



Opportunity in Bedrijf

## P R E S S R E L E A S E



### **Employee appraisal is mainly a question of looking New Opportunity publication gives managers and advisers practical guidelines**

OiB<sup>1</sup> will be presenting its latest publication on 2 December 2011. The new Dutch-language booklet - entitled ***Kwestie van Kijken: vrouwelijk en bicultureel talent beter in beeld*** [A Question of Looking: A Clearer Examination of Female and Bicultural Talent] - is a must for anyone involved in employee appraisals. The first copy has been presented to Yvonne Benschop, Professor of Organisational Behaviour and one of the instructors for OiB's *Diversity as Strategy* course.<sup>2</sup>

The publication briefly discusses a number of relevant research findings related to appraisal and in doing so offers recruiters, managers, and others involved in employee or applicant appraisals specific guidelines for improving their work. In the new publication, OiB bridges the gap between research and everyday practice in organisations. That is entirely in keeping with its course, which teaches participants to put basic theories concerning diversity and inclusive leadership to practical use.

*It's no coincidence that Western males constitute the majority of junior and senior executives. Anyone who reads this book will understand why, and will have access to an effective set of tools to help move organisations toward achieving the necessary gender and ethnic diversity at the top.*

People tend to evaluate the world around them subjectively. We all measure with multiple yardsticks, see only what we expect to see, and apply criteria flexibly, albeit unconsciously. As a result, women and bicultural employees tend to be underrepresented at the executive levels of organisations. The relevant mechanisms – for example negative stereotyping, the way ambition is interpreted, the influence of power, and differences in status – are subtle and seem to have only limited repercussions. Taken individually, they do not appear to matter much, but when viewed over the course of an entire career, their cumulative effect can be seriously detrimental to people who “happen” not to belong to the dominant group. It is therefore important that we all pay close attention to these mechanisms, especially those of us who influence other people's careers, such as line managers, CEOs, HR officers, and diversity managers.

*Kwestie van Kijken* is an easy-to-read publication that includes:

- a convenient and straightforward review of recent research on the unconscious and unobserved influence of image on appraisals;
- key points, true-to-life experiments, and practical cases in each chapter;
- guidelines for keeping subjectivity in check during formal and informal appraisal procedures;
- an explanation of unconscious patterns of behaviour in everyday working life;
- a new approach to behaviour that will help you detect undiscovered talent.

*Kwestie van Kijken: vrouwelijk en bicultureel talent beter in beeld* is by Monic Lansu and published by OiB. ISBN/EAN: 978-90-818367-0-8.

OiB members will receive the publication automatically. Non-members may order it at [oib@opportunity.nl](mailto:oib@opportunity.nl) or by calling +31 (0)20 426 5890 (price: EUR 25, excluding postage). For more information: contact Margo van Berkel at [mberkel@opportunity.nl](mailto:mberkel@opportunity.nl) or on +31 (0)20 426 5890

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<sup>1</sup> OiB (Opportunity in Bedrijf) is the Netherlands' leading diversity expertise and network organisation. OiB supports businesses in achieving greater management diversity for strategic and business reasons. See: [www.opportunity.nl](http://www.opportunity.nl)

<sup>2</sup> *Diversity as Strategy* is a unique course for HR and organisational consultants, diversity and line managers, and others who endorse and implement diversity as a strategic concept in their organisation. The course was developed by Opportunity Advies and Radboud University. For more information: [http://www.ru.nl/abk/leergangen/diversiteit\\_als/](http://www.ru.nl/abk/leergangen/diversiteit_als/)