

“Meeting Leadership & Lifelong Learning”

Munich, 16/17 November 2013

“BPW & Taskforce Leadership & Lifelong Learning”

Dr. Antoinette Rüegg

Past President BPW International

Chair: BPW International Taskforce

“Taskforce Leadership & Lifelong Learning”

BPW International

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TOOLS

- PEP 14 Modules
- Canada General Business Skills 6 Modules
- Success Teams
- «Embryos»
 - Conflict solving rules for organizations / Good governance in BPW, especially in Executive Boards
 - Working with print media: BPW PR: Presenting Club and members in a local newspaper during summer

PROGRAMS

- Annual LEADERSHIP SUMMIT in New York
- Regional LEADERSHIP SUMMIT at Regional Conferences

ALLIANCES with Taskforces

- « Peace & Intercultural Understanding » (Conflict solving tool)
- « Mentoring » (Mentoring programs)



Contents for new LLL tools

- 1 **DIFFERENCES** between intellectual & emotional learning
- 2 **DEVELOPMENT** of intellectual & emotional intelligence
- 3 **HANDLING & INTERACTION** of intellectual & emotional intelligence and developing different competences
- 4 Leadership in a **VOLUNTARY** organization with **DEMOCRATIC** culture and **TERMS** of office
- 5 **BPW**, the ideal platform for know-how by experience and emotional intelligence
- 6 **GENDER** behaviour in professional contexts



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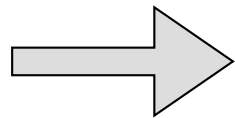


1 DIFFERENCES between intellectual & emotional learning

Daniel Goleman

1996: “Working with Emotional Intelligence”

What is the reason for professional failures of graduates of the Harvard Business School?



Low “Emotional Intelligence”

1 DIFFERENCES between intellectual & emotional learning

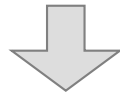
INTELLECTUEL
Perception or Intelligence

EMOTIONAL
Perception or Intelligence

1 DIFFERENCES between intellectual & emotional LEARNING

INTELLECT and **EMOTIONS** are 2 different “Systems”
which **FUNCTION** and **DEVELOP** differently

INTELLECTUAL learning



- Relies on IQ
- Develops in schools
- Copy & combination work
- Zero mistakes = excellent

EMOTIONAL learning



- Relies on **TRUE** feelings
- **INDIVIDUAL** experiences
- Develops by **EXPERIENCES**
- **MISTAKES** are **NECESSARY**

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1 DIFFERENCES between intellectual & emotional LEARNING

Survey Competencies of Emotional Intelligence

Daniel Goleman 1996

I N T R A personal			I N T E R personal	
Self-Awareness	Self-Regulation	Self-Motivation	Empathy	Social-skills

Leading oneself

Leading others

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1 DIFFERENCES between intellectual & emotional LEARNING

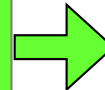
Emotional **LEARNING** means
knowing how to deal with emotions

EMOTIONAL learning

Includes
PAINFUL feelings too

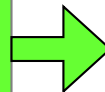


- Relies on **TRUE** feelings



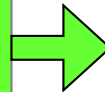
pleasant & **painful** feelings

- **INDIVIDUAL** experience



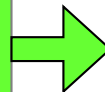
loneliness, helplessness

- develops by **EXPERIENCE**



not knowing outcome
= **insecurity**

- **MISTAKES** necessary



can discourage, hurt



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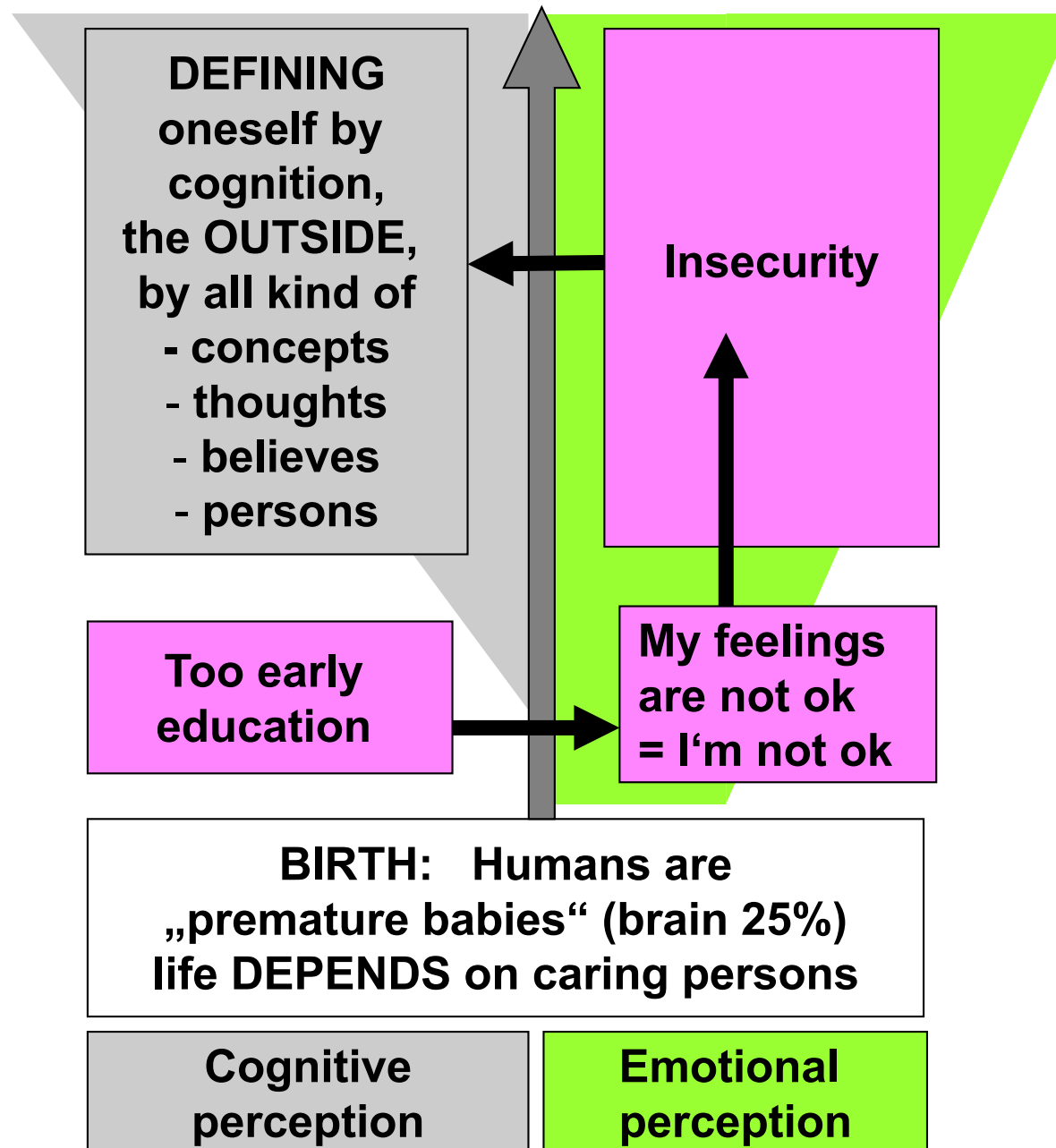
6 **GENDER** behaviour in professional contexts

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2 Two different DEVELOPMENTS and its consequences



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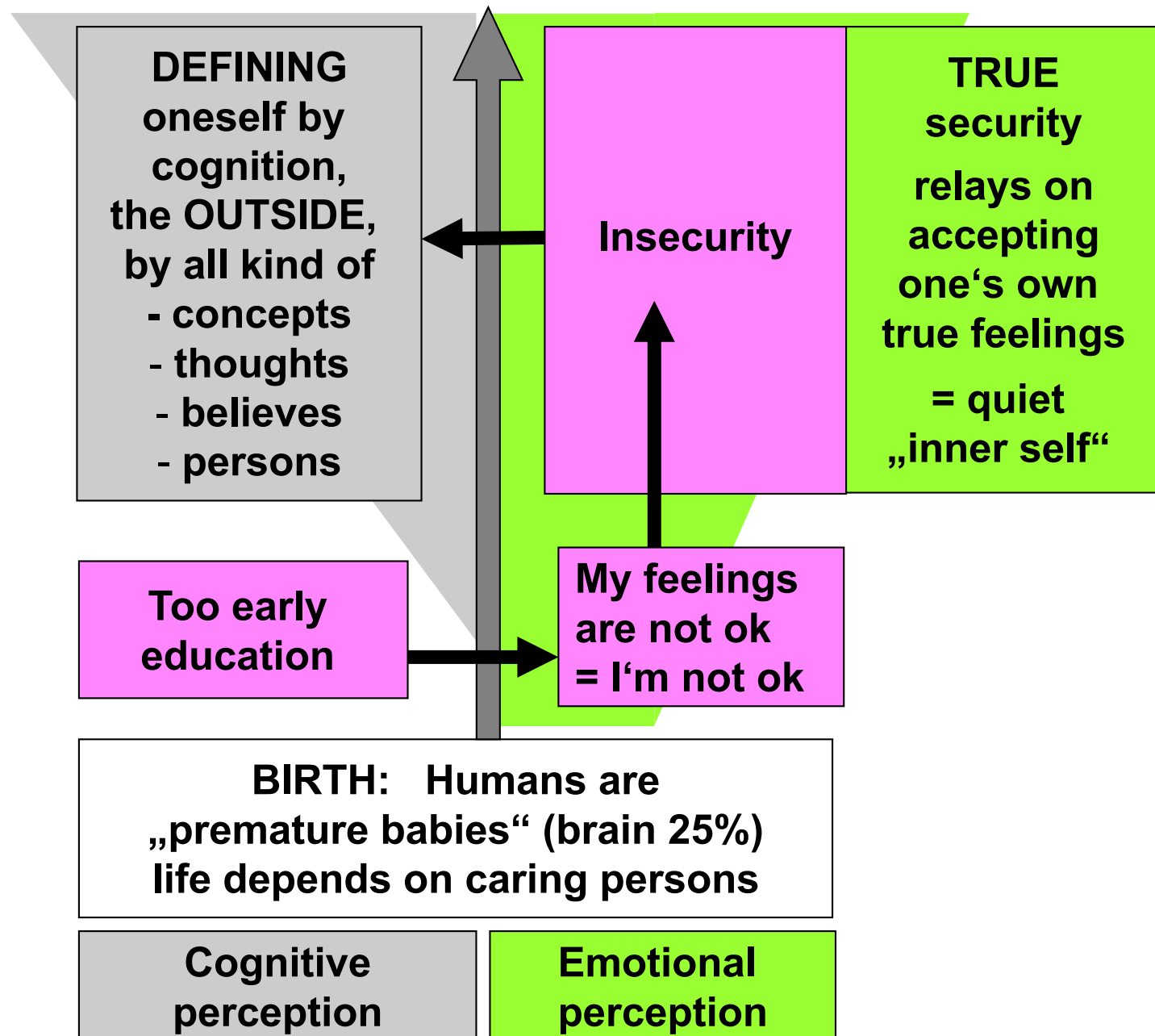
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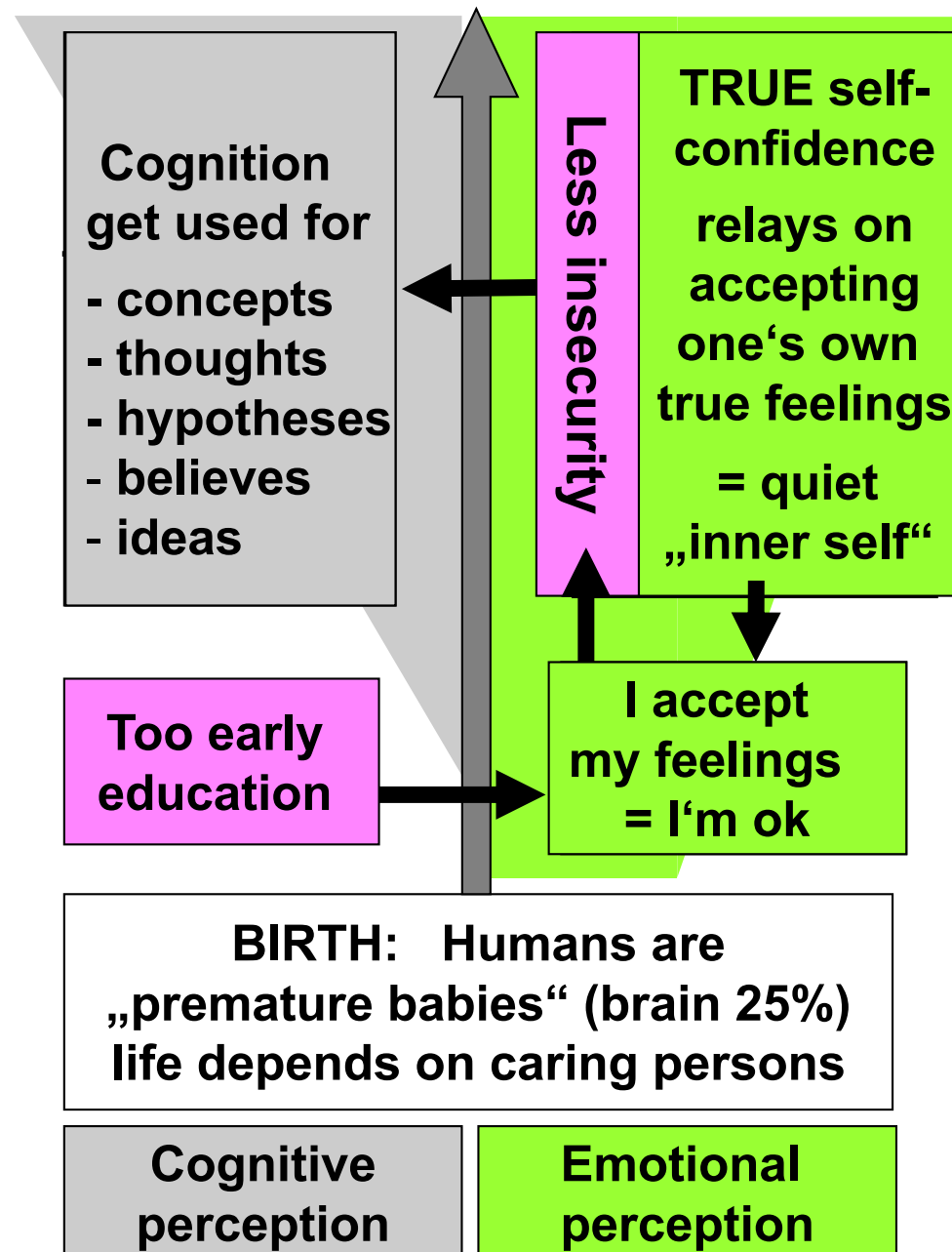
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3 HANDLING both perceptions and their INTERACTIONS



3 HANDLING both perceptions and their INTERACTIONS



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4 Leadership in a **VOLUNTARY** organization with **DEMOCRATIC** culture and **TERMS** of office

C r i t e r i a	SALARY Work	VOLUNTARY Work
Motivation	By salary (deal) and interesting tasks	Only by tasks & successes (having a vote or prestige)
Priorities	Tasks have to be fulfilled in well defined working hours	BPW has 3rd priority 1st priority = profession 2nd priority = familiy
Working conditions	Good working climate is suitable, handling a difficult situation is part of the job	Good working climate is vital
Tasks	Get ordered and paid	Negotiate tasks and terms
Not fulfilled tasks	Consequences if contract has not been fulfilled	No legal contract, any activity relays on goodwill
Resignations	Replacement organized and paid	Difficult to find replacement, no capacity to introduce a new person

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4 Leadership in a **VOLUNTARY** organization with **DEMOCRATIC** culture and **TERMS** of office

C r i t e r i a	SALARY Work	VOLUNTARY Work
Tasks which nobody wants to do	Salary compensates lack of motivation	What to do if nobody is available for a task ?
Changes	Can be ordered	Have to be negotiated, very time consuming, has suit motivation
Team partners	A good team is favorable, however, working with difficult partners is part of the job	A good team is vital. Unsuitable partners cost a lot of time and energy and can obstruct work
Conflicts	Stress by conflict is part of the job, bosses can give orders	Can destroy motivation and end work
Critics	Paid staff has to tolerate or accept critics	It is like criticising the gift a voluntary worker offers
Appreciation, thank you	Mainly by salary, recognition & appreciation is welcomed	Satisfaction by successful results, appreciation, thank you by leaders have to compensate the salary

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- 4 Leadership in a **VOLUNTARY** organization with
DEMOCRATIC culture and **TERMS** of office

Challenges in a **DEMOCRATIC** Culture

- **Executives have to work** with elected officers
- **Information** for members who have to take decisions
- **Limited terms** of office
- Each delegate can **criticise**



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5 BPW, an ideal platform for know-how by experience and emotional intelligence

Emotional Intelligence develops:

- 1 by **EXPERIENCE**
- 2 **INDIVIDUALLY**
- 3 **LIFELONG**
- 4 by **TRUE** feelings
- 5 by **MISTAKES**
- 6 **DIFFERENT** to intellect

BPW offers

- 1 rich environment
- 2 immense variety
- 3 multiple tasks
- 4 voluntary work
- 5 friendship
- 6 efficient learning methods

BPW = “**UNIVERSITY**” for emotional competences

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1 By experience → rich **environment**

- Professions
- Characters
- Ages
- Cultures
- Political Views
- Religions
- Languages
- Group dynamics

2 Individually → immense **VARIETY**

- on local, national and international level
- contacts with politicians, media, sponsors, UN, etc.
- in long term relationships

3 Lifelong → multiple **TASKS**

- being an officer
- managing projects
- organizing events
- giving presentations
- using new techniques
- respecting constitutions and democratic rules
- budgeting
- successful fundrising
- solving conflicts
- giving interviews
- writing articles, reports
- contacting VIPs

4 True feelings → voluntary work

NO SALARY means
COMPENSATION by true **MOTIVATION**

Important are:

- interesting tasks
- good working atmosphere
- cooperation, information
- true respect, flexibility
- appreciation

5 Mistakes → friendly atmosphere

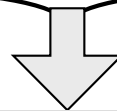
- atmosphere of encouragement
- goodwill critics
- open exchange possible
- exchange of successes AND failures

6 → Most efficient **LEARNING METHODS**

- Learning by doing
- Learning by role models
- “Just in time” Learning
- Learning by teaching

“What can I get from BPW?”

- 1 Rich environment
- 2 Immense variety
- 3 Multiple tasks
- 4 Voluntary work
- 5 Friendly atmosphere
- 6 Most efficient learning methods



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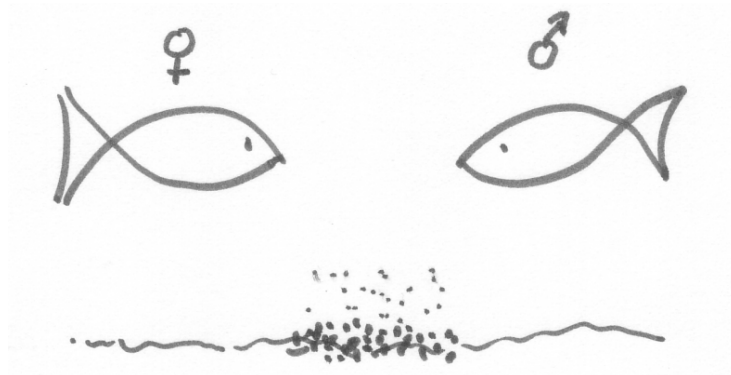
Gender behaviour in professional contexts

- Experiences with colleges at school
- Theses: In evolution reproduction is the most important task of any living being
- Lecture at university



2 Types of fertilisation

1 **EXTERNAL** fertilisation



TASKS

of females & males

COMPARABLE

2 **INNER** fertilisation

TASKS

of females & males

DIFFERENT

INNER fertilisation → DIFFERENT TASKS

FEMALE

- Pregnancy, birth, breast feeding
- Caring, nourishing, protecting up to sexual maturity



= 12 years of caring

MALE

- Distribution of as many sperms as possible



Strong competition

CONSEQUENCES

and RE - acting on needs

Strong CARING

Killing each other no good solution, biology invented

HIERARCHIES

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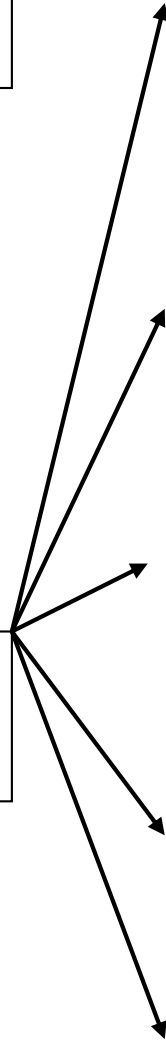
MALE / MEN

COMPETITION

Killing each other is no good solution, biology has invented



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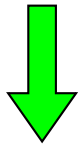
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MALE / MEN

COMPETITION

Killing each other is no good solution, biology has invented



HIERARCHIES

UP
↕
DOWN

Clear criteria

Quick decisions

Dominating a territory

“Teamwork”

Dominating, imposing, bluffing

No true Self confidence

Putting down or weakening others

Polarisation, white – black thinking

Few criteria, short term thinking, emotions = disturbance

Going to the limits crossing the limits taking risks

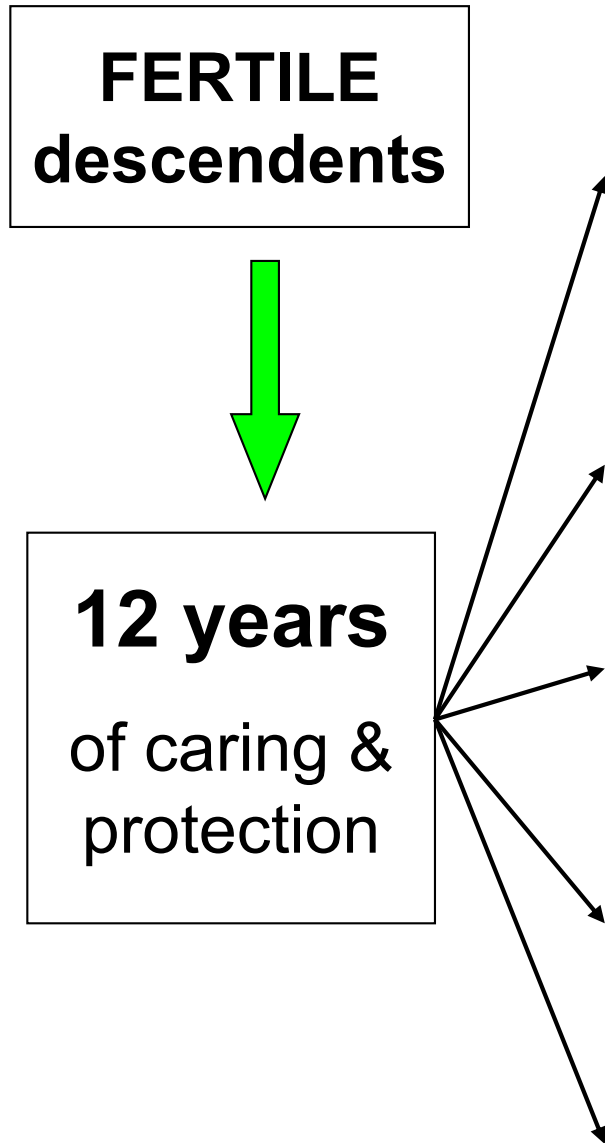
“Old boys” groups, queueing up

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FEMALE / WOMEN

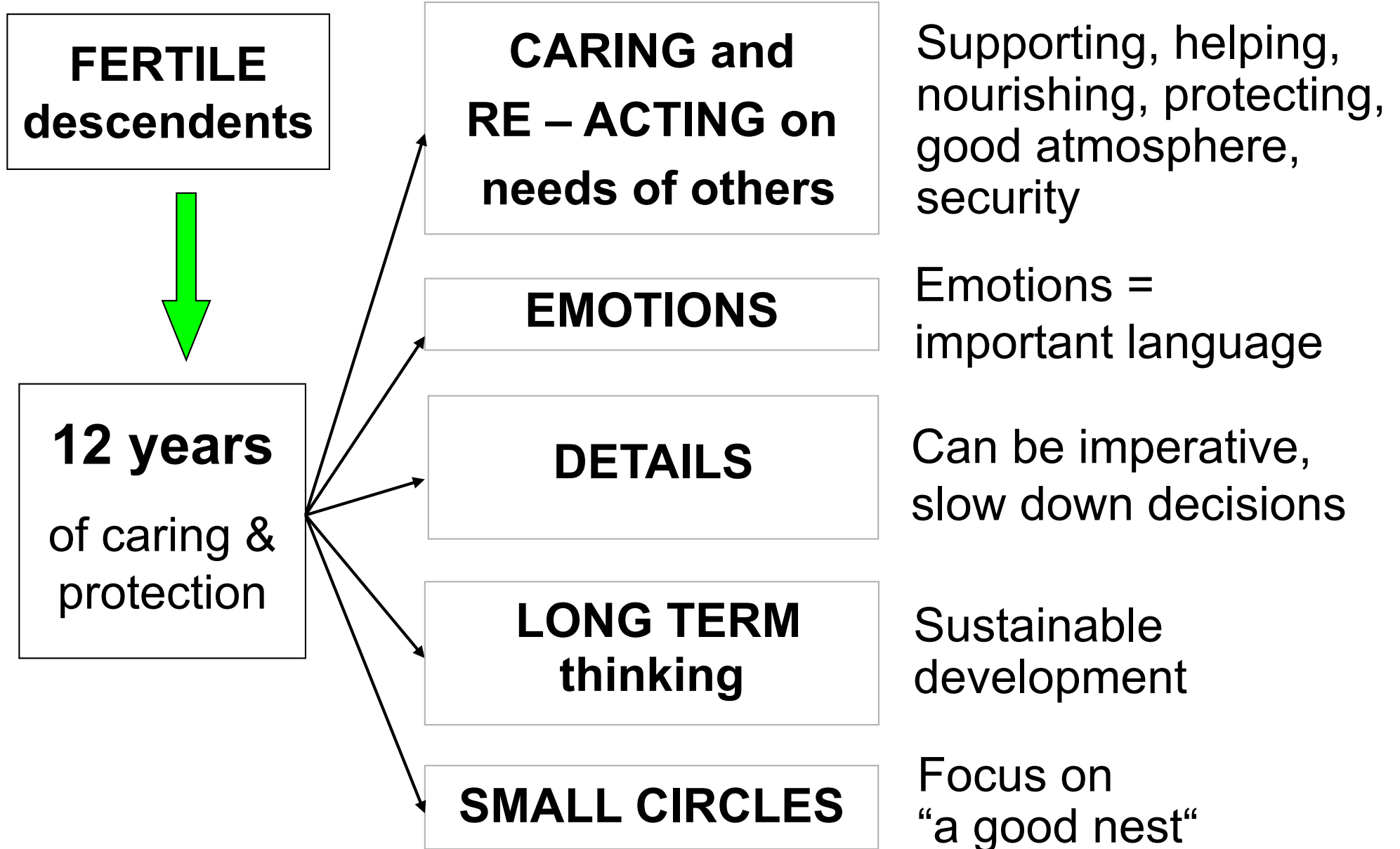


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FEMALE / WOMEN



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Inadequate behaviours in professional life

Criteria	Women	Men
1. Activity	RE - aktiv	PRO - aktiv
2. Hierarchies	If necessary, more task-oriented	Basic pattern, position important
3. Ranking	Integrate	Everywhere
4. Prestige	Prestige gets supported	Prestige as intrinsic value
5. Competition	less, more jealousy	Basic climate
6. Impressing / devaluating	Less	Means strength

Inadequate behaviours in professional life

Criteria	Women	Men
7. If weakness visible	help, support	not attractive, only as patron, sponsor
8. Self-esteem	Insecurity visible	Overact insecurity
9. Looking for reasons	Interprete to their disadvantage	Interprete to their advantage
10. Making mistakes	Uncomfortable	Loss of prestige
11. Risk	Reluctant	Like taking risks
12. Collaboration	„Basket of crabs“	„Old-boy network“

Inadequate behaviours in professional life

Criteria	Women	Men
13. Leadership	Subject related, less attractive	Dominance & power very attractive
14. „Statements“	Feelings important	Prestige important
15. Criteria	Diverse, widespread	Clear, simple, polarizations
16. Details	Get adored	Get ignored
17. Decisions	Slow, with many criteria	Quick, with few criteria
18. Space	Like small circles „nests“	Demand whole area

Inadequate behaviours in professional life

Criteria	Women	Men
19. Boundaries	Get appreciated and respected	get ignored
20. Sustainability	Long term thinking	Short term thinking
21. Mindset	Spontaneity & fidelity for words	Appreciate schemes & concepts
22. Aggressivity	Maternal care, food, nest	Fights for positions
23. Working climate	Need for harmony	Competition
24. Emotions	Get shown, dramatizing	Get suppressed & controlled

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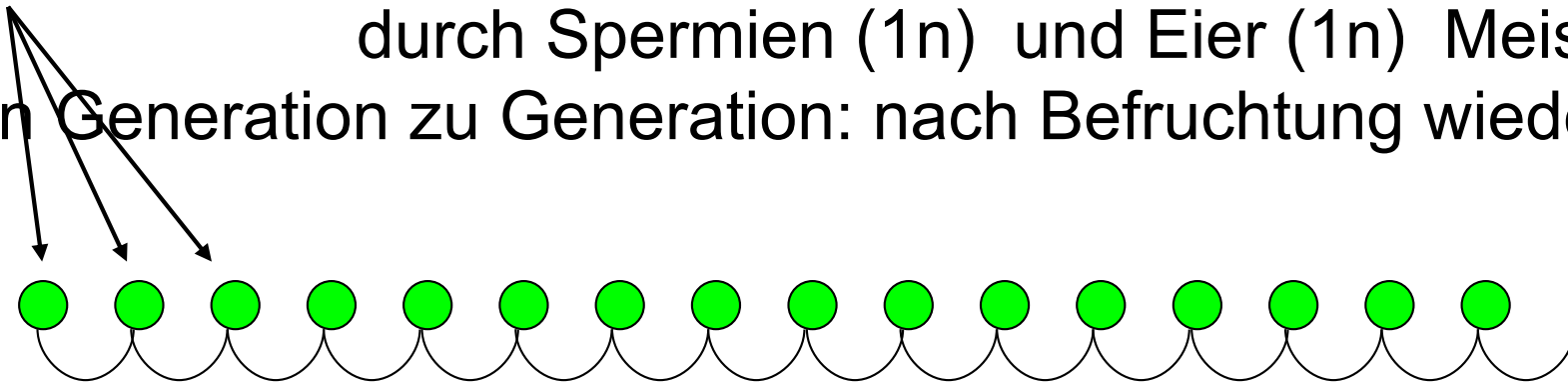


REPRODUKTION oder Fortpflanzung

ist die wichtigste Aufgabe für jedes Lebewesen

WESHALB ?

Fortpflanzung = Weitergabe von Erbgut / LEBEN
durch Spermien (1n) und Eier (1n) Meiose
von Generation zu Generation: nach Befruchtung wieder 2n



Weitergabe von Erbgut / Leben
Wirbeltiere
Säuger
Menschenähnliche
Homo sapiens sapiens



seit 3.5 Mia Jahren
seit 440 Mio Jahren
seit 200 Mio Jahren
seit 3 Mio Jahren
seit 40'000 Jahren

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Unangemessene Verhalten im Beruf

Kriterien	Frauen	Männer
1. Aktivität	RE - aktiv	PRO - aktiv
2. Hierarchien	falls notwendig, sachbezogener	Grundmuster, Position wichtig
3. Rangordnungen	ordnen sich ein	überall
4. Prestige	Prestigeträger werden unterstützt	Prestige als Selbstwert
5. Wettbewerb	weniger, mehr Eifersucht	Grundklima
6. Imponieren / abwerten	weniger	gilt als Stärke

Unangemessene Verhalten im Beruf

Kriterien	Frauen	Männer
7. Schwache	helfen, unterstützen	nicht attraktiv, nur als Gönner
8. Selbstwert	Unsicherheit sichtbar	Unsicherheit überspielt
9. Ursachen - zuschreibung	Zum eignen Nachteil	Zum eigenen Vorteil
10. Fehler machen	Unangenehm	Prestigeverlust
11. Risiko	Zurückhaltend	Risikofreudig
12. Zusammenarbeit	Krabbenkorb	Seilschaften

Unangemessene Verhalten im Beruf

Kriterien	Frauen	Männer
13. Leadership	sachbezogener, weniger attraktiv	Dominanz, Macht sehr attraktiv
14. „Statements“	Gefühle wichtig	Geltung wichtig
15. Kriterien	vielfältig, alles umfassend	klar, einfach, Polarisierungen
16. Details	werden geliebt	werden ignoriert
17. Entscheide	langsam, mit vielen Kriterien	Schnell, mit wenig Kriterien
18. Raum	lieben kleine Kreise, „Nester“	Beanspruchen ganzes Feld

Unangemessene Verhalten im Beruf

Kriterien	Frauen	Männer
19. Grenzen	werden geschätzt und respektiert	werden ignoriert
20. Nachhaltigkeit	denken langfristig	denken kurzfristig
21. Denkart	Spontaneität und Buchstabentreue	schätzen Schemen und Konzepte
22. Aggressivität	Brutpflege, Ernährung, Nest	Kampf um Positionen
23. Arbeitsklima	Harmoniebedürfnis	Wettbewerb
24. Emotionen	werden gezeigt, dramatisiert	werden unterdrückt, beherrscht

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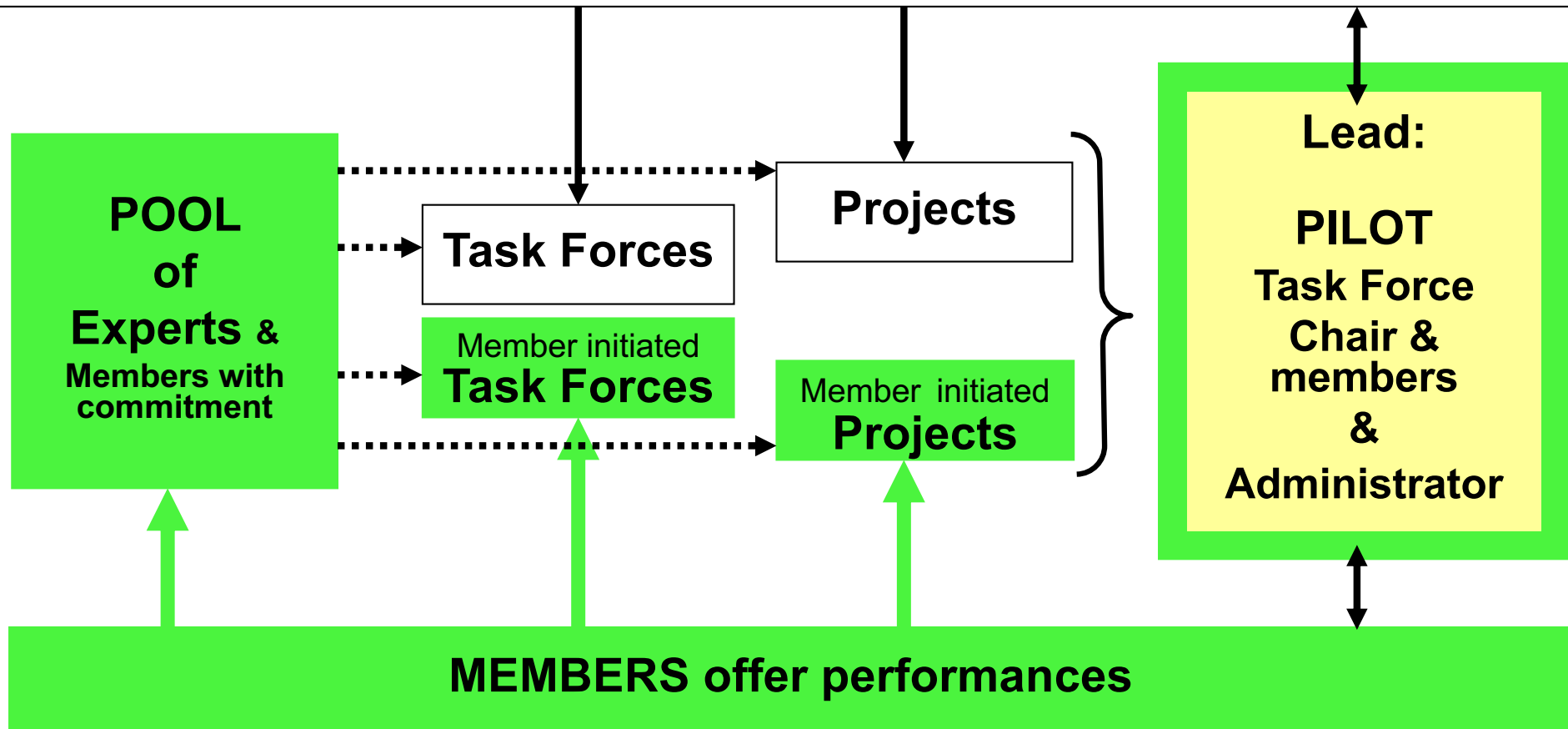


RESOLUTION at BPW International Congress 2014

Review of Standing Committees

“PILOT Project for 2 terms: 2014 - 2020”

BPW International President & Executive
Membership, UN, Finances, Young BPW – Chairs & Committees stay



BPW International

Dr. Antoinette Rüegg, Past President BPW International, antoinette.ruegg@bpw-international.org



Feb. 2006: BPW Ouagadougou Conference **Cooperation BPW & UNFPA on “Fistula Women”**

Problem: Identification & Mobilisation of “Fistula Women”

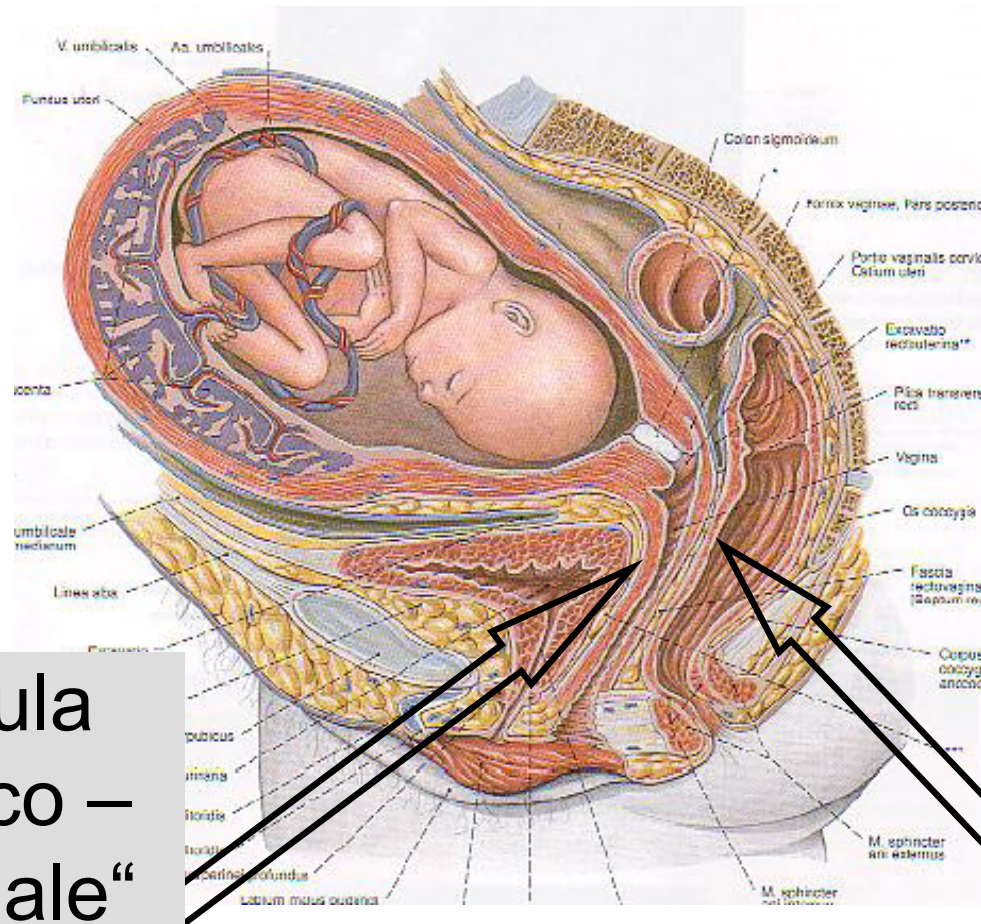


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Fistula or “The suffering in the Silence”



“Fistula
vésico –
vaginale”

“Fistula
vésico –
rectale”

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Sept. 2009: BPW Ouagadougou Conference

UN FPA offers a car to pick up “Fistula Women” in villages



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Sept. 2009: BPW Ouagadougou Conference

UN FPA offers a house
where “Fistula Women” get prepared for their surgery



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Sept. 2009: BPW Ouagadougou Conference

Meeting with Céline Yoda Konkobo

Minister “Promotion de la Femme” of Burkina Faso

She proposed a national campaign **“Zero Tolerance to Fistula”**



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Sept. 2009: BPW Ouagadougou Conference

Young women thanks for a successful fistula surgery



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3 Learning Emotional Intelligence

Intellect & emotions are **2 DIFFERENT “SYSTEMS”**
which **FUNCTIONS** and **DEVELOP** very **DIFFERENTLY**

CRITERIA	Intellectual learning	Emotional learning
Substance	Thoughts	Feelings
Learning places	Schools & universities	Individual life
Learning process	Copying & combining know-how	Individual experiences
Mistakes	Negative	Inevitable, ok
Motivation	Short term motivation possible	Listen to the “gut”

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5 BPW, an ideal platform for know-how by experience and emotional intelligence

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