

Similarity Bias in Talent Identification

Talent management refers to an organization's effort to attract, identify, develop, and retain talented employee. While it is evident that the supervisor's skills and perceptions can influence the identification of high potentials, little is known about how decisions in this process are made to ensure that the selected individuals meet the organization's talent definition. One reason for organizations to have difficulties identifying talents might be related to the confusion over the required competencies and their respective meaning. Consequently, there is room for systematic errors. In an ongoing [research project](#), we focus on the similarity bias - a phenomenon of viewing and evaluating people who are similar to oneself more positively. Understanding how talent is identified is crucial as decisions which are unobjective and intransparent can create employee dissatisfaction and lead to a reduction of perceived fairness.