Women at the Table

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Interdependence of Family and Business Planning

Developed by Sharon M. Danes, Professor, Family Social Science Department, University of Minnesota
Figure 1: Sustainable Family Business Theoretical Model

**FAMILY**

- Resources
  - Social Capital
  - Human Capital
  - Financial Capital
- Structure
  - Roles
  - Rules
- Constraints
  - Sociocultural
  - Legal
  - Economic
  - Technical

**Processes**

- Times of Stability
  - Interpersonal Transactions
  - Resource Transactions
- Short-term Family Business Viability
- Achievements
  - Functional Integrity
  - Human Capital Growth
  - Financial Soundness
  - Structural Integrity

**Disruptions**

- Normative
- Non normative

**Processes**

- Times of Change
  - Interpersonal Transactions
  - Resource Transactions

**Resources**

- Social Capital
- Human Capital
- Financial Capital

**Structure**

- Ownership
- Governance

**Constraints**

- Sociocultural
- Legal
- Economic
- Technical

**BUSINESS**

- Resources
  - Social Capital
  - Human Capital
  - Financial Capital
- Structure
  - Ownersh
Family Capital: Level and Access

• Human Capital

• Social Capital

• Financial Capital

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Danes Research Findings

• Women more sensitive barometer of family functional integrity

• Women more sensitive barometer of need for change in family business

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Steps in the Mutual Goal Setting Process

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Power Structures vs. Power Interactions

Power Structures
Role Organization
Decision Authority

Power Interactions
Trust & Fellowship
Collaboration vs. Domination

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When women are excluded from transfer planning

Little collaboration

Issues of domination & reactivity when confronted with conflict

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Gender Differences
COMMUNICATION

Women
- Connectedness orientation
- Socialized to take care of the needs of others ahead of their own
- See relationships as webs & links
- Critical for women to figure out for themselves what is important to them
- Operate under “ethic of care”

Men
- Task orientation
- Socialized to take charge, to protect, to get things accomplished & be “successful”
- See relationships as hierarchies
- Critical that men consider needs & expectations of others in the family
- Operate under “ethic of justice”

Developed by Sharon M. Danes, Professor, Family Social Science, University of Minnesota, upon the work of Deborah Tannen, PhD and linguist, You Just Don’t Understand.
Gender Differences

PROBLEM SOLVING

**Women**

- Initial tendency will be to talk about problem & then act
- Need to express thoughts, feelings, & values simultaneously to searching for alternatives
- Anxiety arises when they are not able to do this processing or they perceive they are not being heard
- Mode is contextual, narrative, inclusive

**Men**

- Finding a solution is his priority
- It is through man’s action-oriented problem solving approach that he sorts out his thoughts and concerns, clarifies his values and priorities, and develops a plan
- Anxiety for males surfaces from not knowing what action to take
- Mode based on formal and abstract expression

Developed by Sharon M. Danes, Professor, Family Social Science Department; from work of W. Gray, PhD, in *What Your Mother Couldn’t Tell You and Your Father Didn’t Know,* and D. Tannen, in *Working 9 to 5.*
Every business is filled with conversations just dying to happen