Biases in evaluation

Talent Management

WE OPEN THE WAY

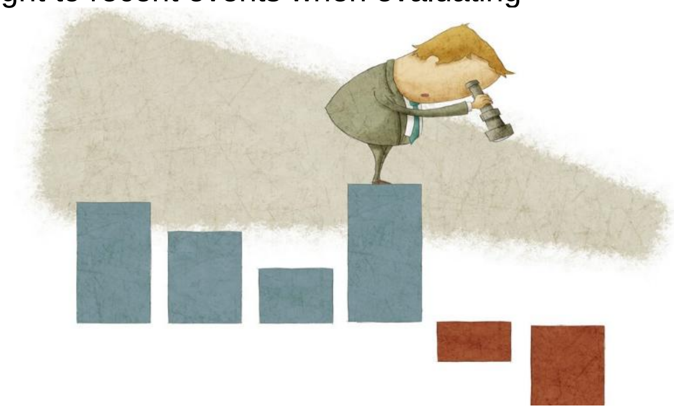
Biases in evaluation

RECENCY BIAS

This bias refers to the tendency to give more weight to recent events when evaluating someone's potential or performance.

Scenario

Jane had consistently good performance throughout the year. However, Jane faced some personal issues in the last quarter and her performance dropped. During the annual review, her manager focuses predominantly on her recent underperformance, overlooking her earlier achievements.



PROXIMITY BIAS RECENCY BIAS

Proximity bias is the tendency to assess individuals with whom we have frequent in-person contact more favorably.

Scenario

Emma works remotely from a different city, while her colleague, John, works in the same office as their manager. Despite Emma's high productivity and quality of work, she has been evaluated with a lower rating because the manager interacts more frequently with John and rates him more favourably as a result.

AFFINITY (or SIMILAR TO ME) BIAS

This tendency refers to the preference for individuals who share similar characteristics with ourselves. For example, a manager may rate an employee more favorably if they have similar training, professional experiences, or hobbies.

Scenario

A manager, who is an avid golfer, tends to favour employees who share the same interest. He rates Anna, who frequently plays golf with him, higher than Tom, who does not share the same hobby, despite Tom's equally good performance & potential.

PRIMACY BIAS

Primacy bias occurs when first impressions unduly influence subsequent assessments of a person's abilities and qualities.

Scenario

During a review meeting, Alice impresses the manager with her confident and polished presentation skills. Based on this initial impression, the manager disregards later minor negative feedback about her teamwork skills from her previous job and rates her rating higher.

HALO & HORNS EFFECT

Halo Effect: The tendency to allow one strong positive trait to overshadow negative aspects of an individual's evaluation.

Horns Effect: Conversely, the tendency to rate someone poorly overall due to one area of weakness.

Scenario

Halo Effect: *Sarah is known for her exceptional coding skills in her team. As a result, when it's time for talent evaluation, her manager overlooks her frequent tardiness and rates her highly across all performance and potential areas.*

Horns Effect: *Michael struggled with a specific project part due to lack of resources but excelled in other tasks. However, his manager focuses solely on this one weak area, rating her as a low potential & performance in the Talent Evaluation.*

STEREOTYPES

Stereotypes Involves making assumptions about people based on attributes such as gender, age, education, culture, and religion.

Scenario:

- ***Culture:*** *A manager believes that Ravi, who has never worked in France, will struggle to adapt to the French workplace culture and thus does not consider him for a role there.*

- ***Gender:*** *Lilly, a mother of three, is overlooked for a promotion involving frequent travel because her manager assumes she cannot manage the travel demands.*
- ***Age:*** *Mark, who is over 50 years old, is not assigned to a dynamic project with younger team members because the manager believes he won't be able to adapt to their fast-paced working style.*
- ***Single:*** *Emma, who is single, is perceived by her colleagues as a workaholic because she doesn't have family commitments, regardless of her actual work-life balance choices.*
- ***Education:*** *Kevin, a graduate from a prestigious university, is automatically assumed to be a high potential employee without thorough evaluation of his actual work performance.*