**Exercise on assumptions and biases**

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| **Instructions:** Assume that your subordinate has request you for some career advice. He wants to talk with you about his developmental opportunities and career growth. Following is a list of his various characteristics and behaviours. Think of the impression that he would make on you if he displayed each of these characteristics or behaviours listed. Indicate only what your actual response would be and not what you think would be the politically correct way to respond. |
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| **S. No** | **Characteristic or Behaviour** | **Extremely Negative** |  | **Neutral** |  | **Extremely Positive** |
|   |   |   |   |   |   |   |
| 1 | Is 5 Minutes early |  |  |  |  |  |
| 2 | Is 10 minutes late |  |  |  |  |  |
| 3 | Has an accent |  |  |  |  |  |
|   | Marathi |  |  |  |  |  |
|   | South Indian |  |  |  |  |  |
|   | Put up American accent |  |  |  |  |  |
| 4 | Attire / Grooming |  |  |  |  |  |
|   | Latest Style |  |  |  |  |  |
|   | Shoes Need polish |  |  |  |  |  |
|   | Casual |  |  |  |  |  |
|   | Dirty Fingernails |  |  |  |  |  |
|   | Hair gelled and styled |  |  |  |  |  |
| 5 | Is 20 kilos overweight |  |  |  |  |  |
| 6 | Looks you in the eye while talking |  |  |  |  |  |
| 7 | Looks down while talking |  |  |  |  |  |
| 8 | Is six feet tall |  |  |  |  |  |
| 9 | Is five feet two inches  |  |  |  |  |  |
| 10 | Smokes |  |  |  |  |  |
| 11 | Comments negatively about his team mates |  |  |  |  |  |
| 12 | Takes mobile calls during the conversation |  |  |  |  |  |
| 13 | Is very loud when talking |  |  |  |  |  |
| 14 | Rescheduled the meeting twice  |  |  |  |  |  |