

Appendix N

Are You Fully Aware of How You are Judging the Job Candidate?



Halo/Horn Effect:

- Halo/Horn error is the tendency to rate a person high on all performance factors (halo) or low (horn) on all of them because of a global impression one has.

Some Common Causes:

Compatibility

- This is the tendency to rate people whom we find pleasing of manner and personality higher than they deserve on all factors, not just interpersonal skills. Those who agree with us, nod their heads when we talk, etc., get better ratings than their performance justifies.

The One-Asset Person

- The glib talker, the person with the nice looks, the person with advanced degrees, or the graduate of our alma mater usually has the advantage of an upward bias when he or she is evaluated.

The High-Potential Effect

- We often judge the person's credentials rather than what the person has actually done for the organization.

Unconscious Bias – What is it?

First let us start by saying that most people that have bias do not do it on purpose, it is unconscious – It is a blind spot that requires a shift on how we think about other people that we perceive different. It is a belief or attitude in our brains.

Bias is the very fundamental way we look at and encounter the world to make sense of the world around us. It is driven by the hard wiring pattern of making decisions about others based on what feels safe, familiar, likeable, valuable and competent to us without us realizing it.

Unconscious bias refers to a bias that we are unaware of and can influence us automatically.

[Santa Claus](#)

[Unconscious Bias video](#)

Making the Unconscious Conscious Video

Discussion

“As humans, we need to make decisions so there are moments when we fill in the blanks – we fill in things that we don’t know or understand based on past experiences”.

“We pattern map people – limits our ability to see how they will ‘map the jump’ or succeed because they don’t look like me.”

“It is hard to see the greatness in others when we’re so powerfully guided by the things we expect to be true in the world.”

“Subtle assumptions we make about people can have a lasting affects on who we are hiring, promoting, who were are putting in leadership. We have the responsibility to understand the assumptions and errors which we make.”

“When I look at one of these evaluations situations, I ask, how can I eliminate the sources of potential bias and leave just the data so that we can make better decisions.” (how can we do this?)

“If not conscious of the bias you have, then you may not be contributing at the level you could so results or end product may be not as good.”

