



TODAY'S DIVERSE WORKPLACE

Diversity = _____

Inclusion = _____

Belonging = _____

Types of Diversity in the Workplace

Where I Will Look for Top Candidates for My Company

- 1.
- 2.
- 3.
- 4.
- 5.

Challenges in Managing a Diverse Workforce

Traditionalists/Greatest Generation
(Before 1945)

Baby Boomers
(1946–1964)

Millennials
(1982–1996)

Gen X
(1965–1981)

Gen Z
(After 1997)



COMMON BIASES AND EVALUATION ERRORS

Primacy Bias/First Impressions

Forming an overall evaluation based on first impressions. Sometimes, this can become a self-fulfilling prophecy if our first impressions cause us to unconsciously provide or withhold opportunities.

Recency Bias

Focusing on more recent interactions. There is a heightened risk for this with longer-term evaluations such as annual performance reviews. In that context it would occur where the manager would give more weight to the month or quarter leading up to the evaluation and may overlook positive or negative behaviors from earlier in the evaluation period.

Opportunity Bias

This occurs when a rater credits (or faults) the employee or applicant for the factors beyond the applicant or employee's control. For example, an employee might not have had the opportunity to supervise others; but that does not necessarily mean that the employee lacks leadership experience or skills.

Similar-To-Me Bias

Giving an employee or applicant higher evaluations based on similarities to the evaluator. This can sometimes be difficult to recognize because it is natural to compare interview answers or job performance to our own beliefs about how we would answer or perform under like circumstances.

Halo Effect

Employee or applicant has one or more exceptional strengths that the evaluator carries over into other rating factors. For example, an employee or applicant may have exceptional leadership skills; but that may not mean that he or she would necessarily be strong at preparing budgets.

Horns Effect

Opposite of the halo effect. The employee or applicant has a hindering weakness that then causes the evaluator to rate the employee or applicant poorly across other areas.

Contrast Bias/Tendency to Rank

Comparing the performance of one applicant or employee to another applicant or employee instead of rating based on an established company standard.

Central Tendency

Tending to give scores in the middle range and to avoid using the higher and lower end of the scale.

Tendency Toward Extremes (Leniency and Severity)

Leniency: Rating higher than warranted. Sometimes based on a desire to be supportive, kind, or well-liked.

Severity: Rating lower than warranted. Sometimes based on a desire to motivate average applicants or employees to improve.

Job v. Individual Bias

Conflating the importance of the tasks being completed with the performance of the individual completing them.

Length of Service

Considering the length of service rather than the quality of performance