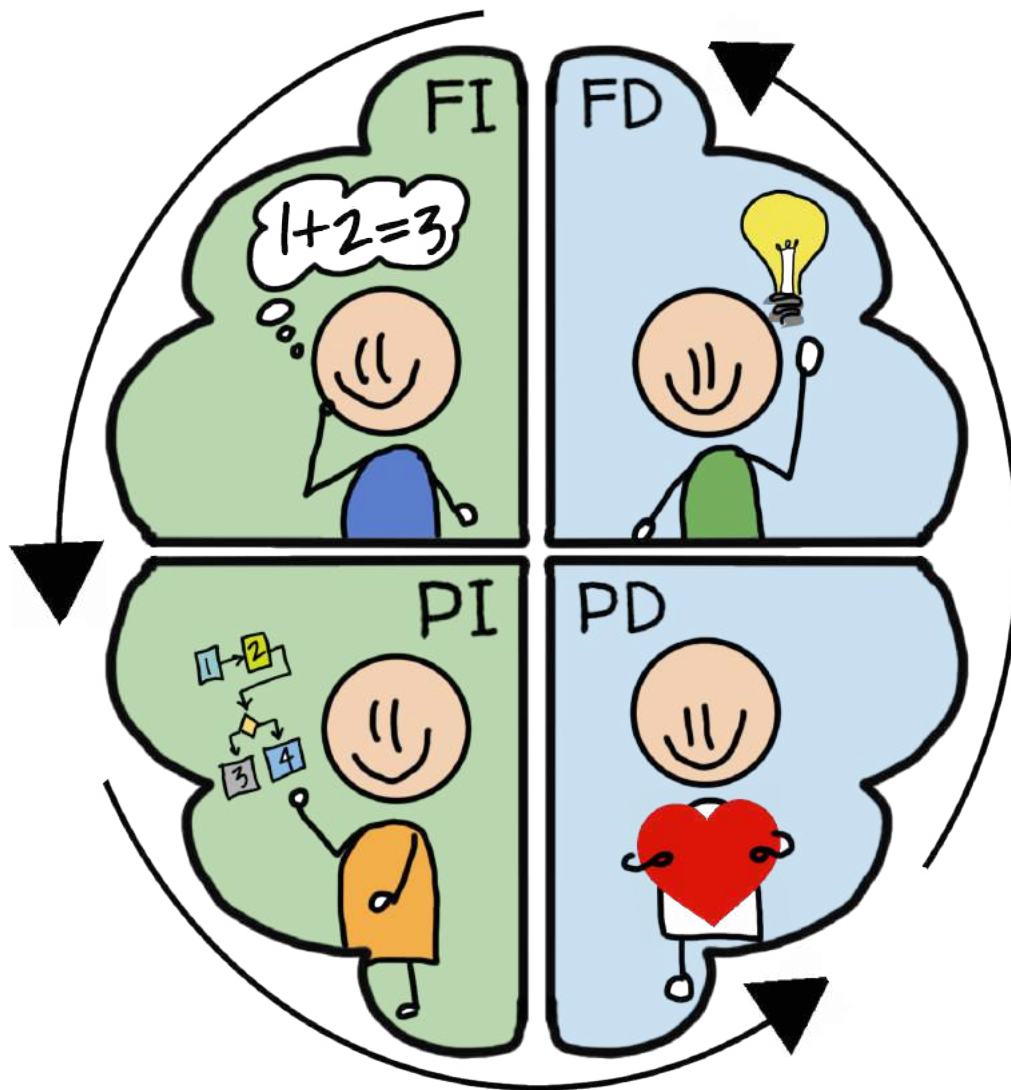
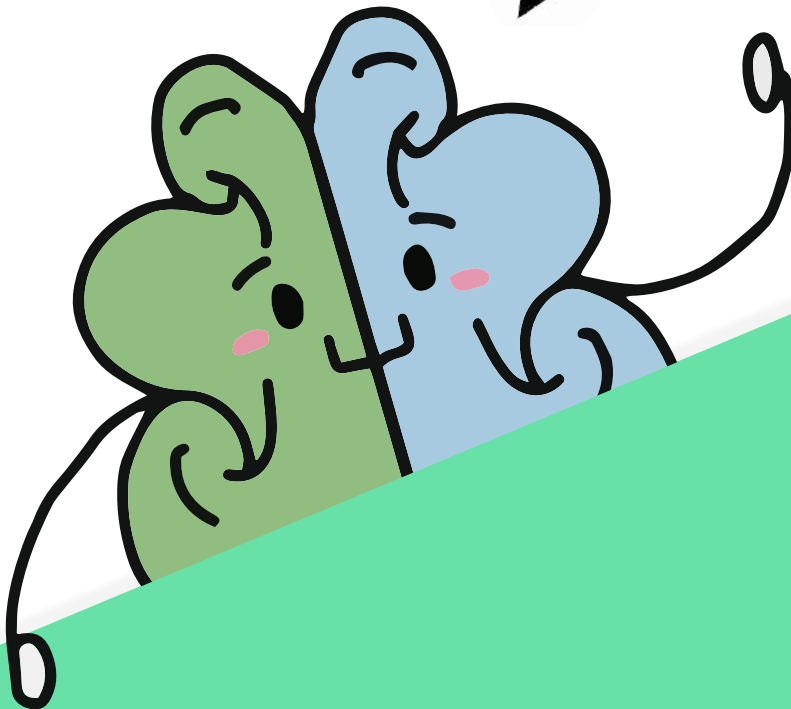


Thinking Styles in Businesswomen that lead Sustainable Corporations and the Influence on their Leadership Style.

Andrea Pérez

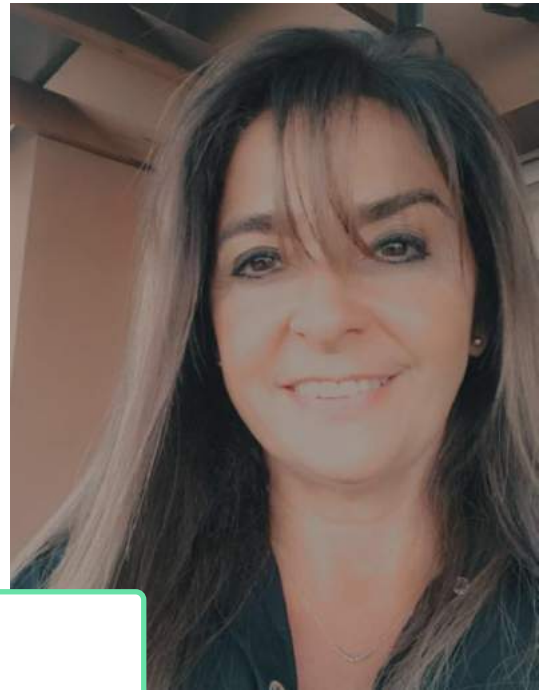


“
value the diversity
of human intelligence
to accelerate the
triple impact



**Ms Andrea
Pérez,**

**Bachelor Degree
in Social Psychology**

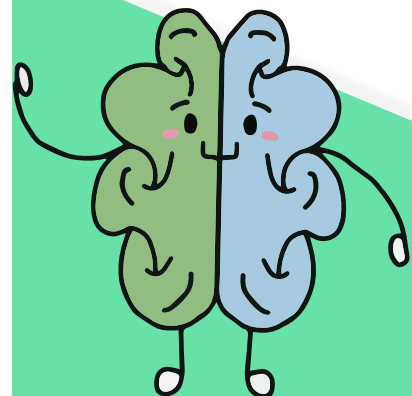


"My life purpose is to contribute to the awakening of human consciousness; generating spaces for personal, professional and organizational growth."

Director-Founder of Regenera®, Speaker at conferences, Agent of change and Mentor of Leaders of Transformation. Coach for high impact teams. Consultant specialized in sustainable business models. Expert advisor on triple impact, gender mainstreaming programs and strategic alignment of the SDGs. Advisory Board Member Leader of Women 4 Solutions. Level 2 Licensee & Trainer of Benziger Thinking Styles Assessment for Argentina, Uruguay, and Paraguay.

@ a.regenera@gmail.com

in www.linkedin.com/in/andrealperez



Collaborations

Laura Giadorou Koch

Founder & Chief Engagement Officer of Women 4 Solutions, Inc.
Co-creating the Caring Economy

 www.linkedin.com/in/lauragiadoroukoch

María Belén Barroso

Co-founder Cronopios. Purpose communication.
Researcher at the University of Malaga.

 www.linkedin.com/in/mbelenbarroso

Juan Fonseca, Benziger Team

Ronald Berends, Benziger Team

José Luis Lombardo, Benziger Licensee Level 1

Credits

Art: Dibujo Experiencia  www.instagram.com/dibujo_experiencias

Content editing: Pamela Portigliatti  www.linkedin.com/in/pamelaportigliatti

Design and layout: creativoma  www.creativoma.com



Consultancy specialized in the development of Transformation Leaders, Change Agents, High Impact Teams and Conscious Organizations that seek to transcend the current management system towards the Triple Impact model, oriented to sustainability; redefining economic, social, and environmental impact and placing people and the planet at the center.

Regenera's team promotes good practices for creating and leading organizations capable of constantly changing and evolving, ensuring a sustainable future for humankind.

 www.regenera.ar



Benziger is an organization focused on helping to positively manage and improve people's talent so that they can improve their effectiveness, their collaborative skills and their overall well-being through a better understanding of their own personal strengths. It works with reliable and relevant research and information, which ensure reaching objective opinions for personal and professional decision making.

With 27 years of experience, the Benziger Thinking Style Assessment model -created by Dr. Katherine Benziger and based on the theories of Dr. Carl Gustav Jung- is present in 34 countries, responding to different degrees of need at a personal level and contributing to the development of work teams.

 www.benzigerinternational.com




Our Mission: We are a global network of women entrepreneurs and intrapreneurs igniting Caring Economy values and integrating them into organizations across all sectors, promoting positive impact and building a more inclusive and regenerative world.

We deliver simple, effective, and scalable solutions based on the four (4) pillars of Caring Economy which include: 1- The care for the environment; 2-The "Work of care" for people; 3- The importance of high-quality early childhood education and re-skilling; and 4- The transparency and metrics of people's well-being and of environment's care. Furthermore, we are committed to advancing the Sustainable Development Goals (SDGs) with a focus on numbers 5 (Gender Equality), 13 (Climate Action), and 17 (Partnerships).

 www.women4solutions.com




Consultancy in Triple Impact, Communication & Biomimicry. Cronopios' team goal is to co-promote individuals and organizations to accompany the transition towards a regenerative and sustainable economic system based on triple impact management and nature-inspired purposeful communication.

 www.cronopios.es



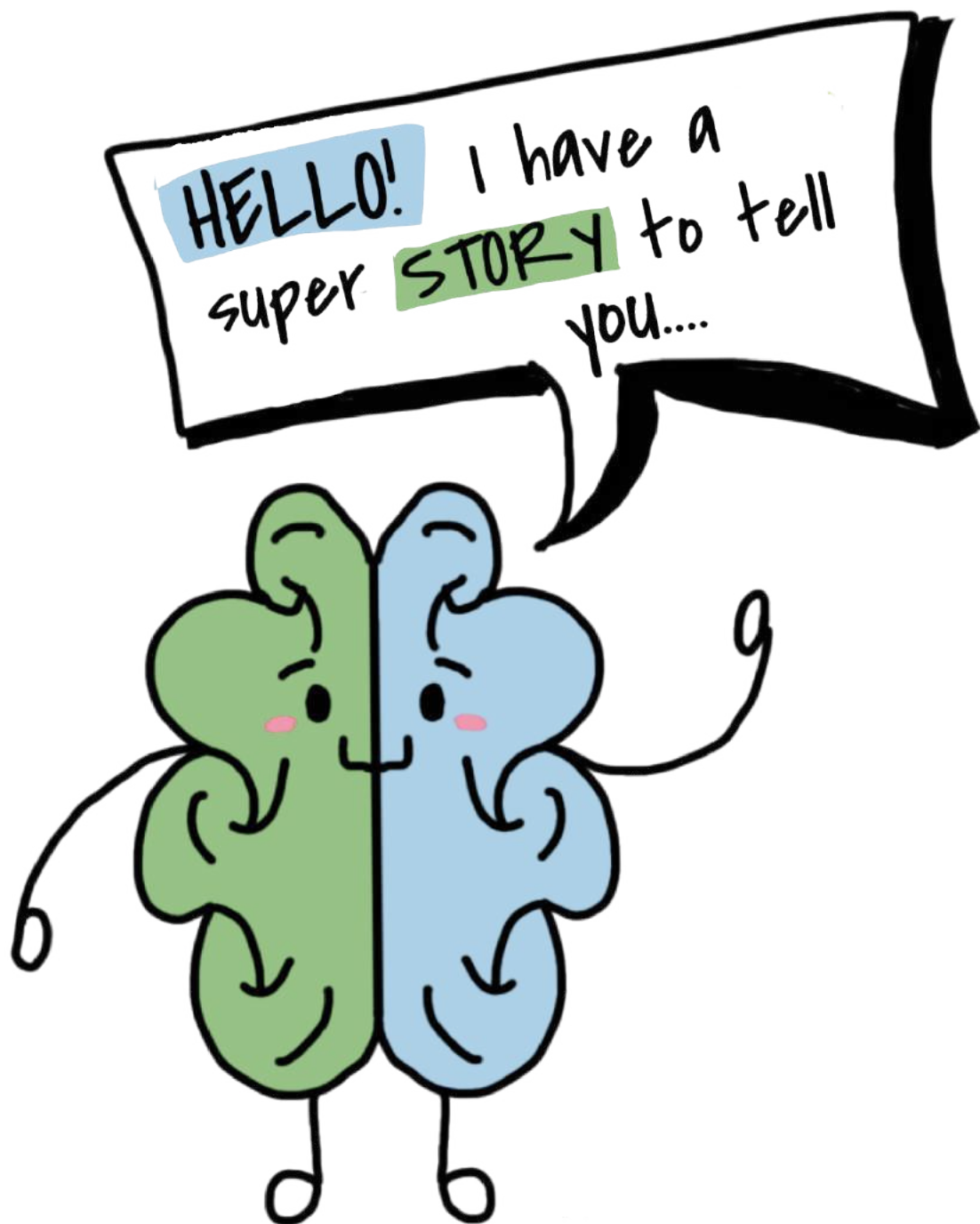
Dibujo Experiencias arose from Vir's curiosity, passion, and creativity. Throughout her professional career, Vir has worked with various people and teams helping to transmit ideas, knowledge and messages in a friendly and innovative way by utilizing Visual Thinking: a methodology that improves attention, helps motivation, facilitates the understanding of complex content or concepts and develops the capacity for synthesis.

 www.instagram.com/dibujo_experiencias

Welcome!

Did you know that each person has a different **thinking style**? And did you know that, according to that style, each person stands out with their strengths, gifts, and talents to reach real fulfillment?

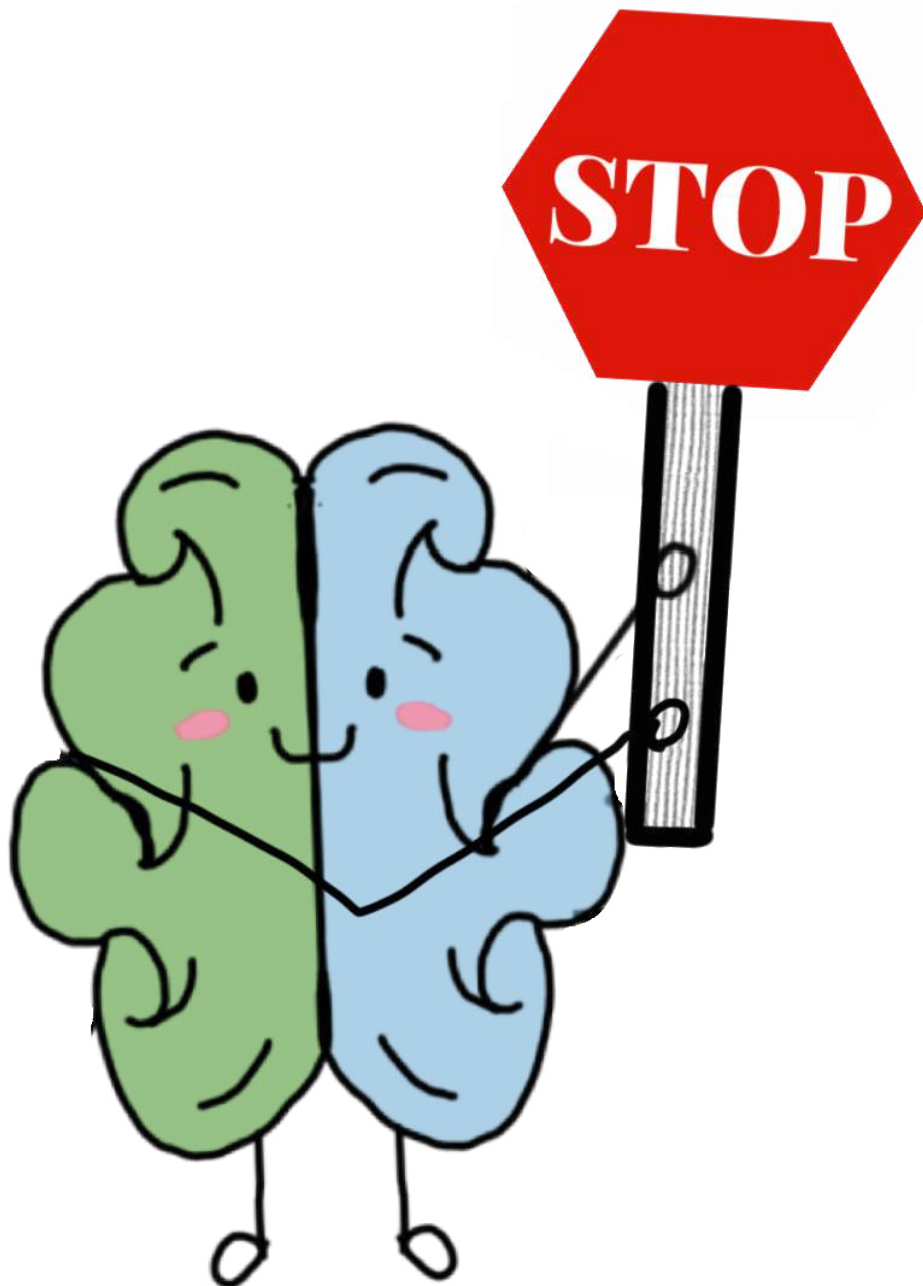
In the next few pages, we invite you to discover how self-knowledge and the ability to detect your own natural talent could be the key to achieving the results you want in your personal and professional life.



Context

New economies - Triple Impact

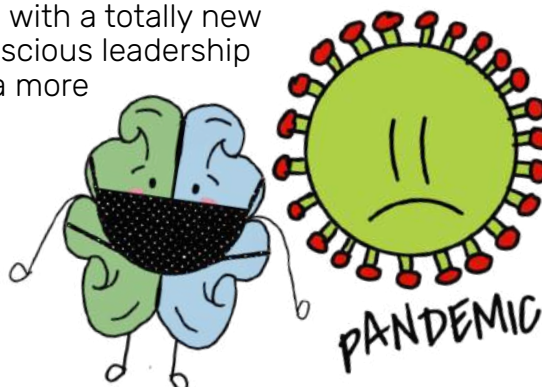
First, we invite you to reflect on some specificities of this work's context, which took place not only during an unusual year but also at a time when economic activities are changing transcendently.



COVID-19

The new scenario proposed at the beginning of 2020 -with the arrival of the Pandemic- presents us with a totally new perspective, and we must develop a conscious leadership style that allows the re-construction of a more sustainable and evolved world.

COVID-19 has invited us to reflection, introspection, and analysis about our own life: how we have lived so far and how we definitely want to live from now on.



CARING ECONOMY:

Reflections by Laura Giadorou Koch – CEO at Women 4 Solutions

Coronavirus has proven to be a great accelerator for the urgent need to rethink our current economic systems and to shift our actions, habits and ultimately values to a more regenerative and equitable society. The Pandemic is especially showing us that we -as humankind- need to move away from a “winners and losers” economy to a stakeholder economy, where purpose and profits co-exist in harmony for the well-being of people and our planet. This leads us to switch to a more “caring economy”.

The “Caring Economy” concept -developed over 30 years ago by lawyer, sociologist, and anthropologist Riane Eisler- presents a new economic paradigm which recognizes that the real wealth of countries consists in the contributions by people and nature, and not just in the movement of money with products and services.



Eisler shows that today's big problems such as poverty, inequality, war, terrorism, and environmental degradation are largely due to flawed economic systems that set the wrong values, priorities and misallocate resources.

These concepts are currently being taken into account by more and more people, companies and governments who are consequently making decisions towards a more sustainable and equitable economic model. A model with a vision that promotes the well-being and development of people regardless of their sex, class, race or ability; respecting and assuming responsibility for the planet. In particular, this economic system highlights the 4 pillars of the Caring Economy:

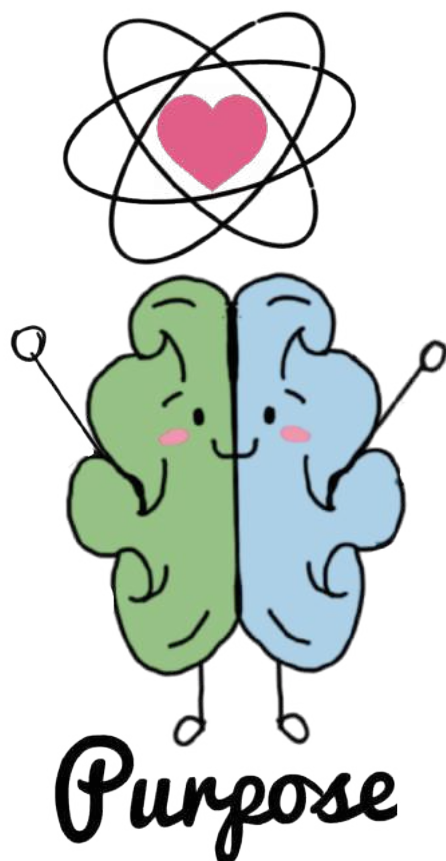
- » The care for the environment.
- » The “care work” of people.
- » Investment in early childhood education and “re-skilling” at work
- » Transparency and metrics on the Caring Economy.

NEW ECONOMIES

By Belén Barroso - Cronopios | Malaga University

From the beginning of civilization, we have learned to use the resources offered by nature to satisfy the prevailing requirements of each era in an organized way. Over the years, we have developed extensive technological capabilities that increase production volumes and end up ignoring the biophysical limits of our planet.

In this context, the need arose in the 1960s to introduce the concept of "Sustainable Development" (SD) into political, social and media agendas. This concept implies the maintenance of natural resources in the long term (Gudynas, 2003). Even though there are various definitions of SD, it is clear that the challenge is to achieve well-being from a positive impact in three dimensions: economic, social, and environmental.

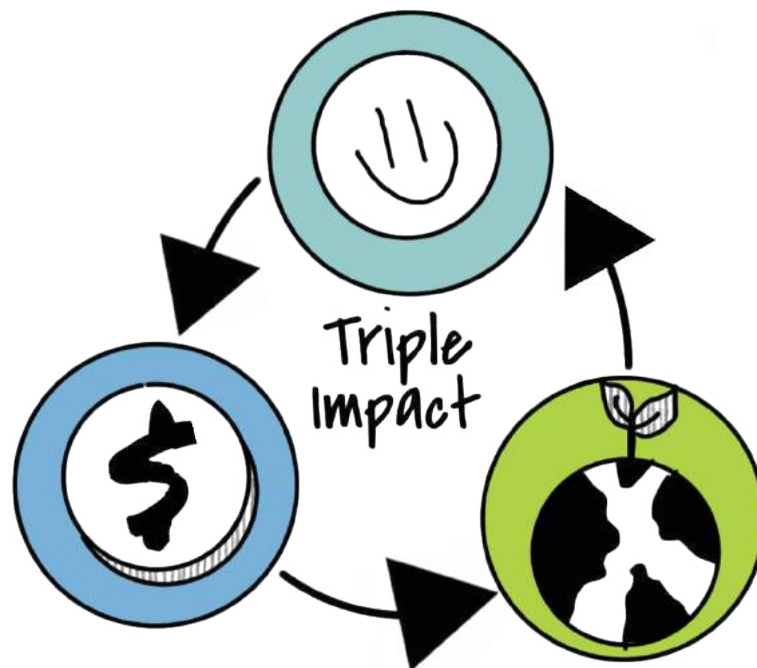


This becomes even more complex with the arrival of COVID-19, a global pandemic that has forced world leaders to redefine objectives. It is from this turbulent, complex, and uncertain environment that "Companies with a purpose" emerge as new business models from among the blurred borders of the traditional sectors of the economy (public, private, and social) originating and shaping the Fourth Sector (Sabeti, 2009, 2011).

Here a market space is created where hybrid companies are combining elements of the three traditional sectors to try to solve today's big social and environmental problems while making a profit. Among them: mixed value organizations, sustainable companies, social businesses, organizations of the social and solidarity economy, cooperatives, organizations for the common good, B Corps (and its Latin American version: Empresas B) and others.

TRIPLE IMPACT

By Belén Barroso - Cronopios | Malaga University



This ecosystem of companies that coexist with the Fourth Sector and are aligned with innovative perspectives such as the Caring Economy, is based on what Elkington (2004) called "Triple bottom line" (3BL or TBL for its acronym in English) translated into Spanish as "Triple Impacto", "Triple línea de base" o "Triple resultado final".

The idea behind the TBL paradigm is that the success of a company can and should be measured not only by traditional economic performance, but also by its social and environmental performance. Although responsible behaviour is to be expected from a company, the novelty of TBL is that the social and environmental impact must be measured, calculated, audited, and reported in the same way as the financial performance (Norman and MacDonald, 2004).

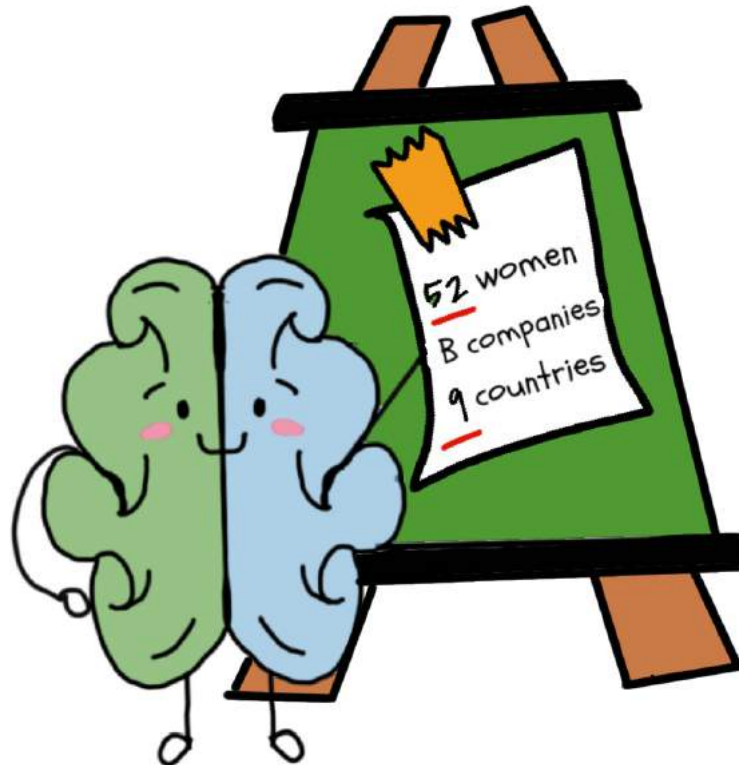
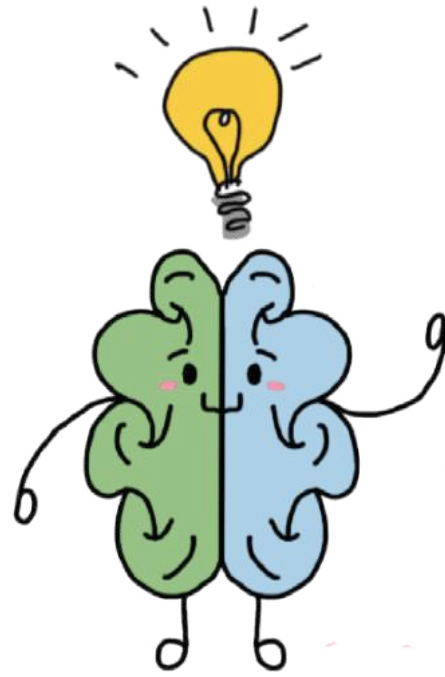
Within this economic genetics, "B Lab.org" was born in the United States in 2006; a non-profit organization that seeks to solve social and environmental problems by creating a certification that endorses triple impact companies in the world in five areas: governance, workers, clients, environment, and community (Correa, 2019). There are currently 3,564 certified companies in 150 industries in 74 countries.

They are known as Empresas B (Latin America) and B Corps or B Corporations (in the rest of the world), and they differ from traditional companies since being part of a community, they are considered interdependent, they are not isolated entities; rather, they are part of a system and move together towards a common goal (Honeyman, & Jana, 2019).

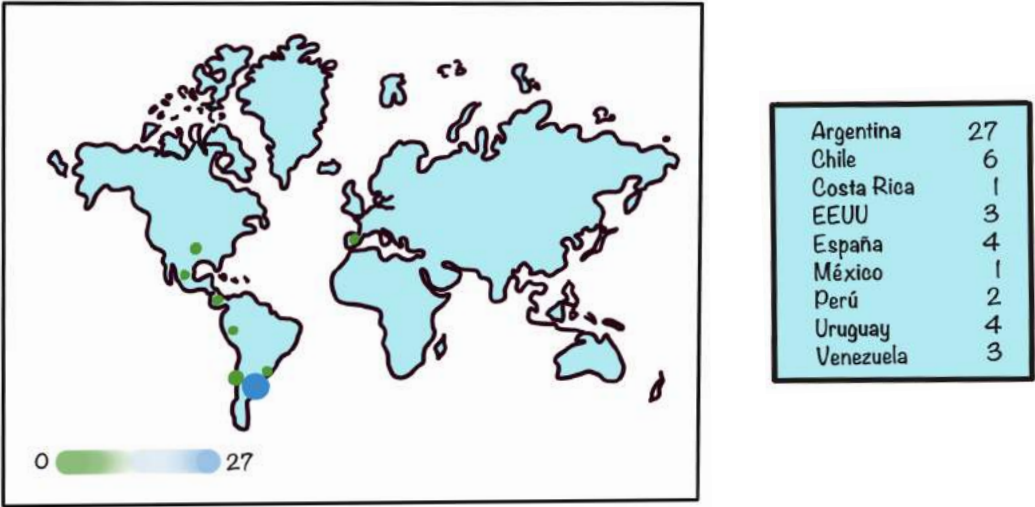
Our objective

It is in this context -with a community of leaders which is aware of, connected and committed to the construction of sustainable ecosystems- that we set for ourselves the objective of understanding whether there is one dominant style of thought that characterizes the people who promote the change we need.

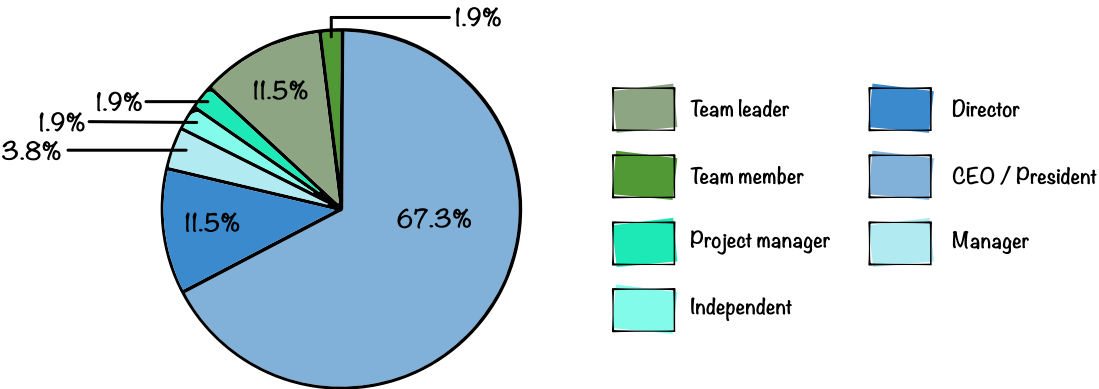
To do this, we worked with women leaders involved in developing solutions to social and environmental problems. The 52 volunteers who participated in the research stood out for being entrepreneurs, businesswomen and intra-entrepreneurs, who work in companies certified as B Corp or dedicated to the development of Triple Impact management models. Representatives from 9 countries (Argentina, Chile, Costa Rica, USA, Spain, Mexico, Peru, Uruguay, and Venezuela) and members of the Spanish-speaking community of the NGO Women 4 Solutions, in which they actively participate, representing different industries and countries.



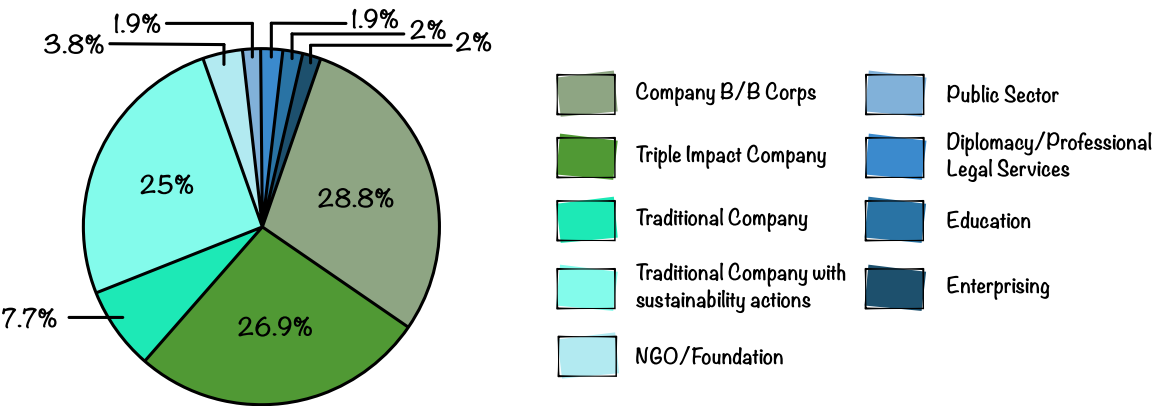
Countries



Charges



Types of companies



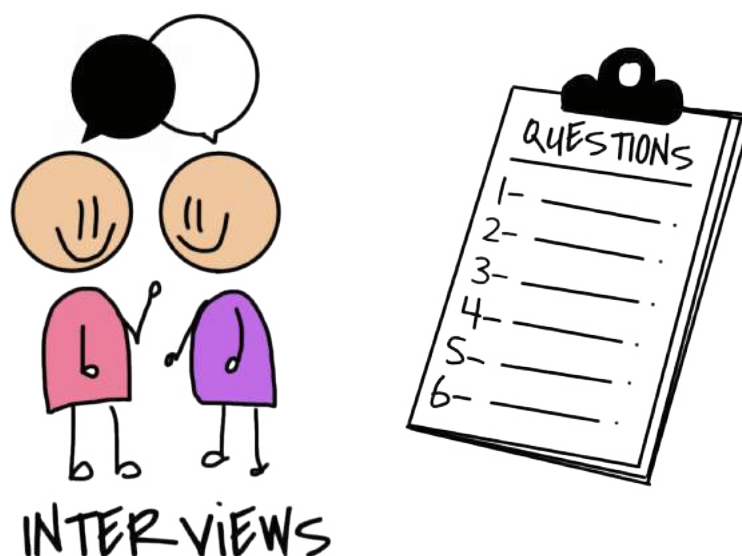
Methodology

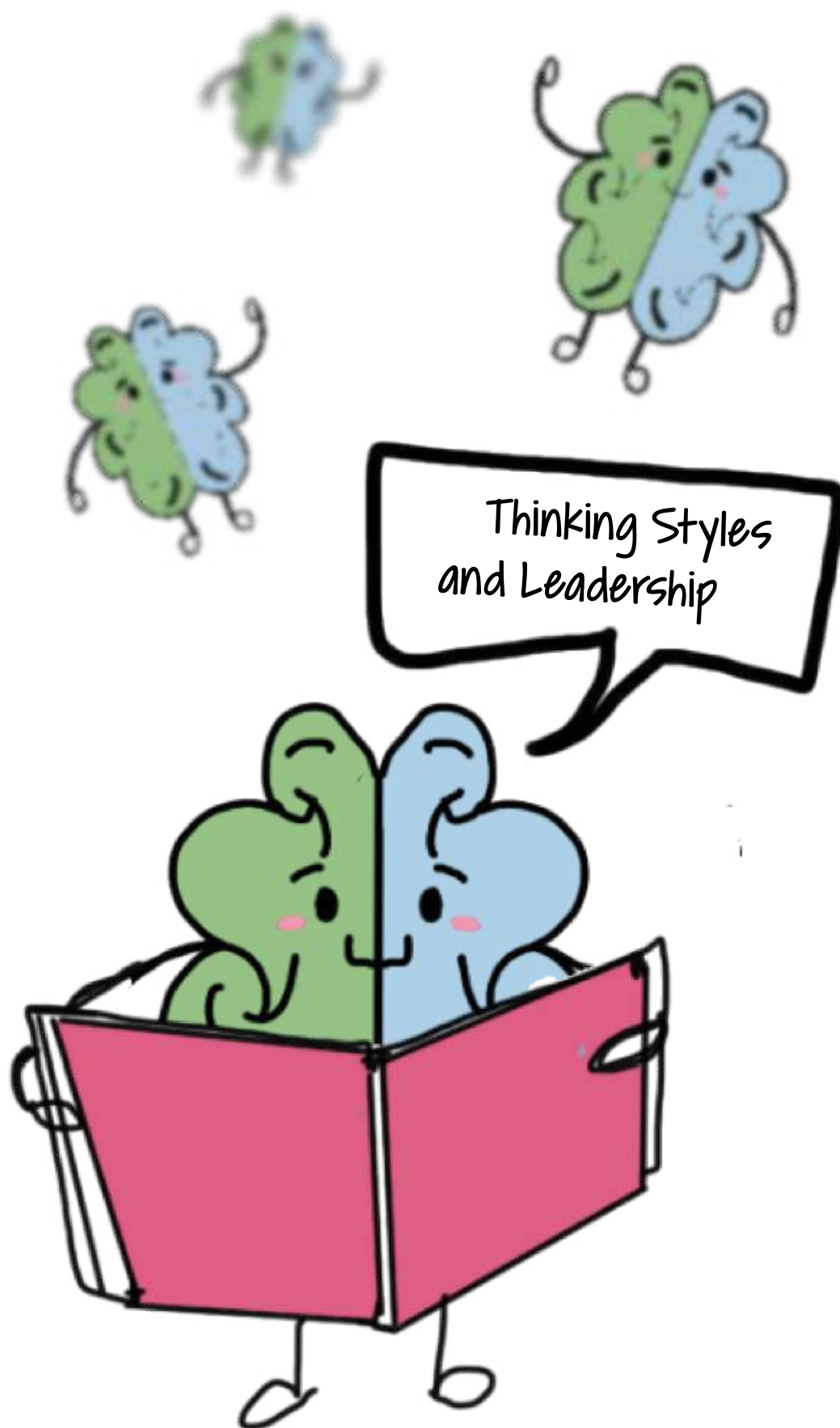




The study carried out is exploratory, under a qualitative and quantitative (mixed) methodology. The data were collected between the months of May and August 2020 in two stages: first, the Benziger Thought Styles Assessment was used and, based on the data obtained, feedback interviews were carried out for profile analysis and confirmation of dominance and natural deviation.

The Benziger Assessment is an online neurophysiological test that has been applied, validated, and recognized for more than 25 years around the world. Designed in the 1980s by Dr. Katherine Benziger, the study seeks to help people: to identify which quadrant of the brain is naturally more efficient (natural mode); to understand and relate those activities or tasks that are more difficult to do with our weaker thinking style, which requires much more energy (weak mode); and to know the deviation or distance between the natural mode and the weak mode that, over time, generates mental, physical, emotional and social costs.





Benziger: Thinking Styles assessment

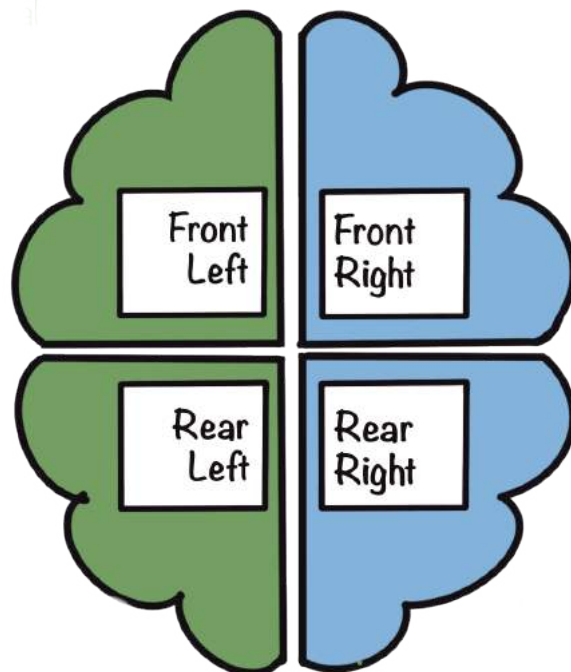
For the development of this study, we selected the model presented in 1987 by Dr. Katherine Benziger, a neurologist and scientific researcher with over 30 years' experience in the study of the specific functioning of the brain. She devoted much of her life to a worthy purpose: helping people identify their talents and maximize their own potential.

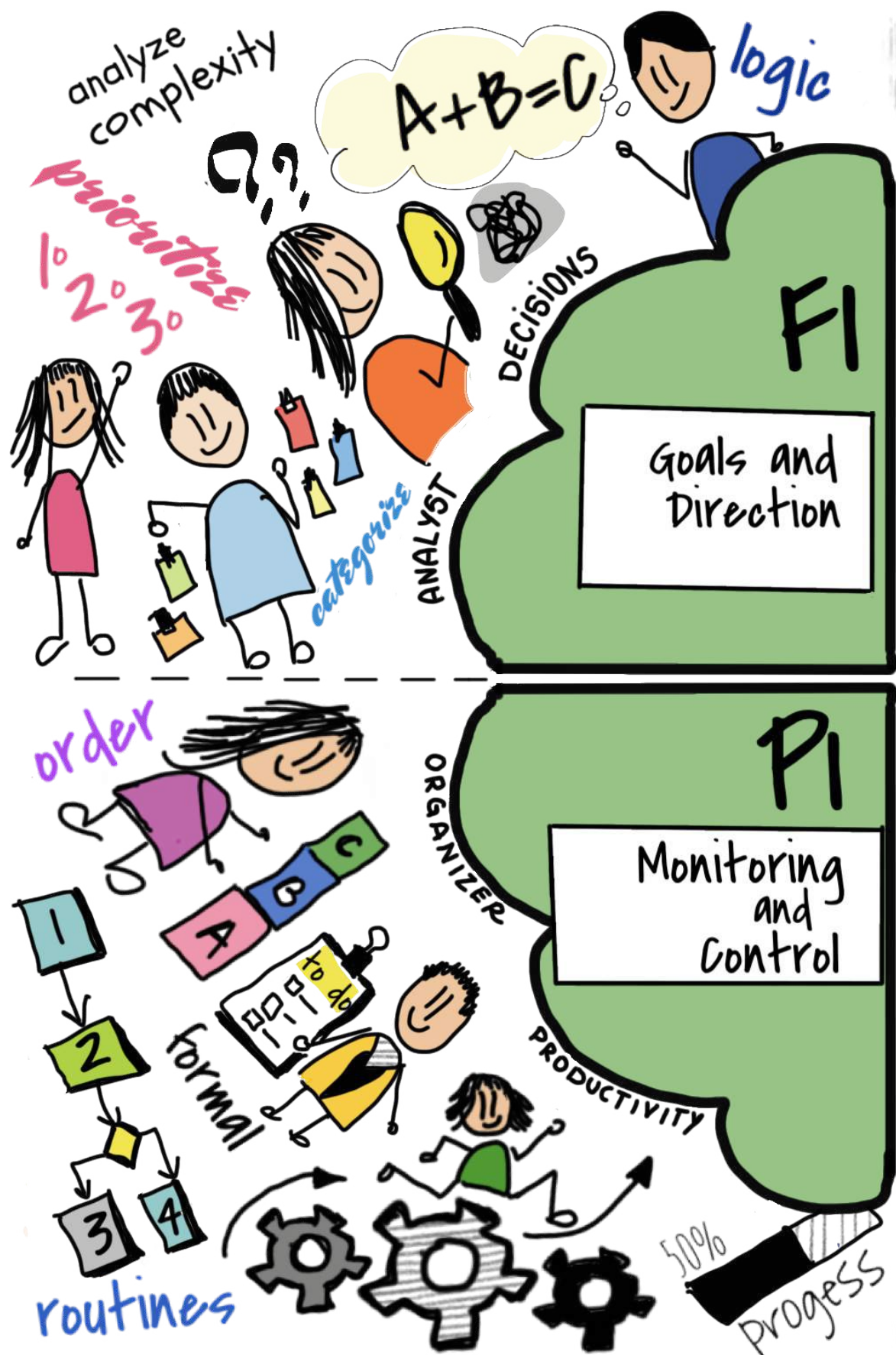
This mission led her to create her study called Benziger Thinking Styles Assessment or Evaluation of Thinking Styles, a key management tool that allows to detect a person's natural talent, according to their thinking preference (the type of dominant thinking, determined by the brain quadrant that is naturally more efficient), so that the person can perform better and naturally at the workplace and at other activities.

Supported by Carl Gustav Jung's "Psychological Types" and by Neurosciences, Benziger explains that the 4 quadrants of the human brain (Frontal Left, Basal Left, Frontal Right, Basal Right) are functionally specialized areas that determine a type of thinking equally specialized.

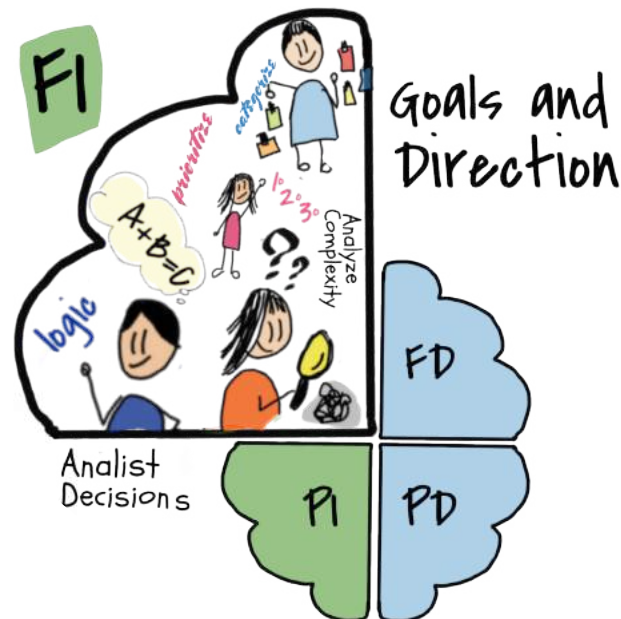
Each of these areas has its own language, expresses itself differently and contributes in a unique way to our vision of life and the world; they function as specialized programs that need specific information to do their job well.

The result is that each area has a different way of accessing and processing information; consequently, each person presents a type of thinking in which they are naturally more efficient and productive.





FRONTAL LEFT Thinkers

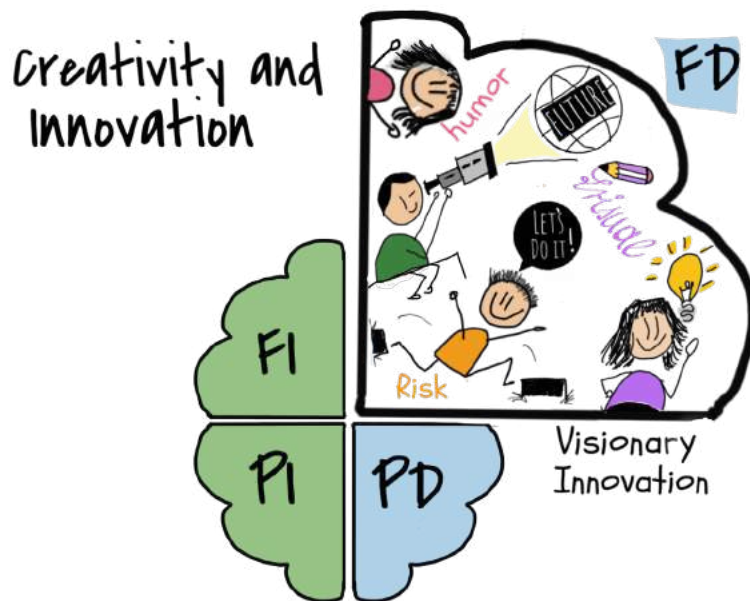


People with Frontal Left Dominance (FL) are logical, mathematical, or quantitative, analytical, structural and functional. They focus on solving problems and making decisions. This attitude is based on underlying assumptions such as: "there are identifiable causes for every problem"; "If you have accurate data and the correct analysis, you can find a solution to each problem"; "You can measure the important things in life."

They are usually good profiles for decision-making or management positions. If we talk about the leadership characteristics of the FL mode, we can say that they focus on clearly defined objectives, think in broad and conceptual terms, set priorities, make comparisons, and make complex decisions.

They are analytical thinkers so, when making decisions, they study the key facts and prefer precise and brief information that allows them to analyze and achieve the most successful (or sometimes the least harmful) result. They can direct energy and resources to actions that bring high performance to the organization, at the lowest possible cost. To do this, they will avoid focusing on the long-term or wasting time analyzing the personal preferences of each team member before making a decision.

FRONTAL RIGHT Thinkers

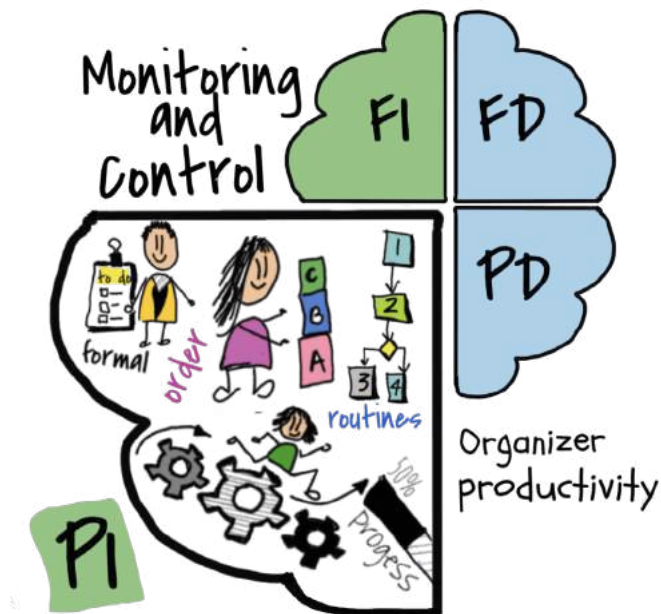


People with Frontal Right Dominance (FR) are imaginative, metaphorical, visionary, creative, and spatial; they like to take risks. This attitude is based on the following underlying assumptions: "the way things have been done so far may not be the best"; "New ideas, whether in your own field or in others, can be a source of inspiration or ingenuity"; "The change is positive"; "People are encouraged to act, to work as a team, or to change things when a clear and powerful vision is presented to them."

If we talk about the leadership characteristics of the FR mode, we can say that they have a great ability to think differently, innovatively, and strategically. They identify patterns or trends towards new business or service models, and also towards finding new ways of doing things.

From the FR, people know how to choose a new approach to solve a difficult or complex problem. They also tend to make quick, "intuitive" decisions that are often correct, but cannot easily support with facts or logic. When they are forced to consider the facts, they generally become somewhat disoriented or confused and lose touch with their intuition.

BASAL LEFT Thinkers

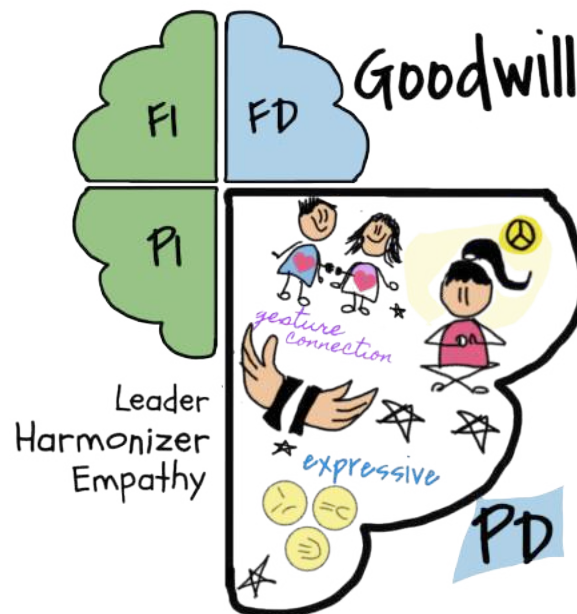


People with Basal Left (BL) dominance are procedurally prone, thorough, and efficient in performing routine and consecutive tasks. This attitude is based on the following underlying assumptions: "true efficiency is achieved by sticking to familiar routines"; "Routine procedures are essential, and the fact of modifying them unnecessarily implies chaos, fatigue and unnecessary losses"; "Since the routines were created by applying logic, it is therefore logical to use them in the way they were created."

If we talk about the leadership characteristics of the BL mode, we can say that these types of leaders stand out for their ability to work in the trench and stay alert to operational concerns. Their ability to focus on details and conform to standards allows them to manage projects or technical and administrative areas successfully.

A BL thinker approaches decision-making very differently from other styles; they prefer to have clear and detailed guidelines for all decisions that are within their area of responsibility. If they do not, chances are they will try to get as much information as possible before proceeding. They will ask questions such as: "Where else was this done before? How was the decision made? What was decided?" Deciding will imply then a time of analysis and review of all the details, which they will compare with a set of guidelines already approved.

BASAL RIGHT Thinkers



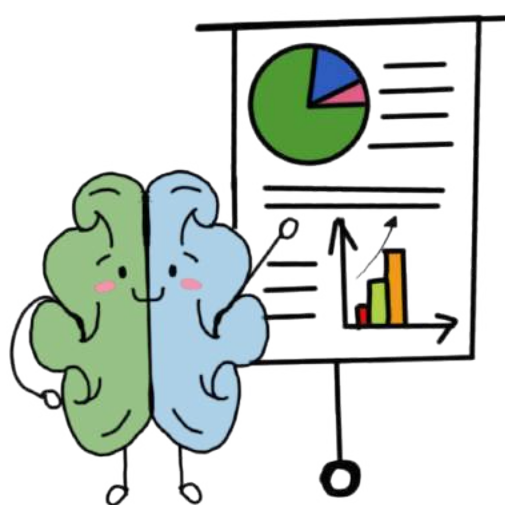
People who stand out for their Basal Right - thinking (BR) style are sensitive, spiritual, accommodating, and promote calm. They focus on harmony and connection. This attitude is based on the following underlying assumptions: "having a sense of harmony is fundamental to our well-being"; "Emotions are a valid sign of the presence or absence of harmony"; "To achieve true harmony it is important to connect with our environment and with those around us to accompany, help, guide, listen or encourage."

If we talk about the leadership characteristics of the BR mode, we can say that they are leaders with a great ability to relate solidly with other people, seek consensus, generate win-win agreements, and build bridges between different sectors.

Decision-making in the case of BR dominance is based on feelings unless, at the request of others or due to the circumstances that the moment demands, they must approach the subject in another way. For this type of thinking, the time required to decide is longer than for other profiles; since they first need to talk to everyone about the issue, collect their perceptions and identify the most accepted and comfortable decision for the majority.

Results

In a first analysis of the data, we found a prevalence of the right modes over the left. That is to say, the most developed thinking styles in the sample of the 52 participants are the Basal Right (BR) mode with a 77% assessment, and the Frontal Right (FR) with 67% of high or very high competence; whereas the left modes only reached high or very high levels of competence of 33% for the Frontal Left (FL) mode, and finally the Basal Left (BL) mode with a 13% development.



Some relevant data that this analysis reveals are:

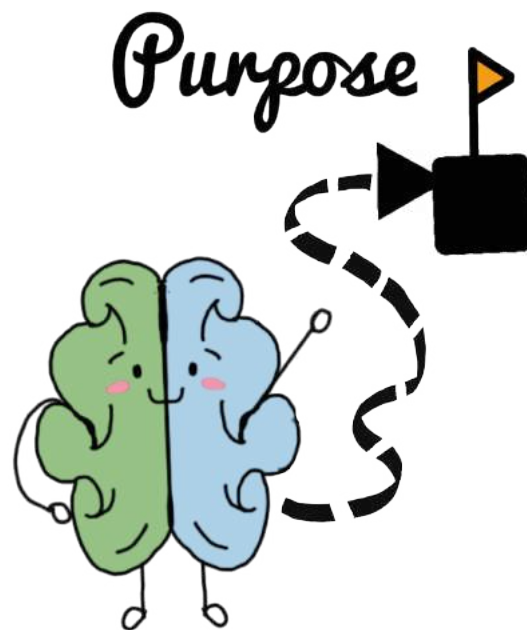
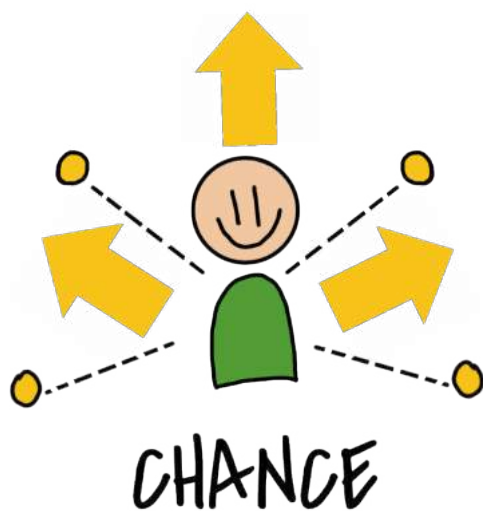
- » 45% of the women interviewed recognize their ability to lead people and teams as a leadership based on empathy and the bond that they generate in people, characteristics that coincide with the Basal Right-thinking (BR) mode of thought; in which we find 77% of high or very high competence.
- » 25% believe they have leadership that stands out for motivating, to always find a creative solution to the problems they face, and their ability to generate new business, characteristics that coincide with the Frontal Right (FR) thinking mode; in which we find 67% of high or very high competence.
- » 18% acknowledge having a leadership that stands out for the clarity to show the path and the objectives, and put together strategies to achieve them, characteristics that coincide with the Frontal Left (FL) thinking mode; in which we find 33% of high or very high competence.
- » Only 9% consider they can focus on details and standards to follow, characteristics that coincide with the Basal Left-thinking (BL) mode, in which we found only 13% of high or very high competence.

During the interviews -which allowed us to delve into the personal characteristics of each of the participants- we were able to verify natural dominance in 77% of the cases, in any of the four modes. 8% of the interviewees confirmed their natural mode in the Frontal Left (FL) thinking style, while 15% of the evaluated cases could not identify their natural mode.

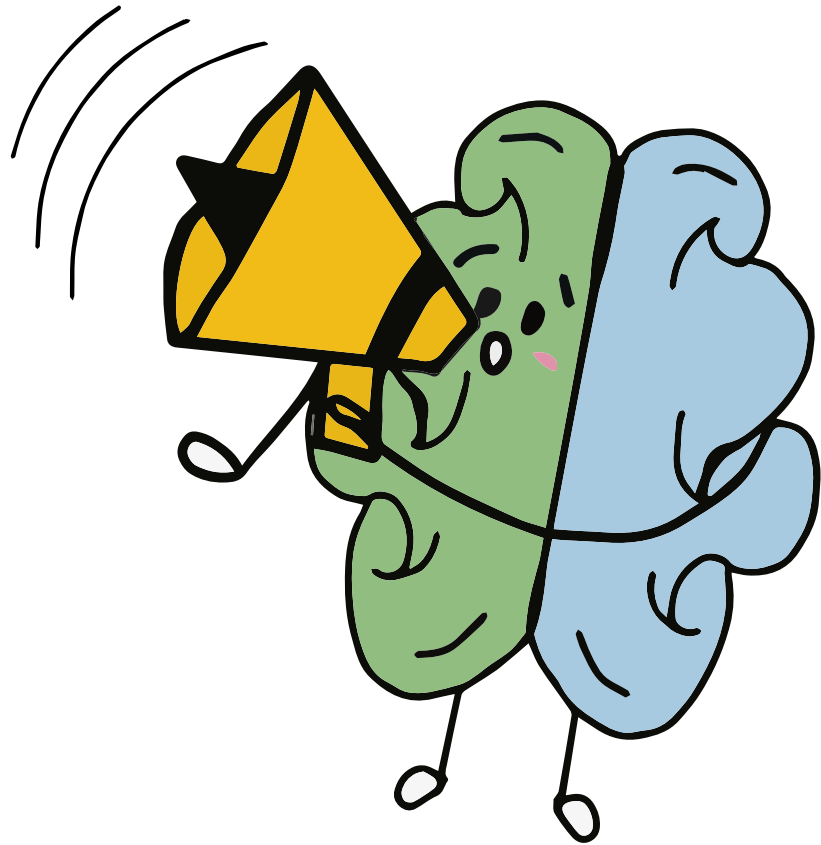
Of the 77% predominant in the right modes, 74% of the women leaders identified with the Frontal Right (FR) mode, a specialized type of thinking that is recognized for its ability to anticipate changes in its environment, invent new solutions or lead people in difficult times with a vision of what is possible.

The remaining 26% confirmed that they felt identified with the Basal Right Mode (BR), a style of thinking that works to achieve well-being environments for people, promoting environments of tranquility and harmony, especially working to listen, guide and help people contemplating their needs.

Therefore: is there a dominant style of thinking that characterizes people who promote the change we need? After working, researching, talking, and exchanging ideas, we can affirm that we found in the women participating in this study (towards a new model of business management) many characteristics of the ways of thinking right, since their interests include changes in the ways of doing business, in the incorporation of new economies, and in the interest in co-creating concrete actions that generate a positive impact on people, society and the environment.

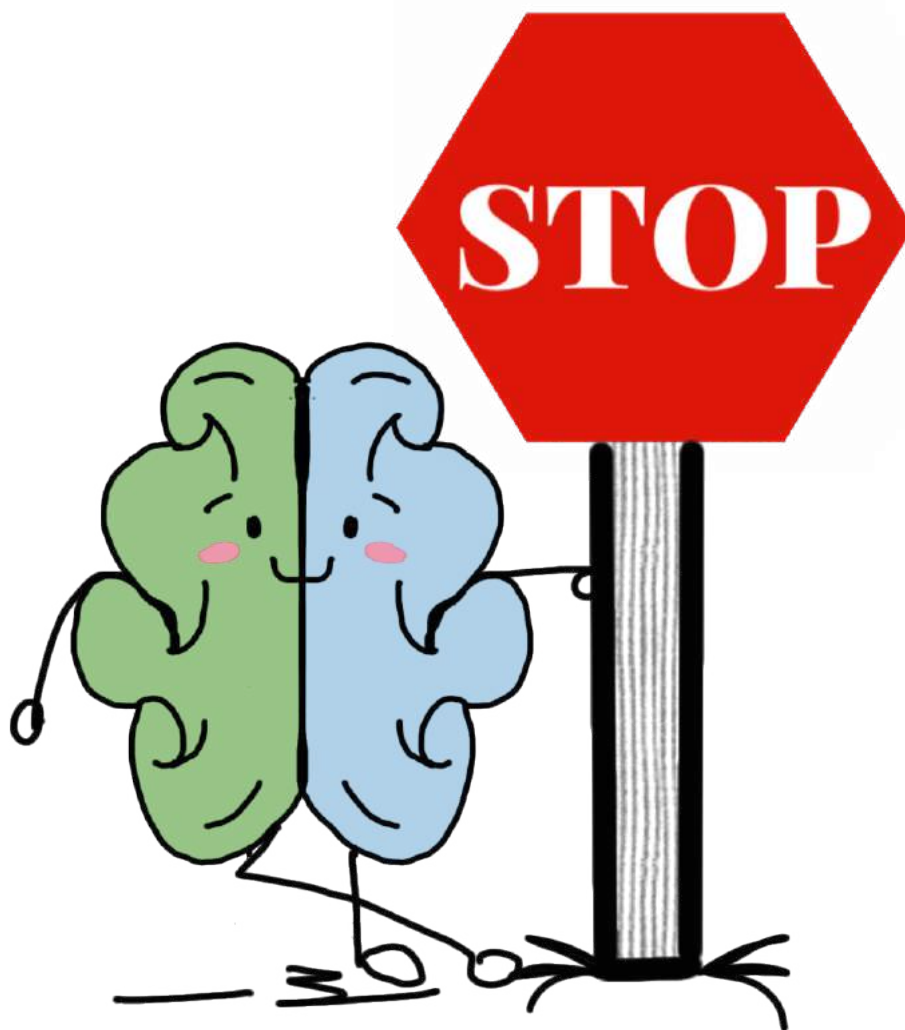


Conclusions



At present, in the field of organizations, thinking styles become especially important due to the increasing relevance of the search of purpose and the formulation of strategies to guarantee professional success and personal well-being. Therefore, by knowing people's "Thinking Styles", it is possible to recommend strategies that allow them to develop their positive potential.

This new way of viewing businesses as a whole -incorporating the conscious development of people and organizations- establishes a parallelism with the capitalist model of the last decades. This model -focused only on increasing capital, market, and profits in a context of growing competitiveness- valued only left thinking styles: experts in solving logical problems, focused on generating and maximizing results and resources -FL characteristics- and those in charge of production processes, quality and compliance with standards -BL characteristics. It is to note that Capitalism totally disregarded the two Right modes: people who had to adapt to a structured world and were forced to divert their type of natural thinking, which led them to have a life, at best, with a great deal of personal dissatisfaction.



"Know all the theories, master all the techniques, but when you touch a human soul be just another human soul." Carl G. Jung



What we see today with the **development of technology, the emergence of new economies and new business models that try to balance profits with a positive social and environmental impact**, is a real appreciation of the characteristics of Basal Right thinkers, who know how to build relationships of trust among people in a harmonious and peaceful way; and also of Frontal Right thinkers, who are motivated by discovering and creating new solutions for the complex global problems that we have inherited from the previous model in different fields.

This paradigm shift opens infinite possibilities for action, where all of our talents have a place, where each of us can decide who we want to be according to the strength of our own natural dominance.

In the analysis of the profiles and teams we worked with, as well as the one we carried out throughout this journey, we can state that we agree with Dr. Benziger when she comments that "the world is ready to welcome the great diversity of human intelligence". To this, we would like to add that it is certainly necessary to do so.

We are complementary thinkers; if we stopped competing and started to share and collaborate, we would undoubtedly be **collectively smarter in finding creative solutions to the big challenges we face as a society**. If we stop valuing only some of the characteristics of thought and begin to believe that each one has a great potential which we should not despise or try to change, this is where we can evolve as human beings.

Therefore, in this atypical and challenging context -where change is the norm-, it is not only important to know our talents, but it is also essential to know which profiles can empower us:

- » The Frontal Left (FL) profiles are ready to reinvent themselves and take your business forward; however, they must look for alliances, partners, or collaborators with Basal Right characteristics (BR), who can support them to see their team's mood, to deepen the contact and bonding needs that people may be having and to ensure that everyone is emotionally ready to face the changes that the new context will demand.
- » The Frontal Left (FL), in order to reinvent their businesses, must seek alliances, partners or collaborators with Basal Left (BL) characteristics, who can support them in carrying out the plans they need to establish clear and detailed guidelines for monitoring all decisions that are not within their areas of competence.
- » The Basal Left (BL), in order to successfully carry out their business, must seek alliances with those who dare to risk doing things differently. They need partners or collaborators with Frontal Right (FR) characteristics, people with the ability to anticipate the changes that the environment presents, identifying developing trends and inventing new solutions.
- » In today's world, with the changes generated by the pandemic, the Basal Right (BR) should focus on seeking alliances, partners or collaborators with Frontal Left (FL) characteristics, who can help them to set priorities, make strategic analysis and take the right decisions faster.



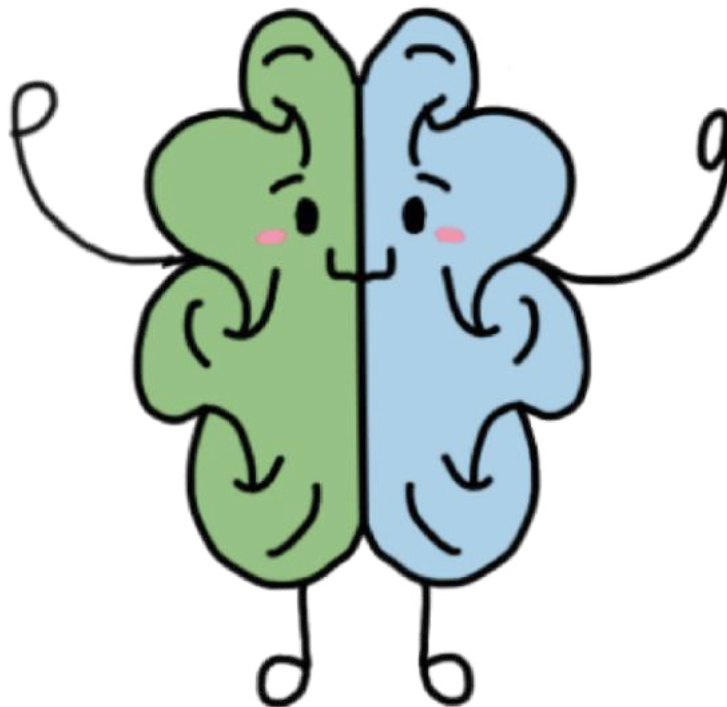


We know that if we take care of a plant according to its nature -"what it is"- and giving it the care it needs, it will grow, develop, and give us its best fruit.

Accordingly, **if we give people the opportunity to identify, develop and use their natural talents and we reward them for using them, without a doubt that person will have the best of themselves to give and feel fulfilled.**

This Pandemic leaves us with an unprecedented scenario, where everyone at every level of society and of organizations must reinvent ourselves. **We believe that prospering is possible if we do it with others, contributing our talent to help others and thus co-creating a world in balance for human beings and for the entire planet.**

The conversations held with each of the outstanding women we interviewed left us with the certainty that a better world is possible; that our motivations and aspirations are great, that we fight for our dreams; that re-inventing ourselves is possible if we do it with others; that development is no longer considered unless it happens in community and, above all, taking care not to go beyond the bounds of our home: The Earth.



**We give thanks to each one
who made this study possible!**





benziger

cronopios
comunicación con estrategia

gire  Empresa
Certificada


YOUHUB

N+
NOTICIAS
POSITIVAS

BOOMERANG
VIAJES

 Ori Consulting
Management & Consulting

CONEXIÓN
Impulsando la transformación
organizacional sustentable


ALMA PONCE


TICA


ELIZABETH VÁZQUEZ
CHOCOLATER

BIKO cooperativa
por el Bien Común


agami



Regenera®


#w4s | Women 4
Solutions


City &
Experiment


Leather heart 


Ex-Ante Consultoria
en RSE/ODS

M
GRUPOMITRE
CREANDO ESPACIOS AL FUTURO

HAKUNA
matata

THE
FBS
THE FAMILY
BUSINESS
SCHOOL



LORENA
LICHARDI
Identidad Profesional






INCUBADORA
FEMINISTA
latinoamericana

CANVS
ESTRATEGIAS SOSTENIBLES


A&P
UNITING CULTURES

mujer
WOW
hazlo femenino y productivo


Prominnig
Escuelas y Gestión Integral


Triple P
Programa de Parentalidad Positiva


alebelvedere
fotografía & styling


MATER
SUSTENTABLE


CURIOUS
BEETLE


TESIS
IT & AUTOMATION


TRINESS

Alterbike


TRAKUN


VeOmás

Thinking Styles in Businesswomen that
lead Sustainable Corporations and the
Influence on their Leadership Style.

Andrea Pérez