Evaluation and Assessment: Making it Meaningful

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### About Catalyst

#### Our VISION
A world that supports and encourages every woman in her career aspirations and places no limits on where her skills and energy can take her.

#### Our MISSION
Catalyst works with businesses and the professions to build inclusive workplaces and expand opportunities for women and business.

#### Our VALUES
People  
Knowledge  
Innovation  
Celebration  
Excellence

### Our STRATEGIES
- Be a GLOBAL THINK TANK
- Support our MEMBERS and grow our membership base
- REFLECT the mission internally
- EVOLVE our operating model
- Strategically REACH constituencies beyond our membership
Prior Catalyst Research Revealed:

- Widespread existence of gender stereotypes about leaders in the United States and Western Europe
- Three specific predicaments that inhibit women’s advancement and leave women in a double-bind
- Workplace values and characteristics were better matched for men than women based on data from nearly 8,000 leaders around the world
- A lack of research on the effects on gender stereotyping and talent management at the organizational level
Study Overview: Participating Companies

We collected data from 110 corporations and firms representing 19 different industries:

1. Interviewed 30 talent management experts and architects from 24 organizations

2. Examined documents from organizations that completed interviews

3. Fielded an online survey that was completed by 86 corporations and firms
To determine potential vulnerabilities to gender stereotyping in talent management systems we:

1. Examined the talent management process as a whole and determined how the parts interact

2. Identified and assessed the presence of gender bias in the talent management systems

3. Explored the opportunities for gaps to arise between the design of a talent management process and its execution
Overview of Findings: A Vicious Cycle

Core components of talent management are linked in ways that create a vicious cycle:

1. Senior leadership teams have a significant effect on talent management programs and practices, as well as leadership competencies and criteria.

2. Many companies and industries fell short when it came to implementing checks and balances that minimize gender biases.

3. Gaps between the design and execution of talent management programs compound the disadvantages faced by women.
# Overview of Findings: The Vicious Cycle

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<thead>
<tr>
<th>SENIOR LEADERS</th>
<th>FUTURE LEADERS</th>
<th>SELECT EMPLOYEES</th>
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<tbody>
<tr>
<td>- Set goals and objectives that cascade through the company.</td>
<td>- Potential leaders are given high-profile assignments, talent development opportunities, and/or leadership pipeline positions.</td>
<td>- Senior leaders, HR, and middle managers identify potential leaders.</td>
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<td>- Demonstrate leadership competencies and characteristics that cascade through talent management practices, processes, and programs.</td>
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<td>- Benefit from having the most access to the best talent development tools.</td>
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<tr>
<th>HUMAN RESOURCES</th>
<th>TALENT MANAGERS</th>
<th>ALL EMPLOYEES</th>
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<td>- Encodes goals and objectives into talent management processes.</td>
<td>- HR and middle managers engage in the performance review and promotion processes.</td>
<td>- The initial talent pool of employees—all are reviewed and evaluated.</td>
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<td>- Encodes leadership competencies and characteristics into competency models and performance reviews.</td>
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The CEO’s three strategic themes are still nebulous to a lot of people, but [employees] are starting to understand [them] now because [they are] being used in different contexts and repeated. We think that if we can get people to behave in a way that is consistent with the leadership model, then we are going to get people to behave in ways that are consistent with strategic imperatives, because they all link together nicely.

—Woman, Mid-level Manager, Multinational Financial Services
Key Learning: Perceived Leadership Characteristics and Competencies

- Action-oriented: 81%
- Drives results: 63%
- Problem-solving: 56%
- Collaborative: 43%
- Visionary: 40%
- Inclusive: 36%
- Assertive: 35%
- Decisive: 34%
- Consulting: 31%
- Team-building: 30%
- Inspiring: 27%
- Good communicator: 27%
- Delegating: 26%
- Creative/Innovative: 24%
- Networking: 23%
- Mentoring: 22%
- Risk-taker/Courageous: 20%
- People developer: 20%
- Rewarding: 16%
- Aggressive: 16%
- Good listener: 15%
- Directive: 15%
- Influencing upward: 13%
- Empathic/Warm: 13%
- Supporting: 10%

Colors represent:
- Stereotypical Masculine
- Stereotypical Feminine
- Associated with Women and Men
Key Learning: Stereotypes as Barriers for Advancement

Compounding Effects: A Vicious Cycle that Disadvantages Women and Business

- Imperfect execution: When gaps between design and execution introduce gender bias
- Checks and balances: When little attention to gender stereotypes creates a case for intentional controls
- Perpetual loops: When the cyclical nature of talent management systems rewards a select few
- Elusive mechanisms: When vulnerabilities to pro-male biases are compounding and self-perpetuating
Thank You