



Real Facts (and Implications) About Evaluations

Fact:

Research (Sundvik and Lindeman) indicates that men receive less accurate performance evaluations than women and that women tend to receive lower ratings than their male counterparts when they (women) make up less than 20% of a work group (Sackett, DuBois, and Noe).

Implication:

Generally, performance of men is less scrutinized than their female counterparts. When in smaller numbers, there is an unconscious comparison to a male-oriented performance standard.

Fact:

Under stress, raters rely more heavily on first impressions and make fewer distinctions between different aspects of performance like decision-making, communication, and timeliness (Srinivas and Motowidlo).

Implication:

It is difficult to overcome the negative aspects of a bad beginning to a professional relationship.

Fact:

Peer ratings, when conducted, are affected much more than supervisor ratings when evaluating obnoxiousness (Borman et al.).

Implication:

Differing constituents (peers, supervisors, direct reports) can have very different perspectives on the performance of the same person.