



JANE WESMAN PUBLIC RELATIONS, INC.

322 Eighth Avenue, Suite 1702, New York, NY 10001

Tel: 212.620.4080 Fax: 212.620.0370

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MONEY ON THE TABLE

**How to Increase Profits Through
Gender-Balanced Leadership**

By Melissa Greenwell

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Contact: Jane Wesman

212-620-4080 x11

jane@wesmanpr.com

or

Andrea J. Stein

212-620-4080 x15

andrea@wesmanpr.com

“**MONEY ON THE TABLE** does a great job of capturing the real issues of having gender-balance in leadership and exposes the criticality of solving this problem . . . (It) provides a complete picture of how businesses should be taking action to deal with those challenges. This is a must read for every CEO.”

—Glenn Lyon, Executive Chairman, and former CEO, The Finish Line, Inc.

MONEY ON THE TABLE

**New Book By Business Executive Melissa Greenwell Demonstrates
Strategic Advantage of Having More Women In Leadership Positions**

**Greenwell Presents Step-By-Step Blueprint
For Achieving This Critical Goal**

“You are leaving money on the table and forfeiting your strategic advantage if you don’t have women *well* represented on your boards and senior management teams,” argues business leader Melissa Greenwell in her new book, **MONEY ON THE TABLE: How to Increase Profits Through Gender-Balanced Leadership** (Greenleaf Book Group Press; January 3, 2017). “My view on gender balance in corporate leadership roles does not come from an academic or social perspective, but from a grounded, experienced executive’s point of view. *The reason we need the change has to do with money,*” she maintains.

Greenwell – Executive Vice President and Chief Operating Officer of national retailer The Finish Line, Inc. – presents a powerful case for placing more women in leadership positions, along with a step-by-step blueprint for achieving this critical goal in **MONEY ON THE TABLE**. Drawing on the latest research and in-depth interviews with CEOs and other senior leaders, Greenwell shows that companies with gender-balanced boards and more women in senior management consistently achieve better financial

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performance. She also demonstrates that it is only by leveraging the strengths of men and women together that organizations can attain the highest levels of “collective intelligence,” a key factor in group performance. With many companies around the world setting defined targets for getting more women into leadership roles, the United States is falling behind our global competition, the author warns.

Greenwell’s a ten steps for attaining greater gender balance – most of which carry no monetary cost – include:

- Don’t accept that there aren’t enough female candidates for your senior leadership roles.** There may not be as many as you’d like, but they are out there. This may mean looking at people with a different industry perspective or an atypical resume.

- Increase your pipeline of female talent across the organization.** Keep track of where you recruit, who gets promoted, and who gets stretch assignments so you can push for more gender balance in every area of the business.

- Take more risks on your female employees.** High-potential women often operate under the radar. Take a second look at those who aren’t raising a hand but need to be called upon.

- Create an employment brand that attracts more females and retains the ones you’ve got.** The women you want to recruit take notice of how the company positions itself relative to them and to your customers. They will also look at whether or not your environment lets people work the way they want to work.

- Keep your female talent.** Do your practices and programs support women? Do you consider the real cost of not providing generous family leaves? Do you have a work-life integration strategy? Don’t confuse face time with productivity.

- Mentor your high-potential females.** Every executive in your company should be a mentor to your high-potential staff, and an effective mentoring program demands structure.

- Identify and communicate criteria for successful leadership.** You need firm criteria that describe exactly what traits and behaviors are priorities for your firm. These will include some more frequently exhibited by men (action orientation, risk taking), and some more frequently exhibited by women (visioning, collaborating, intuition).

- Establish a succession plan.** Any organization needs a succession plan for leadership, and gender balance is an essential component of this plan if you want the best thinking.

•**Measure progress.** Set goals for gender balance in your organization. Keep the metrics in front of you, and, annually, conduct a comprehensive talent review with your senior leadership team.

•**Communicate all of the above, clearly and often.** Once you have a plan for achieving gender balance, make sure these actions are not a secret. A well-thought-out communication plan that starts at the top is a must.

MONEY ON THE TABLE also outlines ten “rules for women who want to lead,” based on Greenwell’s own experience watching successful male and female leaders succeed in senior management roles. These concrete steps include “speak first,” “stop apologizing,” “make time for face-to-face communication,” and “ask for what you want.”

Greenwell warns against treating gender balance as merely part of a larger push for diversity. “We need to remember that there are only two genders among all of the globe’s seventy-five-plus ethnic cultures; gender diversity cannot be addressed in the same way as ethnic diversity, which is also important,” she writes.

“People are complex, and there are different complexities within the genders. We need to understand and leverage these differences to develop the best ideas, solutions, and actions to have successful organizations,” Greenwell concludes. Her no-blame, logical approach makes **MONEY ON THE TABLE** a must-read for CEOs, boards of directors, human resources leaders, and senior management alike.

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ABOUT THE AUTHOR

MELISSA GREENWELL is Executive Vice President and Chief Operating Officer of national retailer The Finish Line, Inc. She is also a certified executive coach who helps women and men understand how they can leverage natural strengths to identify and make behavioral changes that help them succeed as senior leaders.