

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.

