Let's start taking actions proven to reduce systemic bias in talent management. Build a roadmap with your people.

Education
1. Require that white male managers attend an immersive multi-day workshop to awaken the dominant leadership group to their privilege, enlightening them to what they personally have to gain from bringing outsiders in. An example of such a program is White Men as Full Diversity Partners.
2. Teach bias interrupter techniques and self-monitoring… not in a one-time video or half-day class, these should be conversations and tutorials in weekly staff meetings and regular department meetings.
3. Start small and affordable by requiring that every department leader sponsor and follow up on regular team-buildings using the 50 Ways to Fight Bias program from Lean In or a similar program.

Transparency
4. Publish gender and race representation statistics by Executive Leader on your internal company web page for all employees to see. Example: Lean In / McKinsey & Co. Women in the Workplace Talent Pipeline (see page 2 image).
5. Post all jobs
6. Require that all Manager and above positions fill openings from a diverse slate of candidates
7. Require that all Manager and above interviews be conducted by a diverse panel that has been trained on bias interrupters and ensure the bias interrupters were used in the interview selection process
8. Create explicit decision rules about how evaluation criteria are weighted and applied for performance evaluations and job selections
9. Define the real criteria for a job as it is being done today not based on an old model; define it clearly for both the interviewers and the candidate
10. Implement a system of data-driven checks and balances to identify leaders' promotion and performance review track records and patterns of bias… retrain them timely
11. Publish all development programs and their qualifications visibly for all employees including the "secret programs" reserved for the special "high potential" people

Workplace Flexibility (Thanks to COVID this will be easier)
12. Establish work practices that create business agility including flextime, job sharing, and telecommuting
13. Use employee needs, interests, and concerns about burnout as a catalyst for creatively designing work
14. Give employees with significant parental responsibilities more time to show they're qualified for promotion
15. Establish alumni programs for women who need to step away from the workforce; tap their expertise to show that returning is possible
16. Give equal paternity leave benefits

Executive Accountability
17. Demonstrate a commitment to diversity and inclusion and to increasing the percentage of women in senior leadership positions though the visible and vocal personal actions of the CEO and his/her direct reports… talk about gender equality in front of all levels of employees often
18. Teach leaders how to respond when they walk into rooms that are not diverse… how can they role model accountability?
19. Require a 360 review of all managers giving employees the chance to rate their immediate managers and two levels above them; include questions about bias perceptions and equal opportunity; count these reviews toward compensation.
20. Commit and sustain financial resources to internal employment diversity programs and culture change efforts
21. Hold senior management accountable for diversity within all business activities and evaluate managers based on their ability to achieve diversity goals for senior leadership representation across all business units
22. Do not tolerate leaders who refuse to engage in diversity and inclusion (see bullet 1 in Education)
23. Show results: move statistics meaningfully toward achieving 50% women in leadership... set a goal and broadly communicate it on internal websites and communications… it shouldn't be only for HR. Have departments share their numbers with everyone on their teams, not just executives.
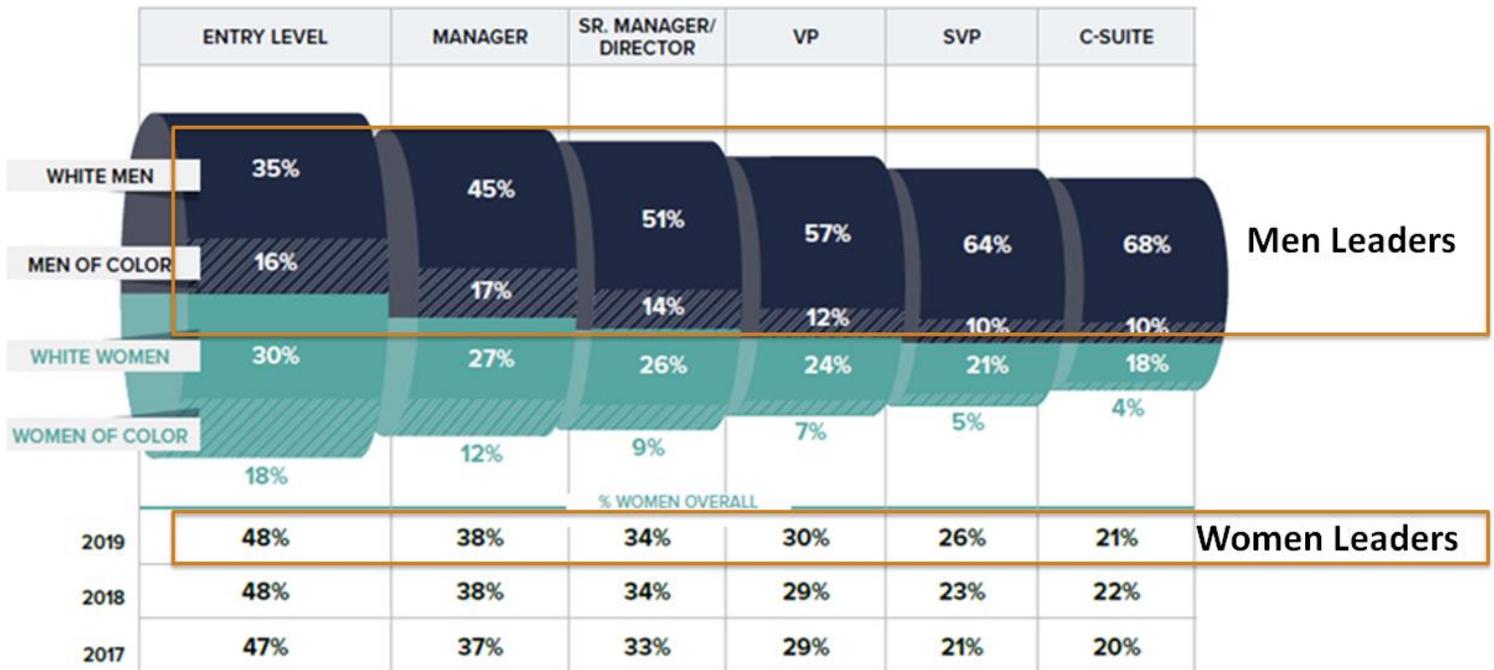
Show your Talent Pipeline

McKinsey & Company

REPRESENTATION IN THE CORPORATE PIPELINE BY GENDER AND RACE

% OF EMPLOYEES BY LEVEL IN 2019[2]

MEN ■ WOMEN ■

	ENTRY LEVEL	MANAGER	SR. MANAGER/ DIRECTOR	VP	SVP	C-SUITE	
WHITE MEN	35%	45%	51%	57%	64%	68%	Men Leaders
MEN OF COLOR	16%	17%	14%	12%	10%	10%	
WHITE WOMEN	30%	27%	26%	24%	21%	18%	
WOMEN OF COLOR	18%	12%	9%	7%	5%	4%	

% WOMEN OVERALL

	ENTRY LEVEL	MANAGER	SR. MANAGER/ DIRECTOR	VP	SVP	C-SUITE	
2019	48%	38%	34%	30%	26%	21%	Women Leaders
2018	48%	38%	34%	29%	23%	22%	
2017	47%	37%	33%	29%	21%	20%	

EVERYDAY INTERACTIONS

A colleague says they're glad to see so many women in leadership at your company. In reality, only 2 out of 15 senior leaders are women.

WHY IT HAPPENS

When it comes to women in leadership, people tend to be too satisfied with the status quo: 45% of men and 28% of women think women are well represented when only 1 in 10 senior leaders at their company is a woman.[115] These low expectations are the result of generations of inequality. When there used to be no women senior leaders, seeing just one or two can feel like a huge step forward. It's hard to imagine a groundswell for change when we don't have higher expectations for what equality looks like.

WHAT TO DO

Point out the numbers, which speak for themselves. You can say, "It's great that we have those two women on the leadership team but they are only two women out of fifteen. Women are half the population, so women are still really underrepresented." You can also share that having more women in leadership can be good for the company's bottom line.