

THE UNIVERSITY OF MANITOBA

PERCEPTIONS ABOUT THE INTERPERSONAL POWER
STRATEGIES OF WOMEN AND MEN: A TEST OF
JOHNSON'S MODEL.



BY

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ABSTRACT

Johnson (Note 1; 1976) has empirically derived a model of interpersonal power that outlines the three dimensions along which males and females are perceived to differ and tend to differ in their power strategies. Women are more likely than men to present their influence attempt in an indirect manner, to bargain with personal resources such as affection, and to stress helplessness in their influence attempts. Men are more likely to present their influence attempt directly, to bargain with concrete resources such as time or money, and to stress their competence.

The present study was comprised of two experiments, both of which required subjects to respond to and to rate a hypothetical employee in an In-Basket Task involving a series of inter-office memos. In Experiment 1, subjects responded to and rated a hypothetical male or female employee who tried to get a request met using a masculine or feminine power strategy. This yielded a 2 (subject sex) by 2 (employee sex) by 2 (power strategy), fully-crossed factorial design. In Experiment 2, male subjects responded to and rated a hypothetical female employee of high or low status who made an influence attempt using a helpless or competent power strategy and later employed a masculine or feminine power strategy. This yielded a 2 (status) by 2 (power strategy 1) by 2 (power strategy 2) fully-crossed factorial design. Dependent measures in both experiments were the effectiveness of the power strategies, subjects' perceptions of the employee's power, and subjects' recommendations for the employee's promotion. A second set of dependent measures consisted of subjects ratings of the employee on Johnson's three dimensions:

direct-indirect, competent-helpless and concrete-personal.

Multivariate analysis of variance revealed that "masculine" and "competent" power strategies were the most effective. There were no significant effects for status or employee sex. Johnson's three dimensions were also examined through multivariate analysis of variance and were found to be relatively independent and equally applicable to both sexes.

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To Dennis, with love

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CHAPTER I
INTRODUCTION

Samuel Johnson once suggested "nature has given women so much power that the law has very wisely given them little" (Hill, 1842, p. 104). Until very recently, however, no one seemed to care much about women's power or lack of it. The armies, the governments, the huge organizations, were all run by men, and women kept whatever power they possessed under the close wraps of their interpersonal relationships (Rosaldo, 1974). Even within the present decade, one of the most dramatic power plays in history, which has come to be known simply as Watergate, was carried through from the first break-in to the last lock-up almost exclusively by men (Korda, 1975). Power is masculine, and nowhere is this more evident than in organizations.

The past decade has brought about many legal changes aimed at balancing of power in the Canadian workplace, yet women's advancement appears not to be keeping pace with legislated change or with the written policies of government and corporate employers. Few women operate from strong positions of power (Connelly & Christiansen-Ruffman, 1977) in either the political or corporate sphere, and as recently as 1977, the salary gap between Canadian men and women was actually widening (Canada Department of Labor, 1977). It has been argued that Canadian sex discrimination legislation lacks the teeth of comparable American legislation in terms of province-to-province consistency, legal definitions and legal consequences for the lawbreaker (Bennett & Loewe, 1977). However, the occupational gap between men and women is comparable in Canada and the United States (Chappell, 1978), so the weakness of Canadian legislation does

not adequately account for the power and salary differential.

In an attempt to explain sex differences in organizational power, it has been common practice to point backward toward the different ways in which boys and girls have been socialized (e.g., Hoffman, 1972). Such an approach implies that we must attain comparable socialization for boys and girls, then wait some twenty years before the effects are manifested in equality in the labor scene. Yet there is a more optimistic picture being presented by authors such as Fenn (1978) and Kanter (1977), who have focused on the on-going process of adult socialization in the workplace. Their approach places responsibility and benefits directly in the hands of individual employers and employees. It implies that there are variables operating in the structure of the organization and the people it employs that could be manipulated in the interest of equality. One of these variables is the communication of interpersonal power--the different ways in which men and women try to influence the behavior of others.

In the past few years some of the increasing interest in sex differences has focused on interpersonal power (Frieze, Parsons, Johnson, Ruble & Zellman, 1978; Lips, in press; Lips & Colwill, 1978; Rosaldo, 1974), and Johnson's (Note 1; 1976) research has yielded a model that attempts to explain sex differences in interpersonal power strategies and the resultant imbalance of organizational power that favors men.

Male and Female Power Strategies

Johnson (1976) has defined interpersonal power as "the ability to get another person to do or to believe something he or she would

not have necessarily done or believed spontaneously" (p. 100).

Johnson contends that there are rules of power built into our social norms and that we employ them, often nonconsciously, in our daily interactions. Certain power strategies, she proposes, are more physically and psychologically available to some people than to others and the division of labor by sex within organizations has accorded very different types of power resources to men and women. Working from French and Raven's (1959; Raven, 1965) model, Johnson (Note 1; 1976) has empirically derived a model of interpersonal power that outlines the three dimensions along which male and female power strategies, respectively, are likely to differ: the directness with which people present their influence attempt (direct versus indirect), the types of resources with which they bargain (concrete versus personal) and the degree to which they stress their competence or helplessness (competence versus helplessness).

1. Indirect versus direct power. Direct power is power manifested in terms of orders or requests to Person B; it is, by definition, open and overt. Indirect power is often called manipulation; its goal is to exert influence over Person B while trying to keep him/her unaware of being influenced, a technique, notes Johnson, that has been associated with subordinate status (Myrdal, 1944). People with legitimate power are more likely to rely upon direct power because one can more easily afford to be open and overt when one has the authority to do so. By the same token, to attempt to exert power without authority makes one appear manipulative, if not downright ludicrous. Because women are less often in positions of authority, and because, even when in positions of authority, are less likely to

be granted legitimacy (Epstein 1971), Johnson posits that women are more likely than men to use indirect power techniques. In fact, women are explicitly trained to employ indirectness, not only throughout childhood (battering up Daddy), and adolescence ("let him think it was his idea"), but even within the organizations in which they seek their careers. Stein (1971) has shown, for instance, that nurses (traditionally female) are explicitly trained to present diagnoses to doctors (traditionally male) indirectly rather than directly. (It remains to be seen if this pattern of carefully taught deference will persist as more men become nurses and more women become physicians.)

One disadvantage for women of employing indirect power strategies is that such techniques may serve to maintain the power status quo. Johnson suggests that while indirect power techniques may be extremely effective in the short run, they tend not to be effective in the long run because, by the very definition of manipulation, Person B should be unaware of the source of influence. Thus, while female assistants and secretaries may exert strong influence upon their immediate superiors, they may gain little recognition within their organizations if the source of power is concealed. Ironically, the immediate superior, Person B, may not even be aware of the source or the extent of Person A's influence--not a very good tactic for someone trying to gain legitimate power within an organization.

2. Personal versus concrete power. Every influence attempt carries with it an implied threat or promise--the giving or the removal of resources. In order to exert influence, Person A must have some type of resource with which to bargain. Johnson categorizes

these power resources into two main types: personal resources like affection or approval, that depend upon interpersonal relationships for their maintenance, and concrete resources like money, strength, and knowledge, that are independent of relationships. In our culture and in our organizations men hold more concrete resources than women do. With these resources they may exert reward and punishment power, or, in their positions of expertise and authority, may exert greater expert and legitimate power. One does not have to like or approve of the person with concrete resources in order to be influenced.

Given the distribution of concrete resources in our society, it is not surprising that threats and promises involving concrete resources are perceived to be masculine modes of influence, regardless of the sex of the influencer (Dunn, 1972; cited in Frieze et al., 1978).

Historically, women have had few concrete resources at their disposal and have existed throughout most of history as virtual non-persons under the law. Yet, strangely enough, women have often exerted considerable personal influence over those close to them (Lips & Colwill, 1978). (Perhaps this is the power that Samuel Johnson accused nature of dispensing so inequitably.) Unfortunately, such power--personal power--works only in those areas affected by interpersonal relationships. Furthermore, power is dependent, not only upon the ability to control the resources of others, but upon the ability to control one's own resources (Stogill, 1959). To be able to control his or her own resources puts a person at an advantage in situations of reciprocation or retaliation. Since we cannot possibly provide ourselves with personal resources like affection, as we can

provide ourselves with concrete resources like money, those who bargain with personal resources are placing strict limits upon their influence (Johnson, Note 1). Thus, while the personal influence a woman exerts in a relatively subordinate organizational position may give her great personal satisfaction, it may be severely limited power not easily translated into promotions and other organizational rewards.

3. Helplessness versus competence. Whether Person A presents the influence attempt directly or indirectly, and whether Person A bargains with concrete or personal resources, there is a third dimension to the use of interpersonal power: competence versus helplessness. Person A can attempt to influence with competence by using expertise, information or sheer force, or Person A can employ the use of weakness and helplessness by claiming inability until Person B takes over the task at hand.

Women, "the weaker sex," have good training in the use of helplessness as a power strategy, particularly when the influence attempt is aimed at getting Person B to do something requiring physical strength or mechanical skills. Kanter's (1977) research revealed that secretaries tend to be very knowledgeable and articulate about the use of helplessness as a power strategy. Having been cut off from other legitimate power sources, many of the secretaries she surveyed considered the ability to generate tears as a legitimate source of power over their immediate superiors. Helplessness, then, has become women's legitimate power base, which may be why helplessness power strategies have been shown to work better for females than do competent power strategies, and better for females than for males

(Gruder & Cook, 1971).

Why is helpless power so strongly associated with women? As Parsons, Ruble, Hodges, and Small (1976) have shown, women tend to attribute their successes to luck and their failures to their own personal qualities, while men tend to do the opposite. Thus women may spend much of their working lives feeling helpless and men spend most of their working lives feeling competent. In addition, most women have few concrete resources with which to bargain. Johnson suggests that these factors, together with the legitimacy with which women can employ the helpless mode, lead women to overuse helpless strategies in the power game.

In the short run, helplessness can be an extremely effective power strategy and therefore very reinforcing to the strategist. In any influence attempt, however, it is important to consider not merely whether one obtains what one sets out to obtain, but also, to consider the long-term consequences: the self-perceptions of the power strategist, other people's perceptions of the strategist, and the future power potential of the strategist (Raven & Kruglanski, 1970). Helplessness is not a strategy designed to enhance one's self-concept, for weakness and helplessness are not conducive to positive self-image. In addition, helplessness is not a long-run tactic that will gain one influence in an organization, because it draws attention to one's weaknesses rather than to one's strengths. Thus the employee who constantly asks for help in difficult situations may receive that help--a very reinforcing outcome--but may be remembered as an incompetent person when promotion decisions are being made.

Although Johnson usually discusses helplessness in terms of women and in terms of subordinates, it is a mode of influence not unknown to males and to superiors who can employ it in the interest of unloading onto others work that they consider to be trivial (Lips & Colwill, 1978). If Johnson's analysis is correct, the boss who throws up hands in despair and helplessly delegates responsibility to underlings is employing a power strategy with long-term drawbacks.

Power and Status

Why do males and females use different power strategies?

Johnson (Frieze et al., 1978) suggests that certain strategies have proven sex-differentially effective and have elicited different evaluations from others. Although this simple reinforcement model may explain why the individual chooses one power strategy over another, it does not explain why one set of strategies came to be associated with the male sex role and another set of strategies with the female sex role. Johnson proposes that status, or the "hierarchy of inferiority and superiority" (Frieze et al., 1978, p. 304), provides part of the answer to the sex-role question.

In virtually every society, maleness carries a higher status than femaleness (Rosaldo, 1974). In part, men attain their status through higher education, expertise, and concrete resources, and, in part, the higher status accorded males helps them to acquire these bases of power. In any event, high status provides the influencer with a strong base of legitimacy and self-confidence, allowing him/her to rely upon competence and concrete resources in the influence attempt. In addition, high status people are accorded greater leeway in all behaviors, thanks to the idiosyncrasy credits they accumulate

(Hollander, 1958). Since high status people are judged more favorably for any behaviors in which they engage, men as a group can afford to exert influence more directly than can women as a group. Furthermore, high status people have the legitimate right to influence others and do not have to couch their influence attempts in indirect language. Thus women, lacking status and its consequent power bases, operate from clearly deficient power positions.

Since females as a group are accorded lower status than males as a group, the woman whose education, occupation or self-made wealth renders her deserving of a higher status than many men may strike observers with a sense of status incongruity (Donelson & Gullahorn, 1977). Henley (1977) suggests that this incongruity is often resolved by refusing to interpret women's power attempts for what they are. Thus, Henley suggests that status incongruity sets women firmly into a Catch 22: for a woman to employ feminine power techniques may not prove long-run effective, yet to employ masculine power techniques may cause her motives to be misinterpreted.

Crucial to the argument unfolding here, however, is the assumption that sex-role-status incongruity is a temporary phenomenon that will exist only as long as women as a group have lower status than men as a group. If the strength of status incongruity as an inhibitor of female power is decreasing as individual women gain higher status, it would behoove women who are playing traditionally male roles in their organizations to employ the direct, competent and concrete power strategies typically associated with men and people of high status rather than the indirect, helpless and personal power strategies typically associated with women and people of low status.

Power and Legitimacy

The legitimacy of an influence attempt refers to Person A's legitimate right or authority to exert power, and the legitimacy of Person A's request determines the directness with which it can be presented. Perceived legitimacy is, to some extent, idiosyncratic to Person B, as it depends partly upon the value system of Person B. Whether Person B perceives Person A's influence attempt as legitimate is influenced by the legitimacy Person B confers upon people in Person A's role. There are, however, many culturally approved norms of legitimacy. If Person A is a police officer, professor, or physician, roles which have been accorded legitimate power in our society, Person B may be more likely to grant Person A authority and respond with favor to Person A's influence attempt. If Person B is a female police officer, professor, or physician, however, she may introduce status incongruity (Donelson & Gullahorn, 1977), since the female sex role is incongruent with these roles. This perception may reduce the perceived legitimacy of her requests, and she may resort to indirect power strategies.

Recently there are many new social situations in which legitimacy is confused, as new value systems conflict with well-entrenched traditional value systems (Lips, in press). Do women have the legitimate right to pursue careers, oblivious to their husbands' and children's historically legitimate rights to be cared for and catered to and nurtured by wife and mother? Do men have the legitimate right to expect their wives to contribute to the family coffers? Women retain the title of "wife" and men the title of "husband" even in the most sex-role liberated of households, and "husbands" are tradition-

ally the head of the family, with all the responsibilities that position entails. The organizational setting should be one in which legitimacy is less confused, however. Both male and female vice-presidents are vice-presidents; the reward, punishment, expertise and information power they hold as a function of that office should be identical for both sexes and their legitimacy should also be equal. Female managers who employ the feminine power strategies of indirectness, helplessness and personalness undoubtedly reinforce their female role over their executive role, thereby damaging their legitimacy. On the other hand, women who gain and maintain organizational power through direct, concrete and competent means, giving up their legitimate right as females to exert power through helplessness, should increase their long-term effectiveness by reinforcing their organizational role over their female sex role. The disadvantages of flying in the face of status incongruity should be lower in the long run than the disadvantages of stepping out of the established (masculine) power role of direct, competent and concrete influence.

Statement of the Problem

The division of labor by sex has accorded very different types of power resources to men and women. Men, the traditional leaders, have long held the power to reward and punish, the expertise, the information and the legitimate power of organizational hierarchies. Johnson (Note 1; 1976) has suggested that women's subservient social status has made it convenient for them to adopt very different power strategies from those which have been successful for men--to be indirect, to bargain with personal rather than with concrete resources, and to stress their helplessness rather than their competence.

This study examines men's and women's perceptions about masculine and feminine interpersonal power strategies. Its objectives are to investigate the efficacy of traditionally masculine and feminine power strategies (Johnson, Note 1) as utilized by men and women and to examine the conditions under which women can best employ direct, competent, and concrete power styles.

While Johnson's model and her research presents an appealing analysis of sex differences in power, some of her predictions have yet to be researched. What happens when people attempt to employ cross-sex power strategies? Johnson's (Note 1) preliminary research indicates that men have more power styles socially available to them than do women, from which Johnson (Frieze et al., 1978) concludes that women are likely to be socially punished for stepping out of their power role. Yet discussions with women in positions of organizational power have led both Johnson (Note 2) and the present author to wonder if the power rules differ for women who have been granted legitimacy in a male world.

Given that organizations operate on masculine values, one would assume that masculine power strategies should be perceived as the most effective organizational power strategy for both women and men. In addition, women who have been accorded higher organizational status, women who have been granted legitimacy in a masculine world, should be more effective than their lower-status sisters when employing traditionally masculine power techniques.

What of men who use masculine versus feminine power strategies? College students in Johnson's (Note 1) study believed that men have more power strategies available to them than do women. Men in the

present study are not expected to be able to make effective use of feminine power styles, however. Since the female role is less socially desirable than the male role in a variety of contexts (Broverman, Broverman, Clarkson, Rosenkrantz & Vogel, 1970; Broverman, Vogel, Broverman, & Clarkson, 1972), and since men have traditionally experienced greater punishment than women do for sex-role-inappropriate behavior (Seyfried & Kendrick, 1973), males should be most ineffective when they employ feminine power styles. On the other hand, masculine power styles should be more effective for men, who are employing a sex-appropriate power strategy, than for women who are not.

Johnson also predicts that women who use helpless power strategies run the risk of being seen as powerless and suffer the long-run consequences of negative evaluation, whether or not their power strategies are effective in the short run. Thus it is expected that women who employ helpless power strategies will be less effective the next time they try to exert interpersonal influence, and will be judged more negatively than their more competent sisters.

Experiment 1

The first study examined male and female perceptions of male and female actors employing traditionally masculine and feminine power strategies within an organizational framework. It was expected that direct, competent, and concrete (masculine) power techniques would be more effective in an organizational (masculine) context for both women and men than would indirect, helpless and personal (feminine) power strategies. Since males are punished more than are females for deviating from their sex role, men employing feminine power tech-

niques were expected to be seen as less effective than men employing masculine power techniques. In addition, since this was to be a simulated organizational setting, women employing masculine power techniques were expected to be more effective than women employing feminine power techniques. Thus the following hypotheses were suggested:

1. that hypothetical employees using masculine power strategies (direct, concrete, and competent) would be more effective and perceived as more powerful and more deserving of promotion than would hypothetical employees employing feminine (indirect, personal and helpless) power strategies;

2. that hypothetical male employees using masculine power strategies would be more effective and perceived as more powerful and more deserving of promotion than would hypothetical female employees employing masculine power strategies;

3. that hypothetical male employees using feminine power strategies would be less effective and perceived as less powerful and less deserving of promotion than would hypothetical male employees employing masculine power strategies;

4. that there would be no sex differences in these perceptions. There was no theoretical basis for believing that male and female subjects would differ in their perceptions of male and female employees employing masculine and feminine power strategies.

In summary, it was hypothesized that masculine power techniques would be more effective than feminine power techniques. Among masculine power strategists, it was hypothesized, men would be more effective than women. Among feminine power strategists, it was hypothe-

sized, men would be less effective than women. No sex of subject difference was predicted.

Experiment 2

Experiment 1 was designed to explore some of Johnson's predictions as they apply to the power strategies employed by men and women within an organizational framework. While the results of the first study were expected to provide useful theoretical information, of more practical interest are the ways in which men perceive the power attempts of women, for it is these perceptions that are thought to maintain an imbalance of power between the sexes in organizations (see, e.g. Bennett & Lowe, 1975; Colwill, in press; Frieze, Parsons, Johnson, Ruble, & Zellman, 1978; Gordon & Strober, 1975; Loring & Wells, 1972). Thus, the second study was designed to examine male perceptions of female power strategists under several conditions.

Subjects in Experiment 1 rated and responded to a hypothetical male or female employee at the same organizational level as themselves. Under those conditions, it was expected that traditionally masculine power techniques would be most effective for both males and females. In Experiment 2, however, male subjects rated and responded to a woman who was either above or below them in the organizational hierarchy, a woman who had previously employed either a helpless or a competent power strategy. Thus, the second study examined males' perceptions of female employees as a function of the power strategy employed (masculine versus feminine), the power strategy previously employed (helplessness versus competence) and the status of the hypothetical employee (regional manager versus secretary).

It was expected that the power attempts of managers would be

accorded greater legitimacy than the power attempts of secretaries, and thus be more effective. This would be especially true when managers were direct, competent and concrete (masculine, and thus organization-appropriate). Female employees identified as secretaries, on the other hand, were expected to be most effective when employing indirect and personal power techniques, since they should not be perceived as having the legitimate right to employ high-status power strategies. However, competence is an organizational behavior that should be more highly valued than helplessness, and the previous use of helplessness should render all power attempts less effective. The following hypotheses were suggested:

1. that female employees identified as regional managers would be more effective, and perceived as more powerful and more deserving of promotion than would female employees identified as secretaries;

2. that female employees identified as regional managers would be more effective and perceived as more powerful and more deserving of promotion when they were employing masculine rather than feminine power strategies;

3. that female employees identified as secretaries would be more effective and perceived to be more deserving of promotion, but perceived as less powerful when they were employing feminine rather than masculine power strategies;

4. that hypothetical employees who had previously employed competent power strategies would be perceived as more powerful, more effective and more deserving of organizational rewards than would hypothetical employees who had previously employed helpless power strategies.

In summary, Experiment 2 required male subjects to rate and to respond to female employees in a series of inter-office memos. Female employees were expected to be seen more powerful and deserving of promotion when they employed masculine rather than feminine power strategies. Secretaries were expected to be more effective when employing feminine power strategies, and regional managers were expected to be more effective when employing masculine power strategies. Helpless power strategies were expected to have long-term negative consequences for all power strategists.

The Properties of Johnson's Model

These experiments had two purposes. The first was to test the predictions that arose from Johnson's model, as outlined in the above hypotheses. The second was to examine the strength of Johnson's model in terms of its sex specificity (Colwill & Lips, 1978) and its redundancy (correlations between dimensions). If the model were redundant, it would be unnecessary for it to be based upon three dimensions, and two or more of the dimensions could be combined. If the model were sex-specific--if the same words written by men and women were rated differently (Spinner & Colwill, 1978)--the model could not be applied indiscriminantly to both sexes on the assumption that their behaviors are perceived in the same way. This model testing was exploratory research, and no particular hypotheses were put forward.

Summary

This study was comprised of two experiments. In Experiment 1, male or female employees employing masculine or feminine power strategies were responded to and rated by male or female subjects.

Responses and ratings were expected to vary as a function of employee sex, power strategy, and its interactions. In Experiment 2, female employees of high or low status sent the subject a helpless or competent power strategy memo; and later, a masculine or feminine power strategy memo. These memos were responded to and rated by male subjects. Responses and ratings were expected to vary as a function of employee status, helpless-competent power strategy, masculine-feminine power strategy, and its interactions. In addition, Johnson's model was tested in both experiments for its redundancy and, in Experiment 1, for its sex specificity.

CHAPTER II
EXPERIMENT 1 METHOD

Design

The first experiment required male and female subjects to respond to the influence attempt of and to rate a hypothetical employee on the basis of memos received in an In-Basket Task. The employee, Tom or Susan Peterson, employed a traditionally masculine or feminine power strategy. This yielded a 2 (subject sex) by 2 (employee sex) by 2 (power strategy) fully-crossed factorial design.

There were two sets of dependent measures in this experiment and they were entered into two separate analyses. The first set of three variables, designed to test Johnson's predictions, was comprised of subjects' compliance to the employee's influence attempt (efficacy), subjects' ratings of Peterson's powerfulness (power) and subjects' recommendation for Peterson's promotion (promotion). The second set of dependent variables served as a manipulation check and a test of the redundancy and sex-specificity of Johnson's model. It was comprised of subjects' ratings of Peterson on Johnson's three dimensions: direct-indirect, competent-helpless, and concrete-personal.

Subjects and Experimenter

Subjects were 80 male and 87 female introductory psychology students who were partially fulfilling a requirement to participate in seven hours of psychological research. Subjects were run in groups of 12 to 22, depending on their sign-up time, and randomly assigned to one of the four experimental conditions.

The experimenter was a 27-year-old male dressed in a conserva-

tive suit and tie. He signed experimental credit cards, directed subjects to their desks, and collected experimental materials at the end of the experiment.

Procedures and Materials

Upon entering the experimental room, each subject was greeted by the experimenter who signed experimental credit cards, ensured that the subject had a pen or a pencil, and asked the subject to be seated at a desk and begin the experimental task. Subjects sat at desks on which the experimental materials were placed. Experimental materials consisted of a page of instructions, an organizational chart, and six inter-departmental memos on which subjects responded (see Appendices B and C).

Subjects first read their subject rights, assuring them that they were free to leave the experiment at any time without penalty (see Appendix A). They were assured of anonymity and instructed not to write their names or student numbers on the experimental materials. Subjects were further advised that detailed feedback would be mailed to them after the conclusion of the experiment and were asked to provide the experimenter with their names and addresses at the front desk before leaving.

Subjects then read the experimental materials (see Appendices B and C). The first sheet was an instruction sheet advising subjects that they were taking part in a decision-making task that required them to play the role of Terry Wilson, the Winnipeg Branch Personnel Manager of a large manufacturing firm. The instructions indicated subjects' position on the organizational chart and the positions of their correspondents. Subjects were requested to respond to each

memo before proceeding to the next. They were advised to refer back to the organizational chart in making their decisions, in order to help them place their correspondents in the hierarchy.

Subjects then read a series of six inter-departmental memos (see Appendices B and C) to which they responded. Three of the memos were filler items and three constituted the experimental task:

1. The first memo, a filler, was from Terry Wilson's secretary. It requested the subject, who was playing the role of Terry Wilson, Personnel Manager, to make a decision about a retirement party for one of the employees.

2. The second memo was a filler item from the Regional Personnel Manager. It required Terry Wilson to make a decision about payroll procedures.

3. The third memo, an experimental manipulation, was a memo from the Marketing Manager, who was occupied the same organizational level as the subject. Subjects received either a version of the memo in which the Marketing Manager was identified as Tom Peterson, or a version of the memo in which she was identified as Susan Peterson. Using either a traditionally feminine (indirect, helpless, personal) power strategy or a traditionally masculine (direct, competent, concrete) power strategy, Tom or Susan Peterson asked the Personnel Manager to introduce the speaker at an up-coming seminar. In the feminine version, s/he stressed her/his inability to cope with the task of finding someone to introduce the speaker and suggested that s/he and the subject would become good friends, but never quite made a direct request to the subject. In the masculine version s/he stressed the smoothness with which s/he had arranged the seminar,

promised to repay the subject for introducing the speaker, and forthrightly requested the subject to introduce the speaker. Both versions of this memo were pre-rated by undergraduate students to ensure that the memo writer was perceived to be indirect, helpless and personal or direct, competent and concrete (see Appendix D). Subjects responded to the masculine-feminine memo on a 5-point scale indicating their likelihood of compliance. Their responses constituted the dependent variable, efficacy.

4. The fourth memo was another filler item--a second memo from Terry Wilson's secretary--requiring a decision about janitorial services.

5. This memo, from the Vice-President of Marketing, requested an evaluation of Peterson on four 5-point scales in terms of indirectness-directness, concreteness-personalness, helplessness-competence, and powerfulness-powerlessness. It yielded the dependent measure, power, as well as the complete set of variables used to test Johnson's three dimensions: direct-indirect, competent-helpless and concrete-personal.

6. The sixth memo was from the Vice-President of Personnel, asking for subjects' recommendations for Peterson's promotion. Subjects' responses yielded the dependent measure, promotion.

Subjects then answered a series of post-experimental questions (see Appendix E), handed in their materials, provided their names and addresses for feedback, and left the experimental room. The experimenter wrote the sex of each respondent on his/her materials and assured that all materials were stapled together. As soon as all data were collected, an explanation of the theory and purpose behind

the research was mailed to each subject (see Appendix F).

Post-Experimental Questionnaire

A five-page post-experimental questionnaire was attached to the back of each set of experimental materials (see Appendix E). The opening instruction paragraph was adopted from Spinner (Note 3), and the questions were designed to discover if subjects were suspicious of the experimental manipulations or the hypotheses, to discover if they had prior knowledge of the experiment, and to record their sex.

Three subjects who had heard of the experiment said they had heard it was an In-Basket Task. No subject offered an hypothesis involving any of the dependent or independent measures in the experiment. All subjects who offered an hypothesis believed that their decision-making skills were being tested.

Summary

In this experiment, male and female subjects took part in an In-Basket Task in which they responded to and rated a male or female employee who had sent them a masculine or feminine power strategy memo. Thus the independent measures were subject sex, employee sex, and power strategy.

There were two purposes to this experiment. The first purpose was to test Johnson's predictions. The dependent measures of employee efficacy, subject's rating of employee's power, and subjects' recommendation for promotion were employed for this purpose. The second purpose was to examine the redundancy and sex-specificity of Johnson's model. The dependent variables of direct-indirect, competent-helpless, and concrete-personal were employed for this purpose, as well as to serve as a manipulation check.

CHAPTER III
EXPERIMENT I RESULTS

The data from this experiment were analyzed by two multivariate analyses of variance (MANOVAs). Subject sex, employee sex and power strategy served as independent variables in both MANOVAs. In the first analysis, which tested the predictions derived from Johnson's model, efficacy, power and promotion were entered into the MANOVA as dependent variables on the assumption that these three consequences of a influence attempt were conceptually related. In the second analysis, which served as a manipulation check and which served to test the redundancy and sex-specificity of Johnson's model, direct-indirect, competent-helpless and concrete-personal were entered into the MANOVA as dependent variables on the assumption that they, too, were conceptually related. Since MANOVA combines dependent variables into another, composite, variable, multivariate analysis seemed to be the appropriate analysis for these data.

In each case, multivariate F ratios reported are Rao's R based upon Wilk's likelihood ratio. A simultaneous solution (Spinner & Gabriel, in press) was employed to account for nonorthogonality in the design, as cell sizes ranged from 19 to 23 subjects. The report of multivariate F s with p s $.05$ were followed up by an examination of the discriminant functions, which were interpreted through structure coefficients and examination of group centroids.

Test of Johnson's Predictions

Power strategy effect. Multivariate analysis indicated a significant effect as a function of power strategy, $F(3, 157) = 7.62$, p

Table 1
Multivariate F_s for Multivariate Analysis Using Efficacy, -
Power and Promotion as Dependent Variables

Source	Multivariate F^a
Subject Sex (A)	1.14
Employee Sex (B)	1.50
Power Strategy (C)	7.62**
A X B	1.23
A X C	3.51*
B X C	1
A X B X C	1.96

^a degrees of freedom = 3, 157

* p .05

** p .001

Table 2
Structure Matrix of Discriminant Functions for Significant
Multivariate Effects for Experimental Results
in Experiment 1

	Power Strategy	Subject Sex by Power Strategy
Efficacy	.28	-.06
Power	.99	.62
Promotion	.22	-.71

.001 (see Table 1). Examination of the structure coefficients (see Table 2) indicated that among the dependent variables, perceived power of the employee made by far the largest discrimination between groups. Writers of the masculine power strategy memos were seen as more powerful and were slightly more effective and more highly recommended for promotion (group centroid = 2.59) than were writers of the feminine power strategy memos (group centroid = -3.326). This result confirms the hypothesis that a masculine power style would be most effective overall.

Subject sex by power strategy effect. The multivariate analysis also revealed a significant interaction between subject sex and power strategy, $F(3, 157) = 3.51, p .02$ (see Table 1). This interaction, and in fact any sex of subject effect whatsoever, was not predicted. Examination of the structure coefficients (see Table 2) indicated that this effect could be mainly accounted for by the difference between perceived power of and recommendation for promotion to the employee. Male subjects discriminated between masculine and feminine power strategies (group centroids = .109 versus .975) to a greater degree than did female subjects (group centroids = .517 versus .387). Group means indicate that male subjects were more likely to recommend promotion for people who employed a feminine ($M = 2.85$) rather than a masculine ($M = 3.25$) power strategy, and female subjects were more likely to recommend promotion to people who employed a masculine ($M = 2.30$) rather than a feminine ($M = 3.35$) power strategy.

Power strategy and employee sex interaction. The hypotheses that men would be the most effective masculine power strategists and the least effective feminine power strategists, were not supported by

the data. There was no significant employee sex by power strategy interaction.

Manipulation Check and Test of the Properties of the Model

A second MANOVA was employed to serve as a manipulation check, to test the redundancy of the three dimensions of Johnson's model, and to examine its sex specificity (Colwill & Lips, 1978). The only significant multivariate effect on this MANOVA occurred as a function of power strategy, $F(3, 157) = 15.61, p .0001$ (see Table 3). Examination of the structure matrix revealed that all three dimensions of Johnson's model were affected, with the direct-indirect dimension serving as the best discriminator ($r = .82$) followed by concrete-personal ($r = .55$) and competent-helpless ($r = .53$). People employing a masculine power strategy were seen as more direct, competent and concrete (group centroid = .185) than were people employing a feminine power strategy (group centroid = .953). The pooled within-cell correlation matrix indicated extremely low correlations between the competent-helpless and concrete-personal dimensions ($r = .01$) and between the concrete-personal and direct-indirect dimensions ($r = .07$), but a stronger relationship between the competent-helpless and direct-indirect dimensions ($r = .37$). The magnitude of the correlations suggest that these are three relatively independent dimensions.

Summary

There were only two significant multivariate effects on the measures of efficacy, power and promotion. Susan and Tom Peterson were perceived to be much more powerful and were slightly more likely to be promoted when they employed a masculine rather than a

Table 3

Multivariate F_s for Multivariate Analysis Using Perceptions
of Directness, Competence and Concreteness as Dependent Variables in
Experiment 1

Source	Multivariate F^a
Subject sex (A)	1.75
Employee sex (B)	1.27
Power strategy (C)	15.61*
A X B	1
A X C	1
B X C	1
A X B X C	1

^a degrees of freedom = 1, 159

* p .001

feminine power strategy. The subject sex by power strategy effect indicated that male subjects discriminated between the two power strategies to a greater degree than did female subjects. Furthermore, males recommended people who employed feminine power strategies more highly for promotion, and females recommended those who employed masculine power strategies.

The second MANOVA, which used Johnson's three dimensions as dependent variables, indicated that the model was a strong one. Only one effect--power strategy--was significant, and within-cell correlations were low, indicating their relative independence.

CHAPTER IV

EXPERIMENT 2 METHOD

The second experiment which employed the Experiment/In-Basket paradigm, required male subjects to respond to two memos from a hypothetical female employee and to rate this employee. The hypothetical employee, Susan Peterson, was of either high (Regional Manager) or low (Secretary to the Marketing Manager) organizational status relative to the role played by the subject. In her first influence attempt she used either a helpless or a competent power strategy and in her second influence attempt she employed either a traditionally masculine or a traditionally feminine power strategy. This yielded a 2 (status) by 2 (power strategy 1) by 2 (power strategy 2) fully-crossed factorial design.

There were two sets of dependent measures in this experiment, and they were entered into two separate analyses. Johnson's predictions were tested by the first set of four variables: subjects' compliance with the helpless versus competent memo (efficacy 1), subjects' compliance with the masculine versus feminine memo (efficacy 2), subjects' ratings of Susan Peterson's powerfulness (power) and subjects' recommendation for Peterson's promotion (promotion). The second set of three dependent variables served as a manipulation check and a test of the redundancy of Johnson's model. This set of variables was comprised of subjects' ratings of Susan Peterson on Johnson's three dimensions: direct-indirect, competent-helpless, and concrete-personal.

Subjects and Experimenter

Subjects were 138 male introductory psychology students who did

not take part in Experiment 1 and who were partially filling a course requirement for participation in seven psychological experiments. They were run in groups of 10 to 21 and randomly assigned to one of the four experimental conditions.

The experimenter was the same 27-year-old male who was employed in Experiment 1. He was dressed in a conservative suit and tie. He signed the experimental credit cards, directed subjects to their desks, and collected materials after the experiment.

Procedures and Materials

Procedures and experimental materials were identical to those used in Experiment 1, with the following exceptions (see Appendices D and E):

1. The hypothetical employee, Susan Peterson, was referred to, not as the Marketing Manager, but as either the Regional Marketing Manager or as the Secretary to the Marketing Manager. As Regional Marketing Manager she was one step above the subject on the organizational hierarchy and as Secretary to the Marketing Manager, she was one step below the subject. The subject in this experiment played the role of Terry Wilson, Personnel Manager.

2. Susan Peterson made two influence attempts in two separate memos. The first influence attempt was the third memo the subject received--a memo requesting that a course, to be co-taught by Susan Peterson and Terry Wilson, take the format of a group discussion rather than a lecture. This request took the form of either the helpless or the competent memo, both of which had been pretested to differ on the helpless-competent dimension, but to remain constant on the other two dimensions (see Appendix I). In the helpless condi-

tion, Susan Peterson requested that the course be taught through group discussion because she did not think she could lecture and did not have the appropriate materials. In the competent condition, Susan Peterson suggested that the course should be taught by group discussion because she had always taught it this way and she knew what was best. Subjects' responses to Susan Peterson's request constituted the dependent measure, efficacy 1. The second memo that Susan Peterson sent Terry Wilson was a duplicate of the masculine-feminine power style memo used as a manipulation in Experiment 1. Subjects' responses to this second request yielded the dependent measure, efficacy 2.

3. As Secretary to the Marketing Manager, Susan Peterson was applying for a position as Assistant Office Manager, Toronto Branch. As Regional Marketing Manager, she was applying for the position of National Director of Office Employees.

Post-Experimental Questionnaire

The Post-Experimental Questionnaire was identical to that employed in Experiment 1 (see Appendix D) except that subjects in this experiment, all male, were not asked their sex. Again, no subject was suspicious of the dependent or independent variables employed, or of the experimental hypotheses.

Summary

In this experiment, male subjects responded to and rated Susan Peterson, who was either a regional manager or a secretary. Susan Peterson sent the subject first a helpless or competent, and later a masculine or feminine memo. Thus the independent measures were status, power strategy 1, and power strategy 2.

For the purpose of testing Johnson's predictions, the dependent measures were efficacy 1 (effectiveness of the first, the helpless-competent memo), efficacy 2 (effectiveness of the second, the masculine-feminine memo), power rating, and promotion recommended. For the purpose of examining the redundancy of Johnson's model, and to serve as a manipulation check, the dependent variables were direct-indirect, competent-helpless, and concrete-personal.

CHAPTER V

EXPERIMENT 2 RESULTS

Test of Johnson's Predictions

The data were analyzed by an analysis of variance (ANOVA) assessing the effects of status and power strategy 2 upon efficacy 1 and by a multivariate analysis of variance (MANOVA) on the measures of efficacy 2, power and promotion. Efficacy 1 was not entered into the MANOVA as a dependent measure. Subjects had not yet received the power strategy 2 manipulation that yielded the dependent measure, efficacy 2 before responding to the power strategy 1 manipulation, that yielded the dependent measure, efficacy 1. Thus a MANOVA that employed all four dependent variables as outcome measures would be meaningless.

A multivariate analysis of covariance (MANOVA) using efficacy 1 as a covariate was conducted. Since it did not lead to any different conclusions, the MANOVA results are presented for ease of interpretation.

In each case, multivariate F ratios reported are Rao's R based upon Wilk's likelihood ratio. A simultaneous solution (Spinner & Gabriel, in press) was employed to account for nonorthogonality in the design, as cell sizes ranged from 15 to 18 subjects. The report of multivariate F s with p s .05 were followed up by an examination of the discriminant functions which were interpreted through structure coefficients and examination of group centroids.

The effects of status and power strategy 1 on efficacy 1.

Results of the ANOVA revealed a significant main effect for Power Strategy 1 on efficacy 1, $F(1, 133) = 2.43, p = .05$ (see Table 4).

Table 4
Analysis of Variance Using
Efficacy 1 as the Dependent Variable

Source	<u>df</u>	<u>MS</u>	<u>F</u>
Status (A)	1	.00	1
Power Strategy 1(B)	1	2.43	3.81*
A X B	1	.266	1
Error	133		

* p = .05

Table 5
Multivariate F_s for Multivariate Analysis Using
Efficacy 2, Power and Promotion as Dependent Variables

Source	Multivariate F^a
Status (A)	1
Power Strategy 1 (B)	2.85*
Power Strategy 2 (C)	3.42*
A X B	1
A X C	1.22
B X C	1
A X B X C	2.18

^a degrees of freedom = 3, 128

* p .05

Table 6
Structure Matrix of Discriminant
Functions for Significant Multivariate
Effects for Experimental Results in Experiment 2

	Power Strategy 1	Power Strategy 2
Efficacy 2	-.22	-.74
Power	-.96	-.71
Promotion	-.60	-.53

As predicted, Susan Peterson's memo was more likely to be effective when she used a competent ($\bar{M} = 2.38$) rather than a helpless ($\bar{M} = 2.12$) power strategy 1.

Power strategy 1 effect. Multivariate analysis indicated a significant effect as a function of power strategy 1, $F(3, 128) = 2.85, p = .04$ (see Table 5), as predicted. Examination of the structure coefficients (see Table 6) indicated that Susan Peterson's perceived power was the greatest contributor to the discrimination between groups. Writers of the competent power strategy 1 memo were seen as more powerful, were more likely to be recommended for promotion, and were rated slightly higher on efficacy 2 (group centroid = -3.022) than were writers of the helpless power strategy 1 memo (group centroid = -3.51).

Power strategy 2 effect. Multivariate analysis also revealed a significant effect as a function of power strategy 2, $F(3, 128) = 3.42, p = .02$ (see Table 5), as predicted. Examination of the structure coefficients (see Table 6) indicated that efficacy 2 and power made the greatest contribution to the difference between groups, but that promotion was also a strong contributor. The writer of the masculine memo was more effective, was seen as more powerful, and was more likely to be promoted (group centroid = -3.27) than was the writer of the feminine memo (group centroid = -3.80).

Status effect and status by power style interaction. It was predicted that regional managers would be more effective, and perceived as more powerful and deserving of promotion than would secretaries. It was also predicted that secretaries would be most effective but perceived as less powerful and less deserving of promo-

Table 7
Multivariate F_s for Multivariate Analysis Using Perceptions
of Directness, Competence and
Concreteness as Dependent Variables in Experiment 2

Source	Multivariate F^a
Status (A)	1
Power Strategy 1 (B)	2.37
Power Strategy 2 (C)	14.11*
A X B	1.12
A X C	1
B X C	1
A X B X C	1

^a degrees of freedom = 3, 128

* p .0001

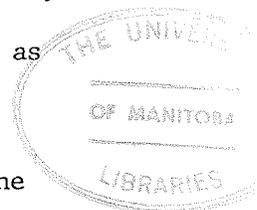
tion when employing a feminine, rather than a masculine, power strategy. Neither of these multivariate hypotheses was confirmed.

Manipulation Check and Test of the Redundancy of the Model

A second MANOVA was employed to test the redundancy of the three dimensions of Johnson's model. The only significant multivariate effect on this MANOVA occurred as a function of power strategy 2, $F(3, 128) = 14.11$, $p < .0001$ (see Table 7). Examination of the structure matrix revealed that all three dimensions of Johnson's model were affected, with the personal-concrete dimension serving as the best discriminator ($r = .87$), followed by competent-helpless ($r = -.68$) and direct-indirect ($r = -.37$) dimensions. People employing a masculine power strategy 2 were seen as more direct, competent and concrete (group centroid = .961) than were people employing a feminine power strategy 2 (group centroid = -.149). The pooled within-cell correlation matrix indicated an extremely low correlation between the concretepersonal and competent-helpless dimensions ($r = .09$), but stronger relationships between the concrete-personal and direct-indirect dimensions ($r = .23$) and the competent-helpless and direct-indirect dimensions ($r = .44$).

Summary

There was one significant effect on the univariate analysis of efficacy 1: Susan Peterson was more likely to be effective when she used a competent rather than a helpless power strategy 1. There were only two significant effects on the multivariate analysis of efficacy 2, power, and promotion: Susan Peterson was more effective, seen as more powerful and recommended more highly for promotion when she employed a competent rather than a helpless power strategy 1 in the



first memo or when she employed a masculine rather than a feminine power strategy 2 in the second memo.

The second multivariate analysis on the three dimensions of Johnson's model again showed it to be a strong model. There was only one significant effect: the memo which was constructed from Johnson's complete model in the form of power strategy 2. There was, however, greater within-cell correlations between the dimensions in this experiment, indicating a greater redundancy than was evident in Experiment 1.

CHAPTER VI

DISCUSSION

The two experiments in this study were based upon In-Basket Tasks that required the subject, playing the role of Terry Wilson, Personnel Manager, to respond to a series of memos. In Experiment 1, male and female subjects corresponded with Tom or Susan Peterson, a Marketing Manager at the same organizational level as Terry Wilson. Peterson employed either a masculine or a feminine power strategy (Johnson, Note 1; 1976) in attempting to get his/her request met. In Experiment 2, male subjects corresponded with Susan Peterson, who was a secretary, one step below Terry Wilson on the organizational ladder, or with Susan Peterson, the regional manager, one step above Terry Wilson. Peterson employed a helpless or competent power strategy, and later, a masculine or a feminine power strategy. Subjects' responses to and ratings of Peterson formed the two sets of dependent variables in both experiments. The first set, on which the experimental hypotheses were based, consisted of measures of Peterson's efficacy and power, and recommendation for Peterson's promotion. The second set, which served as manipulation checks and tests of the properties of Johnson's model, consisted of the three dimensions of her model: direct-indirect, competent-helpless, and concrete-personal.

Testing the Predictions of Johnson's Model

It was hypothesized that masculine power strategies would be superior to feminine power strategies, and that men would be the most effective masculine power strategists and the least effective feminine power strategists. It was further predicted that Susan

Peterson would be most effective as a regional manager, when she employed a competent rather than a helpless power style, and when she employed a masculine, rather than a feminine, power style. However, as a secretary, Susan Peterson was expected to be most effective, but less powerful and less likely to be promoted when she employed a feminine rather than a masculine, power style. There were no sex of subject differences expected.

Masculine Versus Feminine Power Strategies

The strongest multivariate effect in both these experiments was related to the masculine versus feminine power strategy, an effect that superceded both sex and status. Employees who were direct, competent and concrete were more effective, were seen as more powerful, and were more highly recommended for promotion than were the indirect, helpless, and personal power strategists. This was true whether the power strategist was a man or a women, a peer, a subordinate, or a superior. There was only one exception to this general finding: male subjects in Experiment 1 gave higher recommendations for promotion to a peer who employed a feminine power strategy. This was an isolated effect that was not repeated in Experiment 2 by male subjects interacting with female subordinates or female superiors.

It appears that Johnson (Note 1) has delineated three dimensions of interpersonal power that are more likely to be used by males and people of high status, but really define an effective power style for all people. Henley's (1977) assumption that women and people of lower organizational status are not effective when they employ high status or masculine power strategies, was not confirmed by these data. Rather, it seems that appropriate organizational behavior, at

least as perceived by subjects in this study, requires one to behave in a direct, competent and concrete manner.

While the advantages of employing masculine power techniques in organizations appear to outweigh the disadvantages, it would be naive to conclude that there are no advantages to being indirect, personal and helpless. If that were the case, such power strategies would rarely be employed. Perhaps, as Johnson (Note 4) suggests, women who employ masculine power strategies are not liked as well as women who employ feminine power strategies, and social reinforcement that comes from sex-role-appropriate behavior may outweigh the more pragmatic, often longer-term, organizational rewards of employing traditionally masculine behavior.

To complicate the matter, there is some reason to believe that males and females differ in their perceptions of the appropriateness of different power styles. Male subjects in Experiment 1 differentiated between their peers who used masculine and feminine power strategies to a greater degree than did female subjects. Although males rated a peer who used a masculine power strategy as more powerful and although they were more likely to comply with her/his requests, they saw a peer who used a feminine power strategy as more deserving of promotion. Female subjects favored the masculine power strategist on all counts.

The author can offer no theoretical explanation for this sex difference. Males are not noted for differentiating between social interactions more than are females--to the contrary (see, e.g., Colwill & Perlman, 1977). Although it is possible that men are more likely than women to be threatened by powerful peers and therefore to

deny them promotion (Johnson, Note 4; Perlman, Note 5), it seems that such a phenomenon would extend to males' ratings of female subordinates and superiors in Experiment 2. Since male subjects did not favor for promotion subordinates or superiors who employed feminine power strategies, the generalizability of the finding appears to be rather limited. It would be highly inappropriate, taking the results of this study as a whole, to suggest that people desiring promotion try to influence their male peers with indirect, personal and helplessness power strategies.

Helplessness as a Power Strategy

Another purpose of this study was to test Johnson's (1976) prediction that helplessness power strategies are ineffective in the long run. Helplessness may get the strategists' requests met in the short run, Johnson suggests, but at the expense of long-run efficacy.

The writer of the helplessness memo in this study lost out on all counts. Whether she was a secretary or a regional manager, Susan Peterson was less likely to have her request met when she approached the subject with a helplessness power strategy and was less likely to be recommended for promotion. Furthermore, she was less likely to have her second request met, no matter what power strategy she employed the second time around. The strongest effect associated with the helplessness memo was subjects' perceptions of Susan Peterson's powerlessness: as the writer of the helplessness memo Peterson was seen as extremely powerless, a perception that is likely to hold long-term negative consequences for those who deal in helplessness.

Although response to the second power memo did differ as a function of the content of the first memo, they did not differ as a func-

tion of subjects' responses to the first memo. Analysis of covariance revealed that subjects who complied with Susan Peterson's first request were as likely as noncompliant subjects to refuse her feminine power strategy request, to rate her as powerless, and to recommend that she not be promoted. They were equally likely, also, to grant her masculine power strategy request, to rate her as powerful, and to recommend that she be promoted.

The results of this study are consistent with Johnson's predictions about the negative consequences that will befall helpless power strategists. In fact, these results paint an even blacker picture than Johnson predicts, for even the original helpless request was more likely to be refused than was a competency-based request. This was equally true for Susan Peterson as a regional manager or as a secretary, which runs counter to Kanter's (1979) suggestion that secretaries have the legitimate right to employ helplessness as a power strategy. The helpless memo was, of course, subjects' first encounter with Susan Peterson, and subjects were not made privy to the non-verbal cues that often accompany helplessness. It is possible that people can use helplessness more effectively in an ongoing relationship, especially when they can make use of tears and desperate looks. On the basis of these results, however, it seems wise to caution women with long-range career plans not to resort to helplessness in getting their requests met. These results, coupled with the negative self-esteem that has been found to accompany helpless power strategies (Johnson, Note 1), makes it difficult to think of a reason why women in organizations should take advantage of this mode of influence, however "legitimate" it may be.

Status and Power

Johnson has suggested that women and men employ different power styles not because of some innate female or male quality, but because of the differential status accorded women and men in our society. It was predicted, therefore, that women occupying different status levels in the organization would be differentially effective. Regional managers, it was hypothesized, would be more effective and seen as more powerful and deserving of promotion than would secretaries, irrespective of their power strategy. Furthermore, secretaries were expected to be most effective, but seen as less powerful and less deserving of promotion when they used feminine rather than masculine power strategies.

There was no status effect in Experiment 2 and there were no power by status interactions. It is possible that the manipulation was too subtle--that in spite of explicit instructions to note correspondents' positions on the organizational chart, subjects did not fully attend to Tom or Susan Peterson's status. Unfortunately, this study did not include a manipulation check of subjects' attention to either sex or status, so that hypothesis cannot be explored.

Although high and low status people may use different power strategies, and although they may consider them differentially available, "masculine" power strategies may be equally effective for all people who employ them. It certainly seems reasonable to believe that these results can be accepted at face value--that direct, concrete and competent people would exert a positive effect at every level of the organization.

Sex and Power

Johnson's is a model of sex differences in interpersonal power, and two hypotheses in Experiment 1 relate directly to the interaction between employee sex and power strategy. Among masculine power strategists, it was predicted that men would be more effective, powerful and promoted than women would be and among feminine power strategists it was predicted that men would be less effective, powerful and promoted than women would be. Neither of these hypotheses was confirmed. Although the failure to include a manipulation check for attention to sex and status does not allow for the assumption that sex was a salient variable, it would have been difficult for subjects to miss this variable. Peterson's name was clearly visible on all her/his correspondence and the memo that requested subjects to rate Peterson, used her/his name and masculine or feminine pronouns a total of 21 times.

Seldom does a researcher cheer for the null hypothesis, but this is clearly a case where failure to support predicted sex differences is a happy event. Although it would be premature to assume that sexist perceptions have been relegated to history, these results do indicate a departure from a long line of studies showing that males and females are rated differently for the same behavior.

Testing the Properties of Johnson's Model

The MANOVAs employing Johnson's three dimensions as dependent variables were run for three purposes. The first was to serve as a manipulation check of the experimental materials; the second was to examine the redundancy of the three dimensions; the third was to examine the sex-specificity of the model.

Manipulation Check

Ideally, the MANOVAs employing Johnson's dimensions as dependent measures should yield only one significant effect: the power strategy effect for the masculine versus feminine memo. This result would indicate that subjects perceived writers of the masculine memo to differ from writers of the feminine memo on the three dimensions manipulated: direct-indirect, competent-helpless, and concrete-personal. It would also indicate that no other manipulations were having a significant effect upon these perceptions. In fact, the masculine-feminine power strategy was the only significant effect in either experiment. Writers of the masculine memo were perceived to be more direct, competent and concrete than were writers of the feminine memo, and this effect was significant in both experiments, beyond the .0001 level of significance.

The results of these MANOVAs (especially when combined with the results of the pilot data analyses described in Appendices D and I) show the masculine-feminine power strategy memos to be strong representatives of Johnson's model. It is suggested that the memos used in this study could be fruitfully employed in the testing of other factors of interest to researchers in interpersonal power.

Redundancy of the Model

The MANOVAs using Johnson's dimensions as dependent measures also addressed the question of redundancy: are the three dimensions of Johnson's model independent? Ideally, each dimension should provide a unique contribution to the difference between groups (masculine versus feminine memo writers) and their pooled within-cell correlations should be low. All three dimensions of Johnson's model were affected by the masculine-feminine manipulation, but the

strength of the relationships differed between experiments. In Experiment 1, the strongest contributor to the difference between groups was the direct-indirect dimension, followed by concrete-personal and competent-helpless. In Experiment 2, the concrete-personal dimension made the greatest contribution, followed by competent-helpless, then direct-indirect.

The pooled within-cell correlations between the three dimensions were, for the most part, relatively low. The highest correlations in both experiments were between the competent-helpless and direct-indirect dimensions. This relative dependence could be a function of the memos, which may not have fully represented the independence of these concepts as Johnson intended, or it may indicate a redundancy in the model. Because of the unique contribution of each dimension to the difference between the masculine and feminine power strategy groups, it seems safe to consider these dimensions relatively nonredundant, however. This interpretation of the data is lent credence by the fact that the experimenter was able to create another set of memos--the helpless versus competent memos--that varied on the helpless-competent dimension, while remaining constant on the direct-indirect dimension (see Appendix I).

Sex-Specificity of the Model

The second MANOVA in Experiment 1 employed subject sex, employee sex and power strategy as independent variables and Johnson's three dimensions as dependent variables. If subjects' ratings on these three dimensions had varied as a function of sex of the employee, there would be reason to believe that subjects perceived directness, competence and concreteness differently for men and women. This was

not the case.

This finding has positive implications for Johnson's model, and for these particular memos as representatives of her model. Although it would be premature to assume that people interpret the power strategies of men and women in exactly the same way in every situation, it does seem safe to assume that Johnson has tapped three dimensions of interpersonal power that can be meaningfully conceptualized independent of sex.

Conclusion

These data seem to point to two major conclusions. Johnson has empirically derived a meaningful three-dimensional model of interpersonal power that researchers can readily translate into independent measures. Furthermore, the "masculine" side of these three dimensions form a set of power strategies that seem to be more effective for women and men than the "feminine" power strategies and that lead the power strategist to be perceived as more powerful and more deserving of promotion.

The results of this study present a very positive picture for Johnson's model. The model has meaning for subjects, who are able to apply it, independent of sex and status, to the written behavior of others. It appears also, that the In-Basket Task is an effective paradigm to test this model. There are still a variety of unanswered questions that would lend themselves favorably to this simple, inexpensive paradigm: Is there an interaction between employee sex and employee status in the efficacy of different power styles? What are the parameters of the sex-of-subject differences found in this study? Would older subjects who actually occupy organizational roles similar

to those described in the In-Basket Task, react differently than college students?

The results of this study also paint a positive picture for the organizational future of competent and direct women who bargain with concrete resources. The time has come, in fact, to declare a moratorium on the terms "masculine" and "feminine" as they apply to organizational behavior. To be direct, concrete and competent is to be effective, powerful and promoted. We no longer need to talk about sex in order to convey that simple message.

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APPENDIX A: SUBJECTS' RIGHTS FORM

Your name and subject number are not required for this experiment. You need not write them on any of these sheets. -

I would like to remind you that you are free to refuse to participate in this experiment without penalty, and free to leave at any point without penalty.

I would like to send you detailed feedback of the purpose of this experiment within the next two weeks, and I think you will find it of interest. You can sign your name and full address on the sheet at the front desk for this purpose. I assure you that no attempt will be made to link your name to your experimental materials. This is a completely anonymous task.

Please turn the page and begin.

APPENDIX B: E X P E R I M E N T A L M A T E R I A L S

E X P E R I M E N T 1

These materials are word-processor-typed versions of the original materials. The margins, and thus, the number of words per line, may differ slightly in order to accomodate dissertation format. The original materials were typed with purple ditto on 8 1/2" x 11" white paper under an artist's drawing of the word "memo", approximately 1 1/2 inches tall by 5 1/2 inches wide.

PERSONNEL MANAGER'S IN-BASKET INSTRUCTIONS

You are taking part in a decision-making exercise known as an In-Basket Task. For the duration of this exercise you are to assume the role of Terry Wilson, Personnel Manager of the Winnipeg Branch Office of Canadian Motors Inc. This large manufacturing firm has branch offices in every major Canadian city and makes several types of small motors that are sold to a variety of other manufacturers.

You have just been transferred to Winnipeg from the Calgary Branch Office to replace Kim Sutton, the former Winnipeg Branch Personnel Manager who left two weeks ago without notice. You were the Personnel Manager in Calgary also, but as the Calgary Office is much smaller than the Winnipeg Office, this move is a promotion for you.

You arrived in Winnipeg Friday night, and this is Saturday morning. The Vice-President of Personnel wants you to leave again Sunday morning for a one-week conference in Toronto, so you have come into the empty office to catch up on your correspondence. Some of the correspondence has been waiting around for a week and it must all be answered today.

You have never met any of the people with whom you will be corresponding. On the next page is a very simplified version of a portion of Canadian Motors' organizational chart. This chart indicates the positions of your correspondents, as well as your own position in the organization. The lines you see extending from each box refer to the number of other employees who report directly to that person, but whose positions have been omitted for the sake of simplicity. It is important that you refer to this chart when replying to the memos in order that you understand the situation under which you are operating. Feel free to make notes for yourself on this chart.

Please go through these memos ONE AT A TIME, writing your responses on each memo before going on to the next. You may refer back to a previous memo to remind yourself of something, but please do not change or rewrite any response and please do not look ahead. In some cases you may feel that you are lacking sufficient information to make a good decision. It is essential that you make some decision anyway. In cases where check marks are required, please choose one alternative, although you are free to add comments. Even if you feel that no alternative is quite appropriate, please check the most appropriate and then add your comments.

You may begin now, with the first memo--the third sheet in this bundle--referring to this instruction sheet and to the organizational chart whenever necessary.

President

Vice President
of Marketing

Vice President
of Personnel

Regional Marketing
Manager

Regional Personnel
Manager

Winnipeg Branch
Marketing Manager

Winnipeg Branch
Personnel Manager

THIS IS
YOU

Secretary to the
Marketing Manager

Secretary to the
Personnel Manager

DATE: February 8

TO: Terry Wilson, Personnel Manager
FROM: Nancy Hobson, Secretary to the Personnel Manager
SUBJECT: Retirement Party

Hello. Welcome to our Winnipeg Branch Office. I'll be your new secretary. I understand that you won't be in next week but will be in the office Saturday.

We're having a retirement party for the office custodian the day you get back from Toronto. In the past we have used coffee fund money for these parties, but this year, with the price of coffee, we have \$1.96 in this fund. We could take the money out of petty cash and repay it by doubling the price of coffee to 30¢ or take up a collection from employees.

What do you think?

Please let me know if there's anything I can do for you next week. See you on the 18th.

DATE: February 6

TO: All Personnel Managers, Western Region
FROM: Bart Gibson, Regional Personnel Manager
SUBJECT:

I would like a vote from each of my Personnel Managers on a payroll matter. I've been considering a new system in our Region -- a system of mailing pay cheques directly to employees' banks rather than to their homes.

As I see it, the disadvantages are:

- Cheques will have to be mailed out a day earlier.
- Not everyone will want the service, so we'll have two systems on the go.
- The initial set-up time; contacting each employee, making individual banking arrangements.

The advantages seem to be:

- Fewer mailings on payday if many employees use the same bank. We might save \$500.00 a year on postage.
- A nice service for employees who want it. I'd personally find it very helpful.

What's your vote?

yes no

Any complications or ideas I
haven't thought about?

DATE: February 6

TO: Terry Wilson, Personnel Manager, Winnipeg Branch Office
FROM: Tom Peterson, Marketing Manager, Winnipeg Branch Office
SUBJECT: Dr. Harvey Richie

As you may know, Dr. Harvey Richie will be giving our day-long seminar on Personnel Issues in Marketing on February 18th, and I've been stuck with arranging things. I'm completely snowed under.

I'm in a real panic trying to find a master of ceremonies for this seminar--I just don't know where to turn next. I've been told that you're a very good speaker and a personal friend of Dr. Richie's.

I'm looking forward to meeting you at the seminar and hope we'll become good friends. I'll call you in Toronto on Tuesday and we can chat about this. In the meantime, how likely is it that you'll help me out of this jam?

- extremely likely
- likely
- equally likely as unlikely
- unlikely
- extremely unlikely

DATE: February 8

TO: Terry Wilson, Personnel Manager
FROM: Nancy Hobson, Secretary to the Personnel Manager
SUBJECT: Janitorial Services

I have another small problem for you before you go to Toronto. The Personnel Manager here is in charge of janitorial services for the entire Winnipeg Branch Office. In the past we have had a custodian who dusts and tidies the offices and a janitorial service that has looked after the heavy work. The custodian is retiring next week and the plan was that the janitorial service would take over his chores.

Unfortunately, this janitorial service, which we have been using for five years without complaint has been giving us consistently poor service in the past six months. Kim Sutton complained twice and threatened to cancel our contract, but nothing has improved. The contract with them is also up next week.

There is another janitorial service in town, Janitors Inc., a new service that just opened up last month, but no one seems to know anything about them. Kim Sutton has looked into hiring our own people and thought we could probably save \$1,000 a year by having three janitors on our payroll. Good people are hard to find, however, which is why we went with a janitorial service in the first place.

Would you like me to do something about this when you're away?

DATE: February 5

TO: Terry Wilson, Personnel Manager
FROM: M. Hodgson, Vice-President of Marketing
SUBJECT: CONFIDENTIAL Tom Peterson, Winnipeg Marketing Manager

I am in the process of evaluating Tom Peterson, Winnipeg Marketing Manager, who has applied for a promotion to Regional Marketing Manager. The person who fills this position will be faced with influencing people on a daily basis. Most of this work is done by correspondence, and it is essential that the Regional Marketing Manager be able to communicate effectively.

If you have had any correspondence with Tom Peterson, please fill out the form below. I can assure you that your input will be kept in strictest confidence--in fact feel free to reply anonymously by returning only the bottom half of this memo. Please fill out the entire questionnaire if you have had any correspondence with the applicant.

I am especially interested in the manner in which he tries to influence people. Does he state his requests openly and directly, or is he indirect in his influence attempts? Does he present himself as a competent or a helpless person? Does he reply upon personal relationships in order to accomplish his goals, or does he use concrete rewards like his money or his time in order to get his requests met? All in all, does he come off looking like a powerful or powerless person?

Please circle the number that best describes the applicant on each of these three dimensions. For example, in the first instance, if you feel he uses very direct language in stating his requests, circle "1". If you feel he is very indirect, circle "5". If you feel he is somewhat direct, circle "2" somewhat indirect, circle "4", and neither direct nor indirect, circle "3". Do the same for all four sets of adjectives.

DIRECT	1	2	3	4	5	INDIRECT
COMPETENT	1	2	3	4	5	HELPLESS
PERSONAL	1	2	3	4	5	CONCRETE
POWERFUL	1	2	3	4	5	POWERLESS

FORM 3A EMPLOYEE PROMOTION EVALUATION

CONFIDENTIAL REPORT

DATE: February 8

TO: All Managerial Level Employees, Winnipeg Branch Office

FROM: Barbara Neiman, Vice-President of Personnel

APPLICANT'S NAME Tom Peterson

APPLICANT'S PRESENT POSITION: Winnipeg Marketing Manager

POSITION APPLIED FOR: Regional Marketing Manager

The purpose of this form is to collect anonymous feedback from all managerial level employees on the above-named applicant. If you have had any contact whatsoever with the applicant, whether written or verbal, please fill out this form and return it unsigned. Your vote will be weighted according to the amount of contact you have with the applicant. Thus the votes of managers with whom the applicant has had considerable contact will be given stronger weights.

1. How long have you known or corresponded with the applicant? _____
2. What was the nature of your contact with the applicant (Please check one)
_____ correspondence only _____ verbal contact only
_____ both correspondence and verbal contact
3. Based upon whatever contact you have had with the applicant, however limited, what are your feelings about granting the applicant's promotion at this time? (Please check one)
_____ I strongly agree that the promotion should be granted
_____ I agree that the promotion should be granted
_____ I disagree that the promotion should be granted
_____ I strongly disagree that the promotion should be granted.
4. Comments: (Here you may state reasons for your decision, reasons why you feel the applicant should or should not be promoted at this time, recommendations for the career development of the applicant, or other comments. (Use reverse side, if necessary).

APPENDIX C: E X P E R I M E N T A L M A T E R I A L S
A L T E R N A T E V E R S I O N S
E X P E R I M E N T 1

These materials are word-processor-typed versions of the original materials. The margins, and thus, the number of words per line, may differ slightly in order to accomodate dissertation format. The original materials were typed with purple ditto on 8 1/2" x 11" white paper under an artist's drawing of the word "memo", approximately 1 1/2 inches tall by 5 1/2 inches wide.

DATE: February 6

TO: Terry Wilson, Personnel Manager, Winnipeg Branch Office
FROM: Susan Peterson, Marketing Manager, Winnipeg Branch Office
SUBJECT: Dr. Harvey Richie

As you may know, Dr. Harvey Richie will be giving our day-long seminar on Personnel Issues in Marketing on February 18th, and I've been stuck with arranging things. I'm completely snowed under.

I'm in a real panic trying to find a master of ceremonies for this seminar--I just don't know where to turn next. I've been told that you're a very good speaker and a personal friend of Dr. Richie's.

I'm looking forward to meeting you at the seminar and hope we'll become good friends. I'll call you in Toronto on Tuesday and we can chat about this. In the meantime, how likely is it that you'll help me out of this jam?

___ extremely likely

___ likely

___ equally likely as unlikely

___ unlikely

___ extremely unlikely

DATE: February 6

TO: Terry Wilson, Personnel Manager, Winnipeg Branch Office
FROM: Tom Peterson, Marketing Manager, Winnipeg Branch Office
SUBJECT: Dr. Harvey Richie

As you may know, Dr. Harvey Richie will be giving our day-long seminar on Personnel Issues in Marketing on February 18, and I am in charge of arranging things. Everything is going well.

I have learned that you are a very good speaker and a personal friend of Dr. Richie's. In my experience that is the perfect combination for a master of ceremonies, and I would appreciate it if you would agree to introduce Dr. Richie.

I will be happy to repay you by working overtime for you any night in February, doing anything you'd like me to do. I'll call you in Toronto on Tuesday for your answer. In the meantime, how likely is it that you'll introduce Dr. Richie?

- extremely likely
- likely
- equally likely or unlikely
- unlikely
- extremely unlikely

DATE: February 6

TO: Terry Wilson, Personnel Manager, Winnipeg Branch Office
FROM: Susan Peterson, Marketing Manager, Winnipeg Branch Office
SUBJECT: Dr. Harvey Richie

As you may know, Dr. Harvey Richie will be giving our day-long seminar on Personnel Issues in Marketing on February 18, and I am in charge of arranging things. Everything is going well.

I have learned that you are a very good speaker and a personal friend of Dr. Richie's. In my experience that is the perfect combination for a master of ceremonies, and I would appreciate it if you would agree to introduce Dr. Richie.

I will be happy to repay you by working overtime for you any night in February, doing anything you'd like me to do. I'll call you in Toronto on Tuesday for your answer. In the meantime, how likely is it that you'll introduce Dr. Richie?

- extremely likely
- likely
- equally likely or unlikely
- unlikely
- extremely unlikely

DATE: February 5

TO: Terry Wilson, Personnel Manager

FROM: M. Hodgson, Vice-President of Marketing

SUBJECT: CONFIDENTIAL Susan Peterson, Winnipeg Marketing Manager

I am in the process of evaluating Susan Peterson, Winnipeg Marketing Manager, who has applied for a promotion to Regional Marketing Manager. The person who fills this position will be faced with influencing people on a daily basis. Most of this work is done by correspondence, and it is essential that the Regional Marketing Manager be able to communicate effectively.

If you have had any correspondence with Susan Peterson, please fill out the form below. I can assure you that your input will be kept in strictest confidence--in fact feel free to reply anonymously by returning only the bottom half of this memo. Please fill out the entire questionnaire if you have had any correspondence with the applicant.

I am especially interested in the manner in which she tries to influence people. Does she state her requests openly and directly, or is she indirect in her influence attempts? Does she present herself as a competent or a helpless person? Does she rely upon personal relationships in order to accomplish her goals, or does she use concrete rewards like her money or her time in order to get her requests met? All in all, does she come off looking like a powerful or powerless person?

Please circle the number that best describes the applicant on each of these three dimensions. For example, in the first instance, if you feel she uses very direct language in stating her requests, circle "1". If you feel she is very indirect, circle "5". If you feel she is somewhat direct, circle "2" somewhat indirect, circle "4", and neither direct nor indirect, circle "3". Do the same for all four sets of adjectives.

DIRECT	1	2	3	4	5	INDIRECT
COMPETENT	1	2	3	4	5	HELPLESS
PERSONAL	1	2	3	4	5	CONCRETE
POWERFUL	1	2	3	4	5	POWERLESS

FORM 3A EMPLOYEE PROMOTION EVALUATION

CONFIDENTIAL REPORT

DATE: February 8

TO: All Managerial Level Employees, Winnipeg Branch Office

FROM: Barbara Neiman, Vice-President of Personnel

APPLICANT'S NAME Susan Peterson

APPLICANT'S PRESENT POSITION: Winnipeg Marketing Manager

POSITION APPLIED FOR: Regional Marketing Manager

The purpose of this form is to collect anonymous feedback from all managerial level employees on the above-named applicant. If you have had any contact whatsoever with the applicant, whether written or verbal, please fill out this form and return it unsigned. Your vote will be weighted according to the amount of contact you have with the applicant. Thus the votes of managers with whom the applicant has had considerable contact will be given stronger weights.

1. How long have you known or corresponded with the applicant? _____
2. What was the nature of your contact with the applicant (Please check one)
_____ correspondence only _____ verbal contact only
_____ both correspondence and verbal contact
3. Based upon whatever contact you have had with the applicant, however limited, what are your feelings about granting the applicant's promotion at this time? (Please check one)
_____ I strongly agree that the promotion should be granted
_____ I agree that the promotion should be granted
_____ I disagree that the promotion should be granted
_____ I strongly disagree that the promotion should be granted.
4. Comments: (Here you may state reasons for your decision, reasons why you feel the applicant should or should not be promoted at this time, recommendations for the career development of the applicant, or other comments. (Use reverse side, if necessary).

APPENDIX D: PILOT TEST OF
MASCULINE VERSUS FEMININE
VERSIONS OF THE POWER STRATEGY
MEMO FROM EXPERIMENT 1 (POWER
STRATEGY 1 MEMO, EXPERIMENT 2)

"Feminine" and "masculine" versions of the power strategy memo in Experiment 1 (power strategy 2 in Experiment 2) were pilot tested to check the extent to which they differed in terms of perceived powerfulness of the memo writer and in terms of Johnson's three dimensions of power. The criterion of acceptance was set at p .10; i.e. the writer of the acceptable masculine memo had to be seen as significantly more direct, concrete, competent and powerful than the writer of the acceptable "feminine" memo at or below the .10 level of significance. Although several versions of this memo were tested before this criterion was reached, only data pertaining to the final version is included here.

Pilot subjects received an instruction sheet, shown in Table 1, followed by one of two versions of the Dr. Harvey Richie memo shown in Appendices B and C. The names and organizational positions of the sender and recipient of the memo were deleted for the pilot test in order to control for possible sex and status effects.

A total of 53 male and female undergraduate students completed this task, the results of which are shown in Table 2 of this appendix. Subjects saw the writer of the masculine version of the memo as significantly more direct, t (51) = -1.83, p = .074; competent, t (51) = -7.47, p .001; concrete, t (50) = 4.16, p .001; and powerful, t (50) = -1.94, p =.059; than the writer of the feminine version of the memo.

Appendix D Table 1

Instruction Sheet to Pilot Subjects

Paula Johnson has defined Interpersonal Power as "the ability to get another person to do or to believe something he or she would not have necessarily done or believed spontaneously." She has further identified three dimensions along which interpersonal power may be communicated:

Direct-Indirect: Person A (the influencer) can give orders to or make requests of Person B (the influencee) openly, overtly, and directly, or Person A can exert influence over Person B indirectly, by attempting to keep Person B unaware of the influence attempt.

Helpless-Competent: Person A can attempt to influence Person B with competence by stressing Person A's own competence, expertise, information, or knowledge, or Person A can employ the use of weakness and helplessness, by claiming inability in an attempt to get Person B to take over the task at hand or to do things in Person A's way.

Personal-Concrete: This dimension refers to the resources with which Person A bargains in the influence attempt. Personal resources are resources such as affection or approval, that Person A gives in reward for Person B's compliance. Concrete resources are those such as money, strength, time, or knowledge, which are independent of Person B's liking for Person A.

Using Johnson's model, please rate, on the following continua, the attached memo which has been sent from one employee in an organization to another employee in the same organization, and try to explain what influenced you in making these decisions.

DIRECT _____ INDIRECT
1 2 3 4 5

Why did you respond as you did?

COMPETENT _____ HELPLESS
1 2 3 4 5

Why?

PERSONAL _____ CONCRETE
1 2 3 4 5

Why?

POWERFUL _____ POWERLESS
1 2 3 4 5

Appendix D Table 2
Means, Standard Deviations and t-Tests
for Pilot Test of Masculine and Feminine Versions
of the Power Strategy Memo in Experiment 1
(Power Strategy 2 in Experiment 2)

	Mean (SD)	Mean (SD)		
	Masculine	Feminine	<u>t</u>	<u>p</u>
	Memo	Memo		
Direct-Indirect	2.41*	3.00	-1.83 ^a	.074
	(1.05)	(1.30)		
Competent-Helpless	2.33*	4.31	-7.47 ^a	.001
	(1.04)	(.88)		
Personal-Concrete	3.26	1.88	4.16 ^b	.001
	(1.38)	(.99)		
Powerful-Powerless	2.38	2.96	-1.94 ^b	.059
	(.98)	(1.14)		

Note

1 = most Direct, Competent, Personal, Powerful

5 = most Indirect, Helpless, Concrete, Powerful

^a degrees of freedom = 51

^b degrees of freedom = 50

APPENDIX E: P O S T - E X P E R I M E N T A L
Q U E S T I O N N A I R E

SUBJECT QUESTIONNAIRE^a

Instructions

At this point in the experiment, I would like to get your ideas and thoughts about what you have done. Please answer each of the following questions frankly and honestly. Please do not go on to the next question until you have completed your answer to the previous one, and please do not go back to a question once you have started the next one. Please turn over the pages one at a time.

1. What do you think was the purpose of this experiment?

When did this first occur to you?

2. Do you think there were particular decisions that you should have made--that there was a "correct" decision?

If so, what decisions do you think you "should" have made?

When did this first occur to you?

3. Do you think you were deceived (i.e., not told the truth) in this experiment?

If so, in what way do you think you were being deceived?

When did this first occur to you?

4. Have you ever heard or read of this experiment before?

If so, exactly what did you hear or read?

^a Each question was printed on a separate sheet and subjects were allowed ample writing space.

APPENDIX F: F E E D B A C K L E T T E R
T O S U B J E C T S

Hello!

Thank you for participating in Experiment In-Basket. Now that the study is completed, I would like to tell you something about the rationale behind this research and the part you played in it.

Various studies have shown that women and men are stereotyped as using, and indeed do tend to use, different power strategies in their attempts to influence others. Furthermore, it has been argued that this is because of the different status accorded men and women in our society. Thus, women tend to use the power strategies that tend to be successful for people of low status, and men those power strategies that tend to be successful for people of high status.

Specifically, men are stereotyped to be, and tend to, be more open, overt and direct in stating their requests or giving orders, while women are more likely to be associated with indirect power techniques. Similarly, men tend to stress their competence when trying to influence others; women are more likely to be seen as helpless and to stress their helplessness when trying to gain power. Furthermore, men are more likely to bargain with concrete rewards such as money, time, strength, or knowledge, while women have become associated with the giving of personal rewards such as affection, attention, friendship, smiles.

What are the consequences of these power strategies for men and women? In other words, how likely were you to grant the request to Tom Peterson or Susan Peterson (depending upon which memo you received), and how was the response you made affected by the wording of the memo?

The main interest of this study was not the short-run effectiveness of the power strategies, however, but the long-run effectiveness. How did you rate these people (Tom Peterson or Susan Peterson, depending on which memo you received) when later asked to evaluate them, and how likely were you to recommend their promotions? What influence did the status of the employee have on this decision-- again, status differed from memo to memo. And finally, how did men and women differ in their responses to this In-Basket task?

Thank you for the part you have played in this research. I would be only too happy to give you any further information or to answer any questions you might have. My office is P506J Duff Roblin, and my phone number there is 269-9959.

Sincerely,

Nina Colwill

APPENDIX G: E X P E R I M E N T A L M A T E R I A L S
L E S S F I L L E R S
E X P E R I M E N T 2

These materials are word-processor-typed versions of the original materials. The margins, and thus, the number of words per line, may differ slightly in order to accomodate dissertation format. The original materials were typed with purple ditto on 8 1/2" x 11" white paper under an artist's drawing of the word "memo", approximately 1 1/2 inches tall by 5 1/2 inches wide.

DATE: February 6

TO: Terry Wilson, Personnel Manager, Winnipeg Branch Office

FROM: Susan Peterson, Secretary to the Marketing Manager,
Winnipeg Branch Office

SUBJECT: Secretarial Course

The annual secretarial course that Kim Sutton and I have co-taught for the past six years is being held in March, and I understand that you and I will be teaching it together this year. Kim Sutton tells me that you have taught this course in Calgary and that you favour a lecture approach.

I've never lectured in this course because I've found that group discussion provides a valuable experience for employees. They enjoy discussing their work experiences and I've always been able to relate these experiences to organizational theory. I've taken several university courses in teaching and communication, and the literature indicates that the discussion format is most effective for a group of this kind.

I will leave the final decision up to you. Should we use:

_____ the lecture approach?

_____ the group discussion approach?

DATE: February 6

TO: Terry Wilson, Personnel Manager, Winnipeg Branch Office

FROM: Susan Peterson, Secretary to the Marketing Manager,
Winnipeg Branch Office

SUBJECT: Dr. Harvey Richie

As you may know, Dr. Harvey Richie will be giving our day-long seminar on Personnel Issues in Marketing on February 18, and I am in charge of arranging things. Everything is going well.

I have learned that you are a very good speaker and a personal friend of Dr. Richie's. In my experience that is the perfect combination for a master of ceremonies, and I would appreciate it if you would agree to introduce Dr. Richie.

I will be happy to repay you by working overtime for you any night in February, doing anything you'd like me to do. I'll call you in Toronto on Tuesday for your answer. In the meantime, how likely is it that you'll introduce Dr. Richie?

_____ extremely likely

_____ likely

_____ equally likely or unlikely

_____ unlikely

_____ extremely unlikely

DATE: February 5

TO: Terry Wilson, Personnel Manager

FROM: M. Hodgson, Vice-President of Marketing

SUBJECT: CONFIDENTIAL Susan Peterson, Secretary to the Marketing Manager

I am in the process of evaluating Susan Peterson, Secretary to the Marketing Manager, who has applied for a position in our Toronto office. This position involves a promotion to Assistant Office Manager, and the person who fill it will be faced with influencing people on a daily basis. Most of this work is done by correspondence, and it is essential that the Regional Marketing Manager be able to communicate effectively.

If you have had any correspondence with Susan Peterson, please fill out the form below. I can assure you that your input will be kept in strictest confidence--in fact feel free to reply anonymously by returning only the bottom half of this memo. Please fill out the entire questionnaire if you have had any correspondence with the applicant.

I am especially interested in the manner in which she tries to influence people. Does she state her requests openly and directly, or is she indirect in her influence attempts? Does she present herself as a competent or a helpless person? Does she rely upon personal relationships in order to accomplish her goals, or does she use concrete rewards like her money or her time in order to get her requests met? All in all, does she come off looking like a powerful or powerless person?

Please circle the number that best describes the applicant on each of these three dimensions. For example, in the first instance, if you feel she uses very direct language in stating her requests, circle "1". If you feel she is very indirect, circle "5". If you feel she is somewhat direct, circle "2" somewhat indirect, circle "4", and neither direct nor indirect, circle "3". Do the same for all four sets of adjectives.

DIRECT	_____					INDIRECT
	1	2	3	4	5	
COMPETENT	_____					HELPLESS
	1	2	3	4	5	
PERSONAL	_____					CONCRETE
	1	2	3	4	5	
POWERFUL	_____					POWERLESS
	1	2	3	4	5	

FORM 3A EMPLOYEE PROMOTION EVALUATION

CONFIDENTIAL REPORT

DATE: February 8

TO: All Managerial Level Employees, Winnipeg Branch Office

FROM: Barbara Neiman, Vice-President of Personnel

APPLICANT'S NAME Susan Peterson

APPLICANT'S PRESENT POSITION: Secretary to the Marketing Manager

POSITION APPLIED FOR: Assistant Office Manager, Toronto

The purpose of this form is to collect anonymous feedback from all managerial level employees on the above-named applicant. If you have had any contact whatsoever with the applicant, whether written or verbal, please fill out this form and return it unsigned. Your vote will be weighted according to the amount of contact you have with the applicant. Thus the votes of managers with whom the applicant has had considerable contact will be given stronger weights.

1. How long have you known or corresponded with the applicant? _____
2. What was the nature of your contact with the applicant (Please check one)
_____ correspondence only _____ verbal contact only
_____ both correspondence and verbal contact
3. Based upon whatever contact you have had with the applicant, however limited, what are your feelings about granting the applicant's promotion at this time? (Please check one)
_____ I strongly agree that the promotion should be granted
_____ I agree that the promotion should be granted
_____ I disagree that the promotion should be granted
_____ I strongly disagree that the promotion should be granted.
4. Comments: (Here you may state reasons for your decision, reasons why you feel the applicant should or should not be promoted at this time, recommendations for the career development of the applicant, or other comments. (Use reverse side, if necessary).

APPENDIX H: E X P E R I M E N T A L M A T E R I A L S
L E S S F I L L E R S
A L T E R N A T E V E R S I O N S
E X P E R I M E N T 2

These materials are word-processor-typed versions of the original materials. The margins, and thus, the number of words per line, may differ slightly in order to accomodate dissertation format. The original materials were typed with purple ditto on 8 1/2" x 11" white paper under an artist's drawing of the word "memo", approximately 1 1/2 inches tall by 5 1/2 inches wide.

DATE: February 6

TO: Terry Wilson, Personnel Manager, Winnipeg Branch Office

FROM: Susan Peterson, Secretary to the Marketing Manager,
Winnipeg Branch Office

SUBJECT: Secretarial Course

The annual secretarial course that Kim Sutton and I have co-taught for the past six years is being held in March, and I understand that you and I will be teaching it together this year. Kim Sutton tells me that you have taught this course in Calgary and that you favour a lecture approach.

I've never lectured in this course and would be very nervous speaking in front of a group of secretaries. They enjoy discussing their work experiences and I don't know how I'm going to get them to sit quietly and listen to me. Also, I don't have any lecture material and don't know where to begin looking for it.

I will leave the final decision up to you. Should we use:

_____ the lecture approach?

_____ the group discussion approach?

DATE: February 6

TO: Terry Wilson, Personnel Manager, Winnipeg Branch Office
FROM: Susan Peterson, Regional Marketing Manager
SUBJECT: Secretarial Course

The annual secretarial course that Kim Sutton and I have co-taught for the past six years is being held in March, and I understand that you and I will be teaching it together this year. Kim Sutton tells me that you have taught this course in Calgary and that you favour a lecture approach.

I've never lectured in this course because I've found that group discussion provides a valuable experience for employees. They enjoy discussing their work experiences and I've always been able to relate these experiences to organizational theory. I've taken several university courses in teaching and communication, and the literature indicates that the discussion format is most effective for a group of this kind.

I will leave the final decision up to you. Should we use:

_____ the lecture approach?

_____ the group discussion approach?

DATE: February 6

TO: Terry Wilson, Personnel Manager, Winnipeg Branch Office
FROM: Susan Peterson, Regional Marketing Manager
SUBJECT: Secretarial Course

The annual secretarial course that Kim Sutton and I have co-taught for the past six years is being held in March, and I understand that you and I will be teaching it together this year. Kim Sutton tells me that you have taught this course in Calgary and that you favour a lecture approach.

I've never lectured in this course and would be very nervous speaking in front of a group of secretaries. They enjoy discussing their work experiences and I don't know how I'm going to get them to sit quietly and listen to me. Also, I don't have any lecture material and don't know where to begin looking for it.

I will leave the final decision up to you. Should we use:

_____ the lecture approach?

_____ the group discussion approach?

DATE: February 6

TO: Terry Wilson, Personnel Manager, Winnipeg Branch Office
FROM: Susan Peterson, Regional Marketing Manager
SUBJECT: Dr. Harvey Richie

As you may know, Dr. Harvey Richie will be giving our day-long seminar on Personnel Issues in Marketing on February 18, and I am in charge of arranging things. Everything is going well.

I have learned that you are a very good speaker and a personal friend of Dr. Richie's. In my experience that is the perfect combination for a master of ceremonies, and I would appreciate it if you would agree to introduce Dr. Richie.

I will be happy to repay you by working overtime for you any night in February, doing anything you'd like me to do. I'll call you in Toronto on Tuesday for your answer. In the meantime, how likely is it that you'll introduce Dr. Richie?

- extremely likely
- likely
- equally likely or unlikely
- unlikely
- extremely unlikely

DATE: February 6

TO: Terry Wilson, Personnel Manager, Winnipeg Branch Office
FROM: Susan Peterson, Secretary to the Marketing Manager
SUBJECT: Dr. Harvey Richie

As you may know, Dr. Harvey Richie will be giving our day-long seminar on Personnel Issues in Marketing on February 18, and I am in charge of arranging things. Everything is going well.

I have learned that you are a very good speaker and a personal friend of Dr. Richie's. In my experience that is the perfect combination for a master of ceremonies, and I would appreciate it if you would agree to introduce Dr. Richie.

I will be happy to repay you by working overtime for you any night in February, doing anything you'd like me to do. I'll call you in Toronto on Tuesday for your answer. In the meantime, how likely is it that you'll introduce Dr. Richie?

_____ extremely likely

_____ likely

_____ equally likely or unlikely

_____ unlikely

_____ extremely unlikely

DATE: February 5

TO: Terry Wilson, Personnel Manager

FROM: M. Hodgson, Vice-President of Marketing

SUBJECT: CONFIDENTIAL Susan Peterson, Regional Marketing Manager

I am in the process of evaluating Susan Peterson, Regional Marketing Manager, who has applied for a position in our Toronto office. This position involves a promotion to National Director of Office Employees, and the person who fills it will be faced with influencing people on a daily basis. Most of this work is done by correspondence, and it is essential that the Regional Marketing Manager be able to communicate effectively.

If you have had any correspondence with Susan Peterson, please fill out the form below. I can assure you that your input will be kept in strictest confidence--in fact feel free to reply anonymously by returning only the bottom half of this memo. Please fill out the entire questionnaire if you have had any correspondence with the applicant.

I am especially interested in the manner in which she tries to influence people. Does she state her requests openly and directly, or is she indirect in her influence attempts? Does she present herself as a competent or a helpless person? Does she rely upon personal relationships in order to accomplish her goals, or does she use concrete rewards like her money or her time in order to get her requests met? All in all, does she come off looking like a powerful or powerless person?

Please circle the number that best describes the applicant on each of these three dimensions. For example, in the first instance, if you feel she uses very direct language in stating her requests, circle "1". If you feel she is very indirect, circle "5". If you feel she is somewhat direct, circle "2" somewhat indirect, circle "4", and neither direct nor indirect, circle "3". Do the same for all four sets of adjectives.

DIRECT	_____	INDIRECT
	1 2 3 4 5	
COMPETENT	_____	HELPLESS
	1 2 3 4 5	
PERSONAL	_____	CONCRETE
	1 2 3 4 5	
POWERFUL	_____	POWERLESS
	1 2 3 4 5	

FORM 3A EMPLOYEE PROMOTION EVALUATION

CONFIDENTIAL REPORT

DATE: February 8

TO: All Managerial Level Employees, Winnipeg Branch Office

FROM: Barbara Neiman, Vice-President of Personnel

APPLICANT'S NAME Susan Peterson

APPLICANT'S PRESENT POSITION: Regional Marketing Manager

POSITION APPLIED FOR: National Director of Office Employees

The purpose of this form is to collect anonymous feedback from all managerial level employees on the above-named applicant. If you have had any contact whatsoever with the applicant, whether written or verbal, please fill out this form and return it unsigned. Your vote will be weighted according to the amount of contact you have with the applicant. Thus the votes of managers with whom the applicant has had considerable contact will be given stronger weights.

1. How long have you known or corresponded with the applicant? _____

2. What was the nature of your contact with the applicant (Please check one)

_____ correspondence only _____ verbal contact only

_____ both correspondence and verbal contact

3. Based upon whatever contact you have had with the applicant, however limited, what are your feelings about granting the applicant's promotion at this time? (Please check one)

_____ I strongly agree that the promotion should be granted

_____ I agree that the promotion should be granted

_____ I disagree that the promotion should be granted

_____ I strongly disagree that the promotion should be granted.

4. Comments: (Here you may state reasons for your decision, reasons why you feel the applicant should or should not be promoted at this time, recommendations for the career development of the applicant, or other comments. (Use reverse side, if necessary).)

APPENDIX I: P I L O T T E S T O F H E L P L E S S V E R S U S
C O M P E T E N T V E R S I O N S O F T H E
P O W E R S T R A T E G Y 1 M E M O ,
E X P E R I M E N T 2

"Helpless" and "competent" versions of the power strategy 1 memo, Experiment 2, were pilot tested in order to obtain two memos that differed on the helpless-competent dimension while remaining constant on the direct-indirect, personal-concrete and powerful-powerless dimensions. In order to satisfy the criterion of acceptance, the writer of the acceptable competent memo had to be seen as significantly more competent than the writer of the acceptable helpless memo, at the .01 level of significance. In addition, the two memos could not differ on the other three variables (t 1): direct-indirect, personal-concrete and powerful-powerless.

Pilot subjects received the same instruction sheet shown in Table 1, Appendix D followed by one of two versions of the Secretarial Course memo shown in Appendices G and H. The names and organizational positions of the sender and recipient of the memo were deleted for the pilot test in order to control for possible sex and status effects.

A total of 41 male and female undergraduate students completed this task, the results of which are shown in Table 3 of this appendix. Subjects saw the writer of the helpless version of the memo as significantly more helpless ($\underline{M} = 3.52$) $\underline{t} (39) = -3.11$, $\underline{p} = .003$, than the writer of the competent memo ($\underline{M} = 2.15$), but not significantly more indirect ($\underline{M} = 2.90$), $\underline{t} (39) = -0.15$, $\underline{p} = .878$, personal ($\underline{M} = 2.52$), $\underline{t} (39) = .98$, $\underline{p} = .337$, or powerless ($\underline{M} = 2.76$), $\underline{t} (39) = .46$, $\underline{p} = .644$, than the writer of the competent memo ($\underline{M} = 2.85$, $\underline{M} = 2.90$, $\underline{M} = 2.90$, respectively).

Appendix I Table 1

Means, Standard Deviations and t-Tests for
 Pilot Test of Helpless Versus Competent Versions of the
 Power Strategy 1 Memo, Experiment 2

	Mean(SD)	Mean(SD)		
	Helpless	Competent		
	Memo	Memo	<u>t</u> ^a	<u>p</u>
Direct-Indirect	2.90 (1.26)	2.85 (.99)	-0.15	.828
Competent-Helpless	3.52 (1.57)	2.15 (1.23)	-3.11	.003
Personal-Concrete	2.52 (1.08)	2.90 (1.37)	.98	.337
Powerful-Powerless	2.76 (1.09)	2.90 (.79)	.46	.644

Note. 1 = most Direct, Competent, Personal, Powerful

5 = most Indirect, Helpless, Concrete, Powerless

^a degrees of freedom = 39