



Women Are Prepared to Lead as CEOs. Why Won't Boards Hire Them?

女性有能力担任 CEO，董事会为何不给她们机会？

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557 Words

At a time when women in Massachusetts are making significant **inroads** into positions of power and influence in the political sphere, a **perplexing** obstacle to gender equity in the corporate **arena** remains — a **stubborn glass ceiling** at the top.

当马萨诸塞州的女性在政治领域的权力和影响力方面取得重大进展时，在企业领域实现性别平等的一个令人不解的障碍仍然存在——顽固的高层玻璃天花板。

While women have **slowly but surely** moved up the ladder to roles that qualify them to be chief executive officers, they appear to be **stymied** in taking the final step. A new research report from the Eos Foundation's Women's Power Gap found that among the largest 75 public companies in Massachusetts, only six CEOs are women — a mere 8 percent. This is despite the fact that women hold 20 percent of the jobs that have traditionally been considered the last **steppingstone** to the **corner office** — presidents, chief operating officers, and division heads. Clearly, this is not merely a **pipeline** problem: A meaningful number of women are eager to take the next step — yet **are stopped in their tracks**.

虽然女性已经稳扎稳打地晋升到有资格担任 CEO，但她们似乎在迈出最后一步时受到了阻碍。一份来自 Eos 基金会关于女性权力差距的新研究报告发现，在马萨诸塞州最大的 75 家上市公司中，只有 6 名 CEO 是女性，仅占 8%。而在总裁、首席运营官和部门主管等传统上被认为是进入高级办公室最后的敲门砖的职位中，女性占据了 20%。显然，这不仅仅是一个渠道问题：相当多的女性渴望迈出下一步，但却无法向前。

One likely explanation is **unconscious biases on the part**

◇ 真题链接

考研英语 2020 年英语一 Text 3 +

2013 年英语二 Text 4

#corporate gender quotas#

inroad ['inroʊd] *n.* 进展；侵占，

削弱 | We haven't made much of an inroad into the backlog of work. 我们没有完成多少积压的工作。

perplexing [pə'pleksɪŋ] *adj.* 令人不解的**arena** [ə'reɪnə] *n.* 领域，活动舞台；运动场，竞技场**stubborn** ['stʌbərn] *adj.* 固执的，顽固的；难以去除（或对付）的 | a stubborn problem 难题

◇ 背景知识

glass ceiling

玻璃天花板，指设置一种无形的、人为的困难，以阻碍某些有资格的人（特别是女性）在组织中上升到一定的职位。

slowly but surely 缓慢但扎实地，稳扎稳打地**stymie** ['staɪmi] *v.* 阻碍，妨碍 | Investigators have been stymied by uncooperative witnesses. 由于目击者不合作，调查人员的工作受阻。**steppingstone** *n.* （尤指事业的）垫脚石，进身之阶

of CEO search and selection committees that **tilt** heavily in favor of hiring someone who looks, acts, and behaves in ways that society still associates with a powerful leader — qualities still more likely to be perceived in a man.

一种可能的解释是，CEO 遴选委员会抱有无意识的偏见，严重倾向于雇用那些外表、举止和行为方式符合社会对强大领导者的固有印象的人，看重一些更容易在男性身上看到的品质。

In our research, people who've served on selection committees reported that, in choosing a chief executive, they often consider such factors as **gravitas** and executive **presence**. They weigh an individual's "potential," which one study found is more likely to be favorably perceived in men—even if women are more qualified for jobs. Decision makers look for candidates who **come across** as decisive, confident and **commanding**, which are inarguably important considerations. But could it be that those characteristics are more **readily** perceived in an individual who conforms to a traditional notion of what a top executive looks like—i.e, a man?

在我们的研究中，曾在遴选委员会任职的人表示，在挑选 CEO 时，他们通常会考虑庄重和高管风度等因素。一项研究发现，他们所衡量的“潜力”更容易出现在男性身上——即使女性更适合工作岗位。决策者希望候选人给人的印象是果断、自信和威严，这些无疑是需要考虑的重要因素。但是，有没有可能这些特征更容易出现在一个符合传统高管形象的人身上，也就是男性呢？

Corporate CEOs have outsized power, influence, and **visibility** and consequently, it is essential that their ranks represent the full **diversity** of the population. For decades, corporations have been approaching gender diversity through training programs, many of which are not focused on women's strengths as leaders. These approaches have worked to push a handful of women over institutional walls one by one, but to reach full inclusion of women among CEOs, it is essential to

corner office 高级办公室（办公大楼的角落房间，有着两面临窗的景观，显得宽敞而又明亮，也就成了领导的高级办公室。）

pipeline ['paɪplʌn] *n.* 管道；渠道，途径

stop sb. in their tracks （使）突然止步，突然停下 | The question stopped Alice in her tracks. 这个问题问得艾丽斯无以答对。

unconscious [ʌn'kɔːnʃəs] *adj.* 无意识的；未察觉的；无知觉的，昏迷的 | He was quite unconscious of the danger. 他丝毫没有意识到危险。

bias ['baɪəs] *n./v.* 偏见，偏向 | Employers must consider all candidates without bias. 雇主必须毫无成见地考虑所有求职者。

on the part of sb. 由某人所为

tilt [tɪlt] *v.* 使向……倾斜，偏向 | The conditions may tilt the balance in favour of the Kenyan runners. 这些条件可能对肯尼亚赛跑运动员有利。

gravitas ['grævɪtəs] *n.* 严肃，庄严

presence ['prezns] *n.* 仪态，风度，气质；出席，在场；存在

come across 给人以……印象；偶遇；被理解 | She comes across well in interviews. 她在面试中常给人留下很好的印象。

commanding [kə'mændɪŋ] *adj.* 权威的，威严的；指挥的，统帅的；

dismantle the walls entirely and to appreciate that having leaders with different styles and perspectives will make businesses stronger.

企业 CEO 拥有巨大的权力、影响力和知名度，因此，他们必须充分代表人口的多样性。几十年来，企业一直通过培训项目来实现性别多元化，但其中许多项目并没有关注女性作为领导者的优势。这些方法已经成功地将少数女性一个接一个地推到了制度的高墙之外，但要让女性在 CEO 岗位中占有一席之地，就必须彻底拆除这些高墙，并认识到拥有不同风格和观点的领导者将使企业更强大。

To be sure, companies need to further widen the pipeline of potential leaders. One foundational step is for them to collect **disaggregated** and **intersectional** leadership data, disclose it publicly, and create annual **benchmarks** and goals to **hold** leaders **accountable**, tying **compensation** to achieving them. They can also increase the **pool** of potential CEOs by formalizing sponsorship programs that encourage women to move into jobs that include profit and loss responsibility, which is considered necessary to become a CEO. (Currently, too many women are tracked into human resources and marketing, which do not typically provide a path to the number one spot.)

当然，企业需要进一步拓宽潜在领导者的上升渠道。对企业来说，一个基本步骤是收集细分和交叉的领导数据，公开披露，并制定年度基准和目标，让领导者负起责任，将薪酬与绩效挂钩。他们还可以通过正式的赞助计划来增加 CEO 后备人才的数量，鼓励女性从事涉及盈亏责任的工作，这被认为是成为 CEO 的必要条件。（目前，有太多女性进入了人力资源和市场营销领域，而这些领域通常无法提供通往首席职位的路径。）

But they also need to go further: Corporate boards need to recognize — and **root out** — any **implicit** bias that's influencing their CEO selection process, opening their minds to the fact that women make excellent leaders. The face of power is not limited to that of a tall man in a dark blue suit.

但企业还需要走得更远：公司董事会需要认识到并且根除任何影响他
关注公众号：拾点外刊 免费下载电子版 附音频

居高临下的，视野宽阔的

readily ['redli] *adv.* 迅速地，容易地，轻松地；乐意地，欣然地 | Some computer instructions cannot be readily understood. 一些电脑指令不是很容易理解。

visibility [ˌvɪzə'bɪləti] *n.* 引人注目，关注程度；能见度 | The exhibition helped increase the visibility of women artists. 这个展览帮助提高了女性艺术家的知名度。

diversity [daɪ'vɜːrsəti] *n.* 多样性，多样化；差异，不同

dismantle [dɪs'mæntl] *v.* 废除，取消；拆开，拆卸 | All the furniture is easy to dismantle and transport. 所有家具都很容易拆卸和运输。

disaggregate [dɪs'ægrɪgeɪt] *v.* 分解
intersectional [ɪntə'sekʃənəl] *adj.* 交叉的

benchmark ['bentʃmaːrk] *n.* 基准，衡量尺度

hold ... accountable (for sth.) 要某人(对某事)负责 | They should be held accountable for their acts. 他们应该对自己的行动负责。

compensation [ˌkɑːmpen'seɪʃn] *n.* 报酬，酬劳；补偿金；抵消

pool [puːl] *n.* 备用人员；游泳池 | The region has a large and talented labour pool. 该地区有一大批有才能的后备劳动力。

root out 根除，杜绝 | There would be a major drive to root out

们挑选 CEO 的隐性偏见，接受女性能够成为优秀领导者的这一事实。权力的面孔并不局限于穿着深蓝色西装的高大男性。

corruption. 将会有一场根除腐败的大规模运动。

implicit [ɪmˈplɪt] *adj.* 隐含其中的，内含的，含蓄的 | Her words contained an implicit threat. 她话里暗含威胁。

➤ 脉络梳理

Para. 1-2 引出话题：女性难以晋升到 CEO 职位

Para. 3-4 分析原因：CEO 遴选委员更重视男性化的一些特质

Para. 5-7 提出建议：根除隐性偏见

➤ 长难句拆解

