

Performance Appraisal Biases

- Halo/Horn Effect Bias
 - Occurs when one good (halo) or bad (horn) trait impacts any other traits of the employee
 - Example: If a manager favors outspoken behavior, employees showcasing more timid behavior may be viewed disapprovingly by the manager even if said employee does have good qualities.
- Recency Bias
 - Focusing on the most recent time rather than the total period; less cumulative
 - Example: An employee has shown in the past recognition-worthy performance. However, within, for example, the last month, said performance has been less than stellar. If the manager only looks at the recent performance, that manager has a recency bias.
- Primacy Bias
 - Valuing information learned prior to any information encountered later; valuing first impressions over the overall assessment of the individual
 - Example: An employee makes a great first impression to their manager. However, their performance at work is underwhelming and requires improvement. If the manager chooses to instead base their performance review on the first impression of the employee rather than said employee's performance, that manager has fallen into primacy bias.
- Central Tendency Bias
 - When a manager rates their employees in a way that maintains neutrality or trend moderate
 - Example: If a manager gives an employee with great work ethic a three on a five-rating scale and likewise gives an employee with a terrible work ethic a three, that manager is utilizing the central tendency bias.
- Leniency Bias
 - A manager excuses bad performance by giving decent reviews to employees without highlighting areas needing improvement
 - Example: An employee has consistently shown up late for work. Instead of giving that employee a bad review, the manager gives that employee a favorable view. Therefore, the employee does not perceive its late arrival to be a problem and does not attempt to arrive on time
- Similarity Bias
 - Giving favorable ratings to employees with similar backgrounds or interests