Accuracy in perception can be improved when the perceiver understands potential biases. Unfortunately, the errors that individual make in interpretation are so common that they have been assigned names. Some of the perception errors the following:

I. **Perceptual Defence:** Perceptual defence is the tendency of people to protect themselves against ideas, objects, or situations that are threatening. People see and hear what they want to see and hear and disregard the rest. People tend to perceive things that are supportive and satisfying and ignore disturbing things.

II. **Stereotyping :** It is the tendency to assign attributes to someone solely on the basis of the category in which the person has been placed. People generally expect someone identified as a doctor, a president of a company, or a professor to have certain positive attributes, even if they meet someone who does not. A person categorized as a dropout, an ex-convict, or an alcoholic, by default, is perceived negatively.

III. **Halo Effect:** Evaluation of another person solely on the basis of one attribute, either favorable or unfavorable, is called “halo effect.” In other words, a halo blinds the perceiver to other attributes that also should be evaluated to obtain a complete, accurate impression of the other person. Managers have to guard against the halo effect while rating employee performance. For example, an excellent attendance record may produce judgments of high productivity, quality work, and industriousness – whether they are accurate or not.

IV. **Projection:** Projection is the tendency for people to see their own traits in other people, that is, they project their own feelings, personality characteristics, attitudes, or motives onto others. This tendency may be especially strong for undesirable traits that the perceiver possesses but fail to recognize in themselves.

As the perceptual errors indicate, managers need to constantly guard themselves from these errors so that fair appraisal of performance is not affected.