

Battalion Classifieds

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Top executives discuss differences in sexes in business dealings

United Press International
She dresses in a three-piece, man-tailored suit, carries an attache case, and wears jogging shoes as she hurries to the office of a multi-national corporation.
He dresses in a three-piece, man-tailored suit, carries an attache case, and wears jogging shoes as he hurries to the office of a multi-national corporation.
Her suit has a skirt. His suit has pants.
They change shoes first thing when they get to the office. She puts on high heels. He puts on black loafers.
The slight differences in the business uniform aside, are men and women different in business?

The question got high-powered attention the other day at a \$25-a-plate luncheon in one of New York's fancier hotels. The drawing card included three women and one man taking on the questions — all high achievers in a world where people play rough and for keeps, the upper echelons of executive suites.
They included:
•Dr. Madeline E. Heilman, formerly of the Yale School of Organization and Management and now associate professor of psychology at New York University, author of "Managing Human Forces in Organizations" and "Beauty Can Be Beastly" — being beautiful can be a disadvantage in the business world.
•Kitty D'Alessio, president of Chanel, and formerly an advertising executive.
•Guy T. Garrett Jr., corporate vice president of personnel at The New York Times.

•Tina Santi Flaherty, corporate vice president of communications at Colgate-Palmolive Company.
The audience was drawn from the membership of New York's Forum. This invitation-only and limited membership group consists among its members president of colleges and businesses, corporate vice presidents, officers of banks, public figures and leaders from the fashion and media worlds.
Flaherty said the idea for a panel started five years ago. She and D'Alessio had a very animated conversation on the different ways men operate from women at work.

"Kitty asked me if I'd noticed how men had battles in business — yelling and screaming across the table at each other — and then an hour later all out to lunch together like good buddies," she said.
"Then I referred to the team spirit that men seem to quickly refer to when there's goof made in business. It's 'we're all in this together' drama."
"On the other hand, women (under the same circumstances) clutch their throats and say, 'Oh, my God, I made a mistake; I'm sorry.'"
The female panelists seem to defy Heilman's thesis that beauty can be beastly in the executive suite. Here's how the theory came about:

"Women may be perceived as behaving differently than men in a situation, even if they don't," Heilman said.
A handsome man, for example, is often thought to be smart even when he isn't. Beautiful women, on the other hand, is supposed to be equated with dumb — as in "dumb blonde."
She noted that a recent survey of Yale management students showed attractive women were rated low for managerial jobs but high for non-managerial jobs. However, attractive men were rated high for both types.

Garrett said a difficult women encounter in the corporate environment includes a tendency to avoid risk.
Seasoned executives claim risk-taking is part of the game. "You win some; you lose some. Dwelling on losses isn't condoned."
Garrett said he sees difficulties for women who need to win on all issues in the corporate environment. Inability or reluctance to lose is an impediment.
Garrett said, "You have to know when to not want to win."

He said that goes for men, as well as women.
"If you have to win or else you lose the war," he said.
Another weakness, as he sees it, would be an inability to distinguish between organizational weakness or failure and their own personal failure.

Garrett made it plain none of his points are cast in concrete to apply to all women in all business situations. And some may make difficulties for themselves by exhibiting similar behaviors.
His observations, in other words, are general and based on his learning and experience to date and flavored somewhat by his view from a perch in the inner circle.

He also said women do not appear to be as good at dealing with criticism as men. They show a tendency toward defensiveness.
For men and women in business, one dictum is "never apologize" for a mistake.
Garrett said early in his career he made a mistake and apologized.
"An executive said 'never apologize,'" he said.
Two principles for success for men or women, he said:
•Have a knowledge of the organization's public image and its interior.
•Develop good listening skills.

Sealed bids will be received in the office of the State Purchasing and General Services Commission, Centralized Services Building, 1711 San Jacinto, Austin, Texas, covering the proposed lease of space located in the City of College Station, Texas.

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