

Text A

Women May Find Management Positions Less Desirable

There is a striking gender gap in leadership positions across our society. Scholars of the gap suggest that some of the explanation relates to how people perceive and react to women — the gender-based discrimination we so often read about in the news, which is perpetuated by both men and women. Compared to men, research shows, women are 1. _____ as less competent and lacking in leadership potential. These reasons no doubt play a role. But, as new research suggests, there is another reason that may also be important: women feel less happy than men when they 2. _____ managerial positions, and expect to make more *tradeoffs* (权衡) between life and work in high level positions. This points to a different way of understanding the problem and 3. _____ solving it.



Such a gender imbalance in leadership roles has costs for both women and society. Women may not end up with 4. _____ to the type of career they want. As for firms, a recent paper based on data from nearly 22,000 firms globally found that going from having no women in corporate leadership to a 30 percent female share is 5. _____ with a 15 percent increase in profitability. Such benefits are due, at least in part, to the diversity in thinking and perspective that women and men bring to the table. As the researchers found, a single female CEO doesn't perform better than her male 6. _____ when controlling for gender in the rest of the firm, but a higher rate of gender diversity throughout the organization does have an impact. There is a very good business case, then, for organizations interested in increasing gender diversity. But how can they get there, knowing that there are many reasons that may hold women back?

This is a question addressed in a recent paper by Brockmann and colleagues. Women find a higher level position to be as attainable as men do, but less desirable. The reason is that they see the position generating not only positive outcomes (such as money and prestige) as much as men do, but also negative ones (such as tradeoffs they'll need to make and time constraints). That's where men and women differ in how much they predict these negative outcomes will affect their lives. The tradeoffs and constraints women predict they'll experience when reaching high-level positions are related to the fact that, as we find in our work, women have a higher number of life goals as compared to men. In some of our studies, the goals people listed varied, from getting married, having children or working out 7. _____, to finding a well-respected job and becoming rich. In study after study, we found that women listed more goals than men.

Research has found that women often do not get the support they may need at home, when caring for

house-related activities or when caring for children. It is possible, then, that women may worry their partner won't step up and take over some of the 8. _____ duties — and that such worry is larger for them than for men.

There are likely various reasons for the happiness differences between men and women. One of them, though, is that men and women differ in their time preferences: Women appreciate spare and 9. _____ time more than men do. Interestingly, the research by Brockmann and colleagues also shows that women find higher levels of pay to be less rewarding than men. By how much? According to the researchers' estimate, it would take an extra 12,000 euros of pay to 10. _____ a woman's life satisfaction by the same amount that a man would gain from an extra 5,000 euros of pay. What this translates into is a clear recommendation for organizations and their leaders: if they are serious about the benefits of female leadership, they may need to pay more for it.

(650 words)

Exercises

Read the passage through carefully and select one word for each blank from the list of choices below. You may NOT use any of the words more than once.

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|----------------|----------------|-----------------|
| A) regularly | F) potentially | K) perceived |
| B) counterpart | G) access | L) reliable |
| C) boost | H) cultivate | M) prompted |
| D) associated | I) competence | N) respectively |
| E) domestic | J) flexible | O) occupy |