did I begin to re-read Joseph Campbell, and read Elaine Pagels, Riane Eisler, Leonard Shlain, Sue Monk Kidd and others, and the "big picture" of what happened to women begin to form. Sue Monk Kidd's *"The Dance of the Dissident Daughter"* opened my eyes so much that it led to gathering with 7 other "D3s" (Divine Dissident Divas) to share our spiritual journeys. Kidd sums up my own amazement:

"I felt again the amazement that first washed over me as I began to discover that, for many thousands of years before the rise of the Hebrew religion, in virtually every culture of the world, people worshipped the Supreme Being in the form of a female deity – the Great Goddess."

When "She" disappeared so did women in many ways.

I learned that many historians of the early Christian church describe Jesus as embracing all classes and as being "feminist" by modeling how to treat men and women as equals. I listened to a priest, who had taught at the Duke University Divinity School for 25 years, say that highly educated women, who turned their homes over to the needy, were the key to holding Christianity together for the first 4 centuries. They taught, baptized, and blessed Communion, and were regarded on a par with men.

Then the Church made a major shift to push women out. He said that, along the way, changes were made to scriptural texts like "Phoebe was a deacon" to "Phoebe was a servant," in order to purge the critical roles women played, from Church history. Wow – this was all news to me, and I am not even scratching the surface here of how religions have evolved.

All that has come to light about the real role of Mary Magdalene is unnerving. For all those years growing up in the Catholic church, we were taught that she was a prostitute and, believe me, sex outside of marriage was way high on the list of sins (unlike killing people in the supposed name of God, for instance.) Now come to find out from researchers like Harvard Divinity School professor Karen King that, Mary Magdalene was likely an eminent leader, and that Jesus may have given her alone certain theological insights because she was a trusted apostle.

What Difference Does This Make for Little Girls and Little Boys?

Now what difference do you suppose it would have made to me as a little girl to have a "Mary" instead of a "Peter" as the first leader of the church, whose doctrine I was supposed to memorize and live by? What effect do you think it had on a lot of sponge-like minds of little girls and little boys to hear stories about Eve tempting Adam to sin in the Garden of Eden? How often did nuns and priests quote and praise St. Augustine to me when I was a trusting child, who believed what I was taught by such people in authority? So is it a surprise that I felt angry to learn that Augustine's statement -

"Man, but not woman, is made in the image and likeness of God"

- was at one time an official decree of the church?

This next research nugget, from a man, by the way, sheds light on how countless millions of women have been negatively affected by that Adam and Eve story. Again, the underlines are mine.

Sweet Briar College's professor of art history, Christopher L.C.E. Witcombe, PhD., questions that this story in Genesis was divinely inspired but shows how this has not stopped even supposed "moral leaders" from conveniently using it to put down women:

"For the last two thousand years or so, Eve has represented the fundamental character and identity of all women....Eve represents everything about a woman a man should guard against. In both form and symbol, Eve is woman, and because of her, the prevalent belief in the West has been that all women are by nature disobedient, guileless, weak-willed, prone to temptation and evil, disloyal, untrustworthy, deceitful, seductive, and motivated in their thoughts and behavior purely by self-interest.

No matter what women might achieve in the world, the message of Genesis warns men not to trust them, and women not to trust themselves or each other.

In the West, the story of Eve has served over the centuries as the principal document in support of measures and laws to curtail and limit the actions, rights, and status of women.

St. Paul on the reason why women should not be allowed to teach or to tell a man what to do:

'For I do not allow woman to teach, or to exercise authority over men; but she is to keep silent. For Adam was formed first, then Eve. And Adam was not deceived, but the woman was deceived and became a transgressor.'

The early Christian theologian Tertullian (c. 155/160-220 CE) reminded women that they all share Eve's "ignominy...of original sin and the odium of being the cause of the fall of the human race":

'Do you not believe that you are (each) an Eve? The sentence of God on this sex of yours lives on even in our times and so it is necessary that the guilt should live on,

also. You are the one who opened the door to the Devil, you are the one who first plucked the fruit of the forbidden tree, you are the first who deserted the divine law; you are the one who persuaded him whom the Devil was not strong enough to attack. All too easily you destroyed the image of God, man. Because of your desert, that is, death, even the Son of God had to die.'

During the Middle Ages, St. Bernard of Clairvaux could claim in his sermons, without contradiction, that Eve was *the original cause of all evil, whose disgrace has come down to all other women.*

This perception of Eve has endured with remarkable tenacity, and persists today as a major stumbling-block in attempts by women to correct gender-based inequalities between the sexes. Consciously or unconsciously, it continues to serve as the ultimate weapon against women who wish to challenge male hegemony (domination.)

It really upsets me to think of how little boys' and girls' heads are filled with these stories, before they are old enough to even question whether they are true. Speaking for myself, I can still remember my mother reading these stories to me. I'm sure she believed them and now I wonder how much Bible stories fueled her acceptance of abuse she tolerated in her marriage. And whether believing stories like this gave my father an excuse to falsely and violently accuse her of evil things.

Troubled women continually speak out on how their religions relegate them to the sidelines. In *Taking Back God*, Leora Tanenbaum features American Protestant, Catholic, Jewish and Muslim women who are rising up for religious equality. In *Dating Jesus* Susan Campbell says she was taught that holiness is "entirely masculine," and only much later discovered theologians, like Harvard's Elisabeth Schussler Fiorenza, who said Jesus had an egalitarian, "inclusive graciousness" approach to women. My own sister-in-law has been a devout Catholic all of her life, but is troubled because "*I realize how much my Church has let down its faithful women by denying them the opportunity to become priests.*"

For myself, piecing together all of these discoveries has shaken me to the core, and turned beliefs I had never before examined upside down --- and things make a whole lot more sense to me this way than the way I was taught. I don't think it is funny or cute to pass along stories that can cause harm, especially to young minds. I believe serious psychological, emotional, and developmental damage results.

Feeling betrayed is a great motivator. I don't profess a religion now because I have come to believe that all belief systems contain truth, and no single one contains all truth. And most of what I've seen of "organized religion" seems to me to be more about the preservation of the "organizers" and the institution, than it is about the Golden Rule. Nevertheless, religion is key to how women are treated in society.

It Makes a Difference for All of Us

Why? Most people in the world say they are religious in that they share a set of doctrines or practices relating to God, or a higher power, with others. Only about 16% of people in the world claim they are non-religious or agnostic or atheist.

Over the centuries, as men put themselves in charge of religions, researchers show how entire societies shifted from egalitarian to patriarchal, and how that shift led to

misogyny, or at least negative attitudes toward women as a group. How men then made rules claiming that God intended for women to be subject to men, to be in charge of all domestic responsibilities, that women were to be silent or behind a screen during worship, that women didn't "count" in required worship quorums, that husbands can abuse wives, and that women couldn't teach or have authority over men.

Kidd put it this way:

"...the exclusive male imagery of the Divine not only instilled an imbalance within human consciousness, it legitimized patriarchal power in the culture at large. Here alone is enough reason to recover the Divine Feminine, for there is a real and undeniable connection between the repression of the feminine in our deity and the repression of women.

I know of nothing needed more in the world just now than an image of Divine presence that affirms the importance of relationship- a Divine Mother, perhaps who draws all humanity into her lap and makes us into a global family"

My Dutch/Canadian friend, Astrid Pregel, continues to remind me that this whole preoccupation with whether God is male or female is irrelevant in secular societies. Another friend from the UK transplanted to Georgia has been surprised by business and civic meetings that open with prayer – he's never experienced that anywhere else in the world. Now that I am sensitized to it, I can't help but notice that when such meetings are attended mostly by men, the prayers are almost always addressed to "Lord" or "Father." When women are the majority, there seems to be much more care taken to have solemn openings be as inclusive as possible.

It's only logical that, what the 84% of people in the world who say they follow a religion learn about the roles of men and women, and any value judgments they see concerning masculine and feminine, within that religion, matters a lot.

If men and women are taught that God is female and male – or neither – or beyond all description and limitation – that new understanding may well be the greatest catalyst for achieving gender balance.

And, speaking as a female, thinking of God as feminine and masculine makes feminine as valuable as masculine. This is crucial.

But it is far from the norm. Researchers have traced the disappearance of feminine representations of, and references to, the Deity to show how this has coincided with repression of women in many parts of the world.

If you start with the premise that 84% of people everywhere believe in a Divine highest good, isn't it logical to see how speaking of that Divine highest good in only masculine terms would leave the feminine out of concepts of the highest good?

I believe that, if people think of God as one gender versus the other, it affects every other relationship we have with each other. I believe there is no coinciding or coincidence but, rather, I have no doubt that restricting God to male form has fueled subordination and repression of women, throughout the centuries, and around the world.

What can we do?

We can question exclusive male language in liturgy, scripture, hymns, and prayers. We can ask: When we call up images of God, why can't we think of a God who is ineffable, unimaginable, and limitless so that God could encompass both male and female? We can ask: Why, when speaking of God, could we not invoke the name of God the Father – and – God the Mother?

This may sound simple enough, but remember what I said about disrupting relationships. My husband, Sam, is not daunted by that and not long ago he said a blessing invoking Mother God and Father God. He's told me he never has thought of God as male or female. Immediately afterward, one of our longtime friends at the table asked incredulously: "Do you really believe that God is not strictly a male?" This led to an uncomfortable discussion about some other beliefs, too, but Sam and I were glad to finally get things out in the open.

Although we don't feel like bridges were necessarily built with that conversation, at least they weren't burned. Unlike the way I feel about some other relationships I feel broke down, with friends and family, once I shared some of my beliefs. It feels like this has happened more with "conservative" friends who think many of my political and social views are "liberal." But never does it seem to inject more distance and silence into a relationship, than when differing religious or spiritual beliefs are revealed.

The Shack, to the Rescue

Which means novelist William P. (Paul) Young is pretty darn brave. Who would have thought that, what's being called his "surprise best-selling Christian phenomenon," was a go-to place for a gender-broadened concept of the Divine? But, when I told Bob Lupton that we were trying to show why it matters so much how the Divine is perceived, he said: *"I'm going to give you a copy of The Shack. You'll never have the same image of God again!"*

And, sure enough, through Mack, the surprised narrator, we meet the

"Trinity – two women and a man – none of them white? Then again, why had he naturally assumed that God would be white?"

God – "Papa"- is:

"a large beaming African-American woman."

The female Holy Spirit named Sarayu is:

"wiry-looking maybe of northern Chinese or Nepalese or even Mongolian ethnicity."

Only Jesus is depicted as Mack had been taught.

How many of us can substitute ourselves for Mack in this admission:

"Mack believed in his head at least, that God was a Spirit, neither male nor female, but in spite of that, he was embarrassed to admit to himself that all his visuals for God were very white and very male."

And so he asked "Papa"

"..why is there such an emphasis on you being a Father? I mean, it seems to be the way you most reveal yourself."

And "Papa" said:

"I am neither male nor female, even though both genders are derived from my nature. If I choose to appear to you as a man or a woman it's because I love you. For me to appear to you as a woman and suggest that you call me Papa is simply to mix metaphors, to help you keep from falling so easily back into your religious conditioning."

Although I'll bet Young is gratified by having sold more than 2 million copies of *The Shack*, I hope he's not undone by some Christian leaders who have accused him of heresy and assaulting orthodoxy.

And what I hope, even more, is that those *Shack* enthusiasts will use their open minds to take their broader concept of the Divine, and apply it in ways that will contribute to gender balance. Mack leads the way:

"I've always wondered why men have been in charge. Males seem to be the cause of so much of the pain in the world. They account for most of the crime and many of those are perpetrated against women and children."

And *The Shack's* Jesus answers:

"The world, in many ways, would be a much calmer and gentler place if women rule. There would have been far fewer children sacrificed to the gods of greed and power....better, but it still wouldn't be enough. Power in the hands of independent humans, be they men or women, does corrupt...we want male and female to be counterparts, face-to-face equals, each unique and different, distinctive in gender but complementary.....our desire was to create a being that had a fully equal and powerful counterpart, the male and the female".

The *Shack* has been #1 on *The New York Times* bestseller list for so long, it is bound to have changed mindsets and, again, we applaud Young for his contribution to gender balance, and urge him to continue to use his influence for change.

If God encompasses the feminine, then religious leadership should, too. If the largest religious institution changed its exclusive "dogma" on this issue, we'd take a huge leap forward, and there is another brave man, in Columbus, Georgia, sticking his neck out.

Maryknoll priest, Roy Bourgeois, faces excommunication from the Catholic Church because of his participation in the ordination of a woman. Rev. Bourgeois maintains that sexism is at the core of this issue, because, he says, in the early church, women were priests and bishops; it changed with patriarchy in the Middle Ages. Bourgeois advocates for women priests because:

"...we need the wisdom, the compassion, intelligence, the experience and the courage of women to make our church complete."

In sum, balance! Rev. Bourgeois, we admire you following your conscience and we appreciate your courage.

The "Feminine" Approach

I've devoted so much time to spiritual beliefs because it is so directly relevant to gender balance. It would take a much longer discussion to give any sense at all of how religious beliefs have led to war and mass killings throughout history. People have drawn hard lines of extremely dangerous divisions of "good" and "evil." Please, when you read this, don't let your mind automatically jump to who the majority of fellow citizens in your country would classify as "good" or "evil" or trustworthy and threatening. Please, if you haven't already, meet some people from other countries, who have different political and religious points of view, engage in earnest, honest conversations, and leave your mind open to gaining new perspective.

Doing so would be taking a "feminine" approach, which I was thrilled to hear exemplified by male and female panelists discussing "Religion, Conflict and Peacebuilding." Sister Joan Chittister was on that panel, along with the Dalai Lama, at Emory University in October 2007. She brought the house down with her remarks and had a wild standing ovation at the end. To me, Sister Joan was a powerful example of how female leadership has the potential to radically re-orient religion. Radically means to "get back to the root of" which she suggested, as far as the Christian culture, means the greatest spiritual question we ask is:

"What have we contributed to love?"

"We can't go on talking to ourselves about how loving we are unless we are willing to examine it. We have absolutized righteousness to where we oppress others. We have legitimized ourselves in being instruments of pain and to justify war. Religions, including Christianity, have theologized slavery, segregation and patriarchy. Half of all worldwide conflicts have had religious dimensions. Religion deals in extremes.

We should quit trying to convert one another. How much of God have we personalized for our own patronage and tribal bonds? Peace cannot be achieved with force but with kindness. God is no one's pigment, no one's gender and no one's flag. Those who define God through war are creating Golden Calves in the global desert."

The Dalai Lama echoed this by saying simply:

"My religion first, my nation first, my family first – then humanity later. That's the problem isn't it?"

Now, this is a great example of how "feminine" values can create positive change at the highest level. Does anyone doubt that we would move ever closer to peace, and a Universal Neighborhood, if all religions, faiths, and beliefs contributed to love and

acceptance of all? That we could get there if faith in God, or a higher being, led us to include everyone in our circle of who we love as neighbors, as they are, with no mission to convert them to our beliefs?

The “Feminine” Approach I Can Vouch For First-Hand

When I did an about-face and left the “Wall Street” world 9 years ago, it was a bigger adjustment than I expected. So I sought help from someone who has become my counselor and dear friend, Reverend Miriam Needham. Just to show you how incredibly interconnected this web of life is, I later learned that she did her dissertation at Emory University under Dr. James Fowler!

I think of Miriam as a female clergy person who has seen it all. First of all, she didn't just grow up in the Salvation Army, her father, John, was the Army's National Commander, and her brother, Philip, led the Salvation Army in the southern U.S. She went on to find her place by being ordained in the Methodist Church and, along the way, was the hospice chaplain at Grady Hospital, which provides the most indigent care in Atlanta. Now she is the Executive Director of the Training and Counseling Center, and she herself serves as the Clinical Pastoral Counselor to dozens of students each year, helping them cope in their work serving homeless, abused and other people living in poverty.

When I think about the deep trust I have in Miriam, and the great respect I have for her, it's because she is a balanced, whole person.

Her towering height, direct manner, self-confidence, total recall memory, decisiveness, brilliant intellect, objectivity, boldness, assertiveness, rational thinking, fairness, and strong leadership skills gain her respect from men and women.

But I think it is her “feminine” side that draws people close, and makes them feel comforted. She is warm, down-to-earth, funny, nurturing, humble, non-judgmental, understanding, a team player, has great empathy for human needs and suffering, and values the dignity of life. When I learned that, each morning on the drive to work, and then again on the drive home, she prays for the people she will see that day, a feeling of people's burdens getting lighter because Miriam cares so much, washed over me.

That is the ideal, balanced, human being to be leading a large congregation, right?

But, when I asked Miriam about her own experience as a female in her chosen calling, she said that the fight she's had as a clergy person is trying to convey, to males in particular, her belief that clergy have to know and personify what difference it makes to people who are suffering that Jesus died on the cross. Otherwise, all that elaborate theology makes no sense. It's the relationship piece. It's easy to find voices in the church that say reason and the rational are the best ways to express faith. But to Miriam, the best way is when we are in honest, open, trusting relationships. When we are really “with” one another, that's when we find God.

That's how she lives her life – in relationship. Mounting a pulpit to tell people what to think and feel never felt right with her. She had to walk down those altar steps, and work with students who work with the poor.

When I asked her if she thought women could break through the “stained glass ceiling” without having to give up their “feminine” values and traits, she said grace and integrity can be taken to high pulpits when women ascend. And, when they get there, if they can “preach” by telling human stories, they can touch male and female hearts. Balance is vital to the church.

One 500-year Stained Glass Ceiling Broken

Another girl was born to Roman Catholic parents a few years after I was, but has had a very different experience with organized religion.

The Right Rev. Katharine Jefferts Schori was invested as the presiding bishop of the Episcopal Church in the United States and, as head of an institution with 2.4 million members, she has become what some call the most visible woman in Christianity.

In the context of this book’s message, we would say that Jefferts Schori embodies “masculine” and “feminine” traits, which can help her connect across her broad constituency.

She is a scientifically trained oceanographer, and an instrument-rated pilot, and is consistently described as unflappable and unruffled. Given that the Episcopal Church has been roiled by a small faction intent on protecting so-called institutional “purity,” I’d think it would be difficult for Jefferts Schori to live up to her characterization as “the essence of grace under pressure.”

But here are several quotes from interviews in USA TODAY and *Salon* that demonstrate she has a firm grasp on her beliefs which, no doubt, keeps her grounded.

"It's not my job to pick who is saved, it's God's job."

"Sin is pervasive, a part of human nature but it's not the centerpiece of the Christian message. If we spend our time talking about sin and depravity, it is all we see in the world."

She sees two distinct strands of faith and, for me, her descriptions conjured up first, the image of a punishing “Father-God,” then the image of a warm, loving, “Mother-God:”

"One (strand of faith) is most concerned with atonement, that Jesus died for our sins and our most important task is to repent."

"The other is the more gracious strand. "It is to talk about life, to claim the joy and the blessings for good that it offers, to look forward."

"God became human in order that we may become divine. That's our task."

The brilliant yet gracious, forward-looking new bishop dresses in personalized vestments made of the colors of the sunrise. Many see Jefferts Schori as a sunrise herself, standing for a new day in the Episcopal Church. The following statement alone makes me fervently hope that she has the church membership’s support in focusing on what she sees as the mission:

"Human need is so overwhelming that it seems incredibly sinful to spend time on church politics."

I can only imagine what a difference it might have made if I had been exposed to female leadership and words like hers coming from the pulpit when I was a child. And it made me think back to a conversation I had years ago with a very bright Southern Baptist seminarian who said she was glad that she could rely on men to make most decisions and she was content to fulfill one of the roles her church limited her to. What difference might it have made for her?

Why Aren't There More "Official" Female Spiritual Leaders?

Unfortunately, some of Jefferts Schori newsworthiness is because she is the lone woman at that level in her church's history. How many other qualified female clergy have been and are still passed up for promotion?

I cheered along with the packed audience when Sister Joan and the Dalai Lama spoke of true love in the "feminine," inclusive way. They both lead through example and inspiration. The Dalai Lama is acclaimed by Tibetans as their spiritual leader. Yet, according to Wikipedia, Chittister is a "controversial" (there's that word again) Benedictine nun who is co-chair of the Global Peace Initiative of Women, a UN-sponsored organization of women faith leaders, working for peace, especially in the Middle East. Is that controversial? I believe it is our great loss that, not only is Sister Joan not allowed to be ordained or be elevated in the leadership of the Catholic Church, she has been chastised by the Vatican for advocating, among other changes, ordination of women.

TIME Magazine gave us these statistics in a 2004 article called: *"Rising Above The Stained-Glass Ceiling. Women preachers are still rare in the pulpits of "tall steeple churches."*

- 👉 The percentage of female seminary students has exploded in the past 35 years, from 4.7% in 1972 to 31% (or roughly 10,470 women) in 2003
- 👉 Yet women make up only about 11% of the nation's clergy.
- 👉 More conservative denominations do not ordain women and are exempt on First Amendment grounds from equal-opportunity laws.
- 👉 More startling, however, was a set of data on 15 Protestant denominations in a 1998 study called *Clergy Women: An Uphill Calling*, which showed that, even in more liberal fellowships, female clergy tended to be relegated to specialized ministries like music, youth or Bible studies.
- 👉 Those who did achieve pastorhood found it difficult to rise above associate positions, and the lucky few who achieved their own churches frequently had to make do with smaller or financially iffy congregations.
- 👉 Regardless of title, women clergy earned on average 9% less than identically trained men in the same positions.

That still would place Christianity in a more progressive spot on the spectrum. According to Wikipedia, among the major religions, females appear to be the most absent from leadership in Islam. For starters, men and women generally worship separately in mosques, usually with men in front of women or with women in second-floor balconies or separate rooms accessible by a door for women only. Female Islam scholars are few. Opportunities for women's religious education exist, but cultural

barriers often keep women from pursuing such a vocation. Many dispute whether women may act as imams—that is, lead a congregation in salat (prayer). Three of the four Sunni schools as well as many Shia, agree that a woman may lead a congregation consisting of women alone in prayer. According to all currently existing traditional schools of Islam, a woman cannot lead a mixed gender congregation in salat.

It may be some sectors of Judaism that provide the 21st Century model for embracing feminine leadership. According to *The Boston Globe*:

- 👉 After several thousand years in which women were relegated to the sidelines of worship and community leadership, scholars and denominational leaders now say that women are significantly outnumbering men in numerous key segments of non-Orthodox Jewish community life.
- 👉 At the Reform movement's seminary, 60 % of the rabbinical students and 84 % of those studying to become cantors are female.
- 👉 Some Jewish leaders argue that the preponderance of women in segments of Jewish community life reflects pent-up demand for involvement by a gender excluded from leadership for much of religious history.
- 👉 Some suggest that in the Western world, spirituality, especially in more liberal denominations, has become associated with femininity.

But then you get to this observation, which seems to be part and parcel of any discussion when it comes to women making progress in careers or leadership:

- 👉 One factor is that men are devaluing something that is done by women

So I am going to end this chapter on a high note for all of us to consider from Rabbi Elaine Zecher of Temple Israel in Boston:

"The concept has a negative connotation, as if prestige is reduced by the presence of women. Can it mean that the presence of women has actually had a positive effect on the transformation of the synagogue?"

QUESTIONS

Please send in your examples of female leaders breaking through the “stained glass” ceiling and what it means for congregations. Where has balanced leadership worked and where not?

Please give us your examples of the impact of female faith leaders not being relegated to subordinate roles or small congregations, i.e., being considered to lead large congregations or even entire religions.

Please send in your examples of women who have had or should have had a major impact on our spiritual thinking.

Please respond to: what has it meant for men, women and children to have the vast majority of writers on faith, with the widest following, through the centuries, be men?

What does it mean for men, women and children to have an absence of a Divine Feminine presence?

Can you connect us to high profile and other key people we should recruit to this effort?

We know gender balance needs to be adopted by leaders in at least three widespread movements that have a lot of momentum – Peace; Sustaining the Environment; and Leveling the Playing Field/Poverty Reduction. We hope you will let us know what Connections you can make to the leaders, and what other logical links you see.

Develop the Habit

- 🕒 If you are moved to, take a more active and public role in the leadership of your place of worship (if you have one.)
- 🕒 Encourage examination of scripture, liturgy and ancient text to consider the role of the “feminine” and “masculine.”
- 🕒 Promote inclusive gender language in prayer.
- 🕒 Participate in interfaith dialogue, and learn about the roles of women and men in other faiths, and belief systems, beyond your own.
- 🕒 Help promote and encourage other women to participate in leadership roles, mentor young girls that they, too, can lead.
- 🕒 If you are comfortable, question the leadership within your faith community.
- 🕒 Attend events that promote interfaith dialogue and raise awareness of the female representation on expert panels.
- 🕒 Explore ideas and ideology outside of your comfort zone to see how other people worship.

Chapter Seven: It Hasn't Always Been Like This - Matriarchies Were Once More Prevalent

"Matriarchies are societies with complementary equality, where great care is taken to provide a balance. This applies to the balance between genders, among generations, and between humans and nature."

Heide Goettner-Abendroth

Facts of Life?

"You can't change human nature."

"It's a dog eat dog world"

Liberty, justice and peace for all? Grow up! Everyone is struggling for survival.

It's all about competing and..... *"May the best man win!"*

But Wait

Don't think that what you have always known is what everyone has always known! Patriarchies and hierarchies do not describe the nature of all humans.

We may well need to coin new words to describe a better way some people, with a different way of expressing human nature, have figured out how to live together. Elisabet Sahtouris uses the word "thrival" to convey the ideas of real democracy, sustainable global economics, and cultural cooperation. Now doesn't that sound like a better world to live in – one where living is more than survival?

Sahtouris has a top credential by having taught evolutionary biology at the Massachusetts Institute of Technology. If you look in Wikipedia, you'll find the names of 41 evolutionary biologists and only 1 female. (This is not only common, but you will find something else, too: notable women or work that promotes "feminine" perspectives are often called "controversial." It would be more than a lifetime's commitment in and of itself to ensure that reference books balance all information to include women's achievements and don't dismiss "feminine" points of view.)

Sahtouris is called controversial because, in addition to her formal scientific education, she has devoted decades to understanding the wisdom of indigenous peoples and believes that science and spirituality need to be integrated again – as they were in many ancient cultures. She also dares to challenge Darwin's ruthless competition theory of "survival of the fittest." One single statement from this "controversial" female gives us keys to overcoming obstacles to peace, economic justice and sustainability which I've denoted in the ():

"The Darwinian story only goes to the adolescent part where there's hostile competition. You take all you can get. You fight your enemy. (war) You try to out-do him (poverty) or try to bump him off and that's what makes you survive.

But that's not what sustainability is all about. Sustainability happens when species learn to feed each other instead of fight each other. (peace) You get mature ecosystems such as rainforests and prairies where you have far more cooperation than you have hostile competition. (environment) You can still have friendly competition, but that's very different. We have a great deal to learn from nature."

Sahtouris is a role model of "feminine traits" herself. In fact, she's made the entire book she wrote as the cornerstone of her thinking available for us to download – for free – because she wants to help others who want to work on these solutions.

So – what makes her thinking so controversial? Does anyone not approve of sharing? Is the idea that everyone and everything on this planet is interconnected and interdependent controversial to you? Does it seem illogical to you that "*you have far more cooperation than you have hostile competition*" in healthy systems, and that would hold true for a healthy world? I don't think too many of you answered yes to these questions.

My point is that these principles and the idea of working toward a "global family" are considered "feminine" and we especially need people "at the table" interjecting these principles into all decision making.

Not exclusively, but more likely than not, it will be women who will introduce "feminine" principles, and when they do, they shouldn't be called "loopy" as I read a blogger call Sahtouris.

And I'm also suggesting we introduce another word into our vocabularies: matriarchy. Having finished the last chapter on a very controversial note I'll, nevertheless, plunge ahead with what a matriarchy is, and examples of what difference matriarchies have made throughout history, right up to the present.

Almost All of Us Live Under Patriarchy Now

Let's face facts: most countries and societies today are ruled by men. Dr. Carol Gilligan (currently professor at New York University, formerly professor at Harvard) says that patriarchy is nearly universal. And something to seriously ponder, she maintains it prevents democracy because:

"Democracy rests on an ideal of equality in which everyone has a voice. Patriarchy, although frequently misinterpreted to mean the oppression of women by men, literally means a hierarchy--a rule of priests--in which the priest, the hieros, is a father. It describes an order of living that elevates fathers, separating fathers from sons (the men from the boys) and men from women, and placing both children and women under a father's authority."

That's putting it mildly, still. So read how Professor Claudia von Werlhof (University of Innsbruck, Austria) explains why patriarchy is so dangerous for all of us:

"...patriarchy finally has to be defined even as "war- system", in which war has always more become the main principle of social organization, economy, policies, technology, science and the relationship with nature, gender and the future. The dynamics of especially western society's development into a closed

war-system is felt today more than ever before, as globalization, the last phase of patriarchy, turns always more into globalized war on all levels of life. This fact is confronting us with the necessity to break with patriarchal thinking, feeling and acting immediately, if we want to continue life on earth.

I underlined that last sentence because I believe this is true. And I know that most of the people war is killing, or whose lives are otherwise destroyed by war, are innocent women and children. We all need to come together to stop war. How are we going to do that? And how are we going to protect our earth? And how are going to end poverty?

Why Not Instead Look to The Best of Matriarchies?

In the last few years I have read or heard many accounts of peaceful civilizations back in time where women were the leaders. Although these included quite a few different types of social structures, I'm going to refer to them as "matriarchies" for simplicity's sake.

When I brought this up in several academic settings, the response was always something like: "Oh, that's myth. Those never existed. Anthropologists and sociologists say there's no evidence." So I started "Googling" and one of the most exciting discoveries was finding a whole field of study entirely new to me – Matriarchal Studies.



To start us off, I'm paraphrasing Heide Göttner-Abendroth, sometimes called the "Founding Mother" of this field of study. As I expected, her research is considered controversial, so much so that the University of Munich terminated her as a professor, and she founded the independent International Academy HAGIA for Modern Matriarchal Studies. She's published research spanning over 30 years, attempting to correct some misunderstandings and set the record straight:

- ☞ *Misunderstanding that "matriarchy" means "rule by women" has contributed to an ideological prejudice towards the term.*
- ☞ *In matriarchal societies the means of livelihood rest in women's hands. Women's strong position in these cultures is counterbalanced by that of the men, so that no gender dominates the other one.*
- ☞ *Matriarchies are based on gender equality and political decisions are made by consensus.*
- ☞ *In matriarchies all living creatures – humans, animals and nature – are respected. Reciprocal equality – regardless of sex and age – is practiced.*
- ☞ *Matriarchies are economically balanced.*
- ☞ *Matriarchal peoples have developed a system of very wise principles and social codes allowing humans to live in peace with each other and in harmony with nature.*
- ☞ *Matriarchal societies have a non-violent social structure. True "Societies of Peace," based on insightful and well thought-through principles and social guidelines ensure a peaceful life for all.*


Now here's the real kicker:

- ☞ *Despite the destructive disrespect they have been subject to, they continue to exist on various continents. Matriarchal patterns have been preserved by many societies.*



Wow! Wondering --who? -- and where? -- led me to discover something called the 2005 Second World Congress on Matriarchal Studies which, I'm sure, is controversial, too. These were some of the lecturers and brief descriptions of what they presented.

 Gender Balance  Prosperity for All  Global Environmental Sustainability
 Global Peace



Dr. Barbara Alice Mann, Bear Clan of the Ohio Seneca, Iroquois:

 *"Woman-power may be a new cultural idea among Europeans and their descendants, but it is an old and mature idea among the Native Americans, especially those east of the Mississippi River. All eastern Nations recognized the political, economic, spiritual, and social roles of Clan Mothers as the power brokers of their people, but, in the twelfth century, the Iroquois wrote those roles directly into their Constitution. In fact, by law, the men's councils may not consider a matter that has not been discussed by the women and forwarded to them by the women's consensus. Given the boggling implications of this power structure, the Iroquoian Constitution is careful to clarify that men have the same rights as women. Collaboration, not domination, was the key."*

Prof. Veronika Bennholdt-Thomsen:


  *"Juchitán is a town in southern Mexico. Its 100 000 inhabitants belong to the ethnic group of the Isthmus Zapotecs, with about 350 000 people living in the coastal plains of the Isthmus of Tehuantepec. The Juchitecan society is a matriarchal one. Despite being an indigenous group, Juchitecans are well nourished and relatively wealthy, whereas normally 'indigenous' and 'poor' are nearly synonyms. This wealth is due to a well functioning regional economy which is the result of the work of the woman traders."*

Dona Enriqueta Contreras, Zapoteca:


  *"When the Spanish first arrived in Oaxaca, Mexico in 1521, they brought along with their firearms, horses and diseases a worldview that would virtually destroy and subdue the matriarchal society that was known as the Zapotecs, self referred to as "the Cloud People." Our pre-Columbian culture was devoted to the reverence of Nature and the equality of gender, as evidenced by the presence and respect for female as well as male shamans. And, primogeniture included females in the lineage. Our Gods were aspects of nature such as clouds "Za" and lightning "Pitao." Despite the fact that our respect for the divinity of nature was overlaid by European Christian ideals that were male-centered and patriarchal, our regard for the sanctity of Nature, and our imperative connection*

to it has survived the holocaust of that first fateful meeting five centuries ago. We continue to revere Nature and renew our bond as a commitment to the Sacred Mother Earth. In spite of our ostensible poverty and extremely limited resources, we the Zapotecs continue to live close to the Earth on a daily basis and we honor the Mother, the Clouds, Lightning and Rainbows through our medicine ways of midwifery, spiritual healing and Nature consciousness. These are laws our communities have held for thousands of years in our communities, and we're still here, despite the Spanish."



Antje Olowaili:

 *"The Kunas live on small Caribbean islands at the coast of Panama. Their songs are about prophetesses who had been descending to the earth on golden plates, bringing culture to them. That's why the Kuna name themselves 'the Golden People.' They form a very close, politically semi-independent community, which celebrates every single girl. Although the Kuna men go hunting and fishing and provide all the food, it's the women who distribute it and rule the house. Since matrimony is matrilocal, the eldest mother in the clan has most of the power. A woman will never lose her home. Due to the absence of privacy, there is no domestic violence. Children are in the center of family life. Old people get a lot of respect. The puberty rite, or other rites for girls, is always held by wise women. Men gather in the prayer house called 'congress' and do politics. They become chieftain, arranger or ritual translator. It's a strictly separated power sphere where both women and men have their own roles."*


Carolyn Heath:

 *"Shipibo (an indigenous group of the Upper Amazon) women enjoy more rights, freedom, individual fulfillment and spontaneity than women of other cultures may ever dream of."*



Prof. H el ene Claudot-Hawad:

  *"The Tuareg Sahara promote a woman-centered pattern based on several principles - the necessity of diversity, contradiction and balance creating social dynamism - that finally contradict the theory of a universal male dominance over women." A conference reporter added "All relations are seen to proceed from the female: a brother, for example, is called a "son of the mother," and an uncle is considered a "son of the mother's mother." Among the Tuareg, the founding ancestors of entire groups are generally considered to be women whose husbands are unknown. Tuareg community thus revolves around a female inner core and an exterior of men. Rivalries and tensions between the two realms are resolved through ritual and symbolic actions so that neither men nor women come to dominate the society entirely."*




Dr. Malika Grasshoff:

 *"The Berbers are known as the oldest people of Northern Africa and are still today living in Morocco, Algeria and Tunisia. For a time, they were Christianized, but later became Moslems due to the conquest of Northern Africa by the Arabs. However, the Berbers of Kabylia (Algeria) have retained many of their pre-Islamic customs. Social life is based on a model of mutual support which requires relatives to accept responsibilities for each other, which extends across the entire community. The difference between genders and their different tasks and roles do not result in a power-relationship between men and women."*





Dr. Wilhelmina J. Donkoh, Akan:

  *"The Asante constitute one of the principal groups of the matrilineal Akan-speaking people of the modern state of Ghana. An identifying characteristic of the Akan is descent through the female line. Traditionally, such important social and economic institutions as ownership property and inheritance are based on blood affiliation to the matrilineage. Female leaders among the Asante indeed play a central role within the Asante socio-political system. An examination of specific cases in the history of Asante reveals that where female leaders transcended the gender boundaries, as diplomats or political heads, their actions tended to foster greater social cohesion."*

Bernedette Muthien, Khoisan:











   *"Violence and inequity are inextricably tied to patriarchy, and the dominator system. Cultural systems of patriarchy and domination are very prevalent at this time, but are not inevitable. Pre-patriarchal societies, such as the Khoisan of Southern Africa, are examples of harmonious, gender-continuous, nonviolent lifestyles, which can be used to construct alternative models to violence and inequity."*

Here's a summary from a Congress reporter:

    *"Both the First and Second World Congresses on Matriarchal Studies have demonstrated, contrary to what traditional academia has been professing for decades, that matriarchy exists and probably always has. The debate over 'whether' is becoming more and more a moot point, as indigenous peoples all over the world share information about the mother-centered, nature-respecting, peace-oriented societies in which they live. Now perhaps feminists, womanists, mujeristas, and female-affirming scholars and non-scholars alike may focus their efforts not on debates, but rather on figuring out how the principles of matriarchal societies may be revived on a large scale and put into practice. Indeed, the future of humanity may depend upon it."*

Peggy Reeves Sanday, Fulbright Scholar and Chair of the School of Arts and Sciences at the University of Pennsylvania, is an expert in Women's Studies, Anthropology of Gender, and Sexual Culture, and author of *Female Power and Male Dominance: On*

the Origins of Sexual Inequality; and Women at the Center: Life in a Modern Matriarchy. No doubt she has the credentials to back-up what she wrote about the existence of matriarchies in the *Wilson Quarterly* (Summer 2007), in particular, a modern matriarchy in Minangkabau, Indonesia that dates back to Alexander the Great:


-  Matrilineal people of 4 million, living in almost violence-free peace
-  Land is passed on through the maternal line.
-  Upon marriage, the husband moves in with his wife's family.
-  Young men are encouraged to leave their villages for a while to travel and experience the outside world while young women stay at home learning how to run the farms.
-  Devoted Muslims, they also follow a traditional religion that is resolutely female oriented, focused on maternal ideals of growth and nurturance.
-  In their history, queens are preminent.
-  There is a near absence of rape and wife abuse.
-  Neither sex rules, because males and females complement one another; decisions are made by consensus.
-  Each sex has its own well-defined realm. Men perform the starring roles in religion and governance (within a domain constructed by women.) Women are leaders in culture, education and ceremony and "hold the keys to the rice house," making the important economic decisions.
-  People keep one another in line by enforcing their custom of acting for the common good.

Sanday says doubts about the existence of matriarchies are because:

"Western cultural notions of what a matriarchy 'should' look like—patriarchy's female-twin.Too many anthropologists have been looking for a society where women rule the affairs of everyday life, including government.....That template—and a singular, Western perspective on power—doesn't fit very well when you're looking at non-Western cultures like the Minangkabau. In West Sumatra, males and females relate more like partners for the common good than like competitors ruled by egocentric self-interest. Social prestige accrues to those who promote good relations by following the dictates of custom and religion..... While we in the West glorify male dominance and competition, the Minangkabau glorify their mythical Queen Mother and cooperation."

What a concept!!

Finally, I couldn't help but dream of what it would be like to live as Wikipedia describes the Hopis.

 *"Traditionally, Hopi are organized into matrilineal clans. When a man marries, the children from the relationship are members of his wife's clan. These clan organizations extend across all villages. Children are named,*

however, by the women of the father's clan. The name Hopi, is a shortened form of what these Native American people call themselves, Hopi'sinom, or 'People Who Live in the Correct Way.' The Catholic Encyclopedia lists the name Hopi as having been derived from 'Hopita,' meaning those who are 'peaceful ones.' Hopi is a concept deeply rooted in the culture's religion, spirituality, and its view of morality and ethics. To be Hopi is to strive toward this concept, which involves a state of total reverence and respect for all things, to be at peace with these things, and to live in accordance with the instructions of the Creator or Caretaker of Earth. The Hopi observe their traditional ceremonies for the benefit of the entire world."

Let's Strive for the "Best of" Feminine/Matriarchal General Characteristics

I'm not trying to say here that switching from a patriarchal world to a matriarchal one is a cure-all for what ails our society. But research findings show some basic elements of the "feminine," or matriarchal, which lead to peace and prosperity for all, as contrasted with general characteristics of the "masculine," or patriarchal, according to independent scholar Max Dashu.

"Feminine" or Matriarchal	"Masculine" or Patriarchal
Egalitarian (fair, impartial)	Authoritarian
Communal	Autocratic
Equal	Aggressive
Free	Aloof
Just	Unemotional
Populist (representative)	Dictatorial
Self-Governing	Intolerant
Self-Ruling	Totalitarian
Communal orientation with reciprocal gift-giving economies tend to correlate with matrilineage.	Violence
	Dominator system, conquests
	Slavery
Values life over power	Values power over life
Values pleasure over control	Values control over pleasure
Values happiness over dominance	Values dominance over happiness
	Male physical strength ultimate way of settling social conflicts
	Accumulation of wealth and rank society tends to correlate with patrilineal societies.

Of course, you can find flaws. The world was not entirely peaceful before patriarchy because, for one thing, people were really committed to their kin above everyone else. And the Iroquois, who were a mother-right society, used to torture captive warriors. (Women always had the right to adopt a captive, so anybody that they liked, they could keep as a clan member!)

But Dashu has photographed over 14,000 slides on international women's history, and here is some of how most societies have evolved from the fairness of women having equal status to oppressive patriarchy:

- 🕒 *Matrifocal residence (living with the woman's family) is even more crucial to women's equality than matrilineage*
- 👉 *Patrilocal - woman goes to live among her husband's kin*
- 👉 *Her rights really decline when she's the stranger*
- 👉 *Patrilineage can follow because there's an increasing trend for men to want to pass property to their sons*
- 👉 *Patriarchy then not far behind*
- 👉 *Can lead to men wanting to control the woman's sexuality*
- 👉 *A powerful sexual double standard arises*
- 👉 *It then can be enforced with violence and humiliation*

Dashu observes that, generally speaking, where women enjoy a high status, it seems to be tied to more local cultures and egalitarian village societies. As urbanization, specialized professions, social stratification, and accumulation of wealth occur, the status of women falls. And this is what she has documented:

- 👉 *Our society has been (and for the most part still is) patriarchal: things are structured from the masculine point of view, generally to the advantage and for the enhancement of masculine privileges.*
- 👉 *Very different from the American Indian and aboriginal peoples, where the chief is not the one who takes everything for himself but the one who always has to give away everything he's got as a service to the community*
- 👉 *The feminine influence has been marginalized and neglected – not only within the lives of women but also affecting the feminine side of male nature.*
- 👉 *The mother-right is the side of our nature that has been hidden, the side that views things from the inside out rather than from the outside in, the part that intuits rather than reasons, and it can have a profound effect on society as a whole when allowed to function normally.*
- 🕒 *We need to acknowledge the gifts of the feminine and to create new relationships with "mother-right."*
- 🕒 *For both men and women this has meant the rediscovery of a secret wealth of knowledge -- almost lost when our connection to the feminine side was damaged.*
- 🕒 *This does not mean switching a patriarchy for a matriarchy, for each of these extremes is as unbalanced as the other.*
- 🕒 *Rather, it means allowing the side of our society and individuality that has been recessive to take its rightful place*

The *Wilson Quarterly* Summer 2007 questions whether men would be better off in a matriarchy and their conclusion is "No," at least in early stages:

- 👉 *Women regularly show themselves to be every bit as cruel as men.*
- 👉 *Women can wield their considerable emotional intelligence to nasty effect.*
- 👉 *Teenage girls are now called "queen bees" and "mean girls" in some studies.*
- 👉 *Some female bosses hamstring the success of women who work for them.*
- 👉 *Evidence exists that some women aren't that much less aggressive than men – they're just better at hiding it.*

- 👉 *Psychologists have found that while men channel their aggression through purported "rationality" (interrupting, criticizing unjustly, questioning others' judgment) women are more likely to use "social manipulation" (gossiping, backbiting, ostracizing) to get what they want.*

But as we evolved, basic "feminine" characteristics would be embraced:

- 👉 *"Who's on top" may no longer be a meaningful question if women rule the world.*
- 👉 *The real effect of female domination may be felt less in the boardroom than in our day-to-day existence, perhaps a culture that cares deeply about the well-lived life, and the individual experiences of those who live it.*
- 👉 *First generation of female might well concern themselves with power - Margaret Thatcher did not seek consensus and express her feelings; decades on, though, when women born into a female-dominated society come of age, hierarchy might be less important than group welfare and consensus.*

I included this rebuttal from *The Wilson Quarterly* because not everyone believes that matriarchies did exist, still do exist, or should exist. I am not skeptical myself. As for what works best, I'm in the camp that would advocate for balance.

We believe that, were we to balance power and status in society, society would be strengthened. That strength, particularly long term strength, rather than weakness, would result, because such balance would reduce the pressures we have today. If not addressed, our societal pressures could well bring about class warfare and conflict that we can't imagine now.

Patriarchy so dominates our world today that the world could tip over into widespread class warfare and conflict. Why wouldn't we want to move toward balance to avert a dire, but not far-fetched scenario? Balance absolutely requires elevating the "feminine," and we need it now.

QUESTIONS

Do you agree, or disagree, with cynics who say that these societies didn't survive, or that they are suitable to relatively small groups, and can't withstand outside forces or intrusion?

Can you give any specific examples, of either a matriarchal or patriarchal society, and where it either succeeded or failed?

Do you know of either matriarchal or patriarchal societies in today's world that are succeeding which few know about?

Ponder this probing statement from Dr. Jorge Martinez-Vasquez: *"To believe that the human race is peaceful, benevolent and gender balanced by nature and that somehow today's societies would go back to that idyllic state by undoing modern social institutions is naïve and even dangerous."* To what extent do you agree or disagree? Why?

Do you believe that gender balance has brought positive change throughout history?

If you send us your data, documentation, statistics, published work on gender balance – its status, importance, etc. we can credit you and help create the case for including gender balance within mainstream research.

Can you connect us to high profile and other key people we should recruit to this effort?

We know gender balance needs to be adopted by leaders in at least three widespread movements that have a lot of momentum – Peace; Sustaining the Environment; and Leveling the Playing Field/Poverty Reduction. We hope you will let us know what connections you can make to the leaders, and what other logical links you see.

Develop the Habit

- 🕒 If the proof of the existence of matriarchies is called "nonsense" or "controversial," stop and ask, "Why do you say it's controversial? Is it because it challenges the status quo? Can you not imagine another, better way than the path the world at large is now on?" Have the conversation.
- 🕒 Explore gender roles within other cultures; learn about what societies might be functioning better; and help introduce changes into your own.
- 🕒 Help to create and promote a new language of inclusiveness when it comes to leadership and making decisions.
- 🕒 Promote equal opportunities for girls and boys, women and men, in your private, public and business life.
- 🕒 Use, and make others aware of using and recognizing, both "feminine" and "masculine" traits, contributing to achievements in society.

Chapter Eight: Sick and Tired, of Being Sick and Tired, of Women Being "Second Class"

"The emotional, sexual, and psychological stereotyping of females begins when the doctor says, 'It's a girl.'"
Shirley Chisholm

My Story is One of Billions

I am 59 years old. For as long as I can remember I have been struggling in one way or another in a "man's" world. Don't worry - this book is not an autobiography. I'm writing from my own perspective, but this book is about you, and me, and all of us.

It's important for all of us to understand why a lot of, if not most, women would call this a "man's" world. This chapter gives some highlights (lowlights) to help get the point across and other chapters discuss what needs to be changed for all of our sakes.

Imagine the serendipity I felt when I came across confirmation of this notion in the Pew Research Center's 2008 survey on political leadership and gender:

"It's a Man's World: By a ratio of nearly two-to-one, Americans say that, all things considered, men rather than women have a better life in this country. Women believe this in greater numbers than men do, and younger and middle-aged adults believe it in greater numbers than older adults do."

Generally speaking, I believe society places higher prestige and greater value on what is "masculine." Obstacles and existing cultures in academia, business, government, and society have the effect of systematically shutting out or limiting women's full participation. I see pressure on too many boys and men to not develop or display "feminine" aspects of themselves, which has a harmful effect on them and on all of us.

Like I've already said, much of this book is based on my and others' experiences in the United States - a country where we talk about achievements in equality, so I'll start here.

Educated or Ill-Informed?

Even in the U.S. we face biases from birth. Stereotypes start early. Many of us are told boys are "stronger" - girls "weaker"; boys are "logical" - girls are "emotional"; boys are "leaders" - girls are "followers"; boys are "competitive" and "determined" - girls are not; boys are "independent" - girls are "dependent," and so on.

What children learn in textbooks also stays with us the rest of our lives, unless we learn the real truth later.

For instance, why were we taught to revere the "founding fathers?" It hit me like a ton of bricks when I recently heard Kenneth Davis, author of *"Don't Know Much About History"* say the U.S. "founding fathers" believed that the only people who were created equal - as in "all men are created equal"- were white, landed, educated men. The U.S. Constitution denied the right to vote to "Negroes" "Indians", and women.

Non-white males did not get the right to vote in the United States until 1870. Women were denied the right to vote until 1920.

In his 2008 Democratic Convention speech, Senator Ted Kennedy acknowledged the real truth about equality in the United States:

"The second debate, led by Abraham Lincoln, the first Republican elected president, was about definitions, whether the rights of man applied to individuals who were neither pale nor male. It took almost two centuries of struggle, hallmarked by a civil war, the suffrage and abolitionist movements, the Harlem renaissance, and courageous civil rights leadership to bring meanings to the values embedded in the Declaration of Independence."

That "pale and male" part really grabs attention.

I sure wish I had been taught the truth - that in this country, instead of all of us being entitled to life, liberty and the pursuit of happiness, the only way the self-proclaimed "moral" "founding fathers" could "own" human beings and keep them as slaves as they did, was because they did not consider "Negroes" human.

There are many horrifying books and movies about that despicable chapter in human history. I'm not suggesting that discrimination against women is on a par with slavery; I could never fathom such heinous inhumane atrocity.

I am saying, though, that, if the U.S. Constitution is supposed to be the bedrock guaranteeing our freedom, and held out as some kind of beacon to the rest of the world, we had better get our act together as far as what equality means in the U.S., first. This book can't take on everything, and is going to focus on gender balance.

The Truth – Then and Now - is Not Pretty

As for women, why wasn't I taught that our laws were based on the English common law whereby:

"By marriage, the husband and wife are one person in the law. The very being and legal existence of the woman is suspended during the marriage, or at least is incorporated into that of her husband under whose wing and protection she performs everything."

I can only guess that, whoever chose our grammar school textbooks, didn't want us to know about this unfairness and the struggle to make it right -----maybe because it took more than 150 years for women to even be able to vote. "Second Class citizenship" understates this discrimination. What girls and boys learn – and don't learn - in school, affects them their entire lives.

Gaining the right to vote doesn't guarantee gender equality in every realm. Growing up in the Catholic Church, I was aware of gender discrimination from as early as I can remember, and even now women still cannot become priests. I vividly remember this particular early personal experience. In my parochial grammar school, when I tied in the 1963 election for President of my 8th grade class, the nun/teacher decided that the boy would be President and I could be Secretary – end of story. That usually gets a

chuckle and some people, including my husband, wonder why I didn't "just get over it."

The point is, girls experience subtle, and not so subtle, differential treatment throughout our lives, that lodge somewhere, until there's this permanent memory in our cells that we're somehow supposed to take a backseat to boys. Or let them lead us – that it's, for some reason, meant to be that way, for some reason we should just accept.

Some younger women question whether this discrimination exists today. Maybe it doesn't feel that way in high school, college or early in careers. But the numbers bear out that the glass ceiling is still quite low. Many women I know who have struggled to get to the top of organizations say that, if younger women don't think this discrimination exists, they'll figure it out the further they try to advance.

Digression: A Growing Trend Toward Single Gender Education

I was grateful to attend an all-girls' high school where I didn't face gender distinctions. Many strong women who went on to be leaders, or are successful in other ways, credit attending a single gender school with allowing them to fully develop their talents. Oprah Winfrey has personally donated more than \$40 million to separately educate South African girls she considers strong candidates for future leaders.

Like Oprah, I'm a believer, so was thrilled when invited to be on a founding board of a single gender track, public, international charter school--- teaching Mandarin, no less. Our board learned that much evidence confirms our going in a single gender direction, and some research stirs controversy.

In a recent *New York Times Magazine* article called "Teaching Boys and Girls Separately," Elizabeth Weil reports on the growing trend toward single-sex public education in the U.S. Seems there was a book by Michael Gurian that has helped to spur this trend called "*Boys and Girls Learn Differently!*" That research suggests boys and girls are "hard-wired" to respond to light differently, draw differently, girls have a better sense of smell, and boys need teachers to speak louder because they don't hear as well as girls --among a lot of other things observed in human labs.

The trend is also partly in response to what is being called "The Girls' Crisis," cited in the American Association of University Women's report called "*Shortchanging Girls, Shortchanging America* " - *more proof of how "girls' self-esteem plummets during puberty and how girls are subtly discouraged from careers in math and science."*

- Here's the big question: are boys and girls essentially different and do boys and girls have different social needs and experiences? Family physician Leonard Sax has become a crusader for single gender education and says: "*human nature is gendered to the core. The neglect of gender in education and child-rearing has done real harm.*"

There are relevant studies by neuroscientists indicating that, as a group, girls develop motor skills — like the ability to balance, to hop, to use their feet, and to use their fingers — a year faster than boys. This *Pink* magazine quote from a female welder, Jennifer Jefford, provides hope that these skills can actually break down discrimination:

"Women make good welders because we have more patience. Our hands are steadier and smaller, and we can get into tight spots that men can't. Discrimination is rare in this industry."

I can see how developing skills at different rates could make separate gender tracks the preferred environment for learning, but not everyone agrees we should separate boy and girl students, including the American Civil Liberties Union. U.S. Supreme Court Justice's Ruth Bader Ginsburg's opinion is that single-sex schools might be legal, as long as those schools worked to:

"...dissipate, rather than perpetuate, traditional gender classifications. The two sexes are not fungible, the physical differences between the sexes are enduring and cause for celebration."

Yet, Ginsburg warned, those differences cannot be used to place *"artificial constraints on individuals' opportunity."*

In any event, single gender education is not the norm, and girls and young women should have every opportunity given to boys, no matter where they go to school. Parents need to be sure this happens. For those unfortunate girls whose parents do not get involved, teachers, administrators and school boards need to ensure there is equality.

Resume Story...

Back then, the guidance counselor in my high school only really encouraged us to pursue three avenues – becoming a wife and mother, becoming a nurse, or becoming a teacher – and I took the bait. If, only 6 weeks into my ill-fated teaching career, I hadn't switched tracks to investments, and spent the next 30 years in that no-kidding, no-fooling, "man's world," I probably wouldn't be writing this book. So maybe that three-sizes-are-supposed-to-fit-all "guidance" in high school had a silver lining.

I don't think teachers try to limit girls in their thinking about life choices as much anymore, thank goodness, but there is still too much aptitude stereotyping - "boys are better at math and science" and "girls are better at liberal arts", etc. In the U.S., this is being disproved by the fact that women outnumber men in most medical and law schools. As a matter of fact, the majority of all young adults enrolled in U.S. colleges today are women so this, in and of itself, almost can't help but better balance gender in many professions down the road. In other words, the glass ceiling would shatter by default.

Why Isn't, at the Very Least, Equal Pay for Equal Work a Given?

In the meantime, though, when women get into the workforce, there is economic discrimination that should be just plain illegal and stopped – period: *women get paid less than men for the same job/work*. This even happens to female clergy. (Shouldn't that be "immoral?")

Latest surveys show that the disparity across all professions is women getting paid 72 cents on the dollar vs. men, and that this hasn't changed in over 25 years. Recently I heard that the statistics were rigged in the 1980s, when the administration wanted to show that women were making progress, and so they started including teenagers

working in low paying hourly jobs, like fast food. Since there wasn't much gender discrimination in paying teenagers, it helped close the gap from what some surveys show is really more like women earning 50-something cents on the dollar, relatively.

There are even surveys which show that men who supervise women get paid less than men who supervise men doing the same work. That's ridiculous! It's no wonder that so many women start their own businesses, or are in commission-based sales, where they can better control their own destiny, as I did myself.

Legislation alone won't equal things up. We need to change attitudes.

Dr. Terry Blum, Director of the Institute for Leadership and Entrepreneurship at the Georgia Institute of Technology, connected us to new, comprehensive research done by Judge and Livingston at the University of Florida. They acknowledge that the 1963 Equal Pay Act, and the Lilly Ledbetter Fair Pay Act that President Obama signed into law in his first week in office, show that U.S. Congress recognizes structural and external causes of the gender wage gap. But, the Equal Pay Act was passed 45 years ago and here's how Judge and Livingston describe things today:

"At a practical level, our results confirm the problem sought to be addressed by the Equal Pay Act in that, in our sample, women receive significantly less pay than men even when factors such as education, hours worked, and even job complexity are held constant (therefore) unless the passage of such legislation changes attitudes and social mores, the gender wage gap is likely to persist."

Their research shows that, as long as enough people have traditional attitudes toward roles, the gender wage gap will persist. Traditional thinking has it that women are supposed to confine themselves to a private-family-home-role. And men are supposed to fill the public-work roles. On the other hand, there is a trend toward what Judge and Livingston call egalitarian attitudes, which allow either men or women to be involved in work- or family- roles.

But these attitudes are going to take a lot of time to change, and people resist changing their minds on this matter. In fact, research shows that the pay gap has widened again after years of narrowing.

A lot of it has to do with your circumstances growing up, and now. According to their research, people whose mother worked outside the home, grew up in the city rather than in a rural area, who attained a high level of education, whose parents also attained a high level of education, who are younger, who are single, who don't attend church very regularly, and who are from the American North vs. the South, are more likely to think it's up to men and women to decide whether they work outside the home.

As long as traditional thinking is widespread, the pay gap will persist for another reason, too. Such thinking coincides with a desire for men to be thought of as the "breadwinner" and, if the women work outside the home, that income is nice, but secondary; and, therefore, men should be paid more. Women still encounter this.

Even worse, this traditional thinking makes the gap in pay a self-fulfilling prophecy, when men are more aggressive in negotiating their salaries, and women are less

aggressive and less successful. If women hold traditional attitudes about their own proper roles, and the employer knows they can be satisfied with lower pay, that makes it pretty easy to discriminate against women, doesn't it?

What I think is most unfair and upsetting of all are trends that show both:

- 1) occupations dominated by women, like teaching, are lower paid, and
- 2) even the fact that more women are becoming doctors and lawyers, is being attributed by some to a flight out of those professions by men who think they can earn higher incomes in other fields.

So you get the picture that still exists: the more women there are in the company or field, the lower the average pay. "Women's" and Women's work are devalued.

So, if we want equal pay, parents, educators, employers, and media have to encourage new thinking and stop reinforcing the old. Children learn at a very young age that certain jobs are for men, and certain others for women, and other traditional notions.

As I'm writing this book, there is a glimmer of hope over the horizon: research at Queen's College shows that young women in some major U.S. cities are earning more than their male peers. Some experts say this is because more women are graduating from college than men, and more of those graduates are heading to big cities.

So, if closing the wage gap is by default, because employers don't have much choice, does this count as progress? Probably not in the pure sense of employers voluntarily doing what's fair but, in the long run, if those women stay in the work force, it should eventually change the gender balance in management roles.

The Inside Track is "By Invitation Only"

In article after article that I read, the reason cited most often for why there aren't more women CEOs, is that there aren't enough women in senior management ranks to promote. Talk about a vicious circle or Catch-22. And no surprise, either. Women can face blatant and subtle gender bias all along the promotion track. Most top executives by far in large companies are men, and as I read in one male Fortune 500 company founder's autobiography, "men hire men."

This too often leads to a buddy or male-mentoring-male culture. Execs include young promising "guys" in their golf games, invite them on hunting trips, or to their clubs, introduce them to the "right people," etc.; and promising women get left out. If someone takes you under their wing you can easily learn important things like how to "climb the ladder" without falling off, or how to participate in board meetings.

How about this for the opposite of being taken under the CEO's wing: I met a highly successful woman at a Fortune 500 company who was told by the CEO that he may have to have her there, but she should keep her mouth shut! I can't picture this happening between many males.

Anyone who thinks these types of biases are minor, or don't affect career tracks, is naïve, in my opinion. There is nothing approaching gender balance in most business professions, academia, or in government, either. Although we'll see more of the evidence and discuss some of the reasons later on, for now let's just establish that women still bump up against glass ceilings, in too many areas of society in the U.S.

And Countless Women Elsewhere Face Much Worse

In many developing countries, and countries with more limited personal freedoms, what women suffer and have not been able to change is often unbearable. Having to cope with living in a male dominated world in parts of many developing countries, is a matter of life or death. As I wrote these examples, my own life experiences faded into the background.

A friend visiting from Kyrgyzstan recently told me that women in many parts of her country are not treated as human beings. And if you, unfortunately, are the daughter-in-law, you may be badly mistreated all your life – until your mother-in-law dies, or you divorce.

"Second class citizenship" does not begin to describe what girls face in some societies. Discrimination can begin at birth. In Guatemala I met midwives who charge twice as much for delivering boy babies, as they do for delivering girl babies. But wait, it gets much worse.

In some parts of the world girl babies are "eliminated" because they are less desired and of less "value" to their parents. A recent study presented to the United Nations says there are currently 100 million "missing" females due to feticides, infanticides, newborn neglect, and abandonment. You may just read right past a word like infanticide, but what about imagining some of the methods used like poisoning, throat splitting, starvation, smothering, drowning, or burning the bodies of baby girls? Then favoring little boys over little girls doesn't seem just conceptual, does it? --no matter what the cultural or economic explanation (I could never use the word justification.) And think about the number: 100 million. It's unfathomable, isn't it? Why do we tolerate this?

What happens to girls who survive in many countries? Some form of female genital mutilation is performed on an estimated 2 million young girls every year. Although I realize tribal customs are a contributing factor, many of those customs stem from men wanting their wives – their "property" - to be "intact," or men determining that it is "sinful" for women to enjoy sex. There is enormous pressure on women to conform to these, and other discriminatory customs, or risk being ostracized, or risk being considered immoral and unmarriageable.

Much more widespread is discrimination in education:

2/3 of the world's uneducated are girls.
70% of the world's illiterate adults are women.

As for health, think about just these two facts:

340 million women around the world are not expected to survive to age 40.

Every minute, a woman somewhere dies in pregnancy or childbirth – 99% of them live in developing countries.

It's no wonder we then get to this appalling fact:

70 % of the world's 1.3 billion absolute poor, those living on less than \$1/day, are women.

These injustices are not a secret, and many people are working to rectify them. One, in particular, is Neelie Kroes, the European Union's Commissioner for Competition, who believes that feminism's next challenge is to improve the position of women who face the greatest discrimination. She, in turn, inspired Hirse Ali, a Muslim woman and author of *Infidel*, to get into the Dutch Parliament, and assume responsibility to open doors.

Everyone Needs to Accept Responsibility for Resolving Discrimination

The "virtuous" cycle can work beautifully. But this is not only a platform for feminists. This is a platform all human beings need to stand on, and for. As a human being living in the wealthiest country on earth, I feel personally guilty being part of a system that allows such de-valuation of human life, de-valuation based solely on gender, to continue. One of the main aims of this book is to provoke such a mass reaction, that we all figure out how to stop these gross disparities, now.

Here's a big clue: women have to have equal voices in every decision that affects their lives, the lives in their families, the lives in their communities, and the lives in their nations. You can bet these gaps would have been closed long ago if women had such respect and participation.

QUESTIONS

Can you provide any personal examples of how you have been made to feel “second class”?

If you are willing to share your personal journey you have the opportunity to help others.

Can you send in examples of female leaders breaking through top ranks in business, academia and government and the positive impact this has had?

Please share names so that we can help promote these women.

Do you feel you have been scrutinized or judged unfairly, in specific circumstance, for being a woman? Or a man?

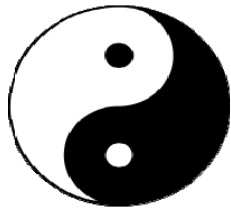
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We know gender balance needs to be adopted by leaders in at least three widespread movements that have a lot of momentum – Peace; Sustaining the Environment; and Leveling the Playing Field/Poverty Reduction. We hope you will let us know what connections you can make to the leaders, and what other logical links you see.

Develop the Habit

- 🌐 Join global organizations and speak out against injustice around the world, especially when it affects the well being of women and children.
- 🌐 Support systemic change through policy and legislation to provide more opportunities for women and children within the United States and around the world.
- 🌐 Lend your purchasing power or stock holder votes to corporations that support women equally within the workplace.
- 🌐 Continue to make breaks in the still existing “glass ceiling.”
- 🌐 Share your personal experiences with the younger generation.
- 🌐 Mentor another woman and help coach her to the next level of leadership within her life.

R. How Imbalanced is Leadership?



Chapter Nine: Leadership Part I - We All Need More Women Leaders

"Add women, change business. Add women, change culture. Add women, change politics. Add women, change everything." The White House Project

Having more women in leadership and decision making positions is absolutely essential to changing our world into a balanced, peaceful, sustainable Universal Neighborhood, where all enjoy quality of life. So I'm devoting five chapters to this important topic - proving how beneficial it would be for all of us; talking about current reality and how we can change it; and dispelling myths.

Do Women Lead Differently?

Let's make it clear that when we talk about whether men and women lead differently, we're talking about whether, generally speaking, "feminine" traits translate differently into leadership from "masculine" traits. Both men and women can display either, or both. So, again, the idea is to blend the best of both into leadership in all aspects of society, for all of our benefit.

Let's get right to some controversial (there's that word again) points.

According to Helen Fisher, Anthropology professor at Rutgers University, and noted author of *The First Sex: The Natural Talents of Women and How They are Changing the World*, men approach things very differently:

"Men tend to place themselves in a hierarchy; then they jockey for position. Men are more willing to endure exhausting workloads to attain rank. They more regularly sacrifice this health, safety, and precious time with family and friends, to win status, money and prestige. Men and women exhibit no difference in what psychologists call internal competitiveness, the desire to meet personal goals and display excellence. But men score much higher in external competitiveness, the willingness to elbow others aside to get ahead.

Women are, on average, more interested in cooperation, harmony, and connections---a network of support. Women cast themselves in a web of friendships; they make lateral contacts with others, and they form cliques. Then women work to keep these ties intact. Women can be determined and clever at climbing the social or corporate ladder. But when they do achieve high rank, they more regularly downplay their authority. Fewer women are interested in power for power's sake."

A recent *BBC News* article cited these business management styles or characteristics as “female”:

- 🕒 Willing to take bigger risks with their careers
- 🕒 Relationship management, ability to empathize
- 🕒 Good radar, intuition, attuned to shifts in mood and attitude
- 🕒 Conducting vs. commanding
- 🕒 Multi-tasking, not getting lost in the detail

And these as “male” business management styles or characteristics:

- 🕒 Business as war
- 🕒 Companies as machines
- 🕒 Leadership as command

What do we want from leaders? These are some of the answers that keep turning up in survey after survey:

- Recognizing interdependence
- Sharing responsibility
- Supporting equal opportunity
- Encouraging personal growth
- Demonstrating compassion
- Respecting individual worth and dignity

People can't get what they want from leaders so long as “male” business management styles are predominant. So I'm going to make the (not very great) leap of faith and ask, and answer, key questions: *“Do we want more female leaders? Yes! Do we want more “feminine” input into decision making? Yes!”*

How Can This Help All of Us?

First, let's hear from the female side

In *Why Women Should Rule the World*, former Clinton White House press secretary, Dee Dee Myers, suggests that, if women had equal authority, the world would be a better place. Not because women are the same as men, but precisely because they are different. Myers suggests then politics would be more collegial, businesses would be more productive, and communities would be healthier. Myers says women tend to:

- Be better communicators
- Be better listeners
- Possess the kind of critical problem-solving skills urgently needed to break down barriers, build understanding, and create the best conditions for peace.
- Have experience in having children, which is a primary way to think of someone else before yourself. This skill alone, she argues, would be invaluable in world leaders.

Pink magazine says their staff:

"... continues to be inspired by top women who prove that femininity and power mesh perfectly, and that success can't come without authenticity. New leadership models demand what reads like a resume drawn from women's lives and careers: strength and sensitivity; nurturing and networking; communication and calculation skills."

Now from very "enlightened" males

Bringing these traits to bear on leadership in the global economy is essential. Although I haven't seen evidence that *The World is Flat* author, Thomas Friedman, understands the relevance of gender balance per se, he's been prophetic in warning American industry that their era of global dominance is over:

"...for those who can't pass global muster or enlist global collaborators, the consequences could be harsh."

Friedman cited confirmation about problems the U.S. faces from Jeffrey Garten, professor of trade and finance at the Yale School of Management:

"Being a bigger debtor nation means losing even more of our sovereignty. It means conducting our economic policies with an eye toward whether others approve. It means bearing the advice and criticism that we have dispensed ad nauseam to other countries for over half a century. It means far more intensive consultations with other capitals on our fiscal policies and our monetary policies. Corporate decisions will become more sensitive to international factors, in part because more non-Americans will be on the governing boards."

I took the liberty of underlining the words that strongly suggest to me smart companies are going to recognize that this critical "new" approach to doing business, is highly identified with "feminine" characteristics and styles.

Dr. Jeffrey Rosensweig, a professor of finance at Emory University's Goizueta Business School, obviously "gets" it, as in this excerpt from his speech on "*The Role of Women Entrepreneurs in Growing International Trade*:"

"To become a successful international business leader an essential set of skills is increasingly required, a kind of "multifunctional literacy" that includes competence in information technology; fluency in those languages most spoken across the world—English, Spanish, and Chinese; statistical and mathematical literacy; ethical literacy; and, perhaps most important of all, interpersonal literacy, i.e., the ability to communicate and to get along well with others. All the research suggests that women are more skilled in this area than men. Women have what it takes to be significant leaders, both in business and in academia."

Rosensweig's clearly on board and there's room for Friedman and Garten to officially link their inherently "enlightened" messages to gender balance.

A scientific underpinning...

There are scientific explanations to back this up, like this from *Web MD*:

"One of the most important reasons why men and women react differently to stress is hormones. Three play a crucial role: cortisol, epinephrine, and oxytocin.

In women, when cortisol and epinephrine rush through the bloodstream in a stressful situation, oxytocin comes into play... promoting nurturing and relaxing emotions. While men also secrete the hormone oxytocin when they're stressed, it's in much smaller amounts, leaving them on the short end of the stick when it comes to stress and hormones."

...and how it translates into leadership differences

Psychologist Susan Pinker's research is relevant to general differences in leadership styles:

- 🕒 *Oxytocin, the underlying driver in tending children, is also the hormone of befriending..... damping down other stress responses... calming and immediately rewarding the women who instinctively reach out to others when they are in trouble.*
- 🕒 *Oxytocin helps people to read emotions in other's faces and increases their trust; even has a positive effect on men's usual behavioral limitations: it boosts their trust in social situations and their ability to read facial expressions.*
- 🕒 *(Conversely) Testosterone, secreted in greater quantities in males, may alter some neural connections related to reading others' emotional states.*
- 🕒 *Studies have also shown that women, on average, perceive, experience and remember emotional events more intensely than men do, and that these experiences are encoded in more areas of their brains than in men's. From this, it makes sense that their emotional attachments will figure more strongly in their career decisions.*
- 🕒 *In the context of male-dominated "extreme" jobs, being aware of others' needs can be a liability if promotion is the yardstick of success.*

Are Women More Effective Leaders?

Answer: Yes, they often are the best match for a situation.

Answer: No, in some instances, women and the "feminine" aren't the best fit.

There are advantages and disadvantages, and so much depends on context. Much also depends on acceptance by "followers," and we have a long way to go on that.

Our very enlightened Jesuit friend and advisor, Fr. Edward Vacek, led us to important research by Northwestern University's Dr. Alice H. Eagly. In an address to the American Psychological Association, Eagly presented research on both the effectiveness of female and male leaders, and prejudice directed toward female leaders. The biggest takeaway I had, was that they go hand in hand: prejudices built into societal values, and into the cultures of organizations, too often hamper a female leader's effectiveness. The findings bear out that this notion can be broadened to say, that prejudices against "feminine" characteristics and leadership styles, too often mean that the "feminine" is less valued. The findings are full of nuances, so I recommend you read the entire address. Some of the findings that stand out:

- *Research has established a mixed picture for contemporary female leadership.*
- *Women leaders on average manifest valued, effective leadership styles, even somewhat more than men do, and are often associated with successful business organizations.*
- *Attitudinal prejudice against women leaders appears to have lessened substantially, although even now there are more Americans who prefer male than female bosses.*
- *Because of the remaining prejudicial barriers, women face challenges as leaders that men do not face, especially in settings where female leaders are nontraditional.*
- *Such signs of advantage mixed with disadvantage, and trust mixed with distrust, are contradictory only on the surface.*
- *They are manifestations of gender relations that have changed dramatically, yet have not arrived at equality between the sexes.*

This Change is Urgent

Marie C. Wilson, founder and president of The White House Project, wrote a book with an urgent title: *Closing The Leadership Gap: Why Women Can and Must Help Run the World*. Some of her reasons which apply to all aspects of society:

- 🕒 *Women's voices at the table offer an opportunity to shape policy around the marginalized issues of violence, education, senior care and healthcare --- so-called women's issues that are at the forefront of everyone's agenda in the U.S. and elsewhere in the world.*
- 🕒 *Making room for women at the top also gives men permission to bring out their soft side. Both men and women must be in power to moderate the influence of masculinity in all of us.*
- 🕒 *Infusing the workplace with women's values-"inclusion, communication across lines of authority, the work of caring, relationship building"-would integrate professional and personal life for everyone's benefit.*
- 🕒 *Change cannot be brought about if only one group is emotionally and physically invested; both genders must join together to change the world for the better.*

Here's media executive star Pat Mitchell's response to what her one-time CNN boss, Ted Turner, said about turning things over to women for the next 100 years:

"We don't have 100 years. We must begin now to act from our feminine as well as feminist values. For example, a woman speaks out against the drug dealers in her neighborhood, inspiring others to join the fight until there are drug-free streets again; again another speaks up for equal access to clients and a company has to change its policies and pay structure; two elected women leaders make children a priority and legislation and actions follow. By changing the nature of power- by sharing it - women can create a safer, more sustainable world. It's time to seize the opportunity."

Where is the Proof We Need More of the "Feminine?"

We think there is persuasive proof and we invite your contributions to the evidence that "balance is better." While we'll offer proof in politics, business, we devote more space here to academia, since there's more devoted to the others elsewhere.

Business

Making better use of women's skills is not just a matter of fairness. Plenty of studies suggest that it is good for business, too.

Catalyst reports: "We have established a correlation between diverse boards and strong corporate performance:"

- 🕒 During the four-year span of their study, *Fortune* 500 companies with the highest percentage of women on their boards, and greater numbers of women in clout titles, saw 53 % higher returns on equity than those companies with the fewest number of women on their boards.
- 🕒 Return on equity for companies with at least three women on their boards was 16.7 %, compared with 11.5 % for the average company.
- 🕒 Getting beyond what many would call 'tokenism' appears to be leading to better decision-making and more insight into the workplace and marketplace.
- 🕒 Advancing more women leads to competitive advantage: Mixed teams of men and women are better than single-sex groups at solving problems and spotting external threats.
- 🕒 The economic impact of diversity in leadership has become increasingly evident as U.S. businesses expand into new markets, cultures, and workforces across the United States and around the world; women are often better than men at building teams and communicating.

Thanks to *Workforce Management* for reporting these positive - and I would say supremely astute - comments on the *Catalyst* report:

- 👉 Dale Winston, CEO of Battalia Winston, a New York-based executive search firm: *"It makes sense that companies with more women on their boards would perform better than those that don't because these companies probably have a better handle on their customer base. Particularly consumer goods companies, which make up a large part of the Fortune 500 list, cater largely to women customers and thus want women on their boards."*
- 👉 Constance Bagley, a visiting professor at the Yale School of Management: *"Having more women on their boards helps attract and retain women employees. If I were a top female graduate at one of the top business schools, I would feel that I would have a stronger career path at a company with more women on its board."*

Do Investors care? Yes, they do. According to a recent survey by Opinion Research, the majority of investors said that having women on the board of a company is important to them when deciding to invest.

Academia

Do women make better university presidents? Current female academic leaders have achieved significant, well recognized success. A 2005 study done by James L. Fisher, James V. Koch, and Alice R. McAdory, found:

- Female college presidents are more innovative and entrepreneurial
- Females are more inclined to take measured risks in their jobs

Here's a great example from *EducationGuardian.co.uk's* article, "Snow Queens":

"With a population of 300,000 and nine universities, Iceland is hardly a heavyweight in international higher education. ...Perhaps it should be. When it comes to making higher education more equal for women, it has valuable lessons to offer."

In just one year, Svafa Gronfeldt, the rector of Reykjavik University made key strategic changes:

- 🕒 Introducing equal pay for men and women
- 🕒 Creating a university where both men and women have the same opportunity for promotion
- 🕒 Seeing that her board had a mixture of men and women to help make university decisions more balanced
- 🕒 Academic silos are being broken down and work is more inter-disciplinary.
- 🕒 The university is building a new campus based around the ideologies of interactive working and communication - generally seen as more "feminine" approaches to learning.

And here is more living proof of "no foot-dragging" success led by a female:

- 🕒 Having women in positions of power helped reap not only intellectual rewards, but also economic ones. - better profit, every single year, the bottom line of the university is up, attributed to this team.
- 🕒 Created this fabulous dynamic culture. It has been voted the best place to work in Iceland twice over the last five years - an independent staff satisfaction survey showed 95% were happy in their jobs.
- 🕒 Communication is open and transparent.
- 🕒 Authority and responsibility go together.
- 🕒 Men and women work wonderfully well as a united group and there's no division.

There's success I'd be willing to bet will be forthcoming, too, from these next two examples.

It took 371 years, but Harvard University, the oldest institution of higher learning in the United States, finally elected its first female President, Drew Gilpin Faust. While it's too early to assess her leadership, President Faust gave some promising indications of bringing "feminine" thinking - and just plain "good leadership" thinking - to her role in her Installation Address:

- 👉 She offered " 'a compass to steer by' - a 'model,' but not a set of explicit orders."

- 👉 She views herself and her constituents as being *"knit together in this work as one - as accountable to one another"*
- 👉 She didn't claim to have the answers but asked important questions: *"Is American higher education in crisis, and if so, what kind? What should we as its leaders and representatives be doing about it?"*
- 👉 She's prepared for repercussions of shaking things up: *"The expansion of knowledge means change. But change is often uncomfortable, for it always encompasses loss as well as gain, disorientation as well as discovery."*
- 👉 She knows it's not just a "business" but a sustainability covenant: *"It is urgent that we pose the questions of ethics and meaning that will enable us to confront the human, the social and the moral significance of our changing relationship with the natural world."*
- 👉 She emphasized interconnectedness and shared challenges: *"Our lives here in Cambridge and Boston cannot be separated from the future of the rest of the earth: we share the same changing climate; we contract and spread the same diseases; we participate in the same economy."*
- 👉 She is open to others' beliefs and ideas: *"Truth is an aspiration, not a possession. We must commit ourselves to the uncomfortable position of doubt, to the humility of always believing there is more to know, more to teach, more to understand."*

The world will be watching Dr. Faust closely.

We recently met with Dr. Judy Witt, dean of Educational Leadership and Change at Fielding Graduate University, to learn more about their connection to Native American peoples. An article Witt co-authored with Fielding professor Four Arrows (aka Don Jacobs) says: *"the natural power and vision of the feminine principle of leadership that has long been recognized and honored by indigenous people is...essential to our vision."* So Fielding's leadership works to apply 8 traditional leadership skills/concepts used by indigenous women:

- 👉 Engaging Freedom
- 👉 Accepting and Handling Political Power with Integrity
- 👉 Judicial Wisdom
- 👉 Authentic Honoring of Alternative Gender Orientations
- 👉 Spiritual Awareness
- 👉 Emphasis on Peacemaking and Social Justice
- 👉 Effective Use of Economic Power
- 👉 Creativity

Harvard has a 338-year head start on Fielding. But stay tuned because any organization that achieves Fielding's goal can also change the world:

"To be a timely example of efforts to bring forth a new way of doing leadership that is feminine, synergistic, and sustainable in ways that bring to mind the ancient wisdom of our indigenous ancestors, whose ideas about leadership may be essential for future health and survival."

Politics

- 👉 Statistics show that in countries where more women are in political office, there is less corruption, even in countries with the same income, civil liberties, education, and legal institutions. (World Bank)
- 👉 Higher levels of corruption, in turn produces poorer quality of institutions, lower levels of investment or lower quality investment, and weaker growth (International Monetary Fund-IMF)
- 👉 Women's involvement in government tends to result in policies that are focused on children and families. (Unicef)
- 👉 Research suggests that giving women greater voice in policy making would lead to investment in labor-saving infrastructure, which would ease women's time burden of household activities and enhance their productivity.(IMF)
- 👉 Greater voice would benefit society not only through better governance but also through policies that enhance women's productive labor. (IMF)

All in all, the proof that we need more "feminine" is steadily building.

Adding "Feminine" = the "Intelligent" Thing to Do

"Emotional Intelligence 101" may be the best way to wrap up this part. Wikipedia defines Emotional Intelligence (EI) as a "relatively new area of psychological research that describes an ability, capacity, or skill to perceive, assess, and manage the emotions of one's self, of others, and of groups."

And, guess what? Research shows pretty clear differences between women's and men's EI. Again, I want to plainly say that every female and male is unique, each with a unique blend of EI. To keep this brief, I'm not going to give a lot of examples of blends, just the extremes on each side, and let you think of all kinds of combinations. That's the way it would have to work in real life, anyway, because any existing groups that are male dominated, like management teams or boards, have complex blends of EI to try to understand, before adding more women.

In "Examining the Alpha Male at Work," CNN.com featured Kate Ludeman Ph.D., and Eddie Erlandson, M.D., experts on "Who are alpha males?"

- They're ambitious, self-confident, competitive and opinionated.
- Often brilliant, they can be difficult to work with and unpleasant to be around.
- They tend to fall into one of four types:
 - Commanders. Intense, charismatic/ tend to isolate themselves from useful critical feedback
 - Visionaries. Curious, expansive, intuitive, proactive and future-oriented/ prone to extreme ADD (attention deficit disorder) and to bending the facts to get their ideas accepted
 - Strategists. Methodical, systematic, often brilliant thinkers who are oriented toward data and facts/ handle data better than people

- Executors. *Tireless, goal-oriented doers with relentless discipline and keen oversight, surmounting all obstacles/ tend to engender mutinies due to micromanagement, finding fault and being slow to praise, yet quick to blame*

Now get this: alpha males represent three out of four senior executives in corporate America!

But wait - the climate is changing. Why? The same experts give some reasons that make a lot of sense to me:

- 🕒 *Today's employees who are well educated -- increasingly female and concerned with job satisfaction and work-life balance -- would sooner quit than put up with an abusive manager. (Ludeman)*
- 🕒 *The critical mass of women in middle management means a corresponding emphasis on collaboration, rather than confrontation, and Emotional Intelligence as much or more than I.Q.*
- 🕒 *Sometimes, talented people want to work for someone precisely because he or she isn't an aggressive alpha. That's an important factor if you believe, as many people do, that the main function of corporate leaders is to attract, retain and develop talent in their companies. (Ludeman)*

Chris Clarke, CEO of Boyden global executive search, calls for "A (necessary) end to male dominance," what he refers to as "danger to the dominant males in corporate boardrooms." His rationale?

"Because of their differences, males have been able to dominate and lead in business -- until now. Because of changes in the needs of business, we are entering an era where the female may be better suited to leadership and governance roles and will become increasingly more prevalent in both management and the boardroom."

Clarke says alpha males didn't just appear – they've been evolving for thousands of years and honed traits and even developed language through countless wars:

"Through warring with other tribes, males developed pride in the military virtues and, today, men speak of business in the boardroom with sporting and military analogies: We 'attack' our 'entrenched' competitors or 'defend' our distribution channels. We 'capture' market share. We use 'strategies' and 'tactics'. We want to strengthen our 'bench' by picking 'winning players.'"

That "Imperial CEO" era is now "dead."

Enter the "non-alpha male" female

Clarke says because of increasingly complex balancing of the needs of customers, employees, stockholders, suppliers and regulators, "feminine" traits and EI are required:

- 🕒 *understanding the needs of others*
- 🕒 *superior language and sensing abilities*
- 🕒 *well-developed trading, selling and financial skills*

- 🕒 *broader perspectives*
- 🕒 *superior skills relevant to evaluating people and their veracity*
- 🕒 *the male brain has to work much harder to evaluate emotions in faces and takes longer to do so; women recognize known faces faster and with greater accuracy*

What difference might diversity have made if it happened sooner?

Clarke offers a “what if” that might have saved the jobs or retirement funds or investments of thousands of people who worked for Enron, WorldCom, Parmalat, Tyco, Hollinger and AIG or experienced dislocations at Disney, Citibank and Marconi:

“Superior “female” insights into the aggressive, fraudulent behavior of errant CEOs might have prevented some of the recent corporate scandals.”

But, in fact, Clarke points out, dominant males, backed by predominantly male boards, led those companies.

Clarke makes a startling statement that should grab any investor’s attention, and we encourage you to send us any supporting (or contradicting) evidence you have on it:

“It should be no surprise that female-led entrepreneurial businesses have better survival rates than those led by males.”

So Where Do We Go From Here?

The severe economic downturn has caused an unexpected development. According to *The New York Times*:

“With the recession on the brink of becoming the longest in the postwar era, a milestone may be at hand: Women are poised to surpass men on the nation’s payrolls, taking the majority for the first time in American history.

The reason has less to do with gender equality than with where the ax is falling.

The proportion of women who are working has changed very little since the recession started. But a full 82 percent of the job losses have befallen men, who are heavily represented in distressed industries like manufacturing and construction. Women tend to be employed in areas like education and health care, which are less sensitive to economic ups and downs, and in jobs that allow more time for child care and other domestic work.”

That’s not how we want to achieve gender balance. Not by default. And not at the expense of men losing their jobs.

Women should be in leadership positions because they deserve to be and because we would all be better off with the balance that would bring. Based on my own experience, I think Emotional Intelligence identifies important “feminine” leadership trait distinctions that are as distinctly valuable as “masculine” leadership traits. We need a balance of all of these combined strengths. The final words go to a male and a female to sum it all up:

Clarke:

"As for us males, we can either accept that women have much to offer and do our best to manage our simian nature, or we are likely to be seen as anachronisms."

Ludeman:

"Perhaps the best combination of all in a leader is the alpha assertiveness and willpower combined with a softer, more consensus-building management style."

QUESTIONS

Can you give examples of how women in leadership have affected the ultimate, bottom-line of a company? Can you show give examples of women on Board of Directors and how it has changed the culture of a company?

Please share any examples.

Can you give examples of women in leadership within Academia and how they have affected change? Are you seeing more female professors, heads of department, presidents and deans?

How many women are in leadership positions within your own "community" and what kind of changes have you seen?

Do you have examples of where balance has negatively impacted organizations?

How can you encourage women to participate and get into leadership positions? Do you lead by example?

Is training readily available to help promote and inform women on their leadership choices?

Can you connect us to high profile and other key people we should recruit to this effort?

We know gender balance needs to be adopted by leaders in at least three widespread movements that have a lot of momentum – Peace; Sustaining the Environment; and Leveling the Playing Field/Poverty Reduction. We hope you will let us know what connections you can make to the leaders, and what other logical links you see.

Develop the Habit

- 🌀 Run for political office, support qualified female candidates.
- 🌀 Mentor a younger woman.
- 🌀 Hire and promote qualified women.
- 🌀 Speak out for women's rights within your community, place of employment, religious affiliation
- 🌀 Support women owned businesses.
- 🌀 Encourage diversity within your social, professional, or business groups.
- 🌀 Promote the need to hear what women are saying.
- 🌀 Encourage the men in your life to support the women in their life

Chapter Ten: Leadership II - What's Adding More "Feminine" Leadership Got To Do With Reform, Ethics, and Corruption?

"The world needs to examine the basic operating systems that drive its economies, markets and societies and aim for a 'fundamental reboot' to establish a fresh platform based on renewed confidence and trust, and on sustainability, responsibility and ethical principles."

World Economic Forum 2008 Summit on the Global Agenda

The World Needs a "Fundamental Reboot"...

Well, the above quote about sums it up, right? If the "over-arching message that 700 of the world's top thought leaders from business, government, academia and civil society delivered at the end of the inaugural Summit on the Global Agenda, convened by the World Economic Forum (WEF)" was that "a fundamental reboot," or total reform, is necessary, we are in agreement, and we are not exaggerating.

The nature of that "fundamental reboot" is the question, though. The WEF calls these the "world's top thought leaders" but was this group representative and gender balanced enough to understand and consider all that the world needs?

... yet Gender Balance isn't at the Top of the Agenda?

High level meetings take place at the WEF held at Davos each year; gender balance could really gain traction if the WEF genuinely supported it. But, do they really "get" it? I wonder whether the report from this Summit has brought them any closer to grasping the connection between gender balance and total reform.

When I read "Global Corporate Citizenship," an article written for *Foreign Affairs* by Klaus Schwab, WEF'S Executive Chair, it struck me that he's connecting some dots to each other but, obviously, not making the most necessary connection: connecting it all to women. Schwab believes that businesses should help improve the state of the world:

"International business leaders must fully commit to sustainable development and address paramount global challenges, including climate change, the provision of public health care, energy conservation, and the management of resources, particularly water."

Why, among the "paramount global challenges," is there no mention of the critical need for gender balance, nor any recognition throughout the long article, that gender balance is necessary for any of the above to be achieved?

Or, perhaps WEF could come to see gender balance as a solution, or a necessary condition for the challenges they list? Davos has a committee studying gender, although I question how much effort there could be if that gender needle has not budged beyond 17% of delegates being female -- for years.

It's their loss, in my view, because Schwab then goes on to give this as the main reason business leaders should improve the world:

"Because these global issues increasingly impact business, not to engage with them can hurt the bottom line. Because global citizenship is in a corporation's enlightened self-interest, it is sustainable. Addressing global issues can be good both for the corporation and for society at a time of increasing globalization and diminishing state influence."

Schwab's aligning incentives with self-interests, an appeal to WIIFM – "What's in it for me?" – may be a tried and true way to get some people to act. I'd like to think the "feminine" attitude is more likely to be – "Let's Do It for the Good of All Humanity." But, perhaps it's too much to assume that women will act on a sustainable basis for the good of all humanity. I would at least speculate that, although many women will also act on their self-interest, women are much more likely to act with the common good in mind. I would speculate that men who have developed their "feminine" tendencies, would do likewise.

Why wouldn't Schwab who observes this...

"...an increasing number of problems require bilateral, regional, or global solutions and, in many cases, the mobilization of more resources than any single government can marshal.....The lack of global leadership is glaring, not least because the existing global governance institutions are hampered by archaic conventions and procedures devised, in some instances, at the end of World War II"

...automatically recognize that efforts are hampered most of all by the unacceptably large absence of women and "feminine," inclusive approaches in solving problems?

Schwab says: *"authentic and effective global leadership has yet to emerge."*

Whereas I'd say that new, authentic, effective global leadership – women as well as men who have authentic, effective balanced approaches to leadership – are chomping at the bit, waiting in the wings, all around us.

Example after example in this book prove that no one cares more than women and enlightened men about areas Schwab notes companies now influence like:

"...the health of workers, the education of employees and their children, retirement pensions, air quality, the availability of life-saving drugs, responsibility to the community, respect for human rights, high labor standards, water shortages, infectious diseases, access to food, extreme poverty, transnational crime, corruption, failed states, and disaster response and relief."

It's no surprise that women have such deep concern, because example after example in this book also show that women and children are by far the most affected by these problems and deficiencies. They live with them every day.

More importantly, evidence abounds that women act on behalf of what is beneficial to their entire community, looking well past their own self-interests. So, if women, as well

as men who allow “feminine” values to influence decisions, were equally “at the table,” you wouldn’t have to worry as much whether:

“...a company's conduct meets or exceeds what is required on paper -- not doing any harm because it is following the rules and possibly even doing good by going beyond the mandated minimum.”

Does anyone doubt that, if leaders carry these values in their hearts and souls, it’s infinitely more effective than:

“...the development and implementation of internal programs to promote ethics, moral standards, and socially acceptable practices?”

Perhaps published rating mechanisms like the UN Global Compact, or the Global Reporting Initiative, are somewhat effective ways to get companies to “do what’s right.” There’s no harm in having programs. They may be needed above and beyond the right values. Nevertheless, I believe employees are going to pay most attention to the examples set by company leaders.

Would women be role models for “doing the right thing?”

It would stand to reason that, if a survey was done for business leadership, we would see similar results as these from the Pew Research Center’s 2008 survey on political leadership and gender:

“As for job performance skills, women get higher marks than men in all of the measures tested: standing up for one’s principles in the face of political pressure; being able to work out compromises; keeping government honest; and representing the interests of ‘people like you.’”

I agree with Schwab that companies should be proactive in addressing these global challenges and, likewise, lament how few business leaders are willing to accept that role. Here’s an obvious disconnect Schwab misses. While he references:

“A study conducted by the global consulting group McKinsey & Company in 2007 found that fewer than half of the senior executives surveyed in the United States believed that they or their peers should take the lead in shaping the debate on major issues such as education, health care, and foreign policy.”

...he attributes their reluctance to a whole host of motivational and “practical” reasons and says *“This mindset must be changed.”* And that *“This also requires the active involvement of CEOs and should reflect their vision of what is good for the corporation and society.”*

I definitely agree that no radical change happens without buy-in by from the CEO. But how much homogeneity and herd-instinct type thinking might there be in a group of mostly men? Less than 2% of the CEO’s of Fortune 500 companies are women. These are clearly among the companies that make the greatest impact by adopting corporate citizenship, and need a “fundamental leadership reboot.”

What would really help accelerate gender balance in corporations is additional evidence of different, preferable “behavior” of companies led by female CEOs. Please steer us to any research by the Pew Center, or from anywhere else, that you may know about.

A “Fundamental Reboot” Has to Have New Leadership

If we need a fundamental change in outcomes, we need a fundamental change in leadership and management. A new country president, a new coach, a new CEO, a new dean, will also bring change to administrations. How on earth could we expect to get on a track toward a “fundamental reboot” of the world, without drastically changing leadership?

There’s no way, in my view, to look at the collection of leaders we have now without asking why extensive change isn’t underway. Why isn’t it obvious that, if you want a widespread change of mindset, you should make every effort to increase diversity at the top? We’ve all got to get this ball rolling -now.

Personally, I really don’t see how Schwab can have missed this. He’s been running WEF for decades and the lack of diversity is visibly obvious. He knows that more than half of the world’s population is not at all proportionately represented in leadership. And he knows that this has changed little in recent years. And, not that I have or ever will be invited, I don’t think you can attend many Davos sessions before beginning to piece together some of the facts and rationale for gender balance we have presented in this book.

So I’m at a loss as to why someone, who had the vision to create such a powerful Forum, would not want to do more to expedite gender balance and, thereby, greatly improve the potential to achieve the goals of WEF. Mr. Schwab, you need to see how all of your dots must be connected to gender balance, or you’ll ultimately fail in any reboot effort.

For example, if we were to ask women leaders and male leaders who have allowed “feminine” values to permeate their decision making whether corporations need to “give back”, how do you think they would answer? Would they share Schwab’s view that:

“Global corporate citizenship should not develop from a bad conscience or a feeling that one must give back to society?”

I don’t think so. Because I’ve read reports and also heard it first-hand, I think many would answer:

“Why not? Many corporations have ‘taken’ from society, for example, by not taking into account all the true costs of doing business, especially the toll on our planet, sometimes even in unfair, and even illegal, ways. In fairness, they should give back.”

There is a counter-argument in that corporations pay taxes that could be viewed as partial compensation, to the extent the taxes are used to make reparation. Also, many large, particularly multinational corporations “give back” through contributions to philanthropic and cultural initiatives. Because we don’t have the data, we can’t say

whether, once these two things are factored in, those corporations are adequately paying all the true costs of doing business. It would be too much of an undertaking for us to adequately research and assess this but, if anyone has some hard data on this, we welcome your input.

Nevertheless, our point is that, if executive management was gender balanced, the odds substantially increase that a business's total impact on society and the environment would be considered, and that the goal would more likely be to maximize multiple bottomlines, rather than a sole focus on the bottomline of financial earnings.

Some Men Are Seeing This Need

So, that's my take on it as a former business person: the old corporate model needs to change and cries out for balance. Turning to one of those males who don't mind voicing "feminine" views, David Korten used to be at the opposite end of the spectrum: he began his career extolling the virtues of the U.S. model of capitalism. His experiences abroad led him to write what has become required reading for many business students, *When Corporations Rule the World*, about the perils of unchecked "free" markets. In his newest book he's gone much further, stressing that neither individuals nor companies have a choice but to be good global citizens:

"We either transform our social relationships in the direction of community and partnership, or we continue on a basically suicidal path of social and environmental disintegration."

So why did his views change? Why, he credits two women, in particular, for influencing his thinking! First, Korten gives credence to Riane Eisler's research in her book, *The Chalice and the Blade*:

"Corporate globalization is a contemporary manifestation of a system of Empire that was introduced about five thousand years ago, when the city-state began to take form and, accordingly, the human race went from more egalitarian, peaceful, and gender-balanced societies to ones built on patriarchy, domination, and war. Eisler's analysis helps us see how, when you move into a structure of domination at a national level, it is mirrored at all levels, including in relationships among people"

Second, Indian environmental activist, Vandana Shiva, got him thinking about the negative repercussions of using force to promote interests – a dominator system:

"...which creates a hierarchy in which you have a few on the top and a majority on the bottom. If you're on top, it works out very nicely."

Obviously, it doesn't work out for those on the bottom, and our "50-50" book is filled with stats on how many billions of people are adversely affected. If that's not something you feel the urgency to change, the urgency of what gender balance has to do with making that change won't be too important to you.

But if you share the urgency, please also think about Korten's idea that we need to *"create new cultures and institutions from the bottom up,"* for this world to become a healthy living system. Where did he discover models of healthy economic systems? From modern female biologists like Janine Benyus, Mae-Wan Ho, Lynn Margulis, and Elisabet Sahtouris whose research reveal that cooperation – not ruthless competition – is fundamental in nature! It's amazing how these searches come "full circle!"

Korten has come a long way from his pure-capitalism-leaning early days at Stanford and Harvard, to now believing that profits shouldn't be earned at the expense of public interests. Don't get too excited yet, though; I would hardly say that market globalization is rolling out according to an overall, agreed upon strategy of how we can best achieve a worldwide system that is "healthy" for all people in it.

I know just from living in the 2008 presidential election year in the U.S., for example, that hope of mutual understanding and agreement gets quickly dashed as people divide themselves into liberal or conservative camps, or call each other "dirty capitalists" or "pinko-socialists." Vehement, differing opinions about what caused, or can help resolve, the financial crisis have only sharpened these divisions.

Still, there's evidence we are close to a tipping point, toward what Korten might refer to as a healthy system world, and what we suggest would be a Universal Neighborhood. Korten and Full Circle Living are not household names like one of the world's richest people, Bill Gates. And guess what he is calling for? A revision of capitalism! And where did he announce this? At the World Economic Forum in Davos! *The Wall Street Journal's* amazing headline read in 2008: *"Bill Gates Issues Call For Kinder Capitalism. Famously Competitive, Billionaire Now Urges Business to Aid the Poor"* and contained some, likewise, amazing quotes from Gates:

- *"We have to find a way to make the aspects of capitalism that serve wealthier people serve poorer people as well."*
- *(Gates) "has grown impatient with the shortcomings of capitalism and is troubled that advances in technology, health care and education tend to help the rich and bypass the poor.... The idea that you encourage companies to take their innovative thinkers and think about the most needy -- even beyond the market opportunities -- that's something that appropriately ought to be done."*
- *"I don't promise that when a kid lives it will cause a GNP increase," he quipped. "I think life has value."*

These are hardly what I would call "dog-eat-dog" capitalist remarks. "Ahnold" would not likely call them "manly-man" comments, either. I think most people would say this thinking is more "Yin" than "Yang." Coming from Bill Gates, such ideas can have true power – the power to create healthy, equitable, balance of opportunity.

Do You Need More Proof?

A conversation I once had with the editor of a business publication was a booster shot in the arm as far as the theory behind this chapter is concerned. I asked him if he could direct me to any published stories on women who had exemplified ethical leadership. He replied that they steered away from articles on individuals' virtues because of the potential subsequent liability if that person turned out to have clay feet. But he went on to say something like:

"If you ask me what male business leaders are ethical I'd say 'none of them' and if you asked me the same question about female business leaders I'd say 'all of them!'"

Of course, we both knew he was blatantly exaggerating, but we also both understood what relative distinction he was trying to make.

Shortly after that, another friend forwarded an article on a study conducted in the business school at Pepperdine University, reporting that more than 75% of investors would pull their money from an organization if they learned of unethical behavior, even if it was legal. We don't think that another bit of data in the study is unrelated: more than 50% of those surveyed said that having women on the board was important to their deciding to place their investments in a company. It makes sense to us that there is a positive correlation between these two survey responses.

Are the gender differences investors perceive real?

Laura Tyson, as chairman of the Council of Economic Advisers, was the highest ranked woman in the Clinton White House. Interestingly, she collaborated on the Global Gender Gap 2007 report for the WEF, and advocates gender equality on an economic basis, and simply on a basic human rights basis. I had the good fortune of being able to take it a step further and ask her whether she thought, as a female, she brought balance to the Council of Economic Advisers, and whether she thought there were gender-related risk tendencies.

She definitely thought she brought balance to decision-making, and also referred me to fellow University of California Berkeley professor Terrance Odean's research. Turns out that Odean coupled the concept that overconfident investors will trade too much, with psychological research establishing that men are more prone to overconfidence than women, to arrive at a prediction that men will trade more, and perform worse, than women. In fact, his research documented it, even refining it to show that these differences are more pronounced between single men and single women. His illustration can serve as a reminder that, while confidence might be a virtue, not so with overconfidence, as a Fortune 500 exec next confirms.



Humility Coming into Vogue?

It's a rare privilege to be able to vet your message ideas with the Chief Financial Officer of Home Depot, the world's largest home improvement retailer. In fact, it could

be intimidating to sit across the table from one of *The Wall Street Journal's* "50 Women to Watch." Despite the rack of orange aprons emblematic of a male culture, and a bookcase full of awards in her office, Carol Tomé is as down-to-earth as anyone I've met in the business world.

Even being named #16 on *Forbes* magazine's *The 100 Most Powerful Women* list didn't much faze her. When she heard about it, Tomé:

"...thought it was nice but then I kept going –I still had a husband and had to cook dinner and do laundry. It didn't sink in, in that way."

Tomé strikes you as level-headed and seemed to even take the current housing meltdown in stride. She's faced severe cyclical downturns before, and automatically knew what to do to prepare for this one. As for why we're in this global mess of a situation, Tomé doesn't think many women would have taken the reckless financial risk leading to it. She doesn't know many women who are greedy or arrogant and, in fact, she says women tend to be "servant leaders." Tomé says that style of management is essential in this day and age, and the only way to get through these difficult times.

Women Could Have Helped...

Northwestern University's Dr. Alice H. Eagly says leadership effectiveness depends on context, and I'm offering this hypothetical question for debate: Would we be in this current housing meltdown mess if the leadership of financial institutions was gender balanced?

No one could say for sure that, if more women were making the home loan portfolio leveraging/regulating decisions, we would have less of a disaster to unwind. There are, however, natural tendencies that are more associated with females than males when it comes to taking risk. The *International Herald Tribune* in a story "*Where is Queen Midas?*," quoted Holly Taylor Sargent, associate dean of the John F. Kennedy School of Government at Harvard, as speculating on whether women might have avoided a famous financial near-meltdown:

"Their heightened capacity to evaluate context means that women are more methodical, better at weighing all sides, and they often ask: 'What is my downside?'

Extending the analogy, Sargent said women probably would not get sucked in to a fiasco like Long-Term Capital Management, where managers of the hedge fund made outsize bets that various financial instruments would return to historic patterns. Instead, when Russia defaulted on its debt in 1998, the collapse of the fund created global instability in financial markets and required a massive bailout.

A woman, Sargent said, would not have let the fund get to the crisis point. Women tend to say, 'What am I missing?'"

The White House Project's Marie Wilson has this to say about how women would have helped Wall Street avoid the economic meltdown:

"It's near impossible to look at what has happened in the financial sector and not ask whether we would be having such devastation if more women were at the economic steering wheel.

*In terms of the current economic meltdown, we would have been wise to take a hint from Sally Helgesen's book *The Female Advantage*. Though both genders are oriented toward the big picture, women 'relate decisions to their larger effect upon the role of the family, the American education system, the environment, even world peace.' In other words, women would have done the big-picture forecasting that might have saved Wall Street, and the rest of us, from this deepening downward spiral.*

I am not an essentialist. I do not think that women, by nature, are endowed with traits that make them more compassionate, more honest, or more apt to think outside of the box. What I do know is that these traits have been largely gleaned by women through their life experiences, leading from the foot of the table. And it is exactly these foot-of-the-table characteristics that we need right now, and have for some time.

The same stale, insular, old-boys-club way of thinking is what got the rest of us into this mess.

Sure, this is conjecture in hindsight. But I can personally vouch that one high-profile female mortgage executive was voicing her concerns about over-extended credit years before the housing bubble burst. She saw the clouds begin to darken back in 1998. She has told me for years that things were moving into the same mode as during the Savings and Loan crisis. Money was essentially free, and she said it was amazing how everyone operated loosely when given new powers. Risk management "didn't exist" and she had to leave because there was a "total absence of critical thinking."

No one seemed to be looking at the big picture: rising public debt, people borrowing against homes using no-fee home equity loans without fear for the future, not asking themselves, "what could go wrong?" Mortgage interest deduction was actually serving as a perverse incentive for people to take on more debt. And the banks were only too happy to lend and leverage. The circulation of credit was backed by newly created credit and all of it was financed by ultra cheap money!

So when I asked her what she thought about the theories about "masculine" business behavior being more "reckless" and "feminine" business behavior being more analytical and cautious, she not only agreed but told me she's now had time to reflect on some of the "male animal" behavior she witnessed in the 1990s, and didn't come up with a very positive assessment.

My friend says, sure there are "sharp stars" everywhere and some are men, but she had much rather put her lot with some of the female bankers and women in capital markets she knows. Trouble is, she says, women aren't at the seats of power because they simply aren't trained at birth to take that risk, so they're not what people were looking to hire.

Not a good paradox to be constrained by if you want a sound financial system, right? Don't put women in top decision-making positions because they don't have that hormonal imbalance of testosterone, and are not encouraged to take undue risk by

birthright. Instead, continue to repeat the same vicious cycle of leverage and undue risk and bankruptcies, each generation worse in its devastating effect, by hiring the same kind of decision makers!

My \$64,000 question to my friend was: "Would you have pulled in the reins if you had been in the position to do so?" The answer is yes, and she did all she could at the time.

...But Mostly Men Were at the Helm

Contrast this with a January 2008 *All Things Considered* (NPR) interview with former U.S. Treasury Secretary Robert Rubin, then director and chairman of the Executive Committee at Citigroup. I underlined the part I'll never forget:

Q: Difficult question to ask to you in particular, but do you feel any personal responsibility for what we're seeing right now because of Citigroup's involvement in the mortgage market or because of Wall Street's involvement or posture overall?

A: I actually did raise (questions) for years in my speeches. If you go back over the speeches I gave for the three or four years before this occurred, you'll see a lot of reference to the underweighting of risk and the developing of excesses. But if you're running trading rooms, you've got to run them every day and you've got to be in the business every day. And the kinds of views that others have around you of that kind may factor into what you're doing. But fundamentally, you can't go out of business. You can't stop doing business. And that's how the system just continues to move along that way.

Say what? I couldn't believe my ears! This venerated "wise man" didn't intervene and possibly help prevent the biggest housing meltdown in history because he, basically, just couldn't pick up his ball and go home? He expressed caution in speeches but decided "You can't stop doing business?" As my truly wise mother always said: "*talk is cheap.*"

Postscript: If we wait long enough, something happens that finally makes sense. On January 9, 2009, *The New York Times* reported:

"Robert E. Rubin, the former Treasury secretary who is an influential director and senior adviser at Citigroup, will step down after coming under fire for his role in the bank's current troubles.

Since joining Citigroup in 1999 as an adviser to the bank's senior executives, Mr. Rubin, 70, who is an economic adviser on the transition team of President-elect Barack Obama, has sat atop a bank that has made one misstep after another.

When he was Treasury secretary during the Clinton administration, Mr. Rubin helped loosen Depression-era banking regulations that made the creation of Citigroup possible. During the same period he helped beat back tighter oversight of exotic financial products, a development he had previously said he was helpless to prevent.

Mr. Rubin's influence in urging the bank to ramp up risk-taking, while failing to properly supervise the big bets taken on mortgages and other complex investments, put him under fire."

Of course, I find it problematical that Mr. Rubin:

"...is an economic adviser on the transition team of President-elect Barack Obama..."

And millions of victims of the financial meltdown would likely be outraged to know that Mr. Rubin takes quite a comfortable financial cushion with him as he retires:

"As a board member and chairman of the bank's executive committee, Mr. Rubin was awarded more than \$126 million in cash and stock over eight years."

Still, at least some chickens have come home to roost where they belong.

There are a lot of other chickens still running loose out there, though. Eight months after that NPR interview with Rubin, the U.S. Congress voted to bailout mortgage giant Fannie Mae (and Freddie Mac.) How did it come to that? According to a *New York Times* (NYT) article, Daniel Mudd, Fannie Mae's CEO:

"... made a fateful choice. Disregarding warnings from his managers that lenders were making too many loans that would never be repaid, he steered Fannie into more treacherous corners of the mortgage market, according to executives."

Mudd's justification is eerily similar to Rubin's:

"Fannie Mae faced the danger that the market would pass us by. We were afraid that lenders would be selling products we weren't buying and Congress would feel like we weren't fulfilling our mission. The market was changing, and it's our job to buy loans, so we had to change as well."

The NYT reported that Mudd, in turn, threatened his employees:

"In one meeting, according to two people present, Mr. Mudd told employees to 'get aggressive on risk-taking, or get out of the company.'"

Mr. Mudd is not the only one whose name is "Mudd" in this debacle; the meltdown Hall of Shame is jam-packed.

The New York Times business columnist Gretchen Morgenson pulls no punches in her outrage over the imbedded hypocrisy and greed:

- *Leaders from Moody's, Standard & Poor's and Fitch all said that their firms' inability to see problems in toxic mortgages was an honest mistake. The woefully inaccurate ratings that have cost investors billions were not, mind you, a result of issuers paying ratings agencies handsomely for their rosy opinions.*
- *.. Alan Greenspan, former "Maestro" of the Federal Reserve, testified before the same Congressional questioners. He defended years of regulatory inaction in the face of predatory lending and said he was "in a state of shocked disbelief" that financial institutions did not rein themselves in when there were billions to be made by relaxing their lending practices and trafficking in exotic derivatives.*

- ... Christopher Cox, chairman of the Securities and Exchange Commission, took his turn on the committee's hot seat. His agency had allowed Wall Street firms to load up on leverage without increasing its oversight of them....During the years when these risks were ramping up unregulated, Mr. Cox and his crew were silent on the swaps beat.

Across the board, Morgenson writes, investors were told lies:

- Companies, even those in cyclical businesses, routinely told investors that the reason they so regularly beat their earnings forecasts was honest hard work — and not cookie-jar accounting. They were believed.
- Politicians proclaiming that the economy was strong and that the crisis would not spread kept our trust.
- Brokerage firms insisting that auction-rate securities were as good as cash won over investors — and, as we all know now, that market froze up.
- Wall Street dealmakers were fawned over like all-knowing superstars, their comings and goings celebrated. No one doubted them.
- Banks engaging in anything-goes lending practices assured shareholders that safety and soundness was their mantra. They, too, got a pass.
- Directors who didn't begin to understand the operational complexities of the companies they were charged with overseeing told stockholders that they were vigilant fiduciaries. Investors suspended their disbelief.
- And regulators, asserting that they were policing the markets, convinced investors that there was a level playing field.

Morgenson went on to say that continued weakness in the stock market seems to have showed that investors wised up, and that might just be what is needed to get management, politicians, etc. to tell the truth.

I hope she's right. For investors to have any impact, they would have to remain on the sidelines long enough to get attention. One of the most memorable distinctions about 2008 will be how taxpayers were up in arms about having to provide bailouts to financial and other companies who took reckless risk. That collective outrage has to be channeled into making leadership change.

Outrage should have been greatly fueled when we learned that "Wall Street" will stop at nothing as far as egregious behavior. After Merrill Lynch CEO, John Thain, was paid \$83 million in 2007, the firm lost \$37 billion the next year and the U.S. government engineered Merrill's rescue by Bank of America. You would think that would give Thain "performance pause," but he evidently went on to quietly pay out \$3-4 billion in bonuses right before his firm's bailout, without approval, and he also followed through with a makeover of his office to the tune of more than \$1 million.

As I'm writing this, Congress and financial observers are expressing their outrage over Thain's actions, and over billions of other taxpayer dollars that went out in bonuses at other financial firms that were bailed out. President Obama angered some on Wall Street by saying this about the bonuses: "*That is the height of irresponsibility. It is shameful.*"

Morgenson's own newspaper ran an opinion piece with this assessment:

"Wall Street traders are also extremely reluctant to give up the "eat what you kill" mentality that has dominated their profession these past two decades. There is no sense of shared enterprise at most firms, and no belief among the rank and file that they should have to pay a price if the firm is drowning in losses and needs government support. That is why they are so blind to how they appear to the rest of us. They just want theirs. That is the culture they have created."

But what will really happen to change this culture of entitlement? What will really be done to break up the "good 'ol boys club?" Is regulation the answer? We maintain that it won't be broken up until it's literally broken up, by adding women, and they need to be women who will take a firm stance against this outrageous self-serving behavior, converting outrage to action. This has to stop.

Anna Schwartz, Brooksley Born, Why Haven't We Listened to You?

Several male financial "gurus" have become household names: Henry Paulson, Ben Bernanke, Robert Rubin, Alan Greenspan. But these two women prophets have gone unutilized and unheeded, to our great detriment.

When I was getting my MBA, our macro-economics professor alternated between featuring either Paul Samuelson or Milton Friedman, leaving me with the impression those were the only living economists we needed to bother learning about. It's hardly gratifying to now see Anna Schwartz, Friedman's co-author of definitive books on misguided monetary policy, getting much overdue attention, because she hasn't been a part of the inner circle of economists making decisions that will likely impact us forever. Also, unlike Friedman, Schwartz was never awarded the Nobel Prize, and economist-Schwartz admirer Ben Stein says: *"That hints at a dismal sexism in the dismal science."*

We should pay heed to her now because, at 93, Schwartz's views are sharp and clear and, I believe, wise. Widely read publications like *Barron's*, *The Washington Post* and *The Motley Fools* have reported why she criticizes the U.S. Federal Reserve and U.S. Treasury's handling of the global credit crisis:

- *Ad hoc program announcements have only undermined faith in the U.S. financial system...It's like there's a bunch of guys that are making it up as they go along.*
- *They talk about transparency and what they present is opacity, programs that don't make sense, or are not yet fully laid out.*
- *There's clearly not enough disclosure to show if they are approaching the problem in a systematic manner or are playing favorites.*
- *The way you clear up problems in the credit market is through coming up with a clear, understandable plan and then executing it precisely.*

So, if Professor Schwartz is one of the world's most respected economists, and if she is one of the only living economists who has seen a crisis like the current one because she's old enough to remember the 1929 to 1933 Great Depression, and if she may well know more about monetary history and banking than anyone alive, then why hasn't she been at the very center of this problem-solving? It should be unacceptable to all of us that someone with this wisdom to offer would have to say:

"If I regret one thing, it's that Milton Friedman isn't alive to see what's happening today... Professor Friedman would have enough stature to get them to listen..."

Why don't we respect Professor Schwartz's stature and heed her wisdom?

For the whole saga of how another woman, who could have helped avert this financial disaster, was shoved out of "the club" and "gagged," read *The Washington Post's* article "What Went Wrong" (10/15/08). The article starts out:

"A decade ago, long before the financial calamity now sweeping the world, the federal government's economic brain trust heard a clarion warning and declared in unison: You're wrong."

Who comprised this "brain trust," President Clinton's Working Group on Financial Markets? Then Federal Reserve Chairman Alan Greenspan, Treasury Secretary Robert E. Rubin, and Securities and Exchange Commission Chairman Arthur Levitt Jr. – "all Wall Street legends, all opponents to varying degrees of tighter regulation of the financial system that had earned them wealth and power."

According to *The Post*, the clarion call came from:

"Their adversary, although also a member of the Working Group, did not belong to their club. Brooksley E. Born, the 57-year-old head of the Commodity Futures Trading Commission, had earned a reputation as a steely, formidable litigator at a high-powered Washington law firm. She had grown used to being the only woman in a room full of men. She didn't like to be pushed around."

Born had warned in 1998 that the "lack of basic information" allowed traders in derivatives "*to take positions that may threaten our regulated markets or, indeed, our economy, without the knowledge of any federal regulatory authority.*"

Born wanted to shine a light into the dark of the market of derivative securities through regulation, and the big 3 told her to back off. She wasn't deterred and didn't back off and two weeks after her showdown at Treasury, she solicited public comment on derivatives and their risk.

The response from Greenspan, Rubin, Levitt, Deputy Treasury Secretary Lawrence Summers and Wall Street was swift and blistering. Born still did not back off.

"... she relentlessly reiterated her conviction that ignoring the risk of derivatives was dangerous."

The brain trust did everything they could to gag her and they brought in the troops like (R) Senator Richard G. Lugar, and lobbyists representing banks, brokerage firms, futures exchanges, who all wanted Born to publicly promise to cease her campaign for regulation.

Incredibly, she still would not yield. And after Born's credibility was boosted by the failure of the hedge fund Long Term Capital Management (whose \$4 billion in losses

were heavily weighted in derivatives), she turned up the heat in this warning to the House Banking committee:

"This episode should serve as a wake-up call about the unknown risks that the over-the-counter derivatives market may pose to the U.S. economy and to financial stability around the world." She spoke of an 'immediate and pressing need to address whether there are unacceptable regulatory gaps.'"

To no end, though, because the "economic brain trust" won the argument. Congress ignored Born, and listened to Greenspan, Rubin, Levitt and the rest. This meant Born was politically isolated and finally resigned her post.

Again, incredibly, Congress pressed it even further with "regulatory relief!" They wanted no "meddling" from the SEC or the CFTC. And, once President George W. Bush came on the scene, the push was for even less regulation, and certainly not more "burdensome rules."

The future Born warned about turned out to be so much more dire than even she imagined. Derivatives actually amplified risk, instead of dispersing risk, as the brain trust and others had argued when they blocked Born's attempts at regulation. The proliferation of derivatives to a \$530 trillion global market certainly helped accelerate the collapses of venerable financial institutions and magnified the panic.

Many who could have supported Born, but didn't, have recently expressed regret. Brooksley Born, who could be loudly saying, "I told you so," is keeping silent. Her admirers are not, and they are growing. Bloggers urged her consideration by President Obama as his Secretary of the Treasury (advice he didn't heed when he chose, instead, to select men reporters said Wall Street is comfortable with: Timothy Geithner for Treasury and Lawrence Summers for top White House economic adviser.) Surely we should all be clamoring to include women who had the bold foresight and tenacity, back when it could have turned things around.

Adding more women to the decision equation is no guaranteed panacea in the future. But, just by virtue of the sheer numbers, more men than women decided to take these heedless risks. A strict academic could accuse me here of some kind of fallacy involving causation. That's a risk I'm willing to take because, the only way we would know for sure, is if women were equally involved in making laws and policies. Let's get to that juncture, then we can assess, and then we'll talk.

In any event, the women we've featured here who voiced correct instincts and insights were marginalized and outright shut out. U.S. taxpayers, homeowners, pensioners – in fact, anyone connected to the global financial markets - are all suffering as a result, and should insist on having more women at the table.

We Should All Have a Chance to Play Jeopardy

OK, so here's the *Final Jeopardy* Answer:

As I'm writing this, we are still in the midst of this global financial crisis, the U.S. stock market has lost more than 40% of its value in the past year, and the U.S. Congress voted in favor of a nearly \$900 billion bailout of the financial system that many economists are calling the tip of the iceberg. If the trigger was the

huge housing meltdown, exacerbated by outsize bets, made mostly by men and, if we are at a crisis point serious enough to call for a "fundamental reboot," then

What is the correct two-part Final Jeopardy Question?

Why wouldn't we all want to gender balance the decision-making mix ASAP and see if we can't turn things around? What would we have to lose doing that?

Who's Overseeing the Greed and Corruption... or Minding the Store?

American voters (at least used to) assume that their elected officials are looking out for their best interests. Their confidence has been shattered by this financial crisis and by stories like ex-Illinois Governor Rod Blagojevich's, who seems to be in a criminal league all his own. Despite previous charges against him of trying to throw his weight around and get the *Chicago Tribune* to fire editors who called for his impeachment, and use state business to get campaign funds, this guy paid no heed. Blagojevich, unbelievably, intended to "sell" the U.S. Senate seat vacated by President Barack Obama. Incredibly, although he knew the FBI had planted bugs in his office, he said: *"I've got this thing and it's (f-----) golden, and I'm just not giving it up for (f-----) nothing."* Evidently, Blagojevich wanted \$500,000-\$1,000,000 in campaign cash and high-paying, but "do-nothing," jobs for himself or his wife, with a nonprofit foundation or a union-affiliated group, at \$250,000 to \$300,000 a year salary levels. U.S. Attorney Patrick J. Fitzgerald said the governor was arrested because he was on *"what can only be called a political corruption crime spree."*

Sad to say, since I originally hail from "The Land of Lincoln," Blagojevich joins a pretty long list of politicians who have proved to be corrupt. But I am scratching my head to come up with names of female elected officials from Illinois who have been so accused.

And it expanded across the nation: former New York governor Eliot Spitzer, former U.S. Presidential candidate John Edwards, Alaska U.S. Senator Ted Stevens, and former Louisiana U.S. Congressman William Jefferson, were all added to the political Hall of Shame in 2008.

Could anything be more outrageous than Blagojevich trying to sell a U.S. Senate seat? Well, as a matter of fact, yes. The same week we all learned that Bernard Madoff perpetrated a \$50 billion Ponzi scheme - an illegal investment vehicle that pays off old investors with money from new ones, until the inflows dry up and it all collapses - and his clients included many supposedly very savvy investors. It's being called the largest investment fraud in history. Frank Rich reported in *The New York Times* on a particularly heinous aspect of the fraud, that I think would cause Dante to assign Madoff a special place in his *Inferno*:

"Just when we thought that reality couldn't hit a new bottom it did with Bernie Madoff, a smiling shark as sleazy as the TV host in "Slumdog." A pillar of both the Wall Street and Jewish communities — a former Nasdaq chairman, a trustee at Yeshiva University — he even victimized Elie Wiesel's Foundation for Humanity with his Ponzi scheme. A Jewish financier rips off millions of dollars devoted to memorializing the Holocaust — who could make this stuff up?"

We thought someone must have some hard facts on corporate and political corruption, gender-wise. So we turned to an expert in our own backyard, Dr. Jorge Martinez-Vazquez, Professor of Economics and Director of International Studies at Georgia State University's Andrew Young School of Policy Studies, who contributed this finding:

"There exists quite robust empirical evidence from studies using micro data in a variety of countries that, after controlling for many other factors, women in government positions tend to be involved in significantly less corruption than men. This empirical evidence fits well with similar findings in numerous tax evasion studies around the world, which, using micro data from tax audits, also find that after controlling for other factors women are less likely to evade taxes."

Corruption is no passing matter but one we all need to work to stamp out. Martinez co-authored the book *Fighting Corruption in the Public Sector* and, I daresay, you'll be hooked after reading just the first two sentences: *"Corruption in government, where public officials use their offices for private gain, has a significant negative impact in countries all over the world. In fact, very few governance issues have more of a negative impact than does corruption."*

How do we stamp out corruption? First, connect these dots for yourself:

Women → Significantly less involvement in government corruption → Less likely to evade taxes

There's no need to speculate because these findings are based on "robust empirical evidence."

Then proceed to what we believe are logical next steps:

It's no leap of faith to resolve to elect more women to public office and appoint more women to public service positions. Radical reform is called for, so women need to be at the highest levels to have the greatest impact.

It's no leap of faith to expect that, once government leadership is more gender balanced, we will have greater accountability, much needed regulation, and enforcement of that regulation.

I'm in the camp that believes "you can't legislate morality." But there is a huge chasm between choking economic activity with regulation and Former Federal Reserve Chairman Alan Greenspan's apparent naïveté when he testified to Congress and *"...defended years of regulatory inaction in the face of predatory lending and said he was 'in a state of shocked disbelief' that financial institutions did not rein themselves in when there were billions to be made..."*

I mean, come on, where does common sense come in? Surely gurus who made the cover of *Time Magazine* had common sense.

I believe there is a different issue that has to be unraveled, the issue of breaking up the "good 'ol boys club" and allowing common sense to once again prevail, as it did before we took de-regulation to the extreme. We need fresh faces and new voices for that to happen. We need to have people in power who are not beholden to those the

public needs protection against. We need more women in those positions; the numbers speak for themselves.

That's a natural segue for us to give the last word to Marie Wilson, who, I believe, has the idea that we all should get behind:

"What we need now are fresh ideas and new perspectives, guided by ethical imperatives and a broader view of what prosperity, responsibility, and accountability really mean for our finances and our politics. Trusting in our nation's women - and supporting them in their leadership - is the one solution we have yet to try."

QUESTIONS

Do you know, or have you personally been, a whistle blower?

Can you give an example of a woman leader within academia that has helped effect ethical change within the institution?

What ethical difference has it made having women in leadership roles in your own community, city or state? Can you cite benefits from balance?

Dr. Jorge Martinez-Vazquez, Professor of Economics and Director of International Studies at Georgia State University's Andrew Young School of Policy Studies, raised this point that we would like to follow up on: "An important issue to think about is whether it would be helpful to try to collect and include in the book 'hard' empirical evidence from psychology, economics, etc. on whether women on average have different values and show different behavior than men in issues related to the self interest and the common good interest. It does seem to me that the 'scientific' evidence is quite likely there to more strongly substantiate the premise." Do you have "scientific" evidence? Please share if so, and we will help publicize it for you.

Dr Martinez also pointed out : "There is a lot of research that experimentalist economists have been doing that also shows that there are many (or at least some) people that behave in cooperative and altruistic form even if they could benefit personally from behaving in a selfish manner. But let me also point out that the largest most significant insight in economics over the many centuries is that cooperation in mutually consenting trade can improve the lives of every one involved ... economics and trade are not (necessarily) about exploitation and abuse. It is important to understand what needs to be done about new cultures and institutions from the bottom up." Please share any research or insights you have bearing on these two points.

Do you have any personal contacts within WEF or other global organizations that you are willing to contact to start a campaign to bring gender balance to the forefront?

Can you name men in leadership who have made gender balance part of their agenda with the aim of reform? Corporate? Academic? Political?

Can you connect us to high profile and other key people we should recruit to this effort? We know gender balance needs to be adopted by leaders in at least three widespread movements that have a lot of momentum – Peace; Sustaining the Environment; and Leveling the Playing Field/Poverty Reduction. We hope you will let us know what connections you can make to the leaders, and what other logical links you see.

Develop the Habit

- 🕒 Speak out against corrupt practices you see; blow the whistle.
- 🕒 Support women and men in any leadership positions who exemplify honest, ethical practices.
- 🕒 If a woman's reform ideas are called "controversial," stop and ask "Why? Is it because she wants to change the status quo?" Have the conversation.
- 🕒 Run for political office, support qualified female candidates, with the aim of honest, reformed government.
- 🕒 Speak out for balance, and connect it to fairness and ethical behavior, within your community, place of employment, religious affiliation.
- 🕒 Support businesses that exemplify gender balance and ethical practices.
- 🕒 Look for Corporate or Non Profit Boards that have balanced, diverse leadership/ staff. See what difference it makes and support their efforts for reform and ethical practices.
- 🕒 Accept a position on a Corporate or Non Profit Board; promote balance and ethical practices.
- 🕒 Encourage your daughters to study math and science, or not to feel limited in their choices.
- 🕒 Mentor a younger woman.

Chapter Eleven: Leadership III - Women Leaders – Changing the Numbers

"My grandfather once told me that there were two kinds of people: those who do the work and those who take the credit. He told me to try to be in the first group. There is much less competition."
Indira Gandhi

Are Women Getting the Chance to Lead?

The answer is: not enough. Not in proportion to their numbers.

Politics

- Women make up 51%+ of the world's population
- But hold only 16% of parliamentary and congressional seats worldwide. (Global Fund for Women)
- In most countries around the world, women have nowhere near the 1/3 representation in national parliaments that was called for in 1995 at the Fourth World Conference for Women in Beijing. (International Center for Research on Women –ICRW))
- Only in 19 countries out of a total of more than 180 countries interviewed, did women represent 30% (or more) of the Lower or Single Chamber; and only in 13 countries did they reach or surpass this percentage in the Upper Chamber or Senate. (Inter-Parliamentary Union- IPU)
- Women ministers remain concentrated in social areas rather than legal, economic, political, and executive areas. (IPU)
- The United States ranks 68th in women's participation in government, behind India, and is the only industrialized nation that has not ratified the Convention on the Elimination of All Forms of Discrimination Against Women (IPU)
- In the 21st century, some countries still do not have universal suffrage or extend voting rights equally to women including: Brunei, United Arab Emirates, Bhutan, Kuwait, Lebanon, Vatican City, and Oman. (IPU)
- Women are under-represented in legislatures around the world due to lower levels of education, social attitudes and their greater work burden, so the status of women in the family is paralleled in the political world. (Unicef)
- Women's inability to advocate for improvements in their lives, for redressing infringements on their rights, is restricted because of their limited political participation and leadership. ((ICRW)
- What is the exception? In its 2008 parliamentary election, Rwanda became the first modern nation with a female majority (56%) in its legislative chamber. Rwanda's new era of equal opportunity has also coincided with the country's unprecedented economic development.

Business

Catalyst summed it up in a 2008 census study which tracked women executives in the *Fortune* 500:

- Women continue to be severely underrepresented in top corporate leadership positions. Most large U.S. companies have made scant progress in advancing women—and especially women of color—to leadership and top-paying positions over the past decade.
- If this rate of progress continues, it could take 40 years for women to achieve parity with men in corporate officer positions.
- Only 2.4% of *Fortune* 500 CEOs were women.
- Only 15% of *Fortune* 500 companies' corporate officers (executives who were board-elected or board-appointed) were women.
- Women occupied only 9.4 % of clout titles (those higher than vice president).
- Women held only 6.2 % of top earner positions and fully 75 % of *Fortune* 500 companies reported no women as top earners.
- Women executives were more than twice as likely as men to hold staff (auxiliary function) positions vs. line (profit and loss responsibility) positions, the latter being critical for executives to reach the most senior levels in most companies.
- Women of color held just 1.7 % of corporate officer positions and represented only 1.0 % of *Fortune* 500 top earners.
- Women account for only 7% of directors on the world's corporate boards, 15% in America, and less than 1% in Japan.

Academia

Harvard's President Faust is one of four women currently running "Ivy Leagues," along with Amy Gutmann of the University of Pennsylvania, Shirley Tilghman of Princeton University, and Ruth Simmons of Brown University; this makes half of the 8. So the Ivy League schools are leading the way, and these female presidents are in prime position to make changes that can affect all of academia and, because of their prestige and vast resources, all of the world.

We can't let ourselves be too comforted by gender balance in the "Ivys:"

- *According to a 2008 report by the American Council on Education's Center for Effective Leadership in Washington, women make up only 23% of college and university presidents nationwide.*
- *According to womensenews, "The first comprehensive national analysis (2004) of college faculty positions held by female and minority males at the nation's top math, science and engineering departments found that only between 3 % and 15 % of full professors at top engineering and science departments are women, although the percentage of women attaining doctorates during the last 20 years is substantially higher.*
- *Women today still face boundaries – for example, about 75 % of the tenured and tenure-track faculty at Harvard are men. (NPR)*
- *Women are underrepresented among the research staff and as recipients of research grants throughout the system of higher education.*

We'll leave the last word to Nancy C. Andrews when Duke University named her dean of its medical school, making her the only woman to lead one of the nation's top 10 medical schools:

"The fact that in 2007 there are still firsts for what women can do in medicine says something about how difficult it can be."

How Can We Change This?

People who are in positions of influence have to change gender imbalance. Sometimes that's you and me. Most often people "at the top" (if that's not us) have the most impact.

The bottom-line gets CEOs' attention, and that's where Beth Axelrod, head of Human Resources for eBay, and former McKinsey & Company principal, points us:

"The war for talent today is truly global, so recruiting and retaining a diverse workforce is a more competitive business issue than ever: increasingly, diverse talent reflecting this competitive landscape is one of the most critical factors a business can leverage to consistently drive successful results. ...And we have several strong, capable women executives leading our biggest business. This didn't happen by accident, and it certainly didn't happen simply because they were female."

Note the key phrase: *"This didn't happen by accident."*

So let's move up the Fortune 500 list, to the 22nd largest public U.S. company, for some advice. Home Depot's CFO, Carol Tomé, felt a book like this is necessary because we need to encourage gender balance through thought leadership. She says we're not where we need to be as far as women in general, and we won't get there until there are more women in leadership ranks. Talking about it is really important.

What do women seeking the top slots need to do? Amazingly, given her stellar rise to the top tier of the most powerful women in business, Tomé has never had to toot her own horn. She says other women don't have to, either, as long as they build strong relationships with their peers, boards, shareholders, customers and the outside world. The rest falls into place.

That's easier said than done. Tomé says some women struggle with cultivating business relationships because it doesn't come as naturally to them, especially if they came along in the era before many girls played team sports. Men have always had that advantage, which they can easily transfer to business networking, then reinforce by belonging to clubs. That's good advice to women who have to work on relationship-building.

What does top management need to do? Tomé says they need to see how doing business has changed. It's important for more women to be making top operational, financial and merchandising decisions at Home Depot because 50% of their customers are women. Management needs to reflect, and be able to identify with and understand, customers. But that doesn't happen naturally. Tomé had to deliberately make it a point to hire a diverse staff. She wasn't going to be hamstrung by the familiar refrain: "but, there just aren't any women in home improvement..."

Let's look at more of how we can tip the balance, by sector.

Changing the Numbers in Politics

The Institute for Women's Policy Research in Washington, DC says it this way:

"Women's public values insist that we recognize equal rights and opportunities for all, within a context of shared responsibility for each other and our communities. As women, we demand that values are relevant and important to public life. These values ask that we give voice to those left out of power and politics, so that we can all define our rights, concerns, and interests, rather than have them defined for us. We can live out these values in politics, policy, and our own lives, by creating responsive and respectful institutions and organizations; by developing policies that respect individual agency and encourage a sense of compassion and responsibility for community; by personally engaging in community life; and by choosing to live our lives in ways that reach out to others and respect the agency of people of all backgrounds."

Voters can use their influence so that their values are represented. For example, I've included in the Appendix a list of issues of utmost importance to me, that I send to candidates seeking my support, telling them how I make voting decisions.

Voters around the world are electing more female heads of state and more males whose platforms show their concern for issues like these. The results of the 2008 U.S. Presidential election show U.S. voters want balance here, too.

Changing the Numbers in Business

For starters, there is a lot of pro-action. Business women are not sitting idly by, waiting for doors to open for them. Whether by choice or necessity, *Feminomics* Astrid Pregel reports evidence that women in major developed economies have been accumulating business clout and competing globally:

- USA
 - 46% of all US firms are majority owned (28%) or equally owned (18%) by women
 - 55% of new start ups are owned by women
 - The number of women owned firms and equally owned firms grew at nearly twice the average rate, and employment generated grew at more than twice the rate of all firms
 - Sales and employment among larger women owned firms (over 100 employees and/or over \$1 million in sales) grew at more than twice the rate of all comparably sized firms
 - Women-owned businesses exhibit the same survival rates as the average US firm

- CANADA
 - Women entrepreneurs held ownership in 45% of Canadian Small/Medium Enterprises in 2000
 - The number of women entrepreneurs is growing at twice the rate of men entrepreneurs
 - There are more than 821,000 women entrepreneurs in Canada
 - Women generate approximately 40% of new start ups
 - In 2000, women held at least 50% ownership in 31% of knowledge-based industry firms and 31% of manufacturing firms
 - Women represent nearly 50% of internet users and 49% of online buyers
 - Approximately 10% of women business owners are in the important export business

In the United Kingdom, according to research by Barclays and the *Economist*, women own 48% of savings, and 60% of billionaires are expected to be women by 2025.

I would venture to say that most entrepreneurs don't want to work for someone else's company but *Time Magazine's* 2007 article: "*The Diversity Delusion. Training execs to overcome their biases doesn't help minorities and women join their ranks,*" suggests many talented women don't have an option, anyway, if they want to climb the leadership ladder:

" A groundbreaking new study by 3 sociologists (Frank Dobbin of Harvard, Alexandra Kelly of the University of California, Berkeley, and Erin Kelly of the University of Minnesota) shows that diversity training has little to no effect on the racial and gender mix of a company's top ranks. ...neither did networking. Mentorships did, particularly for black women. The best record of success came from assigning a diversity point person or task force ensuring accountability – at the top - for results. Why doesn't diversity training work? It can generate a backlash, activate bias or stereotypes so ingrained a workshop doesn't dispel them."

So let's not assume that diversity training is going to be a magic solution. From my own personal experience, gender balance in the leadership ranks of a business organization is not going to happen unless the CEO supports and deliberately implements it. I think anything less is more like background noise.

Xerox and Wal-Mart – Who Would Have Thought?

Voila! Here's the perfect spot to highlight my favorite example of a CEO sharing power and planning succession. It's a triple favorite, actually, because the CEO is Xerox's Anne Mulcahy, her chosen successor is Xerox's Ursula Burns, and *Fortune's* Betsy Morris, a member of our monthly women's dinner group, wrote a riveting account of the tension-filled meetings to work out respective roles. Make that a quadruple favorite because it's the first time a female Fortune 500 CEO would turn over the reins to another female.

I don't think Morris exaggerates in saying: "*Succession - the power sharing, the delicate balance of egos and wills that it entails - is the thorniest, most dreaded, and least-talked-about rite of passage in corporate America,*" and honestly admits it's no easier for women.

Balance comes into play in a big way. Although they're women, they argued over how much of the org chart each would control. But more "feminine" issues like life's purpose and wanting to feel needed were at work, too.

I want to clone this English major/HR background CEO, and her "engineering hotshot"/raised in the "Projects" #2, for defying the odds of getting where they are, successfully turning the company around, gaining full respect and trust from the board, working out their differences, and openly sharing their struggle as a lesson for all of us. Mulcahy is known as a straight-talker who nurtured a balance of power among the best people she could recruit. She's tough on Burns, who is tough herself. But then they both like shoes, always talk about their kids, and can gossip about celebrities. They sound like great "feminine"/ "masculine" blends individually, even more so in combination, and the expanded inner circle of management brings in two males.

Mulcahy has inspired all her constituents with her total commitment to the company she still wants to lead, and has been open-minded enough to carve out a role that keeps Burns equally committed to Xerox. This is more than refreshing. I can't tell you how many times during my 30-year investment career I thought CEOs were playing with the pieces of their companies as though it were a game of Monopoly, not caring what happened after their own game (tenure) ended. If the future is logical, business will want to deliberately balance "feminine" and "masculine" in hopes of duplicating success like this.

Another story in the making that millions can watch unfold is what's happening at Wal-Mart, the world's largest retailer. Wal-Mart has been criticized by communities, women's rights groups, grassroots organizations, and labor unions, for its extensive foreign product sourcing, low rates of employee health insurance enrollment, resistance to union representation, and alleged sexism (Wikipedia.) *Pink* magazine (July 2008) got the first in-depth interviews with W-M's handful of top women execs and reported some noteworthy change underway. You can't miss the "feminine" language, like calling its new image "*emotive branding*," and "*it would seem that Wal-Mart is at least searching ardently for its corporate soul.*" One way is their new plan for affordable in-store health clinics because healthcare is "*near and dear to the hearts of Wal-Mart's estimated 74 million weekly women shoppers.*" Whereas it's more typical to hear a division president talk about the bottom-line, the one *Pink* interviewed was drawn to the company because "*Wal-Mart has the ability to change the world and proved a better life for people.*" It's not easy to change a 46-year old culture but balancing it by turning some reins over to women appears to have begun to yield results.

More, Though Not Enough, Change

A 2004 *Business Week* article called "Hedge Funds: It's Still a Man's World" confirmed that sheer numbers are resulting in some noteworthy change - a "just plain smart" story in, of all places, the ultimate male-bastion area of investments. At Chilton Investments, which manages \$3 billion in hedge fund assets, 54% of the firm's employees are women, including 41% of those ranked vice-president or above. The most interesting to me is that "*Chilton doesn't have a mission to hire a lot of women. The high percentage of women stems from the firm's practice of recruiting top students from business schools... we go out and hire the best people we find on campuses and try to groom, retain, and train them. We are the ultimate meritocracy.*"

Why then are there still so few women on boards?

Boyden executive search firm's Chris Clarke says that glass ceiling is a chicken-and-egg problem:

- Board nominating committees have a strong predilection for appointing those with public CEO experience.
- There are few female CEOs in the top firms.
- There may be a small pool of CEOs to draw on because of the female tendency to wait to be recognized.

Clarke says, although it requires new thinking, obstacles like these can be overcome:

- We could well see more females from nonprofits in public boardrooms.
- Brenda Barnes, the CEO of Sara Lee, may show the way forward because during the 6 years she avoided executive jobs to raise her family, she still served on a number of boards in non-executive roles, including Avon, Sears, *The New York Times*, and Staples.

Changing the Numbers in Academia

A very wise client, who directed billions of investment dollars, once advised me to always go to the top if I wanted to get things done. So I put weight on the power of the presidents of nine leading research universities, Harvard University, California and Massachusetts Institutes of Technology; Princeton, Stanford and Yale Universities; and the Universities of California at Berkeley, Michigan and Pennsylvania. In a joint statement pledging continued work to promote the advancement of women in academic positions, they acknowledged "barriers still exist" that prevent progress for female academics, and pledged to change institutional policies, provide resources and to "promote a culture that supports family commitments" as part of the drive to help women.

University presidents have a real challenge. *Inside Higher Ed* reported these indicators from a 2006 American Association of University Professors, which university presidents can change:

- Significant gender gaps in salaries and in the percentages of faculty members in the senior ranks of universities, especially at doctoral universities

➤ Percentage of Women in Faculty Positions, by Sector, 2005-6

Sector and Job Status	% Women
<u>Doctoral institutions</u>	
Tenured	25.80%
Full professor	19.30%
<u>Master's institutions</u>	
Tenured	35.00%
Full professor	28.30%
<u>Baccalaureate institutions</u>	
Tenured	36.10%
Full professor	29.30%

And what does *Inside Higher Ed* report colleges can do based on the gaps they find in their individual data? Some answers are revealed in the findings:

- Some universities have done more to educate professors about bias, which plays a real role, even if it is not of the “no women need apply” variety of previous generations.
- Discrimination is going to be entrenched until women reach a critical mass.
- Bias “takes place in faculty members’ minds when they are making individual decisions on who to make offers to.
- In our society and most societies, women have long been regarded as inferior, but people aren’t aware of their own biases — men and women have some of the same prejudices.
- It should no longer be possible for colleges to say that they are just waiting for more women to earn doctoral degrees and start their careers.

Going back to Iceland as an example of progressiveness, the majority of Iceland University's deans and governing council members are women and its rector, Kristin Ingolfsdottir, gives what I think is another excellent insight for university presidents to heed:

"The healthiest situation is an equal mix, and it's very important for women to put themselves forward, for them as individuals and for the students who look to

them as role models. Women make up the majority of the student population in Iceland, as in the UK."

As in the U.S.!

Women are Poised for Leadership and Could Use Encouragement

The best way to end a discussion of changing the leadership numbers, I think, is to point out that balance can be accomplished if the intention is there. *The Economist* gives us facts that "enlightened" businesses and universities will appreciate and capitalize on:

- At school, girls consistently get better grades
- In most developed countries well over half of all university degrees are now being awarded to women
- In America 140 women enroll in higher education each year for every 100 men; in Sweden the number is as high as 150
- In years to come better educated women will take more of the top jobs

There's nothing stopping gender balance! Or is there?

In the course of researching this book, one thing that stood out is how many women who have climbed to the top of the highest leadership ladders present themselves as they truly are. They have distinct personalities and styles. Logically, the earlier women can feel free to be themselves, the better off they and their employers are.

I remarked to Spelman College President, Dr. Beverly Tatum, that my sense of the many Spelman students and graduates I've met is they are smart, strong, confident, centered, activist women. I wondered if they started out in the "real world" already having found, and being able to use, their true voices. Have we had reached an enlightened enough point in time when Spelman grads didn't have to go through the years of adjusting to the "masculine" culture, that I felt I had to in my career?

Tatum said that, depending on the circumstance, Spelman grads may still be inhibited from expressing their full personhood. She advises them that it is possible and essential to express themselves as individuals, with an understanding of the need to "navigate the system." She cautions them about the "hazards in the water," and advises them to be savvy and find mentors.

That's good advice. Career hazards are still too often the reality for women. But why should young women have to squander precious energy? Whether you are in college, or whether you are a parent of a daughter in college, you don't want young women to have this extra burden, right? Succeeding in a career is hard enough for a young woman without having that extra layer of anxiety about whether you are fitting in as well as a young man is fitting into the organization.

Anyone who studies demographic trends knows that the U.S., in particular, faces a future shortage of talent. Energy should be focused on developing that talent, not playing organizational games or struggling to overcome senseless obstacles.

Women are half of the talent resources that will be increasingly needed in every type of organization. Let's remove those hazards from the waters.

QUESTIONS

Where do you see women not getting the chance to lead? How can you change it?

Do you think women are better accepted as leaders in other countries than yours? Why?

Do you think women are better accepted as leaders in other fields, or organizations or institutions, than yours? Why?

Do you see women who are poised for leadership in your profession? What can you do to promote bringing them in and balancing leadership circles?

Do you feel that you can express your full personhood – with all of your “feminine” and “masculine” traits – in your profession? If not, what’s preventing it?

Do you think women encounter more career hazards than men?

Can you connect us to high profile and other key people we should recruit to this effort?

We know gender balance needs to be adopted by leaders in at least three widespread movements that have a lot of momentum – Peace; Sustaining the Environment; and Leveling the Playing Field/Poverty Reduction. We hope you will let us know what connections you can make to the leaders, and what other logical links you see.

Develop the Habit

- 🕒 Change the numbers – bring qualified women into leadership – be about balance.
- 🕒 Make sure women – and men – have the opportunity to fully express themselves fully – both their “feminine” and “masculine” traits – or else the purpose of balance is defeated.
- 🕒 Clear career hazards out of women’s paths.
- 🕒 Support corporations and universities that have diverse, balanced, leadership.
- 🕒 With the aim of balance, accept a position on a corporate, university, or non profit board.
- 🕒 Adopt the practices of other organizations you see who are “doing balance better.”

Chapter Twelve: Leadership IV - Do Career Women Want to Get to The Top?

"Sarah Palin may have a lot to learn about the world, but she'll learn what she has to if that's what it takes to win."
TIME Magazine

After doing some research, I've concluded the doubts prompting questions about women's ambition, are because women are individuals, who make individual choices – just like men do. Women as a group don't lack ambition, and are not genetically handicapped when it comes to our professional value; attempts to suggest otherwise are hiring or promoting cover-ups. Since various studies generate conclusions that are all over the map, it's easy to find one that suits your purpose.

Let's start with a juicy controversial one. Employers who want to believe the answer to "Do career women want to get to the top?" is "no" might gravitate to evidence that some high-powered career women, especially those with the most prestigious education, are opting out to be fulltime mothers. The "birth" of the "Mommy Track" phenomenon for me was when Lisa Belkin wrote about this in her 2003 *New York Times Magazine* article, going so far as to call it the "Opt-Out Revolution." I remember the lively discussion our women's monthly dinner group had afterwards, because one of our own was featured.

Belkin's was a smaller sample and is augmented by evidence investment analyst Carolyn Buck Luce and economist Sylvia Ann Hewlett found when they surveyed 2,443 women with graduate or professional degrees:

- *1 in 3 American women with MBAs chose not to work full-time – compared with 1 in 20 male MBAs.*
- *38% of high-achieving women had turned down a promotion or had deliberately taken a position with lower pay.*
- *Having a powerful position was the lowest ranked career goal of highly qualified women in every sector. For 85% of the women, other values came first: the ability to work with people they respect, to "be themselves" at work, and to have flexible schedules.*

As for the "female" traits of taking responsibility, and prizing relationships:

- *Of the small minority of women in top-tier jobs that require logging millions of air miles, being available 24/7, and facing unpredictable demands and tight deadlines, twice as many women as men described the negative fallout on their families – connecting their kids' behavior, school performance, television and eating habits to their own job pressures in "a veritable portrait of guilt."*

Is this due to work policy issues like lack of childcare or flexible work options? Or is it the individuals' lack of ambition or basic genetic differences as some suggest? Stay

tuned for Hewlett/Luce's many recommended ways to enable women to stay in or opt back in.

We Should Never Forget: Large Numbers of Women Must Work

Before we get deeper into dissecting ambition, let's keep in mind that back-and-forth discussions about opting in and out can smack of elitism. The Simmons School of Management's Center for Gender in Organizations study is a wake-up call:

"Many women don't have the option to "opt out" — they work to support themselves and to provide a significant percentage of their household income.

In our sample, the majority of women (86%) reported providing more than half of their household incomes, with over a third totally responsible for paying the bills. This finding refutes the media's 'opt-out revolution' presupposition that women have the financial option of not working. Indeed, across our sample, only 18% of the women 'opted out' by voluntarily taking time off sometime during their career."

Danger: "Man-made" Cliffs and Market-made Recessions

Chances are there aren't too many professional women who will argue that there aren't "glass ceilings," or invisible barriers to being promoted to senior and executive management ranks and invited on to corporate boards. Carly Fiorina elegantly both confirmed their existence and challenged their unfairness:

"As demonstrated by the statistics, when only 16% of senior officers and board members are women, we have still not achieved a pure meritocracy."

But the latest phenomenon is dastardly, to say the least. *BBC News* says:

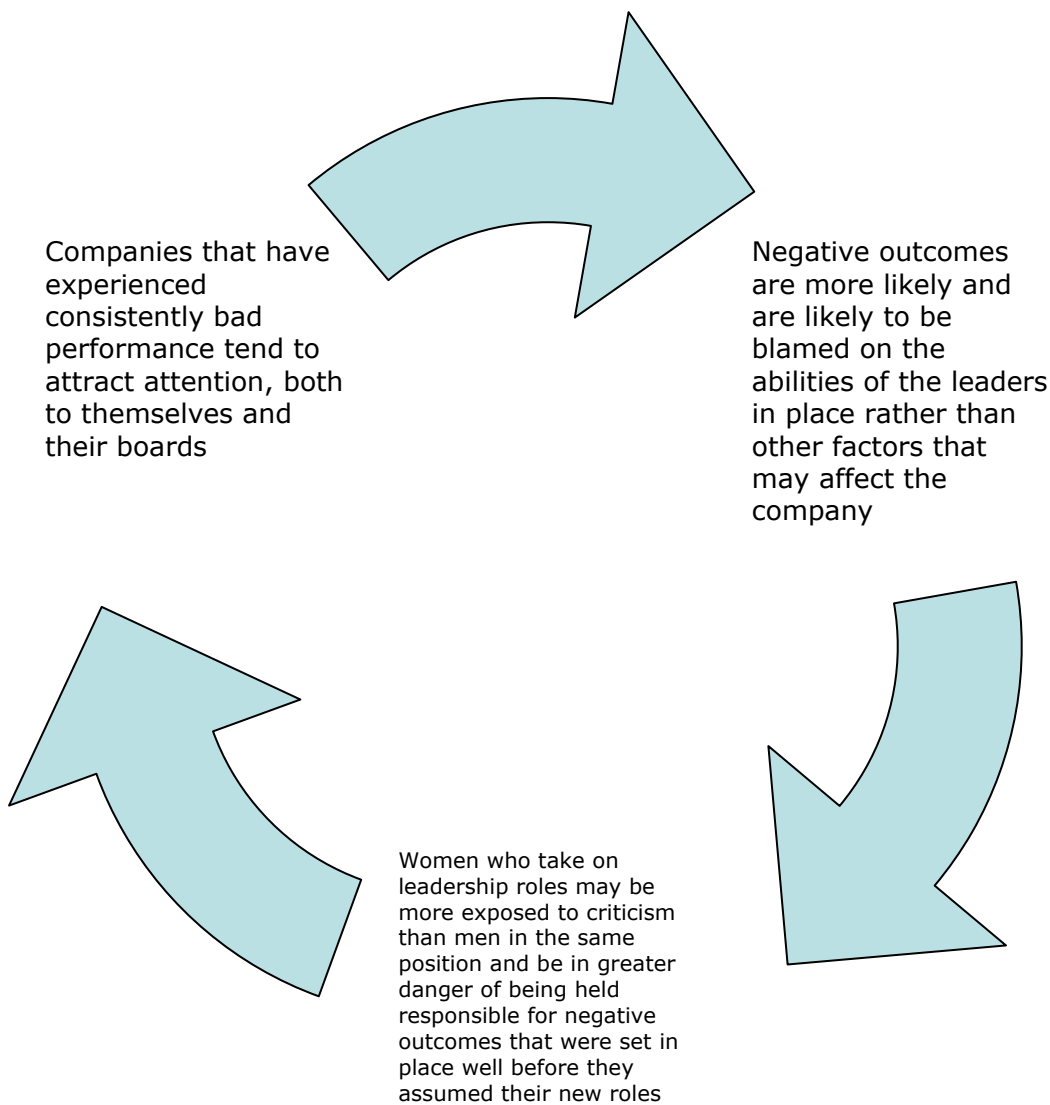
"Forget the glass ceiling. The big threat to women's success in top roles is now the 'glass cliff' - being promoted into risky, difficult jobs where the chances of failure are higher."

(See Also Tomoyo Nonaka in "50-50= A Sustainable Environment")

When does this happen? Where some women are "smashing through the glass ceiling," the *BBC* and the *Financial Times* report on other studies showing:

"poor company performance may lead to the appointment of women to positions of leadership....It therefore appears that after having broken through a glass ceiling women are actually more likely than men to find themselves on a 'glass cliff,' meaning their positions of leadership are risky or precarious."

A glass cliff is a dangerous place to be. Such "promotions" can trigger a potentially paralyzing downward spiraling vicious circle:



Ready for some more “progress?”

- 👉 *Glass cliffs are also found in politics - where women are asked to run in less winnable seats or given more risky cabinet positions.*
- 👉 *Glass cliffs are also found in the law, where women are assigned to more risky legal cases than are men.*

Other new research by economist Heather Boushey claims women leave the work force primarily because of economic recessions and in no greater number than men. Since we’ve just entered what many economists are predicting will be a serious recession, we’ll have a new opportunity to verify this.

“Unleashing the Wrath of Stay-at-Home Moms”

The aptly named *Washington Post* article did just what its title promised. Former Brandeis University professor, Linda Hirshman, herself educated at the prestigious University of Chicago, surveyed women who voluntarily opted out. Hirshman seemed to care less about the reasons than the lack of fulfillment and “waste.” Hirshman

detonated these personal opinion bombs that triggered verbal retaliation across the worldwide web:

- *Women who quit their jobs to be home with their children were making a mistake.*
- *The tasks of housekeeping and child rearing were not worthy of the full time and talents of intelligent and educated human beings.*
- *Oh, and by the way, where were the dads when all this household labor was being distributed? Maybe the thickest glass ceiling is at home.*
- *Working women have the better life.*
- *(Hirshman) tapped into something in the culture that was waiting to happen. For 25 years, the airwaves and bookstores of America have been overwhelmed by voices exhorting women to stay home and telling them what a mistake feminism is.*
- *What caused the ruckus: someone came out full blast for women who work.*
- *A year ago, conservative pundit Danielle Crittenden told childless working women that their lives were nothing but "a pile of pay stubs." Wouldn't you think the poor lawyer moms and doctor moms would be glad to hear someone say they'd made the right decision?"*

Aha! Is this debate fiercest between the child bearers (fortified by what the "Bible says" thinks Hirshman, who, by the way, is a married mother) and childless working women?

London School of Economics Sociologist Catherine Hakim –who is not a mother –stirred up a hornet's nest by saying:

"If you are seriously interested in a career you don't have time for children and, if you are seriously interested in bringing up more than one child, you don't have the time, effort and imagination for getting to the top of a career."

And, according to her report, half of all women in the top professional and managerial grades, and in academic science and engineering are childless.

MBAs, CEOs, ABCs – Fighting in the Homemade Alphabet Soup

Since I am advocating for more women in leadership and executive positions, I couldn't sweep away evidence of women voluntarily leaving career opportunities to raise children. And, to some, it has led to an obvious question: Are women wired differently? Just as soon as I typed this, I choked, because I've too often seen, when women are tagged as being "different," it's really code for "lesser." And in macho circles, saying women are "different" because they are not as tough and competitive – is not a compliment. Now there's fascinating research on the subject.

"Are girls wired not to win?" This was the headline when *The Sunday Times* (UK) featured a controversial new book in which psychologist Susan Pinker claims men and women make different career vs. home choices because of biochemical drivers. Brain imaging and neuro-endocrinology have revealed one in particular that we mention elsewhere, but this time it's related to whether to return to work:

- An opiate-like hormone, oxytocin – 'the elixir of contentment' –surges during breastfeeding, childbirth, sex, cuddling and nurturing.

- Regular intimate contact becomes a physiological imperative.

Male/female hormones may reinforce some stereotyping. But Peggy Orenstein in *The New York Times Magazine* talks about stereotyping that doesn't hold up behind a two-way mirror:

- *"According to a study of how children ages 5 to 13 spend their time, by psychologists Isabelle Cherney and Kamala London, girls tend to become less stereotypical in their play as they age — choosing more neutral toys, sports and computer games — while boys remain emphatically masculine in theirs.*
- *Girls, because they're allowed more latitude in their identities, can still be girls; boys, on the other hand, must be boys — unless no one is watching. In another study of younger children, Cherney and London found that, if ushered alone into a room and told they could play with anything, nearly half the boys chose "feminine" toys as often as "masculine" ones, provided they believed nobody, especially their fathers, would find out."*

Our cousins are, refreshingly, raising their son with very broad "identity latitude" and I've never been around a more happily adjusted, spontaneous, kid than 4-year-old Spencer, with his Super-hero in one hand --- and Barbie in the other.

Real Life

I feel I should confess that I am a childless, career woman, who has utilized my MBA in the business, and now in the not-for-profit world, for over 30 years. Until researching more of the angles to this debate, my own opinion had been more in the "stay-at-home-non-career-moms-were-wasting-advanced-degrees-and-expensive-education" camp. Being a staunch supporter of public education, I question the relative value of expensive private educations, in any case. But I've particularly questioned sinking what is now hundreds of thousands of dollars into expensive, advanced education that isn't applied outside the home. So, there, I've said it and might have just detonated my own bombs overhead and am braced for Internet retaliation.

Having started 3 companies with varying degrees of success, I also want to be upfront and tell you I agree with advice a highly successful media executive I admire a lot, Gail Evans, gave to a woman who thought she wanted to start a business:

"Successful entrepreneurs are a breed unto themselves. We all have great ideas, but taking them from the dream to the reality takes guts, determination, passion, money and time. 80 hours a week may be a little excessive, but if your first concern in creating a business is about time, it probably won't work. I am sure there are successful businesses where the boss works 40 hours, but they didn't begin that way. To be a successful entrepreneur you have to be willing to go anyplace at any time to make it work. Without this go-getter attitude it's going to be a rough road."

That sure coincides with my own experience.

However, my mind has been opened that this "opt-out" phenomenon is not so cut and dried. Obviously, for the human race to continue, there must be children and they

need child care! And, since our average human lives are longer than ever, there are more and more elderly and they need elder care. Oxytocin may be a magnet attracting women to staying home to care for their children. And more men and women are becoming involved in elder care in their families. Women mostly have a choice about what time in their lives to raise children. All women don't have a choice as to who provides the childcare – some mothers want to stay home and do, some want to work and can leave the childcare to others, some want to stay home and have to work – have I covered the bases? We don't have a choice about when we might need to take care of elderly relatives. But men can certainly do their fair share.

This still begs the question, though, what do women do with their advanced educations? I'll dig the hole even deeper and say that, it seems to me, some young mothers with advanced degrees even engineer a stay-at-home life so that it takes on business-like characteristics. Is this a sign they are conflicted over their choice?

Alaska Governor Sarah Palin surely set some kind of record when she was back at work three days after giving birth to her fifth child. I know many young women who are ready to go back to work, ready for the career-home blend, when their – more typically, longer!- maternity leave is over.

Nature and home call, but so does the world at large. We need women in both. Women, you are valuable to all of us – you are a tremendous asset. The world needs to protect this valuable asset. Marriage, motherhood, elder care, more "meaningful" work, all beckon. Still, we want to attract, retain and promote women to positions where they can bring their talents to bear on crucial decisions and spheres of influence in our world. So what are some ideas as to how?

What to do?

One great idea: Change the Debate! Think of careers as non-linear!

Employers with serious intentions concerning (not only female) talent can restructure career models along the lines of these breakthrough conclusions from Hewlett/Luce's *"Off-Ramps and On-Ramps: Keeping Talented Women on the Road to Success"* *Harvard Business Review*, March 2005.

Actually, these career paths aren't that different, as it turns out.

Off-Ramping for Women is Common...

- *40 years after the women's revolution transformed female opportunities, women's work lives remain very different from those of men.*
- *58% of highly qualified women describe their careers as non-linear.*
- *37% of highly-qualified women voluntarily leave their careers for some period of time.*
- *A further 58% take a "scenic route" (a flexible or reduced-hour option.)*

...and is Often a Necessary Choice

- *24% of women off-ramp because of an elder care crisis.*
- *A majority of highly-qualified women find it difficult to conjure up smooth, cumulative, uninterrupted career trajectories.*
- *They find it impossible to clone the male competitive model.*

The Desire to Return via an On-Ramp is Common, too....

- *Women are not dropping out - the overwhelming majority (93%) want to return to their careers.*
- *On average, women off-ramp for a surprisingly short 2.2 years.*
- *They need the money, but they also want to get back to their careers because they love what they do.*
- *Women talked passionately about how work gives shape and meaning to their lives, confers standing in their community, and comprises the cornerstone of identity.*

... but it's Tough to Find On-Ramps and Even Those Come at an Unfair Price

- *Only 74% of those who want to, manage to rejoin the ranks of the employed.*
- *Even relatively short career interruptions entail heavy financial penalties.*
- *On average, women lose 18% of their earning power when they take an off-ramp, rising to a staggering 37% when they spend 3 years or more out.*

Companies Wake Up – It Will Really Cost You if You Don't "Get" This

- *Companies need to devote new energy to retaining (and re-attaching) highly-qualified women because a talent constraint, or "war for talent", is looming on the horizon.*
- *The "baby-bust" generation is about to hit "prime time," with the number of workers in the 35 to 45-year-old age group plummeting.*
- *Productivity improvements are also flattening out, eliminating this potential safety valve.*
- *These negative trendlines are further exacerbated by the fact that women are in retreat: due to the failure of employers to adapt to women's non-linear work lives, labor force participation rates for mothers are actually going down in both the U.S. and U.K.*

"One thing is clear. The talent is out there."

- *Women comprise a large part of the current and potential talent pool.*
- *58% of U.S. college graduates are women.*
- *45% of all U.S. graduate degrees are now awarded to women and their proportion is projected to continue to grow dramatically.*
- *The number of men with these degrees will, proportionately, dwindle.*

Bravo to the "B's" for Innovations....

Anyone who wants to learn more about how some companies do a better job nurturing female talent, should get hold of Luce and Hewlett's research. Booz Allen and British Telecommunications, as examples, have implemented some absolutely groundbreaking policies to "support highly-qualified women (and sometimes men) in a variety of phases of ramping up and ramping down, so that no committed professional need go cold turkey and surrender her or his career:"

- *Creating alumni reserve programs and pipelines of work*
- *Offering standard employment contracts that could be activated when chunks of project-based or research-based part-time work become available*
- *Unbundling standard management consulting work so as to identify bite-sized chunks that could be done by telecommuting, or short stints in the office, or both*

- Allowing any employee to request flexible work arrangements - part-time, flextime or staggered hours, home-working, compressed working week, job-share, annualized hours and term-time
- Equipping all employees to access electronically the information they need to do their jobs online, real-time from anywhere

...that have Resulted in Remarkable, Measurable Results:

- Improved diversity - representation of women and minorities
- New hope - young women and men no longer felt they had to sacrifice some precious part of themselves
- Reduced attrition
- Reduced recruitment and training costs because 99% of women (at BT) return after maternity leave
- Reduced absenteeism
- Ability to respond 24/7 = improved customer satisfaction

Lots of Agreement...

A white male executive summed up the stark reality for employers in his review of the Hewlett/Luce research saying if women opt to leave rather than work within *"outdated career models for white male professionals, corporations will suffer real financial costs."*

In a *Guardian* interview, sociology professor Catherine Hakim stretches our imagination even further:

"What we need is a lot more imagination. Women who have had children do not necessarily want to go back to work for awhile, and they do not necessarily want to go back to the same job they had before. And a family's needs may be different from the way they are often presented. For example, I don't think fathers are necessarily that good around tiny babies, but they are often fantastic with older children - why not look at the idea of taking daddy leave when they're teenagers? We need to think a lot more broadly than we have been doing on these issues: a lot of the old thinking just doesn't work anymore."

As does my expert friend Astrid Pregel (www.feminomics.org):

"Men also produce Oxytocin when they nurture and cuddle. One of the real issues I have with this kind of discussion is that no one is asking why we have such an insane model for running big companies and important leadership positions. Who says it should be cutthroat competitive and working 80 hours a week? Feminist economists would tell us that competition and scarcity is a male construct and, of course, if they define the structures they will be defined according to their norms. Can we not envision a way of running our world based on cooperation and abundance? I think we could."

...but Disagreement, too

Despite the scheduling, stress-related, and other difficulties of staying "in the game," there's a lot of credible, current research showing women are staying in.

Princeton University sociologist, Christine Percheski, (*American Sociological Review* June 2008) found this in her extensive research of U.S. Census and other population data:

"Contrary to an opt-out revolution, professional women—including mothers of young children—are working more than ever. Despite this increase in women's employment, we cannot assume that combining professional work and family life is easy for most women. Indeed, many working women successfully combine these roles by making great personal sacrifices, including curtailing their sleep, civic involvement or leisure time."

The Simmons School reported survey results called "Optioning In versus "Opting Out," noting:

- *From the stories in the popular press, it would be easy to conclude women were leaving the workforce in droves because of reproduction, a resurgence of maternal instinct, or a uniquely female desire to "not work so hard."*
- *Women are not leaving in droves.*
- *In our Simmons MBA and executive education classrooms, we have been hearing very different messages: stories of women who are passionate about their work, committed to their multiple roles as professionals and caretakers, and making difficult decisions in order to manage both roles. Their stories have led us to a rigorous examination of women's career decisions, culminating in a survey of 400 women in early 2006.*
- *Being on the leading edge of shifting the career paradigm from "work as primary" to "self-agency," women have found their ambition and commitment questioned by both the press and decision makers inside organizations.*
- *Their decisions to work part-time, put boundaries around workload, or temporarily not work at all (all Flexible Work Arrangement choices) are seen as deficient, invalid, and wrong. This judgment is evidenced in the language used to describe their choices: "opting out," "off-ramping," and following "mommy tracks" and "scenic routes".*
- *Women are indeed acting as career self-agents, using FWAs as a powerful strategy to meet their goals and manage the complexity in their lives.*
- *Vast numbers of women use FWAs, use them to stay in the labor force versus to opt out, and earn solid salaries while doing so.*
- *Over 90% of respondents reported having used some form of FWAs during their career. Participations rates vary according to industry: technology has the highest (96%), followed by the nonprofit (92%), medical (88%), and finance industries (86%).*
- *Overwhelmingly, women are using FWAs not to "opt out" of work, but to make employment work in their complex lives.*
- *Organizations offering FWAs stand to be rewarded with employees' increased loyalty and willingness to "go the extra mile" and the significantly increased likelihood that their women employees will return after taking time off.*
- *FWAs may indeed be the strategic advantage to attracting and retaining essential talent, both male and female, in the next decades, in which employers face a labor shortage.*

OK – So Here’s An Obvious Question ...and Some Answers

Simmons asks the natural question...

"Why is the discourse on women’s career choices so heated, given that 90% of professional women have used FWAs, that between one-third and one-half of employers offer some kind of FWA, and that FWA usage has been linked to increased performance and productivity?"

...and has some terrific answers that show discrimination against women and new ideas is real, and tough to get rid of:

- *One explanation for the negative labeling for Flexible Work Arrangement (FWA) choices is that women’s careers were seen as deviant, as anomalies, or as developmentally deficient. Now, as women lead the paradigm shift to career self-agency, their behavior is again being judged against the normative definition of fulltime, nonstop career management.*
- *A second explanation is related to the concept of "commitment," an essential component of the "work is primary" model and a critical credential (along with competence) for being valued and promoted within an organization. Historically, commitment has been defined as "doing whatever it takes" to get the work done, often evidenced by an employee’s 24/7 availability. As long as FWA usage is seen as restricting availability, as opposed to defining availability by one’s own terms (that is, defining the time or place where work is done), then one’s commitment to the organization will be questioned.*
- *The additional dilemma for women is that the definition of commitment has always been gendered, with artificial indicators — such as whose cars are in the parking lot at 7 am —disproportionately impacting women.*

The Simmons School survey yields sound advice:

- *Organizations must adapt to today’s global labor force and marketplace as well as to technology’s interconnectedness and speed. This entails shifting to a work culture where results, instead of "face time," and productivity, instead of "billable hours," are rewarded. Women, in their pursuit of career self-agency through FWAs, have been leading this shift.*
- *In many organizations, FWAs are still used at great expense to an employee’s influence, reputation, and promotability; senior management must take radical steps to shift the very culture of those organizations.*
- *The explicit costs of using FWAs (e.g., reduced health care benefits, pension disruption) need to be minimized.*
- *The unspoken costs to employees of a derailed career can be addressed by measuring and rewarding their managers’ support of FWAs.*

Let Me Add a Controversial Note from Personal Observation

I learned a lot writing this chapter and found myself chuckling inside, too, because I think some men – and women – who criticize "off-ramping" or "flexible arrangements" or whatever they want to call it are, to really mix up metaphors, sitting in "glass houses" setting up "straw women!" If you look that up you find something like misrepresenting an opponent's position with one easier to refute, or deliberately overstating the opponent's position.

Why do I say that? Because over my lifetime I have observed that many men – and certain women – have enjoyed unwritten career perks that amount to pretty much the same thing as off-ramping but you didn't ever have to get off the highway. You could remain the lead car, even!

It worked something like this. You started off as an associate, or junior officer, and worked a backbreaking schedule for years. But, by the time you were a partner, you got to bill yourself at a much higher rate, and delegated a lot of that work to those fresh, new associates who were working those killer workweeks. Of course, there were some trade-offs in some of these professions in that, your work over all those years didn't buy you any equity, so you couldn't capitalize on your share. But those later years could be pretty nice. This took place particularly in professions like law and accounting and also, to some degree, in medicine.

It also happens in major corporations. You move up the ladder and, to the outside world, it looks like your job gets bigger and bigger, but, in fact, layers of people report to other managers, and only a few report directly to you. At the same time, your stature in the community goes up, and you get elected and invited on to prestigious community boards – so you get to fulfill your desire to “give back” and “find meaning.” But you don't have to give up your executive position or resign, because you also have more and more assistants who can do personal chores for you, and do the administrative part of your community service. So, you have the best of all worlds --- and don't have to give up anything or take any flack.

I'm sure some of you will write in and take exception to these observations, but quite a few people who enjoyed these benefits have confirmed this phenomenon to me. All I'm saying is that – I'm really in an old adage mood today – some “pots are calling the kettle black:” men (mostly) who are enjoy such “bennies,” yet still criticizing women for wanting the same kind of “flexibility without penalties.”

You Can Also Get On The Ramp Slowly, Speed Up Later and Succeed

In reading her book, I realized that Speaker Nancy Pelosi has achieved the highest elected position any woman ever has in the history of the country using another successful model – start more slowly, then full speed ahead! She was raised in a traditional, Italian-American, political family in Baltimore, got married right out of college, had 5 children in 6 years, devoted her life to her family, kept a toe in the water by being an organizer and fundraiser for her party along the way, was elected to the U.S. House of Representatives at age 47 and became speaker at age 67. Her husband has been totally supportive of her political career, enabling her to work all week in Washington, DC and fly home on the weekends.

Now, I know the “smallest carbon footprint” advocates probably don't like that, but it was always intended that representatives continue to live where their constituents do. Others, too, may say “*Well, they are wealthy so she could afford to follow her dreams.*” It sounded to me that they made their money as a result of hard work and good investments but, regardless, if that's the worst knock, I'm sure she can take it.

Pelosi's had to make choices and she always put family first. When she had to turn down a top-level meeting in the Mid East so she could be there when her granddaughter, Madeleine, was born, she said it wasn't a hard decision – “*not even close.*” It obviously hasn't diminished her effectiveness and respect.

Even after making history and shattering a higher glass ceiling than any woman in the U.S. before her, she proudly says:

"More than anything else, I am a wife, mother, and grandmother. If had never done anything in addition to being a mother to our five children, and now a grandmother, I would consider my life a happy success."

Pelosi paved a "non-linear ramp" and inspired women and young girls, like Madeleine, who made this prediction:

"My Mimi is going to be the first woman Speaker of the House. Because Mimi got this job, I think more women will get jobs like hers, which is great."

Well, we think more women will get those jobs, too, Madeleine, and still be devoted to their families. "Mimi" showed us all her own, individual, model –that worked!

One Man's View of Women at the Top

My husband, Sam, who has been very supportive of my career choices, has been in the investment world for more than 40 years, and I thought it would balance the chapter to give him some of the last words:

"My sense is that the advancement of women in the corporate world cannot be forced. By that I mean that it can't be mandated. Nor can it be negative or accusatory. It can, however, be advanced by logic and what I will call expectation.

There is already a substantial awareness that women should occupy more important positions than they do. This general awareness has not been translated or correlated anywhere near proportionally to managerial positions.

I should hasten to say, however, that proportionality is not what is at issue, because, among other things, the universe of candidates is smaller because of the various trends you talk about here. I've also seen many just choose the motherhood track or other choices because their household income permits it, and because the tradition that the male is the breadwinner is still operational.

Still, the perception of women in the workplace/community, etc. is dated and lags reality. For the most part, women today are a new model, out of the confines of the home, independent, educated equivalent to men, smart, proactive, strategic thinkers, (better) organized, hungry, ambitious, etc.

The knock on women is that they are too soft, too emotional, not really engaged or serious enough; the counter to this - that men don't perceive because of the lag effect - is that not all matters are decided successfully by an adversarial stance. Women CAN be very firm/tough when their value system (often more highly developed than men's) is infringed. This is why teams, including negotiating teams, benefit from being balanced with women. They hear different things from men and they have different insights.

I do think men will be more inclusive of women if the issue becomes more up close and personal, and persistent. There is no silver bullet.

One possibility is for a large, respected organization to contact every CEO and HR executive among the thousand largest public companies with a well thought out piece that artfully presents the "case for women," both as executives or managers and as Board members. It must be factual, and it must be measured and followed up for several years.

I would also contact every female Board member and ask them to advocate more women in executive jobs. My (limited) experience is that women Board members NEVER raise this issue: they sit and operate as a neutral member. Corporate officers would be surprised by the number of successful female executives, and by their small overall representation.

Another thought would be for a truly successful female executive, such as the president of PepsiCo or Xerox, to stand up in a forum like Davos and make this case, perhaps building on Ted Turner's and the astronaut's statements in "Involved Men and Many More to Recruit," adding the vital part that the viewpoint of women adds an essential element to success and profitability.

Do Career Women Want to Get to the Top?

Hopefully, this is a lot of nutritious food for thought. My conclusion is: ambition transcends gender. I'll leave it to you to weigh in from your perspective, whatever that may be.

QUESTIONS

Have you experienced glass ceilings? Glass cliffs?

Have you taken an "off" ramp and why?

Have you gotten back on an "on" ramp – why and with what results?

What Flexible Work Arrangements have you or your organization used?

What do you think about the "oxytocin" debate?

How do you feel about highly educated moms staying home?

Can you send us positive or negative experiences as an employer? As an employee?

Do you know of any efforts, along the lines of what Sam Allen proposes, that you can share with the rest of us?

Can you connect us to high profile and other key people we should recruit to this effort?

We know gender balance needs to be adopted by leaders in at least three widespread movements that have a lot of momentum – Peace; Sustaining the Environment; and Leveling the Playing Field/Poverty Reduction. We hope you will let us know what connections you can make to the leaders, and what other logical links you see.

Develop the Habit

- 🕒 Don't sit quietly by if others suggest women don't want to get to the top.
- 🕒 Become familiar with research that shows it's not true and speak up.
- 🕒 Be a force for change within your organization so that neither female nor male employees have to sacrifice family to achieve their career potential.
- 🕒 Cite and support companies with flexible work plans to accommodate, both women and men, for maternity leave, child care and elderly care.
- 🕒 If you are in a position to promote qualified women, or encourage them to apply for management positions, do it.
- 🕒 Innovate to be able to make necessary accommodations for female and male employees responsible for child care and elder care.
- 🕒 Help facilitate conversations between working mothers, and stay at home mothers, to diminish any adversarial attitudes. They both made valid choices.
- 🕒 Be a pioneer for "on" and "off" ramps in your organization, whether you are male or female.
- 🕒 Be a positive role model within your company when it comes to the choices women and men are making for life/work balance. Aim for fairness.
- 🕒 Openly question where the women are on boards of directors and in management positions --- and don't take "we can't find any" for an answer.

Chapter Thirteen: Leadership V - We Need Women in Politics Most of All

"Whatever women do they must do twice as well as men to be thought half as good. Luckily, this is not difficult."

Charlotte Whitton, the first woman mayor of Ottawa, Canada

Disclosure

Before I launch into this chapter, I want to make it clear that it is full of my personal beliefs. I'm not speaking for anyone else connected with Full Circle Living. Also, I offer my own rationale for associating some "feminine" and "masculine" political positions with U.S. political parties or candidates, based on their public statements or actions.

No matter what side of the aisle you are on now, I've been there! In counting up my involvement in the last 12 U.S. presidential elections, I've been right, left, right, left. I was only 14 for the first of those elections, but somehow ended up being the chair of the mock Republican Convention at our high school so, yes, I was a Goldwater Girl! Looking back, I think it was based on my lifelong bias toward the underdog and he sure was that. In the other 11 races, I've voted for the Democrat 5 times and for, the Republican 6 times. All 6 of those times coincided with my years on "Wall Street" and, yes, I voted for George W. Bush when he ran the first time.

So, I consider myself an independent voter who tries to understand the issues and vote my convictions. When I analyzed how those convictions changed, the common thread was that I believed there were imbalances that needed to be corrected. Political change is crucial to correcting imbalances.

Women Can Tip the Balance

Gender balance in government would radiate throughout society, and the sheer numbers can make it happen. Women make up 52% of the world's population. Let's start with that fact firmly in mind. Do women make 52% of the decisions that govern this world? Heck no! Despite gains that you think may have been made, women make nowhere close to 52% of those decisions. What gives? Are women held to an impossible standard as Whitton suggests? And what else is at work?

That incremental 2% of the population, if translated into an incremental 2% more voters, is potentially amazingly good grist for the political mill. Yet, it's actually magnified even more: since 1964, in the U.S., more women have voted than men have, and 53 % of voters in the 2008 U.S. presidential election were female.

Furthermore, if 2% more women voters is amazingly powerful, what about three times that? When you look at the Democratic Party in the U.S., the greatest push by far came from 56% of women voters who voted for President Barack Obama.

Of course, to have clout as far as achieving gender balance, that edge would have to be harnessed, and somehow those votes aimed at electing women, and promoting more "feminine" approaches to making critical decisions. Election 2008 in the U.S. is proof that gathering women voters into a cohesive voting bloc to elect a woman is not that easy, for a lot of reasons we'll talk about.

While women disagree on candidates, there is strong alignment when it comes to certain issues. Women candidates who address issues that women care about can get elected --- and tip the balance.

Why is it so Important?

Why is it so important to have women represented in government in proportion to women's percentage of the population? The Inter-Parliamentary Union (IPU) is an international organization, independent of country or political view, that has been dedicated to equal representation of women in parliaments since 1889, and you can find these quotes on their website that sum up the "why:"

"The achievement of democracy presupposes a genuine partnership between men and women in the conduct of the affairs of society in which they work in equality and complementarity, drawing mutual enrichment from their differences."

"The concept of democracy will only assume true and dynamic significance when political policies and national legislation are decided upon jointly by men and women with equitable regard for the interests and aptitudes of both halves of the population."

The White House Project is a nonpartisan, nonprofit organization that aims to advance women's leadership and offers these very simple reasons why:

"When you add women, you change everything. You get new voices, new ideas, new results. You get richly diverse, genuinely representative democracy. You get a nation that responds to challenges by drawing on the strength and wisdom of all its people, women and men. You get leadership in every sphere—political and social, cultural and economic—that is fully responsive."

So, the first thing to understand about why we all – women and men – need to care about gender balance in politics is because it is democratic.

It's so interesting to me that perhaps the most politically used word, for sure by the George W. Bush administration, is democracy. In a democracy, we are entitled to our representative say in government and the direction of our country. Where is this the case? The answer as far as I can tell is: in only one country on earth!

Here's a great quiz.

Q. In what country are women fairly represented in government?

A. Would you believe Rwanda – with 56% women in the lower house? This has actually increased as women government leaders proved themselves.

Q. In what region of the world are women most fairly represented?

A. You might guess this one: the Nordic countries -Denmark, Finland, Iceland, Norway and Sweden.

Q. In what region of the world are women least fairly represented?

A. You might guess this one, too: the Arab States. (Exception: The United Arab Emirates last year had the highest increase of all countries -the percentage of women in that parliament increased from 0% to 22%.)

Q. What continent has the highest female representation in parliaments?

A. Latin America.

Q. What is the world average of women's representation?

A: Only 17%.

Q. What percentage of seats in the U.S. Congress do women hold – even after all the press about House Speaker Nancy Pelosi, etc., etc?

A. Only 17%!

Q. In how many countries are women better represented in national government than in the U.S.?

A. 67! Even Cuba, Afghanistan and Iraq rank higher than the U.S.

Q. The pace is so slow that, according to the IPU, how long would it take before women achieve full parity with men in politics?

A. Another 70 years!

Q. What is our absolute, bottom-line, minimum goal to get enough momentum to ultimately get us to political gender balance?

A. The tipping point is to have at least 30% representation by women. This was the goal set by world governments at the September 1995 Beijing summit on women's rights.

Q. Is that enough?

A. Jungian analyst Dr. Jean Bolen says critical mass is necessary in order to get enough women leaders who care about the vulnerable, as opposed to women who have a male power-driven approach. Critical mass means 40%+ in legislatures.

We're a far cry from that in the U.S. at 17% - and we're only talking low female representation in making law – let alone actually leading the country in the Executive Branch.

Yet Women Heads of State is Not New – it's Ancient

Going way back, women were leading their people.

Wikipedia says that Kubaba is the only queen on the Sumerian king list and her reign in the third millennium BC was one of peace and prosperity. In 51 BC, at age 18, Cleopatra became the pharaoh, or supreme ruler, of Egypt. Britain's warrior queen Boadicea led a revolt against the Roman Empire in 60 AD. Russia's Catherine the Great wanted to be regarded as enlightened by mediating in disputes that could lead to war in Europe in the mid-1700s. Britain's worldwide power and influence increased during "Virgin Queen" Elizabeth I's 45-year reign. (one reason cited for why she never married is that, as a Christian wife, she would have been expected to defer to her husband's authority – and she would have had to give up all the estates and incomes she had inherited from her father, King Henry VIII.)

Women heads of state can be tough, as we've witnessed in our lifetimes. Golda Meier, until now Israel's only female Prime Minister, was one of only two women who signed the Israeli declaration of independence in 1948. She was so tough she was called the "Iron Lady" and David Ben-Gurion, the nation's first Prime Minister, once described her as "the only man in the Cabinet." Indira Gandhi, India's 4-term Prime Minister until her assassination in 1984, was an authoritarian ruler who established nuclear power in her country. Great Britain's has thus far elected only one female Prime Minister, Margaret Thatcher, also known as "Iron Lady," who evidently didn't like consensus politics, liked to override colleagues' opinions, and had a strong personality not given to compromise.

Fast-forward to Today – 23 Female Heads of State/Government

Females with top political positions (some ceremonial), as of January 2008:

- 🕒 Michelle Bachelet, President of Chile
- 🕒 Micheline Calmy-Rey, President of Switzerland
- 🕒 Helen Clark, Prime Minister of New Zealand
- 🕒 Luisa Dias Diogo, Prime Minister of Mozambique
- 🕒 Cristina Fernández de Kirchner, President of Argentina
- 🕒 Tarja Halonen, President of Finland
- 🕒 Ellen Johnson-Sirleaf, President of Liberia
- 🕒 Gloria Macapagal-Arroyo, President of the Philippines
- 🕒 Mary McAleese, President of Ireland
- 🕒 Angela Merkel, Federal Chancellor of Germany
- 🕒 Portia Simpson-Miller, Prime Minister of Jamaica
- 🕒 Yuliya Tymoshenko, Prime Minister of Ukraine
- 🕒 Zinaida Grecianîi, Prime Minister of Moldova
- 🕒 Pratibha Patil, President of India
- 🕒 Hon. Dr. Dame C. Pearlette Louisy, Governor-General of St. Lucia
- 🕒 Emily de Jongh-Elhage, Minister-President Nederlandse Antillen (Self-governing Part of the Kingdom of the Netherlands)
- 🕒 Dame Louise Lake-Tack, Governor General Antigua and Barbuda
- 🕒 Borjana Kristo, President of The Federation of Bosnia (Bosnia-Herzegovina)
- 🕒 Viveca Eriksson, Premier of Åland (Finnish External Territory)
- 🕒 Rosa Zafferani, Captain Regent of San Marino

- 🕒 H.M. Elizabeth II of United Kingdom of Great Britain and Northern Ireland and Her other Realms and Territories, Queen, Defender of the Faith, Head of the Commonwealth
- 🕒 H.M. Margrethe II, by the Grace of God, Denmark's Queen
- 🕒 H.M. Beatrix, By the Grace of God, Queen of the Netherlands

23 female heads of state or government in 2008. This is NOT good news, folks! Do you know how many political entities (countries, independent territories, etc.) there are in the world? 245, depending on who's counting. Women are more than 50% of the world's population, so to say we have a long way to go, is quite an understatement.

Recent elections of female leaders are very encouraging. More importantly, voters elected many of them because of their feminine-masculine blend.

The first female head of an African nation was cause for major celebration and a great example of this new phenomenon. When President George W. Bush awarded President Ellen Johnson Sirleaf the 2007 Presidential Medal of Freedom, he made a great case for gender balance:

"She's a woman of depth and ability who know how to get things done. When President Sirleaf comes to the Oval Office, she walks in with a to-do list, a natural-born executive and the gentle instincts of a mother...Not surprisingly, the Liberian people have given her two affectionate nicknames. They call her the 'Iron Lady,' and they call her 'Ma.'"

President Johnson Sirleaf is making steady progress on the daunting problems she inherited, when assuming the top spot in one of the poorest countries in the world, after a war that lasted 18 years. By the time she took over, the unemployment rate was 85% and more than half of the population was living on less than 50 cents a day. Talk about a "glass cliff" - she needs all of our support to turn this around.

Michelle Bachelet became the first woman president of Chile, devoting much of her campaign to women's rights issues, including women's education, universal health care for Chile's senior citizens, as well as free childcare for working parents with children under age four.

Portia Simpson Miller is Jamaica's first female prime minister, representing the poorest and more disadvantaged citizens of the island. Although Jamaica is a nation with a very male political culture, she ignored her critics. She was ridiculed in some parts of the island nation's media and was called an intellectual lightweight. Yet her genuine popularity at the grassroots level swept her into office. Supporters believe 'Sista P' can crack down on crime, especially the drug trade, and bring greater economic development to a country still mired in poverty and drug violence.

Finland's President Tarja Halonen, was raised in a working-class area of Helsinki, and represents the radical left. During her time in office she has put a strong emphasis on pacifism, human rights and international co-operation. Now she is so popular with Finns of every political persuasion, her approval ratings are regularly more than 90%.

Tragedy Struck in Pakistan...

Pakistan's Benazir Bhutto was assassinated by a suicide-bomber on December 27, 2007 as she campaigned to be Prime Minister. The polls showed her in the lead to be elected for the third time. She was only 35 when she was first elected in 1988, when she became the first woman leader of an Islamic country. In 2002, I heard her speak forcefully about her political aspirations to help bring peace to her country and stabilize the region. Of course, I knew she was a controversial figure and was previously ousted on corruption charges. She was flawed.

She was also courageous. She was well aware of security risks, asked for protection she didn't receive and wore a bulletproof vest. But she did not hide and wherever she went throngs of supporters followed her. After her murder, it gave me chills to watch an interview with her, just before her murder, in which she was composed, direct and defiant:

"After military dictatorship an anarchic situation developed, which the terrorists and Osama (bin Laden) have exploited. They don't want democracy, they don't want me back, and they don't believe in women governing nations, so they will try to plot against me. I know the danger is out there, but I'm prepared to take those risks."

Bhutto's strength, intelligence, commanding presence and beauty inspired women of South Asia and around the world. An article in the *Atlanta Journal Constitution* said it so well:

"In Gandhi and later in Bhutto, South Asian women saw hope. They looked in their eyes and saw stereotypes of their homelands wiped away. Gandhi and Bhutto were like iconic shields worn into daily battles. They were the souls in which women found courage."

Pakistani women have reasons to feel desolate. In August 2008, 3 teenage girls and their mothers were buried alive in Pakistan by their tribal leaders. When human rights activists found their bodies, they had been half eaten by animals.

What was their crime? The girls had attempted to choose their own husbands.

This was an "honor" killing. According to *The Guardian*, a member of Pakistan's national parliament said: "this action was carried out according to tribal traditions" a view backed up by some other male lawmakers, who attacked a woman senator who had raised the case. "These are centuries-old traditions and I will continue to defend them."

I've read that crimes committed in the name of tradition take place almost daily in Pakistan. The independent Human Rights Commission of Pakistan said there were 636 "honor" killings in 2007 and the number could be higher since many cases, like this one, are not reported. Supposedly, these gruesome murders have focused attention on crimes committed against women in the name of "tradition."

Who is going to come forward to put a stop to this? I can only find any comfort at all by wanting to believe that Benazir Bhutto would have ended these vicious, misogynist, hate crimes. Now that Asif Ali Zardari, Benazir Bhutto's controversial widower and

political heir, has been elected Pakistan's new President, will he end this brutality against women and girls? Does he care?

Was Benazir Bhutto's death an attack on women leaders? Will it deter some women from running for highly visible offices? Or will it spur women on to the highest leadership positions where they can have an impact on peace and tolerance everywhere? I believe Bhutto's death will make our resolve even stronger. And people all around the world are hoping and praying that no one else will have to sacrifice her or his life in the pursuit of diverse political representation.

...and Great Celebration Broke out in Israel

Tzipi Livni, Israel's foreign minister, won a clear victory in the ruling Kadima Party's primary election in September 2008, and was well on her way to becoming Israel's first female leader since Golda Meir 34 years ago. Voters clearly wanted peace talks with the Palestinians to proceed. This summary is proof the tipping point is at hand because voters know a "feminine" / "masculine" balance is needed:

"Israel's foreign minister since 2006, Livni is currently her country's lead negotiator in the peace talks. She is a rare female power figure in a nation dominated by macho military men and a religious establishment with strict views on the role of women. A former lawyer and one-time agent in the Mossad spy agency, Livni favors diplomacy over confrontation, even though she said last week that she has "no problem pulling the trigger when necessary."(AP)

To all this my husband, Sam, wryly said:

"Bachelet – amazing! Finland – too! It CAN happen! If a woman running for President in the U.S. came out and espoused these views, she would be tarred with that brush of liberalism, threat to national security, blah blah blah!"

"Mamisma" – Add it to your Vocabulary!

Or is the tide turning? After the media kept referring to these female heads of state as "softer" leaders with "softer" platforms, someone started saying they were elected because of their "Mamisma." *USA Today* had a great article about "How 'Mamisma' can change politics; Gender doesn't have to work against female candidates." The reasoning is that:

"'Mamisma' is femininity defined by mature and maternal qualities. It makes a strong woman appear ultimately non-threatening. 'Mamisma' women stand toe to toe with powerful men...with talents that have been ripening over decades.... They often refer to love and trust as bold alternatives to the hard edges of powers that be. 'Mamisma' works because after age 50, the laws of power change. Men mature into femininity..... become more emotional, rounder and softer."

While "Mamisma" is not "machisma" or female ferociousness, even high-ranking female politicians with "Mamisma" are not one-dimensional. At U.S. Democratic Speaker of the House Nancy Pelosi's swearing-in, she was engulfed by children. But when asked how she handles attacks from Republicans she said: *"If people are ripping*

your face off, you have to rip their face off." That statement wouldn't make her the poster model for "Mamisma." But I think the rest of her life must be a testimony to collaboration and inclusivity, or there's no way she would have been elected Speaker of the House.

Some are saying this is a new era, a trend to watch, and expectations are high. Women elected as leaders will be tested. Voters chose specific women who they will hold accountable to keep their promises and make sure money goes where it's supposed to go. These were votes against old-style corruption and violence. I have no doubt these women leaders will succeed, because of characteristics, values and principles we list later on. So, yes, there are pockets of progress around the world.

But the fact is that men still have a stronghold on political leadership.

The U.S. Should Lead

Talk about a stronghold – men hold 83% of U.S. Congressional seats. But, that can change. Let's always keep in mind that the majority of voters in the U.S. are women who, if persuaded, can unite to push the number of elected women higher. These particularly perilous times we live in should be the conducive backdrop we need, according to this quote from the Rutgers University Center for American Women and Politics (CAWP) website:

"When voters perceive things are bad, they expect a woman candidate to come in and create change. Voters give them license not to fit the mold."

There is a big "BUT:" U.S. women as a voting bloc are not a cohesive group as far as voting for women; if they were, numbers would change in short order.

Even if women haven't yet formed into any kind of a formal political coalition, one thing is becoming apparent to all candidates: women are a force to be reckoned with because women share so many values. More women have begun to believe that female candidates are more likely to act on those shared values. And a lot of men voters want to see women's ranks swell, too.

It stands to reason such a shift would be taking place because, since at least 83% of the members of the U.S. Congress have always been men, both women and men voters are naturally more likely to associate their dissatisfaction with corruption and self-dealing with male politicians. We've passed the "ouch" point as far as tolerating this, and this is now working in favor of women candidates.

Obviously, not for all women candidates, since women did not form a cohesive base of support for Senator Hillary Clinton in her bid for the Democratic Presidential nomination. Some, in fact, viewed her approach as too "masculine." Ironically, many think Senator Barack Obama's perceived "feminine" traits attracted female voters presumed to be Clinton supporters. In my view, these intricacies only validate the importance of true gender balance that balances "masculine" and "feminine" traits.

Since the U.S. has such low representation by women in its own government, isn't it beyond ironic that one of the things the U.S. has focused on is seeing that other countries change their constitutions and enact laws to make room for women in

government? North America stands out in terms of resistance to female heads of state. Maybe the U.S. is finally ready to change that and be the role model for other countries: as Senator Hilary Clinton became a presidential frontrunner for the 2008 presidential election, polls showed that 93% of voters had no objection to supporting a female candidate.

Women Presidential Candidates are Popping Up

A huge political roadblock facing American female presidential contenders is that many presidents have been state governors, positions that are still overwhelmingly male, and others had careers in the military, where there are few women at the top. Thankfully, this is changing. According to *Newsweek Magazine* October 2007

"There are more female governors (9) in office than ever before, and they are making their mark with a pragmatic, post-partisan approach to solving state problems, at a time when the national debate has become poisonously partisan. This is a style that works especially well with independent voters. New research shows that voters give female governors significantly higher marks than their male counterparts on such qualities as honesty, cooperation and caring—as well as toughness. As women reach these top jobs, even more women enter the political pipeline. They also are willing to embrace women in nontraditional roles as protectors or enforcers of the public interest."

In *The New York Times*, Kate Zernike said that another woman will appear on the U.S. Presidential candidate scene, who political strategists say:

- Will come from the South, or west of the Mississippi
- Will be a Democrat who has won in a red state, or a Republican who has emerged from the private sector to run for governor
- Will have executive experience, and have served in a job like attorney general, where she will have proven herself to be "a fighter" (a caring one, of course)
- Will be young enough to qualify as post feminist, unencumbered by the battles of the past
- Will be married with children, but not young children
- Will be emphasizing her experience, and wearing, yes, pantsuits

Obviously, those politicians read some criteria for women candidates in the tea leaves that don't apply to men.

Some potential presidential timber on the Democrat side showing up on lists:

- Secretary of Homeland Security Janet Napolitano
- Kansas Governor Kathleen Sebelius
- North Carolina Governor Beverly Perdue
- Minnesota Senator Amy Klobuchar
- Missouri Senator Claire McCaskill
- New York Senator Kirsten Gillibrand
- Arizona Representative Gabrielle Giffords
- South Dakota Representative Stephanie Herseth Sandlin
- Illinois Attorney General Lisa Madigan
- San Francisco District Attorney Kamala Harris

Zernike mentioned fewer females on the Republican side:

- Alaska Governor Sarah Palin
- Former eBay CEO Meg Whitman
- Former Hewlett-Packard CEO Carly Fiorina

While polls show 93% of Americans said they would vote for a well-qualified candidate who was a woman, Zernike reminds us that percentage has been in the 80s for much of the last three decades. The list of potentials will continue to grow, but it's up to us, the voters, to actually elect a woman.

On Double-Standards and Elephant-hide Skin

It begs the question that Zernike asks, though:

"For many women, whether or not they support Mrs. Clinton, the long primary campaign has left them with a question: why would any woman run? Many feel dispirited by what they see as bias against Mrs. Clinton in the media — the 'Fatal Attraction' comparisons and locker-room chortling on television panels.

'Who would dare to run?' said Karen O'Connor, the director of the Women and Politics Institute at American University. 'The media is set up against you, and if you have the money problem to begin with, why would anyone put their families through this, why would anyone put themselves through this?'"

Governor Sarah Palin also had to withstand demeaning scrutiny. To adequately fill the pipeline, we need to address cultural barriers that discourage women from running for and getting elected to office in the U.S. and in most countries worldwide.

Until we change this reality, and we should change it, you shouldn't run for office unless you have thick skin and a solid grip on your self-identity. Be prepared: The White House Project's Marie Wilson says the media ridiculously focuses on 3 "H's" when it comes to female candidates – hairdos, hemlines and husbands.

I'm going to use former U.S. Secretary of State Condoleezza Rice as a prime example, because she was one of the most powerful women in the world. Her skin must be several inches thick by now. I can imagine her getting a big chuckle out of this string of ridiculous sexist remarks in the Russian newspaper *Pravda*:

- *The US Secretary of State released a coarse anti-Russian statement.*
- *This is because she is a single woman who has no children.*
- *She loses her reason because of her late single status. Nature takes it all.*
- *Such women are very rough. They are all workaholics, public workaholics. This is the only way to satisfy her needs of a female.*
- *If she has no man by her side at her age, he will never appear.*
- *Complex-prone women are especially dangerous. Everybody tries to part with such women as soon as possible.*
- *Condoleezza Rice needs a company of soldiers. She needs to be taken to barracks where she would be satisfied. On the other hand, she can hardly be satisfied because of her age. This is complex.*

Surely no one paid any attention to such an absurd *Pravda* editorial. But why does Secretary Rice have to be maligned by other women? "Feminists" often ignore her status and some even say that a woman couldn't have real clout in a Republican administration. That her being appointed Secretary of State was just "showcasing."

What are we doing here, "girls?" Now I get it that male and female characteristics aren't going to be balanced if women don't act like women when they are in positions of power. But I can't help but think that Secretary Rice was permanently affected by the race riots in Birmingham, when she was 8 and her playmate was murdered in the church bombing. We can't know what's in her heart about violence and war, but we do know she was in the best position of any woman to work for peace. Wouldn't it have been more productive to come together to take our disdain for war to the Secretary, rather than criticize her as a person?

Women Face Stereotyping Men Don't...

For heaven's sake, women need to stop stereotyping other women, if we expect men to. So please, everybody, stop aiming nonsense like this at other women:

- "She owes all of her accomplishments to powerful men in her life."
- "She wouldn't have succeeded on 'her own.'"
- Gossip about wardrobe
- Centering comments on looks - "strikingly attractive" and "telegenic"
- Media framing sending the message she is a woman first, a politician second

Why do so many people insist that women candidates have to be super-humans – to be tough, decisive and strong and have the "softer" side, too – good communication, willingness to compromise, and strong sense of fairness? We've got to get over this, appreciate what women can bring to leadership, and understand that we all so dearly need women leaders. Women are mortal human beings just like men and can't be all things to all people. Women care and do bring much to the table, regardless of whether one particular candidate precisely fits one particular voter's ideal. Let's make sure the ideals are as fairly applied to female candidates as to their male opponents.

...But U.S. Surveys Have Begun to Favor Women for Office

According to a nationwide Pew Research Center Social and Demographic Trends survey published in August 2008:

"Americans believe women have the right stuff to be political leaders. When it comes to honesty, intelligence and a handful of other character traits they value highly in leaders, the public rates women superior to men."

Here are some of the reasons people vote for female candidates taken from lists we've compiled from various surveys. (see Appendix for more)

"Feminine" Traits Pulling in Voters

- Have integrity
- Pragmatic
- Down-to-earth, engaging, amiable, warm

- More sensitive to human needs
- More respect for life and dignity
- Understand the bigger picture
- Understand our impact on the environment, on the world
- Fast-thinking, multi-tasking
- More selfless, more humble, less pretentious
- Less manipulative
- Persevering and persistent without being obstinate

"Feminine" Leadership Styles Pulling in Voters

- Coalition-oriented, inclusive, collaborative, compromise-oriented, consensus-building, team-builders
- Different style of governing -one that listens, communicates, delegates
- Women tend to be less corrupt, insistent on tough Governance policies and accountability, restoring confidence, openness – not secrecy
- Eager to credit others with accomplishments

Still, Women Candidates are Penalized

Of course, men can embody these traits and leadership styles, and some do. But these are survey results of great reasons people say they want to elect more women. So why is it so difficult for women to get elected, or promoted by their parties?

I've read interview after interview with women who agree with Mayor Whitton that they have to be twice as good as men to have a chance at the same jobs. Or they say women have had to be overachievers to be recognized, working twice as hard to achieve half as much.

Talk about perseverance - how many male U.S. Senators can relate to when former U.S. Senator Elizabeth Dole recalled the days when she and her fellow women students at Duke University—called Duchesses—were advised to eat breakfast every day, to wear hats and hosiery to church, and to send thank-you notes to dates. Dole survived and entered Harvard Law School, one of 24 women in a class of 550, only to find *"Society was changing. We had managed to unlock doors but no one was inviting us in."*

A large part of the problem is more institutional than personal, because the relatively small numbers of females in political life still make women stand out as targets or novelties. *"It's not a glass ceiling those women are up against, it's a thick layer of men,"* quips Laura Liswood, secretary general of the Council of Women World Leaders, and a senior adviser to the global investment bank Goldman Sachs. Vaira Vike-Freiberga drew attention when she was elected president of Latvia and said it was *"good advertising"* for her small Baltic country to have a woman president elected, *"but I do look forward to the day when it is taken absolutely for granted."*

Husbands

Like Marie Wilson always says, for women in politics it's (ridiculously) about "hair, hemlines, and husbands." Atlanta's Mayor Shirley Franklin was plagued by front page stories about her daughter's and (now deceased) ex-husband's business dealings. Senator Hillary Clinton didn't have a chance to deal with Bill's misdeeds in private.

People ask: "Why do strong women allow their husbands to get away with what they do?" Who knows – marital relationships are personal. But I loved Mayor Franklin's response when she was dogged by reporters, something along the lines of "*I divorced him; I didn't know I was supposed to kill him, too!*"

The 2008 U.S. Political Olympics

The 2008 U.S. presidential election was about making history because the voters were bound to elect either the first African-American president, or the first female vice president. Equally interestingly, "masculine" and "feminine" traits and leadership styles of the candidates didn't line up very well with those typically associated with their gender. This is great material for this book!

We also had a chance to make history by electing the first female president of the United States. That didn't happen this time, but it does provide a lead-in to what the top women in both parties had to endure in this ridiculously long campaign that, at \$5.3 billion, was the most expensive on record.

There was no better sport this year it seems than watching for Senator Hillary Clinton, or Governor Sarah Palin, to make a misstep. I mean, come on. How often do you hear someone suspect male candidates of being incompetent if they are likably sassy? Or thinking they are cold and distant if they are smart and competent? Or citing how often, and whom, they hug and don't hug? Or speculating what "really" generated a tear running down a face? Or disrespectfully panting about how "hot" the candidate is? Or publicly debating whether they should have birthed or aborted their special needs child? And I'm not referring to the "rags;" this is what was in the mainstream U.S. news for nearly 2 years. This relentless dissecting especially appalled many women in their 20s and 30s, who thought that kind of sexism was behind us.

I know the reasons Clinton and Palin lost are more complex, but it doesn't negate the fact that women leaders are up against powerful, negative attitudes in our culture. It's unfair for women with strong personalities to be thought of as unattractive. This is no doubt familiar to a lot of accomplished women who have been the first – or only – female in the conference room, on a speaker's panel, or in their professional position. So let's not jump on this criticizing bandwagon – can we all please shake on that?

Guatemala's activist Rigoberta Menchu said winning the Nobel Peace Prize has given her special treatment but "*when you try to actually touch the power it is very different.*" So could it be that undue criticism of Hillary Clinton is because she tried to be at the center of institutionalized power of the highest order?

We have to overcome attitudes like this one from talk show host Neal Boortz

"It boils down to one simple fact – women want the government to take care of them. As soon as women got the right to vote the cost of government expenditures went up."

That's ridiculous. We need to call in to his and other radio show, disagree, and provide the facts as to how taxpayers' dollars are spent –even if we'll likely be treated rudely.

Do Americans even know where their tax money goes—and doesn't go? Total estimated federal spending for 2008 was a staggering \$2.93 trillion. With the fluctuating, serial corporate bailouts, I don't think anyone knows how the budget will be further burdened.

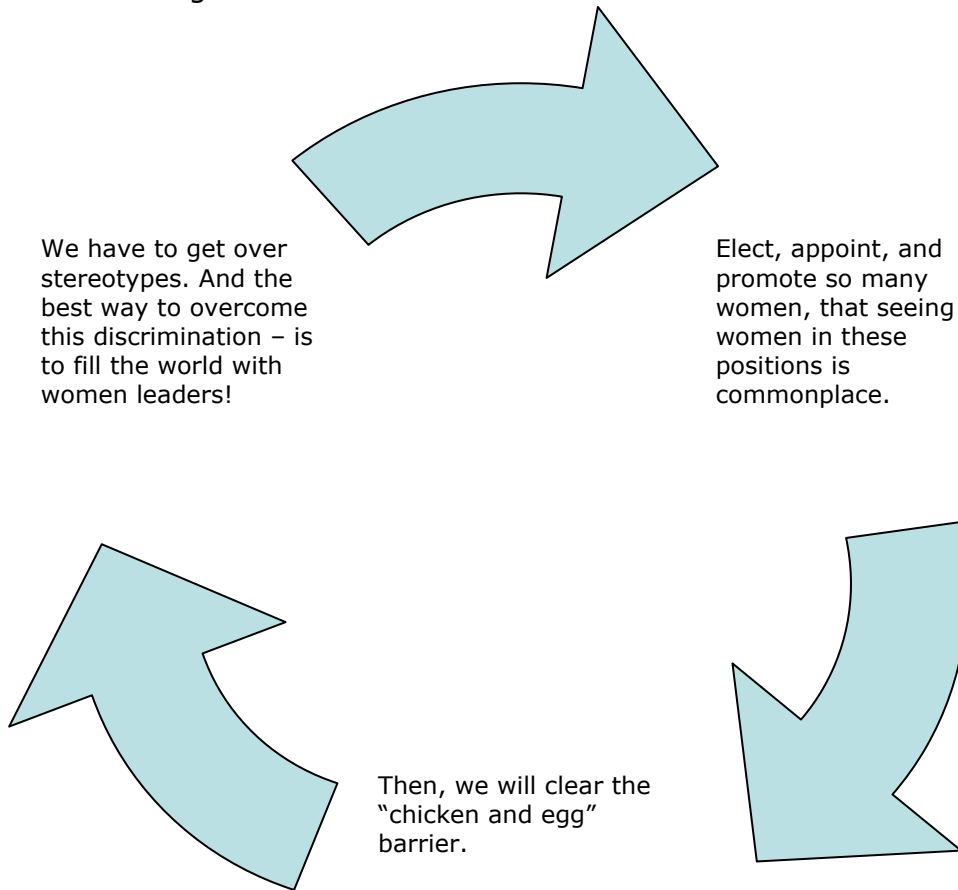
Americans send people to Congress to represent their values. When you look at this partial list (*visit www.whitehouse.gov for the entire budget,*) see if the priorities match with yours.

2008 U.S. Federal Spending

CONSUMER & OCCUPATIONAL HEALTH & SAFETY:	\$3.1 billion
FEDERAL PRISON SYSTEM:	\$6.2 billion
DISASTER RELIEF & INSURANCE:	\$12 billion
INT'L DEVELOPMENT & HUMANITARIAN AID:	\$14.3 billion
NAT'L INSTITUTES OF HEALTH:	\$28.6 billion
FOOD & NUTRITION ASSISTANCE:	\$60.2 billion
HOMELAND SECURITY:	\$64.9 billion
MEDICARE:	\$396 billion
MILITARY SPENDING:	\$583 billion
SOCIAL SECURITY:	\$615 billion

These allocations don't match with my priorities, and I believe a more gender balanced Congress would yield a more humanely balanced budget.

We have to resolve the age-old “chicken and egg” problems, though. To get more gender balance in government we need to create a new virtuous circle.



And we will be on a track that is more likely to coincide with what citizens want to see happen in their countries.

How will we know? How will it be manifested? What exactly are we looking for? What changes can we bring about or hope to bring about?

Let’s take the U.S. as an example, since we just had the laboratory of a presidential election year. Candidates are missing the boat if they don’t pick up on the fact that most U.S. voters care about the economy, ending war, our standing in the world, and our personal freedoms.

Most U.S. voters have figured out that funding these two wars has meant reduced budgets for things they care a lot about – like health care and education. Most don’t want the rich getting unfair tax breaks.

If we don’t have peace, most voters know we won’t have control over billions that could be used for egalitarian purposes domestically. And most voters care about the rest of the world. One of the reasons President Obama attracted supporters, was his “feminine” sounding attitude of conciliation – particularly with other countries.

One Man's View of How Tough It Is

How did women candidates themselves do? Despite the issues, and although more women than ever will now serve in both houses of U.S. Congress, women's net gain was only four seats. The percentage of women went from just 16% to 17%, assuring the U.S. would continue to rank behind 70 other countries when it comes to the number of women in national political leadership.

Here's part of Nicholas Kristof's, *New York Times* columnist and friend to women, "pet theory" about what's going on, and how to get past it:

- 🕒 *In monarchies, women who rose to the top dealt mostly with a narrow elite, so they could prove themselves and get on with governing. But in democracies in the television age, female leaders also have to navigate public prejudices — and these make democratic politics far more challenging for a woman than for a man.*
- 🕒 *In one common experiment, the "Goldberg paradigm," people are asked to evaluate a particular article or speech, supposedly by a man. Others are asked to evaluate the identical presentation, but from a woman. Typically, in countries all over the world, the very same words are rated higher coming from a man.*
- 🕒 *Experiments have demonstrated that when women highlight their accomplishments, that's a turn-off. And women seem even more offended by self-promoting females than men are.*
- 🕒 *This creates a huge challenge for ambitious women in politics or business: If they're self-effacing, people find them unimpressive, but if they talk up their accomplishments, they come across as pushy braggarts.*
- 🕒 *"It's an uphill struggle, to be judged both a good woman and a good leader," said Rosabeth Moss Kanter, a Harvard Business School professor who is an expert on women in leadership.....*

Kristof's good news?

- 🕒 *Prejudices can be overridden after voters actually see female leaders in action. Exposure reduces prejudice.*

How Women Candidates Hold Themselves Back

Not all the obstacles are external. Yes, women are still held to a double-standard, but many tend to buy into it themselves. Many women who would make excellent candidates don't have enough self-belief. They don't think they are as good as they actually are. That puts women in a double-bind, because often men believe they are better at what they do than they are. Many men reach for jobs they're not prepared for, while women hold themselves back from seeking office they're totally qualified to handle.

Part of it stems from a constant, internal pressure many, if not most, women feel to be perfect. That takes its toll psychologically and professionally. I recently heard a very successful businesswoman put it this way: "Men want to win. Women want to 'get it right.'"

What Women Who Get Elected Need to Do

I heard another great quote "Women in power is essential.....and women in power is not enough." Women who are in power need to keep a virtuous circle rotating for those who come next: They should not forget their past→ They are now role models and have to think of what they can do for other women → They have to get other qualified women into power and important decision making roles as well→ Women in power should reach out to the media to increase gender sensitivity among the public so we avoid a stereotype portrayal by the media→ Women need to appoint qualified women to important jobs→ Women need to rewrite unfair laws and laws that do not uphold the best, most humane values countries and municipalities can stand for.

Women in office, to be honest, need to expect the worst, respond to it with good humor, and have some effective come-back lines ready. Women in office should anticipate media land-mines.

Women in office should encourage other qualified women to run for office. Arizona's popular Governor, now Secretary of Homeland Security, Janet Napolitano, says:

"Too often, we emphasize the difficulties in being in public office—like the loss of privacy or personal time. The plain fact is: these are great jobs. You get to do important work, deal with big issues. It's fun! I am never bored! Those of us who have chosen to enter public office should do a better job of communicating what a fulfilling and rewarding life it is."

Interestingly, as far as including her in this section, Napolitano went on to back Senator Obama, not Senator Clinton. She is now a member of President Obama's cabinet, but that's besides the point – or is it?

Women should speak up and come together. *"Our voices are essential in the economic future of the world,"* said Former Secretary of State Madeleine Albright. In order for that to change, Albright said women need to be self-confident, need to "interrupt" more (rather than waiting to be called on), and they need to network. *"There is a boy's network,"* said Albright. *"There needs to be a women's network."*

Can we get there?

The answer is definitely yes! If you are younger than I am, maybe some of you out there in the U.S., and other countries, will experience an encounter like this from Iceland in your lifetime. Women leaders have been accepted as the norm in Scandinavian countries for a long time and Vigdis Finnbogadottir was the first woman in world history to be elected as a constitutional head of state. After she was President of Iceland for 16 years, a teacher told of a boy in her class who asked whether he had any chance of leading the country, or if that was only open to women! That's what I call the other side of "The Tipping Point!"

Hillary Made "Feminine" History

History will show that Senator Hillary Clinton tremendously advanced the cause of women candidates and paved the way for a woman to be elected to the highest office in the land. These are only a few of the ways:

- 🕒 Clinton won 17 presidential primaries.
- 🕒 Clinton garnered 18 million votes in those primaries.
- 🕒 Clinton soundly defeated the assumption that a woman could not raise money, or that women would not donate (they made up about half of her contributors).
- 🕒 Clinton easily cleared the bar with many voters on her ability to be commander in chief, making it easier for people to see a woman in that role.

We can't know what Clinton would have done differently if she had been elected president, but *More* magazine asked some top women to forecast what the future might have been, and some obviously responded with a little "spin" or wry wit.

Former (Dem.) Congresswoman Pat Schroeder said:

"You remember the Miss America Pageant where all the contestants would say they wished for world peace? It will be fabulous when Hillary delivers world peace without posing in a bathing suit!"

Blanche Wiesen Cook, CUNY history professor, says:

"Hillary will sign a bill to end the global rule of the arms industry and redefine terrorism as a crime to be pursued by law, not war."

Mills College President, Janet Holmgren, and Letty Cottin Pogrebin, founder of the National Women's Political Caucus, predicted some cabinet appointments that I hope are on President Obama's radar screen:

- 🕒 Secretary of Defense-Claudia Kennedy, retired 3-star U.S. Army General
- 🕒 Secretary of Treasury- Laura Tyson, Former Chair, White House National Economic Council
- 🕒 Secretary of Health and Human Services -. Susan Hockfield, President of MIT and a preeminent neurobiologist
- 🕒 U.S. Attorney General - Judith Kaye, chief judge of New York .
- 🕒 Secretary of Education - Wendy Kopp, who started TEACH for America.
- 🕒 Chair of the National Endowment for the Arts -Susan Berresford, retiring President of the Ford Foundation

World-renowned anthropologist Mary Catherine Bateson thought Clinton would:

- *Have worked to keep the armed services strong but would not have forgotten the human costs of war for civilians, especially for children.*
- *Would have restored and preserved a safety net for the poor even while she protected and strengthened the economy.*
- *Would have had a woman's voice -- from the Oval Office, both firm and lucid, both resolute and caring*

Senator Hillary Clinton didn't get the Democratic nomination for president of the United States, and there have been any number of post-mortems on why her campaign wasn't successful enough. One criticism I agree with, is that she listened to certain advisors (who all happened to be male) who steered her in a more "masculine" and less natural direction that alienated voters, who had previously been in her camp. Another reason cited is her vote in favor of the U.S. waging war on Iraq, which I also

think is indefensible. Her campaign organization was no match for Senator Obama's and she's responsible for that.

And there's the "husband thing" again - former President Bill Clinton was too much baggage for some voters to want her to take to the White House.

Given her initial strong headwind, I personally believe that, if she had followed her own heart and instincts, she would have won the other primaries she needed. Near the end of her campaign she allowed more of herself to come to the surface and I think that Hillary would have won.

Tina Fey, Don't Let Your Sarah Palin Impersonation Get Rusty

The Palin Phenomenon is also a lesson not to be missed. Senator John McCain's choice for his vice-presidential running mate in 2008, Alaska Governor Sarah Palin, stirred great excitement and, it's probably fair to say based on the polls, even greater controversy.

By the November election, the majority of voters viewed Palin as unqualified for the job. Let alone what Democrats had to say about her ideology, McCain's choice of Palin sent highly visible Republicans in the media like David Brooks, George Will, Peggy Noonan, and Christopher Buckley, flocking to Obama, because they thought Palin lacked adequate experience.

I lay some of the blame on the GOP's doorstep, because her party did her no favors by waiting until just before the convention to add her to the ticket, and immediately thrusting her under the spotlights with no time for preparation.

Nevertheless Governor Palin had a staunch base of supporters. Although it appears that she didn't attract women voters in the hoped-for numbers, she repeatedly drew enthusiastic, heavily male crowds. What Palin called the "Joe Six-Packs" said they appreciated about her, above all else, was how "real" and "like us" she was, and I think we all need to pay attention to that. And we should pay attention to her male supporters who declared "Who can't trust a mother?"

And we should be particularly encouraged by Palin's male supporters who felt a deeper connection, that surprising number of men who wanted to help her make history by breaking the glass ceiling. We should take a step back and let a testimony like this from Larry Hawkins, a former truck driver attending a rally in North Carolina, sink in:

"They bear us children, they risk their lives to give us birth, so maybe it's time we let a woman lead us. Men have done plenty to mess up the country. The sexual drives and big egos of male leaders have gotten in the way of politics in this country."

Mr. Hawkins went on to say a lot of his fellow truckers feel the same way:

"They think it's time for a woman, too. This one. Palin is our kind of woman."

One reporter called it a kind of "conservative feminism" and it deserves serious consideration as both a trend in the culture, and another way to come at gender balance. I can hear my liberal friends gasping in horror that I wrote this;

nevertheless, Governor Palin deservedly made history and is also likely to be back on the national scene.

The 44th POTUS: A Man Elected Because of Key “Feminine” Traits!

Because nearly 67 million Americans voted for him, President Obama went to Washington with the wind of a huge mandate at his back.

The most celebratory outcome of the 2008 U.S. Presidential race and election as far as this book is concerned, is that it has positively changed some perceptions of race and gender in America. With Barack Obama’s election as the 44th President of the United States, the majority of Americans polled now think that whites and blacks have an equal chance of getting ahead in today’s society.

What’s highly relevant to the message of this book is that Obama’s traits show that voters elected a roundly balanced, not a solely masculine, human being. When *The New Yorker* endorsed Obama for president, they cited desirable characteristics they saw in him:

- ☯ A statesman with not only determination but also diplomacy, flexibility, patience, judiciousness, and formidable intellectual engagement
- ☯ His transformative message is accompanied by a sense of pragmatic calm
- ☯ Unity is an essential part of his character and of his campaign
- ☯ He’s inclusive, determined to speak to a broad range of Americans who do not necessarily share his every value or opinion
- ☯ He demonstrates equanimity even under the ugliest attack; he’s reluctant to counterattack in the same vein
- ☯ He’s the essence of centeredness, composure, and self-reflection
- ☯ He shows emotional empathy, remarkable ability to see life and the world through the eyes of people very different from himself
- ☯ He demonstrates organization, technological proficiency, discipline, strategic astuteness
- ☯ He exudes profound respect for the electorate
- ☯ His steady temperament is appropriate for the office and for the volatile and dangerous era in which we live
- ☯ In sum, he is a leader temperamentally, intellectually, and emotionally attuned to the complexities of our troubled globe

Millions of emails flew around the internet during the too-long campaign, but one stood out to me, because it shows just how close we’ve come to the tipping point of deeply desiring “feminine” aspects to leadership. These are some of what we would call “Yin” reasons Frank Schaeffer, a former life-long Republican who helped found the Religious Right and the father of a Marine, gave for why he voted for Barack Obama:

- ☯ Solid gold personal character
- ☯ Good father and husband

- ☯ In the age of greed, he took the high road of community service
- ☯ Patient, mild mannered teacher
- ☯ Consistent in the way he treats people- kind, personally humble
- ☯ Lives by the code that those who lead must serve
- ☯ Background gives him an abiding knowledgeable empathy with the people
- ☯ Healing presence at a time of national division and strife
- ☯ Uplifting spiritual quality at the very time when our worst enemy is fear
- ☯ Responds to crises in a quiet, reasoned manner
- ☯ Radiates the calm inner peace of the spirit of forgiveness
- ☯ Brings a moral clarity to his leadership reserved for those who have had to work for everything they've gotten and had to do twice as well as the person standing next to them because of the color of their skin

Of course, Schaeffer's essay puts forth many additional important reasons for selecting Obama, including his view that Obama is a scholar statesman and one of the most intelligent presidential aspirants to ever step forward in American history, and that he is also tough and unflappable.

Although Schaeffer didn't present it this way, to us it's clear: the fulfillment of Schaeffer's prediction that Obama will be one of the greatest and most loved American Presidents, would be attributable to Obama's gender-balanced, as opposed to hyper-masculine, traits.

Yes We Can, Have The Change We Need...

WWOD? (What Will Obama Do?) As far as what pertains to the dots we've tried to connect in this book, peace, sustainability and economic justice, Obama favors exhausting diplomacy before ever contemplating war, knows the planet is in jeopardy of being exploited, and doesn't mind asking us to sacrifice and change our lifestyles so that more people in this world can enjoy a quality life.

But WWOD about the sine qua non? How concerned is he about the critical need for gender balance? He didn't make it a main issue in this campaign. Of course, he advocated equal pay for equal work but, frankly, that should be a given, and is yesterday's issue, relative to across-the-board gender balance.

There was great hope, though, in seeing the audience at the 2008 Democratic National Convention because 25% of the delegates were African American, and more than half of all the delegates were women. Inclusivity is the #1 characteristic I associate with "feminine."

So I fully expected that, as president, Obama would surround himself with appointees that reflect the demographics and socio-economics of this country, and who would bring a global perspective to augment his own diverse heritage.

In addition, President Obama and Vice President Biden should have some innate pre-disposition toward allowing their "feminine" side to influence their decision-making. Obama was raised by his mother as a single parent after his father returned to Kenya,

and his life growing up was no walk in the park because of it. Biden was a single parent himself for several years after his wife was killed in a car accident. Given those backgrounds, I think it's a good bet that they both understand what ordinary people face in life.

...and Obama Didn't Disappoint

Obama started off with a home run when he named his security team. I can't imagine the stage being set any better than it is right now, for us to test whether gender balance has been the missing link to resolving the serious issues we face in this world.

When President Obama selected Hillary Clinton as his Secretary of State, some of her supporters were concerned that she would have less stature in a Cabinet role, than she might have been well on her way to achieving, had she remained in the U.S. Senate. That's a valid concern, because she will no longer be her own boss, and that has generally been the only way for women to really be taken seriously in politics. She's not penetrating any glass ceiling, either, because there have already been two females in that cabinet post. And, it's likely not the best move if Clinton still has her sights set on the U.S. Presidency, since no Secretary of State has gone on to do that in over 150 years.

But, Secretary of State Clinton does have a tremendous opportunity to help "connects the dots" – linking peace, prosperity, and sustainability – to gender balance, on a global basis. With her appointment, we have a unique opportunity to see a gender balanced team in action, a team where both the chief executive and the top diplomat have repeatedly stated their "feminine" approach to solving 21st century challenges. Make no mistake. As he said, Obama chose Clinton because of her "tremendous stature, extraordinary intelligence and toughness, and remarkable work ethic" and because she "will command respect." He did not choose her because she was a woman.

Where the "feminine" comes in, is that both Obama and Clinton recognize that America's "*destiny is shared with the world's,*" they both have a strong "*commitment to renew American diplomacy and restore our alliances,*" and they both want to "*pursue vigorous diplomacy using all the tools we can muster to build a future with more partners and fewer adversaries, more opportunities and fewer dangers for all who seek freedom, peace, and prosperity,*" and they both want to "*reach out to the world again seeking common cause and higher ground.*"

The world reacted jubilantly to Obama's election, and again after Clinton's appointment, because there's reason to hope that we can find ways to come together in dialogue, instead of dropping bombs, as the first resort.

Über Testosterone is Out...

This follows on the heels of an administration that could hardly have taken a more "hyper-masculine" approach in the last 8 years, and left the war in Iraq as its major foreign relations legacy.

President George W. Bush, the "Decider," launched two wars in his first two years in office. He was surrounded by hardline conservatives who pulled out all the stops to get the U.S. to launch the second war – the pre-emptive war against Iraq: Vice

President Dick Cheney, Defense Secretary Donald Rumsfeld, Deputy Defense Secretary Paul Wolfowitz, Cheney's chief of staff "Scooter" Libby, former Republican Party leader Newt Gingrich, Richard Perle, Chairman of the Defense Policy board and Army General Tommy Franks. Cheney and Rumsfeld even shut out senior members of the security team from key decisions because they did not support the idea of going to war with Iraq enthusiastically enough - Secretary of State Colin Powell and CIA Director George Tenet. Powell and Tenet climbed on board and supported Bush's decision.

Between September 11, 2001 and March 2003, our nation's leadership communicated with us, and with the world, using this vocabulary: shock and awe, military force, attacks, combat troops, power, bombs, threats, air strikes, regime overthrow.

Their dualistic way of seeing everything as good/evil, friend/enemy, and victory/defeat left little room for talking, listening, or considering options, particularly alternatives to waging war.

At home, many civil liberties groups took issue with the way the Bush administration determined what constituted patriotism, and with the covert, clandestine means they established to monitor citizens' actions and invade privacy.

Serious questions of constitutionality were raised along the way, as the powers of the President and Vice President expanded, and as Cheney, in particular, placed his office above U.S. law. Americans were shocked... and shamed, to learn that senior administration officials decided the Geneva conventions against prisoner torture were out of date, and violated international and domestic law by sanctioning prisoner abuse in Guantánamo Bay and Abu Ghraib prison.

Abroad, our ties with allies, particularly European, have been frayed. They feel they were co-erced, misled, and disrespected. After 9/11, the Bush team was not interested in negotiations, multilateralism, or mutually agreed upon resolutions. Cheney went so far as to say that following United Nations protocol was a waste of time.

OK, but aren't you leaving some one out of the discussion, you ask? The high profile, female Bush insider? It's hard to ferret out what the influence of the only female, then National Security Advisor Condoleezza Rice, might have been, if she had been part of an administration that was not hell-bent on launching a war in Iraq, presumably even before the 9/11 attacks on the World Trade Towers in New York City.

But that's cutting her too much slack, because she was front and center in leading the push. In fact, Rice has been a stalwart, perhaps the staunchest, Bush supporter. She is unquestionably loyal, has executed his policies, and is considered his closest confidante. There's no evidence that a female presence or "feminine" influence tempered the off-the-chart testosterone. Would this have been possible?

I will offer this to round out the picture. Rice survived all 8 years, and reportedly engineered Rumsfeld's demise. During the two years after she succeeded Powell as Secretary of State, Cheney was isolated, and Rice had a chance to perform. Her own diplomatic agenda included attempts to restart talks with Korea and Iran, normalizing relations with Libya, and increasing aid to Africa. In the end, though, it's relatively too

little, too late. Instead of the quick "mission accomplished" we were told was the "slam dunk" outcome, the war continued.

As it turns out, we never did find concrete ties between Saddam Hussein and al-Qaeda. And in sad, sad irony, on the same day Obama announced his security team, President Bush told ABC News "the biggest regret of all the presidency has to be the intelligence failure in Iraq." It almost sounded like a redeeming apology. But, a few moments later, Bush also said the one thing he is proudest of is: "I keep realizing we are in a war against ideological thugs and keeping America safe."

...and We're Going to Try it Another Way

All the trillions of dollars the Iraq war will end up costing, all the bombs, and all the troops, will not keep America safe. Obama and Clinton endorse what Rice belatedly gave voice to, that any country's, and any people's, security is tied to everyone's security. You can't go around the world, as we did, dropping bombs, sending in troops, and proclaiming that we were spreading democracy. We've got to see the connections between helping countries build civil society, helping them strengthen local governments, helping them in their development efforts, and how peace and cooperation can result. Obama asked Robert Gates to stay on as Defense Secretary, and Gates champions the idea that war, peace, diplomacy and development are connected. So, we have a real shot at getting back on track.

President Obama is refreshingly "feminine" in his inclusiveness, gathering a team that is gender-balanced, racially diverse, and bi-partisan. In fact, 3 of the 6 members of his security team are female. That's extraordinary. And the beginning of balance. What we, of course, expect is that balance is the genuine intent. We will know by whether each member will have the latitude, and tools, to be innovative and fully effective, and make a unique contribution.

Obama signaled that ideology is "out" when he declared that no group has a monopoly on wisdom. That attitude will go a long way toward rebuilding relationships and healing divides. This is the best chance the U.S. has had to do its part to solve – and not worsen – global crises.

While I haven't seen it characterized this way by prominent observers, President Obama's inaugural address to the world was filled with "feminine" language and approaches like:

- ☉ He was "humbled" and "grateful."
- ☉ He stressed "unity of purpose over conflict and discord."
- ☉ He signaled "an end to petty grievances, recriminations, worn out dogmas."
- ☉ He said the time for protecting narrow interests had surely passed. That a nation favoring only the prosperous couldn't last.
- ☉ He showed a path to a Universal Neighborhood, saying, "*The success of our economy has always depended not just on the size of our Gross Domestic Product, but on the reach of our prosperity; on our ability to extend opportunity to every willing heart - not out of charity, but because it is the surest route to our common good.*"
- ☉ He reminded us of a "God-given promise that all are equal, all are free, and all deserve a chance to pursue their full measure of happiness."
- ☉ He favored facing down "*fascism and communism not just with missiles and tanks, but with sturdy alliances...*" He said "*power alone cannot protect us, nor does it entitle us to do as we please... (but) grows through its prudent use...the justness of our cause,... the tempering qualities of humility and restraint.*"

- ☉ He vowed to *"work tirelessly to lessen the nuclear threat, and roll back the specter of a warming planet."*
- ☉ He appreciates difference: *"our patchwork heritage is a strength, not a weakness. We are a nation of Christians and Muslims, Jews and Hindus - and non-believers. We are shaped by every language and culture, drawn from every end of this Earth; and because we have tasted the bitter swill of civil war and segregation, and emerged from that dark chapter stronger and more united, we cannot help but believe that the old hatreds shall someday pass; that the lines of tribe shall soon dissolve; that as the world grows smaller, our common humanity shall reveal itself; and that America must play its role in ushering in a new era of peace."*
- ☉ He knows rich and poor nations are connected, and must share, and pledged *"to work alongside you to make your farms flourish and let clean waters flow; to nourish starved bodies and feed hungry minds. And to those nations like ours that enjoy relative plenty, we say we can no longer afford indifference to suffering outside our borders; nor can we consume the world's resources without regard to effect."*

Of course, we would have preferred that President Obama would have called for gender balance as the sine qua non, recognizing that global prosperity, peace and planet preservation aren't possible without it. We will work to get this message incorporated, because the world is focused on him. Nevertheless, nothing that we could argue in this book about the critical need to balance "masculine" and "feminine" would convince anyone like real life success of this administration will. As those successes roll out, let's make a pact to give credit where credit is due. That's how gender balance will become a shared priority.

So, yes, we made history. A woman has not yet moved into the Oval Office, but we have more balance, greater representation of "feminine" values, approaches, and leadership styles. It's what the people wanted. The "feminine" values we desperately need aren't always – or only - embodied in female anatomy. And, someday, a woman will be President of the U.S.

Because political pioneer Bella Abzug liked to have the last word, we're giving it to her and we'll work for the balance she pioneered:

"We are coming down from our pedestal and up from the laundry room. We want an equal share in government and we mean to get it". Bella Abzug

QUESTIONS

Would the U.S. federal government would be much different—in style and substance—if a woman were elected president, and if women held a majority of seats in Congress? What evidence do you have?

Is it too early to say what effect greater numbers of women in government will have on overall foreign policy? On Homeland Security? On international aid? Please send us your thoughts and expectations.

Do you have research to share on what this means for entire societies, for our world?

Do you have research to share on what gender balance/proportionally representative numbers of women in government mean for:

- **Gun control?**
- **Crime?**
- **Corruption?**
- **War and General Violence?**
- **Domestic Violence?**

Do you think electing more female government leaders globally is an anomaly, or a permanent trend?

What will be the implications with more female leaders in the world? Are they any different compared to male leaders? What can you point to?

What would it be like with not only a women leader, but also with most of her parliament members being women, too? What about a female army?

As more and more women are elected to political office, both in the U.S. and globally, will gender become less and less relevant? What evidence do you have?

What influence would there be on budget appropriations? What evidence do you have?

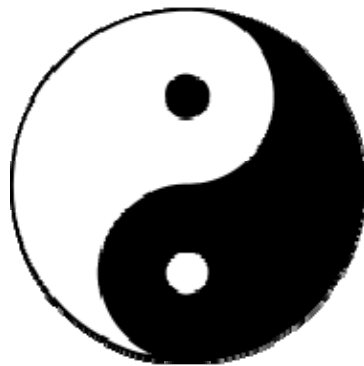
Can you connect us to high profile and other key people we should recruit to this effort?

We know gender balance needs to be adopted by leaders in at least three widespread movements that have a lot of momentum – Peace; Sustaining the Environment; and Leveling the Playing Field/Poverty Reduction. We hope you will let us know what connections you can make to the leaders, and what other logical links you see.

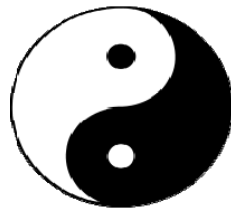
Develop the Habit

- 🌐 Vote at every opportunity.
- 🌐 Run for office or encourage other qualified women to run for office
- 🌐 Speak your passion about important, even if controversial, topics, i.e. gun control, crime, violence, “guns vs. butter” federal budgeting.
- 🌐 Call or write your legislatures about serious issues we face, and connect it to gender balance whenever possible.
- 🌐 Support candidates you believe in. We’d like to see more bumper stickers and yard signs for women and for men who support gender balance and see the connections.
- 🌐 Governments can implement “family-friendly” policies including easier access to daycare, flexible office hours, limits to evening meetings.
- 🌐 NGOs and governments can help equip qualified women with the confidence and skills necessary to run for office.
- 🌐 Grass-roots programs can help recruit and train qualified women across the political spectrum.
- 🌐 Embassies abroad can encourage female officials to mentor qualified female candidates to succeed them.
- 🌐 Governments should look to replicate innovative political party reforms that ensure gender equality, e.g., increasing funding for parties that exceed the quota for women’s participation.
- 🌐 Support transparent and equitable campaign-finance rules.

***PART TWO: WHAT MOVES SHOULD WE MAKE
NOW TO GET US TO 50-50?***



A. What Do We Need To Do To Achieve Balance?



Chapter Fourteen: From Narrow-Tipped Pyramids to Balanced Full Circles

"We must recognize that beneath the superficial classifications of sex and race the same potentialities exist, recurring generation after generation, only to perish because society has no place for them" *Margaret Meade*

Living an Ever-changing Video

For a long time I have had this "moving picture" in my head which eventually got me to the point of writing this book. It begins with a pyramid or triangle shape that, to me, depicts how we begin as children, and how we proceed through life, if we follow the commonly accepted path to "success."

We begin "at the bottom" where we are in the company of a broad cross-section of people. As we "move up," our social interaction is with smaller groups, perhaps first "screened" to include those who have our same level of education. As we continue to "move up," we identify with and socialize with those who have "passed" more "screening" – maybe they're also similar to us in household income or lifestyle.

Those "tiers" have fewer and fewer people in each one – and yet the tiers often get even further sub-divided into neighborhoods, churches, clubs or gated communities --- -until, at the "top" of your pyramid there may be only a small group that even appears to share a dress code or genetic screening! Talk about insular!

Where did that first picture come from? Well, I felt that was where my life was headed.

Being a little slow on the uptake, I was almost 50 before I actually tried to grab hold of the reins, and point myself in another direction. The nagging prompt was another picture - of concentric circles – which kept trying to replace the pyramid in my mind and heart. I was in the circle in the center, as a white, female, Italian-American, with a graduate degree, with a 30-year corporate resume, married, living in a nice neighborhood, with good health, and with loving family and friends.

Even though my mind started picturing circles, it still seemed that all those self-labels were too much like the "tiers" of that pyramid. So the inner nagging continued – a prompt to break down the walls. Not just the walls of the circle I somehow felt I was in, but of all the concentric circles --- so that everyone in the world would be included in one circle - the biggest of circles imaginable.

For a long time, I felt that this was entirely related to what I knew in my heart, that any type of discrimination against people, or any segmenting of people based on arbitrary reasons, is just plain wrong. At some level, I felt that Italian-Americans weren't considered full-blooded Americans, and immigrants like my parents were, in fact, considered "foreign" when they arrived around 1920.

They were very smart, but had to stop going to school to earn a living so their families could survive. Many immigrants today face the same thing.

I think the reason my parents sent me to the parochial high school they chose was so I wouldn't face prejudice, and, of course, because they thought the nuns would be no-nonsense. A lot of my high school friends were from Chicago's North Shore, a privileged place that can be quite elitist. Because I have blond hair and green eyes, people don't think I'm Italian, but that culture is deeply imbedded in me, and I love the Mediterranean exuberance for life. A lot of my schoolmates, though, had ancestors who came to this country a long time before my parents, on different ships from the kind my parents arrived in, and didn't have to go through Ellis Island. Their customs seemed dominant and, while I strived to be popular, there were cliques I felt I didn't quite fit into. But the school was large enough to be able to figure out that having more or less money, and going on to the right schools and clubs, didn't measure human worth. Reunions later showed that realizing potential was highly individualized.

I didn't like how these differences sometimes made me feel "foreign," and I didn't want others to feel "foreign," either. On the one hand, I didn't feel like I belonged, and on the other hand I didn't want to belong if it meant clique-i-ness. And, if I had a third hand, I would have used that to say that everyone should belong together, regardless of what labels we put on ourselves and others. I liked going on to two diverse, public universities, each with more than 30,000 students, making friends with people from all walks of life, backgrounds, and parts of the world; it was a priceless education.

But, to be honest, I look back now and wonder why some things were so important to me as late as college, like being accepted into a sorority. We said ours was about "grace, wisdom, and love." In fact, we blackballed some girls, and I'm not proud of that chapter of my life. It's anti-"feminine" thinking to exclude others, and my inner "feminine" wisdom has finally made me realize that. Encouraging that "feminine" wisdom is the path I want to pursue and it feels much better. What I find myself admiring and trying to emulate now, are people with real sparkle in their eyes, revealing souls that are about loving and truly embracing all peoples.

Throughout President Obama's book, *Dreams From My Father*, he writes how parts of him were searching for his own connection – to blacks, to whites, to Hawaiians, to Californians, to Midwesterners, to Americans, to Africans, to Indonesians, to Christians, to Muslims, to those with native faiths handed down through generations, to formally educated and not, to materially rich and not, and to the Harvard inner-sanctum, and to the South Side of Chicago. This is the first time the U.S. president will actually be able to personally identify with people from so many different backgrounds. He can do a lot to lead us to breaking down false barriers. That's a very "feminine" approach and it's no wonder there is so much excitement about this phenomenon, and I hope he also recognizes gender balance's role.

I learned the "Golden Rule," like people of almost any faith, and even people who don't profess a faith: treat others the way you want to be treated. That was the simple basis of starting Full Circle Living nine years ago, to do everything we can to continuously expand the circle of who we treat like ourselves. We even named that biggest of circles a "Universal Neighborhood" to get the idea across, that we'd all know when we got there, by the quality of life everyone on earth enjoyed.

We thought a great way to visualize this, was to look at how the nations blur into the continents, and the continents blur into each other, in the famous , heart-stopping photo the Apollo astronauts took of planet earth. It's hard to fathom barbed wire fences, great walls, and patrolled borders spoiling the flowing swirls.

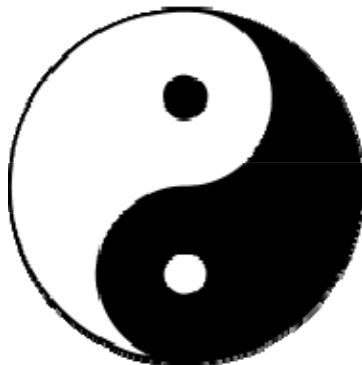
Our Full Circle Living logo is an adaptation of that famous photo:



Simple Ancient Wisdom

That moving picture is still rolling and being influenced by all kinds of experiences. For example, in what I thought was a compartment in my life separate from Full Circle Living, since 2000 I've also been learning about yoga and Feng Shui. Yoga began centuries ago in India, and the translation of the word I've most often heard is "union." Feng Shui began centuries ago in China and is, most simply, about harmony.

It's fascinating that this symbol is associated with both philosophies:



As I was writing this, I heard on the news that enough parents at an upstate New York high school were concerned a voluntary yoga program for students would promote Hinduism, and violate the separation of church and state, they insisted the program be renamed "Raider Relaxation." Since countless millions have flocked to some form of yoga, I still think it's safe to use what is by now a universal symbol!

In doing research on this symbol, most often referred to as "Yin-Yang," the most overarching explanation of this principle is that Yin-Yang is the foundation of the entire universe, underlying everything in creation. The two halves are in complete, precise, inverse proportion to each other.

And here is the “aha” moment that brought everything together for me: One side (dark) is called “feminine” and the other side (light) is called “masculine.” Countless people throughout the centuries have believed that the foundation of the entire universe depends on “feminine” and “masculine” being in exact proportion!

And, there’s more. As you can see, each half contains a spot or element of the other half. And where the “masculine” wanes the “feminine” is strong, and where the “feminine” wanes, the “masculine” is strong. Everything in the universe is contained within that circle, and because of this precise proportionality, the circle is completely balanced.

Two years ago, Sam and I were in one of the neat shops in Asheville, North Carolina, that sell affordable, original, local art and something unusual hanging on the wall caught our eye – a tambourine. Imagine the above Yin-Yang symbol, with pink oil paint (with a purple spot) on one side of the front of the tambourine, and with purple oil paint (with a pink spot) on the other and, where the halves join, is the black wavy word “Balance.” We gave it to each other for our wedding anniversary, and it has hung on our bathroom wall ever since. It reminds us how “feminine” and “masculine” fit together perfectly, and how we each have a spot of the other within us. When we found it, I had no idea I would be writing this book, so I’d say that’s a kind of prophetic foreshadowing to this storytelling!

Getting back to the moving picture in my head, now the Yin Yang symbol is superimposed on the photo of planet earth taken from space. The idea being that balance keeps our connected world seamlessly flowing. It’s all coming together.

What is Coming Together?

Beginning several years ago, the same message kept cropping up:

If there is any hope for evolution toward a Universal Neighborhood, we all need to bring about gender balance in all parts of life. Women need to be in positions to equally influence decisions on major issues. “Feminine” and “masculine” values, principles, traits and characteristics need to be equally valued and weighted in decision making. To correct the imbalance we have now, women need full, proportional representation in economic and leadership roles, because this is far from current reality. We all need it to change.

We don’t think the world “gets” why gender balance is crucial to human survival and prosperity. That’s why I wanted to write this book. For sure, a lot of people do “get it.” I would even call it a groundswell of people “getting” it. But, for some reason, it isn’t enough for balance to get on all our radar screens, and stay there.

For example, *TIME* magazine ran a cover story called “10 Ideas That Are Changing the World” with a tantalizing tagline: *More than money, more than politics, ideas are the secret power that this planet runs on. Here are a few you need to know about.* I quickly glanced down their list...

Common Wealth
The End of Customer Service
The Post-Movie-Star Era
Reverse Radicalism
Kitchen Chemistry
Geoengineering
Synthetic Authenticity
The New Austerity
Mandatory Health
Re-Judaizing Jesus

...and wondered, how can *TIME* claim this list comprises "the secret power this planet runs on" --- and exclude gender balance?

Could it possibly be related to the fact that 7 of these 10 ideas were from men?

Is it because we only see and hear bits and pieces of the positive difference gender balance can make on the news, but not day after day? Not as the steady diet it deserves?

Gender balance somehow isn't linked to major concerns and it needs to be. And, for sure, gender balance needs to be moved from being a "women's issue" to being critical for all of us.

Among what the mainstream press considers to be of major concern, the world appears to be "getting" three other realities that are crucial to human survival – Poverty Reduction, creating a Sustainable Environment, and a world filled with Peace. Gender Balance is not currently viewed as a critical goal in its own right. More incredibly, it's not spelled out as being crucial to achieving the other three. All of these concerns are intricately interwoven, and deserve to be in the center of all of our radar screens---but they won't change without gender balance.

We see an opportunity to greatly accelerate reaching Gender Balance by being a catalyst to cause a logical linking with those three other highly visible, vital, pressing, global imperatives. We're devoting several chapters to this idea because we strongly believe that none can succeed without the others.

2400 Year Old Proof!

Just today I had the neatest "aha" moment that might really help more people understand why we all would be better off living in a circle of shared power. Maybe this mental image of a circle trying to replace the pyramid – or the pyramid even "morphing" into a circle - is about something that I didn't even think about before writing this book – matriarchy at its best. The "aha" is from anthropologist Dr. Peggy Reeves Sanday talking about an Indonesian matriarchy that's been around since Alexander the Great! She writes:

"Neither male nor female rule is possible because of the Minangkabau belief that decision-making should be by consensus... In answer to my persistent questions about 'who rules,' I was often told that I was asking the wrong question. Neither sex rules, it was explained to me, because males and females complement one another."

In that society, women are thought of as the center of a circle, and 4 million men and women, and boys and girls, all live in peace, within that circle. Women aren't "above" or "below" men. Men aren't "above" or "below" women.



Disclaimer

So you can't close this book now thinking this is about "male-bashing" because it isn't.

It is about inclusiveness. In fact, for everyone to be able to live in a world that feels like a Universal Neighborhood, we would all have to apply the Golden Rule to everyone - across the board - no exceptions.

It starts with balance because women are too often not included now. Because there is so much male dominance now, it is about elevating women to the level of parity at which they can optimally contribute to fostering a Universal Neighborhood.

Of course, women deserve this equality simply because they are human beings. Hopefully, our proof will carry well beyond basic human rights because, above all, this book is about recognizing and fully appreciating, that it is crucial for all of us in this world that "feminine" values (See: "Let's Get Clear) be equally incorporated into decision making at all levels, in all sectors of society.

Why is it crucial and why do we need to balance? Because a "hyper-masculine" world does not translate into a Universal Neighborhood. If the world we lived in was structured in a "hyper-feminine" way, we would still be arguing for balance.

Balance is not bashing...or idealizing. Men predominantly have distinct "masculine" characteristics and their strengths need balance, perspective and tempering. Women predominantly have distinct "feminine" characteristics and their strengths need balance, perspective and tempering. This is not about diminishing the value of men. This is not about diminishing "masculine" values and traits. This book is not about idealizing women, either.

It's more complicated, too, because, women have some "masculine" characteristics and men have some "feminine" characteristics. This is terrific! This can serve society very well! All of us would benefit from freedom from gender stereotypes, and from roles that are limited by gender.

Not only that, but I can definitely see how closer relationships can be the result, if men and women felt freer to show their whole selves. I was definitely drawn to my husband, Sam, because of his sensitive traits that might be considered "feminine." Likewise, Sam has told me he was drawn to my independence and other traits that might be considered "masculine." Many friends say they are drawn to similar balance in relationships, too. So, the built-in tension has positive aspects.

We're simply asking for fully appreciating "different yet equal." Generally speaking, though, in our world today "feminine" and "masculine" are different, but they are not equal. It's really worth all the effort for us all to change that.

Another Disclaimer

For this book to truly be about balance and valuing each of us in the world equally as human beings, people with homosexual preferences need to be equal to people with heterosexual preferences. I'm not informed enough to write about those discriminations. Nor can I write first-hand about what women – or men - of color desire when it comes to gender balance. If you've experienced multiple levels of discrimination, we invite you to write about why we need a balanced world that equally embraces preferences and racial and ethnic distinctions and what it would look like.

What's the hold-up? Is it power?

A friend asked about my views on women and power. While I agree that power vs. force is preferable (See: 50-50 – The Universal Neighborhood,) I told her that power is something I view more cautiously now that I see the critical need for balance rather than "up/down." But I also think you have to start with the way things are now to move to something better, and power is concentrated in some hands, leaving some with little or no power.

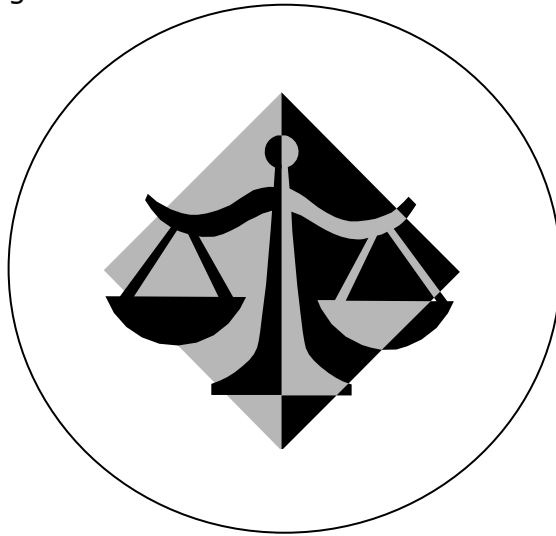
From my experience, power is more concentrated in men's hands and it seems there is a great reluctance to give up power. But, if we can change our thinking toward understanding where we all would gain, instead of defending what we think we might lose –wow!

Which leads back to this:

Gender balance can't happen without men! Men who can see why gender balance is in their own best interests, and in everyone's best interests. Men who know they play an essential role in making it happen. Men who buy-in and get involved.

Hopefully this book will help gather all you hip, plugged-in, smart, bold, self-assured, and enlightened men!

What we have to "get" is this:



Gender Balance. We need it. Now.

A world where everyone has what they need to live a quality life, and where all live that life in peace, and our planet is respected, can only happen when females share equal status with males and the "feminine" is valued as much as the "masculine."

This book is our attempt to convince anyone who still needs convincing.

QUESTIONS

Do you agree with the concept of a Universal Neighborhood? Do you have any actual examples of where this concept is playing out?

Please share any evidence you have with us, or any specific examples or personal experiences.

As your life has changed, have you noticed your circle of friends shrinking or expanding? Does your circle cross racial, political, religious and cultural boundaries? Are you comfortable with all types of people?

Please share any personal experiences you have.

Do you see both "feminine" and "masculine" traits in yourself? Would you like to see one or the other used more often, do you feel your traits are balanced?

Please share any personal examples you have that will either agree with or dispel the need for gender balance.

Can you connect us to high profile and other key people we should recruit to this effort?

We know gender balance needs to be adopted by leaders in at least three widespread movements that have a lot of momentum – Peace; Sustaining the Environment; and Leveling the Playing Field/Poverty Reduction. We hope you will let us know what connections you can make to the leaders, and what other logical links you see.

Develop the Habit

- 🌐 When discussing the realities of human survival, bring gender balance into the forefront of the discussion.
- 🌐 Help to create open dialogue when referring to both "feminine" and "masculine" traits, encourage both to be expressed by women and men.
- 🌐 Expand your circle of friends.
- 🌐 Consider everyone on the planet your "neighbor" and treat them that way.
- 🌐 Get involved; show that you know if there is a problem on the other side of the world, it does concern you.

Chapter Fifteen: Leveling the Playing Field

"It is difficult to separate idealism from naïveté – and perhaps inadvisable."
Mangalam Srinivasan

After spending nearly 30 years in the investment field, I made an abrupt turn from the corporate world of finance and, with partners, started a not-for-profit entity called Full Circle Living. (FCL) Bottom-line, FCL is about living our shared human purpose defined as continuously expanding the circle of who we treat like ourselves –moving toward a Universal Neighborhood. We would all know when we reached a Universal Neighborhood because it would be apparent from the quality of life that every human being enjoys, that we are all of equal value. The intent is for this to be reflected in every choice we make throughout our daily lives. Ultimately, the circle includes all humanity equitably sharing the earth's resources, living in peace, and respecting our planet.

Our overarching interest is in "leveling the playing field," or narrowing the gap between those who have abundant opportunities and resources, and those who lack comparable opportunities and resources. The disparities are evidenced in lack of economic opportunity, lack of educational opportunity; poverty/hunger; disease/HIV/AIDS; lack of clean water/sanitation; the aftermath of natural disasters; denial of human rights including trafficking and slavery; religious and cultural intolerance, prejudice and oppression; war, political instability and genocide – and how they are interrelated.

We obviously needed knowledge and committed to accelerating our attempts at comprehensive understanding, including traveling to witness some of these global conditions first-hand. Dr. Srinivasan's quote at the beginning of the chapter refers to the recognition that these are not only interconnected but also massive, entrenched conditions not readily addressed, much less resolved. Nevertheless, we accept it as our human purpose to try to do as much as we can.

To use an investment analogy, everyone has their individual "portfolio" of assets, to help push forward our shared human purpose. In Full Circle Living we have joined others to participate in projects locally, nationally and globally with our time, knowledge, networks, spheres of influence, finances, voting power, purchasing power, and skills.

Most Important Finding

Our experience and research led us to conclude that the single greatest impediment to equitably shared prosperity, and to peace and sustainability, is that women do not have equal voice or equal opportunities to solve the world's greatest inequities.

That catch-all statement doesn't neatly prove our case, but proof can be found throughout this book. The body of evidence is undeniable. It became crystal clear that not having women equally making the decisions is a major reason they are not being resolved.

More than half the world's population offer untapped capabilities and critically needed innovative ideas – our loss is incalculable.

Over the course of eight years the same message kept cropping up:

Gender balance, equally valuing the “feminine,” and the full economic participation of women are direct, efficient routes to solving global poverty, establishing peace, and sustaining the planet.

Yet women are woefully absent from leadership globally in government, politics, commerce and society at large. We have to equally tap into female and male, and “feminine” and “masculine” to live in a Universal Neighborhood. And so, in 2007, we strategically shifted FCL's overall focus to Gender Balance.

Trying to Refine and Accelerate Full Circle Living's Involvement

We considered our own passions, connections and expertise, and concluded FCL can have the greatest impact by focusing on:

- Gender Balance
- Economic Opportunity
- Balanced Representation in Leadership in Particular
- Concentrating Efforts in Under Resourced Regions and Countries

We know countless people of good will who are also seeking to fulfill this shared human purpose of helping to create a Universal Neighborhood. Full Circle Living hopes to serve as a conduit for a community of people to express and share ways to make this world a better place, and to connect to existing global circles, organizations and networks. This book can help.

We have already identified some organizations, groups and projects that we view as good matches and/or partners. Some we have previous experience with and many are new to FCL.

We are a small organization and definitely can't be all things to all people. But we can do our best to be an integral part of, and be a catalyst for, a Universal Neighborhood.

It Begins with Individuals Finding the “Sweet Spot”

Anyone who hasn't already done so, and wants to figure out a specific role in creating a Universal Neighborhood, might want to take the “Sweet Spot” test. Dr. James Fowler writes about this in his books and, briefly, your “Sweet Spot” is the intersection of:

- 1) What you're passionate about,
- 2) What you're good at, and
- 3) What the world needs doing

Dr. Howard Thurman, who deeply influenced Martin Luther King, Jr. and other Civil Rights Movement leaders, both black and white, breathes more life into finding our "sweet spot" in this most widely quoted wisdom:

"Do not ask yourself what the world needs; ask yourself what makes you come alive. And then go and do that. Because what the world needs is people who have come alive."

Amanpour's Take on Finding "Sweet Spots"

If you asked me who I would like to come back to earth as in my "next life," it would be as my personal #1 living hero, Christiane Amanpour, CNN's Chief International Correspondent. She's found her own "sweet spot," and motivates others to do the same, by her example, and in her speeches.

She's supremely qualified to motivate others, in my view, because no one has seen more un-level playing fields, more disparity and suffering in this world, than Amanpour. She fearlessly places herself on battlefields. Amanpour's hard-hitting, accurate reporting from war zones including the Balkans, Iraq, Israel, Iran, Afghanistan, Pakistan, Somalia, and Rwanda has influenced policy, and won her legions of fans. She's top among her peers in securing exclusive interviews with world leaders, at the most momentous times.

Yet one of the first un-level playing fields she encountered was the one she wanted to professionally play on herself - journalism did not open its arms wide for Amanpour. She was repeatedly rejected as an on-air correspondent because of her foreign accent, and because she didn't have "the right look," especially with what she calls her "unruly black hair." 25 years later, she still goes on-air with little or no make-up, often wearing a flak jacket, but her extraordinary talent and courage have triumphed: she's one of the world's most honored and perhaps the highest paid correspondent.

In Amanpour's 2006 commencement address at the University of Michigan, I have no doubt she revved up the graduates' "sweet spot" dream machines with inspiration and challenges:

- 🕒 *I think that we all are given special gifts and talents and it is whether we make the most of it that counts.*
- 🕒 *My most fervent hope for you is that you find something that sets you on fire, that gives you passion and joy, something that you love and believe in so much that it makes you want to work all day and all night, something that will make you willing to sacrifice, something that instills in you a deep sense of commitment and a sense of mission, something that will eventually demand your courage, your physical, your moral, your emotional courage.*
- 🕒 *Do well for well for yourselves and your families. But I ask you to consider also doing good for your communities, your countries and for our world.*
- 🕒 *Consider giving your business, whatever it may be, a social face.*
- 🕒 *If you choose science or medicine, spare some of your talent and some of your time thinking of how you can help just a few of the millions who cannot afford health care in the poor, disease-ridden other half of our world.*
- 🕒 *If you become an entrepreneur, spare some of your talent and your time to help create a sustainable small business model that could help some of the men,*

some of the women and children who struggle to exist in our rich world on less than one dollar a day.

- ☉ *If you become an educator, see how you can help a few of the hundreds of millions of children who have never seen the inside of a classroom and yet who yearn and would give anything to read and write.*
- ☉ *Use your gifts to help put a dent in the scourge of poverty, racism, inequality and ignorance here at home as well.*

And I love the freshness of Amanpour's appeals to our better selves:

- ☉ *I know that all of you can make a difference and, whatever you do, do not sit on the sidelines of life. Such a luxury is simply not proper for Americans or any of us anymore, especially not now.*
- ☉ *Self-absorbed is so "yesterday." It's out. "Cool" is now to be a citizen of our world, not just an inhabitant.*

What it Would Take to Achieve Gender Balance

If we hope to level the playing field, if we are really creating a Universal Neighborhood, we have to balance male and female and "feminine" and "masculine." This has to permeate every aspect of society. Some organizations have defined some of those aspects from their perspectives, giving us ways to measure how we're collectively doing.

The United Nations Population Fund (UNFPA) says:

"Gender equality implies a society in which women and men enjoy the same opportunities, outcomes, rights and obligations in all spheres of life. Equality between men and women exists when both sexes are able to share equally in the distribution of power and influence; have equal opportunities for financial independence through work or through setting up businesses; enjoy equal access to education and the opportunity to develop personal ambitions."

Gender balance requires "empowerment" of women, but we think of that differently from some people. Often we hear people or organizations say that they are about "empowering people." Our view in FCL has been essentially what Dr. Bob Lupton wrote in his books that were based on personal experience – *that you can't "empower" others, people have to "empower" themselves.* That being clarified, we like the idea of people becoming "empowered" and we think a good working definition of "empowerment" is the one cited by Dr. Geeta Rao Gupta, President of the International Center for Research on Women (ICRW):

"The core of the meaning of women's empowerment lies in the ability of a woman to control her own destiny. Kabeer (2001), whose definition is the most widely accepted, defines empowerment as 'the expansion of people's ability to make strategic life choices in a context where this ability was previously denied to them.'"

And this concept is reinforced by UNFPA:

"A critical aspect of promoting gender equality is the empowerment of women, with a focus on identifying and redressing power imbalances and giving women more autonomy to manage their own lives. Women's empowerment is vital to sustainable development and the realization of human rights for all."

Gender mainstreaming was endorsed as a strategy for promoting equality between women and men by the Fourth World Conference on Women in Beijing in 1995, the U.N. General Assembly in 2000, and in subsequent resolutions, and the United Nations Economic and Social Council (ECOSOC) adopted this in 2006:

"Gender mainstreaming is the process of assessing the implications for women and men of any planned action, including legislation, policies and programs, in all areas and at all levels, and as a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres, so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality."

BHAG – or Coming Full Circle

Leveling the playing field, gender balance, and a Universal Neighborhood are all connected. We need a big concept to pull this big goal together. Back in 1997 I asked everyone in the investment management firm I headed at the time to come up with a BHAG for themselves and our company. The idea came from James Collins' bestseller *Built to Last*, and his website explains:

"BHAG (pronounced bee-hag, shorthand for "Big Hairy Audacious Goal") is a 10-to-30-year objective—like a big mountain to climb—that serves as a unifying focal point of effort, galvanizing people and creating team spirit. It is crisp, compelling and easy to understand."

People in our company agreed on a BHAG that centered on putting clients first in every respect, knowing all other success would flow from that.

Full Circle Living now says let's put humanity first. All humanity, by moving toward an *ideal* Universal Neighborhood.

What will get us there faster and in a way that is fair and beneficial to all? What will get us to a level playing field? This BHAG will:

A world where everyone has what they need to live a quality life, and where we all live that life in peace, and our planet is respected, can only happen when females share equal status with males and the "feminine" is valued as much as the "masculine."

QUESTIONS

Do you agree with this Big Hairy Audacious Goal of gender balance? If not, why not?

If you agree, how are you helping achieve it?

Can you help “level the playing field” in specific ways?

If you are so moved to “root for the underdog,” we hope you will support organizations and causes that do not fit the most popular or conventional molds, or do not have a large base of support. Please let us know some great causes and non profits that you think others should know about that don’t get the exposure that others do.

Have you found your “Sweet Spot?” Do you want to share what it is?

Do the exercise and see where you stand, and, then, if you are willing to share the results, you may be helping lead others to their passion.

What has following your passion meant in your life?

Can you give personal examples where you have followed your passion and created change?

Can you connect us to high profile and other key people we should recruit to this effort?

We know gender balance needs to be adopted by leaders in at least three widespread movements that have a lot of momentum – Peace; Sustaining the Environment; and Leveling the Playing Field/Poverty Reduction. We hope you will let us know what connections you can make to the leaders, and what other logical links you see.

Develop the Habit

- 🕒 Level the playing field wherever you can. Get involved with causes or organizations that are not part of the mainstream, not heavily supported or popular, support the underdog.
- 🕒 Seek out organizations, companies, academia, that have qualified female representation in leadership positions and support them.
- 🕒 Do (or update) the “Sweet Spot” exercise and find out where your passion lies.
- 🕒 Ask yourself and others what you’re good at, and what your weaknesses are, and incorporate the suggested changes.
- 🕒 Apply your passion to your business and private life, take risks!
- 🕒 Create a “Big Hairy Audacious Goal” for yourself, your family and/or your professional organization.

Chapter Sixteen: Let's Get Clear - What "Feminine" and "Masculine" Traits Are We Talking About?

"Yin-Yang are balanced, a dynamic equilibrium. Because they arise together they are always equal: if one disappears, the other must disappear as well, leaving emptiness. This is rarely immediately apparent, though, because Yang elements are clear and obvious while Yin elements are hidden and subtle."
Wikipedia

"Male" and "Female" Characteristics Through the Ages

(Enid wrote this chapter with the idea of including several different cultural perspectives on "feminine" and "masculine.")

The association of specific characteristics as being either male or female, masculine, or feminine has been around for thousands of years, repeated in many cultures, from China to India to Greece to Africa, and described in formal writings, and even nursery rhymes. Some specific words conjure up either male or female images, some language can change the balance of a message, while some terms may have become gender neutral through usage.

Language can help create, and also maintain, stereotypes. One person may perceive a word one way, and another have a different interpretation but, if the tide turned to more and more non gender-specific language, wouldn't it lead to a welcomed, balanced dialogue?

You may agree or disagree with the categories and the gender biases that the words are said to convey in the cultures we've cited. If you do, please share examples, and we'll improve the prevailing script together.

From China - Look Familiar?



We chose this symbol as the best representation of gender balance because, according to traditional Chinese (and Hindu) philosophy, Yin and Yang are the two primal cosmic principles of the universe. In Chinese philosophy, Yin is considered the passive, female principle. Yang is the active, masculine principle.

According to legend, the Chinese emperor Fu Hsi claimed that the best state for everything in the universe is a state of harmony represented by a balance of Yin and Yang. The characteristics attributed to Yin and Yang are categorized as either "male" or "female," but ideally they come into balance with each other and work together.

"Feminine" "Female" Characteristics, Values, Tendencies, Qualities	"Masculine" "Male" Characteristics, Values, Tendencies, Qualities	Balance
Yin	Yang	Equality Fairness Justice
Even numbers	Odd numbers	
Dark	Bright	Continual movement of two energies
Passive	Active	Causing everything to happen
Downward	Upward	
Cold	Hot	Temperature changes from hot to cold. Nature has four seasons and five elements; granting long life, these seasons and elements must store up the power of creation in cold, heat, dryness, moisture and wind; violent anger depletes Yin; violent joy depletes Yang.

An acupuncturist and Chinese herbalist, Kelly Clady-Giramma, teaches women that the Chinese symbol for Yin means:

"shady side of the hill"

=

female, cool, internal, still, material, receptive, water, moistening, fluid, replenishing, nurturing, introspective, contracting, reflective, moon, dark, night, earth, compromising, winter, restorative

She says that too much Yin can result in diseases of:

excess coldness, depression, timidity, sluggishness, lethargy, chronic fatigue and burnout, heaviness and dampness.

Too little Yin can lead to diseases of:

dryness, hot flashes, nervousness, and insomnia.

Clady-Giramma had some remedies to achieve a healthy level of Yin that sound easy enough: take vacations, don't work on weekends, and restore your energy! If only the gender balance we're advocating were attained so easily, huh?

Around 500 BCE, Chinese philosophy began creating symbols, with the most famous philosopher being Confucius. His philosophy focused in the fields of ethics and politics, emphasizing personal and governmental morality, correctness of social relationships, justice, traditionalism, and sincerity. Although you may not agree with the breakdown, they have been around a very long time, and may still drive gender stereotypes.

<p style="text-align: center;">Yin "Feminine" "Female"</p> <p style="text-align: center;">Characteristics, Values, Tendencies, Qualities</p> <p style="text-align: center;">Chinese Symbols and Virtues</p>	<p style="text-align: center;">Yang "Masculine" "Male"</p> <p style="text-align: center;">Characteristics, Values, Tendencies, Qualities</p> <p style="text-align: center;">Chinese Symbols and Virtues</p>
<p>The orange tiger is female and represents Yin, even though its corresponding element is metal, whose hardness is archetypically Yang</p>	<p>Green dragon is male and represents Yang even though the element, to which it corresponds, wood, is a Yin element.</p>
<p>Turtle – Yin Water</p>	<p>Phoenix – Yang Water</p>
<p>The red phoenix with sympathy, or kindness, gives us the similar connection of acting out of compassion as feminine.</p>	<p>Green dragon with righteousness gives the notion referenced of acting by principles as masculine</p>

The Greeks Distorted Harmony into Superiority/Inferiority

Dating back to the Ancient Greek philosopher, Aristotle, in his *Metaphysics*, there are five pairs of opposites associated with male and female. The Greeks associated the male, the straight, light, and the good together and grouped the female with the curved, darkness and the bad. This could be considered one of the first patriarchal gender stereotypes.

Yin "Feminine" "Female"	Yang "Masculine" "Male"
Characteristics, Values, Tendencies, Qualities	Characteristics, Values, Tendencies, Qualities
Aristotle's Greece	Aristotle's Greece
Unlimited	Limited
Even	Odd
Darkness	Light
Plurality	One
Left	Right

The Pythagorean Table of opposites is in agreement with Chinese theory and is expanded even further in Greek mythology when it comes to sexual archetypes.

"Feminine" "Female"	"Masculine" "Male"	Balance
Characteristics, Values, Tendencies, Qualities	Characteristics, Values, Tendencies, Qualities	Equality Fairness Justice
Pythagoreans(P), Chinese Culture (C) Greek Mythology(G)	Pythagoreans (P), Chinese Culture (C) Greek Mythology (G)	Pythagoreans(P), Chinese Culture (C), Greek Mythology (G)
Even numbers 6 & 8 (P,C)	Odd numbers 7 & 9 (P,C)	
9 Muses and 7 Pleiades were all women (G)		
3 is associated with the Moon Goddesses and the 3 stages of a woman's life; virgin, mother, matron (G)		
Human Body – symmetrical organs	Human Body – frontal organs	Human Body - homologous organs
Balance – evenness and symmetry		

Aristotle added two other pairs of opposite notions he had about men vs. women:

"The male is by nature superior, and the female inferior; and the one rules, and the other is ruled".

We singled out Aristotle’s teachings because he is widely considered to be one of the most important founding figures in Western philosophy. What’s more, his thinking had a profound influence on Islam, Judaism, and Christian theology and is actively studied in higher education everywhere.

The “Feminine” Hasn’t Fared So Well in Some Other Cultures, Either

Shiva is one of the main and most complex Deities of Hinduism. He is the destroyer and the restorer, the great ascetic and the symbol of sensuality, the benevolent herdsman of souls and the wrathful avenger. The male side of the god Shiva is detached, remote, and unmoving, while the female side is active, creative, and powerful. The “feminine” is downgraded insofar as many in India regard detachment as superior to participation.

<p>“Feminine” “Female”</p> <p>Characteristics, Values, Tendencies, Qualities</p> <p>Shiva INDIA</p>	<p>“Masculine” “Male”</p> <p>Characteristics, Values, Tendencies, Qualities</p> <p>Shiva INDIA</p>	<p>Balance</p> <p>Equality Fairness Justice</p> <p>Shiva INDIA</p>
Active	Detached	Shiva often is pictured with a trident which represents the Hindu trinity of Brahma, Shiva and Vishnu. It is also said to represent the threefold qualities of nature: creation, preservation and destruction, although preservation is usually attributed to Vishnu.
Creative	Remote	The crescent moon Shiva wears on his crown, besides being a symbol of Kama the goddess of nightly love, also represents the bull, Nandi, a fertility symbol.
Powerful	Unmoving	Shiva holds a skull that represents samsara, the cycle of life, death and rebirth. Samsara is a central belief in Hinduism. Shiva himself also represents this complete cycle because he is Mahakala the Lord of Time, destroying and creating all things.

The Purum tribe lived around the border of India and Burma in the Manipur province of India. Their traditions are very much steeped in superstitions and ordinary houses were ritually laid out in a symbolically masculine way and, in fact, represented patriarchy in their society.

Yin "Feminine" "Female" Characteristics, Values, Tendencies, Qualities Purum Dual Symbolic System Indian and Burma	Yang "Masculine" "Male" Characteristics, Values, Tendencies, Qualities Purum Dual Symbolic System Indian and Burma
Left	Right
Sun	Moon
Earth	Sky
West	East
Death	Life

The Gogo Tribe of Tanzania has a very distinct view of a woman. The woman is depicted as a witch, a conduit for death, evil spirits, sickness, poisons, and all the negative features that the Gogo, Purum and Pythagoreans assign to the feminine.

Yin "Feminine" "Female" Characteristics, Values, Tendencies, Qualities Gogo Dual Symbolic System Tanzania	Yang "Masculine" "Male" Characteristics, Values, Tendencies, Qualities Gogo Dual Symbolic System Tanzania	Balance Equality Fairness Justice Gogo Dual Symbolic System Tanzania	Imbalance Inequality Unfairness Injustice Gogo Dual Symbolic System Tanzania
		The universal association looks like the right and the male with what is good, clean and sacred, while the left and the female with that is bad, unclean and profane	A witch, independent women, is a conduit for death, evil spirits, sickness, poisons and all the negative features that these cultures assign to the feminine.
Left	Right		
Dirty Hand	Clean Hand		
Weakness	Strength		
Inferior	Superior		

Popular, Modern Day Observers Blend "Feminine/Masculine"

The work of Swiss psychiatrist and founder of analytical psychiatry, Carl Gustav Jung, was very influential during the 1960's in Europe and the United States. Jung emphasized the importance of understanding the psyche to explain the way people function and relate to each other. Jung also uses his theories to explain sexual archetypes. Jung taught: "*The psyche actually seeks a balance between opposites.*"

<p>"Feminine" "Female"</p> <p>Characteristics, Values, Tendencies, Qualities</p> <p>C.G. Jung</p>	<p>"Masculine" "Male"</p> <p>Characteristics, Values, Tendencies, Qualities</p> <p>C.G. Jung</p>	<p>Balance</p> <p>Equality Fairness Justice</p> <p>C.G. Jung</p>
		<p>Psyche actually seeks a balance between opposites</p>
		<p>The manifestation of one sexual archetype anywhere in the mind will lead to a convert manifestation of the opposite one elsewhere</p>
<p>Unconscious</p>	<p>Conscious</p>	<p>The balance is especially a matter of the unconscious compensating for the contents of the conscious.</p>
<p>Eros – emotion</p>	<p>Logos - reason</p>	<p>Both exist in female and male minds.</p>
<p>Irrational opinions</p>	<p>Irrational sentiments</p>	<p>Reason in women and emotion in men have a powerful unconscious potential, which means that men unaware or out of touch with emotion will tend to have irrational sentiments, while women unaware or out of touch with reason will tend to have irrational opinions</p>

John Gray is best known for his book, *Men are from Mars, Women are from Venus*. In it, he stresses that, while men and women are intrinsically different in their biology and psychology, harmony between the sexes is achieved by recognizing and accepting these differences rather than trying to erase them.


<p>"Feminine" "Female"</p> <p>Characteristics, Values, Tendencies, Qualities</p> <p>John Gray</p>	<p>"Masculine" "Male"</p> <p>Characteristics, Values, Tendencies, Qualities</p> <p>John Gray</p>	<p>Balance</p> <p>Equality Fairness Justice</p> <p>John Gray</p>	<p>Imbalance</p> <p>Inequality Unfairness Injustice</p> <p>John Gray</p>
Roman goddess Venus	Roman god Mars		
When women have a problem they seek contact	When men have a problem they retreat from contact; go into a cave		If men and women are aware that the other has a problem and, use their own feelings as a guide, they will tend to treat the other in exactly the opposite way they want to be treated.
Women will tend to bother men without a "solution," which the man will find very irritating.	Men with a problem will not want to be bothered; and, if they are bothered, it can only be because a succinct "solution" is being offered to their problem		
	A man may avoid a woman with a problem, thinking she would like to be left alone. If she then seeks contact, he may respond by abruptly telling her how to fix it and then going away again.	As each sex learns what the other seeks, they will, at the least, not insensibly work at cross-purposes.	


Dr. Deborah Tannen has researched the theory of male and female patterns of conversation and published her findings in, *You Just Don't Understand*. She brought gender differences in communication style to the forefront of public awareness.

<p>"Feminine" "Female"</p> <p>Characteristics, Values, Tendencies, Qualities</p> <p>Deborah Tannen</p>	<p>"Masculine" "Male"</p> <p>Characteristics, Values, Tendencies, Qualities</p> <p>Deborah Tannen</p>	<p>Balance</p> <p>Equality Fairness Justice</p> <p>Deborah Tannen</p>	<p>Imbalance</p> <p>Inequality Unfairness Injustice</p> <p>Deborah Tannen</p>
<p>Conversation is used to establish closeness</p>	<p>Conversation is used for status - information</p>		<p>When a woman talks to a man about a problem she is having, they may speak at cross purposes. She may basically just want to be comforted and encouraged, while the man may think that she is seeking a solution that he can give to her quickly and then move on.</p>
<p>Eros</p>	<p>Logos</p>		
<p>Women seek status by means of closeness</p>	<p>Men seek closeness by means of status</p>	<p>The opposite of each disposition emerges unconsciously. Men do want closeness, and women do want status. The dynamic, however, is that men may seek closeness by means of status, while women may seek status by means of closeness.</p>	
<p>Women achieve status according to closeness to the "in" social group</p>	<p>Men gain entry to a group by some achieved status</p>	<p>As each sex learns what the other seeks, they will, at the least, not insensibly work at cross-purposes.</p>	


"Feminine" and "Masculine" in "50-50"


Throughout this book we distinguish between "feminine" and "masculine" traits, qualities, characteristics, values and approaches. We've pulled together this table as an amalgamation of these references. Always, we want to stress that these are general categorizations, and both females and males embody and can exhibit traits from both the left and right columns.

"FEMININE" TRAITS/CHARACTERISTICS		"MASCULINE" TRAITS/CHARACTERISTICS
Life is a celebration		Male means winning; competition
Fostering peace		Going to war; "kill or be killed"
Being emotional		Being rational
Acceptance		Embracing phobias
Healing and empowerment of the powerless		Domination, "lording over others – whether nature, one's own body, women or others"
Compassion		Aggression
Service		Conquest
Gives generously to the greater community		Selfish competition; "I can't win unless you lose"
God as lover		God as judge
Alliance		Empire Building
Equitable Sharing		Privileges of the few at the expense of many
Doesn't harbor resentments		Motivated by revenge
Via Positiva – "celebrating life, of seeing the world with its beauty and goodness, its grace and generosity – and being open to seeing more. This is the way of reverence, respect and gratitude"	Via Creativa – "Creativity is the weapon, the sword, of the spiritual warrior – who is mother as well as father"	Via Negative- "goes into the darkness, the wounds, the pain and silence and solitude of existence"
Soothing tones		Rabidly inciting audiences
Different experiences and perspectives		Stodginess
Deliberate, intentional inclusion		"good ol' boys" take care of other "good ol' boys"
Holistic, iconic		Linear, abstract
Pattern recognition		Linear sequence
Greater respect for life in all respects		Try to outdo the enemy – poverty
Earth friendly		Survival not sustainability
Warm, down to earth	Matriarchies – based on gender equality and political decisions are made by consensus	Hierarchy – a rule of priests, the priests, is a father

"FEMININE" TRAITS/CHARACTERISTICS		"MASCULINE" TRAITS/CHARACTERISTICS
Nurturing	"All living creatures – humans, animals and nature are respected." Reciprocal equality	Hierarchy – "an order of living that elevates fathers, separating fathers from sons (the men from the boys) and men from women"
Humble Economically	balanced.	Hierarchy – "placing both children and women under a father's authority"
Team player	"System of principles and social codes allowing humans to live in peace with each other and in harmony with nature"	"Dog eat Dog"
Empathy for human needs and suffering	Non violent social structure	Self Survival
Values the dignity of human life		Human life expendable means to an end
Lead by understanding the needs of others		Commanders – intense, charismatic/tend to isolate themselves from useful critical feedback
Superior language and sensing abilities	Authentic, effective global leadership will occur by women as well as men, when there is a balance approach	Visionaries – curious, expansive, intuitive, proactive and future-oriented/prone to extreme ADD and to bending the facts to get their ideas accepted
Well developed trading, selling and financial skills	Transforming our social relationships in the direction of community and partnership	Strategists – Methodical, systematic, often brilliant thinkers who are oriented toward data and fact/handle data better than people
Broader perspectives; superior skills relevant to evaluating people and their veracity		Executors – Tireless, goal oriented doers with relentless discipline and keen oversight, surmounting all obstacles; finding fault and being slow to praise, quick to blame

This next table include some of what is being said about the inherit Yin/Yang balance in President Obama:

"FEMININE" TRAITS/CHARACTERISTICS		"MASCULINE" TRAITS/CHARACTERISTICS
	President Barrack Obama	
Power of Integrity	A statesman with not only determination but also diplomacy, flexibility, patience, judiciousness, and formidable intellectual engagement.	Force of Intellect
Pragmatic	His transformative message is accompanied by a sense of pragmatic calm.	Active
Down to earth, engaging, amiable, warm	Unity is an essential part of his character and was of his campaign	Force of popularity with large base
More sensitive to human needs	Inclusive, determined to speak to a broad range of Americans who do not necessarily share his every value or opinion.	Righteousness gives the notion of acting by principles
Serenity	Demonstrates equanimity even under the ugliest attack; he's reluctant to counterattack in the same vein	Strength

"FEMININE" TRAITS/CHARACTERISTICS		"MASCULINE" TRAITS/CHARACTERISTICS
	President Barrack Obama	
Understand the bigger picture	The essence of centeredness, composure, and self-reflection	Strength of confidence
More respect for life and dignity	Shows emotional empathy, remarkable ability to see life and the world through the eyes of people very different from himself	Logos - Reason
Coalition-oriented, inclusive, collaborative, compromise-oriented, consensus building, team builders	Diplomacy and alliance building Seeking common ground for the higher cause	Precisely executed campaign
Listens, communicates, delegates	Exudes profound respect for the electorate	Conversation used for information
Less corrupt, insistent on tough Governance policies, accountability, restoring confidence, openness – not secrecy	Steady temperament, patient, mild mannered, empathetic	Gains entry to a group by some achieved status

Why Do We Need to Know About These Cultural Views?


We hope for two takeaways from this chapter.

First we can all keep in mind that, just because something is labeled feminine or masculine, and it may have been that way throughout the centuries and practiced in different cultures that have now become part of our melting pot, it doesn't have to dictate our views today. So, if we hear age-old stereotypes and disagree, we will challenge using those terms the way previous cultures dictated.

Second, we can all get it fixed in our minds that pairs of so-called opposites, when put together, usually make for a whole that is stronger and better than those parts. The key is for those two seeming opposites to come together in harmony and not repel each other with resistance. Harmonizing, blending, opposites can make for a fabulous, exciting, complete whole! We can all help to create a new language, a new mindset, by thinking in terms of one side complementing the other, rather than polarizations that may have become ingrained in us.

A more balanced language, and a mindset that appreciates balance, can't help but lead to more balanced decisions. Wise decisions that incorporate the positive traits of both the "masculine" and "feminine" and lead to positive change.

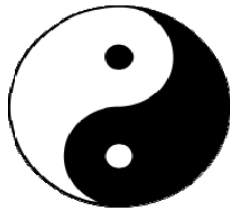
The center column of this final table shows some of our hoped for goals.

"FEMININE" TRAITS/CHARACTERISTICS		"MASCULINE" TRAITS/CHARACTERISTICS
	Yin and Yang Two halves are in complete, precise, inverse proportion to each other.	
Where the feminine wanes the masculine is strong.		Where the masculine wanes the feminine is strong.
	Decision making by consensus	
	Males and females complement one another	
	Application of the Golden Rule to everyone	
Feminine traits in parity with masculine traits for decision making lead to a Universal Neighborhood	Balance, tempering and perspective – all people have equal value	Masculine traits in parity with feminine traits for decision making lead to a Universal Neighborhood
Women and men are intrinsically different in their biology and psychology.	Harmony between the sexes is achieved by recognizing and accepting these differences rather than trying to erase them.	Men and women are intrinsically different in their biology and psychology.
	The psyche actually seeks a balance between opposites.	

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B. Who Can Get Us To 50-50?



Chapter Seventeen: Sam - One Man's Perspective

"Men respect initiatives that are rationally based – that women in decision making positions will result in a better outcome." Sam Allen

Background

Up to this point, this book has largely been written from a largely "feminine" point of view. I asked Sam to write a chapter on why we need gender balance, from a man's perspective. Seems what he wants to communicate most is what Aretha Franklin and Annie Lenox tell us, that sisters need to keep doing it, and do more of it, for themselves. While it's not what I anticipated Sam would write about, we need to know what men think is standing in the way of gender balance. Since he is a husband, a father of two daughters, and a grandfather of three grand-daughters, he does have a vested interest in bringing about change he knows we need, and I know he's doing his part and not leaving it all up to women. AZA.

The Role and Influence of Women Has Changed

True, it may not have changed enough, and more importantly the change may not be in the most strategic areas, or evenly enough distributed across economic and governmental sectors to yield the desired result – a more balanced input to matters that have a critical effect on our lives and futures.

My sense, however, is that single purpose organizations and movements will have difficulty accomplishing this purpose efficiently and conclusively. It has been tried before without gaining any enduring success. Change is occurring, however, and it has its own momentum rooted in the human spirit in an open society, and in evolving socio-economic structural changes.

The old pattern of women in the home has changed, partly of choice, partly of economic necessity. The myriad stimuli and information women encounter today that speak to their circumstances, is vastly different from past times. The number of women enrolled in colleges and universities now exceeds that of men, and the gender make-up of classes in Law, Medicine, Business, etc. programs today is about evenly balanced. That alone says something very significant about women's expectations today, and when they come out of these exacting programs they expect equal treatment to men. There may be a parallel to reproductive rights; young women want control over their destinies.

So, there may well be a cumulative generational effect that is partially obscured to the current generation, and whose impact will be increasingly evident in the days ahead. Men see this as fathers and as employers and co-workers in the government and business worlds, and their acceptance of change, while incomplete, is growing and becoming more normal and comfortable.

Women Already in Positions of Power and Influence Have Not Supported Gender Causes

Men perceive that women who are already 'there' have been tentative about advocating equal opportunity for other women. One explanation for this reticence is the potential women feel for appearing soft and alienating men, or appearing to be gender-biased for no defensible reason. The defensible issue is not bias, but equal opportunity to get on board. There is a parallel issue in the civil rights area; no one today would overtly discriminate on the basis of race, but the equivalency in gender is much less. Men respect advocacy and strength, and they will (and do) respect initiatives that are rationally based – that women in decision making positions will result in a better outcome.

It would be interesting to measure the change in the number of women in the general employee population, and particularly in supervisory/ managerial/executive ranks, in major companies that have female CEO's (e.g. Xerox, EBay, etc.)

Men Resist Gender Initiatives or Change

To the extent that men resist women's attempts to gain a greater share of decision making, a primary cause is that men, the storied hunters, perceive that women want to take something from them. So much noise has been created on this subject, some of it by the militant approach taken by some groups, that men can't "hear" that they have not only something, but a lot, to gain. There are also disconnects over time frames, the perceived dislocation or "loss" now versus the longer term gains; for example, the triumph of diplomacy over immediate retribution (war).

For Many Women, There is No Imperative for Change in Gender Balance

In the U.S., too many women feel no urgency about gender issues. They are relatively isolated from most of the gritty aspects of life and seemingly unaware of women's struggles for equality. They are contented with their lives, and perceive no driving reason for change – they simply lack incentive to support any movement for change. Let somebody else do it, it doesn't touch my life.

But, even among older women, this could be changing beneath the surface. The current turmoil in the domestic economy, where their own circumstances or those around them have quickly deteriorated, may provide an inflection point. The stunning change in energy and food costs could be viewed as a male (governmental) phenomenon, and the once annual trip to Europe is undercut by the weakness of the dollar. The realization is slowly dawning that the dollar is a litmus test for the decline of the male led U.S.

And things that once seemed far away and unthreatening now seem much closer: Darfur, Congo, Iraq, Iran, Afghanistan, Bosnia, etc. The possibility that their own children and grandchildren are not entirely safe may begin to set off alarms about how these things came about, or conceivably could even make their families vulnerable.

If I were a Congresswoman or female candidate for public office, or a female corporate executive, I would emphasize the benefits of more women in decision-making roles, and their qualifications for those roles—rather than the entitlement women have to these positions. I would even cite the current crises and food riots in many countries not so far away, depreciation of medical care in this country etc. as the seeds of potential class war twenty-five to fifty years from now that will come to our doorsteps if we do not adopt more rational and humanitarian policies that are strengthened by feminine qualities. Although the landscape has changed for the better for women, there is a latent potential for much faster adoption, and men will sign on for the probability of a more positive outcome.

Notes:

We found some proof of the positive difference gender balance can make for corporations, and we offer it in response to Sam's suggestion that compelling evidence is a direct way to get men – and women – on board. Here are a couple of examples of the positive effects companies who changed gender policies have seen on their bottom lines, from a study conducted by Women's World Banking:

Nissan Motor Company: Diversity to Reach the Customer

Nissan Motor Company (Japan) is an example of an organization motivated to achieve greater gender diversity due in part to an understanding of its customers. For Nissan, the business case for achieving greater diversity and staffing more women in positions of influence and product design was closely linked to the fact that women influence two thirds of all car purchases in Japan. Having women in positions of influence through the production line—setting strategy, planning and designing cars, and selling cars on the showroom floors—meant Nissan was better able to respond to the needs of its consumers. Since Nissan began its initiative in 2004, the number of women in senior management positions have increased: from 36 in 2004 to 101 in 2008. Percentages of women have also increased in the design and product planning functions. Like ING U.S. Financial Services, Nissan was recognized by Catalyst in 2008 for its advances in gender diversity in one of the least gender diverse markets—in terms of management and leadership—in the industrialized world.

ING U.S. Financial Services: Differentiating through Diversity

ING U.S. Financial Services (USFS), part of the global financial services company ING, is an example of a firm that understood the power of branding itself as a champion for diversity. In 2001, ING USFS launched an effort to build the One ING brand, a unifying culture that identifies diversity and inclusion as a business imperative. The company used this culture to brand the firm both inside and out. The internal commitment to the One ING brand was used to leverage relationships with the diverse set of customers and communities with whom ING USFS works. Since the initiative's inception in 2003, women's representation on ING USFS's senior management team has increased from 25 to 50 percent. ING USFS's initiatives to improve gender diversity garnered it the 2008 Catalyst Award that honors innovative organizational approaches with proven, measurable results that address the recruitment, development, and advancement of all women.

Here's one of the "best" stories we found because it confirms that females and "feminine" thinking might well be the "best" way to attract the all-important female consumer. Deborah Burand, co-founder of Women Advancing Microfinance and University of Michigan Law Professor, turned us on to this story on what Best Buy has done, as reported in these excerpts from a *Training Magazine* interview with Julie Gilbert, senior VP over Best Buy's WOLF, about the program and its impact:

Best Buy Gets Innovative with Women's Leadership
December 16, 2008

By Sarah Boehle

Best Buy's Women's Leadership Forum (WOLF) engages female and male employees, from the line level to the executive suite, and empowers them to reinvent the company for the retailer's female customers and employees through their ideas and experiences. WOLF focuses on a simple objective: "If we want to be a great place for women to shop, we have to be a great place for women to work."

Training: Why did you launch WOLF?

Gilbert: *I was working with Best Buy and leading the business side of the build of the Magnolia Home Theater for men as part of our customer centricity movement. During that time, I had a dream about wolves in the wild and began to ponder how we might create a global movement of women who support each other, network with each other, and teach each other innovation skills and strategies. I decided that I wanted to use Best Buy as a medium to make that happen.*

From the business side, it made a lot of sense to do so. Conservative estimates suggest that the buying power of women in relation to consumer electronics is \$175 billion globally. In the U.S. alone, it is \$90 billion.

Training: How does the program work?

Gilbert: *We have wolves, called "omega wolves," who are located in 11 cities in the U.S. and in London, and we engage all of our wolves in several ways. Some examples include our practice of placing wolves on innovation teams for three months and asking each team to focus on a particular facet of the business (e.g., new products, new advertising, service offerings, etc.). We also make a practice of inviting women in communities where we are planning to open a store to participate in the design of the store (which we have done in Denver and elsewhere).*

I should note that stores designed by female employees are markedly different than those designed through a male lens. For example:

- There are wider aisles, carpeted floors, no nasty fluorescent lighting, and music that isn't blasting into customers' ears.*
- There are lower fixtures (given that the average size of U.S. women is 5'4").*
- We eliminated the double-stacked high-rise fixtures that we used to use to store computers and inventory.*
- We installed mothers' rooms, so that mothers can nurse and change diapers. These rooms include chairs, a child-sized sink and toys.*

- We've introduced different product selections, too, like Liz Claiborne computer and camera bags.
- We have more female employees on the floor in these stores.
- We feature training rooms where female customers can take classes on how to use different types of technology.

Training: What are some of the other results of WOLF thus far?

Gilbert: In terms of business objectives, we focus on and track three specific ones each year.

The first is female market share, and the results indicate that we are making progress toward making Best Buy the place for women to work and shop. When the program first started, we didn't have the ability to break down sales by gender. We now have that ability (though it's not completely accurate because we have no way yet to account for female consumers who come in and make purchases using a male's/husband's credit card). The data we do have, however, indicates that in 3.5 years, we have increased female customer revenue by \$4.4 billion.

Another metric that we track is recruiting of female employees. Results indicate that we have increased that figure by 18.9 percent since the program's inception.

The third piece is turnover. When we began WOLF, female turnover was higher than male turnover overall, and in some departments it was as much as 284 percent higher for women than for men. We went after the turnover issue very aggressively by building networks of women. The goal was to ensure that each woman felt like she was part of a group and had a support network in place. Over the course of the last three years, those efforts have paid off, and we have decreased female turnover overall by more than five percent, which represents approximately \$4 million a year in savings for the company.

Those are some impressive results and very persuasive. We encourage you to send us more stories.

Chapter Eighteen: Women Have to Support and Applaud Each Other, and Avoid Gossip

"There is a special place in hell for women who do not help other women."

Madeleine K. Albright

Women, Can We Unite?

Sam's perspective is very useful because he thinks men will buy into gender balance once they realize they have a lot to gain if women help the world run better. Gender balance can't happen without men's support. But he also says it won't happen without women's support. I definitely agree. And women being able to count on other women for support is, by no means, a given. In doing research for this book, it's been amazing and disturbing to see how often women are quoted as saying things like:

- "The biggest problem women have is that women don't support other women."
- "Women have kept women weak."
- "Women may support each other in little things, or before the stakes get high, but in the end, women will always 'hand it over to the guys.'"
- "Women have a great opportunity to change the world, but without mutual support women can really mess that up and waste it."
- "Women are victims alright, victims of themselves."
- "Women don't value and respect each other."
- "Women often put each other down snidely, which fragments women, and then women are no longer half the human race."
- "Women climb the ladder, and then pull the ladder up behind them."

This has been going on for a long time. Evidently an 8th Century Buddhist philosopher prayed "May the order of nuns live in harmony" – and didn't feel it was necessary to mention that monks needed to live in harmony! And the 19th Century women's rights pioneer, Elizabeth Cady Stanton, saw in her time that women would often undermine other women – especially if they took the lead or stood out. Ironically, she herself did not always set a good example for inclusiveness.

Betty Williams won the Nobel Peace Prize in 1976 for co-founding the Northern Ireland Peace Movement, and everywhere she goes, she tells women we need to collaborate, work together in one unit, and help each other's causes. We can't cut each other's throats to get that "dollar." We need to stop knifing each other in the back. It makes her furious.

Can any of us get through a day without engaging in, or hearing gossip? It doesn't advance the human cause period, but negative comments are a heck of a lot more damaging to women leaders and to other women who are visible because of their achievements.

There are so many examples. For instance, why can't we all be glad that Katie Couric (finally) became the first solo female nightly news anchor of a major U.S. television network, instead of talking about her hair, clothes, and debating whether she has enough "gravitas?" Why does a man or a masculine style have to continue to be the standard for measuring seriousness? Why don't we make room for female

personalities? It seems to me we in the U.S. could take some cues from some international broadcasting networks, which appear to be more progressive on this front.

Stories about high profile women are too often much more personal than those about men. After spending decades on "Wall Street" I have read a lot of stories about the triumphs and failures of CEOs. I can't remember negative articles that were more personalized than those written about Hewlett Packard's Carly Fiorina. She was prepared for that because she was in the big leagues, but that doesn't justify what I think was beyond the pale. Can't we all work to level this playing field?

Reports don't even have to be obviously negative – comments about female leaders can call attention to inconsequential things and have an undermining effect. Indra Nooyi, Pepsi's CEO, obviously has proven herself in an ultra-competitive industry – so why does the press have to report on her wearing a sari on some occasions? Dr. Mangalam Srinivasan and I were both lamenting this one day, and she explained to me why the sari has survived the centuries – it's elegance, its comfort, how it flatters all women, is individualized, is appropriate for all ages, etc. She asked: why doesn't it work in reverse, why doesn't the press comment on how contrived the traditional businessman's suit, shirt and tie costume is?

Putting Politics Aside

Let's put our politics aside: U.S. House Speaker Nancy Pelosi is the highest ranking woman in the history of the U. S. Government, and second in line in the event someone had to succeed the President. When anyone wants to focus on her wardrobe and not about her leadership, can we please all make a pact to end the conversation and register our complaints? Likewise, I think that criticism of former U.S. Senator Elizabeth Dole's appearance hampered her ability to raise funds for her presidential campaign.

Let's put our politics aside: *Forbes* recognized Condoleezza Rice as the most powerful woman in America when she was President George W. Bush's Secretary of State. A *Washington Post* columnist called Rice "*Nobody's Archetype*" but some people evidently have a problem with her not fitting their concept of a woman or their concept of a black, let alone a black woman. They criticize her for "dismissing" her race and gender. She believes in merit-based systems and has lived her own life that way, by being disciplined enough to exercise at 5 a.m. every morning since she was 4, to graduating college Phi Beta Kappa at age 19, to "overachieving" and being highly qualified for every position she's ever held. She is a descendant of slaves. And, yes, she is a black female. If the world does not view her as either, but appropriately recognized her for her role as U.S. Secretary of State, that is a huge plus.

Let's put our politics aside: Secretary of State Hillary Rodham Clinton has unassailable credentials. I guess that's why the *Washington Post* had to stoop to writing about what they thought was her showing a "small bit of cleavage." Then it became the stuff of headlines everywhere – ridiculous! The silver lining is this – the *Post* also went on to say that dressing in a more "feminine" way "*does suggest a certain confidence and physical ease. It means that a woman is content being perceived as a sexual person in addition to being seen as someone who is intelligent, authoritative, witty and whatever else might define her personality. It also means that she feels that all those other characteristics are so apparent and undeniable, that they will not be overshadowed.*"

That last underline is mine – meant to shout kudos to everyone who does not sit by idly and allow any woman’s professional talents to be undermined by petty criticism.

The *Washington Post* writer was the fashion editor – so at least there is some sort of editorial context. But the fact that the writer was female bothers me because of this very need to positively support female leaders, at least until they are not such a rarity as to not make headlines due to fashion commentary at all.

Our Own Worst Enemy?

When I talk to women about the importance of supporting other women, I am flabbergasted by how many times they come back with things like: women are the worst bosses to work for. Or women in business feel that other women are their prime competitors – they may act like they want to be your friend but beware! (I’ve heard this said about women in academia, and in the not-for-profit world, too.) I also can’t tell you how many times I’ve heard non-white women say that white women were their worst professional adversaries. Srinivasan has said the most difficulty she has experienced in her career has been with “white women.” Perhaps you’ve heard the reverse, as well.

It’s also dismaying to watch some women act like female versions of “good ‘ol boys.” They maintain pecking orders by only associating with women they perceive to be on their “status level” or “higher.” This can be determined by resumes, titles, net worth, alma maters, club memberships, etc. They form cliques within a room and eye newcomers skeptically. If they’re standing alone for a moment at a meeting, they might talk to someone they’re not sure is “on their level,” while quickly glancing around the room to see if someone else is more worthy of their time. This happens often in “membership by invitation only” organizations.

Pecking order behavior, obviously, goes against the argument I’m trying to make about the benefits of having gender balance at the leadership tables – to emphasize inclusion, egalitarianism, collaboration, teamwork, respect, etc. We can’t duck this one. We all need to figure out to what extent it is true, to do what we can to change it if it is, and to all do what we can to help qualified women succeed in leadership, and in their professions.

Sometimes I think about how funny it must be to Mother-God/Father-God looking over all of this, chuckling over how humans have arbitrarily decided who is worthy of their interest and who isn’t. I’ve been guilty of self-selection. But I hope I do it less and less, and hope I’ve mostly grown out of it. One reason is that I see how it hurts people who are passed over for someone more “useful” or “prestigious.” Another reason is I’ve met so many wonderful women who aren’t wearing those “pedigrees.” But probably what got me to pay attention to my own behavior in this regard, was how I feel when I’m the one being trampled over, as my conversation partner stakes out a better quarry. It smarts. Experience is the best teacher.

When I’ve been on the welcomed end, it feels so good. I once attended a large women’s conference where I didn’t know a soul. I was standing in the food line and the woman next to me struck up a conversation, wanting to know what session I had just attended. You can’t imagine my surprise when she later addressed the plenary session as a keynote speaker, and I realized I had been talking to Dr. Carol Gilligan! She

could have sought out the Nobel Peace Prize winners, or other celebrities who were there, but she talked to me. She walks her talk.

Using Power and Influence

As I delved into what's behind the lack of representative female leadership, I've had to question how much of the problem is external, as in females being blocked by males, vs. how much we are responsible for ourselves, as in former Secretary of State Madeleine Albright's quote at the beginning of this chapter. How much is due to the lament we so often hear, that too many women climb the ladder, then pull it up behind them? We can do much better.

This particular message is aimed at women who have achieved coveted board and officer positions. That puts you in an ideal position to do several things. First, it gives you the platform to influence change in organizations, keeping the Universal Neighborhood in mind by leading thought toward multiple bottomlines and stakeholders. You can influence governance and general ethical behavior. You can influence hiring practices. You can influence product development. You can influence fairness. For example, if you're on the board of a for-profit corporation, you can speak out against excessive executive compensation and in favor of treating all employees fairly. You can speak out against taking reckless business risk. You can insist on transparency to stakeholders including customers and employees as well as shareholders. Most particularly, you can promote diversity – speaking in favor of hiring more qualified females and minorities in management positions, and electing them to board positions.

This message is also aimed at women who have wealth to use as influence. If you are an investor or shareholder, you can vote for diversity, transparency, and social responsibility. You can impose your own investment screens and encourage others to do the same. I'm thinking right now of an investment we have in a microfinance fund, and how we've continually asked them to screen their portfolio companies and favor those who promote females in management. (See also 50 -50 = Poverty Reduction Part II - Microfinance and Intergalactic Finance .) It has actually, thus far, been to no avail. Our investment is too small to carry much weight. I was disappointed to recently learn that a high profile woman on their advisory board, who has otherwise actively worked for women's advancement in the industry, has not tried to use her board position to directly influence the fund's investments. This is a missed, golden opportunity, because her opinions would be taken seriously.

If you have charitable dollars to give away, you can certainly direct those to organizations that exemplify gender balance. And you can make your interests – and compelling rationale – publicly known. There is tremendous fundraising competition. If this caught on, we would see change.

In other words, when we are in a position to use our power and influence, we can develop the habit to make the most of every opportunity to promote balance and fairness. I think it helps to stop and think about the privilege we have by being in those positions. They were not easy to come by and we can use them to make it easier for other qualified women, in particular and not take them for granted.

I know from personal experience that many women do help other women. When we started our investment firm, women stuck their necks out to convince boards to take a chance on us. Strong, secure women like Angela Green, Amy Stamberg, and Liane Levetan, and others, wanted to see other women succeed. It was thrilling and emboldening to watch. I will remember what they did to help us for as long as I live. And I can promise you I never wanted to let them down. It definitely raised my own awareness about helping other women. "Paying it forward" keeps the virtuous cycle turning.

I don't think men in organizations, as a general rule, miss many opportunities to voice their interests, concerns and desires for change. That's been my experience in both the for-profit and not-for-profit realms. In his experience, Sam has been surprised to see that most women seem reluctant to do the same. They hold back, particularly from promoting other women. Perhaps it's out of reluctance to make waves. Maybe they accept the status quo. He and I both hate to think that it would be because they don't want to share the spotlight with other women, because that would be the most difficult explanation to overcome.

Whatever the reasons, we can change. We can share. We can do better.

"Isms"

I'm advocating women uniting both for strength in numbers, and because it is the right thing to do. At least it is in this book because, like I said, the ultimate goal is a Universal Neighborhood – without arbitrary divisions.

That may be easy to say but, regrettably, women have pointedly divided ourselves in countless ways. Even if you start with the term "feminism," a lot of women jump off the boat. Even if it is defined simply as a movement for equal rights for women, for non-discrimination against women, for ending patriarchy and violence against women, some women don't want to be associated with it.

Some think no matter how it is defined, feminism is all about encouraging "abortion." Indeed, the rallying cry of "reproductive rights" has been both galvanizing ---and very divisive.

Feminism itself has any number of sub-sets including:

- Radical Feminism (some even advocate for significantly fewer men on this planet!)
- Liberal Feminism
- French Feminism
- Postcolonial Feminism
- Socialist Feminism
- Third World Feminism
- Sex-Positive Feminism
- Post-Feminism
- Christian-, Jewish-, Islamic-Feminism
- Ecofeminism (which we talk more about)
- Womanism (ditto)
- Black feminism

I hadn't been aware of most of these, and have devoted some time to understanding more about how race divides women, in particular. Going back to the point about white women's attitudes, to confess my ignorance, I hadn't even been aware of Black Feminism, or Womanism, or the distinction between Womanism and Feminism, until recently. Trying to understand how white women and non-white women have become divided in their quest to end discrimination strikes me as being especially important, if we are to hope for gender balance.

Many black women do not ally themselves with feminism because they perceive it as "white" and elitist, even condescending. The first clue I got about this was when I gave a black female friend a presentation on Full Circle Living, which included a statement about it being time to "start giving back." She brought me up short and said a lot of black women, in particular, would take exception to this because they aren't in a position to and don't have the luxury of choosing to "drop out and give back." And, more importantly, they feel their whole lives are already about giving to, and doing for, others.

An extensive book edited by Dr. Layli Phillips, called *The Womanist Reader*, explained it further saying that, even in the most difficult circumstances, black women have been about giving and doing for their entire communities. This is part and parcel of their keeping on their quest for full humanity. Blending it all together is everyday stuff for women of color.

By and large, Womanists say that Feminists only concern themselves with equal rights for women and not other issues and realities that women of color face – racism, cultural sexism, poverty, safety, etc. Something broader – Womanism – that incorporates race, culture, national origin, socio-economic "class," and politics, all in relation to everyday experiences, makes sense to me. World-renowned author, Alice Walker, wrote a widely quoted, vivid, word picture to describe the difference: "*Womanist is to feminist as purple is to lavender.*"

Myopia: I'm Guilty

The Color Purple suddenly came into focus. Thinking back I recalled the clash between white and black women in some of the "Faith, Feminism and Philanthropy" (FFP) discussions sponsored by the Atlanta Women's Foundation. Many white feminists could not understand why there needed to be a distinction – why there needed to be something called "womanism." Some highly resented it, in fact.

Later I heard Kimberle Williams Crenshaw, J.D., talk about why feminism has to go much deeper, from a different perspective. Hearing her presentation made a light bulb go off for me when she said that, despite women's victory in getting the vote in the U.S. in 1920, a whole lot of women were "left at the station," when women's suffrage was partly based (and successful because of it) on strengthening and sustaining white supremacy. As a white female I felt ashamed when she cited racist quotes by Susan B. Anthony and Elizabeth Cady Stanton, women celebrated in the "FFP" discussions, that shocked and saddened me. Evidently, Stanton's passion for equality didn't include everyone, as in this very disturbing quote on behalf of "women":

"We are moral, virtuous and intelligent, and in all respects quite equal to the proud white man himself, and yet by your laws we are classed with idiots, lunatics, and Negroes."

What about "negro" women, Mrs. Stanton? Did you exclude them? Alice Walker said it succinctly as only a poet can in *Coming Apart*: *"There may be solidarity of gender, but rejection of race."*

Crenshaw said metaphors, "isms" are deep historical grooves. They are powerful dynamics of subordination – race, gender, class and global economic forces. And women can become marginalized by the very movements that claim them as constituents. She described mutual exclusion as a Politics of Intersectional Invisibility: Race and gender are both biases, maybe related, but are separate struggles for people who experience more than one bias.

Crenshaw says representatives of a movement are those who are dominant within the group – the ones whose photos you associate with the movement. Where the prototype doesn't fit, the profile gets eliminated; someone who is a target of a double – or triple – bias is eliminated – which Crenshaw called Intersectional Erasure. As a consequence, some women become invisible to where we don't even think about them in "feminism."

Examples she gave were

1) Incarceration Women are the fastest growing prison population, oftentimes for something drug related, and often because they were pulled in by male coercion. Then they are really sunk, and can spin into a downward cycle. Did you know that the one crime you can't get federal assistance for is not murder, or rape, but drug conviction?

2) Immigration (Marriage Fraud) Women who are already victims of being lied to about the chance to go to another country, get married, and get out of poverty, or dangerous situations at home, too often then find themselves victims of dislike of "foreigners" and victims of misogyny.

Crenshaw says we don't pay attention to the margins. And, worse, we even pit our movements against each other.

That last is what alarmed me: *we even pit our movements against each other*. I asked Dr. Layli Phillips if womanism and our urging for gender balance must be separate, since we appear to have similar goals (see Universal Neighborhood,) and I was so encouraged by her response:

"The labels we use -- womanism, Universal Neighborhood, etc. -- reflect our own intellectual and social histories as well as our own audiences, but when we meet up, we go, "Oh, yeah, I dig your thing -- I get it, let's coalesce."

There are many more divisive "isms" – in addition to classism, racism, elitism and nationalism -that I won't get into because I invite your responses, examples and advice. We can, and need to, overcome them all, and coalesce.

Being a Sheltered American Woman

My husband has cautioned me that it's tricky to talk about myself in this book. But I feel it's confession time and hope it helps the cause.

I confess I had wanted to support women "my way." Like I said, I read a lot, was exposed to a lot in a long investment career, have traveled more extensively than I ever dreamed, and considered myself fairly "aware." I was a member of an international business organization and have been involved in several non-profits, through which I attended conferences or was on project-oriented tours on 5 continents. So I thought I was much more aware and sensitive to other cultures than the "average bear." I got annoyed when I thought that others were acting obtuse concerning people they sometimes called "foreigners."

Was I ever deluding myself. I now think it would be impossible to understand much about another culture without actually being part of it for some time, and won't get into just how many aspects of other cultures I had been woefully ignorant about. The aspect that I will discuss is my perception of how women are regarded in different societies.

I couldn't begin to describe my outrage when we were in Papua New Guinea and were told that, in some parts of the country, pigs are prized over women, who can actually be required to suckle piglets. Or when our guide in Tanzania told us that some women were regarded as the sexual property of entire Masai tribes.

Surely women couldn't possibly opt for being relegated to a secondary position in relationships like what I observed growing up in my own very traditional Italian-American household? Countless times I saw my father humiliate my mother in front of her children, and also when others were around, and when my brother, Phil, and I tried to get to her leave (hoping that would also wake my father up), she was too afraid to financially risk it. It sure made up my mind that I would never be in that position and I assumed other women would want independence, too.

Recently Phil gave me a new way to see things. It dawned on him that my mother, who had worked as a laundress and cleaning woman for "rich folks," had a lot of real "class." She knew if she put her own happiness first, her children would bear the burden. Now I can appreciate that even when she was hurt, or neglected, or looked down upon, or taken advantage of, or lied to by various family members, she continued to be herself, love unconditionally, and do what she felt was her duty. Love elevated her. I feel blinded my own notions I've had all these years.

We All "Are Where We Are"

I tended to place my mother in the generation that came from the "old country," and assumed things were different now. But like race, cultural backgrounds, traditions, and religious beliefs affect current generations. After spending time with women from other cultures, I realize that my pre-conceived notions and assumptions limited my understanding. There were, in fact, many more cultural layers to understand. Also I needed to realize that everyone is a unique individual with their own dreams, preferences and needs.

When it irritated me to learn that an impressive, young female Tajik doctor, who managed over 300 people in her professional role, had to obtain her mother-in-law's permission to go on a business trip, she explained that it was in her best interests to maintain harmony and get cooperation. She had some of the best people skills I've ever seen, largely because she saw the big picture.

I didn't understand why another friend, who was an early feminist and secularist in Turkey, placed equal value on the traditional roles she played, and I sensed she felt my campaign for gender equality was a "crusade" – not a welcome concept in Turkey! But I consider her one of the wisest women I know.

It irked me to hear my extremely talented young Turkmen friend say that she was in a junior position in an organization, and thus accepted the "reality" that she had to accede to the overt male dominance, including condescension, or she wouldn't get support for her ideas.

Of course, I remember feeling I had to do the same thing in the beginning of my career, but I had hoped there had been more progress in the last 35 years. I was shocked to witness an internationally acclaimed friend, who has the highest professional credentials, be resigned to intimidation from her son, and to have her explain that was the way family dynamics and gender roles worked in the country she comes from.

It was astonishing to me that many of the extraordinary young female Armenian leaders I worked with closely at a conference, insisted that gender issues were not a problem in their country, even though I had observed that afternoon how Armenian men immediately vied for the leadership in team projects, and women complied. The women said they dealt with it in their own ways.

Perhaps most distressing was hearing college educated, professionally employed, young women in Tanzania say that they understood the cultural motivations for undergoing Female Genital Mutilation. It was truly beyond my comprehension that they could voluntarily have that attitude, and I realized once again how little I really understood.

Need I Say that Family Dynamics are Complex?

A young male friend from Afghanistan is giving me valuable lessons, too. I singled him out as an "enlightened" and sensitive male, particularly given what I understood about his Muslim upbringing. He is world-traveled and my understanding changed when he visited us in the states and we could talk at length about his life in Kabul. His family was pressuring him that it was time to get married and he was going to submit to the traditional ways of his family choosing his intended bride! He said there was no choice for him unless he wanted his family to be ostracized. The whole family focused on finding a match for him and he and his chosen bride recently married before all 1100 people in his father's village. Whether a matched couple ends up loving each other is ancillary, but we're already hearing good things about the marriage of our friend and his bride.

Listen. Help if Asked

I must admit that his story has made me step back and think more about to what extent education is going to help girls and women “get ahead,” and how much some of them want to break with tradition. I’m not making any generalizations here, because I’ve met plenty of women from transitional countries who doggedly seek ways to get more education, attend conferences, etc. But it could well be that some societies are much more “ripe” for gender role change than others and, what I consider progress and getting ahead should not be imposed on others. Developing and transitional countries are not homogeneous, so we need to match focus with opportunity.

On the other hand, I noted something else very telling among the women I have gotten to know these past few years from Central Eurasia and the Caucuses: an unusually high percentage prefer to be single. They may have been married and had children, but divorced because they didn’t want to stay in those subservient roles and preferred making it on their own. They placed a high value on their independence and self-esteem, and were willing to put up with any cultural backlash they got. Many of them have help from their mothers, because the majority I met lived near their families, and they acknowledged this enabled their decision to be single parents. The main reason they could elect to be single is that they were financially self-sufficient – they had good jobs and enough income to be independent.

Economic empowerment of women is critical for many women who want more choices. Of course, I’m not advocating helping women achieve their own financial security so that they can divorce. But women won’t be able to reach their full potential outside the home, if they must bear the full responsibility for the home while they are also trying to achieve their career ambitions. Women also have to have a way to escape domestic violence and fear of financial insecurity can hold them back, as it partly did my own mother.

Cultural norms and established gender roles in society will not be easy to change. A lot of it depends on whether men see gender balance as “giving up” power or as something that would be beneficial to them, their families and the economy. This is as true in the United States as anywhere else. To varying degrees depending on the society or group, religion also has a role to play. Change is a tightrope dance requiring skill and patience so that no one falls off.

Maybe in my ideal world, women have to be able to make their own choices to the same extent men can, and not have them dictated by others. But the true ideal world is one where women can factor in all aspects of their societies, cultures, traditions and relationships and make their own choices, according to their own timetable. What I’ve learned is that my role is to hear them, help if invited, not judge or impose my values, and try to understand more in the process.

Girls And Young Women Are Watching

As a girl and young adult, I paid close attention to the older girls and women in my life. Their actions and attitudes made deep impressions on me, and I’d guess this is true for most young girls, and that they are particularly influenced by their mothers. My mother was a wonderful role model because she didn’t like to gossip and didn’t like to spend time with women who liked to get together to gossip. Of course, my mother was also too nice in some ways because she didn’t want to hurt others’ feelings,

including the neighbor who literally called my mother every night to gossip! My mother also taught me to ignore a person's station in life; it was no basis for friendship. Aunts, teachers, and others also helped shape my views and I was lucky to have so many of them setting good examples.

Of course, there were negative offsets, as well. One that comes to mind is that the Monsignor in our parish church was all about money. He categorized people according to their monetary support and published names in the church bulletin alongside the dollar amount of their pledge. The front row of pews was even reserved for the family that led the list. Of course, what people gave to the church didn't necessarily bear any relation to their ability to give and, any way you look at it, it was embarrassing. Even if it was in the unlikeliest of places, I guess I first learned about socio-economic discrimination in church! I still see that basis of discrimination played out nearly every day and now have formed my own views. But, as a 5 year old sitting in church, I had a hard time understanding it.

So I can see why young girls can have a hard time sorting it all out. It is especially difficult these days when there are so many more ways to make a girl feel "in" or "out," including expensive birthday parties, designer clothing, the latest toys and games and the latest technology, (even expensive electronics like cell phones and iPods) private education, and vacations, even including world travel. It's harder for a young girl to get a firm grounding in true values.

Maybe it's no wonder that there's a lot of research on the cliques so many teenage – and younger – girls form. Seems they learn very young to climb the social ladder. Evidently you can go into elementary and high schools everywhere and find girls banding together according to what they determine makes them popular, and keeping other girls out of their circles. Evidently the gossip, cattiness, lies, snobbishness, backstabbing, and humiliation are quite pervasive. Many teenagers said the movie on this very topic, "Mean Girls," was like a reality show based on their real life experiences.

Of course, many young girls are aware of the suffering these cliques cause and don't get involved. Nevertheless, we all need to be aware that young eyes are watching us, and how we behave, and we can be influencing them for good or ill. We can be role models for including all people as equal in human value, or we can foster arbitrary divisions. Even if we aren't sitting down and talking to a young girl or teenage girl about these things, we need to be mindful that we're most probably influencing them anyway. They will most likely take away, in some form, whatever message we are modeling.

Young boys are not immune either, and we need to pay attention to them. But, since this chapter is about what women need to do to support each other, we're stressing the spillover impact our behavior has on girls and young women.

We Can Unite

Even though research and surveys show that the largest group discriminated against in our world is women and girls, and the largest group within that is women and girls of color, all women haven't come together to change it. I think the majority of women are on board, but we need the rest of you to join in. Maybe the fact that ancestral, cultural, community and family dynamics factor into women's roles in various societies causes some women to still divide into sub-groups.

While these differences exist, none would necessarily prevent unity among women. My fondest hope is that we can honor the differences, break down the divisions, and include all of us in one circle. Max Dashu is an independent scholar who, since 1970, has collected over 14,000 slides on women's history on an international scale, and sums up why we need to bridge the gap among the "isms:"

"One thing I think really critical for us is we have to be able to integrate our understanding of what the problems are, so that we're not only doing a gender analysis, but we're also looking at indigenous issues, class issues. All of that goes with an attempt to take apart what this gender problem has been about. They're all related. And I think that's really crucial to the success of a movement that's going to lead us out, because we all have to get on a similar page about this, to heal the divisions between, say, women of color and white feminists. We need to start integrating our analysis in ways that really work with the available knowledge and address all of these justice issues."

No matter what differences we perceive about each other, when we stop and think about all the basic things we share in common, they overwhelm the differences. If women and girls can support each other, if we can applaud each other's successes, if we can think of all of us as being in one circle together, we'll be building a very strong foundation for gender balance that the world will take note of. We have to be there for each other before we can expect anyone else to be.

QUESTIONS

What do you think about all that's so often said about women?

Can women stand there solidly for each other – without jealousy?

Do women compete and not trust each other?

Do women feel vulnerable because half the population – men- are generally physically stronger and could potentially overwhelm them?

Some men think it's hard for women to be straightforward and not manipulative – true?

Is it harder for women to be authentic?

Do most women still feel they need a man in order to be whole or fulfilled?

Do women tend to "personalize" everything?

Is it easier to factually disagree vehemently with a man – then head right out to "have a beer" – no problem?

Do women depend on others for affirmation?

So many women feel they had to be 2x as smart, work 2x as hard, be 2x as good – true?

Ginger Rogers had to do the same steps but backwards and in high heels a long time ago – are we going to keep insisting women do that? Can you give any modern day examples of this?

Develop the Habit

Using road signs as visual reminders we decided to take a "detour" by taking a stab at coming up with a list of do's and don'ts that could help us remember how to be supportive. Our intention is for this to be helpful and not preachy. We'd like to turn this into a handy pocket guide, and we welcome your help and suggestions as to what to include and how to distribute it.



...

- 👁️ Judging
- 👁️ Judging other women by their clothes, hair, jewelry, children, spouses, partners, etc.
- 👁️ Judging by sexual orientation
- 👁️ Judging by weight
- 👁️ Being jealous
- 👁️ Competing with each other
- 👁️ Arguing about stay at home mothers vs. working mothers
- 👁️ Telling stories that are not yours to tell
- 👁️ Listening to gossip
- 👁️ Emailing hurtful nonsense
- 👁️ Emailing or telling derogatory jokes
- 👁️ Excluding women from events, membership organizations, etc.
- 👁️ Holding a grudge
- 👁️ Giving in to men's positions because it is the easy way out
- 👁️ Holding back resources
- 👁️ Back stabbing
- 👁️ Referring to assertive women as "bitches"
- 👁️ Labeling
- 👁️ Talking about marital status, is a woman less of a success if she is married? Divorced? Single?
- 👁️ Referring to successful women as overachievers; anyone can be
- 👁️ Pointing out physical flaws
- 👁️ Commenting on whether a woman is "sexy" as if that is a negative
- 👁️ Criticizing "female" traits and characteristics
- 👁️ Distinguishing between people as men and women if it is not relevant to the job they are performing
- 👁️ Second guessing someone's actions until you've walked in their shoes
- 👁️ Searching the room for the next person to speak to
- 👁️ Advancing hierarchy
- 👁️ Interrupting or not listening to the person speaking
- 👁️ Helping the vicious cycles continue
- 👁️ Belittling the roles of women when speaking about different religions, races or cultures different than yours
- 👁️ Buying into name brands and materialism, especially if it creates false status
- 👁️ Allowing the exploitation of women and girls in the media



- 👤 Encourage women and girls to be the best they can be
- 👤 Promote qualified women in business, academia, politics, other professions
- 👤 Support women in their individual efforts
- 👤 Speak your mind, voice your opinion, offer solutions, don't be a shy wallflower because it is easier
- 👤 Voice your opinion without discounting someone else's
- 👤 Collaborate
- 👤 Network
- 👤 Share resources – business and personal networks, financial, etc.
- 👤 Appreciate your female friendships
- 👤 Remember, and pay homage to, those women who went before you
- 👤 Share the stories of the struggle of the women who came before you
- 👤 Give credit where credit is due
- 👤 When someone refers to a successful woman as being a "bitch" ask what label they would put on a successful man
- 👤 Report on the job a woman is doing, not on what she is wearing
- 👤 Tell those spreading gossip that you don't want to hear it
- 👤 Embrace femininity and female traits and characteristics
- 👤 Respect all forms of Feminism; you don't have to agree
- 👤 Respect the rights of all women to do what they believe is right for their bodies
- 👤 Remember that women's roles are culturally different, and what is good for you may not be good for someone else.
- 👤 Women's roles are sometimes determined by their religious beliefs; respect all of those even if you don't agree
- 👤 Accept help openly
- 👤 Offer help without ulterior motives
- 👤 If you are offered a position a bit out of your comfort zone, and are qualified to do it, step into that new territory and take other qualified women with you
- 👤 Suggest qualified women for Board of Directors positions, speaking engagements, as the "experts"
- 👤 LISTEN, engage in a two way conversation, concentrate on that person
- 👤 Pay it forward to continue the virtuous circle
- 👤 Help without doing harm
- 👤 Support microenterprise if that is the best way for women in that society to achieve some financial independence and significance within their communities
- 👤 Support women globally; we are all part of the Universal Neighborhood
- 👤 Remember that you are setting an example for the younger generations
- 👤 Befriend women regardless of socio economic positions
- 👤 Use your power to influence the positive image of women and girls – vote your conscience, use your purchasing power, make a difference to the bottom line

Chapter Nineteen: Involved Men and Many More to Recruit

"I believe that the struggle for gender equality is the most important struggle on the planet."
Stephen Lewis

Not a Few Good Men....We Need Billions

Now that we've attempted to recruit all women, let's turn to men. Unlike the U.S. Marines, we don't need "a few good men." We absolutely need to reach as many already aware men as possible to get their concrete commitment. And, the bigger task is to get the rest of men to buy-in, develop conviction about why gender balance is crucial, and show their support. The sweet surprise is that these tasks aren't as big as they may seem.

The he-ros working to end rape in Congo and Liberia (see: "50-50 = Peace Part I) are incredibly inspiring. Stephen Lewis' quote deserves repeating and, throughout the book, we've quoted quite a lot of men who are gung-ho about tipping the scales to gender balance. But we need a whole lot more men to be on board for this to happen. Millions more. Actually, billions more. What's the best way to do that? Well, first, maybe those men not yet on board can think about these questions:

- How would you feel if embedded into your psyche, if from the earliest formation of your self-perception, you were consistently devalued just because you were born a man?
- What if you were placed by society in a group of people who, just because they were men, had to be subordinate to women?
- What if you were told that, just because you were a man, you had limits in your life, that many choices of what you might do were not open to you? What if women stayed "up" by keeping you "down?"
- What if those women who were calling the shots told you to be content with the status quo?
- Or that it was ordained by God?
- Or that your cultural or family tradition insists on men being lesser, less valuable? That in fact, in some cultures, men are the property of women?
- What if you were attacked or ostracized if you were, nevertheless, bold enough to challenge the system?
- Would the message of being told you are inferior and secondary – and terrible consequences if you rebel -eventually lead you to feel and believe you are inferior?

So, if you know men who haven't been working to change it, please find an opportunity to ask them these questions that capture what too many women and girls face. Surely a sense of basic human fairness will take over from there.

If not, there's always the virtual "masculine" sledgehammer approach:

- Without gender balance, our world will destroy itself.
- We can all come up with what will happen without more "feminine" influence, and that includes blowing each up with nuclear bombs that are already positioned around the globe.
- If "masculine" dominates and "feminine" is kept down or out, we're headed for a global train wreck that defies imagination.

Better, though, is the "feminine" approach:

- We need a new story of what global economics can be so that we all can share this planet fairly in a Universal Neighborhood.

To be honest, I would have to report that some past and current women's efforts toward gender balance haven't seemed to welcome men's participation. But we openly welcome men and declared our feelings about this upfront:

"We seriously need to enlist credible men and women in this movement. Gender balance is not a "women's issue." This solid granite of the "masculine-dominated" way society is organized now needs to collapse of its own weight. And that can only happen when both men and women believe this is for all of our good and act together to change it."

Many males are already on board, so we want to shine a spotlight on them.

Obama, The Leading Example

President Obama's election is probably the best example of two things: a male who embodies both "feminine" and "masculine" qualities, and a world that is ready for such a balanced leader, a world that is at "The Tipping Point." Corinne McLaughlin and Gordon Davidson, co-authors of *Spiritual Politics*, note some of Obama's "feminine" characteristics, and point out some of the ways this balance in a leader can help steer us in a better direction:

"He sounds the note of unity within diversity, respect for all, honesty, plain speaking and fulfilling the highest we know we are capable of. ...He seems to have many of the same spiritual qualities as Lincoln, such as practical wisdom, humility, and a dedication to healing divisions and uniting people. ...he is naturally identified with the people collectively and resonant with universal brother/sisterhood. He says, 'My politics are informed by a belief that we're all connected...I am my brother's keeper, I am my sister's keeper, we are all children of God. Or I can express it in secular terms.'"

"He refuses to fall into the trap of polarities, but rather emphasizes what unites us, rather than what divides us as a people. One of the keynotes of his campaign was "Respect, empower, include."... He doesn't gloss over differences, but acknowledges divisions, affirming he will be the president for all the people. He said we have to ..."admit the possibility that the other side might sometimes have point." He has the capacity to listen to the truth on all sides, and find a higher truth that includes us all...he is a leader who will further open the doorway into a more harmonious and beautiful multi-cultural world."

According to McLaughlin and Davidson, even Obama's name is significant:

"His last name begins with an "O", a circle, that is the symbol of wholeness or completeness, and it also includes the two syllables "ba," and "ma." In multiple cultures "ba" signifies father, and "ma" mother. Thus we have a name that means ...empowering wholeness and balance as father and mother, or masculine and feminine energies.

... He doesn't create separation with those he disagrees with, because he listens to their point of view, and is clear about the distinction between the person and their ideas."

The world will be watching to see how this new brand of leadership will succeed. Obama's success will be the best test lab for the theory that gender balance is the way to achieve positive changes we desperately need.

We'll be cheering for his success and documenting what positive differences this new, balanced, leadership can make.

Many Other Males "Get" Gender Balance, Too...

A couple of years ago I was in Tbilisi, Georgia, attending a conference with young leaders from the former Soviet republics, and one of the workshops was on forming a network to advance gender balance. It struck me how wise and sensitive the young women were in the very planning stages to want to include men - and how wise many young men were to accept the invitation to be a part of it!

And I think we especially "gotta love" men, who speak up for women when they surely don't have to. For example, did you think that CNN's founder, Ted Turner, was an enlightened male? I always thought he was the totally "macho" kind. But one of his former execs who went on to become CEO of PBS, Pat Mitchell, said:

"Ted Turner recently suggested that men should not be allowed to run for public office for the next 100 years; it would take that long to undo the impact of testosterone power."

Now I've talked to some of his other former female execs who, based on their experience, seemed surprised that Ted was such a "Sister" - maybe this quote is from a later act in his life? Even so, we need to recruit Ted.

We also need to recruit Stanley Tucci (*The Devil Wears Prada*) because anyone who makes a comment like this one in *O Magazine* should want to be a part of what we're doing:

"For me it is about the children. Let no child live in poverty. Let no child go hungry. Let no child live without shelter. Let no child be abused. Let no child remain ill. Let no child be uneducated. Let no child be oppressed. Let no child be unloved. Children did not ask to come here. They are innocent, and they are helpless. It is our moral obligation to help them whether they are ours or not. Only we can save them...and only they can save the world."

And how refreshing it was to read what a no-kidding real he-ro - who has walked on the moon no less - Apollo 14 Astronaut Edgar Mitchell, told *Pink Magazine*:

"...it's women who can help the most. The very qualities often attributed to women are what we're missing the most right now: integrity, service to the greater good, intuition awareness of our interconnectedness. Companies under women's leadership can be more effective if they realize the bonds we all share. I believe if integrity and caring, honesty and empathy - those strong female traits - are brought into the workplace, in due course we'll all win. Command control is not the way to do it."

This is just a small smattering of examples, and I'm sure there are many more. You, no doubt, could tell us about men you know and others you've read about, who champion gender balance. We'd like to know about them and invite you to send an email to genderbalance5050@mindspring.com

...Other Males May Need A Gentle Push

The males we cited here don't need a prompt; they "get," and even embody, gender balance. But is it fair to say many more men do need to be prompted to move gender balance way up on the list of what they really care about? I'm going to guess yes, so I tried to find persuasive arguments for why men need to care. I was put on to Rita M. Gross, Professor Emerita of the University of Wisconsin, by a male Buddhist peacemaker because Gross offers these very useful insights and guidance:

"One of the reasons I have become increasingly reluctant to give talks on women, feminism, or gender is men's long-standing refusal to recognize that these topics concern them and are relevant to them. As a result, the audience for such talks is usually about half the size it should be and consists mainly of women. But women really don't need to talk and think a lot about gender at this point in time. Many women have already done their homework on gender issues; it is men who need to catch up.

...Even replacing the terms "women" or "feminism" with the term "gender" does little to influence who attends these programs. With individual exceptions, men as a group have refused to take up their end of the issue of human genderedness, leaving it entirely up to women and continuing to foster the illusion that women are gendered but men are not. Gender? Oh, you must be talking about someone else; I'm just a normal human being, seems to be the most common reaction by men to the topic of gender. I think it unlikely that we will get any further in finding freedom from the prison of gender roles until men begin to acknowledge and take seriously their own genderedness.

I suggest that only a massive defection from the conventional male gender role by men, parallel to women's defection from the conventional female gender role over the last thirty years, will bring us a more humane society.

In suggesting that men need to defect from the conventional male gender role and become more feminine, I realize that I am suggesting a cultural tectonic plate shift. But I am not suggesting something impossible. We know that because of the way in which women have defected from the traditional female gender role in the last thirty years.

Men are the only ones who can do much of that work. For women to try to coach men too much in this undertaking would be arrogant and inappropriate."

All they should need from us is some cultural analysis, a challenge, and encouragement as well as emotional support. As with every significant cultural revolution, this tectonic cultural plate shift would happen only because of deep internal psychological, moral, and spiritual changes, individual by individual."

How Does Such a Shift Get Started and Gather Momentum?

Actually, I can think of several ways and also invite you to send us your ideas.

One way to bring a huge number of men into the fold who might not be there now is to appeal to fathers of daughters. My husband, Sam, who has 2 daughters and 3 granddaughters, thinks men think of their daughters differently from womanhood as a whole, and wonders whether a starting point for change would be to call attention to the inconsistency. He's found very few men who think their daughters are incapable of doing anything but many then turn around and deny those opportunities or thinking to all women.

Another way is to appeal to a male's eagerness to relate to the females in his life. Enid and I met a man at Dr. Jean Shinoda Bolen's workshop who voluntarily entered the fold for another reason. Bolen, an M.D. and an internationally known Jungian analyst, was teaching 50 women about the archetypes or models of wisdom, compassion, outrage, sensuality, and healing humor in women over fifty.

The workshop was somewhat based on her book: "*Goddesses in Older Women: Becoming a Juicy Crone*," which you might think would have sounded "off the wall" to the lone man who attended. But when he tearfully told us all that he had driven several hundred miles to be there because he had found that book on his wife's nightstand after she died, it wrenched our hearts. They had been happily married for over 50 years, and she had died several months before and he could not get past the loss. He thought learning more about what she had been reading would bring her closer to him again. No wonder they were soul mates for half a century!

Another way is to point to popular literature to show that a balanced world isn't far-fetched. A friend recently gave me a bestselling book she said framed this necessary tectonic cultural shift in its own way: *Ishmael*. Author Daniel Quinn speaks through Ishmael who is a gorilla – what could be more ironic? - to tell us:

"An archeologist named Riane Eisler(Chalice and the Blade) wrote about a widespread Leaver agricultural society that existed in Europe until it was overrun by the Takers five or six thousand years ago. Except she didn't call them Leavers and Takers, of course. I don't know a lot about it, but evidently the culture the Takers plowed under was based on goddess worship.

In our cultural prison (of consuming the world) the white male inmates wield the power....For all their power and privilege – for all that they lord it over everyone else in the prison – not one of them has a key that will unlock the gate.....Justice demands that people other than white males have power in the prison....have called the shots....this is unjust.....power and wealth within the prison should be

equitably redistributed....but....what is crucial to your survival as a race is not the redistribution of power and wealth within the prison but rather the destruction of the prison itself...breaking out of the Taker prison is a common cause to which all humanity can subscribe..."

Ishmael has become a classic, and has actually attracted sort of a cult following so we have that supply source continually contributing to the fold.

But, hey, I know that a wise, talking, gorilla that has inspired some kind of a cult is not exactly going to be considered mainstream by a whole lot of folks – I can just hear some of my old "Wall Street" pals now asking "what kind of crazy tangent is she on now?"

So I'll follow up with a "wise" source that is about as mainstream as it gets: The Davos World Economic Forum (WEF,) whose motto is: "Committed to Improving the State of the World." Supposedly, only the *crème de la crème*, the most intelligent of the intelligentsia, the most powerful of the powerful, get invited to attend this summit in Davos, Switzerland every year. WEF commissioned a massive study to measure the current size of the Global Gender Gap and this quote from their report really stands out:

"Along with the awareness of the subordinate status of women has come the concept of gender as an overarching socio-cultural variable, seen in relation to other factors, such as race, class, age and ethnicity. Gender is not synonymous with women, nor is it a zero-sum game implying loss for men; rather, it refers to both women and men, and to their status, relative to each other. Gender equality refers to that stage of human social development at which 'the rights, responsibilities and opportunities of individuals will not be determined by the fact of being born male or female', in other words, a stage when both men and women realize their full potential."

I'd wager that many WEF attendees want to eliminate the subordinate status of women because it is the morally, humane or, if not those, at least the politically correct thing to do. But I also want to feature the other reason cited in the WEF report in case this helps us recruit large numbers of men to our effort:

"The advancement of women is an important strategic issue. Countries which do not capitalize on the full potential of one half of their societies are misallocating their human resources and compromising their competitive potential."

If we can only appeal to some people – men or women – by being strictly practical, it's still above board, so we'll go for it. And if they are in high positions of influence as those who get invited to Davos, so much the better for the cause.

But is that enough to appeal to the men who dominate at Davos? Cherie Booth, the chair of the session on women and inclusive growth asked why that was a side issue at the 2008 WEF and why only 17% of the Davos delegates were women? What's the answer?

Part of What It Takes is Permission

If I didn't have a husband who is willing to talk about struggles he's had with our culture's expectations of men and male stereotypes, if I didn't have male relatives and friends who shared some of what is inside their hearts with me, I would have the notions I had before those conversations. I would think that men want to be tough and domineering, like my father was most of the time. I would have little empathy for their struggles with how to live up to what they think the world, and their families in particular, expect of them. Thanks to these men who have been willing to open up, I realize there are many men who hide their softer, more spiritual, selves.

They know at some level that this costs them dearly, and we know it costs the world dearly. I think it cost my father dearly. I wish I could have talked to him about how he might have felt repressed by society's expectations. He mostly kept his soft side in check and often seemed lonely. Now I wish I could have helped him open up. If he had permission would he have acted differently? We'll never know. Let's be sure other men have that permission.

There's strength and courage in numbers, so, if men would band together and agree it's OK to express their total selves, they would make a phenomenally positive impact. It would be easier for men to do that if the women in their lives let them know it's more than OK. I hope this book triggers a dual response like that.

By his own account, Matthew Fox, now an Episcopal priest, and author of *The Hidden Spirituality of Men: Ten Metaphors to Awaken the Sacred Masculine* has been writing for years as a male feminist--- and that was the reason Cardinal Ratzinger (now Pope Benedict XVI) expelled him from the Dominican Order. Some "crime," huh? That's the Catholic Church's great loss because men – and women – can only be uplifted by Fox's sensitive message about why excessive Yang energy needs to be balanced by Yin energy:

"We men have been allowing others, including corporations, the media and politicians, to define our manhood for long enough. It's time for us to take our manhood back. And we must do this before it's too late—before excessive yang energy (which is fire) literally burns the Earth up. The history of the distorted masculine goes back thousands of years to around 4500 BCE with the overthrow of matriarchy and the triumph of patriarchy.... The male soul has been profoundly wounded by this history—as has the female soul. Today, the stakes for finding a Sacred Marriage of the Divine Feminine and the Sacred Masculine have never been higher. Our survival hangs in the balance.

When a healthy masculinity returns, both men and women will rejoice. So too will animals, plants and generations not yet born. We'll rediscover friendship and the value of alliances over hostilities."

We hope anyone who may be put off by phrases like "Divine Feminine" and "Sacred Masculine," will investigate further, because they are not so esoteric. I also think you'd be surprised how many people you know who are trying to understand these basic human characteristics, and are trying to reconcile them with what society tells us we can and can't express. We're born whole people who inherited tendencies from both our mother and father, and from other female and male ancestors. Too often, this

complete inheritance gets skewed to over-emphasize “feminine” or “masculine.” We can change it, and the greater the numbers of us who recognize this, the easier it will be. Throughout this book, we’ve presented what we hope are compelling reasons to work for gender balance and collected a lot of examples of how things can work better.

Thanks to all the males out there who already “get” this and are working for change!

For those men who didn’t “get” it, but are going to join in now, that’s terrific!

For those not on board, we need you to join in. All of you. What will it take?

QUESTIONS

Can you send in examples of male leaders who exhibit “feminine” characteristics in their leadership style and how they have succeeded within their chosen field?

What do you think of Rita Gross’s statement: *“One of the reasons I have become increasingly reluctant to give talks on women, feminism, or gender is men’s long-standing refusal to recognize that these topics concern them and are relevant to them. As a result, the audience for such talks is usually about half the size it should be and consists mainly of women. But women really don’t need to talk and think a lot about gender at this point in time. Many women have already done their homework on gender issues; it is men who need to catch up. (?)”*

Have you had personal experiences where you have felt diminished because of your gender? As a female? As a male? What would have made it different?

Do you think men generally have a higher opinion of the capabilities of their own female offspring than they do about females as a whole? If so, are there ways to capitalize on this?

What do you think of the observations that men are conditioned to downplay their “feminine” side and their sensitization to females? If they had blanket “permission,” do you know men who would change and encourage their softer side?

Can you share some examples of mainstream organizations, corporations or universities that help promote and value both the “Divine Feminine” and “Sacred Masculine?”

If you don’t see the relevance of gender balance, what would convince you that this should be on everyone’s radar screen? What would convince others you know? Would it be relationship based reasons? Economic rationale? What else?

Can you connect us to high profile and other key people we should recruit to this effort?
We know gender balance needs to be adopted by leaders in at least three widespread movements that have a lot of momentum – Peace; Sustaining the Environment; and Leveling the Playing Field/Poverty Reduction. We hope you will let us know what connections you can make to the leaders, and what other logical links you see.

Develop the Habit

- 🕒 Applaud and support qualified women and men who are out of the box when it comes to their leadership styles
- 🕒 Embrace difference
- 🕒 Speak out against stereotypes
- 🕒 Encourage the men in your life to speak their feelings about gender balance or any other subject
- 🕒 Help create gender neutral language

Chapter Twenty: Enid's Advice on How to Raise Boys to Break the Cycle

"Every new generation changes its world, but few are called to make changes as creative, as sweeping as those impelled by the ecological, economic, political, and spiritual crises we face everywhere today. As I travel around the United States and around the whole world, I am enormously impressed by young people, by those of you now called Millennials -- the first generation adults of the new millennium.... Though you inherited this world in an unsustainable condition -- which purely and simply means a world that cannot last as it is -- you seem to accept that as your challenge, so I believe you are exactly the agents of change the world needs."

Elisabet Sahtouris

The Responsibility to raise an enlightened next generation!

I was asked to give some input on raising the next generation, especially raising a boy, since that is my only experience. I don't claim to be any sort of parenting expert; you can't really proclaim that when you only have one child. I haven't read the majority of the books that have been published about raising children in this day and age. The mere fact that there are so many parenting books out there is mind boggling to me. Since when did we need all of these "experts" telling us how to raise our children?

When did all of the "role models" appear? The news media has labeled athletes, actors, singing stars and even politicians as role models for our children to imitate. Because of some of their public actions, I have had to have some candid conversations with my son that I would have preferred not to have, but timing is not always ideal. Keeping that in mind, though, he has received both the male and female perspective on issues, which long term will, hopefully, help and encourage balanced decision making on his part.

That's a boy job and that's a girl job!

Something "there" but never discussed was not labeling others: no specific categories or stereotypes, profiles for men, women, boys, girls, who can do what, and more importantly, specifying what others couldn't do. My parents raised me to believe there wasn't anything that I couldn't accomplish, and when you add a natural streak of stubbornness, I never believed I had any boundaries, and I believe we have instilled that same message in our son.

We never labeled jobs or even household chores; boys did them all and girls did, too. Girls and boys played together. There weren't some things that boys did and not girls and vice versa; you did what you were interested in and wanted to do. When you got hurt, you cried; you never heard "boys don't cry." Labels didn't exist for grown ups either, just that everyone you came in contact with deserved to be treated the same way you wanted to be treated - simple and self explanatory. We may not all look alike, thank goodness; we all didn't go to the same place of worship; there were even classmates who had two mommies; but they were all just people.

Are people more alike or different?

To me, a main focus and challenge as a parent is: how do you consciously or subconsciously, intentionally or casually, teach your children about the roles people play in society? Do you point out the obvious differences between men and women or do you let them discover that for themselves? Are there really differences other than the physical characteristics? Some of those will be discovered by curiosity and natural role playing as toddlers and preschoolers, but do you say things to counteract the obvious?

Who knows what is right and what really sinks in, but I will tell you, my natural reaction was to always let it rip, say what I thought and what was understood would sink in, and maybe later on down the line there would be an "aha" moment and my voice would resonate from years past. I don't ever think there was a conscious decision on my part to influence the way my son viewed the roles of girls and boys, or men and women, in society. I don't ever recall a conversation with my husband where I said, I really need for our son to understand how I view the roles of men and women, and I want him to understand my point of view.

Perhaps subliminally, or by example for that matter, there was always, and I mean always, an example of a working woman for him -- me! We even joke that he literally was "born into" the family business at the time because I was in labor with him at our restaurant and worked the entire day before going to the hospital. I have always been a working mother, and during my son's preschool years, he had a father who worked some very late nights, so we spent a majority of our time just the two of us. During our times in the car or at the dinner table, we always spoke as peers and about a variety of subjects, sometimes about "Super Heroes" and "Transformers," and other times about what was happening in the world around us. He definitely received a female and feminist point of view - even "Superheroes" come in female packages and the pink "Power Ranger" could keep up with all the boys! It actually drove me crazy that she was in pink, but I couldn't change network television.

If you were to ask my son if there was a distinction between boys and girls, even at a young age, I don't think he could have told you anything specific. He played on the playground with both, and he played in the kitchen with both. When he played house he was not always the "dad," and sometimes he was even the "mom." He always had a best friend, and sometimes it was a boy and sometimes a girl; that's still true to this day.

No matter what, all people deserve respect.

The real issue to him, and for him, is respecting people in general. He didn't and still doesn't distinguish people based on their sex, race, religion, or sexual preference. It actually drives him crazy and me, when people have to label others. He always wants to know what difference it makes, or is there some relevance to the story, if the person is Christian or Jewish, White or Black, Gay or Straight.

There was a real life lesson, though, that did have to come into play many times, that did contradict what was taught at home. Our son did go to a Jewish School, and learned at a very early age that there were people in the world that didn't like "him" just because of the way he worshipped and prayed to G-d. Having grown up in a totally different environment than that, it was a constant point of discussion, and at

times anxiety in our household, first when there was the shooting in Los Angeles at the Jewish Community Center, and then after the events of September 11th. Right after the shooting in L.A. our son, who at the time was in third grade, told us he had already scoped out a hiding place in his classroom if something like that happened at his school. Pretty frightening for a parent to hear that, but the need to take it seriously and discuss why some people in this world feel that way was a very real lesson for all of us. Another lesson here was to trust your instincts in any circumstances. Some people may label that as a feminine characteristic; I think in our house we just label that as a lucky thing to have and trust.

The only time we ever formally sat down and purposely discussed how we were raising our child could have been considered too late. When our son was in 5th Grade we were asked to write an Ethical Will. The teacher explained to us that it could take any literary form, but we needed to convey the values we wanted to instill in our child in a way they could relate to and understand. WOW! Maybe we should have done this long before we conceived! Our first thought was, "what happens if we don't agree on these? We could really mess up a kid!" To make a long story short, we did agree on the values (thank goodness), and conveyed our message so well, that when our son read the document the first time, he only made it through the first paragraph when his tears hindered his vision. He admitted to me just a couple of years ago, he's 18 now, that he was just able to read through it completely without crying. A sensitive child who remembered that it was o.k. to cry and show emotion as a young man.

Remember the past and move to improve the future.

What I really am passionate about is the concept of responsibility from one generation to another, taking care of one another, the feminine characteristics of mothering and nurturing. Maybe some of that comes from my religious upbringing. In Judaism there is L'Dor V'Dor, from generation to generation. You can't understand the future if you don't take the time to understand the past. Some of that comes from the Holocaust, if we don't continue to tell the story we have the chance of it happening again. I know that may sound a little extreme, but when 6 million people perish historically you tend to look at the extremes.

In this day and age, the message of responsibility is hard to get across. The younger generations seem to have a sense of entitlement, the world owes them. Says who? The generations before have been caretakers of the world, in some cases not doing such a good job but, nonetheless, it is here in its fragile state, and now the next generation will hopefully continue to be engaged and take up the cause. This generation is so computer savvy and has the ability to expand their message literally through one click of a button. This generation can continue to improve the message and come up with new and better solutions, learning from the previous generations, applying what worked and what didn't work, and continue to stay engaged.

Another influence is the Jewish concept of Tikkun Olum; Repairing the world. "*You are not obligated to complete the work but neither are you free to abandon it.*" This to me could be a generic message, not linked to any faith, but to humankind. Repairing rather than destroying, some may say is another "feminine" message. As is rooting for and speaking out for the "underdog," lending a voice to those who do not have one. Understanding that your neighborhood is not just your community, but that you are

part of a much larger global neighborhood, encompassing all living things, and the earth as well.

The inclusion of all is a “feminine” trait and a concept that should be a little easier for the upcoming generations to apply. The computer allows international communities the capacity to stay in touch so much easier with the internet and have access to so much of what is going on. Now they just need to stay engaged and take action to become change agents.

More and more I see hopeful signs of young people becoming involved and taking up global causes and not being afraid of the scope of the issues. Rallying around the issue of global poverty with Bono, raising awareness about the genocide in Darfur, fighting against childhood prostitution and many others. Speaking out for those that don’t have a voice. To feel like it is their responsibility to make a difference, and to understand that there were many before them that did the same, and they must continue the life cycle.

It may seem idealistic, Pollyanna in nature, but I continue to voice this opinion daily in my household. My voice is not always heard, but if a portion of the message seeps through, maybe not at that particular moment in time, but later in life, a light bulb could go off, I’ve done my job as a parent. When something happens in the world, I bring it up, put the article in front of my son, or send him the link. I encourage activism, to just do something, tell someone else to continue the dissemination of information, write a letter to encourage or object to something. Feel like you, one person, can make a difference, and if enough “ones” do something, there will be many.

The other night I was able to hear one of my lessons applied directly to a situation. We got one of those annoying survey phone calls that always seem to come when we are sitting down to dinner - there was even a Seinfeld episode about this. Our son answered the phone and I only heard one side of the conversation, but to paraphrase what I heard, they must have asked to speak to the male head of the household. “What makes you think there is a male head of my household and not a female head of the household?” Of course, this strayed from the caller’s script, and totally must have thrown them for a loop, because I heard the questions repeated again on my end. The conversation continued for a while longer, the phone caller got nowhere, and I had a definite feeling of satisfaction! I really have had some influence, and most importantly, what a great mindset this kid had to even challenge the caller!

His first chance to vote and it’s for President of the United States!

The greatest conversations that have been taking place lately are political. This was the first time our son could vote, and to have it be a U.S. Presidential election with unprecedented coverage of the primaries has provided a wealth of information and sharing. My son asked thought provoking questions and is not yet tainted by the political atmosphere in this country. “Why do people have to make such a big deal whether it is a female candidate or an African American candidate? Why can’t they judge them on what they are planning to do once they get into office?”

Makes perfect sense to me, but how do I explain years and years of political (or societal or cultural?) baggage and judgment, that cannot be conveyed in an MTV moment! Keep asking those questions, I urge. Challenge the media coverage; vote

that way; volunteer for the candidate you support. I keep trying to reinforce the choices and options, and congratulate him for not being afraid to speak out!

Maybe this generation is the one that really doesn't see the differences between people. I realize that is generalizing and there are always going to be those that distinguish people by their differences, rather than looking at the similarities, but maybe we are getting closer to that mindset becoming reality. We have to pin our hopes somewhere.

Footnote from Angie:

SUNY sociologist Michael Kimmel's *Guyland*, about cultural influences on young, middle-class, white boys, can also help break the cycle:

- *They watch pornography in groups, "jiving with each other about what they'd like to do to the girl on the screen."*
- *They're taught the "Guy Code" — a set of crude injunctions ("boys don't cry," "don't get mad, get even," "bros before hos," "size matters" and so forth) whose "unifying emotional subtext . . . involves never showing emotions or admitting to weakness."*
- *Masculinity is not biological or "hard-wired" but rather "coerced and policed relentlessly by other guys." High school is "a terrifying torment of bullying, gay-bashing and violence." In college, guys are initiated into fraternities through "increasingly barbaric" hazing, in which "the cement of the brotherhood is blood, sweat and tears — and, apparently, vomit and semen."*
- *Kimmel closes his book with a heartfelt plea for parents to remain active in the lives of their "guys" and help them become mature, empathetic, ethical men.*

At least concerning the one-fifth of all 25-year-olds who live with their parents, parents should have every right to try to counter-balance these scary influences.. Whether what Kimmel identifies are trends, he has outlined a real sociological condition. Parents hold a key to change and, take it from me, Enid is being much too modest in this chapter. Their son, Jeffrey, is beyond terrific, and I have watched him grow up since he was an infant "working" at his parents' side – or at least picking up their ethics and values by osmosis in their restaurant! His character has been forged to transcend *Guyland*. The Dralucks continue to be active in their son's life. If any parents have been reluctant to exert influence, their example might be emboldening. Up with our young people!

QUESTIONS

Do you think your children look at people without a gender lens? If so, how did you convey this message?

Do you think you have gender stereotypes within your own family? Is this something you would like to change and, if so, how will you go about it?

What lessons have you taught your children that you are willing to share?

We all need parenting help at one time or another, or at least another parent to confirm that we were on the right track. Please send in your personal examples.

What lessons have your children taught you that you are willing to share?

It's not always easy to admit that our children can teach us lessons, regardless of their age. We hope you will be willing to share those examples.

Are their examples with your own family of you and your children creating change in the world?

Please share a project or an organization that you and your family are involved with or looking to create?

What conversations do you have around the dinner table that you are willing to share? If it is a difficult subject to cover, how do you begin the conversation and at what age did you begin to approach the subject?

Can you connect us to high profile and other key people we should recruit to this effort?

We know gender balance needs to be adopted by leaders in at least three widespread movements that have a lot of momentum – Peace; Sustaining the Environment; and Leveling the Playing Field/Poverty Reduction. We hope you will let us know what connections you can make to the leaders, and what other logical links you see.

Develop the Habit

- 🌀 Create new gender balanced language at home.
- 🌀 Share examples of strong leaders that show both “feminine” and “masculine” traits.
- 🌀 Point out media example of gender stereotypes, specifically within realms where your children can relate like the music, entertainment, and sports industries.
- 🌀 Begin an open dialogue on gender balance with your children.
- 🌀 Model yourself as an example for your children

Chapter Twenty-One: Recruiting “Faces” to Remind Us All to Balance “Feminine” and “Masculine”

“The basic discovery about any people is the discovery of the relationship between its men and its women.”
Pearl S .Buck

We need “faces” for this overarching, global movement that all women and men, and girls and boys, are affected by: the need for gender balance.

Can it be a woman? No, not solely a woman. That wouldn’t be balanced and it would just keep it trapped as a “women’s thing.” Gender balance is a “human thing.” Every man and woman alive and yet to be born is negatively impacted without it.

We need women and men.

We need girls and boys.

We welcome lots of faces.

We hope all men and women and all boys and girls will join in.

Some Sisters Are Already “Doing it For Themselves”

A lot of women really “get” how dots are connected and are already in a high action gear. I want to call attention to some of them, which we hope gives them more leverage.

I came across an article in *The Huffington Post* with the great title – “*Sisters Are Doing it For Themselves.*” I’m self-admittedly not very cool because today is the first I’ve learned of this Aretha Franklin/Annie Lenox song that has become an anthem for women ---and they recorded it in 1985! Well, I had my head in corporate sand then, so, better late than never to know about these prophetic lyrics:

*Now there was a time when they used to say
That behind every - "great man."
There had to be a - "great woman."
But in these times of change you know
That it's no longer true.
So we're comin' out of the kitchen
'Cause there's somethin' we forgot to say to you (we say)*

*Sisters are doin' it for themselves.
Standin' on their own two feet.
And ringin' on their own bells.
Sisters are doin' it for themselves.*

Now this is a song to celebrate

*The conscious liberation of the female state!
Mothers - daughters and their daughters too.
Woman to woman
We're singin' with you.
The "inferior sex" got a new exterior
We got doctors, lawyers, politicians too.
Everybody - take a look around.
Can you see - can you see - can you see
There's a woman right next to you.*

Laura Liswood, Senior Advisor, Goldman Sachs and Secretary General of the Council of Women World Leaders (Presidents and Prime Ministers) wrote the article and I'm including extensive excerpts because these are significant phenomena that I want to follow with some comments:

"Remember the song by Aretha Franklin, 'Sisters Are Doing It For Themselves?' Well, sisters are still doing it but now it means holding meetings of powerful leaders, shaping the world's agenda, critically evaluating and demanding better leadership, and becoming high-level leaders themselves. Why? Because now, like men, women have both the financial resources and leadership positions to do so.

Think Oprah, billionaire, using her money to educate girls. Sheila Johnson, billionaire, bringing powerful women to her home in Middleburg VA to end global poverty and empower women; or Swanee Hunt, heir to the Hunt silver fortune, tirelessly using her resources to make women's voices vital in the mainstream and to include women in waging peace.

And it is not just economic strength. There is also political power to be had. Running a country is always a sure bet, and more women are doing just that. They're not shying away from taking that political capital and spending it on issues about which women feel most strongly.

There's Ellen Johnson-Sirleaf, the first female President in Africa. She and Tarja Halonen, President of Finland, will convene powerful women from around the globe at a 2009 International Colloquium on Women's Empowerment & Leadership in Liberia. As world leaders, they have the power to unite and capture global attention. This is no garden party. These are leaders to be reckoned with.

Oprah Winfrey, Mary Robinson, Kim Campbell, Johnson-Sirleaf and Sheila Johnson aren't waiting for the United Nations, or some enlightened male leader to fix problems of particular impact for women and girls. They've got the political and financial power and they are using it.

Melinda Gates is a hybrid woman of power. Money made by her husband, Bill Gates of Microsoft, but she's taking control of its agenda and direction and focusing on girls health with her power.

What concerns women of power today? They are interested in righting wrongs, eliminating inequities, leveling those playing fields, thinking more holistically, embracing the world beyond the notion of war/non-war states. They want it

known that women see the world differently than men and maybe, just maybe, that is a good thing. The status quo, is no longer acceptable and that new viewpoints need to become the norm. Like men have always spoken for humanity -- women feel entitled to speak for humanity.

Take global security. The way Mary Robinson, former President of Ireland and UN High Commissioner for Human Rights, and Kim Campbell, former Prime Minister of Canada and other women leaders see it, global security isn't just 'hard' security with weapons, IEDs, armed conflicts, rogue states, balances of power, terrorists. Global security needs a new normative that includes issues of migration, economic inequality, access to education and health, and climate change.This issue, they feel, requires a vigorous recasting of the debate because if society keeps doing what we are currently doing, we will continue getting the same ineffective and deadly results.

Now, when women don't get invited to the table, they seat powerful people around their own table.

It's no longer about persuading men to come to women's aid. It's not even about waiting for the (leaky) pipeline to fill to get a critical mass of women. It is a realization that the glass ceiling is in fact just a thick layer of men - and women can afford to buy a different ceiling."

Agree.....with Important Modifications

There's no doubt in my mind that Liswood is doing us all a great service by calling attention to how powerful women recognize serious issues the world faces, and are not "letting any grass grow," because they are using their influence and resources to take action. And Liswood gives excellent examples of how women, in fact, do see connections. My personal favorite is that global security means connecting the dots we're talking about – not waging wars and pouring billions of dollars of profits into the pockets of defense companies as voters have been misled about. Thank you.

But, here's the rub, as I see it. Everyone needs to recognize what these women have recognized and join in the effort. You don't have to be rich or powerful to play an important role.

And everyone most definitely includes men. "Us" vs. "Them" isn't a very "feminine" approach and, like war, or like saying there's an "Axis of Good" and an "Axis of Evil," it's destructive. The wrongs that need to be righted in the world are for sure not women's issues. Every one of us is affected.

If we bring females and males together in a unified, equally influential whole, these problems will be solved. As I've already said, I've encountered sexism throughout my life and have felt bitterness along the way, and was "hell-bent" at times to do it on my own. In one sense I don't regret this, because it fueled my ambition in a way that wouldn't have happened if my path had been strewn with rose petals.

But I'm also related to, and have many friends who, have been supportive, "enlightened," males. And I've heard about or read about many more such males, some included below. It's more than possible to bring us all together and make this a better world ---sooner.

Looking at Women First

Since Laura Liswood gave us such a good start with who the female “faces” might be, let’s continue to try to answer: Who all have the kind of heft and credibility to take gender balance to the forefront where it needs to be? Well, we could look at the top 50 of *Forbes* magazine’s 2008 list of: The 100 Most Powerful Women

RANK	NAME	OCCUPATION	COUNTRY
1	Angela Merkel	Chancellor	Germany
2	Sheila C. Bair	Chairman, Federal Deposit Insurance Corp.	U.S.
3	Indra K. Nooyi	Chairman, chief executive, PepsiCo	U.S.
4	Angela Braly	Chief executive, president, WellPoint	U.S.
5	Cynthia Carroll	Chief executive, Anglo American	U.K.
6	Irene B. Rosenfeld	Chairman, chief executive, Kraft Foods	U.S.
7	Condoleezza Rice	Secretary of state	U.S.
8	Ho Ching	Chief executive, Temasek Holdings	Singapore
9	Anne Lauvergeon	Chief executive, Areva	France
10	Anne Mulcahy	Chairman, chief executive, Xerox Corp.	U.S.
11	Gail Kelly	Chief executive and managing director, Westpac Bank	Australia
12	Patricia A. Woertz	Chairman, chief executive, president, Archer Daniels Midland	U.S.
13	Cristina Fernandez	President	Argentina
14	Christine Lagarde	Minister of economy, finance and employment	France
15	Safra A. Catz	President and chief financial officer, Oracle	U.S.
16	Carol B. Tome	Executive vice president and chief financial officer, Home Depot	U.S.
17	Yulia Tymoshenko	Prime minister	Ukraine
18	Mary Sammons	Chairman, chief executive, president, Rite Aid	U.S.
19	Andrea Jung	Chairman, chief executive, Avon	U.S.
20	Marjorie Scardino	Chief executive, Pearson PLC	U.K.
21	Sonia Gandhi	President, Indian National Congress Party	India
22	Risa Lavizzo-Mourey	Chief Executive and President, The Robert Wood Johnson Foundation	U.S.
23	Sri Mulyani Indrawati	Coordinating minister for economic affairs and finance minister	Indonesia
24	Dr. Julie Gerberding	Director, Centers for Disease Control and Prevention	U.S.
25	Michelle Bachelet	President	Chile
26	Ellen Alemany	Chief executive, Royal Bank of Scotland Americas	U.S.
27	Carol Meyrowitz	Chief executive, president, The TJX Cos.	U.S.
28	Hillary Rodham Clinton	U.S. senator, New York	U.S.

29	Hynd Bouhia	Director General, Casablanca Stock Exchange	Morocco
30	Anne Sweeney	President, Disney-ABC Television Group	U.S.
31	Valentina Matviyenko	Governor, St. Petersburg region	Russia
32	Nancy Tellem	President, CBS Paramount Television Entertainment Group	U.S.
33	Ann Livermore	Executive vice president, Hewlett-Packard	U.S.
34	Marina Berlusconi	Chairman, Fininvest Group and Mondadori Group	Italy
35	Nancy Pelosi	Speaker, House of Representatives	U.S.
36	Oprah Winfrey	Chairman, Harpo	U.S.
37	Gulzhan Moldazhanova	Chief Executive, Basic Element	Russia
38	Aung San Suu Kyi	Deposed prime minister; Nobel peace laureate	Myanmar
39	Lynn Laverty Elsenhans	Chief executive and president, Sunoco	U.S.
40	Melinda Gates	Co-founder, co-chairman, Bill & Melinda Gates Foundation	U.S.
41	Gloria Arroyo	President	Philippines
42	Jane Mendillo	President and chief executive, Harvard Management Co.	U.S.
43	Linda Z. Cook	Executive director, gas and power, Royal Dutch Shell	Netherlands
44	Laura Bush	First lady	U.S.
45	Brenda Barnes	Chief executive, Sara Lee	U.S.
46	Christine Poon	Vice chairman, Johnson & Johnson	U.S.
47	Neelie Kroes	Competition commissioner, European Union	Netherlands
48	Amy Woods Brinkley	Global risk executive, Bank of America	U.S.
49	Susan E. Arnold	President, global business units, Procter & Gamble	U.S.
50	Susan Decker	President, Yahoo!	U.S.

I like this list because it's an expansion of Liswood's list of women who have visibility and resources to tap into to bring to the party.

First on the list is Chancellor Angela Merkel. She's no "soft" female figurehead, but rather a balanced reformer, and effective leader, according to *Forbes*:

"With \$3.3 trillion in GDP, Germany is Europe's biggest economy, and Merkel's reforms are sparking a rebound, with unemployment falling (although consumer confidence just hit a five-year low). She pushed through a later retirement age, put more women in senior government posts, and raised payments to new parents. Bulldozes through controversy: hosted the Dalai Lama, chastised Mugabe, and wants to make the euro a bigger player in global financial markets as the dollar wanes. Also trying to make Germany more eco-friendly with steep greenhouse-gas cuts. Europeans voted her their most influential politician."

Credibility should not be limited to women in government, business, or for-profit professions, nevertheless, I've observed that some men take them more seriously than

they might teachers or women in the not-for-profit sector. So I guess I'm guilty of the first thoughts being "practical."

So next we look at a global thinker, born in India, who speaks 5 languages, Indra Nooyi, who keeps moving up on this list. As PepsiCo's CEO she aims to deliver profit and performance.....but with purpose. She doesn't see how her company with \$40 billion in sales can continue to succeed, unless they help create better communities, and this her hoped-for legacy:

"I want to leave behind a company that people can say is a good company, not just from a financial stance but good in the moral sense. And to become a good company, I want it to make a very positive imprint on society. Everything we're doing — in terms of our product, what we're doing to the environment, what we're doing to our people — we're all oriented toward becoming known as that good company."

Now, that's a leader we need. Ms. Nooyi, you are officially on the team.

As for Oprah Winfrey, I would say she is in a category by herself. Winfrey demonstrated her influence by joining Senator Barack Obama's team and helped make him a beloved household name for the U.S. Presidential primary in Iowa, which is 95% white. They were overwhelmingly successful. This was the first time Winfrey took a public political stand and it cost her in the ratings. I would like to ask her if she did it in hopes of moving toward a Universal Neighborhood.

In the U.S. Congress, House Speaker Nancy Pelosi and Senator Hillary Clinton make the news headlines daily, and they each are making phenomenal gender balance history. They can be enlisted to make balance an official priority in the legislative – and now in the Executive -branch of U.S. government because of Clinton's new Cabinet position. Their daughters are hereby invited, too.

I've met some women who just seem to naturally have the right amount of gravitas and warmth – Liberia's President Ellen Johnson-Sirleaf, Atlanta's Mayor Shirley Franklin, former Spelman College President Dr. Johnetta Cole, and CARE CEO Dr. Helene Gayle. We look to them to add their voices. Getting 50-50 to the top of the world's priority lists requires high profile "faces," and these women all elicit respect on the world stage. This profound quote from Dr. Cole proves she can convey a key part of the message powerfully, even in a nutshell:

"In a time of great global change, humanity is still relying on the old myth of survival and domination. We need a new myth, a new vision, a new definition of power and leadership. The world needs women to imagine, define, and lead us toward a sane and sustainable culture. A culture of soul. A culture that values life more than war. People more than profits. And hope more than despair."

And wouldn't someone at the crossroads of media, politics, humanitarian endeavors and setting history records straight be a great "face?" That would be Cokie Roberts who anchored ABC's *This Week*, is a political contributor to National Public Radio, is Vice Chair of the Board of Save The Children, wrote *Founding Mothers: The Women Who Raised Our Nation; Ladies of Liberty: The Women Who Shaped Our Nation* and *From This Day Forward* (with her husband of 35 years.) That's more than enough to shake a stick at but, Ms. Roberts, if you want to keep pace with your mother, Lindy

Boggs, who, after serving nine terms as a U.S. Congresswoman was the U.S. Ambassador to the Vatican until age 83, you need to join us!

Former First Lady Laura Bush maintained high approval ratings throughout her 8 years in the White House. People respect her sincerity and the work she did on behalf of literacy and women's rights in Afghanistan. She will be in a great position to continue to use her influence for great things for many years to come and there's a place for Mrs. Bush – and her two accomplished daughters - on this team.

Or a Couple Like Bill and Melinda Gates?

If a couple like Bill and Melinda Gates were identified with 50-50, that would get attention wouldn't it? In looking on their Foundation's website, the tagline jumped right out:

"Guided by the belief that every life has equal value, the Bill & Melinda Gates Foundation works to reduce inequities and improve lives around the world."

If you believe that every life has equal value, and if you want to reduce inequities, it would follow to me that you would understand, and could embrace, the critical need to balance "feminine" and "masculine." Reading an extensive *Fortune* magazine article on Melinda Gates makes it seem even more probable. First, as a backdrop, here are some facts about the huge impact they can have on the world:

- ! "The Bill & Melinda Gates Foundation has assets of \$37.6 billion, making it the world's largest. They will very likely give away more than \$100 billion in their lifetimes. Already the Foundation has disbursed \$14.4 billion - more than the Rockefeller Foundation has distributed since its creation in 1913 (even adjusted for inflation)."
- ! Gates have pumped billions into the world's deadliest diseases - most importantly AIDS, malaria, and tuberculosis - and failing public high schools in the U.S.

And on Melinda Gates' role, and how important it is that they bring complementary talents, values, approaches and characteristics to what appears to be a true, balanced, partnership:

- 🕒 *Melinda is married to the richest man in America - and giving billions of dollars away. She is half of what has turned out to be the world's premier philanthropic partnership.*
- 🕒 *Melinda is better educated than Bill, having graduated from Duke University with a BA (a double major in computer science and economics) and an MBA. Bill is Harvard's most celebrated dropout*
- 🕒 *Melinda outperforms him athletically. Warren Buffett says 'Bill is an awkward guy. He's lopsided, but less lopsided since he's with Melinda.'*
- 🕒 *Melinda understands people better than he does.*
- 🕒 *Bill is drawn, naturally, to vaccine research and scientific solutions that may be decades away. Melinda is interested in alleviating suffering right now.*
- 🕒 *Bill learned about the World Bank's 1993 Development Report, which calculated the cost of these diseases. He got the 344-page document and read it several times.*

- ☉ *"That is not something I will do," notes Melinda. "I learn in a different way. I learn experientially."*
- ☉ *As Melinda has handed him AIDS babies with dirty pants, her husband has developed a noticeable compassion.*

Here's more on how Melinda and Bill's partnership appears to be a successful union of "feminine" and "masculine":

- ☉ *Melinda is a total-systems thinker. 'He's smart as hell, obviously,' Warren Buffett says. 'But in terms of seeing the whole picture, she's smarter.'*
- ☉ *The impact comes from the combination of Melinda's holistic vision and Bill's brainpower.*
- ☉ *Melinda is a strong team builder.*
- ☉ *Bill, no organization geek, intends to spend more time with scientists and academics, explore technology in education, and egg on the pharmaceutical companies that are not working on vaccines for the developing world.*
- ☉ *Melinda, meanwhile, intends to focus on personnel and culture.*
- ☉ *Melinda says she wants to push decision-making further down the organization.*
- ☉ *As mighty as the Gates Foundation is, Melinda insists that it needs partners.*
- ☉ *She also believes that the foundation must respond better to charges that its assets are invested in companies.... whose business interests can conflict with its altruistic goals divested and (divested) stocks of companies invested in Sudan.*

If this is the "acid test" for making decisions on how to invest their resources:

"Which problems affect the most people? And which have been neglected in the past?" "We literally go down the chart of the greatest inequities and give where we can effect the greatest change,"

...then we hope Bill and Melinda Gates will read this book, and agree gender balance is the "sine qua non" they must elevate in priority because without it they can't accomplish their goals. We'll send them a copy; but, if you can deliver one to them, that would improve the odds they would make time in their schedules for it. Let us know at: genderbalance5050@mindspring.com

A final note on the Gates. The *Fortune* magazine interview gave this insight into Melinda Gates' own motivations. My heart leapt because she really "gets" it:

"Melinda's older daughter got her thinking. 'I really want her to have a voice, whatever she chooses to do. 'I need to role-model that for her.' 'As I thought about strong women of history, I realized that they stepped out in some way.'"

Step out, officially, for gender balance, Melinda and Bill Gates. Warren Buffet would probably climb right on board, officially, too.

Vanity Fair Almost "Gets It"

While I read *Vanity Fair* (VF) magazine because it often has articles that scoop important news, I was disappointed that its list of the *100 New Establishment* for 2008 was even more lopsided than *TIME Magazine's 100*, because it named only 9 women and 102 to this list (counting ties.) VF's list still gives us some great ideas of who we can recruit to furthering gender balance.

- Miuccia Prada is the Italian luxury brand's lead design talent, while her husband Patrizio Berelli runs the company – can this pair be spokespeople for how balance spells success?
- Tom Hanks is described as a “widely admired Hollywood star” and the press you read about him, and his successful actor wife Rita Wilson, and their family, seems above the gossip fray. Could they be a couple who “gets” it?
- Bono is quoted as saying “I sell ideas – musical, political, and....commercial.” How about the importance of gender balance? Bono, this is the most critical idea - can you help us sell it?
- Even if you suffer from Angelina Jolie and Brad Pitt “magazine cover fatigue,” it doesn't change the fact that they are global social activists, who have a heart for Refugees and Katrina flood victims, among a host of other things they contribute personal time and money to. Doesn't their notably effective teamwork make them ideally suited to help further a cause that could, in turn, benefit their own causes?
- Now here's what some of you might consider an unlikely speculation: Saudi Arabia's Prince Alwaleed bin Talal, the wealthiest of all Arabs. But isn't this quote intriguing: “*Charming, candid, and progressive in his outlook – he hires women in key positions – he's highly mobile and well-connected.....*” Could he tip the balance in an entire global region?
- Jeff Skoll was e-Bay's CEO and first employee and is now a film-maker and philanthropist, who makes grants to “social-entrepreneurs.” There is nothing that would benefit society more than the creative work of balancing “masculine” and “feminine” in our world. Mr. Skoll, your backing would be a boost!

VF inducted some people, whose power they view as permanent, into the New Establishment Hall of Fame. Several jump out (some we've already mentioned) as being naturals to help lead our cause:

- Bill and Melinda Gates
- George Soros
- Ted Turner
- Barbara Walters

As for the up-and-comers, several of VF's *Next Establishment* sound like promising recruits:

- Nancy Peretsman of Allen and Company may not be a household name outside the investment banking world but has worked on the biggest deals, and has connections in the highest places.
- Wendi Deng is guiding her husband, Rupert Murdoch's, business expansion in China. She's also evidently broadening his world view. Sounds like a feminine-masculine pair that works better in tandem and there's no telling what they, together, could do as spokespeople for the cause.

- Tina Fey is a one-person TV talent wonder as a writer, producer and star. Judging by some of her *Saturday Night Live* skits, she no doubt “gets” that there isn’t balance and needs to be. Tina, we need you!

Christopher Hitchens chronicled what aspects of modern life *VF* has felt it was important to report on for the last 25 years and predicted: “*Two very salient matters are set to dominate discussion for the next decade at the very least: the climatic crisis and the war on, or with, another, and theocratic, worldview.*” How can they be missing how salient gender balance is---- and how can we get *VF* on board?

And how can we get this book into these folks’ hands? Can you help?

We Must, We Must, We Must Involve More Men

Men, particularly credible, influential men, are crucial to pushing this movement on to the global stage. This critical message is not getting across to enough people, and it needs to be delivered by the right people, in the right places, to the right audiences, to make inroads.

- 📷 We need visible male leaders to band with us
- 📷 We need to be telling this story to mixed groups everywhere we can
- 📷 How do we get other organizations with credibility to adopt this – as they did global warming? It can’t be primarily women’s organizations because that doesn’t bring in the men we need. Is it Davos? What else?

We devoted a whole chapter to involving men in the efforts toward gender balance and here are some men highly identified with the other 3 major efforts that we’d definitely love to have with us:

Environment: Al Gore, Ray Anderson, Paul Hawken

Poverty: President Jimmy Carter, President Bill Clinton, Bono, Jeffrey Sachs, Rick Warren

Peace: Dalai Lama, Jim Wallis

We also need to recruit Bill Moyers, who has gone further than most on how issues and conscience relate to each other. As a veteran journalist, senior network news analyst, public broadcasting producer/host, ordained minister, and Johnson White House Press Secretary, Moyers has observed the major issues and ideas of our time from many angles. Moyers has won every award there is for providing an informed perspective on a broad range of political and societal concerns, but his concern about gender imbalance isn’t apparent. Mr. Moyers, we need your support, and hope you will join us.

And Definitely Think About Recruiting Foundations

Every morning when I listen to National Public Radio, I hear this commercial from one of NPR’s top sponsors, The John D. and Catherine T. MacArthur Foundation, saying it is

Committed to building a more just, verdant, and peaceful world.

So, there you have it, a \$7 billion foundation, operating globally, dedicated to all 3 of the popular movements that we note have, deservedly, attracted so much support. Now, if MacArthur Foundation would also officially recognize that their goals can't be achieved without gender balance, and expand their slogan so the world sees it, and hears it every day like I do on NPR, think what that would accomplish! If you agree, maybe you could Reinforce this idea and send them a message at www.macfound.org.

Connecting The "Faces"

These "Faces" are already out there on the world stage. They are seen, photographed, and interviewed by the public. They sell magazines, newspapers, books, concerts, and movies. So the marketing would take care of itself. What we need is for them to associate themselves with the critical need to balance "masculine" and "feminine" in our world. What we need is for these powerful and popular "Faces" to be identified with "50-50." I can't help but believe that in their heart of hearts they "get" it and will join with us, and be more vocal, once they hear the specific call.

QUESTIONS

Are you one of the people we are talking about in this chapter and want to join up? PLEASE contact us!

Do you know someone we've mentioned? Are you willing to help recruit them?

Who do you think should add their face to this subject? Do you think they would be willing to bring gender balance to the forefront? Let's figure out a way to connect to her/him/them.

Do you know of work these people, and other people, are already doing to connect gender balance to the more widespread movements of Peace, Sustaining the Environment and Leveling the Playing Field/Poverty Reduction? How can we shine a spotlight on that work?

Are you doing work associated with gender balance and we don't know about you?

Develop the Habit

- 🕒 Recruit high profile "faces" to the cause – we need every possible person of influence officially and publicly on board. Persuade them to weave gender balance into their causes.
- 🕒 Seek out organizations, companies, and academia, that have qualified female representation in leadership positions and support them. Be the due diligence for others when you know of something by recommending those organizations.
- 🕒 Share information you have about people, projects and organizations that are bringing gender balance into the spotlight.
- 🕒 Recognize and acknowledge men that are bringing gender balance into the forefront of their lives and work.
- 🕒 SPREAD THE WORD of the need for gender balance in all aspects of life; private, business, local, national, global, etc.
- 🕒 Apply your passion to your business and private life, take risks!

Chapter Twenty Two: The Good News: The Time is Ripe!

"With the slightest push – in just the right place – (the world) can be tipped."
The Tipping Point by Malcolm Gladwell

You might say that, in the past, gender balance wasn't "playing on many TV stations." Certain groups were pushing for progress for women for hundreds of years, but they were mostly labeled as "feminists" ---and that wasn't a compliment. Times have really changed, thank goodness. Please stay with me here because, even if you consider some of these sources as women-specific or even "woo-woo," other sources are what I think most would consider mainstream. And, while you may have been aware of one or more of these examples of proof, I think that when you consider them as a combined force, you'll really feel their potential power.

Organized Government Action

When the United Nations (UN) convened "The 1995 Fourth World Conference on Women: Action for Equality, Development and Peace" in Beijing, China, it was taken seriously, and 189 governments participated. The thousands of people who attended agreed that deeply rooted "*attitudes and practices perpetuate inequality and discrimination against women, in public and private life, in all parts of the world.*" Most of those governments, and the UN, committed to influence change in values, attitudes, practices and priorities, at all levels.

"Gender mainstreaming" became an important buzzword. And on the UN's website, you'll find it basically means that women's concerns and experiences have to be given equal consideration to men's in everything – planned action, legislation, policies, programs - in all areas, at all levels, in all design, implementation, monitoring, evaluation, in all political, economic and social spheres, so that women and men benefit equally, and inequality is not perpetuated.

A few countries have taken this to heart. A great example is Sweden, as per this research on Sweden's gender mainstreaming policies from *Feminomics*:



Four Pillars of Sweden's Gender Mainstreaming Policy

- **Equal distribution of power and influence**
Same rights and opportunities to be active citizens and to shape the conditions for decision making
- **Economic Equality between men and women**
Men and women shall have the same opportunities and conditions with regard to education and paid work that provide life long economic independence
- **An equal distribution of unpaid care and household work**
Women and men shall take the same responsibility for household work and have the same opportunities to give and receive care on equal terms
- **Men's violence against women shall come to an end**
Women and men, girls and boys shall have equal rights and opportunities to physical integrity

40

Some positive change has resulted like in Sweden. And there is a major movement underway called 5 WWC to stage the 5th Women World Conference in 2010, with a primary aim of ending violence and promoting peace (www.5wwc.org)

Despite such widespread support from the UN and governments all over the world, by and large, the Beijing Platform for Action was not implemented. Sad to say, even something as monumental in scale as a 5WWC might still be considered by some to be in the realm of "women's" conferences and that's not enough to get us all where we need to be. While it's deeply painful that something world-class gets labeled a "women's" thing and diminished in some eyes, we need to both support the effort and, at the same time, pursue other means and venues.

So this book is importantly about how much further we have to go.

Ancient Wisdom

You're not necessarily going to read about this on the front page of USA Today, but a lot of people think tipping over into a balanced, harmonious world, is close at hand and will be accomplished with natural power, not force. Elders of several of the world's peoples are saying we are close to ushering in a new era, and the "feminine" will re-emerge. They say we are preparing to birth a new world.

Some of you may think this is obscure. But we are betting that the hope of this ancient wisdom coming to fruition will resonate with many others. I'll bet there are people in your circle of friends and acquaintances who know something about this and would like to talk to others about it.

Let's begin with the Mayans of Mexico who were master mathematicians. Archeological findings indicate Mayans predicted that Planet Earth would come into synchronization with the Universe by 2012 AD. What does that mean? Mayan prophecy said at that time the Age of Materialism would end and we would return to Nature. Various proponents of the significance of 2012 believe:

- ☉ We are coming to the end of the belief in male dominant, warrior hero, fear and separation, as the ultimate standards. (Note: paradigm is so overused we changed it to "ultimate standard")
- ☉ We are preparing to move into a balanced, love and unity based, natural time.
- ☉ If we open ourselves to the love that is inherent in us all, we can make our lives better.
- ☉ This is only the end of the world as we know it - not destruction.
- ☉ In the new world that will follow, we can live and love in peace, harmony and goodwill for all.
- ☉ The new era will bring oneness and understanding to humanity.

No one knows how many Mayans or descendants of Mayans live in the world today and I know people who would immediately dismiss a prophecy of an ancient indigenous people. Personally, I believe Mayans and their descendants possessed great wisdom. But, as promised, to get as many readers as possible to keep reading the evidence we're trying to present here, I'm going to come at this from different angles.

What if we next look to Hinduism, a faith that claims nearly one billion adherents? This is from www.hinduism.about.com

- The Golden Age could begin in 2012.
- The ancient Hindus mainly used lunar calendars but also used solar calendars. If an average lunar year equals 354.36 days, then this would be about 5270 lunar years from the time when the Kali Yuga started, until 21 Dec 2012.
- Mayan Prophecy matches Hindu Prophecy. It is amazing that both calendars began at about the same time, over 5,000 years ago, and both calendars predict a totally new world and/or golden age after about 5,000 years into their calendars!
- Historically, this is an amazing fact since these two ancient cultures presumably had no contact.

With just limited research, we've discovered many leading academics and scholars who provide proof or advanced theories of matriarchy, of connectedness of all of us to each other and to the universe, of the significance of these and other ancient calendars, of women's early roles in religions/worship, etc. These scholars graduated or taught at universities such as Harvard, Princeton, and Cambridge. Without getting further into this puzzling phenomenon here, we welcome your feedback on why many of them are discredited by colleagues in their fields.

We'll all have to wait and see if these prophecies prove true. And, practicality makes me recognize there are twice as many Christians as Hindus in the world and perhaps the majority of them would not give credence to either Mayan or Hindu prophecy, or to the prophecies believed by the followers of any other faith. It's not just a matter of faith, though, so I'm going to keep moving.

Next Admission of "Evidence for the Jury": Modern Political Wisdom

In May 2001, I was part of a business group that learned first-hand from a source that some people might respect more: the U.S. government. (I also realize that some readers will have less respect for that source!) In any event, I'll never forget a meeting with George Tenet, then Director of the U.S. Central Intelligence Agency (CIA,) ominous because he told us that the CIA already could not protect the U.S. from terrorism. We were only vaguely unsettled, because no one could have imagined what would happen 4 months later, on 9/11/2001. That convinced me to pay closer attention to the CIA's warnings, like their 4 scenarios for the global future. In all 4 scenarios, over the 15 years (2001-2015,) the CIA projected the global population would grow by 1 billion and U.S. global influence would diminish.

In the most hoped-for scenario, "*Inclusive Globalization*," the CIA could see an "*absence of great power conflict between and within developed and emerging market countries, due to economic prosperity and growing acceptance.*" This scenario assumes that most countries participate in prosperity. (The underlines in this chapter are mine.)

The "*Pernicious Globalization*" scenario is one of global economic stagnation and major resource scarcities. The implications are very frightening: rising tensions leading to increasing risks of terrorism and regional aggression.

Fast forward 7 years. By the spring of 2008, *The New York Times* reported this:

"The price of rice, a staple in the diets of nearly half the world's population, has almost doubled on international markets in the last three months. That has pinched the budgets of millions of poor Asians and raised fears of civil unrest. Shortages and high prices for all kinds of food have caused tensions and even violence around the world in recent months. Since January, thousands of troops have been deployed in Pakistan to guard trucks carrying wheat and flour. Protests have erupted in Indonesia over soybean shortages, and China has put price controls on cooking oil, grain, meat, milk and eggs. Food riots have erupted in recent months in Guinea, Mauritania, Mexico, Morocco, Senegal, Uzbekistan and Yemen. This has fed the insecurity of rice-importing nations, already increasingly desperate to secure supplies."

It looks to me like we are headed for the calamities of "*Pernicious Globalization*" unless we turn it all around, in which case maybe we all might want to help fulfill the Mayan and Hindu calendar predictions? This is going to require introducing "feminine" approaches to resolving these conflicts, especially inclusive thinking, sharing, and global cooperation.

But hey – maybe none of you want to hear what the CIA thinks, either! So, finally, here's the good news, and why we may really be at that magic "tipping point." And it is something I anecdotally know is true: yearning for gender balance is bubbling up all around us.

Popular Wisdom

Several years ago a book came out called *The Cultural Creatives: How 50 Million People Are Changing the World* by Paul H. Ray, Ph.D. and Sherry Ruth Anderson, Ph.D. Based on 13 years of survey research studies on more than 100,000 Americans, and more than 100 focus groups, plus dozens of in-depth interviews, the authors concluded that, as of the year 2000, there were 50 million adults in the United States who have the worldview, values, and lifestyle of the Cultural Creatives (CCs.) (They project there are probably about 80-90 million CCs in the European Union as well, which add up to 25% of the total population of the US and EU.)

What are the worldviews, values, and lifestyle shared by the CCs? Well, www.culturalcreatives.org has the complete list in the authors' order, but those surveyed in the U.S. care deeply about several or all of these:

- ...love Nature and are deeply concerned about its destruction
- ...want more equality for women at work, and more women leaders in business and politics
- ...are concerned about violence and abuse of women and children around the world
- ...are strongly aware of the problems of the whole planet (global warming, destruction of rainforests, overpopulation, lack of ecological sustainability,

exploitation of people in poorer countries) and want to see more action on them, such as limiting economic growth

- ...would pay more taxes or pay more for consumer goods if you could know the money would go to clean up the environment and to stop global warming
- ...place a great deal of importance on developing and maintaining relationships
- ...place a lot of value on helping other people and bringing out their unique gifts
- ...do volunteering for one or more good causes
- ...care intensely about both psychological and spiritual development
- ...want our politics and government spending to put more emphasis on children's education and well-being, on rebuilding our neighborhoods and communities, and on creating an ecologically sustainable future
- ...are concerned about what the big corporations are doing in the name of making more profits: downsizing, creating environmental problems, and exploiting poorer countries
- ...dislike all the emphasis in modern culture on success and "making it," on getting and spending, on wealth and luxury goods

We included the checkboxes so you could rate yourself.

Not Women's Values - - - but Human Values!

Guess what so many people call things on this list? "Women's values!" These are not "women's values!" This jumped out at Sam, but he asked "how we can drive home the fact that these are universal values?" Great question. Maybe you can help answer it.

Only 60% of those surveyed were women - not that much more than the 52% of the population women represent.

And know this, too, also from the CCs website:

"these are mainstream, grounded, practical people of all ages, all political persuasions, all income levels, and all ethnic groups. Something very important is missing, though: the CCs feel isolated. They don't know or see all the others as a huge, powerful group."

Hold that important thought.

The reason I included this much from *The Cultural Creatives*, is because it's a bestseller and many of you may know it, and because what it says about "reframing" can be directly applied to how we can bring about gender balance:

- *Reframing is a big deal.*
- *It lets us look at our old problems from a new angle of vision*

- *It gives a new way of explaining them, and a new way to state our moral concerns.*
- *Reframing means you start to question the unspoken assumptions of the social codes all around you.*
- *The content of reframing changes your whole world view.*
- *You get comfortable with the process of questioning the unspoken assumptions of the old culture.*
- *You begin to authentically "walk your talk" about your values.*

We already talked about Dr. David Korten having credentials that should be accepted by the mainstream; now read more of his views and confirmation that a "tipping point" is at hand, especially if those elected to office capitalize on consensus:

"Changing the prevailing stories in the United States may be easier to accomplish than we might think. The apparent political divisions notwithstanding, U.S. polling data reveal a startling degree of consensus on key issues:

- *83% of Americans believe that as a society the United States is focused on the wrong priorities.*
- *Supermajorities want to see greater priority given to children, family, community, and a healthy environment.*
- *Americans also want a world that puts people ahead of profits, spiritual values ahead of financial values, and international cooperation ahead of international domination.*
- *These values are in fact widely shared by both conservatives and liberals.*
- *Our deepest desire is to live in loving relationships with one another.*
- *The hunger for loving families and communities is a powerful, but latent, unifying force and the potential foundation of a winning political coalition dedicated to creating societies that support every person in actualizing his or her highest potential.*

As we talk about in the chapter on "Connecting the Dots.....," major reframing is underway as far as protecting the environment, reducing poverty, and achieving peace. Major forces with major celebrities – male and female - are out there driving home these points:

It's not okay to destroy the environment.
It's not okay for people to be living in poverty.
War is not the answer for any of us.

Now I said these and the other Cultural Creatives' issues were not "women's values" or "women's issues," but more of them are on the "Yin" and "feminine" side of the tables in "Let's Be Clear: What "Feminine" and "Masculine" Traits are we Talking About?" The reason I wanted to write this book is to try to convince anyone who doesn't already believe it, that we are not all going to live in peace, and prosperity, and we're certainly not going to protect our environment, without gender balance. The "feminine" must be equally valued – by men and women. Maybe we should include a subliminal tape with this message to reinforce these underlined sections?

Here's the most exciting part to report: more and more people are getting this! What's finally pushed most Americans to the wall on ("masculine") war are the lives

lost and the \$ trillions spent on the war in Iraq alone. Most are finally also “drilling down” into what their taxes are not being spent on and what’s being cut in the U.S. budget– health care (particularly for children) and public education to name two – and to say they’re displeased is a big understatement.

People Are Voting Their Values – but Not Like in 2004

I’m really amazed by friends and family who said they would never have considered it before, and the fact that 18 million Americans in total, voted for Senator Hillary Clinton in the U.S. Presidential primaries. Many said it was because they oppose taxes and policies unfairly favoring the wealthy and big business, and because they care about funding health care and education.

Many said “we need a woman,” or “it’s time for a woman,” and, when we got into further conversation, they expected and really hoped that she would have brought “feminine” values and principles into the White House. How would we know? How would it have been manifested? What are we looking for? What changes can we bring about or hope to bring about? In the chapter on politics we talk more about what difference female presidents can make, and, although we didn’t elect one this time in the U.S., voters made it clear they want a new agenda.

Almost 67 million voters clinched the 2008 U.S. Presidential election for Senator Barack Obama because they were concerned about these and other issues, especially being at war in Iraq. But the reason given by many that is most relevant to this book, is they thought President-elect Obama brings “feminine” thinking and values to the table. What a refined breakthrough for understanding the importance of and achieving gender balance this might prove to be!

The new agenda voters want has a far reach. People who never voiced their concern about genocide are now, and they want the U.S. to take action. More and more people are expressing empathy for immigrants and refugees. We maintain that we need more “feminine” leadership to implement this agenda.

We were glad to hear former President and Nobel Peace Prize winner Jimmy Carter give voice to this. He and his wife, Rosalyn, speak to standing room only crowds at the Carter Center about peace, disease, poverty, human rights, and mental health care. In a recent sold-out “Conversation,” President Carter said discrimination against women is one of the greatest problems the world faces, eliciting a huge round of applause.

It seems we see the yearning for a new agenda everywhere we turn. Thousands of tickets were sold out well in advance of another Nobel Peace Prize winner, the Dalai Lama’s, visit to Atlanta. I attended a conference on Women, Peace and Power along with 700 women – another 700 were on the waiting list. We were all there to meet several living female Nobel Peace Prize winners. And they all spoke from their own experience about how gender equality, peace, prosperity and sustainability have to be connected.

I could go on and on citing examples, but I don’t think this is merely my hearing things I wasn’t tuned into before. I really believe there is a tremendous groundswell toward “feminine” values and principles, and that it’s growing every day.



You Must Remember This

A Tipping Point like this one is exciting ---- so let's crank up the music, get out our underlining pens, and sprinkle in some exclamation points!

The hugest, most powerful group on earth is women and men, girls and boys, who are negatively affected by gender imbalance, because everyone suffers when "feminine" and "masculine" values and principles are out of balance.

That, by the way, is all of us!!

There is some really good news here! New ideas – and a "new story" – can take hold! You could have been ridiculed or burned at the stake centuries ago in Europe if you disagreed with the Christian church. This still happens if you disagree with the dominant belief, or with the government, in some societies today.

But if you are reading this and live in a "free" society, you can make decisions about what you consume, share, give, take, love, hate, respect, disrespect, embrace, or reject. You can have firm beliefs and still make room for other people to have different beliefs. You can live according to values you hold dear, and still gladly make room for other values that balance yours. You can be an individual who still works for harmony by finding common ground. You can value the "masculine" and still know that we need to equally value the "feminine" and actively push for more such balance.

Do you already "get" this but feel isolated? You are not isolated. But maybe we need to figure out how to bring all of us like-minded people together now.

What do we need in order to band together and gain a feeling of strength in numbers? Gender balance circles? Gender balance blogs? Let's do it!

There is no doubt in my mind that we are at "The Tipping Point." I hope this book turns out to be a helpful and useful nudge. Let's tip the balance!

QUESTIONS

Can you share examples that show we are at a Tipping Point?

Are you a “Cultural Creative”?

Take the test yourself and see if you are. If you haven't been, but want to be, perhaps you'll consider adding some of the activities to your daily routine.

When voting, do you vote your values? Do you think this is a “feminine” approach? Have you noticed the type of candidate you vote for, do they seem to have more “feminine” or “masculine” traits, or are they a balanced blend?

Are you willing to support efforts at the United Nations, and other global organizations, to bring world wide attention to the issue of gender balance?

Share any ideas you have to bring this to their attention and bring the issue of gender balance to the forefront of their agendas.

Do you use “feminine” and “masculine” traits when making decisions in your private, public or business life?

After reading this book we hope you will recognize that you have both “feminine” and “masculine” traits and will be conscious of using these traits based on the circumstance.

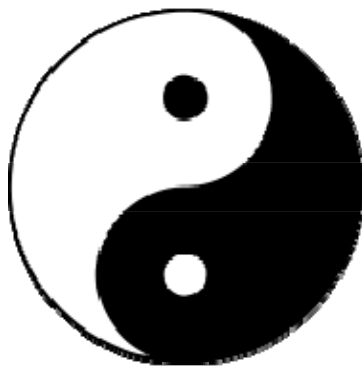
Can you connect us to high profile and other key people we should recruit to this effort?

We know gender balance needs to be adopted by leaders in at least three widespread movements that have a lot of momentum – Peace; Sustaining the Environment; and Leveling the Playing Field/Poverty Reduction. We hope you will let us know what connections you can make to the leaders, and what other logical links you see.

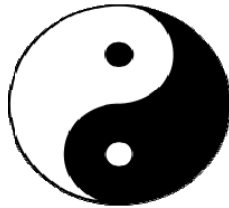
Develop the Habit

- 🌀 Are you involved with a project or organization that, with one more shove, could create a Tipping Point for gender balance? Take a risk and push!
- 🌀 Vote your conscience; take a stand for what you believe in, for your personal values. Consider how gender balance factors in.
- 🌀 Reframe: Look at old societal problems from a new angle of vision
- 🌀 Question the unspoken assumptions of the social codes all around you.
- 🌀 Speak out against the destruction of our environment, the effects of war and poverty, especially on women and children.
- 🌀 Promote Human Values – they incorporate “feminine” and “masculine” values; all should be equally valued as human beings.
- 🌀 Support qualified women in leadership roles in business, academia and politics.

***PART THREE: MEASURING AND
MAINTAINING 50-50***



A. What Would 50-50 Feel Like?



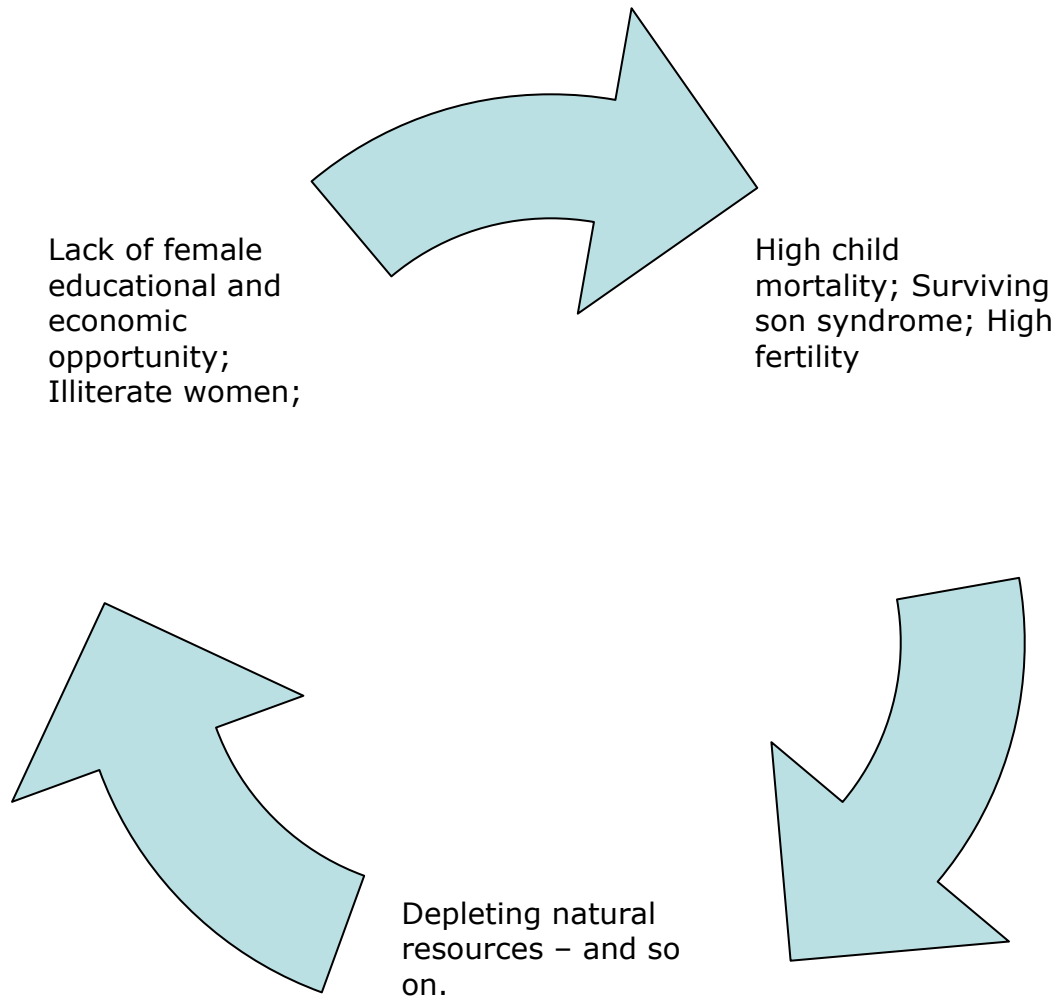
Chapter Twenty Three: "50-50" = The Universal Neighborhood

"Neighbors try harder because they have more invested in the relationship"
Author Unknown

This book emerged from work we have been doing through a non-profit entity called Full Circle Living (FCL.) We named it that for a lot of reasons but the reason most relevant to this book is that the world is full of enough resources that it could become one big circle of everyone alive on earth living lives of the fullest quality.

Weaving a Web

How did we arrive at that? Little seeds were planted. The first insights came from reading Dr. Jeffrey Rosensweig's book, *Winning the Global Game*, in 1998. He cited research at Yale on how gender bias leads to what he called the *Poverty, Population Growth and Environmental Destruction Vicious Circle*:



At that time we were so struck with the way Rosensweig said corporations could turn this all around, that we gave a copy to every client in our investment firm. As more of it sunk in over the following couple of years, we were motivated to found FCL, although it was not then primarily aimed at eliminating gender bias.

A Universalizing Faith...

Like I said before, FCL's founding followed what, at first blush, seemed an unlikely connection, Dr. Jeff Rosensweig urged me to read Dr. James Fowler's, book on the stages of faith a typical human being goes through in life. After reading it, I realized right away there was nothing unlikely about the connection at all. Those two were just way ahead of me in efforts to understand how we're all in this together. Fowler's book put words to that picture that had been running through my mind of a pyramid morphing into a circle:

"With each later stage, the circle of "those who count," in one's way of finding or giving meaning to life, expands. From primal relationships in the immediate family, we gradually widen our circle of awareness and regard to extended family and friends, to those who share our political or religious identifications, and finally beyond those to humankind or beings, in an inclusive sense!!!!!"
(exclamation points mine)

Fowler found through thousands of interviews that, in later stages of faith, people began to see truth as more complex, not as either this faith or that faith, this nation or that nation, not as "us" vs. "them"--- but as "we." Wow – and I had spent the previous 10 years in a company based on the U.S. vs. the rest of the world. I had not been thinking or living universally.

If we were to ever progress to the last stage Fowler says is rarely attained by humans, we would be so detached from ourselves and our self interests, that everyone on earth would be in our circle of people we are concerned about.

Fowler's work led to Full Circle Living's vision of a Universal Neighborhood.

From the beginning 9 years ago, FCL's ultimate goal was to be an integral part of, and be a catalyst for, a Universal Neighborhood. We would all know when we reached that stage because it would be apparent from the quality of life that every human being enjoys, that we are all of equal value. This is a full, complete, whole, all-inclusive circle.

9 years later the basis for writing this book came popping to the surface: Of course, "masculine" and "feminine," and male and female, have full and equal places in this circle –or it wouldn't be whole and peaceful and neighborly.

10 years after *Winning the Global Game* was published, the statistics on gender bias are worse, not better:

- 2/3 of the world's poor are women and children
- 70% of the world's illiterate are women
- 2/3 of the victims of war are civilian women and children

So, the fact of the matter is, we are not all regarded as having equal value in society now. We see, and more and more people in general see, that the majority of women in the world are discriminated against, and hundreds of millions are victimized and oppressed. Women are, by far, the single largest target of discrimination, victimization and oppression.

...Is Connected to a Universal Neighborhood...

That, in and of itself, merits our focus. Even more clear is this: gender inequality and the Golden Rule are mutually exclusive; and the Golden "love your neighbor as yourself" Rule is at the heart of faiths that, when taken together, represent the vast majority of people in this world.

Beginning a couple of years ago, the same message kept cropping up: if we have any hope for this Universal Neighborhood, we collectively need to ensure women have an equal footing with men. Arrows from every realm are pointing Full Circle Living in a direction more focused on gender balance.

And it's not at all as straightforward as equalizing the numbers. Real complexities arise, and solutions emerge, when we think of this as balancing what is typically thought of as "feminine," with what is typically thought of as "masculine."

In order to make the case for a change in Full Circle Living's focus, we collected research that elaborates on elements of both the moral, and economic, imperatives for gender equality.

Facts are compelling; however, first-hand experiences have proved more persuasive.

We came away with a sense of urgency after we began to venture beyond our safe, insulated world and saw some of this discrimination and oppression firsthand on trips to Africa, Papua New Guinea, Nepal, poor rural parts of Mexico, witnessed the highest incidences of maternal and infant mortality in Guatemala, and made friends who taught us about post-Soviet struggles in Turkmenistan, Tajikistan, Uzbekistan, Kyrgyzstan, Afghanistan, Kazakhstan, Georgia, Armenia and Azerbaijan.

We began to understand how, when you make new friends, you begin to think of people on the other side of the world from you geographically as your neighbors. Many of those new friends are women who are living with societal, cultural, and traditional discrimination like I never imagined or gave much thought to, anyway.

...Is Connected to Civil Rights and Ubuntu and Simplicity...

Along the way it started coming together that, thankfully, many other people have given this much thought, and many have dedicated themselves to changing it. Some are famous like Gandhi, and the Dalai Lama.

Dr. Martin Luther King, Jr. summed up why we need a Universal Neighborhood as succinctly as anything I've heard:

"Injustice anywhere is a threat to justice everywhere."

Another variation of Universal Neighborhood is Ubuntu, a traditional African concept. Archbishop Desmond Tutu said:

"A person with Ubuntu is open and available to others, affirming of others, does not feel threatened that others are able and good, for he or she has a proper self-assurance that comes from knowing that he or she belongs in a greater whole and is diminished when others are humiliated or diminished, when others are tortured or oppressed."

And Nelson Mandela explained Ubuntu like this:

"A traveler through a country would stop at a village and he didn't have to ask for food or for water. Once he stops, the people give him food, entertain him. That is one aspect of Ubuntu but it will have various aspects. Ubuntu does not mean that people should not address themselves. The question therefore is: Are you going to do so in order to enable the community around you to be able to improve?"

I'm sure it wasn't lost on you that I quoted revered men talking about typically "feminine" world views.

Some others who have written about our interconnectedness may not be "household names" to as many of us, but their perspectives add much to our understanding the concept of Universal Neighborhoods.

For instance, Margaret Wheatley and Myron Kellner-Rogers, both organizational behavior consultants, articulated why a thriving, Universal Neighborhood should be natural in their beautiful book, *"A Simpler Way."* "Listen" to this harmonious, - "feminine?" - language from their book, all the more moving because it was written by both a male and a female:

- ☺ *We are utterly intertwined.*
- ☺ *Everything is the result of interdependencies – where we support, challenge, and create new combinations with others.*
- ☺ *Our seemingly separate lives become more meaningful as we discover how necessary we are to each other.*

Their consulting work led them to conclude there are problems with the way things are:

- ☒ *Western cultural views of how best to organize and lead (now the methods most used in the world) are contrary to what life teaches.*
- ☒ *Leaders use control and imposition rather than participative, self-organizing processes.*
- ☒ *They react to uncertainty and chaos by tightening already feeble controls, rather than engaging people's best capacities to learn and adapt.*
- ☒ *In doing so, they only create more chaos. Leaders incite primitive emotions of fear, scarcity, and self-interest to get people to do their work, rather than the more noble human traits of cooperation, caring, and generosity.*

Clients who heed their recommendations for change must benefit greatly, in my view, as will all of us as we crack open the system:

Systems become healthier as they open to include greater variety. When diversity abounds in an environment of freedom, the result is strong and resilient systems:

- 🕒 *Open and inquiring, such systems become wiser about themselves.*
- 🕒 *They become more aware of their interdependencies.*
- 🕒 *They no longer seek their security behind the stout walls of exclusion.*
- 🕒 *They learn that by reaching out, they become stronger.*
- 🕒 *Their support comes not from unnatural boundaries but from the inherent strength of wholeness.*

Speaker of the U.S. House of Representatives, Nancy Pelosi, represents a very diverse district in San Francisco which has actually provided her with an invaluable connection to global diversity:

"San Francisco is blessed with every ethnic group, nationality, religion, and political belief. We take pride in our large gay, lesbian, bisexual, and transgender community. I always say of San Francisco that the beauty is in the mix. When I return home from Washington I savor the differences, visiting Chinatown, Japantown, the Mission, the Bayview, and other neighborhoods. Like our nation, we are constantly refreshed by newcomers from across the country and the world."

Pelosi's concept of diversity being "refreshing" really jumped out at me. Isn't that the best way to attract everyone to this cause? Who wants same musty, stale, status quo stagnation, when we can bring in the fresh air of diversity, by having people represented proportionately as they truly exist in this world? Who wouldn't opt for invigorating, rejuvenating, revitalizing, enlivening, modernizing, renewing, and replenishing? Especially when renewed strength comes with it? Ah, that's refreshing!

All of this, I think, speaks to the same thing: an open "system" would be naturally gender balanced and balanced in other respects and would, in essence, be a Universal Neighborhood.

And here's another way of coming at it. In FCL's inaugural newsletter, board member and urban revitalization expert, Dr. Bob Lupton, wrote this in "Becoming Neighbors" and it's bound to touch anyone committed to peace and prosperity. I know Lupton is a motorcycle driving "male," but his "feminine" expression makes him a balanced, "whole person" role model:

- *Being a neighbor means closing the distance between us.*
- *It is different from championing a worthy cause or organizing to eradicate a social ill. It is more personal than that.*
- *It means getting to know in first person the one for whom the cause is being launched.*
- *It is taking in our arms the refugee child whose parents have been killed in tribal warring.*
- *Or closer, it is sitting down beside the homeless person and getting to know his or her heart.*
- *Neighboring is at its essence both personal AND interpersonal.*
- *For all too long we have sought the security of insulation and isolation.*

- *We have hidden from the universal human purpose. The human purpose can only be fulfilled in relationship. It is relationship with others that must reach around the globe and connect us to those from whom we are culturally distant.*
- *Unlike the definition of an earlier time when neighbors were those who lived on our street, neighbors today are people who live on the other side of town or across a cultural divide.*
- *What seems to define neighbor today is distance rather than proximity – geographic, emotional, or relational distance.*
- *But we cannot be neighbors, not real neighbors, apart from on-going mutual relationships.*

...is Connected to Womanism...

In her book, *The Womanist Reader*, Georgia State University's Dr. Layli Phillips explains how, for generations upon generations, women of color have created Universal Neighborhoods through what is known as "womanism." How thrilled I was to discover her (somewhat paraphrased) description:

"Womanism is not about creating lines of demarcation; rather it is about building structures of inclusiveness and positive interrelationship from anywhere in its network. ...Womanism views commonweal as the goal of social change. Commonweal is the state of collective well-being; it is the optimization of well-being for all members of a community."

As she expands the concept of commonweal, I could actually visualize the concentric circles that formed the Full Circle Living's website "bulls-eye" of how to move from "me" and my self-interests, to a Universal Neighborhood. It seemed FCL, and people who described their faith to Fowler (who also became an FCL board member,) had all been tapping into some kind of cosmic understanding that womanists have always known:

"For womanists, community is conceptualized as a series of successively overlapping tiers, beginning with Black women or women of color (the level of the self or identity), followed by the Black community and other communities of color (the level of "tribe" or "kin"), followed by all oppressed people (the level of similarly situated others), and ultimately encompassing all humanity (the universal level)...Black women's vision then extends to encompass all humans."

The *Womanist Reader* contributes something else very important to this whole discussion - over 400 pages of how working toward the goal of commonweal has been part of everyday living for so many:

"Womanism is a social change perspective rooted in Black women's and other women of color's everyday experiences and everyday methods of problem solving in everyday spaces, extended to the problem of ending all forms of oppression for all people, restoring the balance between people and the environment/nature, and reconciling human life with the spiritual dimension."

Such "everyday methods of problem solving" somehow makes the daunting less daunting. It's the way to "eat this elephant," piece by piece.

...is Connected to Science...

David Hawkins in his book *Power vs. Force* has his own compellingly beautiful way of talking about what we call a Universal Neighborhood:

"In this interconnected universe, every improvement we make in our private world improves the world at large for everyone. We all float on the collective level of consciousness of mankind so that any increment we add comes back to us. We all add to our common buoyancy by our efforts to benefit life. What we do to serve life automatically benefits all of us because we're all included in that which is life. We are life. It's a scientific fact that 'what is good for you is good for me.'

Simple kindness to one's self and all that lives is the most powerful transformational force of all. It produces no backlash, has no downside, and never leads to loss or despair. It increases one's own true power without exacting any toll. But to reach maximum power, such kindness can permit no exceptions, nor can it be practiced with the expectation of some selfish reward. And its effect is as far-reaching as it is subtle."

Hawkins says, if governments clamored on board, we could get there much quicker:

"It's a simple fact of life that satisfaction of needs leads to contentment; frustration breeds violence, crime, and emotional turmoil. If the missions of government-regulatory institutions were realigned to support the fulfillment of human needs, rather than mounting moralistic, black-and-white campaigns to stamp out 'social problems,' these institutions could become powerful forces for human betterment."

Is it OK to have Practical Reasons for Pursuing These Concepts?

Did you know the Boston Celtics have chanted "Ubuntu" when breaking a huddle since the start of the 2007-2008 season and were the 2008 NBA Champions ---- any "connection?"

And I paid close attention when I heard Ambassador Andrew Young wonder out loud to an audience something along the lines of:

"What if there is reincarnation? What if in the next life we find ourselves in Angola, not Atlanta, and we hadn't cared much about the Angolans, while we were well taken care of in Atlanta?"

I suppose there are some "self-made" people in this world, but I haven't met too many. Most people find themselves in fortunate circumstances because of something or someone else – being born in a good place, or having help from parents and others who took an interest in them, or being given the opportunity for a good education. There are now more children than ever who have been given trust funds. There's a lot to be credited to being in the right place at the right time.

Ironically, it seems that the more "self-made" a person appears to be, the more generous they are to others. Too often, the more life has thrown someone's way, the more entitled it seems that person feels in keeping it for themselves. It suddenly all

"belongs" to them and other people should "get" their own. Is this a strong, or even natural, human tendency? Or is it fueled by political ideology?

When I was a teenager, I was seduced by Ayn Rand's and John Galt's notions of "rugged individualism." In fact, during a 30-year "Wall Street" career, I leaned toward thinking it's possible for everyone to "grab the brass ring" and "pull themselves up by their own bootstraps." It eventually dawned on me that the world is not full of anything like equal opportunity for all, and I dropped that belief. We lucky ones can change that and create opportunities for all.

When I was "Googling" Ubuntu, I came across this blog from Sonal Panse:

"Achieving understanding is important and necessary, because, like it or not, we are all interconnected. What hurts you could one day come around and hurt me. What benefits me, if I'm not too selfish about it, could make a crucial difference in your life. And knowing you could bring a world of meaning and interest in mine."

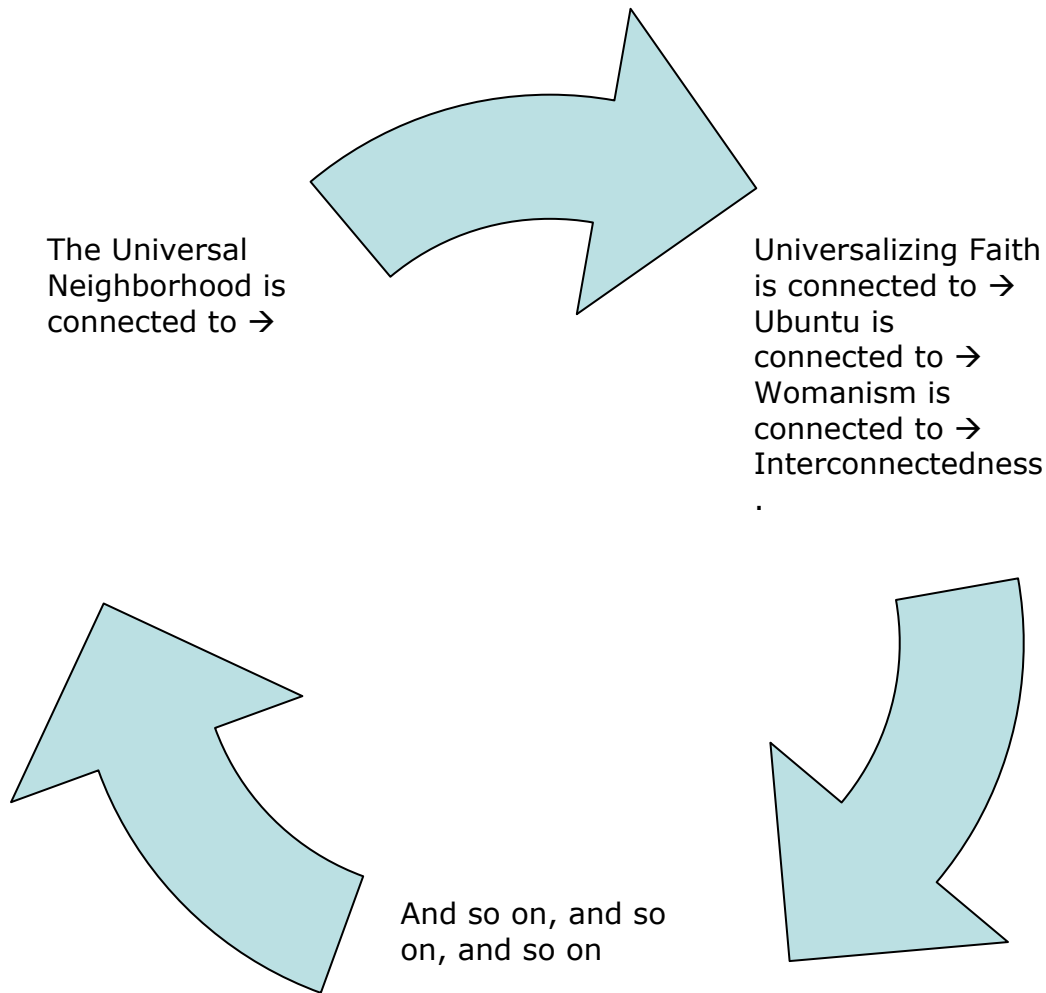
Then I "Googled" that name and found it attached to a young female artist from India. We don't know each other but she wasn't selfish with her thoughts and unknowingly helped me – that's how interconnectedness can work over the worldwide web! Even from far away we can be neighbors.

What I Know For Sure

Oprah Winfrey saves the last page of "O" magazine for her opportunity to share with her readers something she has come to "know for sure." Taking her lead, I'm going to end this chapter the same way.

I've tried to demonstrate that the idea of a Universal Neighborhood is not a "truth" belonging to Full Circle Living, but something that is known to people all over the world, to men as well as women, in their own ways. It's been known always.

Something I know for sure is that



Without at doubt, there are many other ways to think about this that readers of this book will, hopefully, share with us.

Something I know for sure is that female is connected to male, is connected to "feminine," is connected to "masculine," is connected to Yin, is connected to Yang and to all the other ways people think about healthy balance.

And this "knowing" has led me to something I believe with my mind and body and soul:

A Universal Neighborhood, that world where everyone has what they need to live a quality life, and where we all live that life in peace, and our planet is respected, can only happen when females share equal status with males and the "feminine" is valued as much as the "masculine."

QUESTIONS

Can you cite examples of a Universal Neighborhood, Universalizing Faith, Ubuntu, Womanism, Interconnectedness, within your own world?

Do you have or have you been involved in a situation or environment that you would consider a Universal Neighborhood? What was your experience?

Have you found yourself becoming more inclusive, or exclusive, within your business and social circles? Why?

Can you give examples of how you have connected resource to causes? People to causes? Made connections that have created change?

Do you have examples of what "you know for sure" that can help others?

If you share your own examples of what you know for sure and how they may influence others we can give others opportunities to do the same.

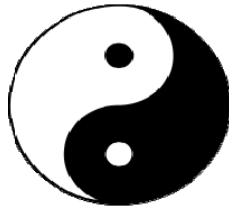
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We know gender balance needs to be adopted by leaders in at least three widespread movements that have a lot of momentum – Peace; Sustaining the Environment; and Leveling the Playing Field/Poverty Reduction. We hope you will let us know what connections you can make to the leaders, and what other logical links you see.

Develop the Habit

- 🕒 Expand your circle of *"those who count"* to you until all are included.
- 🕒 Show in your actions and attitudes that you agree with Dr. Martin Luther King, Jr.: *"Injustice anywhere is a threat to justice everywhere."*
- 🕒 Live according to *Ubuntu* by being *open and available to others*.
- 🕒 Show you understand that we are all *"utterly intertwined"* by helping to create a society that is an *open, healthy system*.
- 🕒 Show you believe that our country and our communities are *"constantly refreshed by newcomers,"* by welcoming immigrants and refugees.
- 🕒 Emulate Womanism's concept of *building structures of inclusiveness through everyday experiences and everyday methods of problem solving in everyday spaces*.
- 🕒 Show you understand that *"what is good for you is good for me."*
- 🕒 Become even more aware of what is happening in other parts of the world; demonstrate that you are part of the Universal Neighborhood, and want to consciously act knowing what is happening elsewhere DOES concern you.
- 🕒 Learn more about a crisis or condition in another part of the world, especially if it is out of your comfort zone; be moved to action.
- 🕒 Be a neighbor to your own neighbors. If you don't know the neighbor next door, or someone who just moved in, go over and introduce yourself and welcome them to the neighborhood. It used to be this way!
- 🕒 Review how things are interconnected within your own life and community, and see how you can help to create change.
- 🕒 Explain, and promote, the concept of a Universal Neighborhood to others. Explain why gender balance is a crucial key to that desired quality of life.
- 🕒 Encourage others within your public, private, and professional lives to be inclusive.
- 🕒 Strive to be a neighbor, near and far, locally and globally, every day.

B. How Can 50-50- Ensure Prosperity, Peace, and Sustainability?



Chapter Twenty-Four: Introducing “Connecting the Dots” – 50-50 is the Shortcut (and the ONLY cut!) to a Sustainable Environment and Poverty Reduction and Peace ---- and to a Universal Neighborhood!

"A world in which our planet is respected, everyone has what they need to live a quality life and we all live that life in peace, just 'ain't gonna happen' unless females share equal status with males, and the 'feminine' is valued as much as the 'masculine.' All are intertwined."
Angie Allen

Ok, folks. That's the message we want to voice loud and clear. That's the light bulb that went off. That's the reason I got off my duff and feel the urgency of getting this message out. That's the reason for this book.

It's been interesting to ask people who dedicate themselves to keeping our earth "green," or to eliminating poverty, or to achieving peace, whether they think their cause is the most serious condition this world faces. Some answered, no, but they are all inter-related. Some answered, yes, none of the others can happen unless (insert the cause most important to them) happens first.

Two things strike me about these responses.

First, recognizing that everything is inter-related is a "feminine," i.e., inclusive, response. Insisting that your cause is of the utmost importance, and the others fall somewhere behind is a "masculine," i.e., dominance, response.

Second, none of the people I've asked who are primarily focused on a single issue have indicated that they believe that gender balance and re-balancing "feminine" and "masculine" are critical to achieving their goal. That doesn't mean they might not "get" it once we talk further. It only means that they haven't deliberately woven working for that balance into their primary work.

And that's what we're after. We don't want to bump any of those 3 critical efforts off anyone's radar screen. Or to somehow lower them in a pecking order of priority. To the contrary, we think those efforts will be greatly enhanced and accelerated with the reinforcement of gender balance.

Some People "Get It"...

There are people, famous and not famous, who know this world is not gender balanced – and we're worse off for it. We've included quotes from many of them in this book, and here is a good example by David S. Landes, professor emeritus of economics at Harvard University from his book, *The Wealth and Poverty of Nations*:

"The best clue to a nation's growth and development potential is the status and role of women."

I'm sitting here laughing because one of his book reviewers reinforced the reason for my writing this book in the first place, by observing that serious economists (implying Landes is not) don't take cultural influences into consideration because they can't quantify them! Maybe Professor Landes wants to join up with us!

So my point is that some people are voicing the connections but we haven't found a prominent effort, group or movement that is getting attention like the green movement is – or even the peace or anti-poverty movements which seem to me to enjoy less of the spotlight.

.....Others Are Getting Closer....

Even, Nancy Pelosi, who herself has led tremendous progress toward gender balance said that, since becoming Speaker of the U.S. House of Representatives, her

"...flagship issue has been energy security and addressing the global climate crisis. Energy independence is a national security, economic, environmental, health, and moral issue. This planet is God's creation, and we have a moral responsibility to preserve it."

She's in one of the best positions to make the case that "masculine" and "feminine" values must be equally represented in decision making for policies to be equitable for all, but even she doesn't voice the connections from her podium. I'm not talking about in her speeches or books, I mean when she's leading legislative changes.

If such a "connecting of the dots" is already underway, please tell us about it. And if we learn there are several, we will try to help connect those to each other. We're not trying to be first, or to say that gender balance and balancing the "feminine" and "masculine" has to come first. It's not a competition.

.....but Most Need Some Prompts

To come closer to what our main message is, and why we chose this book title, I had to reach back to my high school Latin for the phrase:

sine qua non - an indispensable condition, element, or factor; something essential.

Now, that's a fancy way of saying " Otherwise it ain't gonna happen," that balancing "feminine" and "masculine" is part and parcel of achieving our other hoped for goals. We want to be clear that it's impossible to emphasize enough that gender balance must underlie how we want to make our world a better place.

We put our thinking caps on and decided that symbols are always good – a picture is worth a thousand words.

So we're using these symbols throughout the book:



= **Gender Balance**



= **Prosperity for All**



= **Global Environmental Sustainability**



= **Global Peace**



= **Universal Neighborhood**

In places, we've shrunk them to bullet-point size. Whenever you see a symbol, it ties a point or a statement to one of these main concepts. And when you see more than one symbol grouped together, we're demonstrating that the world's pressing issues are, and must be, connected. Here's an example:



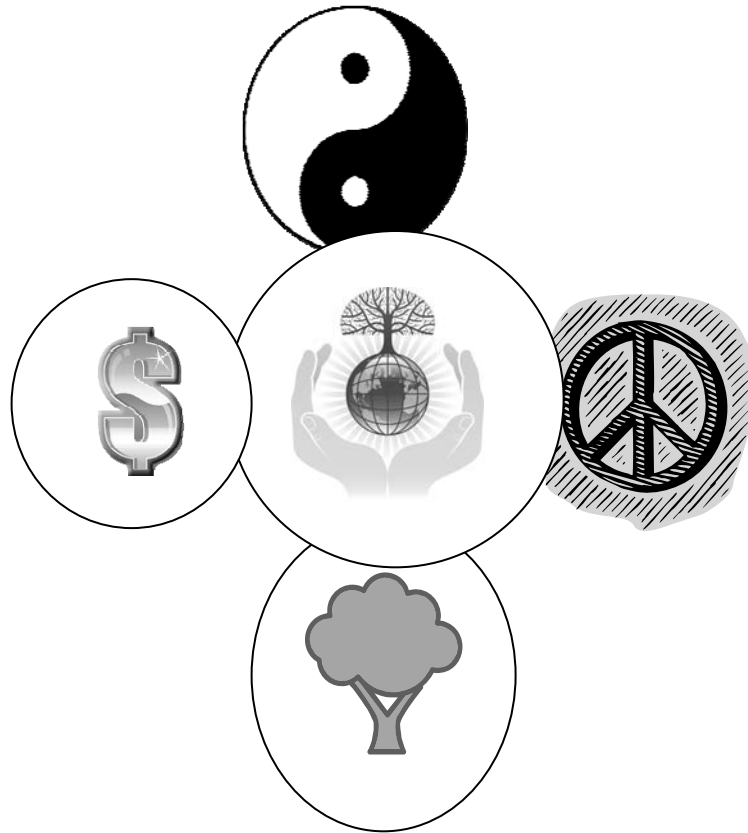
In the Darfur region of Sudan, where desertification has plagued the land in recent decades, homes are often destroyed, campaigns of intimidation, rape or abduction are waged, and thousands of women and children are caught in the crossfire.

Maybe by the end of the book some readers will be sick of hearing it. But..... after they feel better.... we hope they won't forget "50-50!" We hope to wake up those people who need to be waked up so they will now "see" the imbalances. And they will now question those imbalances. And they will work for balance. It's like Dr. Beverly Tatum says, seeing what's missing is a habit of mind, and we must all develop the habit. If you already have, consider us your reinforcement.

Sure, there are pockets of better balance; some great things have resulted. We include many examples, because that's the best way to convince people who need convincing why they want to strive for gender balance.

But, we're not going to get overly sidetracked with those, because I'm concerned that pointing to those spots of "light" could give some people excuses to ignore the big picture. Those bright spots are way too sparse.

So this chapter is short and sweet. In fact it is the “sweet spot” of the book.



Prosperity for all, Global Peace, and Global Environmental sustainability, are all connected to balancing “feminine” and “masculine,” and won’t be achieved without gender balance. In the next several chapters we’ll talk about each of these serious issues, and hoped for conditions, and how we can all be catalysts in “connecting the dots. Please be thinking of how to recruit some of the “faces” we need to get there.

QUESTIONS

Do you agree the “dots” need to be connected?

Can you give any examples that show multiple movements working together?

What other current, widespread movements should we be aware of and connected to?

If you think we are off the mark by saying 50-50, gender balance, is essential, please state your case; we are willing to listen to all sides.

Can you connect us to high profile and other key people we should recruit to this effort?

We know gender balance needs to be adopted by leaders in at least three widespread movements that have a lot of momentum – Peace; Sustaining the Environment; and Leveling the Playing Field/Poverty Reduction. We hope you will let us know what connections you can make to the leaders, and what other logical links you see.

Develop the Habit

- 🌐 Review how things are interconnected within your own life, community, and work, and act to help to create change. Connect the dots.
- 🌐 SPEAK out, loud and clear, about the importance of gender balance; make it part of your personal message. Point out the connections.
- 🌐 Encourage others within your public, private and professional lives to be inclusive, and to “develop the habit,” to make gender balance a part of the mainstream.
- 🌐 Explain and promote the concept of a Universal Neighborhood to others.

Chapter Twenty Five: 50-50 = A Sustainable Environment

"We stand now where two roads diverge. But unlike the roads in Robert Frost's familiar poem, they are not equally fair. The road we have long been traveling is deceptively easy, a smooth superhighway on which we progress with great speed, but at its end lies disaster. The other fork of the road—the one 'less traveled by'—offers our last, our only chance to reach a destination that assures the preservation of the earth."

Rachel Carson

We Can't Stay on This Path

Amazing news from Oslo, Norway! The 2007 Nobel Peace Prize was awarded to former U.S. Vice President Al Gore and the Intergovernmental Panel on Climate Change (IPCC) *"for their efforts to build up and disseminate greater knowledge about man-made climate change, and to lay the foundations for the measures that are needed to counteract such change."*

There's no disputing it anymore. The IPCC's 2007 report concluded that the climate is warming, presenting dangerous consequences, caused by greenhouse gases, especially carbon dioxide, which, in turn, is caused by humans.

The first thing to admit is that we in the United States have to change, if the earth is going to be saved from self-destruction.

- ✎ We are only 5% of the world's population, but consume 25% of the world's resources.
- ✎ Estimates are that we waste up to 75% of what we do consume, because of our lack of awareness, and because we are not using resources efficiently.
- ✎ The average American household generates 55,000 pounds of carbon dioxide a year vs. 15,000 pounds per Swedish household, for example.
- ✎ The biggest culprit is how much fuel we use, including fuel used on the airplane flights we take.
- ✎ If everyone on earth lived lifestyles like average Americans today – we would need 5 earths, so we will self-destruct if we stay on this path.

Women Have the Most at Stake

What do women have to do with reversing global warming and other destruction of our environment? Why do women's perspectives matter?

First, women have the most at stake. Second, women act on behalf of entire communities. Third, "unsung she-ro" women have protected our planet for thousands of years. Fourth, despite all of the above, women and "feminine" values don't seem to be equally welcome or represented in the environmentalism vanguard. So, I want to start by connecting a lot of dots that may be news to many people.

Why Women Have the Most at Stake

(From Women's Environment & Development Organization – WEDO - and H.E. Mrs. Gro Harlem Brundtland, first female Prime Minister of Norway and Special Envoy to the UN Secretary General on Climate Change)



Women are the most vulnerable and the best poised to curb the effects of climate change. Yet, they have remained invisible in these efforts.



Governments' main tools for tackling climate change—mitigation measures to slow down global warming and adaptation measures to decrease the consequences—are not yet reaching the most affected populations, particularly women.



In our already deeply divided world, climate change and natural disasters magnify existing inequalities and gender inequality is among the most pervasive.



Women's historic disadvantages—their restricted access to basic needs, resources and information and their limited power in decision-making—make them most vulnerable to the impacts of climate change.



As the majority of the world's poor, women are disproportionately affected by swift environmental changes.



This is true even in industrialized countries. In the US, Hurricane Katrina entrenched poor African-American women, already the most impoverished group in the nation, in deeper levels of poverty.



The rural poor and rural women and children living in developing countries face the greatest obstacles.



Rural women in developing countries are still largely responsible for securing food, water, and energy for cooking and heating.



Drought, deforestation, and erratic rainfall cause women to work harder to secure these resources.



Women, therefore, have less time to earn income, get an education, or provide care to families. Girls regularly drop out of school to help their mothers gather fuel wood and water.



During natural disasters, often more women die than men because they aren't warned, can't swim or can't leave the house alone in situations of flooding, landslides and storms. More women (70%) than men died during the 2003 European heat wave, and as a result of the 2005 Hurricane Katrina in the U.S.



Women usually have fewer assets than men to recover from natural disasters, and they often don't own land that can be sold to secure income in an emergency. Women also make up the majority of the world's agricultural laborers and rely heavily on fertile land and regular rainfall.



The risk of contracting a serious illness can also be further aggravated by environmental effects caused by climate change.



Almost half of all urban residents in Africa, Asia, and Latin America are victims of diseases associated with poor water and sanitation facilities. Women will not only be affected by the disease itself but also by the increased work of caring for sick family members.



A shortage of natural resources can lead to conflict, and conflict amplifies existing gender inequalities.



Shortfalls in seasonal rains have resulted in drought and economic distress that lead to a 50% increase in the likelihood of civil war.



In the Darfur region of Sudan, where desertification has plagued the land in recent decades, homes are often destroyed, campaigns of intimidation, rape or abduction are waged, and thousands of women and children are caught in the crossfire.

How Women Act on Behalf of the Entire Communities



Women can be key agents of adaptation to climate change. Their responsibilities in households, communities and as stewards of natural resources position them well to develop strategies for adapting to changing environmental realities.



Communities fare better during natural disasters when women play a leadership role in early warning systems and reconstruction.



Women tend to share information related to community well being, choose less polluting energy sources, and adapt more easily to environmental changes, when their family's survival is at stake. Women will make a difference, using their knowledge and experience, also on issues related to the management of natural resources.



Women in leadership positions— at national, local and community levels— have already made a visible difference in natural disaster responses, both in emergency rescue and evacuation efforts and in post-disaster reconstruction. We have seen the same in the management of essential natural resources, such as fresh water.



Population growth is a hugely dominant force on the environmental health of our planet. If women and girls could control the size of their families, the population growth would slow.

We Need Change



Better health services and equal educational opportunities will not be enough – we need for boys and men to understand why girls and women need equal say in family planning.



We need to mainstream a gender perspective in all aspects of climate change planning and decision-making.



We need to collect comprehensive data disaggregated by gender, in other words, showing how females and males are affected differently.

Disconnecting the “Feminine” from Environmentalism isAbsurd

Women are the most affected, and can be the solution, and what I don't get is why the leaders of the environmental movement haven't figured that out. By figuring it out, I mean that these facts need to be put out there front and center, to every discussion of

why we need to protect our environment. And women need to be visible in the vanguard of leadership and have strong voices that are heard. I guarantee you that doing so will advance the cause tremendously.

This report on the 2008 World Economic Forum (WEF) in Davos proves the point, by virtue of what's missing from the statement:

"Davos regulars will turn up. Bono, the rock statesman, is to appear with Al Gore, the former vice president and Nobel laureate, on a panel modestly titled, 'A Unified Earth Theory: Combining Solutions to Extreme Poverty and the Climate Crisis.'"

When is WEF Going to "Get" it? They and, Therefore, the World Miss Out

There is so much emphasis on the science – of emissions, of trading credits, of carbon footprints – but how often do you hear about climate change in social terms? In human terms? About who is most vulnerable? And how they will adapt?

Not very often. This world is too accustomed to the "masculine" approach of data, hard facts, bottom-line profits, and improved business efficiency.

Women are generally the best at putting a human face on things, and that will accelerate this movement, without a doubt. And everyone in the movement needs to see why the planet is never going to be saved unless there is gender balance first – not as an afterthought or by-product. The WEF, and other top level summits, need to feature women as headliners who will lead us to make changes in our consumptive lifestyles, for humanity's sake. This is one of the primary results we hope to accomplish with this book. Here's the only reason we should need: women were the original protectors of our environment.

Paul Hawken got a lot of publicity for his book, *"Blessed Unrest,"* and I could understand the book's appeal when I went to hear him speak. One reviewer called it "the dramatic story of people rising to resist -- a global coming together mobilized to change the world and save it."

But then it dawned on me that almost every individual he credited with having a positive influence on the environment was a male – with the obvious exception of mentioning Rachel Carson.

Here was the most glaring void: in his slide show, Hawken showed dozens of cascading dominoes of inter-related problems and concerns we need to address in the world. Gender balance, balancing the "feminine" and "masculine" was nowhere to be found. And the matter of women's rights was way down on the totem pole – you had to look at dozens of other concerns before it even appeared.

Signs of "Getting" It

Although some of those we now want to cite don't get as much stage time as Gore or Bono, we were really encouraged by how the next examples understand that solving environmental concerns connect to gender. The underlines are mine.

Ray Anderson, a leading voice for industrial ecology and sustainability, is someone I admire a lot because I've followed his transformation from a self-admitted destroyer of the environment to a passionate protector. Which is why I was worried when, after coming up with such a great title: "Mars2Venus – The Earth Needs Women," the interview with him in the October 2007 issue of *Pink Magazine* began by saying:


"The challenges of environmental sustainability that we face as businesses, as nations, and as the human race would seem to take precedence over any gender issues."


I thought, Oh no! Ray Anderson is one of our best hopes as far as "enlightened" male allies, and he doesn't "get" it?" But he went right on to say:


"...women – with their creative, nurturing qualities and their tendencies toward holistic thinking – bring a sorely needed perspective to the environmental movement. The need for female thinking has never been more important, in fact. Women tend to understand the compelling moral dilemma regarding business and the environment, while men too often need to justify the business case for sustainability first. Because it's the practical and pragmatic in business that set us on our unsustainable course in the first place, surely a different kind of thinking is required to put us on a new path."

Wonderful, Ray! You really "get" it! Glad to have you on board! Tell the others!


Another great article that puts "masculine" and "feminine" thinking about the environment on different planets, "Women Are From Earth, Men Are From Terra Firma" (Grist 7/31/07), had some really choice morsels of wisdom. The topic was "Is the environmental movement losing touch with its feminine side?" and these are some provocative observations:

 This year Rachel Carson would have turned 100, and the great lesson of *Silent Spring*, her brilliant critique of the pesticide industry, is that technology requires wisdom more than faith. In recent years, however, discussion about global warming has focused almost exclusively on high-tech hopes.

 The distinctions between these views reveal a more general difference not often associated with the environmental debate: gender.

 Surveys consistently show that women feel a stronger connection to the environment than men do:

- Women are up to 15 % more likely than men to rate the environment a high priority.
- Women comprise up to 2/3 of voters who cast their ballots around environmental issues.
- Women are more likely than men to volunteer for and give money to environmental causes, especially related to public health.
- Women report both more support for environmental activists and more concern that government isn't doing enough.
- Women support increased government spending for the environment, while men favor spending cuts.

 Polls also show that about 68 % of American consumers have gone green, preferring health-conscious and environmentally responsible products. Since 90%

of women identify themselves as the primary shoppers for their households, and women sign 80% of all personal checks, it's safe to say that women are leading a quiet revolution in green consumerism. These trends suggest more than simply stronger support for the environment -- they reveal a completely different attitude about it.



Prevailing masculine views see environmentalism in terms of energy independence, as a political or military tactic. "Manly green" separates; "womanly green" unites. The "unmanly" view embraces not independence but interdependence as in Vandana Shiva's inclusive stance: *"How can we as members of the earth community reinvent security to ensure the survival of all species and the survival and future of diverse cultures?"*



As code for isolationism, "energy independence" is unsustainable, and Carson would not have approved. In 1953, she wrote a letter to *The Washington Post* that seems even more relevant today: *"It is one of the ironies of our time that while concentrating on the defense of our country against enemies from without, we should be so heedless of those who would destroy it from within."*

Thomas Berry Without a Doubt "Gets" It...

Thomas Berry is a 94 year old Catholic Passionist priest and geo-theologian, who concluded by age 8 that commercial values were threatening life on our planet. Where has his life's work led him? Excerpt from Berry's *Dream of the Earth*:

"Emergence of the new age of human culture will necessarily be an age dominated by the symbol woman. This, too, depends on the identification of woman with the earth and its creativity. Woman and Earth are inseparable. The fate of one is the fate of the other. This association is given in such a variety of cultural developments throughout the world in differing historical periods that it is hardly possible to disassociate the two. Earth consciousness, woman consciousness; these two go together. Both play a stupendous role in the spirituality of humans as well as in the structure of civilizations. Our alienation from the earth, from ourselves, and from a truly creative man-woman relationship in an overly masculine mode of being, demands a reciprocal historical period in which not only a balance will be achieved but even, perhaps, a period of feminine emphasis."

The underlines are mine, but his words should be startling enough for everyone to recognize that sustainability is not possible, unless the "feminine" is upheld.

...and So Does Sue Monk Kidd

You can easily distinguish the "masculine mode of being" from the "feminine emphasis" Berry refers to in this passage from Sue Monk Kidd's *The Dance of the Dissident Daughter*:

"If we discover Herself (the Divine feminine) in the earth, we will not be so inclined to rape the forests, pave over her jungles, poison her rivers, dump fifty million tons of toxic waste into her oceans each year, or wipe out whole species of her creatures. Sin becomes defined as refusing to befriend and love the earth, for in doing so, we refuse to befriend and love the Divine.

This new feminine spiritual consciousness will help us recognize that humans, having special abilities, are responsible to the rest of the earth, not superior to it. We will realize that everything here has a purpose all its own, that its value lies in its own "beingness", not in its usefulness or how well it benefits humankind. This means something dramatically new – that the rest of creation is here to be related to, not dominated."

Bingo!

Indeed, Unsung She-roses Have Protected Our Planet for A Long Time

Let's crank this thinking up another notch, even, and mention a philosophy and movement that has been around for a long time - Ecofeminism. From Wikipedia:

"Ecofeminism, is a term coined in 1973 by Françoise d'Eaubonne, born from the union of feminist and ecological thinking. In a nutshell, it's the concept that the social mentality that leads to the domination and oppression of women is directly connected to the social mentality that leads to the abuse of the environment."

Following the logic:

"...male ownership of land has led to a dominator culture (patriarchy,) manifesting itself in food export, over-grazing, exploitation of people, and an abusive land ethic, in which animals and land are valued only as economic resources."

This degradation of nature contributes to the degradation of women, as in this example in Kenya from Thoma-Slayter and Rocheleau:

"...the capitalist driven export economy has caused most of the agriculturally productive land to be used for monoculture cash crops. This lead to intensification of pesticide use, resource depletion and marginalization of the subsistence farmers, especially women, to the hillsides and less productive land, where their deforestation and cultivation led to soil erosion, furthering the environmental degradation that hurts their own productivity." (Thoma-Slayter, B. and D. Rocheleau. (1995) Gender, Environment and Development in Kenya: A Grassroots Perspective).


Environmentalist Vandana Shiva says that men have mistakenly looked at both nature and women as passive when, in fact, nature has been looking out for us all, and women have been looking out for nature:


"(Shiva) draws a picture of a stream in a forest. According to her, in our society it is perceived as unproductive if it is simply there, fulfilling the needs for water of women's families and communities, until engineers come along and tinker with it, perhaps damming it and using it for generating hydropower. The same is true of a forest unless it is planted with a cash crop. A forest may very well be productive, protecting groundwater, creating oxygen, allowing villagers to harvest fruit, fuel, and craft materials, and creating a habitat for animals that are also a valuable resource. However, for many, if it isn't for export or


contribution to GDP, without a dollar value attached, it cannot be seen as a productive resource."


Shiva wrote that in 1988 and it's astounding how much we have accelerated the destruction of the planet since then.


Through the miracle of "Googling," I came across an article written by Stuart Miller in an old issue of *Emagazine.com* that, first of all, gave many examples of this different kind of thinking and leadership style that women contribute to the environmental movement:


 The key: Back in the 1960s, Rachel Carson sparked this shift in priorities in environmental protection efforts from outdoor activities, hunting, fishing, and hiking... (in her time) very male activities—to health and urban issues like clean air and safe drinking water.


 Cause-related organizations demand teamwork, which is how women tend to manage.


 Women leaders promoted the debt-for-nature swaps in Asia and Latin America.


 Women leaders educated small-time fishermen about sustainable fishing and working to change the focus of its fisheries campaign from "jobs versus the environment" to "jobs and the environment."


 As the environmental movement has come to include an environmental health movement, it has come to include women in leadership. Most women joined because of concerns over health-related and community-related problems (which have traditionally been neglected by men.)

 The traditional role of nurturing the family prompts women to put the greater good over economic self-interest in their activism. Men are out in front on property rights and self-interest issues; more men are convinced that if you do the right thing economically, everything else follows

 Men tend to be "technological optimists," confident we are "one machine away from delinking ourselves from nature." Women humbly intuit the "fundamental connection" between humans and nature.

 Women have shifted the emphasis from using science to subjugate nature to finding ways to accommodate nature. Women in the environmental movement have always had a sense of being on Earth's side.

 Solving environmental dilemmas involves exploring all sides of a subject and bringing everyone together to find a feasible solution. Women brought new ideas to old issues, such as population control and consumption.

 Lowering consumption, and planning a sustainable future, are equally crucial for society. Women are more able to go through a transformative process and really reexamine who they are and take on a different way of thinking. Women are more fluid, men are more solid. Men are very often defined by their jobs and their roles, they have a stronger ego identity. Women bring less of an ego to the table.

When that article was written 10 years ago, many women were very frustrated:

- There was much enduring chauvinism and the pace of advancement was excruciatingly slow. The pervasiveness of patronizing attitudes toward women at the executive level remained disturbingly high.
- Many men were reluctant to share power and, equally significant, to adopt the approach to environmentalism, and to negotiating, generally favored by women.
- Progress for women in the South was excruciatingly slow and many wealthy oil-and-gas men along the coast, were particularly dismissive of businesswomen.
- Read this twice: it wasn't just male environmentalists who were behind the times--when the press wanted a quote from the environmental movement, they quoted a man the vast majority of the time.
- Reporters quoted men for data, policy and intellectual ideas and women environmentalists "for the human interest side"--even if both the man and woman gave the same quotes.

Some "Green" Women We Should Know and Don't – or At Least I Didn't

It seems to me the press still disproportionately favors men in reporting on the green movement. I'll bet if you asked people concerned about the environment who the leaders of that movement are, they would probably answer former Vice President Al Gore or maybe Paul Hawken or Ray Anderson.

It got me to wondering why, as far as the general public's recognition, pioneer Rachel Carson isn't even more iconic in the movement. She took the arrows in her back after writing "*Silent Spring*" in 1962, where she challenged agriculture, government, and all of us on earth, to change how we viewed and respected the natural world. These issues are in the spotlight 40+ years after Carson had to courageously testify before Congress. Business especially wanted to dismiss her as an alarmist – now business wants to climb on the "green train" and be seen as virtuous, right?


There are many women like Rachel Carson all over the world who have brought the environment and specific issues of their countries to the forefront and, although they may remain in the shadows, the messages and their impact have not.





Emma Must of Winchester, England chained herself to a bulldozer to prevent the destruction of Twyford Down, a hillside that was known for its unique natural habitats and archeological significance. As a result of this action, the Department of Transport canceled 60 proposed road projects and is developing a national transport strategy that acknowledges that building new roads increases traffic and environmental hazards.





Dai Qing, a Chinese Journalist and writer of "*Yangtze! Yangtze!*," collected information about the Three Gorges Dam Project and exposed the potential threat to the people of the region and the environment as "the most environmentally and socially destructive project in the world." The information led to a Forum which concluded the project would create a large number of refugees who had to find a place to live and had the potential risk for the Yangtze and Yellow Rivers to dry up, leading to many additional complications to the citizens of China.

 Laurie David is a global warming activist. Along with Senator John McCain and Robert F. Kennedy, Jr., she founded the Stop Global Warming Virtual March at www.stopglobalwarming.org. They are engaging religious leaders, sports figures, elected officials, business leaders and every day Americans to urge the United States to address global warming.

 Terry Tempest Williams has been inducted into the Ecology Hall of Fame after focusing her life on opposing resource destruction, especially that affecting human health. Her book *Refuge: Unnatural History of Family and Place*, chronicles the rise of the Great Salt Lake and the flooding of the Bear River Migratory Bird Refuge in 1983.

 Frances Moore Lappe is best known for her book *Diet for a Small Planet*, which sold over 3 million copies and connects human practices, not natural disasters, to be the cause for worldwide hunger. Lappe is also the co-founder of two national organizations: the Institute for Food and Development Policy and the Center for Living Democracy.

 Winona LaDuke is a Native American activist, environmentalist, economist, and writer. In 1996 and 2000, she ran for election to the office of Vice President of the United States as the nominee of the United States Green Party, on the ticket headed by Ralph Nader. She is the founder of the White Earth Land Recovery Project in Minnesota, the Indigenous Women's Network, and Honor the Earth.

 Susan Solomon is an atmospheric chemist who has taken action on her concerns about the deterioration of earth's ozone layer. In 2007 she co-chaired the IPCC which produced the report on global warming that caused the world to take notice and became one of only 23 women in the world *Time Magazine* considers influential.

Women Have Been Protecting Earth Since Ancient Times

According to Fielding Graduate University:

"leadership is always ready for creative thinking that supports the nurturing model. The efforts correspond to how indigenous women around the world manage to cultivate healthful foods, even developing natural pesticides and fertilizers, in spite of being denied land ownership in many countries. In her acceptance speech for the Prize for Women's Creativity in Rural Life, Marta Benavides emphasized this important creative contribution:

'It is women, especially indigenous women, who maintain traditional knowledge for food, and medicinal plants, as well as traditional methods to preserve seeds, for planting, for natural control of insects and plagues. They have safeguarded biodiversity. Without doubt, rural women's work and creativity, make a great contribution to the family's economy, thus to the Gross Domestic Product, to food security, to the caring of biodiversity,

to the quality of life of rural families and communities and understood conservation."

...And A Modern Day Pioneer Took Arrows In Her Back

In 1992 I was in Japan on a business trip, and the only way I can describe how I felt in meetings, as a woman, was "invisible." I'm sure, or at least hopeful, that times have changed for Japanese businesswomen, but the business culture there is still overwhelmingly male. So, I sat up straight in pure admiration reading about Tomoyo Nonaka's bold moves when she became CEO of struggling Japanese electronics maker Sanyo in 2005 (see also "Glass Cliffs" in "Leadership IV-Do Career Women Want to Get to the Top?")

"I think it's clear that the 21st century is about turning away from oil to alternate forms of energy. It's about sustainability, and Sanyo will be the solution provider for this new world."







She dubbed her bold program to turn Sanyo into an environmentally friendly products manufacturing leader: *"Think Gaia."* Don't you love that? Pretty bold! And the "feminine" language didn't stop there. Nonaka said over the long-term, Sanyo would be the company that *"solves the problems that the world is suffering."*

Sanyo says: *"'Think Gaia' is more than merely a 'green' or 'eco' initiative. It really is a focus on how we can contribute to make life and the Earth be in harmony."*

Startling! It's the opposite of the blind pursuit of convenience and comfort. This is a mega-global corporation that actually publicly recognizes that the planet is a self-regulating, interrelated organism.

Sanyo's Solar Ark is a futuristic solar building – a working power-generation system whose surface is made up of 5,000 solar panels that help power the entire headquarters facility.

"Gaia" undoubtedly loves Sanyo's product and strategic focus:

-  Enloop - a range of rechargeable batteries that last much longer than anything else on the shelves, and come already recharged
-  Reusable solar chargers
-  Hybrid-electric car batteries
-  Aqua- a range of state-of-the-art washing machines that clean clothes with little or no water or detergent
-  Earmarking 70 % of billions of dollars of capital spending over the next three years on solar cells, batteries, and components
-  Aiming for the entire company to become "carbon-neutral" by 2010

Initial consumer response has been enthusiastic enough for Sanyo to have gained some market share. But what has been the harsh reality on "Wall Street?" Investors don't allow CEOs "a long term" to succeed, as *TIME Magazine* reports:

"It turned out the old world wasn't ready for Nonaka's vision.... The economics of green products still don't make sense for average consumers, who remain unwilling to pay premium prices for appliances and other big-ticket items offering questionable individual benefits. Nonaka, however, chose to take a long-term approach, anticipating that environmental concerns in coming years would become an increasingly important factor in consumer buying decisions.... Even her critics say that Nonaka may simply have been ahead of her time."

This is a great story. Nonaka is a she-ro and we welcome her to join us. In life, as opposed to on "Wall Street," there is a long term and she will be vindicated. And we have a huge opportunity to do the hard, but worthwhile, work of educating average consumers as to why we have to realize that "individual benefits" and what benefits our earth, are the same.

Remember, hundreds of millions of "Cultural Creatives" already:

"...love Nature and are deeply concerned about its destruction, and ...are strongly aware of the problems of the whole planet (global warming, destruction of rainforests, overpopulation, lack of ecological sustainability, exploitation of people in poorer countries) and want to see more action! and...would pay more taxes or pay more for consumer goods if you could know the money would go to clean up the environment and to stop global warming."

The consumer audience is already "warmed up."

Can't Just Buy More Stuff – Even If It Is "Green" Stuff

We sure as heck don't want to leave the impression that being an eco-friendly global citizen means we buy more stuff, as long as it is "green" stuff. A friend sent an email today letting us all know of a very easy way to drop off all of our electronic stuff at a recycle collection center. We don't have the world's most techno-savvy and appliance-filled household, and I'm ashamed to admit I could still think of a car trunk full of old electronic stuff I need to drop off.

Then I read some bottled water stats and realize I need to stop "reaching for the bottle," too:

- ☒ 1.1 billion people around the world lack safe drinking water, a number that could reach 5 billion by 2025.
- ☒ Very few of them live in the U.S., however. Turn on a tap almost anywhere in America, and you'll get clean, safe water--a minor miracle on much of the planet.
- ☒ But you wouldn't know that from the giant plastic bottles of water that many of us haul around as if preparing for a stroll in the Sahara.
- ☒ Americans drank more than 8.25 billion gallons of bottled water in 2006, a 9.5% increase from the year before.
- ☒ Italians drink the most bottled water per person.
- ☒ The phenomenal growth in bottled water is putting stress on the environment.

- ☒ Less than a quarter of plastic bottles are recycled, leaving 2 billion pounds a year to clog landfills.
- ☒ An empty PET bottle can take up to 1,000 years to bio-degrade.
- ☒ And bottled water is 10,000 x more expensive than tap water.

To Whom do we Owe New Thinking?

The Norwegian Nobel Committee of 2006-2008 is really on to something by awarding the Peace Prize to people and organizations contributing to global peace ---in ways that are not directly tied to official peace or arms negotiations. In 2006 the prize was *"divided equally between Muhammad Yunus, Bangladesh, and Grameen Bank for their efforts through microcredit to create economic and social development from below."*

The Committee is demonstrating that peace, and prosperity, and environmental dots are all connected. What about their connections to gender balance, too? Now, I can't be bragging about a group of people in Norway I don't even know, but I'm convinced it's no coincidence that 3 of the 5 members of the 2006-2008 Norwegian Nobel Committee are female. There is no doubt in my mind that the "feminine" is at work here.

It's not that women are never recognized. Just take the Nobel Peace Prize again – it was awarded in 2003 to Shirin Ebadi, *"For her efforts for democracy and human rights, especially the rights of women and children, in Iran and the Muslim world in general."* And in 2004 Wangari Maathai, Kenya, was actually the first recipient to be recognized for her *"contribution to sustainable development, democracy and peace."* Environmental activist Maathai founded the Green Belt movement in Kenya and, since 1977, she has battled deforestation there through organizing village women to plant trees to fight soil erosion and water pollution, and to provide firewood to generate income for their families.

Nevertheless, it seems to me that this movement is still too broadly identified with certain highly visible male leaders, with former Vice President Al Gore now being the best recognized. But, going back to that "different kind of thinking" that Ray Anderson said we so sorely need, I want to raise up a world-renowned anthropologist who has groundbreaking thoughts and happens to be a female – Mary Catherine Bateson, daughter of one of the earliest world-renowned anthropologists, the late Margaret Mead. In fact, this quote coincidentally appears in a column published right beside Ray's. Speaking of the U.S. Bateson says:

"Sustainability is a global issue that depends on the capacity to work together. As an affluent – and high-consuming – nation, we need to invest today in a peaceful world tomorrow by supporting the United Nations Millennium Goals of elimination of the worst poverty and increasing international cooperation. The real entrepreneurs will foresee the adaptations needed to prevent both suffering and destructive rage, and then work to create them."

See how effortlessly Bateson connected the dots? This is a no-brainer, folks. The missing link to achieving sustainability is adding women to the vanguard!

President Obama "Gets" It – This Could be Huge

As my friends know, I don't love when my birthday rolls around, but a very encouraging news story was a gift that day in 2008: This is paraphrased from an *Associated Press* report, *Obama's Team – Four selected for energy, EPA posts*:

President-elect Barack Obama intends to round out his environmental and natural resources team with a Nobel Prize-winning physicist and three former Environmental Protection Agency officials.

The president-elect selected Nobel Prize winner Steven Chu, an alternative energy advocate, for energy secretary.

The other 3 are women, thus, speaking of vanguards, Obama added a full complement of top qualified women to the vanguard of solving environmental issues:

Carol Browne, who served as EPA chief for eight years under President Bill Clinton, will become Obama's go-to person in the White House overseeing energy issues, an area expected to include the environment and climate matters. She's being called Obama's energy "czar."

Lisa Jackson, who would be the first black person to lead the EPA, is a former New Jersey Department of Environmental Protection commissioner. A New Orleans native, she grew up in the Lower Ninth Ward, the area stricken hardest by Hurricane Katrina.

Nancy Sutley, deputy mayor for energy and environment in Los Angeles, is the first prominent member of the gay and lesbian community to earn a senior role in Obama's new administration. She was an EPA official during the Clinton administration, and also served on the California State Water Resources Control Board.

There's noted irony in Obama's naming New Orleans native, Jackson. At about the same time Obama announced his environmental team, a story quoted former Bush administration officials as saying that President George W. Bush's presidency never recovered from what was widely seen as mishandling of the aftermath of Hurricane Katrina. Bush, accompanied by then staffer Karl Rove, viewed the devastation of this catastrophic natural disaster in a very brief flyover of Louisiana, Mississippi, and Alabama, never leaving his private plane, Air Force One. The majority of Americans saw this as being coldly removed from the heartbreak of Katrina's victims. They didn't agree with Bush that Michael Brown, then director of the Federal Emergency Management Agency, was doing a "heckuva job."

Would Bush have been better advised by a qualified, experienced, gender balanced team? I would say, unequivocally, yes. And the public relations nightmare would have been avoided because most any female I know would have told President Bush, on the spot, that looking down from his window in Air Force One was no way to show concern about your suffering "fellow Americans."

Obama's new environmental team, like his new security team, will give us a real-life laboratory to test the thesis that qualified women and "feminine" approaches are

necessary to actually solving our sustainability problems. We can measure this over time, and will be monitoring it closely. Nothing we could ever write and speculate will be as convincing as the tangible successes we expect will come from this gender balanced team.

QUESTIONS

Do you agree that 50-50 input into decision-making is critical for saving our planet? Do you agree that qualified women bring critical new thinking to environmental and sustainability issues?

Please share your examples.

At the time of the *Emagazine* article quoted, qualified women held key policymaking positions at organizations like Greenpeace, The Sierra Club, The National Audubon Society, The National Wildlife Federation, The Wilderness Society, The Humane Society of the U.S. (HSUS) and The League of Conservation Voters (LCV). What about today? In addition to President Obama's new environmental and natural resources team, are more qualified women emerging as leaders in the field?

Please share your examples.

What difference is female leadership making as far as priorities of the sustainable environment movement? What do you think we should expect as far as changes of priorities in government policies? What effect will these changes have on poverty reduction?

Can you give us some examples?

What about in corporations- can you tell us other stories like Tomoyo Nonaka's?

What about in non-profits? In academia?

Where else do women need to be represented in top ranks and policy making positions?

Can you connect us to high profile and other key people we should recruit to this effort?

We know gender balance needs to be adopted by leaders in at least three mainstream movements that have a lot of momentum – Peace; Sustaining the Environment; and Leveling the Playing Field/Poverty Reduction. We hope you will let us know what connections you can make to the leaders, and what other logical links you see.

Develop the Habit



To the extent you think this 1997 quote is still applicable, help raise the visibility of grassroots movements:

"Unfortunately, we have at least two environmental movements in the United States today. One is the traditional movement of expertise, mostly Washington and New York-based, staffed by "experts" in economics, science and law, usually with contributors, not members, to whom they are accountable and responsible. And mostly Caucasian. The other is the grassroots movement reflecting the expertise of experience, connected to communities and places, responsible and accountable to their diverse memberships, building leadership and local and regional levels while broadening the base of participation. And usually diverse in terms of class, race and gender.

The grassroots movement is the backbone of environmentalism in the United States, but it is underfunded and under-recognized. And it is generally not included in the discussions of the national groups. This must change if we are to protect the environment upon which we all depend." Stephen Viederman, President Jessie Smith Noyes Foundation, New York, NY



In particular, do what you can to help get age-old wisdom of indigenous peoples into the mainstream of "green" policy and practices



Promote and support environmental organizations that are being lead by qualified women, and those with balanced leadership.



Promote policy change that connects gender balance and sustainability.



Identify qualified women in government and corporations that are creating sustainability-oriented change and help them get widespread exposure and support.



If you are a qualified female leader in the area of sustainability, put yourself in the position to lead, go to the top!



RECYLCE, REUSE, CONSERVE, BE GREEN

















Chapter Twenty Six: 50-50 = Poverty Reduction Part I

"The best clue to a nation's growth and development potential is the status and role of women."
David Landes, *The Wealth and Poverty of Nations*

Achieving gender balance is every bit as critical to the cause of ending poverty as it is to living in a peaceful world and to creating a sustainable environment. Our bet is too many people aren't aware of some of the reasons why.

Who Is Most Affected by Poverty?

Women. The stats are so overwhelming that the biggest challenge in writing this was what to leave out – there's plenty more.

-   Women perform 2/3 of all labor, but own only about 1% of the world's assets (Global Fund for Women -GFW)
-   Women represent 70 % of the world's 1.3 billion absolute poor, those living on less than \$1/day. (GFW)
-   Women continue to suffer from persistently higher unemployment rates than men. In the Middle East and North Africa, for example, women are almost twice as likely as men to be unemployed. (World Bank)
-   Even when they are employed, women earn less than men, in all regions of the world. In developing regions, on average, women earn nearly 30 % less. (World Bank)
-   2/3 of the world's illiterate adults are women (GWF)
-   340 million women around the world are not expected to survive to age 40. (The International Alliance for Women - TIAW)
-   Women's micro businesses have very limited access to formal financial services. Most of them rely on predatory moneylenders. (TIAW)
-   Official microfinance organizations are currently only reaching 2-5 % of the women who need microloans. (TIAW)

Where is the Proof we Need More Women and the "Feminine?"

Throughout this chapter is proof provided by organizations that have extensive experience, involvement, and have compiled extensive research.

This statement from *The Economist* really grabbed our attention:

"The single largest engine of economic growth in the past century has been not the internet, China, or oil and gas - but the entry of women into the global work force."

And the case for the future they say is this:





"The largest potential for economic growth in the next century are those women who are not yet in the economic mainstream."

So, can there be any doubt that what the Davos World Economic Forum declared is true?:











"Countries that do not capitalize on the full potential of one half of their societies (- their women! -) are misallocating their human resources and undermining their competitive potential."

Do Women Have Different Approaches to Ending Poverty? Yes!

What's so important about the role of women in ending poverty? Organizations with decades of experience working in developing countries, like the World Bank (WB) and the International Monetary Fund (IMF) know the answers:

-   *Women tend to devote a larger share of household resources to meeting the household's basic requirements and to fostering their children's potential.*
-   *Women tend to have a higher propensity to save and to invest in productive ways and maintain better repayment records, all beneficial to macroeconomic growth and stability.*

How Can Adding "Feminine" Help All of Us? (WB and IMF)

-   *Women who have control over household spending help strengthen a country's overall economic growth and stability.*
-   *Women are increasingly the sole supporters of families and households. (About one-fifth of all households worldwide, and in some regions as many as one-third of all households, are headed by women.)*
-   *Development assistance projects focused on women return 20 times more to the community than projects focused on men*
-   *A child's probability of survival is increased by 20 times when income is controlled by the mother, rather than the father.*
-   *Giving women in developing countries access to microcredit enables them to improve their standard of living, and have a greater effect on household welfare, than credit directed toward men.*

A direct link exists between female economic empowerment and economic and social prosperity. The IMF's Janet Stotsky compellingly sums it up in this statement from "Gender and Its Relevance to Macroeconomic Policy:"

"... the evidence from the World Bank review and other recent studies suggests that societies that increase women's access to education, health care, employment, and credit and that narrow differences between men and women in economic opportunities, increase the pace of economic development and reduce poverty."

Why isn't this link central to all policy and business decisions? Isn't an obvious answer that those policy and business decisions aren't equally made by women?

Closing Gender Gaps in Schooling Would Accelerate Economic Growth (WB and IMF)

- ☯️ Evidence from around the world shows that one of the most effective development actions a country can take is eliminating gender disparities in education.
- ☯️ When a country educates both its girls and boys:
 - economic productivity tends to rise,
 - maternal and infant mortality usually fall,
 - fertility rates decline,
 - sounder management of environmental resources is promoted,
 - the next generation's health and educational prospects are improved.
- ☯️ Countries in which the ratio of female-to-male enrollment in primary or secondary education is less than 0.75, can expect levels of gross national product (GNP) that are roughly 25% lower than countries in which there is less gender disparity in education.
- ☯️ Educating women and girls is the single most effective strategy to ensure the well-being and health of children, and the long-term success of developing economies. (GWF)

Who really "Gets" It?

When James Wolfensohn was President of The World Bank, he sounded like he "got" it:

"Disparities between men and women remain pervasive around the world—in resources and economic opportunities, in basic human rights, and in political voice—despite significant gains in some areas and countries. These disparities are strongly linked to poverty. Ignoring them comes at great cost to people's well-being and to countries' abilities to grow sustainably and govern effectively."

Mr. Wolfensohn, where are you now, and are you still on board?

Emory University's global economist Dr. Jeffrey Rosensweig is clearly on board:

"The single greatest return on investment is the education of girls, who are traditionally left behind in the competing demands of the kitchen, the field, and the classroom. Improving the education of girls in developing countries will change the world. With every year of schooling achieved, girls become more viable players in the economic realm, both as consumers and as entrepreneurs."

Why aren't so many of those others who are prominently identified with eliminating poverty jumping up and down about the need for gender balance? Who among these "get" it – Bill and Melinda Gates, Warren Buffet, Bono, Jeffrey Sachs, Mohammed Yunus, Bill Clinton?

Yes, they all care about poverty or leveling the playing field in their own ways of looking at it. But, if you read their statements, websites, and articles about their work carefully, as I have tried to do with a representative sampling, you'll see that, linking women's leadership, directly with the goal, is absent.

Sure, women are targeted as beneficiaries in projects. But that's not what we're getting at. Women have to be equally in position to design, lead, manage, have control over, implement, and reconfigure both for-profit and non-profit endeavors aimed at eliminating poverty. They need opportunity to have equal ownership stakes in for-profit endeavors as well.

It's becoming more sadly apparent that some endeavors and projects are even exploiting women by using them as the faces on the brochures, and in the proposals for funding, but then you find women absent from the "head tables." This is particularly true as microfinance becomes big business and men, primarily, have taken over the executive management and investment roles. To us, this is particularly disturbing, and unfair, and is not the way to accelerate closing the gap.

If you have proof otherwise, examples where women have equal voices, ownership and authority, please let us know so we can broadcast and leverage it for all our sakes. We hope you do, as those are endeavors we would like to gather support for.

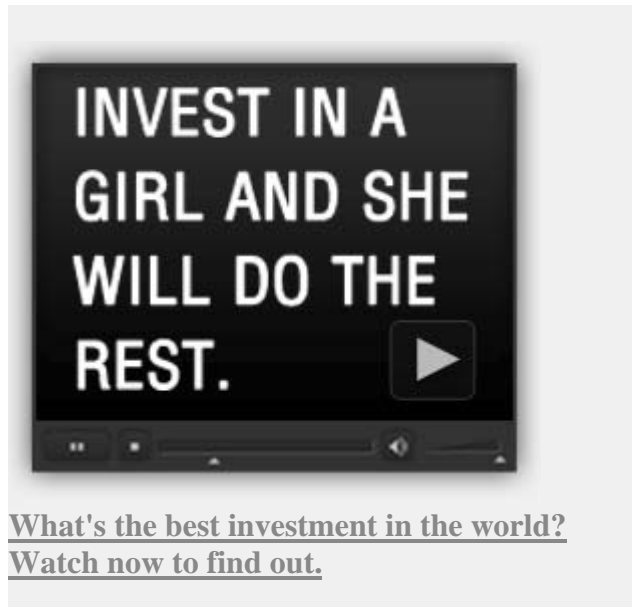
CARE "Gets" It

Before Helene D. Gayle, MD, MPH, became President and CEO of CARE, she was best known as an epidemiologist tirelessly fighting to end HIV/AIDS. Now she may be most identified with CARE's heart-tugging campaign to help create a world where girls are empowered. If you aren't already familiar with it, find out about the "I Am Powerful" campaign on CARE's website. One of their ads says all that any of us should really need to know:

"Sadly, in many of the most poverty stricken areas of the globe, women are not allowed to play a significant role in society. Which means half of the knowledge, talent and strength that could improve conditions is literally going to waste. We're trying to create a world where, finally, every person has the opportunity to realize their potential. Because in the end, that's the key to truly ending injustice and poverty"

That should be enough to get us going, or to pick up steam if we're already moving.

CARE's latest campaign, "Ignite The Girl Effect" is all the more powerful in its exquisite starkness. The message needs no embellishment:



Please join us, Dr. Gayle, and we can help each other.

Promising President Prospects to Enlist?

I am ever hopeful that high profile people understand the need for gender balance, as I was when reading a book review on former U.S. President Bill Clinton's recent highly publicized book called *"Giving."* Clinton says *"now it's his turn to influence events without government portfolio."* The review said that he is giving voters a glimpse of what would have happened in the East Wing if Senator Clinton got elected U.S. President and Bill ended up there: *"fighting poverty, disease and climate change around the world and rallying the mighty and the meek to noble goals."*

Of course, my hopefulness about President Clinton was misplaced; you can see that gender balance is conspicuously missing from those noble goals. It may not be politically wise for the "First Husband" to single this out as a priority if his wife was about to make history as the first woman U.S. President. Is that why he wasn't calling attention to it? Would linking gender balance to these "noble goals" call too much attention to Hillary Clinton as a female? In any case, he is free to add it now.

At least former President Jimmy Carter said recently at the Carter Center that discrimination against women is one of the most serious situations the world now faces. Can this be turned into a major Carter Center initiative?

Former President George H.W. Bush has been recruited for various key missions. None is more critical than achieving gender balance. Can we attract him?

What about former President George W. Bush? He hasn't been outspoken on gender balance, but some of his closest advisors are females. Is there a latent motivation we can tap into and a chance to recruit him?

Jeffrey Sachs, We Need You to See This Blinding Light

Columbia University economist, Dr. Jeffrey Sachs, is a leading advocate for the Millennium Development Goals, internationally endorsed objectives to reduce extreme poverty, hunger, and disease by the year 2015. In his latest book, "*Common Wealth: Economics for a Crowded Planet*," what a reviewer called a "*sobering but optimistic manifesto*," Sachs focuses on four challenges for the coming decades, followed by what we say (*italics*):

- Heading off global warming and environmental destruction? – *the vanguard has to equally comprise men and women*
- Stabilizing the world's population? – *educated, empowered women are our best hope*
- Breaking the political logjams that hinder global cooperation on these issues? – *women's consensus building skills need to be "at the table"*

...and his main goal and what this chapter is about:

- Ending extreme poverty? – *women hold the key*

Sachs makes this pragmatic, compelling point on "*Why We Should Share the Wealth:*"

"If today's billionaires were to pool their resources, they could outflank the world's governments in ending poverty and pandemic disease."

For our part, we want to be sure to emphasize some ways females and "feminine" tendencies factor into sharing the wealth.

In 2006, Warren Buffett announced he was giving the Bill and Melinda Gates Foundation \$31 billion. It's not likely you missed that front page news. But I wonder if everyone picked up on two critical "female" aspects of this decision? First, Buffett always references how important Melinda Gates' involvement was to his decision – how she balances Bill Gates in so many respects. Second, Buffett self-professedly is a healthy person and this gift could have been deferred for many years until his death, as was always his plan. What changed his mind? His wife, Susie, died unexpectedly. In their 52 years of marriage, Buffett said his wife always wanted to give away more money.... and faster, than he did. Buffett said:

"...she would really have stepped on the gas."

He stepped on the gas, and this vast fortune is already beginning to be applied to many problems related to poverty, in essence, because of Yin-Yang.

And female billionaires are a major factor in the potential to share the wealth. According to *Forbes* magazine, there were 78 female billionaires in the world in 2006 and, in the United Kingdom, according to research by Barclays and the *Economist*, women own 48% of savings, and 60% of billionaires are expected to be women by 2025.

Clinton, Carter, Bush(es), Buffet, Gates, Yunus, Sachs, Gayle, Landes, Rosensweig, Stotsky, Wolfensohn, can catapult gender balance to its rightful place.

Simply remembering to reference its importance is the place to start. For example, Dr. Sachs, do you realize that *TIME* magazine gave your *Common Wealth* ideas top billing in their "10 Ideas That Are Changing the World" and never once did you mention the role of gender balance?

You said in that article:

"The idea that has the greatest potential to change the world is simply this: by overcoming cynicism, ending our misguided view of the world as an enduring struggle of 'us' vs. 'them' and instead seeking global solutions, we actually have the power to save the world for all, today and in the future."

You seem to be saying that the solution is:

"...a small annual investment of world income undertaken cooperatively across the world."

How is that going to happen?

We've tried to lay out the case in this book that:

A world where everyone has what they need to live a quality life, and where we all live that life in peace, and our planet is respected, can only happen when females share equal status with males and the "feminine" is valued as much as the "masculine."

We call this a Universal Neighborhood and we can't get there without "feminine" approaches and values in the vanguard. Dr. Sachs, how can we get you on board, for the sake of your own life's goals, and for the sake of everyone on earth? How can we enlist you so that, in addition to sharing the wealth, you advocate sharing the podium, and the design and implementation of these necessary changes, with equally qualified women who can accelerate the process?

You've said this is what it takes to attain your goals:

- 📌 *a clear objective,*
- 📌 *an effective technology,*
- 📌 *a clear implementation strategy and*
- 📌 *a source of financing.*

When you state your strategy that way, and when you use other terms like...

- 📌 *measurable progress*
- 📌 *systematic control*
- 📌 *mobilize our powerful technologies*
- 📌 *will and stamina*
- 📌 *resolve*

...do you realize you're using more "male" or "corporate" vocabulary?

When we look to Sanyo's Tomoyo Nonaka, Thomas Berry, Sue Monk Kidd, Mary Catherine Bateson and others for alternative "feminine" language, we can start thinking in terms of:

- 🌀 Shared fate
- 🌀 Creative masculine/feminine relationships
- 🌀 Value lies in the global community's own "beingness", not in its usefulness to the powerful
- 🌀 Investing today in a peaceful world tomorrow by eliminating the worst poverty and increasing international cooperation
- 🌀 The greater good over economic self-interest
- 🌀 Fundamental connection between humans and nature
- 🌀 Appeal to shared goals
- 🌀 Voluntary sharing of abundance
- 🌀 Universal Neighborhood, "Think Gaia"

When you say we can reach solutions through means like these...

- 📌 *tax carbon emissions*
- 📌 *expand greatly our public investments in early-stage clean technologies*
- 📌 *harness, and channel, market forces.*
- 📌 *public awareness and engagement*
- 📌 *global commitment to sustainable development*
- 📌 *demand that our politicians honor our nation's global promises and commitments*

...again, we miss out on companion solutions that can motivate us from our hearts like:

- 🌀 Safeguarding the survival of all species
- 🌀 Responsibility and cooperation
- 🌀 Accommodating, not subjugating nature
- 🌀 Faith and enthusiasm
- 🌀 Commitment, fulfilling life's purpose

When you largely limit the dialogue to "masculine" terminology like ...

- 📌 *Needing to solve the unresolved conundrum of combining economic well-being with environmental sustainability*
- 📌 *Needing science, technology and professionalism, but most of all we will need to subdue our fears and cynicism*

We miss out on "feminine" ways to take responsibility, as in the mission of the Emory University Ethics Center which is to

- 🌀 "Ignite our moral imagination."

Are Women Getting the Chance to Lead and Make Decisions?

I truly hope we have made a good case for why women and the "feminine" should also be front and center in solving poverty related issues in this world. Why Doesn't *TIME Magazine* "Get" it? If you're going to put together a cover story as "inter-galactic" as "10 Ideas That Are Changing the World," having only 3 of them written by females indicates gender balance wasn't an editing consideration. Why do *TIME* and other publications trot out the same people, again and again, when talking about rich-poor gaps? Maybe it's hiding out in what editors think are safe in finding reliable male sources?

I think it has to be this, in part, because it's not difficult to find female experts. For example, these distinguished female speakers were on a panel called "*Womenomics Part I--Women and the Global Economy* and discussed "global trends around why investing, empowering and advancing women is smart business and good for the economy, women and their families:"

- ④ Hon. Linda Tarr-Whelan, Distinguished Senior Fellow at Demos, former Ambassador to the UN Commission on the Status of Women
- ④ Michele Wucker, Executive Director of the World Policy Institute and Recipient of a 2007 Guggenheim Fellowship for her work on citizenship
- ④ Joyce Chang, Managing Director and Head of the Emerging Markets strategy groups at JPMorgan, one of *Newsweek's* "20 Most Influential Women," and among *The Wall Street Journal's* "Top 50 Women to Watch"
- ④ Linda Basch, President of the National Council for Research on Women, promoting fact-based policies and programs that support the advancement of women and girls
- ④ Rosemary Werrett, Honorary Past President of the Board of Directors of Pro Mujer, a leading, top performing microfinance institution

This conference was held in New York City months before *TIME's* article, so close to Time Warner's headquarters that editors probably could have walked to meet, and just maybe select, one of these experts to include in their report.

Someone else who could have been featured is Sujatha R. Avutu, CFA, Portfolio Manager of the Pax World Value Fund, and Women's Equity Fund, and a leader in gender equality as it relates to economic development.

It took me a grand total of five minutes to look at the National Council for Research on Women, go to their "Experts" section, click on "Poverty" and find a long list of resource centers. Now, I know that Dr. Sachs is with a prestigious university, but surely *TIME* could have also included a female expert from one of these top universities if they were going to make "common wealth" their #1 idea:

- ④ Brandeis University -National Center on Women and Aging
- ④ Hunter College -Center for the Study of Family Policy
- ④ Harvard University -The Radcliffe Institute for Advanced Study
- ④ University of California, Davis - Consortium for Women and Research
- ④ University of Illinois at Chicago - Center for Research on Women and Gender
- ④ University of Illinois at Urbana-Champaign -Women and Gender in Global Perspectives
- ④ University of Maryland -The Consortium on Race, Gender, and Ethnicity

- 🌐 University of Massachusetts, Boston - Center for Women in Politics and Public Policy
- 🌐 University of Memphis Center for Research on Women
- 🌐 University of Oregon -Center for the Study of Women in Society
- 🌐 University of Utah -Women's Resource Center
- 🌐 Wellesley College -The Wellesley Centers for Women

They could have also invited Dr. Layli Philips to write about how women of color, womanists, have been devoted to common wealth for countless generations. *TIME* is not a unique target. Find out for yourself: start keeping track of how many women are featured as experts in mainstream media even when the topics, like poverty, have the greatest bearing on women.

How Can We Change This?

Women are poised for leadership. You know, only we can change whether room is made at "the table" by voicing dissatisfaction, and by only purchasing newspapers and magazines that are balanced in their reporting of who is doing what. It's not an exercise to make a point; do this because you want the best informed, accurate, balanced perspectives. Do it because we need these women's voices and minds and hearts at the forefront.

Why We All Should Care is Pretty Simple

If we wanted to sum this up in more "masculine" or "corporate" terminology, we might say:

- 📺 Gains in women's economic opportunities lag behind women's capabilities.
- 📺 This is inefficient, since increased women's labor force participation and earnings are associated with reduced poverty and faster economic growth.
- 📺 Women's lack of economic empowerment, on the other hand, not only imperils economic growth and poverty reduction, but also has a host of other negative impacts, including less favorable education and health outcomes for children, and a more rapid spread of HIV/AIDS.

If this gets the point across to some, that's great. If some of us had rather "hear" it in "softer" tones, we can simply say:

🌐🌐 If we add female leaders and "feminine" ways to our hopes for helping change the lives of those who have less than they need, women will benefit and so too will men, children, and our whole world.

QUESTIONS

Can you cite an organization whose mission is economic justice, with qualified women in leadership positions, where the agency has changed significantly due to their leadership?

Do you have examples of poverty reduction policies that have been developed by qualified women, for the empowerment of other women and their communities?

Can you give examples of programs that are successfully working around the world to help end poverty/achieve global economic justice?

Do you have information that helps support the argument that, when women control the family finances, the entire family/village benefits?

Can you connect us to high profile and other key people we should recruit to this effort?

We know gender balance needs to be adopted by leaders in at least three widespread movements that have a lot of momentum – Peace; Sustaining the Environment; and Leveling the Playing Field/Poverty Reduction. We hope you will let us know what connections you can make to the leaders, and what other logical links you see.

Develop the Habit

- 🌐 Hire qualified women in top global economic justice positions.
- 🌐 Interview female global economic justice leaders for news stories.
- 🌐 Support newspapers, magazines, TV and radio that offer gender balanced perspectives on global economic justice.
- 🌐 Bring female leaders working toward global economic justice into the public mainstream; help promote the work they are doing to enrich all of our lives.
- 🌐 Support organizations whose mission is global economic justice, and that help move women out of poverty, in particular.
- 🌐 Share the names of those organizations and programs, for example, Women Thrive, Women for Women International, CARE's Ignite the Girl Effect campaign.
- 🌐 Promote the education of girls, globally.
- 🌐 If you are in a financial position to help fund scholarships, designate them for refugee girls within your own community.

Chapter Twenty Seven: 50 -50 = Poverty Reduction Part II - Microfinance and Intergalactic Finance

"Women's entrepreneurial capital has gone untapped for far too long in the developing world. Building women's human capital will have a multiplier effect: not just filling existing needs for scarce business skills, but creating new demands, new jobs, new wealth—and, let's hope, a more people-friendly global economy."

Nancy Birdsall, President, Center for Global Development

Economic clout should be a no-brainer for women. After all, according to a study done by Allianz Life Insurance Company N.A., women are estimated to control 60% of all wealth in the United States, the wealthiest country on earth! How to leverage that control is all-important.

First Thing That Comes to Most People's Minds is a "Silver Bullet"

One important attempt to bring women into the economic mainstream is through a relatively new phenomenon called Microfinance (MF.) To tap into the excitement, just bring up how to "help poor women" and listen to people spark a conversation about microfinance. Some see this equation: microfinance = economic empowerment for women.

First, I want to point out that I've tried to avoid the word empowerment because I feel it's overused, because I feel strength is a better word, and because I don't think empowerment is external, but something you have to do for yourself.

Terminology aside, I have real reservations and big questions: is the economic strength of women really an intention and goal of microfinance? Is leadership development of women a companion goal of MF? After exploring this for a few years, it's not at all clear to me that real economic strength for women is truly an industry goal. In fact, the more I learn, the more skeptical, bordering on cynical, I become.

In a recent study conducted by Opportunity International Network, a major player in microfinance, their researchers concluded:

"Microfinance institutions often lack women in governance, management and operations, meaning that women's voices and perspectives are not always incorporated into the design and implementation of products and services."

So keeping that in mind, here's my own oversimplified synopsis of what's happened, to fuel the debate.

Microfinance's origin is widely agreed to have been in Bangladesh when Nobel Peace Prize winner, Dr. Muhammad Yunus, began making small loans to very low income people, so they could operate very small businesses. The vast majority – like 95% - of these "micro-entrepreneurs" were women who were successful, and they made excellent clients because they collectively had a 95%+ loan payback record. This payback rate was unheard of in the traditional banking industry.

Many say that microfinance has, since then, grown to become a very important element in boosting the economies of developing countries everywhere. MF has caught the attention of major investors who have committed billions of dollars, like Bill and Melinda Gates, Warren Buffet, and Pierre and Pam Omidyar. Bob Pattillo, an inspiration to us in Atlanta, sold his business and redeployed the proceeds into furthering microfinance globally. Major banks have established microfinance investment funds for their clients to consider.

But Where Are The Women at the Top?

The majority of MF borrowers are still women. So why is it, when you look at the top ranks, Microfinance Institutions (MFIs) are mostly run by men? At a 2006 microfinance industry conference, I was taken aback to see that the majority of industry experts invited to speak were men, and that much of the "heart and soul" of the role microfinance can play in a community was marginalized. This is still the state of the industry, judging by the 2008 Global Microfinance Investment Congress held in New York, where there were only two women speakers in the line up - over 3 days!

Women are not really favored; the fact there are by far more women borrowers is somewhat of an accident, or a by-product. Still, those MFIs fill their brochures and cover their annual reports, with photos of women, which I believe is misleading to supporters and investors. The skeptic in me doubts MF, generally speaking, is intentionally about women's economic strength.

Sure, women are targeted as beneficiaries in projects. But that's not what we're getting at. The Opportunity International Network study shines a light on what we think is a serious flaw in the industry:

"Many microfinance institutions seek to empower women as an implicit or explicit goal, others believe they cannot afford to focus on empowerment because it is incompatible with financial sustainability or it detracts from the core business of providing financial services."

The attitudes of those "others" are barriers to what needs to happen, and for microfinance to live up to what many perceive it to be. It bears repeating that women have to be equally in position to design, lead, manage, have control over, implement, and reconfigure both for-profit, and non-profit, endeavors aimed at eliminating poverty. Also, women ought to have opportunity for equal ownership stakes in for-profit endeavors.

MF Would Evolve Differently with More Women at the Top

I've watched the way "Wall Street" works for too long, though, to think that the heart and soul of microfinance can be preserved if major investors think this is the next great way to make money. The leading MFI in Mexico, Compartamos, took MF to what some say is the "point of no return" on this score. The price of the Initial Public Offering of Compartamos stock set off a torrent of outraged reactions to the fact that investors who had invested \$6 million, ended up owning stock in a company that was worth \$1.5 billion on paper, giving them a 100% annual return over 8 years. Of course, many who are more "purely" capitalists were thrilled, and think that the better the investment returns, the more capital will be attracted to microfinance, and the more "poor" borrowers will be helped.

Jonathan Lewis basically challenged the morality of this ultra high return to investors, given what high interest rates Compartamos charged “poor” borrowers, in a paper called “*What Would Leland Stanford Do?*” which you can read at www.MCEnterprises.org.

And Dr. Yunus said in an interview in *Ode Magazine*:

“Don’t make money off the poor – wait until they are no longer poor and then – go ahead – then make your money. Do something not for a personal gain in the case of the poor.”

You might call these more “feminine” views vs. the “masculine” view that businesses should take advantage of every existing competitive advantage. They echo a lot of what I myself had observed by seeing Compartamos in action in Mexico, and have felt in general as MF has exploded.

Beyond weighing in on the general debate about the morality of charging whatever rates the market will bear, I haven’t seen highly visible microfinance thought leaders take it to the next step.

Concurrently, women are talked about extensively as far as being borrowers, but not as leaders, in the industry. The industry has not structured itself to ensure that women are in senior management – in small numbers, let alone in large, representative numbers. It’s logical to me that, if women were in leadership roles, they could shape microfinance’s evolution and better direct its future course.

Having women in charge at the top isn’t foolproof, of course. For instance, Maria Otero, CEO of Accion International, an investor that profited handsomely from the Compartamos IPO, stands behind the Compartamos strategy. While I and many others disagree, there are so few women CEOs in this field, and Otero has championed women’s economic strength throughout her career. We’d like to know where other female microfinance executives stand in this hot debate over interest rates, investment returns, and mission.

How Do We Increase the Numbers of Women?

One organization we know about, in particular, Women Advancing Microfinance International (WAM), is trying to increase the numbers of women in MF leadership, and generally increase the visibility of women’s participation and talent. WAM has become a network for women in microfinance all over the world, and a platform for communication and collective action. You can find out more at: www.wam-international.org

One of the ways they are helping women assume leadership roles in the industry, is by offering scholarships to women from developing countries to attend specialized programs that aim to expand their skills. As importantly, WAM then advocates for women’s placement in those roles.

WAM also conducts surveys to assess the current state of the microfinance industry as a place for professional women to work. and highlights those MFIs that are female-friendly in their policies, and advancement of women. WAM surveys also call attention to the valuable role that female professionals play in the industry.

By raising public and industry awareness about the challenges women face in the microfinance industry, and by highlighting MFIs that are committed to advancing women, WAM is making a big contribution to “50-50.”

Disturbing Trends Show Industry “De-Feminization” ...

We met with Deborah Burand, University of Michigan Law Professor and co-founder of WAM, and asked her how things were going in the industry since WAM began in 2003. Needless to say, we were discouraged by her update. She referred us to a recent study conducted by the Women’s World Banking (WWB) which makes the business case for female leadership within the Microfinance community. While a compelling case should serve as the basis for increasing female leadership, the trend is in the opposite direction. According to the report on WWB’s study:

“Women’s leadership has been central to microfinance from the inception of the industry. Many of the industry’s pioneers were women, and as microfinance institutions grew, women were well represented in management. To this day, in comparison with other industries, the representation of women in leadership remains strong in microfinance. In recent years, however, microfinance providers have been strained by unprecedented rates of growth, the increasing need for skill sets from the private sector, and pressure to become more commercially motivated. There is evidence that with these changes in the industry, the percentage of women in leadership positions is beginning to decline. Even within the Women’s World Banking (WWB) network—the only global microfinance network expressly committed to women’s leadership—there has been a decline in women in board positions (from 66 to 58 percent) and in senior management (from 66 to 51 percent) from 2003 to 2007.”

WWB President Mary Ellen Iskenderian has called this latest trend the “*insertion of the glass ceiling*” in microfinance organizations:

“Institutions that were founded by women and have long had a commitment to serving low-income women are experiencing declines in the representation of women in management, particularly in senior and mid-level positions.”

... Despite A Strong Business Case For Gender Diversity

According to Iskenderian:

“The business case for gender diversity posits that organizations that successfully recruit, retain and promote women will benefit from these efforts, not only in terms of “social returns” but also financially. A study of 226 MFIs in 57 countries published in 2007 demonstrated this correlation for the microfinance industry: when the CEO of an MFI was a woman, the MFI showed a higher return on assets.”

Why is gender diversity good for MFIs’ bottom lines? According to WWB:

- 🗣️ **Attracting and retaining top talent.** *Qualified talent is a concern for any organization in any industry. In microfinance, getting and retaining talent is critical because of the labor intensive nature of the business.*

- 🗣️ **Differentiation** in the market as a gender diverse organization attracts not only top female talent but can have corresponding benefits in attracting new women clients. Becoming an employer of choice for women can help differentiate the MFI as an organization truly committed to serving women.
- 🗣️ **Mirroring the market.** WWB believes that MFIs targeting women customers will be more successful at understanding and responding to customers' needs if they mirror their market.

WWB's Prescription for a Healthy, Gender-Inclusive MFI

- 🗣️ Showcase successful women within the institution
- 🗣️ Create an in-house mentoring program
- 🗣️ Develop a fast-track program for high-potential women
- 🗣️ Offer on-site or facilitated childcare
- 🗣️ Grant flexible work schedules and responsive leave packages
- 🗣️ Establish gender diversity targets
- 🗣️ Use process mapping as a tool for improving staff experiences

Why wouldn't the industry pay heed to a study that concludes female leadership makes better business sense? It defies logic. We need to bring pressure to change this.

There is so much more to be said about microfinance and questions to ask, like the ones at the end of this chapter. Because we need to turn now to other ways for women to gain economic strength, I'll just wrap this up for now and say that my ultimate hope is that, although this train seems to have left the station, we can collectively, and wisely, cause it to jump tracks.

Let's Talk About Real Economic Strength for Women

Here's a sound-bite I love from, Ritu Sharma Fox, Cofounder and President of Women Thrive Worldwide (formerly The Women's Edge Coalition):

"Microfinance = micro-incomes."

It's the perfect way to transition here. I am a believer in the importance of micro-lending and I know that it is the only hope (right now) for maybe hundreds of millions of women. But I think real personal advancement comes only when you have your own capital base and financial security. There's now also a huge amount of research data proving women use increased household income to improve education, health and living conditions for their families.

Geeta Rao Gupta, President, International Center for Research on Women (ICRW) summed up extremely well what I also think should be the definition of success within microcredit programs:

"...the true indicator of the success of microcredit programs should be the rate of growth in the size of the loans that women take. To make permanent and sustainable inroads into women's economic disadvantage, microfinance programs should measure their success by the size of women's loans over time and whether a substantial portion of women borrowers graduate from microcredit to formal credit channels and from micro-enterprise to small and

medium sized businesses. Otherwise, microfinance programs will be doing little other than keeping women 'ghettoized' in microcredit."

Further, Gupta tells us ways to get to that next level:

" To grow women's businesses, microfinance services must provide a full complement of business development services and marketing assistance, not just loans, so that women can build equity."

Women micro-borrowers are already at that juncture and know what they need. After visiting the first group of women micro-borrowers in Mexico, we could have predicted what we would encounter with every subsequent group we visited. They all said "we want more money" and "we want lower interest rates." Which, of course, is to say, that they want to expand their businesses, and they knew that to be competitive and to make a profit, their cost of borrowing had to come down dramatically.

If MFIs were to listen to the needs of their borrowers they would take heed and design products specifically to meet these needs. Overall, this is not being done within the industry, according to Opportunity International.

Many women also need an outlet to distribute and sell their goods. There are some channels for that now. When I asked friends for outlets they are aware of all these ideas came back: monkeybiz.ca; agreatergift.org; globalgirlfriend.com; The Amber Chand Company; Lucina Jewelry; World Shoppe; World of Good; Mayan Families Women's Group in Guatemala; Alpamina (Ecuador); Su Oceano (Mexico); 10,000 Villages; Macy's (Rwanda). And, this list is not even the tip of this iceberg.

Still, it can be very cumbersome to get goods from, often small villages, where they are produced, on to the market. And more distribution outlets – and fewer "middlemen" – are needed so women who actually produce the goods will get fairly paid. For example, a woman in Rwanda can spend an entire week weaving a "peace basket" that is a work of art, only to be paid \$3. When we see it on a specialty display in a department store, the price tag can be \$60 - \$100.

IFC, the private sector investment arm of the World Bank Group, is making a major contribution in this realm. In 2004, IFC launched the Gender-Entrepreneurship-Markets (GEM) initiative, which aims to mainstream gender issues into all dimensions of their work and, specifically, helps to better leverage the untapped potential of women as well as men in emerging markets. IFC advises small and medium size business entrepreneurs on investment projects, capacity building, and access to finance. They provide crucial training, including taking small business owners step-by-step through the process of marketing their products in the global marketplace. We applaud this important, broad-based initiative.

To Grow Their Businesses, Women Need \$

Now let's move up to much larger visions: helping qualified, ambitious, women to own and operate small and medium size companies, and to employ many more people. I came across this statement in the Stanford University Graduate Business School's *Social Innovation Review*, that anchors the discussion of why women have to progress beyond microfinance:

*"To understand why creating jobs, not offering microcredit, is the better solution to alleviating poverty, consider these two alternative scenarios:
(1) A microfinancier lends \$200 to each of 500 women so that each can buy a sewing machine and set up her own sewing microenterprise, or
(2) a traditional financier lends \$100,000 to one savvy entrepreneur and helps her set up a garment manufacturing business that employs 500 people. In the first case, the women must make enough money to pay off their usually high-interest loans while competing with each other in exactly the same market niche."*

This is definitely an avenue to pursue. The point is, that to have economic strength, women need to permeate every aspect of business and commerce up and down the supply chain, and every layer of size from micro to intergalactic (As in: Big n Large planting their flag on another planet in Wall-E!)

Entrepreneurs with new business ideas have to have capital to get started and most have to raise it from outside sources. The major funding comes from large venture capital investors, but I've seen estimates that only 5% of venture capital funding goes to women owned businesses. Why is that? It's both a women don't "get" it -and - a women don't get it phenomenon.

Too many women don't go beyond asking friends and family to invest, which, right there, is a prime reason so many women owned businesses remain small. Companies usually need more capital than that, and a natural route is for entrepreneurs to approach what are called "angel" investors, who are willing to invest in a company in its early stages.

But the Journal of Business Venturing reported that women business owners made up only 9% of proposals to angel groups in 2007. So obviously, they received a small share of the available funds. You can't receive unless you ask, so lesson number one for women with business ideas is: you need to be in the fundraising business, too.

We need to be more proactive in resolving the second problem, though: the fact that women are, literally, not getting venture capital funding. Some women have banded together into groups to supply venture capital for women entrepreneurs. This is having some impact, and, as the trend continues, it will have more impact.

But it begs the question of why more funds from the main venture capital spigot are not flowing to women owned businesses. We need people who "get" 50-50 to help change this funding equation. We hope to hear your ideas on how women can clear this big hurdle.

An Intergalactic Spider Woman Web

I planted a seed earlier - just the beginning of the gist of a concept. But why can't there be the new "Wal-Mart" - one that is gender balanced as far as control, suppliers, and orientation? It would require a network of partnerships to pull off. But, please don't just think it's crazy and dismiss it.

One reason I think it can work in a big way is that women in the U.S. make most of the purchasing decisions. *Pink Magazine* says that smart companies are "wooing the women," both as consumers and corporate big spenders based on these facts:

- 👉 *Women drive 80% of the annual purchases of home improvements.*
- 👉 *Women drive 66% of the annual purchases of new computers and cars.*
- 👉 *Women drive 53% of the annual purchases of investments.*
- 👉 *In corporate headquarters, women now control purchases of everything from software to auditing services.*
- 👉 *Women owned businesses spend an estimated \$103 billion annually on Information Technology, telecommunications, Human Resources services and shipping.*
- 👉 *90% of Deloitte's partners and senior managers have "pitched" to female buyers in the past 2 years.*

Not all companies are smart, because female corporate buyers report a level of condescension on the part of salespeople who failed to ask women what the problems were first! Many salespeople also didn't stop to think that female buyers needed to first know how products and services were going to help their team.

This line from the *Pink* article sums it up:

"Clever marketers have begun to connect the dots. Women and bottom-line growth are intrinsically linked."

Reports indicate that, in most other countries, too, women make or influence most of the purchasing decisions in the home, as long as they start with some economic foundation. The Women's Empowerment Project in Nepal, for example, showed 68% of women who have received a microfinance loan experience an increase in their decision making role in the areas of family planning, children's marriage, buying and selling property, and sending their daughters to school. And we don't have data on women's influence on corporate purchasing. Perhaps you can share any information you have on that.

Ideas are bubbling up out there. A group of women we know in Atlanta have already met to talk about what they call a Spider Woman Web - a way to connect women who are working on helping other women increase their economic strength, with other such women.

And Astrid Pregel, a veteran of the Canadian consulates in Kenya, India and the U.S., and founder of *Feminomics*, describes how she is assuming a lead role in reinforcing women's roles in the global economy:

"I have been asked by Canada's foreign ministry, the equivalent of the US State Department, to create an international program that will brand Canada as a global leader in positioning women as central to economic growth. The program has been tentatively called Women Accelerating the Global Economy (WAGE). There will be three major components focused on the domestic economy, the international economy, and Canada's aid relationships with the world's emerging economies.

The goal is to create networks within Canada, and around the world, that will connect economically powerful women with each other, and with the global economic and political power structures, in order that women everywhere and in Canada, in particular, will be able to achieve their maximum economic potential,

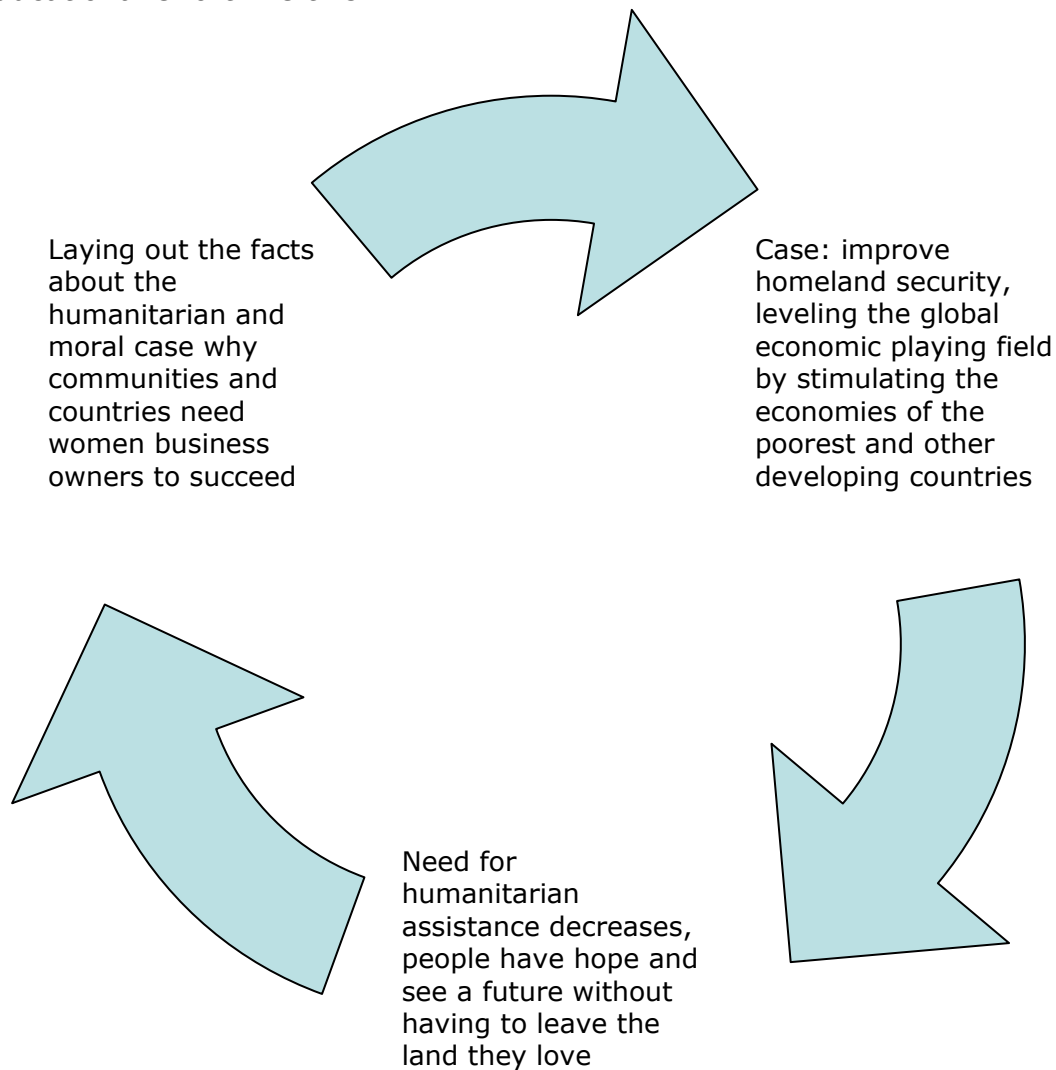
and contribute to the economic growth of their countries, their communities and their families.

Business excellence, mentorship across generations and countries, creating new role models, working with women around the world, having women's voices heard, and contributing to shifting the understanding around the central importance of women to the global economy, are all elements of the WAGE initiative."

This is that start of something powerful, and we have no doubt Pregel's high level program will succeed.

Triggering Virtuous Circles

Without even stretching the imagination, we can envision virtuous circles around women's economic strength. For example, launching a potentially very successful educational effort like this:



We mentioned some men who are already on this wavelength. We know of many more we didn't have room to mention. All are welcome. There's no reason we can't have a Spider Woman-Spider Man Worldwide Web. We have only skimmed the surface of how women can gain crucial economic strength. It requires a book dedicated to mapping it out. Maybe there's a plan underway that you know about and you are already involved. We'd like to know because, if women gain serious economic strength, gender balance would be achieved at lightening speed. And if women were in stronger positions as to how wealth would then be directed, we would be much closer to a Universal Neighborhood.

QUESTIONS

Do you agree that, if women controlled and directed more of the world's wealth, they would use it to create a Universal Neighborhood?

Do you have data to share on the influence women have on corporate purchasing? On household purchasing? In the U.S. and worldwide?

Do you have ideas of how women can gain greater economic strength?

Have you invested in a Microfinance project and if so, what criteria did you use to make this decision? Did you consider the leadership roles of women before investing?

Can you connect us to high profile and other key people we should recruit to this effort?

We know gender balance needs to be adopted by leaders in at least three widespread movements that have a lot of momentum – Peace; Sustaining the Environment; and Leveling the Playing Field/Poverty Reduction. We hope you will let us know what connections you can make to the leaders, and what other logical links you see.

Develop the Habit

- 🕒 Conduct research, and support action, on best practices in helping women gain economic strength.
- 🕒 Help women obtain venture capital for sound ideas for small, mid-size and large businesses.
- 🕒 Pull out all the stops you can so women can gain real economic strength.
- 🕒 ASK THE QUESTION: Are there qualified women in leadership positions?
- 🕒 Join efforts to be part of an Intergalactic, Spider-Woman, Spider-Man web. This is doable. But we need to pull everyone in. Share your ideas.
- 🕒 Support holistic approaches to microfinance as part of an on-going commitment to innovation, research and development.
- 🕒 Commit support to MFIs that support qualified women in leadership positions, those who intentionally go “beyond borrowers.”
- 🕒 When attending educational forums around microfinance practices, notice if women are speaking for women, if not, question the panel.
- 🕒 Purchase Fair Trade items.
- 🕒 If not so marked, when purchasing handmade goods consider the purchase price, and find out what the women on the other end received: was it fair market value for the work?
- 🕒 Buy goods from only reputable organizations when purchasing over the internet; read about the woman who created your purchase; read the fine print.

Chapter Twenty Eight 50-50 = Peace Part I

"How can the world live without war? Someone must know."

Alice Walker

I stupidly watched two horrifying movies as far as bloody wars are concerned – *"Reds"* and *"Harrison's Flowers"* – right before going to sleep. I've had many fitful nights in the years since, which kept the connection between women and war/peace rustling in my mind. In scene after scene in *"Reds,"* young men fighting in the Russian Revolution shot and bombed each other into bloody piles. World War I followed and eventually 20 million were killed, nearly one-half of whom were civilians. WWI was supposed to be the "War to End All Wars" ----only to be followed by WWII which claimed as many as an estimated 70+ million lives. Countless other wars have followed that.

Due to advanced movie-making technology, the horror and brutality of war was infinitely more graphic in *"Harrison's Flowers,"* which portrayed the ethnic fighting in Yugoslavia in the 1990s. Without a doubt, the Holocaust was an attempt to "wipe out" Jewish people to "restore racial purity," but I think the first time I heard the term "ethnic cleansing" was during the break-up of Yugoslavia.

We need to get something straight right now. When we talk about war, we need to use vocabulary that describes the horror and, even then, it will fall short. Holocaust means "completely burnt." People in Germany, Poland, Yugoslavia, Rwanda, Cambodia, and so many other countries, were murdered, exterminated, slaughtered, annihilated, massacred.

Genocide exists today, right now. Genocide is not a word we should assimilate into our brains along with neutral words. Genocide is the deliberate and systematic destruction of an ethnic, racial, religious, or national group. In the case of Congo, genocide is aimed at the women; the people are being wiped out quicker that way.

We need to purge other words. The one that always sends chills up my spine is when we talk about people killed in war as "casualties." Hitler got the German people to refer to extermination as "The Final Solution to the Jewish Question." Companies bid for contracts to build the ovens – can you, under any circumstance, imagine doing that?

Military and blatant brain-washing terms like those are designed to lull us into thinking war is not evil. So we have to be vigilant over our own hearts and souls and mentally put ourselves in the place of victims we see on the news and in movies. Then we can begin to think about war for the evil it is.

Whenever I hear the word evil, I remember a priest teaching that "evil begins when one person feels superior to another." Just that simple framework adds perspective anytime a pro-war argument comes up.

Whenever we read or hear or see a movie about war, we need to stop and think about our own family being murdered. The most haunting understanding of "ethnic cleansing" in Yugoslavia is the scene where you see a beautiful, trusting, 7- year- old girl in a yellow dress, waving and grinning before the camera. Next you see her, dead,

in front of the blown-up bus she was riding in. When you notice she was brutally raped, knowing that all that blood on her yellow dress meant this innocent, sweet child was tortured, you want to throw up, just like Andie Mac Dowell did.

Did those wars teach us much, or put an end to war? Of course not. Just when you think you've seen or imagined everything horrible that one human being can do to another you watch "*Blood Diamond*" and see soldiers chopping the hands off people they have been incited to hate in Sierra Leone. The most shocking of all was watching children be kidnapped, drugged, brainwashed, tortured, and deprived of sleep so that they would become trained soldier killers. It's unthinkable, yet true, that today hundreds of thousands of children, some as young as 8, are being forced to kill in Africa, Asia, the Middle East, and Europe. While the U.S. doesn't recruit children that young, the average age of the over 58,000 forces killed in Viet Nam was 19. If you scroll through the continuously running list on the CNN website you'll see many 18- and 19-year olds who have died fighting in Iraq. Think about that if you have teenagers in your family.

Let's Wake up to the Horror- War Harms Women and Children Most

Countless millions have died in war just in my lifetime. I have been spared the loss, anguish, fear, and torture people suffer in war-ravaged countries because war has not been fought on our soil for nearly 150 years. But there are more than 50 wars or violent conflicts going on in the world today.

This is the cold, hard reality: today 90% of war casualties are civilians and 3/4 of those are women and children. Never was this driven home more than at the Omega Institute's 2007 Women, Power and Peace Conference. Horror stories from Afghanistan, in particular, flew in the face of what we are led to believe here in the U.S.

And what about here? Do you know what per cent of our national budget is going for war – most of it to weapons manufacturers who make huge political contributions? This was an estimated cost of \$178 Billion in 2008, or 20% of the national budget, according to the federal government; others say it's more.

How much are we spending on peace – promoting it, negotiating for it, or supporting leaders who promote peace? We'd like to hear your answers because we don't even see this as being on the radar screen in the U.S. Congress.

What's in the U.S. budget for women who are victims of conflicts? Not much. Here's something to chew on. UNFPA, the United Nations Population Fund, provides women's health care and promotes the rights of women around the world. It is the largest international source of such assistance. The U.S. Congress allocates \$34 million annually to UNFPA. However, the Administration withheld these funds every year between 2002-2008. So guess what? Another organization formed, called Americans for UNFPA, which works to get these Congressionally allocated U.S. funds released. Isn't it ridiculous that this is necessary? We can change that.

Violence Affects Us All

War seems distant or nationalistic. But it's not about patriotism. It's about killing. It's about lives being shattered. We must end war.

Focusing on violence is a good place to start. Violence certainly affects us all. Ending violence against women should be on everyone's mind every day. Why? The United Nations Development Fund for Women estimates that at least one of every three women globally will be beaten, raped, or otherwise abused during her lifetime. Remember these odds: 1 of every 3 women.

Stop right now and think about how many conversations you have had about this with anyone today – this week – this month – this year? I'm a perfect example. Despite the fact that my own mother was the victim of domestic violence, after my father died, I pretty much shut it out of my mind. It wasn't until recently, when I joined with other women in Atlanta in the Circle of Sisters, to be there for fellow sisters who survived domestic violence, that I even knew the statistics. But even statistics as horrible as these can make our eyes glaze over – until we meet women who were living a normal life one day, and were fleeing for their lives with their children the next.

How did we get here? There's one very basic explanation. As long as there has been patriarchy, countless women have been put in subservient roles and forbidden to question the authority of males. Women were treated as inferiors – or even as property- in some cultures more than others, like in my parents' "old country" Italian society.

Women's e-News had a story that would make every father I know join a vigilante:

"A 3-year-old girl was raped and sexually assaulted by an adult male and the act was recorded on a videotape discovered in Nevada... Most domestic and sex crimes occur in private and it's rare to witness the violence. It's even rarer to have indisputable evidence of the crime."

There aren't enough vigilantes to take care of a problem that harms one in every three women. Men have to get involved in putting a stop to it. If something horrible was affecting one of every three men in this world, do you think we all would do everything we could to stop it? You know we would. What have we been doing about violence against women? The Women's E-News story says:

"The focus is usually on women not doing enough to protect themselves or their children, while far less attention is paid to the perpetrators. Why aren't more men outraged at their fellow males' actions and motivated to end it, once and for all? Why are women left to pick up the pieces? Isn't this a man's problem?"

How Do We Eliminate Violence?

Patrick Partida, president of the University of Texas organization Men Against Violence, says violence against women is a man's problem:

"The problem is not women not protecting themselves but men attacking women. The blame must be put in the correct place. If all men dedicated

themselves to stopping men's violence against women, then complete eradication can become a reality. They learn this behavior from the media, peers, parents and even teachers. Many men find methods of fulfilling their perceived need for power through external means, which often include being violent and instilling fear in women"

And Dick Bathrick, co-founder of Men Stopping Violence, brings violence against women "full circle" back to patriarchy:

"In a patriarchal society, the notion that certain groups are entitled to dominate other groups is normalized. We hold women responsible for the problem and the solution. Men are socialized to control and dominate, and to stop violence against women, men have to look at themselves."

This may offend some of you, but religious fundamentalism also has played a terribly destructive role. Many religions are culpable. Now that I am aware of some of these things, the hair on the back of my neck stands up when I hear religious leaders urge for a return to "traditional" families and "traditional" family values. Some of those religious leaders even defend the men and tell women to endure domestic abuse. Please, let's all raise our antennas when we hear code words for what might really mean "putting women in their place." I know I'm losing some of you here, but I have to call attention to something I think reinforces attitudes that harm women, or I wouldn't be able to live with my conscience.

Women's eNews says we need to issue a clear invitation to men:

"Men can and will be receptive to this discussion if we make it a priority to include them. There's no excuse for domestic and sexual violence to continue in a tough economy or in prosperous times. Elimination of the problem is possible, but until men become an equal part of the solution, we will not win the battle against it."

We echo that invitation and welcome all of your ideas and action reports.

Legislation and Funding are Important....

Here's a potential bright spot on the horizon. Groundbreaking legislation, The International Violence Against Women Act (S.2279), was introduced in the U.S. Senate on October 31, 2007 by then Senator Joseph Biden (D-Delaware) and Senator Richard Lugar (R-Indiana). Biden and Lugar developed it in conjunction with Women Thrive (formerly Women's Edge Coalition), Amnesty International USA (AIUSA), the Family Violence Prevention Fund (FVPF), and the help of other organizational partners. It is the result of extensive research on what works: it was drafted in consultation with more than 150 groups including U.S.-based NGOs, U.N. agencies and 40 women's groups across the globe. It is the centerpiece of a nation-wide campaign led by Women Thrive, AIUSA, and FVPF to end violence against women worldwide.

This Act would apply the force of U.S. diplomacy and foreign aid, totaling \$1 billion over five years, in foreign assistance for international programs that prevent violence, support health programs and survivor services, encourage legal accountability and a change of public attitudes, promote access to economic opportunity projects and

education, and better address violence against women in humanitarian situations. The legislation would deal with preventing violence in all of its forms, including honor killings, bride burnings, acid burnings, dowry deaths, genital mutilation, mass rapes in war, and domestic violence.

What we have to do as taxpayers is understand why we need to spend money to end violence, be willing to pay taxes for that purpose, and urge our government representatives to vote for this Act. We have to make it clear with our votes what we expect.

.....but Money is Not Enough. We Need Transformation

Perhaps no one person has personally committed herself to ending violence as much as Eve Ensler has since writing *The Vagina Monologues* 10 years ago. So, naturally, we value her insight as to what we really need to do to end violence:

"We have not yet unraveled or deconstructed the inherent cultural underpinnings and causes of violence. We have not penetrated the mindset that somewhere in every single culture gives permission to violence, expects violence, waits for violence, and instigates violence. We have not stopped teaching boys to deny being afraid, doubtful, needy, sorrowful, vulnerable, open, tender and compassionate.

We have not yet elected or become leaders who refuse violence as a possible intervention, who make ending violence the center of everything rather than amassing more weapons and proving how macho and unbending we can be. We have not elected or become leaders who understand that you cannot say you believe in protecting women and children and then support bombing Iraq. Exactly whose children do you believe in protecting? We have not yet elected or become leaders who understand that the same mechanisms of occupation, domination and invasion on an international level influence and role model what happens in the home, on a domestic level. We have not elected or become leaders who are brave enough to make ending violence against women the central issue of our campaign or office.

If we are going to end violence against women, the whole story has to change. We have to look at shame and humiliation and poverty and racism and what building an empire on the back of the world does to the people who are bent over. We have to say what happens to women matters to everyone and it matters A LOT.

As outrageously compelling ending violence against women is, Ensler says the movement has, sadly, pigeonholed itself:

Even raising money to stop violence against women can make it some thing other, something separate from the human condition, from every moment of our daily lives. It creates a strange fragmentation and an even more bizarre fiction. We concretize what is abstract and integral because we need to raise money and people feel better writing checks. And so we have constructed an anti-violence movement that has built shelters and hot lines and places for women to run to be safe. And although these places are crucial, they keep the focus on things or places rather than the issue, on rescue rather than transformation. It is the

culture that has to change--the beliefs, the underlying story and behavior of the culture."

We hope this book helps raise violence to the level of concern it deserves. It's not up to Enslar and organizations like hers to change the culture; it's up to all of us.

Know the Real Score

I'll just state right up front that I was against the United States waging this pre-emptive war in Iraq from the very beginning, over 6 years ago, and want to use it as a proxy for talking about war, and alternatives to war.

I remember many conversations with my brother and sister-in-law. She and I did not see the justification, whereas my brother felt that he should support the President because of the reasons the administration were giving the American people. At that time, more American men than women were in favor of going to war, and only 1/3 of American women supported the war if the U.S. were to suffer thousands of casualties. Two years later my brother declared he had made a mistake in supporting this war, and current polls show that more than 70% of Americans now oppose the war. Americans were misled in 2003, and we may never know the war's full impact.

What is the "Real Score?" We know this much for sure: war is big business. Scratch that – war is bigger business than any of us could know without a great deal of investigation. There are war profiteers on a larger scale than most of us can ever imagine. As citizens of our countries and of the world, it is our responsibility to be as fully informed as possible, to learn everything we can about who stands to benefit from war. I guarantee that the vast majority of us can't fathom the revenues generated by war, and who captures the flow.

Some of the facts, excerpted from *The Three Trillion Dollar War*, by Joseph E. Stiglitz and Linda J. Bilmes,¹ show how sorely misled Americans were on the cost, and the opportunity cost, of the Iraq war alone:

- *In the run-up to the Iraq War, Lawrence Lindsey, President Bush's economic adviser, suggested that it might reach \$200 billion all told.*
- *Secretary of Defense Donald Rumsfeld dismissed that as "baloney," and estimated the total cost of the war in the range of \$50 to \$60 billion.*
- *Deputy Defense Secretary Paul Wolfowitz went as far as to suggest that Iraq's postwar reconstruction would pay for itself through increased oil revenues.*
- *By the Bush administration's own reckoning, at the 5-year mark, the cost of the Iraq war, counting only the money officially appropriated, approached \$600 billion, or more than 10 times Rumsfeld's original number.*
- *But even the \$600 billion number is disingenuous—which is to say false. The true cost of the war in Iraq, according to our calculations, will, by the time America has extricated itself, exceed \$3 trillion. And this is a deliberately conservative estimate. The ultimate cost may well be much higher.*

¹ Nobel laureate and economist **Joseph E. Stiglitz** is a professor at Columbia University in New York and was chair of President Clinton's Council of Economic Advisors. Budget and finance expert **Linda J. Bilmes** is a professor at Harvard University's Kennedy School of Government.

- *Our conservative \$3 trillion estimate includes: Total appropriations, operational expenditures hidden elsewhere in the defense budget, adjustments for inflation and the "time value" of money, future operational expenditures, the full costs of health care and disability payments for returning veterans, the cost of restoring the military to its pre-war strength, costs incurred by other parts of government, interest, the cost to the economy, and the macro-economic impact.*

\$3 trillion is a huge number. But it doesn't begin to encompass the true, total human cost. To date, over 100,000 civilians (probably too a low number) and well over 4,000 coalition fighters have been killed in this war, with no end in sight. An estimated 1 million have fled Iraq, or are homeless, due to the war. Erica Jong's words really hit home about this:

"Noam Chomsky predicted all this 25 years ago, when he said that the concentration of the media would rob us of real news. It certainly has. We can read all we want about Britney, Paris, Heath, Tom Cruise, the Spice Girls and all their buds -- dead or alive -- but we can't read about how many children have been maimed in Iraq, or their dead and legless or armless mothers and fathers who were shocked and awed. But we know it's happening. And we feel the great weight of our complicity."

Additional Tolls on Women

How many Americans know the direct impact on American military women? *The International Herald Tribune* reported these facts from Columbia University's Helen Benedict's *"The Lonely Soldier: The Private War of Women Serving in Iraq"*:

- Women make up some 15% of the U.S. active duty forces, and 11% of the soldiers in Iraq and Afghanistan. (nearly 200,000 have served in the Middle East since 2001)
- Nearly 1/3 of female veterans say they were sexually assaulted or raped while in the military, and 71% to 90% say they were sexually harassed by the men with whom they served.
- Many must go back to war with the same man (or men) who abused them. This leaves these women as threatened by their own comrades as by the war itself.
- Women are the fastest-growing group of veterans, and by 2020 they are projected to account for 20% of all veterans under the age of 45.
- Yet the combination of sexual assault and combat has barely been acknowledged or studied.

War-induced violence follows women home. Based on the recent gruesome murders of three female soldiers stationed at Fort Bragg, NC, following a series of wife-killings there in 2002, there's serious doubt the U.S. military is doing much to follow through on promises to take domestic violence crimes seriously. According to *The New York Time*:

"One woman's body was dismembered and dumped in the woods. Another, seven months pregnant, was found in a motel bathtub. The third was stabbed to death. In each case, the victim's boyfriend or husband, a soldier or Marine, has been charged in the killing. All three suspects were deployed in Iraq at some point."

Domestic violence among combat troops has spiked in the past two years, yet cases are unresolved, and have been mishandled by the Army.

Iraq is but one current conflict and, if we could tally the consequences of all wars, wouldn't we collectively use that to alter our course for the future? Any readers who can shortcut tallying the consequences of all current conflicts, by providing comprehensive facts and figures, would be actually "arming" us for peace.

Men and Women Have to Lead Us Away from Violence and Toward Peace

We cheered when we heard that two male U.S. Senators – from "both sides of the aisle," no less - were introducing the International Violence Against Women Act. This is a positive step. But, as Enslar says, the entire culture has to change.

Men are not born violent – they learn to be violent. The truth of this really sunk in for me when I read a *Vanity Fair* article on the ongoing war in Afghanistan called "Return to the Valley of Death" about the American soldiers of Battle Company who are fighting there. Sergeant Brendon O'Byrne said:

"The high point of our day is killing someone else. I mean, what's that say about us? What's it going to be like when we go home? I went out to take a p--- one night and I was like, 'What am I doing in Afghanistan?' I mean literally. What am I doing here? I'm trying to kill people and they're trying to kill me. It's crazy."

Does this sound like a born killer? Not to me. Sergeant O'Byrne sounds like he's torn up inside over being "loyal" to his country, and true to his principles.

No, men are not born killers. They are trained for war. They are told going to war is noble – their "patriotic duty" - no matter how many in Congress voting for that war have ever served their country that way, or have any personal connection to the war they are sending other "patriots" to fight. Why don't we change this? We need to raise boys to be compassionate and vulnerable, and not call boys who care "girly-boys."

All women are not born peacemakers and nurturers. They can grow up to be caring or not. In his article "If This Isn't Slavery, What Is?", *New York Times* reporter, Nicholas Kristof, told the gut-wrenching story of a 13-year-old girl who was kidnapped and sold to a brothel in Cambodia. The savagery she endured before being rescued by a female trafficking survivor was beyond human credulity. But, it would be a grave mistake to assign women to the savior roles. The owner of the brothel was a woman who gouged out the young girl's right eye, after the girl begged for rest after a forced second painful, crude abortion. Kristof reports that women brothel owners sometimes beat girl slaves to death as warnings to others.

Other women are capable of killing, too. Many are trained for combat and go to war. If the result is training more people for war and more killing, gender balance in the military is not a goal of this book. If having more women in decision making roles in the military increases our hopes for bringing about peace, then we need to make that top priority. So we need "womanly" women leaders, not "manly" women leaders to transform our culture to end violence and war. We have to monitor this.

Even right here at home in Georgia, Maria Britt was recently was promoted to brigadier general in the Georgia Army National Guard, leading a force of 10,500. As the *Atlanta Journal Constitution* reported, Britt comes from a traditional Italian-American family and says being a working mother, being compassionate, and leading through good listening and team building - not roughshod command - means she will be an effective commander. *"I don't thrive on confrontation or ego. But I don't feel intimidated and I stand my ground when I feel I'm right."*

I love the way she put her value as a mother right there on the table: *"I think I'll bring my mother skills to work when solving problems and issues."*

Speaker of the House, Nancy Pelosi, included this exchange she had with Secretary of State, Condoleezza Rice, and President Bush, which gives us a first-hand, actual account of "masculine" and "feminine" in action at the highest level:

"On March 19, 2003, I received a call from Condoleezza Rice. 'The President asked me to inform you that in one hour we will initiate an attack on Iraq.'

'Why now?' I asked. 'We haven't exhausted all of the diplomatic and inspection remedies.'"

In the United States, Congress, influenced by the President, actually declares war. Just looking at the U.S. Senate, in 2002, 77 Senators voted in favor of going to war against Iraq and only 23 opposed. But as I'm researching this now, I find it shocking that the percentage of female U.S. Senators voting in favor of the war was even much greater - 10 in favor and only 3 opposed. While Pelosi voted against the Iraq war, we can't automatically count on ending war by electing more women.

Even though most went on to back-pedal like crazy from the Iraq War, it's sad to see some U.S. female political leaders feel they have to come across as tough as possible on national security and "waging war on terrorism," rather than speaking up for holistic approaches.

More and more, though, people who wouldn't speak in favor of ways to "wage peace" before are seeing the light. Especially encouraging as far as the aim of this book, are the men who never publicly admitted before that they now think we should work for peaceful solutions. Surveys show that the majority of women everywhere favor peace and are becoming increasingly vocal and organized about it. The time has never been more ripe for electing leaders who will champion peace.

Again We Ask, Are Female Leaders the Answer?

The answer from history is: not always. Take these 3 cold-blooded examples:

- The 15th-century Queen Isabella of Castille established the brutal Spanish Inquisition.
- The Florentine-born Catherine de Medici picked off her enemies with poison in 16th-century France.
- When "Dragon Lady" Empress Tzu-Hsi seized the Chinese throne in the mid-19th century, her ruthlessness left foes trembling.

But many female leaders have worked tirelessly for peace. I had been taught about those cruel female leaders, but not the countless women throughout civilization who have fostered peace. At the top of the list deserving tribute are the 12 women whose efforts toward peace have earned them the prestigious Nobel Peace Prize:

- 👤 **1905: Bertha Sophie von Suttner(Austria)** - Author of influential book "Lay Down Your Arms," and President of the International Peace Bureau.
- 👤 **1931: Jane Addams (US)** - won jointly with Nicholas Murray Butler (US)- Addams was President of the Women's International League for Peace and Freedom and founder of Hull-House, a U.S. settlement house for immigrants' families.
- 👤 **1946: Emily Greene Balch (US) - won jointly with John Raleigh Mott (US)**- Balch worked with Jane Addams and also was President of the Women's International League for Peace and Freedom.
- 👤 **1976: Betty Williams (Britain) and Mairead Corrigan (Northern Ireland)**- Both founded the Northern Ireland Peace Movement, (later called the Community of Peace People) dedicated to ending the violence in Northern Ireland.
- 👤 **1979: Mother Teresa (Albania)**- A nun in the Orders of the Missionaries which helped the poorest of the poor in India.
- 👤 **1982: Alva Myrdal (Sweden) won jointly with Alfonso Garcia Robles (Mexico)**- Myrdal, a writer and diplomat, worked for many years to promote disarmament and world peace.
- 👤 **1991: Aung San Suu Kyi (Burma/Myanmar)**- Human rights advocate, still a political prisoner, for her efforts to peacefully bring democracy to Myanmar.
- 👤 **1992: Rigoberta Menchu (Guatemala)**- For her efforts to bring enduring reconciliation among all sectors of Guatemalan society, and for defense of indigenous rights worldwide.
- 👤 **1997: Jody Williams (US)**- won jointly with the group she coordinates, the International Campaign to Ban Landmines, for work promoting the banning and clearing of anti-personnel mines.
- 👤 **2003: Shirin Ebadi (Iran)**- lawyer and human rights activist, notably in defense of the rights of women and children in her society.
- 👤 **2004: Wangari Maathai (Kenya)**- Founder of Green Belt Movement which promotes awareness of the need to protect of natural resources as a prerequisite to a sustainable and peaceful world.

The Nobel prize winners are an exceptional group, but those Nobel laureates still living credit countless women all over the world who are working on behalf of peace. Increasingly, such women are running for public office and getting elected. When the percentage of both men and women who favor peace reaches a high enough level to influence those many in the middle who are persuadable, we'll see real change. You and I can encourage and help elect those men and women.

One Sure Solution: Ending War → Requires Ending Violence→ Which Begins with Personal Change

Some stories about peacemakers sound superhuman. Take the one in *Pink Magazine* about Pascasie Mukamunigo who is a master weaver of Rwandan Peace Baskets for Macy's. One day she saw "the very man neighbors said had killed her eldest son" in the genocide. So she invited him to join her weaving group. Contrary to what some

thought, Mukamunigo said it was not spiritual strength that prompted her but practicality:

"The peace has to start here."

Wow – those may be the most courageous words I've ever heard.

This book is about balance, which requires that we point out women can be violent and engage in combat and killing. Still the reality is that, since men inflict most of the violence against women, violent men, and men who have turned a blind eye to violence, have to change. How can we change the culture?

www.MVPStrategies@aol.com urges us to freely share these rules of conduct:

10 THINGS MEN CAN DO TO PREVENT GENDER VIOLENCE

- ☑ Approach gender violence as a MEN'S issue involving men of all ages and socioeconomic, racial and ethnic backgrounds. View men not only as perpetrators or possible offenders, but as empowered bystanders who can confront abusive peers.
- ☑ If a brother, friend, classmate, or teammate is abusing his female partner -- or is disrespectful or abusive to girls and women in general -- don't look the other way. If you feel comfortable doing so, try to talk to him about it. Urge him to seek help. Or if you don't know what to do, consult a friend, a parent, a professor, or a counselor. DON'T REMAIN SILENT.
- ☑ Have the courage to look inward. Question your own attitudes. Don't be defensive when something you do or say ends up hurting someone else. Try hard to understand how your own attitudes and actions might inadvertently perpetuate sexism and violence, and work toward changing them.
- ☑ If you suspect that a woman close to you is being abused or has been sexually assaulted, gently ask if you can help.
- ☑ If you are emotionally, psychologically, physically, or sexually abusive to women, or have been in the past, seek professional help NOW.
- ☑ Be an ally to women who are working to end all forms of gender violence. Raise money for community-based rape crisis centers and battered women's shelters.
- ☑ Recognize and speak out against homophobia and gay-bashing. Discrimination and violence against lesbians and gays are wrong in and of themselves. This abuse also has direct links to sexism (e.g. the sexual orientation of men who speak out against sexism is often questioned, a conscious or unconscious strategy intended to silence them. This is a key reason few men do speak out).
- ☑ Attend programs, take courses, watch films, and read articles and books about multicultural masculinities, gender inequality, and the root causes of gender violence. Educate yourself and others about how larger social forces affect the conflicts between individual men and women.
- ☑ Don't fund sexism. Refuse to purchase any magazine, rent any video, subscribe to any Web site, or buy any music that portrays girls or women in a sexually degrading or abusive manner. Protest sexism in the media.
- ☑ Mentor and teach young boys about how to be men in ways that don't involve degrading or abusing girls and women. Volunteer to work with gender violence prevention programs, including anti-sexist men's programs. Lead by example.

War, Violence, God, Ethnic Divisions – All So Complex

We recently saw another movie, "Gran Torino," a story about Hmong immigrants, set in a Detroit neighborhood. In it, Clint Eastwood's tough, bigoted, character was indelibly shaped by his killing a 17-year-old boy in the Korean War more than 50 years earlier. He lets his defenses down as he becomes friends with fatherless Hmong teenagers next door, who were just trying to honor their traditions, work hard and do well in school, but who were stalked, threatened, then brutally beaten by Hmong gang members pressuring them to join their violent gang. It's a disturbing story of vengeance and blood for blood that takes place in city after city in the U.S. by gangs of every nationality.

The next day I had a likewise disturbing conversation about the movie with a young man who came to the U. S. from Vietnam 20 years ago. Knowing that Hmong were refugees from Southeast Asia and especially Vietnam, where they helped American troops during the war, I asked this young Vietnamese man if he has seen the movie. He practically spit out words along these lines:

"Hmong are nothing to us. They are mountain people who still ride horses. We don't even know who they are. No one should have made a movie about Hmong. They are nobody. No one will go to see it. None of us will go to see it. Hmong are in gangs and they don't work and we work hard. They are not like us and we have nothing to do with them."

I asked this young man about the tattoo on his arm and he said it was a Vietnamese symbol for "God Will." He told me he was very religious and liked the Catholic Church because it had rules and a leader who made sure that the orthodoxy in Saigon was the same as what's taught in the Vatican. He said you need rules and you need punishment. He said that he himself belonged to God and to the Vatican, and went on to also verbally spit on the majority of Vietnamese who practice peace-based Buddhism.

He said he was tough. That everyone in his family was touched by the war. That they all knew death because their family members died young and he was not afraid of anything. He said that Vietnamese were tough enough to "kick everyone's ass" out of there – Communists, Chinese, Japanese and the French. He said that no other people on earth are as tough – not blacks, the Mafia, the Hmong or anybody – because they haven't grown up with death. He wasn't afraid of death. He said he may not look tough because he was very slender, but inside he could "kick anyone's ass."

He loved the Americans for bringing him here to give him a chance to make money, and he now owned the shop where he was giving me a manicure. By this time he was so animated that he was jabbing my fingers with his metal tools, and I was wincing, but he didn't notice, and I didn't want to interrupt his story. With one jab he said again how much he loved God who he belonged to. With another jab, he repeated how everyone needed to know he and his people were tough.

He said he was going to miss President George W. Bush because he was tough, too, and we need tough leaders. Jab. He said this new president thought he was going to talk to people to solve problems and that is a big mistake. Jab.

The young man enjoyed our conversation and urged me to come back to his shop!

Although I thought it had been such a fortunate encounter, I left there with my head spinning. I had only listened, and hadn't imposed my views, because I wanted to learn where he was coming from, thinking it could help explain why violence and hatred is so entrenched.

It was impossible to reconcile what this young Vietnamese man was telling me with the gentle natures of the Hmong living next door to Clint Eastwood in "Gran Torino." If a tough American who was a Korean War vet could overcome some of his prejudices, why hasn't this young man from Vietnam?

And who was this God he belonged to? Having grown up in the Catholic Church myself, I know what he said about it being a religion of rules was true, at least in my experience. But I personally associate the Church's beginning with a Jesus who came as the Prince of Peace. I associate the Church's beginning with a Jesus who welcomed and embraced all. As for those rules, Jesus condemned the Pharisees for enforcing rules at the expense of love. Jesus was about love as far as I was concerned – not punishment, not hatred, not violence, and certainly not war.

This young Vietnamese man was obviously smart, and I was sad that he was perpetuating age-old ethnic divisions instead of asking why. And I was perplexed that, in his mind, Hmong gangs and other gangs were criminals, but his violent views were honorable. What I took away from the long conversation was that what we're taught, and what is reinforced by our families, nations, and faiths, has everything to do with our ability to love and embrace others, unless we decide to break free of teachings that don't make sense to us. Unless we refuse to accept others' division of "good guys" and "bad guys." Breaking away takes discernment, then courage.

On the other hand, some young boys are able to discern for themselves, like my friend's son who quit high school football after his coach incited the team into a "free-for-all" where the rules were abandoned. He watched his teammates inflict as much pain and injury on each other as they could before the whistle blew, and was shocked by the vicious display. He switched to track.

Last Words

My friend's son will be glad to know he is in good company as far as males who don't favor violence. In the spirit of balance, let's leave some of the last words to two of them.

First, and obviously not to my new Vietnamese friend's liking, we'll turn to President Barack Obama, who rationally favors dialogue:

"I constantly reject this notion that any hint of strategies involving diplomacy are somehow soft, or indicate surrender, or means that you are not going to crack down on terrorism. Those are the terms of debate that have led to blunder after blunder."

And, to former British Prime Minister Winston Churchill, who wisely said:

"To jaw-jaw is always better than to war-war."

In our culture of domination these notions may sound wimpy to many. But we know they're not. We know we should heed the wisdom, and use words and justice to avoid conflict. War and violence, always and only, lead to more war and violence. People everywhere have always known this in our hearts.

The "feminine" in ALL of us can keep us connected to each other's well-being. The "feminine" has to be equally involved in all decisions concerning war and peace. We have everything to gain by making this so. 50-50 = Peace.

QUESTIONS

Where have the agendas in countries with female leadership already been changed away from violence and militarism and toward peaceful solutions?

What up and coming female and male politicians have you identified who have a pronounced peace agenda in the U.S.? Globally?

What are your own views on war – and peace?

Would your views change if your own children or grandchildren were guaranteed to be drafted into frontline action in a war?

Can you cite any organizations within your own community where there has been a successful program to end domestic violence or teen violence?

Can you connect us to high profile and other key people we should recruit to this effort?

We know gender balance needs to be adopted by leaders in at least three mainstream movements that have a lot of momentum – Peace; Sustaining the Environment; and Leveling the Playing Field/Poverty Reduction. We hope you will let us know what connections you can make to the leaders, and what other logical links you see.

Develop the Habit

- 🕒 After Laura Allen Noel gave us a copy of *"The Other Side of War – Women's Stories of Survival and Hope,"* we were so moved we gave dozens of copies to family and friends, who, in turn, were moved to contribute to the organization that inspired the book, Women for Women International and to other orgs working to end violence. Take it upon yourself to learn about such orgs. Virtuous circles are created that way.
- 🕒 Support and participate in peaceful anti-war protest.
- 🕒 Call your political representatives and voice your opinion about the financial support provided by the U.S. for war and weaponry.
- 🕒 Speak about the "ugly" subjects, keep them on the radar screen: Darfur, Democratic Republic of Congo, Rwanda, Iraq, Afghanistan and others.
- 🕒 Encourage the U.S. government to pay past dues to the United Nations.
- 🕒 Help promote qualified female and male political candidates who favor alternatives to war.
- 🕒 VOTE.
- 🕒 Run for office.
- 🕒 Seek out and support anti-domestic violence organizations in your own community. It is a proven fact that in difficult economic times, domestic violence rises.
- 🕒 Become a VDay Organizer on your college campus or within your community by signing up at www.vday.org.
- 🕒 Sign up for emails to stay on top of the tragic conditions that women and girls face around the world, spread the message, help to educate others. You can go to organizations like CARE, Women Thrive Worldwide, Women for Women International, VDay and many others.
- 🕒 Learn to listen for the signs of domestic violence within your community and probably within your own circle of friends, you never know what goes on behind closed doors.

Chapter Twenty Nine: 50-50 = Peace PART II: "Adams" join "Eve" in Seeking to Restore the "Garden of Eden" Together

"In order to move forward, energy must be in the direction of healing, love, awareness, and growth.....if we focus on the ills of the world then it is too easy to be swallowed in the mire of despair that ceases progress." Nea Simone

When I shared with friends the feeling of despair in writing the last chapter, Nea Simone, best-selling novelist and spokesperson for ending domestic violence, e-mailed me the above quote. And a light bulb went off. What if we could cite an example of men and women combining their efforts toward healing, love, awareness, and growth, to end violence? Here's an important such example but, first, a backdrop.

Horror in Congo

Because they are far, far worse than imaginable, I hope I will always be haunted by the verbal and TV images of the atrocities taking place right now in the Democratic Republic of Congo (DRC). Eve Ensler wrote an article for the September 2007 issue of *Glamour* magazine that begins:

"I have just returned from hell. I am trying for the life of me to figure out how to communicate what I have seen and heard in the Democratic Republic of the Congo. How do I convey these stories of atrocities without your shutting down, quickly turning the page or feeling too disturbed?"

Please don't turn the page now. Please let's first take the reality into our hearts and souls, then we can turn our energy toward healing by getting to many positives that have resulted from that article. Ensler continues:

"Before I went to the Congo, I'd spent the past 10 years on V-Day, the global movement to end violence against women and girls. I'd traveled to the rape mines of the world, places like Bosnia, Afghanistan and Haiti, where rape has been used as a tool of war. But nothing I ever experienced felt as ghastly, terrifying and complete as the sexual torture and attempted destruction of the female species here. It is not too strong to call this a femicide, to say that the future of the Congo's women is in serious jeopardy....."

One of the women she met, "Nadine," told Ensler:

"We were 50 women. I was with my three children and my older brother; they told him to have sex with me. He refused, so they cut his head and he died."

Enslar:

"Nadine's body is trembling. It is hard to believe these words are coming out of a woman who is still alive and breathing. She tells me how one of the soldiers forced her to drink his urine and eat his feces, how the soldiers killed 10 of her friends and then murdered her children: her four-year-old and two-year-old boys and her one-year-old girl."

"Nadine":

"They flung my baby's body on the ground like she was garbage. One after another they raped me. From that my vagina and anus were ripped apart..... One of the soldiers cut open a pregnant woman. It was a mature baby and they killed it. They cooked it and forced us to eat it."

You'll understand why Enslar worried we would stop reading at this point because then she told this story.

"Alfonsine is thin and poised, profoundly calm. She tells me she was walking through the forest when she encountered a lone soldier. 'He followed me and then forced me to lie down. He said he would kill me. I struggled with him hard; it went on for a long time. Then he went for his rifle, pressed it on the outside of my vagina and shot his entire cartridge into me. I just heard the voice of bullets. My clothes were glued to me with blood. I passed out.'"

Enslar brought Christine Schuler Deschryver, who worked for a German aid organization and is a fierce advocate for Panzi Hospital and Congolese women, to the conference to bear first-hand witness. Deschryver said:

"All of them are raping women. It is a country sport. Any person in uniform is an enemy to women."

Deschryver said this indescribable violence against women is the new weapon of mass destruction. Women and children are the cheapest weapons ---- free. Incredibly, Deschryver has seen a raped 7 month- old baby, and a raped 87 year- old woman, being buried. Can you even allow yourself to think of an infant precious to you, or your mother, or grandmother, being raped? I can't.

Deschryver's eyes reflected this pain and suffering even though she was now halfway around the world from the DRC. She looked weary. Not from jet lag, but from what she witnesses --- and from her feelings of helplessness.

She is so tired of people coming to look ----and then to disappear. They want to "get their stories," or have their experiences, or whatever. But they don't help these women and children. Deschryver has stopped believing in God – now she only believes in her work – if it means saving even one child.

And then she told us the most bloodcurdling story anyone had ever heard. There are no adjectives for this. Deschryver met a woman with a plastic bag, who asked Deschryver to be strong and listen to her story. She was with her 4 children when her husband was brutally killed. She was totally disoriented. After a couple of days she

noticed a couple of her children were missing. When she asked her captors about them they said:

"...you know that meat you have been eating – that is your children."

What she carried in her plastic bag were their brains.

The conference hall was silent and we were frozen in shock. How can we even process these stories? Women at this conference vowed right then and there to drop all the terminology we'd come to know and use: process, results, ultimate standard, accountability, sustainability, casualties, victims, refugees, survivors – all of it – you name it. All those cold references that keep horror at arm's length.

Instead, this is what hit us full force: These women are people. We need to reach out in warm, "feminine" ways. We need to hear their stories. We need to embrace our sisters. Love them as sisters. Do whatever we can. Damn program "results" and "sustainability." If a person – a human being – can live another day, that's it. That's all the prompt we need. There has to be hope. If you have another day, at least there is hope for that day. If you die, the hope is definitely gone for you.

We were shocked again when Deschryver said this about how much Congolese women want to live:

"Congolese women suffered so much that some are even willing to endure rape, even 40 times a day, but are pleading with the men to 'just please don't destroy our bodies.'"

Their bodies are so destroyed that a surgeon friend told Deschryver they have to invent new surgery techniques if they are to help the women in DRC. Deschryver is now the Director of V-Day Congo and the City of Joy.

Peace is the Only Deliverance

Is this what we want to do? Fund research and development of new surgical technology that will repair women's bodies destroyed by war? Or do we want to get outraged and apply all the pressure we can, use all the clout we have, to end war and work for peace all over the world? Why are we allowing this to happen and allowing the vicious beasts to get away with it? Yes, I admit to outrage and, often, despair.

The despair is partly because this has been the reality: in the DRC, the national focus has been on signing new mining contracts. There is nothing in the national budget to solve problems for women. The Presidents of Rwanda and DRC have met to discuss border security but have not shown concern for women. If their own and other, top world leadership doesn't get involved, the violence won't stop.

VDay celebrated their 10th Anniversary in New Orleans in 2008 to launch their collaborative effort in Congo with UNICEF and building the City of Joy. Given the countless hours she works at the City of Joy, I was surprised, then so saddened to receive this update from Deschryver who says (sic)...

My dear Angie,

Thank you so much for your email , I am doing fine , as you saw on vday website , we were all together in New orleans last april , launching our campaign with UNICEF to try to end the violence here but very very difficult , nothing really change and the world continues to look away , so many other things happen on heart !

How can people focus on DR Congo ? yes just regarding their own interest and huge mine contracts but who really care about our poor population , who cares about the suffering , the violence etc... just few people , jus human with a heart who probably never come in this country.....

My husband, Sam, asked what a reader is supposed to do with such horrific stories, and that is where some of the energy that Nea says "must be in the direction of healing, love, awareness and growth" comes in. Positive energy is flowing, triggered in no small part by Eve Ensler having told the stories.

Want to Change the World? Name Your Daughter or Robot Eve....

Elsewhere in this book you can read about the Eve of scripture being falsely tagged with causing humanity's downfall. For vindication, don't miss 2008's blockbuster movie where two robots, Wall-E and Eve, save humanity and planet earth and fall in love. In real life, Eve Ensler has set more change in motion to end violence than even she could possible know.

Before highlighting the movement she triggered, I feel I should confess that, when I first heard about "The Vagina Monologues," I was turned off. I mean, I was beyond sheltered from 12 years of Catholic schooling, and have never spoken some of the words in that play. In fact, I didn't get around to seeing VM until last year and again I confess that, even then, I didn't tell my friend, who invited me to see it with her, how I found parts of it embarrassing. After learning more, and after meeting women from war zones I'm now thinking, "embarrassed about what?" These are real stories from women. So at least this "old dog" learned one important new trick: telling our own stories is essential for change.

VM became a global anti-violence movement, and attracted and impacted thousands, more likely hundreds of thousands, of women. But the story I want to feature here is how two high-profile men took Eve Ensler's reporting seriously and are committing their tremendous personal credibility to the greater good.

"Adams" and "Eve" Working Together Can Change Things Faster

I would venture to speculate that most men are horrified by the brutality women suffer in war. Three dedicated crusaders stand out as "he-roes" in their efforts to end violence, in particular.

The first he-ro sought no publicity, yet has been thrust onto the world stage. Dr. Denis Mukwege, Chief of Obstetrics and Gynecology at Panzi hospital in Bukavu, in Eastern Congo, repairs women whose bodies have been destroyed by the war of rape. If his name is not a household word, it is probably because he works 14-hour days, seven days a week in the most violent region of the DRC. The first time I saw his

name, it was attached to this heart-stopping quote about a rape victim in Ensler's *Glamour* article :

"I never saw such destruction. Her colon, bladder, vagina and rectum were basically gone. She had lost her mind. I was sure she wouldn't make it. I rebuilt her bladder. Sometimes you don't even know where you are going. There's no map."

In another interview he said:

"After the rape, sometimes they destroy their private parts, introducing firewood and guns. . . . Most people who come back from the bush come back with fistula; they smell bad and leak in their private parts. The excretory organs are no longer under control. The idea is to destroy the entire community, so they can't procreate anymore, for the race to disappear."

Who would dedicate his life to this horror? Someone who believes:

"Women are humanity, women are life, women are procreation. A society with a few men and lots of women is a society with a future but a society where all the women have been destroyed is a society that's going to disappear."

Shouldn't those quotes alone be enough to end this brutality? You can hear the exhaustion but still a glimmer of hope when Dr. Mukwege gave this answer to *The Sydney Morning Herald* in 2007:

"I have spoken to everyone from the international media who have visited, but still the rapes continue. I have to keep hope otherwise I'd take off my shirt and stop my work. I know the situation can be resolved if people really get involved and international political will is behind it. We cannot ignore what's happening here and portray it as barbaric African culture, as it is sometimes portrayed."

He has testified countless times and provided specific information that could have been used to end the brutality as he did in a *Newsweek* interview:

"All the armed men rape. When we see a lesion, we can tell who the perpetrator is; there are special methods of each group, types of injuries. The Interahamwe after the rape will introduce objects; a group in Kombo sets fire to the women's buttocks afterwards, or makes them sit on the coals of a fire. There's another group that specializes in raping 11-, 12-, 13-, 14-year-old girls, one that gets them pregnant and aborts them."

When I "Googled" Dr. Mukwege hoping to find that his unstinting efforts have helped stem the violence, I found this July 2008 interview with *In The Fray*. Into the exhaustion is mixed outrage and despair:

"You see thousands upon thousands upon thousands of people who are completely destroyed and left lifeless, and you know the world knows about this. I've begun to lose my faith in mankind. It has become normal to both the

international community and the local people. That's my fear, because we've shouted 'Rape, rape, rape!' And when nothing is done, it's total impunity. Those who commit these acts — they know they can get away with it. I thought I could help them. But in the end, I understood that I got more and more depressed. I've seen important people in this world pass through the hospital. I've seen them in tears, and then nothing is done."

If you "Google" Dr. Mukwege, you'll find photographs where you will instantly grasp the depth of his humanity in his eyes. Yes, he continues to heal. But we can only imagine the depths of his despair. In our view, Dr. Mukwege is a "whole" human being, and all of his "feminine" and "masculine" values and principles inspire the rest of us to get involved. We hope Mukwege knows there are people sincerely trying to help because he spoke to sold out crowds across the U.S., including one at the Carter Center in Atlanta, in February 2009. People left with a strong desire to get personally involved in doing whatever they can to help end this genocide/femicide.

Two More "He-roes" Bravely Using Their Clout to End Violence

Stephen Lewis, a former Canadian ambassador who was the U.N.'s envoy for AIDS in Africa, has taken it upon himself to play a major role in promoting gender balance and protecting vulnerable women. He pulled no punches as you can see in these excerpts from speeches he gave on world stages in 2008, beginning with what motivates him:

"I believe that the struggle for gender equality is the most important struggle on the planet."

As for the DRC in particular, Lewis first of all gives a lot of credit to V-Day by detailing how positive energy has flowed and wheels were quickly set in motion:

- *There is a level of demonic dementia plumbed in the Congo that has seldom, if ever, been reached before.*
- *The sordid saga of the DRC was brought back into sudden, vivid public notoriety by Eve Ensler's trip to the Congo, visit to the Panzi Hospital, interviews with the women survivors of rape, visceral writings. The V-Day movement is building a City of Joy. Her visit was followed by a fact-finding mission by the current UN Under-Secretary General for Humanitarian Affairs who, upon his return, wrote an op-ed for the Los Angeles Times in which he said that the Congo was the worst place in the world for women.*
- *Those views were then echoed everywhere (including by the EU Parliament), triggering front page stories in the New York Times, the Washington Post and the Los Angeles Times, and a lengthy segment on 60 Minutes by Anderson Cooper of CNN.*
- *Largely as a result of this growing clamor against the war on women in the Congo, and the fact that Eve Ensler herself testified before the Security Council, the United Nations resolution that renewed the mandate for the UN Peacekeeping force in the Congo contained some of the strongest language condemning rape and sexual violence ever to appear in a Security Council resolution, and obliged the Peacekeeping force, in no uncertain terms, to protect the women of the Congo.*

Lewis is outraged, however, that so far U.N. resolve has been so much rhetoric, and not even the right rhetoric:

- *What's happening in the Congo is an act of criminal international misogyny, sustained by the indifference of nation states and by the delinquency of the United Nations.*
- *"Act of Engagement"--a so-called peace commitment, was signed amongst the warring parties. Unbelievably, the words "rape" and "sexual violence" never appear.*
- *Unbelievably, "women" are mentioned but once, lumped in with children, the elderly and the disabled.*
- *The peace document actually grants amnesty to those who have participated in the fighting. The troops in the field, who have now been given every reason to believe that since the rapes they committed up to now have been officially forgiven and forgotten, they can rape with impunity again.*
- *It isn't enough to stop the shooting when the raping continues apace. The only worthwhile armistice restores peace for the entire population, male and female.*
- *There can be no satisfaction in claiming a truce or a peace treaty which is soaked in the carnage of the women of the land.*

When Lewis turns our attention to Liberia, he brings in another hugely important element: helping President Ellen Johnson-Sirleaf, the first female to head an African nation, succeed in overcoming daunting obstacles.

- *A contagion of sexual violence currently engulfs the country.*
- *The statistics are horrifying: a recent study by UNICEF indicated that more than fifty per cent of all reported rapes are brutal assaults on young girls between the ages of ten and fourteen.*
- *Young girls are the most endangered group in Liberia; there is no place and no time of day or night where adolescent girls could be considered safe.*
- *President Johnson-Sirleaf is thunderstruck by the force of the sexual violence. In a very real sense she is staking the integrity of her tenure on her ability to confront and subdue the war on women.*
- *UN Security Council Resolution 1325 was supposed to guarantee the involvement of women in the peace-keeping processes, but more important, guarantee women protection and security from gender-based violence and violations of human rights.*
- *In Liberia things for women and girls are getting worse.*

The *New York Times* op-ed columnist, Nicholas Kristof, is our third, relentless "he-ro," when it comes to focusing the world's attention on violence against women and children. Excerpts from his column (June 2008) broaden the outrage against world leaders who are ignoring crises women face in other countries:

- *World leaders fight terrorism all the time, with summit meetings and sound bites and security initiatives. But they have studiously ignored one of the most common and brutal varieties of terrorism in the world today.*
- *This is a kind of terrorism that disproportionately targets children. It involves not W.M.D. but simply AK-47s, machetes and pointed sticks. It is mass rape...*

- ... mass rape is very effective militarily. From the viewpoint of a militia, getting into a firefight is risky, so it's preferable to terrorize civilians sympathetic to a rival group and drive them away, depriving the rivals of support.
- Mass rape attracts less international scrutiny than piles of bodies do, because the issue is indelicate and the victims are usually too ashamed to speak up.
- In Sudan, the government has turned all of Darfur into a rape camp. ... practice of "marking" the Darfur rape victims has become widespread: typically, the women are scarred or branded, or occasionally have their ears cut off. This is often done by police officers or soldiers, in uniform, as part of a coordinated government policy.
- When the governments of South Africa, China, Libya and Indonesia support Sudan's positions in Darfur, do they really mean to adopt a pro-rape foreign policy?
- China and Russia are resisting any new reporting mechanism for sexual violence, seeing such rapes as tragic but simply a criminal matter.
- On the contrary, systematic rape has properly been found by international tribunals to constitute a crime against humanity, and it thrives in part because the world shrugs.

Kristof's conclusion:

"The international community's response so far? Approximately: Not our problem. The U.N. could do far more to provide health services to victims of mass rape and to insist that peacekeepers at least try to stop it."

Lewis is trying to keep history from repeating itself and echoes Kristof:

"When the United Nations goes off the rails, as is the case in the Congo--as is invariably the case when women are involved--my colleagues and I, are not going to bite our tongues. There's too much at stake."

Taking Practical, Positive Action

Lewis says if you and I understand how the world works, we can open the spigot and get that positive energy in Nea Simone's quote, to flow at full throttle:

- *In many respects, the UN is the answer; if the UN brought the full power of its formidable agencies to bear, tremendous progress would be made.*
- *The answer is right at the top: The Secretary-General of the United Nations.*
- *If the Secretary-General were to exercise real leadership against sexual violence he could turn things around.*
 - *Summon the heads of the twelve UN agencies allegedly involved in "UN Action" on violence against women.*
 - *Demand a plan of action on the ground, with dollars and deadlines.*
 - *Demand a roll call, an accounting of which countries have contributed financially to ending the violence, and in what amounts, plus those who have not, and then publish the results for the world to see so that the recalcitrants can be brought to the bar of public opinion.*
 - *Pull out all the stops in getting the United Nations to agree that the Congo is the best test case for the principle of the "Responsibility to Protect," which asserts that where a government is unable or unwilling to protect*

its own people from gross violations of human rights, then the international community has the responsibility to intervene.

- *Once the process begins in earnest in the Congo, it would spread to all dimensions of violence against women everywhere.*
- *If the recommended new United Nations international agency for women came into being, headed by an Under-Secretary General, with funding that starts at \$1 billion a year, and real capacity to run programs on the ground, issues like violence against women would suddenly be confronted with indomitable determination.*
- *The creation of the new agency is bogged down in the UN General Assembly, and the Secretary-General could break that impasse if he pulled out all the stops.*

Lewis is urging us to get involved. We can cause The United Nations to:

"...truly break the monolith of violence. We just have to apply unceasing pressure so that the issue is joined rather than manipulated."

Dr. Denis Mukwege and Eve Ensler invited U.S. Secretary-General Moon to visit the hospital in Panzi, which he agreed to do at his earliest opportunity. This was a major breakthrough, raising hopes and expectations for a strategic solution in DRC.

Women Must Be Included "At the Table"

What went wrong in Liberia? And how could a "peace" commitment in DRC ignore ongoing brutality against women? Because it comes from a man who insists women must be at negotiating tables, what Stephen Lewis has to say about what has gone wrong should have tremendous impact:

"Who expected anything different, when the countless women who have suffered such demonic sexual violence were not sitting at the peace table last January, and were not signatories to the agreement ... a direct violation of Resolution 1325? Who can claim to be surprised by reports from Congolese NGOs on the ground, who say that in the country's so-called peacekeeping period, women are still too frightened to leave their homes?"

It's obvious to Lewis that people most affected are most determined:

"Resolution 1325 would finally be liberated from the dustbins of the Security Council, and women, without fear, could take hold of their collective destiny. You can be sure there would be no vacillation."

But beyond that, Lewis believes "feminine" values would help everyone in our Universal Neighborhood, so to him goes the last word:

"If all the peacekeepers were women, and the men of a country were under pervasive sexual assault, do you think the women would simply observe the carnage? Not a chance. And they wouldn't need a Security Council Resolution to tell them what to do."

QUESTIONS

Can you cite any programs or organizations where women and men working together has had a significant decrease in violence within their community? Locally? Nationally? Globally?

Can you suggest any ways to keep the message of the abuse of women around the world on the front pages of the newspapers?

Do you know of other men like Dr. Mukwege, Stephen Lewis and Nicholas Kristof, who are so boldly championing the protection of female victims of violence?

Can you connect us to high profile and other key people we should recruit to this effort?

We know gender balance needs to be adopted by leaders in at least three mainstream movements that have a lot of momentum – Peace; Sustaining the Environment; and Leveling the Playing Field/Poverty Reduction. We hope you will let us know what connections you can make to the leaders, and what other logical links you see.

Develop the Habit

- 🕒 Tell your government representatives we must end this violence against women and girls, in particular.
- 🕒 Make others aware of what is happening to women around the world; it's may be uncomfortable to talk about this horrifying subject, but it won't disappear by ignoring it.
- 🕒 **SPEAK OUT.** Voice your concerns about violence in Liberia, Sudan, and all concentrations of violence, worldwide.
- 🕒 Support the United Nations efforts to end genocides globally.
- 🕒 Support the efforts of organizations like UNIFEM and UNICEF and help promote them to others.
- 🕒 Support peaceful anti-violence protest.
- 🕒 Research and become involved with programs within your community that support and educate girls regarding self esteem, domestic violence, and date rape, it can occur at any age.
- 🕒 Encourage your national politicians to endorse and help pass I-VAWA – The International Violence Against Women Act by signing a petition on the Women Thrive Worldwide website, www.womenthrive.org
- 🕒 If you are in the Atlanta area, check out the Circle of Sisters, a unique group of women involved with and supporting survivors of domestic violence, www.circleofsistersatlanta.org.

Chapter Thirty: 50-50 = Peace Part III: Power Vs. Force

"The universe favors power."

David R. Hawkins

Okay, we have some pieces of the puzzle we're trying to solve. We know more about the horrors of war. And violence. And rape. We know there are men and women working to put an end to these atrocities.

Those atrocities are the result of force.

It's a good time to put two more pieces of the puzzle in place – that there are scientific and practical reasons why force doesn't work. Why force weakens. There are scientific and practical reasons why peace and cooperation can be achieved using true power.

Why power is strength.

One of the reasons it takes so long to do research for a book like this is that we read 600 pages on power vs. force - two books written by experts on the subject - and then tried to distill what pertains to our goal into mere paragraphs. Friends recommended we read them and it became even more clear, from what we discovered briefly looking at culture after culture, that power is more associated with "feminine" and force with "masculine."

We think it's great that we can feature both a male and female author to solidify this notion. The greatest takeaway from both books was that infusing our movement for gender balance with true power is the key to achieving it.

Hooray for Men Who Favor Power over Force

When we told Georgia State University Women's Studies Professor Dr. Layli Phillips what we hoped to accomplish with this book, she suggested reading *Power Vs. Force*, written by David R. Hawkins, M.D., Ph.D. And now we understand why.

He did scientific research for this book over the course of 20 years, and tested thousands of subjects of all nationalities, ethnic backgrounds, and religions, ranging in age from children to people in their 90s, all selected at random. The ultimate goal was to gain a practical understanding of Power versus Force.

While you can only get the full sense by reading the book, here is some of what Hawkins says, first about Force:

- *Force must always be justified*
- *Force always moves against something.*
- *Force appeals to that which we call crass.*
- *Force is associated with judgment and makes us feel poorly about ourselves.*
- *Religion is often associated with force, sometimes disastrously so, historically and today.*
- *Force is incomplete and therefore has to be fed energy constantly.*
- *Force always creates counterforce. Its effect is to polarize rather than unify. Polarization always implies conflict; its cost, therefore, is always high. Because force incites polarization, it inevitably produces a win/lose dichotomy; and because somebody always loses, enemies are created. Constantly faced with enemies, force requires constant defense. Defensiveness is invariably costly, whether in the marketplace, politics, or international affairs.*

And about Power:

- *Power requires no justification.*
- *Power doesn't move against anything at all.*
- *Power has to do with motive and principle.*
- *Power is always associated with that which supports the significance of life itself.*
- *(Powerful) spiritual concepts such as loyalty, freedom, and peace don't create strife or conflict, much less war. Spirituality is always associated with nonviolence.*
- *Power appeals to that part of human nature that we call noble which uplifts, and dignifies. Every civilization is characterized by native principles. If the principles of a civilization are noble, it succeeds; if they're selfish, it falls.*
- *Pride, nobility of purpose, sacrifice for quality of life –all such things are considered inspirational, giving life significance.*
- *Power is total and complete in itself and requires nothing from outside. It makes no demands; it has no needs.*
- *Power energizes, gives life, gives forth, supplies, and supports.*
- *Power is associated with compassion and makes us feel positively about ourselves.*

Here's some of what Hawkins created as a table of reference for forceful vs. powerful patterns and attitudes. You can see for yourself how much consistent

Here's some of what Hawkins created as a table of reference for forceful vs. powerful patterns and attitudes. You can see for yourself how much consistent overlap there is with "Yin" and "Yang" and "feminine" and "masculine" traits found elsewhere in this book:

<i>Powerful</i> <i>(positive)</i>		<i>Forceful</i> <i>(negative)</i>
<i>Abundant</i>		<i>Excessive</i>
<i>Accepting</i>		<i>Rejecting</i>
<i>Agreeable</i>		<i>Condescending</i>
<i>Allowing</i>		<i>Controlling</i>
<i>Appreciative</i>		<i>Envious</i>
<i>Approving</i>		<i>Critical</i>
<i>Authoritative</i>		<i>Dogmatic</i>
<i>Balanced</i>		<i>Extreme</i>
<i>Confident</i>		<i>Arrogant</i>
<i>Confronting</i>		<i>Harassing</i>
<i>Egalitarian</i>		<i>Elitist</i>
<i>Equal</i>		<i>Superior</i>
<i>Flexible</i>		<i>Rigid</i>
<i>Powerful</i> <i>(positive)</i>		<i>Forceful</i> <i>(negative)</i>
<i>Giving</i>		<i>Taking</i>
<i>Global</i>		<i>Local</i>
<i>Harmonious</i>		<i>Disruptive</i>
<i>Holistic</i>		<i>Analytic</i>
<i>Honest</i>		<i>Legal</i>
<i>Kind</i>		<i>Cruel</i>
<i>Leading</i>		<i>Coercing</i>
<i>Long-term</i>		<i>Immediate</i>
<i>Nurturing</i>		<i>Draining</i>
<i>Open</i>		<i>Secretive</i>
<i>Optimistic</i>		<i>Pessimistic</i>
<i>Principled</i>		<i>Expedient</i>
<i>Respectful</i>		<i>Demeaning</i>
<i>Sharing</i>		<i>Hoarding</i>
<i>Tender</i>		<i>Hard</i>
<i>Tolerant</i>		<i>Prejudiced</i>
<i>Unifying</i>		<i>Dividing</i>
<i>Unselfish</i>		<i>Selfish</i>

And here's the clincher as far as why we can tilt the world to one that is gender balanced using this kind of power:

"The universe favors power."

Some Giant Men in History Were Actual Role Models.....

I suppose you either believe that the universe favors power over force, or you don't. But Hawkins shows how this works using an example we're all familiar with. Citing "*The power of a solitary man*," is perfect, because Hawkins' example of how a "feminine" approach was successful was one that was adopted by a man:

"Mahatma Gandhi, a 90-pound 'colored' ... single-handedly overcame the British Empire, which was then the greatest force in the world, ruling two-thirds of the face of the globe... by simply standing for a principle: the intrinsic dignity of man and his right to freedom, sovereignty, and self-determination. Gandhi believed that human rights aren't granted by any earthly power, but are ingrained in the nature of man himself because they're inherent in his creation.

Violence is force, but since Gandhi was aligned with power instead of force, he forbade all use of violence in his cause. And because he expressed universal principles he was able to unite the will of the people. When the will of the people is so united by and aligned with universal principle, it's virtually unconquerable."

Soon after, another man, Rev. Dr. Martin Luther King, Jr., successfully implemented Gandhi's non-violent model. His entire life – and death – was a testament to his faithful adherence to this core belief, and millions followed him to gain rights. Winston Churchill was another example of a man who unified the will of his people through the power of the principles of freedom and selfless sacrifice – "feminine" principles.

But those men that killed millions of people, like Adolph Hitler and Joseph Stalin, or hundreds of thousands like Idi Amin, relied on military force and the force of their secret police.

Abraham Lincoln ended a war and unified a deeply divided country by the power of appealing to our best nature when he quoted this from the Declaration of Independence: "*We hold these truths to be self-evident, that all men are created equal, that they are endowed by their Creator with certain unalienable Rights, that among these are Life, Liberty and the pursuit of Happiness.*"

....Some Paid Only Lip Service

The Founding "Fathers" of the United States weren't as pure-hearted as I was taught as a child. The first problem I now see with what the Founding "Fathers" supposedly espoused, is that plenty of historians say they did not intend for "all men" to include all people. By now you already know that many, if not most, women don't feel included when the reference words are solely masculine, but we weren't around 232 years ago to convey that. Nor was there a mindset for the authors to listen, because the Founding Fathers did not see "women, Negroes, and Indians" as equal to white men.

Setting vocabulary aside for now, the second, worse, problem is that there are almost 300 million more people in the U.S., and the world has billions more people in it, now versus 1776, and the facts are: all people in this world definitely don't enjoy a quality

life, have liberty, or a way to pursue happiness. We all also know that the stats show the majority of those penalized are women and children.

Could it be that, to ever realize what the Founding "Fathers" thought "all men" were entitled to by divine right, requires an equal place at the table for "Mothers" and the "feminine?" Would that have meant that "Negroes and Indians" would have been granted rights also? We think the answer is "yes." We think there were more women who would have aligned their power behind women like Sojourner Truth, than who would have excluded some people as being lesser, as Elizabeth Cady Stanton has been quoted. If you have proof, please share it.

In any case, why aren't schoolchildren taught about Sojourner Truth alongside President Abraham Lincoln? And why isn't the whole truth about Lincoln taught? Lincoln is in the press now more than ever because President Barack Obama is being compared to him. We were taught that "Lincoln freed the slaves" and was the icon for racial equality. Never in my textbooks did I see this Lincoln quote from his famed debates with Judge Stephen A. Douglas: *"I agree with Judge Douglas that he [a black] is not my equal in many respects, certainly not in color — perhaps not in intellectual and moral endowments..."*

Sojourner Truth was born into slavery and sold several times, including once when she was included with a flock of sheep for \$100. During the Civil War, Truth helped recruit black troops for the Union Army, and worked tirelessly to improve conditions for African-Americans. In 1865 – 90 years before Rosa Parks did the same on Montgomery Alabama buses - Truth rode in streetcars to help desegregate them. Truth spoke and preached across the U.S. about abolition, women's rights, prison reform, and against capital punishment. Every time Lincoln's name is invoked on behalf of freedom, Truth's should also be featured, in the vein of balancing history.

Now Let's Hear it From and For Women Who Favor Power Over Force

If we agree that true statespeople are able to rouse our most noble selves and unify us by appealing to what we carry in our hearts, then I suggest thinking about what Speaker of the U.S. House of Representatives, Nancy Pelosi, has to tell especially young people in her book *Know Your Power – a Message to American's Daughters*. Maybe someone else, who had achieved the highest elected office any woman in the United States has ever achieved, would have said you had to use brawn, might, and muscle, and elbow your way to the top, to get things done.

Instead, Pelosi authentically writes that her primary roles for her first 47 years were daughter, wife and mother. She is not at all reluctant to say that the skills she acquired as mother and homemaker are invaluable, and transferrable to succeeding in the United States Congress! So many women say they feel their efforts in their homes, and for the sake of their families, are under-valued by others, and here's Speaker Pelosi placing the highest value on them right in her book's introduction.

If anyone doesn't "get" how adding "feminine" can improve the mix when decisions and policies are being made, and why power trumps force, I'll bet they would get some good ideas from *Know Your Power*. It's full of advice from a female leader who wasn't at all hesitant to take the gavel and, for the first time in history, call the House to order on behalf of the children of the world. I'd say that makes it "her-story."

Here's her pitch for collaboration that's also practical:

"Despite our heated debates even within our own party, I try to abide by the rule that burning bridges is unproductive. I came to Congress to build bridges, not burn them.... I always refer to coalition building in Congress as a giant kaleidoscope. With one turn of the dial, some of us will form a coalition for success. With another turn, a different group will come together on an issue. Once you work with someone in a positive way on legislation, you have sown the seeds for cooperation in the future."

Pelosi has detractors; anyone in her position would. Regardless, she offers useful tips on how to develop your own power, and for how women, in particular, can be effective, without having to resort to force:

- *Never draw a line in the sand, regardless of how irritated you are with your opponent. You have to leave an opening or a means for people to find their way back.*
- *Put yourself in your opponents' shoes/ understand their point of view.*
- *Don't take politics personally. Never let friendship leave your voice.*
- *Know your budget and know your figures .Know the procedure yourself. It's all about learning the subject and doing the work. This is especially important for a woman in any field dominated by men. If you know your stuff, it's very hard for them to diminish you.*
- *Be able to defend your position with facts. While it's fine to use anecdotes to illustrate a position, they do not replace facts. 'The plural of anecdote is not data.'*
- *While you have to know what you're talking about, you can't grandstand.*
- *Listen carefully to the words and inflection, and don't be misled by the response. Count the votes – always!*
- *Courage springs from the heart. The voters know that what is in your heart is what you will have the courage to vote for.*
- *Failure is silent, no one calls, and no one asks what you think. Success, on the other hand, is very noisy. Your phone rings constantly, and you're the center of attention. With all that noise of success, you sometimes can't hear what is in your heart, which is what got you there for in the first place.*

Filtering out the Noise to Find the Powerful Key

Sometimes that noise is just the noise of everyday life and we have to make it a point to focus on our goals despite the noise. Thank goodness, the power to do that is readily at hand. When I read this in Pelosi's book...

"As long as we recognize the power within us, we will continue to have choices, and we will continue to lead. The source of that power can be the other people who guide us. It can come from knowledge that courageous women throughout history paved the way for us. It can come from our roots and families, which give us strength. And it must come from within ourselves – from our faith, our accomplishments, and our values."

...I thought about my own roots, family, friends, colleagues, and acquaintances who have helped guide me. All have been invaluable.

And I thought about people I've never met who have still given guidance with their words and examples. Many of them are mentioned in this book and maybe they never thought they would have helped inspire this 50-50 movement. If they didn't intend to, please know I take responsibility for this context and applications.

We wouldn't have "powered" through to this point unless we believed all these voices, stories and examples could be knit together to form a powerful call to action. Not a force to action. A call to action to help tilt the balance to where it needs to be for all of our sake, now and from now on.

I've never met David Hawkins, for instance, but something he said is why we think "50-50" will succeed:

"Power accomplishes with ease what force, even with extreme effort, cannot."

We opened the chapter with a quote from Hawkins and – always for balance – we'll close with one from Congresswoman Lindy Boggs of Louisiana. Boggs told Pelosi early on to never give up one of her committee positions:

"Darlin', no man would ever, ever have that thought. Know thy power."

When women get into positions of power, they can influence great change. One of the greatest changes would be to foster peace over war. In fact, if this book succeeds in getting more women into such positions, we expect no less from them.

Peace starts within our own heart. Then we can extend it to people close to us. Then we can extend our feelings of peace to people we know casually. Then to people we don't yet know.

The most difficult thing for human beings to do is extend our feelings of peace to people who disagree with us, who have harmed us personally, and hardest of all, to extend peace to people we have been taught to believe are our enemies.

Where power comes in, is that we have the power within us to be at peace with everyone. Power makes us approach others respectfully and with tolerance. We have the power within ourselves to bond with the things we have in common with others.

The characteristics of power closely align with "Yin," and the "feminine." These characteristics reside in men as well as in women. It's up to us to nurture them and work for peace on earth.

QUESTIONS

Do you agree with David R. Hawkins? Are there other men who take the approach of power vs. force?

Can you cite other historical figures like Gandhi and Martin Luther King, Jr., particularly female figures, that we may not be aware of, who were able to make a positive difference using means other than force within their countries? Communities?

Have you made a personal effort to change something within your own life, community, state, country, using power rather than force? Are you willing to share your story with others?

Can you cite programs or organizations whose efforts have been expedited through the power of collaboration?

Can you connect us to high profile and other key people we should recruit to this effort?

We know gender balance needs to be adopted by leaders in at least three mainstream movements that have a lot of momentum – Peace; Sustaining the Environment; and Leveling the Playing Field/Poverty Reduction. We hope you will let us know what connections you can make to the leaders, and what other logical links you see.

Develop the Habit

- 🕒 Review your own personal characteristics, and make it a goal to handle difficult situations using power rather than force.
- 🕒 Encourage and practice power over force.
- 🕒 Help promote people in leadership positions who embrace cooperative, consensus-building approaches to solving problems.
- 🕒 Encourage and promote collaborative efforts.
- 🕒 Maintain open lines of communication in your personal and business life to avoid conflict. Keep conversations going.
- 🕒 Be your authentic self.

Conclusion and Takeaways

*"Gender Balance is the all-important solution we have yet to try."
Full Circle Living*

"Getting" It: Knowledge, Understanding and Awareness of both History and Current Times

How many times have you excused your own behavior by saying you did the best that you could based on your experience up to that point? How many times have you told yourself that you made the best decision you could at the time, based on the information you had? I know I have excused myself that way more times than I can count. And I have used the same logic to excuse and forgive others of action and behavior I think they would have changed if they knew better. I don't think this is rationalizing, but rather is the way to forgive, forget, move on, and resolve to do better. My brother uses this motivational mantra: "I'm not perfect, but I'm better than I was yesterday."

Gender balance will happen that way. It will come about as more and more of us say: "Wow, I didn't know how much imbalance there was, and still is, and I want to do my part to change it." Gender balance will happen when more and more of us say: "I understand what misjudgments such a preponderance of "masculine" influence has caused. I understand what a positive difference it will make in this world once we bring "feminine" influence into equal balance with the "masculine."

Gender balance will happen because more and more people will start to look at history from this new perspective of what could have been different and better if "feminine" and "masculine" traits and personalities had equally shaped civilizations as they evolved. Gender balance will come about as we change our history books, and all of our textbooks, so that young minds are presented with a balanced view of exactly who it was – males and females – who contributed to the evolution to where we are today. Students of all ages, in every field of study, need to know the real story of what was left out of learning, what was exaggerated, what was distorted or misrepresented, and what that has meant as far as what we came to consider normal vs. aberrant or controversial.

Gender balance will come about as we become aware of how patriarchal or "masculine" dominant structures became accepted as the norm and were replicated, and how more balanced ways of forming societies were rejected as far-fetched, despite positive proof. And as we encourage ourselves and others to take seriously the consequences of our actions and inactions: the benefits of our speaking up and bucking the system, and the consequences of our keeping quiet and allowing the status quo to continue.

Of course, this book is not only about seeing history in a new and different light and understanding what might have been. It's even more critical to change the status quo so that our lives, and our childrens' and grandchildrens' lives, will be better.

In fact, it's much more crucial than that, even, to achieve gender balance. The trajectory we're on now is aimed at disaster – disaster caused by war and violence, disaster caused by unconscionable disparities in wealth and quality of life, and disaster caused by destruction of our planet. Sam has been a great encourager in getting this book out because he is enthusiastic in his belief that, if we think of the cost of foolish, imbalanced adventures, particularly war, we would change course.

Our great hope is that this book has opened your eyes, if they weren't already open, as to why we need males and females and "masculine" and "feminine" equally involved in making major decisions that affect us all.

Yes, we can be excused for what we didn't know. But we've laid out some of the bare bones of how the world has been running and how it can work much better, and hope you will investigate more on your own. The first step in 50-50, gender balance, is "getting" it.

Community: Sharing Awareness, Networking and Inclusiveness

If you already were aware, we hope this book strengthens your resolve to help change the status quo and to recruit others. Once we "get" something and our passion is fueled, it's exciting to share what got us excited. We also want to find others who have great insights so we can learn even more. We naturally want to keep our enthusiasm high by being around others who share our enthusiasm and we help keep theirs high, too.

We also want to spread the awareness. We want to talk up the great benefits of gender balance so new eyes are opened. The level of enthusiasm and excitement grows exponentially that way.

We find ourselves seeking out others who are doing great things – large and small – locally and globally – to bring balance to our world. We want to help them in their efforts, in any way we can. We find ourselves being part of an ever-growing network that collectively can cause this all-important change in how the world can work better, with balance.

Our own eyes open ever-wider to how critical it is to be inclusive. Inclusive in our thinking. Inclusive in our social circles. Inclusive in our professional circles. Inclusive in every aspect of daily life. We realize that setting up false divides according to political leanings, religious beliefs, nationalities, cultural traditions, race, economic status, education and, of course, gender, are not only falsely based, but are destructive to our common dreams. Our eyes are opened to how much more we are alike than different. How much each of us has to bring to the table. We see ourselves as all in this together.

We see that your good fortune is mine, too. In fact, it's the only way any of us can enjoy good fortune is seeing that others have it, too. Having the quality of life I'm willing to work for depends on your being able to achieve the quality of life you are willing to work for.

Inclusiveness, and seeing us as all being in this together, is associated with the "feminine," so we have to equally value the "feminine" to achieve inclusiveness. Inclusive thinking is not the exclusive domain of females. Males have intrinsic

yearnings to be inclusive, too, and many demonstrate this. But many other males have had this bred out of them by society's norms. We need to change those norms and make it normal to be inclusive. Of course, women and girls can form exclusive cliques and groups, too. We need to encourage inclusiveness so it can fully flower in all of us – males and females, boys and girls.

Spreading awareness, networking on the broadest scale, and inclusiveness result in the best of all feelings and realities: community. We can have this sense of community, of belonging, of belonging to each person we meet, read about, or hear about, from the moment we wake up to the moment we go to sleep. When we feel community, we won't be frightened by others. We won't feel separated from others. And others won't be frightened by or feel separated from us. We will live on this planet and share it as we were meant to do. Community is sweet.

Getting It: Asking Questions, Taking Action, Developing the Habit –

"Getting" it by raising awareness, gaining knowledge and forming community are important ingredients for change. But we have to actually get to gender balance to make this a better world.

So, whenever we see imbalance, we need to ask why, and we need to ask what will be done to balance the picture – in our homes, in our schools, in our workplaces, in our places of worship, and in our government. We've provided a lot of questions to ask yourself and to ask others, but you will have opportunities every day to ask questions that we haven't begun to think of.

We won't question imbalance until and unless it is of paramount importance to us. We need to feel, and vocalize, how critical gender balance is. Change will happen person by person, step by step. "Getting" it is intellectually worthy; but understanding gender balance in our heads falls far short of the goal. Changing the status quo is the only way to actually get to gender balance.

We all need to take action to move the needle toward gender balance, whenever we see the opportunity. If we like what we see, if we like the responses to the questions we raise, we need to support those people and organizations. We can support change by buying those products, subscribing to those publications, watching those TV stations and listening to those radio stations, voting for those candidates, and contributing to those organizations, that promote and exemplify gender balance.

When we don't like what we see or the response to our probing questions, we need to act in reverse. Choose other products. Read other publications. Switch channels. Vote for the other candidates. Contribute to other organizations.

We've provided the kick start by offering suggestions of how to Develop the Habit of being an agent for change. Together, we can tip the scales toward balance by steadily, consistently, and unrelentingly voicing the need for elevating the "feminine."

As we've pointed out many times, the "feminine" is related to power, not force. So the key to making this happen is to take every opportunity to emphasize the benefits of male-female and "masculine" / "feminine" balance. If we continue to offer the "carrot," or what's positive about this change, people in a position to accelerate the change will, no doubt, begin to chomp down on those carrots. Clubbing people who

are in a position to accelerate the change with the “stick” is the “masculine” approach. It’s using force, which we know is met with equal or greater resistance.

So Developing the Habit of consistently advocating the benefits is what will get us to balance. We’ll get there by keeping a steady, wise, non-threatening but persuasive, hand on the steering wheel. There’s a long way to go, but we get from here to there step by step. We don’t accept less and we don’t accept delays, so we keep up a steady, compelling drumbeat for change.

This isn’t easy. Many of us, me included, are frustrated because we’ve lived this other story for too long. And hearing forecasts that it will take 40 years to achieve parity in the boardroom, and 70 years to achieve parity in politics, increases frustration. We expected it to change long ago, and I know I have made demands that were met with resistance. I’m trying now to be more aware of what works and to take the path that will meet people where they are, not drag or push them to where I would like them to be. Again, I think the better way is to consistently demonstrate the benefits of balance.

No Matter What Age, You Can Help

Developing the Habit can mean different things at different stages of life.

For instance, young children can be sensitized to inclusiveness and gender balance in the classroom and on the playground. Parents of young children have a major role to play. They can help ensure girls and boys have equal opportunities to fully flourish, and can reinforce those attitudes in their children. Parents can diligently avoid gender stereotyping. Teachers can certainly help with all of this, too.

High school and college aged young men and women will be in increasingly adult-like situations which, unfortunately as it stands now, means increasingly gender-imbalanced situations. The experiences we have at these ages are critical to our character development and psychological development. We don’t have enough examples in this book of how this age group can help change the status quo, and we hope you’ll share your ideas.

If you are in the early stages of your professional life, you might be motivated to achieve balance in the field you work in because you want to experience a leveling of your own playing field. I feel like I did that for 30 years in my own career and can appreciate that motivation.

Now, I’m in a stage of life where I can devote myself to promoting gender balance because it’s the best scenario, and so that younger people can benefit. Because the bulge of baby boomers in the U.S. is so large, many of us are in this same stage of life. Our collective power to promote change is great, and many of us have the time to devote to it.

I particularly urge you to consider devoting the time and effort if you are in such a position, because I think the world pays a lot of attention when we’re not grinding personal axes but, rather, are trying to level the field of opportunities for others. Developing the Habit to look for ways that others can fully develop their talents, and seeing that all who want to be are welcomed at the decision making tables, is a quicker route to achieving gender balance.

A Human Chain of Action and Support

One of my partners in our investment firm had a wonderful visual reminder of this idea. Hanging on the wall over his desk was a painting of people struggling because they were in the bottom of a deep, cavernous pit. Other people were standing at the top along the rim. It looked like it was a hopeless prospect for those in the hole to climb out -----until those below and those above all came together in a human chain of linked hands and arms strong enough to pull those struggling out of the hole.

There's no doubt we are all strong enough, together, to achieve gender balance, which will, in turn, generate more strength as our common good then improves.

It's more accurate to say that Developing the Habit isn't easy *at first*. It gets easier with practice. And it definitely gets easier when more and more of us work together for this same goal. We each have our own place in this equation, and a good way to figure yours out, if you haven't already, is the "sweet spot" exercise of aligning your passions and talents with what the world needs.

Universal Neighborhood

What is our goal? What does the world need? Throughout this book, and in a dedicated chapter, we talked about how the world needs to be a Universal Neighborhood, that world where everyone has what they need to live a quality life, and where we all live that life in peace, and our planet is respected.

I'm going to make a little detour here to emphasize that it takes a conscious effort to be a neighbor and to give you encouragement – and permission – to be one. Too often I find myself unproductively yearning for the "old days" of simplicity and more time to "be" and enjoy life. I feel that I have become more anxious as time frames have been squeezed, for example, conversations interrupted by the ding of incoming emails and the ringing of cell phones, or by the buzzing and clicking of blackberries.

Personally, I do not consider these to be societal progress but, rather, ways to make us feel busier, more important, and on top of things. I feel they have made it more difficult to meaningfully relate to others and to focus on what's really important. And instead of having time to think and feel, we spend a lot of time reacting to technology that now tries to run our lives and dictate our life's rhythm. Put me with those who feel that many technological "advancements" actually separate us from deep human contact.

You don't have to tell me about the benefits because I know that that the internet, for example, can be put to positive use in bringing people together. In fact, it is credited with gathering a group of 15 million committed supporters in less than 2 years to get President Obama elected. And people I never in a million years imagined would think about it, have signed up for Facebook.

I think part of what all this is about is our deep yearning to be connected with others. But I'll say that true connection is being there, in the moment, fully present, listening, hearing, and loving.

Everything has its place and purpose. There is a time for telephones, computers, TVs, reading, and catching up on the news. But, if I could make a rule in this world, it would be to all agree to limit those things to their proper, smaller place in our lives and make room to truly be with each other. Room for you and me, when we're together, to really be present. To look into each other's eyes, hearts and souls, and get to really know each other. To learn what we are grateful for, and to learn what's missing.

As we do this with our family and friends, we will naturally begin to do this with everyone we meet. What we thought were great differences – perhaps because we got an email warning us about a “type” of person - will soon be appreciated as how we are really more alike than different. We tell our stories, listen to others' stories, and create a new, better story, together.

And we'll be available to see how we can reach out and share what we have that others need, and others will share what they have that we need. Sometimes these will be tangible resources but, more often, I think it will be sharing our time, our caring, our loyalty, and, most important, our love. If this sounds “feminine,” it is, from the standpoint that this softer side is associated with the “feminine.” But we all have such aspects and dimensions in ourselves, and this book, particularly suggestions for Developing the Habit, are intended to give us the permission and impetus to fully live a whole life. A life lived in close, deep, personal, meaningful relationship with others.

Another way of saying this is that our “feminine” selves let us take time to hear and be compassionate. Our “masculine” selves let us act.

Please allow me to stress, one more time, that our goal is to value the “masculine” equally with the “feminine.” They are both crucial. They complement each other. The balanced, whole, healthy world we all would enjoy living in depends on each of us being able to be whole, balanced, total, healthy individuals.

When it all comes together into a balanced whole, we will find ourselves living in a Universal Neighborhood of peace and prosperity for all, on a planet that we protect for all to enjoy.

Intent Vs. Succeeding

As the primary author, here's where I especially want to hold myself accountable. While I thank others for their input, particularly Enid Draluck and Sam Allen, any criticism of this book needs to be directed at me.

Please know my intent was to provide facts and offer examples of better, balanced ways. While some of these were our ideas, many more were ideas we discovered in our research that others generated – wisdom from the ages and wisdom of the day. I attempted to fully credit those we quoted and, not only do I hope the credit was adequate, I hope we generate new audiences for your work and ideas.

An overarching goal was to show the harmony of our being able to develop our whole beings – our “masculine” and “feminine” qualities. And to show the benefits of a society that allows and encourages both to be in balance. To the extent this came across, the book is a success on this score.

It was definitely not my intent to cause divisions, but rather to heal them. The goal was to unite. To the extent that readers felt split off, this book failed.

Another goal was to provide practical ways to move toward gender balance. To the extent you take away some practical ideas that are new to you, the book succeeded.

To the extent that what I wrote came across as accusatory, or intolerant, or you feel I made unfair blanket statements, or I came across as preaching, I failed.

I'll look forward to hearing your reactions.

The Last Word

There is also a time for writing a book, and, as people in my life will be glad to know, the time for writing this one has ended. This book is far from perfect and hasn't even gone through a "first reader," which could have taken several more months, and we've spent two years on this already. That's one reason we're self-publishing this book and giving it away. If an agent and editor want to help turn it into a "real" published book, we welcome that.

We thank many people who contributed to this book in *Acknowledgements*. We invited some others to contribute who have declined, and we respect that. But, if you change your mind, we welcome your contributions to future efforts.

We welcome everyone's stories and facts and, if you want to help us collect those and help write a follow up volume which can really be the handbook to restore balance, we certainly welcome that, too.

We have been encouraged to measure progress on gender balance. When we began Full Circle Living, we were encouraged to measure our impact and we decided that we didn't have the wherewithal to devote ourselves to doing our part to contribute to a Universal Neighborhood and measure it, too. We also questioned what our motivation would be for doing that because measuring impact could certainly be deemed self-serving or self-congratulating.

We think achieving gender balance in the world is different, though, because we so strongly believe it will benefit everyone on this earth. That still begs the question of how it can be measured so, again, we welcome your ideas and help. Perhaps institutions like the World Economic Forum, McKinsey, the United Nations, universities, and research centers are starting points, and someone wants to help aggregate and disseminate their measurements.

Whatever you choose to do, we thank you for reading this book.

The last thing I want to say is this. Years ago, when we started Full Circle Living, we believed that change could happen just the way this chapter is laid out. We gain knowledge, we form community, we take action, we breakdown vicious cycles, and we contribute to the over-arching virtuous circle of a Universal neighborhood. We depicted this on our FCL website as a target of widening, concentric circles, like the ones on this book's cover. We said we could "do" this and "be" this locally, nationally

and globally. We said that we all have a "life portfolio" of talents and resources to commit to creating a Universal Neighborhood in our personal and public lives.

This book is about what we think has been the greatest learning, that we will not live in a Universal Neighborhood until and unless the "feminine" is equally valued, embraced and nurtured, bringing the "masculine" back into balance. We hope we've made the case well enough for others who aren't doing it already to also want this change and to work for it to happen. We hope some of the images will prove to be haunting, and the facts stunning.

We're sharing our greatest learning, and pledge to continue to help grow the community, and to take action to help achieve gender balance, using all of our resources. That's the primary motivation behind self-financing this book and getting a free copy into your hands.

Here's the ultimate key. In our Full Circle Living depiction, which we've also adapted on our office wall to look at every day and where we post examples, there is the all important center. The "bull's-eye" on the target is the "I." The starting point for change. The acceptance of the mission. It all begins with "me."

It all begins with knowing that a Universal Neighborhood is our shared, common life's purpose. And to get to that outside circle, the circle that equally enfolds everyone of all tribes, nationalities, faiths, professions, educational backgrounds, economic status – and gender – the starting place is the pinpoint dot of a circle in the center – "me." It starts with each of us knowing that we're on this earth to "do" our part, and "be" our part, of the greatest common good. By accepting this charge, we create the common good for others and for ourselves.

That's it. That's the whole point. A whole, all encompassing, balanced circle of peace, and true prosperity, for all, on a protected planet.

ACKNOWLEDGEMENTS

To even attempt to acknowledge people who have contributed to the realization of this book, I would have to go back to the beginning of my life. Surely the family I was born into helped shape my worldview, and I continue to learn from, and have tremendous support from, several generations of them. All the many teachers I've had, formally and informally, provided pieces to the puzzle all along the way. With each passing year, my friends become more dear and have provided so much encouragement and direct help. The family I married into has been a blessing and inspiration. Professional colleagues have provided indispensable lessons on how organizations work.

For the last 10 years, Full Circle Living has been my primary locus of learning and growth, which ultimately led to writing this book. We've had so much help in forming and evolving FCL, that I'm sure to leave important people out. I particularly want to thank several key, balanced males who have contributed extensive time and insights: Bob Lupton, Jim Fowler, Jeff Rosensweig, Charlie Palmgren, Ed Vacek, and Calvin Edwards. They were part of our original "Delta Team," along with Ann Rosenberg Bourns, Kay Lee, Shamica Tucker, Dory Watkins, Bob Oxnam, Olga Plaut, Roy Plaut, Charles Oke, Tony Orta, Jane Shivers, Hattie Hill, Vishakha Desai, Eliot Ponchick, and Eric Dinerstein.

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For the past 5 years, our monthly gathering of the Divine Dissident Divas has been a safe place to explore the spiritual development woven into "50-50." Thank you Pat Robinson, Carol Jackson, Barbara Miller-Murphy, Astrid Pregel, Sylvia Sanders Kelley, and Kathleen Kurre.

I never would have dreamed of writing a book 6 years ago, when Lyn May gathered our virtual group of Women Thinking/Women Writing – thanks all.

As for producing this book itself, I'm told I'm not the easiest person to tell unwelcome news and I want to thank Nea Simone and Phyllis Abramson for reading big chunks of the book draft and giving us page after page of editing suggestions we then made. Thanks to Becky Battle for tackling the tedious contact database, to Adam Struletz for his pro bono legal work, and to Laura Noel for consulting on our artwork.

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I've mentioned many others by name in the book and I thank you again.

Now for two people I could never adequately thank.

My husband, Sam Allen, has been a primary influence, my business partner, life partner, and my globetrotting partner, for nearly 20 years. No one has been more affected by the revolutions of our joint wheel of life. He's been there in thick and thin

and is still here after seeing the good, the bad, and the ugly of the “masculine” and “feminine” in me. When he says he likes the fact our life is always interesting, you can sometimes hear a tinge of exasperation! He has read this manuscript through several times and made untold contributions. He’s patiently allowed me to clear huge swaths of our lives, many entire months, in fact, and has even grocery shopped and cooked to make it work. Most of all, he’s been a model of “50-50.” Sam, I love and thank you.

The last person thanked in a book is usually the one who contributed the most and that’s a lay-up: without Enid Draluck I guarantee you wouldn’t be reading this book. I could enumerate all the tangible things she has done over the past 2 years to make this a reality, and tell you there is nothing she can’t do, and that she should teach a doctorate course on multi-tasking. But that wouldn’t come close to describing her role. I think we became soul sisters 14 years ago on the day of her very serious car accident in our front yard. 9 years ago she became a fulltime partner in Full Circle Living, and we’ve experienced practically everything I talk about in this book that happened since then, together. She’s my confidante, teacher, guide, critic, litmus test for truth and sincerity, and there’s no one whose opinion I respect more. As for this book, she’s been a tireless co-author, re-searcher, graphics artist, production manager, and has encouraged me when my spirits flagged. Most of all, she is an inspiration for what is possible. When I think of a whole, balanced, person who is comfortable in her own skin, who understands the Universal Neighborhood and truly lives her life as a neighbor – every day in large and small ways – it’s Enid. I can’t adequately thank you but I can assure you that you are making a difference with your life; I see it every day. Enid, I love and thank you, and wouldn’t be at this juncture without you.

APPENDIX

1. Informal Survey – Current Status of Women

Near the end of writing the book, we sent this email to friends and family:

"We're having difficulty with one section of the book, in particular, and wondered if you would take a few minutes and answer a few questions. We're asking a very wide ranging group of friends as far as age, occupations, marital status, etc. You can keep responses as brief or make them as long as you want."

The questions were inspired by the Pew Research survey we featured in the book. We were impressed with the responses because they were so individualistic and, I must say, I wouldn't have previously matched up some of the responses with the responders. So, it goes to prove, you never know unless you ask! While there was some commonality within age groups, it wasn't as consistent as I had anticipated. Same goes for occupations and time spent inside or outside of the home. Perceptions were really was much more a function of personal experiences and perspective.

I'm including the responses in random order, different from the order of the occupations and ages, to protect identities.

Question: Do you think we need more social change to ensure that women have equal rights in the U.S.?

Responses

- Yes (but what/how?!)
- What we need is a better economy so women who chose to work at home to care for the children and household can do so. Many people are forced to work in their later years for one reason, they need the medical insurance.
- Yes. I think a lot of stereotypes about women's roles still exist and the entertainment industry does little to improve the situation. Women and girls still need strong role models to encourage them to break from traditional roles and fulfill their dreams. If I didn't have a strong role model, I myself might have chosen a different path.
- Great time in our history for this book. Things have changed for/against women in the past year, hopefully we learn from both

Question: All things considered, are you more inclined to say that men or women have the better life in the U.S.?

Responses:

- Better is a difficult word. I believe men have it easier. Their lives are more balanced (they still do not share equally the responsibilities of the home and they statistically take care of themselves first. They continue to benefit from a lack of wage parity. They also benefit from paradigms that enhance career choice, advancement, social contacts, etc. On the other hand I think women, if we do an even fair job of balancing, are more fulfilled. We tend to focus on relationships which add to the depth of our life experience (children, friends, coworkers, people who need help) all of this gives us greater humility, connectedness, and gratitude."
- I really think women have a better life. We are able to have a family and work if we want to if the husband makes enough to support us. I have never wanted to be a CEO of a major concern. My interests lie more in nature and my painting. As I told you before, I am discriminated against more in my church than in the market place. And that too is changing except for the Baptists
- I don't know if I can answer this question. I do think women work harder to do it all – be a career woman, a great mom, in charge of the household, volunteer extraordinaire – and men are kind of excused from many of these roles. However, I think it is great to be a woman so I don't think men have a better life.
- I can't define this by gender, per se. However, given that more women live in poverty than men, I'd say men have a better life. But.... it depends how you define "better." I would much rather be a woman and truly believe I have a better life than men, even though I have to put up with a bunch of crap. Women have better friendships.
- No, we work too hard. Europeans are much more relaxed.
- There is not a straightforward answer in my opinion, as it is moderated by economics. Poorer women and single mothers have a more difficult life than men
- I think it's about equal. Women are far more recognized for their ability and are compensated for it now than when I first started working. I have always felt if a woman works hard her efforts will be recognized. They always were for me.
- Men, in general, have a better life here in that (1) still make higher salaries (2) usually are not the ones abandoned to take care of a family (3) still have less of the household burden when a couple both work.
- Define better. If it means having more free time to pursue cultural, and social opportunities and endeavors (fundraising, visiting museums, golfing and having lunch out more often, but earning less income, then probably women have a better life. If it means who can do more, buy more, and generally create more (jobs etc,) then it's probably men.
- "(hmm) I can't speak to that, as I have only experienced life as a woman (this would be really interesting to get a person with a sex change!)"
- Women, on balance
- I think men have a better life.

Question: Why?

Responses:

- No doubt, there are instances of "gender gap" in pay and opportunity. However, in some ways I think women have more "choice" than men when it comes to roles they play. If a family decides that one parent should stay home with the kids, the image of "Mr. Mom" still isn't as widely accepted. Women may decide to stop for a while to raise children, stay on the "mommy track" (as I'm trying to do), work part time, job-share, etc. Men appear to have more difficulty with those options -- either from an employer or from their internal psyche. I also think women have a "better life" in the "relationships" arena....men seem to form friendships mainly around business or sports -- women more easily form and keep lifelong relationships that encompass more aspects of each other's lives. Women seem to have an easier time caring about the issues that affect us -- health care, children's health and opportunity, retirement security. I think that is because we have to do more multitasking! I measure "better life" in more ways than just economic -- I think women are more in tune with themselves as people, friends, parents, and spiritual beings. Does that compensate for discrimination in the workplace or other places? No....but we are relationship builders, much more than most men, and that enriches our lives in many ways.
- In not having been personally discriminated against nor having seen such in an intimate setting, I do not feel as though women always have it harder in that regard. There are many perks and advantages to being each gender, I feel for very different reasons. I guess I have to further ponder this one, before I can intelligently answer.)
- There is a feminization of poverty that makes life more difficult for women. Affluent women are not very different in life quality than men. In fact, I think it is possible that they might have more flexibility than men who are constrained by gendered expectations of them. The women who are trying to raise their kids, work several jobs, having inadequate benefits are the ones who are really the least well off in terms of life quality.
- Gender discrimination is very socio-economically sensitive. I can certainly see it with my non-profit work. By far, the majority of our participants in the low-income areas we serve are female and specifically African American single mothers. We talked about how these women are among the most fragile people in society today. They have less of a safety net, less educational opportunities. Their jobs can hang in the balance if they can't get transportation or childcare for sick children--so many problems. One big reason is the lack of males and especially the damage caused by the lack of male role models. The values of many of the adult black males can be very different from mainstream society, such as not valuing education.
- I can only say from the evidence of successful women that I see in the business world. Don't really know what made the difference.
- Men still have more opportunities than women. Men are more respected- by men and women alike- than women.

Question: Is discrimination against women a serious, or somewhat serious problem, or not a problem in society?

Responses

- Somewhat serious
- Discrimination against people in general is a problem in America
- It is a serious problem - and is becoming more serious as time goes on.
- Discrimination is somewhat a problem.
- Somewhat serious
- In America, I do not think women are discriminated against. Worldwide, there are places that discrimination is still awful.
- Discrimination at this time in our financial crisis does not seem to be a problem that is in any way serious. It is just not at the top of the heap.
- Discrimination against women is somewhat serious.
- Serious
- I think it is still a somewhat serious problem.
- "Discrimination against women is a very serious issue.

Question: Why?

- Luckily, great strides have been made at least in this **American society**, so I no longer see as such a serious problem--at least compared to the historical context of women NOT being able to vote; not having educational and employment opportunities and so forth.
- Don't observe much serious discrimination and don't like stereotyping the men and women we know
- Women still make less than men doing the same work - yet many more women today are self and family supporting and need equity in the workplace. Also - the country has become so polarized -liberal vs. conservative - I think conservatives have less respect for women than in the past.
- Other countries are now led by women - and have been for some time - yet we are still years away from this in the US - I think this diminishes us internationally
- It's a problem for the individual woman who experiences the discrimination for many reasons, economic and otherwise -- but also a loss for the rest of us. If a talented, creative woman is denied the opportunities she wants and deserves, we all suffer -- she might be the one who finds a cure for some kind of cancer, or bails us out of this economic mess, or mobilizes people around some worthy cause.
- It used to be very serious here and is VERY serious in some countries. It still isn't fair, but I sure feel blessed that I don't live in Africa, the Middle East, Asia.....
- I think it is a problem for women who are underutilized and do not realize their potential and for the society who loses out on the value of what women provide, especially when unencumbered by discrimination.
- Women now have more rights than our mothers but I feel we are back to the super woman problem. Some men are sharing household duties and the rearing of children, but many women still have to organize all of the above duties. The good ole boys golfing and sporting outings for networking still exclude women.
- My daughter asked me if I ever thought of being a doctor instead of a nurse and I told her I honestly didn't at the time because I didn't feel that it was in my realm and that sadly it was far from the norm at that time. I also realize how much my Church has let down it's faithful women by denying them the opportunity to become priests. Talk about the good ol boy network!!!
- Senator Clinton helped the cause a great deal in proving what a formidable candidate women can be (probably would have won the election in Nov)

Terrible discrimination now going on toward Gov. Palin in that it is only her family business (as with Sen. Biden) in who and how her family is taken care of., not to mention other issues. With the women mentioned above plus outstanding CEO's, financial advisors, university pres. senators, etc. women are gaining ground. Gender bias is changing, but it is still out there.

- I have never felt like I was significantly discriminated against as a woman. I have been able to do anything I want to do and felt I achieved what I wanted to achieve. Of course there have been a few pig-headed men out there, especially in medicine, but I mostly ignore them as their small-mindedness never hindered me or my career and I really did not care what they thought
- It impacts every aspect of our lives and it has devastating impact on poorer women. It begins in school where girls are told they are not as good as boys in math and science (some direct and some subtle), what careers they are steered toward, sports and other school activities, the supports that are available to them along the way. It is compounded by the overwhelming responsibility women carry for children. Many as sole caregivers. Which impacts their job choices, their ability to continue with training and education, the impression of commitment their supervisors see on the job, their standard of living, everything. Discrimination in other countries are usually from cultural customs that have never been adjusted to the progress made around the world.
- Of course, it is more difficult for a woman to rise to the level of Corporate VP or President, however, never before have I seen so many. In unprecedented numbers, many of the top Corporations are run by women. I personally know many women at very high levels. Many of my neighbors are women Presidents and Vice Presidents. We bought our house from a Woman VP at Motorola. Law schools are more that half women now. My sisters-in-law are an electrical engineer and an attorney, and a CPA. Many of my friends own and run businesses. Women are getting more confidence and in some cases are promoted to high level positions because they started young. I think it's more difficult for the woman who stays home for 15-20 years with the family and then tries to go back to the "working" world. She couldn't have the same experience as someone who has been there for years. Is that a discrimination problem? No. She made a choice. So did the other woman.
- As an example, I have been amazed at how the media has treated the politicians – first Hilary, then Pelosi and to some extent Palin. When the main focus of news stories is on wardrobe rather than the words coming out of their mouths, I think I'd call this a somewhat serious problem. I also think discrimination in the workplace still exists quite regularly. Good ole boy groups and lower compensation are two major issues. However, I do think companies are beginning to value diversity and try to seek out women for Boards or top Executive positions. The problem is, there aren't as many women to choose from, due in large part to inflexible schedules for women during child rearing years, causing women to drop out and/or take lower positions that do provide flexibility.

Question: Do you want the status quo regarding how men are viewed vs. women in the U.S. to remain the same?

Responses:

- **NO**
- NO

- NO
- NO
- NO
- These questions are difficult for me to answer since I have never strongly supported women's rights. I guess the advancement I have seen is good.
- Men are often viewed as leaders, and more powerful. Women are sometimes viewed as followers, and more cautious. Less quick to respond and act. The ones that do behave in a more assertive way, are often threatening to men who see them in an adversarial way. If you work on a team where everyone works together, an assertive woman is not a problem. Many men are programmed to compete to win. It is often said that it is a dog eat dog world. Men want to be the top dog. So the good old boy network does come in to play. I've noticed that women can be the worst bosses to work for because they don't want to be seen a women, but rather a boss, like most of her counterparts, so they don't want to be too friendly with other women. It's a defense mechanism. She wants to be seen as a manager, or director, or VP above all else. She rose to the top and now she wants to stay there. Maybe it's not a function of a feminine-masculine thing, but more a leadership thing.
- There is no status quo. Things are constantly changing impacted by government, religious institutions, communities and role models. Most of these avoid change and become ever more harsh and punitive as women try to make changes.

Question: If you want it to remain the same – why?

Responses

- I really don't know how uncaring men view women since I have been lucky enough to have a husband that views me as tops at all times. Sounds dumb but it is true. Now if they still did not let us vote I would be on fire for no discrimination.
- A majority of my patients are boys, mainly because their problems are generally more disruptive earlier than girls. I'm observing big problems with today's boys, especially brought about by "enlightened" younger mothers who try to push their boys (the very young ones) too early to be less "male," more like girls, and not let them play as they want--and they're causing serious damage. I think there is plenty of opportunity to "civilize" them later on. The world isn't perfect, but in a perfect world, mothers would be at home for their children in the very important first 2 years.

Question: If you want it to change - how?

Responses:

- I'd like to see a world in which new opportunities exist for both men AND women -- if women experience less discrimination and more opportunity on a level playing field, it seems to me that men's' lives will also be more balanced and they will have more choices. Maybe "Mr. Mom" can be comfortable with his

choice; maybe a couple would decide to "job share" so that they could have more balance in their life.

- On a political level, we would love to see more women visible at all levels and that that would be very positive for leadership styles.
- I think a man could be as good a house parent as a mother. Men should not feel degraded or that their job as a house parent is any less important than a high paying job. Same for women.
- I want the change to continue until it reaches the point that women and men are viewed with equal value, rights and respect. (FYI, the recent reaction to Palin says we're still considered the weaker sex, especially if we're "cute.")
- My newspaper is very paternalistic--dominated by the top 3 men. I would love to see a more balanced gender inputs.
- We have a responsibility to model for young women, to offer them opportunities where they can learn and practice self confidence and respect for themselves and others, and to support them along the way. Opportunity is not offered every child, nor is every child taught to seize the chances that come their way, and they certainly are not given the confidence to step forward.
- I want women to be respected and rewarded for their achievements in the workplace. I want women to have the same opportunities as men - with the same responsibilities. I want a significant number of women leaders in government at all levels - but especially in the Federal government- because I think most women have a very different leadership style and skill set that meets the needs of today's issues - domestically and globally
- Similar to the social change question, it would be great if the roles of men and women could be viewed as interchangeable. This will take a lot of work from women to get their husbands more engaged and teach their sons!!
- I think that women are more often viewed inappropriately than men. The lens through which both men and sometimes women see women is troublesome and under values women. I would like to see more equal opportunity and more equal outcomes for women in all spheres. This means men would also have more options
- Should not have to qualify statements such as --the CEO is actually a woman. It would be nice to not have to rationalize or give pause, say, for instance, when a woman runs for president!

Question: To what extent - or in what areas - do you think that women should return to their traditional roles?

Responses:

- I don't want to have a traditional role. More and more men are staying at home with the young ones if the wife has a better job. It is just how the ball bounces in the life they lead. I want control of the house and its furnishings with not much input from the man.
- If you mean traditional as being responsible for home, children, and making ends meet without adequate options and pay and benefits, now way. If you mean traditional by not having authority and being subjected to the power of others, no way. If you mean traditional by being valued while not exalted to the extent that it serves as an excuse to discriminate and close options for women, then I say okay.
- I feel it is somewhat unfortunate that within the realm of the feminist movement, 'strong women' seem to be only synonymous with those who work

outside of the home (if have kids) OR choose not to have kids altogether. Only those who can successfully juggle work/life balance and not be 'stay-at-home' moms are perceived to be dispelling the myth that a 'woman's place is in the home'. Somehow, I think if it is right for one's family AND it is a woman's personal choice--one can be at home and STILL be a strong woman/an advocate for others/a political activist/ and so forth...

- I think traditional values should be primary in that the husband should be the head of the household and the wife should be supportive of her husband. That is not to say that a woman should not have a career and also be a wife and mother as long as the latter 2 take priority.
- Traditional roles are fine. That's what the women's movement was all about, equal pay and the right to chose. Many people I know have successful businesses because they enjoyed cooking, sewing, drapery making, etc. at home. They launch that into a career and now manage people and use their skills learned in high school or college, but didn't go into the corporate world right out of school. Each person should chose based on economic need, and personal fulfillment.
- I hope this helps. This is a subject that has been talked about for years, and still is being discussed. Men and women look at things differently. That is a factor also.
- Men and women are unique and individual, but even in early childhood it has been demonstrated that little boys think and act differently than little girls. There are innate differences. There is a reason for that. We need both types in this world.
- I don't think that women should return to their traditional roles. I think women and men should focus more on family and community. With the material society we live in, a lot of families are too focused on working more to buy a bigger house, throw their kids a fancy birthday party, rather than spending time as a family doing activities and investing in their communities. (this is a upper middle class point of view)
- Returning to traditional roles- hmmm.... Not sure I can answer that one. I think each person and the people they live with should decide on roles that work for them BUT that it should be done in the context of "new" thinking. We've got a long way to go in this society to get over cultural norms that make women subservient, and women (like me) have to change our own thinking and actions.
- Of course, I want women to have all the opportunities that are available to men.....but I do think that the return of women to the work force, along with other factors that have altered their "traditional" roles, have resulted in loss of social capital in this country. When women were home and got to know their neighbors, cared for the sick, volunteered in hospitals, supported their church work -- all of society benefitted from their caring and nurturing nature.
- We will not return to that model and that's not the point -- the point is, how do we reclaim what is "good" about those days? More friendships, more caring for our neighbors (known and unknown) -- i.e., restore social capital? Men should be able to benefit from that, too....in many ways.
- You realize that as a teacher, I am a little bit prejudiced since I have seen hundreds of families try to work and raise a family. I think women should be able to choose whether they want a career or children and not feel badly about that decision. If a woman wants to have a career, have children and hire someone for the child rearing that should be up to her. However, someone has

to give when a child needs their parent. I have seen too many children suffer and relationships suffer with high anxiety jobs.

- I waited until my children were in school before I went back to work, but the homework, sports, taking care of house and spouse, was more important to me than being burned out at the end of the day. I think one parent has to be on call or the house parent to raise children lovingly and effectively. Our society demands too much of kids today and the parents are the only ones who can help prepare them for these challenges. Too many unsupervised children are growing into aimless , angst ridden adolescents. They need more guidance and love.
- I think women -or a woman - should take on any role she wants. We are not the same society we were 50 years ago. Women have moved out of the house and into the workplace - in many cases out of necessity. Most women today must work outside the home to help support the family - yet are still expected to assume virtually all of the responsibilities of home as well. Much of this is because we tend to raise our sons the same way our mothers and grandmothers did - and we do not require them to assume new roles as women have had to do.

Age:

55, 36, 59, 30, 60, 51, 50, 63, 40, 59, 40, 54, 58, 59, 66, 59, 63, "I am 74 and feel old as dirt but still perking."

Occupation

- Social worker and mom!
- Executive Director, Rockdale Foundation
- Nonprofit manager
- Physician and Mother
- Consultant in abuse, neglect and delinquency
- Retired investment analyst, now not-for-profit
- Investment analyst
- Writer for major newspaper
- Retired nurse, wife, mother, grandmother
- Psychotherapist mainly, working with children and adolescents. a majority of her patients are boys
- Retired from both nonprofit and corporate careers
- Retired teacher, supporter of the arts
- Right now - a grants administrator - but have spent my entire career in non-profit management.
- I have worked for over 30 years and still work part time.
- Teacher, M.Ed. and Company Representative/Account Manager
- Housewife who loves the traditional role, but does not think it should be forced on anyone.
- Professor
- Consultant, former corporate executive.....

2. The National Women's Hall of Fame

300 women came together for the first U.S. women's rights conference in Seneca Falls, NY in 1848, led by Elizabeth Cady Stanton and Lucretia Mott.

According to the www.greatwomen.org website, "*the women and men of Seneca Falls created the National Women's Hall of Fame in 1969, believing that the contributions of American women deserved a permanent home.*" There are currently 226 inductees and we wanted you to see the complete list. If you go to the website, there is a hyperlink to a biography on each.

Abdellah, Faye Glenn	Jemison, Mae
Abzug, Bella	Jones, "Mother" Mary
Adams, Abigail	Harris
Addams, Jane	Jordan, Barbara
Albright, Madeleine Korbel	Keller, Helen
Alcott, Louisa May	Kelly, Bishop Leontine
Allen, Florence Ellinwood	Kelsey, Ph.D., M.D.,
Alvarado, Linda G.	Frances Kathleen Oldham
Andersen, Dorothy H.	Keohane, Nannerl O.
Anderson, Marian	King, Billie Jean
Andrus, Ethel Percy	Kübler-Ross, Elisabeth
Angelou, Maya	Kuhn, Maggie
Anthony, Susan B.	Kwolek, Stephanie L.
Apgar, Virginia	La Flesche, Susette
Baker, Ella	LaDuke, Winona
Baker, Ella	Lange, Dorothea
Ball, Lucille	Leet, Mildred Robbins
Bancroft, Ann	Lin, Maya Y.
Barton, Clara	Lindbergh, Anne Morrow
Baum, Eleanor K.	Locke, Patricia A.
Benedict, Ruth Fulton	Lockwood, Belva
Bethune, Mary McLeod	Low, Juliette Gordon
Blackwell, Antoinette	Lucid, Shannon W.
Blackwell, Elizabeth	Lyon, Mary
Blackwell, Emily	Mahoney, Mary
Bloomer, Amelia	Mankiller, Wilma
Bly, Nellie	Mayer, Maria Goeppert
Bourke-White, Margaret	McClintock, Barbara
Bradley, Lydia Moss	McCormick, Katherine
Bradwell, Myra	Dexter
Breckinridge, Mary	McManus, Louise
Brooks, Gwendolyn	Mead, Margaret
Buck, Pearl S.	Mink, Patsy Takemoto
Bumpers, Betty	Mitchell, Maria
Bunch, Charlotte Ann	Motley, Constance Baker
Cabrini, St. Frances	Mott, Lucretia
	Mullany, Kate
	Novello, Antonia
	O'Connor, Sandra Day

Xavier	
Calderone, M.D., Mary	O'Keeffe, Georgia
Steichen	Oakley, Annie
Cannon, Annie Jump	Parks, Rosa
Carson, Rachel	
Carter, Eleanor Rosalynn	
Smith	Paul, Alice
Cary, Mary Ann Shadd	Pennington, Mary Engle
Cassatt, Mary	Perkins, Frances
Cather, Willa	Peterson, Esther
Catt, Carrie Chapman	Pipher, Judith L.
Child, Julia	Rankin, Jeannette
Child, Lydia Maria	Reno, Janet
Chisholm, Shirley	Richards, Ellen Swallow
Clinton, Hillary Rodham	Richards, Linda
Cochran, Jacqueline	Ride, Sally
Coleman, Bessie	Ridgway, Rozanne L.
Collins, Eileen	Rogers, Edith Nourse
Colvin, Ruth	Roosevelt, Eleanor
	Rose, Ernestine Louise
Colwell, Rita Rossi	Potowski
Cooney, Joan Ganz	Roulet, Sister Elaine
Cope, Mother Marianne	Rudolph, Wilma
Cori , Gerty Theresa	Ruffin, Josephine St.
Radnitz	Pierre
Croly, Jane Cunningham	Sabin, Florence
Davis, Paulina Kellogg	
Wright	Sacagawea,
Day, Dorothy	Sanger, Margaret
De Forest, Marian	Saubel, Katherine Siva
De Varona, Donna	Schiess , Betty Bone
DeVoe, Emma Smith	Schroeder, Patricia
Dickinson, Emily	Schwartz, Felice N.
Dix, Dorothea	Scott, Blanche Stuart
Dole, Elizabeth Hanford	Seibert, Florence
Douglas, Marjory	
Stoneman	Seton, Elizabeth Bayley
	Shaw, Reverend Doctor
Dudley, Anne Dallas	Anna Howard
Dyer, Mary Barret	Shouse, Catherine Filene
	Shriver, Eunice Mary
Earhart , Amelia	Kennedy
Earle, Ph.D., Sylvia	Siebert, Muriel
East, Catherine	Sills, Beverly
Eastman, Crystal	Smith, Bessie
Eddy, Mary Baker	Smith, Margaret Chase
Edelman, Marian Wright	Smith, Sophia
	Solomon, Hannah
Ederle, Gertrude "Trudy"	Greenebaum
Elion, Gertrude Belle	Stanton, Elizabeth Cady
Evans, Alice	Steinem, Gloria
Ferraro, Geraldine	Stephens, Helen

Fitzgerald, Ella
Friedan, Betty
Fuller, Margaret

Gage, Matilda Joslyn
Gibson, Althea
Gilbreth, Lillian Moller
Gilman , Charlotte Perkins
Ginsburg, Ruth Bader
Graham, Katharine
Grasso, Ella
Griffiths, Martha Wright
Grimke, Sarah

Grimke Weld, Angelina
Hallaren, Mary A.
Hamer, Fannie Lou
Hamilton, Alice
Harper, Martha Matilda
Harris, Patricia Roberts
Hayes, Helen
Height, Dorothy
Hicks, Beatrice A.
Hobby , Oveta Culp
Holdridge, Barbara
Holladay, Wilhelmina Cole
Holm USAF (Ret.), Major
General Jeanne
Holt, Bertha
Hopper, Grace Murray
Howe, Julia Ward
Huerta, Dolores
Hunt, Helen LaKelly

Hunt, Swanee
Hurston , Zora Neale
Hutchinson, Anne
Jackson, Shirley Ann

Jacobi, Mary
Jacobs, Frances Wisebart

Stevens, Nettie
Stone, Lucy
Stowe, Harriet Beecher
Strong, Harriet Williams

Russell
Sullivan, Anne
Szold, Henrietta
Talbert, Mary Burnett
Tallchief, Maria
Tarbell, Ida
Taussig, Helen Brooke
Truth, Sojourner
Tubman, Harriet
Vaught USAF (Ret.) ,
Brigadier General Wilma
Wald, Florence
Wald, Lillian
Walker, Madam C. J.
Walker, M.D., Mary
Warner, Emily Howell
Warren, Mercy Otis
Wattleton, Faye
Wauneka, Annie Dodge
Wells-Barnett, Ida B.
Welty, Eudora
Wharton, Edith

Widnall, Sheila E.
Willard, Frances
Winfrey, Oprah
Winnemucca, Sarah
Woodhull, Victoria
Wright, Fanny
Wright, Martha Coffin
Pelham
Wu, Chien-Shiung
Yalow, Rosalyn
Yerkovich, Gloria
Zaharias, Mildred "Babe"
Didrikson

3. Which Candidates I Vote For

- Candidates who really grasp the seriousness of the growing chasm between rich and poor, nationally and globally
- Candidates who are forward-thinking and courageous enough to promulgate legislation that works toward bridging these economic divides, not further exacerbating them
- Candidates who support quality education for all
- Candidates who will promote living wage legislation
- Candidates who will promote affordable housing requirements
- Candidates who will promote affordable health care insurance for small business and individuals
- Candidates who understand that the United States is part of the Universal Neighborhood
- Candidates who will promote legislation to require the United States to fulfill its global aid commitments
- Candidates who are true leaders, able to take us beyond our super-power might to where we, instead, act like wise and caring global citizens
- Candidates who conserve and protect our environment
- Candidates who don't cater to business – who represent all of their constituents.
- Candidates who push for tougher regulation of corporate fraud, deception, and looting --that actually has "teeth."
- Candidates who champion radical campaign finance reform and who can effectively build such a coalition; the more that money can buy political influence, the less of a democracy we are
- Candidates who understand and can accept multi-culturism and multiple religious beliefs as not only entrenched realities, but also value them as important reasons the U.S. is great in the first place
- Candidate diversity because, for many reasons, I believe we need more high-caliber female leaders and more leaders who represent ethnic and racial minorities

4. "Feminine" Traits and "Feminine Leadership Styles Pulling in Voters

"Feminine" Traits

- Passionate
- Integrity
- Thoughtful, Pragmatic, Methodical
- Down-to-earth, Engaging, Amiable, Warm
- More sensitive to human needs
- Show more respect for life and dignity
- Can heal the deep wounds of nations
- Understand the bigger picture
- Understand our impact on the environment, on the world.
- Empathy for future generations that will be impacted because females give birth to them.
- Able to adapt and change course and be prepared for anything
- Committed to making it regardless of the personal sacrifice
- Fast thinking/multi-tasking
- Deep sense of ethics and commitment
- Decisive
- Disciplined, Tough, Tenacious, Determined
- Ambitious vs. egotistical
- More selfless, More Humble, Less Pretentious, Self-Effacing
- Less manipulative
- Practiced at fitting family life around work life
- Models of courtesy, wisdom and knowledge
- Gracious yet strong, Dignified, Stately
- Steadfastness, Self-confidence, Courage
- Firm, Not Fragile, Not Weak, Unshakable
- Forceful not inflexible, Mean business without being mulish
- Persevering and persistent without being obstinate
- Purposeful, Resolute, Solid, Spunky
- Unswerving not unyielding

"Feminine" Leadership Styles

- Coalition-oriented, Inclusive, Collaborative, Compromise, Consensus-building, Able to bring people together, Team players/Team builders
- Voice of reason, Voice of logic
- Great motivators
- Different style of governing -one that Listens, Communicates, Delegates
- Excellent time managers
- Women try to prevent war, try to stop it once it starts and try to stabilize after the peace agreement is signed because they don't want their kids getting killed
- Women tend to be less corrupt, Insistent on tough Governance policies and accountability, Restoring confidence, Openness – not secrecy
- They think of the whole country as their family
- Analytical
- Can organize the grass-roots support necessary to effect public policy.
- Paint a picture of the future that gives people hope, optimistic
- Diverse boardroom = robustness
- Eager to credit others with accomplishments
- Assertive
- Willingness to do radical surgery
- Fairness, Equality, Opportunity, Leveling playing field
- Against monetizing our values
- Women have a high feeling of responsibility.

5. My Own “Sweet Spot” Exercise

Mentors are wonderful encouragers. Thurman encouraged King and one of my mentors, Charlie Palmgren, has encouraged me for many years. When I was feeling frustratingly vague about what I have been doing with my life, I loved what Charlie said so much that I’ve kept a copy on my desk for the past several years:

“You are distilling, compressing, condensing, refining, collapsing and concentrating your life to its quintessential truth. A central, unifying, integrating core on which all your words and actions are derived. It is your purpose, passion and reason for being and becoming. It is what stirs your blood, sets your heart aflame, and consumes your soul.”

It’s been a “long and winding road” but if there’s any way to influence balancing the “feminine” and “masculine” in this world, now THAT *“stirs my blood, sets my heart aflame, and consumes my soul.”*

What I’m Passionate About

For as long as I can remember I’ve cared about the “underdog,” about leveling the playing field, helping to make things fair, affirmative action, equal opportunity employment, social justice, and economic justice. With help from many FCL teammates, these feelings have morphed into the concept of the Full Circle Living Universal Neighborhood. And now FCL has morphed into adding women equally into decision making equations to accelerate achieving a Universal Neighborhood. This all makes sense to me, and to my FCL partners, and fuels my passion.

What I’m Good At

As for what I’m good at, I solicited some input from friends and family and I really got pumped about being able to actually offer something that could make a difference. I include it here because a successful author told me that readers would want to know why I think I’m qualified to write non-fiction! So here goes:

- Am loyal to causes that matter to me
- Have a network of academic, business, non-profit, financial, political contacts, increasingly global
- Am curious about the world
- Am orientated to understanding the world and gravitate to the big picture
- Am able to link various disparate worlds, sectors, ideas and people together
- Understands capitalist system and the business mind
- Am an entrepreneur who understands micro credit
- Has some understanding of non-profit world
- Delves into issues of ethics, philanthropy, and how to organize community around principles
- Has some credibility from having achieved some success in the male dominated investment field

While the Sweet Spot exercise is about building your perceived strengths, not correcting your weaknesses, acknowledging weaknesses might help keep idealism from drifting into naïveté. Here are some of my personality downsides in fairness to the reader:

- Can let the big picture get too big and intimidating and overlook important details.
- Can be too blunt; severing relationships or distancing myself from those who disagree.
- Can be too impatient to follow the steps on the path
- Has some difficulty in translating thoughts into concrete examples or applications.
- Has a tendency to over-manage and control, being overly strong-willed, exacting
- Can't verbalize, equally clearly, what I feel passionately and "see" very clearly in my mind.
- Not guarding carefully enough against my treasured personal relationships with my family and friends becoming about "objectives" – mine, or FCL's, either.

So, there are strengths to build on and weaknesses to improve.

What the world needs doing

I'm convinced that the 4 broad areas FCL settled on are critical to changing the way the world works and making things better.

Still, if I had to narrow it down, I gravitate toward promoting women for leadership, in every realm. And, after immersing myself in what roles men and women have had in shaping the world as it is now, I totally believe that the way the world works (doesn't work) is missing women's stamp of leadership and influence.

The Intersection: My Own Sweet Spot

I think my specific role includes:

- Writing this book
- Supporting people and organizations that further gender balance
- Urging others to do the same
- Continuing to learn
- Continuing to hope
- Continuing to believe
- Continuing to listen up for what's next

6. Use of Verdana Type

Besides liking the way it looked, we chose Verdana as the font style because its name is based on a mix of verdant (something green) and the feminine name Ana.