APPENDIX F

Instructions: Experiment 3

In this decision-making task, we are going to present information about some management trainees of an organization. They have randomly been drawn from different departments/units (i.e., Personnel, Marketing, Finance and Accounting, Production, Material) of a large organization. Naturally they vary widely with respect to some of the characteristics which make one a successful manager.

You will receive 4 types of information about each trainee. One type of information indicates what has been his motivation for doing well in his respective field of work. Motivation means his willingness to do well; how sincerely and vigorously he has been trying to complete his job or task; how much effort he has been putting in. This information is obtained by considering the opinion of 2 bosses who supervised him recently. Please note that bosses are not the same for each trainee. The assessment of trainee's motivation will be presented along a scale of Extremely low, Very much below average, Below average, Average, Above average, Very much above average, and Extremely high. Please consider the assessment of motivation as an objective and valid index of each trainee's motivation.
The second type of information indicates the ability (capability, intelligence) of the trainee. This information is also obtained in the same way as motivation. Information about ability will also be presented along the same 7-point verbal scale of Extremely low, Very much below average, Below average, Average, Above average, Very much above average, and Extremely high. Please consider the assessment of ability as an objective and valid index of trainee's capability.

The third type of information indicates the luck (fortune) of the trainee. Luck means casual happenings of events in good or bad manner by chance. To determine how lucky a trainee has been in his life, each trainee was requested to recollect 100 unexpected events of his life. On the basis of the numbers of positive and negative outcomes of those unexpected events, each trainee was adjudged as unlucky or lucky. How lucky (fortunate) is a person will be described along a 7-point verbal scale of Extremely unlucky, Very unlucky, Unlucky, Neither unlucky nor lucky, Lucky, Very lucky, and Extremely lucky. Please consider this index of luck as reliable and authentic description of each trainee's luck or fortune.

The fourth type of information indicates the probability (chance) of success in the department of a trainee.
Probability of success refers to what are the chances of having success in the managerial cadre of the department. Probability of success in a department depends upon a number of characteristics of the department, namely, cohesiveness, task difficulty and clarity, support of bosses, cooperation from subordinates, etc. Considering such aspects of each department, an index of probability of success in that department has been worked out. Probability of success in managerial cadre of a department will thus vary from 0 to 1. For present purpose, please consider the estimate of probability of success as highly accurate.

This exercise requires you to look at the record of each trainee (i.e., his motivation, his capability, and his luck) as well as at the probability of success in his department and to predict what would be his performance as a manager. Please note that these trainees will be absorbed in the regular managerial cadre shortly. Your expectations from each of the trainees is thus required. Your expectation of each trainee will be expressed along a 21-step ladder scale. It begins with 1 and ends with 21. The bottom step means that the trainee will have low success as a manager; the top most step of 21 means that you expect him to be a great success. Other steps represent intermediate levels of performance as manager. You
will be choosing one of these 21 numbers to indicate your expectation of each trainee's performance as a manager. Since trainees vary widely in their motivation, ability and luck as well as in the probability of success associated with his department, it is quite natural to use numbers from the entire scale of 1-21 to indicate their performance as managers. I urge you to judge them as precisely as possible.

To make you familiar with the nature of the task and the use of response scale, I will give you 15 practice examples. Please work with all the 15 practice examples one by one, and try to understand the task. It is extremely important that you understand the task fully. If there is any question, please feel free to ask.

After practice, I will give this deck of 90 cards. These cards have numbers between 1-90 written on the top right corner as their code number. You will rate all the 90 cards one by one. Please enter the code number of the trainee in the first column of the Response Sheet and your expectation from him as manager in the second column. Once you rate all the 90 cards, please shuffle them thoroughly and rate them for the second time also. This means you will really be judging 180 trainees. We
are interested in your intuitive natural reaction to these persons. It is, therefore, necessary that you act in spontaneous way.

Please take the task seriously and extend your best cooperation. Your genuine cooperation will have great scientific and management implications.

Thank you very much.