Recognizing Bias

Purpose: To be used as an individual or a hiring team activity.

There are many types of bias that affect how the brain processes information. Below are examples of biases – consider when you have seen them occur within hiring efforts or other critical human capital functions. What steps could be taken to reduce such bias?

BIAS EXAMPLE	DESCRIPTION
Halo Effect	When a positive impression of a single characteristic interferes with objectively assessing other areas.
Horn Effect	When a negative impression of a single characteristic interferes with assessing other areas.
Primacy Effect	Giving too much weight to past events and discounting more recent information.
Recency Effect	Giving too much weight to short-term events and discounting past information.
Central Tendency	Failing to differentiate by routinely giving an average rating.
Extreme Responding	Failing to differentiate by consistently giving very high or very low ratings.
Personal Bias	Allowing values, beliefs, assumptions, or prejudices to affect ratings. (NOTE: If an employee believes that they are being discriminated against, they may have legal recourse.)
Similar-to-Me Effect	Giving preference to individuals perceived as having a similar background, interests, or personality.
Contrast	Basing an assessment of performance on how well an individual performs relative to another employee. (NOTE: It is acceptable to rank employees and compare them against each other as long as their performance is initially judged against objective standards applicable to their job.)
Biased Sampling	Data collection processes that systematically favor some results or responses over others.