

What matters? The effect of leader-follower similarity in talent identification

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The pressure on organizations to identify employees who have the potential to take on critical key roles in the future increases dramatically, since talent shortages have become one of the biggest human resource concerns for multinational corporations. However, empirical literature on talent identification is rare. Previous research has shown that organizational decisions are prone to similarity bias, but none of them focused on talent nomination, where the leader usually functions as gatekeeper. Therefore, this study examines the question: "What role does leader-follower similarity play in talent nomination? Specifically, we investigate core self-evaluation and gender. To examine the effect of leader-follower similarity in talent nomination, we collected data in the context of an annual talent identification process within a manufacturing Swiss company in China via an online survey.