### 1. Anchoring Bias
Over-relying on the first piece of information obtained and using it as the baseline for comparison.

*For example*, if the first applicant has an unusually high test score, it might set the bar so high that applicants with more normal scores seem less qualified than they otherwise would.

**PsychCentral:** The Anchoring Effect and How It Impacts Your Everyday Life

### 2. Availability Bias
Making decisions based on immediate information or examples that come to mind.

*If search committee* members hear about a candidate from Georgia who accepted a job and then quit because of the cold weather, they might be more likely to assume that all candidates from the southern U.S. would dislike living in Minnesota.

**VerywellMind:** Availability Heuristic and Making Decisions

### 3. Bandwagon Effect
A person is more likely to go along with a belief if there are many others who hold that belief. Other names for this are “herd mentality” or “group think.”

*In a search*, it may be difficult for minority opinions to be heard if the majority of the group holds a strong contrary view.

**Ethics Unwrapped:** What is a Bandwagon Effect?

**Psychology Today:** The Bandwagon Effect

### 4. Choice-supportive Bias
Once a decision is made, people tend to over-focus on its benefits and minimize its flaws.

A search committee* members may emphasize rationale that supports decisions they have made in the past. “We hired someone from a prestigious university last time and it worked out really well.”

**Plexxi:** On Choice-Supportive Bias and the Need For Paranoid Optimism

### 5. Confirmation Bias
Paying more attention to information that reinforces previously held beliefs and ignoring evidence to the contrary.

**A search committee** member who believes that women are more intelligent might selectively focus on aspects of resumes that highlight the intelligence of female applicants.

**Psychology Today:** What is Confirmation Bias?

**VerywellMind:** Confirmation Bias

### 6. Fundamental Attribution Error
Overemphasizing personal factors and under-estimating situational factors when explaining other people’s behavior.

*For example*, if an applicant is late to an interview the committee might conclude he is irresponsible or lazy, rather than remember that a major campus access road was closed unexpectedly.

**Ethics Unwrapped:** Fundamental Attribution Error

### 7. Halo Effect
Judging others similarly on all traits, assuming that because someone is good or bad at one thing they will be equally good or bad at another.

*During a search*, if a candidate has strong educational credentials the committee might conclude that she is also a strong leader.

**The Economist:** The Halo Effect

**Robert Half:** Hiring and the Halo-Effect Trap

### 8. Ingroup Preference Bias
People tend to divide themselves into groups, and then attribute positive attributes to their own group.

**Search committee members** who perceive commonalities with applicants are more likely to view them favorably.

**Explore Psychology:** What is the Ingroup Bias?

**Understanding Prejudice:** Ingroup Favoritism

### 9. The “Jerk” Factor
It’s not a cognitive bias, but research has shown an academic tendency to over-value individuals who display “brilliant but cruel” behavior and to attribute less intelligence to people with “nice” behavior.

**WorkMatters:** Brilliant but Cruel

### 10. Ostrich Effect
Avoiding bad news about a decision by ignoring data that might be negative.

*For example*, a committee may choose not to pay attention to data about how their choice affects diversity goals or minority employment rates.

**99u:** The Ostrich Problem and the Danger of Not Tracking Your Progress

**Effectiviology:** The Ostrich Effect- On the Danger of Burying Your Head in the Sand

### 11. Recency Effect
Recent events are easier to remember, and can be weighed more heavily than past events or potential future events.

*In a search*, candidates that were interviewed early in the process may be evaluated less favorably. A similar bias is the proximity effect, in which candidates interviewed in person are viewed more favorably than those interviewed via distance technology.

**SKYbrary:** Recency Bias

### 12. Zero-risk Bias
Preferring the choice that provides certainty of a smaller benefit as opposed to an alternative with more risk and greater potential benefit.

**Search committees** may seek to avoid risk by hiring a “safer” candidate with a greater perceived likelihood of success rather than taking a reasonable amount of risk.

**Decision Lab:** Zero Risk Bias

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