



Unbiasing Checklists for Managers | Performance Decisions and Conversations

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At key decision points, like when to promote someone, it's critical to recognize and address how potential biases can influence the decision making process. For more information about cognitive biases, check out [go/ubcheatsheet](#). In the meantime, here are a few steps you can take to begin #unbiasing.

Unbiasing Checklist for Promo Decisions	
PROMO NOMINATIONS	Biases Targeted
Define what success looks like at a particular level and don't allow extraneous data points (e.g., time in role) affect the decision	Stereotype Bias
Consider the whole bench of talent and narrow it down from there	Availability Bias
Consider concrete/behavioral examples throughout current level/role to narrow the pool	Recency, Horns & Halos, Availability Bias
BEFORE PROMO	
Write down your own evaluation of employees before promotion committee	Anchoring Bias
Restate success criteria (e.g., what's expected of an "L5" for that particular role)	Stereotype-based Biases
DURING PROMO	
Consider concrete/behavioral examples for current level/role	Recency, Horns & Halos, Availability Bias
Consider situational factors (in the workplace) that affected performance (e.g., lacked resources)	Fundamental Attribution Error
Consider if promo decision would change if Googler was in a different social group	Stereotype Biases
Play devil's advocate when there are no significantly different perspectives raised	Anchoring & Agreement Bias
Play devil's advocate for Googlers you are invested in	Leniency Error, Self-serving, & Similar-to-me Bias
Consider the benefits of complementary and supplementary skill sets (e.g., the benefits of being different)	Self-serving Bias

Unbiasing Checklists for Manager Review Preparation	
ACTION	Bias Targeted
Communicate the performance expectations for Googler in that role & level.	Stereotype-based Biases

Make sure cited feedback and examples come from the entire assessment period	Recency Bias
Discuss important work that may not have been visible	Availability Bias
Differentiate between situational factors (in the workplace) and personal factors that affected performance	Fundamental Attribution Error
	Leniency Error
Use multiple concrete, behavioral examples from reviewers to support BOTH strengths and development areas	Self-serving Bias
	Similar-to-me Bias
	Horns & Halos
Imagine your direct report in a different social group and ask yourself whether your feedback would be the same.	Stereotype-based Biases

Unbiasing Calibration Checklist	
BEFORE CALIBRATION	Bias Targeted
Write down your own ratings of all employees b/f calibration	Anchoring Bias
Agree on success criteria (e.g., decide what an "exceeds expectations" is)	Stereotype-based Biases
DURING CALIBRATION	Bias Targeted
Consider concrete/behavioral examples throughout the rating period	Recency Bias
	Horns & Halos
	Availability Bias
Consider situational factors (in the workplace) that affected performance (e.g., lacked resources)	Fundamental Attribution Error
Consider if rating would change if Googler was in different social group	Stereotype-based Biases
Play devil's advocate when there are no significantly different perspectives raised	Anchoring Bias
	Agreement Bias
Play devil's advocate for Googlers you are invested in	Leniency Error
	Self-serving Bias
	Similar-to-me Bias

