**BREAK THE CYCLE**

Eliminating Gender Bias In Talent Management Systems

Our research shows that gender bias can seep into talent management systems and create an endless cycle that cascades down to every employee at every level of an organization.¹

**SENIOR LEADERS**
Set the tone and cultural norms for the behaviors that are rewarded and those that aren’t, and they determine the kinds of leaders who are promoted, often because “like likes like.”

**RESULT:** Since senior leaders tend to be male, they may also tend to value stereotypically masculine behaviors and skills.

**HR EXPERTS**
Translate senior leaders’ expectations into talent management programs, processes, and tools.

**RESULT:** Everyone is judged against masculine standards, disadvantaging women.

**MANAGERS**
Use HR's tools and processes to evaluate direct reports, identify high potentials, allocate “hot jobs,” and promote individuals.

**RESULT:** Managers see emerging male leaders as the “best fit” because stereotypically masculine behaviors are baked into the system.

**ALL EMPLOYEES**
Are assessed on their performance regularly.

**RESULT:** Based on potentially biased evaluations, some people are rewarded, some are not, and the cycle starts again.

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**TAKE ACTION TO BREAK THE CYCLE**

**SENIOR LEADERS**
Your behavior matters. Become a model for inclusion by championing people who are different from you and building inclusive teams with diverse voices.

**HR EXPERTS**
Your process matters. Check yourself and your recruitment systems for cracks where biases can seep in.

**MANAGERS**
Your assignments matter. Make sure you offer development opportunities and “hot jobs” to everyone on your team, not just the usual suspects.

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**ASK YOURSELF:**

- Who gets visibility in your organization? Who gets rewarded?
- What competencies does your organization value? Are these competencies gendered?
- Who has access to “hot jobs”? Who have you identified as an emerging leader?

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