**Woman at the management level**

**女性管理者**

**1 When Monica applied for a job as an administrative assistant in 1971, she was asked whether she would rather work for a male or a female attorney. "I immediately said a man," she says. "I felt that a male-boss/female-employee relationship was more natural, needing no personal accommodation whatsoever." But 20 years later, when she was asked the same question, she said, "I was pleasantly surprised that female bosses are much more accessible to their employees; they're much more sensitive and intimate with their employees."**

**当莫妮卡1971年申请一个行政助理的工作时，有人问她想与男律师共事还是与女律师共事。“我马上说想与男律师共事，”她说。“我认为男老板和女雇员的关系更自然，丝毫不需互相调整。”但20年后，有人问她同样的问题时，她说：“令我感到惊喜的是，对员工来说，女上司更容易接近，她们更能理解人，与员工更亲密。”**

**2 Female bosses today are still finding they face subtle resistance. There is still a segment of the population, both men and, surprisingly, women who report low tolerance for female bosses. The growing presence of female bosses has also provoked two major questions that revolve around styles: Do men and women manage differently, and, if so, is that a good thing?**

**今天的女上司仍然发现，她们面临着不易察觉的阻力。还是有一部分人——有男性，令人惊讶的是还有女性——说很难忍受为女性工作。女上司的不断涌现，也引出了与工作方式有关的两个主要问题：男人和女人管理风格不同吗？如果有不同，是一件好事吗？**

**3 Monica is disposed to think so, on both counts. Now a 40-year-old mother of four, she is president of a public sector labor union with 45,000 members. "Relations with my employees are probably different from those of male managers preceding me," she says. "I know what it's like to have to call and say my kid got the mumps so I won't be coming in. I have a more flexible style — not soft, just more understanding." The man who is Monica's assistant agrees, "She tends to delegate more and is always looking for a consensus. People are happy and flourish because they have an input into decisions and they are not mere bystanders; their energies are harnessed. On the other hand, consensus takes longer."**

**莫妮卡对这两个问题都持肯定的意见。莫妮卡现在40岁，有四个孩子，并且是一位拥有45,000名成员的公共部门工会的主席。“我与员工的关系可能跟在我之前的前任男性主管不同，”她说。“我知道当有人不得不打电话来说孩子得了腮腺炎而不能来上班是一种什么样的状况。我的风格更灵活，这不是软弱，只是多了一点理解。”莫妮卡的男助理表示赞成：“她往往放权更多，并总是寻求共识。大家都很开心，也有成就感，因为他们参与了决策，而不是单纯的旁观者。他们的能量得到了利用。当然从另一方面看，通过协商而达成一致意见需要的时间要长一些。”**

**4 So, are the differences symbolic or real? Plausible studies suggest that men are typically hierarchical, goal-oriented and feel entitled. Women, by contrast, manage diplomatically, and share power. That point of view is often challenged and argued. Some proclaim that men and women of similar backgrounds, experience and aspirations basically manage in the same way. This view is echoed by younger women, especially those who have encountered little gender discrimination. That was certainly the lesson for Nicole. When her father died of a heart attack, she was an employee at a petroleum products export company. She quit and took over her family's 160-acre fruit farm in St. David's County. On her first day in the field, a worker called her "darling". "He was trying to test me. I was shaking with anger," says Nicole, now 34. "I stood erect and said, 'You wouldn't have called my father darling and you're not going to take that liberty with me. If you do, I'll fire you.'"**

**那么，这种差异是象征性的还是实质性的呢？可靠的研究指出，男人通常有等级观念，以目标为导向，喜欢有权力的感觉。相反，女人则是灵活变通的，愿意分享权力。这一观点往往受到质疑和争论。有人宣称，有类似的背景、经验和抱负的男女，基本上管理方式相同。那些年轻女性，特别是很少遭受性别歧视的女性，也是这样认为的。妮可尔无疑从中得到了教训。当她的父亲因心脏病去世时，她是一家石油产品出口公司的雇员。她辞了职，接管了她家在圣大卫县160英亩的果园。她第一天出现在果园时，一名工人称她为“亲爱的”。“他是想试探我。我气得发抖，”现年34岁的妮可尔说。“我挺直腰板站在那里跟他说：‘你不会称我父亲亲爱的，所以你也没有权利这样称呼我。如果你再这样做，我会解雇你。’”**

**5 When women work for women, a different dynamic often takes over. Susan, a cashier in a Toronto auction house, says that she has explored friendships with some of her female bosses and feels she can rely on them more. While women may feel more at ease with a female boss, men often have to make concessions to the new working styles. Brian, a marine biologist, says, "It took me a couple of years before I felt comfortable enough to relax around a female manager. In fact, my relations with her were much more businesslike."**

**当女性为女上司工作时，往往会用一种不同的工作和交流方式。苏珊是多伦多一家拍卖行的收银员，她说，她与一些女上司建立起了友谊，她感到她们更能够依靠。虽然女性可能会觉得与女上司相处时更自然，男性却往往不得不作出改变以适应女上司新的工作方式。海洋生物学家布赖恩说：“我花了几年时间才能在与女经理共事时感到轻松自如。事实上，之前我与她的关系更多只是一种务实的工作关系。”**

**6 To some extent, the male-female differences come down to conflicting styles. One female vice-president discussed the time she burst into tears during a meeting. "Men think that tears are a nuclear weapon in a conventional war. They take exception to a woman crying, inferring that she's feeling unhappy or violated." The men failed to understand that what prompted her tears was not hurt but genuine rage. "When we cry, it's because we have all this valid rage that has no appropriate release," she says. "Women cry; men get relief by going on with the offense or by veiling their feelings to appear composed."**

**从某种程度上说，男女之间的差异归根结底是工作方式的冲突。一位女副总裁谈到她在一次会议上忍不住落泪的经历时说：“男人认为女人的眼泪就是常规战争中的核武器。他们对女人的哭泣很不满，认为她们是感觉不愉快或受到了侵犯。”男人不明白，促使她掉泪的不是因为受到伤害，而是真正的愤怒。“我们哭泣是因为我们所有这一切合理的愤怒没有适当的地方释放，”她说。“女人通过哭来释放情绪，男人通过继续冒犯或掩盖自己的情绪以显示镇定自若来释放情绪。”**

**7 Deborah, president of a firm with its headquarters in Toronto, says that even if men do understand, they sometimes react differently to the identical information and to her cooperative management style.**

**德博拉是一家总部在多伦多的公司的总裁，她表示，即使男人明白是怎么回事，有时他们对同样的信息、对她的合作型管理风格也会有不同的反应。**

**8 Deborah says that her authority is sometimes undermined by perceptions about her gender. "It stems from the whole social context of traditional roles for men and women," she says. "Mom would tell you to do things, but perhaps you wouldn't take as much notice as when Dad told you to do things. Men also have a stronger urge to control," she says.**

**德博拉说，她的权威有时因性别观念作祟而受到损害。“这源于整个社会对男性和女性的传统角色的界定，”她说。“妈妈会让你做事情，但也许你不会像爸爸让你做事情那样在意。男人也有更强的控制欲。”她说。**

**9 For female bosses, the great expectation of some female employees is one more obstacle. Junior women assume a female boss will promote them more quickly than a man would. But, they also expect female bosses to be more self-sufficient. "They ask, 'Why can't you scan your own stuff?' or 'Why can't you do your own filing?'" says one senior female executive.**

**对女上司来说，一些女员工过高的期望是另一个障碍。职位较低的女员工认为女上司会比男上司更迅速地提拔她们。但是，她们也希望女上司能揽下更多的事。一位资深的女主管说：“她们会问，‘为什么你不能自己扫描文件？’或‘为什么你不能自己整理文件？’”**

**10 On the other hand, there is no dispute that a few decades ago they would rarely have had a female boss in the workplace. Nina, a management consultant says she's vaguely optimistic. "I'm looking forward to the day, before I die, when we recognize that the best management styles will be composed of the best that both genders bring to the table ..." Well, she pauses, maybe not before she dies, perhaps in her daughter's lifetime.**

**另一方面，几十年前人们工作的地方几乎不可能有女上司，这一点毫无争议。管理顾问尼娜说自己审慎乐观。“我期待某一天，在我临死之前，我们会意识到最好的管理风格是由男女双方带来的最佳组合……”嗯，她停顿了一下，可能不是在她去世之前，也许在她女儿的有生之年会实现吧。**

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**A proud homemaker**

**自豪的家庭主妇**

**1 When hearing the word housewife, what comes to your mind? For many people, it's a picture of domestic discontent. Critics of the housewife style in the 1950s seem to find it disgusting that a woman should make it her life's work to raise children, clean dishes, and make homemade meals, creating a healthy, happy home. Are we so afraid of going backward that we're too quick to condemn a different lifestyle?**

**当听到“家庭主妇”这个词时，你想到的是什么？对许多人而言，“家庭主妇”的形象就是对家务琐事充满抱怨不满。19世纪50年代的家庭主妇毕生的工作就是养孩子，洗盘子，做饭，创建一个健康、快乐的家庭，批评家对这样的生活极其反感。我们是不是因为太害怕倒退而过快地去谴责不同的生活方式呢？**

**2 I remember my own working days before I settled down as a full-time homemaker. For the duration of time that I was working full time, I came home late, heated up a prepackaged dinner for my family, and busied myself with housework until crawling into bed each night, exhausted. My calendar overflowed with little quality time for family or myself. I experienced the same situation growing up in a household with two working parents. My childhood was spent fussing over daily household tasks, trying to keep control before all the work could be compounded and get out of control. I appreciate my parents' hard work, but a childhood only lasts a short while before it's gone forever. I can't in good conscience let my children look back and wish we had spent less time folding wrinkled clothes and more time together as a family.**

**我记得我自己工作的那会儿，那是在我安心当全职家庭主妇以前的事。在我干全职工作的那段期间，我回家很晚，为我的家人加热了包装食品作为晚餐后，就忙于家务，每天晚上直到疲惫不堪才爬上床。我的日程表排得满满的，几乎没有全心照顾家人或自己的宝贵时间。我生长在一个父母是双职工的家庭，所以我的成长经历了类似的情况。为努力使情况不恶化或失控，我的童年是在紧张忙碌的家庭事务中度过的。我感谢我父母的辛劳，但童年只是人生一个瞬间，一去不复返。扪心自问，我不能让我的孩子们回头看时，后悔当初没有少花点时间折叠打皱的衣服，而有更多的时间陪伴家人就好了。**

**3 From my time in the workforce, I know how tiring and stressful a 9 to 5 grind can be. I love being able to support my husband when he comes home from work, yawning and exhausted. I get extra joy knowing that arriving to a clean, relaxing house and having a delicious meal are therapy for his stress. Even more importantly, he did many fragments of my job when I was away on business trips: He took care of the house, the children and every detail. So, he knows that my job as a housewife is a tough, demanding 24/7 job. This joint understanding and respect makes our current arrangement a joy to live with and a good example for our children.**

**在我工作的那段时间，我了解到朝九晚五的苦差事是何等劳累和紧张。我很高兴在我的丈夫打着呵欠、疲惫不堪地下班回家时能给他支持。当我知道回到一个干净舒适的家和吃上美味佳肴能舒缓他的压力时，我感到格外的喜悦。更重要的是，当我之前出差离家时，他帮我做过许多零碎的家务：照料房子、照看孩子、关注一切细枝末节。正因为此，他了解到家庭主妇是一个要每周干7天每天干24小时的艰苦且要求高的工作。这种共同的理解和尊重，使我们目前的生活充满了喜悦，也为我们的孩子树立了一个很好的榜样。**

**4 When I first converted to being a housewife, unemployment was embarrassing. However, now I know it's wrong to think of a housewife as anything but challenging and important. My daily life is comprised of making breakfast, lunch, and dinner for my family, vacuuming the interior of the household, doing laundry and dishes, taking care of the lawn and garden, and working on my journalism skills. My life resembles the 1950s conservative housewife in the modern world, but I don't feel an ounce of discontent. Cooking, for example, is one of my passions, and I can include hobby into my daily life. Every day, I reject packaged meals full of preservatives and unhealthy ingredients in favor of good, oven-cooked vegetables and protein. I enjoy the process of cooking as well as the result. My loved ones have more energy, better moods, and we've lost some weight in the process. Furthermore, I finish my work early and can spend time in the evenings sitting on the couch talking with my family or playing board games rather than bouncing around cleaning.**

**当刚开始转换角色成为家庭主妇时，我感到了失业的尴尬。不过，现在我知道那种认为家庭主妇的工作一点都不具挑战性和重要性的想法是大错特错的。我的日常生活包括为我的家人准备早餐、午餐和晚餐，打扫房间，洗衣服，刷碗，照料草坪和花园，并努力提高新闻工作所需的技能。我的生活就像现代版的20世纪50年代保守家庭主妇的生活，但我不觉得有丝毫不满。例如，烹饪是我所热衷的，我可以把业余爱好用到我的日常生活中。每天，我拒绝使用含防腐剂和不健康成分的包装食物，而是做健康的、用炉子烧熟的蔬菜和蛋白质食物。我喜欢烹饪的过程，也享受自己做的菜。我的亲人有更多的精力，更好的心情，在此过程中，我们的体重也有所下降。此外，我早早地完成了我的工作后，就可以在晚上有时间坐在沙发上与我的家人说话或玩棋盘游戏，而不是跳上跳下地做清洁工作。**

**5 Of course, I don't receive an income for my hours of hard work, but my husband and I are a team, and we decided democratically that we would rather enjoy living a life with more family time and less money. We've had to trim the unnecessary things and learn to tolerate living without. Trying to explain the difference of income and lifestyle to our children was a particularly difficult episode. Fortunately, I have kept a part-time job writing for medical periodicals to supplement our income.**

**当然，我的辛勤工作没有任何收入，但我和我丈夫是一个团队，我们通过协商决定，我们宁愿少一点钱，但要与家人有多一点在一起的时间享受生活。我们已削减了不必要的开支，学习忍受没有丰富物质的生活。给孩子们解释收入降低和生活方式改变是件特别困难的事。幸运的是，我还保留了一份给医学期刊撰稿的兼职工作，用来贴补我们的收入。**

**6 Some critics of our lifestyle think that I'm unique in enjoying my home life, but it's not the case. Overseas, millions of people work from home while still caring for the family. Women in Europe and Asia exert themselves to have a career and still love being housewives. It's becoming too common to substitute "househusbands" for "housewives" around the world as more women join the workforce.**

**一些批评我们这种生活方式的人们认为，我享受这种家庭生活只是个个例，但事实并非如此。海外数以百万计的人在家工作的同时，还照顾着家庭。欧洲和亚洲的妇女奋发向上，她们有事业，但仍然喜爱当家庭主妇。在世界各地，随着更多的妇女成为职业女性，“家庭主夫”替代“家庭主妇”这一现象变得极其普通。**

**7 Why is it so common to think that women are oppressed and discontented when working to provide for their families' happiness? Must everyone receive happiness in the same way, working long hours outside the home? I am revolted by the notion that I must be depressed or unfulfilled because my husband and I have chosen to live in a more old-fashioned setting. I don't suggest that this is the only way, or even the best way, to manage every family. However, I swear that it's the best lifestyle for me and my family. Every day, I work harder than I did at my old job and I find that I have more happiness and dignity than I did before. Consider this: In the future, when a woman answers that she is a housewife, you should avoid discrimination and give her a high five instead of showing pity or giving her a boring glance.**

**为什么这么多人认为，妇女在为她们的家庭幸福而工作时，一定是受到压制和感到不满的呢？每个人都必须以同样的方式——在外面工作很长时间——来获得幸福吗？有人认为我肯定很压抑或没有成就感，因为我丈夫和我选择了一种更过时的生活方式，这样的想法让我感到很震惊。我不是在暗示这是经营家庭的唯一的方法，我更不是说这是最好的方式。不过，我发誓，对我和我的家庭来说这是最好的生活方式。我日益努力，也发现自己比以前更幸福，更有尊严。记住，以后当一个女人回答她是一位家庭主妇时，你不应歧视她，要与她击掌喝彩，而不要显露怜悯之情或以让人厌烦的眼光看她。**