

## HOW TO AVOID EVALUATION PITFALLS

Pitfall	Definition	Avoid it by...
<b>The Hunch</b>	Making an evaluation based only on a “gut feeling” or hunch, without having all of the facts.	Collecting all of the data on what the employee has accomplished and making sure the ratings have solid evidence to back them up.
<b>Recency Effect</b>	Making an evaluation based on work recently completed by the employee that is not an accurate representation of their work from the entire rating period.	Writing down at least one thing the employee accomplished during each month of the rating period. If you have trouble remembering, ask the employee to list some of his/her accomplishments.
<b>The Halo Effect</b>	The tendency to permit a single positive characteristic overshadow others. For example, many people think that famous athletes are good at “everything” since they are so admired for their sports talent.	Having solid evidence to back up all your ratings. If you do not have behavioral evidence for a highly rated area, chances are your opinion came from the perception of one positive characteristic.
<b>The Horns Effect</b>	The opposite of the Halo Effect. One negative characteristic over shadows all others.	Having solid evidence to back up all your ratings. If you do not have behavioral evidence for a poorly rated area, chances are your opinion came from the perception of one negative characteristic.
<b>Leniency Tendency</b>	A tendency toward evaluating all persons as Role Model or Highly Effective Performer. A tendency to give inflated ratings rather than true assessments of performance.	Ensuring the ratings are fair and accurate, and are an objective assessment of employee performance.
<b>Strictness Tendency</b>	The opposite of the leniency tendency i.e. a bias toward rating all employees at the low end of the scale and tendency to be over demanding or critical.	Ensuring the ratings are fair and accurate, and are an objective assessment of employee performance.
<b>Projection</b>	The tendency to base impressions or evaluations on current mood or feelings rather than on the facts.	Noticing if you are particularly tired or upset, and if you are, taking a rest from the evaluation and picking it up the next day.