GLASS HALF-BROKEN

SHATTERING THE BARRIERS THAT STILL HOLD WOMEN BACK AT WORK

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TABLE 5-1

Extent to which biases and barriers disadvantage women in organizational processes

	Recruitment	Hiring	Integration	Development	Performance management	Compensation and promotion
A great deal	31%	48%	34%	36%	46%	71%
Somewhat	45%	36%	31%	38%	26%	18%
Slightly	15%	12%	12%	18%	12%	7%
Not sure	2%	2%	3%	3%	3%	3%
Not at all	6%	3%	19%	5%	14%	2%

The Glass-Shattering Framework

Management process	The problem	Question to ask	Recommendations
Attraction	You lack women candidates, relative to your expectations and/or industry norms.	Are aspects of your recruitment turning away qualified women?	• Seek candidates outside managers' individual networks, which may be homogenous. • Assess the language used to describe jobs and your company.
Hiring	Women candidates do not make it through to the offer stage at the same rate as men.	Are aspects of your hiring process eliminating women whose qualifications and potential meet and exceed those of male candidates?	• Educate managers about gender biases and how they might influence hiring decisions. • Anonymize résumés. • Diversify interview panels. • Evaluate a slate of candidates as a group, against a set of defined criteria.
Integration	Women seem to be "on the outskirts" of their teams and departments.	Are new hires forming the relationships that enable them to contribute optimally and thrive professionally?	• Create opportunities for people to work toward shared goals with people who are different from them. • Discourage exclusionary social activities, and make sure women are not treated as outliers or extraneous team members.
Development	Women are not building out their skills and experience at rates similar to male peers.	Do employees have access to training, stretch assignments, and other components of development, irrespective of gender?	• Assess how training opportunities and developmental opportunities are assigned, and implement objective criteria. • Increase women's access to mentors and sponsors.

Management process	The problem	Question to ask	Recommendations
Performance assessment	Women's performance ratings are lower than those of male peers and/or lower than expected based on hiring assumptions.	Are your evaluation processes and their implementation influenced by gender biases?	• Educate managers about gender biases and how they might influence evaluation decisions. • Assess the criteria used to rate performance, and eliminate ambiguous, vague, and malleable standards.
Promotion and compensation	Women receive lower compensation than male peers and/or are promoted at lower rates.	Are your processes for determining compensation and making promotion decisions influenced by gender biases?	• Make parameters for salary offers and increases clear and transparent. • Review the outcomes of promotion and compensation processes by race, gender, and other identity characteristics.
Retention	Women are leaving your company at rates higher than men and/or your expectations.	Do women believe they can advance at your company, and are they rewarded for strong performance?	• Track attrition and retention by gender. • Combat flexibility stigma by focusing on measurable aspects of performance. • Don't turn a blind eye to high performers who harass.

FIGURE 6-1

Survey of women executives