

## AVOID BIASED RATINGS

- **Contrast Effect** – The tendency of a rater to evaluate people in comparison with other individuals rather than against the standards for the job.
- **First Impression Error** – The tendency of a manager to make an initial positive or negative judgment of an employee and allow the first impression to color or distort later information.
- **Halo/Horns Effect** – inappropriate generalizations from one aspect of an individual's performance to all areas of that person's performance.
- **Central Tendency** – The inclination to rate people in the middle of the scale even when their performance clearly warrants a substantially higher or lower rating.
- **Negative and Positive Skew** – The rating of all individuals as higher or lower than their performance actually warrants.
- **Attribution Bias** – The tendency to attribute performance failings to factors under the control of the individual and performance successes to external causes.
- **Recency Effect** – The tendency of minor events that have happened recently to have more influence on the rating than major events of many months ago.
- **Stereotyping** – The tendency to generalize across groups and ignore individual differences.