

Despite Good Intentions

A number of authors (Dolan & Schuler, 1995; Turgeon, 1997) write that some of these mishaps stem from the supervisor's attitude, e.g. insufficient emotional distance or lack of recorded facts. Knowing this should help supervisors steer clear of such pitfalls.

Still, bear in mind that to err is human! Since evaluation has a subjective component, the literature reports some of the most common pitfalls.