

Performance Management

Business & Management

What appraisal is for, and the biases that distort it.

The process, and its well-documented failure modes.

The cycle

Objectives agreed at the start

Ongoing feedback throughout

Formal review

Development plan

Link to reward — or deliberately not

Rating biases

Halo — one good trait colours everything

Recency — the last month dominates

Central tendency — everyone rated average

Leniency or severity by rater

Similar-to-me bias

Improvements

Multiple raters (360°)

Behavioural anchors, not adjectives

Frequent, short check-ins

Separate development from pay conversations

Separating the pay conversation from the development conversation improves both. Combined, people only hear the pay part.