



# MARS AND VENUS IN THE WORKPLACE

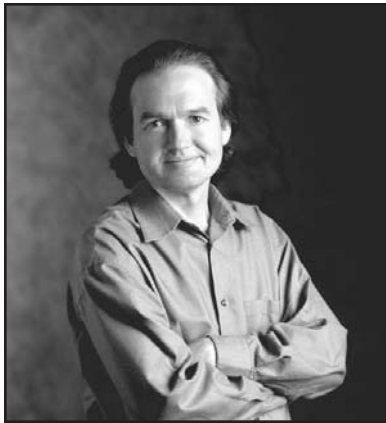
FEATURING AUTHOR, DR. JOHN GRAY



LEADERS GUIDE

# INTRODUCTION

Dr. Gray's 1992 book, *Men Are From Mars, Women Are From Venus*, became a household phrase. It created a new language between the sexes, helping both women and men relate to each other more effectively. Now Dr. Gray forges into new territory with *Mars and Venus in the Workplace: A Practical Guide for Improving Communication and Getting Results at Work* (HarperCollins; 2002), upon which this video seminar is based.



**John Gray, PhD.**

"Without a positive understanding of our differences, many possibilities for cooperation and mutual trust and respect are overlooked and go untapped," says Dr. Gray. "Too often men do not recognize the value that women bring to the workplace, while women mistrust the support that is possible to receive from men. Through understanding our differences in a more positive light, both men and women at all levels in the workplace can begin to appreciate each other more."

By providing a broader awareness of our potential differences and strengths, this approach delivers a set of tools to enhance teamwork, improve communication, and increase cooperation at all levels of an organization: management, employees, coworkers, customers, and clients. By learning to promote respect and build trust between men and women, everyone benefits. Without having to work harder, those who use Dr. Gray's techniques will find that they experience better results and are apt to find their work experience suddenly enriched.

This seminar is designed for both men and women. For men, it is filled with useful information and insights to help understand women better and thereby help men become more successful. For women, it will at times seem like a breath of fresh air. Because according to Dr. Gray, a woman's challenge in the workplace is much greater than a man's. With new insights, the difficult journey becomes easier. For greater success, change is a requirement for both men and women.

**For further information about Dr. Gray's seminars on "Mars and Venus at Work,"  
visit his website, [WWW.MARSVENUS.COM](http://WWW.MARSVENUS.COM)  
or phone 1-888-MARS-VENUS**

**The site contains more information on Dr. Gray; his books, seminars and workshops; and other useful information on communication between the sexes.**

## Table of Contents

# MARS AND VENUS IN THE WORKPLACE

Featuring John Gray, PhD.

Introduction .....	Inside Front Cover
Communication Between Men and Women .....	2
Synopsis of the Video .....	3-4
How to Use This Video .....	5
Sample Training Design — Mars and Venus Communicating @ Work .....	6-11
Participant Handouts .....	12-14
Ways In Which Gender Differences Appear @ Work .....	13
Viva La Difference! .....	14
Q&A with John Gray .....	15-16
About the Author of this Guide .....	Inside Back Cover



COMMUNICATION  
BETWEEN  
MEN AND WOMEN

"Sexual static is like snow on the television set or noise on the radio — it causes interference with messages being communicated. In the workplace ... both men and women experience sexual static. It causes frustration for women and discomfort for men. Women are frustrated because they feel the static could be minimized if men understood gender differences. Men just want the static to go away."

**Judy Rosener,**  
**U.C. Irvine business school professor**

## SYNOPSIS OF THE VIDEO

In the video, John Gray is delivering a seminar to a studio audience. His presentation demonstrates how men and women misunderstand and misinterpret each other in many ways.

### SPEAKING DIFFERENT LANGUAGES

On Mars, they primarily use language to make a point or gather information to make a point.

On Venus, they exchange information and also use language to give and receive empathy. When a woman says, "What a hectic day," don't say, "We're not that busy." Instead, give a little empathy and say something like, "I know — one problem after another."

### SHARING IS FROM VENUS, GRUMBLING IS FROM MARS

When women share feelings, men mistakenly assume they are complaining.

When men grumble in response to a change or request, women mistakenly assume they are resentful or unwilling to be supportive. When a man grumbles, don't say, "Never mind, I'll do it myself." Instead, let him grumble and then appreciate the support he provides.

### MR. FIX-IT AND THE OFFICE IMPROVEMENT COMMITTEE

When a man is facing a challenge, a woman mistakenly presumes he would appreciate her advice and offers unsolicited suggestions. This can be annoying for him.

On Venus, they talk about problems to collaborate and build consensus. When a woman talks about a problem, it doesn't mean she is depending on him to solve the problem. To presume a woman is asking for his solution when she is not is demeaning to her. When a woman talks about a problem, a man should hold back from offering an immediate solution and instead ask, "What do you think we should do?"

### MEN GO TO THEIR CAVES AND WOMEN TALK

When faced with a problem, men first attempt to solve it on their own, while women tend to talk and collaborate with others. When a man pulls back into his cave to solve a problem alone, a woman may take it personally and feel excluded.

When women talk to others to collaborate, a man may mistakenly conclude that she cannot do it on her own and he doubts her competence. A man in his cave easily becomes annoyed if interrupted. When a man is in his cave, begin a conversation by first letting him know how much time is required and stay to the point.

## **FEELINGS IN THE WORKPLACE**

When a woman's anger is personal, resulting from her feeling attacked, hurt, or wounded, she is viewed by men in a negative light. On Mars, to take offense is to offend. Unless men and women can stay objective while expressing feelings, freely revealing negative emotions in the workplace is generally counterproductive.

On the other hand, when men tend to be overly detached or impersonal, they unknowingly lose the trust and support of women. By learning to respect the feelings of others, a man gains an additional competitive edge. When a woman is angry, a wise man will say something supportive, "You have every right to be angry about this."

## **WHY MEN DON'T LISTEN... OR DO THEY?**

By not taking more time to listen, a man mistakenly gives the impression that he doesn't really care and unknowingly sabotages his success in working with women. By asking a woman more questions, a man will make a woman feel more engaged or drawn out and, as a result, she becomes more motivated to do business with him.

## **CONCLUSION**

It is important that we all take the time to learn about and understand each others' differences. By making small changes in ourselves, we can learn to speak each others' language and become more effective at work ... and in life.

FOR PREVIEW ONLY

## HOW TO USE THIS VIDEO

### TRAINING SEMINARS

The MARS AND VENUS IN THE WORKPLACE video can play a powerful part in seminars and workshops on a variety of topics — diversity, conflict resolution, gender communication, among others. The full utilization of men's and women's talents is critical to the satisfaction and happiness of individuals in their day-to-day jobs — it is just as critical for the success of the organization as a whole.

The MARS AND VENUS IN THE WORKPLACE video can be used as a meeting opener at the beginning of a seminar, to establish an expectation that both men and women play important roles in their department's or organization's effectiveness. The video can also be used sometime *during* the seminar, to provide a foundation for small group discussions and/or experiential exercises. One could also show the video toward the end of a seminar to summarize and reiterate points made by the trainer during the session.

The video makes important points in a charming, entertaining way — lending a light touch to a serious topic. It provides an opportunity for everyone to laugh at ourselves while we learn several important lessons about differences between the male and female work styles.

### MEETINGS

The video is a perfect opener for meetings of all types for people at all levels in an organization — executive meetings, staff meetings, management meetings, shift meetings, board meetings, union meetings, interdepartmental meetings, etc. It emphasizes a critically important point for viewers — that while men and women may communicate differently, they both bring important, unique strengths and skills to the workplace. As a meeting opener, MARS AND VENUS IN THE WORKPLACE sets the tone for the discussion to follow, reminding everyone that men and women may not be the same, but they are equally important.

### PROBLEM SOLVING

The MARS AND VENUS IN THE WORKPLACE video is also an excellent meeting opener for groups that come together for the specific purpose of solving problems. It helps keep the group focused on the task of finding solutions, and directs their attention toward a common goal — organizational success. The video reminds the group of the dangers of slipping into the all-too-human tendency of criticizing others who may look at things differently, or who have different ideas about how to solve a problem. The video does an excellent job in setting the right tone for a problem-solving meeting.

What follows is a sample training design for use of the video in workshops dealing with Mars and Venus Communicating at Work, as well as valuable information in the form of "Q&A with John Gray."

**SAMPLE TRAINING DESIGN**

**"MARS AND VENUS COMMUNICATING @ WORK"**

FOR PREVIEW ONLY



## MARS & VENUS COMMUNICATING @ WORK

**TIME REQUIRED:** 2 hours

### LEARNING OBJECTIVES:

1. To engage participants in seeing the positive aspects both male and female contributions at work.
2. To appreciate how men and women communicate differently.
3. To increase mutual respect, appreciation, and effectiveness through understanding gender differences.

### MATERIALS NEEDED:

MARS AND VENUS IN THE  
WORKPLACE video

Two more flip charts stands and  
pads for facilitator

VCR and TV monitor

Markers

Enough flip chart stands and pads  
so that each table of participants  
has its own

Name tags

Enough copies of participant  
handouts (from this guide) for all  
participants

### SEATING ARRANGEMENT:

If at all possible, seat participants at round tables, with 4-8 people at each table. Square or rectangular tables are OK too — as long as people can break into small groups easily.

## SEMINAR OUTLINE

### I. Introduction and Overview (10 minutes)

- o Instructor introduces self
- o Explain purpose of seminar
- o Emphasize that this session is interactive, with lots of opportunities to participate. The more people put into the seminar, the more they will get out of it.
- o Emphasize that in this session, not only will participants learn a few things from the facilitator, they will learn even more from each other.
- o Have participants introduce themselves

### II. Communicating @ Work (30 minutes)

- o Ask the entire group, "What differences do you notice in the ways men and women interact with one another at work — either one-to-one, or in groups?"
- o Break large group into smaller groups (table teams) by gender (men and women at separate tables) and ask each group to think about the question and list their answers on a flip chart. (You can have them use Worksheet #1 for this as well.) Tell them not to get bogged down in discussing — just list. Give them 10 minutes for this.
- o Now have someone from each table report out and go over their group's list for the benefit of the large group.
- o Thank each group for their work before moving on to the next group.
- o When all the groups have finished, summarize the consistent themes they've outlined.
- o Did the groups' findings match each other, or were they different? Are there differences between what the men's tables came up with and what the women's tables came up with? If different, how so?
- o Notice and comment if there were judgments implied in their lists. In other words, did they tend to be critical or judgmental of the opposite gender? Notice how we all tend to use ourselves as the yardstick by which we evaluate other people. (Men judge women for not being more like men, and vice versa.)
- o Compliment the group — thank them for their work. What we're doing today is looking at ways we move beyond gender stereotypes, and see if we can find ways to work together and *thrive* on our differences!

### III. MARS AND VENUS Video (39 minutes)

- o Introduce video by giving a little background on John Gray's ideas and books. Sometimes it almost seems as if men and women are from different planets! Let's take a look ...
- o Show the video.
- o Lead discussion with questions like:
  - **What did you find most interesting?**
  - **Did anything surprise you?**
  - **Are there points with which you disagree? Why? (Emphasize that it's OK to disagree.)**
  - **What have been your experiences with gender differences?**
- o Continue discussion for five or ten minutes.

### IV. LECTURETTE ON ADDITIONAL DIFFERENCES FROM JOHN GRAY'S WORK: (10-20 minutes)

- o Discuss these additional differences, according to Dr. Gray..



#### **RULES ARE FROM MARS, MANNERS ARE FROM VENUS**

Women who have played competitive sports often understand the unspoken rules from Mars and get ahead while doing business with men.

Likewise, men who don't learn to respect Venusian manners also do not get ahead while doing business with women. By understanding our differences we can then choose to interact in more appropriate and effective ways.



#### **SETTING BOUNDARIES**

A woman who cries or expresses vulnerable feelings in the workplace sets a man up to be the "bad guy" if he doesn't provide her emotional comfort.

Likewise, a man sets a woman up to be the "bad guy" by making unwanted sexual advances or comments. By setting a clear boundary between the workplace and personal life, both men and women can work together more effectively.

### **MINIMIZING STRESS WITH EMOTIONAL SUPPORT**

A man under stress loses productivity by isolating himself. He experiences a kind of tunnel vision and cannot see the bigger picture.

A woman under stress loses productivity by becoming overwhelmed; problems may seem bigger than they are. To cope effectively with stress, men and women have different needs. By providing the right emotional support at stressful times, you can minimize the effects of stress.

### **STANDING UP AND STANDING OUT**

On Mars, the perception of power earns the greatest respect.

On Venus, they frown and disapprove when a woman boasts about her accomplishments. To maintain equal status, women often deflect compliments and give credit to others. While this works on Venus, it doesn't on Mars.

If a woman doesn't take credit, a man mistakenly assumes she doesn't deserve the compliment. When being acknowledged for her success, instead of saying, "We did a good job," she should say, "Thanks, I am really proud of this project. I also want to thank my team. I could not have done it without their support."

### **SCORING POINTS IN THE WORKPLACE**

Women give points for each expression of caring and consideration — no matter how big or small. By doing more of the little things, a man has a bigger impact in the workplace.

## V. DIFFERENCES AT WORK (30 minutes)

- o How can we build on the unique styles of men and women at work?  
(Use Worksheet #2 for this discussion.)
- o Divide the large group into small table teams, this time in mixed gender table teams. Make sure there are both men and women at each table.
  1. **What can men contribute?**
  2. **What can women contribute?**
  3. **What do men want women to understand about men?**
  4. **What do women want men to understand about women?**
  5. **What can I do differently to enhance my communication with both men and women?**
- o Give the groups 10-15 minutes to discuss these questions
- o Ask one person from each table team to share some of their findings
- o Lead a general discussion with the entire group.

## VI. CONCLUSION (10-15 minutes)

- o Summarize the groups' discussions.
- o Point out that it starts with each of us as individuals. This is not a top-down management problem to solve — this is an issue about which each of us can choose to learn more, change our own communication, and make all our work relationships better.
- o Thank the group for their participation.
- o End seminar.

PARTICIPANT HANDOUTS\*

FOR PREVIEW ONLY

\* Purchase of the MARS AND VENUS IN THE WORKPLACE video gives you the right to duplicate copies of these handouts for your seminars or meetings.

# WAYS IN WHICH GENDER DIFFERENCES APPEAR @ WORK:

**MEN  
(MARTIANS)**

**WOMEN  
(VENUSIANS)**

---

**IN CASUAL  
CONVERSATIONS**

---

**IN TEAM  
INTERACTIONS**

---

**UNDER STRESS**

---

**MAKING  
REQUESTS  
OF OTHERS**

---

**DURING CONFLICT**

FOR PREVIEW ONLY

# VIVA LA DIFFERENCE!

o What can men uniquely contribute to the workplace?

o What can women uniquely contribute to the workplace?

o What do men want women understand about men?

o What do women want men to understand about women?

What can I do differently to make my relationships with both men and women more effective?



## Q&A WITH JOHN GRAY

**Q: In today's work environment, more women are saying "get to the bottom line" and men are listening more. Are Venus and Mars becoming more alike?**

A: The workplace is a place where we serve others and we can best serve others by being a blend of the Martian qualities which are within us and the feminine Venusian qualities within us. But when things get stressful, we have to respect that there are different needs for coping with stress and that's where the differences in the workplace are going to continue showing up. Because when stress is there, women have a greater need to "tend and befriend" through sharing, through teamwork, through collaboration, through cooperation, through communication. Whereas under stress, men are going to have a greater need to cope with that through having avenues where he feels he can act, he can do something about it, he can achieve, he gets credit, he gets recognition. He needs to feel "this is my accomplishment; this is my domain where I am in charge." Not that he has to control everybody else, but at least for the part of the day he's going to control what he will do because without that, his stress levels will keep going. It's moving toward the place where we both have the strength of being Martian and Venusian.

**Q: Given that Martians and Venusians have such very different styles and characteristics, do you have any idea how we could have evolved such very different characteristics and come to the point we're at today?**

A: Well, I certainly do. There's whole years of study in college on anthropology and evolutionary psychology, and the well established, accepted answer is that the men were the ones whose single job it was to go out and hunt for game, while the women had multiple responsibilities and therefore learned to multitask. Women had to be protected because they had the children. The males were expendable, but the females were necessary to the survival of the species. So the males would go out; they would go into the woods to hunt; they would be in danger, animals, tigers; it's scary. So what do you do under stress like that? What's the smartest thing to do? You stay quiet. You stay still and very quiet. You find a rock where you have a good vantage point and can see everything, and you perch there quietly, watching. Watching for prey, watching for danger.

## MARS AND VENUS IN THE WORKPLACE

Men are still doing that today. When they're under stress, what do they do? They get very quiet. They find a perch where they can survey the world — in front of the TV. Watch CNN; watch the news. You can see the whole world at a glance. You've got a remote control. You can see the channels and go wherever you want to go, and stay quiet at the same time. Stress levels go down. A man can just come home from a stressful day, the house can be a mess, he can sit in the chair and relax and be happy.

Women can't. Because she sees everything that could go wrong. "We've got to do this, this has to happen, etc." Men are out doing their one job — which is to survive and kill something to bring it home. Women are doing all the jobs — taking care of the kids, the home, the food, and probably earning a paycheck too — so a woman's brain is multitasking all the time. This is well-documented today.

**Q: Do you think women in corporate America should have a woman mentor or a male mentor?**

A: I think it needs to happen both ways. We need to have women getting mentors from men as well as women getting mentors from women; men having male mentors and women mentors. I think for men, one of the best things is to have a woman mentor. It's a very, very positive experience for a man to have a woman who is more competent than him in other arenas teach him something. Often men will say to me in the beginning of a job, they would prefer a female manager because by instinct men will tend to be more micromanaging. They're going to be in there, showing you this, helping you and they're going to be involved. If I don't know how to do my job, I like somebody helping me — if I'm from Mars. As soon as I know how to do my job, I don't need help, I want to do my job, back off, then suddenly the relationship doesn't work unless we understand what it is that person requires and respect that.

# ABOUT THE AUTHOR OF THIS GUIDE . . .

## BJ GALLAGHER



BJ Gallagher

BJ Gallagher is a well-known author, speaker, trainer and consultant, with expertise in teambuilding, personal accountability, diversity, customer service, leadership development, and men and women at work. She is the author of *Everything I Need to Know I Learned From Other Women*, and co-author of the international best-seller, *A Peacock In the Land of Penguins: A Fable about Creativity and Courage* (Berrett-Koehler; S.F.; 2001), which is currently published in fifteen languages world-wide, and has been adapted into a best-selling animated training video, *A PEACOCK IN THE LAND OF PENGUINS*. BJ Gallagher is also an accomplished screenwriter and producer — her most recent projects are *THE BLAME GAME* and *A COMPLAINT IS A GIFT*.

Ms. Gallagher's impressive client list includes: IBM, Chevron, DaimlerChrysler, Nissan, Volkswagen, The Los Angeles Times, Phoenix Newspapers Inc., the American Press Institute, Butterworth Hospital, the American Lung Association, among others.

If you wish to contact BJ Gallagher about speaking, training, or consulting services for your organization, she can be reached at her web site, [www.peacockproductions.com](http://www.peacockproductions.com).

FOR PREVIEW ONLY



3014 COMMERCIAL AVENUE  
NORTHBROOK, IL 60062  
877.364.7485  
847.509.8290  
FAX: 847.509.8296  
corvision@aol.com  
www.corvision.com