Part B: Now complete the following sentences with a different part of speech from the Part A words.

1. I don't think Karen has any idea how to manage people. I think she's completely _____ to be honest. (competency)
2. She _____ my presentation and said that it wasn't very clear. (criticism)
3. Anna didn't think she was going to get the job, so when she did, it was totally _____. (expectation)
4. I'm looking for people from our department to _____ in a quiz on Friday. Let me know if you're interested. (participant)
5. I don't really _____Chloe as someone who would be effective in management. (perception)
6. This report is late so I'm going to have to ask you to _____ that today, please. (prior)
7. He doesn't show any _____ for other people's feelings, he just thinks about himself. (regardless)

Now complete the gaps 1 – 7 in the article on page three using the words from Part A. You may need to change the form of the word.



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Who's the Boss?

Men and women in management

A. One morning, your manager, Ahmed, asks you to come to his office at 9:30. He tells you that he's not been very happy with your work lately and that you don't seem to be very focused. He would like to work with you on improving your work and wants to meet with you more regularly to help you work towards this goal. What would your reaction be in this situation? Would you accept his _____[1] and attempt to improve the quality of your work? Or would you start thinking about finding another job as soon as possible? Now, imagine that instead of this comment coming from Ahmed, it came from Andrea.

B. In a study of 2,700 employees, _____[2] were randomly given reactions to their online work which came from researcher, Martin Abel. He randomly assigned male or female names to their comments. The results indicated that _____[3] of whether the employee was male or female, their response was usually more negative when they thought the reply was from a female. Similarly, the job satisfaction of the employee was reduced when they felt they had been criticized by a female and they were twice as likely to not want to continue working for the same company in the future than if they had received _____[4] from a male. _____[5] experience of a female manager did not seem to have any effect on this. Participants stating that they had previously had a female manager who they rated highly, still gave a more negative reaction to criticism of their work from a woman.

C. The driving factor appeared to be that both men and women have differing _____[6] of women than men when it comes to management style. Additional studies pointed to all workers thinking that men are three times less likely to give positive feedback than women and twice as likely to be negative. So, the issue for those workers receiving negative feedback from a woman was that it went against what they thought a woman would do. This has problems when looked at in a wider context.

D. In the United States, the S&P 500 is a list of the largest 500 companies based on their performance and includes such giants as Apple, Meta, Amazon.com and Tesla. Of these companies, women account for 45% of the employees. Yet the number of women in middle management falls to around 37%, and drops even further at the senior management level to 27%. When it comes to CEOs, the female numbers are just 6% of the total in those companies. This is true despite women generally doing better in education and scoring more highly on _____[7] tests for leadership. It's clear that big business is losing out on the skills of women due to this unequal _____[8] of their management ability. The question is: what do we do to change it?

Sources: The Conversation, The Guardian



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3 Skimming for details

Quickly read the article on page three and decide on the meaning of the following numbers.

a. 2,700 - _____

b. 3 - _____

c. 45 - _____

d. 37 - _____

e. 27 - _____

f. 6 - _____

4 Reading comprehension

Read the summary and complete the gaps with one, two or three words from the article on page three.

In an imaginary situation, your boss who is called Ahmed asks to speak with you and says he's concerned that you're not _____[1] on your work and wants you to improve. He plans to meet with you more frequently to help you do this. Would you accept he was right and makes changes? Or would you start _____[2]? Also, would it make any difference if your boss was called Andrea? Researcher, Martin Abel gave 2,700 employees feedback on their online work, but signed it with male and female names at random. When participants thought the criticism came from a female, their reaction was always _____[3], even if the employee was female herself. They also reported being less happy with their work and there was double the chance that they no longer wanted to work for the company. Having previously had _____[4] made no difference to their response, even if they thought she was good at her job. Other studies showed that we are three times more likely to expect good feedback from a woman than a man and 50% less likely to expect feedback from a woman to be negative compared to men. This was _____[5] in the negative reactions to criticism from females as it is unexpected. If we consider this information in _____[6], it is problematic. Women are far less likely to hold management positions the more senior that role becomes. However, they generally get better results _____[7] and leadership tests. At present, we are not making the most of women's _____[8] in business purely because of the way women are unfairly viewed.

5 Listening for gist

Listen to three people talking about their manager. Decide which of the following questions they are answering.

1. ☐ Do men or women make better managers?
2. ☐ Would you prefer a man or a woman as your boss?
3. ☐ Was your favorite manager a man or a woman?

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6 Listening comprehension

Part A: Complete the table by ticking the correct box to answer the questions.

Who...	Speaker 1	Speaker 2	Speaker 3
a. has had a bad experience with female and male managers?			
b. thinks men are likely to be less sympathetic towards your private life?			
c. has feelings about work which are caused by experiences during their childhood?			
d. had a problem in a relationship which affected their work?			
e. thinks female managers look at what other women wear which affects their opinions about them?			
f. thinks the personality of the manager is more important than whether they are male or female?			

Part B: In pairs, discuss the following questions.

1. When your manager gives you feedback, what factors about your work do they take into consideration?
2. When you are deciding if a manager is good at their job or not, do you take their personal life into account? Why/why not?

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