Halo and Horn Effect

EAE Learning objectives for this lesson

Talk about making a good first impression. Practice verbs with dependent prepositions. Discussion and listening comprehension practice.

Activity One - Discussion

Ask and answer the following questions with a partner or your teacher

1. Have you ever had a bad first impression of someone at work? What caused it?
2. Has your bad first impression of someone ever changed over time?
3. What do you do to try and make a good first impression?
4. What do you think can cause a bad first impression?
5. Have you ever heard of the Halo and Horn Effect?

Activity Two - Reading Comprehension

Read the article below and answer the questions below. Then, with a partner, identify all the verbs with dependent prepositions.
https://www.mollearn.com/news/is-the-halo-and-horn-effect-influencing-your-decisions-at-work

"Is the Halo and Horn Effect Influencing Your Decisions at Work?

If you work in human resources (HR), or in fact any management role where you oversee a team, then the Halo and Horn effect is something you've probably encountered on a regular basis. It's an effect you not only need to be aware of, but one that you need to actively respond to. Not recognising that this effect is taking place can lead to poor decisions based on personal biases rather than what is best for the business.

What is the Halo and Horn Effect?

"It is a cognitive bias that causes you to allow one trait, either good (halo) or bad (horn), to overshadow other traits, behaviors, actions, or beliefs." (Kennon, 2011)

Put simply, the Halo and Horn Effect is when our first impression of somebody leads us to have a biased positive or negative opinion of their work or company.

Halo effect

A positive first impression of somebody leads us to overlook their negative characteristics or treat them more favourably than others.

Horn effect

If our first impression of somebody is negative, then we are more likely to concentrate on only the negative aspects of their character and not treat them as well as we should.

When can the Horn and Halo Effect happen and why is it dangerous for HR and Project Managers?

The Halo and Horn effect can arise during many different circumstances in the workplace, these include:

- Recruitment
- Assigning tasks
- Acceptance of lateness and bad attitudes
- Underperformance and overworking.

As humans, we are predisposed to make a judgement of a situation, of others; to be influenced, however minutely, by our first impressions. Since humans first walked the earth a quick judgement was part of our survival instinct. In today's society however, this judgement can often work against us in the workplace and affect our ongoing working relationship with somebody and the work they produce.

The Halo and Horn effect can develop feelings of unfairness, resentment and favouritism within the workplace. It is often recognised by team members, especially if they are receiving more of the Horn side of the effect.

How can it be avoided?

It can be difficult to avoid the effect. Even though it may be a natural instinct for us to judge people before we know them, understanding what can be done to avoid it can prevent us from making biased, and perhaps catastrophic, mistakes.

- Be aware of your own biases

By simply reading this article you have taken a step towards raising your awareness of the effect, and what you can do to counteract it.

- Structure your process based on performance, not perception

It can be effective to keep an eye on the work being done by various colleagues privately to help your opinions keep independent.

- Give everyone an opportunity to shine

Everybody should have the chance to flourish at work, no matter what your personal opinion of them is. Try offering up tasks which individuals can volunteer to take on.

- Value every idea

No matter who the idea has come from, and your thoughts of them, it should stand on its own merit. The Halo and Horn Effect psychology can be combated. It's all about being aware of your own judgements and not letting them overtake your decisions."

<u>Comprehension Questions:</u>

1. What is the Halo and Horn Effect? Use your own words.
2. Why do we have first impressions?
3. What is the problem with judging someone based on a first impression?
4. How can these judgements affect the workplace?
5. Do you think it's fair to hold onto our first impressions of people as the best judgement of them? Or do you agree with the text that we should avoid this practice?
6. Explain in your own words a couple of the best ways to avoid judging people based on the first impression they make.
7. What dependent prepositions can you find in the text?

Activity Three - Dependent prepositions

The goal for anyone learning English is to speak correctly as well as naturally. If you find yourself translating what you'd like to say from your own language word for word into English, it's highly likely that you might be saying common phrases incorrectly.

Why are dependent prepositions important?

Prepositions can often be too difficult to guess. It's important to remember how they are used. In English, some verbs must be paired with particular prepositions (even though there may not be a logical reason!), and these are called dependent prepositions.

Dependent prepositions pair with verbs, adjectives, or nouns. They don't form a new phrase. They usually cannot be translated from other languages or are used differently in them. Another thing to keep in mind- while dependent prepositions may look like phrasal verbs, they are not. This is because they do not change the meaning of the base verb nor are they idiomatic like phrasal verbs.

Let's test your knowledge. Do you say:



We are arriving in Amsterdam or *We are arriving to Amsterdam*

When are you meeting him? or *When are you meeting with him?*

She asked a coffee or *She asked for a coffee*

It's a little confusing, right? Be careful not to make your choice based on how you would say it in your language.

Activity Four - Practice

Here is a table of some of the most common mistakes with dependent prepositions. Take a look with a partner or your teacher then create your own examples in the right column.

accuse of	*He is **accusing** them **of** fraud.*	
arrive in + cities, countries **arrive at** + all other places	*What time does the plane **arrive in** Paris?* *He **arrived at** the train station at 1pm.*	
ask for + something	*He **asked for** a meeting to be arranged during lunch.*	
belong to someone	*This bag **belongs to** Caroline, right?*	
depend on	*The success of the project **depends on** the team's organizational skills.*	

discuss + something (no preposition)	*Let's **discuss** your thoughts on this change.*	
laugh at	*What is everyone **laughing at**?*	
listen to	*They never **listen to** what anybody says.*	
live in / **study in** / **work in** + city or country	*Does your business partner **live in** Brittany?* *I am going to **work in** London for the next year.* *Lindsey is **studying** economics **in** Canada.*	
look forward to + verb-ING	*I am **looking forward to** working with you.*	
spend on	*What does she **spend** all her money **on**?*	
wait for	*Are you **waiting for** the bus?*	

Activity Five - Listening comprehension

Read the comprehension questions below then watch the video. After, answer the questions and discuss your thoughts with a partner or your teacher.

7 Psychological Tricks To Make a Good First Impression - Psych2Go
https://www.youtube.com/watch?v=3W5JNZBFA1M

Comprehension Questions:

- What are the 7 points the video tells you to remember?
- Who should you be nice to when you're on a date?
- How do you seem if you have a positive outlook?
- Why is humility important?
- Why should you avoid meeting people on 'bad days'?
- How should you ask to reschedule?
- What is even more important than what you say?

Discussion Questions:

- What did you think of the advice in the video?
- What do you do to leave a good impression?
- Have you noticed anything other people do that leaves a good or bad impression on you?

Activity Six - Fill in the blanks

With a partner or your teacher, read the sentences and select the correct dependent preposition of the options in parentheses. In the second half, write in the correct dependent preposition.

1. They were prevented _____ (from / to) seeing her.
2. He is really good _____ (for / with) kids.
3. I'm enthusiastic _____ (about / for) this project.
4. I don't subscribe _____ (of / to) that point of view.
5. I look forward _____ (about / to) meeting you next week.
6. She has a passion _____ (for / about) baking.
7. This design reflects my love _____ (of / with) all things Japanese.
8. Some people are obsessed _____ (of / with) sports.

- - - - - - - - - - - -

9. The story focuses _____ two couples.
10. Have you forgiven me _____ what I said?
11. I'm not blaming you _____ anything.
12. Thank you _____ letting us use your apartment.
13. I prefer city life _____ country life.
14. They have a reputation _____ being fair and impartial.
15. I don't object _____ you smoking here, but they might.
16. As a teenager, he rebelled _____ his parents.

Activity Seven - Role Plays

With a partner or your teacher, act out the following scenarios.

A. You are joining a new workplace and meeting your new colleagues at a coworking space. You try your best to make a good first impression. Unfortunately, you are in the wrong conference room and the people you are speaking to have no idea who you are!

B. You are the manager of a new team and you're running late to the first project meeting. When you arrive, you don't make a very good first impression.

C. You're meeting your girlfriend or boyfriend's parents for the first time. You make a terrible first impression then must try to fix it!

