

Kellogg Journal of Organization Behavior

1999 Issue

Leigh Thompson, Editor

Online at <http://www.kellogg.nwu.edu/research/ktag/kjob.htm>

© 2001 Kellogg Teams and Groups Center



The Illusion of Transparency in Transmittal

Gail Ann Berger

Northwestern University

Abstract

Managers can become disappointed, angry, and irritated when employees do not complete tasks appropriately. Poor performance is often mistakenly attributed to low effort and motivation on the part of the employee. I would argue that inappropriate task completion might stem from unclear communication of task expectations. Unfortunately, due to an illusion of transparency in transmittal, managers often think that they have made their expectations well known when they have not. Participants will be assigned the role of manager or employee in a performance appraisal scenario, and will participate in a performance appraisal meeting. After the meeting both managers and employees will complete questionnaires that include items about the general expectations as well as the task expectations that the manager has for the employee's performance. The presence of the illusion of transparency is indicated if managers overestimate how clearly employees judge the interaction. In addition, observers will view videotapes of the meetings to examine whether part of the illusion of transparency phenomenon can be attributed to the curse of knowledge.

Imagine that every six months a manager is supposed to meet with the employees that s/he supervises to discuss the employees' past performance, as well as expectations regarding the employee's future performance in general and future performance on certain tasks in particular. The purpose of the meeting is to point out the employees' strengths and weakness so that the employee can capitalize on his/her strengths and improve his/her weaknesses. An additional goal is to express task expectations clearly, thereby increasing the probability that the employees can complete tasks appropriately. The situation described is common in organizational settings.

Performance appraisal meetings are prevalent because clear expression of general expectations and task expectations is very important since performance can be enhanced when expectations are fully known. Intuitively, this assertion is logical; a person can perform better if s/he knows what needs to be done than if the person does not know what needs to be done. Furthermore, Porter and Lawler (1968 cited in Pinder, 1998) suggest that in order for an employee's effort to result in increased job performance two conditions must exist 1) the employee must have the ability to complete the task and 2) the employee's effort must be channeled appropriately which is only possible if the task is clearly defined. Cohen and Jaffee (1982) believe that effective performance appraisals are based on an open exchange of information, which includes a clear understanding of task expectations and performance objectives. The importance of clear transmission of expectations led Davis and Davis (1977) to develop a performance contract that can be used by cooperating teachers and student teachers to improve the success of the student teaching experience. The agreement clarifies expectations regarding the teaching style, the disciplinary techniques, and the evaluation of the student teacher.

Unfortunately, the effectiveness of performance appraisal meetings is questionable; often employees do not complete jobs well even after they have met with their manager to discuss future performance objectives. Sometimes an employee's inappropriate and/or poor performance might be due to an unclear transmittal of task expectations by the manager. But if managers know that expectations must be expressed clearly for employees to perform well, and if managers know that one of the main goals of a performance appraisal meeting is to express task expectations to employees, why don't managers express their expectations clearly? I contend that managers think that they are expressing their expectations clearly, and unfortunately, due to an illusion of transparency in transmittal managers think that they are expressing their expectations when they are not.

Anecdotal evidence points to the existence of the illusion of transparency phenomenon. Most people can easily remember a time when they were in school and worked diligently on an assignment. When the assignment was completed you handed it in to the teacher confidently because you were certain that you had completed all of the requirements appropriately and commendably. A week later you were shocked when the assignment was returned with a "C" and a comment stating that you had not completed the assignment correctly. Just like you were surprised by your poor performance because you had completed the assignment in accordance with all the expectations expressed, the teacher may have also been surprised by your poor performance. After all, the teacher thought that s/he had communicated the expectations clearly and had expressed the requirements for the assignment explicitly, and therefore s/he could not understand why the assignment was completed poorly and inappropriately.

The term *illusion of transparency* was first used by Gilovich, Medvec, and Savitsky (1998) to refer to the tendency for people to believe that their feelings "leak out." In other

words, people over-estimate the extent to which others can assess their emotional state. In a series of studies Gilovich et al. (1998) showed that participants induced to lie overestimated the detectability of their lies, and participants who drank a foul tasting drink over-estimated the extent to which observers could detect their dislike for the drink. Similarly, Barr & Kleck (1995) found that people overestimate the intensity of the emotional expressions that they display. Even though children learn at a young age the importance of controlling and modulating their facial expressions, people perceive themselves as being more expressive than observers perceive them (Saarni, 1979).

People's emotions are salient in their own minds, and this sometimes leads people to mistakenly think that their emotions are leaking out. Like emotions, task expectations are salient in the mind of the communicator. Therefore, just as people overestimate the extent to which others can read their emotional state because people think that their emotions are leaking out, the illusion of transparency theory predicts that managers will overestimate the clarity of the task expectations that they express to their employees because managers think that their expectations are leaking out. In other words, task expectations, like emotions, are salient in the manager's mind, and therefore the manager believes that these expectations are also clear to the employee. The manager thinks, "I know exactly what I want the employee to do, obviously I have conveyed these expectations to the employee and now the employee also knows exactly what I want him/her to do."

The illusion of transparency in transmittal bears some resemblance to the phenomenon known as the *spotlight effect* (Gilovich, Medvec, and Savitsky, 1998). The spotlight effect refers to a tendency for people to overestimate the extent to which their actions and external state will stand out to others. In a sense people believe that they are walking through life with a spotlight

shining on them, and therefore, people are paying close attention to their actions and external state. For example, in one study Gilovich et al. (1998) showed that participants over-estimated the number of observers who would notice that they were wearing a T-shirt depicting Barry Manilow. However, the illusion of transparency in transmittal extends beyond the spotlight phenomenon. Not only do managers believe that they are the focus of attention of their employees, managers also believe that their task expectations have “leaked out” and been communicated clearly.

A simple way to determine whether or not managers are expressing their expectations clearly is to ask both managers and employees to estimate the clarity of general expectations and specific task expectations that have been expressed. The illusion of transparency exists when managers overestimate how clearly employees think that the expectations have been expressed. In this study participants will take on the role of either a manager or employee and then participate in a performance appraisal meeting. The illusion of transparency phenomenon leads to the following hypotheses:

H1: Managers will overestimate the clarity of the transmittal of their general expectations and their specific task expectations regarding the employee’s future performance.

H1a: A manager’s estimate of the number of times that s/he mentioned a specific issue will be greater than an employee’s estimate of the number of times that the same issue was mentioned.

H1b: When managers rank the importance of expectations according to how they think that employees will rank the expectations, the managers’ rankings will not match the actual rankings provided by the employees.

H1c: Unclear transmittal of expectations will lead employees to overestimate their chance of receiving a promotion.

Part of the cause of the discrepancy between the estimates of managers and employees might stem from a phenomenon referred to as the *curse of knowledge* (Keysar, 1994; Keysar, Ginzel & Bazerman, 1995). Whenever a person has certain knowledge it is hard to take on the perspective of other people who do not share that knowledge. Keysar (1994) examined this phenomenon in the domain of language. Subjects were given privileged information and then asked to read a scenario where a speaker made a comment that could have been interpreted as sarcastic or not sarcastic depending on whether or not the person had knowledge of the privileged information. Then, subjects were asked to take on the perspective of an *uninformed* addressee and determine whether or not the comment was sarcastic. Despite the instructions to take on the perspective of an uninformed addressee, subjects believed that the speaker was sarcastic. Subjects were “cursed” by the privileged information that they had received, and were unable to take on the perspective of an uninformed addressee.

One might argue that in a case of transmittal of expectations, managers know exactly what expectations they are trying to express to their employees, and therefore it is difficult for the managers to take on the perspective of employees who do not share their privileged information. Therefore, when managers are asked whether they expressed task expectations clearly, they are likely to overestimate the clarity of the transmittal. It is difficult for them to imagine how things appear to the employee who is not in the know. If a discrepancy between managers’ and employees’ estimations of the clarity of transmittal of task expectations stems exclusively from the curse of knowledge, a discrepancy should not exist between the estimations of managers and yoked observers who are given the same information as the managers. However, if the discrepancy is also due to an illusion of transparency in transmittal the yoked observers will not experience the same feelings of leakage as the managers. Therefore, the

observers' estimations will differ from the estimations of the managers. More specifically, according to the illusion of transparency in transmittal, the managers' estimations of the clarity of transmittal of task expectations will exceed the estimations of both employees and yoked observers. In this study observers will be given the same role materials as the managers and they will watch a videotape of a performance appraisal. Consideration of both the illusion of transparency phenomenon and the curse of knowledge phenomenon leads to the following hypotheses:

H2: If the discrepancy between the estimates of managers and employees can be partially attributed to a curse of knowledge effect, yoked observers who are given the same information as the managers, will be able to make better estimates of the managers' expectations than employees. However, since the illusion of transparency extends beyond the curse of knowledge, the observers' estimates will not be identical to the estimates of the managers.

H2a: A yoked observer's estimate of the number of times that a manager mentioned a specific issue will be greater than the estimate of the employee, but less than the estimate of the manager.

H2b: When observers rank the importance of expectations according to how they think that employees will rank the expectations, the observers' rankings will match the rankings provided by the managers more closely than the actual rankings provided by the employees.

H2c: The yoked observer's estimate of the employee's chance of receiving a promotion will be more accurate than the employee's estimate of his/her chance of receiving a promotion.

Although the illusion of transparency is a common phenomenon, I do not want to imply that it is omnipresent. There are many instances when managers express their expectations clearly, and employees still perform poorly. For example, poor performance can occur when employees lack the requisite knowledge and/or the motivation to perform well. A task requirement can be conveyed clearly but if a person does not think that their behavior will result

in certain desired outcomes they will not be motivated to perform the task (for more see Vroom's 1964, Valence-Instrumentality-Expectancy theory). Similarly, people have self-expectations about their ability to perform, and these expectations can affect performance. Although self-expectations affect performance they can not be affected by the illusion of transparency because self-expectations are not expressed.

Finally, it is important to consider the idea that the expression of all expectations clearly might not be beneficial. For example, if a manager expects an employee to perform poorly, expression of the expectation will not be beneficial because the manager's belief about the employee's poor performance might lead the employee to behave in ways that would cause the belief to come true. The previous example is an instance of a *self-fulfilling prophecy* (SFP), a situation that occurs when the beliefs of the perceiver elicit behavior from the target person in a manner that confirms the perceiver's expectations (R.K. Merton, 1957, cited in Zimbardo, 1992). Specifically, it is an example of the *Golem Effect*, a negative version of SFP (Babad, Inbar, & Rosenthal, 1982).

Overview of Experiment

The purpose of this study is to show that due to an illusion of transparency in transmittal managers sometimes think that they have expressed their expectations clearly, however, according to the reports of employees the expectations have not been communicated clearly. The study also shows that a plausible alternative interpretation for the findings, *the curse of knowledge effect*, can only partially explain the results. In this study managers and employees will participate in a simulated performance appraisal meeting that will include a discussion about general expectations regarding future performance, and specific expectations regarding a

particular task. After the meeting managers and employees will complete a questionnaire about their impressions of the meeting.

In the second part of the study, yoked observers will watch a videotape of a performance appraisal meeting. They will receive the same role materials as the managers, and after the meeting they too will be asked to complete a questionnaire. The observer's are used to examine the effect of the *curse of knowledge*. In general, the illusion of transparency exists when the manager's estimates of how clearly employees think that they have expressed their expectations are greater than the actual estimates that the employees and observers provide about the clarity of transmittal.

Method

Participants

Sixty Northwestern University undergraduates will participate; Twenty managers, 20 employees, and 20 observers. Participants will be recruited from an ad placed in the University paper, and they will be paid \$8.00.

Materials

A mock performance appraisal case was created. Each member of a dyad will be assigned to either the role of manager or employee, and will receive appropriate role materials. The case packet given to J.P. Gallagher, (Appendix A) includes facts about the company, an advertisement agency. The case also contains information about A. Bawlding's performance over the past year. (A. Bawlding is an employee at the company.) Most importantly, the case

contains a description of the general expectations that Galagher has for Bawlding's future performance, as well as a detailed description of Galagher's expectations regarding Bawlding's performance on a specific task. The case packet given to A. Bawlding (Appendix B) includes general facts about the company, as well as information about the purposes of the performance appraisal meeting.

Procedure

Part 1. Participants will arrive at the lab in pairs, and will be told that they will be assigned the role of either manger or employee in a performance appraisal meeting. Then participants will be randomly assigned to the role of either manager (J.P. Galagher) or employee (A. Bawlding), and they will be given the appropriate role materials. Next, participants will be taken to separate rooms to prepare for the performance appraisal meeting. They will be given as much time as they need to prepare, and the experimenter will make sure that no one has any questions before the meeting begins. Then participants will be brought to a conference room to begin their meeting. They will be told that they should not simply read their materials aloud; they should simulate an actual performance appraisal meeting. Each meeting will be videotaped. After the meeting managers and employees will complete a "post performance appraisal meeting" questionnaire (Appendix C & D).

Part 2. Observers will arrive at the lab alone. They will be given the manager's role materials. Then they will watch a videotape of one of the performance appraisal meetings. After they watch the videotape they will also complete a questionnaire (Appendix E).

Part 3. Blind coders will evaluate the managers' employees' and observers' answers to the "free response question" about expectations. Coders will be told to record and tally each

distinct expectation mentioned by the participants. For example, if a manager wrote that s/he expected the ad to be completed in two weeks, and that the ad should include a slogan, the coder would tally two expectations. Coders will also be instructed to code for subjective expectations, such as “I expect Bawlding’s performance to improve over the next six months.”

Dependent Measures

First, some general questions using semantic scales will be asked regarding the interaction during the meeting. The dependent measure is the difference between Galagher’s assessment of Bawlding’s rating of the interaction and Bawlding’s actual assessment of the interaction.

In addition, managers will be asked to rank the general and task expectations that they believe are most and least important. Similarly, employees will be asked to rank the same lists of expectations according to how they felt that the information was relayed to them during the meeting by the manager. As a measure of the manager’s feeling of transparency, managers will also be asked to rank the expectations according to how they think that the employee would rank the expectations based on the information conveyed during the meeting. The key dependent measure then is the difference between the manager’s estimations of the employee’s responses and the employee’s actual responses.

Managers and employees will be asked to write down the likelihood that the employee will receive a promotion to brand manager over the next six months. Managers will also be asked to estimate the chance that the employee thinks s/he has of receiving a promotion. The illusion of transparency theory predicts that the employees’ estimates of their chance of receiving

a promotion will be different than the estimates that the managers provide regarding the employee's chance for promotion.

Finally managers and employees will record the number of times that the Jeans to fit your Genes campaign was mentioned and the number of times that the Suit's etc. campaign was mentioned. Theory suggests that the managers will estimate that the campaigns were mentioned more often than the employees will estimate that the campaigns were mentioned.

The curse of knowledge effect is also examined using these dependent measures. If the discrepancies between the managers and the employees estimates can only be partially attributed to the curse of knowledge, in other words if the discrepancy can also be attributed to an illusion of transparency, the estimates provided by the observers will fall between the estimates of the managers and the employees.

References

- Babad, E.Y., Inbar, J. & Rosenthal, R. (1982). Pygmalion Galatea, and the Golem: Investigations of biased and unbiased teachers. *Journal of Educational Psychology*, 74, 459-474.
- Barr, C.L., & Kleck, R.E. (1995). Self-other perception of the intensity of facial expressions of emotion: Do we know what we show? *Journal of Personality and Social Psychology*, 68, 608-618.
- Cohen, S.L., & Jaffee, C.L. (1982). Managing human performance for productivity. *Training and Development Journal*. 36, 94-100.
- Davis, J.K., & Davis, K.W. (1977). Maximizing positive student-teaching supervisory relationships through performance contracting. *College Student Journal*, 11, 193-196.
- Gilovich, T., Medvec, V.H., & Savitsky, K. (1998). Illusion of Transparency: Biased assessments of others' ability to read one's emotional states. *Journal of Personality and Social Psychology*, 75, 332-346.
- Gilovich, T., Medvec, V.H., & Savitsky, K. (1998). The spotlight effect in social judgment: An egocentric bias in estimates of the salience of one's own action. Unpublished manuscript, Cornell University.
- Keysar, B. (1994) The illusory transparency of intention: Linguistic perspective taking in text. *Cognitive Psychology*, 26, 165-208.
- Keysar, B., Ginzler, L.E., & Bazerman, M.H. (1995). States of affairs and states of mind: The effect of knowledge on beliefs. *Organizational Behavior and Human Decision Processes*, 64, 283-293.
- Merton, R.K., (1957). *Social theory and social structure*. Glencoe, IL: Free Press
- Pinder, C.C. (1998). *Work Motivation in Organizational Behavior*. New Jersey: Prentice Hall.
- Porter, L.W., and Lawler, E.E. (1968). *Managerial attitudes and performance*. Homewood, IL: Dorsey Press, a division of Richard D. Irwin.
- Saarni, C. (1979). Children's understanding of display rules for expressive behavior. *Developmental Psychology*, 15, 424-429.
- Vroom, V.H. (1964). *Work and motivation*. New York: Wiley.
- Zimbardo, P. (1992). *Psychology and Life*. New York: Harper Collins Publishers.

Appendix A

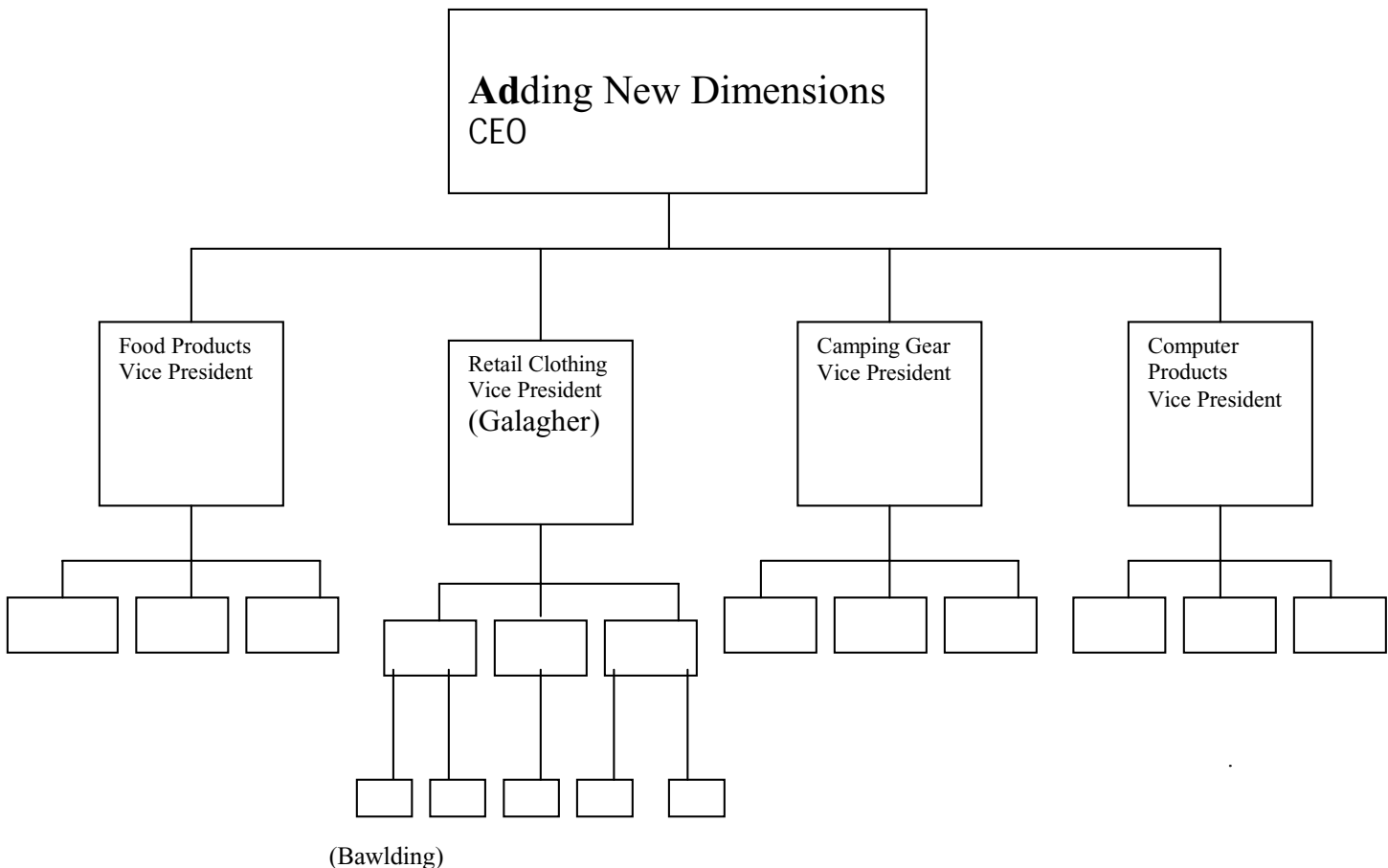
General Information:

J.P. Galagher, is a vice president for the advertisement agency, **Adding New Dimensions**. The company designs newspaper ads. His/her division is responsible for creating ads for retail clothing stores. The organizational chart for the company is below.

Every six months Galagher meets with each employee in his/her division to discuss their performance. The purposes of this meeting are:

- a) to evaluate the employee's performance
- b) to give recognition for jobs well done
- c) to correct weaknesses, and
- d) to assign new tasks

A. Bawlding, is an ad designer for the advertisement agency, **Adding New Dimensions**. Bawlding graduated from Boston University School of Communication in 1996 and went straight to work for the agency. S/he has worked on many ads over the past two years. Bawlding is married and has a child.



J.P. Galagher Role Materials

Your role materials are confidential and should not be shown to the other person.

You have evaluated all of the employees that report to you and during the next two weeks you will meet with each of them. You hope to use these meetings to provide the employees with constructive evaluations of their performance, as well as to provide them with new task assignments. Today you will be meeting with A. Bawlding. It is important that the evaluative information, as well as the expectations about future task assignments be expressed clearly and completely.

In general Bawlding has been a very good employee. S/he is usually punctual. However on several occasions you have noticed that s/he has arrived at 9:10 a.m. (Employees are supposed to report to work by 9:00 a.m.) S/he is fairly dependable and reliable. On one occasion you had to schedule a last minute meeting for a Sunday afternoon. Bawlding attended the meeting without hesitation. However, on another occasion Bawlding forgot to inform you that s/he would not be able to attend an important meeting. In general s/he completes projects well. However, in the ad industry working cooperatively with fellow coworkers is critical, and numerous people have told you that they have tried to seek Bawlding's advice, but s/he acts busy or listens disinterestedly.

You will review Bawlding's performance again in six months. At that time you will have to make a decision regarding his/her promotion to brand manager for the following year. Right now you anticipate that there is only a 10% chance that Bawlding will receive a promotion. To even be considered for the promotion s/he will have to demonstrate the ability to work well with coworkers. You expect coworkers to be able to tell you that they seek Bawlding's advice, and s/he provides them with constructive criticism and helpful suggestions. Also, it is imperative for Bawlding to arrive at work on time on a consistent basis. If Bawlding received a promotion s/he would be a role model for many employees, and it is imperative that role models set good examples regarding punctuality and dependability. Also, pertaining to dependability, although you appreciate that Bawlding took time during a weekend to attend a meeting, it is more important that Bawlding attend scheduled meetings.

The most critical determinant for whether or not Bawlding receives a promotion will be her/his performance on the ads that s/he designs.

Over the past few months Bawlding has been working on ads for Jeans to fit your Genes. The sales for Jeans to fit your Genes have been mediocre (\$680,000). **Adding New Dimensions** receives a commission for every ad that is designed. The commission is based on the sales of the company for whom the ad was produced.

The following chart summarizes **Adding New Dimension's** commission rate for all ads that the company designs. The rates are based on the sales of the products that are advertised in the ads.

Sales of Company for whom we design ads	Commission Adding New Dimensions receives (above base rate per ad)
Below \$200,000	No commission
\$200,000 - \$500,000	\$4,000 - \$10,000 (2%)
\$500,000 - \$750,000	\$10,000 - \$15,000 (2%)
\$750,000 - \$1,000,000	\$15,000 - \$20,000 (2%)
Over \$1,000,000	Commission is 5% of the company's sales

Based on Jeans to fit your Genes' sales, **Adding New Dimensions** will be receiving a commission rate of 2%. It would be much more profitable for **Adding New Dimensions** if sales of Jeans to fit your Genes could be increased to \$1,000,000. You think this could be accomplished if the ad campaign was adjusted to be more appealing to the 25-30 year old demographic. Right now the campaign is primarily targeted to 18 –24 year olds. You think that some new ads should be included in the campaign to capture the 25-30 year old market.

Although Bawlding's performance is fine you do not think that s/he is reaching her/his potential yet. Your company has just signed a contract with a new chain of retail stores called Suit's etc. You want to test Bawlding's performance by giving her/him this account as well.

You believe that designing ads for this chain of stores will be very profitable. You want to impress the CEOs of these stores to help ensure that you don't lose the account. Therefore, you want an ad to be completed no later than two weeks from today. Preferably, the ad will be completed in a week. In your mind a completed ad is one that is ready to be presented to the client. Typically the ad contains a slogan, a description of the item, and a visual depiction of the item. In addition to completing the ad, employees are to write-up a critique that explains the strengths of their ad, and the logic of their design.

Suit's etc. sells business attire to women mainly between the ages of 22 and 35 years old. This specific ad should target women between the ages of 22 and 26. The product is a business suit that is either sold as a jacket with a skirt or a jacket with pants. It is imperative that the consumer knows that these two options of purchase exist. Also the suit comes in two different colors, black or gray. Colors can not be mixed between jacket and skirt or pants.

In the meeting today you will express your expectations about Bawlding's performance in general, and performance on the ad for Suits etc. in particular. Bawlding has much potential, you hope to see Bawlding maximizing his/her strengths over the next six months.

Appendix B

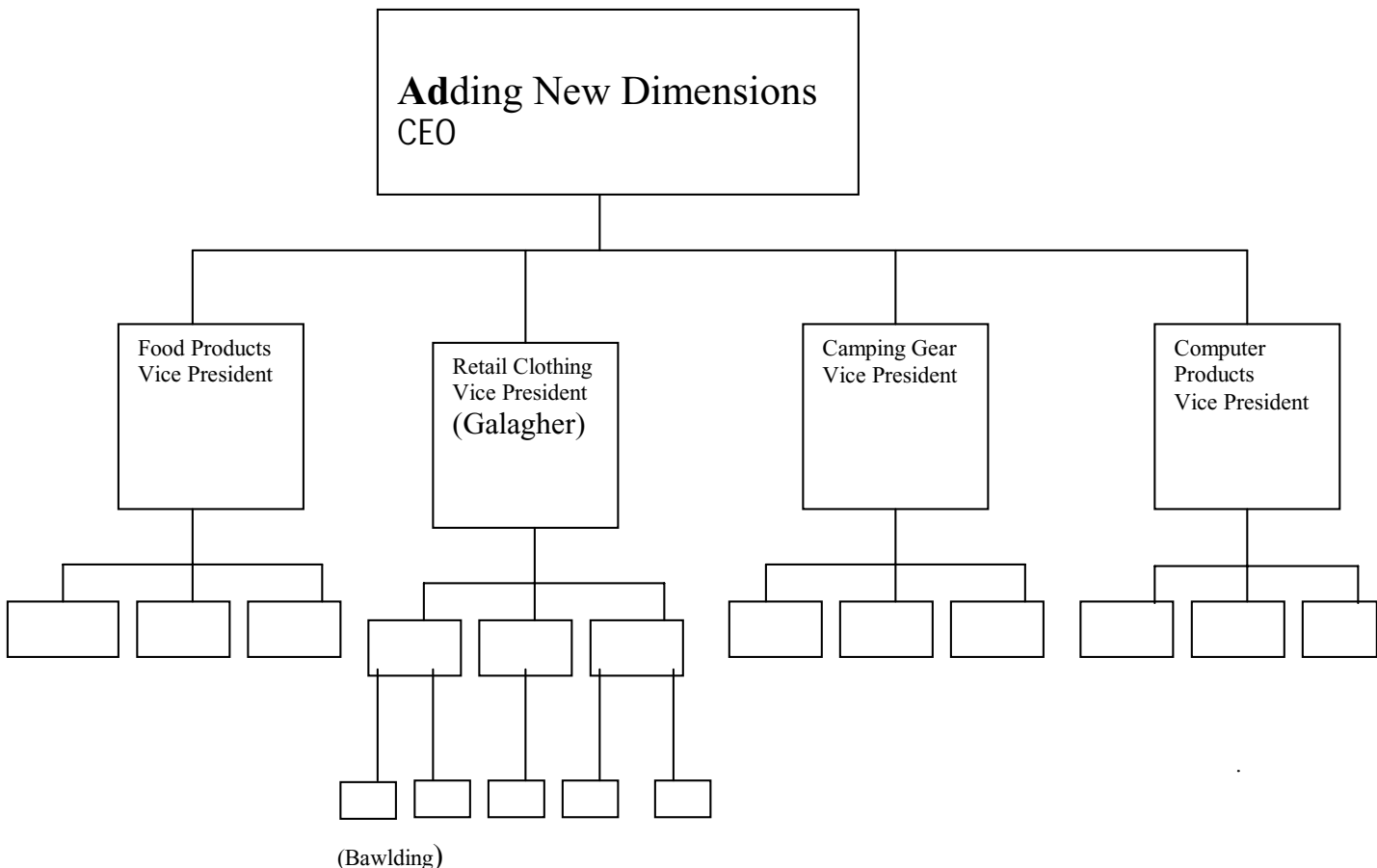
General Information:

J.P. Galagher, is a vice president for the advertisement agency, **Adding New Dimensions**. The company designs newspaper ads. His/her division is responsible for creating ads for retail clothing stores. The organizational chart for the company is below.

Every six months Galagher meets with each employee in his/her division to discuss their performance. The purposes of this meeting are:

- e) to evaluate the employee's performance
- f) to give recognition for jobs well done
- g) to correct weaknesses, and
- h) to assign new tasks

A. Bawlding, is an ad designer for the advertisement agency, **Adding New Dimensions**. Bawlding graduated from Boston University School of Communication in 1996 and went straight to work for the agency. S/he has worked on many ads over the past two years. Bawlding is married and has a child.



A. Bawlding Role Materials

Your role materials are confidential and should not be shown to the other person.

You have a meeting scheduled today with the vice president for your division, J.P. Galagher. Galagher will provide you with a verbal assessment of your performance over the past six months.

Your most recent assignment has been for the client, Jeans to fit your Genes. This is a new client, and they have generated sales of \$680,000 since the time that you received their account. You are pleased with the results of your ad, and feel that your success has been due to a clever campaign you developed for the 18-24 year old demographic. You featured this campaign in *Rolling Stone* and it has been a big success. **Adding New Dimensions** receives a commission for every ad that is designed. The commission is based on the sales of the company for whom the ad was produced.

The following chart summarizes **Adding New Dimension's** commission rate for all ads that the company designs. The rates are based on the sales of the products that are advertised in the ads.

Sales of Company for whom we design ads	Commission ad company receives (above base rate per ad)
Below \$200,000	No commission
\$200,000 - \$500,000	\$4,000 - \$10,000 (2%)
\$500,000 - \$750,000	\$10,000 - \$15,000 (2%)
\$750,000 - \$1,000,000	\$15,000 - \$20,000 (2%)
Over \$1,000,000	Commission is 5% of the company's sales

Based on Jeans to fit your Genes' sales, **Adding New Dimensions** will be receiving a commission rate of 2%.

In general you feel that you have been a reliable and conscientious employee. There have only been three occasions since the time that you began working for the company that you were absent. Two of the times you were ill, and the other time you had a family emergency. You also really enjoy working with the other ad designers in your division. You feel a strong sense of camaraderie, and you would never hesitate to discuss your ad ideas with your colleagues.

The purpose of the meeting is to improve and develop your performance by recognizing strengths and trying to correct weaknesses. It is not uncommon for managers to assign new tasks at these meetings. In six months Galagher will have to make a decision regarding your promotion to Brand Manager. You understand that at this time there is a 10% chance that you will receive the promotion. However, by capitalizing on the strengths that Galagher mentions during the meeting and improving your weaknesses you hope to be able to attain the promotion in six months. If there are any matters that are unclear during the meeting you should feel free to ask for clarification. The meeting should be viewed as an opportunity to learn and grow.

Appendix C

Post Performance Appraisal Meeting Questionnaire
Galagher

I. Overall, how do you feel about the meeting?

1	2	3	4	5
the meeting went very well		the meeting went fairly well		the meeting went very poorly

IIA. In general how would you rate Bawlding's past performance?

1	2	3	4	5
Excellent	Very good	Good	Fair	Poor

IIIB. Based on your interaction, what do you think Bawlding's assessment of your rating of his/her past performance will be?

1	2	3	4	5
Excellent	Very good	Good	Fair	Poor

IIIA. How would you rate Bawlding's past performance regarding punctuality?

1	2	3	4	5
Excellent	Very good	Good	Fair	Poor

IIIB. Based on your interaction, what do you think Bawlding's assessment of your rating of his/her past performance regarding punctuality will be?

1	2	3	4	5
Excellent	Very good	Good	Fair	Poor

IVA. How would you rate Bawlding's past performance regarding dependability?

1	2	3	4	5
Excellent	Very good	Good	Fair	Poor

IVB. Based on your interaction, what do you think Bawlding's assessment of your rating of his/her past performance regarding dependability will be?

1	2	3	4	5
Excellent	Very good	Good	Fair	Poor

VA. How would you rate Bawlding's past performance regarding ability to work with coworkers?

1	2	3	4	5
Excellent	Very good	Good	Fair	Poor

VB. Based on your interaction, what do you think Bawlding's assessment of your rating of his/her past performance regarding ability to work with coworkers will be?

1	2	3	4	5
Excellent	Very good	Good	Fair	Poor

VIA. How would you rate Bawlding's performance on the Jeans to fit your Genes task?

1	2	3	4	5
Excellent	Very good	Good	Fair	Poor

VIB. Based on your interaction, what do you think Bawlding's assessment of your rating of his/her performance on the Jeans to fit your Genes task will be?

1	2	3	4	5
Excellent	Very good	Good	Fair	Poor

VIIA. In general how clearly did you express your expectations of Bawlding's performance?

1	2	3	4	5	6
very clear	clear	somewhat clear	somewhat unclear	very unclear	completely unclear

VIIIB. Based on your interaction, what do you think Bawlding's assessment of how clearly you expressed your expectations regarding his/her performance will be?

1	2	3	4	5	6
very clear	clear	somewhat clear	somewhat unclear	very unclear	completely unclear

VIIIA. How clearly did you express your expectations regarding Bawlding's punctuality?

1	2	3	4	5	6
very clear	clear	somewhat clear	somewhat unclear	very unclear	completely unclear

VIIIB. Based on your interaction, what do you think Bawlding's assessment of how clearly you expressed your expectations regarding his/her punctuality will be?

1	2	3	4	5	6
very clear	clear	somewhat clear	somewhat unclear	very unclear	completely unclear

IXA. How clearly did you express your expectations regarding Bawlding's dependability?

1	2	3	4	5	6
very clear	clear	somewhat clear	somewhat unclear	very unclear	completely unclear

IXB. Based on your interaction, what do you think Bawlding's assessment of how clearly you expressed your expectations regarding his/her dependability will be?

1	2	3	4	5	6
very clear	clear	somewhat clear	somewhat unclear	very unclear	completely unclear

XA. How clearly did you express your expectations regarding Bawlding's ability to work with coworkers?

1	2	3	4	5	6
very clear	clear	somewhat clear	somewhat unclear	very unclear	completely unclear

XB. Based on your interaction, what do you think Bawlding's assessment of how clearly you expressed your expectations regarding his/her ability to work with coworkers will be?

1	2	3	4	5	6
very clear	clear	somewhat clear	somewhat unclear	very unclear	completely unclear

XIA. What chance does Bawlding have of receiving a promotion to Brand Manager in six months? (Your answer should be expressed as a percentage from 0-100). _____

XIB. Based on your interaction, what chance do you think Bawlding thinks s/he has of receiving a promotion to Brand Manager in six months? (Your answer should be expressed as a percentage from 0-100). _____

XII. Throughout the meeting how many times did you mention the Jeans to fit your Gene's Campaign? _____

XIII. Throughout the meeting how many times did you mention the Suit's etc. Campaign? _____

XIV. You mentioned several general expectations that you have regarding Bawlding's performance over the next 6 months. Please rank the expectations in order of importance to you.

General Expectations: (please rank the following expectations from 1-5, with 1 being the most important and 5 being the least important.)

Expectations	Rank
A. Punctuality	_____
B. Dependability	_____
C. Compatibility with Coworkers	_____
D. Reliability	_____
E. Increased Ad Revenues	_____

XV. Throughout the meeting you shared information about your general expectations regarding Bawlding's performance. Based on your interaction how do you think Bawlding would rank the importance you place on each of the following issues.

General Expectations: (please rank the following expectations from 1-5, with 1 being the most important and 5 being the least important.)

Expectations	Rank
A. Punctuality	_____
B. Dependability	_____
C. Compatibility with Coworkers	_____
D. Reliability	_____
E. Increased Ad Revenues	_____

XVI. You mentioned several specific task expectations that you have regarding Bawlding's performance over the next 6 months on the Suit's etc. campaign. Please rank the expectations in order of importance.

Task Expectations: (please rank the following expectations from 1-7, with 1 being the most important and 7 being the least important.)

Expectations	Rank
Ad should target women between the ages of 22 and 26.	_____
B. Ad completion in one week	_____
C. Ad includes a slogan	_____
D. Ad includes a description of of the item.	_____
E. Ad includes a visual depiction of the item.	_____
F. Ad includes information explaining color options.	_____
G. Ad includes information Explaining pant/skirt options.	_____

XVII. Throughout the meeting you shared information about your specific task expectations regarding Bawlding's performance over the next six months on the Suit's etc. campaign. Based on your interaction how do you think Bawlding would rank the importance you place on each of the following issues.

Task Expectations: (please rank the following expectations from 1-7, with 1 being the most important and 7 being the least important.)

Expectations	Rank
Ad should target women between the ages of 22 and 26.	_____
B. Ad completion in one week	_____
C. Ad includes a slogan	_____
D. Ad includes a description of of the item.	_____
E. Ad includes a visual depiction of the item.	_____
F. Ad includes information explaining color options.	_____
G. Ad includes information Explaining pant/skirt options.	_____

Please list, with as much detail as possible, all of the specific and general expectations that you expressed about Bawlding's performance on his/her next assignment. You should list specific task expectations that you expressed.

Appendix D

Post Performance Appraisal Meeting Questionnaire
Bawlding

I. Overall, how do you feel about the meeting?

1	2	3	4	5
the meeting went very well		the meeting went fairly well		the meeting went very poorly

II. In general how would Galagher rate your past performance?

1	2	3	4	5
Excellent	Very good	Good	Fair	Poor

III. How would Galagher rate your past performance regarding punctuality?

1	2	3	4	5
Excellent	Very good	Good	Fair	Poor

IV. How would Galagher rate your past performance regarding dependability?

1	2	3	4	5
Excellent	Very good	Good	Fair	Poor

V. How would Galagher rate your past performance regarding ability to work with coworkers?

1	2	3	4	5
Excellent	Very good	Good	Fair	Poor

VI. How would Galagher rate your performance on the Jeans to fit your Genes task?

1	2	3	4	5
Excellent	Very good	Good	Fair	Poor

VII. In general how clearly did Galagher express his/her expectations of your performance?

1	2	3	4	5	6
very clear	clear	somewhat clear	somewhat unclear	very unclear	completely unclear

VIII. How clearly did Galagher express his/her expectations regarding your punctuality?

1 2 3 4 5 6
very clear clear somewhat clear somewhat unclear very unclear completely unclear

IX. How clearly did Galagher express his/her expectations regarding your dependability?

1 2 3 4 5 6
very clear clear somewhat clear somewhat unclear very unclear completely unclear

X. How clearly did Galagher express his/her expectations regarding your ability to work with coworkers?

1 2 3 4 5 6
very clear clear somewhat clear somewhat unclear very unclear completely unclear

XI. What chance do you have of receiving a promotion to brand manager in six months? (Your answer should be expressed as a percentage from 0-100). _____

XII. Throughout the meeting how many times did Galagher mention the Jeans to fit your Gene's Campaign? _____

XIII. Throughout the meeting how many times did Galagher mention the Suit's etc. Campaign? _____

XIV. Galagher mentioned several general expectations that s/he has regarding your performance over the next 6 months. Please rank the expectations in order of importance.

General Expectations: (please rank the following expectations from 1-5, with 1 being the most important and 5 being the least important.)

Expectations	Rank
A. Punctuality	_____
B. Dependability	_____
C. Compatibility with Coworkers	_____
D. Reliability	_____
E. Increased Ad Revenues	_____

XV. Galagher mentioned several specific task expectations that s/he has regarding your performance over the next 6 months on the Suit's etc. campaign. Please rank the expectations in order of importance.

Task Expectations: (please rank the following expectations from 1-7, with 1 being the most important and 7 being the least important.)

Expectations	Rank
A. Ad should target women between the ages of 22 and 26.	_____
B. Ad completion in one week	_____
C. Ad includes a slogan	_____
D. Ad includes a description of of the item.	_____
E. Ad includes a visual depiction of the item.	_____
F. Ad includes information explaining color options.	_____
G. Ad includes information Explaining pant/skirt options.	_____

Please list, with as much detail as possible, all of the specific and general expectations that Galagher has for your next assignment. You should list specific task expectations that s/he expressed:

Appendix E

Post Performance Appraisal Meeting Questionnaire
Observer

I. What is your overall impression of the meeting?

1	2	3	4	5
the meeting went very well		the meeting went fairly well		the meeting went very poorly

II. In general how would Gallagher rate Bawlding's past performance?

1	2	3	4	5
Excellent	Very good	Good	Fair	Poor

III. How would Gallagher rate Bawlding's past performance regarding punctuality?

1	2	3	4	5
Excellent	Very good	Good	Fair	Poor

IV. How would Gallagher rate Bawlding's past performance regarding dependability?

1	2	3	4	5
Excellent	Very good	Good	Fair	Poor

V. How would Gallagher rate Bawlding's past performance regarding ability to work with coworkers?

1	2	3	4	5
Excellent	Very good	Good	Fair	Poor

VI. How would Gallagher rate Bawlding's performance on the Jeans to fit your Genes task?

1	2	3	4	5
Excellent	Very good	Good	Fair	Poor

VII. In general how clearly did Galagher express his/her expectations of Bawlding's performance?

1 2 3 4 5 6
very clear clear somewhat clear somewhat unclear very unclear completely unclear

VIII. How clearly did Galagher express his/her expectations regarding Bawlding's punctuality?

1 2 3 4 5 6
very clear clear somewhat clear somewhat unclear very unclear completely unclear

IX. How clearly did Galagher express his/her expectations regarding Bawlding's dependability?

1 2 3 4 5 6
very clear clear somewhat clear somewhat unclear very unclear completely unclear

X. How clearly did Galagher express his/her expectations regarding Bawlding's ability to work with coworkers?

1 2 3 4 5 6
very clear clear somewhat clear somewhat unclear very unclear completely unclear

XI. What chance does Bawlding have of receiving a promotion to brand manager in six months? (Your answer should be expressed as a percentage from 0-100). _____

XII. Throughout the meeting how many times did Galagher mention the Jeans to fit your Gene's Campaign? _____

XIII. Throughout the meeting how many times did Galagher mention the Suit's etc. Campaign? _____

XIV. Galagher mentioned several general expectations that s/he has regarding Bawlding's performance over the next 6 months. Please rank the expectations in order of importance.

General Expectations: (please rank the following expectations from 1-5, with 1 being the most important and 5 being the least important.)

Expectations	Rank
A. Punctuality	_____
B. Dependability	_____
C. Compatibility with Coworkers	_____

- D. Reliability _____
- E. Increased Ad Revenues _____

XV. Galagher mentioned several specific task expectations that s/he has regarding Bawlding's performance over the next 6 months on the Suit's etc. campaign. Please rank the expectations in order of importance.

Task Expectations: (please rank the following expectations from 1-7, with 1 being the most important and 7 being the least important.)

Expectations	Rank
A. Ad should target women between the ages of 22 and 26.	_____
B. Ad completion in one week	_____
C. Ad includes a slogan	_____
D. Ad includes a description of the item.	_____
E. Ad includes a visual depiction of the item.	_____
F. Ad includes information explaining color options.	_____
G. Ad includes information Explaining pant/skirt options.	_____

Please list, with as much detail as possible, all of the specific and general expectations that Galagher has for your next assignment. You should list specific task expectations that s/he expressed: