

But What Do You Mean?
(communication differences between men and women)
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Conversation is a ritual. We say things that seem obviously the thing to say, without thinking of the literal meaning of our words, any more than we expect the question "How are you?" call forth a detailed account of aches and pains.

Unfortunately, women and men often have different ideas about what's appropriate, different ways of speaking. Many of the conversational rituals common among women are designed to take the other person's feelings into account, while many of the conversational rituals common among men are designed to maintain the one-up position, or at least avoid appearing one-down. As a result, when men and women interact- -especially at work--it's often women who are at the disadvantage. Because women are not trying to avoid the one-down position, that is unfortunately where they may end up.

Here are the biggest areas of miscommunication:

1. Apologies

Women are often told they apologize too much. The reason they're told to stop doing it is that, to many men, apologizing seems synonymous with putting oneself down. But there are many times when "I'm sorry" isn't self-deprecating, or even an apology; it's an automatic way of keeping both speakers on an equal footing. For example, a well-known columnist once interviewed me and gave me her phone number in case I needed to call her back. I misplaced the number and had to go through the newspaper's main switchboard. When our conversation was winding down and we'd both made ending-type remarks, I added, "Oh, I almost forgot--I lost your direct number, can I get it again?" "Oh, I'm sorry," she came back instantly, even though she had done nothing wrong and I was the one who'd lost the number. But I understood she wasn't really apologizing; she was just automatically reassuring me she had no intention of denying me her number.

Even when "I'm sorry" is an apology, women often assume it will be the first step in a two-step ritual: I say "I'm sorry" and take half the blame, then you take the other half. At work, it might go something like this:

A: When you typed this letter, you missed this phrase I inserted.

B: Oh, I'm sorry. I'll fix it.

A: Well, I wrote it so small it was easy to miss.

When both parties share blame, it's a mutual face-saving device. But if one

person, usually the woman, utters frequent apologies and the other doesn't, she ends up looking as if she's taking the blame for mishaps that aren't her fault. When she's only partially to blame, she looks entirely in the wrong.

I recently sat in on a meeting at an insurance company where the sole woman, Helen, said "I'm sorry" or "I apologize" repeatedly. At one point she said, "I'm thinking out loud. I apologize." Yet the meeting was intended to be an informal brainstorming session, and everyone was thinking out loud.

The reason Helen's apologies stood out was that she was the only person in the room making so many. And the reason I was concerned was that Helen felt the annual bonus she had received was unfair. When I interviewed her colleagues, they said that Helen was one of the best and most productive workers--yet she got one of the smallest bonuses. Although the problem might have been outright sexism, I suspect her speech style, which differs from that of her male colleagues, masks her competence.

Unfortunately, not apologizing can have its price too. Since so many women use ritual apologies, those who don't may be seen as hard-edged. What's important is to be aware of how often you say you're sorry (and why), and to monitor your speech based on the reaction you get.

2. Criticism

A woman who co-wrote a report with a male colleague was hurt when she read a rough draft to him and he leapt into a critical response--"Oh, that's too dry! You have to make it snappier!" She herself would have been more likely to say, "That's a really good start. Of course, you'll want to make it a little snappier when you revise."

Whether criticism is given straight or softened is often a matter of convention. In general, women use more softeners. I noticed this difference when talking to an editor about an essay I'd written. While going over changes she wanted to make, she said, "There's one more thing. I know you may not agree with me, The reason I noticed the problem is that your other points are so lucid and elegant." She went on hedging for several more sentences until I put her out of her misery: "Do you want to cut that part?" I asked--and of course she did. But I appreciated her tentativeness. In contrast, another editor (a man) I once called summarily rejected my idea for an article by barking, "Call me when you have something new to say."

Those who are used to ways of talking that soften the impact of criticism may find it hard to deal with the right-between-the-eyes style. It has its own logic, however, and neither style is intrinsically better. People who prefer criticism given straight are operating on an assumption that feelings aren't involved: "Here's the dope. I know you're good; you can take it."

3. Thank-You

A woman manager I know starts meetings by thanking everyone for coming, even though it's clearly their job to do so. Her "thank-you" is simply a ritual.

A novelist received a fax from an assistant in her publisher's office: it contained suggested catalog copy for her book. She immediately faxed him her suggested changes and said, "Thanks for running this by me," even though her contract gave her the right to approve all copy. When she thanked the assistant, she fully expected him to reciprocate: "Thanks for giving me such a quick response." Instead, he said, "You're welcome." Suddenly, rather than an equal exchange of pleasantries, she found herself positioned as the recipient of a favor. This made her feel like responding, "Thanks for nothing!"

Many women use "thanks" as an automatic conversation starter and closer; there's nothing literally to say thank you for. Like many rituals typical of women's conversation, it depends on the goodwill of the other to restore the balance. When the other speaker doesn't reciprocate, a woman may feel like someone on a seesaw whose partner abandoned his end. Instead of balancing in the air, she has plopped to the ground, wondering how she got there.

4. Fighting

Many men expect the discussion of ideas to be a ritual fight--explored through verbal opposition. They state their ideas in the strongest possible terms, thinking that if there are weaknesses someone will point them out, and by trying to argue against those objections, they will see how well their ideas hold up.

Those who expect their own ideas to be challenged will respond to another's ideas by trying to poke holes and find weak links--as a way of helping. The logic is that when you are challenged you will rise to the occasion: Adrenaline makes your mind sharper; you get ideas and insights you would not have thought of without the spur of battle.

But many women take this approach as a personal attack. Worse, they find it impossible to do their best work in such a contentious environment. If you're not used to ritual fighting, you begin to hear criticism of your ideas as soon as they are formed. Rather than making you think more clearly, it makes you doubt what you know. When you state your ideas, you hedge in order to fend off potential attacks. Ironically, this is more likely to invite attack because it makes you look weak.

Although you may never enjoy verbal sparring, some women find it helpful to learn how to do it. An engineer who was the only woman among four men in a

small company found that as soon as she learned to argue she was accepted and taken seriously. A doctor attending a hospital staff meeting made a similar discovery. She was becoming more and more angry with a male colleague who'd loudly disagreed with a point she'd made. Her better judgment told her to hold her tongue, to avoid making an enemy of this powerful senior colleague. But finally she couldn't hold it in any longer, and she rose to her feet and delivered an impassioned attack on his position. She sat down in a panic, certain she had permanently damaged her relationship with him. To her amazement, he came up to her afterward and said, That was great rebuttal. I'm really impressed. Let's go out for a beer after work and hash out our approaches to this problem."

5. Praise

A manager I'll call Lester had been on his new job six months when he heard that the women reporting to him were deeply dissatisfied. When he talked to them about it, their feelings erupted; two said they were on the verge of quitting because he didn't appreciate their work, and they didn't want to wait to be fired. Lester was dumbfounded: He believed they were doing a fine job. Surely, he thought, he had said nothing to give them the impression he didn't like their work. And indeed he hadn't. That was the problem. He had said nothing--and the women assumed he was following the adage "If you can't say something nice, don't say anything." He thought he was showing confidence in them by leaving them alone.

Men and women have different habits in regard to giving praise. For example, Deirdre and her colleague William both gave presentations at a conference. Afterward, Deirdre told William, "That was a great talk!" He thanked her. Then she asked, "What did you think of mine?" and he gave her a lengthy and detailed critique. She found it uncomfortable to listen to his comments. But she assured herself that he meant well, and that his honesty was a signal that she, too, should be honest when he asked for a critique of his performance. As a matter of fact, she had noticed quite a few ways in which he could have improved his presentation. But she never got a chance to tell him because he never asked--and she felt put down. The worst part was that it seemed she had only herself to blame, since she had asked what he thought of her talk.

But had she really asked for his critique? The truth is, when she asked for his opinion, she was expecting a compliment, which she felt was more or less required following anyone's talk. When he responded with criticism, she figured, "Oh, he's playing 'Let's critique each other'--not a game she'd initiated, but one which she was willing to play. Had she realized he was going to criticize her and not ask her to reciprocate, she would never have asked in the first place.

It would be easy to assume that Deirdre was insecure, whether she was fishing

for a compliment or soliciting a critique. But she was simply talking automatically, performing one of the many conversational rituals that allow us to get through the day. William may have sincerely misunderstood Deirdre's intention--or may have been unable to pass up a chance to one-up her when given the opportunity.

6. Complaints

"Troubles talk" can be a way to establish rapport with a colleague. You complain about a problem (which shows that you are just folks) and the other person responds with a similar problem (which puts you on equal footing). But while such commiserating is common among women, men are likely to hear it as a request to solve the problem.

One woman told me she would frequently initiate what she thought would be pleasant complaint-airing sessions at work. She'd talk about situations that bothered her just to talk about them, maybe to understand them better. But her male office mate would quickly tell her how she could improve the situation. This left her feeling condescended to and frustrated. She was delighted to see this very impasse in a section in my book *You Just Don't Understand*, and showed it to him. "Oh.." he said, "I see the problem. How can we solve it?" Then they both laughed. because it had happened again: He short-circuited the detailed discussion she'd hoped for and out to the chase of finding a solution.

Sometimes the consequences of complaining are more serious: A man might take a woman's lighthearted griping literally, and she can get a reputation as a chronic malcontent. Furthermore, she may be seen as not up to solving the problems that arise on the job.

7. Jokes

I heard a man call in to a talk show and say, "I've worked for two women and neither one had a sense of humor. You know, when you work with men, there's a lot of joking and teasing." The show's host and the guest (both women) took his comment at face value and assumed the women this man worked for were humorless. The guest said, "Isn't it sad that women don't feel comfortable enough with authority to see the humor?" The host said, "Maybe when more women are in authority roles, they'll be more comfortable with power." But although the women this man worked for may have taken themselves too seriously, it's just as likely that they each had a terrific sense of humor, but maybe the humor wasn't the type he was used to. They may have been like the woman who wrote to me: "When I'm with men, my wit or cleverness seems inappropriate (or lost!) so I don't bother. When I'm with my women friends, however, there's no hold on puns or cracks and my humor is fully appreciated."

The types of humor women and men tend to prefer differ. Research has shown that the most common form of humor among men is razzing, teasing, and mock-hostile attacks, while among women it's self-mocking. Women often mistake men's teasing as genuinely hostile. Men often mistake women's mock self-deprecation as truly putting themselves down.

Women have told me they were taken more seriously when they learned to joke the way the guys did. For example, a teacher who went to a national conference with seven other teachers (mostly women) and a group of administrators (mostly men) was annoyed that the administrators always found reasons to leave boring seminars, while the teachers felt they had to stay and take notes. One evening, when the group met at a bar in the hotel, the principal asked her how one such seminar had turned out. She retorted, "As soon as you left, it got much better." He laughed out loud at her response. The playful insult appealed to the men--but there was a trade-off. The women seemed to back off from her after this. (Perhaps they were put off by her using joking to align herself with the bosses.)

THERE IS NO "RIGHT" WAY TO TALK. When problems arise, the culprit may be style differences--and all styles will at times fail with others who don't share or understand them, just as English won't do you much good if you try to speak to someone who knows only French. If you want to get your message across, it's not a question of being "right" ; it's a question of using language that's shared--or at least understood.

Excerpted from *Talking from 9 to 5: How Women's and Men's Conversational Styles Affect Who Gets Heard, Who Gets Credit, and What Gets Done at Work*, by Deborah Tannen, Ph.D.

Tannen, Deborah, But what do you mean? (communication differences between men and women). Vol. 183, Redbook, 10-01-1994, pp 91(6).