

“Key to Gender Behavior”

Dr. Antoinette Rüegg, Past President BPW International 2002-2005, Chair of Taskforce
“Leadership & Lifelong Learning”

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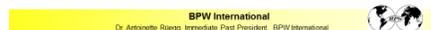
Everybody who likes to work efficiently on gender equality should know the roots of gender behavior. This knowledge gives women and men the opportunity to work on the basics of their behaviors. This approach is more efficient than explaining behaviors using historical contexts.

1 Biological roots ≠ fix behaviors

Until today most “feminists” insisted on looking at gender behavior only from the historical perspective. They prefer to avoid the argument that behaviors caused by biological facts could trigger the assertion that behaviors are inherited, which means fixed and cannot be changed. They argue that men in power use behaviors caused by genetic patterns as a proof that compartments are “natural” and yet cannot be changed. For example they fear that biological roots give them the reason to insist on their preference to dominate. But the fact is, that humans can adapt their behaviors even such ones which rely on genetic patterns. If we are afraid we neither have to attack nor flee, as our biological inventory foresees, but we are able to adapt our behaviors along patterns which make more sense. Recently at a panel a young moderator told me that today the feminist movement has “overcome all biological arguments”. After my contribution she became very quiet and I hope that she became aware that it is not about believing in main streams but about looking open-mindedly at facts again and again.

BIOLOGY ≠ FIX

In each maturation process
GENES and ENVIRONMENT
work together



2 Two incidents lead to an insight

Until today, most people were not aware of the biological roots of our gender behaviors which strongly influence our compartment in professional life. I became aware of this important context through two incidents. The first step occurred during my theses. I learnt that reproduction is the most important task for any living being. Without reproduction, a species dies. That’s why evolution puts its greatest emphasis on reproduction. The second and more vital step was triggered by the psychology professor Norbert Bischof. In a psychology lecture he explained that our gender behavior relies on our reproductive behavior. Whereas my fellow students didn’t understand the brilliance of his input, his remarks immediately caught my attention. He explained the context between our reproductive behavior and our gender behavior which immediately provoked an “aha” experience. Suddenly, I understood some of my former male colleagues, all smart academics, who practiced competition at all costs, imposed themselves or put down others without any objective reason. I also felt empathy for my female colleagues who preferred to RE - act, to follow or to work for the ideas of their male colleagues instead of asserting their own initiatives. During those years the strange and unprofessional behaviors of many colleagues

preoccupied me very much and absorbed a lot of my energies. Totally unexpected I came upon the key to gender behavior which I will explain in the following slides and texts.

3 Reproduction is the most important task for any living being

Only through reproduction does life goes on. An individual might die for one or another reason, but if reproduction doesn't occur the species dies. Therefore the strongest evolutionary pressure is on reproduction and yet behaviors which are linked with it.

4 Consequences of INTERNAL fertilization

As long as living beings have EXTERNAL fertilization, the males and females have quite similar tasks. The female lays eggs and the male spreads sperms over them and parental care is not so time and energy consuming. Compared to external fertilization INNER fertilization has the advantage that less "material" gets lost in the egg stage which develops within the female body having much better protection. But the inner fertilization of mammals provokes very different reproduction tasks for males and females.

KEY to GENDER BEHAVIOR

REPRODUCTION = most important task for every living being
 Reproduction means getting **FERTILE descendents**

2 Types of FERTILISATION with consequences

1 EXTERNAL fertilisation (e.g. fish)
TASKS of females and males are **COMPARABLE**
 Females lay eggs and males spread sperms over the eggs, most young fishes develop without parental care



2 INNER fertilisation (e.g. mammals)
TASKS of females and males are very **DIFFERENT**

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The following slide summarizes the different tasks of females and males by inner fertilization.

CONSEQUENCES of the INNER fertilisation
 Tasks are very **DIFFERENT !**

<p>FEMALE</p> <ul style="list-style-type: none"> - Pregnancy - Birth - Breast feeding - Caring, nourishing, protecting up to sexual maturity <p>= 12 years</p>	<p>MALE</p> <ul style="list-style-type: none"> - Distribution of as many sperm as possible <p>↓</p> <p>Strong competition !</p>
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CONSEQUENCES

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5 Strong caring behavior

I was aware that women have a greater role in caring for their children. But from the biological point of view, offspring not only have to be able to walk and to feed themselves, but they also have to reach sexual maturity. Only when offspring are sexually mature, a living being is able to fulfil the reproduction task. For the purpose of evolution, having a lot of children is not relevant, only sexually mature offspring guaranty the survival of a species. It's obvious that women have the tendency to care, but I was not aware of the fact that evolution pushes women to care until the offspring reach their sexual maturity. Because evolution pushes for sexually mature offspring it furnishes mothers with much more caring behavior than I ever expected.

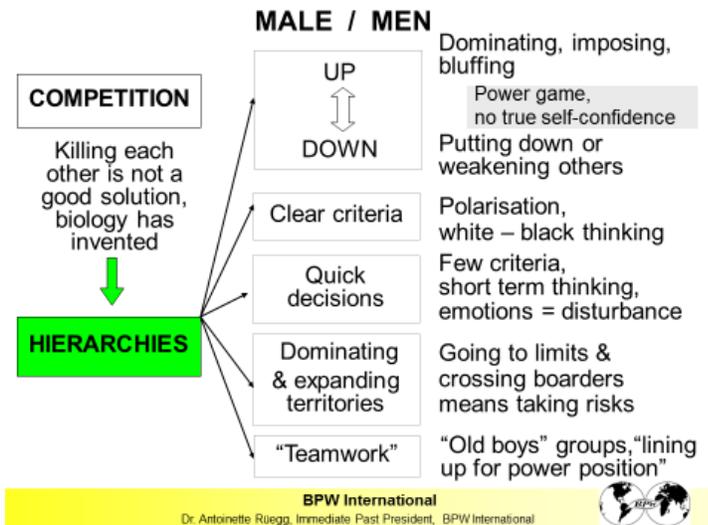
6 Men and hierarchies

The reproduction task of men is very different to that of women. In fact their only duty is to spread their sperms as successfully as possible. This causes a lot of competition and as mutual killing contradicts successful reproduction, biology invented HIERARCHIES. Even as a biologist this detail was new for me and touched me because I learned the vital key for an important issue. Many of my male colleagues, intelligent academics, with well-defined career positions and transparent salaries, couldn't stop to play competitive games. They imposed themselves and put down others like remote controls or without realistic need. These colleagues were not aware of their inappropriate behaviors in professional life which disturbed the working atmosphere and absorbed a lot of time and energy. Even some male colleagues found such behaviors inappropriate but didn't dare to criticize it. They just said: "You women can put the finger on such behaviors, but they will label men who make comments as not being masculine, even as men who fouls their own nest".

7 Reproductive behavior ≠ professional behavior

If humans had only raised their up offspring, gender behaviors would not be important. But the fact, that humans were able to establish a cultural evolution with a growing division of tasks and labor, the situation became different. Today men and most women spend much of their time in a professional life environment and compared to reproduction, biology didn't schedule vital programs for successful professional lives. On the contrary, we have to realize which biological patterns obstruct smart professional behaviors. As men organized and defined the rules in professional life, they unconsciously used their own patterns. Only when more women began to live active professional lives and took on responsibilities did society become aware of the suboptimal behaviors in professional life. Changes of behaviors are very slow but being aware of the patterns is the first vital step of any change. The motivation to establish hierarchies implements several consequences which are summarized in the following slide.

8 Reproductive behaviors of men



8.1 UP ↔ DOWN

As biology motivates males to ensure descendants by mating as many females as possible, a strong competitive urge is triggered. Therefore hierarchies, a wise tool, slows down competition and help mammals not to kill each other. But in human society and in professional life we should look at hierarchies more carefully. Hierarchies are a very valuable working tool to structure complex contexts or procedures. And there is nothing against competition on factual level, which stimulates performances and innovation. But using hierarchies and competition for power games and manipulations is a short term strategy and causes a lot of damage. Smart and emotionally mature human beings have neither to weaken others nor to impose themselves to deal with challenges or overcome insecurities. They are able to stick to facts by developing their own true self-confidence. Our biological background delivers behavioral tendencies which unfortunately take over, when somebody feels stressed or insecure.

As Hierarchies always implement an UP and DOWN, a higher and a lower, persons who rely on hierarchies and define their value by positions are very busy increasing their value non-stop. They do not focus on facts, but are driven by how they appear in the eyes of others. Here a reproductive behavior goes hand in hand with another issue, the fact that being a human creates a lot of insecurity. This basic insecurity unfortunately tempts women and men to look for more security in hierarchies.

8.2 Clear criteria

Hierarchical thinking delivers interesting side effects. To define a clear position in a hierarchy or to change a position, requires clear and simple criteria. On one hand bringing issues to the point or concentrating on the essential is a good skill, but on the other hand it can lead on to a “black – white” or an “either – or” – thinking and acting, which unfortunately in power games leads to polarizations.

8.3 Quick decisions

Clear and simple criteria facilitate quick decisions. But if issues are linked up, quick decisions can easily lead to wrong results. Taking quick and short term decisions is much easier in a group of men. In contrast to men women often get lost in the details and often spend too much time in the decision processes. Considering emotions complicates a decision processes, a reason why most men like to ignore emotions.

8.4 Dominating and expanding territories

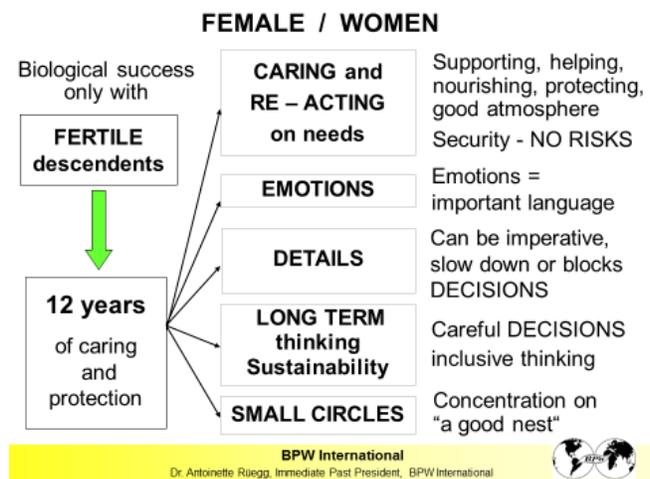
Most men like to dominate their territory and try to expand it. That's why they like to test limits, to cross borders and to look for new opportunities. Women are motivated to look for secure "nests". Compared to women men like to take more risks, which supports their joy of discovery.

8.5... "Teamwork"

For a long time I didn't understand why teamwork among men was obviously less complicated than teamwork between women. Already at university male colleagues made contact with "old boys" groups whereas women rarely had access to women mentors. Only when I had the opportunity to look closer at "old boys" groups, did I become aware that men not only establish groups to work carefully on issues but power games were equally involved. Being on the top requires a group of followers. A strong motivation to be part of a group is the expectation to climb up the ladder until one day one reaches on the top. It looks like a lining up, and the conviction on issues is sacrificed to maintain the position in the group. This mechanism doesn't work with women. In professional life women prefer to stick to their opinions and work very solitary. Having a reliable network or alliances is an exception for women.

9 Reproductive behaviors of women

The female reproductive behaviors differ very much from those of men.



9.1 Caring and RE - acting on needs

Caring, helping, supporting and RE - acting are common behavioral patterns of women. Women like to take responsibility for a "nest" or for an accessible group where members know each other. But as soon the entities get larger or become unfamiliar, women step back to the second row and work for the leader in the first row. If there are a few men in a group of women, a man will take the lead and the women will work in the second row. That is a one good reason why women's organizations are an excellent training field for women. Here no man can take over and women are forced to take the lead and have a great opportunity to practice leadership.

9.2 Emotions

Women are closer to their emotions than men as babies only survives if they can establish an emotional contact and communication. Emotional intelligence is a very demanding task as it requires a true inner emotional security. Unfortunately it is very tempting to use emotions for manipulations. Women know how to use emotions for all kinds of power games, a very common strategy is to dramatize. Our society offers good schools and universities to develop our intellectual intelligence, but regarding emotional intelligence or the development of emotional competences our society is still at the beginning. The

development of emotional competences or a sustainable emotional life quality in professional life requires the awareness and commitment of both women and men. The success of our social evolution will depend on emotional intelligence.

9.3 Details

Whereas man do not bother very much about details, women are very sensitive towards details. In raising babies and young children details can provide the first signal of danger. Therefore being sensitive to details is imperative for women. But what's a blessing for maternal care can become a curse for professional activities. Urging women to make decisions which have to be accepted by a majority can become a demanding leadership task. It takes a lot of time to discuss the mass of interventions which show that this or that detail was not taken into consideration.

9.4 Long term thinking and sustainability

Twenty year ago sustainability was the main topic of a further education week-end for professors of a prestigious technical university. As spouses were invited too, I followed the inputs with great interest and was most astonished to learn that thinking and acting sustainable was obviously not the basic norm for men. I learnt that my sustainable thinking and acting was rather an exception. When I worked with women later on I experienced that the majority of them had sustainable thinking too. For women short term actions are less frequent then long term thinking. The reproductive behavior of women might support long term care regarding our society and our planet.

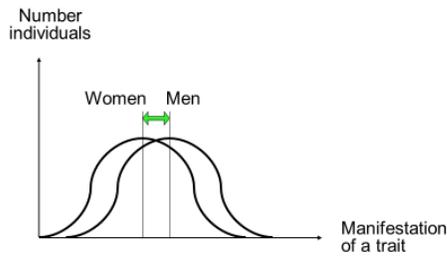
9.5 Small circles

Women prefer to work in small circles where members know each other. Most women do not feel at home in large or even international organizations. Men on the contrary like to belong to a big organizations and like to act on the highest level which is the international one. A majority of women prefer "smaller nests" and do not see a reason to invest in large organizations which are more powerful change agents. Whereas men know the financial means which are necessary to run an organization efficiently, even many professional women are not ready to invest the necessary money. For example they sabotage a lot of their voluntary work by not investing money in an efficient back office which would coordinate the numerous voluntarily delivered contributions.

10 Normal distribution of female and male behaviors

Not every man or women behaves as described in the tables above, and we find a normal distribution of the different behaviors or traits. There are men who do not feel well in environments where a nonstop struggle for power and positions is standard. And there are women with characteristics who like power and power games. But more men like power games than women and I'm convinced that scientific comparisons would bring significant differences regarding different traits.

Prototypes women and men
Normal distribution of traits



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11 Smart behaviors in professional life

As already mentioned, becoming aware of the unfavorable reproductive behaviors in professional life is a first step towards understanding the cultural evolution of humanity. Both genders have to find adequate behavior for their professional life, and **women have the greatest opportunity to take the lead.**

SUMMARY

Becoming AWARE of the
unfavorable reproductive behaviors
in professional life
signifies
an important step forward in our
CULTURAL EVOLUTION.
This work has to be done by women and men,
a good opportunity for women to take the lead.

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