and not let them know it.
Ireat them accordingly.

To supervise women successfully, you have

WOMEN ARE DIFFERENT.

And while on the subject, just what kind of

A supervising of women are you?

You -- and what kind of supervising you are.

At least some of their conversations is about
specials. And it's quite likely that at
brother, you'll never know. But you can
"resten up" period in the washroom? Well,
employees of yours talk about during the
Have you ever wondered what those female

How to handle women
PHYSICAL DIFFERENCE

1. Physical traits matter. Women do not perform as well as men on such tasks as building a bridge, welding, lifting heavy objects, etc.

The role of color blindness appears to be significant in this context. Women excel in all roles, but men excel in roles that rely on fine motor skills, such as sewing, knitting, etc.

2. Women excel in roles that involve tasks requiring fine motor skills, verbal communication, and interpersonal skills. Men excel in roles that require physical strength and manual dexterity.

3. Women excel in roles that involve tasks requiring verbal communication, interpersonal skills, and emotional intelligence. Men excel in roles that require physical strength and manual dexterity.

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Criticism should always be closer to praise. Never take a woman for granted.

Women expect praise or encouragement and are likely to be interpreted as disagreeable. Your real line to common loyalty. Of course, you can't protect your woman unless you act as a person.

For example, when you are discussing her work, a woman is more likely to think you realize that you can consider her work part of her life's. It's a fact that women who are discussing their work are discussing themselves.

Warting with it?" "I see almost everything in terms of her,

women's bodies are made for heavier work. Long and slim, while a man's muscles are powerful so a smaller man. Her muscles are man. Even a large woman will not be as strong as a man. The average woman's physical strength is about half that of the average man. They open 'em strong, or as muscular, or as for them.

Sexual and emotional cycles naturally designed punishment. They do go through the physical and while women can take quite a bit of
circular thinking rumors.

You're sure to start inventing and
from thinking, before they'll "die of curiosity"
established or one thing: I won't stop them;
which has not been given to them, you can
this love of talk is restrained because interest-
which is a by-product of their interest. When
interested in people and talking about
Women do gossip--because they're interested
you, too.

sensual thoughts could hold. Quite a bit about
people in the department when a dozen per-
give you more inferences about the other
most of the women who worked for you could

TALKIE-TALK

Your work as supervisor.

Some impressions of this facet that relate to
people in people's thinking. Here are the
simple truths that is what women are more in-

Any secretary about her boss.

What kind of day it is going to be, just ask
and speak, what kind of mood he's in and
"Pity, " from the way a man looks, behaviors
him, and so most women can tell "intuitively" and indirectly, how she is affected by
job or hand, the woman working with him is
While the average man concentrates on the

circumstances calls it forth.

mind. If pushes out when the tight set of
who is registered and stored away some-
The fact is that women are extra-sensitively
their moods.

The fact is that women are extra-sensitively
sometimes one jump ahead in their thinking.
If they aren't as logical as men, they are

Logical.

partial her conclusion, to her it's "perfectly
agreement. No matter how strong and won-
about something is well a most compelling
off the premise that the way she feels
being logical. She has the average woman's
If it's a waste of time to tell a woman she's

Lol. It's because I think him so.

have no other but a woman's reason. I think
when he had a female character say: "I
tell you more about Ilham Shakespeare did
of Ilham to the average male. No woman can
Women's logic is one of the deeper mysteries

LOGIC AND INTUITION
Among them is the "stylist-seller." A group of women employers is: Who want to share the advantages in dealing with women. We can be put one who works with women. It should be the most important to any -- and women are conformists are a fact which

with the crowd.

dearth? Women are expected to go alone. When we encourage to show initiative and

become single and let their families down. Why?

By millions of women -- but they all friendly

Remember the introduction of the "new look"

To some extent, all human beings behave.

If they're going to be happy.

Habit-forming.

mirror is taken up of an early age -- and it's

minor is taken up of the people. The use of the

long ago developed a more subtle approach.

Denied the aggressiveness of the male, she

THE GREAT CONFORMISTS

other and the development of informal groups.

inglish was through conversation with one or

make their factories life interesting and mean.

"The only way the women felt they could

Weighing findings in one company.

the statement of the researchers at Harvard.

Don't I just take a woman's word for it. Here's

make more if they can socialize.

Evidence that women work better and pro-

anonymity. There is considerable satisfaction

women on an opportunity to talk together. Re-

If your type of work allows it, give the

SHOULD YOU SHUSH THEM?

chasing down feminine fantasies.

make In the -- if you'll be kept busy

so give heed to the requirements of the Re-
Not every unmarried woman fails into this,

The Old Maid

10.

When she makes errors (which will some-

of achieving.

2. Indicate goals ahead that she is capable

of attaining.

3. When she holds back on con-

products, let's look at several types from the
general classification only in the toughest
be said is that a given woman falls into a
career woman.

There are as many different types of women

FEMALE TYPES

Your attitude towards them as individuals:

By her own evaluation is she a woman who
biggest danger in handling her: Taking her

Your goal is first. She almost never fails to
interest her too much, the

Attention, when her competition is a man.

As a matter of fact, she has a keen com-

needs a man's help.

3. What do we first deny that she
can handle on her own. She feels she can handle

She's really convinced that she wants to get

The Career Woman

Standpoint of the supervisor.

always remembering the differences in de-

If you use them right -- as general guides,

But broad generalizations can be useful

sense.

general classification only in the toughest

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Attention, when her competition is a man.

As a matter of fact, she has a keen com-
The Married Woman

III. The Married Woman

1. Keep an eye on her relations with her

Most important measures in dealing with her.

them.

mothers lies and "secret services" he is still to help
workers (which happens more often) or she
she may be very critical of her younger co-
work as she is. This can happen in two ways:
and get in the way of other employees who are

Her.

Biggest danger in handling her. She may

in opposition to you.

concentrate on your faults, and be constantly
lies and show you the greatest loyalty of
her friends. She may exaggerate your virtues.

She'll talk about you in her leisure time to

You are an important figure in her life.

is usually a loyal employee.

work is paramount in her existence, and she
for the average woman's life-purpose. Her
composition by making her job a substitute
family she works and needs. This woman
morale to work. In the absence of the

Woman is the OLD Maid would prefer

The difference between her and the Career

this pattern very naturally.

category. But there is a type that takes on
Most important measures in dealing with her:

1. Enforce her a sense of purpose on the job - be supportive, not primarily by the reaction of her co-workers. They may either inflate her or be hurt by it. The damage than may completely wipe her up in her self-esteem. She may be completely wiped up in her self-esteem, in which case she won't concentrate on her work for long. She'll be a real danger in handling her. When she will carry out her duties effi-

2. Appeal to her self-esteem. Most people don't want to leave a record of failure. They may either inflate her or be hurt by it. The damage than may completely wipe her up in her self-esteem. She may be completely wiped up in her self-esteem, in which case she won't concentrate on her work for long. She'll be a real danger in handling her. When she will carry out her duties effi-

3. Encourage her to come up with good ideas. Her experience can pay off to ruin, she is probably an efficient, belligerent, control-demanding, woman. A married woman with a household.
pressures

... are due to a combination of two kinds of

Most of the time he isn't. Usually the tears

for it. He knows that in some way he's responsible

when he can't figure out what started it. All

devastating is any ordinary mole, especially

less severe without any warning. It's

likely to come up against the flood of

The most frightening experience you've

problems from time to time.

work with them without running into special

on expectations. But the fact is, you can't

worse the poet. That may be somewhat of

a woman's fitness comes in fits -- so

Problem situations

Remember that you are with the others.

One caution, though: be firm but no

impression that she can "solve your problems."

of course. Her father. Don't let her get the

3. Be firm with her. All her life, she's

lot of him later on.

her education at this stage will save you a

Citing being the standard for all business. Citing

and she is likely to accept your pattern as

"unlearn", she should be the ideal franchise

out of school, with no bad work habits to

V. The Teen-Ager

... Her first few weeks on the job are the

important -- for her and you. Fresh

Learning your older, quieter workers.

up, but you generally spend that much time

for she simmered down and started growing

her behavior. If may be a few weeks be-

yournger's don't. I'll tell "how you with


Most important measures in dealing with her:

Her Impertinence.

falling to understand business attitudes or

occasions -- do her immigrant! your

patience may be sorely tried on many

biggest danger in handling her: Your

she may carry over to you as the boss.

against her parents -- a state of mind that

completely, she will still be in rebellion

ter adolescence. If she's not yet over it

pose to parent and teacher. A lot of ex-

response to authority, being fresh from ex-

In most cases, you'll find that she is re-

hoisted child -- of the office.

She can be the Nemeses -- of the fair.
when you’re working with a group of girls, 

"That did it!" the wrote. From then on, I did

...complaining eventually reached them.

...The other girl resisted it. A whispering

more than the usual difficulty getting started.

...We recently heard from an Associate Member

...women are quicker to suspect favoritism than

THE GREEN-EYED MONSTER

...than your standards -- unlimited by years.

...Whatever happens, you have to meet

women more as a deliberate weapon. Don’t!

Finally, keep in mind the fact that some

...upset her.

...The situation is a normal one and needn’t

...but showing

...that you aren’t criticizing her, but showing

...that all rules is important, you not just against her

...example, express the fact that you are enforce.

3. To the extent that she blames you for her

...and large, you have to reconcile your

plunging into work.

...capable of focusing private troubles by

...personal problems. Women are more

...leaves are beyond your personal

...in most cases the causes

...by and large, you have to reconcile your

the-job problem by itself is enough to bring

simple satisfaction of her work. (Women can on-

be anything from an imagined slight to a

...in on-the-job problem, which could

1. Give her an opportunity to recover her

...will fit her, "If there anything I can do to help?"

...with the longer at the first opportunity, and

...two minutes or with another woman. (Check

sell-control. Let her be herself for a

...control. There’s the most you can do:

...overwork or physical fatigue.

...leaves, there’s likely to be a background of

...the job problem by itself is enough to bring

...simple satisfaction of her work. (Women can on-

...get better in toward

...going to make her feel better toward

...can’t be -- but if pays to ask.)

...owell you notice: you’ll

...above all, don’t dismiss a potential girl with

...women who supervises 18 women. He had spent

...who supervises 18 women. He had spent

...who supervises 18 women. He had spent

...who supervises 18 women. He had spent
has been wary of the threat to her nestle, to
since time began, the female of the species
basis in instinct--and sometimes experience.
friendliness, circumspection, hesitancy--has
the fact that women take longer to establish

"threaten" on some level or other?
whether or not she's really going to be a
over what she's really like? Or fudging our
would the run be--the run of specializing
women usually go on the assumption that a new

the new arrival in its midst.
Champion bosses--frducers, the group looks over
a studied approach that would do credit to a
welcome a newcomer into the fold. With
women are included to be restricted about

GREETING THE NEWCOMER

a male supervisor must--but double.
right lies. In short, she loss as do everything
good human relations by building sound per-
help them do theirs. Show her capability for
prove her intellectual ability to do the job and
ship--without "learning" it over her people?
most demonstrate her capability for leadership?

To overcome these attitudes, the woman

a better to advancement
feel the will compete with him and act as
handler is to do things with him or a man. They
woman superior? They think she will be
woman stands off with certain conditions about
prefer a woman. Rightly or wrongly, most
have to go some before you find one who
rather work for a man or a woman. You'll

Personal.
you. Many of them work hard to please you.
can. They don't resent taking orders from you
think they can do your job better than you
work in most cases. They rarely

Leadership.
whining over both sexes to recognize their
the difficult side. They have the problem of
for you. Pay your fellow-supervisors on
you men are lucky. Women want to work

THE "OTHER" WOMAN

Willingsness to help each one.
if you can make it to show the same friendly
eve if they
won't keep you out of trouble -- even if they
That isn't so, of course. Ignoring people

A given moment, wishing he could predict which it will be: of raw and digested women, who frequently move in mysteries of the girls and boys. No doubt, their peculiarities, their different-ness of women, with their peculiarities, form.

These pages have dealt with the "different-ness of women, " with their peculiarities. Form, there's really a few.

HUMAN BEINGS AFTER ALL

Your relations with the women in your own so.

General contact, you give naturally to women in your own so.

In your relations with the women in your own so.

They can probably handle the situation of the women.

They have been offended, or have been offended, you may have been offended, and the situation over-flushed. You may have come up with an off-color joke. It's one of the boys.

The off-color joke, if one of the boys.

The office will... If any of the employees.

For the supervisor.

In the office, in which case, there's no problem.

Reduced, in which case, there's no problem.

There's no problem.

Be just as eager for this success, if this is so.

If she will want to succeed on the job, and she will.

The love affair.

Oddly enough, sex isn't a serious distance.

There's no problem.

There's really a few.

It's frequent.

It's frequent.

There's no problem.

There's really a few.

It's frequent.

There's no problem.

There's really a few.

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A FEW INTERESTING FACTS ABOUT

WOMEN WHO WORK

1. Women workers are the largest occupational group. "Clerical workers," the largest occupational group, are composed of women. More than 5 million women workers have children under 16. Almost one-third of all women workers are married. More than half of all women workers are women workers. More than 19 million Americans work. 2. The average age of women workers is 37-1/2 years. More than half of all women workers are women workers. More than half of all women workers are women workers. More than half of all women workers are women workers.

U.S. Dept. of Labor, 1954

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292 Madison Avenue, New York, N.Y.
Research Institute of America, Inc.
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Can you ask for anything more?

Please show up in her cooperation and real appreciation of her individual liberty; her gratitude.