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# Characteristics of Temperament and Ego Development As Revealed in Responses to Ethical Issues in Business

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**CHARACTERISTICS OF TEMPERAMENT AND EGO DEVELOPMENT AS  
REVEALED IN RESPONSES TO ETHICAL ISSUES IN BUSINESS**

by

Judy A. Gareis

FINAL PROJECT SUBMITTED IN PARTIAL FULFILLMENT  
OF THE REQUIREMENTS FOR THE DEGREE OF  
MASTER OF ARTS IN LIBERAL STUDIES

SKIDMORE COLLEGE

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Advisors: Sheldon Solomon, Larry Ries

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## **ABSTRACT**

Perceived similarities between Keirsey's Temperament Theory and Loevinger's Ego Development Stages sparked an interest in the exploration of how temperament and ego development characteristics might be manifested in employee perception of ethical business issues. The study involved analysis of case study responses from 25 participants from two organizations. Data was examined in responses from those in leadership positions and those not; by ego development level; and by temperament. Predictions about the appearance of temperament and ego development characteristics were largely confirmed and a model for prediction of employee responses to ethical business issues based on temperament was developed based on study results.

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## **CHARACTERISTICS OF TEMPERAMENT AND EGO DEVELOPMENT AS REVEALED IN RESPONSES TO ETHICAL ISSUES IN BUSINESS**

### **PREMISE**

Over the past three years I have studied psychological theories of human personality development. I saw associations between two of these theories which had potential for becoming a meaningful and useful tool in my work, as a human resource professional. This research project involves a study of employee perception regarding ethical issues through an analysis of data using two of the psychological theories of interest to me, David Keirsey's temperament and Jane Loevinger's ego development.

Eighteen years experience in the human resource profession has provided me considerable opportunity to observe employee perceptions: the perceptions of non-supervisory employees, and the perceptions of supervisory/managerial employees. In addition, I have observed personality types at work through the use of psychological type and temperament (Jung's typology and the Myers Briggs Type Indicator), with emphasis on temperament theory. An introduction to the Loevinger Ego Development Stages fueled an interest in how the two theories might inter-relate when applied to employee perception of ethical business issues. Formulation of tentative relationships between the descriptions of Loevinger's stages and temperament behavioral characteristics provided a base for the project's design.

An interesting study will result when the relationships, if any, between individual ego development and temperament are examined in employee perceptions of ethical business issues. One important outcome from this project would be development of a workable model for use in predicting employee perceptions/reactions related to ethical issues.

Since temperament theory identifies individual core needs, values, favorite skills, and behaviors, I assumed that a number of these characteristics would be reflected in an individual's response to ethical business issues. I assumed that the level of ego development, likewise, would be reflected in the depth of the responses to ethical issues. The underlying reason for this assumption is that ethical issues cause employees of all levels to face deeply held systems of belief and values. Common business issues that, on the surface appear to be routine, frequently have an impact on a human or other living thing. Upon closer examination, many common business management practices have ethical underpinnings. For example, sexual harassment left unchecked is about the respect for human dignity and the loss of freedom--two closely held ethical values for most Americans.

My interest in this project lies in finding ways to introduce the understanding and competent handling of ethical issues into a standard management model. Such a model, if constructed in a way that insures ease of use by managers, could become part of a required ethics curriculum in business schools. Today, ethics is not universally taught in schools of business.

### **ETHICS OVERVIEW**

The term "ethics" typically has various meanings associated with it: 1) the study of standards of conduct and moral judgment 2) the system or code of morals of a particular philosopher, religion, group, or profession, etc. 3) the social rules that govern and limit our conduct, especially rules concerning right and wrong and 4) individual character, what it means to be a "good person." (Cassel, classroom notes) The term "morality" is frequently used interchangeably with the term "ethics." Morality is more commonly defined in relation to,

dealing with, or capable of making the distinction between right and wrong in conduct; and, it is used to refer to the study of human conduct and values or right from wrong. In Shaw & Barry's Moral Issues in Business, the words "ethics" and "morality" are used in the behavioral sense to refer to what may be right or wrong, and interchangeably (3). Interchangeable use is intended for this project.

Certain universal ethical principles have passed the scrutiny of the philosophers of every age. They follow in an abbreviated form:

- ❖ **Human dignity** -- valuing the intrinsic worth of every human life.
- ❖ **Non-injury**--not inflicting harm; preventing harm; removing causes of harm.
- ❖ **Beneficence**--doing good.
- ❖ **Distributive justice**--distributing goods fairly & equally.
- ❖ **Fidelity**--keeping one's promises and contracts.
- ❖ **Gratitude**--owed to others because of benefits received from them.
- ❖ **Self-improvement**-- improving our virtue, intelligence, happiness.

(Appendix A)

There are basic principles which underlie the universal values, such as honesty (fidelity) and liberty/freedom (human dignity). Case Studies used in this project were based on the distributive justice, human dignity, and the non-injury values.

**Culture and Ethics:** Organizational and/or group culture influences ethical perceptions significantly. An example of cultural expectation is evidenced in a business ethics class assignment by Dr. Herbert Cassel of the University of Indianapolis. Dr. Cassel assigned a

case study to students each night of class. The assignment was to write down *the most important ethical value* in the case study assigned and to state *why this ethical value supersedes another value*. Students, found this task quite difficult at first. When the students brought the assigned work into class on the prescribed 3x5 card, Dr. Cassel sorted the cards into stacks. For the first 4-6 weeks of class there were many different "stacks" of responses and the reasoning behind each "stack" of responses was discussed in detail, with students defending their points of view. However, as the semester wore on, the number of "stacks" was reduced. In fact, by the end of the semester there were usually only one or two responses that did not fall in the "universal" pile. The reason, as Dr. Cassel, explained, was that as students become educated in the universal ethical principles they become better equipped and able to analyze cases. Selecting the most important ethical values and using those values to prioritize the significant principles involved in the case became second nature for students by the end of the semester. For example, in some cases, the principle of human dignity (the intrinsic value of a human life) must supersede the value of fidelity (telling the truth). To further elaborate on this example, Dr. Cassel used an example where a person had observed a victim running from an attacker. The attacker then approached the observer, knife in hand, and asked which way the person (victim) had gone. The observer must decide whether to be truthful and possibly cause the loss of a life, or to lie to save a life. While this may seem a bizarre example, it was the type of reasoning that was expected in Dr. Cassel's classroom.

**Ethics and Accountability:** Ethical practices above and beyond etiquette, law, and professional codes of conduct, which do not always address underlying values, interests and issues of common organizational life is needed. The question of who is responsible for ethical

decisions in business organizations has been greatly debated. Choice *and* rationality are requirements for making an ethical decision. As individual members of an organization we are moral agents, along with the organization. Shaw and Barry state the definition of "moral responsibility" (or agency) as follows: 1) holding people morally accountable for some past action 2) one's accountability for the care, welfare, or treatment of others based on the individual social role one plays and 3) one's capacity for making moral or rational decisions on one's own. (203) If a person or an organization is not capable of being morally responsible in the third sense they cannot be held morally responsible in either of the first two. Most employees of corporation and corporate bodies are very capable of making moral and rational decisions on their own. If we assume moral agency, then what remains to be done is to educate and establish an ethical corporate culture.

As evidenced by the classroom experience cited above, individuals can be taught moral and rational reasoning. A culture can be established which creates high expectations of its members. Moral responsibility and ethical decision making should be one of those expectations. The research conducted in this project will demonstrate, through the analysis of case study responses, how individuals and corporations can improve the quality of their decision-making by taking into consideration the diversity of reasoning, development, and needs within their organization.

**Avoiding the Issues:** The process of ethical decision-making has not been as carefully discussed and has not frequently been a subject of corporate training in a majority of organizations. CEOs who lead these organizations have also had little formal ethics education as discussed in Bassiry, "Ethics, Education, and Corporate Leadership," Journal of Business.

Ethics 799-805. "The inescapable conclusion is that over 80% of America's top CEOs are the product of a very narrow and parochial educational experience centered on business and other technical fields" (800). A review of educational institutions which spent time in building character or social conscience revealed that "30% of the 119 undergraduate programs and 63% of the 80 graduate programs did not offer a 'Business and Society' type course . . . . a mere 6% of the surveyed schools listed Business and Society as a core course." (802) It is no wonder that utilization of a framework for ethical decision making does not exist in most American businesses today.

The function of ethical theories is to assist in the process of deciding what is the right or wrong thing to do. Dr. Cassell referred to a definition of "doubt" as follows: "an uneasy state of mind from which we seek to free ourselves" (Classroom notes). Many leaders of corporations, at all levels, seek to free themselves from the uncomfortable burden of ethical dilemmas in the course of every-day corporate activities. Rationalization about organizational pressures such as career opportunities, emphasis on costs, competitive issues, and loyalty to the corporation frequently get in the way of making a prioritized moral decision using ethical theory.

This research project looks at how individuals of each temperament and moral development level look at ethical issues and describes what is most important for each developmental level and temperament. This type of information can be effectively utilized to incorporate in a decision making methodology which considers how the employee population may react and what employees may value most.

An ethical issue occurs when one or more values come into conflict and a decision must be made as to which value is more important. (Cassell, classroom notes) Organizations can

engage in prioritized ethical decision making instead of rushing to remove the "doubt" in business decisions. The model which will be a product of this research can be used as a tool to facilitate sound ethical decision making.

According to Kant, it is not enough to know the right thing to do; you must possess the will to carry it out (Cassell, classroom notes). This concept holds true for organizations especially. Many employees may feel they know the right thing to do but hesitate or fail to carry it out for reasons of personal or organizational concern. Organizational culture influences an individual's willingness and ability to address ethical issues. While strong-willed people may courageously confront as necessary, the average person is heavily influenced by the culture of the organization.

**Issues of Human Dignity and Autonomy:** The autonomous self concept (a right much like human dignity) can be a focal point of ethical issues in the workplace (Shaw & Barry, 342-343). This term refers to an individual concept of self as a body which has control over its own thoughts and actions as well as control over its access to other people. The autonomous self concept is certainly the issue in sexual harassment. An employee's ability to function in an organization without unwanted attention, touching, communication, etc. becomes paramount, as it was in a number of the case studies in this project.

**Ethical Decision Making in Organizations:** As discussed earlier there is no reason to believe that most educational institutions provide training for the process of ethical decision making nor education about what societal and human needs require such a process to be used by business. Shaw and Barry suggest that corporations can institutionalize an ethical atmosphere and ethical behavior by taking the following actions:

- 1) Acknowledge the importance and necessity of conducting business in an ethical manner as evidenced by senior management behavior and leadership.
- 2) Reward and encourage the efforts of organizational members who take moral responsibilities seriously.
- 3) Actively solicit views from stockholders, managers, employees, customers and society as a whole. Corporations should stop taking defensive positions in public discussion.
- 4) Recognize the interrelationship between business and society--what affects one group will affect another. (216)

The focus of this project will be on developing a model which potentially helps move toward Steps 1, 2, and 4 of Shaw and Barry's recommendations.

In an article entitled "A Mathematical Approach to Understanding the Diversity of Ethical Decision Making," Anita Callahan discussed the use of set theory in the engineering profession for ethical decision making. She notes that in engineering the term "ethics" "does not refer to only one set of behaviors and beliefs, but to a myriad of sets [values held] that are appropriate for different individuals, organizations and societies." (8) Using set theory, Callahan tells how engineers may work to get their professional code of conduct to at least *intersect* the personal code of one or more individuals involved in making an ethical decision. "The greater the intersection, the less conflict in decision making the individual will experience. Conversely, the lesser the degree of intersection, the greater the conflict in ethically ambiguous decision making until the two sets are disjoint." (11) Further Callahan notes that ". . . when the conflict involves individuals of varying positions within the organization and compromise is not an



alternative, the dominant player's value system many times determines the course of action." (11)

The "dominant player" should be the organization with a strong value system and not individual leader values.

Callahan's idea of using value sets to analyze the decision making process is an excellent example of how an organization might move toward taking a leadership position to insure ethical decision making. For example, if the organization has clearly communicated a set of organizational values which are enforced from the top down, the chances of individual value sets becoming disjointed is greatly diminished. Further, if the organization holds the universal ethical values (outlined earlier in this paper) as their own, a large majority of ethical issues would then have a sound framework for analysis. Within the framework of the universal values would be room for individual values in organizations, since there may be more than one ethically correct answer or approach. In that case, individuals involved in the decision making process may work together to reach agreement within the corporation's value system, with each contributing insights from their own unique value system.

This project will provide a model to be used in tandem with a value-centered approach to organizational leadership. The model which results from this research potentially predicts employee expectations from decision making in organizations. Evaluating expectations as a part of the decision making process up front helps insure that employee morale and productivity remain as high as possible when difficult decisions must be made.

### **EMPLOYEE PERCEPTION**

The case study responses utilized in this project provided a method for assessing employee perception on ethical business issues. It was in the analysis of such perceptions that

the characteristics of ego development and temperament were found. Perception is defined by Luthans in Organizational Behavior as being ". . . a unique *interpretation* of the situation. . ." and ". . . a very complex cognitive process that yields a unique picture of the world, a picture that may be quite different from reality" (85-86). Further Luthans states that "The perceptual process can be defined as a complicated interaction of selection, organization, and interpretation"(87). Data gathered by the five senses and through intuitive insight has to do with the first part of the process--cognitive selection. The raw data selected is then processed cognitively through organization of the information and then interpreted in its newly organized form. This project is attempting to discern if temperament and maturity level factors influence all three phases of this cognitive process--what types of raw data is selected for interpretation (what is paid attention to) and how data is organized (what is the focus of the organization) and how the newly organized information is interpreted (for further processing).

Human resource staff in an employee relations area deals with the issue of perception on a daily basis. The old phrase "perception is reality" applies to the concerns brought to the human resource staff on a daily basis. Using the information they have gathered and processed in their own cognitive patterns, employees develop respect, disappointment, awe or disillusion with their organizations, their bosses, their customers, and their co-workers. It is this web of perceptions that I wish to understand in more detail.

### **LOEVINGER'S EGO DEVELOPMENT THEORY:**

My research found that ego development theory (more commonly referenced as cognitive moral development theory, as a result of Kohlberg's extensive work on the subject) has been used to discuss the topic of business ethics. In "Assessing the Application of Cognitive Moral

Development Theory to Business Ethics," Fraedrich et al. emphasize the importance of cognitive moral development as a useful tool for understanding the ethical reasoning process in business:

"Many scholars . . . have proposed that the concept of cognitive moral development [CMD] from the discipline of psychology may be useful in understanding the ethical reasoning process in business. Because CMD has been included in widely accepted positive models of ethical decision making and it has been used in empirical research, other researchers may be encouraged to use the construct for understanding the reasoning process that individuals use to make ethical judgments in a business context." (829)

And further in Fraedrich et al: ". . . the cognitive moral development approach can be utilized by managers and executives to train employees in resolving ethical dilemmas. . . . There is general agreement that cognitive moral development is one variable that can assist in predicting ethical decision making in business." (834 and 835) Fraedrich et al also encourage the use of cognitive moral development theory in conjunction with other business ethic measures and theories. This project looks at ego development theory and temperament for the first time together as methods to assist in predicting factors which impact ethical decision making in organizations.

Jane Loevinger authored books called Measuring Ego Development 1 and 2 in 1970. Another book on the subject by Loevinger called Ego Development was published in 1976. Her work is similar to the more highly recognized and utilized Kohlberg's Moral Development Theory but it incorporates a much broader approach. Kohlberg's model looks specifically at only moral development. Loevinger's ego development theory encompasses impulse control/character development, interpersonal style, conscious preoccupations and cognitive style, all of which influence moral development.

Loevinger defines ego development as "a developmental sequence and a dimension of individual differences in any age cohort" (13). Loevinger in Ego Development wrote, "In spite of reservations about the structural approach, I believe that the only way to understand development consists in conceptualizing it as a sequence of structural changes, often stimulated by the interaction of an organism with its environment" (51). Loevinger notes that ego development is a process, not a thing, just as life is. "The striving to master, to integrate, to make sense of experience is not one ego function among many but the essence of the ego." (59)

Loevinger in Ego Development linked her concepts of ego development to those of other psychologists such as Allport, Freud, and Jung (Jung's typology is partially the base for temperament theory) and summarizes as follows:

"The conception of ego development as a sequence of *stages* that also constitutes a set of personality *types* is necessarily an *abstraction*. The fundamental characteristics of the ego are that it is a *process*, a *structure*, *social* in origin, functioning as a *whole*, and guided by *purpose* and *meaning*. . . . so the ego is not the same as the whole personality. It is close to what the person thinks of as his self." (67)

### **Loevinger Ego Development Stages and Levels:**

**Presocial Stage (I-1)** At birth we have no ego. The development or construction of reality begins at this stage, learning to differentiate objects and self from the outer world.

**Symbiotic Stage (I-1)** A symbiotic relationship continues with the mother or whoever plays that part in his/her life while the process of differentiation progresses. Language plays a big role in establishing the baby's concept of self as a separate person.

**Impulsive Stage (I-2)** Childish impulses, such as emphatically saying "no," help separate the child's identity. The need for other people is strong and demanding and others are seen as someone who can "give" to the child. While the child classes people as good or bad, largely as a value judgment, the child's orientation is almost exclusively to the present and emotions are intense and almost physiological. External constraint is needed at this stage of development.

**Self-Protective Stage (Delta Δ).** The child learns to control impulses through short-term rewards and punishments. The child begins to understand that there are rules and attempts not to get caught. Blame is externalized to others, or the situation or wrongdoing is blamed on some part of him/her self, like the eyes, etc. A child may take pleasure in rituals at this age. Older children or adults who remain in this stage may become deceptive, preoccupied with control and advantage in relationships with others and may become opportunistic.

**Conformist Stage (I-3).** A great step is taken when the child begins to associate its welfare with that of the group, typically the family. Trust is imperative in making this stage work. Rules are obeyed because they are group-accepted rules instead of out of fear of punishment. Sanctions are any form of disapproval. There is a perception of conforming to socially approved norms. Differences are seen in groups, not in individuals, and people seem pretty much alike (as they ought to be)--whatever is socially approved. The values of the Conformist include helpfulness and cooperation with others and, at this stage, is not as competitive as the Self-Protective Stage. Being socially accepted, having a good reputation and appearing to belong make a person feel secure at this stage.

**Self-Aware Level: Transition from Conformist to Conscientious Stage (I-3/4):**

According to Loevinger, this is probably the modal level of development for adults in our society. She calls this a level rather than a stage. A theoretical transition only, the Conscientious-Conformist Level appears to be a stable position for many in adult life. There is an increase in self-awareness and an appreciation for multiple possibilities in situations. There is an awareness of not always living up to social norms but these are often vague feelings described as *self-conscious*. The consciousness replaces group norms of the previous stage. The person at this level sees alternatives and exceptions are made, but still largely based on stereotypic categories.

**Conscientious Stage (I-4):** The elements of adult conscientiousness are present in the form of "long-term, self-evaluated goals and ideals, differentiated self-criticism, and a sense of responsibility." (Loevinger, Ego Development, 20). Rules are fully internalized but are evaluated and chosen as applicable to the self. Therefore, exceptions and contingencies are acceptable as applied to rules. At this stage the person feels responsible for other people and the concepts of privileges, rights and fairness go along with responsibilities and obligations. Achievement is measured by the individual's own standards and not primarily by competitive issues or recognition. Conceptual complexity causes finer distinctions in thinking. A rich inner life is characteristic. With a more mature conscience the person is able to have deeper interpersonal relationships and is able to look at things from another person's viewpoint. There is a longer time perspective and a broader social context at this stage.

**Individualistic Level: Transition from Conscientious to Autonomous Stages (I-4/5):**

The chief characteristic of this level is an acute sense of individuality *and* concern for emotional

dependence. Acknowledgment that while physical dependence can dwindle, emotional dependence can remain is developed. Becoming more tolerant of self and others grows out of a greater understanding of the complexity of circumstances and a value for individuality. Awareness of inner conflict, and that it is part of the human condition, develops at this level. The greater conceptual complexity allows for more ambiguity and understanding of paradox and contradiction.

**Autonomous Stage (I-5):** Distinctive of the Autonomous Stage is the ability to accept, acknowledge and to cope with inner conflict regarding needs and duties. The person at this stage deals with the conflict rather than ignoring or projecting it. Reality for the Autonomous Stage individual is multi-faceted and there is a very high tolerance of ambiguity. The person at this stage cherishes personal ties and recognizes the limitation to autonomy. Autonomous persons see others and self as having motives that are driven out of past experiences. At this stage self-fulfillment may partially surpass that of the achievement drive. The person at this stage can express him/herself convincingly with vivid feeling and with a sense of humor regarding the paradoxes of life. Physical experience is in the context of mutual relationship and not for sensation alone. More abstract social ideals are held.

**Integrated Stage (I-6):** Reaching this stage is rare and therefore it is the hardest to explain for lack of many studies on the subjects. Individual limitations may also influence the description. The description of the Autonomous Stage holds true for this stage. The new characteristic is a "consolidation of a sense of identity." (Loevinger, Ego Development, 26). An example might be the description of Maslow's Self-Actualizing person. Loevinger also states that in some sense there is no highest level but merely a spiraling opening to new possibilities.

She stresses that there is no direct path through these stages but a stopping at many way-stations throughout life. (15-26)

The level of ego development for participants in this project was determined by administering the Loevinger Sentence Completion Test (Appendix B). The test involves having participants finish incomplete sentences in any manner they like. The completed sentences are then carefully evaluated by a skilled practitioner using Loevinger's detailed guidelines for assessing ego development levels. The process is quite time-consuming and complex, involving approximately one hour of analysis for each set of completed sentences. Loevinger's Scoring Manual is 457 pages long, published in 1970 with the first book on measuring ego development (Loevinger, Measuring Ego Development 2). It is most certainly the complexity of the scoring process for her Sentence Completion Test which has caused her work to be less well known and used by researchers and practitioners. The inclusion of her testing protocol in this project is not intended to suggest that all organizations must test their employees in order to benefit from the concepts of ego development theory. On the contrary, the intent is solely to incorporate the most simple yet powerful concepts in conjunction with the more well-known theory of temperament for applications in business.

While temperament theory has been around for centuries, its use in organizations has primarily been apparent only since the 1980's. Knowledge of temperament theory is a powerful way for employees and managers to better understand a framework for the dynamics of human interaction. The temperament framework creates an easily understandable set of patterns which explain what motivates individuals and identifies their values, skills, and behaviors.



## TEMPERAMENT THEORY

**Historical Perspective:** The history of temperament is ancient and many psychologists have studied its relevance. Temperament theory has been widely used to describe patterns of behavior for over 25 Centuries. Keirsey summarizes the history quickly in his classic best seller,

### Please Understand Me:

"So the early twentieth century saw a brief revival of a view presented almost twenty five centuries earlier by Hippocrates, who, in trying to account for behavior, spoke of four temperaments clearly corresponding to those of Adickes, Kretschmer, Adler and Spranger: choleric, phlegmatic, melancholic, and sanguine." (3)

David Keirsey derived the theory from the work of Kretschmer & Spranger. Keirsey's theory integrates the age-old descriptions and Isabel Myers' adaptation of Jung's typology in a way that captures the archetypal or universal qualities into four behavioral patterns (Berens and Rogers Monograph 3). In the late 1970's David Keirsey and Marilyn Bates wrote Please Understand Me, and in it Keirsey described the four basic temperaments: Artisan, Guardian, Rational, and Idealist (27-66). The book has been a national best seller with over one million copies sold. Dr. Keirsey's objective in writing the book was to discourage parents and spouses from attempting to "sculpt" children and spouses into carbon copies of themselves.

Today, temperament training typically begins with a definition of an incurable disease that we all have . . . "Be Like Me" disease, which mirrors David Keirsey's "sculpting" concept. We all expect others to think and behave as we do. Temperament training delivers a simple yet rich framework for understanding and valuing differences in human behavior. The need for understanding behavior and valuing differences in situations that call for ethical judgment or

decision making is critical. Since ethical decision making is value based, discussion of ethical issues touches the core needs and values of everyone involved.

**Definition of temperament:** Temperament is not easily defined. Keirsey defines it as well as any in Please Understand Me: "One's temperament is that which places a signature or thumbprint on each of one's actions, making it recognizably one's own." (27) Berens and Rogers, of The Temperament Research Institute, describe temperament in their Monograph, "Temperament and the Learning Organization" by explaining, "Temperament provides a map to a very important part of the territory of the human system. . . . it gets at the 'agenda' or the intent.' It is a systematic way of understanding and harnessing the power of individual differences on a team or in an organization." (7)

While full descriptions of the temperaments written by Stephanie Rogers of the Temperament Research Institute can be found in Appendix C, a brief summary by Linda Berens, Director of the Temperament Research Institute, appears below to focus on the primary distinctions of the four temperaments:

- **"Artisan (SP)** Want the freedom to choose the next act, to have and to act on impulses. Want to be graceful, bold and impressive, to have impact. Generally excited and optimistic. Absorbed in the action of the moment. Oriented toward the present. Seek adventure and experience. Hunger for spontaneity. Trust impulses, luck and their ability to solve any problem they run into. Think in terms of variation, variations on a

theme. Ability to notice and describe detail. Like freedom to move, festivities and games. Natural negotiators. Seize opportunities. Gifted tacticians, deciding the best move to make in the moment, the expedient thing to do. Frequently drawn to the arts-- manual, visual and performing.

- ❖ **Guardian (SJ)** Want to fit in, to have membership. Hunger for responsibility and accountability. Tend to be generous, to serve and to do their duty. Establish and maintain institutions and standard operating procedures. Tend to protect and preserve, to stand guard and warn. Look to the past and tradition. Foster enculturation with ceremonies and rules. Trust contracts and authority. Want security and stability. Think in terms of the conventional, associations and discrete elements. Generally serious and concerned, fatalistic. Skilled at ensuring that things and people are in the right place, in the right amounts, the right quality, at the right time. Frequently gravitate towards business and commerce.
- ❖ **Rational (NT)** Want knowledge and to be competent, to achieve. Seek to understand how the world and things in it work. Theory oriented. Everything is conditional and relative. Future oriented. Trust logic and reason. Want to have a

rationale for everything. Skeptical. Think in terms of differences, delineating categories, definitions, structures and functions. Hunger for precision, especially in thought and language. Skilled at long-range planning, inventing, designing and defining. Generally calm. Foster individualism. Frequently gravitate toward technology and the sciences. Well suited for engineering and devising strategy, whether in the social or physical sciences.

- **Idealist (NF)** Want to be authentic, benevolent and empathic. Search for identity, meaning and significance. Relationship oriented, valuing meaningful relationships. Romantic, idealistic, wanting to make the world a better place. Focus on developing potential, fostering and facilitating growth through coaching, teaching, counseling, communicating. Generally enthusiastic. Think in terms of integration and similarities and look for universals. Gifted in the use of metaphors to bridge different perspectives. Diplomatic. Well suited for all manner of 'people' work " (Temperament Report Form, Appendix D).

As was referenced in the description of the history of temperament, David Keirsey wrote the temperament descriptions we use today based on the work of Carl Jung's typology and the work

of Isabel Myers, author of the Myers-Briggs Type Indicator (MBTI). The MBTI has been taken by millions of people in organizations around the world. The MBTI, frequently mislabelled as a "test," provides individuals an opportunity to "sort" their preferences on dichotomous scales regarding introversion and extraversion, sensing and intuition, thinking and feeling, and judging and perceiving. The results are explained in group or individual feedback sessions facilitated by trained professionals. Ideally, individuals self-select their preferences before being given the results of the MBTI, which should be used for additional confirmation or continued exploration of preferences. A four-letter type code, for example ENTP, represents the preferences extraversion, intuition, thinking and perceiving. The "NT" in the example's type code corresponds with Keirsey's Rational Temperament.

The temperaments correspond with Myers-Briggs type preferences as follows: Artisan = SP (Sensing and Perceiving); Guardian = SJ (Sensing and Judging); Rational = NT (Intuiting and Thinking); and Idealist = NF (Intuiting and Feeling). The explanation for how these particular psychological type preferences line up with Keirsey's theory is not obvious to the average reader; however, for those who have learned the Myers-Briggs type preferences, those preference characteristics are apparent in the temperament descriptions. In further explanation of temperament and psychological type differences, Berens & Rogers explain, "Keirsey described sociological types, based on observable interactions between people as compared to psychological types which are based on an individual's internal processes ("Systems, Type and the Myers-Briggs Type Indicator," Article, 1992)

While the use of the MBTI is quite valuable in organizations, many in my experience do not believe they can afford the time away from productive work to deliver a full-range of

psychological type training. I have found that Temperament Theory can be taught much more quickly and can be immediately implemented in interactive training applied to work-related issues such as communication, conflict resolution, decision making, team building, career planning, personal performance coaching, and management skills training, etc.

Temperament Theory describes core needs, values, naturally favored abilities and behaviors (Temperament Target, Appendix <sup>⚡</sup> D) of each temperament. Core needs are often unknown (or unidentified) by the individual and others. When known, they provide key information as to what motivates, increasing productivity and personal satisfaction. Temperament values are known to the self and unknown or only inferred by others. The values tell us what is energizing and interesting to individuals and are critical components of getting to core needs met. Temperament abilities can be observed by others but may be unknown to self. Abilities describe favored roles and skills, which when used, create energy and high self-esteem for the individual. Temperament behaviors are observed by others and typically taken for granted by the self. These behaviors are very likely to be observed in persons of a particular temperament.

Understanding the four sets of core needs *alone* provides a powerful insight into human behavior which can be put to use in productive and harmonizing ways within organizations. Coupled with an understanding of the respective values, abilities and behaviors, temperament then becomes a most valuable and insightful tool with a multitude of practical uses in business and personal interactions. For individuals on a personal level, temperament provides a wealth of insight regarding self-knowledge. When the knowledge of self is routinely used to understand personal reactions and to make decisions, it becomes a powerful route to self-actualization, much

like the application of Maslow's Hierarchy of Needs.. (A comparison of temperament and Maslow's Hierarchy appears at Appendix ~~E~~<sup>F</sup>.) Therefore, temperament serves as an important personal development tool as well as an aid to organizational development and open communications.

Type development theory explains how individuals grow in their ability to use their opposite psychological preferences throughout the course of a lifetime (Brownsword, Psychological Type: An Introduction, 20). For example, a person with a thinking preference may develop the ability to use a feeling preference when the situation calls for one versus the other. Type development can, therefore, also be useful in the self-actualization process. However, temperament will be used exclusively for the purposes of this project. Including full psychological type would expand this project beyond a reasonable scope for this paper.

### **PROJECT DESIGN AND PREDICTIONS:**

**Design:** The initial idea for this project was developed when I noted associations between temperament descriptions and ego development stages or levels. The associations I detected are outlined in the below:

- ❖ **Artisan:** The Artisan is characterized by the following related behaviors and values: freedom to act on impulses; seizing opportunities; impact centered, cynical, improvising; risk-taking; fast-reacting; present orientation; impulsive; restless; excitement/stimulation and spontaneous.

and

- ❖ **Stages I-1, I-2 and  $\Delta$  (Symbiotic, Impulsive, & Self-Protective:** Impulsive, fear of retaliation, exploitative, wary, manipulative, opportunistic, self-protective, externalizing blame.

- **Guardian:** The Guardian is characterized by the following related behaviors and values: authority centered; fatalistic, standardizing, responsible, cautious/careful, hierarchical procedures; preservation of social groups; conformity; rules and regulations; group bonding relationships; and security.

and

- **Stages I-3 and I-3/4 (Conscientious-Conformist and Conscientious):** Conformity to external rules; shame or guilt for breaking the rules; belonging, superficial niceness; social acceptability; aware of self in relations to group; helping; and differentiation of norms.

- **Rational:** The Rational is characterized by the following related behaviors and values: conditionals; skeptical; analytical; critiquing; visionary, knowledge and competence; strategy; theoretical; and autonomy.

and

- **Stages I-4 and I-4/5 (Conscientious and Individualistic):** Self-evaluated standards, self-criticism, long-term goals and ideals; intense; differentiated feelings; achievements.

- **Idealist:** The Idealist is characterized by the following related behaviors and values: relationship centered; empathic; inspiring; spiritual; ethics & morality; authenticity; self-actualization and personal relationships; meaning and significance; and unique identity.

and

- **Stages I-5 and I-6 (Autonomous and Integrated):** Coping with conflicting inner needs; toleration; respect for autonomy and interdependence; vividly conveyed feelings; integration of physiological and psychological; role conception; self-fulfillment; renunciation of the unattainable; and cherishing of individuality.

While these comparisons are by no means exact there are indeed parallels between the pairs of descriptions and enough similarities to warrant further exploration. While the pairing of the



stages/levels is also approximate, the most similarities occur as they are grouped in the comparisons above. The exact relationship between temperament and ego development level, if any, was not apparent at the beginning of the project. However, while it was clear from previous research that cognitive moral development theory had been helpful in the study of ethical decision making, it appeared as though nothing had been researched in the area of temperament theory and ethical decision making. Pairing the two theories together, given the perceived relationships in stages and temperaments, with the subject of ethical issues seemed a promising way to assess the usability of the two theories when used in tandem in a business organization.

The project involved administering the Loevinger Sentence Completion Test; circulating and retrieving case study questions among the participants; assessing the ego development levels; comparing temperament and ego development level characteristics to participant responses; and logging, analyzing and summarizing results. Finally, a model for business was constructed based primarily on the findings of the research.

Ethical issues in business involve value-based decision making processes. This project is concerned with analyzing the values and behaviors of employees in their perception of ethical business issues. The results should provide insight into what organizational leaders should pay attention to when making ethical decisions in order to retain and motivate productive employees. The results may prove to be important if they lead to construction of a model that simplifies the complexity of considering employees in ethical decision making. Too often leaders make decisions without consideration of employee perceptions for no other reason than they are unable to apply a standardized business procedure to such a complex task.

In "Self- and Co-Worker Perceptions of Ethics and Their Relationships to Leadership and Salary," Morgan cites four surveys of managerial populations which identify the actions and behavior of role models as a principal influence on unethical behavior:

"In each of these surveys, the respondents identified their immediate superiors as the primary influence on their ethical behavior and identified the behavior of peers as a secondary influence. Clearly, managers believe that the ethical behavior of others, especially superiors, affects their own attentiveness to the ethical aspects of decisions and actions. Consequently, examination of those perceptions may be fundamental to understanding and fostering ethical behavior in organizations." (200)

Morgan points to yet another reason to examine the subject of what makes up the components of employee perceptions. Leaders have a responsibility to foster ethical behavior and yet have little formal education as to how to accomplish such an important task. This project may provide such an examination.

**Predictions:** There were primarily four predictions prior to analyzing the results of the study. One, the developmental level of leaders would be higher than non-leaders. This prediction was made based on an assumption that ego development level would influence who was selected and promoted into leadership positions. Two, there would be more idealists at the higher levels of development. This prediction was made based on the apparent close connection with the core needs of the Idealist and that of the Autonomous and Integrated Stages. Three, when a search for the key characteristics of temperament were applied to the responses of participants, there would be a significant number of characteristics identified in the responses. This prediction was based on the assumption that since temperament identifies core values, needs, behaviors, and skills, the characteristics would appear in the analysis of a values-based subject such as ethical issues. Four, when a search for the key characteristics of ego

development level was applied to the responses of participants, there would be a significant number of characteristics identified in the responses which matched the corresponding description of developmental level. This prediction was based on the assumption that ego developmental levels would be reflected in values-based answers to ethical business issues.

Additional "soft" predictions which may be evident in research results but which may be valuable to readers or future researchers on the topic follows. While it is very clear that all four temperaments have the ability to development and self-actualize, the following personal observations about what may slow or hinder development for each temperament are thought-provoking:

The Artisan, with his/her impulsive nature, faces an immediate need for development in childhood in order to conform to even the most elemental of societal expectations. Impulsive and scornful of rules and other hindrances to freedom, Artisans find it difficult to navigate in socially traditional and restrictive institutions such as schools. The Artisan thrives in the moment when they are fully immersed in activity with the freedom to take risks and to reap the rewards of impactful performance, based on impulse--not rules and regulations. However, it is this same ability to live fully in the moment with spontaneity and recognition of the uniqueness of this moment (and therefore, the need for cherishing individuality) that may enable the Artisan to reach Loevinger's Integrated Stage.

The Guardian, with total respect for the security and safety that conformity and tradition bring, meets the expectations of society most readily and with ease. Because the Guardian is pre-disposed to value rules and regulations, hierarchial procedures, and the preservation of social groups, he/she is acting in concert with the modal level of adult development of most adults,

according to Loevinger. Since Guardians represent approximately 40-45% of the general population and Artisans 30-35%, it is easy to see why I-3 and I-3/4 are the modal levels in adult society. It may be very comfortable for many Guardians to remain at the modal level of development.

The Rational, with the potential ability for visionary and strategic thinking, is potentially well equipped to objectively evaluate society's expectations with an eye for the ultimate truth or theory. Since the Rational enjoys concepts and ideas and scientific inquiry he/she may be very comfortable with the increased complexity of the Integrated Stage. However, the core need for a Rational is mastery & self-control, knowledge & competence. The Integrated and Autonomous Stages require a great comfort with ambiguity, while the Integrated Stage requires the renunciation of the unattainable. Many Rationals may be uncomfortable "not knowing" everything they think they must know to feel competent, and they are certainly disinclined to feel that anything is unattainable with the proper mastery.

The Idealist, with a constant eye on meaning, significance, and unique identity, is the only temperament whose core needs correspond directly to one aspect of the Integrated Stage--the cherishing of individuality. The Idealist's life is a perpetual journey in search of his/her unique identity and in search of meaning and significance in all of life's activities. Idealists may not value the role of autonomy *and* interdependence together. The Idealist's life is usually inextricably intertwined with that of others and autonomy is not one of their goals. Additionally, the Integrated Stage calls for objectivity and the reconciliation of inner conflicts. Since the Idealist looks for meaning and not objectivity and is in a constant "search" mode rather than

being at peace with inner feelings, the seeming match with Stage and Temperament may still provide development challenges.

## **METHODOLOGY**

I constructed my research project as follows:

- ❖ **Participants** Two different groups were formed: one from EFS Services, Inc. (the corporation where I have worked for the last 15 years), a diversified financial services corporation; and one from Methodist Hospital and its Subsidiaries (this group would be composed of persons selected for participation by a local advisor, Steven Earnest, Ed.D.
- ❖ **Group Composition** Each group was to be composed of 16 people with the following characteristics:
  - a. Eight males
  - b. Eight females
  - c. Four persons of each temperament
  - d. Eight leaders (defined as people who have responsibility for influencing the behavior of others in an effort to meet group or organizational goals)
  - e. Eight non-leaders (defined as people who have no leadership responsibilities)

The Methodist Hospital group were people not known to me, and mainly accessible only by telephone, while the EFS Group were people well known to me and readily accessible

in person. I planned to compare data between the EFS and the Methodist groups as well as within the categories to be studied: responses by temperament, responses by ego development level, and by organization. Responses categorized by sex and leader/nonleader status will be referenced as applicable to this study.

- ➔ **Final Group Composition** The EFS Services, Inc. (EFS) Group was composed of three groups of four participants and one group of three participants. There were no males with an Idealist Temperament in a leadership position in the EFS organization. This result was not surprising since there are fewer Idealists in the general population at large (10-12%) and there are fewer persons in leadership positions in business organizations with an Idealist Temperament (Myers and McCaulley, The Manual 257-59). The Methodist Hospital and Subsidiaries Group was composed of two groups of two participants, one group of three participants, and one single individual representative of a fourth temperament. The initial group we requested to participate turned us down based on the time requirement and the members of the second group refused to participate in the Loevinger Sentence Completion Test. Therefore, fewer participants from this organization were recruited for the study and time to identify and involve others ran out by the deadline for this paper. Ideally, two full sets of 16-person groups with exactly four persons of each temperament in each group would have participated.

- ➔ **Participant Identification** The temperament of each participant was known by me for the EFS Group and by Steven Earnest for the Methodist Group. The temperaments had to be known in order to construct the composition of the groups. However, the identities of the participants were unknown to me during the first phase of the project. Participants were assigned numbers by an administrative assistant who also then collected responses. Therefore, the participant responses were known to me only by number with no names associated with the response until I had analyzed the response and selected my choice of temperament identification from their written response alone.
  
- ➔ **Preliminary Temperament Identification** I attempted to identify the temperament of each writer by looking for characteristics of the temperament such as the language used, what's important to them, what they hate, the core psychological needs, core values, favorite skills and talents, behaviors of the temperament, etc. For example, an Artisan Temperament may be looking for a motive or reason for the case characters' actions and may use a story telling approach, bold description and jargon. A Rational Temperament, correspondingly, would be looking for underlying assumptions with a comprehensive view and would tend to use precise, scholarly and conditional language. As a guide for this exercise I used a temperament template prepared by Stephanie Rogers of the Temperament Research Institute for another graduate student's use (Appendix <sup>G</sup>~~P~~).

- **Participant Activities** The participants were asked to respond to five case studies in all (Appendix <sup>H</sup> ~~G~~). The first four studies were all related to the topic of sexual harassment, one of the ongoing challenges and concerns of organizations today. Each case study was selected directly from Sexual Harassment Awareness Training by Baridon and Eyler (92, 135, 161 and 182). The last case study was composed by me. The subject of posting jobs has long been a source of concern and interest for me in my work within a human resource department. I have found that managers and supervisors' views regarding the posting of jobs during internal employee selection varies significantly from the views of the employees whose career opportunities are impacted by job postings.
- **Case Study Questions and Responses** The questions were different for each case study; however, one of the questions for each case study inquired about what the participant thought the "average person" would do in the situation. Most of the other questions inquired whether the participant agreed that the main character was justified in their claim or actions or inquired about what responsibilities the company or the character should have. The participants were asked to respond on yellow-lined paper which was attached to the case studies; however, many chose to simply write a very brief response on the case study, directly below the individual questions. Some elected to type their responses in a lengthier paragraph-type response. Others wrote extensively on the attached yellow paper.



- ➡ **Personal Interviews** Following the assessment for temperament, interviews with each participant were conducted either in person or by telephone. All EFS interviews were conducted in person and all Methodist interviews were conducted by telephone due to time and schedule constraints. During the interview, a set of five questions (Appendix <sup>I</sup>~~H~~) was asked and the set of questions was repeated for each case study. Additionally, two questions were asked regarding the Loevinger Sentence Completion Test. The purpose of the interview questions was to elicit emotional reactions to: 1) the way the case studies were presented; 2) the characters in the case studies; 3) any related personal experiences participants may have had; 4) conflicting thoughts and feelings while answering the questions; and 5) the way the participant may have acted if he/she were in a situation similar to the main case study character. The interview questions were more personal in nature than the case study questions asked of the participants after reading each case study. The interviews with EFS participants were tape recorded while the telephone interviews were not taped for logistical reasons.
- ➡ **Data Collection on Spreadsheets and Charts** Following the collection of responses to the interview questions, I plotted each case study and interview response on a spreadsheet or chart by temperament group within each organizational group, using standard identification categories for each participant (Appendix <sup>J</sup>~~I~~). The responses, of necessity, were abbreviated by me in order to assist the comparative process and in order to fit the response on the

spreadsheet. While my own temperament may have influenced my condensation of the participant's responses, I made every effort to include the most distinctive portions of each response--those portions the participant seemed to point out as being of the most importance. These responses were then analyzed and summary sheets prepared to chart similarities and results of note.

Following case study and interview response organization, analysis of each group's composition by ego development level was completed using the standard categories of participant identification.

Lastly, each case study and interview response was evaluated for ego development and temperament characteristics identification. Predictions of which characteristics would be identified (using the applicable theories) were made to establish sorting criteria. Summaries of the characteristics were charted based on each psychological theory.

- ❖ **Data Comparison** Once the spreadsheets were analyzed, all results were compared and conclusions reached about temperament and ego development findings.
- ❖ **Lawrence Kohlberg Omitted in Research Design** I originally intended to use the work of Lawrence Kohlberg and his moral development assessment in the design of the research. In the end, the research project became so time-consuming and complex that I was unable to work Kohlberg actively into the research design itself. I will, however, refer to Kohlberg through the

interpretation of the results as applicable. Kohlberg is widely known and frequently criticized, even by Loevinger (43-44), in his theory of moral development. He has constructed stages of cognitive development characterized in general by: 1) distinct or qualitative differences in the way children solve the same problem at different ages; 2) invariant sequence, order or succession; 3) thought forms as a structured whole or an underlying thought organization; and 4) hierarchical integrations; i.e., structures of thought found at the lower stages are reintegrated into those at the higher stages (Kohlberg, The Psychology of Moral Development 14). Thus his work has similarities with Loevinger on all four general characteristics and his stages are routinely compared with hers in an approximate alignment of concepts. Using Loevinger was essentially equivalent to using Kohlberg's methodology with the exception of the instrument used to measure ego development, the Sentence Completion Test.

- **Specific Reference to the Two Theories** Research procedures for this project included looking for references to psychological type and temperament in Loevinger's work. Loevinger talks briefly about Carl Jung and his typologies of introversion, extraversion and four fundamental functions of thinking, feeling, sensation, and intuition; however, she does not elaborate on any relationships between his work and hers. (349-352) While she also mentions Kretschmer, upon whose work Keirsey developed his temperament theory, there is again no significant relevant comment (190).

However, Loevinger does devote an entire chapter in Ego Development (182-202) to "Issues Defining Stages and Types. She uses the word "types" to apply to any type of psychological typology.

There were no references to ego development theory in Keirsey's work; however, The Temperament Research Institute utilizes a comparison of temperament to Maslow's Hierarchy of Needs in a discussion of how temperament theory can be utilized for movement toward Maslow's self-actualization (Appendix E).

## RESEARCH FINDINGS

In Sociology by John E. Farley, Kohlberg is discussed at length. A reference to a study done at the University of California at Berkeley in 1964 regarding the Free Speech Movement where Kohlberg's moral reasoning tests were used has application for the results of the current research:

"These findings suggest that although moral reasoning is related to behavior, it is closely related to the process by which people decide *how* to behave when confronted with a moral dilemma . . . . Certainly, other factors, such as peer pressures and the particular characteristics of a situation, also have important effect on behavior. However, even if people at different stages of moral development do not always behave differently, they do appear to *reason* differently --in real life as well as the laboratory." (118)

The findings in this project, due to its construction in an uncontrolled environment, are not empirically sound, nor do they necessarily represent what the participants would do in real situations. Therefore, a comparison of what participants had to say specifically about each case study is not helpful nor is it relevant to the intent of this study. However, a study of what went into each response is representative of how "people decide *how* to behave when confronted with

a moral dilemma" as Farley has noted above. Further, the responses indicate differences in how the participants *reason* about each case. The findings, therefore, do demonstrate the association between temperament and ego development level and individual participant's responses as will be discussed in the following summary.

### **Ego Development Levels (EDLs) of Participants:**

The EFS Group Sentence Completion Protocols revealed a composition which is represented in Table 1, the Methodist Hospital Group composition at Table 2 and the combined group's results at Table 3. The EFS Group had EDLs ranging from a low of I-3/4 to a high of I-4/5, although there was only one I-4/5 in this group. The rest of the group consisted of five I-3/4's and nine I-4's, for a total of 15 participants. The highest level of development was that of a female leader with Artisan temperament. Within each temperament group the leaders had higher development levels, as predicted, than the non-leaders with one exception: the exception was that the Idealist participants all had the same EDL ( I-4) whether leader or nonleader.

The Methodist Hospital Group also had EDLs ranging from a low of I-3/4 to a high of I-4/5; however, there were three participants at the I-4/5 level, all female and all nonleaders. The balance of the group consisted of two I-3/4's, two I-4's and one whose EDL was not available by the end of the study, for a total of 8 participants. The leaders in the Guardian temperament group were at a higher EDL than the nonleader Guardian, as predicted. Since the person with an unidentifiable EDL was a leader in the Rational group I was unable to determine if her EDL was higher than that of the Rational nonleader. The result of interest in this group is that the of three I-4/5 nonleaders, two

**TABLE 1**

**SUMMARY OF EGO DEVELOPMENT LEVELS (EDL) BY GROUP**

**EFS GROUP**

TEMPERAMENT	PARTICIPANT #	LEADER	NONLEADER	EDL
<b>Artisan</b>				
	15	X		I-4
	7	X		I-4/5
	6		X	I-3/4(B)
	9		X	I-4
<b>Guardian</b>				
	14		X	I-4
	12	X		I-4
	4	X		I-3/4
	2		X	I-3/4
<b>Rational</b>				
	13	X		I-4
	1	X		I-4
	8		X	I-3/4
	11		X	I-3/4
<b>Idealist</b>				
	10		X	I-4
	3		X	I-4
	5	X		I-4

**SUMMARY OF EGO DEVELOPMENT LEVELS (EDL) BY GROUP**

**METHODIST HOSPITAL GROUP**

TEMPERAMENT	PARTICIPANT #	LEADER	NONLEADER	EDL
<b>Artisan</b>				
	M-5		X	I-3/4
<b>Guardian</b>				
	M-1	X		I-4
	M-3	X		I-4
	M-8		X	I-3/4
<b>Rational</b>				
	M-6	X		not available
	M-7		X	I-4/5
<b>Idealist</b>				
	M-2		X	I-4/5
	M-4		X	I-4/5

**TABLE 3**

**SUMMARY OF EGO DEVELOPMENT LEVELS (EDL) BY LEVEL, ALL GROUPS**

EDL	PART. #	TEMPERMENT	LEADER	NONLEADER	MALE	FEMALE
I-4/5	7	Artisan	X			X
I-4/5	M-7	Rational		X		X
I-4/5	M-2	Idealist		X		X
I-4/5	M-4	Idealist		X		X
I-4	15	Artisan	X		X	
I-4	9	Artisan		X	X	
I-4	14	Guardian		X	X	
I-4	M-1	Guardian	X			X
I-4	M-3	Guardian	X		X	
I-4	13	Rational	X		X	
I-4	1	Rational	X			X
I-4	10	Idealist		X	X	
I-4	3	Idealist		X		X
I-4	5	Idealist	X			X
I-4	12	Guardian	X		X	
I-3/4(B)*	6	Artisan		X		X
I-3/4	4	Guardian	X			X
I-3/4	2	Guardian		X		X
I-3/4	8	Rational		X		X
I-3/4	11	Rational		X	X	
I-3/4	M-5	Artisan		X	X	
I-3/4	M-8	Guardian		X		X
not available	M-6	Rational	X			X

\* B= borderline between I-3/4 and I-4.



of them were Idealists. I predicted that Idealists would have a potentially easier time reaching higher EDLs because of the similarity between their core need for meaning & significance and unique identity. This prediction appears to hold true in these results since there were no Idealists at the lowest EDLs and there were more Idealists at the highest EDLs than other temperaments.

When the groups were combined for analysis the Idealists had the highest EDLs, with five Idealists in the I-4 and I-4/5 levels as compared to only three Artisans, three Rationals and four Guardians (note: however, there was one more Guardian and one fewer Artisan than there were Idealists in the Methodist Hospital Group composition). The Idealist was the only temperament not represented in the lowest EDL group.

For the combined group analysis there were four participants at the I-4/5 EDL with one leader and three nonleaders. These results may be partially explained by the fact that there are more female Idealists than male (the feeling preference appears in 60% of females as opposed to 40% in males) and because there are fewer Idealists in leadership positions in most traditional organizations. In addition, Idealist temperaments may be less likely to be attracted to the demands of management positions in traditional organizations. One explanation for the lack of attraction may be that at higher EDLs the Idealist is likely to see too many contingencies which could be immobilizing in a leadership position.

In the combined group with I-4 EDLs there were seven leaders and 4 nonleaders, supporting the prediction that leaders would have higher EDLs than nonleaders. All seven leaders in this group were male, which is not surprising. There are still more

male leaders in traditional organizations. Of the Idealist temperaments in the I-4 EDL, two of the three were nonleaders. There were more Guardian temperaments at the I-4 EDL, four as compared to two Artisan, two Rational, and three Idealist. This result mirrors the higher number of Guardians in the general population (40-45%).

In the combined group with I-3/4 EDLs there were six nonleaders and one leader, supporting the prediction that leaders would typically be at higher EDLs. Of these seven participants, only one leader was female. There were two Artisans, three Guardians, and two Rationals at this EDL.

The EDL for the Rational female leader was not included in this analysis. However, judging from her responses to the temperament characteristics and ego development characteristics association analysis, she would most likely be at the I-4 level of development which would make her developmental level consistent with the other findings in the project. However, we cannot validate this speculation as to EDL.

### **Ego Development Analysis of Case Studies and Interviews:**

The method used to determine what characteristics of ego development level were apparent in the participant responses was to conduct a count of the number of references to the following categories: 1) contingencies (representative if I-4 and above conceptual complexity), 2) shoulds (the number of times a participant stated that something "should" be done, representative of I-3/4 and below, 3) motive--specific and/or vague (reference to a specific motive would be representative of I-4 and above while reference to a vague motive would be representative of I-3/4 ), 4) communication (communication is of vital importance to persons at the I-4 level and above), 5) helping the victim (helping is

representative of I-3/4), and 6) problem solving (attempting to solve the problem is representative of I-4 and above). A simple "tick mark" was made in the appropriate column for each participant.

These results were calculated for the combined group by temperament groupings. The summarized results appear at Table 4. Participants had higher contingency counts than should counts at the I-4/5 level as predicted. In addition, the I-4/5 participants had a least one or more references to specific motive and problem solving. Two out of the four I-4/5's also had problem solving references.

At the I-4 level all eleven of the participants had more contingency references (or at least the same number of contingencies as should) than should references, along with references to specific motive, communication, and some problem solving. There was one helping the victim reference from an Idealist and one from a Guardian at the I-4 level which was not predicted; however, helping another would be a temperament characteristic of both the Idealist and the Guardian.

At the I-3/4 level, three out of the seven participants had counts that were more representative of the I-4 level than the I-3/4. These were participants 8, 11, and M-8. The EDLs were rechecked for accuracy and no changes were merited. Three of the seven participants had counts representative of the I-3/4 as predicted along with both helping the victim counts and vague motive counts. The seventh participant had a slightly higher count for contingencies than should but had a counter-balance of three vague motive references.

EGO DEVELOPMENT ANALYSIS OF CASE STUDIES/INTERVIEWS										* S= Specific	V= Vague		
Temp.	Part. #	EDL	Leader	Non-leade	Male	Female	Conting.	Shoulds	Motive*		Commun.	Helping	Solving
									S	V			
<b>IDEALIST</b>													
	M-2	I-4/5		X		X	9	6	1		1		
	M-4	I-4/5		X		X	18	7	3		5		
	10	I-4		X	X		20	20	1		1		
	3	I-4		X		X	27	9	1		3	1	3
	5	I-4	X			X	15	7	2		2		1
<b>RATIONAL</b>													
	M-7	I-4/5		X		X	33	9	2		7		1
	13	I-4	X		X		8	6	1		1		
	1	I-4	X			X	29	5	1		4		1
	8	I-3/4		X		X	23	3	3		2		1
	11	I-3/4		X	X		17	10					1
	M-6	ot availabl	X			X	10	6	1				2
<b>GUARDIAN</b>													
	M-3	I-4	X		X		13	13	2	1		1	1
	M-1	I-4	X			X	8	2	1				1
	14	I-4		X	X		15	9	1		2	1	1
	12	I-4	X		X		8	8	2		3	1	
	4	I-3/4	X			X	11	19	1	3		1	
	2	I-3/4		X		X	9	14	4		1	1	
	M-8	I-3/4		X		X	13	12	2		4		
<b>ARTISAN</b>													
	7	I-4/5	X			X	19	4	11	2	2		1
	15	I-4	X		X		22	4	5	7	2		
	9	I-4		X	X		6	3	7	2	2		
	6	I-3/4		X		X	7	12	4	2	3	1	
	M-5	I-3/4		X	X		6	4	1	3	2		

Many results of importance that indicate temperament characteristics in ego development data are as follows: 1) Of the seven Guardian responses, five included helping references. The Guardian temperament is known for "doing the right thing" and serving in a practical way. The helping references may be an indication of temperament more so than ego development level in this case. 2) of the five Artisan responses, all five made reference to vague motives. This, too, is a temperament characteristic. Artisans temperaments are typically cynical and believe that every person is out for their own best interest which would explain why the Artisans were looking for motive in all cases. The Idealist and Rational groups have zero references to vague motives, while the Guardian group has two, one expected (I-3/4 participant) and one unexplained at the I-4 level. However, the 100% counts in reference to vague motive is a noticeable result. 3) Four out of five Rational temperaments made problem solving references. This is a higher count than any other group and is in line with a temperament characteristic. Rationals are known problem solvers. They love to solve problems, whether someone asks them to or not. 4) The total contingency count for the Rational group was 120 references. That count represents a very large number of different views regarding these case studies. The next largest count was the Guardian group at 77 which was balanced by an equal number of should counts. Rationals are known for their ability to see the "big picture." Coupled with the problem solving tendencies, this result is also a strong temperament characteristic.

Overall, the predictions for ego development level held remarkably true in this study. Some unpredicted significant temperament characteristics were revealed as well.

#### **Temperament Characteristics Noted in Case Studies and Interviews:**

For the purpose of assessing temperament characteristics demonstrated in the case study

responses and the interviews a group of seven behaviors or values for each temperament were selected and counts were taken by using "tick" marks each time a behavior or value was apparent in the written response or in the interview notes. A summary of the results appears at Table 5.

For the Idealist group the categories were 1) purpose and meaning 2) empathy, 3) relationships, 4) diplomacy/harmony/facilitating, 5) authenticity, 6) unethical, and 7) future time orientation.

For the Rational group the categories were 1) underlying assumptions, 2) competence/autonomy/control, 3) needs more information, 4) conditionals, 5) logical consistency, 6) analysis, and 7) infinite time orientation.

For the Guardian group the categories were 1) responsibility/duty, 2) belonging to a social group, 3) stability/safety/security, 4) structure/hierarchy/rules, 5) looking for facts, 6) appropriateness/do the right thing, 7) past time orientation.

For the Artisan group the categories were 1) making an impact, 2) tactics, 3) change or action, 4) freedom to act, 5) motive/cynicism, 6) problem-solving, and 7) present time orientation.

Significant counts were considered to be above a count of ten. In the Idealist group the counts were at ten or above in five of the seven categories. In the Rational group the counts were at ten or above in 4 of the seven categories. In the Guardian group the counts were at ten or above in all seven categories. For the Artisan group the counts were at ten or above in three of the seven categories.

The top three categories were evaluated for relationship to ethical issues with the following results: the Idealist top three categories were purpose & meaning, authenticity,

TEMPERAMENT CHARACTERISTICS NOTED BY CASE STUDY										
<b>IDEALIST</b>		Purpose & Meaning	Empathy	Relationship	Diplomacy, Harmony, Facilitating	Authenticity	Unethical	Time-Future		
		14	10	13	26	15	8	3		
<b>RATIONA</b>		Underlying Assumptions	Competence Autonomy Control	Needs More Information	Conditionals	Logistical Consistency	Analysis	Time-Infinite		
		52	6	24	38	7	21	0		
<b>GUARDIAN</b>		Responsibility Duty	Belonging to Social Group	Stability, Safety, Security	Structure, Hierarchy Rules	Looking for Facts	Appropriate Do the Right Thing	Time-Past		
		20	28	16	46	28	102	15		
<b>ARTISAN</b>		Making an Impact	Fraternal Relationship	Skillful Performance	Change or Action	Freedom to Act	Motive- Cynacism	Problem- Solving	Tactics	Time-Present
		9	2	0	6	15	51	6	11	3

and diplomacy/harmony/facilitating. In the case of an ethical situation the Idealist would be looking for authenticity in the behavior or those involved in the situation. In addition, finding meaning and a purpose behind the situation would be a priority. Behaviors the Idealist would be likely to engage in would be exercising diplomacy, creating harmony, and facilitating communications. The latter behavior would be a priority activity.

For the Rational group the top three categories were underlying assumptions, needs more information, and conditionals. In ethical situations the Rational would first and foremost be looking for underlying assumptions as evidenced by a count of 52 in this category. Expressing opinions in ethical situations would be done conditionally by the Rational, utilizing the underlying assumptions. And, the Rational would be looking for additional information in order to meet their core needs for competency, mastery and self-control.

For the Guardian group the top three categories were structure/ hierarchy/rules, looking for the facts, and appropriateness/do the right thing. It is not surprising that the count for appropriateness/do the right thing was an amazing 102, twice the next highest count in other groups. Guardians have very strong traditional values and expect people to do the right thing in respect to hierarchy and rules that might apply to various situations. The structure, hierarchy, and rules are needed to insure that people and events are planned, orderly, and done the right way. And, Guardians are highly detailed oriented. They demonstrated a keens desire to gather more facts in these exercises. It is important to note that while the Rational needs more information, that information is regarding the underlying assumptions as compared to the details of who, what, when, where and how information sought by the Guardian.



For the Artisan group the top three categories were freedom to act, tactics, and motive--cynicism. The highest count was motive--cynicism. As noted previously in the ego development results section, the Artisan is constantly looking for motive--what's in this situation for the other person/s? And, tactics are the Artisan's stock in trade. Artisans are extremely able, if so inclined, to apply tactics to accomplish what needs to be done, and quickly.

The predictions for temperament characteristics held remarkably true in these findings. Thus, corresponding to the predictions for ego development as well.

#### **Summary of Interview Responses Which Were in 100% Agreement:**

In order to take some form of assessment of the interview results the responses categories were sorted by temperament type and an analysis was performed to note the number of times groups were in complete agreement by temperament. Some interesting results were found. Complete summaries can be found at Tables 6-7.

For the EFS Group the Idealists had conflicting thoughts and feelings more than any other group. This may be representative of higher contingency thinking than other groups in association with their generally higher EDLs. In general, the Idealist had 100% agreement more times than any other group.

For the Methodist Hospital Group the Idealists also had conflicting thoughts and feelings more than any other group as well as being bothered by case study characters more than any other group. These results would mirror that of the EFS findings. While other agreements were noted, none appeared to have a relationship to ego development or temperament except that noted above.

**TABLE 6**

**SUMMARY OF INTERVIEW RESPONSES WHICH WERE 100% IN AGREEMENT**  
EFS GROUP

RESPONSE CATEGORY	ARTISAN	GUARDIAN	RATIONAL	IDEALIST
Bothered by responding . . .		Case #3		Case #2
Not bothered by responding . . .	Case #2			
Had conflicting thoughts or feelings	Case #2			Case #1 Case #5
No conflicting thoughts or feelings			Case #5	Case #2
Bothered by one or more characters . . .	Case #2 Case #5	Case #3	Case #3	Case #3 Case #4
Not bothered by characters . . .			Case #2	
Had related personal experience				
Had no related personal experience	Case #3 Case #4	Case #2 Case #4	Case #1 Case #2	Case #s 1, 3, and 4
Would do the same as the avg person	Case #4	Case #5	Case #3 Case #4	Case #1 Case #3
Would not do the same as avg person				

**RESULTS WORTHY OF NOTE:**

The Idealists had conflicting thoughts and feelings when answering case study questions more often than the rest of the groups.

The Rationals and the Guardians never had agreement on having conflicting thoughts and feelings.

All temperaments were in agreement about being bothered by characters at least one time.

No temperament groups had 100% agreement on having related personal experience and all temperament groups experienced 100% agreement on not having any personal experience at least twice (Idealists, 3 times) with the exception of Case Study #5.

Idealists had 100% agreement 11 times, Rational 8, Artisans 6, and Guardians 5 times.

**SUMMARY OF INTERVIEW RESPONSES WHICH WERE 100% IN AGREEMENT**  
**METHODIST HOSPITAL GROUP**

RESPONSE CATEGORY	ARTISAN	GUARDIAN	RATIONAL	IDEALIST
Bothered by responding . . .		Case #1	Case #1,3,4,5	Case #1, 2
Not bothered by responding . . .	Case #1,2,3,4,5			Case #4,5
Had conflicting thoughts or feelings		Case #1	Case #3	Case #2,4
No conflicting thoughts or feelings	Case #1,2,3,4,5		Case #1	Case #1
Bothered by one or more characters . . .	Case #5	Case #3,4,5	Case #2,3,5	Case #1,2,4,5
Not bothered by characters . . .	Case #1,2,3,4			
Had related personal experience			Case #5	Case #4
Had no related personal experience	Case #1,2,3,4,5		Case #1,3	Case #1,5
Would do the same as the avg person	Case #2,3,4,5 depends-Case #1	Case #2,3	Case #1,2,3,4,5	Case #1
Would not do the same as avg person				

NOTE: Since there was only one Artisan in the Methodist Hospital Group, he has been included for comparison purposes only and not to represent agreement within the Temperament.

**RESULTS WORTHY OF NOTE:**

The Rationals were bothered by responding more than any other group.

The Idealists had conflicting thoughts/ feelings when answering case study questions more often than other groups..

The Idealists were bothered by characters' actions more often than other groups; however, Guardians and Rationals were frequently and equally bothered. The Artisan was bothered only on Case #5.

All temperaments were in agreement about being bothered by characters at least one time.

Two temperament groups had 100% agreement on having related personal experience and 3 temperament groups experienced 100% agreement on not having any personal experience at least twice.

Idealist had 100% agreement 15 times, Rational 17, Artisans n/a, and Guardians 7 times.

**Summary of Results:**

All four predictions made at the beginning of this study held true in a majority of the cases described. The predictions regarding temperament and ego development were strong enough to formulate a model for business use, as was hoped for at the beginning of the project. The model follows at Table 8.

Finding a way to incorporate ego development level in the model above proved to be too difficult while meeting one of the criteria--simplicity of use. Ego development theory can be useful, however, to identify potential problems in ethical decision making. For example, Helson and Wink in "Two Conceptions of Maturity Examined in the Findings of a Longitudinal Study," writes, ". . . goals at the highest stages of development may conflict with the compromise and compliance needed for successful adjustment to surrounding social reality. Loevinger (1976) conceived the individual psyche as to some extent independent of worldly/social activity. In this respect the concept of ego development resembles the views of Jung (1966) and other psychodynamic theorists for whom personality development is associated with gradual differentiation of consciousness and successive expansions of self-awareness." (532) Helson and Wink astutely point out that the highest level of development can be a detriment to successful adjustment to reality. This would appear to hold especially true for reality in organizations. However, leaders may be wise to note that such conflicts may indicate a higher level of ego development on the part of staff members and some time spent exploring the contingencies represented in those staff member's view may prove to be time well spent.

In addition, ego development findings in this study would suggest that more contingency thinking would be expected of persons of higher ego development while persons at lower levels

TABLE 8

TEMPERAMENT MODEL FOR USE IN  
PREDICTING ACTIONS AND NEEDS IN ETHICAL SITUATIONS

*LOOKING FOR: DEMONSTRATING: ASKING FOR:*

**IDEALIST**

Meaning &  
Significance

Diplomacy,  
harmonizing &  
facilitating

Authenticity

**RATIONAL**

Underlying  
assumptions

Conditional  
responses

More information

**GUARDIAN**

Appropriateness:  
"Doing the right  
thing"

Respect for:  
structure,  
hierarchy,  
and rules

The facts about:  
Who, what,  
when, where &  
how

**ARTISAN**

Freedom to  
ACT!

Tactics

Motive---  
What's in it for you?

may be more likely to express what should be done--the right thing to do. These clues to ego development may assist the leader in responding to ethical issue input from employees. Loevinger notes that most individuals are fully capable of understanding the reasoning a full level of development above their own, provided the reasoning is explained to them. Leaders may need to engage in more explanatory conversation once an ethical decision is made before employees fully understand the reasoning for the decision.

#### **SUMMARY:**

The model developed in this project can be used to begin taking a new approach to ethical problem solving and decision making in organizations. The model serves as a "checklist" for leaders in terms of what employees can be expected to be looking for in the form of a corporate response--what types of questions they may ask and what types of behavior they may demonstrate during an ethical debate. Leaders may benefit from incorporating all needs of the four temperaments in formulating a response to an ethical situation. At a minimum, this model should serve as an awareness-raising exercise for leaders if applied in business school and training settings.

Berger and Luckmann in The Social Construction of Reality remind us of an important fact about reality: "It is important to keep in mind that the objectivity of the institutional world, however, massive it may appear to the individual, is a humanly produced, constructed objectivity. Society is human product. Society is an objective reality. Man is a social product" (61). It is time that leaders in the business environment recognize that the employees who make their business profitable and operational do indeed construct their own realities, and largely, in

a similar fashion to the model used in this project. Leaders can influence the creation of the corporate reality in a very positive way through education and training for decision makers and through attentive consideration of the predictable reactions and perceptions of employees when making ethical decisions.

**ETHICAL PRINCIPLES**

Philosophers who write in ethical studies identify the following ethical principles. Page numbers refer to the text unless otherwise indicated.

1. The principle of **HUMAN DIGNITY**. Emphasis is upon the intrinsic value of human life and the worth of every individual. (70.2, 270.1)
2. The principle of **NON-INJURY**. (see Wm. Frankena, *ETHICS*, p. 47)
  - One ought not inflict harm upon anyone.
  - One ought to prevent harm where possible.
  - One ought to remove causes of harm where possible.
  - Non-injury applies to not injuring **others**.
3. The principle of **BENEFICENCE**. (One ought to do good. Frankena, p.48).
4. **DISTRIBUTIVE JUSTICE**. (Frankena 48). Justice includes **FAIRNESS & EQUALITY**.
5. W. D. Ross advanced principles in his book, *THE RIGHT AND THE GOOD*. He called them prima facie (on their face) duties.
  - a. **FIDELITY**. (Keeping one's promises, contracts). By prior agreements, we impose these duties upon ourselves.
  - b. **GRATITUDE**. A duty owed to others because of benefits received from them.
  - c. **JUSTICE**. (See no. 4 above). A non-meritorious distribution of goods. ("Good" can mean values like happiness.)
  - d. **BENEFICENCE**. (See no. 3). If we can improve the virtue, intelligence, happiness of others, we ought to do so.
  - e. **SELF-IMPROVEMENT**. We can improve our virtue, intelligence, happiness. This duty is owed to our future self, to others, and to a society that benefits from our development.
  - f. **NON-INJURY**. (See no. 2 above).

Universalizability tests genuine principles according to Immanuel Kant (see p. 70). The above principles are basic ones that underlie others. Ethical values like honesty (fidelity) can be expressed as principles. A value like **LIBERTY** could relate to **HUMAN DIGNITY** as well.

**THEORIES OF JUSTICE**

1. **UTILITARIAN**: We ought to promote social well-being (happiness).
2. **LIBERTARIAN**: We ought to promote personal liberty, without interference.
3. **THE RAWLS THEORY**: We have a right to equal liberty. Inequality is permitted only if it benefits the least advantaged.

Virtues are characteristics of persons. A most important one is **INTEGRITY**. Each of us wants to think well of ourselves and believe that we do what is good. We acquire virtues only by a pattern of practice, not by assenting to a belief.



SENTENCE COMPLETION FOR WOMEN

---

PARTICIPANT #: \_\_\_\_\_

Instructions: Please fill out this sentence completion form. You see that these are incomplete sentences. Please finish each one. Notice that there are three pages; please make sure you have completed each one.

---

1. Raising a family \_\_\_\_\_

---

2. Most men think that women \_\_\_\_\_

---

3. When they avoided me \_\_\_\_\_

---

4. If my mother \_\_\_\_\_

---

5. Being with other people \_\_\_\_\_

---

6. The thing I like about myself is \_\_\_\_\_

---

7. My mother and I \_\_\_\_\_

---

8. What gets me into trouble is \_\_\_\_\_

---

9. Education \_\_\_\_\_

---

10. When people are helpless \_\_\_\_\_

---

11. Women are lucky because \_\_\_\_\_

---

12. My father \_\_\_\_\_  
\_\_\_\_\_
13. A pregnant woman \_\_\_\_\_  
\_\_\_\_\_
14. When my mother spanked me, I \_\_\_\_\_  
\_\_\_\_\_
15. A wife should \_\_\_\_\_  
\_\_\_\_\_
16. I feel sorry \_\_\_\_\_  
\_\_\_\_\_
17. When I am nervous, I \_\_\_\_\_  
\_\_\_\_\_
18. A Woman's body \_\_\_\_\_  
\_\_\_\_\_
19. When a child will not join in group activities \_\_\_\_\_  
\_\_\_\_\_
20. Men are lucky because \_\_\_\_\_  
\_\_\_\_\_
21. When they talked about sex, I \_\_\_\_\_  
\_\_\_\_\_
22. At times she worried about \_\_\_\_\_  
\_\_\_\_\_
23. I am \_\_\_\_\_  
\_\_\_\_\_
24. A woman feels good when \_\_\_\_\_  
\_\_\_\_\_
25. My main problem is \_\_\_\_\_  
\_\_\_\_\_
26. Whenever she was with her mother, she \_\_\_\_\_  
\_\_\_\_\_

---

27. The worst thing about being a woman \_\_\_\_\_

---

28. A good mother \_\_\_\_\_

---

29. Sometimes she wished that \_\_\_\_\_

---

30. When I am with a man \_\_\_\_\_

---

31. When she thought of her mother, she \_\_\_\_\_

---

32. If I can't get what I want \_\_\_\_\_

---

33. Usually she felt that sex \_\_\_\_\_

---

34. For a woman a career is \_\_\_\_\_

---

35. My conscience bothers me if \_\_\_\_\_

---

36. A woman should always \_\_\_\_\_

---

SENTENCE COMPLETION FOR MEN

---

PARTICIPANT #: \_\_\_\_\_

Instructions: Please fill out this sentence completion form. You see that these are incomplete sentences. Please finish each one. Notice that there are three pages; please make sure you have completed each one.

---

1. Raising a family \_\_\_\_\_

---

2. Most women think that men \_\_\_\_\_

---

3. When they avoided me \_\_\_\_\_

---

4. A man's job \_\_\_\_\_

---

5. Being with other people \_\_\_\_\_

---

6. The thing I like about myself is \_\_\_\_\_

---

7. If my mother \_\_\_\_\_

---

8. What gets me into trouble is \_\_\_\_\_

---

9. Education \_\_\_\_\_

---

10. When people are helpless \_\_\_\_\_

---

11. Women are lucky because \_\_\_\_\_

---

12. My father \_\_\_\_\_

---

13. A pregnant woman \_\_\_\_\_  
\_\_\_\_\_

14. When my mother spanked me, I \_\_\_\_\_  
\_\_\_\_\_

15. A wife should \_\_\_\_\_  
\_\_\_\_\_

16. I feel sorry \_\_\_\_\_  
\_\_\_\_\_

17. When I am nervous, I \_\_\_\_\_  
\_\_\_\_\_

18. A woman's body \_\_\_\_\_  
\_\_\_\_\_

19. When a child will not join in group activities \_\_\_\_\_  
\_\_\_\_\_

20. Men are lucky because \_\_\_\_\_  
\_\_\_\_\_

21. When they talked about sex, I \_\_\_\_\_  
\_\_\_\_\_

22. At times she worried about \_\_\_\_\_  
\_\_\_\_\_

23. I am \_\_\_\_\_  
\_\_\_\_\_

24. A woman feels good when \_\_\_\_\_  
\_\_\_\_\_

25. My main problem is \_\_\_\_\_  
\_\_\_\_\_

26. Crime and delinquency could be halted if \_\_\_\_\_  
\_\_\_\_\_

27. The worst thing about being a man \_\_\_\_\_

\_\_\_\_\_

28. A good mother \_\_\_\_\_

\_\_\_\_\_

29. Sometimes she wished that \_\_\_\_\_

\_\_\_\_\_

30. When I am with a woman \_\_\_\_\_

\_\_\_\_\_

31. When he thought of his mother, he \_\_\_\_\_

\_\_\_\_\_

32. If I can't get what I want \_\_\_\_\_

\_\_\_\_\_

33. Usually he felt that sex \_\_\_\_\_

\_\_\_\_\_

34. For a man a career is \_\_\_\_\_

\_\_\_\_\_

35. My conscience bothers me if \_\_\_\_\_

\_\_\_\_\_

36. A man should always \_\_\_\_\_

\_\_\_\_\_

37. Rules are \_\_\_\_\_

\_\_\_\_\_

38. I just can't stand people who \_\_\_\_\_

\_\_\_\_\_

39. If I were King \_\_\_\_\_

\_\_\_\_\_

## Artisan

### APPENDIX C

I must be doing something. I can not tolerate being bored and I get bored easily. Where ever I am I find something to do. I need variety and stimulation. It is important that I have freedom. Any situation that is confining will make me miserable and I will do whatever it takes to change my circumstances. I love to make an impact and do the unpredictable. I live for this moment; the past is gone and the future will take care of itself. I want to squeeze the most I can out of life.

I am very adaptable and take great pride in doing many different things. I often am described as a chameleon because I fit in so many different contexts. I have my own style and do my own thing but I know how to play the game of life. I love a challenge and will often do something just to prove that I can. I want to prove it to others but it is even more important to prove it to myself.

I like things to look good in an aesthetic sense. I am very aware of my surrounding environment and anything that detracts from the setting spoils the whole experience for me. I have a natural sense of style and composition and I know when something lacks a pleasing quality. It doesn't have to be beautiful just aesthetically fluid.

I believe I can do anything if I have the opportunity to try. I learn best by doing not studying. I like to jump right in and start. I work best when I can start with something and then change or vary it to suit the situation better. I am likely to do things no one else has thought of or dared to try. I am great at finding a way to do things. Usually it is not the conventional way but it is expeditious and effective.

I am in my element when there is a crisis or a problem to be solved. Leave me alone so I can get to it and in no time I have the situation under control. I seem to instinctively know just what to do. I quickly assess the situation and act; it is not a long contemplative process. I just do it naturally. I can feel opportunity in my gut and when I respond I usually am right on target. When I neglect my instincts I usually pay the price.

I am impressed when people are really skilled at something, and I love it when people notice when I show skill at something. I have tool intelligence. I just seem to know how things operate, and I have the dexterity to make them work well whether it be driving a car, flipping pancakes, or setting the VCR. I am rarely clumsy and I consciously work on my own individual style and presence.

Sometimes people think I am frivolous and irresponsible. On the contrary, I am serious about enjoying life in all of its capacities. I do have fun, but I also set goals and challenges for myself and work hard to achieve them. I have strong personal convictions but I don't impose them on others and I don't respond positively when others impose their convictions on me. I only appear irresponsible when I am in a confining situation. In an attempt to free myself of the trapped feeling I may sometimes let others down. But I have learned to maintain commitments by incorporating some sense of freedom into the agreements I make with others. I am reliable and loyal when my freedom is not compromised. I will test the limits of others but I do have a keen sense of just how far I can go before I jeopardize the relationship.

I am interested in what other people want because then it makes it easy for me to interact with them. I love to make an impact on people and when I know what hits a cord with them I can quickly move our interaction along. I am good at knowing what to say and when to say it.

### **What I need from others**

I need others to give me space. I enjoy people, but I find too many expectations confining. I want to do things not just think or talk about them. I want to be appreciated for my troubleshooting talents by being relieved of constraints on my freedom when there is no crisis. I want my free spirit ways to be seen as a viable and responsible way to live life.

### **How others perceive me**

Other people see me as fun, quick, and as a risk-taker. They believe things come to me easily, and that I am lucky. They often see me as a maverick or free-spirit. They think I am a lot of fun to be around but they want me to prove that I am reliable.

## **Idealist**

As an Idealist people and relationships are the most important aspects of my life. I am naturally empathic. When I interact with people it is important for me to step inside their skin and see out through their eyes. This gives me confidence in how I can best help that person grow. I believe we are meant to lead meaningful and purposeful lives, and I like to act as a catalyst for helping other people identify their life purpose and what is meaningful to them. It is easy for me to inspire, appreciate, and reveal the best in others. I am a good listener and a good friend or mentor.

I view all individuals as having a unique identify with special gifts to contribute to the universe. It is important that every person be nurtured for who they are, not what others want of them. I will defend the right of anyone to do what they believe as long as no one else comes to harm, and likewise, I will act in accordance with my own beliefs.

I respect myself and others when they are authentic. I respect people to show their true self and not wear false fronts. It is easy for me to “see” the deep motivation and inner workings behind what people do and say. So when I “see” that deeper level and the person says or does something incongruent with what I see it is difficult for me to believe the person. Occasionally, what I “see” inside the person is incorrect, but usually my insight is correct. Often others may not even be aware of their own incongruity and that is when I go to work. I provide emotional support and listen to their life stories. I have a talent for subtly drawing people out. In the process they have insight into their own beliefs, gifts, meaning and purpose. Sometimes I want people to grow when they don’t want to, or are not ready. It is physically painful for me to “see” potential in another person who is not able or willing to actualize that potential. Maturity and practice help me know when it is appropriate to push someone and when it is not.

I envision an ideal world where every individual is self-actualized contributing their gifts to the world and reaping satisfaction, and we are all living in harmonious community. In support of this vision I am often dedicated to causes that will bring about change that will enhance quality of life for humanity. I utilize my natural talents as counselor and diplomat to bring together different perspectives. I have a gift for communicating complex images of purpose and vision through metaphor that allows each person to visualize their own contribution.

I am particularly aware of the ethical merits of actions and beliefs. Because it is so easy for me to imagine how words and actions will effect people, I am constantly on guard to ensure people will not be negatively affected. I will go to great lengths to thwart what I believe to be unethical behavior, and it is very difficult for people who have behaved unethically to regain my trust and respect.

Passion, romance, images, dreams, beliefs, intuition and ideals are all dimensions of what it is to be me. At times I am disappointed that individuals, groups, communities, earth and the universe don’t live up to my idealized expectations, but I always , even in the darkest moments, have some hopefulness that if we all work together we can overcome our shortcomings and attain the ideal. We are a unified whole, ever interconnected. What happens to others happens to me.

### **What I need from others**

A personal connection is imperative for me. I must feel the other person is acting authentically and I must feel they will accept me if I act authentically. I expect open discourse and personal sharing. I want to tell my stories as well as listen to theirs. I need some feedback they believe in me and my life purpose. A willingness to stand together in the face of conflict and misunderstanding with the belief that working through it will only strengthen the bond.

### **How others perceive me**

Other people view me as a people person. Someone who demonstrates empathy easily and makes others feel good about who they are. They commend my communication skills and say I am a natural teacher, counselor, and mentor. They also believe I wish for too much and they are afraid they may not be able to live up to the ideal image I have of them. They may describe me as imaginative, idealistic, mysterious, intuitive, gullible, friendly, empowering, committed, and genuine.



## **Guardian**

I am first, and foremost, a responsible person. I believe it is important to contribute to society as best we can so things will run as smoothly as possible. I have a strong sense of duty and loyalty to my family, friends, colleagues, and community. It is important for me and the people close to me to be safe and comfortable.

I am constantly aware of all of the things that need to be done, and I feel uncomfortable if things are not getting accomplished. I tend to stick to a schedule and familiar routines so I am certain to get everything in to my day. I spend much of my time making sure other people have all of the things they need to be comfortable or accomplish their tasks. Sometimes I get overwhelmed by all of the things I must get done, especially when others assume I will do things without asking if I have the time. It is difficult for me to ask for help, but I am learning to say no sometimes.

I have many roles in my life which influence what I do. I pay attention to how people are related to one another in terms of history, experiences, hierarchy, and types of relationships. It is clear to me that my roles come with particular responsibilities, norms and standards of appropriate behaviors. I am offended and disappointed when people show disrespect for my roles or do not live up to the expectations of their own roles. We all have roles to play in the grand scheme of things, that is what keeps the world going.

I rely on my past experiences to guide me. I am always looking for the best and most efficient way to do things. I can barely tolerate waste. I believe there is a "tried and true" best way to do things and it challenges common sense to do otherwise. I have lots of how-to's and how not-to's that can save time and energy.

I tend to appreciate family and cultural traditions. I have many stories of family, friends, and colleagues and rich remembrances of times we have spent together. Life milestones of birth, graduation, marriage, promotion, retirement, and death are important events I acknowledge and participate in as a means of maintaining the relationships I have with other people in my life. It is so important to other people when I am there to support them in those important moments.

I believe it is important to be prepared, work hard, and be helpful to others. I prefer to have things planned out in advance so I can avoid negative consequences. I dislike surprises, and I do not like changing a plan just for the sake of change. If there is truly a more efficient way of doing something I want to be shown, otherwise I am going to stick to what I have done in the past. I expect others to keep their word and act responsibly. I focus on accomplishments so I like to be able to focus on a task until it is complete. I am generally thorough and have a clear sense of the beginning, middle, and end of a project.

I need a clear description of what is expected of me, the desired goal, a suggested procedure, available resources, and who is in authority anytime there is a task or project for me to do. One of my natural skills is putting stabilizing structures in place that will make things easier. I develop new procedures by comparing a new task to a task I have done in the past. I am good at demonstrating how things are done so others can learn from my experience. I believe in earning my accomplishments through hard work, diligence, and effort. Often my contributions go unnoticed by others, when just a simple thank you would increase my morale considerably.

### **What I need from others**

I need to be appreciated for the simple ways I support others day to day. A sincere thank you or a special gesture that will make things easier for me go a long way. I like to be asked to be included in projects and events even though I may not always have time to participate. When people follow through on commitments and fulfill their responsibilities in a timely manner it is more than a courtesy, it demonstrates they respect me. I love it when people ask for my experience and support.

### **How others perceive me**

Other people see me as organized, courteous, responsible and loyal. They know I am someone they can count on to help out in whatever way I can. Sometimes people think I am too structured and organized and not spontaneous enough. People generally describe me as a good student, spouse, parent, friend, or co-worker.

## **Rational**

I am a perpetual learner. I have a love of complexity that offers a lifetime of stimulation. Logic and reason are a mainstay. I am interested in the logic behind logic, and the thinking behind thinking. I want to know why things are the way they are and why things work the way they do. I am constantly in search of answers and never completely satisfied with the answer because there are always more questions to ask. I have a natural push to create something that has never been done and enter territory unknown.

I am a natural systems thinker looking for the leverage points in the system. I notice what others accept as given assumptions in everyday life, and question the premise and merit of those assumptions. I have a sense that human destiny is to perpetuate progress. I have an inherent understanding of natural law and use that knowledge to consider and improve manmade structures. I am always seeking an elegant model or theoretical construct that emulates the aesthetic beauty of natural law. Elegance elicits efficiency and precision in a system, changing and improving its quality in a way that often goes unrecognized by society.

Self-mastery is a motivating force in life. I set my own standards, which are undoubtedly high, and achieve them. I do not rely on others for appraisal of my work but I do like to be acknowledged for innovative contributions. My work is my play. To become a person fully knowledgeable of a profession or expertise is very important. I aspire to be precise in all things, particularly in defining words.

Incompetence is my nemesis. It makes me feel stupid and like a failure. To avoid it, I strive for competency in all that I do. My strategy is to understand the underlying principles, the inherent assumptions, and the methodology behind something so I can improve my capability. I will continuously improve my skills striving for perfection. Perfection in my mind being the level to which I can competently meet the needs of my intended purpose.

Problem solving comes naturally to me. I view the universe as a myriad of problems to solve. I do not accept anything on face value without some skepticism. I will take something apart in order to discover what also must be there that is hidden which will explain what it is or how it works. When I have a problem to solve I look for many other examples. I compare the examples looking for distinctions and what is missing. I determine or design a structure that will help to analyze the problem. I systematically initiate a change and run a test until I successfully solve the problem. I have a high tolerance for ambiguity and uncertainty so I can easily consider many alternatives, and think conditionally (if this, then...) in a search for solutions. Often a problem will require complete redesign which requires a model modification or different assumptions.

Ideas are independent entities. They are meant to be challenged, modified, and redefined. I may have a great amount of conviction about an idea and speak in a way that others believe I am certain it is the truth, yet I am quick to discard an idea once it is proven false. Of course, this requires a solid, logically consistent argument. I can discuss, critique, analyze, and hypothesize about any idea or theory, but I am most satisfied when the topic is within my area of expertise. I expect others to challenge my ideas, but I can be offended when others don't acknowledge the logical process of how my ideas were formed.

I prefer to direct my own life, living according to my own standards. I am often oblivious to the customary notions of human interest and courtesy. Relationships must fit into a particular structure in the larger scheme of things. I am usually drawn to people who share a common interest in an area of my expertise. I interact with them for intellectual stimulation and to test my ideas. I have a tendency to treat people as just another variable to consider.

### **What I need from others**

Allow me to think for myself and give me room to be creative. I want to be taken seriously. Don't rush me if you want quality. Work with me to meet long term goals even if they don't seem to have immediate payoff.

### **How others perceive me**

Generally I am perceived as intelligent. They may also view me as lacking emotion, or they misinterpret what emotion I do show. They often view me as having particular talents rather than seeing my talents as intrinsic to who I am.

# Temperament Report Form for \_\_\_\_\_ Date \_\_\_\_\_

This report form provides a summary of your Myers-Briggs Type Indicator® (MBTI®) results which are based on your own self-report. It is recommended that your results be verified by you as accurate through feedback and interaction with a person knowledgeable about the MBTI and temperaments or through your own reading and understanding of the more detailed descriptions found in *Please Understand Me* by David Keirsey and Marilyn Bates or *Portraits of Temperament* by David Keirsey.

The MBTI reports preferences on four scales, with two opposite preferences on each scale. The strength of your preferences in response to the MBTI were:

<b>E</b> Extraversion <i>Energized w/ Others</i>	or	<b>I</b> Introversion <i>Energized Alone</i>
<b>S</b> Sensing <i>Concrete</i>	or	<b>N</b> iNtuition <i>Abstract</i>
<b>T</b> Thinking <i>Objective</i>	or	<b>F</b> Feeling <i>Personal</i>
<b>J</b> Judging <i>Structured</i>	or	<b>P</b> Perceiving <i>Spontaneous</i>


Slight	Moderate	Clear

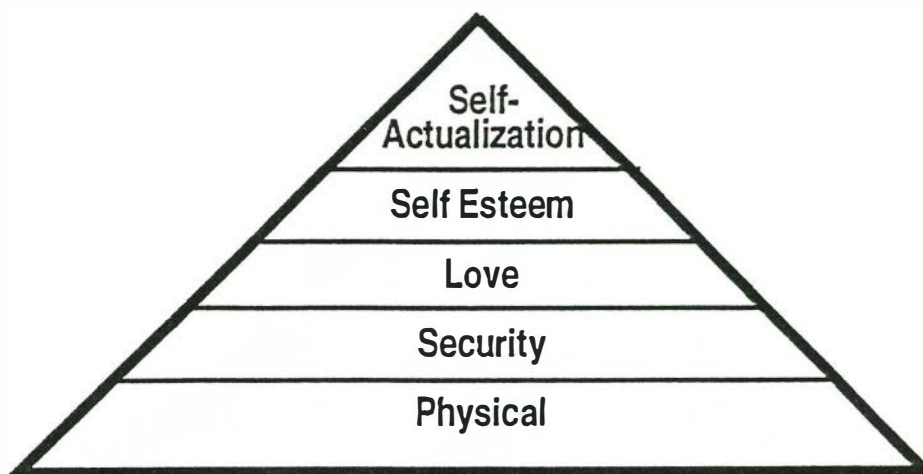
The feedback from the MBTI is four letters representing preferences on these four scales. The MBTI is helpful in determining your temperament. Temperament refers to the "form" of personality and examines themes and core values expressed through behaviors. These patterns of behavior have been observed over the last 25 centuries and are briefly summarized here. (Brief descriptions of the sixteen types are on the other side.)

Your indicated temperament was:

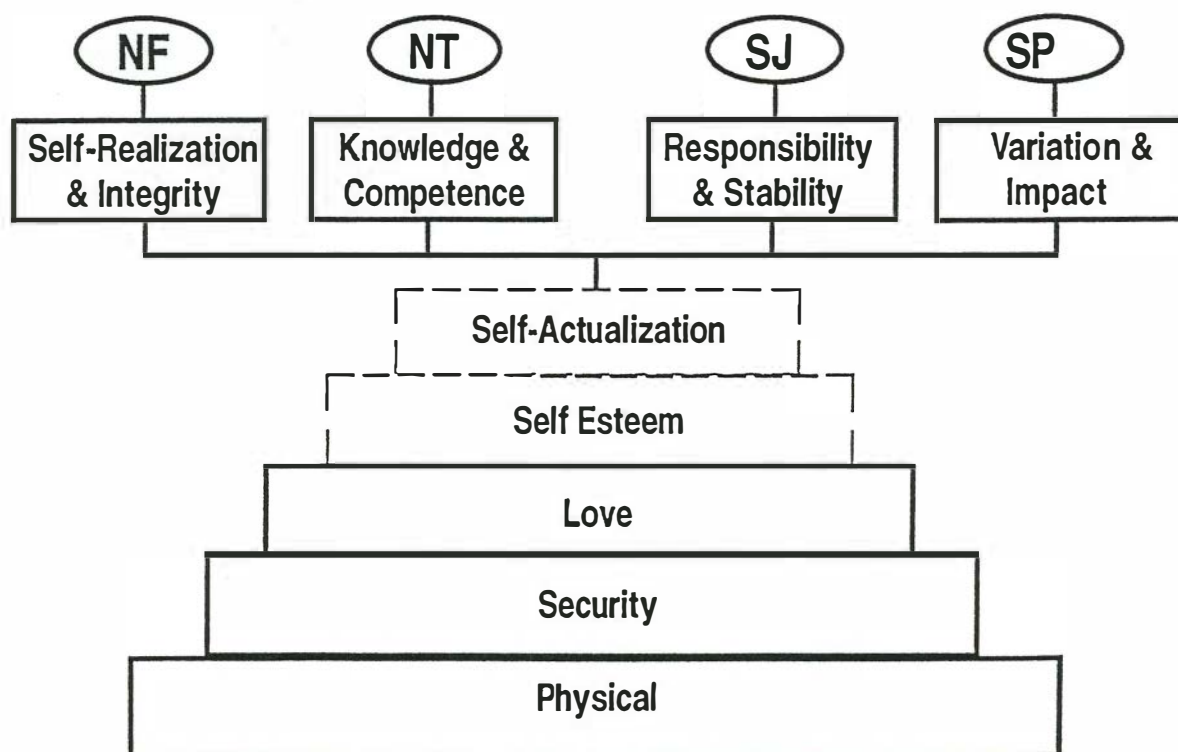
	<p><i>NFs and NTs have in common</i> <b>Abstract/Symbolic Awareness</b></p>	<p><i>SJs and SPs have in common</i> <b>Concrete/Experiential Awareness</b></p>
<p><i>NFs and SJs have in common</i> <b>Affiliation/Consensus</b> - act according to moral and social values of care and cooperation</p>	<p><b>NF Idealists</b></p> <p>Want to be authentic, benevolent and empathic. Search for identity, meaning and significance. Relationship oriented, valuing meaningful relationships. Romantic, idealistic, wanting to make the world a better place. Look to the future. Trust their intuition, imagination, fantasy. Focus on developing potential, fostering and facilitating growth through coaching, teaching, counseling, communicating. Generally enthusiastic. Think in terms of integration and similarities and look for universals. Gifted in the use of metaphors to bridge different perspectives. Diplomatic. Well suited for all manner of "people" work.</p>	<p><b>SJ Guardians</b></p> <p>Want to fit in, to have membership. Hunger for responsibility and accountability. Tend to be generous, to serve and to do their duty. Establish and maintain institutions and standard operating procedures. Tend to protect and preserve, to stand guard and warn. Look to the past and tradition. Foster enculturation with ceremonies and rules. Trust contracts and authority. Want security and stability. Think in terms of the conventional, associations and discrete elements. Generally serious and concerned, fatalistic. Skilled at ensuring that things and people are in the right place, in the right amounts, the right quality, at the right time. Frequently gravitate towards business and commerce.</p>
<p><i>NTs and SPs have in common</i> <b>Pragmatism/Autonomy</b> - act according to whatever it takes to get the job done expediently</p>	<p><b>NT Rationals</b></p> <p>Want knowledge and to be competent, to achieve. Seek to understand how the world and things in it work. Theory oriented. Everything is conditional and relative. Future oriented. Trust logic and reason. Want to have a rationale for everything. Skeptical. Think in terms of differences, delineating categories, definitions, structures and functions. Hunger for precision, especially in thought and language. Skilled at long-range planning, inventing, designing and defining. Generally calm. Foster individualism. Frequently gravitate toward technology and the sciences. Well suited for engineering and devising strategy, whether in the social or physical sciences.</p>	<p><b>SP Artisans</b></p> <p>Want the freedom to choose the next act; to have and to act on impulses. Want to be graceful, bold and impressive, to have impact. Generally excited and optimistic. Absorbed in the action of the moment. Oriented toward the present. Seek adventure and experiences. Hunger for spontaneity. Trust impulses, luck and their ability to solve any problem they run into. Think in terms of variation, variations on a theme. Ability to notice and describe detail. Like freedom to move, festivities and games. Natural negotiators. Seize opportunities. Gifted tacticians, deciding the best move to make in the moment, the expedient thing to do. Frequently drawn to the arts - manual, visual and performing.</p>

<p>INFJ Foreseer/Developer</p> <p>Theme is foresight. They use their insights to deal with complexity in issues and people, often with a strong sense of "knowing" before others know themselves. They trust their inspirations and visions, using them to help others. Private and complex, they bring a quiet enthusiasm and industry to projects that are part of their vision.</p>	<p>INFP Proponent/Advocate</p> <p>Theme is advocacy. They support anything that allows the unfolding of the person, encouraging growth and development with a quiet enthusiasm. They become loyal advocates and champions, caring deeply about their causes and a few special people. Interested in contemplating life's mysteries, virtues and vices in their search for wholeness.</p>	<p>ISTJ Overseer/Inspector</p> <p>Theme is inspecting. They are thorough, systematic and careful as they look for discrepancies, omissions and pitfalls. Dependable, realistic and sensible, they want to conserve the resources of the organization, group, family or culture and persevere towards that goal.</p>	<p>ISFJ Provider/Protector</p> <p>Theme is protecting, making sure their charges are safe from harm. Desiring to serve individual needs, they often work long hours. They are the caretakers, serving quietly without fanfare. They are devoted to doing whatever is necessary to ensure shelter and safety.</p>
<b>NF IDEALISTS</b>		<b>SJ GUARDIANS</b>	
<p>ENFJ Foreseer/Mobilizer</p> <p>Theme is mentoring, leading people to achieve their potential and become more of who they are. They lead using their exceptional communication skills, their enthusiasm and warmth to gain cooperation towards meeting the ideals they hold for the organization. They are the catalysts who draw out the best in others.</p>	<p>ENFP Proponent/Messenger</p> <p>Theme is inspiration, both of themselves and others. They have a contagious enthusiasm for "causes" that further good and develop latent potential. Very perceptive of others' motives and interested in what is going on around them. Frequently moved to enthusiastically communicate their "message."</p>	<p>ESTJ Overseer/Supervisor</p> <p>Theme is supervising, with an eye to the traditions and regulations of the group. They are interested in ensuring that the standards are met and the consequences for not following those standards are delivered. They want to keep order so that the organization, group, family, or culture will be preserved.</p>	<p>ESFJ Provider/Caretaker</p> <p>Theme is providing, ensuring that physical needs are met. They are genuinely concerned about the welfare of others, making sure they are comfortable and involved. They use their sociability to nurture established institutions. They are helpful, considerate, thoughtful and wishing to please.</p>
<p>INTJ Director/Strategist</p> <p>Theme is strategizing. They devise strategy, give structure, establish complex plans and outline sequences of events in reaching distant goals dictated by a strong vision of the organization. They thrive on putting theories to work and are open to any and all ideas that can be put to use.</p>	<p>INTP Inventor/Designer</p> <p>Theme is designing, not just in the "artistic sense," but in the sense of the precise arrangement of all the elements necessary for objective understanding of that part of the world that interests them. While many are drawn to science and math, the designing can be in many other realms. Interest is in theories and underlying principles.</p>	<p>ISTP Maneuverer/Operator</p> <p>Theme is action. This action is born of their impulses, not imposed from without. They are natural masters at using tools and instruments, becoming absorbed in operating them. They take pride in their skill and virtuosity. Keen observers of the environment, they are a storehouse of much data and facts about the things that interest them.</p>	<p>ISFP Performer/Composer</p> <p>Theme is composing. Want to please and favor through their compositions, frequently in the visual and performing arts. With their senses keenly tuned in, they become totally absorbed in the action of the moment. Prefer action to words. Focus on the free variable in composition and the performing of their own compositions. Kind and sensitive to suffering of others.</p>
<b>NT RATIONALS</b>		<b>SP ARTISANS</b>	
<p>ENTJ Director/Commander</p> <p>Theme is directing. They develop policy, establish plans, sequence events, implement strategy and direct others in reaching the goals dictated by their strong vision of the organization. They are the natural organization builders and cannot not lead. They focus on marshalling forces to get plans into action.</p>	<p>ENTP Inventor/Improvisor</p> <p>Theme is inventing and adapting, not just concrete objects, but also new ways of doing things as a means to an end. Interested in nearly everything and frequently go from one thing to the next, inventing prototypes and having faith in their ability to improvise, rather than extensive preparation. They are the engineers of human relationships and systems as well as the more scientific domains.</p>	<p>ESTP Maneuverer/Promoter</p> <p>Theme is promoting. Adept at picking up on minimal non-verbal cues, they are able to anticipate the actions and reactions of others and thus win their confidence. They are the master negotiators, entrepreneurs, salespersons - taking over in all manner of interpersonal interactions. They thrive on action and the use of all resources at hand.</p>	<p>ESFP Performer/Entertainer</p> <p>Theme is performing. Warm, charming and witty, they want to impact others, to evoke their enjoyment and to stimulate. Seeking to excite and please their "audience," they are masters at entertaining, showmanship and sales. They thrive on social interaction, pleasure and joyful living.</p>

## MASLOW'S HIERARCHY OF NEEDS



## REVISED TO TAKE TEMPERAMENT INTO ACCOUNT Four Forms of Self-Actualization & Self-Esteem



<u>Questions</u>	<u>Idealist</u>	<u>Guardian</u>	<u>Rational</u>	<u>Artisan</u>
What core needs?	meaning & significance unique identity	responsibility & duty membership, belonging	knowledge & competence self mastery	freedom to act on impulses ability to make an impact
What values?	authenticity, empathic relationships, ethics, self-actualization, unity	regulations, stability, conformity, security, hierarchy, bonding	concepts, progress, expertise, intelligence, theories, ultimate truths, logic	excitement, variety, aesthet- ics, action, adventure, perfor- mance, spontaneity
What abilities?	facilitating, counseling, mentoring, revealing, advocating, interpreting	protecting, supervising, monitoring, conserving, measuring, providing	learning, inventing, designing, analyz- ing, categorizing	performing, adapting, promoting, varying, operating, negotiating
What behaviors?	inspiring, empathizing, imag- ining, creating harmony, praising, impressionistic	structuring, standardizing, stabilizing, economical, dependability, appraising	analytical, inventive, problem solving, critiquing, oblivious, perfectionist	improvising, risk-taking, impulsive, entertaining, restless, spontaneous
What impression do they give?	friendly, compassionate, sincere, empathic	cordial, responsible, dependable, orderly	aloof, intellectual, scholarly, precise, competent	outgoing, talented, charis- matic, stylish, quick
What is important to them?	being authentic, true to yourself	doing things the right way being responsible	sharing ideas, being logically consistent	freedom, lots of variety
What kind of language do they use?	global, metaphoric, lots of words	appropriate, use comparisons	precise, scholarly, use conditionals	jargon, bold, story telling
What topics energize them?	relationships, life stories, ethical issues, mentoring	activities, events, successes,	ideas, theories, cutting edge	new ventures, adventures
What kind of information do they want?	the/your purpose, who will be effected	who, when, where, how, what is expected	underlying assumptions, comprehensive view	why do it, your motive

**Questions****Idealist****Guardian****Rational****Artisan**

What makes them feel great?

helping someone discover their purpose

appreciation for their productivity and help

designing something new, intellectual discussion

meeting a challenge, being admired for it

What do they hate?

false pretenses, unethical behavior, intolerance

irresponsibility, chaos, senseless change, waste

redundancy, incompetence, inconsistency, low quality

rules, expectations, limits, boredom, no variety

What role brings satisfaction?

catalyst, mentor

stabalizer, traditionalist

visionary, strategist

troubleshooter, negotiator

What is their time orientation?

future

past

infinite

present

What kind of problem solving do they do?


diplomatic

logistical

strategic

tactical

APPENDIX H

Memo to: Participants in the Gareis Research Project  
From: Judy Gareis   
Subject: Research Project Information  
Date: February 21, 1996

Thanks you very much for agreeing to participate in the research project for my master's dissertation. I hope to be graduating on May 25 of this year. The deadline to submit my final project is April 30. Therefore, it is critical that I complete the research portion of the project on March 8.

As soon as you have completed the enclosed questions and sentence completion exercise, please return them to me. I will be arranging a personal interview at your convenience as soon as I have reviewed your responses to the case studies. Dr. Steven Earnest, Director of Training & Development at Methodist Hospital, will be reviewing the responses to the sentence completion exercise. Your identity will be protected with the exception of Dr. Earnest and me. Your responses will be treated with the strictest confidentiality. Sixteen additional people will be participating in the study from Methodist Hospital and coordinated by Dr. Earnest.

Following the review of your written responses I will arrange the interview in order to ask any remaining questions I may have about your case study responses. At that time, your identity can be revealed without jeopardizing the validity of the study.

Please return your responses to Karen Paul in a sealed envelope. She needs to know who you are so that she can tell me if whose responses we are missing during the last week in order for me to check on your progress; however, please do not identify your name on the envelope but rather just let Karen know that you are turning in your responses.

Thank you for your cooperation regarding the need for anonymity during the first phase of the project. I will be letting you know when the results of the sentence completion exercise are available and I will share a copy of the research results with you as well. Please let me know if you have any questions at any time.

**Thanks again! Your valuable time is much appreciated.**



**Instructions: Read the following case study carefully. Respond to the following questions with as much detail as possible. Do not put your name or any other identifying marks on the case study to insure the integrity of the research. Brief follow up interviews will be conducted in order to clarify and expand your answers; however, data will be collected from your written responses first. It is important that you give as much information as possible about the thinking behind your response. THANK YOU FOR YOUR PARTICIPATION.**

Tom and Joyce work in the same division. He is at level 3 in a hierarchy where level 4 represents the top; she is at level 2. Neither is presently married, and a reasonable person would judge them a plausible couple. Tom's opinions and recommendations, at least informally, will help Joyce get the assignments she needs to move to level 3. He has been pursuing Joyce socially for some time, and, because she knows he is a key factor in her advancement, she is in a quandary. Should she just keep from discouraging or encouraging him, or should she come clean and tell him she's simply not interested? Joyce believes that the latter choice puts her at risk for not getting the crucial assignments. Months pass; she takes an indecisive stance, not accepting Tom's repeated social initiatives, but not clearly saying they were unwanted. Finding fewer and fewer of the desired assignments coming her way, Joyce concludes it is because she has been unresponsive to Tom's personal advances and lodges a sexual harassment complaint with human resources.

Questions for participants:

Do you agree with Joyce's conclusion? Explain why you agree or disagree.

What do you think the average person would have done in Joyce's situation? Explain your thought process.

Do you think that Tom had responsibilities in this situation and if so, what were they? Explain your answers.

USE THE ATTACHED SHEETS TO WRITE YOUR ANSWERS.

**Instructions: Read the following case study carefully. Respond to the following questions with as much detail as possible. Do not put your name or any other identifying marks on the case study to insure the integrity of the research. Brief follow up interviews will be conducted in order to clarify and expand your answers; however, data will be collected from your written responses first. It is important that you give as much information as possible about the thinking behind your response. THANK YOU FOR YOUR PARTICIPATION.**

Jake is a backslapping kind of a guy who has spent his whole life communicating with words and touch. He won't make a pass or do anything overt, but he will freely put his hand on a woman's shoulder while standing and talking with her about something on her computer screen, or in the small of her back as he follows her through a door. In fact, whenever a woman is near him, he always seems to be touching her, although he never gropes or fondles. One of the women has taken offense at these practices and has brought a case of sexual harassment.

Questions for participants:

Do you think Jake is guilty of sexual harassment? Explain your answer.

What action should management take, if any, after observing Jake's behavior? Explain your answer.

How do you think an average woman would respond to Jake's touching? Explain your answer.

USE THE ATTACHED SHEETS TO WRITE YOUR ANSWERS.

**Instructions:** Read the following case study carefully. Respond to the following questions with as much detail as possible. Do not put your name or any other identifying marks on the case study to insure the integrity of the research. Brief follow up interviews will be conducted in order to clarify and expand your answers; however, data will be collected from your written responses first. It is important that you give as much information as possible about the thinking behind your response. **THANK YOU FOR YOUR PARTICIPATION.**

As the only woman on the hospital's surgical team, Cathy felt scrub-room teasing that included speculation about her bra size and sexual prowess was out of place in the professional setting. When she objected, the chief of surgery explained that she had come a long way, was easing the path for women who would follow in her professional footsteps, and should accept the "compliment" as a modest price to pay for the privilege of being one of "them." "After all," he explained patiently, "the operating theater is a man's world, and that's the way we talk. Think of yourself like a lone man in a group of women gossiping about the latest soaps and talking about shopping."

*Questions for participants:*

Was Cathy justified in her complaint? Why or why not? Explain your answer.

What do you think of the chief of surgery's response? Was it appropriate or not? Explain your answer.

What do you think an average woman would do in Cathy's place? Explain your answer.

**USE THE ATTACHED SHEETS TO WRITE YOUR ANSWERS.**

**Instructions:** Read the following case study carefully. Respond to the following questions with as much detail as possible. Do not put your name or any other identifying marks on the case study to insure the integrity of the research. Brief follow up interviews will be conducted in order to clarify and expand your answers; however, data will be collected from your written responses first. It is important that you give as much information as possible about the thinking behind your response. **THANK YOU FOR YOUR PARTICIPATION.**

A nurse practitioner working in the urology section of an HMO routinely conducts physical examinations on male patients and finds nude men in the clinical setting unremarkable. To ease their embarrassment, she is relaxed, friendly, and generously tolerant of nervous jokes about her work. Darren was an exception who took her sense of humor as an opening for making unwelcome suggestions that a private sexual relationship between them might be “fun.” She immediately refused, but he persisted for weeks, even to the point of leaving graphic messages on her voice mail.

*Questions for participants:*

How reasonable is it to expect her to overlook such behavior as something that comes with the territory? Explain your answer.

How could the nurse’s behavior with nude men have been changed to prevent someone like Darren from misinterpreting her intentions? Explain your answer.

How do you think an average woman would handle this type of job responsibility? Explain your answer.

**USE THE ATTACHED SHEETS TO WRITE YOUR ANSWERS.**

**Instructions: Read the following case study carefully. Respond to the following questions with as much detail as possible. Do not put your name or any other identifying marks on the case study to insure the integrity of the research. Brief follow up interviews will be conducted in order to clarify and expand your answers; however, data will be collected from your written responses first. It is important that you give as much information as possible about the thinking behind your response. THANK YOU FOR YOUR PARTICIPATION.**

Elaine has worked for the company for five years. She started as a new college graduate at an entry-level salary and hoped to progress through hard work and initiative. Elaine has a work ethic which is admired by her peers. She always volunteers for new assignments, always volunteers to work overtime, exceeds quality and quantity standards routinely, and is the recipient of a “stack” of letters of appreciation from the company’s customers. Co-workers frequently interrupt Elaine’s work with questions and she graciously responds to each request. Her performance reviews for the last 3 years rate her above average or higher in all categories.

A co-worker hired two years ago was recently promoted to a new supervisory position in the department. The job was not posted. Elaine was shocked and outraged. She responded to the news by immediately drafting and submitting her resignation.

Questions for participants:

Do you believe that Elaine is justified in her reaction? Explain your reasoning.

What should the company have done differently and why? Explain your answer.

What do you think the average person would do in Elaine’s situation? Explain your answer.

**USE THE ATTACHED SHEETS TO WRITE YOUR ANSWERS.**

APPENDIX I

Case Study #

Name: \_\_\_\_\_

1. What bothered you, if anything, about responding to the case?
  
2. Did you have any conflicting thoughts or feelings as you answered the questions?
  
3. Did the actions of any of the case study characters anger or bother you in any way?
  
4. Have you had any personal experience related to the case?
  
5. When you responded to the question about what the average person would do, was your response representative of what you think you would have done in the same situation?

RATIONALS		Case Study #3		Participant Name	Participant Number	JG's Temperament	Temperament	Was Cathy justified in her complaint?	What do you think of the Chief of Surgery's response?	What do you think the average woman would have done in her situation?	What, if anything, bothered you about the case? Any conflicting thoughts or feelings?	Have you had any related personal experience?	What would you do—same as the average person?
Male	Female	Leader	Non-Leader										
X		X		Hendrix	13	Rational	Rational	Yes—if discussions about her personal attributes are uncomfortable for her and she made that clear the discussions should cease.	Not appropriate—he should respect her request for privacy as he would expect from being a lone man in a group of women discussing & speculating on his manhood & prowess, etc.	Same as Cathy and take it further if discussions did not cease.	Nothing—clear cut case.	No	Same as Cathy.
	X	X		Heider	1	Rational	Rational	Yes—absolutely justified in making a complaint.	Not appropriate—he clearly is person in charge of creating a prof. environment. Being subjected to unwanted sexual talk that makes one uncomfortable is clearly sex. har. By his comments he was telling her they created a prof. environ. based on gender.	Same as Cathy did. Comments by chief surgeon were so overt that any attempt to fit in would have resulted in her being treated w/more disrespect. She absolutely needed to draw a line immediately w/her supervisor & co-workers to establish herself as prof.	Nothing—none	Yes—indirectly being in an environment w/lots of men there's an expectation to be part of the group that <del>will</del> need to participate.	Same as Cathy.
	X		X	Muvich	8	Idealist	Rational	Yes—may still be some profession so closely held by men that it is, will and has taken very strong women to take on establishment & demand change & that behavior is grossly out of line & unprofessional. Being only woman on team it would be difficult...	Not appropriate—would think there is substantial sex. har. suit growing in that hospital—at what cost to Cathy could she obtain satisfaction? Would it be at expense of her career? Unfortunately, the answer is probably yes.	Would grin & bear it until other women were admitted or until she could get on another team—even most supportive mgmt would feel hands tied if Chief was highly respected & hospital was afraid of losing him & their funding. Cathy would feel ostracized...	Frustrating because there was nothing she could really do—damned if she did and damned if she didn't—caught between answering what she should be able to do and reality.	No	Grin & bear it until I found another job.
X			X	Hammerle	11	Guardian	Rational	Yes—clearly justified. Analogy of one man in group of women is way off the mark—example was not inherently personal or private—Prof. demeanor would be expected to keep private & personal out as subjects for casual conversation.	He is a dinosaur—how long can operating theater "men's club" mentality last if women's paths into it are being made easier by Cathy? If she has come a long way, that in & of itself is the only price she should be expected to pay.	Hopefully avg woman would do same as Cathy. Decorum in a prof. setting should never be taken for granted or compromised. Prof. conduct precludes "locker-room talk."	No—just locker room antics of the surgeon.	Went to an all male college—had a rule called the Gentleman's Rule—in the company of females the rules changed to respect them.	Same as Cathy.

Note: Many responses were too long to fit in the allotted space and responses were abbreviated as best possible.

Was Cathy justified in her complaint?	What do you think of the Chief of Surgery's response?	What do you think the average woman would have done in her situation?	What, if anything, bothered you about the case? Any conflicting thoughts or feelings?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
Yes—if discussions about her personal attributes are uncomfortable for her and she made that clear the discussions should cease.	Not appropriate—he should respect her request for privacy as he would expect from being a lone man in a group of women discussing & speculating on his manhood & prowess, etc.	Same as Cathy and take it further if discussions did not cease.	Nothing—clear cut case.	No	Same as Cathy.	The doctor's response was weak.
Yes—absolutely justified in making a complaint.	Not appropriate—he clearly is person in charge of creating a prof. environment. Being subjected to unwanted sexual talk that makes one uncomfortable is clearly sex. har. By his comments he was telling her they created a prof. environ. based on gender.	Same as Cathy did. Comments by chief surgeon were so overt that any attempt to fit in would have resulted in her being treated w/more disrespect. She absolutely needed to draw a line immediately w/her supervisor & co-workers to establish herself as prof.	Nothing—none	Yes—indirectly being in an environment w/lots of men there's an expectation to be part of the group that you need to participate.	Same as Cathy.	Yes—the Chief of Surgery.
Yes—may still be some profession so closely held by men that it is, will and has taken very strong women to take on establishment & demand change & that behavior is grossly out of line & unprofessional. Being only woman on team it would be difficult...	Not appropriate—would think there is substantial sex. har. suit growing in that hospital—at what cost to Cathy could she obtain satisfaction? Would it be at expense of her career? Unfortunately, the answer is probably yes.	Would grin & bear it until other women were admitted or until she could get on another team—even most supportive mgmt would feel hands tied if Chief was highly respected & hospital was afraid of losing him & their funding. Cathy would feel ostracized...	Frustrating because there was nothing she could really do—damned if she did and damned if she didn't—caught between answering what she should be able to do and reality.	No	Grin & bear it until I found another job.	Chief of Surgery & surgical team attitude in general.
Yes—clearly justified. Analogy of one man in group of women is way off the mark—example was not inherently personal or private—Prof. demeanor would be expected to keep private & personal out as subjects for casual conversation.	He is a dinosaur—how long can operating theater "men's club" mentality last if women's paths into it are being made easier by Cathy? If she has come a long way, that in & of itself is the only price she should be expected to pay.	Hopefully avg woman would do same as Cathy. Decorum in a prof. setting should never be taken for granted or compromised. Prof. conduct precludes "locker-room talk."	No—just locker room antics of the surgeon.	Went to an all male college—had a rule called the Gentleman's Rule—in the company of females the rules changed to respect them.	Same as Cathy.	The closed mind of the Chief of Surgery.

s best possible.

RATIONALS		Case Study #3		METHODIST HOSPITAL GROUP									
Male	Female	Leader	Non-Leader	Participant Name	Participant Number	JG's Temperament	Temperament	Was Cathy justified in her complaint?	What do you think of the Chief of Surgery's response?	What do you think the average woman would have done in her situation?	What, if anything, bothered you about the case? Any conflicting thoughts or feelings?	Have you had any related personal experiences?	What would you do—same as the average person?
	X		X	Minkner	M-7	Rational	Rational	Yes—Cathy is justified. Discussions of bra size & sexual prowess are far cry from soap operas & shopping in comparison. Chief surgeon gives his prejudice away when he states that "the operating theater is a man's world." . . .	No, response is not appropriate. Stating that operating theater is a man's world is completely out of line. He demonstrates absolutely no sensitivity to Cathy's point of view & has obviously not been exposed to any diversity training.	Avg woman would probably file sexual harassment suit due to fact she is not receiving any support from her supervisor & prospects of any changes in behavior in the male surgical staff is practically nonexistent. . . .	Chief's overt expression of prejudice.	No.	Yes—same as the average person.
	X	X		Heider	1	Rational	Rational	Yes—absolutely justified in making a complaint.	Not appropriate—he clearly is person in charge of creating a prof. environment. Being subjected to unwanted sexual talk that makes one uncomfortable is clearly sex. har. By his comments he was telling her they created a prof. environ. based on gender.	Same as Cathy did. Comments by chief surgeon were so overt that any attempt to fit in would have resulted in her being treated w/more disrespect. She absolutely needed to draw a line immediately w/ her supervisor & co-workers to establish herself as prof.	Nothing—none	Yes—indirectly being in an environment w/ lots of men there's an expectation to be part of the group that you need to participate.	Same as Cathy.
	X	X		Peters	M-6	Artisan	Rational	Yes—this is not appropriate behavior if it makes her uncomfortable—I think the closer you work with someone the more open you become—but the more you know someone you learn what is appropriate and what is not.	Very inappropriate—her position is not a privilege being a woman—I think he is a male chauvinistic pig.	Not argue with the men, just to nonverbally let them know you do not approve of the conversation.	Stereotyping both men & women—he's a male chauvinist pig. Had very strong feelings about this one.	No.	Yes—same as the average woman.

*delete*

Participant	Was Cathy justified in her complaint?	What do you think of the Chief of Surgery's response?	What do you think the average woman would have done in her situation?	What, if anything, bothered you about the case? Any conflicting thoughts or feelings?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
al	Yes—Cathy is justified. Discussions of bra size & sexual prowess are far cry from soap operas & shopping in comparison. Chief surgeon gives his prejudice away when he states that "the operating theater is a man's world." . . .	No, response is not appropriate. Stating that operating theater is a man's world is completely out of line. He demonstrates absolutely no sensitivity to Cathy's point of view & has obviously not been exposed to any diversity training.	Avg woman would probably file sexual harassment suit due to fact she is not receiving any support from her supervisor & prospects of any changes in behavior in the male surgical staff is practically nonexistent. . . .	Chief's overt expression of prejudice.	No.	Yes—same as the average person.	Yes—the Chief's response to her.
al	Yes—absolutely justified in making a complaint.	Not appropriate—he clearly is person in charge of creating a prof. environment. Being subjected to unwanted sexual talk that makes one uncomfortable is clearly sex. har. By his comments he was telling her they created a prof. environ. based on gender.	Same as Cathy did. Comments by chief surgeon were so overt that any attempt to fit in would have resulted in her being treated w/more disrespect. She absolutely needed to draw a line immediately w/ her supervisor & co-workers to establish herself as prof.	Nothing—none	Yes—indirectly being in an environment w/ lots of men there's an expectation to be part of the group that you need to participate.	Same as Cathy.	Yes—the Chief of Surgery.
al	Yes—this is not appropriate behavior if it makes her uncomfortable—I think the closer you work with someone the more open you become—but the more you know someone you learn what is appropriate and what is not.	Very inappropriate—her position is not a privilege being a woman—I think he is a male chauvinistic pig.	Not argue with the men, just to nonverbally let them know you do not approve of the conversation.	Stereotyping both men & women—he's a male chauvinist pig. Had very strong feelings about this one.	No.	Yes—same as the average woman.	Yes—the Chief—his response to her.



RATIONALS		Case Study #4		Participant Name	Participant Number	JG's Temperament	Temperament	Was it reasonable to expect her to overlook such behavior?	How could her behavior have been changed to prevent what happened from happening?	What do you think the average woman would have done in her situation?	What, if anything, bothered you about the case? Any conflicting thoughts or feelings?	Have you had any related personal experience?	What would you do—same as the average person?
Male	Female	Leader	Non-Leader										
		X		Hendrix	13	Rational	Rational	Overlooking initial behavior was reasonable but repetitive activity of Darren is unacceptable after she was clear on her refusal.	Her behavior was fine—she had immediately refused the advancement and was clear about it.	Have to have the attitude/temperament that this nurse had.	Nothing—none	No	Yes—same as the nurse.
	X	X		Heider	1	Rational	Rational	Don't have enough info to judge—I don't find it unreasonable to overlook some nervous joking—seems she would have had other situations like this if joking was out of hand. May need to be more cognizant of someone's actions.	Only way to avoid misinterpretations is to always not appreciate their comments and/or not react in any way to them—she should never be the one to initiate a joke or gesture which can be considered sexually related.	Would not initiate comments or gestures which could be considered sexually related—to assume one should take an extreme approach seems unlikely—accepting a certain level of joking seems acceptable.	Nothing—none	No	Yes—same as the nurse.
	X		X	Muvich	8	Idealist	Rational	Reasonable to a point. Continued overt suggestions should not be tolerated. Patient should be firmly informed he is out of line & must cease behavior. Think he would be transferred to another nurse/old legal action would take place if he refused to stop	A less friendly attitude or firm comment that such joking is not tolerated. Explain this is purely clinical & routine for her & that they should not feel embarrassed or uncomfortable.	Like most nurses I've seen you're not human being—just another body. Most women would respond to job by being very impersonal & clinical to not invite any conversation other than talk about their medical history.	Began to wonder what being friendly really meant.	No	Yes—same as the nurse.
X			X	Hammerle	11	Guardian	Rational	Darren's behavior should not be considered "part of the territory." Her tolerance of the "nervous jokes" about her work are about the limit that "comes with the territory."	Darren's behavior appears to be the exception more than the rule. I would say her response to him should likewise be the exception. Her current behavior adequately handles the majority. Instead of changing normal style she needs to add a forceful counter.	I don't think an average woman would have this job. Due to the type and nature of the work, this responsibility almost necessitates an "above average" tolerance.	Standard approach that is good for everyone was the problem—needed one approach but identify situations where you need a fallback approach.	My step-sister is a urology nurse—I put her in this role to answer.	Yes—same as the nurse. Takes someone to handle.

Note: Many responses were too long to fit in the allotted space and responses were abbreviated as best possible.

Temperament	Was it reasonable to expect her to overlook such behavior?	How could her behavior have been changed to prevent what happened from happening?	What do you think the average woman would have done in her situation?	What, if anything, bothered you about the case? Any conflicting thoughts or feelings?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
all	Overlooking initial behavior was reasonable but repetitive activity of Darren is unacceptable after she was clear on her refusal.	Her behavior was fine—she had immediately refused the advancement and was clear about it.	Have to have the attitude/temperament that this nurse had.	Nothing—none	No	Yes—same as the nurse.	Darren's actions were inappropriate—he should not have persisted.
all	Don't have enough info to judge—I don't find it unreasonable to overlook some nervous joking—seems she would have had other situations like this if joking was out of hand. May need to be more cognizant of someone's actions.	Only way to avoid misinterpretations is to always not appreciate their comments and/or not react in any way to them—she should never be the one to initiate a joke or gesture which can be considered sexually related.	Would not initiate comments or gestures which could be considered sexually related—to assume one should take an extreme approach seems unlikely—accepting a certain level of joking seems acceptable.	Nothing—none	No	Yes—same as the nurse.	Nothing.
all	Reasonable to a point. Continued overt suggestions should not be tolerated. Patient should be firmly informed he is out of line & must cease behavior. Think he would be transferred to another nurse/old legal action would take place if he refused to stop	A less friendly attitude or firm comment that such joking is not tolerated. Explain this is purely clinical & routine for her & that they should not feel embarrassed or uncomfortable.	Like most nurses I've seen you're not human being—just another body. Most women would respond to job by being very impersonal & clinical to not invite any conversation other than talk about their medical history.	Began to wonder what being friendly really meant.	No	Yes—same as the nurse.	No—he was really out of line.
all	Darren's behavior should not be considered "part of the territory." Her tolerance of the "nervous jokes" about her work are about the limit that "comes with the territory."	Darren's behavior appears to be the exception more than the rule. I would say her response to him should likewise be the exception. Her current behavior adequately handles the majority. Instead of changing normal style she needs to add a forceful counter.	I don't think an average woman would have this job. Due to the type and nature of the work, this responsibility almost necessitates an "above average" tolerance.	Standard approach that is good for everyone was the problem—needed one approach but identify situations where you need a fallback approach.	My step-sister is a urology nurse—I put her in this role to answer.	Yes—same as the nurse. Takes someone able to handle.	No.

as best possible.

RATIONALS		Case Study #4		METHODIST HOSPITAL GROUP									
Male	Female	Leader	Non-Leader	Participant Name	Participant Number	JG's Temperament	Temperament	Was it reasonable to expect her to overlook such behavior?	How could her behavior have been changed to prevent what happened from happening?	What do you think the average woman would have done in her situation?	What, if anything, bothered you about the case? Any conflicting thoughts or feelings?	Have you had any related personal experience?	What would you do—same as the average person?
	X		X	Minkner	M-7	Rational	Rational	It's reasonable to overlook only for a short period of time, and not reasonable for her to continue to tolerate after she has made herself perfectly clear by refusing advances. It is a courtesy to make nervous patients feel at ease . . .	Perhaps she could temper her jokes with straight-forward explanations of the exam & what will occur during the exam. Speak w/patient while he is clothed & ask for any questions prior to asking him to undress. During exam stick straight-forward comments...	Hopefully avg woman would continue to make clear that jokes were for breaking the ice/relieving tension only & not meant to be any type of sexual advance. If patient persisted, nurse should report to her supervisor. Sup needs to talk to patient.	She's receiving jokes or telling them? What's going on in exam room? First step would be to answer questions. I had more questions than other case studies. Wasn't sure what was really going on before I answered.	No.	Yes—same as the average person.
	X	X		Peters	M-6	Artisan	Rational	Not reasonable—she needs to confront him to put an end to his rudeness.	She could have been very professional explaining what she was doing and why—and maybe not be so tolerant of jokes.	From a professional perspective with no jokes about the exam—if jokes were made, they would ignore.	Uncomfortable situation—professional trying to do her job and someone trying to make something out of it.	Yes—have had to in Foley catheters in male patients—some got blunt and aggressive—I told them I didn't appreciate their comments.	Yes—same as the average person.

	Was it reasonable to expect her to overlook such behavior?	How could her behavior have been changed to prevent what happened from happening?	What do you think the average woman would have done in her situation?	What, if anything, bothered you about the case? Any conflicting thoughts or feelings?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
erament							
ail	It's reasonable to overlook only for a short period of time, and not reasonable for her to continue to tolerate after she has made herself perfectly clear by refusing advances. It is a courtesy to make nervous patients feel at ease . . .	Perhaps she could temper her jokes with straight-forward explanations of the exam & what will occur during the exam. Speak w/patient while he is clothed & ask for any questions prior to asking him to undress. During exam stick straight-forward comments...	Hopefully avg woman would continue to make clear that jokes were for breaking the ice/relieving tension only & not meant to be any type of sexual advance. If patient persisted, nurse should report to her supervisor. Sup needs to talk to patient.	She's receiving jokes or telling them? What's going on in exam room? First step would be to answer questions. I had more questions than other case studies. Wasn't sure what was really going on before I answered.	No.	Yes—same as the average person.	Might if I knew more about whether she had incited anything.
ail	Not reasonable—she needs to confront him to put an end to his rudeness.	She could have been very professional explaining what she was doing and why—and maybe not be so tolerant of jokes.	From a professional perspective with no jokes about the exam—if jokes were made, they would ignore.	Uncomfortable situation—professional trying to do her job and someone trying to make something out of it.	Yes—have had to in Foley catheters in male patients—some got blunt and aggressive—I told them I didn't appreciate their comments.	Yes—same as the average person.	Darren and the nurse. She should have been very professional—well known patient may be different.

RATIONALS		Case Study #5		Participant Name	Participant Number	JG's Temperament	Temperament	Was Elaine justified in her reaction?	What should the company have done differently and why?	What do you think the average person would do in Elaine's situation?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?
Male	Female	Leader	Non-Leader										
X		X		Hendrix	13	Rational	Rational	No. If she has a problem with her situation, she should discuss with management and/or HR first. There may have been reasonable justification for the action.	Knowing the situation, the company should have made communication w/Elaine to explain the reasons for doing what was done.	The average person would probably react the way Elaine did or continue on working with a bad attitude or poor work ethic. Most people won't confront or ask the question "why?" feeling that it would not do any good.	Both sides were at fault; more typical case—happens at EFS; management didn't respond appropriately.	No but have seen others impacted by this.	No—I'm not an "average person." Would have asked for an explanation.
	X	X		Heider	1	Rational	Rational	Without knowing prof. background of her co-worker can't say if Elaine's reaction was justified. Feel she used poor judgment reacting quickly without speaking w/ someone. Seems Elaine is exemplary employee but doesn't mean others don't have better qualifications.	Possibly company could have made her privately aware of announcement & reassured her of her standing. Although her reaction may not have been predictable, allowing her to discuss it with them may have prevented her leaving.	Avg person would request to speak w/ someone in authority to review decision & discuss her future. If she disagreed with decision and felt promotional opportunities were not available, resigning once new job was found seems the logical outcome.	Nothing—no.	Yes—from management perspective saw similarities in other situations.	Yes—would ask to discuss with someone in authority before resigning.
	X		X	Muvich	8	Idealist	Rational	Yes, although not particularly rational. I know how frustrating & infuriating it is to work very hard yet watch others get promoted. Too many companies exploit & run morale of outstanding employees too promote others w/less seniority/qualifications.	Could have talked to Elaine beforehand; assured her she was valued; discuss what may be lacking in her performance that did not lead to her promotion. May not make business sense but makes good people sense. I see this happen again & again—disheartening.	Avg person would love to do what Elaine did; dreamed about it but couldn't do due to financial, family obligations. Corp. world treating employees more like disposable products instead of people. Avg person will quietly undermind co; look for other work.	Nothing—no.	I feel the same frustration—have always gotten good reviews and been told I'm doing fine job.	Yes—would love to resign but couldn't—would feel no loyalty to the company; may feel increasingly bitter; look for other work and resign at crucial time for the company.
X			X	Hammerle	11	Guardian	Rational	Elaine over-reacted but was justified in her outrage. She appears to be doing all that is asked of her & more. Would appear to make her much preferred employee. Elaine should find out what she could have done or what qualifications she needs.	Management will be hard pressed to justify promotion. Appears Elaine was forgotten or taken for granted. If not the case, management should have met with her to discuss it & their reasoning beforehand.	Average person would be outraged. Clearly a justification is needed from management on why they chose who they did.	Nothing—no.	No.	Yes—would seek a justification.

Note: Many responses were too long to fit in the allotted space and responses were abbreviated as best possible.

Temperament	Was Elaine justified in her reaction?	What should the company have done differently and why?	What do you think the average person would do in Elaine's situation?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
Rational	No. If she has a problem with her situation, she should discuss with management and/or HR first. There may have been reasonable justification for the action.	Knowing the situation, the company should have made communication w/Elaine to explain the reasons for doing what was done.	The average person would probably react the way Elaine did or continue on working with a bad attitude or poor work ethic. Most people won't confront or ask the question "why?" feeling that it would not do any good.	Both sides were at fault; more typical case—happens at EFS; management didn't respond appropriately.	No but have seen others impacted by this.	No—I'm not an "average person." Would have asked for an explanation.	The actions of both parties bothered me.
Rational	Without knowing prof. background of her co-worker can't say if Elaine's reaction was justified. Feel she used poor judgment reacting quickly without speaking w/ someone. Seems Elaine is exemplary employee but doesn't mean others don't have better qualifications.	Possibly company could have made her privately aware of announcement & reassured her of her standing. Although her reaction may not have been predictable, allowing her to discuss it with them may have prevented her leaving.	Avg person would request to speak w/ someone in authority to review decision & discuss her future. If she disagreed with decision and felt promotional opportunities were not available, resigning once new job was found seems the logical outcome.	Nothing—no.	Yes—from management perspective saw similarities in other situations.	Yes—would ask to discuss with someone in authority before resigning.	No.
Rational	Yes, although not particularly rational. I know how frustrating & infuriating it is to work very hard yet watch others get promoted. Too many companies exploit & run morale of outstanding employees too promote others w/less seniority/qualifications.	Could have talked to Elaine beforehand; assured her she was valued; discuss what may be lacking in her performance that did not lead to her promotion. May not make business sense but makes good people sense. I see this happen again & again—disheartening.	Avg person would love to do what Elaine did; dreamed about it but couldn't do due to financial, family obligations. Corp. world treating employees more like disposable products instead of people. Avg person will quietly undermind co; look for other work.	Nothing—no.	I feel the same frustration—have always gotten good reviews and been told I'm doing fine job.	Yes—would love to resign but couldn't—would feel no loyalty to the company; may feel increasingly bitter; look for other work and resign at crucial time for the company.	No, I look at it with resignation since I've seen it a lot.
Rational	Elaine over-reacted but was justified in her outrage. She appears to be doing all that is asked of her & more. Would appear to make her much preferred employee. Elaine should find out what she could have done or what qualifications she needs.	Management will be hard pressed to justify promotion. Appears Elaine was forgotten or taken for granted. If not the case, management should have met with her to discuss it & their reasoning beforehand.	Average person would be outraged. Clearly a justification is needed from management on why they chose who they did.	Nothing—no.	No.	Yes—would seek a justification.	Elaine over-reacted—gave company no time to explain or rectify—by quitting, she removes the problem for the company.

abbreviated as best possible.

RATIONALS		Case Study #5		METHODIST HOSPITAL GROUP									
Male	Female	Leader	Non-Leader	Participant Name	Participant Number	JG's Temperament	Temperament	Was Elaine justified in her reaction?	What should the company have done differently and why?	What do you think the average person would do in Elaine's situation?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?
	X		X	Minkner	M-7	Rational	Rational	Elaine is justified if & only if emotionally she could no longer remained employed by the co. without causing herself extreme stress. She would have to be extremely sensitive & emotionally driven. After cooling off, talk to HR to ask for explanation. . .	The company should have posted the position to be fair to all candidates who may have had an interest in the position. Keeping a position secret from internal staff can quickly create a morale problem as well as open the company to discrimination suits.	Average person may very well do what Elaine did in the heat of the moment. Another avenue probably taken by avg person is bring issue to direct supervisor followed by an HR rep to express displeasure with co. policy. Resign if response not reasonable. . .	HR's policy bothered me. Their secretiveness almost looks like they were trying to do something that shouldn't have been done. Case only explained Elaine's position but no info available about co-worker's experience outside this co. . .	Have worked in HR and had to deal with situations such issues.	Yes, same as average person.
	X	X		Peters	M-6	Artisan	Rational	No—she may not be management material—but, yes—she should have had the opportunity to apply.	Post the position to give others their chance.	Be angry they did not have the opportunity to apply.	This is relevant and frustrating for me. I've promoted employees with less tenure when the employees with more tenure lacked leadership skills. They don't seem to understand.	Yes—have promoted employees with less tenure but I always posted the job first.	Yes, same as average person.

Temperament	Was Elaine justified in her reaction?	What should the company have done differently and why?	What do you think the average person would do in Elaine's situation?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
Rational	Elaine is justified if & only if emotionally she could no longer remained employed by the co. without causing herself extreme stress. She would have to be extremely sensitive & emotionally driven. After cooling off, talk to HR to ask for explanation. . .	The company should have posted the position to be fair to all candidates who may have had an interest in the position. Keeping a position secret from internal staff can quickly create a morale problem as well as open the company to discrimination suits.	Average person may very well do what Elaine did in the heat of the moment. Another avenue probably taken by avg person is bring issue to direct supervisor followed by an HR rep to express displeasure with co. policy. Resign if response not reasonable. . .	HR's policy bothered me. Their secretiveness almost looks like they were trying to do something that shouldn't have been done. Case only explained Elaine's position but no info available about co-worker's experience outside this co. . .	Have worked in HR and had to deal with situations such issues.	Yes, same as average person.	Yes—company's actions—job not being posted. She & others had a right to know the position was open & apply for position if qualified. Although Elaine's actions were hotheaded, there may a reason for non-selection.
Rational	No—she may not be management material—but, yes—she should have had the opportunity to apply.	Post the position to give others their chance.	Be angry they did not have the opportunity to apply.	This is relevant and frustrating for me. I've promoted employees with less tenure when the employees with more tenure lacked leadership skills. They don't seem to understand.	Yes—have promoted employees with less tenure but I always posted the job first.	Yes, same as average person.	The company didn't post the job. And, Elaine didn't come and ask about what she could do to be promoted the next time.

ARTISANS				Case Study #3		Participant		JG's		Temperament		Was Cathy justified in her complaint?		What do you think of the Chief of Surgery's response?		What do you think the average woman would do in her situation?		What, if anything, bothered you about the case?		Have you had any related personal experience?		What would you do—same as the average person?	
Male	Female	Leader	Non-Leader	Name	Number	Temperament	Temperament	Was Cathy justified in her complaint?	What do you think of the Chief of Surgery's response?	What do you think the average woman would do in her situation?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?										
X		X		Morris	15	Artisan	Artisan	Yes—The hospital is no different than the office. An environment which Cathy alone—in her opinion alone—finds distasteful is unacceptable.	The Chief is dead wrong and should have known it. "Men's worlds" are a thing of the past.	The avg woman surgeon would probably find a way to stop or minimize offensive talk. As a surgeon, Cathy has already proven she can handle "tough" situations of many kinds. She has had to deal with difficult people before.	Nothing—the case is contrived.	First wife was a nurse and I was in the medical corp. Medical people are much much more open about sex.	Yes—most women in medicine are pretty assertive and would deal with him herself.										
	X	X		Rafael	7	Rational	Artisan	Yes—her objections were trivialized and gender used as a weapon—chauvinistic remarks blatantly inappropriate—sexually charged comments as an occupational hazard.	Chauvinistic & completely inappropriate—feels his power as a man gives him right to insult women cause it's a man's world—analogy he presents is not equal comparison—trivializes her complaint.	File suit against the Chief Surgeon or resign.	Really bothered me—disrespect.	My brother-in-law is a doctor—his wife is a nurse & says nurses get little respect	Complain at the level above Chief Surgeon and onto something else.										
	X		X	LaGrange	6	Artisan	Artisan	Yes—should never be expected to accept talk he/she is uncomfortable with.	Not acceptable—especially for his role. Should have taken her side and stopped those conversations immediately—should also document discussions with Cathy and the other surgeons.	Would try to put up with it—would be intimidating and the woman would try to fit in.	Nothing.	Nothing.	Yes—would try to put up with it, would be intimidating and would try to fit in.										
X			X	Weathersbee	9	Guardian	Artisan	Yes—every individual needs to be given respect—she was clearly disrespected.	Not right to discuss personal things in work setting unless everyone agreed.	Same as Cathy—no, not true but it should be—average woman would think it's a privilege to be where Cathy is and would put up with the harassment.	Nothing.	None.	Unless very severe comments were happening would probably put up with it until I got what I wanted.										

Note: Many responses were too long to fit in the allotted space and responses were abbreviated as best possible.

Participant	Was Cathy justified in her complaint?	What do you think of the Chief of Surgery's response?	What do you think the average woman would do in her situation?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
	Yes—The hospital is no different than the office. An environment which Cathy alone—in her opinion alone—finds distasteful is unacceptable.	The Chief is dead wrong and should have known it. "Men's worlds" are a thing of the past.	The avg woman surgeon would probably find a way to stop or minimize offensive talk. As a surgeon, Cathy has already proven she can handle "tough" situations of many kinds. She has had to deal with difficult people before.	Nothing—the case is contrived.	First wife was a nurse and I was in the medical corp. Medical people are much much more open about sex.	Yes—most women in medicine are pretty assertive, would deal with him herself.	Chief's actions wrong & inappropriate.
	Yes—her objections were trivialized and gender used as a weapon—chauvinistic remarks blatantly inappropriate—sexually charged comments as an occupational hazard.	Chauvinistic & completely inappropriate—feels his power as a man gives him right to insult women cause it's a man's world—analogy he presents is not equal comparison—trivializes her complaint.	File suit against the Chief Surgeon or resign.	Really bothered me—disrespect.	My brother-in-law is a doctor—his wife is a nurse & says nurses get little respect	Complain at the level above Chief Surgeon and move on to something else.	Chief Surgeon—so ridiculous.
	Yes—should never be expected to accept talk he/she is uncomfortable with.	Not acceptable—especially for his role. Should have taken her side and stopped those conversations immediately—should also document discussions with Cathy and the other surgeons.	Would try to put up with it—would be intimidating and the woman would try to fit in.	Nothing.	Nothing.	Yes—would try to put up with it, would be intimidated and would try to fit in.	Chief of Surgery and the other doctors.
	Yes—every individual needs to be given respect—she was clearly disrespected.	Not right to discuss personal things in work setting unless everyone agreed.	Same as Cathy—no, not true but it should be—average woman would think it's a privilege to be where Cathy is and would put up with the harassment.	Nothing.	None.	Unless very severe comments were happening I would probably put up with it until I got what I wanted.	Yes—the Chief of Surgery.

as best possible.

ARTISANS		Case Study #4		Participant Name	Participant Number	JG's Temperament	Temperament	How reasonable is it to expect her to overlook such behavior?	How could nurse's behavior with rude men have been changed to prevent someone like Darren from misinterpreting?	How do you think the average woman would handle this type of job responsibility?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?
X		X		Morris	15	Artisan	Artisan	No—Darren crossed the line when he didn't take "no" for an answer—approached "stalking"—Darren may get even more persistent—take it as a warning for caution.	Being relaxed & friendly is not inappropriate—while not entirely unreasonable to misinterpret, her refusal should have been enough to end it.	Handle initial contact the same—she tolerated his behavior too long—her refusals became emphatic—she should be concerned about his stability.	None but saw as a stalking case and she needs to be careful.	None.	Same as the nurse, initially.
	X	X		Rafail	7	Rational	Artisan	No—should not be overlooked—to overlook would be to say she chose profession to have access to male sexual partners—Darren has unrealistic ideas—Darren is beyond the bounds of nervous joking.	Appropriate as is—Darren's reactions not her responsibility—Darren's interpretation of her actions is imaginary and could not be avoided.	Would not be relaxed for fear of provoking patients—be strictly business and minimize conversation.	Took sympathy with the nurse—she was trying to make the best of an awkward situation.	None.	Would not be relaxed—would be strictly business.
	X		X	LaGrange	6	Artisan	Artisan	No—his actions were sexual harassment.	Appear very businesslike and unapproachable so men don't misread behavior.	Act the same way as the nurse did to try to make patients feel as comfortable as possible.	Nothing.	None.	Yes—I associated with the nurse.
X			X	Weathersbe	9	Guardian	Artisan	Not reasonable at all; however, would be better if she didn't tolerate any jokes or sexual lines—it almost invites such responses.	Don't make the jokes—will not ease embarrassment with woman you don't know anyway—just be professional.	Same as the nurse did—but if she didn't allow the jokes, other incidents could not grow from out of it.	Nothing.	None.	Same as the nurse but don't put up with the joke the first place—his behavior stemmed from allowing him to joke with her in that way.

Note: Many responses were too long to fit in the allotted space and responses were abbreviated as best possible.

Temperament	How reasonable is it to expect her to overlook such behavior?	How could nurse's behavior with rude men have been changed to prevent someone like Darren from misinterpreting?	How do you think the average woman would handle this type of job responsibility?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
isan	No—Darren crossed the line when he didn't take "no" for an answer—approached "stalking"—Darren may get even more persistent—take it as a warning for caution.	Being relaxed & friendly is not inappropriate—while not entirely unreasonable to misinterpret, her refusal should have been enough to end it.	Handle initial contact the same—she tolerated his behavior too long—her refusals became emphatic—she should be concerned about his stability.	None but saw as a stalking case and she needs to be careful.	None.	Same as the nurse, initially.	She went along with it for weeks too long—longer than most people would have.
isan	No—should not be overlooked—to overlook would be to say she chose profession to have access to male sexual partners—Darren has unrealistic ideas—Darren is beyond the bounds of nervous joking.	Appropriate as is—Darren's reactions not her responsibility—Darren's interpretation of her actions is imaginary and could not be avoided.	Would not be relaxed for fear of provoking patients—be strictly business and minimize conversation.	Took sympathy with the nurse—she was trying to make the best of an awkward situation.	None.	Would not be relaxed—would be strictly business.	None.
isan	No—his actions were sexual harassment.	Appear very businesslike and unapproachable so men don't misread behavior.	Act the same way as the nurse did to try to make patients feel as comfortable as possible.	Nothing.	None.	Yes—I associated with the nurse.	Darren—don't think he should think that he could harass her.
isan	Not reasonable at all; however, would be better if she didn't tolerate any jokes or sexual lines—it almost invites such responses.	Don't make the jokes—will not ease embarrassment with woman you don't know anyway—just be professional.	Same as the nurse did—but if she didn't allow the jokes, other incidents could not grow from out of it.	Nothing.	None.	Same as the nurse but don't put up with the jokes in the first place—his behavior stemmed from her allowing him to joke with her in that way.	Darren bothered me—just because she jokes & is friendly doesn't mean she's interested—no means no—her actions wouldn't make me feel at ease—I'd say do what you have to do and let me out of here!

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ARTISANS		Case Study #5		Participant Name	Participant Number	JG's Temperament	Temperament	Do you believe Elaine is justified in her reaction?	What should the company have done differently and why?	What do you think the average woman would do in Elaine's situation?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?
X		X		Morris	15	Artisan	Artisan	Yes—deserves an explanation.	If policy was to post why didn't they post? (lots of comments about what we don't know—her ability to handle supervisory job, experience/qualifications of co-worker, etc.)	Try to learn more about what happened—was she waiting to be discovered?	Didn't follow theme of previous cases—out of place with the others.	None.	Try to learn more about what happened.
	X	X		Rafail	7	Rational	Artisan	Yes—never given opportunity to bid on the job—felt unappreciated and hurt that she wasn't considered.	Posted job to allow others to present their qualifications—If Elaine not ideal candidate, give her an explanation.	Her reaction was typical—avg person would be resentful and hostile—would be viewed as unjust and as favoritism.	Saw similarities with experience at EFS with employees complaining about this—she felt something else was going on that she was not aware of in this case.	Being in management and seeing there are always two sides to every story.	I would have had negative feelings but would not pursue what's really going on.
	X		X	LaGrange	6	Artisan	Artisan	No—should talk to supervisor to determine why she was not considered.	Take a different approach—post job internally—if one employee was most qualified and mgmt didn't want to interview, a memo should be sent to all explaining the reasoning behind the selection.	Would react the same way as Elaine—most would feel betrayed and would put up defenses and resign to save face.	Nothing except I found myself thinking—would I really resign or really go see the supervisor?	Yes—promotions in my department.	No—I would just deal with it—would try to work through my feelings myself.
X			X	Weathersbee	8	Guardian	Artisan	Yes—the obvious choice would have been Elaine.	Post the job and give Elaine opportunity to respond—she seems to deserve it.	Same as Elaine—she had all the experience and was already a leader in most people's eyes and she had a good work ethic.	Nothing except Elaine should have gotten the job based on her past history, etc. Company should have posted and let her respond.	None.	Same as Elaine.

Note: Many responses were too long to fit in the allotted space and responses were abbreviated as best possible.

Temperament	Do you believe Elaine is justified in her reaction?	What should the company have done differently and why?	What do you think the average woman would do in Elaine's situation?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
Artisan	Yes—deserves an explanation.	If policy was to post why didn't they post? (lots of comments about what we don't know—her ability to handle supervisory job, experience/qualifications of co-worker, etc.)	Try to learn more about what happened—was she waiting to be discovered?	Didn't follow theme of previous cases—out of place with the others.	None.	Try to learn more about what happened.	Puzzled by Elaine's actions—how did co. reach that decision—leads to other questions.
Artisan	Yes—never given opportunity to bid on the job—felt unappreciated and hurt that she wasn't considered.	Posted job to allow others to present their qualifications—If Elaine not ideal candidate, give her an explanation.	Her reaction was typical—avg person would be resentful and hostile—would be viewed as unjust and as favoritism.	Saw similarities with experience at EFS with employees complaining about this—she felt something else was going on that she was not aware of in this case.	Being in management and seeing there are always two sides to every story.	I would have had negative feelings but wouldn't resign—would pursue what's really going on.	Wish Elaine had pursued it more.
Artisan	No—should talk to supervisor to determine why she was not considered.	Take a different approach—post job internally—if one employee was most qualified and mgmt didn't want to interview, a memo should be sent to all explaining the reasoning behind the selection.	Would react the same way as Elaine—most would feel betrayed and would put up defenses and resign to save face.	Nothing except I found myself thinking—would I really resign or really go see the supervisor?	Yes—promotions in my department.	No—I would just deal with it—would try to work through my feelings myself.	The company—did this without any kind of communication.
Artisan	Yes—the obvious choice would have been Elaine.	Post the job and give Elaine opportunity to respond—she seems to deserve it.	Same as Elaine—she had all the experience and was already a leader in most people's eyes and she had a good work ethic.	Nothing except Elaine should have gotten the job based on her past history, etc. Company should have posted and let her respond.	None.	Same as Elaine.	The company's actions.

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RATIONALS		Case Study #1		Methodist Hospital Group										
Male	Female	Leader	Non-Leader	Participant Name	Participant Number	JG's Temperament	Temperament	Do you agree with Joyce's conclusion?	What would the average person have done in this situation?	What were Tom's responsibilities in this case, if any?	What, if anything, bothered you about the case? Any conflicting thoughts or feelings?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
	X		X	Minkner	M-7	Rational	Rational	No—I do not agree. Joyce's lack of assignments MAY be due to her unresponsiveness to Tom; however, she has neither confirmed this nor spoken to Tom about the issue. Reduction of assignments may simply be due to lack of availability...	Avg person may have done as Joyce did, although more like to: skip quiet & mumble around to co-workers to approach Tom directly & request reason for decrease in assignments. Avg person would have many mixed feelings & questions.	Has no responsibilities unless he is her direct supervisor. As a professional and if he cares about her career, he should have spoken to her about reasons for decrease if there are legitimate causes beyond his/her control.	Nothing except somewhat unclear as to Joyce's communication w/ Tom so wasn't sure how much info she actualized and how much was just her conclusion on who backup for it.	No	Yes—would have approached Tom first depending on answer, claim may have been warranted.	Joyce bothered me cause she filed a complaint before researching and talking to Tom first. Also she was so muddled-headed in her responses to Tom.
	X	X		Peters	M-6	Artisan	Rational	No—she was making assumptions all along—she was not being open and upfront from the beginning. Maybe Tom doesn't like her work—maybe he doesn't feel she is motivated.	Not tell Tom initially she respects his business knowledge, but has no desire to engage in any social functions w/ him—this would have given Tom some + & - feedback—hopefully at his level he could keep personal & business separate.	Yes—he should have clarified what Joyce wanted both professionally and personally. If he stopped giving her assignments, he should have told her why.	Nothing, except possibly not enough information.	No	Same as average person.	Joyce bothered me—she was assuming the outcome & wasn't taking control of the situation.

perament	Do you agree with Joyce's conclusion?	What would the average person have done in this situation?	What were Tom's responsibilities in this case, if any?	What, if anything, bothered you about the case? Any conflicting thoughts or feelings?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
not	No—I do not agree. Joyce's lack of assignments MAY be due to her unresponsiveness to Tom; however, she has neither confirmed this nor spoken to Tom about the issue. Reduction of assignments may simply be due to lack of availability...	Avg person may have done as Joyce did, although more like to: skip quiet & mumble around to co-workers to approach Tom directly & request reason for decrease in assignments. Avg person would have many mixed feelings & questions.	Has no responsibilities unless he is her direct supervisor. As a professional and if he cares about her career, he should have spoken to her about reasons for decrease if there are legitimate causes beyond his/her control.	Nothing except somewhat unclear as to Joyce's communication w/ Tom so wasn't sure how much info she actualized and how much was just her conclusion on who backup for it.	No	Yes—would have approached Tom first depending on answer, claim may have been warranted.	Joyce bothered me cause she filed a complaint before researching and talking to Tom first. Also she was so muddled-headed in her responses to Tom.
not	No—she was making assumptions all along—she was not being open and upfront from the beginning. Maybe Tom doesn't like her work—maybe he doesn't feel she is motivated.	Not tell Tom initially she respects his business knowledge, but has no desire to engage in any social functions w/ him—this would have given Tom some + & - feedback—hopefully at his level he could keep personal & business separate.	Yes—he should have clarified what Joyce wanted both professionally and personally. If he stopped giving her assignments, he should have told her why.	Nothing, except possibly not enough information.	No	Same as average person.	Joyce bothered me—she was assuming the outcome & wasn't taking control of the situation.

RATIONALS		Case Study #2		Participant Name	Participant Number	JG's Temperament	Temperament	Is Jake guilty of sexual harassment?	What action should management take, if any?	How would the average woman respond in this situation?	What, if anything, bothered you about the case? Any conflicting thoughts or feelings?	Have you had any related personal experience?	What would you do—same as the average person?
Male	Female	Leader	Non-Leader										
X		X		Hendrix	13	Rational	Rational	No—sounds like his record is clean as to prior actions as far as intent is concerned.	Put Jake on notice to cease touching with everyone since it's given offense to at least one person.	Depends on the person—many women that know Jake & his intent probably would not take offense—but should be discouraged for those who would feel uncomfortable.	Nothing—simpler case with information to make me feel comfortable—no conflicts.	None	That is not how I would respond.
	X	X		Heider	1	Rational	Rational	No—but guilty of poor judgment—does not exclusively touch women & does not overtly show affection—if his intentions were more, he would have made a more overt move by OW.	Mgmt should explain that his actions can be misinterpreted & to immediately change his behavior—he should be told he needs to refrain from touching other employees at all times—mgmt should also inform Jake many people uncomfortable even if not sexual.	Women not familiar with Jake could think he was making unwanted advance—women who know Jake may not interpret actions as sexual but still may not be comfortable with it.	Nothing—no.	No.	Depends on how well I knew Jake.
	X		X	Muvich	8	Idealist	Rational	No—but does need to be told friendly caring touching can be misinterpreted & he must not touch in those ways at work.	See answer to the last question.—Same response.	Would either come right out immediately & say something or would tolerate for a while & then head for HR—women don't have to put up w/that sort of thing anymore & are more willing to stand up for themselves, voice what makes them uncomfortable.....	Nothing—pretty cut and dried.	No.	Yes—same as my response for average person.
X			X	Hammerie	11	Guardian	Rational	No—I assume he also touches male employees since case refers to him as "back slapping" guy.	Begin sensibility training but also self-image training— if physical contact is non-threatening & friendly manner is viewed as aggressive or dominance, there may be a deeper psychosis at work.	Avg women are the ones who didn't mind the friendly contact—some women are put off by the contact but I would say most aren't.	I'm not tactile—he's as far from center as I am.	None.	Maybe I'm not the average person—I'd be uncomfortable but would tolerate it.

Note: Many responses were too long to fit in the allotted space and responses were abbreviated as best possible.

Comment	Is Jake guilty of sexual harassment?	What action should management take, if any?	How would the average woman respond in this situation?	What, if anything, bothered you about the case? Any conflicting thoughts or feelings?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
	No—sounds like his record is clean as to prior actions as far as intent is concerned.	Put Jake on notice to cease touching with everyone since it's given offense to at least one person.	Depends on the person—many women that know Jake & his intent probably would not take offense—but should be discouraged for those who would feel uncomfortable.	Nothing—simpler case with information to make me feel comfortable—no conflicts.	None	That is not how I would respond.	None.
	No—but guilty of poor judgment—does not exclusively touch women & does not overtly show affection—if his intentions were more, he would have made a more overt move by OW.	Mgmt should explain that his actions can be misinterpreted & to immediately change his behavior—he should be told he needs to refrain from touching other employees at all times—mgmt should also inform Jake many people uncomfortable even if not sexual.	Women not familiar with Jake could think he was making unwanted advance—women who know Jake may not interpret actions as sexual but still may not be comfortable with it.	Nothing—no.	No.	Depends on how well I knew Jake.	No but she may have taken extreme action if he did this with men and women—should have approached him first.
	No—but does need to be told friendly caring touching can be misinterpreted & he must not touch in those ways at work.	See answer to the last question.—Same response.	Would either come right out immediately & say something or would tolerate for a while & then head for HR—women don't have to put up w/that sort of thing anymore & are more willing to stand up for themselves, voice what makes them uncomfortable.....	Nothing—pretty cut and dried.	No.	Yes—same as my response for average person.	No.
	No—I assume he also touches male employees since case refers to him as "back slapping" guy.	Begin sensibility training but also self-image training— if physical contact is non-threatening & friendly manner is viewed as aggressive or dominance, there may be a deeper psychosis at work.	Avg women are the ones who didn't mind the friendly contact—some women are put off by the contact but I would say most aren't.	I'm not tactile—he's as far from center as I am.	None.	Maybe I'm not the average person—I'd be uncomfortable but would tolerate it.	No.

as best possible.

RATIONALS		Case Study #2		METHODIST HOSPITAL GROUP									
Male	Female	Leader	Non-Leader	Participant Name	Participant Number	JG's Temperament	Temperament	Is Jake guilty of sexual harassment?	What action should management take, if any?	How would the average woman respond in this situation?	What, if anything, bothered you about the case? Any conflicting thoughts or feelings?	Have you had any related personal experience?	What would you do—same as the average person?
	X		X	Minkner	M-7	Rational	Rational	No—don't think he's guilty—inferred from scenario that his actions were innocent—never makes overt comments or physical advances—just an open person who communicates thru touch. Assume woman didn't approach Jake and ask him to stop...	Discuss complaint w/Jake and inform him some are uncomfortable and ask him to refrain from touching. Should also explain that while some are comfortable, some are not & ask Jake to consider others' feelings before exercising his own...	Would vary depending on how well she knows Jake & how much trust she places in Jake and understands touchiness is not intended to be sexually deviant. If woman knows Jake well, his actions would be accepted. If doesn't know Jake well may be uncomfortable...	Nothing bothered me about responding—clear cut. Had conflicting thoughts—assumed no overt actions meant he was not meaning any harm—later on after more thought felt maybe there was cause.	Have had it happen to me—told him to stop.	Same as the average person
X	X			Peters	M-8	Artisan	Rational	No—but he needs to keep his hands to himself—some people are touchy but obviously he is unaware this is inappropriate.	Someone needs to tell him his behavior is unacceptable and should be stopped immediately.	I think they would be offended by this—it makes one uncomfortable—it invades space.	Would make me very uncomfortable both personally and as a manager having to handle the situation.	No.	Same as the average person

Participant	Is Jake guilty of sexual harassment?	What action should management take, if any?	How would the average woman respond in this situation?	What, if anything, bothered you about the case? Any conflicting thoughts or feelings?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
Participant	No—don't think he's guilty—inferred from scenario that his actions were innocent—never makes overt comments or physical advances—just an open person who communicates thru touch. Assume woman didn't approach Jake and ask him to stop...	Discuss complaint w/Jake and inform him some are uncomfortable and ask him to refrain from touching. Should also explain that while some are comfortable, some are not & ask Jake to consider others' feelings before exercising his own...	Would vary depending on how well she knows Jake & how much trust she places in Jake and understands touchiness is not intended to be sexually deviant. If woman knows Jake well, his actions would be accepted. If doesn't know Jake well may be uncomfortable...	Nothing bothered me about responding—clear cut. Had conflicting thoughts—assumed no overt actions meant he was not meaning any harm—later on after more thought felt maybe there was cause.	Have had it happen to me—told him to stop.	Same as the average person	She didn't speak with anyone prior to filing claim. She didn't talk to Jake first. She skipped three steps.
Participant	No—but he needs to keep his hands to himself—some people are touchy but obviously he is unaware this is inappropriate.	Someone needs to tell him his behavior is unacceptable and should be stopped immediately.	I think they would be offended by this—it makes one uncomfortable—it invades space.	Would make me very uncomfortable both personally and as a manager having to handle the situation.	No.	Same as the average person	Jake's actions—invading other's personal space.

GUARDIANS		Case Study #4		Participant Name	Participant Number	JG's Temperament	Temperament	How reasonable is it to expect her to overlook such behavior?	How could nurse's behavior with nude men have been changed to prevent someone like Darren from misinterpreting?	How do you think the average woman would handle this type of job responsibility?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?
Male	Female	Leader	Non-Leader										
X		X		Miller	14	Idealist	Guardian	No—should not be accepted. If it were accepted in such a light the medical professions would lose dignity.	Could treat the situation as strictly medical at all times—would help prevent some individuals from trying to take humor to a further level.	Would treat situation as strictly professional & would not react to jokes—probably certain responses she would learn to give which would make patients comfortable & quell other suggestive behavior.	Nothing.	None.	Couldn't relate real well—would need the experience of others—after experience may be better able to adapt.
X		X		Hofmeister	12	Artisan	Guardian	Persistent unwelcomed behavior is a common—most men would accept first denial—she should be cautious of persistent suitors.	Could be brash and uncaring—their comfort won't change the test results.	Same as the nurse—most people are kind and try to put people at ease in uncomfortable situations.	Darren's a bonehead—it's understandable that he misinterpreted the friendliness as a come-on but should have backed off.	None.	Same as the nurse.
	X	X		Phelps	4	Guardian	Guardian	No—will hear a few comments due to the nature of the job—behavior should stop after she refuses.	Could be strictly business and not be so friendly—some men are apt to misinterpret her "friendliness"—could explain she's only there to perform her job.	Same way as the nurse—realizes most men are embarrassed by exam—therefore, by being relaxed and friendly, men will feel more at ease with the procedure.	Nothing.	None.	Same as the nurse.
	X		X	Runo	2	Rational	Guardian	Darren's behavior was the exception and not a recurring problem—nurse was correct to immediately discourage—needs to report the incident.	Should dispel talk about sexual relationship and nervous jokes about her work—if she were not as friendly and tolerant of jokes, patients wouldn't misinterpret.	Be more serious and less friendly.	Real hard to answer—first thought: should she be in this job? But then I decided it was Darren's problem and not hers.	None.	Be more serious and less friendly but only when someone starts to misinterpret.

Note: Many responses were too long to fit in the allotted space and responses were abbreviated as best possible.

Temperament	How reasonable is it to expect her to overlook such behavior?	How could nurse's behavior with nude men have been changed to prevent someone like Darren from misinterpreting?	How do you think the average woman would handle this type of job responsibility?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
Guardian	No—should not be accepted. If it were accepted in such a light the medical professions would lose dignity.	Could treat the situation as strictly medical at all times—would help prevent some individuals from trying to take humor to a further level.	Would treat situation as strictly professional & would not react to jokes—probably certain responses she would learn to give which would make patients comfortable & quell other suggestive behavior.	Nothing.	None.	Couldn't relate real well—would need the experience of others—after experience may be better able to adapt.	Darren's behavior—didn't know when to stop.
Guardian	Persistent unwelcomed behavior is a common—most men would accept first denial—she should be cautious of persistent suitors.	Could be brash and uncaring—their comfort won't change the test results.	Same as the nurse—most people are kind and try to put people at ease in uncomfortable situations.	Darren's a bonehead—it's understandable that he misinterpreted the friendliness as a come-on but should have backed off.	None.	Same as the nurse.	She should be cautious—he may threaten her.
Guardian	No—will hear a few comments due to the nature of the job—behavior should stop after she refuses.	Could be strictly business and not be so friendly—some men are apt to misinterpret her "friendliness"—could explain she's only there to perform her job.	Same way as the nurse—realizes most men are embarrassed by exam—therefore, by being relaxed and friendly, men will feel more at ease with the procedure.	Nothing.	None.	Same as the nurse.	No anger but Darren shouldn't have done what he did.
Guardian	Darren's behavior was the exception and not a recurring problem—nurse was correct to immediately discourage—needs to report the incident.	Should dispel talk about sexual relationship and nervous jokes about her work—if she were not as friendly and tolerant of jokes, patients wouldn't misinterpret.	Be more serious and less friendly.	Real hard to answer—first thought: should she be in this job? But then I decided it was Darren's problem and not hers.	None.	Be more serious and less friendly but only when someone starts to misinterpret.	Darren's behavior bothered me.

rated as best possible.

GUARDIANS		Case Study #4		METHODIST HOSPITAL GROUP									
Male	Female	Leader	Non-Leader	Participant Name	Participant Number	JG's Temperament	Temperament	How reasonable is it to expect her to overlook such behavior?	How could nurse's behavior with nude men have been changed to prevent someone like Darren from misinterpreting?	How do you think the average woman would handle this type of job responsibility?	What, if anything, bothered you about the case?	Have YOU had any related personal experience?	What would you do—same as the average person?
X		X		Hall	M-3	Guardian	Guardian	It is reasonable to sustain a tame joke if it helps patient relieve tension but is never reasonable for health care workers or either gender to sustain this type of behavior. I advise all providers to discharge patients w/inappropriate behavior.	I place blame squarely on nurse. Nurse should always use a chaperone during this type of exam, as males have for yrs w/opposite gender exams. Would virtually eliminate opportunity for this type of conversation. Or offer male substitute if appropriate.	I believe avg woman would accept harmless joking in much same way but they would report this more inappropriate behavior.	Nothing, not uncommon, have seen it. Providers should not try to ease the tension other than to provide information.	No-have had female doctors my entire life and have never thought twice about it.	No—I'm not the average person. I would interject education piece.
	X	X		Renkert	M-1	Rational	Guardian	I would be scared to death—this is not reasonable behavior.	She seemed appropriately relaxed and friendly, maybe add more "matter-of-fact"	As above—however, I always added the element of education—I explained what to expect, what the purpose is, and time expectations.	Scared me as to how he pursued her. I've done this work and it's a hard gap to bridge—I don't do much joking—do it and move on—I would have been uncomfortable and afraid.	Done this type of work as a nurse—drunk patients make lewd remarks in ER—would ignore or tell them I wouldn't listen to that—never have a style that joked around about it—explain the procedure—more educational approach	yes, same as average

	How reasonable is it to expect her to overlook such behavior?	How could nurse's behavior with nude men have been changed to prevent someone like Darren from misinterpreting?	How do you think the average woman would handle this type of job responsibility?	What, if anything, bothered you about the case?	Have YOU had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
an	It is reasonable to sustain a tame joke if it helps patient relieve tension but is never reasonable for health care workers or either gender to sustain this type of behavior. I advise all providers to discharge patients w/inappropriate behavior.	I place blame squarely on nurse. Nurse should always use a chaperone during this type of exam, as males have for yrs w/opposite gender exams. Would virtually eliminate opportunity for this type of conversation. Or offer male substitute if appropriate.	I believe avg woman would accept harmless joking in much same way but they would report this more inappropriate behavior.	Nothing, not uncommon, have seen it. Providers should not try to ease the tension other than to provide information.	No-have had female doctors my entire life and have never thought twice about it.	No—I'm not the average person. I would interject the education piece.	She should not be tolerant—interject with questions about what there is about what is about to happen to you that you don't understand—if they're weird they may even find looking in their ears erotic.
an	I would be scared to death—this is not reasonable behavior.	She seemed appropriately relaxed and friendly, maybe add more "matter-of-fact"	As above—however, I always added the element of education—I explained what to expect, what the purpose is, and time expectations.	Scared me as to how he pursued her. I've done this work and it's a hard gap to bridge—I don't do much joking—do it and move on—I would have been uncomfortable and afraid.	Done this type of work as a nurse—drunk patients make lewd remarks in ER—would ignore or tell them I wouldn't listen to that—never have a style that joked around about it—explain the procedure—more educational approach	yes, same as average	Darren

GUARDIANS		Case Study #5		Participant Name	Participant Number	JG's Temperament	Temperament	Do you believe Elaine is justified in her reaction?	What should the company have done differently and why?	What do you think the average woman would do in Elaine's situation?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?
X			X	Miller	14	Idealist	Guardian	I believe Elaine acted too abruptly. She should confront her superiors directly with her feelings so co. might act differently in future. There also may be a valid reason for the promotion. If this is the case, Elaine should accept not being promoted.	The co. should have posted the position to give all qualified individuals a chance at her position. The company could then more easily communicate the reasoning behind the selection which is made.	I think avg person would be upset when the other individual was promoted. The person would then attempt to find a valid reason as to why he/she was overlooked. If one could not be found, avg person would probably look elsewhere but not abruptly like Elaine.	She was a top performer—not given opportunity at all—she was dedicated strong employee—really bothered me.	Yes, was promoted at previous employer without posting—was promoted at EFS & surprised to get it.	Same as my response to avg—would confront supervisor.
X		X		Hofmeister	12	Artisan	Guardian	No. She did not investigate why the decision was made.	Recognize that Elaine would be concerned and talked to her before the announcement.	Asked what happened?	Elaine's behavior—should have sought out reasons for non-selection.	Yes—experience working in HR in how company should have handled it.	Ask for an explanation.
	X	X		Phelps	4	Guardian	Guardian	Don't feel Elaine was justified. Although Elaine may be very good "worker," she may not possess supervisory skills. Mgmt may have thought that Elaine just wasn't ready for position. Elaine should not assume that she would get promoted.	The co. should have talked to Elaine prior to announcing the co-worker's promotion. Mgmt should have explained to Elaine why she was not promoted. This would allow Elaine the opportunity to learn what skills she is lacking in order to improve.	The avg. person would probably be upset with the promotion since the job was not posted. However, I don't think most people would resign immediately. If a person feels unjustified, they should talk to their manager for an explanation.	Nothing.	Have seen this happen—usually a good reason why the person was not promoted.	Be upset—would talk to manager.
	X		X	Runo	2	Rational	Guardian	I can understand that Elaine feels that she was passed over, but she should not resign. Perhaps co. has a position planned for her in near future. If Elaine has received so many accolades, then something will come up.	I feel that the company should have posted the job. How do they know they don't have a qualified employee for sup. position until they have interviewed prospective candidates. Through the interview process mgmt can determine how to develop their staff.	The avg person would discuss their feelings with their boss. She needs to discuss her disappointment in not getting an opportunity to interview for the position. She also needs to relay her personal goals with her boss.	Nothing.	Mgmt should always post the position—then interview her & tell her how she could be qualified in the future.	Same as the average person response.

Note: Many responses were too long to fit in the allotted space and responses were abbreviated as best possible.

Do you believe Elaine is justified in her reaction?	What should the company have done differently and why?	What do you think the average woman would do in Elaine's situation?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
I believe Elaine acted too abruptly. She should confront her superiors directly with her feelings so co. might act differently in future. There also may be a valid reason for the promotion. If this is the case, Elaine should accept not being promoted.	The co. should have posted the position to give all qualified individuals a chance at her position. The company could then more easily communicate the reasoning behind the selection which is made.	I think avg person would be upset when the other individual was promoted. The person would then attempt to find a valid reason as to why he/she was overlooked. If one could not be found, avg person would probably look elsewhere but not abruptly like Elaine.	She was a top performer—not given opportunity at all—she was dedicated strong employee—really bothered me.	Yes, was promoted at previous employer without posting—was promoted at EFS & surprised to get it.	Same as my response to avg—would confront the supervisor.	A bonus of the company bothered me—and was disappointed in Elaine's reaction.
No. She did not investigate why the decision was made.	Recognize that Elaine would be concerned and talked to her before the announcement.	Asked what happened?	Elaine's behavior—should have sought out reasons for non-selection.	Yes—experience working in HR in how company should have handled it.	Ask for an explanation.	None.
Don't feel Elaine was justified. Although Elaine may be very good "worker," she may not possess supervisory skills. Mgmt may have thought that Elaine just wasn't ready for position. Elaine should not assume that she would get promoted.	The co. should have talked to Elaine prior to announcing the co-worker's promotion. Mgmt should have explained to Elaine why she was not promoted. This would allow Elaine the opportunity to learn what skills she is lacking in order to improve.	The avg. person would probably be upset with the promotion since the job was not posted. However, I don't think most people would resign immediately. If a person feels unjustified, they should talk to their manager for an explanation.	Nothing.	Have seen this happen—usually a good reason why the person was not promoted.	Be upset—would talk to manager.	Totally disagreed with Elaine—she jumped to several conclusions—I probably responded from my mgmt role—there are usually reasons for such decisions.
I can understand that Elaine feels that she was passed over, but she should not resign. Perhaps co. has a position planned for her in near future. If Elaine has received so many accolades, then something will come up.	I feel that the company should have posted the job. How do they know they don't have a qualified employee for sup. position until they have interviewed prospective candidates. Through the interview process mgmt can determine how to develop their staff.	The avg person would discuss their feelings with their boss. She needs to discuss her disappointment in not getting an opportunity to interview for the position. She also needs to relay her personal goals with her boss.	Nothing.	Mgmt should always post the position—then interview her & tell her how she could be qualified in the future.	Same as the average person response.	None.

as best possible.

GUARDIANS Case Study #6				METHODIST HOSPITAL GROUP									
Male	Female	Leader	Non-Leader	Participant Name	Participant Number	JG's Temperament	Temperament	Do you believe Elaine is justified in her reaction?	What should the company have done differently and why?	What do you think the average woman would do in Elaine's situation?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?
X		X		Hall	M-3	Guardian	Guardian	There are not enough facts to comment on whether or not her actions were justified or not. If Elaine felt it necessary to resign than she should. She clearly determined job should have been hers; however, did she make her desire for promotion clear to boss	Clearly Elaine was a valuable worker. Employers should construct a performance evaluation system that allowed employees to state their goals & how they intended to achieve them. Perhaps this might have avoided the misunderstanding.	Policies regarding posting jobs vary by company. I think companies should clearly articulate policy and stick with it. I do not believe any person would resign. They would become disgruntled. Would demonstrate uncharacteristic poor behaviors. . . .	Nothing.	Yes—have investigated these cases—was once angry about a salary increase for a co-worker but quickly decided what he/she could get to support their family was great and I should work on my own concerns about salary.	Yes—any person has obligation to pay bills & resign. It's easier to be the anonymous disgruntled person than to make your feelings clear.
	X	X		Renkert	M-1	Rational	Guardian	No—she did not seek enough information—what is the company policy on posting job possibilities? She may not possess leadership qualities needed or the education. She needs more info & perhaps guidance for goals to achieve.	Absolutely, would be concerned about communication within the department.	I believe most people would respond by badmouthing the administration & company, attempt to sabotage the new supervisor's effort and demonstrate a poor attitude and downward work output.	1) she may not have had leadership qualities—may have been more of a "mothering" type person. 2) position should have been posted—I know I would have been really upset about this.	No.	No—I would go to HR to ask why I wasn't selected.

*add mobility*

Temperament	Do you believe Elaine is justified in her reaction?	What should the company have done differently and why?	What do you think the average woman would do in Elaine's situation?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
Guardian	There are not enough facts to comment on whether or not her actions were justified or not. If Elaine felt it necessary to resign than she should. She clearly determined job should have been hers; however, did she make her desire for promotion clear to boss	Clearly Elaine was a valuable worker. Employers should construct a performance evaluation system that allowed employees to state their goals & how they intended to achieve them. Perhaps this might have avoided the misunderstanding.	Policies regarding posting jobs vary by company. I think companies should clearly articulate policy and stick with it. I do not believe any person would resign. They would become disgruntled. Would demonstrate uncharacteristic poor behaviors. . . .	Nothing.	Yes—have investigated these cases—was once angry about a salary increase for a co-worker but quickly decided what he/she could get to support their family was great and I should work on my own concerns about salary.	Yes—any person has obligation to pay bills & could not resign. It's easier to be the anonymous disgruntled person than to make your feelings clear.	Elaine bothered me the most. People compare themselves to others all day and mgrs don't know this. She constructed the problem in her own head. She made the competition.
Guardian	No—she did not seek enough information—what is the company policy on posting job possibilities? She may not possess leadership qualities needed or the education. She needs more info & perhaps guidance for goals to achieve.	Absolutely, would be concerned about communication within the department.	I believe most people would respond by badmouthing the administration & company, attempt to sabotage the new supervisor's effort and demonstrate a poor attitude and downward work output.	1) she may not have had leadership qualities—may have been more of a "mothering" type person. 2) position should have been posted—I know I would have been really upset about this.	No.	No—I would go to HR to ask why I wasn't selected.	Don't know if I would have flat-out resigned—she put herself in jeopardy because she was angry—what about the mortgage pmt, car, etc.?

ARTISANS		Case Study #1		Participant Name	Participant Number	JG's Temperament	Temperament	Do you agree with Joyce's conclusion?	What do you think the average person would do?	What were Tom's responsibilities, if any?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?
Male	Female	Leader	Non-Leader										
X		X		MORRIS	15	Artisan	Artisan	Conclusion plausible but difficult to determine given what we know. Tom only informally responsible for her advancement—does she believe he poisoned relationship with sup. such that Tom & Sup. conspired against her? Other more likely explanations.	"Avg" person may have had suspicions that assignments were tied to reaction to Tom, I think most people would look deeper. Not clear if she discussed w/co-workers; apparently did not confront Tom, although she was under no obligation to do so.	Tom has to be aware of risks associated w/personal relationships in office. Such relationships are "high risk" by definition. Tom may be blamed for problem between Joyce & sup. which he is not aware of or may have tried to help Joyce had he known.	Nothing.	None.	I would have looked deeper for the causes.
	X	X		RAFAIL	7	Rational	Artisan	No—Reason for not getting assignments may be performance related and not attempt to punish her for refusing advances. Her conclusion appears to give her freedom to blame someone else for a failure or insufficiency of her own.	Her reaction was not unusual. When people fail to meet challenges, the natural defense mechanism is to transfer blame to someone or something else.	His responsibility was to grant her an explanation and afford her opportunity to resolve it. He had responsibility to free her from his advances & put focus of relationship on business level. Her non-acceptance of advances should have been an indication.	Her conclusion bothered me. She couldn't internalize the reasons and was jumping to conclusions. I was also torn between "women are not heard" and whether I was really looking at the issue.	None.	No—I would have found another defense mechanism would have suffered silently while pursuing other avenues or would have left the company.
	X		X	LaGRANGE	6	Artisan	Artisan	Yes—Tom's not serious about relationship or he would have asked Joyce point blank for a definite response. Question his morals for attempting to date subordinate; I assume he would decide to "punish" her by not giving assignments.	Avg person would come to same conclusion as she did. Don't think avg person would file complaint. Think most people are afraid that their job and reputation would be on the line.	If he truly had strong feelings for Joyce he should have been upfront & spoken to her about it. Should keep personal feelings separate from work.	I felt like I was kind of guessing and making a lot of assumptions—had to come to your own conclusions—too much second guessing of what was going on	Nothing personally, but I've seen things like this happen in the workplace.	Yes—reach same conclusion as Joyce but wouldn't file a sexual harassment complaint.
X			X	WEATHERS	9	Guardian	Artisan	No—She should have told him she wasn't interested—looks like she was trying to straddle the fence and it cost her.	The average person would have kept stringing Tom along until they got what they wanted.		Nothing but I tried to identify with both sides—could see both sides but disagreed with her actions.	No.	No—I would have told Tom from the beginning wasn't interested.

NOTE: Many responses would not fit in allowed space and responses were abbreviated as best possible.

Temperament	Do you agree with Joyce's conclusion?	What do you think the average person would do?	What were Tom's responsibilities, if any?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
Artisan	Conclusion plausible but difficult to determine given what we know. Tom only informally responsible for her advancement—does she believe he poisoned relationship with sup. such that Tom & Sup. conspired against her? Other more likely explanations.	"Avg" person may have had suspicions that assignments were tied to reaction to Tom, I think most people would look deeper. Not clear if she discussed w/co-workers; apparently did not confront Tom, although she was under no obligation to do so.	Tom has to be aware of risks associated w/personal relationships in office. Such relationships are "high risk" by definition. Tom may be blamed for problem between Joyce & sup. which he is not aware of or may have tried to help Joyce had he known.	Nothing.	None.	I would have looked deeper for the causes.	Joyce didn't give Tom a fair break—made a snap decision. Tom had to know better. Had to be a conspiracy to have happened.
Artisan	No—Reason for not getting assignments may be performance related and not attempt to punish her for refusing advances. Her conclusion appears to give her freedom to blame someone else for a failure or insufficiency of her own.	Her reaction was not unusual. When people fail to meet challenges, the natural defense mechanism is to transfer blame to someone or something else.	His responsibility was to grant her an explanation and afford her opportunity to resolve it. He had responsibility to free her from his advances & put focus of relationship on business level. Her non-acceptance of advances should have been an indication.	Her conclusion bothered me. She couldn't internalize the reasons and was jumping to conclusions. I was also torn between "women are not heard" and whether I was really looking at the issue.	None.	No—I would have found another defense mechanism—would have suffered silently while pursuing other avenues or would have left the company.	Joyce's conclusion—was it an educated decision and Tom didn't get the hint?
Artisan	Yes—Tom's not serious about relationship or he would have asked Joyce point blank for a definite response. Question his morals for attempting to date subordinate; I assume he would decide to "punish" her by not giving assignments.	Avg person would come to same conclusion as she did. Don't think avg person would file complaint. Think most people are afraid that their job and reputation would be on the line.	If he truly had strong feelings for Joyce he should have been upfront & spoken to her about it. Should keep personal feelings separate from work.	I felt like I was kind of guessing and making a lot of assumptions—had to come to your own conclusions—too much second guessing of what was going on	Nothing personally, but I've seen things like this happen in the workplace.	Yes—reach same conclusion as Joyce but wouldn't file a sexual harassment complaint.	Tom bothered me not being straight forward.
Artisan	No—She should have told him she wasn't interested—looks like she was trying to straddle the fence and it cost her.	The average person would have kept stringing Tom along until they got what they wanted.		Nothing but I tried to identify with both sides—could see both sides but disagreed with her actions.	No.	No—I would have told Tom from the beginning if I wasn't interested.	No.

st possible.



ARTISANS		Case Study #2		Participant Name	Participant Number	JG's Temperament	Temperament	Do you think Jake is guilty of sexual harassment?	What action, if any, should management take?	How do you think an average woman would respond to Jake's touching?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?
X		X		Morris	15	Artisan	Artisan	Given the harassment is defined by the response of the person harassed, Jake is guilty. If Jake failed to learn the "new rules" the company had responsibility to inform him. (Lengthy comments follow regarding change in courts and society)	Company should have quickly stopped Jake. Jake's actions were easily observable.	Don't think avg woman would find Jake's physical contact acceptable. Many, however, might be reluctant to say so provided nothing he did was clearly inappropriate. Many might excuse Jake by saying he doesn't mean anything...	Jake's a throw-back to previous times who got caught. Can't do what Jake did in today's world. Gets to political correctness issue (have had my fill of this)—Jake stepped across the "new line"—thinks society will tire over time & standards change...	No.	Average man wouldn't have raised the complaint.
	X	X		Rafail	7	Rational	Artisan	Jake is guilty. Although this seems to be his way of communicating it is inappropriate in a work setting. Many women feel a man touching them is intimate and it makes them uncomfortable.	After observing Jake's behavior, management should approach Jake & address it. They should explain to Jake that his actions may be misinterpreted & that they are inappropriate.	The avg woman would feel insecure & uncomfortable. Those who don't feel uncomfortable are probably imagining that Jake is coming on to them and are perhaps anticipating or hoping for a more intimate relationship with Jake.	Really torn on this—I'm an affectionate person and this doesn't bother me. Kind of feel sorry for him—wasn't trying to offend anyone.	No.	Average woman would complain to co-worker not go to management. I would personally back away or be more direct with Jake.
	X		X	LaGrange	6	Artisan	Artisan	Jake is not guilty at this time. If it continues after HR educates him, it would be sexual harassment.	Mgmt should take action—educate Jake & document his training—discuss his behavior with women he's offended & document & follow up to see if behavior changes.	Would feel uncomfortable about his touching but wouldn't file a complaint for fear of retaliation by Jake or management.	Nothing except that it was confusing on whether it was or wasn't sexual harassment.	Working in HR.	Yes, would feel uncomfortable but wouldn't file complaint for fear of retaliation by Jake or management.
X			X	Weatherside	9	Guardian	Artisan	No—but should keep his hands to himself—he should not assume touching won't be offensive to other people.	Jake needs to know others are not receptive to his style of communication and he should stop it.	Negatively—invasion of personal space—should be explicitly stated if touching is OK, otherwise, hands off.	Nothing except couldn't identify with Jake—I'm a hands-on person too but his actions were inappropriate—shouldn't have had to be told no.	No.	Yes—the person should have told him no.

Note: Many responses were too long to fit in the allotted space and responses were abbreviated as best possible.

Do you think Jake is guilty of sexual harassment?	What action, if any, should management take?	How do you think an average woman would respond to Jake's touching?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
Given the harassment is defined by the response of the person harassed, Jake is guilty. If Jake failed to learn the "new rules" the company had responsibility to inform him. (Lengthy comments follow regarding change in courts and society)	Company should have quickly stopped Jake. Jake's actions were easily observable.	Don't think avg woman would find Jake's physical contact acceptable. Many, however, might be reluctant to say so provided nothing he did was clearly inappropriate. Many might excuse Jake by saying he doesn't mean anything...	Jake's a throw-back to previous times who got caught. Can't do what Jake did in today's world. Gets to political correctness issue (have had my fill of this)—Jake stepped across the "new line"—thinks society will tire over time & standards change...	No.	Average man wouldn't have raised the complaint.	Just to the extent how could anyone be that dumb—he had to have been "living under a rock" not to have known.
Jake is guilty. Although this seems to be his way of communicating it is inappropriate in a work setting. Many women feel a man touching them is intimate and it makes them uncomfortable.	After observing Jake's behavior, management should approach Jake & address it. They should explain to Jake that his actions may be misinterpreted & that they are inappropriate.	The avg woman would feel insecure & uncomfortable. Those who don't feel uncomfortable are probably imagining that Jake is coming on to them and are perhaps anticipating or hoping for a more intimate relationship with Jake.	Really torn on this—I'm an affectionate person and this doesn't bother me. Kind of feel sorry for him—wasn't trying to offend anyone.	No.	Average woman would complain to co-workers and not go to management. I would personally back away or be more direct with Jake.	Person who complained went to management instead of going to Jake to say—I'm not comfortable with this.
Jake is not guilty at this time. If it continues after HR educates him, it would be sexual harassment.	Mgmt should take action—educate Jake & document his training—discuss his behavior with women he's offended & document & follow up to see if behavior changes.	Would feel uncomfortable about his touching but wouldn't file a complaint for fear of retaliation by Jake or management.	Nothing except that it was confusing on whether it was or wasn't sexual harassment.	Working in HR.	Yes, would feel uncomfortable but wouldn't file a complaint for fear of retaliation by Jake or management.	Just the fact that men do that but women are threatened by it when it really shouldn't be threatening.
No—but should keep his hands to himself—he should not assume touching won't be offensive to other people.	Jake needs to know others are not receptive to his style of communication and he should stop it.	Negatively—invasion of personal space—should be explicitly stated if touching is OK, otherwise, hands off.	Nothing except couldn't identify with Jake—I'm a hands-on person too but his actions were inappropriate—shouldn't have had to be told no.	No.	Yes—the person should have told him no.	Jake's actions.

id as best possible.

IDEALISTS		Case Study #1		Participant Name	Participant Number	JG's Temperament	Temperament	Do you agree with Joyce's conclusion?	What do you think the average person would do?	What were Tom's responsibilities, if any?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?
Male	Female	Leader	Non-Leader										
X		X		Ritzi	10	Guardian	Idealist	Yes—if she is convinced there is something to complain about, it's not known if Tom would give Joyce better assignments. If not pursuing her, Tom put her in tough situation. He should have ignored personal feelings.	Probably do same or similar as Joyce. Avg person would probably handle in less public way. Probably won't tell HR—too embarrassing—it would lead to person leaving due to discomfort felt and lack of equal treatment or respect while working with Tom.	To avoid social interest in fellow employees. This is usually common rule in most companies today. If Tom refuses & causes a problem he is responsible to report his actions ASAP to enable mgmt to handle situation best way they can.	Not cut & dried—had to decide based on facts. The fact that she waited so long bothered me.	No.	Yes—same or similar to Joyce—maybe wouldn't so long. Tom should have known better.
	X	X		Paul	3	Idealist	Idealist	Don't agree—conclusion only assumption—could be numerous reasons she didn't get assignments. No facts that Tom was the reason. Should not have filed complaint cause she never told Tom "no." Parity her fault—was unethical to use him to get what she want	Would have told Tom liked him as friend but not interested socially—also might say I make it a policy not to date co-workers in case things don't go well. I won't be uncomfortable for either. Would tell him would like to stay friends. Tell in nice way.	He had no responsibilities. Just thru Tom's help & advice that she got right assignments. Joyce took his advice & got getting them. Tom helping her as a friend—not responsible for her assignments.	Nothing. Sometimes not a lot of info—hard to go into things & feel correct about judgment.	No.	No—would tell Tom nicely and tactfully that I like as a friend and that I hoped we could stay friends.
	X	X		Paul R.	5	Artisan	Idealist	Sometimes indecisiveness can be worse than yes or no. If Joyce isn't interested she should clearly set her boundaries. Her indecisiveness makes area of sex. har. unclear. She didn't state her intentions from the start. If feels treated unfairly do....	I would have made myself clear by stating something like...I'm flattered you would like to get to know me better; however, I don't date people I work with at EFS.	Tom should have realized nothing good would come from continual pursuit of a co-worker/employee.	She didn't set clear boundaries—sat on the fence to watch for her best interests—may be why she didn't get the assignments—this behavior could carry over into her business practices.	No.	No—would let them know boundaries.

Note: Many responses were too long to fit in the allotted space and responses were abbreviated as best possible.

	Do you agree with Joyce's conclusion?	What do you think the average person would do?	What were Tom's responsibilities, if any?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
Guardian	Yes—if she is convinced there is something to complain about, it's not known if Tom would give Joyce better assignments. If not pursuing her, Tom put her in tough situation. He should have ignored personal feelings.	Probably do same or similar as Joyce. Avg person would probably handle in less public way. Probably won't tell HR—too embarrassing—it would lead to person leaving due to discomfort felt and lack of equal treatment or respect while working with Tom.	To avoid social interest in fellow employees. This is usually common rule in most companies today. If Tom refuses & causes a problem he is responsible to report his actions ASAP to enable mgmt to handle situation best way they can.	Not cut & dried—had to decide based on facts. The fact that she waited so long bothered me.	No.	Yes—same or similar to Joyce—maybe wouldn't wait so long. Tom should have known better.	None.
Idealist	Don't agree—conclusion only assumption—could be numerous reasons she didn't get assignments. No facts that Tom was the reason. Should not have filed complaint cause she never told Tom "no." Parity her fault—was unethical to use him to get what she want	Would have told Tom liked him as friend but not interested socially—also might say I make it a policy not to date co-workers in case things don't go well. I won't be uncomfortable for either. Would tell him would like to stay friends. Tell in nice way.	He had no responsibilities. Just thru Tom's help & advice that she got right assignments. Joyce took his advice & got getting them. Tom helping her as a friend—not responsible for her assignments.	Nothing. Sometimes not a lot of info—hard to go into things & feel correct about judgment.	No.	No—would tell Tom nicely and tactfully that I liked him as a friend and that I hoped we could stay friends.	Joyce—filed complaint & she should have told him sooner than she did—not right to go without indication all that time and then file a complaint.
Idealist	Sometimes indecisiveness can be worse than yes or no. If Joyce isn't interested she should clearly set her boundaries. Her indecisiveness makes area of sex. har. unclear. She didn't state her intentions from the start. If feels treated unfairly do....	I would have made myself clear by stating something like...I'm flattered you would like to get to know me better; however, I don't date people I work with at EFS.	Tom should have realized nothing good would come from continual pursuit of a co-worker/employee.	She didn't set clear boundaries—sat on the fence to watch for her best interests—may be why she didn't get the assignments—this behavior could carry over into her business practices.	No.	No—would let them know boundaries.	None.

ed as best possible.

IDEALISTS		Case Study #1		METHODIST HOSPITAL GROUP									
Male	Female	Leader	Non-Leader	Participant Name	Participant Number	JG's Temperament	Temperament	Do you agree with Joyce's conclusion?	What do you think the average person would do?	What were Tom's responsibilities, if any?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?
	X		X	Lancaster	M-4	Artisan	Idealist	No—there is no information on how Joyce performs her job. Maybe she's just a decent Level 2—perhaps there are others more qualified.	The average person would have come clean with Tom & let him know the chemistry just wasn't there. Joyce would then be free to change jobs or departments if they couldn't work together.	Yes—Tom should seek input and advice from his level 4 person—he needs an objective opinion about Joyce's performance. Other way, he needs to feel that his decisions on Joyce's assignments are based on solid ground, not in his feelings for her.			

*add Pike*

Temperament	Do you agree with Joyce's conclusion?	What do you think the average person would do?	What were Tom's responsibilities, if any?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
Idealist	No—there is no information on how Joyce performs her job. Maybe she's just a decent Level 2—perhaps there are others more qualified.	The average person would have come clean with Tom & let him know the chemistry just wasn't there. Joyce would then be free to change jobs or departments if they couldn't work together.	Yes—Tom should seek input and advice from his level 4 person—he needs an objective opinion about Joyce's performance. Other way, he needs to feel that his decisions on Joyce's assignments are based on solid ground, not in his feelings for her.				

IDEALISTS		Case Study #2		Participant Name	Participant Number	JG's Temperament	Temperament	Do you think Jake is guilty of sexual harassment?	What action, if any, should management take?	How do you think an average woman would respond to Jake's touching?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?
X			X	Ritzi	10	Guardian	Idealist	Do not know for sure if he is guilty. He is definitely guilty of creating a problem where one should have been avoided. Should refrain from touching this way—not gentlemen-like. He may not be guilty of sex. har. but is guilty of harassment.	Should put a stop to Jake's behavior. If telling him how it makes others feel doesn't stop him he should be made aware job and future are on the line. If mgmt needs to take a stand probably have no choice but to fire Jake.	Most would automatically feel uncomfortable by being touched on shoulders or back—in most cases woman would do nothing cause they may convince themselves it's better to go on being uncomfortable than to cause a disruption at work.	More difficult case—if it doesn't bother you it's OK. Jake should have dealt with it differently at work.	No.	No—would tell him to stop it.
	X		X	Paul. K.	3	Idealist	Idealist	No—just the kind of person he is & means nothing. Lots of people touch others because that was way they were raised. Technically, yes, he is probably guilty. Today it seems if you touch anyone at all you are guilty.	Should talk to Jake & explain others not brought up like him & are not comfortable. Explain exactly what sex. har. is & that his actions could be misinterpreted. Tell him to try very hard to change communication—no more touching.	Would let it go or tell Jake they are not comfortable & please stop. Would depend on how well you knew the person doing the touching. Generally can tell if the touching is sexual. If you don't know the person you may think it is sex. har.	Lack of information—did she tell him no before filing a charge?	No.	Yes—would let it go or tell him I was uncomfortable and to stop.
	X	X		Paul. R.	5	Artisan	Idealist	Probably not aware of his actions. Case seems to indicate his innocence; however, Jake's behavior is not acceptable in business. His responsibility to know right from wrong—what's professional and what's not.	Give Jake a verbal warning and then a written warning, if continued	At work co-workers would be uncomfortable.	I know genuinely friendly people who don't mean anything by it—my husband is like that. Felt it was clear he wasn't trying to harass but he needed to be aware	My husband is like that.	Would have addressed the person directly—most people would have stewed about it for a while

Note: Many responses were too long to fit in the allotted space and responses were abbreviated as best possible.

Temperament	Do you think Jake is guilty of sexual harassment?	What action, if any, should management take?	How do you think an average woman would respond to Jake's touching?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
Idealist	Do not know for sure if he is guilty. He is definitely guilty of creating a problem where one should have been avoided. Should refrain from touching this way—not gentlemen-like. He may not be guilty of sex. har. but is guilty of harassment.	Should put a stop to Jake's behavior. If telling him how it makes others feel doesn't stop him he should be made aware job and future are on the line. If mgmt needs to take a stand probably have no choice but to fire Jake.	Most would automatically feel uncomfortable by being touched on shoulders or back—in most cases woman would do nothing cause they may convince themselves it's better to go on being uncomfortable than to cause a disruption at work.	More difficult case—if it doesn't bother you it's OK. Jake should have dealt with it differently at work.	No.	No—would tell him to stop it.	None.
Idealist	No—just the kind of person he is & means nothing. Lots of people touch others because that was way they were raised. Technically, yes, he is probably guilty. Today it seems if you touch anyone at all you are guilty.	Should talk to Jake & explain others not brought up like him & are not comfortable. Explain exactly what sex. har. is & that his actions could be misinterpreted. Tell him to try very hard to change communication—no more touching.	Would let it go or tell Jake they are not comfortable & please stop. Would depend on how well you knew the person doing the touching. Generally can tell if the touching is sexual. If you don't know the person you may think it is sex. har.	Lack of information—did she tell him no before filing a charge?	No.	Yes—would let it go or tell him I was uncomfortable and to stop.	Didn't give other person indication first before filing complaint—to me that's not right, not fair.
Idealist	Probably not aware of his actions. Case seems to indicate his innocence; however, Jake's behavior is not acceptable in business. His responsibility to know right from wrong—what's professional and what's not.	Give Jake a verbal warning and then a written warning, if continued	At work co-workers would be uncomfortable.	I know genuinely friendly people who don't mean anything by it—my husband is like that. Felt it was clear he wasn't trying to harass but he needed to be aware	My husband is like that.	Would have addressed the person directly—most people would have stewed about it for a while first.	None.

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IDEALISTS		Case Study #2		METHODIST HOSPITAL GROUP									
Male	Female	Leader	Non-Leader	Participant Name	Participant Number	JG's Temperament	Temperament	Do you think Jake is guilty of sexual harassment?	What action, if any, should management take?	How do you think an average woman would respond to Jake's touching?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?
	X		X	Lancaster	M-4	Artisan	Idealist	No—he probably touches the guys too but no one even notices. When he's married, his wife will notice.	Even though Jake isn't intentionally harassing women Jake should be counseled to modify his behavior. It isn't professional and could be confusing to others.	The average woman might think Jake wants more than a business relationship—especially if she doesn't know Jake well or hasn't spent much time around him. Many women would be offended, some even frightened, of the frequent touching. . . .			

Temperament	Do you think Jake is guilty of sexual harassment?	What action, if any, should management take?	How do you think an average woman would respond to Jake's touching?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
list	No—he probably touches the guys too but no one even notices. When he's married, his wife will notice.	Even though Jake isn't intentionally harassing women Jake should be counseled to modify his behavior. It isn't professional and could be confusing to others.	The average woman might think Jake wants more than a business relationship—especially if she doesn't know Jake well or hasn't spent much time around him. Many women would be offended, some even frightened, of the frequent touching. . . .				

*add Pike*

IDEALISTS		Case Study #3		Participant Name	Participant Number	JG's Temperament	Temperament	Do you think Cathy was justified in her actions?	What do you think of the response given by the Chief of Surgery?	How do you think the average woman would respond in this situation?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?
X			X	Rtzi	10	Guardian	Idealist	Cathy was more than justified in her complaint cause there is no reason to make sexual remarks to another person when those remarks can make someone uncomfortable in the working environment.	Remarks made by Chief of Surgery about teasing by the other surgical team members were purely sexist. These views & behavior not appropriate—should be brought to attention of someone who can remove these men from their positions temporarily/permanently.	Most women would also object to this behavior and would probably take a stand legally if deemed necessary. This type of teasing and harassment is not acceptable in an place, especially at work.	Blatant wrong actions.	No.	Same as Cathy—very blatantly wrong.
	X		X	Paul, K.	3	Idealist	Idealist	Yes—not necessary in prof. setting. She earned her position & deserves respect for her achievements. Her hard work & sacrifices she made to get there are the price she paid to be one of "them" not her sexuality. This is sexual harassment.	Sounds like he is egotistical, vain & chauvinistic. Response was unnecessary & uncalled for. Initial statement very inappropriate & none of his remarks should have been made in prof. setting. Has nothing to do w/ how well she performs—totally out of line.	Would continue on & let him know they don't appreciate comments & don't belong in surgery and please stop. Only choice is to grin & bear it or file charge. If avg person got tired of listening to it they would file complaint. Job is going to be miserable.	Didn't like the way men were treating her.	No.	Yes—would probably end up filing a complaint. She may not address it through a charge since she's a professional—could just leave hospital. I would have gone to their supervisor if happy there; if not, would leave also.
	X	X		Paul, R.	5	Artisan	Idealist	Yes, women or men should not have to endure sexual harassing in the workplace.	It was misguided. Cathy may be the only female on the team. The price she paid to get on the team was hours of studying not being outsider in a men's club.	Address the issue as sexual harassment.	The whole thing—clearly wrong.	No.	

Note: Many responses were too long to fit in the allotted space and responses were abbreviated as best possible.

	Do you think Cathy was justified in her actions?	What do you think of the response given by the Chief of Surgery?	How do you think the average woman would respond in this situation?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
it	Cathy was more than justified in her complaint cause there is no reason to make sexual remarks to another person when those remarks can make someone uncomfortable in the working environment.	Remarks made by Chief of Surgery about teasing by the other surgical team members were purely sexist. These views & behavior not appropriate—should be brought to attention of someone who can remove these men from their positions temporarily/permanently.	Most women would also object to this behavior and would probably take a stand legally if deemed necessary. This type of teasing and harassment is not acceptable in an place, especially at work.	Blatant wrong actions.	No.	Same as Cathy—very blatantly wrong.	The men in surgery.
it	Yes—not necessary in prof. setting. She earned her position & deserves respect for her achievements. Her hard work & sacrifices she made to get there are the price she paid to be one of "them" not her sexuality. This is sexual harassment.	Sounds like he is egotistical, vain & chauvinistic. Response was unnecessary & uncalled for. Initial statement very inappropriate & none of his remarks should have been made in prof. setting. Has nothing to do w/ how well she performs—totally out of line.	Would continue on & let him know they don't appreciate comments & don't belong in surgery and please stop. Only choice is to grin & bear it or file charge. If avg person got tired of listening to it they would file complaint. Job is going to be miserable.	Didn't like the way men were treating her.	No.	Yes—would probably end up filing a complaint.	Chief of Surgery's comments.
it	Yes, women or men should not have to endure sexual harassing in the workplace.	It was misguided. Cathy may be the only female on the team. The price she paid to get on the team was hours of studying not being outsider in a men's club.	Address the issue as sexual harassment.	The whole thing—clearly wrong.	No.	She may not address it through a charge since she's a professional—could just leave hospital. I would have gone to their supervisor if happy there; if not, would leave also.	Chief of Surgery's comments.

as best possible.

IDEALISTS		Case Study #3		METHODIST HOSPITAL GROUP									
Male	Female	Leader	Non-Leader	Participant Name	Participant Number	JG's Temperament	Temperament	Do you think Jake is guilty of sexual harassment?	What action, if any, should management take?	How do you think an average woman would respond to Jake's touching?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?
	X		X	Lancaster	M-4	Artisan	Idealist	Yes—unless penis size was also fair game in the discussion—she was being harassed.	What a pompus ass! Completely & totally inappropriate and belittling to tell a fellow surgeon that her gender is more knowledgeable about soaps & shopping.	I'm not sure why the avg woman would do. She probably would not make too many waves in public, but in privacy tell the Chief of Surgery that she felt insulted by his reply & frankly surprised at his outdated ways of thinking- . . .			

Temperament	Do you think Jake is guilty of sexual harassment?	What action, if any, should management take?	How do you think an average woman would respond to Jake's touching?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
Idealist	Yes—unless penis size was also fair game in the discussion—she was being harassed.	What a pompus ass! Completely & totally inappropriate and belittling to tell a fellow surgeon that her gender is more knowledgeable about soaps & shopping.	I'm not sure why the avg woman would do. She probably would not make too many waves in public, but in privacy tell the Chief of Surgery that she felt insulted by his reply & frankly surprised at his outdated ways of thinking- . . .				

*add Pike*

IDEALISTS		Case Study #4		Participant Name	Participant Number	JG's Temperament	Temperament	How reasonable is it to expect her to overlook such behavior?	How could nurse's behavior with nude men have been changed to prevent someone like Darren from misinterpreting?	How do you think the average woman would handle this type of job responsibility?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?
X			X	Ritzi	10	Guardian	Idealist	Should not be overlooked or taken lightly. Don't think this type of behavior should get any special treatment or tolerance in any environment.	Nurse should have been less humorous and tolerant of her patients. Don't think any special treatment should have been allowed towards patients due to their sexual difference. If they are uncomfortable it's not up to nurse to help/especially by tolerating.	Would probably think that she also must be more tolerant towards male patients. I don't believe that is correct way to handle this type of job responsibility. No special treatment should be given to opposite sex.	She shouldn't have felt that she had to be that way to make people comfortable.	No.	No. Would not have been tolerant.
	X		X	Paul, K.	3	Idealist	Idealist	It's reasonable to expect her to overlook nervous jokes; it's not reasonable to expect her to overlook a sexual pursuit. When she refused it was a sign for him to stop. His graphic messages pornographic & sex. har. No one should have to tolerate.	Could change to very business attitude & not be friendly. She should stop worrying about their comfort, just do exam & leave. Maybe could have male nurse do exam. Have male nurse or doctor tell men she is capable nurse; only putting at ease.	Would keep it on prof. level & do what they can too make patient feel at ease w/o comprising themselves. Today it's too easy for people to cry sex. har. & have people doing what Darren did. Because of this people tend to be business-like.	Nothing	No.	Yes—would keep it on a professional level.
	X	X		Paul, R.	5	Artisan	Idealist	The nurse has already overlooked the comments; however, Darren went beyond the boundaries set by the nurse. This should not be overlooked.	Be strictly business.	The average woman would shy away from the job and would not set clear boundaries (a lot of women do not like conflict).	Felt for the nurse practitioner—trying to make the average person feel more comfortable—needs to find a common ground.	No.	Would probably do the same thing as the avg. Lots of women don't like conflict.

Note: Many responses were too long to fit in the allotted space and responses were abbreviated as best possible.

Argument	How reasonable is it to expect her to overlook such behavior?	How could nurse's behavior with nude men have been changed to prevent someone like Darren from misinterpreting?	How do you think the average woman would handle this type of job responsibility?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
1	Should not be overlooked or taken lightly. Don't think this type of behavior should get any special treatment or tolerance in any environment.	Nurse should have been less humorous and tolerant of her patients. Don't think any special treatment should have been allowed towards patients due to their sexual difference. If they are uncomfortable it's not up to nurse to help/especially by tolerating.	Would probably think that she also must be more tolerant towards male patients. I don't believe that is correct way to handle this type of job responsibility. No special treatment should be given to opposite sex.	She shouldn't have felt that she had to be that way to make people comfortable.	No.	No. Would not have been tolerant.	Darren—wrong to interpret the way he did even though she was open about it.
2	It's reasonable to expect her to overlook nervous jokes; it's not reasonable to expect her to overlook a sexual pursuit. When she refused it was a sign for him to stop. His graphic messages pornographic & sex. har. No one should have to tolerate.	Could change to very business attitude & not be friendly. She should stop worrying about their comfort, just do exam & leave. Maybe could have male nurse do exam. Have male nurse or doctor tell men she is capable nurse; only putting at ease.	Would keep it on prof. level & do what they can too make patient feel at ease w/o comprising themselves. Today it's too easy for people to cry sex. har. & have people doing what Darren did. Because of this people tend to be business-like.	Nothing	No.	Yes—would keep it on a professional level.	Not bothered—just find some people who take things out of context no matter how hard you try.
3	The nurse has already overlooked the comments; however, Darren went beyond the boundaries set by the nurse. This should not be overlooked.	Be strictly business.	The average woman would shy away from the job and would not set clear boundaries (a lot of women do not like conflict).	Felt for the nurse practitioner—trying to make the average person feel more comfortable—needs to find a common ground.	No.	Would probably do the same thing as the avg. woman—lots of women don't like conflict.	Darren's reaction—went beyond the boundaries, very egotistical.

as best possible.



IDEALISTS		Case Study #4		METHODIST HOSPITAL GROUP										
Male	Female	Leader	Non-Leader	Participant Name	Participant Number	JG's Temperament	Temperament	How reasonable is it to expect her to overlook such behavior?	How could nurse's behavior with rude men have been changed to prevent someone like Darren from misinterpreting?	How do you think the average woman would handle this type of job responsibility?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?	
	X		X	Lancaster	M-4	Artisan	Idealist	Not at all reasonable! There is a clear line between practitioner & patient that has clearly been crossed here!	Here behavior isn't in need of changing here. Darren is a loser & clearly in need of some help here. He is clearly warped to persist for weeks when she clearly & immediately said No!	The average woman healthcare worker of any kind handles seeing male rudely calmly & as a matter of business. It is not something to be joked about. She is looking for signs of life-threatening disease—man should respect her knowledge—not distract her.				

Impairment	How reasonable is it to expect her to overlook such behavior?	How could nurse's behavior with rude men have been changed to prevent someone like Darren from misinterpreting?	How do you think the average woman would handle this type of job responsibility?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
Artist	Not at all reasonable! There is a clear line between practitioner & patient that has clearly been crossed here!	Here behavior isn't in need of changing here. Darren is a loser & clearly in need of some help here. He is clearly warped to persist for weeks when she clearly & immediately said No!	The average woman healthcare worker of any kind handles seeing male rudely calmly & as a matter of business. It is not something to be joked about. She is looking for signs of life-threatening disease—man should respect her knowledge—not distract her.				

*Add Price*

IDEALISTS		Case Study #5		Participant Name	Participant Number	JG's Temperament	Temperament	Do you believe Elaine is justified in her reaction?	What should the company have done differently and why?	What do you think the average woman would do in Elaine's situation?	What, if anything, bothered you about the case?	Have you had any related personal experiences?	What would you do—same as the average person?
X			X	Ritzi	10	Guardian	Idealist	Elaine is justified in her anger, but may have been a little hasty in resigning. She did not explore the reasons that she was overlooked for the position.	The company should have posted the job and this would have given other employees a chance to apply; and, if overlooked, to find out why.	Average person would probably get just as angry as Elaine but most would check with mgmt or personnel to see why they were not offered the position. If then they see it, a resignation would most likely follow.	Elaine was hasty—should have looked into it and management should have posted the job.	No but have seen it happen to others.	Would react like Elaine but would check it out before resigning.
	X		X	Paul, K.	3	Idealist	Idealist	No—justified in being shocked & outraged but she reacted without thinking and w/o finding reasons for the promotion. Should have talked with sup. or personnel dept. Could be an area where Elaine is not qualified.	Someone from personnel could have called Elaine to explain what was going on and why she was not getting the position. Could tell her she is excellent and don't want to lose her. Most companies not this considerate.	Would be very upset and mad. Before they just gave up & resigned they would cool down, talk to someone. If still unhappy would look for other job before quitting or stay if explanation was reasonable.	Felt that she had the right to be upset but there are other things to do besides reacting without thinking.	No.	Yes—would do as I explained for average person.
	X	X		Paul, R.	5	Artisan	Idealist	No, Elaine should have approached her boss for a reason—may find reason justified. If concerns are not answered she should wait few weeks before resigning—may see things differently in couple of weeks.	Post the position. Posting the position will allow everyone the opportunity to apply.	Well, but not approach their boss. Most people don't want to cause problems & by addressing the issue the employee is left open for honest input of their work. It is thru this input employee can improve work habits & maybe be next promoted.	She should have taken more time to think about this before responding & company should have met with her about the reasons she wasn't selected. We probably have all experienced this—don't know whether to approach boss or not—leaves employee doubting...	Probably.	No—I would approach boss after I waited a while.

Note: Many responses were too long to fit in the allotted space and responses were abbreviated as best possible.

Temperament	Do you believe Elaine is justified in her reaction?	What should the company have done differently and why?	What do you think the average woman would do in Elaine's situation?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
idealist	Elaine is justified in her anger, but may have been a little hasty in resigning. She did not explore the reasons that she was overlooked for the position.	The company should have posted the job and this would have given other employees a chance to apply; and, if overlooked, to find out why.	Average person would probably get just as angry as Elaine but most would check with mgmt or personnel to see why they were not offered the position. If then they see it, a resignation would most likely follow.	Elaine was hasty—should have looked into it and management should have posted the job.	No but have seen it happen to others.	Would react like Elaine but would check it out before resigning.	Elaine's hastiness and management's not posting the job.
idealist	No—justified in being shocked & outraged but she reacted without thinking and w/o finding reasons for the promotion. Should have talked with sup. or personnel dept. Could be an area where Elaine is not qualified.	Someone from personnel could have called Elaine to explain what was going on and why she was not getting the position. Could tell her she is excellent and don't want to lose her. Most companies not this considerate.	Would be very upset and mad. Before they just gave up & resigned they would cool down, talk to someone. If still unhappy would look for other job before quitting or stay if explanation was reasonable.	Felt that she had the right to be upset but there are other things to do besides reacting without thinking.	No.	Yes—would do as I explained for average person.	No.
idealist	No, Elaine should have approached her boss for a reason—may find reason justified. If concerns are not answered she should wait few weeks before resigning—may see things differently in couple of weeks.	Post the position. Posting the position will allow everyone the opportunity to apply.	Well, but not approach their boss. Most people don't want to cause problems & by addressing the issue the employee is left open for honest input of their work. It is thru this input employee can improve work habits & maybe be next promoted.	She should have taken more time to think about this before responding & company should have met with her about the reasons she wasn't selected. We probably have all experienced this—don't know whether to approach boss or not—leaves employee doubting...	Probably.	No—I would approach boss after I waited a while.	Elaine was a little hot-headed.

ated as best possible.

IDEALISTS		Case Study #5		METHODIST HOSPITAL GROUP									
Male	Female	Leader	Non-Leader	Participant Name	Participant Number	JG's Temperment	Temperament	Do you believe Elaine is justified in her reaction?	What should the company have done differently and why?	What do you think the average woman would do in Elaine's situation?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?
	X		X	Lancaster	M-4	Artisan	Idealist	No—Elaine would be throwing away 5 yrs of effort without a fight. She should take her stack of letters & go in & have a serious talk with her boss. Perhaps there were special circumstances that aren't known but she can't stay without expressing feelings.	Most if not all job opportunities should be posted & those interested should have a chance to interview for them. Not to do so merely invites low morale, speculation about motives, low work output ("why bother") & gives people no feeling of control. . .	The avg person might do just what Elaine did—the strange person would cool off (just a bit) write down their list of contributions & go in positively to ask about other opportunities.			

*add Pike*

Temperament	Do you believe Elaine is justified in her reaction?	What should the company have done differently and why?	What do you think the average woman would do in Elaine's situation?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
Idealist	No—Elaine would be throwing away 5 yrs of effort without a fight. She should take her stack of letters & go in & have a serious talk with her boss. Perhaps there were special circumstances that aren't known but she can't stay without expressing feelings.	Most if not all job opportunities should be posted & those interested should have a chance to interview for them. Not to do so merely invites low morale, speculation about motives, low work output ("why bother") & gives people no feeling of control. . .	The avg person might do just what Elaine did—the strange person would cool off (just a bit) write down their list of contributions & go in positively to ask about other opportunities.				

GUARDIANS Case Study #1				Participant Name	Participant Number	JG's Temperament	Temperament	Do you agree with Joyce's conclusion?	What do you think the average person would do?	What were Tom's responsibilities, if any?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?
Male	Female	Leader	Non-Leader										
X			X	Miller	14	Idealist	Guardian	Disagree somewhat—doesn't appear Tom used his influence—Joyce may be attempting to use his influence to move up.	Avg person would have made it more clear to Tom that a social relationship was not in her interest. Most people understand what it's like to be in Tom's position & would let him down easy but still w/definitiveness. Everyone would know where other stood.	To ensure his feelings didn't influence Joyce's job in any way—depending on Joyce's responses, perhaps Tom should have recognized sooner she wasn't interested.	Nothing in particular, no evidence of Tom using his influence—relationships are taboo in today's environment but he didn't see a case.	I'm single—work is best place to meet someone—would pursue someone harder outside of work—may continue to ask if not given an obvious NO.	Hard to answer—Make it clear to Tom that social relationship wasn't wanted—let him down easy is how I'd want to respond.
X		X		Hofmeister	12	Artisan	Guardian	On the surface possibly—need more information.	Blame it on Tom and quit or accept the dead-end job.	If Joyce expressed desire to progress Tom should communicate why she wasn't getting additional assignments—if she didn't express this, he only needs to communicate that her performance is acceptable.	Not enough information—performance review information missing—I assumed level 3 work was available.	Training in HR only—no personal experience.	Would address the issue directly if I felt it was
	X	X		Phelps	4	Guardian	Guardian	Don't agree with Joyce—Tom may not have given her assignments because he did not feel she was qualified for them. Although Tom may have had ability to help Joyce, the info given in paragraph is not conclusive.	Joyce should have let Tom know his social advances were unwanted. She should have investigated as to reason wasn't getting assignments instead of assuming Tom was preventing them for social reasons. Should not assume sexual harassment.	Tom should have taken responsibility for his actions. He should not have pursued Joyce for several months. He should have either taken hint she wasn't interested or asked her of her intentions. As a superior he probably should not have pursued her socially.	Needed more info; how often is he pursuing, what response has she given; is she leading him on; no info on her abilities and qualifications.	None.	Let him know advances unwelcome—investigate reasons for not getting assignments I wanted.
	X		X	Runo	2	Rational	Guardian	No—her decision is unfounded. Because fewer assignments are coming her way doesn't mean Tom was responsible. Perhaps given to someone else because more qualified, work schedule worked out best, had previous experience.	Joyce was using Tom to get ahead by stringing him along. Decided to take it out on Tom when not moving fast enough. Avg person would ask supervisor for chance to work on assignments—needs to let boss know qualifications.	Since it seemed alright to date a co-worker, I don't think Tom was at fault. Joyce did not flat out turn him down, so Tom probably had hopes of dating her and therefore continued to pursue.	Didn't know whether it was acceptable for them to date—sounded like she was using him but didn't want to hurt him.	None.	Would have asked for the desired assignment boss know qualifications.

Note: Many responses were too long to fit in the allotted space and responses were abbreviated as best possible.

Temperament	Do you agree with Joyce's conclusion?	What do you think the average person would do?	What were Tom's responsibilities, if any?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
Guardian	Disagree somewhat—doesn't appear Tom used his influence—Joyce may be attempting to use his influence to move up.	Avg person would have made it more clear to Tom that a social relationship was not in her interest. Most people understand what it's like to be in Tom's position & would let him down easy but still w/definitiveness. Everyone would know where other stood.	To ensure his feelings didn't influence Joyce's job in any way—depending on Joyce's responses, perhaps Tom should have recognized sooner she wasn't interested.	Nothing in particular, no evidence of Tom using his influence—relationships are taboo in today's environment but he didn't see a case.	I'm single—work is best place to meet someone—would pursue someone harder outside of work—may continue to ask if not given an obvious NO.	Hard to answer—Make it clear to Tom that social relationship wasn't wanted—let him down easy—this is how I'd want to respond.	Not particularly but shame it had to happen—disappointed the complaint had to be raised.
Guardian	On the surface possibly—need more information.	Blame it on Tom and quit or accept the dead-end job.	If Joyce expressed desire to progress Tom should communicate why she wasn't getting additional assignments—if she didn't express this, he only needs to communicate that her performance is acceptable.	Not enough information—performance review information missing—I assumed level 3 work was available.	Training in HR only—no personal experience.	Would address the issue directly if I felt it was unfair.	Saw case as typical in that Joyce was drawing conclusions w/o full information.
Guardian	Don't agree with Joyce—Tom may not have given her assignments because he did not feel she was qualified for them. Although Tom may have had ability to help Joyce, the info given in paragraph is not conclusive.	Joyce should have let Tom know his social advances were unwanted. She should have investigated as to reason wasn't getting assignments instead of assuming Tom was preventing them for social reasons. Should not assume sexual harassment.	Tom should have taken responsibility for his actions. He should not have pursued Joyce for several months. He should have either taken hint she wasn't interested or asked her of her intentions. As a superior he probably should not have pursued her socially.	Needed more info; how often is he pursuing, what response has she given; is she leading him on; no info on her abilities and qualifications.	None.	Let him know advances unwelcome—investigate reasons for not getting assignments I wanted.	No strong feelings.
Guardian	No—her decision is unfounded. Because fewer assignments are coming her way doesn't mean Tom was responsible. Perhaps given to someone else because more qualified, work schedule worked out best, had previous experience.	Joyce was using Tom to get ahead by stringing him along. Decided to take it out on Tom when not moving fast enough. Avg person would ask supervisor for chance to work on assignments—needs to let boss know qualifications.	Since it seemed alright to date a co-worker, I don't think Tom was at fault. Joyce did not flat out turn him down, so Tom probably had hopes of dating her and therefore continued to pursue.	Didn't know whether it was acceptable for them to date—sounded like she was using him but didn't want to hurt him.	None.	Would have asked for the desired assignments, let boss know qualifications.	No—but disappointed in Joyce.

listed as best possible.

GUARDIANS		Case Study#1		METHODIST HOSPITAL GROUP									
Male	Female	Leader	Non-Leader	Participant Name	Participant Number	JG's Temperament	Temperament	Do you agree with Joyce's conclusion?	What do you think the average person would do?	What were Tom's responsibilities, if any?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?
X		X		Hall	M-3	Guardian	Guardian	I do not agree, although sexual harassment can be perceived situation, that is how victim perceive it. From the description there was no over quid pro quo. Tom didn't state that in order to obtain assignments she would have to consent. . . .	Yes, if Tom clearly had power of promotion or advancement of Joyce he should either not pursue the relationship or try to see if he could be removed from authority over Joyce so he could advance the relationship. Also Tom should have ceased his initiatives	Clearly Joyce knew that this individual was influential & facts of case did not uncover quid pro quo, therefore she could have informed him immediately of her lack of interest. Case could be made that she was using him.	There was immediate assumption of quid pro quo related to her lack of assignments. Yes—was I feeling this because I was a male? Tom should not have begun a relationship—I'm firm believer of not doing something if it doesn't appear to be appropriate.	Have had experience investigating these types of cases.	Yes, same as average person.
	X	X		Renkert	M-1	Rational	Guardian	Yes, she is assuming her social responsiveness will play a role. Yet this is not clearly determined.	As above, perhaps not to the level of pursuing charges. Perhaps resigning her position or remaining at Level 2.	Yes—if she did respond to social inquiries that she is not interested, then he should stop. Why did Joyce never confront Tom & ask exactly what were his intentions; also question the lack of assignments.	Not enough information. How did he pursue her? May not have been assignments available but she wasn't seeking information about that. Felt uncomfortable—need both sides of the story as a part of my managerial style—she didn't research. . . .	No.	Yes, same as average person.

*odd markings*

temperament	Do you agree with Joyce's conclusion?	What do you think the average person would do?	What were Tom's responsibilities, if any?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
guardian	I do not agree, although sexual harassment can be perceived situation, that is how victim perceive it. From the description there was no over quid pro quo. Tom didn't state that in order to obtain assignments she would have to consent. . . .	Yes, if Tom clearly had power of promotion or advancement of Joyce he should either not pursue the relationship or try to see if he could be removed from authority over Joyce so he could advance the relationship. Also Tom should have ceased his initiatives	Clearly Joyce knew that this individual was influential & facts of case did not uncover quid pro quo, therefore she could have informed him immediately of her lack of interest. Case could be made that she was using him.	There was immediate assumption of quid pro quo related to her lack of assignments. Yes—was I feeling this because I was a male? Tom should not have begun a relationship—I'm firm believer of not doing something if it doesn't appear to be appropriate.	Have had experience investigating these types of cases.	Yes, same as average person.	Joyce's complaint—there were so few facts to support it.
guardian	Yes, she is assuming her social responsiveness will play a role. Yet this is not clearly determined.	As above, perhaps not to the level of pursuing charges. Perhaps resigning her position or remaining at Level 2.	Yes—if she did respond to social inquiries that she is not interested, then he should stop. Why did Joyce never confront Tom & ask exactly what were his intentions; also question the lack of assignments.	Not enough information. How did he pursue her? May not have been assignments available but she wasn't seeking information about that. Felt uncomfortable—need both sides of the story as a part of my managerial style—she didn't research. . . .	No.	Yes, same as average person.	Would be uncomfortable in Joyce's position—it may impact my career.

GUARDIANS Case Study #2				Participant Name	Participant Number	JG's Temperament	Temperament	Do you think Jake is guilty of sexual harassment?	What action, if any, should management take?	How do you think an average woman would respond to Jake's touching?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?
X			X	Miller	14	Idealist	Guardian	Yes, because the behavior is unwanted and makes an uncomfortable situation. The behavior can be construed as sexual harassment.	Mgmt should speak with Jake and let him know his behavior is offensive to some and it should be discontinued. I believe Jake should be given the chance to prove he can change. I don't think Jake intended to offend so mgmt should work w/ him to change.	I believe avg woman would be somewhat uncomfortable, but most would probably not say a lot about the behavior. Some women might move away from the touch as way of letting man know contact is unwanted. Other may directly tell Jake to stop.	Bothers me—makes me feel awkward.	No—but have seen this happen before.	Would move away—probably wouldn't file complaint. Would tolerate unless extreme.
X		X		Hofmeister	12	Artisan	Guardian	Probably not. But he does need to stop his actions. Touching should be receptive.	Discuss Jake's behavior w/ him and require him to correct his behaviors.	Depends on Jake. If he's well known the average could be OK. If they didn't know him, I'm sure they'd be uncomfortable, (unless they wanted to be touched).	It's still going on—enough info out now that this is intolerable—shouldn't be happening.	None	Depends on if well known or not.
	X	X		Phelps	4	Guardian	Guardian	Jake is guilty of sex. har. If his actions make the other person feel uncomfortable. The woman should have told Jake that his touching made her feel uncomfortable. If he continued to touch then it is a clear case of sex harassment.	Mgmt should inform Jake his "touching" is unacceptable behavior in work place. If Jake continues to touch, then mgmt should formally reprimand Jake. Mgmt should also educate Jake about sex. har. as he may not realize the error of his ways.	An avg person should inform Jake that his touching makes her feel uncomfortable if that is the case. Some women realize that Jake doesn't mean any harm & would not file any charges against him.	Nothing but age has a lot to do with this—older men may not be politically correct, yet are harmless.	None.	Tell Jake if I feel uncomfortable.
			X	Runc	2	Rational	Guardian	I do not think Jake is guilty. He was not fondling or groping. There is difference between fondling/groping & just putting a hand on a shoulder or in the small of one's back. This type of action is still unacceptable, but not worth sex. har. complaint.	It seems from study that Jake has been communicating with words & touch for some time. Mgmt should have told him long ago that communicating w/ touch is unacceptable, this type of action could be construed differently by women, and to stop.	The avg woman would have asked Jake to stop touching her. She could say "I don't feel comfortable when you touch me." She should just tell him to stop. If she knew Jake didn't mean anything she could warn him some may misconstrue his actions.	Management should have intervened a long time ago.	No—but has had it happen.	Same as average woman.

Note: Many responses were too long to fit in the allotted space and responses were abbreviated as best possible.

Temperament	Do you think Jake is guilty of sexual harassment?	What action, if any, should management take?	How do you think an average woman would respond to Jake's touching?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
Guardian	Yes, because the behavior is unwanted and makes an uncomfortable situation. The behavior can be construed as sexual harassment.	Mgmt should speak with Jake and let him know his behavior is offensive to some and it should be discontinued. I believe Jake should be given the chance to prove he can change. I don't think Jake intended to offend so mgmt should work w/ him to change.	I believe avg women would be somewhat uncomfortable, but most would probably not say a lot about the behavior. Some women might move away from the touch as way of letting man know contact is unwanted. Other may directly tell Jake to stop.	Bothers me—makes me feel awkward.	No—but have seen this happen before.	Would move away—probably wouldn't file complaint. Would tolerate unless extreme.	Jake bothers me but deserves chance to change behaviors.
Guardian	Probably not. But he does need to stop his actions. Touching should be receptive.	Discuss Jake's behavior w/ him and require him to correct his behaviors.	Depends on Jake. If he's well known the average could be OK. If they didn't know him, I'm sure they'd be uncomfortable, (unless they wanted to be touched).	It's still going on—enough info out now that this is intolerable—shouldn't be happening.	None	Depends on if well known or not.	Jake's behavior—complete lack of respect.
Guardian	Jake is guilty of sex. har. If his actions make the other person feel uncomfortable. The woman should have told Jake that his touching made her feel uncomfortable. If he continued to touch then it is a clear case of sex harassment.	Mgmt should inform Jake his "touching" is unacceptable behavior in work place. If Jake continues to touch, then mgmt should formally reprimand Jake. Mgmt should also educate Jake about sex. har. as he may not realize the error of his ways.	An avg person should inform Jake that his touching makes her feel uncomfortable if that is the case. Some women realize that Jake doesn't mean any harm & would not file any charges against him.	Nothing but age has a lot to do with this—older men may not be politically correct, yet are harmless.	None.	Tell Jake if I feel uncomfortable.	None.
Guardian	I do not think Jake is guilty. He was not fondling or groping. There is difference between fondling/groping & just putting a hand on a shoulder or in the small of one's back. This type of action is still unacceptable, but not worth sex. har. complaint.	It seems from study that Jake has been communicating with words & touch for some time. Mgmt should have told him long ago that communicating w/ touch is unacceptable, this type of action could be construed differently by women, and to stop.	The avg woman would have asked Jake to stop touching her. She could say "I don't feel comfortable when you touch me." She should just tell him to stop. If she knew Jake didn't mean anything she could warn him some may misconstrue his actions.	Management should have intervened a long time ago.	No—but has had it happen.	Same as average woman.	Jake's actions—should know you can't do that.

abbreviated as best possible.

GUARDIANS				METHODIST HOSPITAL GROUP									
Male	Female	Leader	Non-Leader	Part-Part Name	Participant Number	JG's Temperament	Temperament	Do you think Jake is guilty of sexual harassment?	What action, if any, should management take?	How do you think an average woman would respond to Jake's touching?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?
X		X		Hall	M-3	Guardian	Guardian	I believe that Jake's actions, if truly unwarranted, were sexual harassment. Technically speaking at least in the least case, they are touching without consent which constitutes assault and battery.	Although I don't condone his actions, Jake is a product of a different time. Americans can quickly accommodate foreign culture but are less tolerant of historical culture. Mgmt should instruct all employees on modern workplace issues. They are liable . . .	Avg woman would probably not complain formally. They would complain to others & solicit support from other women before complaining formally. Most women still are afraid to complain about gender harassment. Fear for employment & ruining career.	Nothing; only that I don't like to judge people (older people) on today's standards—slightly sympathetic to Jake but still would not tolerate.	Yes—have seen females do this where there were no repercussions—work with a lot of females & they do touch me. (Told wonderful stories about nurse (wife) & plum scrubs & males looking for cookies as if baked just for them.)	Yes—most people need to get a feel from what people think to get support first.
	X	X		Renkert	M-1	Rational	Guardian	Only if Jake is aware that this makes women uncomfortable. He may be unaware his behavior is bothersome.	Bring it to his attention, be explicit with behavior expectations & consequences therein.	I can only answer this personally. Touch can be casual, personal or offensive—it is based on your own "touch" comfort level and basic trust. As described above, would make me uncomfortable.	This was more personal—I'm not a touchy feeling person—not my nature—his touching seemed not to be personal or intimate but just his style. It bothered me that it had not been brought to his attention. He is a loving type person.	No.	Yes, it would be personal.

*add Marking*

Temperament	Do you think Jake is guilty of sexual harassment?	What action, if any, should management take?	How do you think an average woman would respond to Jake's touching?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
Guardian	I believe that Jake's actions, if truly unwarranted, were sexual harassment. Technically speaking at least in the least case, they are touching without consent which constitutes assault and battery.	Although I don't condone his actions, Jake is a product of a different time. Americans can quickly accommodate foreign culture but are less tolerant of historical culture. Mgmt should instruct all employees on modern workplace issues. They are liable . . .	Avg woman would probably not complain formally. They would complain to others & solicit support from other women before complaining formally. Most women still are afraid to complain about gender harassment. Fear for employment & ruining career.	Nothing; only that I don't like to judge people (older people) on today's standards—slightly sympathetic to Jake but still would not tolerate.	Yes—have seen females do this where there were no repercussions—work with a lot of females & they do touch me. (Told wonderful stories about nurse (wife) & plum scrubs & males looking for cookies as if baked just for them.)	Yes—most people need to get a feel from what other people think to get support first.	No.
Guardian	Only if Jake is aware that this makes women uncomfortable. He may be unaware his behavior is bothersome.	Bring it to his attention, be explicit with behavior expectations & consequences therein.	I can only answer this personally. Touch can be casual, personal or offensive—it is based on your own "touch" comfort level and basic trust. As described above, would make me uncomfortable.	This was more personal—I'm not a touchy feeling person—not my nature—his touching seemed not to be personal or intimate but just his style. It bothered me that it had not been brought to his attention. He is a loving type person.	No.	Yes, it would be personal.	Hers did—man had never been confronted—don't think he was aware.

GUARDIANS		Case Study #3		Participant Name	Participant Number	JG's Temperament	Temperament	Was Cathy justified in her complaint?	What do you think of the Chief of Surgery's response?	What do you think the average woman would do in her situation?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?
Male	Female	Leader	Non-Leader										
		X		Miller	14	Idealist	Guardian	Yes, offensive comments about one's body or sexual behavior should not be the topic of conversation in preparation for surgery. This would hold even more true when an individual directly takes offense to the comments.	The Chief of Surgery's response was not acceptable. Because a woman broke a barrier and made it onto the surgical team does not mean she should have to tolerate offensive behavior.	I think the avg woman would probably respond similar to Cathy or with sarcasm to attempt to put the surgeon's comments in their true light. This would provide the Chief of Surgery with a warning that his comments were inappropriate.	When you know someone well it may be OK—she had just started & that bothered me—his attack was personalized—not general comments.	Past work experience—at Sam's Club—more open environment, less professional.	Same, especially the sarcasm.
		X		Hofmeister	12	Artisan	Guardian	Yes—his response was completely unprofessional and unacceptable.	Same as last answer.	Some may not care. In fact, in a setting where everyone is familiar with each other my experience has shown that women "hoot-it-up" as much as men. However, in unfamiliar setting no one should be made to feel uncomfortable.	Amazing that it still goes on—if everyone is comfortable and knows each other well, it may be OK.	No.	Depends—would depend on relationships in place at that time.
	X	X		Phelps	4	Guardian	Guardian	Cathy was justified in her complaint. She told Chief that she objected to his comments; however, he continued to make them. His comments that she must "pay the price" & "a man's theater" are sexist remarks & definite sexual harassment.	His responses as stated above are inappropriate. The work force is based on ability not sex or race. Cathy was in her position because of qualifications. The avg person is aware that those types of remarks are not appropriate.	The average woman would probably file a complaint with human resources. No one should be subjected to that type of harassment in the workplace.	Had a strong reaction to Chief.	No.	File a complaint with HR.
	X		X	Runo	2	Rational	Guardian	Yes. This is worthy of sex.har. complaint. I'm sure that if a man was in same situation where women were talking about size of his organs or his sexual prowess he would be just as offended and file complaint. This situation is disgusting, degrading...	It is obvious that the chief of staff feels that most women are inferior & only a few are "privileged" or good enough to compete or work with men. He is very outdated in his thinking & a sexist. He needs to be enlightened. Chief is the instigator.	The avg woman would file a complaint as Cathy did. I also think Cathy should go up the ladder since the chief is obviously not going to do anything. Cathy should be sure to convey the chief's comments to upper management.	Doesn't say if she is a full-fledged doctor—if she pursues this it may ruin her career.	No.	File a complaint and take it up the ladder.

Note: Many responses were too long to fit in the allotted space and responses were abbreviated as best possible

Participant	Was Cathy justified in her complaint?	What do you think of the Chief of Surgery's response?	What do you think the average woman would do in her situation?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?	What characters bothered or angered you?
in	Yes, offensive comments about one's body or sexual behavior should not be the topic of conversation in preparation for surgery. This would hold even more true when an individual directly takes offense to the comments.	The Chief of Surgery's response was not acceptable. Because a woman broke a barrier and made it onto the surgical team does not mean she should have to tolerate offensive behavior.	I think the avg woman would probably respond similar to Cathy or with sarcasm to attempt to put the surgeon's comments in their true light. This would provide the Chief of Surgery with a warning that his comments were inappropriate.	When you know someone well it may be OK—she had just started & that bothered me—his attack was personalized—not general comments.	Past work experience—at Sam's Club—more open environment, less professional.	Same, especially the sarcasm.	Chief of Surgery's actions—most men would honor her request.
in	Yes—his response was completely unprofessional and unacceptable.	Same as last answer.	Some may not care. In fact, in a setting where everyone is familiar with each other my experience has shown that women "hoot-it-up" as much as men. However, in unfamiliar setting no one should be made to feel uncomfortable.	Amazing that it still goes on—if everyone is comfortable and knows each other well, it may be OK.	No.	Depends—would depend on relationships in place at that time.	Chief Surgeon—he objected and he didn't back off.
in	Cathy was justified in her complaint. She told Chief that she objected to his comments; however, he continued to make them. His comments that she must "pay the price" & "a man's theater" are sexist remarks & definite sexual harassment.	His responses as stated above are inappropriate. The work force is based on ability not sex or race. Cathy was in her position because of qualifications. The avg person is aware that those types of remarks are not appropriate.	The average woman would probably file a complaint with human resources. No one should be subjected to that type of harassment in the workplace.	Had a strong reaction to Chief.	No.	File a complaint with HR.	Chief's actions did—comments re: price to pay were ridiculous.
in	Yes. This is worthy of sex.har. complaint. I'm sure that if a man was in same situation where women were talking about size of his organs or his sexual prowess he would be just as offended and file complaint. This situation is disgusting, degrading...	It is obvious that the chief of staff feels that most women are inferior & only a few are "privileged" or good enough to compete or work with men. He is very outdated in his thinking & a sexist. He needs to be enlightened. Chief is the instigator.	The avg woman would file a complaint as Cathy did. I also think Cathy should go up the ladder since the chief is obviously not going to do anything. Cathy should be sure to convey the chief's comments to upper management.	Doesn't say if she is a full-fledged doctor—if she pursues this it may ruin her career.	No.	File a complaint and take it up the ladder.	Chief of Surgery angered me.

as best possible.



*add Morley*

GUARDIANS		Case Study #3		METHODIST HOSPITAL GROUP									
Male	Female	Leader	Non-Leader	Participant Name	Participant Number	JG's Temperament	Temperament	Was Cathy justified in her complaint?	What do you think of the Chief of Surgery's response?	What do you think the average women would do in her situation?	What, if anything, bothered you about the case?	Have you had any related personal experience?	What would you do—same as the average person?
X		X		Hall	M-3	Guardian	Guardian	Yes employee was justified. An example of good 'ole boy humiliation that most of us males have suffered from for years. In order to be initiated she must first suffer humiliation from the physicians. Probably honest intentions here but behaved like juvenile.	Somewhere in the chief's response he probably intended to compliment her but did so in an inappropriate manner. In addition, his beliefs about surgery being a man's world are not only exist but are also inaccurate.	I don't know. In many hospitals Dr's no matter what gender are influential people and staff complaints are not very profitable. I believe Cathy would make her decisions based on her institution's history of handling such complaints.	The form of the case—women have been an integral part of surgery teams for a long time. How could they have been that dumb or stupid?	Yes, but not in mixed company.	Yes, same as average person.
	X	X		Renkert	M-1	Rational	Guardian	Absolutely—where is the "compliment"? The surgical room is a professional setting demanding professional behavior.	Offensive, outdated, self-ordained, omnipotent.	Pick up your chin from the floor. Report to the supervisor.	The surgeon was completely inappropriate. Sure, really angry. Probably would have wanted to kick him.	No—I'm a nurse—many years ago more males than females—as a floor nurse saw more superiority on part of male doctors—ER more collegial & doctors have higher respect for nurses—it a co-dependency to get job done.	Yes, but I would kick him.

Participant	Was Cathy justified in her complaint?	What do you think of the Chief of Surgery's response?	What do you think the average women would do in her situation?	What, if anything, bothered you about the case?	Have you had any related personal experiences?	What would you do—same as the average person?	What characters bothered or angered you?
Stan	Yes employee was justified. An example of good 'ole boy humiliation that most of us males have suffered from for years. In order to be initiated she must first suffer humiliation from the physicians. Probably honest intentions here but behaved like juvenile.	Somewhere in the chief's response he probably intended to compliment her but did so in an inappropriate manner. In addition, his beliefs about surgery being a man's world are not only exist but are also inaccurate.	I don't know. In many hospitals Dr's no matter what gender are influential people and staff complaints are not very profitable. I believe Cathy would make her decisions based on her institution's history of handling such complaints.	The form of the case—women have been an integral part of surgery teams for a long time. How could they have been that dumb or stupid?	Yes, but not in mixed company.	Yes, same as average person.	Chief of Surgery.
Stan	Absolutely—where is the "compliment"? The surgical room is a professional setting demanding professional behavior.	Offensive, outdated, self-ordained, omnipotent.	Pick up your chin from the floor. Report to the supervisor.	The surgeon was completely inappropriate. Sure, really angry. Probably would have wanted to kick him.	No—I'm a nurse—many years ago more males than females—as a floor nurse saw more superiority on part of male doctors—ER more collegial & doctors have higher respect for nurses—it a co-dependency to get job done.	Yes, but I would kick him.	The surgeon and the rest of the team. The entire group should have kicked the man.