

URL: <https://stvp.stanford.edu/clips/the-paradox-of-meritocracy>

It's not enough to aspire to be meritocratic, says social scientist and Kapor Capital partner Freada Kapor Klein. In fact, she points to research from MIT Sloan School of Management professor Emilio J. Castilla indicating that explicit merit-based pay initiatives can actually increase bias and disparities.



Transcript

- So we're trying to figure out what is a meritocracy We can have the aspiration to be a meritocracy, there's some very interesting rigorous research on that second headline there meritocracy doesn't exist and believing it does is bad for you.. There's some really interesting, it's mostly out of the field of social psychology about what happens when companies put in meritocratic processes, there's a professor at Sloan School at MIT who's written about the paradox of meritocracy and what happens when meritocracy is an explicit goal of a company, managers make less meritocratic decisions because they think somebody else is taking care of it, quite fascinating...