Contents

Foreword 11

Introduction 13 Responsibilities of a Board of Directors 18		
	PA	RT I
A.	Boa	ard Members and Their Relationships 23
	1.	Relationships among Board members 23
	2.	The Relationship between the Board of Directors
		and the Company 32
	3.	The Relationship between the Board of Directors and Human
	,	Resource Management 43
	4.	The Board's Relationship with the Public 48
B.	Sele	ection Criteria for Board Members 56
	1.	Diversity 56
	2.	Independence and a Different Perspective 63
	3.	Discussion Culture 66
	4.	Size and Composition of a Board of Directors 67
	5.	Justice and Equal Opportunities 70
C.	Dif	ferences between Women and Men in Pre-Work 73
	1.	Preparation for Meetings 73
	2.	Discussions in Meetings 76
	3.	Reason and Emotion 82
	4.	Lateral and Critical Thinking 88
	5.	The Nonverbal 93
	6.	Gut Feeling 96
	7.	The Role of the Chair of the Board of Directors 100
	8.	Block Voting on the Board of Directors 102
	9.	Voting 106
	10.	•
	11.	Terminations of Employment 113



D.	Individual Aspects of Board of Directors Work 117
	1. Appointment of a Board member 117
	2. Appointment of a CEO 121
	3. Strategy of the Board of Directors 127
	PART II
A.	Differences between Women and Men 139
	1. The Radar View of Women and the Laser View of Men 140
	2. The Multiple Roles of Women 142
	3. Men Driven by Victory and Competition, and Women by Love 143
	4. Female-Led Start-Ups 146
	5. Risk 147
	6. Courage 149
	7. Women Speak Less 151
	8. Women Speak More Cautiously 154
	9. Status, Power, and Prestige 155
	10. Empathy and Emotion 157
	11. Differences in Childhood 160
	12. Biological Sex 161
В.	Business - Media - Politics 162
	1. The Relationship between Business and the Media: Fear 162
	2. The Relationship between Business and Politics 165
	3. Politics as Patriarchy 167
	4. Victimization of Women 169
	5. Wage Excesses: Transparency 172
	6. Critical Voices on Policy 175
C.	Quotas for Women - a Terrible Idea! 178
	1. Why I Am against Quotas for Women 178

2.

3.

4.

5.

The Problem of Quality 180

The Problem of the Minority 184

The Problem of Over-Regulation 185

The Cause of the Problem – an Example 186

PART III				
Encouragement for Business Women 189				
1.	Routine Access to the Board of Directors 189			
2.	Mixed Networks and Conferences 190			
•	6 101			

- 3. Sponsors 191
- 4. Don't Play the Gender Card! 192
- 5. Career Planning 193
- 6. Good Organization 195
- 7. Perfectionism and Self-Confidence 196
- 8. Talk More 197
- 9. Be Consciously Different 198
- 10. Physical Appearance 198
- 11. Politics on the Board of Directors 200
- 12. Being Loved and Being Authentic 201
- 13. Education in Self-Confidence 202
- 14. Combining the Feminine and Masculine 204
- 15. Committee Membership 206
- 16. Seminars for Female Future Board Members 206
- 17. Strong Women 206
- 18. Opportunities Today 207

Conclusion 208

My Heartfelt Thanks 213