

# CONTENTS

Foreword by Niall FitzGerald KBE	xiii
Preface by Michael Kimmel	xv
Acknowledgements	xxi
<b>CHAPTER ONE: WOMENOMICS</b>	<b>1</b>
Guarantors of growth	1
The strategic side of the gender divide	6
Opportunity cost	9
Valuing difference	12
Becoming “gender-bilingual”	15
Declining demographics is not destiny	18
21st century forces: weather, women, web	22
<b>CHAPTER TWO: MOST OF THE TALENT</b>	<b>27</b>
The “talent wars” are here	28
Female brainpower	30
Under-used talent	34
The role of business schools	36
Tapping into the pool	39
Recruiting: making women welcome	40
Retaining: structural repairs needed	44
Promoting: return on investment	57

## Contents

Building better boards	62
Legislating solutions – the controversial quota	65
<b>CHAPTER THREE: MUCH OF THE MARKET</b>	<b>73</b>
Purchasing power – beyond parity	75
Female finances	77
Sex and segmentation	85
The many faces of marketing to women	89
Shut-your-eyes	90
Marginalise	93
Specialise	94
Prioritise	96
<b>CHAPTER FOUR: BECOMING “BILINGUAL”, WHAT COMPANIES CAN DO</b>	<b>103</b>
A fresh look at traditional approaches to gender	103
Equal and <i>different</i>	107
Diversity dilemmas	110
Recognise that “best” is biased	113
Surprising sectors	119
A new approach to gender	120
Understand the starting point	120
Personalise the conversation	124
Manage the metaphors – the power of vocabulary and vision	126
The building blocks of bilingualism	130
1 “Getting it”: top management commitment	131

## Contents

2	Management bilingualism: proactively managing difference	132
3	Empowering women: the knowledge and networks to succeed	133
4	Banning bias: identifying and eliminating systemic bias from corporate systems and processes	134
<b>CHAPTER FIVE: SEVEN STEPS TO SUCCESSFUL IMPLEMENTATION</b>		<b>141</b>
	Key success factors	141
1	Awaken your leadership team	143
2	Define the business case	148
3	Let people express resistance	151
4	Make it a business issue, not a women's issue	155
5	Make changes before making noise	162
6	Don't mix up the messages	166
7	Give it a budget, not just volunteers	170
<b>CHAPTER SIX: CULTURE COUNTS, WHAT COUNTRIES CAN DO</b>		<b>183</b>
	Making bosses and babies	183
	Best and worst: surprising results	187
	Imperfect deal in America	199
	Continents of contrast	206
	Public policy pull, private sector push	212
<b>CHAPTER SEVEN: FIGURING OUT FEMALES</b>		<b>223</b>
	What companies need to know about women	223

## Contents

Discomfort with “politics”	225
The conversations that matter	236
Careers are not straight lines	238
Phase 1: ambition	242
Phase 2: culture shock	244
Phase 3: self-affirmation	252
The lure of entrepreneurship	256
Alternative views of “power”	258
Sex, success and the media	259
Change agents on their own terms	264
<b>CHAPTER EIGHT: TOMORROW’S TALENT TRENDS . . . TODAY, “WOMEN-FRIENDLY” MEANS “PEOPLE-FRIENDLY”</b>	<b>271</b>
New models of work	273
Fathers count too	277
Technology as enabler	280
The value of “grey” brainpower	285
Making the most of the “Me” generation	291
The future is already here	296
<b>CHAPTER NINE: CONCLUSION, FROM BETTER BUSINESS TO A BETTER WORLD?</b>	<b>301</b>
New voices, new choices	302
New measures of success	306
A challenge for business	309
Index	317