

1	Introduction	1
1.1	Why This Book?	1
1.2	Why Women Leaders from History and Why These Four Queens?	2
1.3	What Will You Find in This Book?	3
1.4	How to Get the Most Out of This Book	4
1.5	About the Research for This Book	5
2	Cleopatra VII: Leveraging Difference	7
2.1	Life and Career	8
2.2	Key Leadership Challenges	9
2.2.1	The Path to Power and Career Management	9
2.2.2	Managing the Joint Venture with Rome	10
2.2.3	From Loss to Profit	12
2.3	Key Leadership Competencies	13
2.3.1	Vision and Strategy Development	13
2.3.2	Generating Positive Change	14
2.3.3	Leveraging Difference	14
2.3.4	Building and Maintaining a Network	17
2.4	Cleopatra's Leadership Impact	20
2.5	What Women Can Learn from This Leader	21
2.6	Top Five Do's and Don'ts from Cleopatra	22
	Bibliography	23
3	Isabella of Spain: A Woman with Visions	25
3.1	Life and Career	26
3.2	Key Leadership Challenges	27
3.2.1	The Path to Power and Career Management	27
3.2.2	Managing the Merger of Castile and Aragon	29
3.2.3	Creating and Developing a Vision and Strategy of Growth	30
3.2.4	Creating the New Culture and Organization of the Unified Spain	31

3.3	Key Leadership Competencies	33
3.3.1	Vision and Strategy Development	33
3.3.2	Generating Positive Change	34
3.3.3	Leveraging Difference	36
3.3.4	Talent Management	38
3.3.5	Giving and Receiving Feedback	39
3.3.6	Communication	39
3.4	Isabella's Leadership Impact	40
3.5	What Women Can Learn from This Leader	41
3.6	Top Five Do's and Don'ts from Isabella of Spain	43
	Bibliography	44
4	Elizabeth I of England: Managing a Team of Men	45
4.1	Life and Career	46
4.2	Key Leadership Challenges	47
4.2.1	The Path to Power and Career Management	47
4.2.2	Ensuring Her Own Succession	49
4.2.3	From Loss to Profit	51
4.2.4	Dealing with the Competition	51
4.2.5	Renewing the Organizational Culture	52
4.3	Key Leadership Competencies	53
4.3.1	Vision and Strategy Development	53
4.3.2	Leveraging Difference	54
4.3.3	Communication	58
4.3.4	Team Leadership and Delegation	59
4.3.5	Talent Management	60
4.3.6	Giving and Receiving Feedback	62
4.3.7	Performance Management	64
4.4	Elizabeth' Leadership Impact	65
4.5	What Women Can Learn from This Leader	66
4.6	Top Five Do's and Don'ts from Elizabeth I	67
	Bibliography	68
5	Catherine the Great: Leading Strategic Growth	69
5.1	Life and Career	70
5.2	Key Leadership Challenges	71
5.2.1	The Path to Power and Career Management	71
5.2.2	Developing a Vision and Strategy of Growth	74
5.2.3	Restructuring Russia	76
5.2.4	Renewing the Organizational Culture of Russia	78
5.2.5	Ensuring Her Own Succession	78
5.3	Key Leadership Competencies	79
5.3.1	Vision and Strategy Development	79
5.3.2	Building and Maintaining a Network	79
5.3.3	Talent Management	80

5.3.4	Performance Management	81
5.3.5	Delegation	83
5.3.6	Leveraging Difference	84
5.3.7	Communication	86
5.3.8	Generating Positive Change	87
5.4	Catherine’s Leadership Impact	88
5.5	What Women Can Learn from This Leader	89
5.6	Top Five Do’s and Don’ts from Catherine the Great	90
	Bibliography	91
6	Four Queens: Lessons in Career Development	93
6.1	Career Development: Getting to the Top and Staying There	93
6.1.1	Take Practical Steps to Prepare Yourself	93
6.1.2	Fend Off the Competition	94
6.1.3	Establish Your Legitimacy	94
6.1.4	Identify Mentors	95
6.1.5	Build Strong Relationships	95
6.1.6	Make Work/Life Balance a Priority	97
6.2	How Can Organizations Help Women Have Successful Leadership Careers?	97
6.2.1	Leadership Development	97
6.2.2	Build Awareness	97
6.2.3	Provide Mentoring Opportunities	98
6.2.4	Encourage Work/Life Balance	98
6.3	The Final Question: Did These Queens Actively Promote Gender Diversity?	98
	Bibliography	99
7	Four Queens: Lessons in Leadership	101
7.1	Leadership Competencies: Strengths and Weaknesses	101
7.2	Leadership Lessons	103
7.2.1	Leverage Your Difference as a Woman in Your Professional Context	103
7.2.2	Communication: Be Present and Visible	105
7.2.3	Select and Develop Talented People	106
7.2.4	Develop an Inspiring Vision to Reach Your Strategic Goals	106
7.2.5	Leverage Difference to Generate Positive Change	107
7.2.6	Give Effective Feedback to Increase the Organization’s Productivity	107
7.2.7	Manage Your Team to High Performance	108
7.2.8	Build and Maintain a Network, Particularly to Manage Your Reputation	108
7.2.9	Delegate to Competent People	109

7.3	How Can Organizations Fully Develop Women Leaders?	109
7.3.1	Let Women Be Women	109
7.3.2	Tailor Leadership Development According to Gender . . .	110
7.3.3	Help Women Network	110
	Bibliography	111
Index	113