Common Performance Evaluation Pitfalls

**Halo Effect** – Generalizing from one positive aspect of performance to all aspects of performance.

**Devil Effect** – Opposite of the Halo Effect.

**Comparison** – Evaluating employees relative to other employees.

**First Impression** – Tendency to make an initial favorable or unfavorable judgment about an employee and then using that judgment as basis for all future evaluations.

**Recency Effect** – Tendency to give extra weight to what the manager recently experienced with the employee and diminishing the experiences with the employee earlier in the rating period.

**Like Me Effect** – The more similar the employee’s background, beliefs, etc., are to the manager’s, the more tendency to rate employee favorably.

**Central Tendency** – The tendency to rate the employee in the middle no matter what the employee’s performance is like. This is particularly damaging to high achievers.