



Chapter 2 Summary of Key Points – Test Your Recall!

Fill in the blanks below to reinforce learning of the information presented in chapter 2.

We all have (a) _____ that inform our efforts to _____ the world and people around us. The reality is, we go through life (b) _____ based on our _____, preferences, and _____ of conditioning. Once we form categories or frameworks in terms of how we think about things, they are very hard to change. Our brains, through mechanisms such as (c) _____, enable us to perpetuate and spread ideas that are simply not accurate or make decisions that _____ one group over another. The word implicit is about us being (d) _____ or taking something _____ as absolute. The word bias is being (e) _____ or having a _____. Implicit bias increases (f) _____, which is reoccurring extreme self-doubt and feelings of not being good enough. One of the ongoing challenges to the (g) _____ and effectiveness of determining leadership potential is _____. When using the term (h) _____, the intent is to acknowledge all the ways in which are _____ and _____. Inclusion means that we (i) _____ and knowingly recognize and engage in the _____ among us in a significant and _____ way. Equity means that we have built a clear (j) _____ for people, everyone, to have access to _____. Based on identical resumes, men are called to interviews in (k) _____ proportions than women resulting in women being called to interviews _____ less often than men. Regardless of specific data indicating women have bachelor's degrees, master's degrees, and PhDs, women remain (l) _____ in _____ level roles. The phrase "think manager – think male" is associated with the (m) _____ that leadership and _____ behavior is _____. Matters are further complicated for women when determining leadership potential because they are (n) _____ with having to maintain _____ outside of work, where most of the _____ duties fall on their shoulders compared to their male counterparts. Blacks are less likely to be employed than whites. Overall, they have much worse (o) _____ and earn less _____ than white people even when comparing the same _____ and _____. Physical biases exist in many forms, both by attributing more (p) _____ feelings toward people who have various _____ and _____ feelings toward those who don't. Attractiveness also factors into this effort. More attractive people make more money than less attractive people because the former is viewed as being more (q) _____, regardless of any _____ supporting that supposition. We often do not see how others (r) _____ us, both on the upside of our strengths and positive attributes and the



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downside regarding our _____. Our blind spots influence our behaviors such that hitting the mark becomes a guessing game. As managers and leaders responsible for determining (s) _____ potential, it is essential that we recognize that we have _____. There is bias in how we evaluate performance. Women typically receive (t) _____ performance reviews yet _____ pay increases.



Answer Key for Chapter 2 Summary

- (a) biases, judge
- (b) sorting, experiences, effects
- (c) confirmation bias, benefit
- (d) implicit, subjective
- (e) non-neutral, preference
- (f) imposter phenomenon
- (g) credibility, bias
- (h) diversity, unique, different
- (i) actively, differences, intentional
- (j) opportunity, opportunity
- (k) higher, 30%
- (l) underrepresented, senior
- (m) belief, male, synonymous
- (n) challenged, responsibility, domestic
- (o) jobs, money, skills, experience
- (p) positive, characteristics, negative
- (q) intelligence, evidence
- (r) experience, deficiencies
- (s) leadership, bias
- (t) higher, lower