Use the word given in capitals to form a word that fits the gap.

WOMEN'S REPRESENTATION IN LEADERSHIP ROLES

Women have **(1)** _____ [INCREASE] moved toward greater gender equality at home and in the workplace. Changes in gender roles and lifestyles have occurred with men now sharing more in **(2)** _____ [HOUSE] chores and childrearing. In **(3)** _____ [ADD], social rules of etiquette and gender roles are now more flexible and equity within the marital **(4)** _____ [RELATION] more common. Many women now work outside the home; in the U.S., they comprise forty-six percent of the workforce. Although so much has changed, there is much more that has not.

One of those areas that have not witnessed change is women's **(5)** _____ [REPRESENT] in leadership roles. The **(6)** _____ [TRUE] is that women are still underrepresented in leadership roles in corporations, institutions of higher **(7)** _____ [EDUCATE] and the political sector. In the U.S., women now make up twenty three percent of American Chief Executive Officers (CEOs). Few women reach the top in higher education although women increasingly enter the ranks of academia. A total of 453 women, representing only sixteen percent of all presidents, now head U.S. colleges and universities.

In studying the difference between men and women and how they lead, **(8)** _____ [SCHOOL] face many **(9)** _____ [DIFFICULT]. Theories of leadership are **(10)** _____ [TYPICAL] neutral or absent in their attention to gender as if —a leader is a leader. On the other hand, studies on leadership typically ignore gender **(11)** _____ [DIFFER] or mostly study white men. Popular **(12)** _____ [KNOW] and women's self-reports often identify distinct leadership styles and **(13)** _____ [CHARACTER] associated with gender while **(14)** _____ [PRACTICE] studies on gender and leadership often show that the **(15)** _____ [BEHAVE] of men and women **(16)** _____ [LEAD] seems more alike than different when occupying the same leadership positions. Why is it then that the **(17)** _____ [STRONG] of these **(18)** _____ [PERCEIVE] persists?

We often perceive traits associated with leaders that may not have much to do with **(19)** _____ [EFFECT] leadership; these characteristics are often embraced by leaders themselves. Terms like: he looks like a leader; he is **(20)** _____ [PRESIDENT]; he is charismatic and **(21)** _____ [VISION], are all terms used to define leaders. These often capture what **(22)** _____ [FOLLOW] want in their leader—which, in turn, is shaped by **(23)** _____ [STEREOTYPE] ideas of leadership which reflect **(24)** _____ [SOCIAL] assigned and conventional gender roles. All of these factors impact the popular **(25)** _____ [UNDERSTAND] of leadership.

However, these characteristics of leaders **(26)** _____ [ACTUAL] have little to do with effectiveness. Given that white males have typically occupied leadership positions, common **(27)** _____ [DESCRIBE] of leader effectiveness often favour male characteristics of height, white, and **(28)** _____ [MASCULINE]. Women are also evaluated more **(29)** _____ [NEGATIVE] compared to men even when performing the same leadership behaviours.

Today's higher education is **(30)** _____ [DIRECT] influenced by the rapidly changing and diverse **(31)** _____ [GLOBE] society and faces challenges in how to prepare and educate students today to be the leaders of tomorrow. Higher education can be efficient in shaping perceptions about men and women leadership. It is well positioned to link the local and the global, and this gives it **(32)** _____ [CONSIDER] influence over the change process in any society and enhances its potential to contribute to social **(33)** _____ [DEVELOP] and women's leadership.

In the end, there are many team **(34)** _____ [PLAY] who can effectively **(35)** _____ [DIRECT] the perceptions of leadership towards more gender equality. **(36)** _____ [HOPE] higher education together with the shifting attitudes that the global society is experiencing today can bring about positive change. It is also an **(37)** _____ [ACHIEVE] goal that women themselves need to **(38)** _____ [PERSIST] pursue. Alice Eagly, author of Sex Differences in Social Behaviour, describes the pathway to leadership today for women as no longer a glass ceiling where there is no access; rather it is a maze where it is possible for women to navigate through and find their way. This suggests the **(39)** _____ [EMERGE] of multiple models of leadership, and **(40)** _____ [RECOGNIZE] that a woman leader might do it differently. Navigating the maze will be easier when women examine their strengths and the advantages they bring.

LIVEWORKSHEETS