

# DIVERSITY, INCLUSION & ACCESS

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## Inclusion Icebreakers: Performance & Evaluation

### Talent Management

How to use this Inclusion Solution card in a group setting:

- Review the questions on the front of the card to help anchor the topic
- Extend a few minutes of personal reflection
- Ask individuals to relate the topic to the current work environment and/or campus climate and what a future state might look like
- Create a dialogue on how the topic might create innovative thoughts, new direction for programs/classroom instruction/services, or ways to address challenges in the work environment and the campus climate



**BEST PRACTICES** TALENT MANAGEMENT: THE ABRASIVENESS TRAP

**DIVERSITY IN ENGINEERING**

**H**OW CAN WE FOOLPROOF OUR PERFORMANCE REVIEW PROCESS TO LIMIT OR ELIMINATE THE OPPORTUNITY FOR LANGUAGE BIAS TO SNEAK INTO THE WAY WE EVALUATE OUR TALENT?

**H**OW CAN WE UPDATE OUR CALIBRATION OR PERFORMANCE REVIEW GUIDES TO ENSURE TEAM MEMBERS ARE DESCRIBED AND EVALUATED FAIRLY?

**N**AME THREE ACTIONS THAT WILL ENSURE OUR TALENT MANAGEMENT SYSTEM DELIVERS ON THE PROMISE OF TAPPING INTO ALL OUR TALENT.

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The image shows a woman with long dark hair, wearing a dark blue sleeveless top, smiling and looking to her right. She is holding a small object in her hand. The background is a blurred indoor setting.

# DIVERSITY & INCLUSION

## BEST PRACTICES

### Talent Management: The Abrasiveness Trap

*High-achieving men and women are described differently in reviews.*

Research shows that unconscious bias can impact the way we manage, evaluate, or promote our talent. It can also affect what we notice about our team members, how we interpret their behavior, and what we remember about them. Oftentimes we don't realize that our unconscious mind influences the way we respond to the information around us or how we make decisions.

#### **Does gender play a role in the type of feedback an employee receives at review time?**

Linguist and tech entrepreneur Kieran Snyder conducted a study for *Fortune Magazine* on performance reviews. Snyder sampled 248 performance reviews, 105 male and 75 female, across 28 companies. All 248 reviews were submitted by individuals who considered themselves to be strong performers and were willing to share their evaluations.

Here is what Snyder's study revealed: first, both male and female managers gave women more critical feedback, as compared to men. Second, 76 percent of the negative feedback given to women also included some kind of personality criticism, whereas only 2 percent of men's critical reviews included any reference to personality. Based on her study, women were 38 times more likely to hear criticism about being abrasive, strident, emotional, aggressive, irrational, having "sharp elbows" or trouble fitting in, or being disliked.

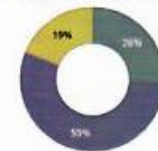
#### **Best Practice**

Part of being successful in supporting women and their achievements is to create awareness around the challenges women face in the workplace.

### U.S. DIVERSITY SNAPSHOT OF CAREER ADVANCEMENT IN THE WORKPLACE

(segment of statistics)

■ Management or Higher  
■ Professional or Technical  
■ Entry-Level or Administrative



**NON-DIVERSE:**  
Most likely to hold management position



**ASIANS:**  
Most likely to hold professional or technical positions



**HISPANICS:**  
Most likely to hold entry-level or administrative positions



**WOMEN:**  
1 in 4 are dissatisfied with their career progress

SOURCE: Snyder, K. 2014. "The Abrasiveness Trap: High-Achieving Men and Women are Described Differently in Reviews." *Fortune Magazine*, retrieved on June 12, 2016, <http://fortune.com/2014/08/26/performance-review-gender-bias/>.

Reference:

"Inclusion Solutions: Discussing a Diverse Culture is in the Cards," *Lessons Learned Consulting, Inc.*, 2016.