

to agree. Always make it win/win. Just make sure you win more.

- 4. Articulate your ideas quickly, while always thinking on your feet. Humour helps.

With these points you can almost always out-negotiate anyone who isn't well-prepared or doesn't understand your position very well.

**Q. Do you have any advice for women seeking a successful career?**

Yes, lots. For starters, don't have a chip on your shoulder. The phrase, "Its because I'm a woman," should be the very last reason on your list for things unfolding as they are. When a woman complains to me and sums up her problems with that line, I make sure she examines all the other possibilities before coming to that conclusion. If you start off with the supposition that discrimination is the barrier to your success you soon build the barrier. That is how you develop a chip on your shoulder. Therefore, my constant advice is that if you insist on keeping that complaint on your list, keep it at the bottom, otherwise, you will go a long way through your career without improving very much.

I also attribute a lot of importance to empathy. It will take you places when your brain runs out. If you spend some time and really try to figure out what the other person wants in a situation, it can even compensate when you haven't really worked through what the situation is all about. It gives you the ability to make that person feel comfortable and realize that you understand them by the way you are handling their situation. Empathy is central to leading you to better solutions. I think women have a natural advantage in empathy, though I'm not sure why. Perhaps these skills were a part of childhood socialization, but I believe they are to a woman's advantage.

Finally, surround yourself with the most intelligent people possible and expect to work very hard.

**Q. But how can empathetic listening skills bridge the gaps created by inter-cultural communications and those inherent complications that go beyond national boundaries?**

You must start with the recognition that you will understand about 60% of what you think you understand. Your communicators will achieve an even smaller degree of understanding than they think. The same skills will take you there and you learn over the years the different cultural differences.

**Q. In your recent speech to the FSCA you referred to women as a change agent, and commented that "...neglecting women was one factor that tended to retard the pace of development in the past." Would you comment further on this and relate it to the Women in Development (WID) initiative?**

The whole WID effort in CIDA is tied to effectiveness and efficiency and not equality and equity. Our view is not that we have the ideal concept of women in any society, including our own. Rather it is the awareness that to accomplish a task in a developing country you better know how the involvement of women is going to affect the accomplishment of that task. If you wish to help out in small livestock production, you better find out who is raising the livestock. It doesn't do a lot of good if your agriculture extension workers are talking to the men about improved seed and the decisions for seed purchases are made by women. Particularly when you are talking about new information, realize you cannot depend on accurate information transmission.

I cherish a wonderful example of a slide a Latin American scientist used to show the results of an improved fertilizer on one of the new miracle grains. He pointed to where, amongst the weeds could be found the miracle grains, but he was unsuccessful in getting a picture of the grain to show up clearly. It was perfectly clear why. It is the women in the area who do the weeding. The extra weeding work the miracle fertilizer created by enhancing growth of both weed and grain had not been factored in. The whole project was going down the drain because no analysis was done to identify who does the weeding, and whether she would have time to do it.

The WID approach is taken on a project basis and involves a thorough analysis of the impact on the women in the project. Imagining what is going to help