

[SITUATIONAL FACTORS IN LEADERSHIP]

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CHAPTER I

AN EVALUATION OF STUDIES OF LEADERSHIP

When U238 thrust itself upon the modern world, both scientists and laymen, after the initial shock, began to seek some security in a science of "human relations" - a science that might save us all from the unleashed forces of physical nature. A large segment of this interest in human relations has been focused on leadership. Both laymen and scientists agree that if we can understand the selection and/or training of leaders, we can begin to take adaptive steps toward controlling our own social fate. But when we compare the concepts of "U238" or "fission" with the concept "leadership," the immediately apparent differences in the precision and power of the terms gives us little hope that social science can compete successfully, if it comes to that, with the physical sciences.

Confusion and uncertainty about leadership cannot be attributed to its having been ignored. There are numerous studies of leadership which vary widely in content and scope. Leadership has attracted the attention of numerous scientific investigators as well as a large number of inspirational but purely speculative writers. But a cursory examination of the results of these diverse attempts to clarify problems associated with leadership is sufficient to establish the need for more investigation, and investigation involving fundamentally new attacks.

Definition of Leadership

One of the first sources of confusion in attempting to understand leadership lies in the very definition of that term. It has been defined in a number of ways. It has many current meanings, any one of which is as acceptable as the next. Let us look at some of the major variants in definitions of leadership.

Many writers have contrasted leadership with some other characteristics of the individual. Pigors (46) distinguishes the "leader" from the "dominator." Jennings (18) contrasts leadership and isolation. Krout (32) speaks of leadership and followship. Terman (52) has stated, "The opposite of a leader is an outcast." These writers are stressing a specific quality in the behavior of an individual which can be identified as leadership.

Writers are often concerned with establishing leadership as a behavioral continuum. Brown (5) in a study of leadership among high school students considered the size of the group, the importance of the group, and the leader's effectiveness as indicating degrees of leadership. Flemming's (16) criteria of leadership, again among high school students, was expressed as a score based on the importance of the office of leadership held. For example, being president of a class carried ten points while one half point was given for being a member of a committee. Hanawalt, Hamilton and Morris (21) in a study of level of aspiration of college leaders used a criterion very similar to that of Flemming. Parten (44) con-

siders leadership not a single trait possessed either to a maximum degree or not at all, but rather, being present in varying quantities. All of the above writers regard leadership as a quantitatively differing characteristic of the individuals.

Attempts have been made to distinguish types of leaders.

Cowley (10) believes it essential to distinguish between "real" leaders and "head" men, rejecting the mere holding of office as a criterion of leadership. There is scarcely a limit to the classification-by-type applied to sort out leaders. There are face-to-face leaders, business leaders, student leaders, boy leaders, girl leaders, athletic leaders, spiritual leaders, military leaders, criminal leaders, etc. Studies have been made contrasting the personal characteristics of leaders classified according to type. Those by Cowley (10), Caldwell and Wellman (6), Terman (52), and Tryon (54) have pointed out marked differences in the personal characteristics of leaders differing in "type." Where types of leaders are emphasized, qualitatively different characteristics of leaders become involved. Leadership is not a specific characteristic of an individual but may have many forms. The "type" approach begins to recognize the situation as a factor in the definition of leadership and the various studies in this category attempt to relate the "type" of leader to the "type" of situation in which leaders lead (military, criminal, etc.).

Leadership has been defined with emphasis upon the group being led. Cowley (10) defines a leader as follows: "A leader is an individual who is moving in a particular direction

and who succeeds in inducing others to follow after him," (italics mine). This definition of a leader focuses attention upon the "followers" as well as the leader. Patten (44) points out that leadership is a function of the personnel of the group and its activities as well as the individual. Pigors (46) defines leadership in the following terms: "Leadership is a process of mutual stimulation which by, successful interplay of relevant individual differences, controls human energy in the pursuit of a common cause..... Any person may be called a leader during the time when and insofar, as his will, feeling and insights directs and controls others in the pursuit of a cause which he represents." (Italics Pigors'). According to Pigors, leadership is not vested in the characteristics or qualities of any single individual but becomes the role of a particular individual in a social situation. Many other writers, notably Bernard (2), Gibb (18), and Coffin (8) have stressed the importance of the situation in leadership. Considering the situation does not deny the importance of also considering characteristics of the individuals that may fit him to the role he assumes as a leader. But it does point out the importance of the social situation in studying and trying to define leadership.

The importance of the situation in the definition of leadership has been made increasingly clear as a result of a number of recent reviews of the leadership studies. Stogdill (50) has published an exhaustive review of studies bearing on personal factors in leadership. One of his major conclusions is that the "qualities, characteristics and skills

required in a leader are determined to a large extent by the demands of the situation in which he is to function as a leader." Jenkins (27) reached a similar conclusion in a review of studies of leadership in military and industrial settings. Gibb (18) states, "Viewed in relation to the individual, leadership is not an attribute of the personality but a quality of his role within a specific social system. Viewed in relation to the group, leadership is a quality of its structure."

We can conclude that a definition of leadership must include both (a) the characteristics of a social situation and (b) the characteristics of an individual. If we approach the problem of leadership in a "hard-headed" operations manner, leadership may be said to be the behavior of an individual who is involved in directing group activities. Then we can say that the individual will be judged to be a "poor" leader, a "fair" leader or an "excellent" leader in terms of the judge's estimate of the characteristics of the social situation on one hand and his observation of the leader's behavior on the other. If there is a high degree of correspondence between (a) the behavior demanded by the situation and (b) the leader's actual behavior, he is judged to be an "excellent" leader. But on the other hand if there is no correspondence between what the situation demands and what the leader does, he is judged to be a "poor" leader. In one sense, adequacy of leadership refers to an evaluation of the behavior of the individual leader in terms of the "ideal" behavior of a hypothetical leader. In the evaluation of leadership the characteristics of the

situation set the qualitative standard for a leader's behavior.

The two assumptions involved in the foregoing view of leadership, i.e., (a) leadership is the behavior of an individual directing group activities and (b) adequacy of leadership is an evaluation of the correspondence between the individual's behavior and the behavior demanded by the situation, seem to be implied in the criteria selected by investigators in the study of leadership. This view of leadership is broad in scope, bringing into consideration the group situation, the behavior of the leader, and a judgment of leadership adequacy. It is also solidly rooted in concrete behavior rather than abstract constructs.

General Characteristics of Leaders

The majority of studies of leadership have focused on the personal characteristics of the leaders. The demands which the social situation makes upon the behavior of an individual in the leadership role have not been systematically investigated. In many of the studies, however, the investigator recognized the social situation as a source of important variables, yet did not attempt to bring these variables into the study. The general result of these one-sided approaches to the study of leadership is a mass of data on the personal qualities of the leaders in many highly specific but not systematically related situations. It is not surprising therefore to find much disagreement between the lists of personal qualities associated with leadership, especially as the personal qualities become specific. However, there is a moderate

amount of agreement among studies concerning very general characteristics of leaders in many diverse situations. The points of agreement among these studies may be indicative of common characteristics of all leaders in all situations.

Stogdill's (50) review has brought together a large amount of data on the personal qualities of leaders under five general headings. Stogdill classified the factors or traits that emerge most generally in the various studies: (a) capacity, (b) achievement, (c) responsibility, (d) participation and (e) status. Capacity includes intelligence, alertness, verbal facility, originality, and judgment. Achievement includes scholarship, knowledge, and athletic accomplishment. Responsibility covers dependability, initiative, persistence, aggressiveness, self-confidence, and the desire to excel. Participation includes activity, sociability, cooperation, adaptability, and humor. Status refers to the socio-economic position and popularity.

It is easy to see the extreme generality of these traits and characteristics of the "leader." How each of these general characteristics might become expressed in the behavior of a particular leader in a specific situation is not known. But at this level of abstractness and generality, Stogdill's summary of personal characteristics of leaders is consistent with a completely theoretical analysis of leadership offered by Brown (4).

Brown (4) has postulated five general laws of leadership. His analysis of leadership was based upon a field-theoretical

approach to social phenomena. His laws deal with broad general characteristics of social situations as they determine the leader's behavior.

Brown's first law of leadership is: "The successful leader must have membership-character in the group he is attempting to lead." Membership-character means that the individual be considered one-of-the-group. This law is consistent with Stogdill's conclusion that leaders have common characteristics of participation. Sociability, adaptability, cooperativeness, and activity all refer to behavior on the part of an individual that allows him to be one-of-the-group, rather than an outcast. Such traits make it possible for an individual to have "membership quality" in the group.

Brown's second law states: "The leader must represent a region of high potential in the social field." This law is consistent with Stogdill's conclusion that status and achievement are characteristics of leaders. It appears that a leader must have prestige, i.e., "represent a region of high potential" in the estimation of those he leads. This prestige may come about (a) as a result of achievement, (b) by being carried over to the present situation by virtue of status in other groups, or (c) by being a personification of the ideals or ideas upon which the group is based.

The third law is: "The leader must realize the existing field structure. Only when his leadership falls in with this is he successful." By "field structure" Brown refers to the nature of the total situation. Hence this law means that a leader must know "what is going on" in the group he attempts

to lead. This law seems to cut across the classification of personal characteristics Stogdill has used. However, the more specific characteristics, alertness, judgment, and intelligence, do reflect this behavior. They may be indicative of the individual's ability to know what is going on in a group. The characteristic adaptability refers to the leader's ability to alter his behavior to fit in with what is going on and thus permit "his leadership to fall in with the existing field structure."

Brown's fourth law is: "The really successful leader realizes the long-time trends in field structure." A "really successful leader" in this case is a leader who remains a leader for long periods of time. A leader must be able to estimate what will be going on in the group in the future. This represents the planning functions of the leader. Here we might place Stogdill's traits of originality, initiative, self-confidence and perhaps persistence, and intelligence. It would appear that one group of characteristics that enable a leader to remain a leader for any length of time are those related to successful planning or foresight.

Brown's fifth law of leadership has less to do with personal characteristics of leaders. It states: "Leadership increases in potency at the cost of freedom of leadership." This law may be translated to say that as the leader's activities become more immediately important to the group, he has less choice in how he will go about being a leader. Perhaps behavior represented by the trait adaptability is

characteristic of personal factors involved in the implications of this law.

We see from the manner in which these theoretical laws are supported by common findings in the studies of leadership that at this level of generality the concept of leadership has a core of meaning common to all situations. Such a general abstract analysis can be profitably supplemented by more concrete knowledge of how the general characteristics are expressed in the actual behavior of the leader. At the behavioral level of analysis it appears that the characteristics of social situations in which leadership behavior occurs can no longer be ignored.

Consideration of the Social Situation in Studies of Leadership

Although the majority of studies of leadership have been attempts to find the characteristics of leaders, a number of studies have been concerned with differences among leaders who lead in different situations. While no one of these later studies has made a thorough or systematic attempt to investigate the situational facet of the leadership problems, certain of the studies can be cited as examples of this approach. Notable among these studies are those of Cowley (10), Caldwell and Wellman (6), McCuen (40), Richardson and Hanawalt (47), and a study conducted in the Army Air Forces (13).

Cowley (10) contrasted the traits of leaders and followers in criminal, military, and student groups. He gave 28 tests to a "small number" of leaders and followers in three

group situations. He found that while leaders in each situation possessed traits different from those of followers, the various types of leaders did not possess a single trait in common. In a later study (11) where 20 leaders and 20 followers in military groups and 16 leaders and 16 followers in student groups were compared, Crowley again reported marked differences between leaders and followers in each sort of group. He found traits of self-confidence and speed of decision common to all three types of leaders.

Caldwell and Wellman (6) studied seven characteristics of child leaders in six types of school activities. The activities studied were (a) class president, (b) student council members, (c) staff members of school magazines, (d) athletic group captains, (e) science club officers, and (f) citizenship representatives. The seven characteristics of leaders studied were (a) mental age, (b) intelligence quotient, (c) scholarship, (d) extroversion (rating scale), (e) height, (f) age, and (g) physical achievement. Leaders were compared with one another by type of activity. These investigators found athletic leaders to be tallest of the types of leaders, and to excel in physical achievement. Staff members of the school paper tended to be more cautious, deliberative and sensitive as indicated by specific items of the extroversion scale. They were shorter than the average of the leaders and ranked high in scholarship. Science club officers displayed high ability in science and a slight tendency to higher scholarship in general. Where girls managed to be selected as officers of a science club they were markedly higher in

intelligence and scholarship. No consistent or marked differences were noted among class president, student council members, and citizenship representatives. Leaders in these three situations were rated high on extroversive items such as self-confidence, eagerness for self-expression and insistence upon their ideas.

McCuen (40) studied intelligence scores (Thorndike) of the leaders of 58 groups at Stanford University. The groups were classified as (a) living groups, (b) eating clubs, (c) professional organizations, (d) athletic groups and (e) "social" groups. It was found that 35 of the 58 leaders scored higher on the intelligence test than did the average member of the group. In only one group was the leader the highest scoring member. In one group also, the leader was the lowest scoring member. On the average, leaders exceeded the members of their groups by 3 points (range 44-102). No consistent differences could be found between the types of groups and the leader's scores on the intelligence test.

Richardson and Hanawalt (47) investigated the differences in scores on the Bernreuter Personality Inventory between two types of leaders; supervisors and office holders. An individual was considered to be a supervisor if he was in charge of 15 or more individuals working under his direction. A non-supervisor was an individual with one or less individuals working under his direction. Office holders were individuals who had been presidents of or had held important chairmanships in at least two social organizations since the age of 21.

Non-office holders were individuals who had held no such offices since the age of 21. These investigators found that office holders earned scores indicating their being more dominant, more self-confident, less neurotic and less introverted than non-office holders. Differences between supervisors and non-supervisors were not clear out on the Bernreuter measures.

A series of studies were conducted by the Army Air Forces (13) dealing with leadership problems involving flying personnel. In the last of a series of three studies, the types of leadership involved was considered. In this study anecdotes describing instances of "good" leadership were collected from flying officers who had returned to the United States after a tour of duty in a combat theatre. The anecdotes described the behavior of (a) superior officers in administrative situations, (b) subordinate officers in administrative situations, (c) superior officers in emergency situations, and (d) subordinate officers in emergency situations. Twelve hundred anecdotes were analyzed in terms of the behavior that constituted the leadership action described. The results indicated that the frequency with which certain items of behavior were cited in anecdotes varied among the four situations. For example, in emergency situations superior officers were more frequently cited for disregard of personal welfare while subordinate officers were more frequently cited for skill in flying. "Interest in maintaining proficiency of others" was mentioned twice as frequently in case of superior officers in administrative situations as it was in any of the

other three categories of leaders situations.

The findings of these five studies, where the social situation in which leadership occurs has been considered as a factor in the study of leadership, supports the contention that characteristics of leaders behavior are related in some way to the social situation. However, since the investigators made no attempt to study the social situation in a systematic manner, little can be concluded concerning what factors in the situation are related to what behavior of the leader. The obvious, conveniently observed differences among social situations seems to have been the basis for their study. There is little reason to believe that the use of these convenient and obvious ways of describing group situations can yield either systematic or incisive results which relates to the behavior of leaders.

The Problem of Situational Factors

We have seen that a sensible approach to leadership must include the social situation in which a pattern of behavior, identifiable as leadership, occurs. While many investigators have recognized the importance of situational factors in leadership, their efforts have, for the most part, been confined to the studies of the personal characteristics of individuals designated as leaders. A few studies in which situational factors have been given some consideration have yielded disappointingly little information about how factors in the situation are related to leadership. But they do lend strong support to the view that the situation must be taken

into account. One stumbling block in the approach to the study of situational factors in leadership appears to be the lack of a method of coming to grips with important aspects of the social situation.

The purpose of the present study is to investigate systematically the characteristics of group situations as they are related to behavior of leaders. In such a study one is as much concerned with the social situation as he is with characteristic behavior of individual's designated as leaders. The social situation, or more directly the social group, becomes one of the primary areas of study.

Social Groups

The concept of a social group is almost as difficult to define as that of leadership. Smith (49) defines a social group as "A unit consisting of a plural number of separate organisms (agents) who have collective perception of their unity and who have the ability and tendency to act and/or are acting in a unitary manner toward the environment." A much simpler definition is that offered by Gibb (18), "A group istwo or more people in a state of social interaction." Cattell (7) believes that most essential to the existence of a social group in a social-psychological sense is the satisfaction of some need through the physical existence of the group. Social interaction stems from the existence of the common need.

✓ From these and similar definitions we can see that two important characteristics of a social group are (1) an

awareness of the existence of the group by the individual members and (2) the satisfactions of potential satisfactions of some common need of the members.

The concept of social group as an entity for psychological study has been a subject of some controversy. Much of the reaction against the study of group behavior stemmed from the objection to LeBon's and McDougall's (41) "group mind." Cattell (7) has recently come to the defense of the study of groups as entities considering such study to be the major concern of social psychology. He explains the fact that McDougall's concept of the "group mind" was badly received in terms of its unfortunate appearance at a time when "students in psychology were unable.....to recognize any manifestation of the mind unless formally or often actually, reduced to the twitching of a dog's hind leg." But more pointedly he observes that "lawyers, politicians and statesmen deal with groups as groups every day." In the realm of field theory Lewin (37), French (17), Lippitt (39), and others have shown that groups can be studied as groups and are amenable to experimental attack. They have demonstrated in a number of studies that groups can be studied as psychological entities.

The value of the concept of a social group as an entity for psychological study is to a large extent dependent on a meaningful and useful set of subsidiary concepts describing the characteristics of groups. Cattell (7) points out three broad areas in which description is necessary. First is an area he calls syntality traits. These "traits" or descriptive

characteristics are to be inferred from the behavior of the group - behavior, presumably that is apparent to external observers. The second area concerns the relationships among members of the group. In this area, group characteristics are directly observable only by individuals who are members of the group. A third area of group characteristics is called "population traits." These traits are mere aggregate values or averages of the characteristics of the members of the group. Size of membership, average height of members, sex, average age, etc. would be included in this category.

Groups have often been described by resort to "black or white" or "all or none" classifications. For example, we find such distinctions as "in group" vs. "out group"; "primary groups" vs. "secondary groups"; "marginal groups," "fortuitous groups," "interest groups," "likeness groups," etc. These classifications have limited utility apart from the particular purpose for which they were made. Dodd (14) has developed a systematic means of describing the whole of society by mathematical notations. However, his dimensions of society appear to be too broad in scope to be of great value as dimensions of smaller social groups. Sanderson (48) has published a comprehensive outline for group description. His classification of characteristics of groups is divided into five major areas, (1) identity, (2) composition, (3) intergroup relationships, (4) intragroup relationships, (5) structure and mechanism. Identity includes the following: exclusiveness, means of entrance and exit, and identification of members. Composition

covers size of the group, homogeneity of membership, stratification, and permanence of membership. Inter-group relationships refers to characteristics of independence, federation, chartering, etc. Intra-group relationships include characteristics expressing the manner of interaction among members. Among these are personal vs. impersonal relationships, frequency of contact, type of participation, solidarity, primacy, loyalty, and the roles of the members. Under the heading structure and mechanisms are characteristics related to aims and purposes, codes of behavior, sub-groups, means of consensus, extent of institutionalization, and mechanisms for preservation of the group.

By far the most frequently used method of describing groups is in terms of a single modal or a striking characteristic. Groups are described as business groups, student groups, military groups, athletic groups, etc. This is the style of group description most frequently encountered in leadership studies. It appears that many times this type of description gives little indication of what may be basic or fundamental characteristics of groups. In any event such descriptions give information about only a small part of those characteristics that may distinguish one group from another. For example, we find both the members of an officer's club during peace time and an infantry squad during combat equally well described as military groups. The important difference between these two groups, as far as leadership studies are concerned, may be greater than that between a sorority and a foot-ball team.

There is no generally accepted systematic series of subsidiary concepts for group description. However, there are many descriptive adjectives and phrases referring to group characteristics.

One of the major problems, then, that confront a study of situational factors in leadership is that of creating a useful system for group description; - a problem that will be attacked in a following chapter.

Summary

Problems associated with leadership are among the most pressing of those facing the social sciences today. Numerous studies and discussions of leadership have added as much confusion as understanding of these problems. This confusion is reflected in the many definitions of leadership. But running through these definitions is a consistent emphasis upon (a) characteristics of an individual and (b) characteristics of a social situation.

The majority of the studies of leadership have been one-sided approaches concentrated on the problem of discovering the essential personal characteristic of leaders. These studies have yielded a mass of information about the traits and personal qualities of the leaders in many diverse but systematically unrelated situations. As a consequence only at the very highest level of abstraction is there any agreement about the essential qualities of leaders reported by these studies. Many of the personal characteristics appear to be specific to the particular situation in which the leaders

were studied.

A much smaller number of studies have attempted to consider the situation as a source of factors related to personal characteristics required of leaders. These studies have been inadequate in that there has been no adequate way of dealing with the situation. Classification of group situations by "type," by activity, or by some striking or modal characteristics has provided the basis for comparison of leaders in contrasting situations. Thus, we have "criminal" leaders, compared with "military" leaders or "athletic" leaders compared with editors of school papers, etc. There are reasonable doubts that such classifications reflect the basic factors related to leadership demands of the situation. For the most part these studies have only strengthened the belief that the situation must be considered in the study of leadership. They have added little to our understanding of what factors in the situation are related to what behavior of leaders.

A more satisfactory approach to leadership study would involve a more comprehensive and systematic means of studying group situations. An adequate consideration of the group situation would involve description and measurement of group characteristics. Unfortunately, there is no generally accepted systematic series of concepts for group description. This presents the first major hurdle in the study of situational factors in leadership.

CHAPTER II

METHODS AND PROCEDURES

Basic Considerations in the Choice of Method

When we approach leadership with emphasis on the functional relation between the leader and social situation, many problems of methodology arise. We cannot ignore, of course, the characteristics of the individual in the leadership role. At the same time the factors in the social situation become involved. Information is needed in both areas. In the third place, implicit in the nature of the problem, is an evaluation of adequacy of the "fit" between the characteristics of the individual in the role of leader on one hand and the demands of that role on the other. The necessity of studying these three facets of "leader-situation" phenomena means that the mere quantity of information needed is in itself a source of methodological problems.

The present study is extensive rather than intensive in scope. It is designed to consider, at an exploratory level, the possible significance of a relatively large number of situational factors. The intensive and definitive study of any one factor in the situation can more profitably and efficiently be attacked after an exploratory study provides framework and hypotheses. The contributions of the present study may take the form of suggestions for the formulation of a systematic series of specific investigations, each dealing with more limited problems in areas of situational factors in

leadership.

The broad scope of an exploratory study of this nature creates a need for information about a large number of group situations in each of which an individual functions as leader. The study cannot be limited to a few situations or a few individuals in leadership roles. A small number of leadership situations would probably not yield sufficient variation among any potentially significant factors to allow relationships to emerge. For example, let us assume the size of the group to be a significant factor in determining the role a leader is to play in the group. In order to establish size as significant, it would be necessary to examine groups of varying sizes and note the behavior of the different leaders. This principle would be true for each situational factor that comes under investigation. This consideration points to a method of gathering information that can be readily applied to a large and catholic sample of group situations.

It is desirable in an exploratory study of this kind to gather information about "live" groups as they are functioning in their normal social setting. Without prior knowledge of what factors in a situation are important it would be extremely difficult to estimate how situational factors characterizing the groups are significantly altered by the group's removal to an artificial environment.

In view of the fact that large quantities of information from a large number of groups functioning in their normal social setting was desired, a questionnaire approach to the problems was indicated.

The questionnaire could be used to gather information from members of a large variety of groups. Each respondent could serve as the observer of the group, observer of the leader's characteristic behavior, and, in addition, judge how well the leader functions in his role.

This procedure could furnish the raw material for a criterion of the "fit" between the leader's behavior and the social situation in which he is behaving. A judgment by a member of the group of an individual's leadership quality while in the leadership role can give information about the "quality" of leadership. The observer of the situation and the leader's behavior, as well as the judge of his leadership quality, would be an individual who has had personal contact with the group for a considerable period of time. This procedure would also admit study of factors in the situations that are peculiar to a member's personal relationship to the group as well as factors equally observable to an outsider.

General limitations of the questionnaire. The many limitations of the questionnaire method in research have been carefully pointed out by Jenkins (25) (26) and Lazarsfeld (34). Among these limitations may be listed the following: (a) a question may be interpreted in an entirely different manner by two individuals; (b) the answers to questions are in part, at least, a function of the way the questions are asked; (c) a respondent may not have the necessary information to answer the questions; (d) there may be good reasons which prompt a respondent to give an answer that he knows to be inaccurate; he may, for instance, give a socially acceptable rather than

accurate answer.

These objections to the use of the questionnaire method may be overcome to a considerable extent by formulating the questionnaire after thorough preliminary investigation. Preliminary work would include the pre-testing of trial questionnaires on samples of respondents similar to those from whom the information is desired. The questionnaire used in the present study was constructed with the limitation of the method in mind. The preliminary investigations of leadership in group situations and the subsequent formulation and revisions of the questionnaire will be discussed in the following pages.

Development of the Questionnaire

Informal interviews. The first step in the construction of the questionnaire might be called the informal interview stage. Very informal, unstructured interviews were conducted with approximately twenty-five individuals. Many of the individuals interviewed were veterans of World War II and had had the opportunity of observing the behavior of a number of "leaders" in various military situations. Emphasis in the interviews fell on finding how an individual could talk about a group situation and how he described the behavior of leaders of these groups. The respondents were urged to get "behind" a mere description of the leaders' most outstanding traits, and to talk about what the leaders actually did and what the exact circumstances were at the time. The informal interviews were found to yield information both about the leader and about

the concrete circumstances in which he led. However, to secure talk about behavior rather than abstract traits and to get the respondent to stick to concrete group circumstances at the time he was considering, required continual and sometimes disagreeable prompting on the part of the interviewer.

No attempt was made to keep detailed records of the informal interviews. Their purpose was to supply very general information about what an individual can talk about when discussing a leader's behavior. The conclusions which were drawn from these informal interviews were; (a) that special effort is required if information about a leader's behavior is to be obtained rather than characterization in terms of evaluative traits, (b) that information about the circumstances surrounding the occurrence of the leader's behavior can be obtained by asking specific questions, (c) that a follower has definite opinions about the "adequacy" of a leader's performance in a given situation.

Anecdotal reports on incidents of "good" and "bad" leadership. The second stage of the development of the questionnaire grew out of the suggestions received from the informal interviews. It appeared desirable to obtain information about a far larger number of group-leader situations than could readily be obtained by interview. This was done by securing written anecdotes describing incidents of "good" and "bad" leadership. Since evaluation of the leader's behavior is so clearly a part of an individual's thinking about leadership, it was decided to collect information in two parts; - one part in which the leader's performance was considered "good" and a

second in which leader's performance was judged to be "poor."

Eighty-one anecdotes describing the situations together with the behavior of the leader in the situation were collected from the members of a social psychology class during the spring semester of 1947. Members of the class were asked to describe one situation where the leader's performance might be considered "good" and one situation where leaders performances might be described as "poor." They were asked to give specific information on the size of the group, its purpose, their relations to the group, plus as much other information about relevant circumstances as possible. The behavior of the leader was to be described in objective terms. Emphasis was placed upon being specific and telling what the leader actually did. Forty-five incidents of "good" leadership and thirty-five of "bad" leadership were collected from members of the class.

Anecdotes describing a wide variety of groups made up this collection. The following are examples of the situations described: A group in a prisoner of war camp, a boy scout patrol of ten boys, a soda fountain group in a chain drug store, an emergency air raid situation in London, a dormitory group, a student council group in a high school, "an informal group that just happens," etc. The anecdotes varied greatly in length and quantity of information they contained. The type of information yielded by the anecdote is illustrated by the following examples:

An example of an anecdote describing the situation and behavior of a leader judged to be "good." ✓

"The situation was an air raid in London. People

were crowding down the steps to the subway. Panic was near! An old lady fell on the steps and was being trampled by the onrushing crowd. Seemingly it was impossible to help her. Then someone grabbed my shoulder, "You - you - you - follow me." With several men it was only a short time before we were at the old lady's side helping her. This person who had grabbed my shoulder, and then by the same method, had recruited on the spot enough persons to be able to force their way to the old lady, showed authority, and above all quick calm thinking."

An example of an anecdote describing the situation and behavior of a leader judged to be "poor."

"In sorority meeting the subject was brought up of whether to have our spring dance strictly formal or semi-formal. The sorority is composed of 60 members, all interested and planning on attending the dance. But the first vote after discussion by several girls was a tie. After the first vote the social chairman spoke of the expense involved, the type of place the dance is to be given, the fact that before the war dances were always strictly formal, and asked for a revote. In the revote, the majority favored the strictly formal and it will be. Many girls were unhappy, because of the expense of renting tuxes and getting flowers that their dates will have. Also, they were unhappy in that opposition wasn't given a chance to speak."

Each anecdote differed in many respects from each other one. Yet it was possible by examination of the entire collection to formulate questions that it was felt would elicit information about most groups. For example, it will be noted that in the anecdote about the London air raid the reporter failed to indicate the size of the group. If the question of the size of the group were called to his attention, for example, by an item on a questionnaire, the reporter would probably be able to supply rather specific information. He might have indicated that the crowd consisted of from 200 to 300 individuals and that the group was directly involved in the rescue of the old lady had 10-12 members. The results obtained from the anecdotes

strengthened the original belief that a questionnaire would yield useful information about groups. It also appeared that a questionnaire might add a necessary structure to individual's reports on the characteristics of a group.

With the aid of the suggestions contained in the 81 anecdotes, questions were formulated to be placed in the first preliminary forms of the questionnaires.

Preliminary Forms of the Questionnaire

It was believed that a questionnaire useful in the study of situational factors in leadership would need to be broad in scope. It should yield information giving as complete a description of the group as possible, together with detailed information about the behavior of the leader of the group. The questionnaire would need to be flexible in the sense that it could be used to describe almost any group. In its preliminary forms, at least, it should be so constructed as to encourage full explanation of answers to questions in order to point out clearly various areas in group description. These views were important in shaping the general forms of the questionnaires.

The questionnaire went through three major revisions before its final form was reached. Each revision was tested on a sample of respondents. Experience gained from each pre-test was used to guide subsequent revisions. Brief descriptions of each of the major forms and the nature and reason for important changes with each revision will give the reader a fair notion of how the final form evolved.

Form A. The questionnaire was entitled, "A Study of Group Behavior." The first form (Appendix A) was divided into six sections.

The first section appeared entirely on the first page, contained general directions plus space to record a brief description of the group and a statement of the period during the existence of the group to which the answers to the questions on the questionnaire would apply. The respondent was instructed to select one group from among those with which he had recent contact and believed he could talk about. He was directed to select a group in which he was not the leader. It was explained that he was to talk about the group as it existed at some particular time. This last instruction had been found to be necessary in order to control the tendency for an individual describing a group to wander from one period of the group's existence to another as he proceeded through the questionnaire. Since groups appear to change very significantly from time to time, the wandering often produced confusion in the answers to the questions.

The second section of the first form was devoted to obtaining a description of the composition of the group. Included in the section were questions dealing with the size of the group, the place and regularity of its meetings, the codes of behavior of the groups such as rituals, secrecy, constitution and by-laws, the age of the members, entrance requirements, number of officers, and the turnover of members, etc. A feature of the questionnaire at this stage of its development was the provision for "free response" answers,

"Yes," "No," or multiple choice responses were rejected in favor of providing space where answers were written out in full.

The third section of the questionnaire was entitled "You and the Group." In this section questions were included that had to do with relationships between the respondents and the group he was describing. Among them were questions about the length of time the respondent had been a member, the amount of time spent in the activities of the group, rewards derived from being a member, how membership had been secured, what part the respondent played in the group's activities and the respondent's relationship to other members of the group. A small part of the questions in this section were in the form of rating scales. By use of rating scales the respondents were able to express the intensity of certain of his relationships to the group, for example, the degree or intensity of his "involvement" in the group.

The fourth section of the questionnaire was concerned with a general description of the leader of the group. Information was obtained about the age, height, and physical size of the leader, the respondent's familiarity with and relationship to the leader, and the relationship between the leader and other members of the group.

The fifth section of the questionnaire was a series of rating scales on which the respondent recorded his judgment of the degree to which 59 items of behavior characterized the leader. Provisions were made for respondents to indicate those items that did not apply, or which he felt he had inadequate information about the leader to make a judgment. The

items of behavior composing the rating scale were derived by an adaptation of items collected in an anecdotal study of leadership, conducted by the Army Air Forces (13) and from suggestions contained in the anecdotes just described. At the end of the rating scale section, blank spaces were provided for the respondent to write additional items describing the leader's behavior. Following the main body of the rating scale, a separate five-point rating scale was provided for the respondent to express his overall general impression of the leader.

The sixth and final section of the questionnaire asked the respondent to describe a specific instance of leadership behavior. The respondent gave his impression of the quality of leadership shown by the leader in this specific incident (a rating on a five-point scale), and described the leader's behavior in concrete terms. He was asked to tell exactly what the leader did, what he said and what others in the situation did and said.

The first form of the questionnaire was administered to fourteen respondents. These respondents were faculty members, graduate students, clerical employees and other acquaintances who were cooperative and available. The returned questionnaires were carefully examined and formed the basis for the next revision. The time required to complete the questionnaire ranged from 45 minutes to two hours and a half. Respondents were helpful in pointing out ambiguities in questions, and other difficulties in completing the questionnaire.

Form B. Form B (Appendix B) of the questionnaire was

based upon experience with Form A. The major changes were made in the form of the rating scale section of the questionnaire. The long rating section (59 items) was broken into blocks of five items each. This change in format was made to aid the respondent in locating the column in which to indicate his judgments. In addition, an attempt was made to obtain more information from each item. After the respondent had rated the leader on each item of behavior he went back through the items and indicated those characteristics that were particularly "good" and those particularly "bad" for this leader in the situation. Finally the respondent was requested to go through the rating section a third time and underline those items which would be important for the "ideal" leader in the situation.

Other revisions of the first form were minor in character. Certain questions were reworded to reduce ambiguities. One question was removed from the section entitled, "Composition of the Group" and two from the section, "You and the Group."

The rating scale asking for the respondents' judgment of the over-all adequacy of the leader was placed before the rating scales section concerning specific items of his behavior. It was believed that this arrangement would make the over-all rating a better evaluation of the leader's adequacy than would be obtained if the rating was made after all of the items on the longer list had been considered.

The revised form of the questionnaire was administered to 120 members of a social psychology class at the University of Maryland. Seventy completed questionnaires were returned.

Preliminary analysis of returned questionnaires. At

this point in developing the questionnaire it was decided to make a preliminary analysis of the data that had already been collected. The 14 returns for the first form and the 70 from the second form gave 84 questionnaires sufficiently alike to be combined for preliminary analysis. Of the 84 questionnaires available, 24 were descriptions of leaders and situations where the leader's performance was judged by the respondent to be either "fair," "poor," or "bad." The remaining 60 questionnaires were of leaders in situations where the leaders' performance was judged to be "good" or "excellent." The 24 questionnaires were designated as the "low" leader groups. The 60 remaining formed the "high" leader groups.

The problems encountered in the preliminary analysis of the questionnaires fell into two broad categories. First, there were problems of deciding how factors in the situations could be studied. Second, there were the problems of testing hypotheses about the relationships among the (a) behavior of the leader, (b) judgments of the adequacy of his performance and (c) those situational factors that might be considered.

Situational factors. In selecting items for inclusion in the questionnaire an attempt had been made to obtain a full description of the group. From these full descriptions the basic factors in the group situation were to be inferred. The preliminary analysis offered an opportunity to test whether or not response to specific items on the questionnaire would yield information which could be expressed in terms of variation in situational factors.

Two rather distinct types of situational factors appeared

to be necessary in describing a group situation. On one hand there were characteristics of the group such as its size, the average age and the sex of the members, and its length of existence which are directly obtainable from an observers report. On the other hand there were factors which required interpretation of the reports of the observer. For example, the degree of formality of the group, or the importance of the group to a member would need to be inferred from a number of minor facts and statements of opinions about the group. Factors of the first type present little or no problem. However, there was a question of how well factors of the second type could be derived from the reports of the respondent. Could two independent judges make the same inferences about the meanings of responses as far as indicating the degree of a factor present in a group? A preliminary answer to this question was sought by attempting to assess the degree of "formality" of each of the groups described by the 84 questionnaires.

Two independent judges, one the writer and the other an unsophisticated clerical employee, made a rating the formality of the 84 groups. The judges were provided with a short paragraph defining formality and stating how it might be expressed in the description of a group. They were also provided with a list of items in the questionnaire which it appeared might yield information as to the degree of formality of the group. The items were the following:

1. Did the group meet at regular intervals?
2. Were the meetings formally scheduled or did they just happen?

3. Were there rituals at meetings?
4. Did the group have a formal way of electing officers?
5. Did the group have one leader at a time or were there several leaders, any one of which might lead at a particular time?
6. Did the group have a stated long term official purpose?
7. Were all members equally important?
8. Did the importance of members increase from bottom to top?
9. Were members obligated to learn and obey strict rules?

After the judges had become familiar with the paragraph describing "formality" of a group and had read a number of sample responses to each of the questions on the list, they began the task of judging each group. The general description of the group given on page one of the questionnaire was read first, then each item was considered in turn. Judgments were made in light of the nature of the group being described and the responses to the specific items. If an item indicated a high degree of formality the group was given a plus 1 rating for that item. If the item indicated a low degree of formality a minus 1 rating was given. If the degree of formality was judged to be average or indeterminate the item was given a weight of 0.

It was found that the algebraic sum of the weights assigned to the response to the nine questions provided a measure of formality having an adequately high reliability. The algebraic sums of the weights given by the two independent judges to a group were correlated .79 (N equals 84).

From this preliminary indication it appeared that responses

to items on the questionnaire might be used satisfactorily for reliable inference of factors in the group situation. The question remained as to whether such inferred factors, once established, would "pay off," would yield significant relations and interrelations. It was believed that a tentative answer to this question could be obtained from these few questionnaires by investigating the relation between the "situational" factor and the behavior of the leader of the group. The factor would be useful if it could be shown to work as a means of expressing the relationship between the situation and the behavior of the leader.

The problem of determining relations. There are three distinct sets of relationships involving the leaders behavior in the data collected by the questionnaire. The data involved in these relationships are divided into (a) information about the groups situation, (b) the respondent's overall evaluation of the leader's performance and (c) information about the leader's behavior. One set of relationships could be derived by comparing (c) information about the leader's behavior with (b) the respondent's judgments of adequacy of his leadership performance. No consideration of (a) information about the group situation would be necessary in establishing these relationships. A second set of relationships could be established by comparing (c) information about the leaders behavior with (a) information about factors in the group situation. This set of relations would be independent of (b) the respondent's judgment of the leader's performance. For example, the leaders (both "high" and "low") in formal

groups might show behavior that differs from that of leaders in informal groups. The third set of relations involves a combination of (a) the factors in the situation with (b) the leader's behavior, and then finding relationships of this combination with (c) the respondent's judgment of the leader's adequacy.

An example may make this third set of relations somewhat clearer. Let us take a specific item of leader's behavior, a specific factor in the situation, and respondents' judgments of the adequacy of a number of leaders and see how this third relation might be expressed. Let the item of behavior be; - "The leader made rules and regulations clear." A particular leader might be described as either frequently or seldom engaging in this specific behavior. Let the situation be described as either "formal" or "informal." By combining the factors in the situation ("formal" or "informal") with leaders behavior (frequently or seldom making rules and regulations clear) in all possible combinations we would have (a) leaders in formal situations who frequently made rules and regulations clear, (b) leaders in formal situations who seldom made rules and regulations clear, (c) leaders in informal situations who frequently made rules and regulations clear, and (d) leaders in informal situations who seldom made rules and regulations clear. Suppose we have collected questionnaires describing 50 leaders for each of the four situation-leader-behavior-combinations; 200 leaders in all. Also assume that 100 of the 200 leaders have been judged by our respondents to be "high" in adequacy of performance and the remaining 100 "low"

in adequacy. Upon examining the four situation X leader combinations, further assume we find 48 "high" leaders and only one "low" among the 50 leader in formal situations where the leaders frequently made rules and regulations clear, however, in the remaining three situation X leader combinations (b, c, and d above) we find in each 17 "high" leaders and 33 "low" leaders. We would be forced to conclude from our hypothetical example that there was something about a combination of a formal situation and the leader making rules and regulations clear which tends to result in the leader being considered "high" in quality.

Looking at the same hypothetical data another way we can see that "making rules and regulations clear" is an item of behavior distinguishing the "high" from the "low" leaders in formal situations but having no relation with judgments of leader's adequacy in informal situation. In the formal situation one leader who made rules and regulations clear was judged to be a "low" leader while 33 leaders who "seldom" made rules and regulations clear were judged "low" leaders. On the other hand in the informal situations we find 33 "low" leaders seldom making rules and regulations clear and likewise 33 "low" leaders frequently making rules and regulations clear. The item of behavior, "The leader made rules and regulations clear" is a "crucial" part of the leadership roles in a formal situation but is not important in the informal situation.

This set of relations involving the interaction of the leaders behavior and factors in the situation as it effects judgment of leadership adequacy is the basic set of relation-

ships involved in a study of situational factors in leadership. This interaction effect becomes apparent when the one variable (a situational factor) occurring with a second variable (an item of the leader's behavior) leads to an effect (judgment of leadership adequacy) not fully explained by the effects of the variables acting independently.

It was considered unlikely that data obtained in the three areas could be evaluated by the use of statistical tests assuming normal distributions. This is very likely to be true of items of behavior on the rating scale where extremely skewed distributions may be the rule, rather than the exception. In addition, a portion of the data is meaningful only when considered as frequency data; for example, the "Does not apply" and "Don't know" categories of the behavior rating scale. Such data are appropriately examined by the use of chi-square tests (19) where no assumptions need be made about the continuity of the data or the nature of its distribution.

In the preliminary examination of the returns from the 84 questionnaires the three sets of relationships mentioned above were examined by inspection supplemented by an occasional calculation of a chi-square test of significance of association. Because of the limited size of the sample of groups in which leadership had been judged to be "low" (N equals 24) and the preliminary form of the questionnaire on which the data had been gathered, the analysis of the data, for the most part, was not carried beyond inspection.

The situation variable "formality" was examined for relationships with all 59 items describing the leader's

behavior. Other situational factors were checked for relationships with selected items from the rating scale section. These additional preliminary situational factors which were examined are listed below:

1. Individual vs. institutional meanings of membership in the group.
2. Potency of membership.
3. Work vs. social purposes of the group.
4. Age range of the members of the group.
5. Ease of getting out of the group.
6. Amount of time spent with the group.
7. Size of the group.
8. Sex of members.
9. Competition with other groups.
10. Degree of member participation
11. Group atmosphere (autocratic vs. democratic).

The results of the preliminary analyses of the relationships between situational factors and the behavior characteristic of "high" and "low" leaders can be summarized in a few statements. First, there appeared to be marked differences between the behavior of "low" leaders and "high" leaders in respect to most of the 59 items in the rating scale section. Second, a much less marked relationship was found between factors in the situation (formality of the group, potency of membership, etc.) and items of behavior of the leaders. For example, leaders of formal groups compared with leaders of informal groups, displayed very few definite differences in behavior on the 59 items. Third, when an individual was

described as a "high" or "low" leader, and he was considered in connection with whether he was functioning in a "formal" or "informal" situation, certain items of behavior seem to better characterize differences between the "high" and "low" leaders in "formal" situations than they do in the "informal." This is the interaction effect previously discussed.

The results of the preliminary analyses supported the belief in the feasibility of studying the questionnaire data by factors in the situation as they are related to characteristics of leader's behavior. The results encouraged further development of the questionnaire and the collection of a much larger sample of groups.

Form C. Form C (Appendix C) of the questionnaire differed in many respects from Form B. However, the questionnaire still retained its general form. A short description of the group is followed by a section dealing with the group's composition, the respondent's relation to the group, a description of the leader, a rating scale section dealing with the leader's characteristic behavior and a description of particular incident in which he was called upon to act. Each question was carefully rewritten and their arrangement within the questionnaire changed such that questions followed one another in an order that would allow the respondents to proceed smoothly through the questionnaire. Several new questions were added to cover areas in the descriptions of the group that had not been thoroughly described in the previous forms (the inadequacy of coverage had become apparent when an attempt was made to establish situational factors). Questions that had been

found to yield only information duplicating that obtained from other questions were eliminated.

A major change was made in the behavior rating scale section. It had been found that less than half of the respondents complied with the directions in Form B requesting that they go back through the items the second and third time. It seems that this may have been considered an unreasonable request by many respondents. The list of behavior items was expanded to 66 items. A few of the earlier ones were eliminated after inspection of the distribution of responses obtained from the two previous forms and new ones added. The added items were obtained by an examination of items that had been suggested by the respondents in the space provided on the two previous forms. Items were also obtained by examination of the section asking the respondent to describe a specific incident in the leader's behavior. It was felt that this procedure would round out the rating scale so that items applying to more situations would be included.

In selecting items for the rating scale two somewhat opposed considerations had to be weighed. First, it was thought desirable to keep the items on a behavioral level. Items dealing with what the leader did were preferred to items describing traits he seemed to possess. Somewhat opposed to this consideration was the need to obtain items which applied with equal force to a number of situations. For example, an item such as "He saluted the generals" meets the first consideration in that it deals with specific behavior. But such an item was considered unsuitable in light of that fact that

its application would be limited to a few special situations.

The format of the check list was again changed. Instead of checking an appropriate space in columns following the items the respondent encircled one of six numbers placed before each item.

This form of the questionnaire was completed by ten respondents. This small sample proved to be sufficient to indicate that the change in format of the behavior rating scale was a change to a more difficult form. Each of the ten respondents severely criticized the difficulty of the directions. The rewording and rearranging of the questions in other sections of the questionnaire appeared to have eliminated many sources of ambiguity and in general was received favorably.

Construction of the final form of the questionnaire.

It was believed that sufficient information had been obtained by this series of preliminary investigations to permit the construction of a final form of the questionnaire. The first forms of the questionnaire were quite long, requiring approximately an hour and a half of the respondent's time. In revising the questionnaire for its final form it was thought desirable to shorten this time where it was possible to do so without loss of information. Multiple choice answers saved the respondent the time required to formulate and write answers. Wherever possible multiple choice questions were substituted for the "free" response questions of the first forms.

Two "ground" rules were adopted in changing "free" response questions into "multiple" choice forms. First, at least 90 per cent of the "free" response answers to the

questions obtained in the previous forms of the questionnaire had to be capable of being assigned to five or less categories without loss of relevant information. If it was found that the answers to a questionnaire could not be classified into five or less categories the question was left in its "free" response form. Second, each category was made to be maximally useful by distributing the responses equally among all categories.

This process can be illustrated by the responses to the question, "How many members did your group have? ____." The range of responses was found to be "2" to "several hundred." Better than 90 per cent of the responses fell within the range of two to 100. When the distribution of these responses obtained on all previous forms was examined it was found that the following five categories would place approximately 20 per cent of the responses in each; 2-10____., 11-20____., 21-30____., 31-50____., and over 50____. These were the choices offered the respondent on the final form of the questionnaire.

Again a revision was made in the format of the rating scale section. As has been previously noted, this had been one of the most unsatisfactory sections of Form C. The format of the rating section of the final form resembles that of the Form A. The notable change was in terminology of the alternatives of the rating scale and grouping the items in blocks of 15 items each.

A revision was made by simply omitting the sixth and last section of the three previous forms of the questionnaire. This section dealt with a specific incident in which the leader had been called upon to act. The primary purpose of

this section had been that of collecting items of behavior to include in the rating scale section. It had no purpose in the final form.

This questionnaire in its final form was printed, a sample of which is appended (Appendix D). It is also present in its final form in the next section.

The Questionnaire

A STUDY OF GROUP BEHAVIOR

INSTRUCTIONS:

Each of us belongs to many kinds of groups. We belong to clubs, work gangs, organizations, societies, social groups, etc. This is a study of such groups.

We want you to tell about some of your experiences with a group. It can be either a group you belong to now or one you belonged to in the recent past. What we want you to do is to select one group from all those which you know about and answer some questions about it.

You may choose almost any one of the groups you know about. It should be one with which you have had fairly recent contact - one to which you belonged within the last two or three years. It must be one in which you were not the leader.

Some groups stay together only a little while. Some stay together for years. Groups which last a long time change from time to time. The people in them or the things they do are not always the same from one month to the next. In order to answer the questions that we are going to ask you, you will have to talk about the group as if it didn't change. You can do this if you take a certain hour, day, week, or month during the time you have known the group and talk about the group as it was then.

Your first job is to select a group that you know a lot about. Your second job is to pick a certain time during the time you knew the group when things didn't change very much. Do not pick a time when you were the leader of the group.

YOUR FIRST JOB:

Name the group you have selected and describe it briefly.

YOUR SECOND JOB:

What hour, day, week, or month during the time you have known the group do you plan to talk about?

The rest of the questions are about the group as you have just described it. When you answer a question always think of the group as it was at the time you have just indicated.

TURN TO NEXT PAGE

COMPOSITION OF THE GROUP

MEMBERSHIP: (Check the most nearly correct answer)

1. How many members did the group have? 2-10 _____. 11-20 _____. 21-30 _____. 31-50 _____. Over 50 _____.
2. What part of the group's members were women? All _____. 60-99% _____. 40-59% _____. 1-39% _____. No women _____.
3. What was the age of the youngest member? Under 17 years _____. 17-21 years _____. 22-30 _____. Over 30 years _____.
4. What was the age of the oldest member? Under 21 years _____. 22-30 years _____. 31-40 years _____. Over 40 years _____.
5. What was the average age of the members? Under 17 years _____. 17-21 years _____. 22-30 years _____. Over 30 years _____.
6. How did an individual get to be a member of the group? Were there entrance requirements? Yes _____. No _____. Explain _____

7. Which of the following types of members did the group have? (Check all those which apply). Junior members _____. Inactive members _____. Honorary members _____. Ex officio members _____.
8. Were all members equally important? Yes _____. No _____. Explain _____

9. Were there small groups or cliques within the larger group? Yes _____. No _____. Explain _____

NATURE OF THE GROUP:

10. Which of the following did the group have? (Check all those which apply). Written rules and regulations _____.

Rituals _____. Formal elections _____. Secret meetings _____. Special qualifications for office holders _____.

11. How often did the group meet? Constantly _____. Daily (6 days per week at least) _____. 2-5 times weekly _____. Once per week _____. Less often than once per week _____.
12. How long did the meetings last? One hour or less _____. 1-2 hours _____. 2-4 hours _____. 4-10 hours _____. More than 10 hours _____.
13. What part of the meetings were scheduled? All _____. Some part _____. No part _____.
14. Where did the group meet? At the same place each time _____. Anywhere convenient _____.
15. How long did (has) the group exist (existed) as a group? Less than 3 mo. _____. 3-9 mo. _____. 9-18 mo. _____. 18-mo.-10 years _____. Longer than 10 years _____.
16. Was the group a part of a larger group? Yes _____. No _____. Explain _____

17. How frequently did new members enter the group? _____

18. How frequently did members leave the group? _____

19. What was the most common reason for leaving? _____

20. How difficult was it to get out of the group? What did one have to do? _____

21. What was the group's stated purpose? Explain _____

22. Were the members interested in the group's stated purpose?

Yes _____. No _____. What did they do about it? _____

23. What benefits or satisfactions did members get from belonging to the group? _____

24. What other group or groups did your group compete with or fight against? Explain _____

25. Did each member have a job to do? Explain _____

26. Did the group have one leader or were there several leaders any one of which might lead at a particular time? Explain _____

27. What officers or leaders did your group have? _____

28. How did officers or leaders get to be officers or leaders? _____

29. How long did any one leader hold office or remain in charge of the group? _____

YOU AND THE GROUP

1. What did membership in the group mean to you at the time

you are talking about? _____

2. What were your reasons for joining the group in the first place? _____
- _____
- _____

3. How long were you a member of the group? Less than 6 months _____. 6 mo.-1½ years _____. 1½-3 years _____. Over 3 years _____.

4. Were you ever a leader of the group or a minor officer? Yes _____. No _____. What office and under what circumstances? _____
- _____
- _____

5. How did you get to be a member of the group? _____
- _____
- _____

6. What were your duties while a member of the group? _____
- _____
- _____

7. In the course of a month how much time did the activities of the group take up? More than 90% _____. 75-90% _____. 25-75% _____. 10-25% _____. Less than 10% _____.

8. If the group had failed in what it was doing what would failure have meant to you? _____
- _____
- _____

9. How many of the members did you know by first name? All _____. More than half but not all _____. Less than half _____.

10. How many of the members knew you by your first name? All _____. More than half but not all _____. Less than half _____.

11. Did you feel free to express your ideas before the entire

group? Yes _____. No _____. Explain _____

12. In what way were you rewarded for effort you put out for the group? _____

13. Did you ever go to the leader about a group problem? Yes _____. No _____. Explain _____

14. Did you ever go to the leader about your personal problems? Yes _____. No _____. Explain _____

15. Were there members in the group that you wished were not there? Yes _____. No _____. Explain _____

16. What did the group do to discourage unwanted applicants for membership? _____

17. Did you ever want to get out of the group? Yes _____. No _____. Explain _____

18. What did you do for the other members and what did they do for you? _____

19. What could have been done to make the group a better group? _____

20. What other groups did you belong to at the time you are talking about?

(a) _____ (b) _____

(c) _____ (d) _____

RATING SCALES:

You may answer the following questions by placing a check mark at the appropriate point along a scale. Check the number which best fits your judgment concerning the correct answer. (You may check between the numbers if you wish).

1. How interested were the members of the group in keeping the group together as a group (At the time you are talking about).

1	2	3	4	5
Extremely interested		Fairly interested		Not interested

2. How would you rate the morale of the group at the time?

1	2	3	4	5
High		Medium		Low

3. How effective was the group in advancing its purpose?

1	2	3	4	5
Very effective		Accomplished something		Extremely ineffective

4. At the time, how important was the group to you?

1	2	3	4	5
Unimportant		Fairly important		Very important

5. How badly would you have felt if you had let the group down?

1	2	3	4	5
Not bad at all		Fairly badly		Very badly

6. How interested were you in the purpose of the group?

1	2	3	4	5
Not interested		Fairly interested		Very interested

7. Sometimes people become so "involved" in a group that they rarely think of themselves at all. The group is all that matters. At other times or in other groups they become only mildly "involved" thinking mainly of strictly individual matters. At the time you are talking about how deeply were you involved in the group?

1	2	3	4	5
Very deeply involved		Fairly deeply involved		Hardly involved at all

8. Sometimes in some groups the very life of the individual depends upon the success of the group. Such a group is a very significant group for that individual. Other groups in which he is a member can succeed or fail and he will not feel either particularly happy or unhappy about it. Such a group is not significant. How significant was the group you have been talking about to you at the time?

1	2	3	4	5
A life or death matter		Moderately significant		Failure would not mean much at all

THE LEADER

The questions in this section are about the person who was the leader of the group at the time you are talking about. If the group had more than one leader at that time choose ONE of them to answer the questions about.

1. Briefly describe the leader you have chosen _____

2. What did the leader do to become the leader? _____

3. Was this leader the designated leader as well as the real leader? Yes _____. No _____. If no, explain _____

4. How long had he been leader at the time you are talking

about? Less than 1 month _____. 1-6 months _____. 6-12 months _____. One year or more _____.

5. As compared with other members of the group the leader was: (Check those which apply). Older _____. Younger _____. Taller _____. Shorter _____. Larger _____. Smaller _____. More intelligent _____. Less intelligent _____.
6. Did the leader call you by your first name? Yes _____. No _____.
7. Did the leader have a special title? Yes _____. No _____. If so, what was it? _____
8. How did you address the leader; by his official title, his first name, or just how? _____
9. Did the leader treat you better or worse than he treated other members of the group? Explain _____
10. Did the leader ever do you a personal favor? Yes _____. No _____. If so, what? _____
11. How frequently did the leader do something in opposition to the members? _____
12. How well did you like the leader as a person? Indicate your answer by placing a check on the scale below:
- | | | | | |
|--------------------------|---|-------------|---|--------------|
| 1 | 2 | 3 | 4 | 5 |
| Close personal
friend | | Indifferent | | Disliked him |
13. How well did this leader compare with the leader who preceded him?

1	2	3	4	5
Very much superior		Equal		Much inferior

14. What was your general over-all impression of the quality of leadership shown by the leader you have been describing?

1	2	3	4	5
Excellent	Good	Fair	Poor	Bad

15. What would you consider was the group's over-all impression of the quality of the leader?

1	2	3	4	5
Excellent	Good	Fair	Poor	Bad

CHECK LIST

During the time you were a member of the group you undoubtedly had opportunity to observe the behavior of the leader. Use the check list below to record your observations. Some of the items may not apply directly to the leader you are talking about. On other items you may feel that you have too little information to make a judgment. However, answer each item you possibly can.

DIRECTIONS:

A number of descriptions of the behavior are listed on the left side of the page. On the right side are several columns. Indicate your observations of the leader by making a check mark in one of the columns for each item. For example, the first item is, "He was lax with the group." If the leader was always "lax with the group" put a check in the first column - the ALWAYS column. But if the leader was never "lax with the group" put a check in the 5th column - the NEVER column. If the leader's behavior falls somewhere between these two extremes put a check in the FREQUENTLY, the OCCASIONALLY or the SELDOM column.

If you think an item really does not apply to the leader in the situation you are talking about, put a check in the DOES NOT APPLY column or if you think you do not have enough information to make a fair judgment on the item check it in the DON'T KNOW column.

BE SURE TO CHECK EACH ITEM IN ONE OF THE SEVEN COLUMNS:

	1. Always	2. Frequently	3. Occasionally	4. Seldom	5. Never	6. Does Not Apply	7. Don't Know
1. He was lax with the group.							
2. He passed the buck.							
3. He knew exactly what to expect of each member.							
4. He could put it into words.							
5. He could be counted on in tough spots.							
6. He coordinated the different jobs.							
7. He was very interested in the group's success.							
8. He worked harder and longer than other members.							
9. He remembered it when a member did a good job.							
10. He had the respect of his superiors.							

	1. Always	2. Frequently	3. Occasionally	4. Seldom	5. Never	6. Does Not Apply	7. Don't know
11. He thought mostly of himself.							
12. He realized his own abilities and limitations.							
13. He informed members about things concerning them.							
14. He was only concerned with his own record.							
15. He couldn't be told anything.							
16. He made his decisions quickly.							
17. He made good decisions.							
18. He had confidence in his decisions.							
19. He allowed members to get the better of him.							
20. He lacked foresight							
21. He flew off the handle.							
22. He could get members to want to work.							
23. He lost control of the group.							
24. He listened to others.							
25. He stuck to his word.							

	1. Always	2. Frequently	3. Occasionally	4. Seldom	5. Never	6. Does Not Apply	7. Don't Know
26. He had plenty of time to spend with the group.							
27. He was friendly.							
28. He ruled with an iron hand.							
29. He made rules and regulations clear.							
30. He explained why he did things.							
31. He tried to do a good job.							
32. He apparently enjoyed ruling the roost.							
33. He put group activities before anything else.							
34. He made other people enthusiastic.							
35. He treated each member as an individual.							
36. He made the group laugh.							
37. He could make tactful criticism.							
38. He allowed exceptions to the rules.							
39. He demonstrated physical courage.							
40. He demonstrated "moral" courage.							

	1. Always	2. Frequently	3. Occasionally	4. Seldom	5. Never	6. Does Not Apply	7. Don't Know
41. He stuck his neck out for the group.							
42. He wisely delegated authority.							
43. He was very proud of the group.							
44. He broke rules he wouldn't let others break.							
45. He seemed to like people in general.							
46. He appreciated a good joke on himself.							
47. He knew his job.							
48. He joined the members in griping about things.							
49. He believed in the group's purpose.							
50. He did a good job of selling his ideas.							
51. He was easy to talk to.							
52. He lorded it over the members.							
53. He preferred the company of his superiors.							
54. He made good plans.							
55. He was sort of "standoffish".							

	1. Always	2. Frequently	3. Occasionally	4. Seldom	5. Never	6. Does Not Apply	7. Don't Know
56. He made subordinates feel inferior.							
57. He could take it when the going was tough.							
58. He could see both sides of a question.							
59. He was willing to co-operate with others.							
60. He knew the technical details of the job.							
61. He reversed decisions once made.							
62. He took things too seriously.							
63. He was an example of what every member should be.							
64. He treated every member alike.							
65. He boasted of his accomplishments.							
66. He knew how to get things done.							
67. He made decisions for the group, not for individuals.							
68. He talked in a pleasing manner.							
69. He was very well dressed.							
70. He could give orders pleasantly.							

Administration of the Questionnaire

Sample: An effort was made in the administration of the questionnaire to secure descriptions of a large variety of group situations. Each respondent was given complete freedom to select any group from among those with which he had had recent contact. There is no necessary one to one correspondence between the nature of the group described and characteristics of the respondent. Therefore, the description of the sample is divided in two parts, (a) a description of respondents, and (b) a description of the group they selected to describe.

The respondents were secured through many sources. They were not required to identify themselves on the questionnaire. Information about the respondent, other than that contained in the section of the questionnaire dealing with his relation to the group he describes, therefore, is limited. All respondents were adults above the age of 18. All had sufficient education to complete the rather complicated questionnaire. Other information about the respondents must be inferred from the manner in which their cooperation was secured.

One of the larger sources of respondents was university students in the more advanced psychology classes. The members of a social psychology class, three educational psychology classes, a class in human motivation, and an applied psychology class at the University of Maryland were asked to serve as respondents and to secure at least one additional respondent from an adult acquaintance, other than a fellow student at the University

The members of three extension classes in psychology, two in the city of Baltimore, and the other at Fort Meade, Maryland, and the members of a social psychology class at the University of Pittsburgh served as respondents. Other sources included members of a rural community in Natoma, Kansas, and adult acquaintances of graduate students at the University of Maryland. Table I summarizes the number of respondents obtained from these various sources.

TABLE I. Summary of the sources of respondents and the numbers of questionnaires returned from each source.

Sources of Respondents	No. of Questionnaires Returned
Psychology classes University of Maryland and their adult acquaintances.	342
University extension classes	51
Social psychology classes, university of Pittsburgh.	45
Rural community around Natoma, Kansas	33
Acquaintances of graduate students	<u>29</u>
TOTAL	500

As shown in Table I the total size of the sample is 500 returned questionnaires. Actually the total number of questionnaires returned was slightly over 500. The sample selected consisted of the first 500 questionnaires received in which all sections had been completed. Thirteen questionnaires were returned describing groups where the respondent indicates there was no leader. These returns could not be used in the present studies. In the case of four other

questionnaires the respondents had left blank, either by mistake or for some other reason, one or more sections of the questionnaire. These questionnaires were also rejected. Approximately 1000 questionnaires were distributed in order to obtain 500 completed and returned.

The sample is better described in terms of the "kinds" of groups reported by the questionnaire. Table II describes the "kinds" of groups making up the sample where the groups have been classified into very broad categories.

TABLE II. Broad classifications of the "kinds" of groups included in the sample and the number of groups in each class.

Classification	Number of groups
1. Military groups	67
2. Sororities and Fraternities	68
3. Religious groups	55
4. "Social" groups	100
5. Cultural and Educational groups	73
6. Industrial, Managerial and Office groups	24
7. Industrial, Shop groups	16
8. Professional groups	16
9. Athletic groups	26
10. Political groups	8
11. Music groups	19
12. Miscellaneous groups	28
TOTAL	500

Inspection of Table II does not give an adequate impression of the diversity of groups composing the sample. The following list of twenty more complete descriptions of groups selected at random from among the 500 groups will perhaps give a better impression of the catholicity of the sample:

21. The Anacostia Eagles Football Team.

- # 32. Subordinate Grange in Columbia County, Pennsylvania.
- # 97. "A private club in my home town composed largely of local business and industrialists who organized for social purposes only."
- #129. Maryland State Fish and Game Protective Association.
- #153. Co. "A" 6th Bn. Maryland State Guard.
- #168. "Fellow employees of the clerical and professional office of the Maryland State Employment Service."
- #188. Lambda Chi Alpha Fraternity, University of Maryland.
- #193. "A group of 15 employees including a supervisor, assistants and about 15 other employees."
- #219. "Three workers in a machine shop and myself."
- #221. Annapolis Sailing Club.
- #236. Squadron of B-24 Instructors Army Air Forces.
- #262. Women's Foreign Missionary Society.
- #357. "Religious Club here on the campus."
- #369. Pro Baseball Team.
- #375. Gamma Phi Beta Sorority University of Maryland.
- #386. College group of Methodist Church in Lakewood.
- #407. The Order of De Molay.
- #464. "Kappa Phi - a sorority at the University of Pittsburgh."
- #485. A Sunday School class.

It can be seen from this list of specific groups described that a large variety of group situations were obtained. Such a sample should furnish the necessary range of variation required for the present exploratory study of situation factors in leadership.

Summary

Information was collected for the study of leadership

in a variety of situations by means of a specially constructed questionnaire. The questionnaire was designed to cover three major areas, (a) information about a group situation and the respondents relation to it, (b) a judgment of the adequacy of leadership displayed by the leader of the group, and (c) information concerning the behavior of the leader of the group. The questionnaire reached its final form only after a series of pretests of preliminary forms and analysis of a small sample of returns obtained by the preliminary forms. The preliminary analysis included an examination of the possibility of reliably inferring group characteristics from responses to items on a questionnaire. In addition, three sets of relationships involving the information collected in three major areas (a, b, c) were examined. It was concluded from the preliminary analysis that the questionnaire approach offered promise of being useful in determining relationship between factors in social situations and the leaders' behavior. This conclusion encouraged further development of the questionnaire. After the final form of the questionnaire had been constructed a sample of 800 respondents described groups in which they were or had recently been members. This sample yielded descriptions of a wide variety of groups.

CHAPTER III

GROUP DESCRIPTION

Considerations in the Choice of Group Characteristics for Study

Before characteristics of leaders can be related to factors in the group-situation we must have a way to describe, measure, and classify group-situations. There is an almost limitless number of characteristics of group-situations that might be considered in their description. These characteristics range from the most specific, unique, and molecular differences between groups, for example, the number of members above the age 65, to all-inclusive dichotomous classifications such as "in" groups and "out" groups. A major problem in the present study was that of finding a way of describing group-situations; -- a way likely to be useful in the study of leadership.

Since the literature in either sociology or psychology does not supply anything like a systematic set of variables for use in such a study as this, it was necessary to go about the process of creating a list of constructs for describing group-situations. For the study of leadership it was decided that the most useful group descriptive terms should meet the following criteria:

1. Variables should refer to characteristics that apply in some degree to a sizable majority of groups.
2. Each variable should refer to psychologically meaningful

characteristics of groups.

3. Each variable should refer to a molar rather than a molecular characteristic of groups.

4. Each variable should be relatively free of overlap with each of the other variables used to describe groups.

5. Each variable should be amenable to quantitative treatment.

Essentially, then, a psychologically meaningful structure of relatively independent molar variables capable of quantitative expression is desired.

Let us consider in more detail each of the postulated minimum requirements of group variables.

Group variables should refer to characteristics common to a large majority of groups. In order to be able to compare each group with every other group, the variable should exist to some degree in all groups. A variable which could be applied to describe only a small number of groups would thereby be restricted in its usefulness. This requirement means that characteristics existing in varying degrees in all groups are preferred to characteristics specific to one or just a few groups.

Group variables should refer to psychologically meaningful characteristics of the groups. Characteristics of groups with little or no psychological meaning are not likely to be significantly related to the behavior of an individual in the leadership role. For example, the geographic location of a group, or the average physical weight of the members, would very likely have little relation to the behavior of a leader.

Even though a relationship between the behavior of leaders and the geographic location of the group should be found, such a relation would be extremely difficult to interpret and would lead to little understanding of general significance.

Group variable should refer to molar in preference to molecular characteristics of groups. Molar characteristics of groups refer to their larger, coarser, more macroscopic properties. Molar and molecular, of course, are relative to the phenomena to which they are applied. Such a characteristic as the average reaction time of the members of a group could be considered a molecular property of a group but would be a molar variable, for example, in Hull's (23) behavior theory. It would seem likely that a study of situational factors in leadership will proceed more rapidly by starting with characteristics more molar in character than such variables as average reaction time or the frequency of hand shaking behavior among the members. A second consideration dictating the choice of molar variables in preference to molecular variables is that of the sheer number of molecular variables which would be required to describe a group. This is an especially important consideration if anything like complete coverage of situational factors is to be attempted.

Group variables should be relatively free of overlap with other variables used to describe groups. A system of variables relatively free of overlap would be a more efficient system. If two variables refer to practically the same properties of the group, little is gained by adding the second variable to the system. Independent variables are

preferred over those likely to be highly correlated.

Group variables should be capable of quantitative expression through inferences from verbal reports of members in the groups. This requirement is determined in part by the questionnaire method of collecting information about a group. Quantitative variables are preferred over qualitative classification of characteristics because of the more precise description they permit and because they offer greater flexibility in analysis.

To meet these criteria, a set of 15 basic dimensions was delineated for use in the present study. Each of these dimensions was conceived as a scale along which any group situation could be located. By using these 15 scales, the basic aspects of any group may be described in terms of 15 separate numerical values. For example, consider the dimension of stability. We can examine the numerical scores on any group anywhere and describe the stability of the group in terms of a position on, for example, a 9 point scale. A value of 9 would indicate extreme stability, and a value of 1 would express extreme instability. These numerical scores would permit more precise description than could be obtained by simply labeling a group as either stable or unstable. The same dimensional approach could be used to express such characteristics as intimacy of the group's members, the permeability of the group, or the degree to which an individual participated in the group's activities. The last mentioned dimension involves a group-to-individual relationship but no less an important dimension in a system of group-situation description. The

dimensional approach permits the description of any group-situation in terms of its positions along a number of separate continua.

The Method of Selecting Group Dimensions

While the construction of variables is anybody's business, the 15 group dimensions used in this study of situational factors in leadership were not by any means created in a random manner. They were selected after consideration of a number of descriptive words and phrases which had been employed by sociologists and social psychologists in discussing group phenomena. A survey of the manner in which various writers have described group characteristics yields an extensive list of variables. The more productive sources of descriptive words and phrases were Lewin (37), Krout (32), Dodd (14), and Sandersons (48). This compilation of descriptive characteristics of groups is given below:

1. Institutional vs. individual meanings of groups.
2. Importance of the group.
3. Participation by members.
4. Time spent in the group by members.
5. Agreeableness of membership.
6. Status of members.
7. Acceptance of the group by a member.
8. Acceptance of a member by a group.
9. Clarity of group goals.
10. Identification with the group.
11. Acceptance of group goals.

12. Social distance between members.
13. Formality of group organization.
14. Group atmosphere (autocratic, democratic, laissez faire).
15. Involvement of members.
16. Homogeneity of membership.
17. Permeability of group boundaries.
18. Degree of outside competition.
19. Interference from larger groups.
20. Interdependence of members.
21. Activity level of the group.
22. Differentiation of group structure.
23. Stability of the group.
24. Temporary vs. permanent groups.
25. Emergency groups.
26. Complexity of structure.
27. Stratification.
28. Degree of solidarity.
29. Degree of exclusiveness.
30. Degree of cohesion.
31. Positive vs. negative cohesion.
32. Degree of freedom of members.
33. Time perspective of the group.
34. Size of the group.
35. Predominate sex of group members.
36. Average age of members.
37. Length of the group's existence.
38. Intimacy among group members.
39. Concensus.

40. Degree of mutual suppressions.

The descriptive characteristics of groups in the list appears to overlap one another to a considerable degree. The 15 descriptive dimensions used in the present study were derived by a process of extraction of the common factors running through the list. The process was guided by the minimum requisites previously discussed. It was believed that a process of extracting the common elements in group description would utilize the experiences of previous attempts to describe groups and would yield a much more concise and systematic means of talking about groups. This "inspectional factor analysis" led to the following 15 group dimensions. The descriptive words and phrases from which the dimensions were extracted are indicated by the underlined numbers following each dimension.

1. Size of the Group 34. Groups vary in size as indicated by the number of members in the group.

2. Vicidity 7, 8, 20, 28, 30, 31, 39. Vicidity refers to that characteristic of the group which sets the group apart from what would otherwise be just a collection of individuals. The concept of vicidity as a group dimension covers most of what has been referred to as "togetherness," "we feeling," and "cohesion." Groups characterized by a low degree of vicidity are loosely held together and not recognized as "close knit" or very much a unit. A group having a high degree of vicidity would be characterized by such specific elements as mutual acceptance of each member by each other member in the group, the absence of conflicts among members, mutual coopera-

tion, and a tendency to remain a group and operate as a unit in face of considerable opposition.

3. Homogeneity 12, 16, 35. Groups vary in the diversity of their membership. In groups of very high homogeneity every member may be similar to every other member with regard to several criteria. Each member may be of approximately the same age, each may belong to approximately the same outside groups, each may have a great amount of common interest with other members, and each may have approximately the same general socio-economic status. On the other hand, groups low in homogeneity are those in which the members are of all ages, interests, socio-economic status, and of both sexes.

4. Flexibility 13, 22, 27. Groups vary in the degree to which their organization adheres to an established persisting mode of behavior. Groups of high flexibility have no set ways of going about their functions. Each activity occurs as a result of a new problem. Any member of the group may engage in any or all of the group's activities. On the other hand, in groups of low flexibility each person has a definite place and duties within the organization. Ways of behaving are definitely specified in writing. Planning and organization, rules and regulations, custom and tradition are important.

5. Permeability 8, 17, 29. Groups vary in the degree to which they have set themselves off from those who do not belong. Restrictions are often placed upon membership in a group. Groups of low permeability admit only a selected few and are not open to all comers. Such restrictions on

membership may take the form of age limitations, limitations based on sex, social or financial status. Groups may overtly restrict membership by requiring that members conform in some degree of rigor to certain entrance requirements. Groups of high permeability on the other hand are actively seeking membership. Any and everyone is a welcome member. Entrance requirements are non-existent or very easy to meet. Such groups are open to everyone who wishes to join.

6. Polarization 9, 11, 18, 33. Groups vary in the degree to which they are oriented toward a single clear definite goal. Highly polarized groups have a definite single purpose toward which each and every member works. Groups in which polarization is low, (a) have goals that are not at all clear to any of the members, or (b) have a number of goals toward each of which some of the members work.

7. Stability 23, 24, 25, 37. Groups vary in the rapidity with which major changes occur within them. Stable groups exist for years without major changes occurring. They may have a relatively permanent membership, and may continue for a long time, with the same leadership, organization, and activities. Other less stable groups may have a shifting membership (rapid turnover), frequent changes in leadership, organization and activities. They may exist for only a short time and during that time are in a continual state of flux.

8. Intimacy 12, 20, 38. Groups vary in the degree to which the members are acquainted with each other. In intimate groups every member is well acquainted with every other member. The most personal problems may be freely discussed

among members. In less intimate groups members may be almost complete strangers. This awareness of other members may exist only as a vague impression of their existence.

9. Autonomy, 1, 19, 31. Groups vary in the degree to which they are independent of other groups. Autonomous groups are completely independent units showing no allegiance, dependence, or deference to any other group. Less autonomous groups may be controlled to the point of complete domination by other groups, perhaps a parent group or an organizationally larger unit. Independence, association, federation, and chartering, represent degrees along a continuum of autonomy.

10. Control 14, 32, 40. Groups vary in the degree to which the behavior of their members is regulated by membership in the group. Members in groups where control is low have practically as much freedom of behavior as they would have were they non-members. In other groups where control is high almost every aspect of the member's life is governed by his membership. This regulation of the member's behavior may take the form of voluntary loyalty or various forms of compulsion. Nevertheless, it is the degree to which the member's behavior is regulated by the group that is considered in this factor.

11. Position, 6, 12. This dimension applies to the position of the individual completing the questionnaire. Members of groups vary with regard to their position or status within the group. Some members hold minor offices and are frequently assigned to serve on one committee or another, or are called upon in time of emergency or absence of the usual leader. They have a high position in the group. Other

members are designated as junior members, apprentices, or simply looked upon as ordinary members. These members have a low position within the group.

12. Potency 1, 2, 10, 11, 15. The potency of group membership is related to the strength of the needs of the individual that are satisfied by group membership. Membership in a group may be very important or it may mean very little to an individual. A group is very potent for an individual if needs that are central to him are likely to be satisfied by the activities of the group. Potency of membership may also be determined to some extent by the nature of the re-adjustments he would be required to make should the group fail or should he be forced to leave the group. The group becomes low in potency when very minor peripheral needs are involved or when the probability of satisfying more central needs in group activities appears to the individual to be low.

13. Hedonic Tone 7, 5, 31. Membership in a group may vary in terms of the general feeling of satisfaction, the general tone of pleasantness and agreeableness associated with membership. Membership in groups low on this dimension may be distinctly distasteful. The only forces keeping the member in the group are pressures from the outside or the lack of a better way of meeting some need. Membership in groups high in hedonic tone may be a happy satisfying experience. Group membership could perhaps be placed somewhere along a continuum in respect to the general hedonic tone of being a member, ranging from extreme unpleasantness to complete agreeableness.

14. Participation 3, 4, 11, 15, 21. Participation refers

almost entirely to a member's relation to his group. The degree of an individual's participation may be determined from the amount of time and effort he spends on the group, and the duties he assumes. Participation is high when the member engages in the activities of the group to the extent of spending all his available time and every effort in its behalf. Participation is low when the members take no part in the group activities, assumes no duties, but stands by almost as a passive observer.

15. Dependence 14, 20, 32. Dependence refers to a relationship between an individual member of a group and its leader. Where dependence is high the individual leans heavily upon the leader as a means of satisfaction of both important and minor needs. The reasons for dependency may be entirely a function of the nature of the group or may stem from choices of the individual. Indicators of dependency are behavior on the part of the individual showing acceptance of the leader's power or influence as a replacement for personal independence and power of decision. Low dependency is characterized by personal responsibility for decisions, and avoiding reliance upon the power and influence of the leader.

These 15 group dimensions appear to cover most of the characteristics of social groups. The first 10 of the 15 dimensions refer primarily to the group as a unit. The last five concern the individual's relation to the group. It should be emphasized that this system of group dimensions represents only one possible way to describe groups. Its usefulness will be determined by its value in discovering

relationships between factors in group situations and the behavior of leaders.

Application of Group Dimensions to the Actual Group Described by Respondents

The first test of the usefulness of a system of group dimensions comes when the system is applied to actual groups.

The five hundred questionnaires, in each of which a respondent described a group in which he was a member, were coded in terms of the 15 group dimensions. Coding was done by examination of responses to specific items on the questionnaire bearing on each dimension. In order to reduce subjectivity in applying the dimensions to the questionnaire data, four judges independently studied each questionnaire item and decided to which of the 15 dimensions the item was related. An item was included as relevant for a given dimension if 3 out of 4 judges agreed that responses to the item would yield information about that dimension. The judges were advanced graduate students in psychology and were all reasonably familiar with the problem of group description.

Below is a tabulation of the 15 dimensions and the questionnaire items agreed upon as relevant for each dimension:

1. Size. "How many members did the group have?"
2. Vicinity. "Were there small groups or cliques within the larger group?" "How frequently did members leave the group?" "Were there members in the group that you wished were not there?" "How interested were the members in keeping the group together as a group?" "How would you rate the morale of

the group at the time?" (rating scale).

3. Homogeneity. "What part of the group's members were women?" The difference between responses to, "What was the age of the youngest member?" and "What was the age of the oldest member?" "Which of the following types of members did the group have? Junior members, inactive members, honorary members, ex officio members." "Were there small groups or cliques within the larger groups?" "How many of the members did you know by first name?" "How many of the members knew you by your first name?"

4. Flexibility. "Which of the following did the group have? Written rules and regulations, rituals, formal elections, secret meetings, special qualifications for office holders." "What proportion of the meetings were scheduled?" "Where did the group meet?" "Was the group a part of a larger group?" "What officers or leaders did your group have?" "How did officers or leaders get to be officers or leaders?" "Did the leaders have a special title?" "How did you address the leader, by his official title, his first name or just how?"

5. Permeability. "How did an individual get to be a member of the group?" "How frequently did members enter the group?" "How did you get to be a member of the group?" "What did the group do to discourage unwanted applicants for membership?"

6. Polarization. "Were there small groups or cliques within the larger group?" "What was the group's stated purpose?" "Were the members interested in the group's stated purpose?" "What other group or groups did your group compete

with or fight against." "Did each member have a job to do?" "What were your reasons for joining the group in the first place?" "How effective was the group in advancing its purpose?" (rating). "How interested were you in the purpose of the group?" (rating). "How significant was the group you have been talking about to you at the time?" (rating).

7. Stability. "Which of the following did the group have? Written rules and regulations, rituals, formal elections, secret meetings, special qualifications for office holders." "How long did the group exist as a group?" "How frequently did members leave the group?" "How long did any one leader remain in charge of the group?"

8. Intimacy. "How many of the members did you know by first name?" "How many of the members knew you by your first name?" "What did you do for the other members and what did they do for you?"

9. Autonomy. "Was the group part of a larger group?"

10. Control. "How difficult was it to get out of the group?" "What were your duties while a member of the group?" "Did you feel free to express your ideas before the entire group?" "How deeply involved were you in the group?" (rating). "How significant was the group you have been talking about to you at the time?" (rating).

11. Position. "Were you ever a leader of the group or a minor officer?" "What office and under what circumstances?" "What were your duties while a member of the group?" "Did the leader call you by your first name?" "Did the leader treat you better or worse than he treated the other members

of the group?"

12. Potency. "What benefits or satisfactions did members get from belonging to the group?" "What did membership in the group mean to you at the time you are talking about?" "What were your reasons for joining the group in the first place?" "If the group had failed in what it was doing what would failure have meant to you?" "Did you ever want to get out of the group?" "At the time how important was the group to you?" (rating). "How interested were you in the purpose of the group?" (rating). "At the time you are talking about how deeply were you involved in the group?" (rating). "How significant was the group you have been talking about to you at the time?" (rating).

13. Hedonic Tone. "What benefits or satisfactions did the members get from belonging to the group?" "What did membership in the group mean to you at the time you are talking about?" "In what ways were you rewarded for effort you put out for the group?" "Did you ever want to get out of the group?" "How interested were the members in keeping the group together as a group?" (rating). "How badly would you have felt if you had let the group down?" (rating). "How deeply were you involved in the group at the time?" (rating).

14. Participation. "Were you ever a leader of the group or a minor officer?" "What were your duties while a member of the group?" "In the course of a month how much time did the activities of the group take up?" "If the group had failed in what it was doing what would failure have meant to you?" "Did you feel free to express your ideas before the entire

group?" "Did you ever go to the leader about a group problem?" "How interested were you in the purpose of the group?" (rating). "At the time you are talking about how deeply were you involved in the group?" (rating). "How significant was the group you have been talking about to you at the time?" (rating).

15. Dependence. "Did you ever go to the leader about a group problem?" "Did you ever go to the leader about a personal problem?" "Did the leader ever do you a personal favor?" "How frequently did the leader do something in opposition to the group?"

It will be noted that several of the items are considered in coding more than one dimension. For example, "Was the group part of a larger group?" is considered in judging the degree of autonomy of the group and in judging the degree of flexibility of the group. It was believed that responses to certain specific items on the questionnaire might yield information useful in making judgments about more than one dimension.

After the items to be considered in coding each of the dimensions had been determined the actual work of coding each group on each dimension could be started. Coding was done item by item. If an item was involved in two or more dimensional judgments, both judgments were made before proceeding to the next item. The coding procedure began with reading the description of the group given on the first page of the questionnaire. The individual doing the coding made his judgments with reference to information gained from reading the description and all other information accumulated in the

process of coding items appearing earlier on the questionnaire. Judgments were therefore made in context and not upon isolated responses to discrete items on the questionnaire. The arrangements of the items in questionnaires is such as to present the objective, "vital statistics" concerning the group before the material requiring a greater degree of interpretation. As a consequence the interpretive judgments were made with a considerable background of information about the group.

Coding was facilitated by the use of an IBM test scoring machine answer sheet (ITS 1000 A-445) for each questionnaire. Judgments for each item were recorded on the sheet. A set of directions was prepared for use of the individual coding of the questionnaire. The directions functioned to coordinate the items on the questionnaire and the position on the answer sheets where judgments were recorded. They also provided sample responses to each item as an aid in the judgment process.

The judgments were made and recorded on the basis of a five point scale. A rating "A" was given a response to an item if that response was definitely indicative of a high degree of the dimension being judged. A rating "B" was given responses indicating an above average degree of the dimension. The rating "C" was given responses indicative of an average degree of the dimension. Rating "D" was given responses indicating a below average degree of the dimension. Rating "E" was given responses indicating a definitely very low degree of the dimension. In cases where a response gave no information as to the degree of the dimension being judged no rating was recorded on the answer sheet.

Sample responses for each point on the five point coding scale were selected by two independent judges from among fifty responses from questionnaires. These fifty responses were typed on 3 x 5 cards which the judges sorted into five piles corresponding to the five points on the coding scale. Items on which both judges agreed as to the rating they were to be given were used as sample responses for that rating. An example of the way sample responses were used to define points on the coding scales is given in Table III below. The example is for the item; "How did an individual get to be a member of the group? Were there entrance requirements?", coded for the dimension Permeability.

TABLE III. Sample responses for coding the item, "How did an individual get to be a member of the group? Were there entrance requirements?" for Permeability.

Rating	General Principle	Sample Responses
A Very permeable	The group was open to anyone who wished to join.	"No, any person could join."
B Permeable	Minor physical requirements of membership in larger but very permeable groups.	"Yes, able to shoulder a rifle." "Yes, must be a resident of the community."
C Average permeability	No single general principle applies.	"Yes, some were elected by popular vote. Administrative officers of the school were automatically members."
D Impermeable	Membership limited to those invited and approved by the members of the group	"Yes, one had to be rushed by the sorority and asked to pledge by them."

TABLE III. Continued.

Rating	General Principle	Sample Responses
		"Yes, invitation from one of the members and no serious objections from others," Yes, name had to be proposed by a member and had to be acceptable to all the members."
E Very impermeable	Requirements that only a few can meet which limits membership.	"Yes, by taking promotional examinations and being appointed by the state commission." Yes, membership was limited to individuals who for one year prior to application were superintendents, assistant superintendents, or foremen." "Yes, 5 years experience in personnel work; a high school graduate." "Yes, educational experience, also written examination."

In the use of the sample responses, emphasis was placed on their serving only as guides, not as inflexible rules to be followed in coding. Certain of the items and many of the sample responses could not be applied to all groups. The meaning of a response to an item in its context was the primary consideration in deciding how the response was to be coded. The purpose of the sample responses was to establish a frame of reference for the judgment of a specific response.

The final description of the group was expressed in terms of a numerical score on each dimension. The score was obtained from the algebraic sum of values assigned the ratings where rating A was given plus 2, B plus 1; C, 0; D minus 1, and E minus 2. The numerical scores were obtained by simply scoring the IBM sheets, using a separate stencil for each dimension. The raw scores obtained from the scoring machine were transformed to their final form by converting them into nine step intervals. This transformation was made in order to permit the expression of the scores as single digit numbers, which facilitated statistical analysis. The final numerical form for the description of a group in terms of each of the fifteen dimensions was a number between one and nine; one representing the lowest degree of the dimension and nine the highest.

Each of the 500 questionnaires was coded by the writer. A random sample of 100 of the 500 questionnaires were also coded by one other person. The sample of 100 was used to determine the reliability of the coding procedure. The final coding was done only after practice coding on 100 questionnaires. The practice was necessary to familiarize the individual's coding the questionnaire with the nature of the dimension and the variety of responses from which the dimensions were to be coded for each item.

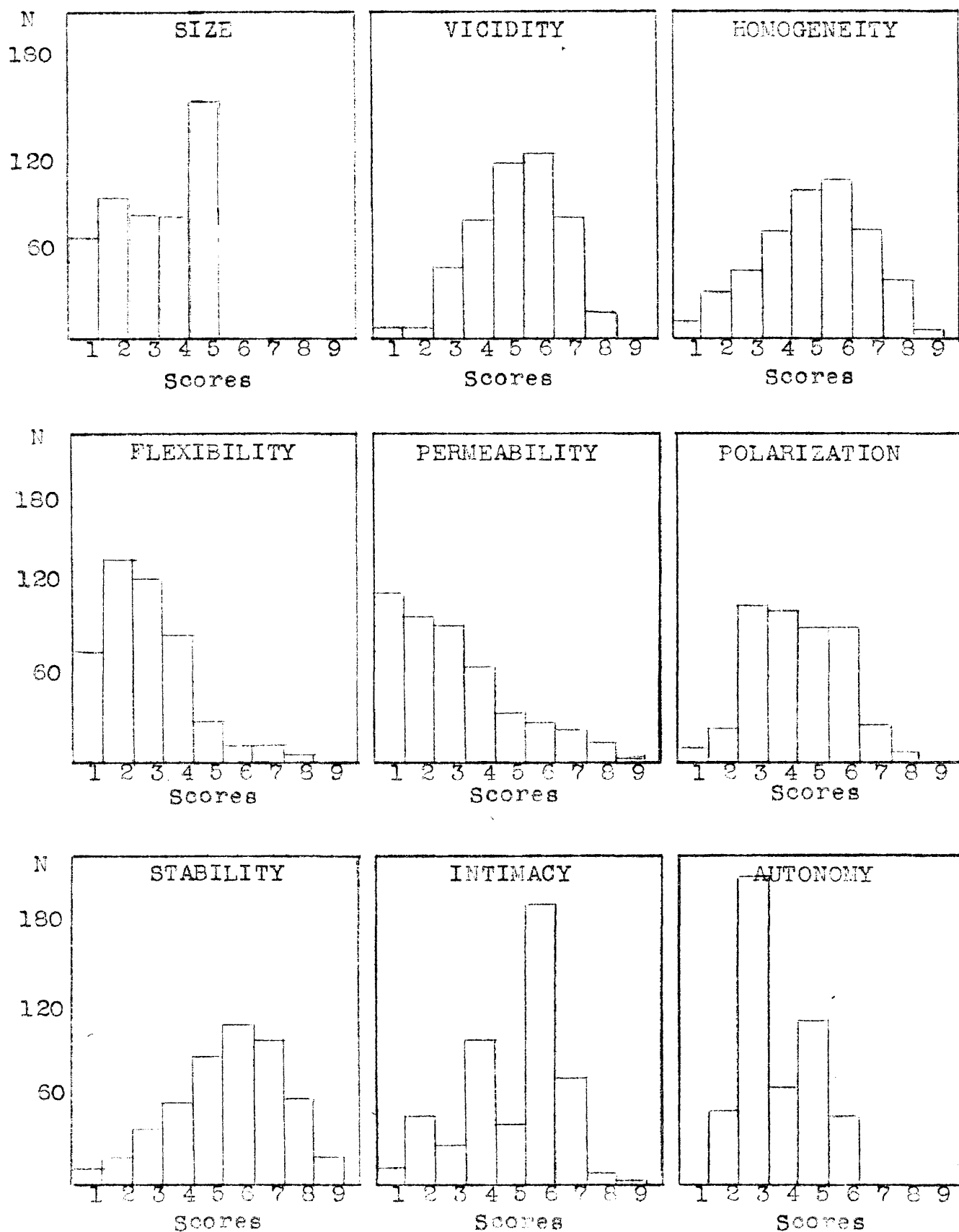
After the coding was completed the sample of 500 groups upon which the study is based could be described in terms of the 15 group dimensions. Table IV shows the means and standard deviations of each dimension for the obtained sample of groups.

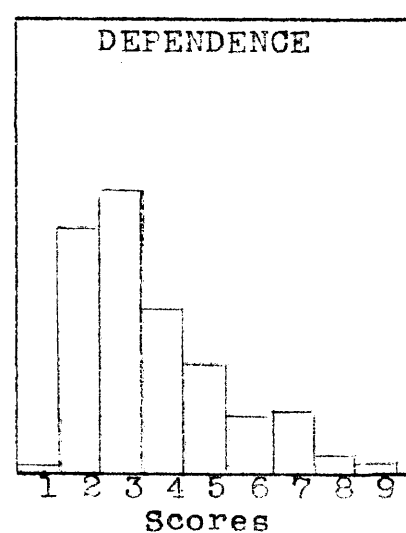
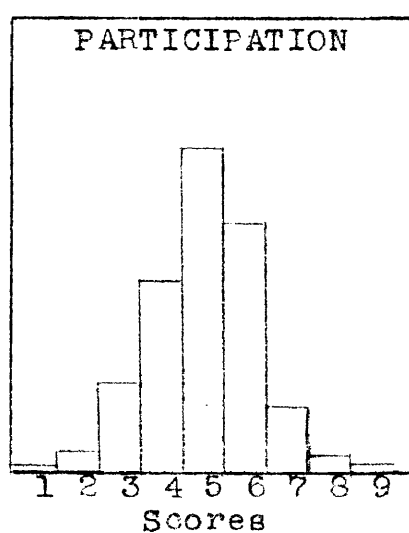
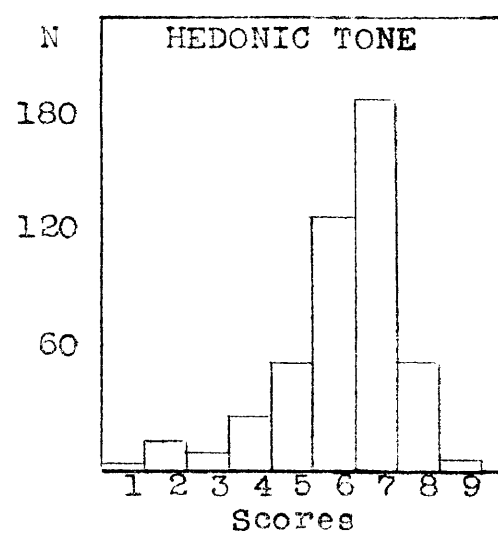
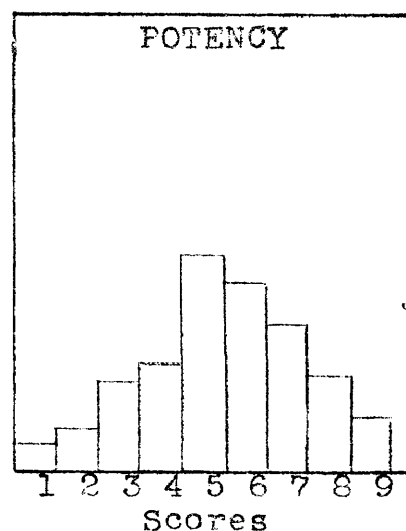
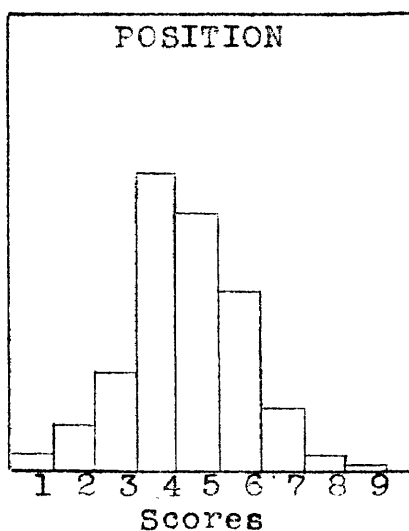
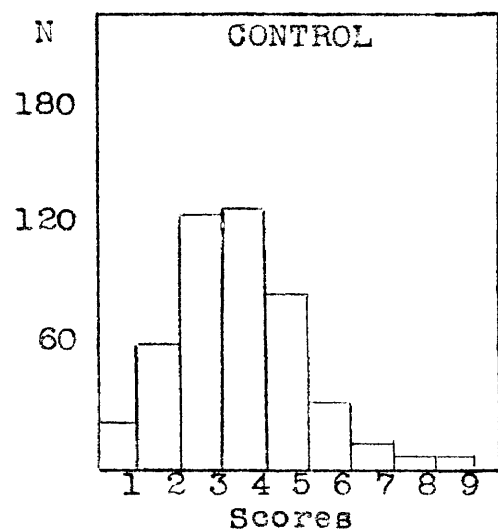
Table V shows the form of the distribution of the groups in terms of each dimension.

TABLE IV. The mean and standard deviation of 15 group dimensions scores for the sample of 500 groups.

Group Dimension	Mean	Standard Deviation
A. Describing the group		
1. Size	2.87	1.44
2. Vicinity	4.72	1.48
3. Homogeneity	4.68	1.80
4. Flexibility	2.47	1.57
5. Permeability	2.66	1.99
6. Polarization	3.82	1.57
7. Stability	5.19	1.80
8. Intimacy	4.57	1.65
9. Autonomy	3.26	1.18
B. Describing the respondent's relation to his group		
10. Control	3.37	1.60
11. Position	4.15	1.39
12. Potency	4.98	1.96
13. Hedonic Tone	5.66	1.48
14. Participation	4.51	1.30
15. Dependence	3.25	1.68

TABLE V. Distributions of group dimension scores in 500 group descriptions.





Inspection of the means and standard deviations and a glance at the graphs in Table V will reveal a marked skewedness in the scores on several of the dimensions. The dimension Permeability shows the greatest degree of skewedness, most groups being described as impermeable rather than permeable. Other dimensions departing quite markedly from normal distributions are those of Size, Flexibility, Stability, Hedonic Tone, and Dependence. However, a considerable range was obtained in the scores on each dimension with perhaps the exception of Size and Autonomy. These two dimensions were derived from the consideration of the response to a single item each. The mechanics of the coding system limited the responses to a single item to not more than five categories. This fact places an artificial limit on the range of these two dimensions. It was believed however, that neither the somewhat limited range of scores on two dimensions nor the departure from normal distributions in others, would seriously limit the analysis of the data for possible relationships between situational factors and leader's behavior.

Description of Two Specific Groups

The group dimensions may be regarded, in one sense, as a "short hand" method of describing a group situation. A mass of information has been condensed into the form of a series of fifteen numerical scores indicating degrees of certain characteristics of the group. The manner in which the scores describe a group is illustrated by the following example. The group is first presented by bringing together remarks made

about it on the questionnaire. The dimensional scores assigned to the group are then given and may be compared with the descriptions given by the respondent's remarks.

Group # 1. A Prisoner of War Group

The group was composed of U. S. airmen shot down over Germany and assigned to a prison compound. The time in the group's existence chosen by the respondent to talk about was January, 1945. At this time the Russian Army was advancing toward the compound and the Germans were considering liquidating the group. There were over 50 men in the immediate group ranging in age from 20 to 40 years. All members were considered equally important because it was felt that the salvation of the group depended upon each and every man. The group was organized into units for rationing and detail purposes. The men were constantly together for 9-18 months. Secret meetings were held, only a small number of which were scheduled.

New members were constantly entering the group, but leaving the group was synonymous with death or extreme illness. The only way to leave was to escape or die. The group was secretly planning escape as a unit. They dug tunnels, secured information, fashioned and concealed weapons, etc. Each member had faith in eventual freedom and all were participating toward realizing that goal. The group was united against the German army guards, stooges and hidden recording devices. Each member had an active part to play, both in daily routine and in the liberation plans. A definite hierarchy of leadership existed. Leadership, barring an accident, was relatively permanent.

The respondent looked upon the group as extremely important to him. It offered a "mental and physical relief." He held the position of section head. His duties were to coordinate information and intelligence. He spent about one-half of his time in these duties. He often consulted the leader about group problems but preferred to deal with personal problems himself. He considered a few members of the group maladjusted and a burden to the others. This made it necessary to exercise greater vigilance and cautions.

The groups were described by the following scores on the 15 group dimensions. The scores are points along a nine point continuum with the exception of Size (1 to 5) and Autonomy (2 to 6).

Dimensions referring to the group as a unit. Size - 4, Vicidity - 4, Homogeneity - 5, Flexibility - 2, Permeability - 3, Polarization - 5, Stability - 5, Intimacy - 4, Autonomy - 3, Control - 9.

Dimensions referring to the respondent's relation to his group. Position - 5, Potency - 4, Hedonic Tone - 5, Participation - 7, Dependence - 4.

This group shows very marked deviation from the average of all 500 groups on the dimension control ($\bar{X} = 3.37$; $\sigma = 1.60$). Membership in such a group would almost certainly result in severe limitations on the freedom of the individual. The group also rated very high on the dimension Potency ($\bar{X} = 4.98$; $\sigma = 1.30$). The respondents level of participation was also somewhat above the average for respondents in all groups. On other dimensions this group shows no marked deviation from the general run of groups included in the sample. In terms of the present system of group dimensions this group could be characterized as being a very potent, highly controlled group in which the respondent was participating to a moderately high degree.

Group # 2. Junior Class in a Small Junior College

The group consisted of 19 members, the junior class of St. Mary's Junior College. The group is described as it existed in the spring of the year. The members were all women ranging in age from 17 to 23 years. While all members were considered to be equally important, clans and cliques led to members being somewhat less friendly with those not in their cliques. The class held formal elections and met once a week for about an hour. Meetings were not regularly scheduled and any convenient meeting place was utilized. The group had been together for 9-18 months. Members were admitted only in the fall of the

year and except for dropping out of school, left only at the end of the year. Students felt compelled to attend meetings since the meetings were under the supervision of the faculty. The group had no specific purpose but competition with other classes in the college was keen. Satisfaction from group membership was limited to "pride" in being a member. Each member worked to better his class. The class officers consisted of the President, Vice President, etc. nominated and elected for the year.

The respondent felt that group gave her a strong feeling of security and a feeling of working toward a "common goal." She had been chairman of a committee and participated in the general activities of the group which took up very little time. She knew all the members of the group by first name and was close enough to every member to have no hesitation in expressing herself. She made no suggestions to the leader in behalf of the group nor consulted her with personal problems. All members of the group were tolerated by the others and were mutually helpful.

The group was described by the following scores on the 15 dimensions:

Dimensions referring to the group as a unit. Size - 2, Vicidity - 6, Homogeneity - 8, Flexibility - 5, Permeability - 3, Polarization - 3, Stability - 4, Intimacy - 6, Autonomy - 3.

Dimensions referring to the respondents relation to the group. Control - 5, Position - 5, Potency - 7, Hedonic Tone - 7, Participation - 5, and Dependence - 3.

This group is characterized by high scores on the dimension Homogeneity ($\bar{X} = 4.68$; $\sigma = 1.80$). It is also slightly above the average of other groups in Intimacy, Flexibility and Vicidity. It is slightly lower than the average of the 500 groups in Stability and perhaps Polarization. The group could be described in terms of the dimension as a homogeneous, intimate group not particularly outstanding in other respects.

It can be seen from these two examples that the dimensions of groups give condensed description of the groups as portrayed in the respondent's answers to the questions on the questionnaires. The first group stands out in terms of its high control and potency. The second is a very homogeneous, intimate group but not particularly outstanding in any other respect. What might we expect to characterize the difference between the leaders of the two groups? What might we expect their leaders to have in common? Does the appraisal of a group in terms of dimensions suggest what a leader would need to do to get himself considered an adequate leader in the group? Certainly, one might expect the respondent who is participating to a high degree in the highly controlled and very potent group, to demand much more of his leader than the respondent in the homogeneous intimate group which has no real purpose for its existence. But probably most important would be the qualitative difference in the behavior members of the two groups would demand or expect on the part of their leaders. The respondent in the highly controlled potent group would likely value behavior in his leader which indicated that the leader was trustworthy, extremely capable, firm, and reliable. The respondent in the intimate homogeneous group would perhaps value sociability, sense of humor, friendliness, etc. These statements are of course hypotheses or "hunches" about how the factors in the situation may be related to leadership behavior. But once we have such dimensions for the description of groups, progress can be made toward systematically converting hypotheses to

meaningful empirical statements.

Reliability of Coding Group Dimensions

In order to estimate the reliability of coding group dimensions from questionnaire responses, a study was made of the agreement between two independent codings of 100 groups. The 100 groups involved in the study were selected at random (Lindquist (38) table of random numbers) from the 500 groups. The 100 groups were coded by the writer in the course of the regular coding process. Independent coding of the sample of 100 was done by the writer's wife.

The duplicate coding was done in the same general manner as the regular coding. Judgments of responses were recorded on IBM answer sheets and subsequently scored along with the regular group. The two independently coded scores were then correlated (product moment). These correlations, expressing the reliability of the coding procedures, are presented in Table VI. The means and standard deviations of the scores assigned in the regular coding and the independent duplicate coding are also presented in Table VI.

TABLE VI. Reliability of coding group dimensions from responses to items of the questionnaire. (N equals 100)

Group Dimension	Reliability	Regular Coding		Duplicate Coding	
		Mean	S.D.	Mean	S.D.
1. Size	.95	2.78	1.42	2.75	1.42
2. Vicinity	.85	5.00	1.46	5.30	1.66
3. Homogeneity	.84	4.79	2.11	4.76	1.72
4. Flexibility	.66	2.52	1.57	3.19	1.97

TABLE VI. (Continued)

Group Dimension	Reliability	Regular Coding		Duplicate Coding	
		Mean	S.D.	Mean	S.D.
5. Permeability	.80	2.79	2.02	3.62	2.57
6. Polarization	.66	4.01	1.53	5.32	1.76
7. Stability	.53	5.37	1.72	5.62	1.96
8. Intimacy	.87	4.64	1.58	4.48	1.66
9. Autonomy	.73	3.48	1.35	3.21	1.13
10. Control	.73	3.28	1.48	3.51	1.61
11. Position	.72	4.11	1.50	4.59	2.07
12. Potency	.81	4.99	1.82	5.54	2.27
13. Hedonic Tone	.67	5.77	1.39	5.42	1.60
14. Participation	.81	4.51	1.69	4.48	1.26
15. Dependence	.78	3.23	1.79	2.81	2.15

Agreement between independent coding of the group dimensions was lowest for Stability, Flexibility, Polarization, and Hedonic Tone. It was highest for Size, Intimacy, Vicidity, and Homogeneity. No explanation could be found for the difference in the reliability of coding in either (a) the number of items from the questionnaire upon which the dimension was based, (b) restriction in range of scores on the dimensions, or (c) in the manner in which the dimension had been defined. The most likely explanation for the differences in the reliability of the coding of the dimension is to be found in the degree to which interpretation of responses was required in coding a dimension. This factor could explain differences between the reliability of the coding in Size, Intimacy, and Homogeneity

where little interpretation was required on one hand, and Flexibility, Polarization and Hedonic Tone where interpretation is frequently involved on the other.

The reliability of coding the dimensions was considered adequate for the present exploratory study of situational factors in leadership.

Intercorrelations

In selecting dimensions to describe a group situation, one of the prior requirements was that the system of dimensions be as free as possible of overlap among themselves. The extent to which this requirement was realized is indicated by the intercorrelations among the group dimensions. Table VII presents the Pearson product-moment coefficients of correlation among the 15 dimensions for the sample of 500 group descriptions.

TABLE VII. Intercorrelations among 15 group dimensions
applied to 500 group descriptions

	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15
1. Size															
2. Vicidity	-.116														
3. Homogeneity	-.311	.331													
4. Flexibility	-.368	.174	.180												
5. Permeability	.015	.044	-.163	.208											
6. Polarization	-.250	.035	-.016	-.012	-.036										
7. Stability	.196	.155	.063	-.268	-.201	-.143									
8. Intimacy	-.335	.176	.585	.162	-.202	.043	.075								
9. Autonomy	-.108	.152	-.002	.334	.101	-.160	-.023	.018							
10. Control	.008	.014	.126	-.185	-.167	.380	-.017	.142	-.351						
11. Position	.042	.111	.164	-.105	-.103	-.040	.103	.209	-.009	.148					
12. Potency	-.020	.392	.231	-.068	-.134	.248	.129	.262	-.151	.589	.268				
13. Hedonic Tone	-.041	.640	.186	.106	-.058	.041	.125	.179	.121	.002	.196	.520			
14. Participation	-.090	.190	.197	-.077	-.103	.369	.047	.266	-.221	.667	.415	.731	.265		
15. Dependence	-.108	-.079	.017	-.121	-.123	.258	-.068	.157	-.205	.330	.197	.211	.012	.342	

Inspection of the table will show the range of correlations to be from $-.331$ to $.731$. Forty of the 105 correlation coefficients did not exceed the 1 per cent level of significance ($.115$). The average value of absolute magnitude (direction disregarded) of the correlation coefficient was found to be $.135$. (Coefficients were averaged following Fisher's (38) Z transformation procedure).

The low average intercorrelation would lead to the conclusion that the requirement of minimum overlap among dimensions had, in general, been achieved. Yet certain of the dimensions appeared to overlap with one or two other dimensions to a considerable degree. The higher correlations obtained were between the dimensions Potency and Participation ($.731$), Control and Participation ($.667$), Vicinity and Hedonic Tone ($.640$), Control and Potency ($.589$), Intimacy and Homogeneity ($.585$) and Hedonic Tone and Potency ($.520$). The triad Control, Potency and Participation show marked mutual intercorrelation. Hedonic Tone overlaps with both Potency and Vicinity. Intimacy and Homogeneity have elements in common. But in contrast to these dimensions, which appear to be describing certain characteristics of groups with a degree of overlap, are the dimensions Permeability and Polarization, Stability, Autonomy, Dependence and Size. These latter dimensions have very little in common with other dimensions.

The Agreement Between Respondents Describing the Same Group

Members of the same group may be expected to give similar reports about some dimensions of the group but not about other

dimensions. Dimensions which express relationships between the respondent as an individual and the group to which he belongs (Participation, Position, and to a lesser extent, Potency and Hedonic Tone) are likely to vary from member to member of the same group. Other dimensions are likely to be the same for every member of the group regardless of his particular relationship to it. For example, the size of the group, the degree of its Flexibility and Permeability should appear the same to each member of the group. Between these two extremes certain dimensions tend to be in part, common to all members of the group, and in part, individual matters. For example, Dependence expresses an entirely individual relationship between a member and the group, yet it is very likely that an average degree of dependence would characterize a given group. This would produce a tendency for members within a group to have dependency relationships more alike than members of different groups.

Among the 500 group descriptions 15 groups were identified as being described by 2 or more members of the same group. The fifteen groups were described by 34 individuals. Twelve groups were described by two respondents each, two groups by three respondents and one group by four respondents. This particular sample of 15 groups and 34 respondents was used to investigate the agreement between respondents describing the same groups.

An analysis of the variance was made of each of the fifteen dimensional scores derived from the reports of the 34 respondents. The variance was divided into two parts,

(a) that associated with difference between descriptions of groups and (b) that associated with differences within the descriptions of the same groups. A comparison of these two variances indicates the degree to which variation in scores on a dimension are a function of (a) characteristics of a group, observed and reported in a like manner by two or more observers, or (b) a function of an individual's own particular relationship to the group. Table VIII presents the result of the analysis of variance for each of the 15 dimensions.

TABLE VIII. Analysis of the variance of group dimensions scores where 34 respondents described 15 groups.

Group Dimensions and Sources of Variation	Sum of Squares	DF	Variance	Variance Ratios and Prob. Level
<u>1. Size</u>				
A. Between groups	31.61	14	2.26	12.91 ($P < .01$)
B. Between respondents in the same group.	3.33	19	.18	
C. Total	34.94	33		
<u>2. Vicinity</u>				
A. Between groups	30.10	14	2.15	2.53 ($P < .05$)
B. Between respondents in the same group.	16.17	19	.85	
C. Total	46.27	33		
<u>3. Homogeneity</u>				
A. Between groups	92.91	14	6.64	5.40 ($P < .01$)
B. Between respondents in the same group.	23.33	19	1.23	

TABLE VIII. Continued.

Group Dimensions and Sources of Variation	Sum of Squares	DF	Variance	Variance Ratios and Prob. Level
C. Total	116.24	33		
4. <u>Flexibility</u>				
A. Between groups	30.45	14	2.18	4.28 ($P < .01$)
B. Between re-spondents in the same group.	9.67	19	.51	
C. Total	40.12	33		
5. <u>Permeability</u>				
A. Between groups	176.94	14	12.64	10.71 ($P < .01$)
B. Between re-spondents in the same group.	22.50	19	1.12	
C. Total	199.44	33		
6. <u>Polarization</u>				
A. Between groups	48.21	14	3.44	4.19 ($P < .01$)
B. Between re-spondents in the same group.	15.67	19	.82	
C. Total	63.88	33		
7. <u>Stability</u>				
A. Between groups	69.41	14	4.96	4.03 ($P < .01$)
B. Between re-spondents in the same group.	23.33	19	1.23	
C. Total	92.74	33		

TABLE VIII. Continued

Group Dimensions and Sources of Variation	Sum of Squares	DF	Variance	Variance Ratios and Prob. Level
8. <u>Intimacy</u>				
A. Between groups	83.63	14	5.97	4.66 ($P < .01$)
B. Between re- spondents in the same group.	24.25	19	1.28	
C. Total	107.88	33		
9. <u>Autonomy</u>				
A. Between groups	16.07	14	1.15	3.02 ($P < .05$)
B. Between respondents in the same group	7.17	19	.38	
C. Total	23.24	33		
10. <u>Control</u>				
A. Between groups	24.11	14	1.72	2.05 ($P > .05$)
B. Between re- spondents in the same group.	15.92	19	.84	
C. Total	40.03	33		
11. <u>Position</u>				
A. Between groups	13.06	14	.93	1.35 * ($P > .05$)
B. Between re- spondents in the same group.	24.00	19	1.26	
C. Total	37.06	33		
12. <u>Potency</u>				
A. Between groups	35.12	14	3.51	1.70 * ($P > .05$)

TABLE VIII. Continued.

Group Dimensions and Sources of Variation	Sum of Squares	DF	Variance	Variance Ratios and Prob. Level
B. Between respondents in the same group.	81.00	19	4.26	
C. Total	116.12	33		
13. <u>Hedonic Tone</u>				
A. Between groups	10.78	14	.80	1.19 * ($P > .05$)
B. Between respondents in the same group.	12.67	19	.67	
C. Total	23.45	33		
14. <u>Participation</u>				
A. Between groups	17.89	14	1.28	1.15 ($P > .05$)
B. Between respondents in the same group.	21.08	19	1.11	
C. Total	38.97	33		
15. <u>Dependence</u>				
A. Between groups	56.53	14	4.04	2.78 ($P < .05$)
B. Between respondents in the same group.	27.50	19	1.45	
C. Total	84.03	33		

* Variance ratio computed as B/A instead of A/B.

Inspection of Table VIII reveals that a significantly larger variation in scores on dimensions was obtained between different groups than among respondent's descriptions of the

same group for ten dimensions out of the 15. Seven out of the 15 comparisons were significant beyond the one per cent level of confidence. One might interpret the presence of greater variation between groups than among respondents describing the same group as indications of agreement between independent observers concerning a characteristic common to the group as a unit.

The analysis of variance has established the significance of agreement between the observers of the same group. The degree of agreement between respondents describing the same group can be expressed as an intra-class correlation (Fisher (15)) between the scores on the dimensions. Table IX gives the intra-class correlation of scores on the 15 dimensions for the groups described by the 34 respondents.

TABLE IX. Intra-class correlations coefficient expressing the agreement between respondents describing the same groups.

Dimension	Intra-Class Correlation	Mean	SD
1. Size	.75 **	3.79	.91
2. Vicinity	.40 *	5.65	1.17
3. Homogeneity	.56 **	4.95	1.74
4. Flexibility	.56 **	2.42	1.14
5. Permeability	.83 **	3.60	2.67
6. Polarization	.52 **	3.37	1.27
7. stability	.46 **	5.38	1.55
8. Intimacy	.50 **	4.75	1.73
9. Autonomy	.39 *	2.94	.76
10. Control	.25	3.00	1.08

TABLE IX. Continued.

Dimension	Intra-Class Correlation	Mean	SD
11. Position	-.33	4.27	1.00
12. Potency	-.20	5.42	1.95
13. Hedonic Tone	-.03	7.25	.75
14. Participation	.03	4.60	1.04
15. Dependence	.51 *	3.27	1.85

* The probability of occurrence due to chance is between .05 and .01.

** The probability of occurrence due to chance is less than .01. The probabilities are based upon the comparisons of variances presented in Table VIII.

Inspection of Table IX shows a wide range in the degree of agreements among respondents reporting on the same groups, the agreement varying with the nature of the group dimensions. Permeability and Size lead the list in order of degree of agreement, followed by Homogeneity, Flexibility, and Polarization. These are dimensions in which the member's personal relation to the group plays a small part. On the other hand, little agreement was found among respondents describing the same group in terms of the dimensions Position, Potency, Hedonic Tone, and Participation. These are dimensions involving almost exclusively the respondent's personal relations to his group. It is worth noting that this limited sample (34 group descriptions taken from the large sample of 500 group descriptions) departs markedly from the larger sample in the variance of the scores on several dimensions. For

example, the variance of the scores for Size, Autonomy, and Hedonic Tone is smaller than for the corresponding scores in the large regular sample, while that of the Permeability scores are larger. The magnitude of the correlation in the case of Size and Autonomy may be underestimated as a consequence of this restriction of the range of variation. Agreement between respondents on the dimension Permeability may be overestimated for exactly the opposite reason.

In general, the results of this investigation of the degree of agreement between reports of members describing identical groups, agree with prior expectations. Lowest agreement is found among reports about dimensions involving group-to-member relationships and highest agreement for dimensions referring to the group as a unit.

Summary

One of the major problems in the study of situational factors in leadership centers about the description of group situations. Fifteen group dimensions were developed as a means of describing groups. The dimensions included Size, Vividity, Homogeneity, Flexibility, Permeability, Polarization, Stability, Intimacy, Autonomy and Control, all referring to the group as a unit, and Position, Potency, Hedonic Tone, Participation and Dependence, referring in a large measure to a member's relation to his group.

Each of 500 group descriptions furnished by the questionnaires ¹⁰²³ were coded in terms of the 15 dimensions. The responses to certain specifications on the questionnaire were

employed as indicators of the degree of the dimensional characteristic of the group. The coding process provided a "short hand" method of portraying the group description furnished by the questionnaire. A system of 15 numerical scores, one for each dimension, expressed the important characteristics of each group.

The reliability of the coding procedure was examined and found to be adequate. The fifteen dimensional scores were also intercorrelated in order to examine relations among the different dimensions. On the average, correlations were low, indicating independence among the dimensions. The greatest overlap of dimensions was found among those referring to the respondent's relation to his group. However, in no case were the relations between dimensions sufficiently high as to suggest discarding one of the dimensions.

A small sample of groups were available where two or more respondents described the same group. This provided an opportunity to examine the agreement between observers of the same group. It was found that the dimensional scores provided by the reports of two observers were in considerable agreement in the case of most of the dimensions referring to the group as a unit. The degree of agreement approached the reliability of coding the dimensions. However, on dimensions referring to the individual's relations to his group, much less agreement was found, as might logically be expected.

The method of group description by the system of 15 group dimensions gives promise of being a useful means of study of situational factors in leadership.

CHAPTER IV

LEADERSHIP ADEQUACY

The preceding chapter presented a method for the description of group situations. Chapter V, to follow, will be concerned with the behavior of individuals in leadership roles. The present chapter is primarily devoted to the problem of defining a criterion for the evaluation of the adequacy of the behavior of leaders. The relation of this criterion to (a) other possible criteria and to (b) group dimensions, will also be discussed.

Indicators of Leadership Adequacy Among Items on the Questionnaire

The questionnaire included a number of items which permitted the respondent to express his evaluation of various phases of leadership adequacy. The criterion used in the present study was based upon (a) the respondent's own judgment of the leader's over-all quality of leadership and (b) his judgment of the group's over-all evaluation of the leader's quality. The criterion measure was the sum of these two ratings of the leaders quality. The sum of these two ratings was selected as the criterion after examination of other indicators of leadership adequacy, made available by items in the questionnaire. The items and the combination of items making up the seven indicators of leadership adequacy include the following:

1. How would you rate the morale of the group at the time? (A five point rating; High = 1, Low = 5).
2. How effective was the group in advancing its purpose? (A five point rating; Very effective = 1, Extremely ineffective = 5).
3. How well did you like the leader as a person? (A five point rating; Close personal friend = 1, Dislike him = 5).
4. What was your over-all impression of the quality of leadership shown by the leader you have been describing? (A five point rating; Excellent = 1, Bad = 5).
5. What would you consider was the group's over-all impression of the quality of the leader? (A five point rating; Excellent = 1, Bad = 5).
6. The sum of ratings given in 4 and 5 above.
7. A composite score based on the sum of 1, 2, 3, 4, and 5 above.

The rating scores on these seven indicators of leadership adequacy were correlated. This permitted the selection of one of the seven as the "best" representative of these various indicators of leadership. In making the choice, the nature of the distribution of the ratings were considered along with the intercorrelations. The details of this procedure will be discussed following Table X and Table XI. Table X presents the intercorrelations, means and standard deviations of the seven indicators of leadership adequacy. Table XI presents the distribution of the rating scores yielded by each indicator.

TABLE X. Intercorrelations, means, and standard deviations of seven indicators of leadership adequacy (N = 500)

Indicator	Intercorrelations*						Mean	S.D.
	1	2	3	4	5	6		
1. Rating on morale							2.64	1.11
2. Rating on effectiveness	.56						2.39	.912
3. Rating on personal acceptance of the leader	.30	.17					2.28	.871
4. Rating on personal impression of leadership quality	.42	.30	.47				2.28	.946
5. Rating on group's impression of leadership quality	.46	.28	.47	.82			2.35	.908
6. Sum of ratings 4 and 5	.46	.31	.50	.95	.95		3.44	1.73
7. Composite rating (Based on the sum of 1, 2, 3, 4, and 5)	.76	.62	.62	.81	.81	.85	2.71	1.75

* The .01 level of significance for the intercorrelations is .115.

TABLE XI. The distribution of ratings on seven indicators of leadership adequacy.

Indicator	Number of groups
1. <u>Rating on morale</u>	
1. High	235
2.	115
3. Medium	106
4.	25
5. Low	19
2. <u>Rating on effectiveness</u>	
1. Very effective	168

TABLE XI. The distribution of ratings on seven indicators of leadership adequacy. (Continued)

Indicator	Number of groups
2.	180
3. Accomplished something	126
4.	22
5. Extremely ineffective	4
<u>3. Rating on personal acceptance of the leader</u>	
1. Close personal friend	150
2.	224
3. Indifferent	106
4.	13
5. Disliked him	8
<u>4. Rating on personal impression of leadership quality</u>	
1. Excellent	183
2. Good	211
3. Fair	69
4. Poor	27
5. Bad	10
<u>5. Rating on the group's impression of leadership quality</u>	
1. Excellent	149
2. Good	241
3. Fair	74
4. Poor	27
5. Bad	9
<u>6. The sum of rating 4 and 5</u>	
2. (high)	132
3.	66
4.	167
5.	51
6.	45
7.	9
8.	18
9. (low)	12
<u>7. Composite rating (Based on the sum of 1, 2, 3, 4, and 5)</u>	
1. (high)	72
2.	126
3.	125
4.	76
5.	55
6.	14
7.	17
8.	9
9. (low)	6

Inspection of the intercorrelations in Table X and the distributions in Table XI led to the selection of the sum of (a) the rating on personal impressions of leadership quality and (b) the rating on the group's impression of leadership quality (#6) as the criterion of leadership to be used in the present study. The rationale for the preference of this over the other indicators of leader adequacy is based on both a priori considerations and on the information contained in Table X and Table XI. The indicators are discussed in the order they appear in the tables in the following paragraphs.

Indicators 1 and 2.

Both the rating on the morale (#1) and the rating on the effectiveness of the groups (#2), on a priori grounds, are only partial criteria of leadership adequacy. In some of the group situations, making up the very catholic sample collected for this study, effectiveness in accomplishing a purpose has very little significance. This would apply in particular to group situations where no definite purpose is recognized by the members. In other groups the morale factor cannot be directly related to leadership adequacy. It is conceivable for a group to have high morale in spite of inadequate leadership. It will be noted on examining the table of intercorrelations that effectiveness and morale are more closely related (.66) than either of the two is to any other single indicator of leadership adequacy. This would tend to support the a priori assumption that morale and effectiveness are not at all completely dependent upon leadership quality.

Indicator 3.

The rating of personal acceptance of the leader (#3) can likewise be rejected on a priori grounds. There is doubtful validity in considering personal friendship as a very important aspect of leadership adequacy. However, it will be noted that this rating is definitely related to the judgments of leadership. This relationship may be interpreted to mean either (a) that friends of a leader tend to judge that leader's adequacy higher than do those who are not friends or (b) that friendship with members of the group is an attribute of adequate leadership, particularly in the smaller groups that occur so often in this sample. Perhaps both tendencies are operating.

Indicators 4 and 5.

The respondent's rating of his personal impression of the leaders adequacy (#4) and his rating of what he believed to be the group's impression (#5) are closely related (.82). Both ratings show approximately the same correlation with other indicators of leadership adequacy. Little difference exists in the distribution of ratings yielded by these two ratings. Differences which do exist tend to produce a slightly larger spread of scores for the rating on personal impressions of leadership quality (#4).

Indicator 6.

The sum of the ratings on personal impressions of leadership quality (#4) and ratings of the group's impression (#5) was considered as a superior criterion to either one alone because a better distribution of ratings was obtained by

combining scores. The distribution was considered better in terms of the plans for the analysis of the data. It was planned to carry on the analysis of the questionnaire returns by contrasting the behavior of "high" and "low" leaders in various situations. Therefore, it was desirable to have as nearly as possible an even division between "high" and "low" leaders. With such an even division the necessary fractionation of the data would be less likely to yield small and statistically awkward sub-frequencies.

By using the ratings of personal impressions of the leaders quality alone and dividing the data such that leaders rated, 1. ("Excellent") and, 2. ("Good") would be considered high leaders and those judged, 3. ("Fair"), 4. ("Poor") and, 5. ("Bad") as low leaders; 79 per cent of the leaders would be placed in the high category and 21 per cent in the low. However, by combining the two it was possible to divide the ratings such that 73 per cent of the leaders were in the high category and 27 per cent in the low.

Indicator 7.

The composite rating (#7) was rejected as a criterion of leadership adequacy because (a) it was highly related (.81) to combined ratings of #4 and #5 and (b) because of difficulty in justifying such a combination. The composite rating is a simple summation of ratings, some of which have little in common. Since some of the intercorrelations were found to be low, ($r = .17$ in one case) this simple summation of the ratings could no longer be justified.

In view of the above considerations, the choice of a

simple sum of the ratings of the respondent's personal evaluation of the leader's quality and his judgment of the groups evaluation of the leaders' quality seemed to be indicated. The high leaders on the basis of this criterion were those receiving a combined rating score of 2, 3, or 4. The low leaders received ratings of 5, 6, 7, 8 or 9.

A Definition of Leadership Adequacy

A member of the group, the respondent completing the questionnaire, was the judge of leadership adequacy. His judgments of the leader's quality are used as the criterion of the adequacy of the leaders behavior. Adequate leadership is therefore defined in terms of a follower's judgment of the adequacy of the behavior of an individual in the leadership role. Behavior on the part of an individual which results in his being considered a "good" or "excellent" leader is adequate leadership. Behavior on his part that results in his being considered a "fair," "poor," or "bad" leader is inadequate leadership. This then, defines the criterion of leadership to be used in the present study. There are of course other and perhaps more objective criteria of leadership adequacy. We may consider some of these other criteria in terms of their usefulness for the present investigation.

Objective Criteria of Leadership Adequacy

Judgments, by whomever they are made, are subjective evaluations of leadership. It is possible, at least theoretically, to obtain other indicators that might be used as

objective evidence of leadership adequacy; for example, group effectiveness, group accomplishment or other indicators of group morale. An individual can be said to be an adequate leader if his group succeeds in accomplishing its purpose. The leader's adequacy in an industrial group might be evaluated in terms of very objective criteria, such as the number of discrete items the group succeeds in producing. Or we may use such indicators as rate of personnel turnover or frequency of grievances. The objective criteria of leadership, however, are limited and incomplete. One suspects that the adequacy of leadership in perhaps most cases is expressed in more subtle ways than in terms of objective accomplishment, rate of turnover, or frequency of grievance. These objective criteria are also subject to fortuitous changes in conditions outside of the group's or its leader's control. They may, however, be very useful criteria where conditions of leadership can be brought under control. In the present study their usefulness seemed somewhat questionable in view of the fact that group situations were to be studied in the normal social setting. Group leadership in its normal setting may be subject to many factors outside the control of the individual acting as a leader. A member of the group serving as a judge of leadership may frequently be aware of the outside influence and adjust his estimate of leadership accordingly.

The Judge of the Leaders' Adequacy

Factors associated with the individual who acts as a judge of leadership are likely to be important variables in

the problem of criteria of the leader's adequacy. Jennings (29) in a discussion of leadership phenomena recognized the importance of these factors when she states: "It is necessary to ask, Leadership in what respect? For whom? (*Italics mine*) In what sort of group?....." The "For whom" aspect of the leadership problem is almost inseparably bound with any criterion of leadership. A judgment of leadership seems likely to be influenced by the relation of the judge (a) to the leader he judges and (b) to the group the leader leads. We must know these relations before we can properly evaluate the judge's estimate of leadership adequacy.

We can at once recognize three relationships involving the judge that are likely to be of major importance in the process of evaluating the quality of leadership; the judge may be (a) superior to the individual he evaluates, (b) subordinate to the leader he evaluates, and (c) completely outside the group situation where he evaluates leadership adequately. In a large group with very definite organization--such as a military group or a business group--superiors may habitually judge the leadership adequacy of subordinates, and at the same time subordinates may judge their superiors (although perhaps quite informally). These two sets of judgments may not necessarily correspond. A superior may believe a subordinate leader to be excellent but the same leader may be regarded as far from excellent by his subordinates. Where judges of leadership do their judging from outside the immediate group situation they either may be "expert" consultants or just interested observers.

The relationship of the judge to the leader, whether that relationship is subordinate, superior or independent, will probably affect the judgment of the leader's adequacy - but this relationship is not likely to be the only one we must consider. The "For whom" question in the leadership problem involves not only the relationship of the judge to the leader but also the judge's over-all orientation to the group in which the leadership occurs.

In the present study the judges of leadership adequacy were members of the groups in which the leaders functioned. In other words, they were the respondents completing the questionnaires. The judges were therefore subordinates, or at least not superior, to the individuals whose leadership they evaluated. Their relation to the group and the leader is further specified by five of the 15 dimensions discussed in the preceeding chapter. Position, Potency, Participation, Hedonic Tone, and Dependence are all dimensions primarily concerning the relation between the group and one of its members. By using the respondents both as judges of leaders' adequacy and as observers of the group and of the leader's behavior, the judge's relationship to his group can be treated in terms of our situational variables.

The use of members of the groups as judges of leadership adequacy was dictated by the questionnaire approach to the problem. Their use however does result in certain advantages, among which are (a) great flexibility in the variety of group situations that may be studied and (b) having as judges individuals who have had opportunity to observe the leaders

over a period of time.

Relations Between Judgments of Leadership Adequacy and Group Dimensions

Our approach to leadership involves the group situation, the judge of leadership adequacy and the leaders' behavior. We have seen that the 15 group dimensions described in Chapter III include the ten dimensions applying primarily to the group as a unit and five dimensions applying to the individual respondent's relation to the group he was describing. Since the respondent is used as the evaluator of leadership and his ratings of leadership quality form the criterion of leadership we may examine the relations between each of the fifteen situational dimensions and the criterion of leadership adequacy. By so doing we can throw some light on the "leadership role" as a functional part of the "dynamics" of the whole group.

Table XII presents the correlation of each dimension with the criterion of leadership. The correlation coefficients were computed from a four-fold table. The table was made up of a dichotomous classification of leadership adequacy into "high" and "low" leaders, and a similarly dichotomous classification of each of the dimensional scores into a "high" and a "low" category. Thus the four categories in the case of the dimension Potency, for example, would be: (a) groups "high" in Potency and "high" on the leadership criterion, (b) groups "high" in Potency but "low" on the leadership criterion, (c) groups "low" in Potency but "high" in the leadership criterion, and (d) groups "low" in Potency and "low" on the leadership criterion.

TABLE XII. The relation between group dimensions and the criterion of leadership adequacy (500 group descriptions).

Group Dimensions	Categories*				r-tet.
	I	II	III	IV	
1. Size	36.8	36.2	13.2	13.8	.02
2. Vicinity	58.4	14.6	12.0	15.0	.52***
3. Homogeneity	52.2	20.8	14.4	12.6	.29***
4. Flexibility	41.8	31.2	14.2	12.8	.07
5. Permeability	41.8	31.2	13.0	14.0	.13
6. Polarization	32.2	40.8	12.2	14.4	.03
7. Stability	44.6	28.4	13.6	13.4	.17**
8. Intimacy	42.4	30.6	13.2	13.8	.12
9. Autonomy	34.0	37.0	11.6	15.4	-.02
10. Control	40.4	32.6	15.8	11.2	-.06
11. Position	39.4	33.6	13.2	13.8	.07
12. Potency	39.2	33.8	11.2	15.8	.19**
13. Hedonic Tone	61.8	11.2	14.4	12.6	.51***
14. Participation	51.6	21.4	16.6	10.4	.15
15. Dependence	33.8	39.2	11.2	15.8	.08

- * I The per cent of groups "high" on the dimension scores and "high" on the leadership criterion.
 II The per cent of groups "high" on the dimension scores but "low" on the leadership criterion.
 III The per cent of groups "low" on the dimension scores but "high" on the leadership criterion.
 IV The per cent of groups "low" on the dimension scores and "low" on the leadership criterion.

** The probability of a coefficient as large or larger than this value occurring by chance is less than .05.

*** The probability of a coefficient as large or larger than this value occurring by chance is less than .01.

Inspection of Table XII reveals that the criterion of leadership adequacy is most highly related to the dimensions Vicidity and Hedonic tone. Leadership adequacy is also related to Homogeneity, Potency, and Stability, but to a much smaller degree.

As far as the group itself is concerned leadership appears to be related to maintaining the group as a unit (Vicidity). This may in part define the functions of a leader of a group. It raises the question of whether or not we may look upon leadership as primarily concerned with the problems of keeping the group together. Certainly such a hypothesis is consistent with the frequent observation of the importance of the administrative, organizational, planning and coordination activities of leaders.

When we consider leadership in relation to the individual who is judging its adequacy we find it most highly related to the dimension, Hedonic tone, the degree of agreeableness of being a member of a group. If membership is agreeable, leadership tends to be judged as adequate. As far as the individual is concerned, there is a tendency for adequate leadership to equal satisfaction with group membership.

When both the individual and the group are considered we might make the highly over-simplified statement, "Adequate leadership results from keeping the group together and its members satisfied." More precisely, these observations raise the question of the part played by leadership phenomena in the dynamics of group activities. We can return to some of these questions after examining how the behavior of a leader

is related to the group dimensions.

Summary

The criterion of leadership adequacy selected for use in this study consists of the combination of two ratings made by the respondent. The two ratings were his personal estimates of the leader's quality and his estimate of the group's judgment of the leaders quality. This criterion is related to ratings of the morale of the group, its effectiveness in accomplishing its purpose, and the respondents personal acceptance of the leader as an individual. The criterion furnished a "high" category of leaders making up 73 per cent of all leaders in the groups described. The "low" category was composed of the remaining 27 per cent.

The relations between each dimension used for group description and the leadership adequacy criterion were examined. It was found that leadership adequacy was related to the Vicinity of the group and Hedonic tone of group belongingness for the respondent. This observation throws some light on the place of leadership in group activities. It suggests an area of investigation concerning the role of leadership in the dynamics of group activities.

CHAPTER V

THE BEHAVIOR OF LEADERS AS RELATED TO LEADERSHIP ADEQUACY

As an introduction to this chapter it may be profitable to review the general plan of the study.

Leadership is considered to be the behavior of an individual while he is directing group activities. It is likely to involve both the individual's behavior and factors in the group situation. Leadership may be considered adequate or inadequate to the degree the behavior of the individual corresponds to demands placed upon him by factors in the situation. "Good" leadership refers to behavior on the part of an individual which meets the demands created by the situation. The broad outline of the problem is set by this view of the leadership phenomena. From such a point of view, the basic essentials for a study of leadership include, (a) information about the behavior of an individual in a leadership role, (b) information about factors in the group situation and (c) a judgment of the correspondence between an individual's behavior and the demands of the situation, i.e., an evaluation of leadership adequacy.

The design of the present investigation employs members of groups as (a) observers of the group-situation, (b) observers of the leader's behavior and (c) judges of the leader's adequacy. From a group member's responses to items forming a questionnaire (a) factors in the group situation are

inferred, (b) a judgment of leadership adequacy is obtained, and (c) observation of the leaders behavior are made available. The members responses furnish the essential raw material for the study of leadership.

In Chapter III a method was presented for the systematic study of factors in a group situation. Chapter IV was concerned with the criterion of leadership adequacy. In this chapter we will consider the observations of leaders behavior and how these observations are related to leadership adequacy.

General Description of the Leaders

The section of the questionnaire dealing with the leaders' behavior is composed of two parts. The first part requires the respondent to describe the leader of his group in general descriptive terms. The second part is a 70 item behavior rating list. We may examine the responses to certain items in the first section and obtain a general description of the leaders. These items are: "As compared with other members of the group the leader was: (Check those that apply) - Older _____. Younger _____. Taller _____. Shorter _____. Larger _____. Smaller _____. More intelligent _____. Less intelligent _____." These items deal with the personal characteristics of an individual which have been the subject of scrutiny in many investigations of leadership (6) (24) (40). Table XIII presents the way the respondents described the leaders in terms of the items.

TABLE XIII. Personal characteristics of leaders in 500 group situations.

Personal Characteristics	Item	Number of Leaders
Age	Older than other members of the group	292
	Younger than other members of the group	51
	No judgment made	157
Height	Taller than other members of the group	167
	Shorter than other members of the group	126
	No judgment made	207
Physique	Larger than other members of the group	121
	Smaller than other members of the group	80
	No judgments made	299
Intelligence	More intelligent than other members of the group	294
	Less intelligent than other members of the group	37
	No judgments made	166

It will be noted from an examination of Table XIII that the leaders were more frequently described as older and more intelligent as compared with other members of the group than they were as being younger or less intelligent. There was also a tendency for the leaders to be described as taller and larger rather than as shorter or smaller.

The judgment of intelligence, age, height, and physique are of course subjective evaluations made by the respondents. Height and physique are probably less subject to errors of

estimation than intelligence and age. The greater tendency of age and intelligence to be over estimated for leaders may be more a function of the respondents regard for the leadership position than of actual superiority of leaders in intelligence or in the leaders actually being older.

Perhaps a more adequate description of leaders is furnished by the section of the questionnaire where the respondent rated the frequency of occurrence of items of behavior on the part of the leader. The respondent described the behavior of the leaders of his group by checking one of seven spaces following each of the 70 items composing the behavior rating check list. The respondent, by his check, indicated the frequency of the occurrence of each of the items of behavior. For purposes of illustration we may use the first item on the list "He was lax with the group." The respondent might check one of the spaces labeled, "Always," "Frequently," "Occasionally," "Seldom," or "Never" to express the frequency the leader had been observed to be "lax with the group." If in the respondent's judgment an item did not apply in the group he was describing he could check a space designated, "Does not apply." If the respondent should feel that he had insufficient information to make a fair judgment on an item he could indicate that fact by checking a space labeled "Don't know." Respondents were requested to check one and only one of the seven spaces following each item.

Table XIV presents a description of the leaders of the groups in terms of their behavior.

TABLE XIV. The number of leaders described in each of the seven categories for 70 items of behavior (N = 500)

Item of Behavior	Always	Frequently	Occasionally	Seldom	Never	Does not Apply	Don't Know
1. He was lax with the group	19	46	103	154	121	48	9
2. He passed the buck	11	33	63	113	231	36	23
3. He knew exactly what to expect of each member	184	159	45	32	14	21	45
4. He could put it into words	266	111	50	29	3	25	16
5. He could be counted on in tough spots	301	103	38	16	9	19	14
- -							
6. He coordinated the different jobs	216	135	47	34	13	40	15
7. He was very interested in the group's success	328	54	19	12	3	3	11
8. He worked harder and longer than other members	188	157	56	42	28	15	14
9. He remembered it when a member did a good job	221	148	36	24	11	24	36
10. He had the respect of his superiors	251	79	24	12	6	65	63
- -							
11. He thought mostly of himself	24	49	65	170	115	23	54
12. He realized his own abilities and limitations	164	157	42	38	16	13	70

TABLE XIV. The number of leaders described in each of the seven categories for 70 items of behavior (N = 500)
(Continued)

Item of Behavior	Always	Frequently	Occasionally	Seldom	Never	Does Not Apply	Don't Know
13. He informed members about things concerning them	186	148	69	33	14	25	26
14. He was only concerned with his own record	29	31	35	121	173	64	47
15. He couldn't be told anything	44	51	60	92	167	51	35
- -							
16. He made his decisions quickly	105	161	89	76	22	13	34
17. He made good decisions	119	276	60	19	2	10	14
18. He had confidence in his decisions	245	160	26	16	6	10	37
19. He allowed members to get the better of him	2	22	75	167	165	47	22
20. He lacked foresight	8	42	75	179	143	24	29
- -							
21. He flew off the handle	11	35	76	155	205	14	4
22. He could get members to want to work	131	182	83	45	27	21	11
23. He lost control of the group	12	29	52	116	251	31	9
24. He listened to others	223	170	60	26	10	4	7
25. He stuck to his word	309	123	20	14	2	12	20
- -							
26. He had plenty of time to spend with the group	164	187	54	51	4	21	19

TABLE XIV. The number of leaders described in each of the seven categories for 70 items of behavior (N = 500)
(Continued)

Item of Behavior	Always	Frequently	Occasionally	Seldom	Never	Does not Apply	Don't Know
27. He was friendly	372	83	24	16	1	3	1
28. He ruled with an iron hand	41	57	83	99	170	43	7
29. He made rules and regulations clear	224	117	54	40	8	48	9
30. He explained why he did things	235	116	60	44	16	23	6
- -							
31. He tried to do a good job	401	56	15	5	5	6	12
32. He apparently enjoyed ruling the roost	125	57	50	54	86	68	60
33. He put group activities before anything else	129	159	72	43	19	32	46
34. He made other people enthusiastic	139	194	84	47	21	5	10
35. He treated each member as an individual	275	111	46	34	15	7	12
- -							
36. He made the group laugh	87	154	149	59	19	25	7
37. He could make tactful criticism	126	157	110	54	21	19	13
38. He allowed exceptions to the rules.	40	95	145	93	38	59	30
39. He demonstrated physical courage	87	72	62	30	19	167	63

TABLE XIV. The number of leaders described in each of the seven categories for 70 items of behavior (N = 500)
(Continued)

Item of Behavior	Always	Frequently	Occasionally	Seldom	Never	Does not Apply	Don't Know
40. He demonstrated "moral" courage	167	115	52	21	11	83	51
- -							
41. He stuck his neck out for the group	57	156	120	42	34	59	32
42. He wisely delegated authority	125	196	75	33	11	44	16
43. He was very proud of the group	264	118	38	12	14	15	39
44. He broke rules he wouldn't let others break	15	17	33	70	269	55	41
45. He seemed to like people in general	319	104	28	18	5	4	22
- -							
46. He appreciated a good joke on himself	177	133	68	29	30	11	52
47. He knew his job	347	80	28	19	5	11	10
48. He joined the members in griping about things	72	93	104	79	96	31	25
49. He believed in the group's purpose	381	69	11	4	1	12	22
50. He did a good job of selling his ideas	209	152	70	26	13	18	12
- -							
51. He was easy to talk to	326	98	39	15	16	0	6
52. He lorded it over the members	17	29	32	81	284	37	20

TABLE XIV. The number of leaders described in each of the seven categories for 70 items of behavior (N = 500)
(Continued)

Item of Behavior	Always	Frequently	Occasionally	Seldom	Never	Does not Apply	Don't Know
53. He preferred the company of his superiors	44	38	40	96	107	103	72
54. He made good plans	156	209	72	25	8	17	13
55. He was sort of "stand-offish"	18	33	42	88	279	27	13
- -							
56. He made subordinates feel inferior	17	27	46	94	269	29	16
57. He could take it when the going was tough	228	125	38	19	5	51	34
58. He could see both sides of a question	197	177	64	35	7	7	13
59. He was willing to cooperate with others	314	120	36	21	1	3	5
60. He knew the technical details of the job	272	109	40	15	5	47	12
- -							
61. He reversed decisions once made	6	41	102	207	73	38	33
62. He took things too seriously	33	71	129	138	78	20	31
63. He was an example of what every member should be	161	155	57	33	24	41	29
64. He treated every member alike	228	140	48	41	20	6	15
65. He boasted of his accomplishments	17	31	44	100	276	12	20
- -							

TABLE XIV. The number of leaders described in each of the seven categories for 70 items of behavior (N = 500)
(Continued)

Item of Behavior	Always	Frequently	Occasionally	Seldom	Never	Does not Apply	Don't Know
66. He knew how to get things done	217	182	59	25	4	4	9
67. He made decisions for the group, not for individuals	197	150	55	22	12	36	28
68. He talked in a pleasing manner	316	110	42	22	3	3	4
69. He was very well dressed	278	120	54	18	5	22	3
70. He could give orders pleasantly	264	128	50	19	11	22	6

The information contained in Table XIV pertains to the behavior of leaders where neither factors in the group situation nor the adequacy of leadership is taken into consideration. Since both adequate and inadequate leaders leading in a wide variety of situations are included in the 500 descriptions, the table gives us very generalized information about the behavior of leaders. From this information we may obtain some general notion of behavior required of any leader in any situation (insofar as the sample of groups here is "representative").

Among the most frequently checked items of behavior in

which leaders "Always" engage were:

1. "He tried to do a good job."
2. "He was very interested in the group's success."
3. "He believed in the group's purpose."
4. "He was friendly."
5. "He knew his job."
6. "He was easy to talk to."
7. "He seemed to like people in general."
8. "He talked in a pleasing manner."
9. "He was willing to cooperate with others."
10. "He stuck to his word."
11. "He could be counted on in the tough spots."

Each of these items were checked in the "Always" category for more than 300 of the 500 leaders described.

Among the most frequently checked items of behavior which leaders "Never" engage were:

1. "He lorded it over the members."
2. "He was sort of standoffish."
3. "He boasted of his accomplishments."
4. "He broke rules and regulations he wouldn't let others break."
5. "He made subordinates feel inferior."
6. "He lost control of the group."

Each of these items were checked in the "Never" category for more than 250 leaders of the 500 described.

If one were to infer the general characteristics of leaders which may be reflected in these items of behavior he would obtain a "thumb-nail" sketch of the "leader." We might say that a leader is an individual competent both in the job he performs and in his social relations with the people with whom he comes in contact. In general, the "leaders" present a picture of an individual high in ability, socially competent, and deeply interested in the group's purpose.

This description of the leaders is very similar to descriptions which come from the general findings of leadership studies as reviewed by Stogdill (50). It also sounds

the same as much that has been written about leaders from a purely inspirational viewpoint (3) (33). But the present study is not primarily concerned with verifications of general descriptions of leaders. Therefore, an exhaustive analysis of the items of behavior in terms of how they describe leaders in general will not be made. What is of more interest from the viewpoint of this study is that on a large majority of the items the frequency of occurrence of the behavior of leaders ranged from "Never" to "Always." This would tend to indicate the wide variety of behavior in which individuals in leadership roles may engage. From this view, items on which the leaders behavior spread widely from the "Always" to the "Never" categories and those items which were checked "Does not Apply" for a number of groups deserve more attention than those just discussed. These items may be very important when factors in the situation are also considered.

The following may be pointed out as examples of items on which the frequency of behavior of leaders ranged widely from "Never" to "Always."

1. "He stuck his neck out for the group."
2. "He allowed exceptions to the rules."
3. "He apparently enjoyed ruling the roost."
4. "He joined the members in griping about things."
5. "He preferred the company of his superiors."
6. "He took things too seriously."
7. "He demonstrated physical courage."
8. "He thought mostly of himself."

These items were quite frequently checked in the "Occasionally" "Frequently" or "seldom" category. But an individual may be a leader of a group (no consideration being made of his adequacy) and either "Always" or "Never" display a given item of behavior.

The items vary widely in the frequency in which they were checked in the "Does not apply" category. The items which did not apply to large numbers of groups include:

1. "He demonstrated physical courage."
2. "He preferred the company of his superiors."
3. "He demonstrated "moral" courage."
4. "He apparently enjoyed ruling the roost."
5. "He had the respect of his superiors."
6. "He was only concerned with his own record."
7. "He allowed exceptions to the rules."
8. "He stuck his neck out for the group."
9. "He broke rules and regulations he wouldn't let others break."
10. "He couldn't be told anything."
11. "He could take it when the going was tough."

Each of these items were checked in the "Does not apply" category for 50 or more leaders of the 500. In the case of most of the items some explanation can be found for their frequently being considered as irrelevant. For example, number 2 and 5, dealing with the leaders relation to superiors, obviously could not apply where no one superior to the leader existed. Certain groups might not have rules and regulations. Other groups might never call for exhibition of physical courage. We will be able to examine these hypotheses in more detail when we examine the relation of each item to the dimensions of the groups.

The Behavior of "High" and "Low" Leaders

The 500 descriptions of the behavior of the leaders were divided into a "high" category and a "low" category on the basis of the respondent's judgments of the leader's adequacy. Leaders included in the "high" category were those earning a rating score of 2, 3, or 4 on the criterion of leadership

adequacy. They were the leaders described as "excellent" or "good." The leaders in the low category were those who received a rating score of 5, 6, 7, 8, or 9. These leaders were described as "fair," "poor," or "bad" by the respondents. The "low" leader category contained 135 descriptions and the "high" category the remaining 365.

We may examine the relations between the classification of leaders in terms of adequacy and the frequency with which they were described as engaging in the behavior represented by each of the 70 items. This comparison will indicate those items of behavior which distinguishes the adequate leader from the less adequate leader. However, the comparison does not yet bring situational factors into consideration. We will be comparing "high" leaders in general (all situations) with "low" leaders in general.

Chi-square tests of association were computed in order to examine the presence of association between items of leaders' behavior and classification of leaders in terms of leadership adequacy. The strength of association was then expressed in terms of contingency coefficients (19).

Before presenting a table of chi-square values and the contingency coefficients expressing the association between leadership adequacy and the leaders' behavior, an example of the computation of these statistics will be given. Table XV presents an example of these computations for the item, "He was lax with the group." Leadership adequacy is expressed by the two categories, "high" leaders and "low" leaders. The categories applying to the frequency of the behavior are

"Always," "Frequently," "Occasionally," "Seldom," "Never," "Does not apply," and "Don't know." The resulting contingency tables has six degrees of freedom. For six degrees of freedom chi square values of 18.012 and 12.592 are significant at the one per cent and five per cent levels respectively.

TABLE XV. The computation of chi-square and the contingency coefficient.

Frequency Category	Behavior: "He was lax with the group"						Total Frequency
	High Leaders		Low Leaders				
	f_o	$f_e \left(\frac{f_o - f_e}{f_e} \right)^2$	f_o	$f_e \left(\frac{f_o - f_e}{f_e} \right)^2$	f_o	$f_e \left(\frac{f_o - f_e}{f_e} \right)^2$	
1. Always	10	13.87	1.08	9	6.13	2.92	19
2. Frequently	16	33.58	9.20	30	12.42	24.88	46
3. Occasionally	64	75.19	1.66	39	27.81	4.30	103
4. Seldom	126	112.42	1.64	28	41.58	4.44	154
5. Never	108	88.33	4.38	13	32.61	11.84	121
6. Does not Apply	35	35.04	.00	13	12.96	.00	48
7. Don't know	6	6.57	.04	3	2.43	.13	9
TOTAL	365			135			500

$$\chi^2 \text{ (chi square)} = \sum \frac{(f_o - f_e)^2}{f_e} = 66.7$$

$$\text{Coefficient of Mean Square Contingency} = \sqrt{\frac{\chi^2}{N + \chi^2}} = \sqrt{\frac{66.7}{500 + 66.7}} = .34$$

In the actual process of computing the chi squares the function $\frac{(f_o - f_e)^2}{f_e}$ was plotted in the form of two large monographs. The values of these functions were then obtained from these graphs.¹

It will be noted (Table XV) that a larger number of "low" leaders were "Always," "Frequently," or "Occasionally," "lax with the group" (f_o), than would be expected if there were no association between the item of behavior and leadership adequacy (f_e). The opposite relation is found in the case of "high" leaders, where a large number of leaders were "seldom" or "never" lax with the group. The hypothesis of no association between leadership and the item of behavior must be rejected (probability less than .01).

The coefficient of mean square contingency expresses the strength or degree of association between the item of behavior and leadership adequacy. The direction of the association expressed by the coefficients was assigned by inspection. In the example just given the occurrence of the behavior "He was lax with the group" is negatively associated with high leadership adequacy. "High" leaders were less frequently described as being lax with the group than would be expected by chance. This direction of association may be indicated by

¹ The Monographs were constructed by the author in such a manner as to allow the reading of chi-square values of 10 or less for the range of f_e and f_o values encountered most frequently in the analysis. These values could be obtained correct to one decimal place and with an error, as estimated from the deviation of the total chi square $\sum \frac{(f_o - f_e)^2}{f_e}$ from its true value of less than 1 per cent. Values $\sum \frac{(f_o - f_e)^2}{f_e}$ too large to be found on the graphs or outside of range covered by them were computed with the aid of a calculating machine.

assigning a negative sign to the coefficient. A positive sign will be assigned to contingency coefficient where it can be determined by inspection that "high" leaders engaged in the behavior as stated in the item more frequently than expected. Where the direction of relationship can not be ascertained by inspection, no sign will be assigned the coefficient.

Table XVI presents the chi-square values and the contingency coefficients computed in examining the association between each of the 70 items of behavior and leadership adequacy.

TABLE XVI. Chi square values and contingency coefficients expressing the relation between adequacy of leadership and items of behavior of leaders (Total N = 500, 365 high leaders and 135 low leaders).

Item of Behavior	Chi Square	Contingency Coefficient **
1. He was lax with the group	66.7 *	-.34
2. He passed the buck	132.3 *	-.46
3. He knew exactly what to expect of each member	97.1 *	+.40
4. He could put it into words	96.2 *	+.40
5. He could be counted on in tough spots	165.8 *	+.50
- -		
6. He coordinated the different jobs	149.8 *	+.48
7. He was very interested in the group's success	94.4 *	+.40
8. He worked harder and longer than other members	86.5 *	+.38
9. He remembered it when a member did a good job	127.7 *	+.45

TABLE XVI. Chi square values and contingency coefficients expressing the relation between adequacy of leadership and items of behavior of leaders (Total N = 500, 365 high leaders and 135 low leaders).
(Continued)

Item of Behavior	Chi Square	Contingency Coefficient **
10. He had the respect of his superiors	118.7 *	+.44
- -		
11. He thought mostly of himself	111.7 *	-.43
12. He realized his own abilities and limitations	86.4 *	+.38
13. He informed members about things concerning them	67.6 *	+.35
14. He was only concerned with his own record	86.8 *	-.38
15. He couldn't be told anything	53.3 *	-.31
- -		
16. He made his decisions quickly	11.0	.16
17. He made good decisions	188.0 *	+.52
18. He had confidence in his decisions	38.9 *	+.27
19. He allowed members to get the better of him	37.3 *	-.26
20. He lacked foresight	156.2 *	-.49
- -		
21. He flew off the handle	36.0 *	-.26
22. He could get members to want to work	154.5 *	+.49
23. He lost control of the group	96.3 *	-.40
24. He listened to others	87.2 *	+.39
25. He stuck to his word	97.8 *	+.40
- -		
26. He had plenty of time to spend with the group	34.6 *	+.25

TABLE XVI. Chi square values and contingency coefficients expressing the relation between adequacy of leadership and items of behavior of leaders (Total N = 600, 365 high leaders and 135 low leaders).
(Continued)

Item of Behavior	Chi Square	Contingency Coefficient **
27. He was friendly	87.3 *	+.39
28. He ruled with an iron hand	7.7	.12
29. He made rules and regulations clear - -	132.2 *	+.46
30. He explained why he did things	122.3 *	+.44
31. He tried to do a good job	90.4 *	+.39
32. He apparently enjoyed ruling the roost	18.3 *	-.19
33. He put group activities before anything else	45.4 *	+.29
34. He made other people enthusiastic	203.6 *	+.54
35. He treated each member as an individual - -	75.9 *	+.36
36. He made the group laugh	67.9 *	+.35
37. He could make tactful criticism	117.1 *	+.44
38. He allowed exceptions to the rules	5.1	.10
39. He demonstrated physical courage	48.5 *	+.30
40. He demonstrated "moral" courage - -	107.6 *	+.42
41. He stuck his neck out for the group	67.2 *	+.34
42. He wisely delegated authority	122.0 *	+.44
43. He was very proud of the group	84.5 *	+.38
44. He broke rules he wouldn't let others break	68.4 *	-.35

TABLE XVI. Chi square values and contingency coefficients expressing the relation between adequacy of leadership and items of behavior of leaders (Total N = 500, 365 high leaders and 135 low leaders).
(Continued)

Item of Behavior	Chi Square	Contingency Coefficient **
45. He seemed to like people in general	101.3 *	+.41
- -		
46. He appreciated a good joke on himself	95.2 *	+.40
47. He knew his job	149.4 *	+.48
48. He joined the members in griping about things	4.4	.09
49. He believed in the group's purpose	58.5 *	+.32
50. He did a good job of selling his ideas	168.8 *	+.50
- -		
51. He was easy to talk to	98.6 *	+.41
52. He lorded it over the members	70.0 *	-.35
53. He preferred the company of his superiors	30.9 *	-.24
54. He made good plans	219.4 *	+.55
55. He was sort of "standoffish"	78.0 *	-.37
- -		
56. He made subordinates feel inferior	79.4 *	-.37
57. He could take it when the going was tough	133.0 *	+.46
58. He could see both sides of a question	159.6 *	+.49
59. He was willing to cooperate with others	136.6 *	+.46
- -		

TABLE XVI. Chi square values and contingency coefficients expressing the relation between adequacy of leadership and items of behavior of leaders (Total N = 500, 365 high leaders and 135 low leaders).
(Continued)

Items of Behavior	Chi Square	Contingency ** Coefficient
60. He knew the technical details of the job	80.3 *	+ .37
61. He reversed decisions once made	23.4 *	-.21
62. He took things too seriously	16.4	+ .18
63. He was an example of what every member should be	177.9 *	+ .51
64. He treated every member alike	68.4 *	+ .35
65. He boasted of his accomplishments	38.7 *	-.27
- -		
66. He knew how to get things done	202.1 *	+ .54
67. He made decisions for the group, not for individuals	47.0 *	+ .29
68. He talked in a pleasing manner	98.1 *	+ .41
69. He was very well dressed	13.4	+ .16
70 He could give orders pleasantly	110.4 *	+ .43

* The probability of the occurrence of a chi square value as large or larger than 16.812 through chance factors alone is less than .01.

** These contingency coefficients have not been corrected and can not be interpreted as equivalent to product moment correlation coefficients.

Inspection of Table XVI shows that 64 of the 70 items of behavior have significant (at the one per cent level) association with leadership adequacy. It may be of interest

to examine the six items that have insignificant association with leadership adequacy. Although these items are not significantly related to adequacy of leadership in general (in the eyes of the 500 observers), it should not be concluded that the behavior will not be significant when factors in the situations are subsequently brought into consideration. The six items having insignificant association with leadership adequacy are:

1. "He made decisions quickly."
2. "He ruled with an iron hand."
3. "He allowed exceptions to the rules."
4. "He joined the members in griping about things."
5. "He took things too seriously."
6. "He was very well dressed."

Most people who list the essential traits of leaders include some of these six items which here are not related to quality of leadership. For example, take the item, "He made decisions quickly." Several writers (1) (33) agree that "speed of decision" is very important in a leader. When the facts are available, this behavior may turn out to be important in certain situations. Likewise it is possible that "He took things too seriously" would apply only in a limited number of situations. It will be of special interest to trace the effects of factors in the situation upon the way these items may be associated with leadership adequacy.

In order to present a general summary of how the various items are related to leadership adequacy in general, we may list the items most highly related to leadership in such a way to contrast "high" and "low" leaders. This list can be drawn up in two fold classifications as in Table XVII. On the left

are listed the behavior as stated as it would apply to "high" leadership adequacy. On the right is the item stated as it would apply to "low" leadership adequacy. The items are listed in order of the size of the contingency coefficients.

TABLE XVII. Significant items of behavior distinguishing high and low leaders.

The "high" leader	The "low" leader
1. Makes good plans	1. Does not make good plans
2. Made other people enthusiastic	2. Did not make other people enthusiastic
3. Knows how to get things done	3. Does not know how to get things done
4. Made good decisions	4. Did not make good decisions
5. Was an example of what every member should be	5. Was not an example of what every member should be
6. Did a good job of selling his ideas	6. Did not do a good job of selling his ideas
7. Could be counted on in tough spots	7. Could not be counted on in tough spots
8. Could see both sides of a question	8. Could not see both sides of a question
9. Did not lack foresight	9. Lacked foresight
10. Could get members to want to work	10. Could not get members to want to work
11. Coordinated the different jobs	11. Did not coordinate the different jobs
12. Knew his job	12. Did not know his job
13. Was willing to cooperate with others	13. Was not willing to cooperate with others
14. Could take it when the going was tough	14. Could not take it when the going was tough
15. Did not pass the buck	15. Passed the buck

TABLE XVII. Significant items of behavior distinguishing high and low leaders (Continued).

The "high" leader	The "low" leader
16. Made rules and regulations clear	16. Did not make rules and regulations clear
17. Remembered it when a member did a good job	17. Did not remember it when a member did a good job

The items of behavior in Table XVII include those having a contingency coefficient of .45 or higher. One can note several general trends of characteristics of leaders behavior running through these items. Number 1, 4, 9, and 12 are concerned with the leaders abilities in advancing the group's purpose. Number 3, 6, 11, and 18 are concerned with the leaders administrative functions. An element of inspiring the members to greater activity, or of setting the "pace" for the group runs through numbers 2, 5, 10, and 14. The leaders function in adding structure to the individual's relation to his group or of fostering feelings of security in group membership may be reflected in items 7, 15, 16, and 17. Other items, namely, 8, 13, and perhaps 17 reflect a tendency for the adequate leader to be relatively free of activities serving only his Ego enhancement.

It is believed that further discussion of the behavior of leaders should be delayed until the effects of factors in the situation have been considered. Although many interesting hypotheses about the behavior of leaders in general could be made by an exhaustive examination of the relation expressed

in Table XVI, knowledge of how each of the items of behavior is related to factors in the group situation would likely add to the value of such an examination. We will turn to the problem of how the items of leaders behavior are related to factors in the group situation in the next chapter.

Summary

This chapter presents a general description of the leaders described by the 500 respondents completing questionnaires about group situations in which they were members. The description has been in terms of the behavior of leaders, except for information about the respondents observation of the leaders age, height, physique and general intelligence.

Leaders tend to be described as older and more intelligent than group members. There is also some slight indication that leaders are observed as taller and larger than members of the group.

The behavior of the leaders was first presented without a break down of the data into that concerning leaders high adequacy and those low in adequacy. This gave a very general description of the leaders. The items of behavior most frequently checked as "Always" characteristic of the leaders and those most frequently checked as "Never" engaged in by the leaders were more closely examined. The general description of leaders resulting from this examination was that of an individual high in ability, socially competent, and deeply interested in the group's purpose. Certain items were checked quite frequently as not applying to the leader being described.

These items hold promise of being of special interest when factors in the situation are considered.

When the behavior of leaders ^{was} ~~were~~ examined in terms of its association with adequacy of leadership 64 of the seventy items shows significant association. The test of association was based upon a chi square analysis and the degree of association expressed as a contingency coefficient. The behavior that best differentiates leaders low in adequacy from those high in adequacy could be subsumed under five categories: (a) the leaders function in advancing the group's purpose, (b) his function as an administrator, (c) setting the "pace" for members, (d) creating structure and security in group membership, (e) being free of activities aimed only at his own enhancement. Further analysis of the behavior of leaders as it is related to his being considered adequate or inadequate will be delayed until the relations between the items of behavior and factors in the group situation can be considered.

CHAPTER VI

THE BEHAVIOR OF LEADERS AS RELATED TO GROUP DIMENSIONS

In the preceeding chapter the behavior of leaders was discussed but without consideration of the group situation in which the leader functioned. In this chapter the process will be reversed. Adequacy of leadership will be excluded from the analysis, while we examine the nature of the group as it relates to the leader's behavior. The leader's behavior will be considered without regard to its adequacy.

An example will serve to illustrate the nature of the analysis to be made. The Size of the group may be related to the behavior of leaders regardless of whether the leaders are considered adequate or inadequate. By employing the dimensional scores for Size (See Chapter III) we can divide all of the 500 groups into two categories; large groups and small groups. Following this it is possible to examine each of the 70 items of leaders' behavior and note differences in behavior associated with the Size of the groups. We can discover relations existing between the frequency with which the respondent reported observing an item of leader's behavior and our classification of the largeness and smallness of groups. This same type of analysis is made with respect to each of the 15 group dimensions discussed in Chapter III.

The Division of Groups Upon the Basis of Group Dimensions

In determining the relations between group dimensions and

leaders' behavior, each of the 500 group-situations were assigned to either a "high" or a "low" category with respect to each of 15 group dimensions. The "high" categories, for example, would include large groups when considering Size, homogeneous groups when the groups are classified in terms of Homogeneity, stable groups when they are classified by reference to the scores for the dimension Stability, etc. The "low" categories would include the opposite end of the descriptive dimension - (small, heterogeneous, unstable, etc.). Each of the 500 groups were assigned to either a "high" or "low" category in respect to each one of the 15 group dimensions.

In assigning the groups to either "high" or "low" categories the dimensional scores (1 to 9) were used. The guiding principle in deciding at what score the groups were to be divided involved a consideration of future fractionations planned for each of the categories. This plan required that the groups assigned to both the "high" and "low" categories in respect to each group dimension be subsequently divided into "high" and "low" sub-categories on the basis of scores for leadership adequacy. The dividing point was selected in such a manner as to maximize the number of groups to be assigned to the smallest sub-category. Table XVIII defines the manner in which groups were assigned to "high" or "low" categories on the basis of the group dimensions scores.

TABLE XVIII. Dimension scores determining "high" and "low" classification of groups

Group Dimensions	High Category		Low Category	
	Scores	Number	Scores	Number
1. Size	4,5	250	1,2,3	250
2. Viability	5,6,7,8,9	352	1,2,3,4	148
3. Homogeneity	5,6,7,8,9	333	1,2,3,4	167
4. Flexibility	3,4,5,6,7,8,9	280	1,2	220
5. Permeability	3,4,5,6,7,8	264	1,2	236
6. Polarization	5,6,7,8,9	222	1,2,3,4	278
7. Stability	6,7,8,9	291	1,2,3,4,5	209
8. Intimacy	6,7,8,9	278	1,2,3,4,5	222
9. Autonomy	4,5,6	228	2,3	272
10. Control	5,6,7,8,9	281	1,2,3,4	219
11. Position	5,6,7,8,9	263	1,2,3,4	237
12. Potency	6,7,8,9	252	1,2,3,4,5	248
13. Hedonic Tone	6,7,8	381	1,2,3,4,5	119
14. Participation	5,6,7,8	341	1,2,3,4	159
15. Dependence	4,5,6,7,8,9	225	1,2,3	275

The Relation of Group Dimensions to
Items of Leader's Behavior

Coefficients of contingency were used to express the association between (a) the behavior of leaders and (b) classification of groups on the basis of group dimensions ("high" and "low" categories). The statistical procedures were identical with those described in Chapter V. The observed

frequencies from which the contingency coefficients were derived are appended. (Appendix E). Table XIX presents the contingency coefficients expressing the degree of association between group dimension scores and the 70 items of leaders' behavior. In the table the direction of the relationship is indicated by either a positive or a negative sign in those cases where it could be determined. A positive sign indicates that a larger than chance number of leaders in the "high" category were described as either "frequently" or "always" engaging in the behavior described in the item. A negative sign indicates the exact opposite. No sign was given a coefficient where the association between the dimension and the item of behavior is not significant beyond the .05 level of confidence (.16). A sign was also not given a coefficient exceeding the 5 per cent level of significance when the relationship was based upon deviations from expectancy involving primarily the "Does not apply" or the "Don't know" categories. This latter type of relationship can be noted by observing coefficients larger than .16, having neither a positive nor negative sign.

TABLE XIX. Contingency coefficients expressing relations between group dimensions and behavior of leaders.

Items of Leaders Behavior	SIZE	VICINITY	HOMOGENEITY	STABILITY	PERSEVERANCE	AUTHORITY	POLARIZATION	CONTROL	INTIMACY	POSITION	POTENCY	PARTICIPATION	HEEDING TONE	DEPENDENCE	LEADERSHIP
1. He was lax with the group	-.16	-.24	.08	.12	.08	.13	.15	-.17	.11	.14	.13	.15	-.18	-.17	-.34
2. He passed the buck	.10	-.26	.18	-.17	.08	.12	.13	.12	.13	.10	.09	.08	-.24	.08	-.46
3. He knew exactly what to expect of each member	-.16	+.28	.22	.13	.10	.11	.09	.14	.14	.15	.18	.16	.21	.14	+.40
4. He could put it into words	.06	+.21	.13	.15	+.22	.10	.12	.14	.13	.09	.15	.10	.11	.21	.12
5. He could be counted on in tough spots	.14	+.28	.14	+.19	.13	+.16	.08	.13	+.19	.17	.20	+.23	+.23	.15	+.50
6. He coordinated the different jobs	.19	+.27	.08	+.16	.13	.13	.11	.08	.12	.07	.14	.12	+.16	+.31	.11
7. He was very interested in the group's success	.13	+.27	.11	.14	+.16	.09	.10	.11	.07	.08	.11	.14	.15	.28	.07
8. He worked harder and longer than other members	.14	+.24	.11	+.16	.14	.13	.11	.18	.09	.13	.16	.11	.08	+.21	+.38
9. He remembered it when a member did a good job	.17	+.28	.12	.24	.13	.20	.16	.15	+.17	.13	+.19	+.20	+.20	+.35	+.45
10. He had the respect of his superiors	.08	+.31	.17	.16	+.17	.12	.15	.18	+.16	.12	.12	.12	+.20	+.27	+.44
11. He thought mostly of himself	.07	-.28	-.21	.10	.13	-.18	.10	+.18	.14	.15	.16	.12	.15	-.27	.13
12. He realized his own abilities and limitations	.11	-.26	.12	.10	.12	.11	.11	.07	+.16	.14	+.17	+.17	+.19	+.22	.10
13. He informed members about things concerning them	.13	+.16	.08	.10	.11	.15	.13	.12	+.17	.14	.15	.13	.13	+.17	+.35
14. He was only concerned with his own record	.10	-.31	.13	-.19	.09	-.17	.15	.14	.13	+.18	-.20	.15	.12	-.32	.13
15. He couldn't be told anything	.13	-.24	.13	.18	.08	.14	.10	.11	.09	.11	.13	.08	.09	.14	-.31
16. He made his decisions quickly	.13	.14	.15	.08	.12	.13	.09	.09	.12	.12	.15	.10	.15	.12	.07
17. He made good decisions	.09	+.30	.18	.11	.11	.14	.08	.11	.12	.11	.14	.15	.15	.26	.10
18. He had confidence in his decisions	.05	.15	.13	.09	.15	.12	.08	.14	.11	.14	.13	.15	.08	.20	.09
19. He allowed members to get the better of him	.11	-.16	-.16	.19	.13	.12	.09	.12	.12	.13	-.21	.12	.15	.13	-.26
20. He lacked foresight	.16	-.26	.14	-.21	.07	.13	.18	.14	.06	.15	.05	-.16	.14	-.22	.12
21. He flew off the handle	.14	-.20	.17	+.18	.12	-.17	.16	.14	.14	+.16	.13	.09	-.17	-.28	.17
22. He could get members to want to work	+.20	+.36	.14	+.21	+.17	.16	.14	.18	.13	.13	.18	+.21	+.23	+.32	.14
23. He lost control of the group	.08	-.26	.08	-.18	.08	-.18	.12	.11	.13	.14	.11	.11	-.16	-.19	.07
24. He listened to others	.11	+.25	.17	.10	.10	.09	.14	.15	.09	.16	.17	.14	.06	.24	.07
25. He stuck to his word	.17	+.25	.16	.11	.10	.13	.18	.14	.14	+.21	.18	+.22	+.22	.13	+.40
26. He had plenty of time to spend with the group	.16	+.21	.10	.06	.11	.11	.12	+.17	.14	.09	.15	.14	.12	+.22	+.17
27. He was friendly	.11	+.22	.13	+.16	+.16	.13	+.18	-.18	.13	.09	.14	.12	.11	+.29	.10
28. He ruled with an iron hand	.13	+.16	.08	-.19	.09	-.21	.15	+.20	.16	.14	-.16	.12	.12	+.21	.12
29. He made rules and regulations clear	.17	+.32	.14	.23	+.18	.19	.14	.12	.13	.16	+.17	.15	.12	+.20	.15
30. He explained why he did things	.12	+.32	.15	+.20	.11	.10	.14	-.19	.09	.10	.12	.12	.12	+.29	.13
31. He made the group laugh	.14	+.24	.10	.12	.11	.12	.14	.10	.08	.11	.14	.14	.10	+.24	.11
32. He could make tactful criticism	.12	+.22	.13	+.18	.10	.14	.07	.09	.14	.09	.11	+.18	.15	+.22	.10
33. He allowed exceptions to the rules	.15	+.24	.17	.12	.10	+.18	.08	.09	.09	.10	.15	.18	.12	.22	.12
34. He demonstrated physical courage	-.19	.12	.15	+.28	.14	.16	.19	.15	.12	.13	.16	.10	.13	.08	.14
35. He demonstrated "moral" courage	+.19	+.19	.13	.14	.07	.15	.14	.10	.14	.13	.09	.12	+.19	.12	.11
36. He stuck his neck out for the group	+.19	+.27	.17	.09	.13	.16	.07	.15	+.16	.13	+.16	+.16	+.18	+.28	.11
37. He wisely delegated authority	.12	+.21	.08	.11	.13	.06	.10	.13	+.20	.13	.15	+.17	.15	+.21	+.20
38. He was very proud of the group	.20	+.29	.12	.23	.14	+.19	.15	.10	.15	.10	+.30	+.16	+.17	+.25	+.16
39. He broke rules he wouldn't let others break	.15	+.35	.17	.15	+.21	.13	.12	.12	.13	.13	+.24	+.22	+.32	.15	+.38
40. He seemed to like people in general	+.17	+.27	-.23	+.30	-.16	+.19	.09	+.17	.12	-.23	.13	.14	-.24	.14	-.38
41. He appreciated a good joke on himself	.11	+.27	.09	.15	.14	.11	.09	-.18	.14	.08	.12	.10	+.19	+.26	.13
42. He knew his job	.12	+.29	.12	.12	.11	.13	.08	-.18	.16	.11	+.16	.05	.10	+.25	.13
43. He joined the members in griping about things	.12	+.30	.16	.12	.17	.14	.13	.12	.12	.10	.15	.08	.12	+.27	.10
44. He believed in the group's purpose	.13	+.16	.14	.17	.08	.12	.18	.07	-.17	.14	.10	.12	.18	.08	.12
45. He did a good job of selling his ideas	.12	+.31	.09	.10	+.17	.13	.11	.13	.11	.09	.12	+.17	+.29	+.37	.09
46. He was easy to talk to	.09	+.34	.11	.18	+.16	.15	.13	.11	.12	.13	.13	.14	.08	+.31	.13
47. He lorded it over the members	.18	+.29	.13	+.16	.13	.08	.10	.14	.11	.10	+.17	.15	.12	+.28	.12
48. He preferred the company of his superiors	.15	-.28	-.16	.15	.09	.13	.08	.12	.10	.09	.13	.14	.11	-.24	.05
49. He made good plans	+.20	-.22	.12	.12	.07	.06	-.17	.16	.14	-.16	.10	.08	.16	-.22	-.17
50. He was sort of "standoffish"	.12	+.31	.19	.14	+.16	+.16	.08	.11	.15	.18	.16	.11	+.16	+.30	.11
51. He made subordinates feel inferior	.14	-.30	.15	-.19	.12	.06	-.17	.18	.12	.16	.09	.11	.08	-.25	.15
52. He could take it when the going was tough	.11	-.30	.20	-.18	.10	.15	-.18	+.18	-.17	.08	.09	.10	-.30	.11	-.37
53. He could see both sides of a question	.12	+.31	.17	.10	.18	.10	.09	.12	+.20	.18	+.18	.15	+.22	+.30	+.17
54. He was willing to cooperate with others	.10	+.34	.16	.16	.14	.08	.07	.12	.08	.10	.18	.13	.15	+.29	.08
55. He knew the technical details of the job	.01	+.29	.13	.16	.18	.08	.12	.18	.10	.12	+.17	.09	.11	+.26	.12
56. He reversed decisions once made	.15	+.21	.14	-.21	+.19	.06	-.17	+.22	+.16	.14	+.16	.14	.14	+.23	+.20
57. He took things too seriously	-.16	.14	.12	.19	.13	.14	.14	.14	.16	.11	-.17	.16	.13	-.17	.11
58. He was an example of what every member should be	.13	-.16	.18	.17	.16	.14	-.16	.11	+.17	+.18	.11	.15	.14	.14	.10
59. He treated every member alike	.15	+.35	.19	.14	.17	.15	.13	-.16	.18	-.20	+.16	+.17	+.17	+.29	.12
60. He boasted of his accomplishments	.15	+.32	.21	.14	.15	.08	.11	-.16	.09	.13	.11	.15	.15	+.28	.09
61. He knew how to get things done	.14	-.20	.09	.13	.11	.08	.13	+.16	.10	.13	.09	.14	.07	-.17	.11
62. He made decisions for the group, not for individuals	.10	+.30	+.18	.10	.15	.13	.05	.10	.15	.11	.13	.15	+.18	+.27	.08
63. He talked in a pleasing manner	.17	+.17	.11	.15	+.16	.11	.09	.09	.11	.18	.15	.15	.14	.14	.15
64. He was very well dressed	.11	+.29	.15	.14	.13	+.16	.15	.12	.11	.14	.11	.12	+.29	.11	+.41
65. He could give orders pleasantly	.14	+.31	.09	.09	+.18	.06	-.16	-.22	.10	.06	.13	.09	.07	.14	.16
66. He could give orders pleasantly	.08	+.31	.10	.22	.12	.15	.14	-.20	.14	.11	.15	.12	.13	+.27	.12

There are 1050 contingency coefficients in Table XIX. They express the relations between the 70 items of leaders' behavior and the 15 group dimension. One hundred and ninety of the coefficients are significant at the one per cent level of confidence. There are 376 significant coefficients at the five per cent level of confidence. From the operation of chance factors alone we would expect to find 11 coefficients significant at the one per cent level or 53 at the five per cent level. The number of significant coefficients obtained far exceeds the number that could be explained by chance factors alone. Apparently factors in the group situation (as they are reflected in the group dimensions) are associated with observations of the behavior of leaders reported by the respondents.

There are two ways of interpreting the relations between the observations of leaders' behavior and the group dimensions. First, leaders in one situation may behave in a manner characteristically different from that of leaders in other situations. Second, the actual behavior of two leaders in two situations may be almost identical yet be perceived and reported quite differently. Group situation dimensions primarily expressing the relations between the respondent and his group may be involved with the later interpretations. One cannot conclude that relationships based on differences in the way the respondent "sees" the leader, are less important than the relationships based on actual behavior. A large part of being an adequate leader may be related to the impressions he creates as well as what he "actually" does.

In examining the relations between group dimensions and items of leaders' behavior these two distinctions in interpretation will be useful.

Relationships from the Viewpoint of Group Dimensions

There are two available procedures by which we may examine the significant associations expressed in Table XIX. We may consider the relations by focusing on (a) the group dimensions, or (b) the items of leaders' behavior. If we focus on group dimensions the number of items of behavior related to each dimension is of importance. This would indicate characteristics of groups being of special concern to the study of leadership. From the viewpoint of items of behavior, those items related to larger numbers of dimensions might be thought of as being the more sensitive to changes in group characteristics. Knowledge of what items of behavior are mostly likely to be involved with changes in group characteristics could be of extreme practical importance to an individual acting as a leader.

Table XX presents the number of significant contingency dimensions by dimension.

TABLE XX. The number of significant coefficients of contingency found for each of 15 group dimensions.

Group Dimensions	Numbers at the 1 % level	Numbers at the 5 % level
Size	7	17
Vicidity	59	65
Homogeneity	7	23
Flexibility	16	33
Permeability	5	16
Polarization	5	20
Stability	3	18
Intimacy	4	13
Autonomy	1	13
Control	3	17
Position	6	27
Potency	6	18
Hedonic Tone	55	60
Participation	11	22
Dependence	3	14
TOTAL	190	376

The dimensions which have by far the largest number of significant associations with items of leaders behavior are Vicidity and Hedonic Tone. These two dimensions account for 125 of the 376 significant relations and 114 of the 190 relations significant at the one per cent level of confidence. It will be recalled that Vicidity and Hedonic Tone were related

to the criterion of leadership adequacy (see Table XII). It will also be noted that there is a definite tendency for those items related to leadership adequacy to also be related to both of these dimensions. Behavior of leaders associated with the respondent's judgment of "high" leadership quality are also associated with groups "high" on the dimension Vicidity and "high" in respect to Hedonic Tone. One might consider the hypothesis that the behavior of a leader which results in his being recognized by the members of the group as a "good" leader may also make group membership a pleasant, satisfying experience and tend to foster unity and cohesiveness among the group's members.

There is no large variation among the other dimensions in terms of the number of significant relations with items of leaders' behavior. In the case of each dimension the number of significant relations with leaders behavior exceeds chance expectancy. However, the magnitude of the significant coefficient in these dimensions is on the average smaller than in the case of either Vicidity or Hedonic Tone. Autonomy, Intimacy and Dependence seem to be the least fruitful in terms of this analysis while Flexibility, Position, Homogeneity and Participation yield the largest number of significant relations. But each one of the 15 dimensions is to some extent related to the behavior of leaders if we base the conclusion on the presence of more than the expected numbers of significant associations.¹ Further examination of the

¹By the operation of chance factors alone we would expect for each dimension one coefficient of .19 or above or four coefficients of .16 or above.

relation between items of leaders behavior and group dimensions will be made in the next section of this chapter where these relations will be viewed item by item rather than by dimension by dimension.

Relationship from the Viewpoint of the Item of Behavior

In focusing on the items of behavior and examining each in terms of the number of group dimensions to which it is related, it was decided to consider separately the dimensions Hedonic Tone and Vicidity. Table XXI presents the number of dimensions to which each item of behavior is related. The number of significant (.05) relations with Vicidity and Hedonic Tone are recorded in the first column. The second column presents the number of significant relations with the 13 dimensions remaining after Vicidity and Hedonic Tone are excluded. The total number of significant relations appear in the final column. For example, the first item of behavior "He was lax with the group" is related to both Hedonic Tone and Vicidity and also is related to three of the other 13 dimensions.

TABLE XXI. The number of significant relations involving items of leaders behavior and group dimensions.

Item of Behavior	Hedonic Tone and Vicidity	All Other Dimensions	Total
1. He was lax with the group	2	3	5
2. He passed the buck	2	1	3
3. He knew exactly what to expect of each member	2	5	7
4. He could put it into words	2	1	3
5. He could be counted on in tough spots	2	7	9
6. He coordinated the different jobs	2	3	5
7. He was very interested in the group's success	2	1	3
8. He worked harder and longer than other members	2	4	6
9. He remembered it when a member did a good job	2	9	11
10. He had the respect of his superiors	2	7	9
11. He thought mostly of himself	2	4	6
12. He realized his own abilities and limitations	2	4	6
13. He informed members about things concerning them	2	2	4
14. He was only concerned with his own record	2	4	6
15. He couldn't be told anything	1	0	1
16. He made his decisions quickly	0	0	0
17. He made good decisions	2	11	13
18. He had confidence in his decisions	1	0	1
19. He allowed members to get the better of him	0	3	3
20. He lacked foresight	2	3	5

TABLE XXI. The number of significant relations involving items of leaders behavior and group dimensions.
(Continued)

Item of Behavior	Hedonic Tone and Vicidity	All Other Dimensions	Total
21. He flew off the handle	2	7	9
22. He could get members to want to work	2	8	10
23. He lost control of the group	2	3	5
24. He listened to others	2	3	5
25. He stuck to his word	2	6	8
26. He had plenty of time to spend with the group	2	2	4
27. He was friendly	2	4	6
28. He ruled with an iron hand	2	5	7
29. He made rules and regulations clear	2	6	8
30. He explained why he did things	2	2	4
31. He tried to do a good job	2	0	2
32. He apparently enjoyed ruling the roost	2	4	6
33. He put group activities before anything else	2	4	6
34. He made other people enthusiastic	2	3	5
35. He treated each member as an individual	2	2	4
36. He made the group laugh	2	2	4
37. He could make tactful criticism	2	3	5
38. He allowed exceptions to the rules	0	5	5
39. He demonstrated physical courage	1	2	3
40. He demonstrated "moral" courage	2	7	9

TABLE XXI. The number of significant relations involving items of leaders behavior and group dimensions.
(Continued)

Item of Behavior	Hedonic Tone and Validity	All Other Dimensions	Total
41. He stuck his neck out for the group	2	3	5
42. He wisely delegated authority	2	7	9
43. He was very proud of the group	2	4	6
44. He broke rules he wouldn't let others break	2	7	9
45. He seemed to like people in general	2	2	4
46. He appreciated a good joke on himself	2	3	5
47. He knew his job	2	2	4
48. He joined the members in grieving about things	1	4	5
49. He believed in the group's purpose	2	3	5
50. He did a good job of selling his ideas	2	2	4
51. He was easy to talk to	2	2	4
52. He lorded it over the members	2	1	3
53. He preferred the company of his superiors	2	6	8
54. He made good plans	2	5	7
55. He was sort of "stand- offish"	2	2	4
56. He made subordinates feel inferior	2	6	8
57. He could take it when the going was tough	2	5	7
58. He could see both sides of a question	2	3	5
59. He was willing to cooperate with others	2	2	4
60. He knew the technical details of the job	2	7	9

TABLE XXI. The number of significant relations involving items of leaders behavior and group dimensions. (Continued)

Item of Behavior	Hedonic Tone and Vicinity	All Other Dimensions	Total
61. He reversed decisions once made	1	5	6
62. He took things too seriously	1	6	7
63. He was an example of what every member should be	2	8	10
64. He treated every member alike	2	2	4
65. He boasted of his accomplishments	2	1	3
66. He knew how to get things done	2	2	4
67. He made decisions for the group, not for individuals	1	2	3
68. He talked in a pleasing manner	2	2	4
69. He was very well dressed	1	4	5
70. He could give orders pleasantly	2	3	5

Inspection of Table XXI shows that the items of behavior vary widely in the number of the 15 group dimensions to which they are related. This variation ranges from zero for the item, "He made decisions quickly" to 11 for the item, "He remembered it when a member did a good job." Certain of the 70 items of behavior appear to relate more than others to the 15 group dimensions. Among the more sensitive items are the following: (each shows a significant association with 9 or more of the dimensions).

1. "He remembered it when a member did a good job."
2. "He could get members to want to work."
3. "He was an example of what every member should be."

4. "He could be counted on in the tough spots."
5. "He had the respect of his superiors."
6. "He flew off the handle."
7. "He demonstrated "moral" courage."
8. "He wisely delegated authority."
9. "He knew the technical details of his job."

In contrast to these items are those related to three or fewer of the dimensions. These less sensitive items of leaders' behavior are the following:

1. "He made decisions quickly."
2. "He couldn't be told anything."
3. "He had confidence in his decisions."
4. "He tried to do a good job."
5. "He passed the buck."
6. "He could put it into words."
7. "He was very interested in the group's success."
8. "He made good decisions."
9. "He allowed members to get the better of him."
10. "He demonstrated physical courage."
11. "He treated each member as an individual."
12. "He lorded it over the members."
13. "He boasted of his accomplishments."
14. "He made decisions for the group, not for individuals."

In the first list we have those items of leaders' behavior which were related to a large number of group dimensions. The frequency with which the respondents reported leaders engaging in these items varied with a large number of the characteristics of groups covered by the group dimensions. In the second list we have items of behavior related to a limited number of the characteristics of group we are considering. The frequency with which leaders engaged in these items of behavior was related to 3 or less of the 15 group dimensions, and in most cases 2 of the 3 dimensions were Vicidity and Hedonic Tone. A notable exception is the item, "He allowed exceptions to the rules" which is related to 3 group dimensions but to neither Vicidity nor Hedonic Tone.

It is difficult to find a clear cut common element among

the items in the separate list which would characterize the differences between them. However, it does appear that items in the first list involve behavior where a greater possibility exists for subjective interpretation of the leaders actual behavior. For example, "Remembering when a member does a good job," "Being able to get the members to want to work," "Setting an example for members" and "Giving an impression of being reliable in tough spots." All involve a rather personal evaluation of many specific acts of the leader. The items in the second list may call for observation of a less general and interpretive sort. However, this distinction is not clear cut.

Further consideration of the relation of group dimensions to the behavior of leaders needs to be delayed until leadership adequacy is also brought into the analysis. From the results of the present analysis we can say that leaders are reported to engage in a certain items of behavior more or less frequently, depending on the nature of the group. We have completely disregarded, for the moment, whether or not engaging in the items of behavior is related to "high" or "low" leadership adequacy. A more detailed analysis can most profitably be made after adequacy of leadership is also brought into consideration.

At the risk of anticipating subsequent analyses we may look at an example of how factors in the situation (group dimension) may become important in adequacy of the behavior of the leader. We note that the item of behavior, "He knew the technical details of his job" is related negatively ($-.21$) to the dimension Flexibility. In other words, leaders in Flexible

(informal) groups tend to be observed by the respondents less frequently as knowing the "technical details of his job." However, this item related positively to leadership adequacy in general (.37). Does the fact that Flexibility of the group is related to a tendency for the members of the group to report leaders as not knowing the technical details of the job make it an area of special concern for leaders of such groups? Or on the other hand, is it that members in such groups do not demand that leaders know technical details of the job? These questions must await consideration of leadership adequacy with the group dimensions.

A second example of the same type of problem can be found in the fact that in the less intimate groups, respondents report that leaders break rules and regulations they do not let others break (.25). This item is negatively related to leadership adequacy (-.35). Do leaders in less intimate groups need to be more concerned with behavior on their part likely to be interpreted as breaking rules not permitted others?

Summary

In this chapter the behavior of leaders has been examined from the viewpoint of its relation to the group dimensions. Leadership adequacy was not considered in the analysis.

Each of the 15 group dimensions furnished a basis of classification of the 500 groups into two categories; one composed of group "high" in respect to the dimension, the

other composed of groups "low" in respect to the dimension. Contingency coefficients were computed in order to examine the association between the classification of groups on the basis of dimensions and the frequency with which respondents reported leaders engaging in the behavior represented by the 70 items in the questionnaire. The number of significant associations between the dimensions and the items of behavior was far larger than chance alone would allow. Factors in the group situation, as reflected in group dimensions, are related to the frequency with which the respondent reported leaders engaging in certain items of behavior.

The number of significant items was found to vary from dimension to dimension. There were far more items of behavior related to Vicidity and Hedonic Tone than there were to other dimensions. However, each dimension was associated with a larger number of items than could be explained on the basis of chance expectancy.

The behavioral items were seen to vary in terms of the number of dimension to which they were significantly related. One item showed no significant relation with any one of the 15 group dimensions. On the other hand, one other item was related significantly to 11 of the 15 group dimensions.

Since leadership adequacy was not to be considered in this analysis, detailed investigation of the relations between each item and each dimension was not made. It is believed that this latter type of analysis would be much more meaningful when leadership adequacy is brought into the analysis along with the group dimension.

CHAPTER VII

THE INTERACTION OF GROUP DIMENSIONS, LEADER'S BEHAVIOR AND ADEQUACY OF LEADERSHIP

In Chapter V we have examined the relations between items of leaders' behavior and judgments of leadership adequacy. Chapter VI considered the relations between the 70 items of leaders' behavior and the 15 group dimensions. Each of these chapters dealt with a separate aspect of the leadership problem. In this chapter the leadership process as a whole will be considered. This chapter will be concerned with the interrelations of (a) the factors in the situation (group dimensions), (b) the leaders' behavior (the respondents' observations of the leaders on 70 items of behavior), and (c) the respondent's judgment of the leader's quality (the criterion of leadership adequacy).

The Interaction of Factors in Leadership

To introduce the discussions of the relations to be presented in this chapter, let us take a specific item of the leaders' behavior, a specific group dimension, and the respondent's judgments of the adequacy of the leader and see how their interactions can be expressed.

Let the item of behavior be - "He was lax with the group." The respondents have described the leaders in respect to this item by indicating how frequently they observed the leader to be "lax with the group." The description is ex -

pressed in the form of "Always," "Frequently," "Occasionally," "Seldom," "Never," "Does not apply," and "Don't know" categories. For our sample of 500 descriptions of leaders we have 19 described as "Always" lax with the group, 46 as "Frequently," 103 as "Occasionally," 154 as "Seldom," 121 as "Never" lax. There were 48 instances where the respondents reported the item did not apply and 9 instances where they checked the "Don't know" category.

Let the group dimension for our example be Size. The groups having scores of 1, 2, or 3 on the Size dimension were assigned to a "low" (small) category. The groups having scores of 4, and 5 on the Size dimension were placed in the "high" (large) categories. There were 250 groups in the "high" category and 250 in the "low."

By combining the leaders' behavior categories with the group dimension categories we have the following 14 sub-categories:

1. "High" (large) groups where leaders were "Always" lax.
2. "High" (large) groups where leaders were "Frequently" lax.
3. "High" (large) groups where leaders were "Occasionally" lax.
4. "High" (large) groups where leaders were "Seldom" lax.
5. "High" (large) groups where leaders were "Never" lax.
6. "High" (large) groups where the respondent believed being lax with the group did not apply.
7. "High" (large) groups where the respondent felt he did not know how frequently the leader was lax with the group.
8. "Low" (small) groups where the leaders were "Always" lax.
9. "Low" (small) groups where the leaders were "Frequently" lax.

10. "Low" (small) groups where leaders were "Occasionally" lax.
11. "Low" (small) groups where leaders were "Seldom" lax.
12. "Low" (small) groups where leaders were "Never" lax.
13. "Low" (small) groups where the respondent believed being lax with the group did not apply.
14. "Low" (small) groups where the respondent felt he did not know how frequently the leader was lax with the group.

In our example we have considered only (a) factors in the situation (group dimensions) and (b) the leaders' behavior. We have yet to consider (c) leadership adequacy.

In 365 of the 500 descriptions of groups, the respondent indicated the leader was "excellent" or "good." In the remaining 135 descriptions respondent's rated the leader as "Fair," "Poor," or "Bad." The 365 leaders make up a "high" category with respect to leadership adequacy and the 135 a "low" category. As we bring leadership adequacy into consideration, each of the 14 categories previously listed are divided into two, making a total of 28 categories. For example, with regard to leaders in "high" (large) groups who were "Always" lax with the groups (category 1 above), we have (a) leaders "high" in adequacy in "high" (large) groups who were "Always" lax with the group, and (b) leaders "low" in adequacy in "high" groups who were "Always" lax with the group.

Figure 1 illustrates the general nature of the division of groups with regard to (a) group dimensions, (b) the leader's behavior, and (c) leadership adequacy.

The relations illustrated in Figure 1 may be presented in tabular form for the data from our example. The three-dimensional relationship can be visualized from the tabular

material by reference to Figure 1. Table XXII presents the frequency with which leaders were described in accord with each of the 28 categories, for the data concerning the (a) item of behavior, "He was lax with the group," (b) the dimension of Size, and (c) leadership adequacy.

Figure 1. The relation between categories of group dimensions
leader's behavior, and leadership adequacy.

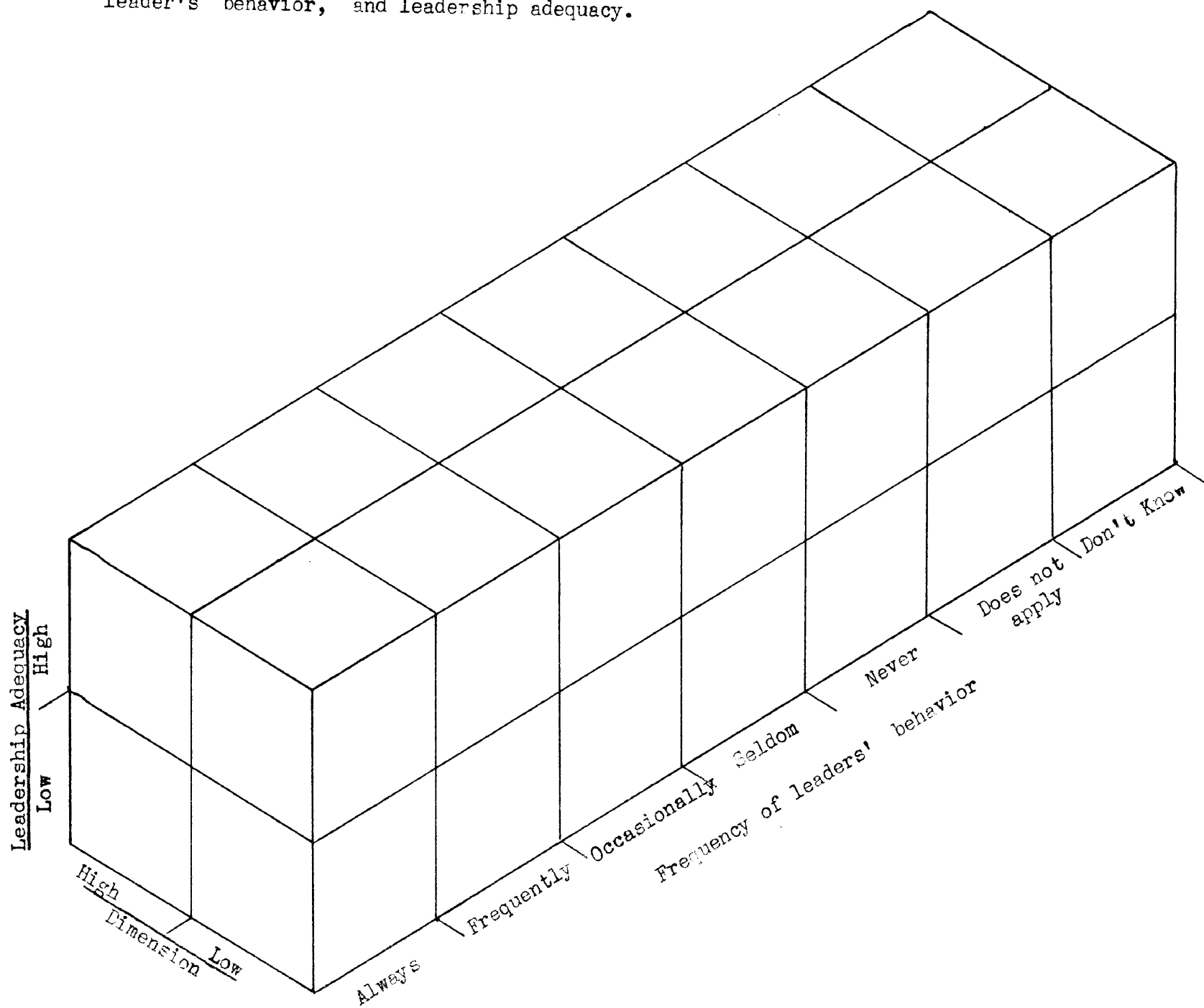


TABLE XXII. Classification of data by group dimensions, an item of leaders' behavior, and leadership adequacy.

Frequency of Behavior	A High on Leadership High on Size	B High on Leadership Low on Size	C Low on Leadership High on Size	D Low on Leadership Low on Size	Total
Always	1	9	3	6	19
Frequently	6	10	13	17	46
Occasionally	33	31	17	22	103
Seldom	72	54	15	13	154
Never	57	51	7	6	121
Does not apply	12	23	8	5	48
Don't know	3	3	3	0	9
Total	184	181	66	69	500

Table XXII furnishes the basic data for determining the relation between a combination, on one hand, of the adequacy of leadership and the size of the group, and, on the other, the frequency with which leaders are lax with the group. We have four such combinations, each corresponding to a column in Table XXII (A, B, C, D).

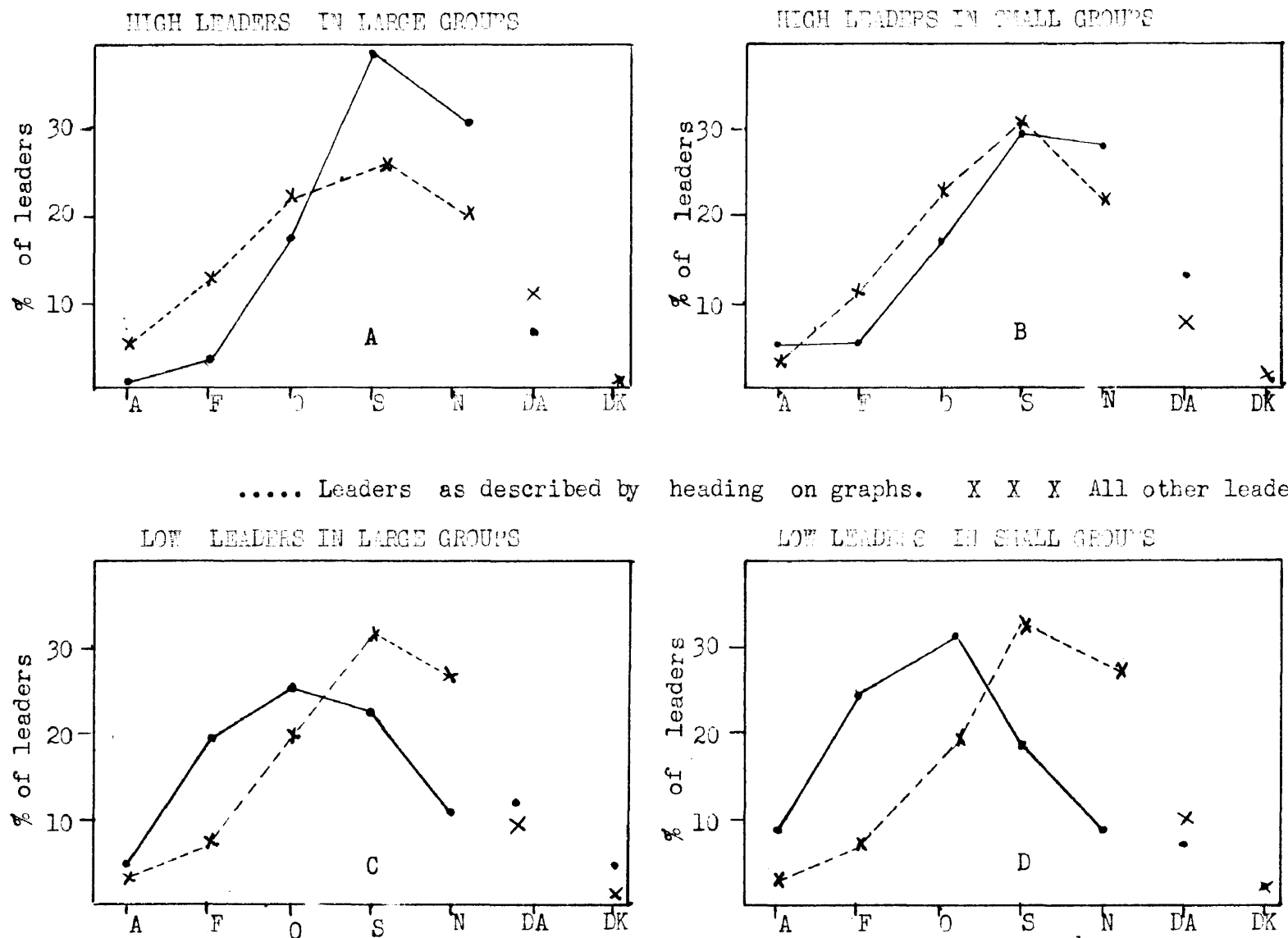
1. Groups "high" on the dimension Size (large) where leadership adequacy has been judged to be "high" (A).
2. Groups "low" on the dimension Size (small) where leadership adequacy has been judged to be "high" (B).
3. Groups "high" on the dimension Size (large) where leadership adequacy has been judged to be "low" (C).
4. Groups "low" on the dimension Size (small) where leadership adequacy has been judged to be low (D).

Let us examine the manner in which the respondents described the leaders included in each of these four categories (A, B, C, D) with respect to the item, "He was lax with the group." We may do this by making the following four comparisons:

1. "High" leaders in "high" (large) groups compared with all other leaders (A).
2. "High" leaders in "low" (small) groups compared with all other leaders (B).
3. "Low" leaders in "high" (large) groups compared with all other leaders (C).
4. "Low" leaders in "low" (small) groups compared with all other leaders (D).

These four comparisons will tell us how each combination of the group dimensions and the leadership adequacy category differs from each other combination, as far as the respondents' description of leaders is concerned. Figure 2 presents a graphic picture of these four combinations of the item of behavior, "He was lax with the group."

Figure 2. The relation of combinations of leadership adequacy and Size of the group to the frequency of behavior of leaders with respect to "He was lax with the group."



The comparison of "low" leaders in small groups with all other leaders gives the greatest difference between behavior of leaders with respect to being lax with the group. The least difference is noted in the comparison of "high" leaders in small groups with all other leaders.

The relationship observed in the graphs may be expressed in terms of the degree of association between the classification ("high" leaders in "high" groups vs. all other leaders, for example) and the frequency of a leader's behavior on the item. Contingency coefficients have been computed to express these relationships between (a) each combination of leadership adequacy X group dimensions and (b) the frequency of leaders behavior with respect to an item of behavior. In our present example the four contingency coefficients as computed were:

1. "High" leadership adequacy X "High" (large) Size = $-.26$
2. "High" leadership adequacy X "Low" (small) Size = $.15$
3. "Low" leadership adequacy X "High" (large) Size = $+ .20$
4. "Low" leadership adequacy X "Low" (small) Size = $+ .28$

These coefficients express the degree of association between the leader's behavior and a classification in terms of a combination of leadership adequacy with group dimensions. Positive and negative signs have been attached to the coefficients to indicate the direction of the association. It will be noted that the coefficient $.15$ ("High" adequacy X "Low" Size) has no sign attached. The sign was omitted because the contingency coefficient did not reach the five per cent level of significance.

We may summarize the relations with the item, "He was lax with the group," by pointing out the following suggestions about leaders' behavior:

1. Smallness of groups tends to increase the frequency with which leaders are "Lax with the group."
2. Being "Always" or "Frequently" lax with the group is inadequate leadership both in large and small groups.
3. Laxness is most frequently noted in the behavior of low leaders in small groups.

Rationale of the Plan of Analysis of the Data

The method used for the analysis of the data presented in the illustration is but one of a number of ways of going about the analysis of the interaction effects. It is not the most complete analysis that could be made of such data. The method was selected to be consistent with the exploratory nature of the questionnaire data. It was not believed that statistical analysis is warranted by this type of questionnaire data. The present analysis may be regarded as more of a cursory item analysis, oriented toward finding those relations which would be most fruitful in formulating hypotheses for further investigation. Rigorous examination of complicated interaction effects might be justified were data collected in less of an exploratory fashion.

A complete analysis of the interaction effects would involve computation of a three factor chi square for a complex $2 \times 2 \times 7$ contingency table. If this chi square was of a significant value the three factor interaction could then be

studied in terms of its regression in the direction of the seven categories classifying the leaders' behavior. The elaborate nature of this complete analysis may be ascertained by reference to a successive approximation method of computing chi square values for a complex contingency table suggested by Norton (43).

There is, however, another method (but less complete) of examining complex contingency tables where a significant interaction among the factors may be present. The contingency table may be subdivided into parts, in any way of interest, and the parts studied separately. The conventional methods of computing chi squares (or contingency coefficients) can then be employed. This is the procedure used in the present study. The question of how to sub-divide the complex table so that meaningful comparisons may be made becomes the problem.

In the present study the following sub-divisions of the $2 \times 2 \times 7$ contingency table were considered:

1. The table could be divided into two separate tables; one for the "leader" functioning in groups "high" on a dimension and a second for groups "low" on the dimension. Analysis of these two tables could then be made separately, which would allow an examination of the relations between leadership adequacy and the leaders behavior in groups "high" on the dimension independently of those "low" on the dimension.

2. The complex table could be divided into two separate tables, one for "leaders" high in adequacy and the other for

those "low" in adequacy. Such a division would permit comparison of the relation of the group dimensions to the leaders behavior in groups led by "high" leaders independently of those led by "low" leaders.

3. The third method of subdivision is the one selected for the present study. In our illustration the complex table is divided in such a manner as to place in one category leaders high in adequacy functioning in a group high on a dimension and in the second category all other leaders. We then have four independent comparisons (See page 175) involving the behavior of the leader.

The third method of dividing the contingency table was selected in preference to either the first or the second because:

1. Such a procedure utilized all of the data in making each comparison.
2. Computational procedures were simplified because re-computation of expected frequencies for each comparison was not necessary.
3. A rigorous test of differences in the behavior required of leaders in a given situation was furnished by comparing their behavior with that of all other leaders.

It will be noted in our example that when we compare "high" leaders in large groups with all other leaders we include in the all other categories both leaders in large groups (low leaders) and leaders high in adequacy (leading small groups) as well as leaders "low" in adequacy in "small" groups. This removes from the comparison, effects due to

leadership adequacy or the group dimension operating alone. Differences arising from this comparison may be attributed to differences in the behavior of the leaders associated with a particular combination of leadership adequacy and group dimensions. This type of comparison points directly to situational factors in leadership.

The Relationship between Dimensions X Leadership Adequacy and the Behavior of Leaders

Contingency coefficients were computed for all of the items and all of the dimensions included in the study. For each of the 70 items of behavior there are four combinations of dimensions X leadership adequacy for each dimension. Since there are 15 dimensions this makes a total of 60 such combinations for each item of leader's behavior. The total number of coefficients necessary to express all these relations is 4200. These coefficients are presented in Table XXIII. In arranging the table the coefficients reported in the previous two chapters and integrated in the table, allowing all the information about the relation between leaders' behavior, group dimensions, and leadership adequacy to be brought together in one place. In the arrangement of the table, items of leaders behavior were listed along the left hand side. These items are numbered and the numbers repeated on the right. Each dimension heads five columns of coefficients as they are arranged across the page. The first column under each dimension contains coefficients expressing the association of the classification of the dimension X

leadership adequacy and leaders' behavior where the dimension is "high" (H) and leadership adequacy "high" (H). The second column contains coefficients where the dimension is "low" (L), and leadership adequacy "high" (H), the third where the dimension is "high" (H) and leadership adequacy is "low" (L), and the fourth where the dimension is "low" (L) and leadership adequacy "low" (L). The fifth column under each heading contains coefficients expressing the association between the dimension (Dim.) and the leaders' behavior without regard to leadership adequacy. On the right hand side of the body of the table the relations of each item to leadership adequacy without regard to the group dimensions are listed.

[illegible][illegible][illegible][illegible][illegible][illegible]

The relations expressed by the contingency coefficients in Table XXIII will be summarized from a point of view consistent with the exploratory aim of the present study. We did not expect a questionnaire approach to situational factors in leadership to lead to a definitive statement about the complicated phenomena of leadership. As was pointed out earlier, the aim of the study was to formulate hypotheses in various areas so that experimental procedures could be applied to significant problems. The data brought together in Table XXIII is a rich source of hypotheses about relations between leaders' behavior and factors in the group situation.

In our consideration of the relations, those appearing most significant from the point of view of experimental hypotheses will be given most attention. A somewhat arbitrary method of selecting the relations likely to be most productive of hypotheses had to be adopted. There are a number of items of behavior where the nominal value of the contingency coefficients associated with a dimension X leadership-adequacy-combination and an item of behavior is equal to or slightly exceeds the magnitude of the contingency coefficients expressing the relation between the item of behavior and leadership in general. This provides a reference basis for the consideration of the relation in Table XXIII. We shall select for consideration those relations where a combination of leadership adequacy and a group dimension yielded coefficients numerically larger than those expressing the items relation to leadership adequacy in general. The use of a coefficient as reference point does not imply that a direct

comparison is to be made between the two coefficients. The purpose of using such a relative reference points is to call attention to relations of great interest which would be missed if an arbitrary value such as .35 was selected for all items in the entire table.

Let us look at an example where the relations are of the type just described. "He allowed members to get the better of him" is related to leadership adequacy in general to the degree expressed by a contingency coefficient of $-.26$. "Low" leaders are more frequently described as "always" or "frequently" allowing members to get the better of them, while "high" leaders are more frequently described as "Seldom" or "Never." However, when we examine "low" leaders in groups "low" in Stability by comparing these leaders with all other leaders we obtain a contingency coefficient of $+.26$. This contingency coefficient is numerically larger than the one expressing the relation of the item to leadership adequacy in general ($-.26$), even though the "low" leaders in groups "high" in respect to Stability are included in the "all other category" with the "high" leaders. This is the type of relationship leading to what would appear to be significant experimental hypothesis.

In our discussion we will first list the relations in Table XXIII which produce contingency coefficients for a particular dimension X leadership-adequacy-combination that are larger in magnitude than the corresponding contingency coefficient where leadership adequacy is considered in general. We will then examine a number of hypotheses about these

particularly significant relations.

An Examination of Relations Expressed in Table XXIII

I. "He made decisions quickly" is not significantly related to leadership adequacy in general as indicated by a contingency coefficient of .15. The dimension X leadership-adequacy-combination listed below led to six significant coefficients numerically larger than .15.

1. Groups high (large) in Size where leadership adequacy was low (-.18).
2. Groups high in Vicidity where leadership adequacy was low (-.18).
3. Groups high in Flexibility (informal) where leadership adequacy was high (+ .18).
4. Groups low in Stability where leadership adequacy was low (-.17).
5. Groups low in Autonomy where leadership adequacy was low (-.17).
6. Groups where participation was high and leadership adequacy low (-.16).

II. "He had confidence in his decisions" is related to leadership adequacy in general as expressed by a contingency coefficient of .27. The dimension X leadership-adequacy-combination listed below led to one coefficient numerically larger than .27.

1. Groups where Hedonic Tone was low and leadership adequacy low (-.28).

III. "He allowed members to get the better of him" is related

to leadership adequacy in general as expressed by a contingency coefficient of $-.26$. The dimension X leadership-adequacy-combination listed below led to one coefficient numerically larger than $.26$.

1. Groups low in Stability where leadership-adequacy was low ($+.28$).

IV. "He flew off the handle" is related to leadership adequacy in general as expressed by a contingency coefficient of $-.26$. The dimension X leadership-adequacy-combinations listed below led to two coefficients numerically larger than $.26$.

1. Groups low in Flexibility (formal) where leadership adequacy was low ($+.28$).
2. Groups where Hedonic Tone was low and leadership adequacy low ($+.28$).

V. "He stuck to his word" is related to leadership adequacy in general as expressed by a contingency coefficient of $.40$. The dimension X leadership-adequacy-combination listed below led to one coefficient numerically larger than $.40$.

1. Groups where Hedonic Tone was low and leadership adequacy low ($-.41$).

VI. "He had plenty of time to spend with the group" is related to leadership adequacy in general as expressed by a contingency coefficient of $+.25$. The dimension X leadership-adequacy-combinations listed below led to two coefficients numerically larger than $.25$.

1. Groups where Hedonic Tone was low and leadership adequacy low ($-.28$).

2. Groups where Dependence was low and leadership adequacy low (-.28).

VII. "He ruled with an iron hand" is not significantly related to leadership adequacy in general as expressed by a contingency coefficient of .12. The dimension X leadership-adequacy-combinations listed below led to twelve significant contingency coefficients numerically larger than .12.

1. Groups low in Vicidity and where leadership adequacy was low (.16).
2. Groups low in Flexibility and where leadership adequacy was low (-.17).
3. Groups high in Permeability and where leadership adequacy was high (-.19).
4. Groups low in Permeability and where leadership adequacy was high (.16).
5. Groups low in Permeability and where leadership adequacy was low (.17).
6. Groups low in Polarization and where leadership adequacy was high (-.17).
7. Groups high in Polarization and where leadership adequacy was low (.16).
8. Groups low in Control and where leadership adequacy was high (-.18).
9. Groups high in Control and where leadership adequacy was low (.16).
10. Groups low in Intimacy and where leadership adequacy was high (-.16).
11. Groups where Position was low and leadership adequacy high (-.17).

12. Groups where Dependence was low and leadership adequacy high ($-.18$).

VIII. "He tried to do a good job" is related to leadership adequacy in general as expressed by a contingency coefficient of $.39$. The dimension X leadership-adequacy-combination listed below led to one coefficient numerically larger than $.39$.

1. Groups where Hedonic Tone was high and Leadership adequacy was high ($+.46$).

IX. "He apparently enjoyed ruling the roost" is related to leadership adequacy in general as expressed by a contingency coefficient of $-.19$. The dimension X leadership-adequacy-combinations listed below led to three coefficients numerically larger than $.19$.

1. Groups high in Permeability and where leadership adequacy was high ($-.21$).
2. Groups where Position was low and where leadership adequacy was high ($-.22$).
3. Groups where Dependence was low and leadership adequacy low ($+.21$).

X. "He treated each member as an individual" is related to leadership adequacy in general as expressed by a contingency coefficient of $+.36$. The dimension X leadership-adequacy-combination listed below led to one coefficient numerically larger than $.36$.

1. Groups where Hedonic Tone was low and leadership adequacy low ($-.37$).

XI. "He allowed exceptions to the rules" is not significantly

related to leadership adequacy in general as expressed by a contingency coefficient of .10. The dimension X leadership adequacy combination listed below led to two significant coefficients numerically larger than .10.

1. Groups high in size (large) and where leadership adequacy was high (-.16).
2. Groups high in Flexibility and where leadership adequacy was high (.20).

XII. "He stuck his neck out for the group" is related to leadership adequacy in general as expressed by a contingency coefficient of .34. The dimension X leadership-adequacy-combinations listed below led to two coefficients larger numerically than .34.

1. Groups high in Polarization and where leadership adequacy was low (-.37).
2. Groups high in Control and where leadership adequacy was low (-.35).

XIII. "He joined the members in griping about things" is not significantly related to leadership adequacy in general as expressed by a contingency coefficient of .09. The dimension X leadership-adequacy-combinations listed below led to three coefficients numerically larger than .09.

1. Groups high in Vicidity where leadership adequacy was high (-.18).
2. Groups high in Flexibility where leadership adequacy was high (.16).
3. Groups low in Control where leadership adequacy was low (.16).

XIV. "He believed in the group's purpose" is related to leadership adequacy in general as expressed by a contingency coefficient of $\pm .32$. The dimension X leadership-adequacy-combination listed below led to one coefficient numerically larger than $.32$.

1. Groups where Hedonic Tone was low and leadership adequacy low ($-.35$).

XV. "He was easy to talk to" is related to leadership adequacy in general as expressed by a contingency coefficient of $\pm .41$. The dimension X leadership-adequacy-combination listed below led to one coefficient numerically larger than $.41$.

1. Groups low in Vicidity and where leadership adequacy was low ($-.42$).

XVI. "He lorded it over the members" is related to leadership adequacy in general as expressed by a contingency coefficient of $-.35$. The dimension X leadership-adequacy-combinations listed below led to two coefficients numerically larger than $.35$.

1. Groups high in Control where leadership adequacy was low ($\pm .37$).
2. Groups where Hedonic Tone was low and leadership adequacy low ($\pm .36$).

XVII. "He preferred the company of his superiors" is related to leadership adequacy as expressed by a contingency coefficient of $-.24$. The dimension X leadership-adequacy-combinations listed below led to six coefficients numerically larger than $.24$.

1. Groups high in Size (large) and where leadership adequacy was low ($\pm .28$).

2. Groups low in Vicidity and where leadership adequacy was low ($\pm .30$).
3. Groups low in Flexibility and where leadership adequacy was low ($\pm .25$).
4. Groups low in Autonomy and where leadership adequacy was low ($\pm .25$).
5. Groups high in Control and where leadership adequacy was high ($-.39$).
6. Groups where Hedonic Tone was low and leadership adequacy low ($\pm .29$).

XVIII. "He was sort of standoffish" is related to leadership adequacy as expressed by a contingency coefficients of $-.37$. The dimension X leadership-adequacy-combination listed below led to one coefficient numerically larger than $.37$.

1. Groups low in Vicidity where leadership adequacy was low ($\pm .39$).

XIX. "He made subordinates feel inferior" is related to leadership adequacy in general as expressed by a coefficient of $-.37$. The dimension X leadership-adequacy-combinations listed below led to three coefficients numerically larger than $.37$.

1. Groups low in Vicidity where leadership adequacy was low ($\pm .38$).
2. Groups high in Polarization where leadership adequacy was low ($\pm .39$).
3. Groups high in Control where leadership adequacy was low ($\pm .38$).

XX. "He reversed decisions once made" is related to

leadership adequacy in general as expressed by a coefficient of $-.21$. The dimension X leadership-adequacy-combinations listed below led to five coefficients numerically larger than $.21$.

1. Groups low in Vicidity where leadership adequacy was low ($+.23$).
2. Groups high in Flexibility where leadership adequacy was low ($+.22$).
3. Groups high in Permeability where leadership adequacy was low ($+.23$).
4. Groups high in Polarization where leadership adequacy was low ($+.23$).
5. Groups where "Hedonic Tone" was low and leadership adequacy was low ($+.26$).

XXI. "He took things too seriously" is related to leadership adequacy in general as expressed by a coefficient of $-.18$. The dimension X leadership-adequacy-combinations listed below led to seven coefficients numerically larger than $.18$.

1. Groups low in Vicidity where leadership adequacy was low ($.23$).
2. Groups low in Homogeneity where leadership adequacy was low ($-.20$).
3. Groups low in Autonomy where leadership adequacy was low ($+.23$).
4. Groups high in Control where leadership adequacy was low ($+.22$).
5. Groups where Potency was high and where leadership was high ($-.20$).

6. Groups where Hedonic Tone was low and where adequacy was low ($-.22$).

7. Groups where Dependence was high and leadership adequacy was low ($+.19$).

XXII. "He treated every member alike" is related to leadership adequacy in general as expressed by a contingency coefficient of $.35$. The dimension X leadership-adequacy-combination listed below led to one coefficient larger than $.35$.

1. Groups low in Vicidity and where leadership adequacy was low ($+.36$).

XXIII. "He talked in a pleasing manner" is related to leadership adequacy in general as expressed by a contingency coefficient of $+.41$. The dimension X leadership-adequacy-combinations listed below led to two coefficients numerically larger than $.41$.

1. Groups low in Vicidity where leadership adequacy was low ($-.42$).

2. Groups where Hedonic Tone was low and where leadership adequacy was low ($-.42$).

XXIV. "He was very well dressed" is related to leadership adequacy in general as expressed by a contingency coefficient of $.16$. The dimension X leadership-adequacy-combinations listed below led to fourteen significant coefficients larger numerically than $.16$.

1. Groups high in Size (large) where leadership adequacy was high ($+.17$).

2. Groups high in Homogeneity where leadership adequacy was low ($-.17$).

3. Groups high in Vicidity where leadership adequacy was high ($+ .23$).
4. Groups high in Stability where leadership adequacy was high ($+ .20$).
5. Groups low in Stability where leadership adequacy was low ($- .18$).
6. Groups low in Autonomy where leadership adequacy was low ($- .17$).
7. Groups low in Polarization where leadership adequacy was high ($+ .21$).
8. Groups high in Polarization where leadership adequacy was low ($- .20$).
9. Groups low in Polarization where leadership adequacy was low ($- .17$).
10. Groups where Position was low and leadership adequacy was low ($- .17$).
11. Groups where Potency was low and leadership adequacy was low ($- .13$).
12. Groups where Hedonic Tone was high and leadership adequacy high ($+ .20$).
13. Groups where Hedonic Tone was low and leadership adequacy low ($- .17$).
14. Groups where Dependence was low and leadership adequacy low ($- .20$).

Specific Hypotheses Concerning the Effects of Factors
in the Situations on Leadership Behavior

The relation presented in the preceding section furnish

a basis for the formulation of hypotheses about what are likely to be important problems in greater understanding of the effects of situational factors in leadership. We may state our hypotheses, considering them questions, which could furnish the starting points of a series of systematic investigations. Problems suggested by many of these hypotheses may be best approached by experiments designed as specific tests of the relations in question. Information yielded by future studies which are suggested by the hypotheses may begin to lay the groundwork for a theory of the psychological nature of leadership phenomena. The theory probably cannot be carried to a mature form until many of these hypotheses and many other hypotheses yet to be formulated have been thoroughly investigated.

In the formulation of hypotheses from the findings of the present investigation emphasis will be placed upon what are likely to be a most fruitful areas to begin further investigation. This approach will exclude minor and readily explainable results. For example, (a) leaders in Flexible (informal) groups may allow exceptions to rules and be considered "high" in adequacy but (b) leaders in large groups cannot allow exceptions to rules and be considered "high" in adequacy; these findings seem quite readily explainable. Such relations could serve as the basis for further investigation but it is believed that other findings involve more basic or significant aspects of leadership.

At the present level of our knowledge of the place of

situational factors in leadership, certain other findings appear to defy integration into useful hypotheses. We will further limit our attention to those findings which lead to immediately testable hypotheses.

When do leaders need to be able to make quick decisions? (I)

It will be remembered that making quick decisions did not characterize either the "high" or the "low" leaders in general (.15). But our findings indicate trends in the following directions:

1. Low leaders do make decisions quickly in large groups.
2. Low leaders in groups high in Vicidity do not make decisions quickly.
3. High leaders make decisions quickly in Flexible (informal) groups.
4. Low leaders do not make decisions quickly in the less stable groups.

Hypotheses:

1. If a leader fails to make decisions quickly his adequacy will tend to be judged low:
 - A. Where the group is large (Size).
 - B. In "close knit" groups (Vicidity).
 - C. In unstable groups (a frequently changing group or perhaps an emergency group) (Stability).
 - D. In groups which are a part of larger organizations (Autonomy).
 - E. In the eyes of an individual participating in a group to a high degree (Participation).
2. If a leader makes decisions quickly his adequacy will

tend to be judged high in informal groups (Flexibility).

Confidence in decisions: (II)

Behavior on the part of the leader which gives members the impression that he has confidence in his decisions is moderately related to leadership adequacy in general (.27). Where satisfaction with group membership is low (Hedonic Tone) and where leadership adequacy is low, respondents least often reported leaders to have confidence in their decisions. Does dissatisfaction with group membership grow out of feelings of insecurity created by half hearted uncertain acts of incompetent leaders?

Hypothesis:

1. If a leader does not create the impression that he has confidence in his decisions his adequacy will be judged to be low in groups where membership is relatively unpleasant (Hedonic Tone)

Loss of prestige (loss of "face"): (III)

Leadership adequacy in general is negatively related to leaders "allowing members to get the better of him" (-.26). This loss of prestige becomes more important where the group is unstable (.28).

Hypothesis:

1. If a leader allows members to get the better of him his leadership adequacy will be judged to be low in an unstable frequently changing group (Stability).

Emotional control: (IV)

Low leaders in groups low in Flexibility (formal) or in groups where Hedonic Tone was low were observed to "fly off

the handle" were frequently than in other groups. This item is negatively related to leadership adequacy in general. Does a tendency for leaders of groups where there is a set formal way of going about things imply a need for leaders in such situations to be very careful about displaying emotions?

Hypothesis:

1. If the leader fails to control emotional reactions his leadership adequacy will tend to be judged to be low:
 - A. In more formal groups (Flexibility).
 - B. In groups where membership is relatively unpleasant (Hedonic Tone).

Should a leader be an authoritative figure? (IX)

The item of behavior "He apparently enjoyed ruling the roost" is negatively related to leadership adequacy in general. (-.19). However, this behavior becomes more important where the group is open to everyone or where it is actively seeking new members (high Permeability) or where members of the group are more likely to leave (low Position or low Dependence).

Hypotheses:

1. If a leader avoids giving the impression that he enjoys using his authority his leadership adequacy will tend to be judged high:
 - A. In groups where membership in the group is open to many people (Permeability).
 - B. In the eyes of members who occupy the lower positions in the group (Position).
2. If a leader gives the impression that he enjoys using

his authority his leadership adequacy will tend to be judged low in the eyes of members least dependent upon him (Dependence).

The group's welfare vs. personal gain (XII)

The behavior of a leader represented in the item, "He stuck his neck out for the group" is related to leadership adequacy in general (.34). The adequate leader, apparently, is ready to risk his own welfare rather than fail in his obligations to his group.

Hypothesis:

1. The leader who does not respond when called upon to "stick his neck out" for the group is judged to be low in adequacy:
 - A. In groups with a single or dominate purpose (Polarization).
 - B. In groups where members have relatively little freedom of action (Control).

Membership character (XVII)

The item "He preferred the company of his superiors" is negatively related with leadership adequacy in general (-.24). This may be interpreted by the members of a group as a form of rejection. The leader gives the impression that he is rejecting membership character in the group by considering himself superior. In many cases this may be an erroneous interpretation of the leader's activities. We would expect to find this item becoming important in situations where maximal opportunity for misinterpretation exists.

Hypotheses:

1. The leader who creates the impression that he prefers the company of his superiors tends to be judged to be low in adequacy:
 - A. In larger groups (Size).
 - B. In groups where "togetherness" is low (Vicidity).
 - C. In groups where there is an emphasis on formality (Flexibility).
 - D. In groups which are part of larger organizations (Autonomy).
 - E. In groups where membership is relatively unpleasant (Hedonic Tone).
2. The leader who avoids creating the impression that he prefers the company of his superiors tends to be judged to be high in adequacy where the members have little freedom of action (Control).

Inconsistencies in leaders' behavior: (XX)

The item of behavior "He reversed decisions once made" is negatively related to leadership adequacy in general ($-.21$). We may examine the characteristics of groups where consistency in the leaders' behavior is most important.

Hypothesis:

1. The leader who frequently reverses decisions he has once made will tend to be considered low in leadership adequacy:
 - A. In groups low in togetherness (Vicidity).
 - B. In the more formal groups (Flexibility).
 - C. In groups where membership is open to all (Permeability).

D. In groups with a single dominate purpose.

E. In groups where the general level of satisfaction is low (Hedonic Tone).

These hypotheses have been suggested by considering those relations presented in Table XXIII where the numerical magnitude of a contingency coefficient for a particular combination of leadership adequacy X group dimension exceeded that for the relation between the item and leadership adequacy in general. There are many other ways of selecting relations from the table for the purpose of forming hypotheses. Let us look at some examples of another type of relations; - items related to leadership adequacy in general to a high degree but not to all situations.

In contrast to the items we have just considered in which leadership becomes more important in certain situations, there are items of leaders' behavior which are related to leadership in general but which seem to loose all significance in certain combinations of leadership adequacy X group-dimensions-combinations. Let us look at a few items that are related to leadership adequacy in general to the degree expressed by a contingency coefficient of .40 or larger and which have insignificant relations (significant at less than 5 per cent level) in certain situations.

"He could be counted on in tough spots."

This item is related to leadership adequacy in general to a relatively high degree (+.50). However, the frequency with which leaders were described as "being able to be counted on in the tough spots" did not particularly characterize the behavior of those in the following three situations:

1. Groups in which leadership adequacy was high and Vicidity low (.15).
2. Groups where leadership adequacy was high but the respondents was participating to a low degree (.14).
3. Groups where leadership adequacy was high but Hedonic Tone was low (.13).

"He made good decisions."

This item is related to leadership adequacy in general to a relatively high degree (.52). However, it did not particularly characterize the behavior of the leaders in the following situation:

1. Groups where leadership adequacy was high but Hedonic Tone low (.14).

"He made other people enthusiastic."

This item is related to leadership adequacy in general to a relatively high degree (.54). However, it did not particularly characterize leaders in the following situations:

1. Groups where leadership adequacy was high but Vicidity was low (.11).
2. Groups where leadership adequacy was high but Hedonic Tone was low (.15).

"He knew exactly what to expect of each member."

This item is related to leadership adequacy in general to a relatively high degree (.40). However, it did not particularly characterize the behavior of leaders in the following situations:

1. Groups in which leadership adequacy was high and Vicidity low (.12).

2. Groups in which leadership adequacy was low and Vicidity low (.15).
3. Groups in which leadership adequacy was high and Stability low (.14).
4. Groups in which leadership adequacy was high and Intimacy low (.13).
5. Groups in which leadership adequacy was high and Hedonic Tone low (.11).
6. Groups in which leadership adequacy was judged high by a member dependent (Dependence) upon the leader (.08).

"He wisely delegated authority."

This item of behavior is related to leadership adequacy in general to a relatively high degree (.44). However, it did not particularly characterize the behavior of leaders in the following situations:

1. Groups in which leadership adequacy was high but where the Stability of the group was low (.08).
2. Groups in which leadership adequacy was high and the group was an autonomous group (not part of a larger organization) (.13).
3. Groups in which leadership adequacy was high but where Hedonic Tone was low (.14).

These five items are examples of relationships which would further strengthen a conclusion of the extreme importance of considering the situation in a study of leadership. Even that behavior which distinguishes most clearly between the adequacy of leaders in general fails to characterize the

behavior of leaders in certain situations.

Summary

In this chapter we have considered the leadership process as a whole. Factors in the situation (group dimensions) and the factors in judgments of leadership adequacy have been combined in examining the behavior of leaders. By combining adequacy of leadership and group dimensions we have been able to study the variations in leaders' behavior associated with their interaction.

In examining the relations between (a) combinations of leadership adequacy with group dimensions and (b) the leaders behavior, 4200 contingency coefficients were computed. The coefficients express the relation between a specific combination of leadership adequacy with group dimensions and the leaders behavior, where the leaders making up a particular combination are contrasted with all other leaders.

A table was prepared which brings together (a) the 4200 contingency coefficients expressing these interaction effects, (b) the coefficients expressing relations between group dimensions and leaders' behavior, and (c) the coefficients expressing relations of leadership adequacy in general with the specific behavior of the leaders.

In summarizing the relations presented in the large table a number of hypotheses about areas of leaders' behavior were formulated. These hypotheses should furnish immediate starting points for a systematic experimental exploration of situational factors in leadership.

CHAPTER VIII

SUMMARY AND CONCLUSIONS

The summary of the present investigations will be a brief review of the material already presented. In the course of the review certain implications for the formulation of a theory of leadership as a part of group behavior will be pointed out.

A Behavioral View of Leadership

The problems of leadership have been approached from a viewpoint which emphasizes the behavior of the leader. Leadership is defined as the behavior of an individual who is involved in directing group activities. This definition points to two important areas for the study of leadership. On one hand, the behavior of an individual is to be studied. On the other, the social group becomes an important consideration.

The relations between these two areas of investigation leads to the problem of leadership evaluation. The appropriateness of the behavior of an individual as he directs group activities is to be weighed and evaluated. We need a criterion of leadership adequacy.

Consistent with a behavioral viewpoint of leadership, we may look to the "fit" between the behavior of the individual and demands of the situation for definition of leadership adequacy. Adequate leadership as defined by the present

research ("real" leadership or "good" leadership) is an evaluation made by an individual who renders a judgment about an individual's behavior on one hand and, on the other, the demands of the social situation in which the individual is functioning as a leader. The concept of leadership adequacy adds the third area to the leadership problem. This viewpoint places equal emphasis upon (a) the behavior of an individual, (b) the social situation in which he functions, and (c) the judgment of the adequacy.

A Limitation of Previous Studies of Leadership. It would seem safe or even conservative to appraise as incomplete our present knowledge of leadership phenomena. But we cannot attribute the incompleteness of our knowledge to the lack of concern with the problem. Studies and discussions in the general area of leadership are numerous. The harvest of confusion in the area can probably be accounted for in terms of the manner that problems in leadership have customarily been approached.

Emphasis in the usual study of leadership has been almost exclusively placed upon the personal characteristics of the individual designated as a leader. This is but one of the aspects of the problem. The social situation in which the leader functions has not been systematically studied. Although many writers have recognized the importance of factors in the social situation, very few investigators have attempted to examine these factors. It appears that the obstacle to progress in the study of the social situation as a facet of leadership has been the lack of a systematic means of group description.

A large part of the present study has been devoted to the development of a useful means of group description. We need a series of systematic concepts for the description of important variations in characteristics of social groups. These concepts had to be created as the first step toward an adequate study of leadership.

A Review of the Investigation

The present investigation of situational factors in leadership is to be regarded primarily as an exploratory study, yielding only tentative conclusions. More questions are likely to be raised than are answered. But it is hoped that these new questions will point to more significant problems than would otherwise be formulated for future investigation. Perhaps the better half of scientific endeavor is the asking of significant and answerable questions.

The Methods and Procedures. If an exploratory study of leadership is to be of value it must be relatively comprehensive. One needs to examine a large variety of group situations, and a large number of individuals who are functioning as leaders. A method which seemed suitable for this type of study centered about the use of a questionnaire. Respondents were used as observers of groups in which they were members. Each respondent gave a description of his group, reported his observations of the leader's behavior and made an evaluation of the leader's leadership quality. After having selected a group he wished to describe the respondent's attention was directed by the questionnaire to certain major areas of group

description. The respondents (a) answered a series of questions concerning the group's composition, (b) described his relation to his group, (c) made a judgment of the leader's behavior in terms of its adequacy, and (d) reported his observations of the frequency with which the leader engaged in each of 70 items of behavior.

The source of the data for the present investigation consists of 500 questionnaire descriptions of groups and their leaders. In collecting the information about the 500 groups, efforts were directed toward securing a catholic sample. A wide variety of groups was desired in order to maximize the possibility of obtaining a satisfactory range on a number of group characteristics. All respondents were adults having sufficient educational background to allow them to complete a rather complicated questionnaire.

The Development of Group Dimensions. A system of 15 group dimensions was developed for the description of the characteristics of the group. The dimensions included Size, Validity, Homogeneity, Flexibility, Stability, Permeability, Polarization, Autonomy, Intimacy, and Control pertaining to the group as a unit, and Position, Participation, Potency, Hedonic Tone, and Dependence expressing the respondent's relation to his group. Each dimension represented a continuum which, when applied to a particular group, yielded a score descriptive of that group. The responses to the various items composing the questionnaire were coded into scores for each of the 15 dimensions. Each group could then be described in terms of 15 numerical values, one for each dimension.

The system of group dimensions was examined from the viewpoints of (a) the reliability of the coding procedure, (b) the agreement between two observer's reports concerning the same group, and (c) the intercorrelation among the group dimensions.

It was found that dimensions could be coded with adequate agreement between two independent coders. The reliability coefficients ranged from .53 to .95, varying with the dimension.

The dimensional scores coded from the questionnaire descriptions furnished by two observers of the same group tended to agree in the case of those dimensions referring to the group as a unit. However, their reports about their individual relations to their groups when coded into dimension scores showed, as one might expect, very little agreement.

The intercorrelations among the 15 group dimensions was, on the average, low, although certain of the dimensions seemed to have elements in common. The larger correlation coefficients were obtained between the dimension Potency and Participation (.731), Control and Participation (.667), and Vicinity and Hedonic Tone (.640).

Leadership Adequacy. The criterion of leadership adequacy selected for use in the study consisted of the sum of two ratings of the leaders' leadership quality. The two ratings were: (a) the respondent's personal estimate of the leader's quality, and (b) his estimate of the groups judgment of the leader's quality. This criterion was found to related to ratings of the morale of the group, its effectiveness, and the respondent's personal acceptance of the leader as an individual.

Upon the basis of the criterion score two categories of leadership adequacy were established. These categories were (a) "high" leaders making up 73 per cent of those described, and (b) "low" leaders composed of the remaining 27 per cent.

The relations between each of the 15 group dimensions and the criterion of leadership adequacy were examined. Of special interest was the finding that leadership adequacy correlated with Vicidity .52 and with Hedonic Tone .51. Other group dimensions were correlated with leadership adequacy to a much smaller degree (-.07 to .35).

The Analysis of the Behavior of Leaders. The analysis of the leaders' behavior has been reported in Chapters V, VI and VII. The analysis was made with reference to (a) the criterion of leadership adequacy, (b) the nature of the group as reflected by the group dimensions, and (c) combinations of leadership adequacy and group dimensions.

Relations between Leadership Adequacy and the Leaders' Behavior.

The relation between the items of behavior of leaders and leadership adequacy were first examined without considering the nature of the group. This yielded information about the sort of behavior required of all leaders regardless of the situations in which they function. This general description of the adequate leader's behavior points to the following characteristics:

1. Adequate leaders exhibit behavior indicative of his abilities in advancing the group's purpose.
2. Adequate leaders exhibit behavior indicating competence in administrative functions.

3. The adequate leader's behavior contains an element of inspiring the members to greater activity or of setting the "pace" for groups.
4. The adequate leader's behavior includes numerous items which seems to add to the individual members feeling of security in his place in the group.
5. The adequate leader's behavior is relatively free of activities serving only his own interests.

A number of items of behavior, often reported as characteristics of leaders, were not significantly related to the criterion of leadership adequacy. For example, one of these items was: "He made decisions quickly." Leaders in general (i.e. leaders in all situations), are not differentiated from inadequate leaders on the basis of making decisions quickly. This item of behavior, however, was later found to be related to leadership adequacy in certain group situations.

Relations between Group Dimensions and Leadership Behavior.

The second major analysis of the behavior of leaders was the determination of relations of each item to each of the group dimensions.

Chance was far exceeded in the number of significant relations between the leaders' behavior and each of the 15 dimensions characterizing the groups. The dimension Vicidity was related to 65 of the 70 items of behavior while Hedonic Tone was related to 60 items. The number of significant relations with items of behavior in the case of other dimensions ranged from 13 to 33.

We may digress for a moment to consider some implications

of the findings at this level of the analysis. The characteristics of groups reflected by Vicidity and Hedonic Tone are definitely related to the activities of the leader of the group. The findings bearing most directly on this point are listed below:

1. Leadership adequacy and Vicidity were found to be correlated ($r_{tet} .52$) (See Table XII).
2. Leadership adequacy and Hedonic Tone are also found to be correlated ($r_{tet} = .51$) (See Table XII).
3. Vicidity and Hedonic Tone are correlated as indicated by a product moment coefficient of .64 (See Table XII).
4. Almost without exception the items of behavior which are related to leadership adequacy are also related to the group dimensions Hedonic Tone and Vicidity.

That behavior which is associated with being considered an adequate leader of a group is also associated with (a) the general level of pleasantness of group membership (Hedonic Tone), and (b) the tendency of the group to function as a unit (Vicidity). The interrelation between Hedonic Tone, Vicidity, and leadership adequacy and the leaders' behavior, may point to certain important implications about the functions of an individual who directs group activity. A leader's most important function in the dynamics of group behavior may well be that of maintaining group membership as a satisfying experience for the members of the group and facilitating their acting as a unit rather than as separate individuals. The findings of this study would support such a view.

The interaction of leadership Adequacy and Group Dimensions.

situational factors in leadership can be examined by observing differences in the leaders behavior associated with the different combinations of leadership adequacy and group dimensions. For example, we may examine how the behavior of "good" leaders, leading large groups, differs from the behavior of all other leaders. Do the "good" leaders in large groups differ in their behavior from all other leaders, (including the "poor" leaders in all sizes of groups and the "good" leaders in small groups)? If we can show that in certain combinations of leadership adequacy and group dimensions the behavior of leaders becomes characteristically different than the behavior of all other leaders we have a strong suggestion of the presence of factors in the situation that play a part in determining how a leader should function in the situation.

A comprehensive examination was made of the combination of group dimensions and leadership adequacy as they are related to items of behavior. This examination led to the formation of a number of hypotheses concerning how situational factors in leadership become expressed in the behavior of the leaders. The hypotheses are regarded as starting points for specific investigations into the situational nature of leadership.

Conclusion

The conclusions which seemed to be indicated by the results of the present investigation are not by any means specific. The investigation has been deliberately exploratory in nature with no attempts to reach definite specific con-

clusions. However, certain general statements based on the findings of the exploration may be made here.

First. An exploratory study of leadership had led to the formation of numerous hypotheses for further investigation.

Second. A system of group dimensions made it possible to discover significant relations between factors in the group and the behavior of the leader.

Third. The questionnaire has proved a useful tool in the study of group phenomena where a large amount of information had to be gathered from many sources.

Fourth. A situational approach to the study of leadership has yielded additional insight into the functions of individuals in a leadership role.

Extrapolations

The findings of the present study have numerous implications, both practical and theoretical.

A view of leadership which stresses the situational nature of the leader's behavior gives a sound behavioral foundation for practical programs in the selection and training of those who are to direct group activities. If we know about the relation of leadership to dimensions of the group, selection of leaders can be made with reference to the demands of the situation in which they are to lead. Individual differences in personal characteristics would provide a basis of matching the individual to the job he is to perform. Leaders could be selected using the same general technical procedures as those

common to other areas of personnel work. From the situational viewpoint it would seem futile to search for a leadership trait which would distinguish among individuals likely to be "good" or "bad" leaders in all situations. However, this would not imply that a leader could not be trained to be effective in a wide range of situations if we knew the leadership "roles" adaptive for the various situations.

In the area of training for leadership the situational approach would furnish suggestions for the content of the curriculum. If one knew the variety and constellations of group characteristics which the leader in training may expect to encounter after completing his training the curriculum could be pointed to teaching modes of behavior likely to result in adequate leadership.

But before real progress can be made in either selection or training of leaders, basic work must be done to specify more exactly how factors in the situation create demands on the leader's behavior. It is here that the hypotheses suggested in the present study and many others implicit in the information made available by the study may add direction to this important work.

The dimensions developed for the description of groups should prove to be extremely useful tools in the study of many problems in human relations. The large area of problems associated with group morale comes immediately to mind. This problem might well be approached in an exploratory manner paralleling the present study. The use of group dimensions may prove to be an important contribution to the methodology

in the study of group behavior. If it is possible to teach individuals who are to be concerned with group reactions to think in terms of these descriptive concepts we may add much needed precision to studies in social sciences.

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APPENDIX A**Preliminary Questionnaire
Form A**

FORM A

**** A STUDY OF GROUP BEHAVIOR ****

Please do not turn this page until you have read the directions and have filled in the blanks at the bottom of the page.

Directions:

This is a study of group behavior. We want to get on paper some of your experiences with a group of which you are or have been a member. What we want you to do is to pick a group with which you are familiar and answer some questions about it.

You may choose almost any sort of group you want. It ought to be one with which you have had fairly recent contact (within the last two or three years). It must be one in which you were not the leader (at least at the time you are going to talk about).

Some groups last only a little while. Some may go on essentially unchanged for years - but most groups change fairly rapidly. In order to answer the questions you will have to talk about your group as it was at a particular time. If it was a very short-lived group you are going to talk about you may want to talk about it during only a few minutes of its history. If it was more of a permanent group, where organization, membership, and morale stayed about the same for a long time you may take a typical week or month to talk about. You may not be able to remember exact dates, but you can remember some period of time that was typical, a period of time when things went along without much change in the group or your reaction to it.

Your first job, then, is to pick a group with which you are familiar. Your second job is to pick a period in that group's history. Make it a period during which you were not the leader

Your first job:

Name the group and describe it briefly. _____

Your second job:

Name the approximate time you have chosen to talk about. _____

Now you go on to the questions. Answer each one as fully as you can. If you are sure that you can't answer it, tell why. The questions will begin on the next page. Remember in answering these questions; always think of the group as you have just described it and at the time you have just indicated, unless the question specifically asks you to do otherwise.

TURN TO THE NEXT PAGE

THE COMPOSITION OF THE GROUP

The number of men in your group at the time you are talking about? _____. Number of women in your group? _____. How many of the members were actively engaged in the activities of the group? _____. Did the group meet at regular intervals? _____. How often? _____. Did the group meet at irregular intervals? _____. If so, how often? _____. Were the meetings formally scheduled or did they "just happen", or both? Explain _____. How long did the meetings last? _____. If there were no scheduled meetings, tell how often and how long the members were together as a group. _____

Was it a secret organization? _____. Were there rituals at meetings? _____. Where did the group meet? _____

What was the approximate average age of the members of the group? _____. About how old was the youngest member? _____. About how old was the oldest member? _____. How long did this group exist as a group? _____. How did an individual get to be a member of the group? Did he just join? Did he have to be elected? Were there "entrance requirements"? Explain. _____

Was the group a smaller part of a larger group? _____. Explain briefly. _____

Was the group competing in any way with a similar group? Explain briefly. _____

Did the group have a "common enemy"? Was there some outside group or individual or organization that the members of your group "joined forces against"? Explain briefly. _____

Did the group have a constitution? _____. Did it have by-laws? _____. Did it have a formal way of electing officers? _____

What officers or leaders did your group have? _____

Did the group have one real leader at a time or were there several leaders, any one of which might lead at a specific time? Explain briefly. _____

On the average how long did anyone leader hold office or remain in charge of the group? _____

How often did new members enter the group? _____. How often did members get out of the group? _____

If members left the group, what generally were their reasons?

How hard was it to get out of the group? _____

YOU AND THE GROUP

What did membership in this group mean to you, at the time you are talking about? _____

How long were you a member? _____

Did you like being a member? Explain your feeling toward the group briefly _____

How did you get to be a member? _____

Were you ever a leader of the group? What "office" or under what circumstances? Explain _____

How many other members did you know by first name? _____

How many of the other members knew you by your first name? _____

At the time you are talking about did you want to get out of the group? _____ If you could have gotten out of this group and into a similar one, would you have done it? _____ Explain briefly _____

What did you do for the group? _____

Did you belong to a similar group at the same time you belonged to this one? _____

In the course of a month, how much of your time did the activities of the group take up? _____

How often did you approach the leader to talk about group problems? _____

How often did you approach the leader to talk about personal problems? _____

Did you ever express your ideas before the whole group? _____

How were your ideas received? _____

Were you rewarded for what you thought was a good idea or a good contribution to group welfare? _____

If the group would have broken up or fallen apart, what difference would it have made to you? _____

Were there members in the group who you wished were not there? _____ If so, explain _____

If the group had failed at what it was doing, what would _____

failure have meant to you? _____

At the time you are talking about, how important was the group to you? Indicate by making a mark on the following scale.

1	2	3	4	5
Very Important		Fairly Important		Unimportant

Did the group have stated long term "official purposes"? (You need not limit your answer to the specific time you have chosen to talk about). If so, what were they? _____

At the specific time you have chosen to talk about, how interested were the members in these purposes? _____

Would you say that the official purposes were the real purposes of the group? Explain briefly. _____

What benefits or satisfactions would you say the members got from being members of the group? _____

How did the "officers" of the group manage to get to be officers? _____

Were the "official" leaders of the group the "real" leaders? Explain. _____

Check any of the following statements that apply to the group at the time you are talking about.

- All members were equally important. _____.
- There were small groups within the main group. _____.
- There were junior and senior members. _____.
- There were regular members and inactive members. _____.
- There were regular members and honorary members. _____.
- The importance of the members increased "from bottom to top". _____.
- Members had to learn and obey strict rules. _____.

How interested were the members, at the time you are talking about, in keeping the group together as a group? Indicate your judgement by making a mark on the following scale.

1	2	3	4	5
Extremely Interested		Fairly Interested		Not Interested

How would you rate the morale of the group at the time?

1	2	3	4	5
High		Medium		Low

How effective was the group in advancing its "official purposes"?

1	2	3	4	5
Extremely Effective		Accomplished Something		Very Ineffective

How interested were the members in the "real" purposes of the group?

1	2	3	4	5
Extremely Interested		Fairly Interested		Not Interested

At the time you are talking about, how badly would you have felt if you had let the group down?

1	2	3	4	5
Very badly		Fairly badly		Not bad at all

How really interested were you at the time in the "official" purposes of the group?

1	2	3	4	5
Very interested		Fairly interested		Not interested

Sometimes people become so "involved" in a group that they rarely think of themselves at all. The group is all that matters. At other times or in other groups they become only mildly "involved" thinking mainly of strictly individual matters. At the time you are talking about how deeply were you involved in the group.

1	2	3	4	5
Very deeply involved		Fairly deeply involved		Hardly involved at all

Sometimes in some groups the very life of the individual members depends on the success of the group. Such a group is very significant for that individual. Other groups of which he is a member can succeed or fail and he will not feel either particularly happy or unhappy about it, such a group is not significant for the individual. Using the scale below rate

the significance of the group you are talking about for you.
(At the time you are talking about).

1	2	3	4	5
Very significant		Moderately		Not significant
Failure would mean death, extreme unhappiness or woeful circumstances.		significant		Failure would not mean much at all.

THE LEADER

The questions in this section are about the person who was the leader of the group at the time you have been talking about. If during the time you have had in mind, the group had more than one leader, choose one of these leaders to answer questions about.

Briefly describe the leader you have chosen. _____

How did this person get to be leader? _____

About how old was the leader? _____. Was the leader larger or smaller than the members of the group? _____. Was the leader taller or shorter than the members of the group? _____. How well did you know the leader? _____

Did the leader call you by your first name? _____. How did you address the leader - by his official title, by his last name, or how? _____

At the time you are talking about how well did you personally like the leader? _____

How well did the group like the leader at the time? _____

How much did you admire the leader? _____

How much did the group admire the leader? _____

How much did you respect the leader? _____

How much did the group respect the leader? _____

Did the leader ever do a personal favor for you? _____

If so, what? _____

Did he treat you better, worse or about the same as he treated the other members of the group? _____

Was the leader popular outside this group? _____

Was the leader also the leader of other groups to which you belonged? _____. If so, how many? _____. How

would you say the intelligence of the leader compared with that of the members? _____

How long had the leader been leader at the time you are talking about? _____. How did the leader compare with the person who was leader just before he was? _____

Did the leader ever do anything in opposition to the members? _____. If so, what was it? _____

What would you say were this persons three outstanding traits?

1. _____
2. _____
3. _____

Use the rest of the page for other comments which you may wish to make about the leader or about any of your statements about him. _____

CHECK LIST

During the time you were a member of the group you undoubtedly had good opportunity to observe the behavior of the leader. Use this check list to record your observations. Some of the items may not apply directly to the leader you are talking about. On other items you may feel that you have too little information to make a fair judgement. However, try to make a judgement on each item you can.

Directions:

A number of descriptions of behavior are listed on the left side of the page. On the right side are several columns. Put a check in one of these columns for each item. For example, the first item is "He was often too lax with the group." If this is very characteristic of the leader, put a check in the first column - the "very characteristic" column. If it was not at all characteristic of the leader put a check in the 5th column - the "not at all characteristic" column. If you think the leader falls somewhere between these two extremes, put a check in the "fairly characteristic" the "a little characteristic" or the "not particularly characteristic" column.

If you think an item really does not apply, put a check in the "does not apply column" or if you really think you do not have enough information to make a judgement on the item, check it in the "don't know" column. Be sure to check each item in one of the seven columns.

	Don't know	Does not apply	Not at all characteristic	Not particularly characteristic	A little characteristic	Fairly characteristic	Very characteristic
	7	6	5	4	3	2	1
He was often too lax with the group - - - - -							
He passes the buck -- - - - -							
He knew exactly what to expect from each member - - - - -							
He could always "put it into words" - - - - -							
He could be counted on in the tough spots - - - - -							
He coordinated all the different jobs - - - - -							
He was more interested than anybody in the groups success - - - - -							
He worked just as hard and long as the members - - - - -							
He never forgot it if a member did a good job - - - - -							
He got along well with his superiors - - - - -							
He got along <u>too</u> well with his superiors - - - - -							
He thought mostly of himself - - - - -							
He realized his own abilities and limitations - - - - -							
He was often too strict with the group - - - - -							
He kept members well informed about things concerning the group - - - - -							
He was more concerned with his own record than the record of the group - - - - -							
He couldn't be told anything - - - - -							
He made his decisions quickly - - - - -							
He always made good decisions - - - - -							
He had confidence in his decisions - - - - -							
He sometimes allowed some member of the group to get the better of him - - - - -							
He lacked foresight - - - - -							
He often flew off the handle - - - - -							
He could get everybody to want to work - - - - -							
He often lost control of the group - - - - -							

Don't know	7
Does not apply	6
Not at all characteristic	5
Not particularly characteristic	4
A little characteristic	3
Fairly characteristic	2
Very characteristic	1

He was easy to talk to - - - - -
 He lorded it over the members of the group - - -
 He preferred to be in the company of his superiors
 He could make good plans - - - - -
 He was sort of "standoffish" - - - - -
 (Fill in your own)

Now go back through this list of traits and behavior of the leader and underline all those items which were especially important in determining whether the leader was a success or a failure as far as the group you are talking about is concerned. These need not be the items upon which you have rated the leader either good or badly but should be items which would tend to make or break a leader of the group you have in mind at the time you are talking about.

Indicate your general overall impression of the quality of leader which you have been describing by marking on the scale below.

1	2	3	4	5
Excellent	Good	Fair	Poor	Bad

A SPECIFIC SITUATION

During the period in the groups history which you have picked to talk about many situations probably came up in which the leader you have just described was called upon to act. Pick one of these situations regardless of whether the leader showed good, bad or mediocre leadership and answer the following questions about it. The situation might have lasted only a few moments or it might have lasted several days. Regardless of how long it lasted or what the quality of leadership displayed was, we would like for you to describe the situation as accurately as possible. In the space below describe such a specific situation in general terms.

How typical of the general run of situations was the one just described? _____

Was it an emergency situation? _____. How did you feel about the situation? _____

Was it important to you that the leader do his job well at this time? _____ Explain. _____

How did you feel about the leadership shown? _____

The leadership shown in this specific situation was (rate)

1	2	3	4	5
Excellent	Good	Fair	Poor	Bad

How did this situation effect the groups respect for the leader? _____

Could you have done better? _____

Were there others in the group who could have done better? _____

This next section is the most important of all. In the above situation WHAT DID THE LEADER DO? Describe his behavior in concrete terms -- use verbs -- be specific. WHAT DID HE DO? WHAT DID HE SAY? WHAT DID OTHERS DO OR SAY?

APPENDIX B**Preliminary Questionnaire
Form B**

FORM B

** A STUDY OF GROUP BEHAVIOR **

Please do not turn this page until you have read the directions and have filled in the blanks at the bottom of the page.

Directions:

This is a study of group behavior. We want to get on paper some of your experiences with a group of which you are or have been a member. What we want you to do is to pick a group with which you are familiar and answer some questions about it.

You may choose almost any sort of group you want. It ought to be one with which you have had fairly recent contact (within the last two or three years). It must be one in which you were not the leader (at least at the time you are going to talk about).

Some groups last only a little while. Some may go on essentially unchanged for years - but most groups change fairly rapidly. In order to answer the questions you will have to talk about your group as it was at a particular time. If it was a very short-lived group you are going to talk about you may want to talk about it during only a few minutes of its history. If it was more of a permanent group, where organization, membership, and morale stayed about the same for a long time you may take a typical week or month to talk about. You may not be able to remember exact dates, but you can remember some period of time that was typical, a period of time when things went along without much change in the group or your reaction to it.

Your first job, then, is to pick a group with which you are familiar. Your second job is to pick a period in that 'group's history. Make it a period during which you were not the leader.

Your first job:

Name the group and describe it briefly. _____

Your second job:

Name the approximate time you have chosen to talk about. _____

Now you go on to the questions. Answer each one as fully as you can. If you are sure that you can't answer it, tell why. The questions will begin on the next page. Remember in answering these questions; always think of the group as you have just described it and at the time you have just indicated, unless the question specifically asks you to do otherwise.

TURN TO THE NEXT PAGE

THE COMPOSITION OF THE GROUP

The number of men in your group at the time you are talking about? _____. Number of women in your group? _____

How many of the members were actively engaged in the activities of the group? _____. Did the group meet at regular or irregular intervals? _____ How often did it meet? _____

Were the meetings formally scheduled or did they "just happen," or both? _____ Explain _____

How long did the meetings last? _____
If there were no scheduled meetings, tell how long and how often the members were together as a group? _____

Was it a secret organization? (i.e. information concerning its existence or general nature not available to outsiders). _____

Were there rituals at meetings? _____
Where did the group meet? _____

What was the approximate average age of the members of the group? _____ About how old was the youngest member? _____

About how old was the oldest member? _____
How long did this group exist as a group? _____

How did an individual get to be a member of the group? Did he just join? Did he have to be elected? Were there "entrance requirements"? Explain _____

Was the group a smaller part of a larger group? _____
Explain briefly _____

Was the group competing in any way with a similar group? _____
Explain briefly _____

Did the group have a "common enemy"? Was there some outside group or individual or organization that the members of your group "joined forces against"? Explain briefly. _____

Did the group have a constitution? _____. Did it have by-laws? _____ Did it have a formal way of electing officers? _____

What officers or leaders did your group have? _____

Did the group have one real leader at a time or were there several leaders, any one of which might lead at a specific time? Explain briefly _____

On the average how long did anyone leader hold office or remain in charge of the group? _____

How often did new members enter the group? _____
 How often did members get out of the group? _____
 If members left the group, what generally were their reasons? _____
 How hard was it to get out of the group? _____

YOU AND THE GROUP

What did membership in this group mean to you, at the time you are talking about? _____

How long were you a member? _____

How did you get to be a member? _____

Were you ever a leader of the group? What "office" or under what circumstances? Explain _____

How many other members did you know by first name? _____

How many of the other members knew you by your first name? _____

At the time you are talking about did you want to get out of the group? _____ If you could have gotten out of this group and into a similar one, would you have done it? _____ Explain briefly _____

What did you do for the group? _____

Did you belong to a similar group at the same time you belonged to this one? _____

In the course of a month, how much of your time did the activities of the group take up? _____

How often did you approach the leader to talk about group problems? _____

How often did you approach the leader to talk about personal problems? _____

Did you ever express your ideas before the whole group? _____ How were your ideas received? _____

Were you rewarded for what you thought was a good idea or a good contribution to group welfare? _____

If the group would have broken up or fallen apart, what difference would it have made to you? _____

Were there members in the group who you wished were not there? _____ If so, explain _____

At the time you are talking about, how important was the group to you? Indicate by making a mark on the following scale.

1	2	3	4	5
Very Important		Fairly Important		Unimportant

Did the group have stated long term "official purposes"? (You need not limit your answer to the specific time you have chosen to talk about). If so, what were they?

At the specific time you have chosen to talk about, how interested were the members in these purposes?

Would you say that the official purposes were the real purposes of the group? Explain briefly

What benefits or satisfactions would you say the members got from being members of the group?

How did the "officers" of the group manage to get to be officers?

Were the "official" leaders of the group the "real" leaders? Explain

Check any of the following statements that apply to the group at the time you are talking about.

- All members were equally important. _____
- There were small groups within the main group. _____
- There were junior and senior members. _____
- There were regular members and inactive members. _____
- There were regular members and honorary members. _____
- The importance of the members increased "from bottom to top". _____
- Members had to learn and obey strict rules. _____

How interested were the members, at the time you are talking about, in keeping the group together as a group? Indicate your judgement by making a mark on the following scale.

1	2	3	4	5
Extremely Interested		Fairly Interested		Not Interested

How would you rate the morale of the group at the time?

1	2	3	4	5
High		Medium		Low

How effective was the group in advancing its "official purposes"?

1	2	3	4	5
Extremely Effective		Accomplished something		Very Ineffective

How interested were the members in the "real" purposes of the group?

1	2	3	4	5
Extremely Interested		Fairly Interested		Not Interested

At the time you are talking about, how badly would you have felt if you had let the group down?

1	2	3	4	5
Very badly		Fairly badly		Not bad at all

How really interested were you at the time in the "official" purposes of the group?

1	2	3	4	5
Very interested		Fairly interested		Not interested

Sometimes people become so "involved" in a group that they rarely think of themselves at all. The group is all that matters. At other times or in other groups they become only mildly "involved" thinking mainly of strictly individual matters. At the time you are talking about how deeply were you involved in the group.

1	2	3	4	5
Very deeply involved		Fairly deeply involved		Hardly involved at all

Sometimes in some groups the very life of the individual members depends on the success of the group. Such a group is very significant for that individual. Other groups of which he is a member can succeed or fail and he will not feel either particularly happy or unhappy about it, such a group is not

significant for the individual. Using the scale below rate the significance of the group you are talking about for you. (At the time you are talking about).

1	2	3	4	5
Very significant		Moderately		Not significant
Failure would mean death, extreme unhappiness or woeful circumstances.		significant	Failure would not mean much at all.	

Indicate your general over-all impression of the quality of the leader of the group you have been talking about by placing a mark on the scale below.

1	2	3	4	5
Excellent	Good	Fair	Poor	Bad

THE LEADER

The questions in this section are about the person who was the leader of the group at the time you have been talking about. If during the time you have had in mind, the group had more than one leader, choose one of these leaders to answer questions about.

Briefly describe the leader you have chosen. _____

How did this person get to be leader? _____

About how old was the leader? _____. Was the leader larger or smaller than the members of the group? _____
Was the leader taller or shorter than the members of the group? _____
How well did you know the leader? _____

Did the leader call you by your first name? _____ How did you address the leader - by his official title, by his last name, or how? _____

At the time you are talking about how well did you personally like the leader? _____

How well did the group like the leader at the time? _____

How much did you admire the leader at the time you are talking about? _____ How much did the group admire the leader at the time you are talking about? _____
How much did you respect the leader at the time you are talking about? _____ How much did the group respect the leader at the time? _____

at the time you are talking about? _____ Did the leader ever do a personal favor for you? _____ If so, what? _____

Did he treat you better, worse or about the same as he treated the other members of the group? _____

Was the leader popular outside this group? _____

Was the leader also the leader of other groups to which you belonged? _____ If so, how many? _____ How

would you say the intelligence of the leader compared with that of the members? _____

How long had the leader been leader at the time you are talking about? _____ How did the leader compare with the person who was leader just before he was? _____

Did the leader ever do anything in opposition to the members? _____ If so, what was it? _____

What would you say were this persons three outstanding traits?

1. _____
2. _____
3. _____

Use the rest of the page for other comments which you may wish to make about the leader or about any of your statements about him. _____

CHECK LIST

During the time you were a member of the group you undoubtedly had good opportunity to observe the behavior of the leader. Use this check list to record your observations. Some of the items may not apply directly to the leader you are talking about. On the other items you may feel that you have too little information to make a fair judgment. However, try to make a judgment on each item you can.

Directions:

A number of descriptions of behavior are listed on the left side of the page. On the right side are several columns. Put a check in one of these columns for each item. For example, the first item is "was often too lax with the group". If this is very characteristic of the leader, put a check in the first column - the "very characteristic" column. If it was not at all characteristic of the leader put a check in the 5th column - the "not at all characteristic" column. If you think the leader falls somewhere between these two extremes, put a check in the "fairly characteristic", the "a little characteristic" or the "not particularly characteristic" column.

If you think an item really does not apply to the leader

in the situation you are talking about, put a check in the "does not apply" column or if you really think you do not have enough information to make a judgment on the item, check it in the "don't know" column. Be sure to check each item in one of the seven columns.

	Very characteristic	Fairly characteristic	A little characteristic	Not particularly characteristic	Not at all characteristic	Does not apply	Don't know
	1	2	3	4	5	6	7
<u>The leader of the group at the time you are talking about:</u>							
_____ (1) was often too lax with the group- - - -							
_____ (2) passed the buck - - - - -							
_____ (3) knew exactly what to expect from each member - - - - -							
_____ (4) could always "put it into words" - - -							
_____ (5) was more concerned with his own record than that of the group - - - - -							
<u>The leader at the time you are talking about:</u>							
_____ (6) could be counted on in the tough spots-							
_____ (7) coordinated all the different jobs - -							
_____ (8) was more interested than anybody in group success - - - - -							
_____ (9) worked just as hard and long as the members - - - - -							
_____ (10) sometimes allowed some member of the group to get the better of him - - -							
<u>The leader at the time you are talking about:</u>							
_____ (11) never forgot it if a member did a good job - - - - -							

A SPECIFIC SITUATION

During the period in the groups history which you have picked to talk about many situations probably came up in which the leader you have just described was called upon to act. Pick one of these situations regardless of whether the leader showed good, bad or mediocre leadership and answer the following questions about it. The situation might have last only a few moments or it might have last several days. Regardless of how long it lasted or what the quality of leadership displayed was, we would like for you to describe the situation as accurately as possible. In the space below describe such a specific situation in general terms.

How typical of the general run of situations was the one just described? _____

Was it an emergency situation? _____ How did you feel about the situation? _____

Was it important to you that the leader do his job well at this time? _____ Explain _____

How did you feel about the leadership shown? _____

The leadership shown in this specific situation was (rate) _____

1	2	3	4	5
Excellent	Good	Fair	Poor	Bad

How did this situation effect the groups respect for the leader? _____

Could you have done better? _____

Were there others in the group who could have done better? _____

This next section is the most important of all. In the above situation WHAT DID THE LEADER DO? Describe his behavior in concrete terms -- use verbs -- be specific. WHAT DID HE DO? WHAT DID HE SAY? WHAT DID OTHERS DO OR SAY?

APPENDIX G**Preliminary Questionnaire****Form G**

FORM C

A STUDY OF GROUP BEHAVIOR

Instructions:

All of us belong to many kinds of groups. We belong to clubs, work gangs, organizations, societies, social groups, etc. This is a study of such groups. We want to get on paper some of your experiences with a group in which you now are or have recently been a member. What we want you to do is to select one group from all those which you know about and answer some questions about it.

You may choose almost any one of the groups you know about. It should be one with which you have had fairly recent contact - one in which you have been in within the last two or three years. It must be one of which you were not the leader.

Some groups stay together only a little while. Some stay together for years. Groups which last a long time change from time to time. The people in them or the things they do are not always the same from one month to the next. In order to answer the questions that we are going to ask you you will have to talk about the group as if it didn't change. You can do this if you take a certain hour, day, week, or month during the time you have known the group and talk about the group as it was then.

Your first job is to select a group that you know a lot about. Your second job is to pick a certain time during the time you knew the group when things didn't change very much. Do not pick a time when you were the leader of the group.

Your first job:

Name the group you have selected and describe it briefly.

Your second job:

What hour, day, week, or month during the time you have known the group do you plan to talk about?

The rest of the questions are about the group as you have just described it. When you answer a question always think of the group as it was at the time you have just indicated.

TURN TO THE NEXT PAGE

The composition of the group:

1. How many members did the group have?
2. How many of the group's members were men?
3. What was the approximate age of the youngest member? _____
4. What was the approximate age of the oldest member? _____
5. What was the approximate average age of all the members? _____
6. How often did the group meet? _____
7. How long did the meetings last? _____
8. What part of the group's meetings were scheduled? _____
9. Where did the group meet? _____
10. How long did the group exist as a group? _____
11. How did an individual get to be a member of the group?
Did he just join or were there entrance requirements?
Explain? _____
12. Was the existence of the group generally known to out-
siders? _____
13. Were there rituals at any of the meetings? _____
14. What other group or groups did your group compete with or
fight against? Explain? _____
15. Did the group have written rules or regulations to go by?
Explain? _____
16. What officers or leaders did the group have? _____
17. How did the officers or leaders get to be officers or
leaders? _____
18. On the average how long did any one leader hold office or
remain in charge of the group? _____
19. Did the group have just one leader or were there several
leaders any one of which might lead at a particular time?
Explain? _____
20. Did the group have different classes of members? Junior
members or senior members; regular members or inactive
members; etc. Explain? _____
21. Were all members equally important? Explain? _____
22. Were there small groups or cliques within the larger group?
Explain? _____
23. Did the group receive instructions from a larger group of
which it was a part? _____
24. How often did new members enter the group? _____
25. How often did members leave the group? _____
26. When members left the group what generally were their
reasons? _____

27. How hard was it to get out of the group? What did one have to do? _____
28. What was the groups' stated purpose? Explain? _____
29. Were the members interested in the group's stated purpose? What did they do about it? _____
30. Did each member have a job to do? Explain? _____
31. What benefits or satisfactions did members get from belonging to the group? _____
- _____
- _____

You and the group:

1. What did membership in the group mean to you at the time you are talking about? _____
- _____
2. When did you join the group? _____
3. How long were you a member? _____
4. What other groups did you belong to at the time you are talking about?
- (a) _____ (b) _____
- (c) _____ (d) _____
5. Were you ever a leader of the group or hold a minor office? What office or under what circumstances? _____
6. How did you get to be a member of the group? _____
7. What did you do for the group? _____
8. In the course of a month how much time did the activities of the group take up? _____
9. If the group had failed at what it was doing what would have failure meant to you? _____
10. How many of the members did you know by their first names? _____
11. How many of the members knew you by your first name? _____
12. Did you feel free to express your ideas before the entire group? Explain? _____
13. In what way were you rewarded for the effort you put out for the group? _____
14. How often did you go to the leader about group problems? _____
- _____

15. How often did you go to the leader about personal problems?
16. Were there members in the group that you wished were not there?
17. What did the group do to discourage unwanted members?
18. Did you want to get out of the group? _____ Explain?
19. What did you do for other members and what did they do for you? _____
20. How would you have made the group a better group? _____

Rating scales:

You may answer the following questions by placing a check mark at the appropriate point along a scale. Check the number which best fits your judgment concerning the correct answer.

1. How interested were the members of the group in keeping the group together as a group (at the time you are talking about).

1	2	3	4	5
Extremely interested	Fairly interested		Not interested	

2. How would you rate the morale of the group at the time?

1	2	3	4	5
High	Medium		Low	

3. How effective was the group in advancing its purpose?

1	2	3	4	5
Very effective	Accomplished something	Extremely ineffective		

4. At the time, how important was the group to you?

1	2	3	4	5
Unimportant	Fairly important		Very important	

5. How badly would you have felt if you had let the group down?

1	2	3	4	5
Not bad at all		Fairly badly		Very badly

6. How interested were you in the purpose of the group?

1	2	3	4	5
Not interested		Fairly interested		Very interested

7. Sometimes people become so "involved" in a group that they rarely think of themselves at all. The group is all that matters. At other times or in other groups they become only mildly "involved" thinking mainly of strictly individual matters. At the time you are talking about how deeply were you involved in the group?

1	2	3	4	5
Very deeply involved		Fairly deeply involved		Hardly involved at all

8. Sometimes in some groups the very life of the individual depends upon the success of the group. Such a group is a very significant group for that individual. Other groups in which he is a member can succeed or fail and he will not feel either particularly happy or unhappy about it. Such a group is not significant. How significant was the group you have been talking about to you at the time?

1	2	3	4	5
A life or death matter		Moderately significant		Failure would not mean much at all

The leader:

The questions in this section are about the person who was the leader of the group at the time you are talking about. If during the time you have had in mind the group had more than one leader, choose one of them to answer the questions about.

1. Briefly describe the leader you have chosen. _____
2. What did the leader do to get himself made leader? Explain? _____
3. How long had he been the leader of the group at the time you are talking about? _____

4. As compared with other members of the group the leader was:
(check one of each pair)
- (a) older ☐ 7; younger ☐ 7. (b) taller ☐ 7; shorter ☐ 7
(c) larger ☐ 7; smaller ☐ 7. (d) more intelligent ☐ 7;
less intelligent ☐ 7.
5. Did the leader call you by your first name? _____
6. How did you address the leader; by his official title, his last name or just how? _____
7. Did the leader treat you better or worse than he treated the other members of the group? _____
8. Did the leader ever do a personal favor for you? _____
If so, what? _____
9. Did the leader ever do anything in opposition to the members? _____ If so, what? _____
10. How well did you like the leader as a person? Indicate your answer by checking the scale below.

1	2	3	4	5
Close personal friend		Indifferent		Disliked him

11. How did the leader compare with the leader just before him?

1	2	3	4	5
Very much superior		Equal		Much inferior

12. What was your general over-all impression of the quality of leadership shown by the leader you have been describing?

1	2	3	4	5
Excellent	Good	Fair	Poor	Bad

13. What would you consider was the group's over-all impression of the quality of the leader?

1	2	3	4	5
Excellent	Good	Fair	Poor	Bad

14. How many of the other members of the group do you believe would have made a better leader had they had the opportunity? _____
- _____
- _____
- _____

Behavior check list:

During the time you were a member of the group you undoubtedly had many opportunities to observe the behavior of the leader. Use the check list below to record your observations. Some items may not apply directly to the leader you are talking about. You may feel that you have too little information to make a fair judgment on other of the items. However, try to answer every item you can.

Directions

Indicate your observations or judgments about each of the statements describing the behavior of a leader. You simply draw a circle around one of the numbers in the margin. The meaning of each number is as follows:

Draw a circle around:

- (1) 2 3 4 5 6 If the leader constantly and consistently shows the type of behavior described in the statement. This indicates behavior which you would use to point out the leaders chief characteristics.
- 1 (2) 3 4 5 6 If the leader has shown the type of behavior described in the statement once in a while. These are things the leader might easily do under ordinary circumstances.
- 1 2 (3) 4 5 6 If the leader has shown the type of behavior described in the statement but only once or twice and under rare or unusual circumstances.
- 1 2 3 (4) 5 6 If the leader has never shown this type of behavior but you feel that under certain special circumstances he might. This indicates behavior which you would not expect of the leader.
- 1 2 3 4 (5) 6 If the leader has never shown the type of behavior and you don't expect he ever will. This indicates behavior which if it should ever occur would be a complete surprise to you.
- 1 2 3 4 5 (6) If you feel that the item does not apply or that you can not make a fair judgment.

Circle one number before each statement:

- 1 2 3 4 5 6 The leader was often too lax with the group.
- 1 2 3 4 5 6 The leader passed the buck.
- 1 2 3 4 5 6 The leader knew exactly what to expect of each member.

1	2	3	4	5	6	The leader could "put it into words."
1	2	3	4	5	6	The leader could be counted on in tough spots.
1	2	3	4	5	6	The leader coordinated the different jobs.
1	2	3	4	5	6	The leader was very interested in group success.
1	2	3	4	5	6	The leader worked just as hard and long as the members.
1	2	3	4	5	6	The leader remembered it when a member did a good job.
1	2	3	4	5	6	The leader had the respect of his superiors.
1	2	3	4	5	6	The leader got along <u>too</u> well with his superiors.
1	2	3	4	5	6	The leader thought mostly of himself.
1	2	3	4	5	6	The leader realized his own abilities and limitations.
1	2	3	4	5	6	The leader always informed members about things concerning them.
1	2	3	4	5	6	The leader was more concerned with his own record than the group.
1	2	3	4	5	6	The leader couldn't be told anything.
1	2	3	4	5	6	The leader made his decisions quickly.
1	2	3	4	5	6	The leader always made good decisions.
1	2	3	4	5	6	The leader had confidence in every decision.
1	2	3	4	5	6	The leader sometimes allowed members to get the better of him.
1	2	3	4	5	6	The leader lacked foresight.
1	2	3	4	5	6	The leader often flew off the handle.
1	2	3	4	5	6	The leader could get members to want to work.
1	2	3	4	5	6	The leader sometimes lost control of the group.
1	2	3	4	5	6	The leader could listen to others.
1	2	3	4	5	6	The leader would stick to his word.
1	2	3	4	5	6	The leader had plenty of time to spend with the group.
1	2	3	4	5	6	The leader was always friendly.
1	2	3	4	5	6	The leader ruled with a iron hand.
1	2	3	4	5	6	The leader could make rules and regulations clear.
1	2	3	4	5	6	The leader would explain why he did things.
1	2	3	4	5	6	The leader always tried to do a good job.
1	2	3	4	5	6	The leader apparently enjoyed ruling the roost.
1	2	3	4	5	6	The leader put group activities before everything else.
1	2	3	4	5	6	The leader could make other people enthusiastic.
1	2	3	4	5	6	The leader treated each member as in individual.
1	2	3	4	5	6	The leader often made the group laugh.
1	2	3	4	5	6	The leader could make tactful criticism.
1	2	3	4	5	6	The leader seldom allowed exceptions to the rule.

- | | | | | | | |
|---|---|---|---|---|---|--|
| 1 | 2 | 3 | 4 | 5 | 6 | The leader demonstrated physical courage. |
| 1 | 2 | 3 | 4 | 5 | 6 | The leader demonstrated "moral" courage. |
| 1 | 2 | 3 | 4 | 5 | 6 | The leader would stick out his neck for the group. |
| 1 | 2 | 3 | 4 | 5 | 6 | The leader wisely delegated authority. |
| 1 | 2 | 3 | 4 | 5 | 6 | The leader would listen to anybody's good idea. |
| 1 | 2 | 3 | 4 | 5 | 6 | The leader was proud of the group. |
| 1 | 2 | 3 | 4 | 5 | 6 | The leader would break rules he wouldn't let other break. |
| 1 | 2 | 3 | 4 | 5 | 6 | The leader seemed to like people in general. |
| 1 | 2 | 3 | 4 | 5 | 6 | The leader appreciated a good joke on himself. |
| 1 | 2 | 3 | 4 | 5 | 6 | The leader really knew his job. |
| 1 | 2 | 3 | 4 | 5 | 6 | The leader joined the members in griping about things. |
| 1 | 2 | 3 | 4 | 5 | 6 | The leader joined the members in griping about higher ups. |
| 1 | 2 | 3 | 4 | 5 | 6 | The leader really believed in the group's purpose. |
| 1 | 2 | 3 | 4 | 5 | 6 | The leader did a good job of selling his ideas to the group. |
| 1 | 2 | 3 | 4 | 5 | 6 | The leader was easy to talk to. |
| 1 | 2 | 3 | 4 | 5 | 6 | The leader lorded it over the members. |
| 1 | 2 | 3 | 4 | 5 | 6 | The leader preferred to be in the company of his superiors. |
| 1 | 2 | 3 | 4 | 5 | 6 | The leader could make good plans. |
| 1 | 2 | 3 | 4 | 5 | 6 | The leader was sort of "standoffish." |
| 1 | 2 | 3 | 4 | 5 | 6 | The leader sometimes made subordinates feel inferior. |
| 1 | 2 | 3 | 4 | 5 | 6 | The leader could take it when the going was tough. |
| 1 | 2 | 3 | 4 | 5 | 6 | The leader could see both sides of a question. |
| 1 | 2 | 3 | 4 | 5 | 6 | The leader was always willing to cooperate with others. |
| 1 | 2 | 3 | 4 | 5 | 6 | The leader took things too seriously. |
| 1 | 2 | 3 | 4 | 5 | 6 | The leader knew all the technical details about his job. |
| 1 | 2 | 3 | 4 | 5 | 6 | The leader could never reverse a decision once made. |
| 1 | 2 | 3 | 4 | 5 | 6 | The leader was an active example of the way members should be. |

A specific situation:

During the time you have picked to talk about the group many situations have probably come up in which the leader was called upon to act. Pick one of these situations regardless of whether the leader showed good, bad, or mediocre leadership and answer the following questions about it. In the space below describe the situation you have selected. _____

1. How typical of the general run of situations was the one just described? _____
2. How did you feel about the situation? _____
3. How did you feel about the leadership shown? _____
4. The leadership shown in this specific situation was (rate) _____

1	2	3	4	5
Excellent	Good	Fair	Poor	Bad

5. Were there other members in the group who could have done better?
6. This next section is the most important of all. In the above situation WHAT DID THE LEADER DO? Describe his behavior in concrete terms --- use verbs -- be specific. WHAT DID HE DO? WHAT DID HE SAY? WHAT DID OTHERS DO OR SAY?

APPENDIX D**Final Questionnaire
(Printed form)**

A STUDY OF GROUP BEHAVIOR

**DEPARTMENT OF PSYCHOLOGY
UNIVERSITY OF MARYLAND**

A STUDY OF GROUP BEHAVIOR

Instructions:

Each of us belongs to many kinds of groups. We belong to clubs, work gangs, organizations, societies, social groups, etc. This is a study of such groups.

We want you to tell about some of your experiences with a group. It can be either a group you belong to now or one you belonged to in the recent past. What we want you to do is to select one group from all those which you know about and answer some questions about it.

You may choose almost any one of the groups you know about. It should be one with which you have had fairly recent contact—one to which you belonged within the last two or three years. It must be one in which you were **not** the leader.

Some groups stay together only a little while. Some stay together for years. Groups which last a long time change from time to time. The people in them or the things they do are not always the same from one month to the next. In order to answer the questions that we are going to ask you, you will have to talk about the group as if it didn't change. **You can do this if you take a certain hour, day, week, or month during the time you have known the group and talk about the group as it was then.**

Your first job is to select a group that you know a lot about. Your second job is to pick a certain time during the time you knew the group when things didn't change very much. Do not pick a time when you were the leader of the group.

Your first job:

Name the group you have selected and describe it briefly.

Your second job:

What hour, day, week, or month during the time you have known the group do you plan to talk about?

The rest of the questions are about the group as you have just described it. When you answer a question always think of the group as it was at the time you have just indicated.

TURN TO NEXT PAGE

COMPOSITION OF THE GROUP

Membership: (Check the most nearly correct answer)

1. How many members did the group have? 2-10_____. 11-20_____. 21-30_____. 31-50_____. Over 50_____.
2. What part of the group's members were women? All_____. 60-99%_____. 40-59%_____. 1-39%_____. No women_____.
3. What was the age of the youngest member? Under 17 years_____. 17-21 years_____. 22-30 years_____. Over 30 years_____.
4. What was the age of the oldest member? Under 21 years_____. 22-30 years_____. 31-40 years_____. Over 40 years_____.
5. What was the average age of the members? Under 17 years_____. 17-21 years_____. 22-30 years_____. Over 30 years_____.
6. How did an individual get to be a member of the group? Were there entrance requirements? Yes_____. No_____. Explain_____
7. Which of the following types of members did the group have? (Check all those which apply) Junior members_____. Inactive members_____. Honorary members_____. Ex officio members_____.
8. Were all members equally important? Yes_____. No_____. Explain_____
9. Were there small groups or cliques within the larger group? Yes_____. No_____. Explain_____

Nature of the group:

10. Which of the following did the group have? (Check all those which apply). Written rules and regulations_____. Rituals_____. Formal elections_____. Secret meetings_____. Special qualifications for office holders_____.
11. How often did the group meet? Constantly_____. Daily (6 days per week at least)_____. 2-5 times weekly_____. Once per week_____. Less often than once per week_____.
12. How long did the meetings last? One hour or less_____. 1-2 hours_____. 2-4 hours_____. 4-10 hours_____. More than 10 hours_____.
13. What part of the meetings were scheduled? All_____. Some part_____. No part_____.
14. Where did the group meet? At the same place each time_____. Anywhere convenient_____.
15. How long did (has) the group exist (existed) as a group? Less than 3 mo._____. 3-9 mo._____. 9-18 mo._____. 18 mo.-10 years_____. Longer than 10 years_____.
16. Was the group a part of a larger group? Yes_____. No_____. Explain_____

- _____
- _____
17. How frequently did new members enter the group?_____
- _____
18. How frequently did members leave the group?_____
- _____
19. What was the most common reason for leaving?_____
- _____
20. How difficult was it to get out of the group? What did one have to do?_____
- _____
21. What was the group's stated purpose? Explain_____
- _____
22. Were the members interested in the group's stated purpose? Yes_____. No_____
What did they do about it?_____
- _____
23. What benefits or satisfactions did members get from belonging to the group?_____
- _____
24. What other group or groups did your group compete with or fight against? Explain_____
- _____
25. Did each member have a job to do? Explain_____
- _____
26. Did the group have one leader or were there several leaders any one of which might lead at a particular time? Explain_____
- _____
27. What officers or leaders did your group have?_____
- _____
28. How did officers or leaders get to be officers or leaders?_____
- _____
29. How long did any one leader hold officer or remain in charge of the group? _____
- _____

YOU AND THE GROUP

1. What did membership in the group mean to you at the time you are talking about?_____

2. What were your reasons for joining the group in the first place?_____

3. How long were you a member of the group? Less than 6 months_____. 6 mo.-1½ years_____. 1½-3 years_____. Over 3 years_____.
4. Were you ever a leader of the group or a minor officer? Yes_____. No_____.
What office and under what circumstances?_____

5. How did you get to be a member of the group?_____

6. What were your duties while a member of the group?_____

7. In the course of a month how much time did the activities of the group take up? More than 90%_____. 75-90%_____. 25-75%_____. 10-25%_____. Less than 10%_____.
8. If the group had failed in what it was doing what would have failure meant to you?_____

9. How many of the members did you know by first name? All_____. More than half but not all_____. Less than half_____.
10. How many of the members knew you by your first name? All_____. More than half but not all_____. Less than half_____.
11. Did you feel free to express your ideas before the entire group? Yes_____. No_____.
Explain_____

12. In what way were you rewarded for effort you put out for the group?_____

13. Did you ever go to the leader about a group problem? Yes_____. No_____. Explain_____

14. Did you ever go to the leader about your personal problems? Yes_____. No_____.
Explain_____

15. Were there members in the group that you wished were not there? Yes_____. No_____.
Explain_____
16. What did the group do to discourage unwanted applicants for membership?_____
17. Did you ever want to get out of the group? Yes_____. No_____. Explain_____
18. What did you do for the other members and what did they do for you?_____
19. What could have been done to make the group a better group?_____
20. What other groups did you belong to at the time you are talking about?
(a)_____ (b)_____
(c)_____ (d)_____

Rating scales:

You may answer the following questions by placing a check mark at the appropriate point along a scale. Check the number which best fits your judgment concerning the correct answer. (You may check between the numbers if you wish).

1. How interested were the members of the group in keeping the group together as a group (At the time you are talking about).

1	2	3	4	5
Extremely interested		Fairly interested		Not interested

2. How would you rate the morale of the group at the time?

1	2	3	4	5
High		Medium		Low

3. How effective was the group in advancing its purpose?

1	2	3	4	5
Very effective		Accomplished something		Extremely ineffective

4. At the time, how important was the group to you?

1	2	3	4	5
Unimportant		Fairly important		Very important

5. How badly would you have felt if you had let the group down?

1	2	3	4	5
Not bad at all		Fairly badly		Very badly

6. How interested were you in the purpose of the group?

1	2	3	4	5
Not interested		Fairly interested		Very interested

7. Sometimes people become so "involved" in a group that they rarely think of themselves at all. The group is all that matters. At other times or in other groups they become only

mildly "involved" thinking mainly of strictly individual matters. At the time you are talking about how deeply were you involved in the group?

1	2	3	4	5
Very deeply involved		Fairly deeply involved		Hardly involved at all

8. Sometimes in some groups the very life of the individual depends upon the success of the group. Such a group is a very significant group for that individual. Other groups in which he is a member can succeed or fail and he will not feel either particularly happy or unhappy about it. Such a group is not significant. How significant was the group you have been talking about to you at the time?

1	2	3	4	5
A life or death matter		Moderately significant		Failure would not mean much at all

THE LEADER

The questions in this section are about the person who was the leader of the group at the time you are talking about. If the group had more than one leader at that time choose **ONE** of them to answer the questions about.

1. Briefly describe the leader you have chosen _____

2. What did the leader do to become the leader? _____

3. Was this leader the designated leader as well as the real leader? Yes _____. No _____.
If no, explain _____

4. How long had he been leader at the time you are talking about? Less than 1 month _____.
1-6 months _____. 6-12 months _____. One year or more _____.
5. As compared with other members of the group the leader was: (Check those which apply)
Older _____. Younger _____. Taller _____. Shorter _____. Larger _____. Smaller _____.
More intelligent _____. Less intelligent _____.
6. Did the leader call **you** by your first name? Yes _____. No _____.
7. Did the leader have a special title? Yes _____. No _____. If so, what was it? _____

8. How did you address the leader; by his official title, his first name, or just how? _____

9. Did the leader treat you better or worse than he treated other members of the group?
Explain _____

10. Did the leader ever do you a personal favor? Yes _____. No _____. If so, what? _____

11. How frequently did the leader do something in opposition to the members?_____

12. How well did you like the leader as a person? Indicate your answer by placing a check on the scale below:

1	2	3	4	5
Close personal friend		Indifferent		Disliked him

13. How well did this leader compare with the leader who preceded him?

1	2	3	4	5
Very much superior		Equal		Much inferior

14. What was your general over-all impression of the quality of leadership shown by the leader you have been describing?

1	2	3	4	5
Excellent	Good	Fair	Poor	Bad

15. What would you consider was the group's over-all impression of the quality of the leader?

1	2	3	4	5
Excellent	Good	Fair	Poor	Bad

CHECK LIST

During the time you were a member of the group you undoubtedly had opportunity to observe the behavior of the leader. Use the check list below to record your observations. Some of the items may not apply directly to the leader you are talking about. On other items you may feel that you have too little information to make a judgment. However, answer each item you possibly can.

Directions:

A number of descriptions of the behavior are listed on the left side of the page. On the right side are several columns. Indicate your observations of the leader by making a check mark in one of the columns for each item. For example, the first item is, "He was 'lax with the group.'" If the leader was **always** "lax with the group" put a check in the first column—the **ALWAYS** column. But if the leader was **never** "lax with the group" put a check in the 5th column—the **NEVER** column. If the leader's behavior falls somewhere between these two extremes put a check in the **FREQUENTLY**, the **OCCASIONALLY** or the **SELDOM** column.

If you think an item really does not apply to the leader in the situation you are talking about, put a check in the **DOES NOT APPLY** column or if you think you do not have enough information to make a fair judgment on the item check it in the **DON'T KNOW** column.

Be sure to check each item in ONE of the seven columns:

	1. ALWAYS	2. FREQUENTLY	3. OCCASIONALLY	4. SELDOM	5. NEVER	6. DOES NOT APPLY	7. DON'T KNOW
1. He was lax with the group							
2. He passed the buck							
3. He knew exactly what to expect of each member							
4. He could put it into words							
5. He could be counted on in tough spots							
6. He coordinated the different jobs							
7. He was very interested in the group's success							
8. He worked harder and longer than other members							
9. He remembered it when a member did a good job							
10. He had the respect of his superiors							

	1. ALWAYS	2. FREQUENTLY	3. OCCASIONALLY	4. SELDOM	5. NEVER	6. DOES NOT APPLY	7. DON'T KNOW
11. He thought mostly of himself							
12. He realized his own abilities and limitations							
13. He informed members about things concerning them							
14. He was only concerned with his own record							
15. He couldn't be told anything							
16. He made his decisions quickly							
17. He made good decisions							
18. He had confidence in his decisions							
19. He allowed members to get the better of him							
20. He lacked foresight							
21. He flew off the handle							
22. He could get members to want to work							
23. He lost control of the group							
24. He listened to others							
25. He stuck to his word							

	1. ALWAYS	2. FREQUENTLY	3. OCCASIONALLY	4. SELDOM	5. NEVER	6. DOES NOT APPLY	7. DON'T KNOW
26. He had plenty of time to spend with the group							
27. He was friendly							
28. He ruled with an iron hand							
29. He made rules and regulations clear							
30. He explained why he did things							
31. He tried to do a good job							
32. He apparently enjoyed ruling the roost							
33. He put group activities before anything else							
34. He made other people enthusiastic							
35. He treated each member as an individual							
36. He made the group laugh							
37. He could make tactful criticism							
38. He allowed exceptions to the rules							
39. He demonstrated physical courage							
40. He demonstrated "moral" courage							

	1. ALWAYS	2. FREQUENTLY	3. OCCASIONALLY	4. SELDOM	5. NEVER	6. DOES NOT APPLY	7. DON'T KNOW
41. He stuck his neck out for the group							
42. He wisely delegated authority							
43. He was very proud of the group							
44. He broke rules he wouldn't let others break							
45. He seemed to like people in general							
46. He appreciated a good joke on himself							
47. He knew his job							
48. He joined the members in griping about things							
49. He believed in the group's purpose							
50. He did a good job of selling his ideas							
51. He was easy to talk to							
52. He lorded it over the members							
53. He preferred the company of his superiors							
54. He made good plans							
55. He was sort of "standoffish"							

	1. ALWAYS	2. FREQUENTLY	3. OCCASIONALLY	4. SELDOM	5. NEVER	6. DOES NOT APPLY	7. DON'T KNOW
56. He made subordinates feel inferior							
57. He could take it when the going was tough							
58. He could see both sides of a question							
59. He was willing to co-operate with others							
60. He knew the technical details of the job							
61. He reversed decisions once made							
62. He took things too seriously							
63. He was an example of what every member should be							
64. He treated every member alike							
65. He boasted of his accomplishments							
66. He knew how to get things done							
67. He made decisions for the group, not for individuals							
68. He talked in a pleasing manner							
69. He was very well dressed							
70. He could give orders pleasantly							

APPENDIX E

Basic Data

The basic data from which the coefficients of contingency were computed are recorded on the following 210 pages. The data are presented item by item, each item occupying three consecutive pages. The symbol H and L used in the tabulation refers to "High" and "Low" categories as defined in the body of the thesis. The data pertaining to the contingency coefficients expressing the relation between the item and leadership adequacy in general appear first under each item. The group dimensions are listed in turn. The first pair of tabulations under each dimension refers to the relation between the dimensions and the items. The four interaction combinations are indicated by HH, HL, LH, and LL. Ratings 1, 2, 3, 4, 5, 6, and 7 refer to the "Always," "Frequently," "Occasionally," "Seldom," "Never," "Does not apply," and "Don't know" categories respectively. The data are the numbers of leaders described with respect to each category as indicated (N = 500).

Item #1. He was lax with the group.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7
Leadership	H	10	16	64	126	108	35	6
	L	9	30	39	28	13	13	3
Potency	H	7	21	52	80	70	18	4
	L	12	25	51	74	51	30	5
	HH	5	8	32	68	65	15	3
	HL	5	8	32	58	43	20	3
	LH	2	13	20	12	5	3	1
	LL	7	17	19	16	9	10	2
Control	H	7	28	59	85	79	18	5
	L	12	18	44	69	42	30	4
	HH	5	9	35	67	68	14	4
	HL	5	7	29	59	40	21	2
	LH	2	19	24	18	11	4	1
	LL	7	11	15	10	2	9	2
Participation	H	12	30	74	105	91	24	5
	L	7	16	29	49	30	24	4
	HH	9	9	47	87	81	21	4
	HL	1	7	17	39	27	14	2
	LH	3	21	27	18	10	3	1
	LL	6	9	12	10	3	10	2
Hedonic Tone	H	10	32	72	122	104	35	6
	L	9	14	31	32	17	13	3
	HH	8	14	51	107	96	28	5
	HL	2	2	13	19	12	7	1
	HH	2	18	21	15	8	7	1
	LL	7	12	18	13	5	6	2
Dependence	H	5	24	58	68	51	18	1
	L	14	22	45	86	70	30	8
	HH	4	10	39	54	45	16	1
	HL	6	6	25	72	63	19	5
	LH	1	14	19	14	6	2	0
	LL	8	16	20	14	7	11	3

Item #1. He was lax with the group.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	4	19	50	87	64	20	6
	L	18	27	53	67	57	28	3
	HH	1	6	33	72	57	12	3
	HL	9	10	31	64	51	23	3
	LH	3	13	17	16	7	8	3
	LL	6	17	22	13	6	5	0
Viciidity	H	11	24	61	112	100	37	7
	L	8	22	42	42	21	11	2
	HH	8	12	44	98	95	29	6
	HL	2	4	20	28	13	6	0
	LH	3	12	17	14	5	8	1
	LL	6	18	22	14	8	5	2
Homogeneity	H	14	31	67	101	84	29	7
	L	5	15	36	53	37	19	2
	HH	9	12	45	86	78	26	6
	HL	1	4	19	40	30	10	0
	LH	5	19	22	15	6	4	1
	LL	4	11	17	13	7	9	2
Flexibility	H	14	23	58	78	69	34	4
	L	5	23	45	76	52	14	5
	HH	9	9	39	80	62	27	3
	HL	1	7	25	66	46	8	3
	LH	5	14	19	18	7	7	1
	LL	4	16	20	10	6	6	2
Permeability	H	10	23	57	80	72	28	4
	L	9	23	46	74	49	20	5
	HH	5	11	36	66	67	21	3
	HL	5	5	28	60	41	14	3
	LH	5	12	21	14	5	7	1
	LL	4	18	18	14	8	6	2

Item #1. He was lax with the group.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	8	24	51	64	59	15	1
	L	11	22	52	90	62	33	8
	HH	5	9	32	51	52	11	1
	HL	5	7	32	75	56	24	5
	LH	3	15	19	13	7	4	0
	LL	6	15	20	15	6	9	3
Stability	H	7	24	59	93	76	26	6
	L	12	22	44	61	45	22	3
	HH	3	10	40	78	69	19	4
	HL	7	6	24	48	39	16	2
	LH	4	14	19	15	7	7	2
	LL	5	16	20	13	6	6	1
Intimacy	H	15	27	54	87	65	25	5
	L	4	19	49	67	56	23	4
	HH	9	12	33	74	59	21	4
	HL	1	4	31	52	49	14	2
	LH	6	15	21	13	6	4	1
	LL	3	15	18	15	7	9	2
Autonomy	H	12	21	40	67	56	28	4
	L	7	25	63	87	65	20	5
	HH	6	7	25	54	53	23	2
	HL	4	9	39	72	55	12	4
	LH	6	14	15	13	3	5	2
	LL	3	16	24	15	10	8	1
Position	H	8	23	59	90	61	17	5
	L	11	23	44	64	60	31	4
	HH	5	6	38	74	56	15	3
	HL	5	10	26	52	52	20	3
	LH	3	17	21	16	5	2	2
	LL	6	13	18	12	8	11	1

Item #2. He passed the buck.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	1	4	33	81	206	23	17
	L	10	29	30	32	25	3	6
Potency	H	6	19	31	51	124	12	9
	L	5	14	32	62	107	14	14
	HH	1	3	22	37	114	11	8
	HL	0	1	11	44	92	12	9
	LH	5	16	9	14	10	1	1
	LL	5	13	21	18	15	2	5
Control	H	8	21	34	62	135	9	12
	L	3	12	29	51	96	17	11
	HH	1	3	19	44	116	8	11
	HL	0	1	14	37	90	15	6
	LH	7	19	15	18	19	1	1
	LL	3	11	15	14	6	2	5
Participation	H	7	22	42	75	165	16	14
	L	2	11	21	38	66	10	9
	HH	0	4	26	53	149	15	11
	HL	1	0	7	28	57	8	6
	LH	7	18	16	22	16	1	3
	LL	3	11	14	10	9	2	3
Hedonic Tone	H	4	17	45	82	191	24	18
	L	7	16	18	31	40	2	5
	HH	1	4	29	64	175	22	15
	HL	0	1	4	17	31	1	2
	LH	3	14	16	18	16	2	3
	LL	7	15	14	14	9	1	3
Dependence	H	6	16	30	54	99	11	9
	L	5	17	33	59	132	15	14
	HH	0	4	20	38	92	9	6
	HL	1	0	13	43	114	14	11
	LH	6	12	10	16	7	2	3
	LL	4	17	20	16	18	1	3

Item #2. He passed the buck.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	7	14	32	57	115	19	16
	L	4	19	31	56	116	17	7
	HH	1	2	17	39	105	7	13
	HL	0	2	16	42	101	16	4
	LH	6	12	15	18	10	2	3
	LL	4	17	15	14	15	1	3
Viciidity	H	4	14	39	74	181	24	16
	L	7	19	24	39	50	2	7
	HH	1	3	25	59	168	22	14
	HL	0	1	8	22	38	1	3
	LH	3	11	14	15	13	2	2
	LL	7	18	16	17	12	1	4
Homogeneity	H	6	19	36	69	166	18	19
	L	5	14	27	44	65	8	4
	HH	1	3	20	56	149	16	16
	HL	0	1	13	25	57	7	1
	LH	5	16	16	13	17	2	3
	LL	5	13	14	19	8	1	3
Flexibility	H	6	15	27	61	135	21	15
	L	5	18	36	52	96	5	8
	HH	0	3	16	44	116	18	12
	HL	1	1	17	37	90	5	5
	LH	6	12	11	17	19	3	3
	LL	4	17	19	15	6	0	3
Permeability	H	5	14	34	59	131	15	16
	L	6	19	29	54	100	11	7
	HH	0	3	17	42	121	14	12
	HL	1	1	16	39	85	9	5
	LH	5	11	17	17	10	1	4
	LL	5	18	13	15	15	2	2

Item #2. He passed the buck.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	6	17	29	44	99	12	15
	L	5	16	34	69	132	14	8
	HH	0	2	18	32	88	11	10
	HL	1	2	15	49	118	12	7
	LH	6	15	11	12	11	1	5
	LL	4	14	19	20	14	2	1
Stability	H	6	16	38	66	138	14	13
	L	5	17	25	47	93	12	10
	HH	1	2	21	50	124	14	11
	HL	0	2	12	31	82	9	6
	LH	5	14	17	16	14	0	2
	LL	5	15	13	16	11	3	4
Intimacy	H	6	23	35	58	134	14	8
	L	5	10	28	55	97	12	15
	HH	1	3	22	47	119	13	7
	HL	0	1	11	34	87	10	10
	LH	5	20	13	11	15	1	1
	LL	5	9	17	21	10	2	5
Autonomy	H	6	11	23	48	113	26	11
	L	5	22	40	65	118	10	12
	HH	1	1	13	34	99	13	9
	HL	0	3	20	47	107	10	8
	LH	5	10	10	14	14	3	2
	LL	5	19	20	18	11	0	4
Position	H	4	18	31	62	127	12	9
	L	7	15	32	51	104	14	14
	HH	0	4	17	44	116	9	7
	HL	1	0	16	37	90	14	10
	LH	4	14	14	18	11	3	2
	LL	6	15	16	14	14	0	4

Item #3. He knew exactly what to expect from each member.

Variagle	Category	Rating						
		1.	2.	3.	4.	5.	6.	7
Leadership	H	160	124	20	6	5	17	33
	L	24	35	25	26	9	4	12
Potency	H	105	88	20	14	4	7	14
	L	79	71	25	18	10	14	31
	HH	96	71	9	2	2	6	10
	HL	64	53	11	4	3	11	23
	LH	9	17	11	12	2	1	4
	LL	15	18	14	14	9	3	8
Control	H	111	89	27	17	10	8	19
	L	73	70	18	15	4	13	26
	HH	97	69	10	2	3	7	14
	HL	63	55	10	4	2	10	19
	LH	14	20	17	15	7	1	5
	LL	10	15	8	11	2	3	7
Participation	H	134	114	28	20	11	12	22
	L	50	45	17	12	3	9	23
	HH	121	90	10	5	5	10	17
	HL	39	34	10	1	0	7	16
	LH	13	24	18	15	6	2	5
	LL	11	11	7	11	3	2	7
Hedonic Tone	H	150	129	28	18	7	16	33
	L	38	30	17	14	7	5	12
	HH	134	106	17	5	5	15	27
	HL	26	18	3	1	0	2	6
	LH	16	23	11	13	2	1	6
	LL	8	12	14	13	7	3	6
Dependence	H	94	71	21	10	7	6	16
	L	90	88	24	22	7	15	29
	HH	83	58	9	2	2	5	10
	HL	77	66	11	4	3	12	23
	LH	11	13	12	8	5	1	6
	LL	13	22	13	18	4	3	6

Item #3. He knew exactly what to expect of each member.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	77	80	30	20	7	11	25
	L	107	79	15	12	7	10	20
	HH	68	69	15	3	2	9	18
	HL	92	55	5	3	3	8	15
	LH	9	11	15	17	5	2	7
	LL	15	24	10	9	4	2	5
Vividity	H	141	120	27	9	7	18	30
	L	43	39	18	23	7	3	15
	HH	128	100	17	3	4	16	24
	HL	32	24	3	3	1	1	9
	LH	13	20	10	6	3	2	6
	LL	11	15	15	20	6	2	6
Homogeneity	H	142	105	29	14	9	13	21
	L	42	54	16	18	5	8	24
	HH	127	84	16	2	3	12	17
	HL	33	40	4	4	2	5	16
	LH	15	21	13	12	6	1	4
	LL	9	14	12	14	3	3	8
Flexibility	H	113	89	20	16	8	15	19
	L	71	70	25	16	6	6	26
	HH	99	69	10	2	3	12	14
	HL	61	55	10	4	2	5	19
	LH	14	20	10	14	5	3	5
	LL	10	15	15	12	4	1	7
Permeability	H	101	82	25	14	9	14	29
	L	83	77	20	18	5	7	16
	HH	89	66	12	4	4	11	23
	HL	71	58	8	2	1	6	10
	LH	12	16	13	10	5	3	6
	LL	12	19	12	16	4	1	6

Item #3. He knew exactly what to expect of each member.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	97	61	15	15	6	9	20
	L	87	98	30	17	9	12	25
	HH	83	46	5	2	2	8	15
	HL	77	78	15	4	3	9	18
	LH	14	15	10	13	3	1	5
	LL	10	20	15	13	6	3	7
Stability	H	111	96	24	15	7	10	28
	L	73	63	21	17	7	11	17
	HH	102	80	12	1	1	7	20
	HL	58	44	8	5	4	10	13
	LH	9	16	12	14	6	3	8
	LL	15	19	13	12	3	1	4
Intimacy	H	116	95	23	13	5	9	17
	L	68	64	22	19	9	12	18
	HH	102	74	10	1	3	8	14
	HL	58	50	10	5	2	9	9
	LH	14	21	13	12	2	1	3
	LL	10	14	12	14	7	3	9
Autonomy	H	85	65	22	13	8	12	23
	L	99	94	23	19	6	9	22
	HH	76	51	10	4	2	10	17
	HL	64	73	10	2	3	7	16
	LH	9	14	12	9	6	2	6
	LL	15	21	13	17	3	2	6
Position	H	104	88	24	18	6	7	16
	L	80	71	21	14	8	14	29
	HH	97	67	8	4	3	6	12
	HL	63	57	12	2	2	11	21
	LH	7	21	16	14	3	1	4
	LL	17	14	9	12	6	3	8

Item #4. He could put it into words.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	225	83	15	8	2	20	12
	L	41	28	35	21	1	5	4
Potency	H	143	55	26	12	2	9	5
	L	123	56	24	17	1	16	11
	HH	129	41	12	3	1	7	3
	HL	96	42	3	5	1	13	9
	LH	14	14	9	1	2	2	2
	LL	27	14	21	12	0	3	2
Control	H	159	59	27	16	3	11	6
	L	107	52	22	13	0	14	10
	HH	136	40	10	2	2	9	3
	HL	89	43	5	6	0	11	9
	LH	23	19	17	14	1	2	3
	LL	18	9	18	7	6	3	1
Participation	H	187	80	32	18	2	13	9
	L	79	31	18	11	1	12	7
	HH	161	60	13	4	2	11	7
	HL	64	23	2	4	0	9	5
	LH	26	20	19	14	0	2	2
	LL	15	8	16	7	1	3	2
Hedonic tone	H	210	94	31	15	1	19	11
	L	56	17	19	14	2	6	5
	HH	189	74	13	8	1	16	8
	HL	36	9	2	0	1	4	4
	LH	21	20	18	7	0	3	3
	LL	20	8	17	14	1	2	1
Dependence	H	122	51	24	11	0	8	5
	L	140	60	26	18	3	17	11
	HH	111	40	7	3	0	6	2
	HL	114	43	8	5	2	14	10
	LH	15	11	17	8	0	2	3
	LL	26	17	18	13	1	3	1

Item #4. He could put it into words.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	130	57	27	13	1	14	8
	L	136	54	23	16	2	11	8
	HH	110	42	9	4	1	11	7
	HL	115	41	6	4	1	9	5
	LH	20	15	18	9	0	3	1
	LL	21	13	17	12	1	2	3
Viscosity	H	201	79	31	10	2	19	10
	L	65	32	19	19	1	6	6
	HH	182	65	11	7	2	16	9
	HL	43	18	4	1	0	4	3
	LH	19	14	20	3	0	3	1
	LL	22	14	15	18	1	2	3
Homogeneity	H	187	71	31	15	3	17	9
	L	79	40	19	14	0	8	7
	HH	165	56	11	4	2	16	7
	HL	60	27	4	4	0	4	5
	LH	22	15	20	11	1	1	2
	LL	19	13	15	10	0	4	2
Flexibility	H	147	65	22	16	2	21	7
	L	119	46	28	13	1	4	9
	HH	126	47	7	5	1	17	6
	HL	99	36	8	3	1	3	6
	LH	21	18	15	11	1	4	1
	LL	20	10	20	10	0	1	3
Permeability	H	142	63	24	15	2	17	11
	L	124	48	26	14	1	8	5
	HH	123	49	7	4	2	14	10
	HL	102	34	8	4	0	6	2
	LH	19	14	17	11	0	3	1
	LL	22	14	18	10	1	2	3

Item #4. He could put it into words.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	126	38	21	14	3	11	9
	L	140	73	29	15	0	14	7
	HH	107	30	6	3	2	8	5
	HL	118	53	9	5	0	12	7
	LH	19	8	15	11	1	3	4
	LL	22	20	20	10	0	2	0
Stability	H	162	71	34	10	0	8	6
	L	104	40	16	19	3	17	10
	HH	141	55	12	3	0	7	5
	HL	84	28	3	5	2	13	7
	LH	21	16	22	7	0	1	1
	LL	20	12	13	14	1	4	3
Intimacy	H	148	60	31	15	3	12	9
	L	118	51	19	14	0	13	7
	HH	130	48	10	5	2	10	7
	HL	95	35	5	3	0	10	5
	LH	18	12	21	10	1	2	2
	LL	23	16	14	11	0	3	2
Autonomy	H	126	44	25	12	0	12	9
	L	140	67	25	17	3	13	7
	HH	108	31	8	6	0	10	7
	HL	117	52	7	2	2	10	5
	LH	18	13	17	6	0	2	2
	LL	23	15	18	15	1	3	2
Position	H	137	69	29	13	1	9	5
	L	129	42	21	16	2	16	11
	HH	120	50	10	5	0	9	3
	HL	105	33	5	3	2	11	9
	LH	17	19	19	8	1	0	2
	LL	24	9	16	13	0	5	2

Item #5. He could be counted on in tough spots.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	283	65	10	1	0	10	6
	L	28	38	28	15	9	9	8
Potency	H	170	47	21	8	3	1	2
	L	131	56	17	8	6	18	12
	HH	158	31	5	1	0	1	0
	HL	115	34	5	0	0	9	6
	LH	12	16	16	7	3	0	2
	LL	16	22	12	8	6	9	6
Control	H	179	58	21	10	6	4	3
	L	122	45	17	6	3	15	11
	HH	161	32	6	1	0	2	0
	HL	112	33	4	0	0	8	6
	LH	18	26	15	9	6	2	3
	LL	10	12	13	6	3	7	5
Participation	H	221	70	24	10	6	4	6
	L	80	33	14	6	3	15	8
	HH	203	42	6	1	0	3	3
	HL	70	23	4	0	0	7	3
	LH	18	28	18	9	6	1	3
	LL	10	10	10	6	3	8	5
Hedonic Tone	H	247	78	27	8	0	12	9
	L	54	25	11	8	9	7	5
	HH	231	56	9	1	0	8	4
	HL	42	9	1	0	0	2	2
	LH	16	22	18	7	0	4	5
	LL	12	16	10	8	9	5	3
Dependence	H	141	52	13	6	5	3	5
	L	160	51	25	10	4	16	9
	HH	130	30	6	0	0	2	1
	HL	143	35	4	1	0	8	5
	LH	11	22	7	6	5	1	4
	LL	17	16	21	9	4	8	4

Item #5. He could be counted on in tough spots.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	139	59	23	5	6	9	9
	L	162	44	15	11	3	10	5
	HH	130	42	6	0	0	2	4
	HL	143	23	4	1	0	8	2
	LH	9	17	17	5	6	7	5
	LL	19	21	11	10	3	2	3
Vloidity	H	236	67	23	7	0	10	9
	L	65	36	15	9	9	9	5
	HH	221	49	8	1	0	7	6
	HL	52	16	2	0	0	3	0
	LH	16	18	15	6	0	3	3
	LL	13	20	13	9	9	6	5
Homogeneity	H	212	65	22	12	4	12	6
	L	89	38	16	4	5	7	8
	HH	196	45	7	1	0	8	4
	HL	77	20	3	0	0	2	2
	LH	16	20	16	11	4	4	2
	LL	12	18	13	4	5	5	6
Flexibility	H	184	46	17	7	4	16	6
	L	117	57	21	9	5	3	8
	HH	168	26	5	0	0	8	2
	HL	105	39	5	1	0	2	4
	LH	16	20	12	7	4	8	4
	LL	12	18	16	8	5	1	4
Permeability	H	179	43	19	7	5	13	8
	L	122	60	19	9	4	6	6
	HH	163	29	4	0	0	8	5
	HL	110	36	6	1	0	2	1
	LH	16	14	15	7	5	5	3
	LL	12	24	13	8	4	4	5

Item #5. He could be counted on in tough spots.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	142	39	13	9	6	6	7
	L	159	64	25	7	3	13	7
	HH	127	20	6	1	0	4	3
	HL	146	45	4	0	0	6	3
	LH	15	19	7	8	6	2	4
	LL	13	19	21	7	3	7	4
Stability	H	160	60	25	9	5	7	5
	L	121	43	13	7	4	12	9
	HH	168	42	7	1	0	3	2
	HL	105	23	3	0	0	7	4
	LH	12	18	18	8	5	4	3
	LL	16	20	10	7	4	5	5
Intimacy	H	176	54	21	13	3	7	4
	L	125	49	17	3	6	12	10
	HH	161	37	5	1	0	5	3
	HL	112	28	5	0	0	5	3
	LH	15	17	16	12	3	2	1
	LL	13	21	12	3	6	7	7
Autonomy	H	138	46	15	8	3	11	7
	L	163	57	23	8	6	8	7
	HH	128	28	5	1	0	6	2
	HL	145	37	5	0	0	4	4
	LH	10	18	10	7	3	5	5
	LL	18	20	18	8	6	4	3
Position	H	165	54	24	10	2	2	6
	L	136	49	14	6	7	17	8
	HH	152	34	6	1	0	1	3
	HL	121	31	4	0	0	9	3
	LH	13	20	18	9	2	1	3
	LL	15	18	10	6	7	8	5

Item #6. He coordinated the different jobs.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	190	111	19	5	0	30	10
	L	26	24	28	29	13	10	5
Potency	H	112	74	21	17	6	17	5
	L	104	61	26	17	7	23	10
	HH	102	63	10	5	0	12	4
	HL	88	48	9	0	0	18	6
	LH	10	11	11	12	6	5	1
	LL	16	13	17	17	7	5	4
Control	H	120	79	26	24	7	16	9
	L	96	56	21	10	6	24	6
	HH	104	64	10	5	0	12	7
	HL	86	47	9	0	0	18	3
	LH	16	15	16	19	7	4	2
	LL	10	9	12	10	6	6	3
Participation	H	155	97	30	25	7	19	8
	L	61	38	17	9	6	21	7
	HH	140	80	11	5	0	15	7
	HL	50	31	8	0	0	15	3
	LH	15	17	19	20	7	4	1
	LL	11	7	9	9	6	6	4
Hedonic Tone	H	179	112	30	17	2	30	11
	L	37	23	17	17	11	10	4
	HH	161	97	15	4	0	23	9
	HL	29	14	4	1	0	7	1
	LH	18	15	15	13	2	7	2
	LL	8	9	13	16	11	3	3
Dependence	H	81	56	12	2	0	13	5
	L	109	55	7	3	0	17	5
	HH	81	56	12	2	0	13	5
	HL	109	55	7	3	0	17	5
	LH	9	16	11	13	3	3	1
	LL	17	8	17	16	10	7	4

Item #6. He coordinated the different jobs.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	116	74	22	10	10	12	6
	L	100	61	25	24	3	28	9
	HH	101	61	9	1	0	7	5
	HL	89	50	10	4	0	23	5
	LH	15	13	13	9	10	5	1
	LL	11	11	15	20	3	5	4
Viciidity	H	164	102	25	16	2	31	12
	L	52	33	22	18	11	9	3
	HH	150	89	14	5	0	24	10
	HL	40	22	5	0	0	6	0
	LH	14	13	11	11	2	7	2
	LL	12	11	17	18	11	3	3
Homogeneity	H	151	88	31	19	8	26	10
	L	65	47	16	15	5	14	5
	HH	137	74	16	4	0	23	7
	HL	53	37	3	1	0	7	3
	LH	14	14	15	15	8	3	3
	LL	12	10	13	14	5	7	2
Flexibility	H	130	72	23	14	4	26	11
	L	86	63	24	20	9	14	4
	HH	113	58	10	2	0	20	6
	HL	77	53	9	3	0	10	4
	LH	17	14	13	12	4	6	5
	LL	9	10	15	17	9	4	0
Permeability	H	123	70	24	13	9	25	10
	L	93	65	23	21	4	15	5
	HH	111	60	9	2	0	21	6
	HL	79	51	10	3	0	9	4
	LH	12	10	15	11	9	4	4
	LL	14	14	12	18	4	6	1

Item #6. He coordinated the different jobs.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	97	59	21	19	4	16	6
	L	119	76	26	15	9	24	9
	HH	86	45	10	3	0	12	5
	HL	104	66	9	2	0	18	5
	LH	11	14	11	16	4	4	1
	LL	15	10	17	13	9	6	4
Stability	H	132	85	24	17	7	17	9
	L	84	50	23	17	6	23	6
	HH	119	72	10	3	0	12	7
	HL	71	39	9	2	0	18	3
	LH	13	13	14	14	7	5	2
	LL	13	11	14	15	6	5	3
Intimacy	H	119	75	25	20	8	25	6
	L	97	60	22	14	5	15	9
	HH	107	62	11	5	0	22	5
	HL	83	49	8	0	0	8	5
	LH	12	13	14	15	8	3	1
	LL	14	11	14	14	5	7	4
Autonomy	H	96	59	23	14	4	24	8
	L	120	76	24	20	9	16	7
	HH	86	50	10	2	0	17	5
	HL	104	61	9	3	0	13	5
	LH	10	9	13	12	4	7	3
	LL	16	15	15	17	9	3	2
Position	H	112	82	24	18	7	14	6
	L	104	53	23	16	6	26	9
	HH	101	68	7	5	0	10	6
	HL	89	43	12	0	0	20	4
	LH	11	14	17	13	7	4	0
	LL	15	10	11	16	6	6	5

Item. #7. He was very interested in the group's success.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	327	25	3	3	0	2	5
	L	71	29	16	9	3	1	6
Potency	H	212	25	5	5	1	0	4
	L	186	29	14	7	2	3	7
	HH	179	14	1	1	0	0	1
	HL	148	11	2	2	0	2	4
	LH	33	11	4	4	1	0	3
	LL	38	18	12	5	2	1	3
Control	H	225	29	12	5	2	1	7
	L	173	25	7	7	1	2	4
	HH	181	15	2	2	0	0	2
	HL	146	10	1	1	0	2	3
	LH	44	14	10	3	2	1	5
	LL	27	15	6	1	0	0	1
Participation	H	279	37	12	4	1	1	7
	L	119	17	7	8	2	2	4
	HH	231	20	2	1	0	1	3
	HL	96	5	1	2	0	1	2
	LH	48	17	10	3	1	0	4
	LL	23	12	6	6	2	1	2
Hedonic Tone	H	324	35	12	3	0	1	6
	L	74	19	7	9	3	2	5
	HH	279	21	3	1	0	1	4
	HL	48	4	0	2	0	1	1
	LH	45	14	9	2	0	0	2
	LL	26	15	7	7	3	1	4
Dependence	H	181	26	7	4	1	1	5
	L	217	28	12	8	2	2	6
	HH	152	14	1	1	0	0	1
	HL	175	11	2	2	0	2	4
	LH	29	12	6	3	1	1	4
	LL	42	17	10	6	2	0	2

Item #7. He was very interested in the group's success.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	202	31	9	4	1	0	3
	L	196	23	10	8	2	3	8
	HH	167	11	3	1	0	0	2
	HL	160	14	0	2	0	2	3
	LH	35	20	6	3	1	0	1
	LL	36	9	10	6	2	1	5
Viciidity	H	302	30	7	5	0	3	5
	L	96	24	12	7	3	0	6
	HH	266	17	2	1	0	2	4
	HL	61	8	1	2	0	0	1
	LH	36	13	5	4	0	1	1
	LL	35	16	11	5	3	0	5
Homogeneity	H	269	32	11	7	3	3	8
	L	129	22	8	5	0	0	3
	HH	230	19	3	3	0	2	4
	HL	97	6	0	0	0	0	1
	LH	39	13	8	4	3	1	4
	LL	32	16	8	5	0	0	2
Flexibility	H	229	30	9	3	1	3	5
	L	169	24	10	9	2	0	6
	HH	191	14	0	0	0	2	2
	HL	136	11	3	3	0	0	3
	LH	38	16	9	3	1	1	3
	LL	33	13	7	6	2	0	3
Permeability	H	222	30	7	6	2	2	5
	L	176	24	12	6	1	1	6
	HH	189	14	0	2	0	2	2
	HL	138	11	3	1	0	0	3
	LH	33	16	7	4	2	0	3
	LL	38	13	9	5	1	1	3

Item #7. He was very interested in the group's success.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	179	18	11	6	2	1	5
	L	219	36	8	6	1	2	6
	HH	148	8	1	2	0	0	2
	HL	179	17	2	1	0	2	3
	LH	31	10	10	4	2	1	3
	LL	40	19	6	5	1	0	3
Stability	H	236	31	6	8	1	0	9
	L	162	23	13	4	2	3	2
	HH	202	14	1	1	0	0	5
	HL	125	11	2	2	0	2	0
	LH	34	17	5	7	1	0	4
	LL	37	12	11	2	2	1	2
Intimacy	H	223	27	9	7	2	2	8
	L	175	27	10	5	1	1	3
	HH	186	16	2	2	0	2	4
	HL	141	9	1	1	0	0	1
	LH	37	11	7	5	2	0	4
	LL	34	18	9	4	1	1	2
Autonomy	H	187	22	8	4	0	1	6
	L	211	32	11	8	3	2	5
	HH	155	10	0	1	0	1	3
	HL	172	15	3	2	0	1	2
	LH	32	12	8	3	0	0	3
	LL	39	17	8	6	3	1	3
Position	H	207	34	9	4	1	1	7
	L	191	20	10	8	2	2	4
	HH	173	16	2	1	0	1	4
	HL	154	9	1	2	0	1	1
	LH	34	18	7	3	1	0	3
	LL	37	11	9	6	2	1	3

Item #8. He worked harder and longer than other members.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	158	127	39	16	5	11	9
	L	30	30	17	26	23	4	5
Potency	H	87	83	34	22	11	9	6
	L	101	74	22	20	17	6	8
	HH	74	71	27	10	2	6	6
	HL	84	56	12	6	3	5	3
	LH	13	12	7	12	9	3	0
	LE	17	18	10	12	14	1	5
Control	H	101	86	34	25	19	7	9
	L	87	71	22	17	9	8	5
	HH	82	70	24	11	4	5	6
	HL	76	57	15	5	1	6	3
	LH	19	16	10	14	15	2	3
	LL	11	14	7	12	8	2	2
Participation	H	122	112	42	28	19	10	8
	L	66	45	14	14	9	5	6
	HH	102	94	31	13	4	8	6
	HL	56	33	8	3	1	3	3
	LH	20	18	11	15	15	2	2
	LL	10	12	6	11	8	2	3
Hedonic Tone	H	152	125	44	27	13	13	7
	L	36	32	12	15	15	2	7
	HH	132	110	34	14	3	9	7
	HL	26	17	5	2	2	2	2
	LH	20	15	10	13	10	4	0
	LL	10	15	7	13	13	0	5
Dependence	H	90	72	19	17	16	4	9
	L	98	87	37	25	12	11	5
	HH	78	57	12	7	5	4	6
	HL	80	70	27	9	0	7	3
	LH	12	13	7	10	11	0	3
	LE	18	17	10	16	12	4	2

Item #8. He worked harder and longer than other members.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	92	92	26	18	12	4	6
	L	96	65	30	24	16	11	8
	HH	85	71	15	4	3	1	5
	HL	73	56	24	12	2	10	4
	LH	7	21	11	14	9	3	1
	LL	23	9	6	12	14	1	4
Vividity	H	140	118	40	27	8	12	7
	L	48	39	16	15	20	3	7
	HH	122	107	31	13	3	9	7
	HL	36	20	8	3	2	2	2
	LH	18	11	9	14	6	3	0
	LL	12	19	8	12	18	1	5
Homogeneity	H	124	105	41	26	18	12	7
	L	64	52	15	16	10	3	7
	HH	106	92	32	10	4	10	7
	HL	52	35	7	6	1	1	2
	LH	18	13	9	16	14	2	0
	LL	12	17	8	10	9	2	5
Flexibility	H	110	80	32	22	12	13	11
	L	78	77	24	20	16	2	3
	HH	88	64	24	11	3	10	9
	HL	70	63	15	5	2	1	0
	LH	22	16	8	11	9	3	2
	LL	8	14	9	15	14	1	3
Permeability	H	108	80	30	21	13	12	10
	L	80	77	26	21	15	3	4
	HH	92	67	21	9	3	10	7
	HL	66	60	18	7	2	1	2
	LH	16	13	9	12	10	2	3
	LL	14	17	8	14	13	2	2

Item #8. He worked harder and longer than other members.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	86	57	25	26	18	4	6
	L	102	100	31	16	10	11	8
	HH	71	47	18	13	4	3	5
	HL	87	80	21	3	1	8	4
	LH	15	10	7	13	14	1	1
	LL	15	20	10	13	9	3	4
Stability	H	115	94	34	25	13	5	5
	L	73	63	22	17	15	10	9
	HH	100	80	28	8	3	3	1
	HL	58	47	11	8	2	8	8
	LH	15	14	6	17	10	2	4
	LL	15	16	11	9	13	2	1
Intimacy	H	100	82	35	28	16	12	6
	L	88	75	21	14	13	3	8
	HH	82	70	30	13	2	10	5
	HL	76	57	9	3	3	1	4
	LH	18	12	5	15	13	2	1
	LL	12	18	12	11	10	2	4
Autonomy	H	88	67	29	16	11	10	7
	L	100	90	27	26	17	5	7
	HH	75	53	21	6	2	8	5
	HL	83	74	18	10	3	3	4
	LH	13	14	8	10	9	2	2
	LL	17	16	9	16	14	2	3
Position	H	97	91	34	21	13	4	3
	L	91	66	22	21	15	11	11
	HH	80	76	24	8	4	3	2
	HL	78	51	15	8	1	8	7
	LH	17	15	10	13	9	1	1
	LL	13	15	7	13	14	3	4

Item #9. He remembered it when a member did a good job.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	198	106	17	2	0	20	22
	L	23	42	19	22	11	4	14
Potency	H	133	67	17	13	3	8	11
	L	88	81	19	11	8	16	25
	HH	118	51	11	1	0	7	8
	HL	80	55	6	1	0	13	14
	LH	15	16	6	12	3	1	3
	LL	8	26	13	10	8	3	11
Control	H	131	84	24	14	7	9	12
	L	90	64	12	10	4	15	24
	HH	111	64	12	1	0	7	7
	HL	87	42	5	1	0	13	15
	LH	20	20	12	13	7	2	5
	LL	3	22	7	9	4	2	9
Participation	H	164	101	25	16	9	11	15
	L	57	47	11	8	2	13	21
	HH	147	74	14	1	0	10	12
	HL	51	32	3	1	0	10	12
	LH	17	27	11	15	9	1	3
	LL	6	15	8	7	2	3	11
Hedonic Tone	H	196	112	16	15	3	20	19
	L	25	36	20	9	8	4	17
	HH	177	87	10	2	0	19	14
	HL	21	19	7	0	0	1	8
	LH	19	25	6	13	3	1	5
	LL	4	17	13	9	8	4	17
Dependence	H	105	68	18	7	8	9	10
	L	116	80	18	17	3	15	26
	HH	95	54	8	0	0	7	5
	HL	103	52	9	2	0	13	17
	LH	10	14	10	7	8	2	5
	LL	13	28	9	15	3	2	9

Item #9. He remembered it when a member did a good job.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	102	86	17	12	4	6	23
	L	119	62	19	12	7	18	13
	HH	92	63	11	1	0	5	12
	HL	106	43	6	1	0	15	10
	LH	10	23	6	11	4	1	11
	LL	13	19	13	11	7	3	3
Viciidity	H	181	95	17	13	5	22	19
	L	40	53	19	11	6	2	17
	HH	167	76	12	2	0	20	15
	HL	31	30	5	0	0	0	7
	LH	14	19	5	11	5	2	4
	LL	9	23	14	11	6	2	10
Homogeneity	H	152	93	26	17	6	19	20
	L	69	55	10	7	5	5	16
	HH	136	78	12	2	0	17	16
	HL	62	28	5	0	0	3	6
	LH	16	15	14	15	6	2	4
	LL	7	27	5	7	5	2	10
Flexibility	H	140	65	19	8	7	21	20
	L	81	83	17	16	4	3	16
	HH	122	47	11	0	0	18	11
	HL	76	59	6	2	0	2	11
	LH	18	18	8	8	7	3	9
	LL	5	24	11	14	4	1	5
Permeability	H	132	63	27	9	6	16	21
	L	89	85	9	15	5	8	15
	HH	120	46	14	1	0	13	15
	HL	78	60	3	1	0	7	7
	LH	12	17	13	8	6	3	6
	LL	11	25	6	14	5	1	8

Item #9. He remembered it when a member did a good job.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	100	65	13	15	8	10	11
	L	121	83	23	9	3	14	25
	HH	91	47	7	1	0	8	7
	HL	107	59	10	1	0	12	15
	LH	9	18	6	14	8	2	4
	LL	14	24	13	8	3	2	10
stability	H	140	88	15	12	6	11	19
	L	81	60	21	12	5	13	11
	HH	128	69	5	1	0	8	12
	HL	70	37	12	1	0	12	10
	LH	12	19	10	11	6	3	7
	LL	11	23	9	11	5	1	7
Intimacy	H	129	76	24	14	7	14	14
	L	92	72	12	10	4	10	22
	HH	116	59	12	1	0	13	11
	HL	82	47	5	1	0	7	11
	LH	13	17	12	13	7	1	3
	LL	10	25	7	9	4	3	11
Autonomy	H	104	57	14	10	6	17	20
	L	117	91	22	14	5	7	16
	HH	96	40	6	2	0	16	10
	HL	102	66	11	0	0	4	12
	LH	8	17	8	8	6	1	10
	LL	15	25	11	14	5	3	4
Position	H	119	86	21	15	1	9	12
	L	102	62	15	9	10	15	24
	HH	106	63	11	2	0	8	7
	HL	92	43	6	0	0	12	15
	LH	13	23	10	13	1	1	5
	LL	10	19	9	9	10	3	9

Item #10. He had the respect of his superiors.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	225	45	8	0	0	49	35
	L	26	34	16	12	6	16	25
Potency	H	139	34	14	6	2	21	26
	L	112	43	10	6	4	34	37
	HH	130	20	5	0	0	23	18
	HL	95	25	3	0	0	26	20
	LH	9	14	9	6	2	8	8
	LL	17	20	7	6	4	8	17
Control	H	149	47	15	6	5	23	36
	L	102	32	9	6	1	42	27
	HH	136	22	5	0	0	15	24
	HL	89	23	3	0	0	34	14
	LH	13	25	10	6	5	8	12
	LL	13	9	6	6	1	8	13
Participation	H	177	63	16	4	6	36	39
	L	74	16	8	8	0	29	24
	HH	164	34	5	0	0	28	27
	HL	61	11	3	0	0	21	11
	LH	13	29	11	4	6	8	12
	LL	13	5	5	8	0	8	13
Hedonic Tone	H	208	55	14	3	2	56	43
	L	43	24	10	9	4	9	20
	HH	194	39	4	0	0	43	29
	HL	31	6	4	0	0	6	9
	LH	14	16	10	3	2	13	14
	LL	12	18	6	9	4	3	11
Dependence	H	116	44	8	3	4	25	29
	L	135	35	16	9	2	44	34
	HH	104	25	3	0	0	17	20
	HL	121	20	5	0	0	32	18
	LH	12	19	5	3	4	4	9
	LL	14	15	11	9	2	12	16

Item #10. He had the respect of his superiors.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	132	38	13	6	2	31	28
	L	119	41	11	6	4	34	35
	HH	119	19	6	0	0	22	18
	HL	106	26	2	0	0	27	20
	LH	13	19	7	6	2	9	10
	LL	13	15	9	6	4	7	15
Viciidity	H	199	39	15	3	2	55	39
	L	62	40	9	9	4	10	24
	HH	188	29	5	0	0	43	27
	HL	37	16	3	0	0	6	11
	LH	11	10	10	3	2	12	12
	LL	15	24	6	9	4	4	13
Homogeneity	H	182	48	16	4	5	43	35
	L	69	31	8	8	1	22	28
	HH	168	29	5	0	0	35	24
	HL	57	16	3	0	0	14	14
	LH	14	19	11	4	5	8	11
	LL	12	15	5	8	1	8	14
Flexibility	H	148	36	13	4	4	45	30
	L	103	43	11	8	2	20	33
	HH	128	19	6	0	0	37	19
	HL	97	26	2	0	0	12	19
	LH	20	17	7	4	4	8	11
	LL	6	17	9	8	2	8	14
Permeability	H	148	37	15	5	3	36	30
	L	103	42	9	7	3	29	33
	HH	132	20	6	0	0	31	20
	HL	93	25	2	0	0	18	18
	LH	16	17	9	5	3	5	10
	LL	10	17	7	7	3	11	18

Item #10. He had the respect of his superiors.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	107	38	11	6	6	20	34
	L	144	41	13	6	0	45	29
	HH	98	21	5	0	0	17	20
	HL	127	24	3	0	0	32	18
	LH	9	17	6	6	6	3	14
	LL	17	17	10	6	0	13	11
Stability	H	159	46	9	9	2	38	28
	L	92	33	15	3	4	27	35
	HH	146	26	2	0	0	31	18
	HL	79	19	6	0	0	18	20
	LH	13	20	7	9	2	7	10
	LL	13	14	9	3	4	9	15
Intimacy	H	145	39	17	6	4	38	29
	L	106	40	7	6	2	27	34
	HH	135	21	5	0	0	30	21
	HL	90	24	3	0	0	19	17
	LH	10	18	12	6	4	8	8
	LL	16	16	4	6	2	8	17
Autonomy	H	108	34	12	5	2	42	25
	L	143	45	12	7	4	23	38
	HH	98	18	4	0	0	35	15
	HL	127	27	4	0	0	14	23
	LH	10	16	8	5	2	7	10
	LL	16	18	8	7	4	9	15
Position	H	139	43	15	5	2	27	32
	L	112	36	9	7	4	38	31
	HH	128	23	5	0	0	17	24
	HL	97	22	3	0	0	32	14
	LH	11	20	10	5	2	10	8
	LL	15	14	6	7	4	6	17

Item #11. He thought mostly of himself.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	4	16	42	138	107	19	39
	L	20	33	23	32	8	4	15
Potency	H	12	23	37	88	62	8	22
	L	12	26	28	82	52	15	32
	HH	1	9	26	76	58	8	18
	HL	3	7	16	62	49	11	21
	LH	11	14	11	12	4	0	4
	LL	9	19	12	20	4	4	11
Control	H	18	23	43	93	65	13	26
	L	6	26	22	77	50	10	28
	HH	2	7	27	78	58	11	19
	HL	2	9	15	60	49	8	20
	LH	16	16	16	15	7	2	7
	LL	4	17	7	17	1	2	8
Participation	H	16	30	49	115	88	14	29
	L	8	19	16	55	27	9	25
	HH	1	12	33	95	82	13	22
	HL	3	4	9	43	25	6	17
	LH	15	18	16	20	6	1	7
	LL	5	15	7	12	2	3	8
Redonic Tone	H	9	31	53	136	98	20	34
	L	15	18	12	34	17	3	20
	HH	2	15	36	117	97	18	27
	HL	2	1	6	21	13	1	12
	LH	7	16	17	19	4	2	7
	LL	13	17	13	13	4	2	8
Dependency	H	13	15	34	74	53	13	23
	L	11	34	31	96	62	10	31
	HH	3	6	22	62	51	10	16
	HL	1	10	20	77	56	9	23
	LH	10	9	12	13	2	3	7
	LL	10	24	11	19	6	1	8

Item #11. He thought mostly of himself.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	13	23	33	68	52	11	30
	L	11	26	32	82	63	12	24
	HH	3	8	22	71	48	8	24
	HL	1	8	20	67	59	11	15
	LH	10	15	11	17	4	3	6
	LL	10	18	12	15	4	1	9
Viciidity	H	6	27	42	126	97	18	35
	L	18	22	23	44	18	4	19
	HH	2	12	28	113	92	16	29
	HL	2	4	14	25	15	3	10
	LH	4	15	14	13	5	3	6
	LL	16	18	9	19	3	1	9
Homogeneity	H	16	23	50	113	87	11	33
	L	8	26	15	37	28	12	21
	HH	4	8	32	101	82	9	25
	HL	0	8	10	37	25	10	14
	LH	12	15	18	12	5	2	8
	LL	8	18	5	20	3	2	7
Flexibility	H	14	24	33	96	73	12	28
	L	10	25	32	74	42	11	26
	HH	1	10	23	77	66	11	21
	HL	3	6	19	61	41	8	18
	LH	13	14	10	19	7	1	7
	LL	7	19	13	13	1	3	8
Permeability	H	12	29	24	90	74	16	29
	L	12	20	41	80	41	7	25
	HH	2	10	18	73	69	13	24
	HL	2	6	24	65	38	6	15
	LH	10	19	6	17	5	3	5
	LL	10	14	17	15	3	1	10

Item #11. He thought mostly of himself.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	14	22	32	62	46	15	31
	L	10	27	33	108	69	8	23
	HH	1	6	21	52	45	14	22
	HL	3	10	21	86	62	5	17
	LH	13	16	11	10	1	1	9
	LL	7	17	12	22	7	3	6
Stability	H	13	32	34	99	76	11	26
	L	11	17	31	71	39	12	28
	HH	3	11	23	86	70	9	21
	HL	1	5	19	52	37	10	18
	LH	10	21	11	13	6	2	5
	LL	10	12	12	19	2	2	10
Intimacy	H	12	27	42	102	64	10	21
	L	12	22	23	68	51	13	33
	HH	2	9	25	89	61	10	16
	HL	2	7	17	49	46	9	23
	LH	10	18	17	13	3	0	5
	LL	10	15	6	19	5	4	10
Autonomy	H	10	22	26	72	57	11	30
	L	14	27	39	98	58	12	24
	HH	2	7	21	57	53	10	20
	HL	2	9	21	81	54	9	19
	LH	8	15	5	15	4	1	10
	LL	12	18	18	17	4	3	5
Position	H	11	24	37	97	68	7	19
	L	13	25	28	73	47	16	35
	HH	2	10	24	81	63	6	11
	HL	2	6	18	57	44	13	28
	LH	9	14	13	16	5	1	8
	LL	11	19	10	16	3	3	7

Item #12. He realized his own abilities and limitations.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	138	126	25	9	4	12	51
	L	26	31	17	29	12	1	19
Potency	H	91	87	19	20	5	7	23
	L	73	70	23	18	11	6	47
	HH	77	73	14	7	1	7	17
	HL	61	53	11	2	3	5	34
	LH	14	14	5	13	4	0	6
	LL	12	17	12	16	8	1	15
Control	H	102	93	20	23	8	8	27
	L	62	64	22	15	8	5	23
	HH	84	71	15	6	2	7	17
	HL	54	55	10	3	2	5	34
	LH	18	28	5	17	6	1	10
	LL	0	9	12	12	6	0	9
Participation	H	131	105	26	24	8	8	39
	L	33	52	16	14	8	5	31
	HH	113	85	15	7	2	8	28
	HL	25	41	10	2	2	4	23
	LH	18	20	11	17	6	0	11
	LL	8	11	6	12	6	1	8
Hedonic Tone	H	134	122	29	21	8	11	49
	L	30	28	13	17	8	2	21
	HH	118	110	21	8	2	11	39
	HL	20	16	4	1	2	1	12
	LH	16	19	8	13	6	0	10
	LL	10	12	9	16	6	1	9
Dependence	H	72	73	16	18	6	3	36
	L	91	84	26	20	10	10	34
	HH	64	58	11	5	2	2	27
	HL	74	68	14	4	2	10	24
	LH	9	15	5	13	4	1	9
	LL	17	16	12	16	8	0	10

Item #12. He realized his own abilities and limitations.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	85	75	23	15	9	4	39
	L	79	82	19	23	7	9	31
	HH	70	62	15	3	2	4	28
	HL	68	64	10	6	2	8	23
	LH	15	13	8	12	7	0	11
	LL	11	18	9	17	5	1	8
Vicidity	H	134	111	24	20	5	12	46
	L	30	46	18	18	11	1	24
	HH	118	97	18	8	2	11	38
	HL	20	29	7	1	2	1	13
	LH	16	14	6	12	3	1	8
	LL	10	17	11	17	9	0	11
Homogeneity	H	119	105	28	23	11	7	40
	L	45	52	14	15	5	6	30
	HH	103	88	19	7	3	6	35
	HL	35	38	6	2	1	6	16
	LH	16	17	9	16	8	1	5
	LL	10	14	8	13	4	0	14
Flexibility	H	90	92	21	18	10	10	39
	L	74	65	21	20	6	3	31
	HH	77	71	13	7	3	9	29
	HL	61	55	12	2	1	3	22
	LH	13	21	8	11	7	1	10
	LL	13	10	9	18	5	0	9
Permeability	H	93	78	20	21	9	9	44
	L	71	79	22	17	7	4	26
	HH	79	66	11	6	3	9	35
	HL	59	60	14	3	1	3	16
	LH	14	12	9	15	6	0	9
	LL	12	19	8	14	6	1	10

Item #12. He realized his own abilities and limitations.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	75	67	16	16	9	7	32
	L	89	90	26	22	7	6	38
	HH	68	55	7	4	1	6	20
	HL	70	71	18	5	3	6	31
	LH	7	12	9	12	8	1	12
	LL	19	19	8	17	4	0	7
Stability	H	98	100	25	17	9	7	35
	L	66	57	17	21	7	6	35
	HH	85	79	17	4	3	7	28
	HL	53	47	8	5	1	5	23
	LH	13	21	8	13	6	0	7
	LL	13	10	9	16	6	1	12
Intimacy	H	94	89	24	26	10	5	30
	L	70	68	18	12	6	8	40
	HH	83	72	15	8	2	5	2
	HL	55	54	10	1	2	7	24
	LH	11	17	9	18	8	0	3
	LL	15	14	8	11	4	1	16
Autonomy	H	72	67	23	16	8	9	33
	L	92	90	19	22	8	4	37
	HH	62	54	14	5	3	9	23
	HL	76	72	11	4	1	3	28
	LH	10	13	9	11	5	0	10
	LL	16	18	8	18	7	1	9
Position	H	92	87	27	21	4	4	28
	L	72	70	15	17	12	9	42
	HH	77	70	18	6	2	4	20
	HL	61	56	7	3	2	8	31
	LH	15	17	9	15	2	0	8
	LL	11	14	8	14	10	1	11

Item #13. He informed members about things concerning them.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	152	116	40	9	5	23	20
	L	33	32	29	24	9	2	6
Potency	H	97	74	42	13	6	10	10
	L	88	74	27	20	8	15	16
	HH	87	59	25	4	3	10	8
	HL	65	57	15	5	2	13	12
	LH	10	15	17	9	3	0	2
	LL	23	17	12	15	6	2	4
Control	H	113	80	44	20	5	8	11
	L	72	68	25	13	9	17	15
	HH	92	62	23	6	3	8	8
	HL	60	54	17	3	2	15	12
	LH	21	18	21	14	2	0	3
	LL	12	14	8	10	7	2	3
Participation	H	131	101	51	20	9	17	12
	L	54	47	18	13	5	8	14
	HH	113	76	31	6	5	17	10
	HL	39	40	9	3	0	6	10
	LH	18	25	20	14	4	0	2
	LL	15	7	9	10	5	2	4
Hedonic Tone	H	144	115	55	17	8	20	22
	L	41	33	14	16	6	5	4
	HH	125	100	36	4	6	19	19
	HL	27	16	4	3	1	4	1
	LH	19	15	19	11	4	1	3
	LL	14	17	10	13	5	1	3
Dependence	H	92	67	35	15	4	7	5
	L	93	81	34	18	10	18	21
	HH	80	52	20	4	2	6	5
	HL	72	64	20	5	0	17	15
	LH	12	15	15	11	2	1	0
	LL	21	17	14	13	7	1	6

Item #13. He informed members about things concerning them.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	99	75	30	17	6	7	16
	L	86	73	39	16	8	18	10
	HH	83	59	17	5	2	6	12
	HL	69	57	23	4	3	17	8
	LH	16	16	13	12	4	1	4
	LL	17	16	16	12	5	1	2
Vioidity	H	140	106	47	14	9	19	17
	L	45	42	22	19	5	6	9
	HH	120	91	35	6	5	18	17
	HL	32	25	5	3	0	5	3
	LH	20	15	12	8	4	1	0
	LL	13	17	17	16	5	1	6
Homogeneity	H	132	96	43	20	9	15	18
	L	53	52	26	13	5	10	8
	HH	109	80	31	6	5	15	15
	HL	43	36	9	3	0	8	5
	LH	23	16	12	14	4	0	3
	LL	10	16	17	10	5	2	3
Flexibility	H	102	77	40	18	9	18	16
	L	83	71	29	15	5	7	10
	HH	81	63	28	5	4	16	12
	HL	71	53	12	4	1	7	8
	LH	21	14	12	13	5	2	4
	LL	12	16	17	11	4	0	2
Permeability	H	104	71	36	21	12	13	17
	L	81	77	33	12	2	12	9
	HH	87	68	25	7	5	12	15
	HL	65	58	15	2	0	11	5
	LH	17	13	11	14	7	1	2
	LL	16	19	18	10	2	1	4

Item #13. He informed members about things concerning them.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	84	70	27	18	6	10	7
	L	101	78	42	15	8	15	19
	HH	72	52	14	4	3	9	7
	HL	80	64	26	5	2	14	13
	LH	12	18	13	14	3	1	0
	LL	21	14	16	10	6	1	6
Stability	H	107	91	39	15	6	16	17
	L	78	57	30	18	8	9	9
	HH	90	74	24	4	2	15	14
	HL	62	42	16	5	3	8	6
	LH	17	17	15	11	4	1	3
	LL	16	15	14	13	5	1	3
Intimacy	H	97	88	47	15	6	13	12
	L	88	60	22	18	8	12	14
	HH	82	69	33	2	3	13	10
	HL	70	47	7	7	2	10	10
	LH	15	19	14	13	3	0	2
	LL	18	13	15	11	6	2	4
Autonomy	H	79	66	34	12	7	12	18
	L	106	82	35	21	7	13	8
	HH	67	51	21	4	3	11	13
	HL	85	65	19	5	2	12	7
	LH	12	15	13	8	4	1	5
	LL	21	17	16	16	5	1	1
Position	H	102	81	40	18	4	8	10
	L	83	67	29	15	10	17	16
	HH	86	63	24	6	2	8	8
	HL	66	53	16	3	3	15	12
	LH	16	18	16	12	2	0	2
	LL	17	14	13	12	7	2	4

Item #14. He was only concerned with his own record.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	9	12	19	95	155	50	25
	L	20	19	16	26	18	14	22
Potency	H	14	19	19	63	92	31	14
	L	15	12	16	58	81	33	33
	HH	5	8	9	53	84	28	9
	HL	4	4	10	42	71	22	16
	LH	9	11	10	10	8	3	5
	LL	11	8	6	16	10	11	17
Control	H	20	20	25	69	90	32	25
	L	9	11	10	52	83	32	22
	HH	6	6	13	55	80	27	15
	HL	3	6	6	40	75	23	10
	LH	14	14	12	14	10	5	10
	LL	6	5	4	12	8	9	12
Participation	H	21	21	26	84	123	41	25
	L	8	10	9	37	50	23	22
	HH	6	8	14	66	113	36	15
	HL	3	4	5	29	42	14	10
	LH	15	13	12	18	10	15	10
	LL	5	6	4	8	8	9	12
Hedonic Tone	H	15	18	25	100	146	56	21
	L	14	13	10	21	27	8	26
	HH	8	9	16	83	133	46	14
	HL	1	2	3	12	22	4	11
	LH	7	9	9	17	13	10	7
	LL	13	10	7	9	5	4	15
Dependence	H	15	16	21	52	78	20	23
	L	14	15	14	69	95	44	24
	HH	5	7	13	44	72	15	13
	HL	4	5	6	51	83	35	12
	LH	10	9	8	8	6	5	10
	LL	10	10	8	18	12	9	12

Item #14. He was only concerned with his own record.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	13	15	17	65	85	27	28
	L	16	16	18	56	88	37	19
	HH	4	7	9	55	74	18	17
	HL	5	5	10	40	81	32	8
	LH	9	8	8	10	11	9	11
	LL	11	11	8	16	7	5	11
Viciidity	H	15	20	17	82	144	54	20
	L	14	11	18	39	29	10	27
	HH	8	10	12	68	132	46	16
	HL	1	2	7	27	23	4	9
	LH	7	10	5	14	12	8	4
	LL	13	9	11	12	6	6	18
Homogeneity	H	20	16	22	79	127	42	27
	L	9	15	13	42	46	22	20
	HH	7	7	14	67	115	35	16
	HL	2	5	5	28	40	15	9
	LH	13	9	8	12	12	7	11
	LL	7	10	8	14	6	7	11
Flexibility	H	13	15	17	87	116	41	21
	L	16	16	18	64	57	23	26
	HH	3	7	12	41	102	33	11
	HL	6	5	7	54	53	17	14
	LH	10	8	5	16	14	8	10
	LL	10	11	11	10	4	6	12
Permeability	H	11	16	12	62	104	41	28
	L	18	15	23	59	69	23	19
	HH	4	8	5	49	96	31	16
	HL	5	4	14	46	59	19	9
	LH	7	8	7	13	8	10	12
	LL	13	11	9	13	10	4	10

Item #14. He was only concerned with his own record.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	17	17	18	43	73	31	23
	L	12	14	17	78	100	33	24
	HH	3	6	11	36	67	25	13
	HL	6	6	8	59	88	25	12
	LH	14	11	7	7	6	6	10
	LL	6	8	9	19	12	8	12
Stability	H	17	17	22	70	107	34	24
	L	12	14	13	51	66	30	23
	HH	7	5	13	57	99	28	14
	HL	2	7	6	38	56	22	11
	LH	10	12	9	13	8	6	10
	LL	10	7	7	13	10	8	12
Intimacy	H	20	19	22	66	102	33	16
	L	9	12	13	55	71	31	31
	HH	6	8	11	54	95	29	9
	HL	3	4	8	41	60	21	16
	LH	14	11	11	12	7	4	7
	LL	6	6	6	14	11	10	15
Autonomy	H	10	13	15	45	89	36	20
	L	19	18	20	76	84	28	27
	HH	4	5	10	34	79	31	7
	HL	5	7	9	61	76	19	18
	LH	6	8	5	11	10	5	13
	LL	14	11	11	15	8	9	9
Position	H	14	15	24	66	104	24	16
	L	15	16	11	55	69	40	31
	HH	6	7	12	51	93	20	8
	HL	3	5	7	44	62	30	17
	LH	8	8	12	15	11	4	8
	LL	12	11	4	11	7	10	14

Item #15. He couldn't be told anything.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	20	26	38	67	146	43	25
	L	24	25	22	25	21	8	10
Potency	H	20	22	30	46	88	27	19
	L	24	29	30	46	79	24	16
	HH	10	10	20	37	78	26	15
	HL	10	16	18	30	68	17	10
	LH	10	12	10	9	10	1	4
	LL	14	13	12	16	11	7	6
Control	H	28	30	36	46	94	26	21
	L	16	21	24	46	73	25	14
	HH	12	13	24	34	81	24	14
	HL	8	13	14	33	65	19	11
	LH	16	17	12	12	13	2	7
	LL	8	8	10	13	8	6	3
Participation	H	30	35	44	59	118	35	20
	L	14	16	16	33	49	16	15
	HH	13	17	28	45	107	33	15
	HL	7	9	10	22	39	10	10
	LH	17	18	16	14	11	2	5
	LL	7	7	6	11	10	6	5
Redonic Tone	H	27	36	43	72	137	40	26
	L	17	15	17	20	30	11	9
	HH	18	23	30	55	125	37	21
	HL	9	13	13	17	12	3	5
	LH	9	13	13	17	12	3	5
	LL	15	12	9	8	9	5	5
Dependence	H	15	19	33	41	81	25	11
	L	29	32	27	51	86	26	24
	HH	5	10	20	31	75	21	7
	HL	15	16	18	36	71	22	18
	LH	10	9	13	10	6	4	4
	LL	14	16	9	15	15	4	6

Item #15. He couldn't be told anything.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	18	27	30	53	79	21	22
	L	26	24	30	39	68	30	13
	HH	10	11	20	42	69	14	18
	HL	10	15	18	25	77	29	7
	LH	8	16	10	11	10	7	4
	LL	16	9	12	14	11	1	6
Viscosity	H	27	32	37	51	138	41	26
	L	17	19	23	41	29	10	9
	HH	18	22	26	42	125	39	21
	HL	2	4	13	25	21	4	4
	LH	9	10	12	9	13	2	5
	LL	15	15	10	16	8	6	5
Homogeneity	H	30	29	35	57	122	36	24
	L	14	22	25	35	45	15	11
	HH	13	18	22	46	109	34	19
	HL	7	8	16	21	37	9	6
	LH	17	11	13	11	13	2	5
	LL	7	14	9	14	8	6	5
Flexibility	H	29	23	33	42	104	31	18
	L	15	28	27	50	63	20	17
	HH	15	16	22	31	88	25	12
	HL	5	10	16	36	58	18	13
	LH	14	7	11	11	16	6	6
	LL	10	18	11	14	5	2	4
Permeability	H	22	20	36	47	95	31	23
	L	22	31	24	45	72	20	12
	HH	12	12	24	30	86	27	18
	HL	8	14	14	37	60	16	7
	LH	10	8	12	17	9	4	5
	LL	14	17	10	8	12	4	5

Item #15. He couldn't be told anything.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	24	24	28	41	66	20	19
	L	20	27	32	51	101	31	16
	HH	9	15	16	29	62	19	11
	HL	11	11	22	38	84	24	14
	LH	15	9	12	12	4	1	8
	LL	9	16	10	13	17	7	2
Stability	H	24	33	33	51	97	32	21
	L	20	18	27	41	70	19	14
	HH	13	16	22	42	86	28	16
	HL	7	10	16	25	60	15	9
	LH	11	17	11	9	11	4	8
	LL	13	8	11	16	10	4	5
Intimacy	H	29	32	33	46	95	27	16
	L	15	19	27	46	72	24	19
	HH	12	18	21	35	87	26	13
	HL	8	8	17	32	59	17	12
	LH	17	14	12	11	8	1	3
	LL	7	11	10	14	13	7	7
Autonomy	H	21	20	25	36	82	25	19
	L	23	31	35	56	85	26	16
	HH	10	11	17	26	71	21	14
	HL	10	15	21	41	75	22	11
	LH	11	9	8	10	11	4	5
	LL	13	16	14	15	10	4	5
Position	H	19	27	34	50	94	27	12
	L	25	24	26	42	73	24	23
	HH	10	12	22	35	82	24	12
	HL	10	14	16	32	64	19	13
	LH	9	15	12	15	12	3	0
	LL	15	10	10	10	9	5	10

Item #16. He made his decisions quickly.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	83	127	57	50	16	9	23
	L	22	34	32	26	6	4	11
Potency	H	46	82	51	41	11	5	16
	L	59	79	38	35	11	8	18
	HH	38	68	36	29	9	5	11
	HL	45	59	21	21	7	4	12
	LH	8	14	15	12	2	0	5
	LL	14	20	17	14	4	4	6
Control	H	58	81	57	47	12	5	21
	L	47	80	32	29	10	8	13
	HH	44	65	38	30	9	4	14
	HL	39	62	21	20	7	5	9
	LH	14	16	21	17	3	1	7
	LL	8	18	11	9	3	3	4
Participation	H	66	106	67	20	7	21	54
	L	39	55	22	22	2	6	13
	HH	54	86	44	36	15	7	16
	HL	29	41	13	14	1	2	7
	LH	12	20	23	18	5	0	5
	LL	10	14	9	8	1	4	6
Medonic Tone	H	72	129	67	56	18	11	28
	L	33	32	22	20	4	2	6
	HH	65	111	46	42	16	9	20
	LL	18	16	11	8	0	0	3
	LH	7	18	21	14	2	2	8
	LL	15	16	11	12	4	2	3
Dependence	H	47	71	41	38	10	4	14
	L	58	90	48	38	12	9	20
	HH	39	58	27	27	7	2	9
	HL	44	69	30	23	9	7	14
	LH	8	13	14	11	3	2	5
	LL	14	21	18	15	3	2	6

Item #18. He made his decisions quickly.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	50	79	42	38	11	6	24
	L	55	82	47	38	11	7	10
	HH	38	67	31	23	7	3	16
	HL	45	60	26	27	9	6	8
	LH	12	12	11	15	4	3	9
	LL	10	22	21	11	2	1	2
Violidity	H	67	125	61	48	17	9	25
	L	38	36	28	28	5	4	9
	HH	62	107	41	39	16	8	19
	HL	21	20	16	11	0	1	4
	LH	5	18	20	9	1	1	6
	LL	17	16	12	17	5	3	5
Homogeneity	H	71	108	63	54	15	8	14
	L	34	53	26	22	7	5	20
	HH	58	97	42	42	13	7	12
	HL	25	40	15	8	3	2	11
	LH	13	21	21	12	2	1	2
	LL	9	13	11	14	4	3	9
Flexibility	H	59	90	46	42	12	9	22
	L	46	71	43	34	10	4	12
	HH	47	71	32	29	9	6	15
	HL	36	56	25	21	7	3	8
	LH	12	19	14	13	3	3	7
	LL	10	15	18	13	3	1	4
Permeability	H	54	84	50	38	17	9	22
	L	51	77	39	38	5	4	12
	HH	46	69	35	25	12	6	16
	HL	37	58	22	25	4	3	7
	LH	8	15	15	13	5	3	6
	LL	14	19	17	13	1	1	5

Item #16. He made his decisions quickly.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	50	73	42	28	8	5	16
	L	55	88	47	48	14	8	18
	HH	39	55	27	21	6	3	10
	HL	44	72	30	29	10	6	13
	LH	11	18	15	7	2	2	6
	LL	11	16	17	19	4	2	5
Stability	H	62	94	47	53	13	6	16
	L	43	67	42	23	9	7	18
	HH	49	74	34	38	11	6	11
	HL	34	53	23	12	5	3	12
	LH	13	20	13	15	2	0	5
	LL	9	14	19	11	4	4	6
Intimacy	H	58	92	53	45	11	7	12
	L	47	69	36	31	11	6	22
	HH	46	73	35	35	8	7	8
	HL	37	54	22	15	8	2	15
	LH	12	19	18	10	3	0	4
	LL	10	15	14	16	3	4	7
Autonomy	H	50	71	38	32	12	7	18
	L	55	90	51	44	10	6	16
	HH	37	59	25	24	8	7	10
	HL	46	68	32	26	8	2	13
	LH	13	12	13	8	4	0	8
	LL	9	22	19	18	2	4	3
Position	H	55	82	51	41	16	7	11
	L	50	79	38	35	6	6	23
	HH	48	63	33	26	12	7	8
	HL	35	64	24	24	4	2	15
	LH	7	19	18	15	4	0	3
	LL	15	15	14	11	2	4	8

Item #17. He made good decisions.

Variable	Category	Rating						
		1.	2.	3.	4.	5	6.	7.
Leadership	H	113	226	12	0	0	4	10
	L	6	50	48	19	2	6	4
Potency	H	65	143	28	6	1	1	8
	L	54	133	32	13	1	9	6
	HH	63	119	6	0	0	1	7
	HL	50	107	6	0	0	3	3
	LH	2	24	22	6	1	0	1
	LL	4	26	26	13	1	6	3
Control	H	67	157	30	14	0	4	9
	L	52	119	30	5	2	6	5
	HH	63	123	7	0	0	1	8
	HL	50	103	5	0	0	3	2
	LH	4	34	23	14	0	3	1
	LL	2	16	25	5	2	3	3
Participation	H	90	188	35	14	0	6	8
	L	29	88	25	5	2	4	6
	HH	86	156	6	0	0	4	7
	HL	27	70	6	0	0	1	3
	LH	4	32	29	14	0	3	1
	LL	2	18	19	5	2	3	3
Redonic Tone	H	101	219	37	7	0	6	11
	L	18	57	23	12	2	4	3
	HH	98	188	10	0	0	4	9
	HL	15	38	2	0	0	0	1
	LH	3	31	27	7	0	2	2
	LL	3	19	21	12	2	4	2
Dependence	H	57	128	22	9	0	4	5
	L	62	148	38	10	2	6	9
	HH	55	107	5	0	0	0	2
	HL	58	119	7	0	0	4	8
	LH	2	21	17	9	0	4	3
	LL	4	29	31	10	2	2	1

Item #17. He made good decisions.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	53	142	29	10	1	7	8
	L	66	134	31	9	1	3	6
	HH	51	120	5	0	0	2	6
	HL	62	106	17	0	0	2	4
	LH	2	22	24	10	1	5	2
	LL	4	28	24	9	1	1	2
Viciidity	H	102	197	31	5	0	6	11
	L	17	79	29	14	2	4	3
	HH	98	171	10	0	0	4	9
	HL	15	55	2	0	0	0	1
	LH	4	26	21	5	0	2	2
	LL	2	24	27	14	2	4	2
Homogeneity	H	91	185	30	13	1	6	7
	L	28	91	30	6	1	4	7
	HH	87	157	9	0	0	3	5
	HL	26	69	3	0	0	1	5
	LH	4	28	21	13	1	3	2
	LL	2	22	27	6	1	3	2
Flexibility	H	74	154	27	9	1	7	8
	L	45	122	33	10	1	3	6
	HH	69	124	7	0	0	3	6
	HL	44	102	5	0	0	1	4
	LH	5	30	20	9	1	4	2
	LL	1	20	28	10	1	2	2
Permeability	H	75	140	33	8	1	8	9
	L	44	136	27	11	1	2	5
	HH	72	121	6	0	0	3	7
	HL	41	105	6	0	0	1	3
	LH	3	19	27	8	1	5	2
	LL	3	31	21	11	1	1	2

Item #17. He made good decisions.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	55	118	24	13	1	4	7
	L	64	158	36	6	1	6	7
	HH	53	96	5	0	0	2	5
	HL	60	130	7	0	0	2	5
	LH	2	22	19	13	1	2	2
	LL	4	28	29	6	1	4	2
Stability	H	69	166	35	7	1	4	9
	L	50	110	25	12	1	6	5
	HH	67	139	7	0	0	2	8
	HL	46	87	5	0	0	2	2
	LH	2	27	28	7	1	2	1
	LL	4	23	20	12	1	4	3
Intimacy	H	68	154	36	11	1	3	5
	L	51	122	24	8	1	7	9
	HH	65	130	10	0	0	3	4
	HL	48	96	2	0	0	1	6
	LH	3	24	26	11	1	0	1
	LL	3	26	22	8	1	6	3
Autonomy	H	56	125	29	6	1	4	7
	L	63	151	31	13	1	6	7
	HH	54	101	8	0	0	3	4
	HL	59	125	4	0	0	1	6
	LH	2	24	21	6	1	1	3
	LL	4	26	27	13	1	5	1
Position	H	65	151	33	6	0	3	5
	L	54	125	27	13	2	7	9
	HH	62	123	7	0	0	2	3
	HL	51	103	5	0	0	2	7
	LH	3	28	26	6	0	1	2
	LL	3	22	22	13	2	5	2

Item #18. He had confidence in his decisions.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	200	113	13	4	5	5	25
	L	45	47	13	12	1	5	12
Potency	H	127	86	13	3	2	2	19
	L	118	74	13	13	4	8	18
	HH	105	64	8	1	2	2	14
	HL	95	49	5	3	3	3	11
	LH	22	22	5	2	0	0	5
	LL	23	25	8	10	1	5	7
Control	H	139	93	11	8	2	4	24
	L	106	67	15	8	4	6	13
	HH	110	64	7	1	2	2	16
	HL	90	49	6	3	3	3	9
	LH	29	29	4	7	0	2	8
	LL	16	18	9	5	1	3	4
Participation	L	170	110	18	9	5	6	23
	L	75	50	8	7	1	4	14
	HH	142	77	11	1	4	4	19
	HL	58	46	2	3	1	1	6
	LH	28	33	7	6	1	2	4
	LL	17	14	6	4	0	3	8
Redonic Tone	H	192	124	22	5	4	7	27
	L	53	36	4	11	2	3	10
	HH	168	95	12	3	4	5	22
	HL	32	18	1	1	1	0	3
	LH	24	29	10	2	0	2	5
	LL	21	18	3	10	1	3	7
Dependence	H	117	68	12	9	2	3	14
	L	128	92	14	7	4	7	23
	HH	103	48	7	1	1	0	10
	HL	97	66	6	3	4	5	15
	LH	14	21	5	8	1	2	8
	LL	33	26	8	4	0	2	8

Item #18. He had confidence in his decisions.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	123	78	13	7	2	6	21
	L	122	82	13	9	4	4	16
	HH	100	57	6	3	2	2	14
	HL	100	56	7	1	3	3	11
	LH	23	21	7	4	0	4	7
	LL	22	26	6	8	1	1	5
Viciidity	H	179	108	21	6	4	7	27
	L	66	52	5	10	2	3	10
	HH	159	85	13	4	4	5	22
	HL	41	28	0	0	1	0	3
	LH	20	23	8	2	0	2	5
	LL	25	24	5	10	1	3	7
Homogeneity	H	159	114	21	8	3	6	22
	L	86	46	5	8	3	4	15
	HH	134	89	11	3	3	4	17
	HL	66	24	2	1	2	1	8
	LH	25	25	10	5	0	2	5
	LL	20	22	3	7	1	3	7
Flexibility	H	137	92	13	8	3	8	19
	L	108	68	13	8	3	2	18
	HH	117	63	6	3	3	4	13
	HL	83	50	7	1	2	1	12
	LH	20	29	7	5	0	4	6
	LL	25	18	6	7	1	1	6
Permeability	H	138	78	13	11	3	8	13
	L	107	82	13	5	3	2	14
	HH	121	56	6	2	3	4	17
	HL	79	57	7	2	2	1	8
	LH	17	22	7	9	0	4	6
	LL	28	25	6	3	1	1	6

Item #18. He had confidence in his decisions.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	114	61	9	10	5	5	18
	L	131	99	17	6	1	5	19
	HH	94	39	5	3	4	3	13
	HL	106	74	8	1	1	2	12
	LH	20	22	4	7	1	2	5
	LL	25	25	9	5	0	3	7
Stability	H	150	95	13	5	2	5	21
	L	95	65	13	11	4	5	16
	HH	124	72	6	2	2	3	14
	HL	76	41	7	2	3	2	11
	LH	26	23	7	3	0	2	7
	LL	19	24	6	9	1	3	5
Intimacy	H	138	90	20	6	4	4	16
	L	107	70	6	10	2	6	21
	HH	115	65	12	2	3	4	11
	HL	85	48	1	2	2	1	14
	LH	23	25	8	4	1	0	5
	LL	22	22	5	8	0	5	7
Autonomy	H	114	73	12	7	3	5	14
	L	131	87	14	9	3	5	23
	HH	94	51	7	2	3	4	9
	HL	106	62	6	2	2	1	16
	LH	20	22	5	5	0	1	5
	LL	25	25	8	7	1	4	7
Position	H	122	95	13	6	2	3	22
	L	123	65	13	10	4	7	15
	HH	103	66	7	2	2	2	15
	HL	97	47	6	2	3	3	10
	LH	19	29	6	4	0	1	7
	LL	26	18	7	8	1	4	5

Item #19. He allowed members to get the better of him.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	0	9	47	128	133	32	16
	L	2	13	28	39	32	15	6
Potency	H	1	10	41	78	92	18	12
	L	1	12	34	89	73	29	10
	HH	0	4	29	59	77	17	10
	HL	0	5	18	69	56	15	6
	LH	1	6	12	19	15	1	2
	LL	1	7	16	20	17	14	4
Control	H	1	12	49	89	99	20	11
	L	1	10	27	78	66	27	11
	HH	0	6	30	65	78	15	8
	HL	0	3	17	63	55	17	8
	LH	1	6	19	24	21	5	3
	LL	1	7	9	15	11	10	3
Participation	H	1	14	50	113	125	24	14
	L	1	8	25	54	40	23	8
	HH	0	6	33	87	101	19	12
	HL	0	3	14	41	32	13	4
	LH	1	8	17	26	24	5	2
	LL	1	5	11	13	8	10	4
Hedonic Tone	H	1	14	56	124	136	33	17
	L	1	8	19	43	29	14	5
	HH	0	9	40	105	114	27	14
	HL	0	0	7	23	19	5	2
	LH	1	5	16	19	22	6	3
	LL	1	8	12	20	10	9	3
Dependence	H	0	12	36	67	84	17	9
	L	2	10	39	100	81	30	13
	HH	0	25	50	75	10	6	6
	HL	0	3	22	78	61	22	10
	LH	0	6	11	17	12	7	3
	LL	2	7	17	22	20	8	3

Item #19. He allowed members to get the better of him.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	0	9	36	87	85	18	13
	L	2	13	37	80	80	29	9
	HH	0	4	26	67	67	11	9
	HL	0	5	21	61	66	21	7
	LH	0	5	12	20	18	7	4
	LL	2	8	16	19	14	8	2
Viciidity	H	1	11	48	115	128	34	16
	L	1	11	27	52	37	13	7
	HH	0	6	36	99	110	28	13
	HL	0	3	11	29	23	4	3
	LH	1	5	12	16	18	6	2
	LL	1	6	16	23	14	9	4
Homogeneity	H	2	11	46	106	125	30	13
	L	0	11	29	61	40	17	9
	HH	0	5	32	87	103	24	10
	HL	0	4	16	41	30	8	6
	LH	2	6	14	19	22	6	3
	LL	0	7	14	20	10	9	3
Flexibility	H	2	11	31	90	100	35	11
	L	0	11	44	77	65	12	11
	HH	0	5	20	70	81	26	8
	HL	0	4	27	58	52	7	8
	LH	2	6	11	20	19	10	3
	LL	0	7	17	19	13	5	3
Permeability	H	0	11	39	88	92	28	16
	L	2	11	36	79	72	19	6
	HH	0	4	27	69	76	21	12
	HL	0	5	20	59	57	11	4
	LH	0	7	12	19	16	7	4
	LL	2	6	16	20	16	8	2

Item #19. He allowed members to get the better of him.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	2	8	27	77	80	19	9
	L	0	14	48	90	85	28	13
	HH	0	4	17	59	63	13	5
	HL	0	5	30	69	70	19	11
	LH	2	4	10	18	17	6	4
	LL	0	9	18	21	15	9	2
Stability	H	0	11	50	95	100	22	13
	L	2	11	25	72	65	25	9
	HH	0	8	33	75	79	16	12
	HL	0	1	14	53	54	16	4
	LH	0	3	17	20	21	6	1
	LL	2	10	11	19	11	9	5
Intimacy	H	2	11	41	89	103	21	11
	L	0	11	34	78	62	26	11
	HH	0	4	28	69	84	17	10
	HL	0	5	19	59	49	15	6
	LH	2	7	13	20	19	4	1
	LL	0	6	15	19	13	11	5
Autonomy	H	1	8	30	74	81	23	11
	L	1	14	45	93	84	24	11
	HH	0	2	20	58	64	18	8
	HL	0	7	27	70	69	14	8
	LH	1	6	10	16	17	5	3
	LL	1	7	18	23	15	10	3
Position	H	2	12	39	91	98	11	10
	L	0	10	36	76	67	36	12
	HH	0	4	26	69	82	8	8
	HL	0	5	21	59	51	24	8
	LH	2	8	13	22	16	3	2
	LL	0	5	15	17	16	12	4

Item #20. He lacked foresight.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	3	8	30	151	136	16	21
	L	5	34	45	28	7	8	8
Potency	H	2	21	34	100	77	6	12
	L	6	21	41	79	66	18	17
	HH	1	3	14	90	72	6	10
	HL	2	5	16	61	64	10	11
	LH	1	18	20	10	5	0	2
	LL	4	16	25	18	2	8	6
	H	5	22	44	104	78	12	16
	L	3	20	31	75	65	12	13
	HH	2	2	18	88	72	8	12
	HL	1	6	12	63	64	8	9
Participation	LH	3	20	26	16	6	4	4
	LL	2	14	14	12	1	4	4
	H	6	27	47	126	106	13	16
	L	2	15	28	53	37	11	13
	HH	2	5	18	111	100	10	12
	HL	1	3	12	40	36	6	9
	LH	4	22	29	15	6	3	4
	LL	1	12	16	13	1	5	4
	H	3	26	48	147	119	17	21
	L	5	16	27	32	24	7	8
Hedonic Tone	HH	2	7	24	129	114	15	18
	HL	1	1	6	22	22	1	3
	LH	1	19	24	18	5	2	3
	LL	4	15	21	10	2	6	5
	H	4	22	27	77	74	8	13
	L	4	20	48	102	69	16	16
	HH	1	4	16	65	73	4	6
	HL	2	4	14	86	63	12	15
	LH	3	18	11	12	1	4	7
	LL	2	16	34	16	6	4	1
Dependence	H	4	22	27	77	74	8	13
	L	4	20	48	102	69	16	16
	HH	1	4	16	65	73	4	6
	HL	2	4	14	86	63	12	15
	LH	3	18	11	12	1	4	7

Item #20. He lacked foresight.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	4	14	42	96	72	6	16
	L	4	28	33	83	71	18	13
	HH	2	1	17	79	68	3	14
	HL	1	7	13	72	68	13	7
	LH	2	13	26	17	17	3	2
	LL	3	21	20	11	3	5	6
Vividity	H	3	19	41	132	115	19	23
	L	5	23	34	47	28	5	6
	HH	2	4	23	117	110	16	20
	HL	1	4	7	34	26	0	1
	LH	1	15	18	15	5	3	3
	LL	4	19	27	13	2	5	5
Homogeneity	H	7	24	43	120	106	17	17
	L	1	18	32	59	38	7	12
	HH	3	7	21	104	101	14	11
	HL	0	1	9	47	35	2	10
	LH	4	17	22	16	4	3	6
	LL	1	17	23	12	3	5	2
Flexibility	H	3	24	31	93	89	21	19
	L	5	18	44	86	54	3	10
	HH	1	7	13	76	83	14	15
	HL	2	1	17	75	53	2	6
	LH	2	17	18	17	6	7	4
	LL	3	17	27	11	1	1	4
Permeability	H	2	24	36	91	88	13	18
	L	6	18	37	88	55	11	11
	HH	0	6	17	77	85	8	16
	HL	3	2	13	74	51	8	5
	LH	2	18	21	14	3	5	2
	LL	3	16	24	14	4	3	6

Item #20. He lacked foresight.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	4	25	25	79	63	10	16
	L	4	17	50	100	80	14	13
	HH	0	4	12	67	59	8	11
	HL	3	4	18	84	77	8	10
	LH	4	21	13	12	4	2	5
	LL	1	13	32	16	3	6	3
Stability	H	4	23	47	106	84	13	14
	L	4	19	28	73	59	11	15
	HH	2	5	21	93	81	8	13
	HL	1	3	9	58	55	8	8
	LH	2	18	26	13	3	5	1
	LL	3	16	19	15	4	3	7
Intimaoy	H	6	24	36	111	78	12	11
	L	2	18	39	68	65	12	18
	HH	2	5	15	96	75	12	7
	HL	1	3	15	55	61	4	14
	LH	4	19	21	15	3	0	4
	LL	1	15	24	13	4	8	4
Autonomy	H	4	17	23	83	75	10	16
	L	4	25	52	96	68	14	13
	HH	1	2	6	71	71	7	12
	HL	2	6	24	80	65	9	9
	LH	3	15	17	12	4	3	4
	LL	2	19	28	16	3	5	4
Position	H	4	22	40	96	77	11	13
	L	4	20	35	83	66	13	16
	HH	2	5	19	82	74	7	8
	HL	1	3	11	69	62	9	13
	LH	2	17	21	14	3	4	5
	LL	3	17	24	14	4	4	3

Item #21. He flew off the handle.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	6	15	45	123	155	9	2
	L	5	20	31	32	40	5	2
Potency	H	4	19	40	81	102	5	1
	L	7	16	36	74	103	9	3
	HH	2	9	25	68	86	5	1
	HL	4	6	20	55	79	4	1
	LH	2	10	15	13	16	0	0
	LL	3	10	16	19	24	5	2
Control	H	6	22	50	93	100	7	3
	L	5	13	26	62	105	7	1
	HH	3	9	29	74	80	5	2
	HL	3	6	16	49	85	4	0
	LH	3	13	21	19	20	2	1
	LL	2	7	10	13	20	3	1
Participation	H	4	24	58	110	137	7	1
	L	7	11	18	45	68	7	3
	HH	3	12	33	91	114	4	1
	HL	3	3	12	32	51	5	1
	LH	1	12	25	19	23	3	0
	LL	4	8	6	13	17	2	2
Hedonic Tone	H	5	18	57	115	173	10	3
	L	6	17	19	40	32	4	1
	HH	3	13	36	99	147	9	2
	HL	3	2	9	24	18	0	0
	LH	2	5	21	16	26	1	1
	LL	3	15	10	16	14	4	1
Dependence	H	4	19	40	79	80	3	0
	L	7	16	36	76	125	11	4
	HH	2	9	26	63	68	1	0
	HL	4	6	19	60	97	8	2
	LH	2	10	14	16	12	2	0
	LL	3	10	17	16	28	3	2

Item #21. He flew off the handle.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	7	16	46	74	96	7	4
	L	4	19	30	81	109	7	0
	HH	4	7	27	62	78	4	2
	HL	2	8	18	61	87	5	0
	LH	3	9	19	12	18	3	2
	LL	2	11	12	20	22	2	0
Viscosity	H	6	16	51	104	161	11	3
	L	5	19	26	51	44	3	1
	HH	4	10	37	92	139	9	1
	HL	2	5	8	31	26	0	1
	LH	2	6	14	12	22	2	2
	LL	3	14	17	20	18	3	0
Homogeneity	H	8	22	52	97	147	7	0
	L	3	13	24	58	68	7	4
	HH	4	11	34	82	124	6	0
	HL	2	4	11	41	41	3	2
	LH	4	11	18	15	23	1	0
	LL	1	9	13	17	17	4	2
Flexibility	H	9	17	32	61	129	10	2
	L	2	18	44	74	76	4	2
	HH	4	10	21	65	102	6	1
	HL	2	5	24	58	63	3	1
	LH	5	7	11	16	27	4	1
	LL	0	13	20	16	13	1	1
Permeability	H	5	13	34	82	129	8	3
	L	6	22	42	73	76	6	1
	HH	4	6	20	66	108	3	2
	HL	2	9	25	57	57	6	0
	LH	1	7	14	16	21	5	1
	LL	4	13	17	16	19	0	1

Item #21. He flew off the handle.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	4	23	37	71	80	5	2
	L	7	12	39	84	125	9	2
	HH	2	12	23	54	65	4	1
	HL	4	3	22	69	100	5	1
	LH	2	11	14	17	15	1	1
	LL	3	9	17	15	25	4	1
Stability	H	5	22	43	92	115	10	4
	L	6	13	33	63	90	4	0
	HH	4	8	29	75	99	6	2
	HL	2	7	16	48	66	3	0
	LH	1	14	14	17	16	4	2
	LL	4	6	17	15	24	1	0
Intimacy	H	6	24	48	87	109	4	0
	L	5	11	28	68	96	10	4
	HH	4	11	31	72	90	4	0
	HL	2	4	14	51	75	5	2
	LH	2	13	17	15	19	0	0
	LL	3	7	14	17	21	5	2
Autonomy	H	8	16	26	64	107	6	1
	L	3	19	50	91	98	8	3
	HH	4	8	16	53	85	4	0
	HL	2	7	29	70	80	5	2
	LH	4	8	10	11	22	2	1
	LL	1	12	21	21	18	3	1
Position	H	6	20	47	79	106	5	0
	L	5	15	29	76	99	9	4
	HH	3	10	30	64	87	3	0
	HL	3	5	15	59	78	6	2
	LH	3	10	17	15	19	2	0
	LL	2	10	14	17	21	3	2

Item #22. He could get members to want to work.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	124	158	41	13	6	17	6
	L	7	24	42	32	21	4	3
Potency	H	84	93	41	15	10	7	2
	L	47	89	42	30	17	14	9
	HH	80	86	18	4	1	6	1
	HL	44	72	23	9	5	11	5
	LH	4	7	23	11	9	1	1
	LL	3	17	19	21	12	3	4
Control	H	78	99	48	26	18	9	3
	L	53	83	35	19	9	12	8
	HH	74	88	24	7	2	6	1
	HL	50	70	17	6	4	11	5
	LH	4	11	24	19	16	3	2
	LL	3	13	18	13	5	1	3
Participation	H	107	119	58	25	18	11	3
	L	24	63	25	20	9	10	8
	HH	102	105	27	8	5	9	2
	HL	22	53	14	5	1	8	4
	LH	4	14	31	17	13	2	1
	LL	2	10	11	15	8	2	4
Hedonic Tone	H	118	148	60	20	13	16	6
	L	13	34	23	25	14	5	5
	HH	112	133	32	9	5	14	4
	HL	12	25	9	4	1	3	2
	LH	6	15	28	11	8	2	2
	LL	1	9	14	21	13	2	3
Dependence	H	66	80	41	16	12	4	6
	L	65	102	42	29	15	17	5
	HH	62	72	20	7	1	3	4
	HL	62	86	21	9	11	12	2
	LH	4	8	21	9	11	1	2
	LL	3	16	21	23	10	3	3

Item #22. He could get members to want to work.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	50	110	41	26	13	6	4
	L	81	72	42	19	14	15	7
	HH	50	97	24	6	2	3	2
	HL	74	61	17	7	4	14	4
	LH	0	13	17	20	11	3	2
	LL	7	11	25	12	10	1	3
Vicidity	H	120	134	49	15	11	15	8
	L	11	48	34	30	16	6	3
	HH	113	123	26	7	5	13	5
	HL	11	35	15	6	1	4	1
	LH	7	11	23	8	6	2	3
	LL	0	13	19	24	15	2	2
Homogeneity	H	97	111	52	32	17	15	9
	L	34	71	31	13	10	6	2
	HH	92	98	35	12	4	14	6
	HL	32	60	6	1	2	3	0
	LH	5	13	17	20	13	1	3
	LL	2	11	25	12	8	3	2
Flexibility	H	87	91	39	21	15	18	9
	L	44	91	44	24	12	3	2
	HH	81	79	20	7	4	14	4
	HL	43	79	21	6	2	3	2
	LH	6	12	19	14	11	4	5
	LL	1	12	23	18	10	0	0
Permeability	H	78	96	42	18	17	17	6
	L	53	86	41	27	10	4	5
	HH	75	83	21	6	6	15	3
	HL	49	75	20	7	0	2	3
	LH	3	13	21	12	11	2	3
	LL	4	11	21	20	10	2	2

Item #22. He could get members to want to work.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	73	80	30	12	15	7	5
	L	58	102	53	33	12	14	6
	HH	68	68	10	4	3	5	3
	HL	56	90	31	9	3	12	3
	LH	5	12	20	8	12	2	2
	LL	2	12	22	24	9	2	3
Stability	H	89	110	42	26	12	7	5
	L	42	72	41	19	15	14	6
	HH	86	98	25	7	1	4	2
	HL	38	60	16	6	5	13	4
	LH	3	12	17	19	11	3	3
	LL	4	12	25	13	10	1	2
Intimacy	H	79	88	46	27	16	14	8
	L	52	94	37	18	11	7	3
	HH	75	78	27	10	3	13	6
	HL	49	80	14	3	3	4	0
	LH	4	10	19	17	13	1	2
	LL	3	14	23	15	8	3	3
Autonomy	H	64	77	35	17	14	14	7
	L	67	105	48	28	13	7	4
	HH	61	69	16	5	5	11	3
	HL	63	89	25	8	1	6	3
	LH	3	8	19	12	9	3	4
	LL	4	16	23	20	12	1	1
Position	H	70	94	55	22	14	4	4
	L	61	88	28	23	13	17	7
	HH	65	84	29	9	4	3	3
	HL	59	74	12	4	2	14	3
	LH	5	10	26	13	10	1	1
	LL	2	14	16	19	11	3	4

Item #23. He lost control of the group.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	8	5	24	82	221	19	6
	L	4	24	28	34	30	12	3
Potency	H	7	11	28	64	126	12	4
	L	5	18	24	52	125	19	5
	HH	5	2	12	48	115	10	4
	HL	3	3	12	34	106	9	2
	LH	2	9	16	16	11	2	0
	LL	2	15	12	18	19	10	3
Control	H	10	11	30	69	140	16	5
	L	2	18	22	47	111	15	4
	HH	6	2	9	46	122	12	5
	HL	2	3	15	36	99	7	1
	LH	4	9	21	23	18	4	0
	LL	0	15	7	11	12	8	3
Participation	H	10	13	40	79	177	17	5
	L	2	16	12	39	74	14	4
	HH	6	3	17	57	158	12	5
	HL	2	2	7	25	63	7	1
	LH	4	10	23	22	19	5	0
	LL	0	14	5	12	11	7	3
Hedonic Tone	H	9	14	35	88	205	24	6
	L	3	15	17	28	46	7	3
	HH	8	5	18	67	188	18	5
	HL	0	0	6	15	33	1	1
	LH	1	9	17	21	17	6	1
	LL	3	15	11	13	13	6	2
Dependence	H	6	12	24	64	115	11	3
	L	6	17	28	62	136	20	6
	HH	3	3	12	38	103	7	3
	HL	5	2	12	44	118	12	3
	LH	3	9	12	16	12	4	0
	LL	1	15	16	18	18	8	3

Item #23. He lost control of the group.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	7	12	25	61	128	13	4
	L	5	17	27	55	123	18	5
	HH	4	3	10	47	112	5	3
	HL	4	2	14	35	109	14	3
	LH	3	9	15	14	16	8	1
	LL	1	15	13	20	14	4	2
Vicidity	H	7	12	25	79	200	23	6
	L	5	17	27	37	51	8	3
	HH	7	4	16	60	182	18	5
	HL	1	1	8	22	39	1	1
	LH	0	8	9	19	18	5	1
	LL	4	16	19	15	12	7	2
Homogeneity	H	9	18	35	77	168	22	4
	L	3	11	17	39	83	9	5
	HH	6	5	19	58	151	18	4
	HL	2	0	5	24	70	1	2
	LH	3	13	16	19	17	4	0
	LL	1	11	12	15	13	8	3
Flexibility	H	6	12	31	52	148	24	7
	L	6	17	21	64	103	7	2
	HH	5	3	16	33	131	16	5
	HL	3	2	8	49	90	3	1
	LH	1	9	15	19	17	8	2
	LL	3	15	13	15	13	4	1
Permeability	H	6	15	25	54	143	22	9
	L	6	14	27	62	108	9	0
	HH	4	2	15	38	130	14	6
	HL	4	3	9	44	91	5	0
	LH	2	13	10	16	13	8	3
	LL	2	11	18	18	17	4	0

Item #23. He lost control of the group.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	5	9	20	50	122	11	5
	L	7	20	32	66	129	20	4
	HH	4	0	8	32	105	7	5
	HL	4	5	16	50	116	12	1
	LH	1	9	12	18	17	4	0
	LL	3	15	16	16	13	8	3
Stability	H	8	18	30	67	148	14	6
	L	4	11	22	49	103	17	3
	HH	6	4	17	49	136	8	3
	HL	2	1	7	33	85	11	3
	LH	2	14	13	18	12	6	3
	LL	2	10	15	16	18	6	0
Intimacy	H	8	18	36	65	127	20	4
	L	4	11	16	51	124	11	5
	HH	6	4	16	47	118	17	4
	HL	2	1	8	35	103	2	2
	LH	2	14	20	18	9	3	0
	LL	2	10	8	16	21	9	3
Autonomy	H	6	13	21	45	121	15	7
	L	6	16	31	71	130	16	2
	HH	4	2	9	31	108	11	5
	HL	4	3	15	51	113	8	1
	LH	2	11	12	14	13	4	2
	LL	2	13	16	20	17	8	1
Position	H	8	16	29	63	133	11	3
	L	4	13	23	53	118	20	6
	HH	5	3	12	49	117	8	3
	HL	3	2	12	33	104	11	3
	LH	3	13	17	14	16	3	0
	LL	1	11	11	20	14	9	3

Item #24. He listened to others.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	192	128	33	4	3	2	3
	L	31	42	27	22	7	2	4
Potency	H	122	87	28	11	2	0	2
	L	101	83	32	15	8	4	5
	HH	111	64	16	2	1	0	2
	HL	81	64	17	2	2	2	1
	LH	11	23	12	9	1	0	0
	LL	20	19	15	13	6	2	4
Control	H	124	92	38	16	4	3	4
	L	99	78	22	10	6	1	3
	HH	109	66	21	3	0	1	2
	HL	83	62	12	1	3	1	1
	LH	15	26	17	13	4	2	2
	LL	16	16	16	9	3	0	2
Participation	H	155	117	38	18	7	2	4
	L	68	53	22	8	3	2	3
	HH	141	89	18	4	2	1	3
	HL	51	39	15	0	1	1	0
	LH	14	28	20	14	5	1	1
	LL	17	14	7	8	2	1	3
Medonic Tone	H	185	132	42	12	5	1	4
	L	38	38	18	14	5	3	3
	HH	167	107	25	3	3	1	3
	HL	25	21	8	1	0	1	0
	LH	18	25	17	9	2	0	1
	LL	13	17	10	13	5	2	3
Dependence	H	99	81	27	11	3	2	2
	L	124	89	33	15	7	2	5
	HH	89	62	16	1	0	0	1
	HL	103	66	17	3	3	2	2
	LH	10	19	11	10	3	2	1
	LL	21	23	16	12	4	0	3

Item #24. He listened to others.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	111	78	35	14	7	1	4
	L	112	92	25	12	3	3	3
	HH	97	59	22	0	3	1	2
	HL	95	69	11	4	0	1	1
	LH	14	19	13	14	4	0	2
	LL	17	23	14	8	3	2	2
Vicidity	H	178	120	36	9	4	2	3
	L	45	50	24	17	6	2	4
	HH	164	97	24	2	3	1	1
	HL	28	31	9	2	0	1	2
	LH	14	23	12	7	1	1	2
	LL	17	19	15	15	6	1	2
Homogeneity	H	147	122	41	13	7	2	1
	L	76	48	19	13	3	2	6
	HH	131	98	26	3	2	1	0
	HL	61	30	7	1	1	1	3
	LH	16	24	15	10	4	1	1
	LL	15	18	12	12	2	1	3
Flexibility	H	130	98	27	15	5	2	3
	L	93	72	33	11	5	2	4
	HH	109	78	14	3	2	1	2
	HL	83	50	19	1	1	1	1
	LH	21	20	13	12	3	1	1
	LL	10	22	14	10	4	1	3
Permeability	H	129	92	28	12	7	2	4
	L	94	78	32	14	3	2	3
	HH	114	70	17	0	3	2	3
	HL	78	58	16	4	0	0	0
	LH	15	22	11	12	4	0	1
	LL	16	20	16	10	3	2	3

Item #24. He listened to others.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	84	81	28	15	6	3	3
	L	139	89	32	11	4	1	2
	HH	72	66	16	2	2	1	3
	HL	120	62	18	2	1	1	0
	LH	12	15	13	13	4	2	2
	LL	19	27	14	9	3	0	2
Stability	H	127	105	35	14	4	1	5
	L	96	65	25	12	6	3	2
	HH	116	78	23	3	0	1	2
	HL	76	50	10	1	3	1	1
	LH	11	27	12	11	4	0	3
	LL	20	15	15	11	3	2	1
Intimacy	H	111	108	35	16	5	2	1
	L	112	62	25	10	5	2	6
	HH	101	84	21	4	1	1	0
	HL	91	44	12	0	2	1	3
	LH	10	24	14	12	4	1	1
	LL	21	18	13	10	3	1	3
Autonomy	H	111	74	21	15	5	1	1
	L	112	96	39	11	5	3	6
	HH	94	57	12	3	3	1	0
	HL	98	71	21	1	0	1	3
	LH	17	17	9	12	2	0	1
	LL	14	25	18	10	5	2	3
Position	H	117	93	36	14	3	0	0
	L	106	77	24	12	7	4	7
	HH	104	68	20	3	2	0	0
	HL	88	60	13	1	1	2	3
	LH	13	25	16	11	1	0	0
	LL	18	17	11	11	6	2	4

Item #25. He stuck to his word.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	263	77	4	1	0	9	11
	L	46	46	16	13	2	3	9
Potency	H	167	61	10	6	0	4	4
	L	142	62	10	8	2	8	16
	HH	149	39	1	0	0	4	3
	HL	114	38	3	1	0	5	8
	LH	18	22	9	6	0	0	1
	LL	28	24	7	7	2	3	8
Control	H	173	74	13	9	1	6	5
	L	136	49	7	5	1	6	15
	HH	149	45	1	0	0	4	3
	HL	114	32	3	1	0	5	8
	LH	24	29	12	9	1	2	2
	LL	22	17	4	4	1	1	7
Participation	H	219	86	15	10	1	6	4
	L	90	37	5	4	1	6	16
	HH	191	55	3	1	0	5	3
	HL	72	22	1	0	0	4	8
	LH	28	31	12	9	1	1	1
	LL	18	15	4	4	1	2	8
Hedonic Tone	H	248	100	13	3	0	7	10
	L	61	23	7	11	2	5	10
	HH	224	65	4	1	0	7	8
	HL	39	12	0	0	0	2	3
	LH	24	35	9	2	0	0	2
	LL	22	11	7	11	2	3	7
Dependence	H	140	55	8	10	2	4	6
	L	169	68	12	4	0	8	14
	HH	121	39	2	1	0	1	5
	HL	142	38	2	0	0	8	6
	LH	19	16	6	9	2	3	1
	LL	27	33	10	4	0	0	8

Item #25. He stuck to his word.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	145	71	6	6	1	5	16
	L	164	52	14	8	1	7	4
	HH	123	47	2	0	0	3	9
	HL	140	30	2	1	0	6	2
	LH	22	24	4	6	1	2	7
	LL	24	22	12	7	1	1	2
Viciidity	H	235	84	11	3	0	8	11
	L	74	39	9	11	2	4	9
	HH	214	60	4	1	0	7	6
	HL	49	17	0	0	0	2	5
	LH	21	24	7	2	0	1	5
	LL	25	22	9	11	2	2	4
Homogeneity	H	209	86	15	9	0	6	8
	L	100	37	5	5	2	6	12
	HH	186	58	4	1	0	5	7
	HL	77	19	0	0	0	4	4
	LH	23	28	11	8	0	1	1
	LL	23	18	5	5	2	2	8
Flexibility	H	177	63	14	6	2	8	10
	L	132	60	6	8	0	4	10
	HH	152	41	3	1	0	6	6
	HL	111	36	1	0	0	3	5
	LH	25	22	11	5	2	2	4
	LL	21	24	5	8	0	1	5
Permeability	H	177	58	10	6	2	9	12
	L	132	65	10	8	0	3	8
	HH	156	37	2	0	0	7	7
	HL	107	40	2	1	0	2	4
	LH	21	21	8	6	2	2	5
	LL	25	25	8	7	0	1	4

Item #25. He stuck to his word.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	131	55	13	10	1	6	6
	L	173	68	7	4	1	6	14
	HH	113	35	4	0	0	5	4
	HL	150	42	0	1	0	4	7
	LH	18	20	9	10	1	1	2
	LL	28	26	7	3	1	2	7
Stability	H	178	77	10	7	0	8	13
	L	131	46	10	7	2	6	7
	HH	158	50	3	1	0	5	6
	HL	108	27	1	0	0	4	5
	LH	30	27	7	6	0	1	7
	LL	26	19	9	7	2	2	2
Intimacy	H	174	73	14	10	0	4	3
	L	135	50	6	4	2	8	17
	HH	155	48	2	1	0	4	2
	HL	108	29	2	0	0	5	9
	LH	19	25	12	9	0	0	1
	LL	27	21	4	4	2	3	8
Autonomy	H	150	41	11	7	1	7	11
	L	159	82	9	7	1	6	9
	HH	129	27	2	1	0	6	6
	HL	134	50	2	0	0	3	6
	LH	21	14	9	6	1	1	6
	LL	25	32	7	7	1	2	3
Position	H	163	75	11	5	0	2	7
	L	146	48	9	9	2	10	13
	HH	144	46	1	1	0	1	4
	HL	119	31	3	0	0	8	7
	LH	19	29	10	4	0	1	3
	LL	27	17	6	9	2	2	6

Item #26. He had plenty of time to spend with the group.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	134	146	31	27	1	16	10
	L	30	41	23	24	3	5	9
Potency	H	85	99	30	23	3	7	5
	L	79	88	24	28	1	14	14
	HH	76	76	20	12	1	7	4
	HL	58	70	11	15	0	9	6
	LH	9	23	10	11	2	0	1
	LL	21	18	13	13	1	5	8
Control	H	101	99	33	29	3	7	9
	L	63	88	21	22	1	14	10
	HH	81	77	19	15	1	5	4
	HL	53	69	12	12	0	11	6
	LH	20	22	14	14	2	2	5
	LL	10	19	9	10	1	3	4
Participation	H	120	122	39	34	3	14	9
	L	44	65	15	17	1	7	10
	HH	101	93	26	19	1	12	6
	HL	33	53	5	8	0	4	4
	LH	19	29	13	15	2	2	3
	LL	11	12	10	9	1	3	6
Hedonic Tone	H	126	155	44	29	3	15	9
	L	38	32	10	22	1	6	10
	HH	114	126	27	21	1	12	8
	HL	20	20	4	6	0	4	2
	LH	12	29	17	8	2	3	1
	LL	18	12	6	16	1	2	8
Dependence	H	87	71	20	30	1	10	6
	L	77	116	34	21	3	11	13
	HH	68	54	14	21	1	8	3
	HL	66	92	17	6	9	0	2
	LH	19	17	6	9	0	2	3
	LL	11	24	17	15	3	3	6

Item #26. He had plenty of time to spend with the group.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	77	96	35	19	2	9	12
	L	87	91	19	32	2	12	7
	HH	66	74	22	11	1	5	5
	HL	68	72	9	16	0	11	5
	LH	11	22	13	8	1	4	7
	LL	19	19	10	16	2	1	2
Vicidity	H	123	143	35	25	1	15	10
	L	41	44	19	26	3	6	9
	HH	111	119	23	18	0	13	8
	HL	23	27	8	9	1	3	2
	LH	12	24	12	7	1	2	2
	LL	18	17	11	17	2	3	7
Homogeneity	H	114	129	32	32	3	13	10
	L	50	58	22	19	1	8	9
	HH	96	107	19	20	0	13	6
	HL	38	39	12	7	1	3	4
	LH	18	22	13	12	3	0	4
	LL	12	19	10	12	0	5	5
Flexibility	H	97	102	31	27	2	12	9
	L	67	85	23	24	2	9	10
	HH	81	81	18	13	0	11	5
	HL	53	65	13	14	1	5	5
	LH	16	21	13	14	2	1	4
	LL	14	20	10	10	1	4	5
Permeability	H	100	94	29	25	3	12	11
	L	64	93	25	26	1	9	8
	HH	83	76	21	12	0	10	7
	HL	51	70	10	15	1	6	3
	LH	17	18	8	13	3	2	4
	LL	13	23	15	11	0	3	5

Item #26. He had plenty of time to spend with the group.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	84	69	30	24	2	9	4
	L	60	118	24	27	2	12	15
	HH	66	52	21	11	1	7	3
	HL	68	94	10	16	0	9	7
	LH	18	17	9	13	1	2	1
	LL	12	24	14	11	2	3	8
Stability	H	86	118	33	27	2	13	12
	L	78	69	21	24	2	8	7
	HH	77	93	21	14	1	11	6
	HL	57	53	10	13	0	5	4
	LH	9	25	12	13	1	2	6
	LL	21	16	11	11	2	3	3
Intimacy	H	92	108	28	25	3	13	9
	L	72	79	26	26	1	8	10
	HH	79	85	15	13	1	12	7
	HL	55	61	16	14	0	4	3
	LH	13	23	13	12	2	1	2
	LL	17	18	10	12	1	4	7
Autonomy	H	73	93	25	19	1	6	11
	L	91	94	29	32	3	15	8
	HH	62	73	16	8	0	6	5
	HL	72	73	15	19	1	10	5
	LH	11	20	9	11	1	0	6
	LL	19	21	14	13	2	5	3
Position	H	78	114	30	24	2	9	6
	L	86	73	24	27	2	12	13
	HH	65	89	16	14	1	9	3
	HL	69	57	15	13	0	7	7
	LH	13	25	14	10	1	0	3
	LL	17	16	9	14	2	5	6

Item #27. He was friendly.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	308	45	8	2	0	2	0
	L	64	38	16	14	1	1	1
Potency	H	193	42	10	4	1	2	0
	L	179	41	14	12	0	1	1
	HH	129	22	3	0	0	2	0
	HL	139	23	5	2	0	0	0
	LH	24	20	7	4	1	0	0
	LL	40	18	9	10	0	1	1
Control	H	198	52	14	12	1	3	1
	L	174	31	10	4	0	0	0
	HH	167	27	5	1	0	2	0
	HL	141	18	3	1	0	0	0
	LH	31	25	9	11	1	1	1
	LL	33	13	7	3	0	0	0
Participation	H	254	58	15	11	0	3	0
	L	118	25	9	5	1	0	1
	HH	218	31	5	2	0	2	0
	HL	90	14	3	0	0	0	0
	LH	36	27	10	9	0	1	0
	LL	28	11	6	5	1	0	1
Hedonic Tone	H	305	58	10	5	1	2	0
	L	67	25	14	11	0	1	1
	HH	266	35	4	2	0	2	0
	HL	42	10	4	0	0	0	0
	LH	39	23	6	3	1	0	0
	LL	25	15	10	11	0	1	1
Dependence	H	163	40	14	6	0	2	0
	L	209	43	10	10	1	1	1
	HH	141	24	3	0	0	1	0
	HL	167	21	5	2	0	1	0
	LH	22	16	11	6	0	1	0
	LL	42	22	5	8	1	0	1

Item #27. He was friendly.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	176	48	15	8	1	1	1
	L	196	35	9	8	0	2	0
	HH	148	29	5	1	0	1	0
	HL	160	16	3	1	0	1	0
	LH	28	19	10	7	1	0	1
	LL	36	19	6	7	0	1	0
Viciidity	H	291	46	9	3	0	2	1
	L	81	37	15	13	1	1	0
	HH	257	27	5	1	0	2	0
	HL	51	18	3	1	0	0	0
	LH	34	19	4	2	0	0	1
	LL	30	19	12	12	1	1	0
Homogeneity	H	254	54	12	11	0	2	0
	L	118	29	12	5	1	1	1
	HH	222	30	6	2	0	1	0
	HL	86	15	2	0	0	1	0
	LH	32	24	6	9	0	1	0
	LL	32	14	10	5	1	0	1
Flexibility	H	222	37	12	5	1	2	1
	L	150	46	12	11	0	1	0
	HH	179	23	3	2	0	2	0
	HL	129	22	5	0	0	0	0
	LH	43	14	9	3	1	0	1
	LL	21	24	7	11	0	1	0
Permeability	H	215	37	13	8	0	1	0
	L	157	46	11	8	1	2	1
	HH	179	23	5	1	0	1	0
	HL	129	22	3	1	0	1	0
	LH	36	14	8	7	0	0	0
	LL	28	24	8	7	1	1	1

Item #27. He was friendly.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	149	44	14	10	1	3	1
	L	223	39	10	6	0	0	0
	HH	129	25	4	1	0	2	0
	HL	179	20	4	1	0	0	0
	LH	20	19	10	9	1	1	1
	LL	44	19	6	5	0	0	0
stability	H	223	51	10	5	1	0	1
	L	149	32	14	11	0	3	0
	HH	195	26	2	0	0	0	0
	HL	113	19	6	2	0	2	0
	LH	23	25	8	5	1	0	1
	LL	36	13	8	9	0	1	0
Intimacy	H	210	45	13	7	1	2	0
	L	162	38	11	9	0	1	1
	HH	183	21	5	2	0	1	0
	HL	125	24	3	0	0	1	0
	LH	27	24	8	5	1	1	0
	LL	37	14	8	9	0	0	1
Autonomy	H	182	24	14	5	1	1	1
	L	190	59	10	11	0	2	0
	HH	149	13	5	2	0	1	0
	HL	159	32	3	0	0	1	0
	LH	33	11	9	3	1	0	1
	LL	31	27	7	11	0	1	0
Position	H	194	50	13	6	0	0	0
	L	178	33	11	10	1	3	1
	HH	163	26	7	1	0	0	0
	HL	145	19	1	1	0	2	0
	LH	31	24	6	5	0	0	0
	LL	33	14	10	9	1	1	1

Item #28. He ruled with an iron hand.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	25	39	61	73	125	35	7
	L	16	18	22	26	45	8	0
Potency	H	19	29	45	5	83	16	5
	L	22	28	38	44	87	27	2
	HH	14	23	31	46	63	14	5
	HL	11	16	30	27	62	21	2
	LH	5	6	14	9	20	2	0
	LL	11	12	8	17	25	6	0
Control	H	28	39	50	59	84	16	5
	L	13	18	33	40	86	27	2
	HH	16	28	33	47	60	13	5
	HL	9	11	28	26	65	22	2
	LH	12	11	17	12	24	3	0
	LL	4	7	5	14	21	5	0
Participation	H	30	38	62	72	110	24	5
	L	11	19	21	27	60	19	2
	HH	20	29	46	55	83	20	5
	HL	5	10	15	18	42	15	2
	LH	10	9	16	17	27	4	0
	LL	6	9	6	9	18	4	0
Medic Tone	H	27	43	61	74	137	32	7
	L	14	14	22	25	33	11	0
	HH	21	36	48	60	110	27	7
	HL	4	3	13	13	15	8	0
	LH	6	7	13	14	27	5	0
	LL	10	11	9	12	18	3	0
Dependence	H	23	30	44	54	56	14	3
	L	18	27	39	45	114	29	3
	HH	15	21	34	39	45	11	4
	HL	10	18	27	34	80	24	3
	LH	8	9	10	15	11	3	0
	LL	8	9	12	11	34	5	0

Item #28. He ruled with an iron hand.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	23	34	45	53	72	20	3
	L	18	23	38	46	98	23	4
	HH	12	23	36	41	53	16	3
	HL	13	16	25	32	72	19	4
	LH	11	11	9	12	19	4	0
	LL	5	7	13	14	26	4	0
Viciidity	H	25	36	53	66	131	34	7
	L	16	21	30	33	39	9	0
	HH	21	31	43	55	105	30	7
	HL	4	8	18	18	20	5	0
	LH	4	5	10	11	26	4	0
	LL	12	13	12	15	19	4	0
Homogeneity	H	28	38	51	68	118	25	5
	L	13	19	32	31	52	18	2
	HH	17	28	41	53	94	23	5
	HL	8	11	20	20	31	12	2
	LH	11	10	10	15	24	2	0
	LL	5	8	12	11	21	6	0
Flexibility	H	22	23	39	54	108	31	3
	L	19	34	44	45	62	12	4
	HH	14	19	28	41	79	25	3
	HL	11	20	33	32	46	10	4
	LH	8	4	11	13	29	6	0
	LL	8	14	11	13	16	2	0
Permeability	H	18	23	37	51	113	28	4
	L	23	34	46	48	57	15	3
	HH	13	16	30	36	89	21	4
	HL	12	23	31	37	36	14	3
	LH	5	7	7	15	24	7	0
	LL	11	11	15	11	21	1	0

Item #28. He ruled with an iron hand
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	26	28	45	48	58	14	3
	L	15	29	38	51	112	29	4
	HH	17	21	29	35	45	11	3
	HL	8	18	32	38	80	24	4
	LH	9	7	16	13	13	3	0
	LL	7	11	6	13	32	5	0
Stability	H	23	39	51	54	95	25	4
	L	18	18	32	45	75	18	3
	HH	13	28	41	44	72	21	4
	HL	12	11	20	29	53	14	3
	LH	10	11	10	10	23	4	0
	LL	6	7	12	16	22	4	0
Intimacy	H	28	33	48	51	94	16	6
	L	13	24	35	48	76	25	1
	HH	19	25	34	40	73	15	6
	HL	6	14	27	33	52	20	1
	LH	9	8	14	11	21	3	0
	LL	7	10	8	15	24	5	0
Autonomy	H	20	16	35	44	87	23	3
	L	21	41	48	55	83	20	4
	HH	12	13	23	35	64	20	3
	HL	13	26	38	38	61	15	4
	LH	8	3	12	9	23	3	0
	LL	8	15	10	17	22	5	0
Position	H	19	30	48	65	80	19	2
	L	22	27	35	34	90	24	5
	HH	13	25	36	48	56	17	2
	HL	12	14	25	25	69	18	5
	LH	6	5	12	17	24	2	0
	LL	10	13	10	9	21	6	0

Item #29. He made rules and regulations clear.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	198	89	25	6	1	38	8
	L	26	28	29	34	7	10	1
Potency	H	121	55	32	21	3	18	2
	L	103	62	22	19	5	30	7
	HH	113	46	17	4	1	13	2
	HL	85	43	8	2	0	25	6
	LH	8	9	15	17	2	5	0
	LL	18	19	14	17	5	5	1
Control	H	131	65	35	23	3	21	3
	L	93	52	19	17	5	27	5
	HH	114	51	16	3	0	15	3
	HL	84	38	9	3	1	23	5
	LH	17	14	19	20	3	6	0
	LL	9	14	10	14	4	4	1
Participation	H	161	77	39	25	6	29	4
	L	63	40	15	15	2	19	5
	HH	146	62	19	4	1	22	4
	HL	52	27	5	2	0	16	4
	LH	15	20	20	21	5	7	0
	LL	11	13	9	13	2	3	1
Hedonic Tone	H	184	89	39	20	5	38	6
	L	40	28	15	20	3	10	3
	HH	169	74	21	5	1	33	6
	HL	29	15	4	1	0	5	2
	LH	15	15	18	15	4	5	0
	LL	11	13	11	19	3	5	1
Dependence	H	108	49	31	14	3	19	1
	L	116	68	23	26	5	29	8
	HH	96	39	16	2	0	15	1
	HL	102	50	9	4	1	23	7
	LH	12	10	15	12	3	4	0
	LL	14	18	14	22	4	6	1

Item #29. He made rules and regulations clear.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	109	72	29	18	2	16	4
	L	115	45	25	22	6	32	5
	HH	99	54	13	5	0	10	3
	HL	99	35	12	1	1	28	5
	LH	10	18	16	13	2	6	1
	LL	16	10	13	21	5	4	0
Vioidity	H	178	83	30	11	4	41	5
	L	46	34	24	29	4	7	4
	HH	164	67	17	4	1	34	5
	HL	34	22	8	2	0	4	3
	LH	14	16	13	7	3	7	0
	LL	12	12	16	27	4	3	1
Homogeneity	H	161	76	30	22	4	34	6
	L	63	41	24	18	4	14	3
	HH	142	59	17	5	1	31	6
	HL	56	30	8	1	0	7	2
	LH	19	17	13	17	3	3	0
	LL	7	11	16	17	4	7	1
Flexibility	H	126	65	18	19	5	40	7
	L	98	52	36	21	3	8	2
	HH	109	50	9	2	1	32	6
	HL	89	39	16	4	0	6	2
	LH	17	15	9	17	4	8	1
	LL	9	13	20	17	3	2	0
Permeability	H	124	51	27	23	7	34	8
	L	100	66	27	17	1	14	1
	HH	114	40	14	4	1	29	7
	HL	84	49	11	2	0	9	1
	LH	10	11	13	19	6	5	1
	LL	16	17	16	15	1	5	0

Item #23. He made rules and regulations clear.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	99	50	30	20	4	15	4
	L	125	67	24	20	4	33	5
	HH	88	42	14	1	0	12	4
	HL	110	47	11	5	1	26	4
	LH	11	8	16	19	4	3	0
	LL	15	20	13	15	3	7	1
stability	H	140	77	22	21	4	21	6
	L	84	40	32	19	4	27	3
	HH	127	56	13	5	1	14	5
	HL	71	31	12	1	0	24	3
	LH	13	19	9	16	3	7	1
	LL	13	9	20	18	4	3	0
Intimacy	H	135	54	26	22	6	32	3
	L	89	63	28	18	2	16	6
	HH	121	43	14	3	1	27	3
	HL	77	46	11	3	0	11	5
	LH	14	11	12	19	5	5	0
	LL	12	17	17	15	2	5	1
Autonomy	H	103	50	19	17	5	27	7
	L	121	67	35	23	3	21	2
	HH	94	33	11	4	1	21	6
	HL	104	56	14	2	0	17	2
	LH	9	17	8	13	4	6	1
	LL	17	11	21	21	3	4	0
Position	H	125	64	32	21	4	14	3
	L	99	53	22	19	4	34	6
	HH	117	48	16	4	0	9	3
	HL	81	41	9	2	1	29	5
	LH	8	16	16	17	4	5	0
	LL	18	12	13	17	3	5	1

Item #30. He explained why he did things.

Variables	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	207	92	35	9	3	15	4
	L	28	24	25	35	13	8	2
Potency	H	118	67	30	21	5	9	2
	L	117	49	30	23	11	14	4
	HH	109	57	18	4	2	5	1
	HL	98	35	17	5	1	10	3
	LH	9	10	12	17	3	4	1
	LL	19	14	13	18	10	4	1
Control	H	125	70	37	26	9	12	2
	L	110	46	23	18	7	11	4
	HH	111	56	22	4	1	7	1
	HL	96	36	13	5	2	8	3
	LH	14	14	15	22	8	5	1
	LL	14	10	10	13	5	3	1
Participation	H	159	85	44	26	12	12	3
	L	76	31	16	18	4	11	3
	HH	146	69	26	4	3	7	3
	HL	61	23	9	5	0	8	1
	LH	13	16	18	22	9	5	0
	LL	15	8	7	13	4	3	2
Hedonic Tone	H	197	91	41	26	3	19	4
	L	38	25	14	18	13	4	2
	HH	178	78	27	7	2	13	3
	HL	29	14	8	2	1	1	1
	LH	19	13	14	19	1	5	1
	LL	9	11	11	16	12	3	1
Dependence	H	107	58	25	19	9	6	1
	L	128	58	35	25	7	17	5
	HH	98	47	13	4	2	4	1
	HL	109	45	22	5	1	11	3
	EH	9	11	12	15	7	2	0
	LL	19	13	13	20	6	6	2

Item #30. He explained why he did things.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	109	66	33	18	9	11	4
	L	126	50	27	26	7	12	2
	HH	97	48	23	6	2	6	2
	HL	110	44	12	3	1	9	2
	LH	12	18	10	12	7	5	2
	LL	16	6	15	23	6	3	0
Viciidity	H	195	77	37	17	6	18	2
	L	40	39	23	27	10	5	4
	HH	176	69	21	7	3	14	2
	HL	31	23	14	2	0	1	2
	LH	19	8	16	10	3	4	0
	LL	9	16	9	25	10	4	2
Homogeneity	H	165	71	44	31	7	12	3
	L	70	45	16	13	9	11	3
	HH	147	62	30	7	2	10	3
	HL	60	30	5	2	1	5	1
	LH	18	9	14	24	5	2	0
	LL	10	15	11	11	8	6	2
Flexibility	H	141	54	36	17	8	20	4
	L	94	62	24	27	8	3	2
	HH	124	44	22	3	2	12	2
	HL	83	48	13	6	1	3	2
	LH	17	10	14	14	6	8	2
	LL	11	14	11	21	7	0	0
Permeability	H	128	67	28	22	10	15	4
	L	107	49	32	22	6	8	2
	HH	115	56	17	6	2	9	4
	HL	92	36	18	3	1	6	0
	LH	13	11	11	16	8	6	0
	LL	15	13	14	19	5	2	2

Item #30. He explained why he did things.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	91	53	36	23	10	5	4
	L	144	63	24	21	6	18	2
	HH	84	45	20	3	2	4	3
	HL	123	47	15	6	1	11	1
	LH	7	8	16	20	8	1	1
	LL	21	16	9	15	5	7	1
Stability	H	143	67	36	19	8	14	4
	L	92	49	24	25	8	9	2
	HH	132	54	21	4	1	9	2
	HL	75	30	14	5	2	6	2
	LH	11	13	15	15	7	5	2
	LL	17	11	10	20	6	3	0
Intimacy	H	133	62	39	24	7	10	3
	L	102	54	21	20	9	13	3
	HH	121	53	23	3	2	8	2
	HL	86	39	12	6	1	7	2
	LH	12	9	16	21	5	2	1
	LL	16	15	9	14	8	6	1
Autonomy	H	115	51	21	15	8	15	3
	L	120	65	39	29	8	8	3
	HH	101	40	9	7	2	10	1
	HL	106	52	26	2	1	5	3
	LH	14	11	12	8	6	5	2
	LL	14	13	13	27	7	3	0
Position	H	126	60	36	26	5	8	2
	L	109	56	24	18	11	15	4
	HH	115	44	23	7	2	4	2
	HL	92	48	12	2	1	11	2
	LH	11	16	13	19	3	4	0
	LL	17	8	12	16	10	4	2

Item #31. He tried to do a good job.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	327	24	1	1	2	5	5
	L	274	32	14	4	3	1	7
Potency	H	212	18	7	3	3	3	6
	L	189	38	8	2	2	3	6
	HH	181	8	0	1	2	2	2
	HL	146	16	1	0	0	3	3
	LH	31	10	7	2	1	1	4
	LL	43	22	7	2	2	0	3
Control	H	230	25	9	3	3	3	8
	L	171	31	6	2	2	3	4
	HH	186	9	1	1	1	2	2
	HL	141	15	0	0	1	3	3
	LH	44	16	8	2	2	1	6
	LL	30	16	6	2	1	0	1
Participation	H	281	33	10	3	4	3	7
	L	120	23	5	2	1	3	5
	HH	235	15	0	1	2	2	3
	EL	92	9	1	0	0	3	2
	LH	46	18	10	2	2	1	4
	LL	28	14	4	2	1	0	3
Hedonic Tone	H	322	33	7	1	4	6	8
	L	79	23	8	4	1	0	4
	HH	276	21	0	1	2	5	4
	EL	51	3	1	0	0	0	1
	LH	46	12	7	0	2	1	4
	LL	28	20	7	4	1	0	3
Dependence	H	187	20	5	3	2	4	4
	L	214	36	10	2	3	2	8
	HH	155	7	1	1	0	3	2
	EL	172	17	0	0	2	2	3
	LH	32	13	4	2	2	1	2
	LL	42	19	10	2	1	0	5

Item #31. He tried to do a good job.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	202	33	7	2	2	0	4
	L	199	23	8	3	3	6	8
	HH	169	12	1	0	0	0	2
	HL	158	12	0	1	2	5	3
	LH	33	21	6	2	2	0	2
	LL	41	11	8	2	1	1	5
Viscosity	H	303	25	5	2	3	6	8
	L	98	31	10	3	2	0	4
	HH	264	15	0	1	2	5	5
	HL	63	9	1	0	0	0	0
	LH	39	10	5	1	1	1	3
	LL	35	22	9	3	2	0	4
Homogeneity	H	274	31	10	3	3	5	7
	L	127	25	5	2	2	1	5
	HH	231	18	1	1	1	5	4
	HL	96	6	0	0	1	0	1
	LH	43	13	9	2	2	0	3
	LL	31	19	5	2	1	1	4
Flexibility	H	225	32	6	2	2	6	7
	L	176	24	9	3	3	0	5
	HH	181	16	0	1	2	5	4
	HL	146	8	1	0	0	0	1
	LH	44	16	6	1	0	1	3
	LL	30	16	8	3	3	0	4
Permeability	H	223	30	8	2	0	4	7
	L	178	26	7	3	5	2	5
	HH	188	14	1	0	0	3	3
	HL	139	10	0	1	2	2	2
	LH	35	16	7	2	0	1	4
	LL	39	16	7	2	3	0	3

Item #31. He tried to do a good job.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	177	26	7	4	2	1	5
	L	224	30	8	1	3	5	7
	HH	145	11	1	1	1	0	2
	HL	182	13	0	0	1	5	3
	LH	32	15	6	3	1	1	3
	LL	42	17	8	1	2	0	4
Stability	H	236	32	7	3	3	1	9
	L	165	24	8	2	2	5	3
	HH	205	12	0	0	2	1	3
	HL	122	12	1	1	0	4	2
	LH	31	20	7	3	1	0	6
	LL	43	12	7	1	2	1	1
Intimacy	H	219	32	8	3	4	6	6
	L	182	24	7	2	1	0	6
	HH	183	18	0	1	2	5	3
	HL	144	6	1	0	0	0	2
	LH	36	14	8	2	2	1	3
	LL	38	16	6	2	1	0	4
Autonomy	H	179	28	4	3	4	5	5
	L	222	28	11	2	1	1	7
	HH	147	13	0	1	2	4	3
	HL	180	11	1	0	0	1	2
	LH	32	15	4	2	2	1	2
	LL	42	17	10	2	1	0	5
Position	H	219	28	9	1	1	1	4
	L	182	28	6	4	4	5	8
	HH	180	13	0	0	1	1	2
	HL	147	11	1	1	1	4	3
	LH	39	16	9	1	0	0	2
	LL	35	17	8	3	3	1	5

Item #32. He apparently enjoyed ruling the roost.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	75	41	35	41	69	57	47
	L	50	16	15	13	17	11	13
Potency	H	56	26	32	29	42	39	28
	L	69	31	18	25	44	29	32
	HH	37	19	22	23	35	35	25
	HL	38	22	13	18	34	22	22
	LH	19	7	10	6	7	4	3
	LL	31	9	5	7	10	7	10
Control	H	71	35	31	30	45	39	30
	L	54	22	19	24	41	29	30
	HH	42	25	20	24	33	34	24
	HL	33	16	15	17	36	23	23
	LH	29	10	11	6	12	5	6
	LL	21	6	4	7	5	6	7
Participation	H	81	35	37	38	60	51	39
	L	44	22	13	16	26	17	21
	HH	51	26	25	29	47	45	35
	HL	24	15	10	12	22	12	12
	LH	30	9	12	9	13	6	4
	LL	20	7	3	4	4	5	9
Hedonic Tone	H	82	46	41	41	65	60	46
	L	43	11	9	13	21	8	14
	HH	62	37	29	33	54	45	40
	HL	13	4	6	8	15	3	7
	LH	20	9	12	8	11	6	6
	LL	30	7	3	5	6	5	7
Dependence	H	51	29	24	24	42	27	28
	L	74	28	26	30	44	41	32
	HH	34	21	14	19	34	25	22
	HL	41	20	21	22	35	32	25
	LH	17	8	10	5	8	2	6
	LL	33	8	5	8	9	9	7

Item #32. He apparently enjoyed ruling the roost.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	73	31	24	28	32	30	32
	L	52	26	26	26	54	38	28
	HH	43	23	20	22	25	24	27
	HL	32	18	15	19	44	33	20
	LH	30	8	4	6	7	6	5
	LL	20	8	11	7	10	5	8
Viciidity	H	75	33	33	36	68	59	48
	L	50	24	17	18	18	9	12
	HH	59	30	24	28	68	53	40
	HL	16	11	11	13	11	4	7
	LH	16	3	9	8	10	6	8
	LL	34	13	6	5	7	5	5
Homogeneity	H	80	36	34	35	64	46	38
	L	45	21	16	19	22	22	22
	HH	52	29	25	26	53	42	34
	HL	23	12	10	15	16	15	13
	LH	28	7	9	9	11	4	4
	LL	22	9	6	4	6	7	9
Flexibility	H	67	25	26	24	55	48	35
	L	58	32	24	30	31	20	25
	HH	44	19	17	20	43	40	26
	HL	31	22	18	21	26	17	21
	LH	23	6	9	4	12	8	9
	LL	27	10	6	9	5	3	4
Permeability	H	61	29	19	28	58	42	37
	L	64	28	31	26	28	26	23
	HH	42	20	12	21	48	34	32
	HL	33	21	23	20	21	23	15
	LH	19	9	7	7	10	8	5
	LL	31	7	8	6	7	3	8

Item #32. He apparently enjoyed ruling the roost.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	51	27	27	23	40	29	25
	L	74	30	23	31	46	39	35
	HH	26	19	16	18	35	25	20
	HL	47	22	19	23	34	32	27
	LH	23	8	11	5	5	4	5
	LL	27	8	4	8	12	7	8
Stability	H	75	34	34	30	46	39	33
	L	50	23	16	24	40	29	27
	HH	46	27	28	25	38	31	28
	HL	29	14	7	16	31	26	19
	LH	29	7	6	5	8	8	5
	LL	21	9	9	8	9	3	8
Intimacy	H	77	32	30	30	48	32	29
	L	48	25	20	24	38	36	31
	HH	50	23	21	21	42	29	26
	HL	25	18	14	20	27	28	21
	LH	27	9	9	9	6	3	3
	LL	23	7	4	11	8	10	0
Autonomy	H	67	21	15	20	41	35	29
	L	58	36	35	34	45	33	31
	HH	44	15	13	15	32	30	21
	HL	31	26	22	26	37	27	26
	LH	23	6	2	5	9	5	8
	LL	27	10	13	8	8	6	5
Position	H	70	31	32	34	43	26	27
	L	55	26	18	20	43	42	33
	HH	49	23	22	26	32	23	22
	HL	26	18	13	15	37	34	25
	LH	21	8	10	8	11	3	5
	LL	29	8	5	5	6	8	8

Item # 33. He put group activities before anything else.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	104	128	49	20	6	28	30
	L	25	31	23	23	13	4	16
Potency	H	77	86	37	17	7	12	16
	L	52	73	35	26	12	20	30
	HH	65	72	24	9	3	11	12
	HL	39	56	25	11	3	17	18
	LH	12	14	13	8	4	1	4
	LL	13	17	10	15	9	3	12
Control	H	81	91	38	22	13	11	25
	L	48	68	34	21	6	21	21
	HH	66	69	26	11	4	10	16
	HL	38	59	23	9	2	18	14
	LH	15	22	12	11	9	1	9
	LL	10	9	11	12	4	3	7
Participation	H	97	114	45	24	14	22	25
	L	32	45	27	19	5	10	21
	HH	80	91	30	11	6	19	21
	HL	24	37	19	9	0	9	9
	LH	17	23	15	13	8	3	4
	LL	8	8	8	10	5	1	12
Hedonic Tone	H	107	127	55	29	9	25	29
	L	22	32	17	14	10	7	17
	HH	92	110	40	16	5	23	23
	HL	12	18	9	4	1	5	7
	LH	15	17	15	13	4	2	6
	LL	10	14	8	10	9	2	10
Dependence	H	69	72	29	17	9	13	16
	L	60	87	43	26	10	19	30
	HH	55	58	20	8	5	12	11
	HL	49	70	29	12	1	16	19
	LH	14	14	9	9	4	1	5
	LL	11	17	13	14	9	3	11

Item #33. He out group activities before anything else.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	65	85	39	17	8	11	25
	L	64	74	33	26	11	21	21
	HH	57	66	29	6	1	10	15
	HL	47	62	20	14	5	18	15
	LH	8	19	10	11	7	1	10
	LL	17	12	13	12	6	3	6
Vicidity	H	100	118	46	25	9	26	28
	L	29	41	26	18	10	6	18
	HH	87	105	34	13	6	24	23
	HL	17	23	15	7	0	4	7
	LH	13	13	12	12	3	2	5
	LL	12	18	11	11	10	2	11
Homogeneity	H	91	103	48	29	15	20	27
	L	38	56	24	14	4	12	19
	HH	76	85	37	17	6	19	21
	HL	28	43	12	3	0	9	9
	LH	15	18	11	12	9	1	6
	LL	10	13	12	11	4	3	10
Flexibility	H	68	94	34	26	8	24	26
	L	61	65	38	17	11	8	20
	HH	54	81	24	10	3	21	16
	HL	50	47	25	10	3	7	14
	LH	14	13	10	16	5	3	10
	LL	11	18	13	7	8	1	6
Permeability	H	70	76	44	24	11	21	28
	L	59	83	28	19	8	11	18
	HH	59	64	30	12	4	17	23
	HL	45	64	19	8	2	11	7
	LH	11	12	14	12	7	4	5
	LL	14	19	9	11	6	0	11

Item #35. He put group activities before anything else.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	67	64	20	25	8	18	20
	L	62	98	52	18	11	14	26
	HH	53	54	12	9	4	16	13
	HL	51	74	37	11	2	12	17
Stability	LH	14	10	6	16	4	2	7
	LL	11	21	15	7	9	2	9
	H	78	100	44	19	10	18	22
	L	51	59	28	24	9	14	24
Intimacy	HH	66	83	31	10	1	16	16
	HL	38	45	18	10	5	12	14
	LH	12	17	13	9	9	2	6
	LL	13	14	10	14	4	2	10
Autonomy	H	74	92	41	21	13	23	14
	L	55	67	31	22	6	9	32
	HH	56	76	30	13	4	21	12
	HL	48	52	19	7	2	7	18
Position	LH	18	16	11	8	9	2	2
	LL	7	15	12	15	4	2	14
	H	52	75	32	17	9	17	26
	L	77	84	40	26	10	15	20
Intimacy	HH	39	61	25	9	4	14	18
	HL	66	67	24	11	2	14	12
	LH	13	14	7	8	5	3	8
	LL	12	17	16	15	8	1	8
Stability	H	70	92	40	15	13	15	18
	L	59	67	32	26	6	17	28
	HH	58	71	27	8	6	13	14
	HL	46	57	22	12	0	15	16
Autonomy	LH	12	21	13	7	7	2	4
	LL	13	10	10	16	6	2	12

Item #34. He made other people enthusiastic.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	130	175	40	9	2	3	6
	L	9	19	44	38	19	2	4
Potency	H	89	100	38	17	5	0	3
	L	50	94	46	30	16	5	1
	HR	84	92	17	2	0	0	1
	HL	46	83	23	7	2	3	5
	LR	5	8	21	15	5	0	2
	LL	4	11	23	23	14	2	2
Control	H	82	102	49	28	13	3	4
	L	57	92	35	19	8	2	6
	HR	78	92	23	6	0	1	2
	HL	52	83	17	3	2	2	4
	LR	4	10	26	22	13	2	2
	LL	5	9	18	16	6	0	2
Participation	H	108	126	58	28	11	4	6
	L	31	68	26	19	10	1	4
	HR	103	115	26	7	0	3	4
	HL	27	60	14	2	2	0	2
	LR	5	11	32	21	11	1	2
	LL	4	8	12	17	8	1	2
Hedonic Tone	H	127	159	59	18	9	2	5
	L	12	33	25	29	12	3	5
	HR	120	148	29	5	2	2	3
	HL	10	27	11	4	0	1	3
	LR	7	13	30	13	7	0	2
	LL	2	6	14	25	12	2	2
Dependence	H	72	80	35	18	10	3	7
	L	67	114	49	29	11	2	3
	HR	71	72	18	2	1	1	4
	HL	59	103	22	7	1	2	2
	LR	1	8	17	16	9	2	3
	LL	8	11	27	22	10	0	1

Item #34. He made other people enthusiastic.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	59	105	50	23	10	1	2
	L	80	89	34	24	11	4	8
	HH	57	95	28	3	1	0	0
	HL	73	80	12	6	1	3	6
	LH	2	10	22	20	9	1	2
	LL	7	9	2	18	10	1	2
Vicinity	H	116	156	52	16	4	3	5
	L	23	38	32	31	17	2	5
	HH	109	145	29	2	2	2	3
	HL	21	30	11	7	0	1	3
	LH	7	11	23	14	2	1	2
	LL	2	8	21	24	17	1	2
Homogeneity	H	101	129	53	26	12	4	8
	L	38	65	31	21	9	1	2
	HH	96	120	27	8	2	3	5
	HL	34	55	13	1	0	0	1
	LH	5	9	26	18	10	1	3
	LL	4	10	18	20	9	1	1
Flexibility	H	88	108	44	19	10	4	7
	L	51	86	40	28	11	1	3
	HH	82	97	18	4	2	2	4
	HL	48	78	22	5	0	1	2
	LH	6	11	26	15	8	2	3
	LL	3	8	18	23	11	0	1
Permeability	H	79	110	42	22	11	4	6
	L	60	84	42	25	10	1	4
	HH	73	102	23	3	1	3	4
	HL	57	73	17	6	1	0	2
	LH	6	8	19	19	10	1	2
	LL	3	11	25	19	9	1	2

Item #34. He made other people enthusiastic.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	67	78	33	23	12	3	6
	L	72	116	51	24	9	2	4
	HH	64	70	15	4	2	2	4
	HL	66	105	25	8	0	1	2
	LH	3	8	18	19	10	1	2
	LL	6	11	26	19	9	1	2
Stability	H	92	117	41	28	7	1	5
	L	47	77	43	19	14	4	5
	HH	85	107	22	6	0	0	3
	HL	45	68	18	3	2	3	3
	LH	7	10	19	22	7	1	2
	LL	2	9	25	16	12	1	2
Intimacy	H	80	111	46	20	13	3	5
	L	59	83	38	27	8	2	5
	HH	76	102	19	7	2	3	3
	HL	54	73	21	2	0	0	3
	LH	4	9	27	13	11	0	2
	LL	5	10	17	25	8	2	2
Autonomy	H	63	90	42	19	8	1	5
	L	76	104	42	28	13	4	5
	HH	60	81	22	3	2	0	2
	HL	70	94	18	6	0	3	4
	LH	3	9	20	16	6	1	3
	LL	6	10	24	22	13	1	1
Position	H	78	97	47	26	7	3	5
	L	61	97	37	21	14	2	5
	HH	73	89	24	5	1	2	3
	HL	57	86	16	4	1	1	3
	LH	5	8	23	21	6	1	2
	LL	4	11	21	17	13	1	2

Item #35. He treated each member as an individual.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	235	60	22	13	4	4	7
	L	40	31	24	21	11	3	5
Potency	H	153	55	20	13	6	1	4
	L	122	56	26	21	9	6	8
	HH	135	42	9	6	2	0	2
	HL	100	38	13	7	2	4	5
	LH	18	13	11	7	4	1	2
	LL	22	18	13	14	7	2	3
Control	H	151	60	29	22	9	4	6
	L	124	51	17	12	6	3	6
	HH	126	46	13	10	2	1	4
	HL	109	34	9	3	2	3	3
	LH	25	14	16	12	7	3	2
	LL	16	17	8	9	4	0	3
Participation	H	198	70	31	20	10	4	8
	L	77	41	15	14	5	3	4
	HH	173	50	15	9	3	3	5
	HL	62	30	7	4	1	1	2
	LH	25	20	16	11	7	1	3
	LL	15	11	8	10	4	2	2
Hedonic Tone	H	226	90	28	17	7	3	10
	L	49	21	18	17	8	4	2
	HH	202	67	18	10	4	2	6
	HL	33	13	4	3	0	2	1
	LH	24	23	10	7	3	1	4
	LL	16	8	14	14	8	2	1
Dependence	H	132	44	22	13	7	2	5
	L	143	67	24	21	6	5	7
	HH	116	31	13	4	1	1	3
	HL	119	49	9	9	3	3	4
	LH	16	13	9	9	6	1	2
	LL	24	18	15	12	5	2	3

Item #35. He treated each member as an individual.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	126	61	24	20	7	3	9
	L	149	50	22	14	8	4	3
	HH	107	45	14	10	1	2	5
	HL	128	35	8	3	3	2	2
	LH	19	16	10	10	6	1	4
	LL	21	15	14	11	5	2	1
Viciidity	H	217	77	28	13	5	5	7
	L	58	34	18	21	10	2	5
	HH	198	59	17	8	3	2	5
	HL	37	21	5	5	1	2	2
	LH	19	18	11	5	2	3	2
	LL	21	13	13	16	9	0	3
Homogeneity	H	196	71	27	20	9	2	6
	L	79	40	19	14	6	5	4
	HH	173	54	14	9	4	1	6
	HL	62	26	8	4	0	3	1
	LH	23	17	13	11	8	1	2
	LL	17	14	11	10	6	2	3
Flexibility	H	167	61	19	21	4	5	3
	L	108	50	27	13	11	2	9
	HH	143	41	11	9	2	2	1
	HL	92	39	11	4	2	2	6
	LH	24	20	8	12	2	3	2
	LL	16	11	16	9	9	0	3
Permeability	H	155	57	26	15	8	5	8
	L	120	54	20	19	7	2	4
	HH	138	40	15	7	1	4	4
	HL	97	40	7	6	3	0	3
	LH	17	17	11	8	7	1	4
	LL	23	14	13	13	4	2	1

Item #35. He treated each member as an individual.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	110	52	25	20	8	4	3
	L	165	59	21	14	7	3	9
	HH	98	38	13	8	2	1	1
	HL	137	42	9	5	2	3	6
	LH	12	14	12	12	6	3	2
	LL	28	17	12	9	5	0	3
Stability	H	168	60	29	15	8	4	7
	L	107	51	17	19	7	3	6
	HH	147	52	10	3	4	2	5
	HL	88	28	12	10	0	2	2
	LH	21	8	19	12	4	2	2
	LL	19	23	5	9	7	1	3
Intimacy	H	159	61	25	17	8	1	7
	L	116	50	21	17	7	6	5
	HH	141	46	12	5	2	1	5
	HL	94	34	10	8	2	3	2
	LH	18	15	13	12	6	0	2
	LL	22	16	11	9	5	3	3
Autonomy	H	128	53	17	14	7	4	5
	L	147	58	29	20	8	3	7
	HH	110	35	9	6	4	3	3
	HL	125	43	13	7	0	1	4
	LH	18	18	8	8	3	1	2
	LL	22	13	16	13	6	2	3
Position	H	141	64	31	11	7	2	7
	L	134	47	15	23	8	5	5
	HH	122	46	16	5	2	2	4
	HL	113	34	6	8	2	2	3
	LH	19	18	15	6	5	0	3
	LL	21	13	9	15	6	3	2

Item #36. He made the group laugh.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	73	130	111	22	7	16	6
	L	14	24	38	37	12	9	1
Potency	H	52	76	83	27	4	8	2
	L	35	78	66	32	15	17	5
	NH	45	66	64	11	2	6	2
	HL	28	64	47	11	5	10	4
	LH	7	10	19	16	2	2	0
	LL	7	14	19	21	10	7	1
Control	H	47	79	93	35	14	11	2
	L	40	75	56	24	5	14	5
	NH	40	66	72	12	5	5	2
	HL	33	64	39	10	2	11	4
	LH	7	13	21	23	9	6	0
	LL	7	11	17	14	3	3	1
Participation	H	67	95	109	39	11	17	3
	L	20	59	40	20	8	8	4
	NH	58	84	82	15	4	12	3
	HL	16	46	29	7	3	4	3
	LH	9	11	27	24	7	5	0
	LL	5	13	11	13	5	4	1
Hedonic Tone	H	68	130	115	34	10	18	6
	L	19	24	34	25	9	7	1
	NH	59	115	91	18	6	14	6
	HL	14	15	20	4	1	2	0
	LH	9	15	24	16	4	4	0
	LL	5	9	14	21	8	5	1
Dependence	H	41	74	63	26	11	8	2
	L	46	80	86	33	8	17	5
	NH	39	66	44	10	3	6	1
	HL	34	64	67	12	4	10	5
	LH	2	8	19	16	8	2	1
	LL	12	16	19	21	4	7	0

Item #36. He made the group laugh.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	36	83	78	30	10	9	4
	L	51	71	71	29	9	16	3
	HH	30	70	61	13	4	3	3
	HL	43	60	50	9	3	13	3
	LH	6	13	17	17	6	6	1
	LL	8	11	21	20	6	3	0
Vicidity	H	68	114	108	27	10	19	6
	H	19	40	41	32	9	6	1
	HH	60	103	88	15	5	15	6
	HL	13	27	23	7	2	1	0
	LH	8	11	20	12	5	4	0
	LL	6	13	18	25	7	5	1
Homogeneity	H	66	99	103	33	13	14	5
	L	21	55	46	26	6	11	2
	HH	58	84	82	15	6	11	5
	HL	15	46	29	7	1	5	1
	LH	8	15	21	18	7	3	0
	LL	6	9	17	19	5	6	1
Flexibility	H	61	88	75	24	11	17	4
	L	26	66	74	35	8	8	3
	HH	52	75	52	11	4	12	3
	HL	21	55	59	11	3	4	3
	LH	9	13	23	13	7	5	1
	LL	5	11	15	24	5	4	0
Permeability	H	51	84	79	28	8	20	4
	L	36	70	70	31	11	5	3
	HH	44	71	61	13	3	13	4
	HL	29	59	50	9	4	3	2
	LH	7	13	18	15	5	7	0
	LL	7	11	20	22	7	2	1

Item #36. He made the group laugh.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	35	65	68	32	7	12	3
	L	52	89	81	27	12	13	4
	HH	29	56	51	12	2	8	3
	HL	44	74	60	10	5	8	3
	LH	6	9	17	20	5	4	0
	LL	8	15	21	17	7	5	1
Stability	H	53	92	90	29	8	15	4
	L	34	62	59	30	11	10	3
	HH	44	83	73	8	3	8	4
	HL	29	47	38	14	4	8	2
	LH	9	9	17	21	5	7	0
	LL	5	15	21	16	7	2	1
Intimacy	H	47	86	85	31	13	11	5
	L	40	68	64	28	6	14	2
	HH	43	74	64	10	6	10	5
	HL	30	56	47	12	1	6	1
	LH	4	12	21	21	7	1	0
	LL	10	12	17	16	5	8	1
Autonomy	H	42	65	68	28	8	15	2
	L	45	89	81	31	11	10	5
	HH	38	52	52	12	4	11	1
	HL	35	78	59	10	3	5	5
	LH	4	13	16	16	4	4	1
	LL	10	11	22	21	8	5	0
Position	H	48	73	87	32	9	10	4
	L	39	81	62	27	10	15	3
	HH	40	63	64	12	6	9	3
	HL	33	67	47	10	1	7	3
	LH	8	10	23	20	3	1	1
	LL	6	14	15	17	9	8	0

Item #37. He could make tactful criticism.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	113	136	73	14	6	13	10
	L	13	21	37	40	15	6	3
Potency	H	78	82	41	29	9	7	6
	L	49	75	69	25	12	12	7
	HH	70	75	30	7	3	6	5
	HL	43	61	43	7	3	7	5
	LH	8	7	11	22	6	1	1
	LL	5	14	26	18	9	5	2
Control	H	74	86	55	34	14	10	8
	L	52	71	55	20	7	9	5
	HH	66	74	36	9	4	7	6
	HL	47	62	37	5	2	6	4
	LH	8	12	19	25	10	3	2
	LL	5	9	18	15	5	3	1
Participation	H	95	108	72	33	15	11	7
	L	31	49	38	21	6	8	6
	HH	87	97	48	6	6	9	5
	HL	26	39	25	8	0	4	5
	LH	8	11	24	27	9	2	2
	LL	5	10	13	13	6	4	1
Hedonic Tone	H	109	124	81	29	14	15	9
	L	17	33	29	25	7	4	4
	HH	98	112	62	11	6	12	8
	HL	15	24	11	3	0	1	2
	LH	11	12	19	18	8	3	1
	LL	2	9	18	22	7	3	2
Dependence	H	61	77	40	26	8	6	7
	L	65	80	70	28	13	13	6
	HH	59	68	24	8	2	4	4
	HL	54	68	49	6	4	9	6
	LH	2	9	16	18	6	2	3
	LL	11	12	21	22	9	4	0

Item #37. He could make tactful criticism.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	55	78	67	29	10	7	4
	L	71	79	43	25	11	12	9
	HH	49	72	44	10	2	4	3
	HL	64	64	29	4	4	9	7
	LH	6	6	23	19	8	3	1
	LL	7	15	14	21	7	3	2
Vicidity	H	105	115	74	27	9	14	8
	L	21	42	36	27	12	5	5
	HH	95	109	55	11	5	10	7
	HL	18	27	18	3	1	3	3
	LH	10	6	19	16	4	4	1
	LL	3	15	18	24	11	2	2
Homogeneity	H	89	111	73	24	15	12	9
	L	37	46	37	30	6	7	4
	HH	82	97	53	9	5	8	7
	HL	31	39	20	5	1	5	3
	LH	7	14	20	15	10	4	2
	LL	6	7	17	25	5	2	1
Flexibility	H	77	91	56	24	13	13	6
	L	49	66	54	30	8	6	7
	HH	69	76	39	8	4	9	4
	HL	44	60	34	6	2	4	6
	LH	8	15	17	16	9	4	2
	LL	5	6	20	24	6	2	1
Permeability	H	72	84	62	20	10	15	11
	L	54	73	48	34	11	4	2
	HH	64	72	45	5	3	11	9
	HL	49	64	28	9	3	2	1
	LH	8	12	17	15	7	4	2
	LL	5	9	20	25	8	2	1

Item #37. He could make tactful criticism.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	56	69	48	26	10	8	6
	L	70	86	62	29	11	11	7
	HH	52	61	33	5	1	5	4
	HL	61	75	40	9	5	8	6
	LH	4	8	15	20	9	3	2
	LL	9	13	22	20	6	3	1
Stability	H	80	86	69	29	9	11	7
	L	46	71	41	25	12	8	6
	HH	74	79	46	7	4	7	6
	HL	39	57	27	7	2	6	4
	LH	6	7	23	22	5	4	1
	LL	7	14	14	18	10	2	2
Intimacy	H	69	90	59	28	15	8	9
	L	57	67	51	26	6	11	4
	HH	63	80	41	9	4	7	8
	HL	50	56	32	5	2	6	2
	LH	6	10	18	19	11	1	1
	LL	7	11	19	21	4	5	2
Autonomy	H	66	66	54	25	9	11	7
	L	70	91	56	29	12	8	6
	HH	52	55	36	8	4	9	6
	HL	61	81	37	6	2	4	4
	LH	4	11	18	17	5	2	1
	LL	9	10	19	23	10	4	2
Position	H	70	76	67	28	12	6	4
	L	56	81	43	26	9	13	9
	HH	63	69	47	7	5	4	3
	HL	50	67	26	7	1	9	6
	LH	7	7	20	21	7	2	2
	LL	6	14	17	19	8	4	1

Item #38. He allowed exceptions to the rules.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	31	65	105	73	24	45	22
	L	9	30	40	20	14	14	8
Potency	H	19	49	73	54	18	25	14
	L	21	46	72	39	20	34	16
	HH	16	36	56	45	15	19	9
	HL	15	29	49	28	9	26	13
	LH	3	13	17	9	3	6	5
	LL	6	17	23	11	11	8	3
Control	H	18	53	87	53	26	29	15
	L	22	42	58	40	12	30	15
	HH	14	37	62	42	17	20	10
	HL	17	28	43	31	7	25	12
	LH	4	16	25	11	9	9	5
	LL	5	14	15	9	5	5	3
Participation	H	29	67	104	64	26	36	15
	L	11	28	41	29	12	23	15
	HH	25	48	77	53	17	27	11
	HL	6	17	28	20	7	18	11
	LH	4	19	27	11	9	9	4
	LL	5	11	13	9	5	5	4
Hedonic Tone	H	31	71	109	72	26	48	24
	L	9	24	36	21	12	11	6
	HH	27	56	87	61	20	40	18
	HL	4	9	18	12	4	5	4
	LH	4	15	22	11	6	8	6
	LL	5	15	18	9	8	6	2
Dependence	H	18	50	66	47	15	20	9
	L	22	45	79	46	23	39	21
	HH	15	35	49	40	9	15	6
	HL	16	30	56	33	15	30	16
	LH	3	15	17	7	6	5	3
	LL	6	15	23	13	8	9	5

Item #38. He allowed exceptions to the rules.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	17	42	78	55	25	18	15
	L	23	53	67	38	13	41	15
	HH	14	29	56	44	16	13	12
	HL	17	36	49	29	8	32	10
	LH	3	13	22	11	9	8	3
	LL	6	17	18	9	5	9	5
Viscosity	H	32	63	99	62	26	47	23
	L	8	32	46	31	12	12	7
	HH	28	51	79	55	22	38	19
	HL	3	14	26	18	2	7	3
	LH	4	12	20	7	4	9	4
	LL	5	18	20	13	10	6	4
Homogeneity	H	32	61	88	64	25	46	17
	L	8	34	57	29	13	13	13
	HH	28	45	65	53	18	38	14
	HL	3	20	40	20	6	7	8
	LH	4	16	23	11	7	8	3
	LL	5	14	17	9	7	6	5
Flexibility	H	27	49	86	36	18	49	15
	L	13	46	59	57	20	10	15
	HH	21	38	65	29	12	36	8
	HL	10	27	40	44	12	9	14
	LH	6	11	21	7	6	13	7
	LL	3	19	19	13	8	1	1
Permeability	H	24	47	74	47	19	42	21
	L	16	48	71	46	19	17	9
	HH	19	34	49	41	15	34	17
	HL	12	31	56	32	9	11	5
	LH	5	13	25	6	4	8	4
	LL	4	17	15	14	10	6	4

Item #38. He allowed exceptions to the rules.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	15	40	67	47	22	20	11
	L	25	55	78	46	16	39	19
	HH	12	24	50	40	14	14	7
	HL	19	41	55	33	10	31	15
	LH	3	16	17	7	8	6	4
	LL	6	14	23	13	6	8	4
Stability	H	26	51	87	62	23	27	15
	L	14	44	58	31	15	32	15
	HH	20	40	68	49	14	21	11
	HL	11	25	37	24	10	24	11
	LH	6	11	19	13	9	6	4
	LL	3	19	21	7	5	8	4
Intimacy	H	19	48	81	51	24	41	14
	L	21	47	64	42	14	18	16
	HH	17	33	62	40	16	33	11
	HL	14	32	43	33	8	12	11
	LH	2	15	19	11	8	8	3
	LL	7	15	21	9	6	6	5
Autonomy	H	17	42	57	38	16	40	18
	L	23	53	88	55	22	19	12
	HH	14	29	44	31	10	30	12
	HL	17	36	61	42	14	15	10
	LH	3	13	13	7	6	10	6
	LL	6	17	27	13	8	4	2
Position	H	20	53	76	59	19	21	15
	L	20	42	69	34	19	38	15
	HH	16	38	53	48	16	18	10
	HL	15	27	52	26	8	29	12
	LH	4	15	23	11	3	5	5
	LL	5	15	17	9	11	9	3

Item #39. He demonstrated physical courage.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	80	60	46	14	6	115	44
	L	7	15	16	16	13	52	19
Potency	H	54	36	32	12	10	79	29
	L	33	36	30	18	9	88	34
	HH	52	31	22	6	3	60	22
	HL	28	29	24	8	3	55	22
	LH	2	5	10	6	7	19	7
	LL	5	7	6	10	6	33	12
Control	H	53	44	38	21	12	82	31
	L	34	28	24	9	7	85	32
	HH	49	34	25	9	3	59	23
	HL	31	26	21	5	3	56	21
	LH	4	10	13	12	9	23	8
	LL	3	2	3	4	4	29	11
Participation	H	74	53	41	18	10	110	35
	L	13	19	21	12	9	57	28
	HH	68	43	28	6	4	82	27
	HL	12	17	18	8	2	33	17
	LH	6	10	13	12	6	28	8
	LL	1	2	3	4	7	24	11
Hedonic Tone	H	72	57	49	20	12	126	45
	L	15	15	13	10	7	41	18
	HH	69	49	37	14	4	99	37
	HL	11	11	9	0	2	16	7
	LH	3	8	12	6	8	27	8
	LL	4	4	4	10	5	25	11
Dependence	H	46	34	28	16	6	66	29
	L	41	38	34	14	13	101	34
	HH	42	27	20	7	2	49	22
	HL	38	33	26	7	4	66	22
	LH	4	7	8	9	4	17	7
	LL	3	5	8	7	9	35	12

Item #39. He demonstrated physical courage.
(Continued).

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	50	45	33	14	14	67	27
	L	37	27	29	16	5	100	36
	HH	49	36	27	6	4	42	20
	HL	31	24	19	8	2	73	24
	LH	1	9	6	8	10	25	7
	LL	6	3	10	8	3	27	12
Viciidity	H	74	46	45	17	9	119	42
	L	13	26	17	13	10	48	21
	HH	71	41	37	12	4	93	34
	HL	9	19	9	2	2	22	10
	LH	3	5	8	5	5	26	8
	LL	4	7	8	11	8	26	11
Homogeneity	H	64	50	46	22	12	103	36
	L	23	22	16	8	7	64	27
	HH	59	42	32	14	5	78	31
	HL	21	18	14	0	1	37	13
	LH	5	8	14	8	7	25	5
	LL	2	4	2	8	6	27	14
Flexibility	H	53	35	29	12	12	102	37
	L	34	37	33	18	7	65	26
	HH	49	32	24	4	4	73	23
	HL	31	28	22	10	2	42	21
	LH	4	3	6	8	8	29	14
	LL	3	9	11	8	5	23	5
Permeability	H	59	36	30	13	8	90	38
	L	28	36	32	17	11	77	25
	HH	55	28	23	7	3	64	29
	HL	25	32	23	7	3	51	15
	LH	4	8	7	6	5	26	9
	LL	3	4	9	10	8	26	10

Item #39. He demonstrated physical courage.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	42	32	23	16	11	68	30
	L	45	40	39	14	8	99	33
	HH	37	26	16	7	2	51	22
	HL	43	34	30	7	4	64	22
	LH	5	6	7	9	9	17	8
	LL	2	6	9	7	4	35	11
Stability	H	50	45	32	19	12	96	37
	L	37	27	30	11	7	71	26
	HH	47	38	27	9	6	68	78
	HL	33	22	19	6	0	47	16
	LH	3	7	5	10	6	28	9
	LL	4	5	11	6	7	24	10
Intimacy	H	54	36	41	18	11	90	28
	L	33	36	21	12	8	77	35
	HH	48	31	31	11	4	65	22
	HL	32	29	15	3	2	50	22
	LH	6	5	10	7	7	25	6
	LL	1	7	6	9	6	27	13
Autonomy	H	38	30	26	11	14	81	28
	L	49	42	36	19	5	66	35
	HH	35	25	23	7	5	57	18
	HL	45	35	23	7	1	58	26
	LH	3	5	3	4	9	24	10
	LL	4	7	13	12	4	28	9
Position	H	50	40	37	15	9	79	33
	L	37	32	25	15	10	68	30
	HH	47	33	25	8	4	55	25
	HL	33	27	21	6	2	60	19
	LH	3	7	12	7	5	24	8
	LL	4	8	4	9	8	28	11

Item #40. He demonstrated "moral" courage.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	153	94	32	4	0	50	32
	L	14	21	20	17	11	33	19
Potency	H	95	66	25	8	6	33	19
	L	72	49	27	13	5	50	32
	HH	89	56	14	3	0	22	12
	HL	64	38	18	1	0	28	20
	LH	6	10	11	5	6	11	7
	LL	8	11	9	12	5	22	12
Control	H	95	74	34	12	7	32	27
	L	72	41	18	9	4	51	24
	HH	85	59	20	2	0	20	16
	HL	68	35	12	2	0	30	16
	LH	10	15	14	10	7	12	11
	LL	4	6	6	7	4	21	8
Participation	H	125	82	38	14	6	51	25
	L	42	33	14	7	5	32	26
	HH	117	65	22	2	0	34	18
	HL	36	29	10	2	0	16	14
	LH	8	17	16	12	6	17	7
	LL	6	4	4	5	5	16	12
Hedonic Tone	H	139	92	44	6	5	59	36
	L	28	23	8	15	6	24	15
	HH	131	77	29	3	0	41	28
	HL	22	17	3	1	0	9	4
	LH	8	15	15	3	5	18	8
	LL	6	6	5	14	6	15	11
Dependence	H	75	58	26	10	5	29	22
	L	92	57	26	11	6	54	29
	HH	70	49	16	1	0	19	14
	HL	83	45	16	3	0	31	18
	LH	5	9	10	9	5	10	8
	LL	9	12	10	8	6	23	11

Item #40. He demonstrated "moral" courage.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	98	63	20	5	7	32	25
	L	69	52	32	16	4	51	26
	HH	92	49	12	0	0	15	16
	HL	61	45	20	4	0	35	16
	LH	6	14	8	5	7	17	9
	LL	8	7	12	12	4	16	10
Vicidity	H	139	80	34	7	3	56	33
	L	28	35	18	14	8	27	18
	HH	132	70	25	2	0	39	24
	HL	21	24	7	2	0	11	8
	LH	7	10	9	5	3	17	9
	LL	7	11	11	12	8	16	10
Homogeneity	H	114	84	41	13	5	49	27
	L	63	31	11	8	6	34	24
	HH	107	70	24	4	0	36	20
	HL	46	24	8	0	0	14	12
	LH	7	14	17	9	5	13	7
	LL	7	7	3	8	6	20	12
Flexibility	H	96	60	29	10	7	52	26
	L	71	55	23	11	4	31	25
	HH	86	50	18	3	0	35	17
	HL	67	44	14	1	0	15	15
	LH	10	10	11	7	7	17	9
	LL	4	11	9	10	4	16	10
Permeability	H	106	53	22	12	7	46	28
	L	61	62	30	9	4	37	23
	HH	97	45	14	2	0	31	20
	HL	56	49	18	2	0	19	12
	LH	9	8	8	10	7	15	8
	LL	5	13	12	7	4	18	11

Item #40. He demonstrated "moral" courage.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	68	54	23	14	8	30	25
	L	99	61	29	7	3	53	26
	HH	64	48	15	1	0	17	16
	HL	89	46	17	3	0	33	16
	LH	4	6	8	13	8	13	9
	LL	10	15	12	4	3	20	10
Stability	H	109	67	30	8	5	44	28
	L	58	48	22	13	6	39	23
	HH	100	52	21	3	0	28	19
	HL	53	42	11	1	0	22	13
	LH	9	15	9	5	5	16	9
	LL	5	6	11	12	6	17	10
Intimacy	H	90	65	37	12	5	46	23
	L	77	50	15	9	6	37	28
	HH	84	54	22	3	0	32	17
	HL	69	40	10	1	0	18	15
	LH	6	11	15	9	5	14	6
	LL	8	10	5	8	6	19	13
Autonomy	H	77	50	22	8	5	43	23
	L	90	65	30	13	6	40	28
	HH	73	40	15	1	0	26	15
	HL	80	54	17	3	0	24	17
	LH	4	10	7	7	5	17	8
	LL	10	11	13	10	6	16	11
Position	H	97	54	35	10	6	34	27
	L	70	61	17	11	5	49	24
	HH	92	42	21	3	0	21	18
	HL	61	52	11	1	0	29	14
	LH	5	12	14	7	6	13	9
	LL	9	9	6	10	5	20	10

Item #41. He stuck his neck out for the group.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	49	131	85	21	9	49	21
	L	8	25	35	21	25	10	14
Potency	H	37	86	56	14	18	27	14
	L	20	70	64	28	16	32	18
	HH	32	77	38	8	5	26	10
	HL	17	54	47	13	4	23	11
	LH	5	9	18	6	13	1	4
	LL	3	16	17	15	12	9	7
Control	H	39	93	65	22	25	20	17
	L	18	63	55	20	9	39	15
	HH	34	80	40	11	5	19	13
	HL	15	51	45	10	4	30	8
	LH	5	13	25	11	20	1	4
	LL	3	12	10	10	5	9	7
Participation	H	45	108	82	23	27	38	18
	L	12	48	38	19	7	21	14
	HH	39	91	59	14	7	35	13
	HL	10	40	26	7	2	14	8
	LH	6	17	23	9	20	3	5
	LL	2	8	12	12	5	7	6
Hedonic Tone	H	45	123	94	23	20	52	24
	L	12	33	26	19	14	7	8
	HH	40	109	71	16	9	45	19
	HL	9	22	14	5	0	4	2
	LH	5	14	23	7	11	7	5
	LL	3	11	12	14	14	3	6
Dependence	H	34	80	52	17	13	13	16
	L	23	76	68	25	21	46	16
	HH	32	72	34	9	1	10	11
	HL	17	59	51	12	8	39	10
	LH	2	8	18	8	12	3	5
	LL	6	17	17	13	13	7	6

Item #41. He stuck his neck out for the group.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	32	79	55	21	18	24	21
	L	25	77	65	21	16	35	11
	HH	29	69	38	12	4	17	15
	HL	20	62	47	9	5	32	6
	LH	3	10	17	9	14	7	6
	LL	5	15	18	12	11	3	5
Viciidity	H	44	118	78	25	16	50	21
	L	13	38	42	17	18	9	11
	HH	39	105	60	18	9	45	16
	HL	10	26	25	3	0	4	5
	LH	5	13	18	7	7	5	5
	LL	3	12	17	14	18	5	6
Homogeneity	H	41	100	79	29	21	43	20
	L	16	56	41	13	13	16	12
	HH	35	88	56	18	9	40	15
	HL	14	43	29	3	0	9	6
	LH	6	12	23	11	12	3	5
	LL	2	13	12	10	13	7	6
Flexibility	H	31	83	66	22	18	42	18
	L	26	73	54	20	16	17	14
	HH	27	66	48	16	8	35	12
	HL	22	65	37	5	4	14	9
	LH	4	17	18	6	13	7	6
	LL	4	8	17	15	12	3	5
Permeability	H	30	80	67	25	19	36	17
	L	27	76	53	17	15	23	15
	HH	26	66	52	15	8	29	13
	HL	23	65	33	6	1	20	8
	LH	4	14	15	10	11	7	4
	LL	4	11	20	11	14	3	7

Item #41. He stuck his neck out for the group.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	26	66	58	17	21	20	14
	L	31	90	62	25	13	39	18
	HH	24	56	43	7	2	18	11
	HL	25	75	42	14	7	31	10
	LH	2	10	15	10	19	2	3
	LL	6	15	20	11	6	8	8
Stability	H	30	103	67	24	16	36	15
	L	27	53	53	18	18	23	17
	HH	25	88	52	12	6	31	9
	HL	24	43	33	9	3	18	12
	LH	5	15	15	12	10	5	6
	LL	3	10	20	9	16	6	5
Intimacy	H	38	91	60	25	18	33	13
	L	19	65	60	17	16	26	19
	HH	32	79	44	13	5	31	8
	HL	17	52	41	8	4	18	13
	LH	6	12	16	12	13	2	5
	LL	2	13	19	9	12	8	6
Autonomy	H	26	69	57	20	11	32	13
	L	31	87	63	22	23	27	19
	HH	22	58	40	12	4	26	8
	HL	27	73	45	9	5	23	13
	LH	4	11	17	8	7	6	5
	LL	4	14	18	13	18	4	6
Position	H	35	86	70	21	16	32	13
	L	22	70	50	21	18	37	19
	HH	31	74	50	12	5	18	7
	HL	18	57	35	9	4	31	14
	LH	4	12	20	9	11	4	6
	LL	4	13	15	12	14	6	5

Item #42. He wisely delegated authority.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	116	160	37	7	1	31	13
	L	9	36	38	26	10	13	3
Potency	H	72	102	30	20	5	15	8
	L	53	94	45	13	6	29	8
	HH	68	83	20	7	1	11	6
	HL	48	77	17	0	0	20	7
	LH	4	19	10	13	4	4	2
	LL	5	17	28	13	6	9	1
Control	H	79	107	41	19	9	17	9
	L	46	89	34	14	2	27	7
	HH	71	85	21	5	1	12	7
	HL	45	75	16	2	0	19	6
	LH	8	22	20	14	8	5	2
	LL	1	14	18	12	2	8	1
Participation	H	101	128	45	24	7	26	10
	L	24	68	30	9	4	18	6
	HH	94	106	23	7	0	20	8
	HL	22	54	14	0	1	11	5
	LH	7	22	22	17	7	6	2
	LL	2	14	16	9	3	7	1
Hedonic Tone	H	109	155	51	17	5	30	14
	L	16	41	24	16	6	14	2
	HH	103	131	30	7	1	25	12
	HL	13	29	7	0	0	6	1
	LH	6	24	21	10	4	5	2
	LL	3	12	17	16	6	8	1
Dependence	H	64	93	32	12	7	12	5
	L	61	103	43	21	4	32	11
	HH	60	80	16	3	0	6	4
	HL	56	80	21	4	1	25	9
	LH	4	13	16	9	7	6	1
	LL	5	23	22	17	3	7	2

Item #42. He wisely delegated authority.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	60	118	35	13	4	11	9
	L	65	78	40	20	7	33	7
	HH	55	94	19	2	1	5	8
	HL	61	66	18	5	0	26	5
	LH	5	24	16	11	3	6	1
	LL	4	12	22	15	7	7	2
Viciidity	H	109	141	41	17	2	29	13
	L	16	55	34	16	9	15	3
	HH	103	123	25	7	1	23	10
	HL	13	37	12	0	0	8	3
	LH	6	18	16	10	1	6	3
	LL	3	18	22	16	9	7	0
Homogeneity	H	94	124	51	21	6	26	11
	L	31	72	24	12	5	18	5
	HH	90	103	28	7	1	22	10
	HL	26	57	9	0	0	9	3
	LH	4	21	23	14	5	4	1
	LL	5	15	15	12	5	9	2
Flexibility	H	77	94	37	16	7	38	11
	L	48	102	38	17	4	6	5
	HH	73	73	21	5	0	28	9
	HL	43	87	16	2	1	3	4
	LH	4	21	16	11	7	10	2
	LL	5	15	22	15	3	3	1
Permeability	H	77	90	40	17	5	34	11
	L	48	106	35	16	6	10	5
	HH	73	79	20	3	0	25	9
	HL	43	81	17	4	1	6	4
	LH	4	11	20	14	5	9	2
	LL	5	25	18	12	5	4	1

Item #42. He wisely delegated authority.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	57	83	31	15	8	20	8
	L	68	113	44	18	3	24	8
	HH	55	69	15	2	0	14	6
	HL	61	91	22	5	1	17	7
	LH	2	14	16	13	8	6	2
	LL	7	22	22	13	2	7	1
Stability	H	72	129	40	17	5	21	7
	L	53	67	35	16	6	23	9
	HH	67	108	22	7	1	13	5
	HL	49	52	15	0	0	18	8
	LH	5	21	18	10	4	8	2
	LL	4	15	20	16	6	6	1
Intimacy	H	72	105	41	23	4	24	9
	L	53	91	34	10	7	20	7
	HH	68	87	22	7	0	20	8
	HL	48	73	15	0	1	11	5
	LH	4	18	19	16	4	4	1
	LL	5	18	19	10	6	9	2
Autonomy	H	55	78	39	14	5	29	8
	L	70	118	36	19	6	15	8
	HH	53	62	23	2	1	22	7
	HL	63	98	14	5	0	9	6
	LH	2	16	16	12	4	7	1
	LL	7	20	22	14	6	6	2
Position	H	70	110	44	18	5	11	5
	L	55	88	31	15	6	33	11
	HH	66	88	25	6	0	8	4
	HL	50	72	12	1	1	23	9
	LH	4	22	19	12	5	3	1
	LL	5	14	19	14	5	10	2

Item #43. He was very proud of the group.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	228	82	15	1	5	9	25
	L	36	36	23	11	9	6	14
Potency	H	153	62	14	4	5	3	9
	L	107	56	24	8	9	12	30
	HH	136	45	7	0	1	2	5
	HL	92	37	8	1	4	7	20
	LH	19	17	7	4	4	1	4
	LL	17	19	16	7	5	5	10
Control	H	156	70	21	5	7	5	17
	L	108	48	17	7	7	10	22
	HH	134	46	8	1	2	2	9
	HL	94	36	7	0	3	7	16
	LH	22	24	13	4	5	3	8
	LL	14	12	10	7	4	3	6
Participation	H	192	89	23	4	8	6	19
	L	72	29	15	8	6	9	20
	HH	169	62	8	0	3	3	13
	HL	59	20	7	1	2	6	12
	LH	23	27	15	4	5	3	6
	LL	13	9	8	7	4	3	8
Hedonic Tone	H	234	82	21	5	9	9	21
	L	30	36	17	7	5	6	18
	HH	207	62	11	1	4	6	18
	HL	21	20	4	0	1	3	7
	LH	27	20	10	4	5	3	3
	LL	9	16	13	7	4	3	11
Dependence	H	117	64	12	3	5	6	18
	L	147	54	26	9	9	9	21
	HH	105	46	4	1	1	4	8
	HL	123	36	11	0	4	5	17
	LH	12	18	8	2	4	2	10
	LL	24	18	15	9	5	4	4

Item #43. He was very proud of the group.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	147	53	17	5	3	5	20
	L	117	65	21	7	11	10	19
	HH	124	35	7	0	1	3	14
	HL	104	47	8	1	4	6	11
	LH	23	18	10	5	2	2	6
	LL	13	18	13	6	7	4	8
Vividity	H	222	72	19	1	7	11	20
	L	42	46	19	11	7	4	19
	HH	199	57	8	0	3	7	18
	HL	29	25	7	1	2	2	7
	LH	23	15	11	1	4	4	2
	LL	13	21	12	10	5	2	12
Homogeneity	H	188	77	25	5	11	9	18
	L	76	41	13	7	3	6	21
	HH	168	58	12	0	5	6	12
	HL	60	24	3	1	0	3	13
	LH	20	19	13	5	6	3	6
	LL	16	17	10	6	3	3	8
Flexibility	H	147	68	16	6	8	14	21
	L	117	50	22	6	6	1	18
	HH	130	47	6	0	2	8	16
	HL	98	35	9	1	3	1	9
	LH	17	21	10	6	6	6	5
	LL	19	15	13	5	3	0	9
Permeability	H	152	53	22	5	8	10	24
	L	112	65	16	7	6	5	15
	HH	137	37	9	0	2	7	17
	HL	91	45	6	1	3	2	8
	LH	15	16	13	5	6	3	7
	LL	21	20	10	6	3	3	7

Item #43. He was very proud of the group.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	109	62	13	6	7	5	20
	L	155	56	25	6	7	10	19
	HH	97	43	2	0	1	3	15
	HL	131	39	13	1	4	6	10
	LH	12	19	11	6	6	2	5
	LL	24	17	12	5	3	4	9
Stability	H	171	69	21	2	6	5	17
	L	93	49	17	10	8	10	22
	HH	150	48	11	0	3	1	10
	HL	78	34	4	1	2	8	15
	LH	21	21	10	2	3	4	7
	LL	15	15	13	9	6	2	7
Intimacy	H	150	65	24	5	10	9	15
	L	114	53	14	7	4	6	24
	HH	134	48	11	0	3	7	9
	HL	94	34	4	1	2	2	16
	LH	16	17	13	5	7	2	6
	LL	20	19	10	6	2	4	8
Autonomy	H	112	57	22	4	5	10	17
	L	152	61	16	8	8	5	22
	HH	99	39	10	0	2	6	14
	HL	129	43	5	1	3	3	11
	LH	13	18	12	4	4	4	3
	LL	23	18	11	7	5	2	11
Position	H	150	63	19	4	8	6	14
	L	114	56	19	8	6	9	25
	HH	131	42	7	0	4	4	9
	HL	97	40	8	1	1	5	16
	LH	19	20	12	4	4	2	5
	LL	17	16	11	7	5	4	9

Item #44. He broke rules he wouldn't let others break.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	8	4	13	49	226	43	22
	L	7	13	20	21	43	12	9
Potency	H	7	7	20	37	145	21	15
	L	8	10	13	33	124	34	16
	HH	4	2	8	28	126	18	10
	HL	4	2	5	21	100	25	12
	LH	3	5	12	9	19	3	5
	LL	4	8	8	12	24	9	14
Control	H	8	10	21	39	158	22	23
	L	7	7	12	31	111	33	18
	HH	5	1	6	28	132	18	12
	HL	3	3	7	21	94	25	10
	LH	3	9	15	11	26	4	11
	LL	4	4	5	10	17	8	8
Participation	H	9	10	26	49	192	32	23
	L	6	7	7	21	77	23	18
	HH	6	2	11	33	166	27	13
	HL	2	2	2	16	60	16	9
	LH	3	8	15	16	26	5	10
	LL	4	5	5	5	17	7	9
Hedonic Tone	H	9	8	19	49	226	43	27
	L	6	9	14	21	43	12	14
	HH	5	4	10	38	197	35	20
	HL	3	0	3	11	29	8	2
	LH	4	4	9	11	29	8	7
	LL	3	9	11	10	14	4	12
Dependence	H	3	10	16	38	120	21	17
	L	12	7	17	32	149	34	24
	HH	1	2	9	27	106	16	8
	HL	7	2	4	22	120	27	14
	LH	2	8	7	11	14	5	9
	LL	5	5	13	10	29	7	10

Item #44. He broke rules he wouldn't let others break.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	11	6	16	33	136	20	28
	L	4	11	17	37	133	35	13
	HH	6	2	8	26	113	15	17
	HL	2	2	8	23	113	28	8
	LH	5	4	11	7	23	6	11
	LL	2	9	9	14	20	7	8
Viciidity	H	7	6	14	48	208	43	26
	L	8	11	19	22	61	12	15
	HH	6	2	10	39	184	35	16
	HL	2	2	3	10	42	8	6
	LH	1	4	4	9	24	8	10
	LL	6	9	16	12	19	4	9
Homogeneity	H	8	11	20	49	196	36	13
	L	7	6	13	21	73	19	28
	HH	6	3	8	36	170	31	7
	HL	2	1	5	13	56	12	15
	LH	2	8	12	13	26	5	6
	LL	5	5	8	8	17	7	13
Flexibility	H	11	8	15	38	149	43	16
	L	4	9	18	32	120	12	25
	HH	5	4	9	27	123	32	9
	HL	3	0	4	22	103	11	13
	LH	6	4	6	11	26	11	7
	LL	1	9	14	10	17	1	12
Permeability	H	12	12	15	31	144	40	20
	L	3	5	18	39	25	15	21
	HH	7	4	7	22	123	32	14
	HL	1	0	6	27	103	11	8
	LH	5	8	8	9	21	8	6
	LL	2	5	12	12	22	4	13

Item #44. He broke rules he wouldn't let others break.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	8	13	19	33	104	25	20
	L	7	4	14	37	165	30	21
	HH	4	3	7	22	69	21	15
	HL	4	1	6	27	137	22	7
	LH	4	10	12	11	15	4	5
	LL	3	3	8	10	28	8	14
Stability	H	5	7	16	45	162	27	29
	L	10	10	17	25	107	28	12
	HH	3	2	7	36	140	21	14
	HL	5	2	6	13	86	22	8
	LH	2	5	9	9	22	6	15
	LL	5	8	11	12	21	6	4
Intimacy	H	4	9	22	43	155	37	8
	L	11	8	11	27	114	18	33
	HH	3	2	8	30	133	33	3
	HL	5	2	5	19	93	10	19
	LH	1	7	14	13	22	4	5
	LL	6	6	6	8	21	8	14
Autonomy	H	8	7	12	33	119	30	19
	L	7	10	21	37	150	25	22
	HH	4	1	5	22	102	24	12
	HL	4	3	8	27	124	19	10
	LH	4	6	7	11	17	6	7
	LL	3	7	13	10	26	6	12
Position	H	6	9	17	43	149	23	16
	L	9	8	16	27	120	32	25
	HH	5	2	8	28	127	18	9
	HL	3	2	5	21	99	25	13
	LH	1	7	9	15	22	5	7
	LL	6	6	11	6	21	7	12

Item #45. He seemed to like people in general.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	272	67	9	3	0	1	13
	L	47	37	19	15	5	3	9
Potency	H	162	56	12	7	1	3	11
	L	157	48	16	11	4	1	11
	NH	145	37	4	1	0	1	8
	HL	127	30	5	2	0	0	5
	LH	17	19	8	6	1	2	3
	LL	30	18	11	9	4	1	6
Control	H	166	62	22	10	3	3	15
	L	153	42	6	8	2	1	7
	NH	142	42	8	1	0	0	9
	HL	130	25	1	2	0	1	4
	LH	24	20	14	9	3	3	6
	LL	23	17	5	6	2	0	3
Participation	H	220	71	21	10	3	3	13
	L	99	33	7	8	2	1	9
	NH	193	46	7	1	0	1	10
	HL	79	21	2	2	0	0	3
	LH	27	25	14	9	3	2	3
	LL	20	12	5	6	2	1	6
Hedonic Tone	H	262	79	14	7	2	3	14
	L	57	25	14	11	3	1	8
	NH	234	55	8	2	0	1	9
	HL	38	12	1	1	0	0	4
	LH	28	24	6	5	2	2	5
	LL	19	13	13	10	3	1	4
Dependence	H	139	55	12	9	3	1	6
	L	180	49	16	9	2	3	16
	NH	124	37	2	2	0	1	3
	HL	148	30	7	1	0	0	10
	LH	15	18	10	7	3	0	3
	LL	32	19	9	8	2	3	6

Item #45. He seemed to like people in general.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	160	48	16	9	2	1	14
	L	159	56	12	9	3	3	8
	HH	136	34	3	2	0	0	9
	HL	136	33	6	1	0	1	4
	LH	24	14	13	7	2	1	5
	LL	23	23	6	8	5	2	4
Vicidity	H	246	72	12	4	2	3	13
	L	73	32	16	14	3	1	9
	HH	220	50	8	2	0	1	11
	HL	52	17	1	1	0	0	2
	LH	26	22	4	2	2	2	2
	LL	21	15	15	13	3	1	7
Homogeneity	H	217	68	19	9	4	3	13
	L	102	36	9	9	1	1	9
	HH	193	49	6	3	0	1	9
	HL	79	18	3	0	0	0	4
	LH	24	19	13	6	4	2	4
	LL	23	18	6	9	1	1	5
Flexibility	H	186	59	16	7	0	1	11
	L	133	45	12	11	5	3	11
	HH	156	40	5	2	0	0	6
	HL	116	27	4	1	0	1	7
	LH	30	19	11	5	0	1	6
	LL	17	18	8	10	5	2	4
Permeability	H	182	54	12	7	4	2	13
	L	137	50	16	11	1	2	9
	HH	157	35	5	1	0	1	10
	HL	115	32	4	2	0	0	3
	LH	25	19	7	6	4	1	3
	LL	22	18	12	9	1	2	6

Item #45. He seemed to like people in general.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	123	51	18	11	3	2	14
	L	196	53	10	7	2	2	8
	HH	112	33	6	1	0	0	9
	HL	160	34	3	2	0	1	4
	LH	11	18	12	10	3	2	5
	LL	36	19	7	5	2	1	4
Stability	H	196	56	15	8	3	4	9
	L	123	48	13	10	2	0	13
	HH	174	36	4	2	0	1	6
	HL	98	31	5	1	0	0	7
	LH	22	20	11	6	3	3	3
	LL	25	17	8	9	2	0	6
Intimacy	H	169	63	17	11	3	3	12
	L	150	41	11	7	2	1	10
	HH	152	42	7	3	0	1	7
	HL	120	25	2	0	0	0	6
	LH	17	21	10	8	3	2	5
	LL	30	16	9	7	2	1	4
Autonomy	H	152	46	12	6	1	1	10
	L	167	58	16	12	4	3	12
	HH	128	28	6	2	0	1	5
	HL	144	39	3	1	0	0	8
	LH	24	18	6	4	1	0	5
	LL	23	19	13	11	4	3	4
Position	H	170	58	17	7	2	1	8
	L	149	46	11	11	3	3	14
	HH	146	36	7	3	0	0	5
	HL	126	31	2	0	0	1	8
	LH	24	22	10	4	2	1	3
	LL	23	15	9	11	3	2	6

Item #46. He appreciated a good joke on himself.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	157	107	42	8	8	6	37
	L	20	26	26	21	22	5	15
Potency	H	90	67	37	13	14	6	25
	L	87	66	31	16	16	5	27
	HH	84	57	23	5	4	4	19
	HL	73	50	19	3	4	2	18
	LH	6	10	14	8	10	2	6
	LL	14	16	12	13	12	3	9
Control	H	89	66	45	18	23	8	32
	L	68	67	23	11	7	3	20
	HH	82	56	27	6	6	3	22
	HL	75	51	15	2	2	3	15
	LH	7	10	18	12	17	5	10
	LL	13	16	8	9	5	0	5
Participation	H	121	84	51	20	22	9	34
	L	56	49	17	9	8	2	18
	HH	115	69	32	6	6	4	26
	HL	42	38	10	2	2	2	11
	LH	6	15	19	14	16	5	8
	LL	14	11	7	7	6	0	7
Hedonic Tone	H	147	113	45	16	15	7	38
	L	30	20	23	13	15	4	14
	HH	136	93	27	8	6	6	33
	HL	21	14	15	0	2	0	4
	LH	11	20	18	8	9	1	5
	LL	9	6	8	13	13	4	10
Dependence	H	83	62	26	16	16	6	16
	L	94	71	42	13	14	5	36
	HH	77	53	17	6	3	3	10
	HL	80	54	25	2	5	3	27
	LH	6	9	9	10	13	3	6
	LL	14	17	17	11	9	2	9

Item #46. He appreciated a good joke on himself.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	84	69	35	14	13	3	32
	L	93	64	33	15	17	8	20
	HH	72	58	22	5	3	0	24
	HL	86	49	20	3	5	6	13
	LH	12	11	13	9	10	3	8
	LL	8	15	13	12	12	2	7
Vividity	H	139	110	38	12	14	7	32
	L	38	23	30	17	16	4	20
	HH	129	94	25	6	6	6	26
	HL	28	13	17	2	2	0	11
	LH	10	16	13	6	8	1	6
	LL	10	10	13	15	14	4	9
Homogeneity	H	118	97	47	16	19	7	29
	L	59	36	21	13	11	4	23
	HH	108	83	31	6	7	4	22
	HL	49	24	11	2	1	2	15
	LH	10	14	16	10	12	3	7
	LL	10	12	10	11	10	2	8
Flexibility	H	112	71	34	15	16	4	28
	L	65	62	34	14	14	7	24
	HH	100	56	24	4	4	2	19
	HL	57	51	18	4	4	4	18
	LH	12	15	10	11	12	2	9
	LL	8	11	16	10	10	3	6
Permeability	H	104	64	38	17	13	9	29
	L	73	69	30	12	17	2	23
	HH	94	52	28	5	3	5	22
	HL	63	55	14	3	5	1	16
	LH	10	12	10	12	10	4	7
	LL	10	14	16	8	12	1	8

Item #46. He appreciated a good joke on himself.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	71	53	31	12	23	5	27
	L	106	80	37	17	7	6	25
	HH	68	41	22	3	5	4	18
	HL	89	66	20	5	3	2	19
	LH	3	12	9	9	18	1	9
	LL	17	14	17	12	4	4	6
Stability	H	109	77	40	12	16	8	29
	L	68	56	28	17	14	3	23
	HH	100	67	22	2	5	5	22
	HL	57	40	20	6	3	1	15
	LH	9	10	18	10	11	3	7
	LL	11	16	8	11	11	2	8
Intimacy	H	96	72	44	16	20	4	26
	L	81	61	24	13	10	7	26
	HH	91	60	29	4	6	3	19
	HL	66	47	13	4	2	3	18
	LH	5	12	15	12	14	1	7
	LL	15	14	11	9	8	4	8
Autonomy	H	85	60	29	14	11	6	23
	L	92	73	39	15	19	5	29
	HH	75	48	18	4	4	5	16
	HL	82	59	24	4	4	1	21
	LH	10	12	11	10	7	1	7
	LL	10	14	15	11	15	4	8
Position	H	95	69	41	21	14	5	18
	L	82	64	27	8	16	6	34
	HH	89	55	34	8	8	1	12
	HL	68	52	18	0	0	5	25
	LH	6	14	17	13	6	4	6
	LL	14	12	9	8	16	1	9

Item #47. He knew his job.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	302	43	4	2	1	9	4
	L	45	37	24	17	4	2	6
Potency	H	179	41	13	7	3	4	5
	L	168	39	15	12	2	7	5
	HH	166	23	0	1	1	3	2
	HL	136	20	4	1	0	6	2
	LH	13	18	13	6	2	1	3
	LL	32	19	11	11	2	1	3
Control	H	198	46	13	13	2	3	6
	L	149	34	15	6	3	8	4
	HH	172	24	1	1	0	2	2
	HL	130	19	3	1	1	7	2
	LH	26	22	12	12	2	1	4
	LL	19	15	12	6	2	1	2
Participation	H	243	57	18	12	3	5	5
	L	104	23	12	7	2	6	5
	HH	218	30	2	1	1	4	2
	HL	84	13	2	1	0	5	2
	LH	25	27	14	11	2	1	3
	LL	20	10	10	6	2	1	3
Hedonic Tone	H	284	59	13	7	3	9	6
	L	90	27	17	12	2	3	5
	HH	258	35	2	2	1	8	3
	HL	71	14	4	0	0	2	2
	LH	26	24	11	5	2	1	3
	LL	19	13	13	12	2	1	3
Dependence	H	160	39	12	7	2	3	2
	L	187	41	15	12	3	9	8
	HH	141	21	3	0	0	3	1
	HL	161	22	1	2	1	6	3
	LH	19	18	9	7	2	0	1
	LL	26	19	15	10	2	2	5

Item #47. He knew his job.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	176	38	15	10	4	2	5
	L	171	42	13	9	1	9	5
	HH	155	25	2	0	1	0	1
	HL	147	18	2	2	0	9	3
	LH	21	13	13	10	3	2	4
	LL	24	24	11	7	1	0	2
Viciuity	H	269	50	13	3	3	9	5
	L	78	30	15	16	2	2	5
	HH	242	32	3	2	1	9	3
	HL	60	11	1	0	0	0	1
	LH	27	18	10	1	2	0	2
	LL	18	19	14	16	2	2	4
Homogeneity	H	241	53	12	10	3	9	5
	L	106	27	16	9	2	2	5
	HH	212	32	3	2	0	8	4
	HL	90	11	1	0	1	1	0
	LH	29	21	9	8	3	1	1
	LL	16	16	15	9	1	1	5
Flexibility	H	198	39	13	11	3	9	7
	L	149	41	15	8	2	2	3
	HH	175	18	2	2	1	8	3
	HL	127	25	2	0	0	1	1
	LH	23	21	11	9	2	1	4
	LL	22	16	13	8	2	1	2
Permeability	H	194	35	15	11	2	9	8
	L	153	46	13	8	3	2	2
	HH	173	20	3	1	1	8	3
	HL	129	23	1	1	0	1	1
	LH	21	15	12	10	1	1	5
	LL	24	22	12	7	3	1	1

Item #47. He knew his job.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	163	38	13	8	3	1	6
	L	194	42	15	11	2	10	4
	HH	135	20	2	0	1	1	2
	HL	167	23	2	2	0	6	2
	LH	18	18	11	8	2	0	4
	LL	27	19	13	9	2	2	2
Stability	H	213	46	14	5	3	3	7
	L	134	34	14	14	2	8	3
	HH	188	28	1	1	0	2	3
	HL	114	15	3	1	1	7	1
	LH	25	18	13	4	3	1	4
	LL	20	19	11	13	1	1	2
Intimacy	H	192	46	16	9	3	9	3
	L	155	34	12	10	2	2	7
	HH	173	24	2	2	0	6	3
	HL	129	19	2	0	1	1	1
	LH	19	22	14	7	3	1	0
	LL	26	15	10	10	1	1	6
Autonomy	H	160	29	13	8	4	7	7
	L	167	51	15	11	1	4	3
	HH	140	14	2	2	1	7	4
	HL	162	29	2	0	0	2	0
	LH	20	15	11	6	3	0	3
	LL	25	22	13	11	1	2	3
Position	H	183	51	14	8	1	3	3
	L	164	29	14	11	4	8	7
	HH	160	30	2	1	1	2	1
	HL	142	13	2	1	0	7	3
	LH	23	21	12	7	0	1	2
	LL	22	16	12	10	4	1	4

Item #48. He joined the members in griping about things.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	51	64	75	56	75	26	18
	L	21	29	29	23	21	5	7
Potency	H	29	47	54	47	50	12	13
	L	43	46	50	32	46	19	12
	HH	22	35	42	37	37	12	11
	HL	29	29	33	19	38	14	7
	LH	7	12	12	10	13	0	2
	LL	14	17	17	13	8	5	5
Control	H	34	49	56	55	59	12	16
	L	38	44	48	24	37	19	9
	HH	25	30	45	40	41	10	11
	HL	26	34	30	16	34	16	7
	LH	9	19	11	15	18	2	5
	LL	12	10	18	8	3	3	2
Participation	H	43	66	66	58	72	16	20
	L	29	27	38	21	24	15	5
	HH	33	48	50	40	58	14	15
	HL	18	16	25	16	17	12	3
	LH	10	18	16	18	14	2	5
	LL	11	11	13	5	7	3	2
Hedonic Tone	H	56	65	78	62	75	25	20
	L	16	28	26	17	21	6	5
	HH	42	52	64	50	61	24	16
	HL	9	12	11	6	14	2	2
	LH	14	13	14	12	14	1	4
	LL	7	16	15	11	7	4	3
Dependence	H	27	48	51	36	40	15	8
	L	45	45	53	43	56	16	17
	HH	20	32	41	25	32	12	7
	HL	31	32	34	31	43	14	11
	LH	7	16	10	11	8	3	1
	LL	14	13	19	12	13	2	6

Item #48. He joined the members in griping about things.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	33	43	54	50	43	14	13
	L	39	50	50	29	53	17	12
	HH	24	31	39	35	31	12	12
	HL	27	33	36	21	44	14	6
	LH	9	12	15	15	12	2	1
	LL	12	17	14	8	9	3	6
Vicidity	H	54	67	63	58	72	25	13
	L	18	26	41	21	24	6	12
	HH	41	60	54	50	64	24	9
	HL	10	14	21	6	11	2	9
	LH	13	17	9	8	8	1	4
	LL	8	12	20	15	13	4	3
Homogeneity	H	51	58	68	50	70	24	12
	L	21	35	36	29	26	7	13
	HH	36	42	54	37	60	22	10
	HL	15	22	21	19	15	4	8
	LH	15	16	14	13	10	2	2
	LL	6	13	15	10	11	3	5
Flexibility	H	47	47	53	33	62	20	18
	L	25	46	51	46	34	11	7
	HH	35	32	38	26	48	16	14
	HL	16	32	37	30	27	10	4
	LH	12	15	15	7	14	4	4
	LL	9	14	14	16	7	1	3
Permeability	H	39	47	55	41	53	20	19
	L	33	46	49	38	43	11	6
	HH	31	34	39	29	44	17	15
	HL	20	30	36	27	31	9	3
	LH	8	13	16	12	9	3	4
	LL	13	16	13	11	12	2	3

Item #48. He joined the members in griping about things.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	28	42	46	37	44	12	13
	L	44	51	58	42	52	19	12
	HH	21	24	35	27	33	10	11
	HL	30	40	40	29	42	16	7
	LH	7	18	11	10	11	2	2
	LL	14	11	18	13	10	3	5
Stability	H	37	57	66	45	54	17	15
	L	35	36	38	34	42	14	10
	HH	27	40	51	34	47	14	10
	HL	24	24	24	22	28	12	8
	LH	10	17	15	11	7	3	5
	LL	11	12	14	12	14	2	2
Intimacy	H	46	52	62	43	51	17	7
	L	26	41	42	36	45	14	18
	HH	35	36	48	31	40	16	6
	HL	16	28	27	25	35	10	12
	LH	11	16	14	12	11	1	1
	LL	10	13	15	11	10	4	6
Autonomy	H	44	38	47	25	49	12	13
	L	28	55	57	54	47	19	12
	HH	32	23	33	21	39	10	12
	HL	19	41	42	35	36	16	6
	LH	12	15	14	4	10	2	1
	LL	9	14	15	19	11	3	6
Position	H	37	48	62	44	48	14	10
	L	35	45	42	35	48	17	15
	HH	25	32	50	32	39	13	6
	HL	26	32	25	24	36	13	12
	LH	12	16	12	12	9	1	4
	LL	9	13	17	11	12	4	3

Item #49. He believed in the group's purpose.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	308	36	4	2	0	7	8
	L	73	33	7	2	1	5	14
Potency	H	206	35	2	1	0	2	6
	L	175	34	9	3	1	10	16
	HH	173	20	1	0	0	1	1
	HL	135	16	3	2	0	6	7
	LH	33	15	1	1	0	1	5
	LL	40	18	6	1	1	4	9
Control	H	214	45	4	2	0	6	10
	L	167	24	7	2	1	6	12
	HH	169	24	3	1	0	2	3
	HL	139	12	1	1	0	5	5
	LH	45	21	1	1	0	4	7
	LL	28	12	6	1	1	1	7
Participation	H	272	47	5	1	0	5	11
	L	109	22	6	3	1	7	11
	HH	225	23	3	0	0	2	5
	HL	83	13	1	2	0	5	3
	LH	47	24	2	1	0	3	6
	LL	26	9	5	1	1	2	8
Hedonic Tone	H	319	47	2	0	0	3	10
	L	62	22	9	4	1	9	12
	HH	269	30	1	0	0	3	6
	HL	39	6	3	2	0	4	2
	LH	50	17	1	0	0	0	4
	LL	23	16	6	2	1	5	10
Dependence	H	168	36	4	3	0	5	9
	L	213	33	7	1	1	7	13
	HH	139	20	3	2	0	2	3
	HL	169	16	1	0	0	5	5
	LH	29	16	1	1	0	3	6
	LL	44	17	6	1	1	2	8

Item #49. He believed in the group's purpose.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	194	33	5	4	0	4	10
	L	167	36	6	0	1	8	12
	HH	157	17	2	2	0	2	4
	HL	151	19	2	0	0	5	4
	LH	37	16	3	2	0	2	6
	LL	36	17	4	0	1	3	8
Vicidity	H	296	40	3	1	1	5	6
	L	85	29	8	3	0	7	16
	HH	257	26	1	1	0	4	3
	HL	51	10	3	1	0	3	5
	LH	39	14	2	0	1	1	3
	LL	34	19	5	2	0	4	11
Homogeneity	H	260	42	7	3	0	8	13
	L	121	27	4	1	1	4	9
	HH	220	26	3	2	0	5	5
	HL	88	10	1	0	0	2	3
	LH	40	16	4	1	0	3	8
	LL	33	17	3	1	1	2	6
Flexibility	H	219	34	7	2	0	8	10
	L	162	35	4	2	1	4	12
	HH	178	19	2	1	0	6	3
	HL	130	17	2	1	0	1	5
	LH	41	15	5	1	0	2	7
	LL	32	18	2	1	1	3	7
Permeability	H	209	31	8	2	1	9	14
	L	172	38	3	2	0	3	8
	HH	178	17	2	1	0	6	5
	HL	130	19	2	1	0	1	3
	LH	31	14	6	1	1	3	9
	LL	42	19	1	1	0	2	5

Item #49. He believed in the group's purpose.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	165	38	3	3	0	4	9
	L	216	31	8	1	1	8	13
	HH	137	19	1	1	0	1	2
	HL	171	17	3	1	0	6	6
	LH	28	19	2	2	0	3	7
	LL	45	14	5	0	1	2	7
Stability	H	232	35	8	3	1	2	10
	L	149	34	3	1	0	10	12
	HH	195	20	3	1	0	1	3
	HL	113	16	1	1	0	6	5
	LH	37	15	5	2	1	1	7
	LL	36	18	2	0	0	4	7
Intimacy	H	209	41	7	1	1	6	13
	L	172	28	4	3	0	6	9
	HH	176	23	2	1	0	5	5
	HL	132	13	2	1	0	2	3
	LH	33	18	5	0	1	1	8
	LL	40	15	2	2	0	4	6
Autonomy	H	177	30	7	1	1	4	8
	L	204	39	4	3	0	8	14
	HH	145	13	3	0	0	4	5
	HL	163	23	1	2	0	3	3
	LH	32	17	4	1	1	0	3
	LL	41	16	3	1	0	6	11
Position	H	211	30	5	1	1	4	11
	L	170	39	6	3	0	8	11
	HH	171	13	4	1	0	3	5
	HL	137	23	0	1	0	4	3
	LH	40	17	1	0	1	1	6
	LL	33	16	6	2	0	4	8

Item #50. He did a good job of selling his ideas.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	193	121	26	1	3	12	9
	L	16	31	44	25	10	6	3
Potency	H	120	69	33	9	6	9	6
	L	89	83	37	17	7	9	6
	HH	116	56	9	1	1	8	5
	HL	77	65	17	0	2	4	4
	LH	4	13	24	8	5	1	1
	LL	12	18	20	17	5	5	2
Control	H	117	76	43	17	9	13	6
	L	92	76	27	9	4	5	6
	HH	112	60	12	1	2	10	5
	HL	81	61	14	0	1	2	4
	LH	5	16	31	16	7	3	1
	LL	11	15	13	9	3	3	2
Participation	H	148	100	49	15	8	13	8
	L	61	52	21	11	5	5	4
	HH	140	81	17	1	2	10	7
	HL	53	40	9	0	1	2	2
	LH	8	19	32	14	6	3	1
	LL	8	12	12	11	4	3	2
Hedonic Tone	H	174	127	39	9	8	14	10
	L	35	25	31	17	5	4	2
	HH	165	106	15	1	3	11	6
	HL	28	15	11	0	0	1	1
	LH	9	21	24	8	5	3	2
	LL	7	10	20	17	5	3	1
Dependence	H	107	64	30	10	6	5	3
	L	102	88	40	16	7	13	9
	HH	102	52	9	0	1	3	2
	HL	91	69	17	1	2	9	7
	LH	5	12	21	10	5	2	1
	LL	11	19	23	15	5	4	2

Item #50. He did a good job of selling his ideas.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	100	83	32	15	6	9	5
	L	109	69	38	11	7	9	7
	HH	92	70	12	0	1	5	4
	HL	101	51	14	1	2	7	5
	LH	8	13	20	15	5	4	1
	LL	8	18	24	10	5	2	2
Viciidity	H	170	117	32	6	6	12	9
	L	39	35	38	20	7	6	3
	HH	162	94	16	1	2	9	8
	HL	31	27	10	0	1	3	1
	LH	8	23	16	5	4	3	1
	LL	8	8	28	20	6	3	2
Homogeneity	H	146	102	42	13	9	12	9
	L	63	50	28	13	4	6	3
	HH	139	82	21	0	3	9	7
	HL	54	39	5	1	0	3	2
	LH	7	20	21	13	6	3	2
	LL	9	11	23	12	4	3	1
Flexibility	H	127	77	34	10	9	15	8
	L	82	75	36	16	4	3	4
	HH	118	56	14	1	3	10	7
	HL	75	65	12	0	0	2	2
	LH	9	21	20	9	6	5	1
	LL	7	10	24	16	4	1	2
Permeability	H	116	84	30	17	5	13	9
	L	93	68	40	9	8	5	3
	HH	108	71	14	1	0	8	7
	HL	85	50	12	0	3	4	2
	LH	8	13	16	16	5	5	2
	LL	8	18	28	9	5	1	1

Item #50. He did a good job of selling his ideas.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	91	63	31	11	8	12	6
	L	118	89	39	15	5	6	6
	HH	87	48	12	0	1	9	4
	HL	106	73	14	1	2	3	5
	LH	4	15	19	11	7	3	2
	LL	12	16	25	14	3	3	1
Stability	H	140	81	36	12	7	8	7
	L	69	71	34	14	6	10	5
	HH	130	65	15	1	1	5	6
	HL	63	56	11	0	2	7	3
	LH	10	16	21	11	6	3	1
	LL	6	15	23	14	4	3	2
Intimacy	H	121	82	42	11	10	7	5
	L	88	70	28	15	3	11	7
	HH	116	64	17	1	3	6	5
	HL	77	57	9	0	0	6	4
	LH	5	18	25	10	7	1	0
	LL	11	13	19	15	3	5	3
Autonomy	H	105	69	24	9	8	7	6
	L	104	83	45	17	5	11	6
	HH	96	50	11	0	3	5	5
	HL	97	71	15	1	0	7	4
	LH	9	19	13	9	5	2	1
	LL	7	12	31	16	5	4	2
Position	H	111	82	42	12	7	6	3
	L	98	70	28	14	6	12	9
	HH	106	62	18	1	3	4	3
	HL	87	59	8	0	0	8	6
	LH	5	20	24	11	4	2	0
	LL	11	11	20	14	6	4	3

Item #51. He was easy to talk to.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	278	62	15	3	3	0	4
	L	46	36	24	12	13	0	2
Potency	H	172	52	16	7	3	0	2
	L	154	46	23	8	13	0	4
	HH	155	32	6	1	0	0	2
	HL	123	30	9	2	3	0	2
	LH	17	20	10	6	3	0	0
	LL	31	16	14	6	10	0	2
Control	H	173	61	27	9	8	0	3
	L	153	37	12	6	8	0	3
	HH	147	39	10	2	2	0	2
	HL	131	23	5	1	1	0	2
	LH	26	22	17	7	6	0	1
	LL	22	14	7	5	7	0	1
Participation	H	226	67	29	9	8	0	2
	L	100	31	10	6	8	0	4
	HH	200	41	12	2	1	0	2
	HL	78	21	3	1	2	0	2
	LH	26	26	17	7	7	0	0
	LL	22	10	7	5	6	0	2
Hedonic Tone	H	270	73	24	6	5	0	3
	L	56	25	15	9	11	0	3
	HH	241	49	14	1	2	0	2
	HL	37	13	1	2	1	0	2
	LH	29	24	10	5	3	0	1
	LL	19	12	14	7	10	0	1
Dependence	H	154	40	17	6	8	0	0
	L	172	58	22	9	6	0	6
	HH	134	25	7	1	2	0	0
	HL	144	37	8	2	1	0	4
	LH	20	15	10	5	6	0	0
	LL	28	21	14	7	7	0	2

Item #51. He was easy to talk to.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	155	52	17	8	12	0	6
	L	171	48	22	7	4	0	0
	HH	131	36	8	3	2	0	4
	HL	147	26	7	0	1	0	0
Violatility	HH	131	36	8	3	2	0	4
	HL	147	26	7	0	1	0	0
	LH	24	16	9	8	10	0	2
	LL	24	20	15	7	3	0	0
Homogeneity	H	262	71	17	5	2	0	5
	L	74	27	22	10	14	0	1
	HH	229	46	11	2	1	0	3
	HL	49	16	4	1	2	0	1
Flexibility	HH	229	46	11	2	1	0	3
	HL	49	16	4	1	2	0	1
	LH	23	25	6	3	1	0	2
	LL	25	11	18	9	12	0	0
Permeability	H	227	62	26	9	7	0	2
	L	99	369	13	6	9	0	4
	HH	201	41	12	2	3	0	2
	HL	77	21	3	1	0	0	2
Size	HH	201	41	12	2	3	0	2
	HL	77	21	3	1	0	0	2
	LH	26	21	14	7	4	0	0
	LL	22	15	10	8	9	0	2
Flexibility	H	194	52	12	9	9	0	4
	L	132	46	27	6	7	0	2
	HH	164	31	7	2	2	0	3
	HL	114	31	8	1	1	0	1
Permeability	HH	164	31	7	2	2	0	3
	HL	114	31	8	1	1	0	1
	LH	30	21	5	7	7	0	1
	LL	18	15	19	5	6	0	1
Size	H	182	54	18	10	6	0	4
	L	144	44	21	5	10	0	2
	HH	160	38	3	3	0	0	3
	HL	118	24	10	0	3	0	1
Violatility	HH	160	38	3	3	0	0	3
	HL	118	24	10	0	3	0	1
	LH	32	16	13	7	6	0	1
	LL	26	20	11	5	7	0	1

Item #51. He was easy to talk to
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	135	42	21	10	9	0	5
	L	191	56	18	5	7	0	1
	HH	121	25	8	2	1	0	4
	HL	167	37	7	1	2	0	0
Stability	LH	14	17	13	8	8	0	1
	LL	34	19	11	4	5	0	1
	H	194	55	23	4	11	0	4
	L	132	43	16	11	5	0	2
Intimacy	HH	176	32	11	1	1	0	2
	HL	102	30	4	2	2	0	2
	LH	18	23	12	3	10	0	2
	LL	30	13	12	9	3	0	0
Autonomy	H	182	54	24	7	10	0	1
	L	144	44	16	8	6	0	5
	HH	164	32	11	1	3	0	1
	HL	114	30	4	2	0	0	3
Position	LH	18	22	13	6	7	0	0
	LL	30	14	11	6	6	0	2
	H	164	44	12	6	9	0	3
	L	172	54	27	9	7	0	3
Position	HH	130	24	8	3	3	0	2
	HL	148	39	7	0	0	0	2
	LH	24	30	4	3	0	0	1
	LL	24	16	20	9	7	0	1
Position	H	170	58	24	7	4	0	0
	L	156	40	15	8	12	0	6
	HH	147	34	10	3	3	0	0
	HL	131	28	5	0	0	0	4
Position	LH	23	24	14	4	1	0	0
	LL	25	12	10	8	12	0	2

Item #52. He lorded it over the members.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	6	7	17	57	237	26	15
	L	11	22	15	24	47	11	5
Potency	H	4	15	18	36	154	16	9
	L	13	14	14	45	130	21	11
	HH	3	2	10	28	132	14	7
	HL	3	5	7	29	105	12	8
	LH	1	13	8	8	22	2	2
	LL	10	9	7	16	25	9	3
Control	H	12	21	18	44	156	19	11
	L	6	8	14	37	128	18	9
	HH	4	2	10	31	130	16	9
	HL	2	5	7	26	107	10	6
	LH	8	19	8	13	26	3	2
	LL	3	3	7	11	21	6	3
Participation	H	11	18	22	49	205	24	12
	L	6	11	10	32	79	13	8
	HH	5	4	12	33	175	19	10
	HL	1	3	5	24	62	7	5
	LH	6	14	10	16	30	5	2
	LL	5	6	5	8	17	6	3
Hedonic Tone	H	6	16	21	59	234	30	15
	L	11	13	11	22	50	7	5
	HH	5	6	15	45	202	24	12
	HL	1	1	2	12	35	2	3
	LH	1	10	6	14	32	6	3
	LL	10	12	9	10	15	5	2
Dependence	H	8	14	14	37	129	15	8
	L	9	15	18	44	155	22	12
	HH	3	2	8	27	110	12	7
	HL	3	5	9	30	127	14	8
	LH	5	12	6	10	19	3	1
	LL	6	10	9	14	28	8	4

Item #52. He lorded it over the members.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	10	17	18	49	125	18	13
	L	7	12	14	32	159	19	7
	HH	4	5	10	38	106	10	11
	HL	2	2	7	19	131	16	4
	LH	6	12	8	11	19	8	2
	LL	5	10	7	13	28	3	3
Vividity	H	8	11	16	48	223	30	16
	L	9	18	16	33	61	7	4
	HH	6	5	13	39	192	24	13
	HL	0	2	4	18	45	2	2
	LH	2	6	3	9	31	6	3
	LL	9	16	12	15	16	5	2
Homogeneity	H	11	17	15	48	204	23	15
	L	6	12	17	33	80	14	5
	HH	4	4	12	35	175	19	12
	HL	2	3	5	22	62	7	3
	LH	7	13	3	13	29	4	3
	LL	4	9	12	11	18	7	2
Flexibility	H	9	13	16	35	171	24	12
	L	8	16	16	46	113	13	8
	HH	4	4	10	26	139	17	9
	HL	2	3	7	31	98	9	6
	LH	5	9	6	9	32	7	3
	LL	6	13	9	15	15	4	2
Permeability	H	8	11	16	43	160	26	10
	L	9	18	16	38	124	11	10
	HH	3	4	9	30	138	18	7
	HL	3	3	8	27	99	8	8
	LH	5	7	7	13	22	8	3
	LL	6	15	8	11	25	3	2

Item #52. He lorded it over the members.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	10	16	18	30	122	18	8
	L	7	13	14	51	162	19	12
	HH	4	2	11	21	103	14	6
	HL	2	5	6	36	134	12	9
	LH	6	14	7	9	19	4	2
	LL	5	8	8	15	28	7	3
Stability	H	8	18	22	50	189	23	11
	L	9	11	10	31	125	14	9
	HH	3	5	12	40	140	15	8
	HL	3	2	5	17	97	11	7
	LH	5	13	10	10	19	8	3
	LL	6	9	5	14	28	3	2
Intimacy	H	9	19	15	44	163	19	9
	L	8	10	17	37	121	18	11
	HH	5	5	9	31	140	16	6
	HL	1	2	8	26	97	10	9
	LH	4	14	6	13	23	3	3
	LL	7	8	9	11	24	8	2
Autonomy	H	9	11	13	35	131	18	11
	L	8	18	19	46	153	19	9
	HH	4	4	7	27	108	12	8
	HL	2	3	10	30	129	14	7
	LH	5	7	6	8	23	6	3
	LL	6	15	9	16	24	5	2
Position	H	8	13	20	50	149	15	8
	L	9	16	12	31	135	22	12
	HH	6	3	10	37	121	13	7
	HL	0	4	7	20	116	13	8
	LH	2	10	10	13	28	2	1
	LL	9	12	5	11	19	9	4

Item #53. He preferred the company of his superiors.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	21	20	33	73	84	85	49
	L	23	18	7	23	23	18	23
Potency	H	18	19	17	52	56	55	35
	L	26	19	23	44	51	48	37
	HH	10	9	14	41	47	48	27
	HL	11	11	19	32	37	37	22
	LH	8	10	3	11	9	7	8
	LL	15	8	4	12	14	11	15
Control	H	27	21	20	62	65	47	39
	L	17	17	20	34	42	56	33
	HH	11	11	15	46	51	41	27
	HL	10	9	18	27	33	44	22
	LH	16	10	5	16	14	6	12
	LL	7	8	2	7	9	12	11
Participation	H	29	28	21	74	71	73	45
	L	15	10	19	22	36	30	27
	HH	15	15	18	58	56	63	33
	HL	6	5	15	15	28	22	16
	LH	14	13	3	16	15	10	12
	LL	9	5	4	7	8	8	11
Hedonic Tone	H	25	22	33	77	83	89	62
	L	19	16	7	19	24	14	20
	HH	18	16	28	62	71	75	39
	HL	3	4	5	11	13	10	10
	LH	7	6	5	15	12	14	13
	LL	16	12	2	8	11	4	10
Dependence	H	19	11	26	48	52	40	29
	L	25	27	14	48	55	63	43
	HH	7	5	21	38	40	34	24
	HL	14	15	12	35	44	51	25
	LH	12	6	5	10	12	6	5
	LL	11	12	2	13	11	12	18

Item #53. He preferred the company of his superiors.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	21	30	24	37	53	47	38
	L	23	8	16	59	54	56	34
	HH	8	15	23	29	44	38	27
	HL	13	6	10	44	40	47	22
	LH	13	15	1	8	9	9	11
	LL	10	3	6	15	14	9	12
Vicidity	H	24	17	26	67	85	82	51
	L	20	21	14	29	22	21	21
	HH	19	14	23	55	71	73	37
	HL	2	6	10	18	13	12	12
	LH	5	3	3	12	14	9	14
	LL	18	15	4	11	9	9	9
Homogeneity	H	28	24	25	68	79	68	41
	L	16	14	15	28	28	35	31
	HH	17	15	20	53	64	61	31
	HL	4	6	13	20	20	24	18
	LH	11	9	5	15	15	7	10
	LL	12	9	2	8	8	11	13
Flexibility	H	24	20	19	49	60	69	39
	L	20	18	21	47	47	34	33
	HH	16	11	15	38	42	58	29
	HL	5	9	18	35	42	27	20
	LH	8	9	4	11	18	11	10
	LL	15	9	3	12	5	7	13
Permeability	H	25	22	23	50	56	57	41
	L	19	16	17	46	51	46	31
	HH	13	14	20	40	44	48	30
	HL	8	6	13	33	40	37	19
	LH	12	8	3	10	12	9	11
	LL	11	10	4	13	11	9	12

Item #53. He preferred the company of his superiors.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	27	15	19	50	37	42	32
	L	17	23	21	46	70	61	40
	HH	12	7	15	39	28	35	25
	HL	9	13	18	34	56	50	24
	LH	15	8	4	11	9	7	7
	LL	8	10	3	12	14	11	16
Stability	H	25	23	27	58	60	56	42
	L	19	15	13	38	47	47	30
	HH	14	12	22	48	53	47	27
	HL	7	8	11	25	31	38	22
	LH	11	11	5	10	7	9	15
	LL	12	7	2	13	16	9	8
Intimacy	H	21	19	20	64	62	61	31
	L	23	19	20	32	45	42	41
	HH	12	8	16	46	52	54	24
	HL	9	12	17	27	32	31	25
	LH	9	11	4	18	10	7	7
	LL	14	7	3	5	13	11	16
Autonomy	H	16	19	19	31	47	56	40
	L	28	19	21	65	60	47	32
	HH	11	11	17	22	33	48	28
	HL	10	9	16	51	51	37	21
	LH	5	8	2	9	14	8	12
	LL	18	10	5	14	9	10	11
Position	H	24	21	22	53	56	57	30
	L	20	17	18	43	51	46	42
	HH	14	12	19	42	43	48	19
	HL	7	8	14	31	41	37	30
	LH	10	9	3	11	13	9	11
	LL	13	9	4	12	10	9	12

Item #54. He made good plans.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	150	174	20	1	2	11	7
	L	6	35	52	24	6	6	6
Potency	H	86	107	33	10	4	8	4
	L	70	102	39	15	4	9	9
	HH	85	91	11	0	1	6	2
	HL	65	83	9	1	1	5	5
	LH	1	16	22	10	3	2	2
	LL	5	19	30	14	3	4	4
Control	H	86	118	43	10	8	11	6
	L	71	91	29	15	0	6	7
	HH	83	97	11	0	2	6	3
	HL	67	77	9	1	0	5	4
	LH	2	21	32	10	6	5	3
	LL	4	14	20	14	0	1	3
Participation	H	117	134	52	13	7	12	6
	L	39	75	20	12	1	5	7
	HH	115	113	15	0	2	9	4
	HL	35	61	5	1	0	2	3
	LH	2	21	37	13	5	3	2
	LL	4	14	15	11	1	3	4
Hedonic Tone	H	133	171	46	9	3	12	7
	L	23	38	26	16	5	5	6
	HH	130	146	16	1	2	9	5
	HL	20	28	4	0	0	2	2
	LH	3	25	30	8	1	3	2
	LL	3	10	22	16	5	3	4
Dependence	H	78	88	35	9	4	8	3
	L	78	121	37	16	4	9	10
	HH	76	78	10	0	0	5	0
	HL	74	96	10	1	2	6	7
	LH	2	10	25	9	4	3	3
	LL	4	25	27	15	2	3	3

Item #54. He made good plans.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	75	110	38	8	3	7	9
	L	81	99	34	17	5	10	4
	HH	73	89	13	0	0	3	6
	HL	77	86	7	1	2	8	1
	LH	2	21	25	8	3	4	3
	LL	4	14	27	16	3	2	3
Viciidity	H	130	155	38	7	2	12	8
	L	26	54	34	18	6	5	5
	HH	126	135	14	1	2	10	4
	HL	24	39	6	0	0	1	3
	LH	4	20	24	6	0	2	4
	LL	2	15	28	18	6	4	2
Homogeneity	H	122	130	44	12	7	11	7
	L	34	79	28	13	1	6	6
	HH	119	111	16	1	2	8	4
	HL	31	63	4	0	0	3	3
	LH	3	19	28	11	5	3	3
	LL	3	16	24	13	1	3	3
Flexibility	H	93	113	38	10	5	14	7
	L	63	96	34	15	3	3	6
	HH	90	94	10	1	2	9	3
	HL	60	80	10	0	0	2	4
	LH	3	19	28	9	3	5	4
	LL	3	16	24	15	3	1	2
Permeability	H	98	105	32	16	3	11	9
	L	58	104	40	9	5	6	4
	HH	94	92	8	1	0	8	6
	HL	56	82	12	0	2	3	1
	LH	4	13	24	15	3	3	3

Item #54. He made good plans.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	66	86	34	14	5	10	7
	L	90	123	38	11	3	7	6
	HH	65	76	9	1	0	7	3
	HL	85	98	11	0	2	4	4
	LH	1	10	25	13	5	3	4
	LL	5	25	27	11	1	3	2
Stability	H	101	117	43	10	2	8	10
	L	55	92	29	15	6	9	3
	HH	98	97	16	0	1	5	6
	HL	52	77	4	1	1	6	1
	LH	3	20	27	10	1	3	4
	LL	3	15	25	14	5	3	2
Intimacy	H	94	113	38	14	7	9	3
	L	62	96	34	11	1	8	10
	HH	93	97	11	1	2	7	1
	HL	57	77	9	0	0	4	6
	LH	1	16	27	13	5	2	2
	LL	5	19	25	11	1	4	4
Autonomy	H	71	100	28	12	3	7	7
	L	65	109	44	13	5	10	6
	HH	70	81	9	1	2	4	3
	HL	60	93	11	0	0	7	4
	LH	1	19	19	11	1	3	4
	LL	5	16	33	13	5	3	2
Position	H	88	114	38	11	5	5	2
	L	68	95	34	14	3	12	11
	HH	86	93	11	0	2	4	1
	HL	64	81	9	1	0	7	6
	LH	2	21	27	11	3	1	1
	LL	4	14	25	13	3	5	5

Item #55. He was sort of "standoffish."

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	5	10	22	63	235	22	8
	L	13	23	20	25	44	5	5
Potency	H	5	19	21	39	150	14	4
	L	13	14	21	49	129	13	9
	HH	1	7	12	28	131	13	4
	HL	4	3	10	35	104	9	4
	LH	4	12	9	11	19	1	0
	LL	9	11	11	14	25	4	5
Control	H	14	21	26	61	148	14	7
	L	4	12	16	37	131	13	6
	HH	2	9	13	36	125	13	4
	HL	3	1	9	27	110	9	4
	LH	12	12	13	15	23	1	3
	LL	1	11	7	10	21	4	2
Participation	H	13	22	28	67	193	21	7
	L	5	11	14	31	86	6	6
	HH	2	8	14	43	167	19	5
	HL	3	2	8	20	68	3	3
	LH	11	14	14	14	26	2	2
	LL	2	9	6	11	18	3	3
Hedonic Tone	H	7	20	27	62	233	24	8
	L	11	13	15	26	46	3	5
	HH	4	8	19	47	204	21	6
	HL	1	2	3	16	31	1	2
	LH	3	12	8	15	29	3	2
	LL	10	11	12	10	15	2	3
Dependence	H	11	11	19	43	130	6	5
	L	7	22	23	45	149	21	8
	HH	2	4	11	29	114	5	4
	HL	3	6	11	34	121	17	4
	LH	9	7	8	14	16	1	1
	LL	4	16	12	11	28	4	4

Item #55. He was sort of "standoffish".
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	10	21	20	53	125	14	7
	L	8	12	22	35	154	13	6
	HH	3	5	14	44	103	11	4
	HL	2	5	8	19	132	11	4
	LH	7	16	6	9	22	3	3
	LL	6	7	14	16	22	2	2
Viciidity	H	5	17	21	52	222	24	11
	L	13	16	21	36	57	3	2
	HH	4	9	14	42	194	22	7
	HL	1	1	8	21	41	0	1
	LH	1	8	7	10	28	2	4
	LL	12	15	13	15	16	3	1
Homogeneity	H	11	19	21	54	199	20	9
	L	7	14	21	34	80	7	4
	HH	2	7	13	40	174	18	7
	HL	3	3	9	23	61	4	1
	LH	9	12	8	14	25	2	2
	LL	4	11	12	11	19	3	3
Flexibility	H	6	18	19	37	175	16	9
	L	12	15	23	51	104	11	4
	HH	3	5	10	25	147	13	6
	HL	2	5	12	38	88	9	2
	LH	3	13	9	12	28	3	3
	LL	10	10	11	13	16	2	2
Permeability	H	9	16	24	47	152	18	8
	L	9	17	18	41	127	9	5
	HH	2	5	14	37	131	14	6
	HL	3	5	8	26	104	8	2
	LH	7	11	10	10	21	4	2
	LL	6	12	10	15	23	1	3

Item #55. He was sort of "standoffish".
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	12	18	21	43	111	9	8
	L	6	15	21	45	168	18	5
	HH	3	7	10	29	98	6	6
	HL	2	3	12	34	137	14	2
	LH	9	11	11	14	13	1	2
	LL	4	12	9	11	31	4	3
Stability	H	7	18	22	57	167	14	6
	L	11	15	20	31	112	13	7
	HH	2	5	10	42	149	12	3
	HL	3	5	12	21	86	10	5
	LH	5	13	12	15	18	2	3
	LL	8	10	8	10	26	3	2
Intimacy	H	8	22	19	48	164	13	4
	L	10	11	23	40	118	14	9
	HH	2	7	8	34	147	11	3
	HL	3	3	14	29	88	11	5
	LH	6	15	11	14	17	2	1
	LL	7	8	9	11	27	3	4
Autonomy	H	6	15	17	27	143	12	8
	L	12	18	25	61	136	15	5
	HH	3	5	8	17	121	10	6
	HL	2	5	14	46	114	12	2
	LH	3	10	9	10	22	2	2
	LL	10	13	11	15	22	3	3
Position	H	8	18	23	48	150	11	5
	L	10	15	19	40	129	16	8
	HH	3	7	10	36	128	10	3
	HL	2	3	12	27	107	12	5
	LH	5	11	13	12	22	1	2
	LL	8	12	7	13	22	4	3

Item #56. He made subordinates feel inferior.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.

Leadership	H	7	4	25	71	225	21	12
	L	10	23	21	23	44	8	6
Potency	H	7	14	21	42	146	14	9
	L	10	13	25	52	124	15	9
	H	4	2	13	33	125	12	7
	L	10	13	25	52	124	15	9
	H	4	2	13	33	125	12	7
	L	10	13	25	52	124	15	9
	H	4	2	13	33	125	12	7
	L	10	13	25	52	124	15	9
Control	H	16	20	28	48	143	15	11
	L	1	7	18	46	126	14	7
	H	6	3	18	38	117	13	7
	L	10	17	10	10	26	2	4
	H	6	3	18	38	117	13	7
	L	10	17	10	10	26	2	4
Participation	H	14	19	20	55	191	19	13
	L	3	8	16	39	78	10	5
	H	6	3	18	41	165	15	10
	L	1	1	7	30	60	6	2
	H	6	3	18	41	165	15	10
	L	1	1	7	30	60	6	2
	H	6	3	18	41	165	15	10
	L	1	1	7	30	60	6	2
Hedonic Tone	H	5	15	26	71	230	21	13
	L	12	12	20	23	39	8	15
	H	5	3	16	58	200	17	10
	L	2	1	9	13	26	4	2
	H	5	3	16	58	200	17	10
	L	2	1	9	13	26	4	2
Dependence	H	10	13	21	44	120	8	9
	L	7	14	25	50	149	21	9
	H	4	1	14	34	102	7	7
	L	6	12	7	10	18	1	4

Item #56. He made subordinates feel inferior.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	10	16	26	51	124	12	11
	L	7	11	20	43	145	17	7
	HH	5	4	16	42	104	6	7
	HL	2	0	9	29	121	15	5
	LH	5	12	10	9	20	6	4
	LL	5	11	11	14	24	2	2
Vividity	H	6	10	22	64	216	20	14
	L	11	17	24	30	53	9	4
	HH	6	3	14	52	189	18	10
	HL	1	1	11	19	36	3	2
	LH	0	7	8	12	27	2	4
	LL	10	16	13	11	17	6	2
Homogeneity	H	14	13	29	51	195	22	9
	L	3	14	17	43	74	7	9
	HH	7	1	17	41	167	19	9
	HL	0	3	8	30	58	2	3
	LH	7	12	12	10	28	3	0
	LL	3	11	9	15	16	5	6
Flexibility	H	7	11	21	43	167	21	10
	L	10	16	25	51	102	8	8
	HH	3	0	15	33	135	16	7
	HL	4	4	10	38	90	5	5
	LH	4	11	6	10	32	5	3
	LL	6	12	15	13	12	3	3
Permeability	H	5	13	20	52	158	14	12
	L	12	14	26	42	111	15	6
	HH	1	3	13	36	139	10	7
	HL	6	1	12	35	86	1	5
	LH	4	10	7	16	19	4	5
	LL	6	13	14	7	25	4	1

Item #56. He made subordinates feel inferior.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	10	18	20	39	116	8	11
	L	7	9	26	55	153	21	7
	HH	2	2	13	28	101	7	8
	HL	5	2	12	43	124	14	4
	LH	8	16	7	11	15	1	3
	LL	2	7	14	12	29	7	3
Stability	H	7	16	26	61	156	14	11
	L	10	11	20	33	113	15	7
	HH	4	2	12	51	138	9	7
	HL	3	2	13	20	87	12	5
	LH	3	14	14	10	18	5	4
	LL	7	9	7	13	26	3	2
Intimacy	H	10	14	28	43	152	21	10
	L	7	13	18	51	117	8	8
	HH	5	1	16	32	132	17	9
	HL	2	3	9	39	93	4	3
	LH	5	13	12	11	20	4	1
	LL	5	10	9	12	24	4	5
Autonomy	H	5	8	20	33	133	19	10
	L	12	19	26	61	136	10	8
	HH	3	1	12	24	109	14	7
	HL	4	3	13	47	116	7	5
	LH	2	7	8	9	24	5	3
	LL	8	16	13	14	20	3	3
Position	H	10	13	26	50	139	13	12
	L	7	14	20	44	130	16	6
	HH	7	2	15	37	117	10	9
	HL	0	2	10	34	108	11	3
	LH	3	11	11	13	22	3	3
	LL	7	12	10	10	22	5	3

Item #57. He could take it when the going was tough.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	206	91	15	0	0	37	16
	L	22	34	23	19	5	14	18
Potency	H	130	59	21	10	1	19	12
	L	98	66	17	9	4	32	22
	HH	122	44	7	0	0	16	7
	HL	84	47	8	0	0	21	9
	LH	8	15	14	10	1	3	5
	LL	14	19	9	9	4	11	13
Control	H	140	65	28	11	4	18	15
	L	88	60	10	8	1	33	19
	HH	127	42	11	0	0	15	7
	HL	79	49	4	0	0	22	9
	LH	13	23	17	11	4	3	8
	LL	9	11	6	8	1	11	10
Participation	H	174	82	29	12	3	27	14
	L	54	43	9	7	2	24	20
	HH	158	57	12	0	0	23	8
	HL	48	34	3	0	0	14	8
	LH	16	25	17	12	3	4	6
	LL	6	9	6	7	2	10	12
Hedonic Tone	H	189	95	27	5	0	40	25
	L	39	30	11	14	5	11	9
	HH	178	72	13	0	0	31	15
	HL	28	19	2	0	0	6	1
	LH	11	23	14	5	0	9	10
	LL	11	11	9	14	5	5	8
Dependence	H	115	53	19	9	4	15	10
	L	113	72	19	10	1	36	24
	HH	106	39	10	0	0	12	3
	HL	100	53	5	0	0	25	13
	LH	9	15	9	9	4	3	1
	LL	13	19	14	10	1	11	11

Item #57. He could take it when the going was tough.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	111	69	18	7	3	21	21
	L	117	56	20	12	2	30	13
	HH	102	51	8	0	0	13	10
	HL	104	40	7	0	0	24	6
Violdity	LH	9	18	10	7	3	8	11
	LL	13	16	13	12	2	6	7
	H	187	82	17	7	0	38	21
	L	41	43	21	12	5	15	13
Homogeneity	HH	176	63	9	0	0	31	13
	HL	30	28	6	0	0	6	3
	LH	11	19	8	7	0	7	8
	LL	11	15	15	12	5	7	10
Flexibility	H	167	86	19	10	4	30	17
	L	61	39	19	9	1	21	17
	HH	154	65	10	0	0	25	7
	HL	52	26	5	0	0	12	9
Permeability	LH	13	21	9	10	4	5	10
	LL	9	13	14	9	1	9	8
	H	131	70	17	9	3	33	17
	L	97	55	21	10	2	18	17
Permeability	HH	121	51	6	0	0	23	8
	HL	85	40	9	0	0	14	8
	LH	10	19	11	9	3	10	9
	LL	12	15	12	10	2	4	9
Permeability	H	132	66	16	11	2	28	17
	L	96	57	22	8	3	23	17
	HH	120	53	5	0	0	22	9
	HL	86	38	10	0	0	15	7
Permeability	LH	12	15	11	11	2	6	8
	LL	10	19	12	8	3	8	10

Item #57. He could take it when the going was tough.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	109	50	19	11	3	17	13
	L	119	75	19	8	2	34	21
	HH	98	38	6	0	0	14	5
	HL	108	53	9	0	0	23	11
	LH	11	12	13	11	3	3	8
	LL	11	22	10	8	2	11	10
Stability	H	144	73	24	11	2	23	14
	L	84	52	14	8	3	28	20
	HH	131	55	13	0	0	18	6
	HL	75	36	2	0	0	19	10
	LH	13	18	11	11	2	5	8
	LL	9	16	12	8	3	9	10
Intimacy	H	141	61	23	11	3	26	13
	L	87	64	15	8	2	25	21
	HH	131	45	10	0	0	21	5
	HL	75	46	5	0	0	16	11
	LH	10	16	13	11	3	5	8
	LL	12	18	10	8	2	9	10
Autonomy	H	102	54	18	6	2	28	18
	L	126	71	20	13	3	23	16
	HH	95	39	6	0	0	19	11
	HL	111	52	9	0	0	18	5
	LH	7	15	12	6	2	9	7
	LL	15	19	11	13	3	5	11
Position	H	126	73	23	10	1	19	11
	L	102	52	15	9	4	32	23
	HH	117	49	10	0	0	16	5
	HL	89	42	5	0	0	21	11
	LH	9	24	13	10	1	3	6
	LL	13	10	10	9	4	11	12

Item #58. He could see both sides of a question.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	177	146	29	3	0	4	6
	L	20	31	35	32	7	3	7
Potency	H	109	92	23	12	3	2	6
	L	88	85	36	23	4	5	7
	HH	102	79	10	1	0	1	3
	HL	75	67	19	2	0	3	3
	LH	7	13	18	11	3	1	3
	LL	13	18	17	21	4	2	4
Control	H	112	101	35	20	4	3	6
	L	85	76	29	15	3	4	7
	HH	99	83	15	1	0	1	3
	HL	78	63	14	2	0	3	3
	LH	13	18	20	19	4	2	3
	LL	7	13	15	13	3	1	4
Participation	H	148	111	46	22	4	3	7
	L	49	66	18	13	3	4	6
	HH	136	94	20	2	0	2	4
	HL	41	52	9	1	0	2	2
	LH	12	17	26	20	4	1	3
	LL	8	14	9	12	3	2	4
Hedonic Tone	H	169	137	44	13	3	5	10
	L	28	40	20	22	4	2	3
	HH	156	120	21	3	0	3	6
	HL	21	26	8	0	0	1	0
	LH	13	17	23	10	3	2	4
	LL	7	14	12	22	4	1	3
Dependence	H	91	74	33	15	3	2	7
	L	106	103	31	20	4	5	6
	HH	84	65	15	1	0	1	3
	HL	93	81	14	2	0	3	3
	LH	7	9	18	14	3	1	4
	LL	13	22	17	18	4	2	3

Item #58. He could see both sides of a question.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	99	87	32	19	4	1	8
	L	98	90	32	16	3	6	5
	HH	90	69	18	2	0	0	5
	HL	87	77	11	1	0	4	1
	LH	9	18	14	17	4	1	3
	LL	11	13	21	15	3	2	4
Viciidity	H	166	126	32	10	3	6	9
	L	31	51	32	25	4	1	4
	HH	155	111	15	2	0	4	5
	HL	22	35	14	1	0	0	1
	LH	11	15	17	8	3	2	4
	LL	9	16	18	24	4	1	3
Homogeneity	H	145	114	38	19	5	6	6
	L	52	63	26	16	2	1	7
	HH	131	103	17	2	0	4	4
	HL	46	43	12	1	0	0	2
	LH	14	11	21	17	6	2	2
	LL	6	20	14	15	2	1	5
Flexibility	H	119	94	32	15	6	7	7
	L	78	83	32	20	1	0	6
	HH	106	76	18	1	0	4	4
	HL	71	70	11	2	0	0	2
	LH	13	18	14	14	6	3	3
	LL	7	13	21	18	1	0	4
Permeability	H	116	89	35	18	4	3	8
	L	81	88	29	17	3	3	5
	HH	105	77	18	2	0	3	4
	HL	72	69	11	1	0	1	2
	LH	11	12	17	16	4	1	4
	LL	9	19	18	16	3	2	3

Item #58. He could see both sides of a question.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	82	77	29	17	6	4	7
	L	115	100	35	18	1	3	6
	HH	76	66	13	1	0	2	3
	HL	101	80	16	2	0	2	3
	LH	6	11	16	16	6	2	4
	LL	14	20	19	16	1	1	3
Stability	H	126	101	34	18	5	2	5
	L	71	75	30	17	2	5	8
	HH	117	86	16	1	0	1	2
	HL	60	60	13	2	0	3	4
	LH	9	15	18	17	5	1	3
	LL	11	16	17	15	2	2	4
Intimacy	H	106	97	41	21	3	5	5
	L	91	80	23	14	4	2	8
	HH	100	88	16	1	0	4	3
	HL	77	68	13	2	0	0	3
	LH	6	9	25	20	3	1	2
	LL	14	22	10	12	4	2	5
Autonomy	H	96	78	25	17	3	3	6
	L	101	99	39	18	4	4	7
	HH	86	63	15	2	0	2	2
	HL	91	63	14	1	0	2	4
	LH	10	15	10	15	3	1	4
	LL	10	16	25	17	4	2	3
Position	H	108	92	41	13	2	1	6
	L	89	85	23	22	5	6	7
	HH	99	74	18	2	0	1	3
	HL	78	72	11	1	0	3	3
	LH	9	18	23	11	2	0	3
	LL	11	13	12	21	5	3	4

Item #59. He was willing to cooperate with others.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	272	81	7	2	0	2	1
	L	42	39	29	19	1	1	4
	H	161	60	19	7	1	1	3
	L	153	60	17	14	0	2	2
Potency	H	146	45	2	1	0	1	1
	HL	126	36	5	1	0	1	0
	LH	15	15	17	6	1	0	2
	LL	27	24	12	13	0	1	2
Control	H	168	70	24	12	1	2	4
	L	146	60	12	9	0	1	1
	HH	147	48	4	1	0	1	1
	HL	125	33	3	1	0	1	0
Participation	LH	21	22	20	11	1	1	3
	LL	21	17	9	8	0	0	1
	H	218	78	27	14	1	1	2
	L	96	42	9	7	0	2	3
Hedonic Tone	HH	195	55	5	1	0	1	1
	HL	77	26	2	1	0	1	0
	LH	23	23	22	13	1	0	1
	LL	19	16	7	6	0	1	3
Dependence	H	259	67	21	8	1	2	3
	L	65	33	15	13	0	1	2
	HH	232	67	5	2	0	2	1
	HL	40	14	2	0	0	0	0
Independence	LH	27	20	16	6	1	0	2
	LL	15	19	13	13	0	1	2
	H	136	62	16	7	1	2	1
	L	178	58	20	14	0	1	4
Dependence	HH	123	45	2	0	0	1	0
	HL	149	38	5	2	0	1	1
	LH	13	19	14	7	1	1	1
	LL	28	20	18	12	0	0	3

#59. He was willing to co-operate with others.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	159	56	18	12	0	1	4
	L	155	64	18	9	1	2	1
	HH	137	41	3	1	0	1	1
	HL	135	40	4	1	0	1	0
	LH	22	15	15	11	0	0	3
Violatility	LL	20	34	14	8	1	1	1
	H	246	78	16	5	1	3	3
	L	68	42	20	16	0	0	2
	HH	224	59	4	2	0	2	1
	HL	48	22	3	0	0	0	0
Flexibility	LH	22	19	12	3	1	1	2
	LL	213	81	20	14	1	3	1
	H	181	69	12	10	1	3	4
	L	133	51	24	11	0	0	1
	HH	156	46	3	1	0	2	1
Permeability	HL	116	35	4	1	0	0	0
	LH	25	23	9	9	1	1	3
	LL	17	16	20	10	0	0	1
	H	176	64	19	11	0	1	3
	L	138	56	17	10	1	2	2
Homogeneity	HH	156	46	4	1	0	1	1
	HL	116	35	3	1	0	1	0
	LH	20	18	15	10	0	0	2
	LL	22	21	14	9	1	1	2
	H	213	81	20	14	1	3	1
	L	101	39	16	7	0	0	4
	HH	191	51	5	2	0	2	0
	HL	81	20	2	0	0	0	1
	LH	22	20	14	12	1	1	1
	LL	20	19	14	7	0	0	3

Item #59. He was willing to cooperate with others.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	134	56	12	12	1	3	4
	L	180	64	24	9	0	0	1
	HH	122	34	2	0	0	2	1
	HL	150	47	5	2	0	0	0
	LH	12	22	10	12	1	1	3
	LL	30	17	19	7	0	0	1
stability	H	191	66	23	8	1	0	3
	L	123	55	13	13	0	3	2
	HH	172	46	5	1	0	0	0
	HL	100	36	2	1	0	2	1
	LH	19	20	18	7	1	0	3
	LL	23	19	11	12	0	1	1
Intimacy	H	164	76	21	13	1	1	2
	L	150	44	15	8	0	2	3
	HH	149	56	5	1	0	1	0
	HL	123	25	2	1	0	1	1
	LH	15	20	16	12	1	0	2
	LL	27	19	13	7	0	1	2
Autonomy	H	149	52	14	7	1	1	4
	L	163	68	22	14	0	2	1
	HH	128	35	4	2	0	1	0
	HL	144	46	3	0	0	1	1
	LH	21	17	10	5	1	0	4
	LL	21	22	19	14	0	1	0
Position	H	161	66	26	7	1	0	2
	L	153	54	10	14	0	3	3
	HH	143	46	6	2	0	0	0
	HL	129	35	1	0	0	2	1
	LH	18	20	20	5	1	0	2
	LL	24	19	9	14	0	1	2

Item #60. He knew the technical details of the job.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	227	78	18	3	0	36	3
	L	45	31	22	12	5	11	9
Potency	H	147	53	22	8	2	17	3
	L	125	56	18	7	3	30	9
	HH	129	43	10	2	0	12	0
	HL	98	35	8	1	0	24	3
	LH	18	10	12	6	2	5	3
	LL	27	21	10	6	3	6	6
Control	H	160	60	25	8	4	17	7
	L	112	49	15	7	1	30	5
	HH	132	42	12	2	0	13	1
	HL	95	36	6	1	0	23	2
	LH	28	18	13	6	4	4	6
	LL	17	13	9	6	1	7	3
Participation	H	194	74	29	9	4	26	5
	L	78	35	11	6	1	21	7
	HH	167	56	13	2	0	19	1
	HL	60	22	5	1	0	17	2
	LH	27	18	16	7	4	7	4
	LL	18	15	6	5	1	4	5
Hedonic Tone	H	220	85	22	8	2	38	6
	L	52	24	18	7	3	9	6
	HH	193	68	12	3	0	31	2
	HL	34	10	6	0	0	5	1
	LH	27	17	10	5	2	7	4
	LL	18	14	12	7	3	4	5
Dependence	H	128	58	15	6	5	10	7
	L	146	53	25	9	0	37	5
	HH	106	42	10	2	0	8	1
	HL	121	36	8	1	0	28	2
	LH	20	14	5	4	5	2	6
	LL	25	17	17	8	0	9	3

Item #60. He knew the technical details of the job.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	144	54	20	6	1	16	9
	L	128	55	20	9	4	31	3
	HH	122	38	10	1	0	11	2
	HL	105	40	8	2	0	25	1
	LH	22	16	10	5	1	5	7
	LL	23	15	12	7	4	6	2
Viciidity	H	201	77	24	6	2	38	4
	L	71	32	16	9	3	9	8
	HH	181	61	14	3	0	32	1
	HL	46	17	4	0	0	4	2
	LH	20	16	10	3	2	6	3
	LL	25	15	12	9	3	5	6
Homogeneity	H	186	68	32	9	2	31	5
	L	86	41	8	6	3	16	7
	HH	161	53	18	2	0	26	1
	HL	66	25	0	1	0	10	2
	LH	25	15	14	7	2	5	4
	LL	20	16	8	5	3	6	5
Flexibility	H	145	56	21	7	4	41	7
	L	127	109	19	8	1	6	6
	HH	124	37	12	3	0	32	1
	HL	103	41	6	0	0	4	2
	LH	21	18	9	4	4	9	6
	LL	24	13	13	8	1	2	3
Permeability	H	146	60	21	9	3	29	6
	L	126	49	19	6	2	18	6
	HH	127	46	11	1	0	22	2
	HL	100	32	7	2	0	14	1
	LH	19	14	10	8	3	7	4
	LL	26	17	12	4	2	4	5

Item #60. He knew the technical details of the job.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	135	49	15	9	4	7	3
	L	137	60	25	6	1	40	9
	HH	111	33	9	2	0	5	1
	HL	116	46	9	1	0	31	2
	LH	24	16	6	7	4	2	2
	LL	21	15	16	5	1	9	7
Stability	H	173	57	21	5	0	26	9
	L	99	52	19	10	5	21	3
	HH	151	41	9	0	0	20	2
	HL	76	37	9	3	0	16	1
	LH	22	16	12	5	0	6	7
	LL	23	15	10	7	5	5	2
Intimacy	H	151	53	30	8	3	28	5
	L	121	56	10	7	2	19	7
	HH	129	43	14	2	0	23	1
	HL	99	35	4	1	0	13	2
	LH	22	10	16	6	3	5	4
	LL	23	21	6	6	2	6	5
Autonomy	H	117	45	17	7	2	31	9
	L	155	64	23	8	3	16	3
	HH	103	33	7	2	0	23	2
	HL	124	45	11	1	0	13	1
	LH	14	12	10	5	2	8	7
	LL	31	19	12	7	3	3	2
Position	H	152	58	24	7	0	18	4
	L	120	51	16	8	5	29	8
	HH	128	42	12	0	0	15	0
	HL	99	36	6	3	0	21	3
	LH	24	16	12	7	0	3	4
	LL	21	15	10	5	5	6	5

Item #61. He reversed decisions once made.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	2	21	72	168	53	28	21
	L	4	20	30	39	20	10	12
Potency	H	3	13	50	117	35	12	20
	L	3	26	52	90	38	26	13
	HH	1	9	38	98	26	10	14
	HL	1	12	34	70	27	18	7
	LH	2	6	12	19	9	2	6
	LL	2	14	18	20	11	8	6
Control	H	4	20	55	129	39	13	21
	L	2	21	47	78	34	25	12
	HH	1	8	40	106	26	9	12
	HL	1	13	32	62	27	19	9
	LH	3	12	15	23	13	4	9
	LL	1	8	15	16	7	6	3
Participation	H	5	28	70	144	53	18	23
	L	1	13	32	63	20	20	10
	HH	2	15	52	117	42	14	16
	HL	0	6	20	51	11	14	5
	LH	3	13	18	27	11	4	7
	LL	1	7	12	12	9	6	5
Hedonic Tone	H	3	23	76	167	59	27	26
	L	3	18	26	40	14	11	7
	HH	2	18	60	140	47	23	19
	HL	0	3	12	28	6	5	2
	LH	1	5	16	27	12	4	7
	LL	3	15	14	12	8	6	5
Dependence	H	3	19	51	97	29	12	14
	L	36	22	51	110	44	26	19
	HH	0	10	39	83	20	7	10
	HL	2	11	33	85	33	21	11
	LH	3	9	12	14	9	5	4
	LL	1	11	18	25	11	5	8

Item #61. He reversed decisions once made.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	2	16	56	114	33	12	17
	L	4	25	46	93	40	26	16
	HH	0	8	39	96	23	7	11
	HL	2	13	33	72	30	21	10
	LH	2	8	17	18	10	5	6
	LL	2	12	13	21	10	5	6
Viscosity	H	2	24	68	150	55	28	25
	L	4	17	34	57	18	10	8
	HH	2	18	53	131	46	24	18
	HL	0	3	19	37	7	4	3
	LH	0	6	15	19	9	4	7
	LL	4	14	15	20	11	6	5
Homogeneity	H	4	28	67	132	56	28	18
	L	2	13	35	75	17	10	15
	HH	2	17	54	109	43	23	13
	HL	0	4	18	59	10	5	8
	LH	2	11	13	23	13	5	5
	LL	2	9	17	16	7	5	7
Flexibility	H	3	23	53	101	47	31	22
	L	36	18	49	106	26	7	11
	HH	1	14	42	84	35	22	11
	HL	1	7	30	84	18	6	10
	LH	2	9	11	17	12	9	11
	LL	2	11	19	22	8	1	1
Permeability	H	3	28	53	101	45	25	19
	L	3	13	49	106	28	13	14
	HH	1	14	40	84	39	20	11
	HL	1	7	32	84	14	8	10
	LH	2	14	13	17	6	5	8
	LL	2	6	17	22	14	5	4

Item #61. He reversed decisions once made.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	5	23	43	90	35	13	13
	L	1	18	59	117	38	25	20
	HH	2	11	33	74	25	10	6
	HL	0	10	39	94	28	18	15
	LH	3	12	10	16	10	3	7
	LL	1	8	20	23	10	7	5
Stability	H	4	18	64	126	39	18	22
	L	2	23	38	81	34	20	11
	HH	2	10	45	108	31	13	14
	HL	0	11	27	60	22	15	7
	LH	2	8	19	18	8	5	8
	LL	2	12	11	21	12	5	4
Intimacy	H	5	21	55	124	36	22	15
	L	1	20	47	83	37	16	18
	HH	2	13	42	99	27	19	10
	HL	0	8	30	69	26	9	11
	LH	3	8	13	25	9	3	5
	LL	1	12	17	14	11	7	7
Autonomy	H	4	19	36	94	38	23	14
	L	2	22	66	113	35	15	19
	HH	1	11	26	77	29	17	9
	HL	1	10	46	91	24	11	12
	LH	3	8	10	17	9	6	5
	LL	1	12	20	22	11	4	7
Position	H	4	20	54	121	40	12	12
	L	2	21	48	86	33	26	21
	HH	2	10	38	97	33	8	9
	HL	0	11	34	71	20	20	12
	LH	2	10	16	24	7	4	3
	LL	2	10	14	15	13	6	9

Item #62. He took things too seriously.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	18	46	101	104	64	13	19
	L	15	25	28	34	14	7	12
Potency	H	12	33	77	63	40	12	15
	L	21	38	52	75	38	8	16
	HH	8	23	67	47	33	9	12
	HL	13	23	34	57	31	4	7
	LH	7	10	10	16	7	3	3
	LL	8	15	18	18	7	4	9
Control	H	20	47	81	68	36	11	18
	L	13	24	48	70	42	9	13
	HH	9	27	67	54	28	7	10
	HL	9	19	34	50	36	6	9
	LH	11	20	14	14	8	4	8
	LL	4	5	14	20	6	3	4
Participation	H	22	55	91	84	55	16	18
	L	11	16	38	64	23	4	13
	HH	11	37	77	65	45	11	12
	HL	7	9	24	39	19	2	7
	LH	11	18	14	19	10	5	6
	LL	4	7	14	15	4	2	6
Hedonic Tone	H	21	51	103	104	67	14	21
	L	12	20	26	34	11	6	10
	HH	15	41	87	81	57	11	17
	HL	3	5	14	23	7	2	2
	LH	6	10	16	23	10	3	4
	LL	9	15	12	11	4	4	8
Dependence	H	16	34	64	64	33	11	13
	L	17	37	65	64	45	9	18
	HH	8	20	52	44	29	9	7
	HL	10	26	49	60	35	4	12
	LH	8	14	12	10	4	2	6
	LL	7	11	16	24	10	5	6

Item #62. He took things too seriously.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	16	38	64	74	28	11	19
	L	17	33	65	64	50	9	12
	HH	10	27	50	59	22	6	10
	HL	8	19	51	45	42	7	9
	LH	6	11	14	15	6	5	9
	LL	9	14	14	19	6	2	3
Vioidity	H	21	40	98	100	59	15	19
	L	12	31	31	38	19	5	12
	HH	15	36	85	80	49	13	14
	HL	3	10	16	24	16	0	5
	LH	6	4	13	20	10	2	5
	LL	9	21	15	14	4	5	7
Homogeneity	H	22	45	88	92	62	11	13
	L	11	26	41	46	16	9	18
	HH	12	33	72	74	51	9	10
	HL	6	13	29	30	13	4	9
	LH	10	12	16	18	11	2	3
	LL	5	13	12	16	3	5	9
Flexibility	H	23	34	65	76	56	10	16
	L	10	37	64	62	22	10	15
	HH	15	23	53	57	46	7	8
	HL	3	23	48	47	18	6	11
	LH	8	11	12	19	10	3	8
	LL	7	14	16	15	4	4	4
Permeability	H	16	36	61	79	48	13	21
	L	17	35	68	59	30	7	10
	HH	10	26	52	60	39	9	14
	HL	8	21	49	44	25	4	5
	LH	6	11	9	19	9	4	7
	LL	9	14	19	15	5	3	5

Item #62. He took things too seriously.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	19	34	53	57	33	9	17
	L	14	37	76	81	45	11	14
	HH	10	20	43	44	26	7	11
	HL	8	26	58	60	38	6	8
	LH	9	14	10	13	7	2	6
	LL	6	11	18	21	7	5	6
Stability	H	17	39	87	70	43	13	22
	L	16	32	42	68	35	7	9
	HH	9	29	71	56	35	8	15
	HL	9	17	30	48	29	5	4
	LH	8	10	16	14	8	5	7
	LL	7	15	12	20	6	2	5
Intimacy	H	23	45	75	70	46	10	9
	L	10	26	54	68	32	10	22
	HH	13	31	62	56	38	7	5
	HL	5	15	39	48	26	6	14
	LH	10	14	13	14	8	3	4
	LL	5	11	15	20	6	4	8
Autonomy	H	12	23	69	63	39	6	16
	L	21	48	60	75	39	14	15
	HH	9	17	52	47	31	4	10
	HL	9	29	49	57	33	9	9
	LH	3	6	17	16	8	2	6
	LL	12	19	11	18	6	5	6
Position	H	20	40	65	78	39	9	12
	L	13	31	64	60	39	11	19
	HH	10	30	50	59	33	8	7
	HL	8	16	51	45	31	5	12
	LH	10	10	15	19	6	1	5
	LL	5	18	13	15	8	6	7

Item #63. He was an example of what every member should be.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	153	130	26	5	2	29	20
	L	8	25	31	28	22	12	9
Potency	H	94	79	30	11	13	17	8
	L	67	76	27	22	11	24	21
	HH	93	65	15	1	0	14	8
	HL	60	65	11	4	2	15	12
	LH	1	14	15	10	13	3	0
	LL	7	11	16	18	9	9	9
Control	H	93	82	39	16	20	17	14
	L	68	73	28	17	4	24	15
	HH	87	68	22	2	1	13	9
	HL	66	62	4	3	1	16	11
	LH	6	14	17	14	19	4	5
	LL	2	11	14	14	3	8	4
Participation	H	123	101	42	17	17	25	16
	L	38	54	15	16	7	16	13
	HH	118	85	20	2	1	20	12
	HL	35	45	6	3	1	9	8
	LH	5	16	22	15	16	5	4
	LL	3	9	9	13	6	7	5
Hedonic Tone	H	140	121	41	14	11	32	22
	L	21	34	16	19	13	9	7
	HH	137	102	22	4	2	25	17
	HL	16	28	4	1	0	4	3
	LH	3	19	19	10	9	7	5
	LL	5	6	12	18	13	5	4
Dependence	H	75	65	30	14	12	20	9
	L	86	90	27	19	12	21	20
	HH	72	53	17	3	1	17	6
	HL	81	77	9	2	1	12	14
	LH	3	12	13	11	11	3	3
	LL	5	13	18	17	11	9	6

Item #63. He was an example of what every member should be.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	75	92	28	17	12	14	12
	L	86	63	29	16	12	27	17
	HH	71	76	13	3	1	10	10
	HL	82	54	13	2	1	19	10
	LH	4	16	15	14	11	4	2
	LL	4	9	16	14	11	8	7
Violdity	H	140	112	30	13	6	30	21
	L	21	43	27	20	18	11	8
	HH	137	95	15	4	1	24	16
	HL	16	35	11	1	1	5	4
	LH	3	17	15	9	5	6	5
	LL	5	8	16	19	17	6	4
Homogeneity	H	114	99	36	15	19	34	16
	L	47	56	21	18	5	7	13
	HH	110	88	20	4	2	27	10
	HL	43	42	6	1	0	2	10
	LH	4	11	16	11	17	7	6
	LL	4	14	15	17	5	5	3
Flexibility	H	96	87	26	14	12	29	16
	L	65	68	31	19	12	12	13
	HH	92	71	11	4	2	18	11
	HL	61	59	15	1	0	11	9
	LH	4	16	15	10	10	11	5
	LL	4	9	16	18	12	1	4
Permeability	H	96	84	25	17	8	26	18
	L	65	71	32	16	16	15	11
	HH	91	73	9	3	0	17	16
	HL	62	57	17	2	2	12	4
	LH	5	11	16	14	8	9	2
	LL	3	14	15	14	14	3	7

Item #63. He was an example of what every member should be.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	71	58	24	16	16	19	18
	L	90	97	33	17	8	22	11
	NH	70	51	10	3	1	14	12
	HL	83	79	16	2	1	15	8
	LH	1	7	14	13	15	6	6
	LL	7	18	17	15	7	7	3
Stability	H	103	98	32	18	11	19	10
	L	58	57	25	15	13	22	19
	NH	100	82	17	3	0	13	8
	HL	53	48	9	2	2	16	12
	LH	3	16	15	15	11	6	2
	LL	5	9	16	13	11	8	7
Intimacy	H	84	80	33	18	17	31	15
	L	77	75	24	15	7	10	14
	NH	82	70	17	4	2	26	11
	HL	71	60	9	1	0	3	9
	LH	2	10	16	14	15	6	4
	LL	6	15	15	14	7	7	5
Autonomy	H	74	65	25	15	10	21	18
	L	87	90	32	18	14	20	11
	NH	72	55	9	4	2	15	13
	HL	81	75	17	1	0	14	7
	LH	2	10	16	11	8	6	5
	LL	6	15	15	17	14	6	4
Position	H	85	85	39	17	11	15	11
	L	78	70	18	16	13	26	18
	NH	83	69	20	2	2	12	9
	HL	70	61	6	3	0	17	11
	LH	2	16	19	15	9	3	2
	LL	6	9	12	13	13	9	7

Item #64. He treated every member alike.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	189	109	27	16	5	7	12
	L	39	31	21	25	15	1	3
Potency	H	120	75	16	24	6	2	7
	L	108	65	30	17	14	6	8
	HH	108	59	11	9	1	2	6
	HL	81	50	16	7	4	5	6
	LH	12	16	7	15	5	0	1
	LL	27	15	14	10	10	1	2
Control	H	126	80	24	26	14	4	7
	L	102	60	24	15	6	4	8
	HH	103	61	17	9	3	3	6
	HL	86	48	10	7	2	4	6
	LH	23	19	7	17	11	1	1
	LL	16	12	14	8	4	0	2
Participation	H	158	100	27	27	17	3	9
	L	70	40	21	14	3	5	6
	HH	140	75	16	10	5	3	8
	HL	49	33	11	6	0	4	4
	LH	18	24	11	17	12	0	1
	LL	21	7	10	8	3	1	2
Hedonic Tone	H	192	115	29	20	10	6	9
	L	36	25	19	21	10	2	6
	HH	167	92	21	11	4	6	8
	HL	22	17	6	5	1	1	4
	LH	25	23	8	9	6	0	1
	LL	14	8	13	16	9	1	2
Dependence	H	95	62	25	22	11	3	7
	L	133	78	23	19	9	5	8
	HH	81	47	18	10	4	3	6
	HL	108	62	9	6	1	4	6
	LH	14	15	7	12	7	0	1
	LL	25	16	14	13	8	1	2

Item #64. He treated every member alike.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	100	75	27	22	12	3	11
	L	128	65	21	19	8	5	4
	HH	80	61	17	11	3	2	10
	HL	109	48	10	5	2	5	2
	LH	20	14	10	11	9	1	1
	LL	19	17	11	14	6	0	2
Vicidity	H	184	106	18	22	7	7	8
	L	44	34	30	19	13	1	7
	HH	162	88	13	12	4	6	7
	HL	27	21	14	4	1	1	5
	LH	22	18	5	10	3	1	1
	LL	17	13	16	15	12	0	2
Homogeneity	H	170	91	23	25	15	4	5
	L	58	49	25	16	5	4	10
	HH	144	73	17	13	5	4	5
	HL	45	36	10	3	0	3	7
	LH	26	18	6	12	10	0	0
	LL	13	13	15	13	5	1	3
Flexibility	H	140	78	23	18	9	6	6
	L	88	62	25	23	11	2	9
	HH	115	60	13	9	2	5	5
	HL	74	49	14	7	3	2	7
	LH	25	18	10	9	7	1	1
	LL	14	13	11	16	8	0	2
Permeability	H	131	76	24	19	10	5	9
	L	97	64	24	22	10	3	6
	HH	114	62	10	9	2	5	7
	HL	75	47	17	7	3	2	5
	LH	17	14	14	10	8	0	2
	LL	22	17	7	15	7	1	1

Item #64. He treated every member alike.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	91	70	14	24	12	4	7
	L	137	70	34	17	8	4	8
	HH	78	54	7	10	3	3	6
	HL	111	55	20	6	2	4	6
	LH	13	16	7	14	9	1	1
	LL	26	15	14	11	6	0	2
Stability	H	143	72	33	22	8	3	10
	L	85	68	15	19	12	5	6
	HH	123	59	21	8	2	2	8
	HL	66	50	6	8	3	5	4
	LH	20	13	12	14	6	1	2
	LL	19	18	9	11	9	0	1
Intimacy	H	126	82	28	23	12	4	3
	L	102	58	20	18	8	4	12
	HH	110	66	18	7	4	4	3
	HL	79	43	9	9	1	3	9
	LH	16	16	10	16	8	0	0
	LL	23	15	11	9	7	1	3
Autonomy	H	116	59	18	16	8	5	6
	L	112	81	30	25	12	3	9
	HH	98	45	10	6	2	4	6
	HL	91	64	17	11	3	3	6
	LH	18	14	8	11	6	1	0
	LL	21	17	13	14	9	0	3
Position	H	113	80	28	24	10	3	5
	L	115	60	20	17	10	5	10
	HH	100	59	17	10	3	3	5
	HL	89	60	10	6	2	4	7
	LH	13	21	11	14	7	0	0
	LL	26	10	10	11	8	1	3

Item #65. He boasted of his accomplishments.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	6	16	25	75	224	6	13
	L	11	15	19	25	52	6	7
Potency	H	6	20	22	55	39	3	7
	L	11	11	22	45	137	9	13
	HH	1	11	12	45	19	2	6
	HL	5	5	13	30	105	4	7
	LH	5	9	10	10	20	1	1
	LL	6	6	9	15	32	5	6
Control	H	9	16	28	57	154	4	13
	L	8	15	16	43	122	8	7
	HH	2	8	15	45	123	2	7
	HL	4	8	10	30	101	4	6
	LH	7	8	13	12	31	2	6
	LL	4	7	6	13	21	4	1
Participation	H	11	21	27	69	192	6	15
	L	6	10	17	31	84	6	5
	HH	3	11	15	55	159	5	10
	HL	3	5	10	20	65	1	3
	LH	8	10	12	14	33	1	5
	LL	3	5	7	11	19	5	2
Hedonic Tone	H	8	20	32	77	223	8	13
	L	9	10	12	23	53	4	7
	HH	5	14	21	63	191	4	11
	HL	1	2	4	12	33	2	2
	LH	3	6	11	14	32	4	2
	LL	6	6	8	11	20	2	5
Dependence	H	6	12	22	51	122	3	9
	L	11	19	22	49	154	9	11
	HH	3	7	14	40	99	1	5
	HL	3	9	11	35	125	5	8
	LH	5	5	8	11	23	2	4
	LL	8	10	11	14	29	4	3

Item #65. He boasted of his accomplishments.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	12	11	25	46	136	7	13
	L	5	20	19	54	140	5	7
	HH	5	3	13	38	113	2	10
	HL	1	13	12	37	111	4	3
	LH	7	8	12	8	23	5	3
	LL	4	7	7	17	29	1	4
Vividity	H	10	18	26	66	215	8	9
	L	7	13	18	34	61	4	11
	HH	5	14	17	55	189	5	7
	HL	1	2	8	20	35	1	6
	LH	5	4	9	11	26	3	2
	LL	6	11	10	14	26	3	5
Homogeneity	H	8	21	28	69	187	8	12
	L	9	10	16	31	89	4	8
	HH	3	13	18	56	157	5	9
	HL	3	3	7	19	67	1	4
	LH	5	8	10	13	30	3	3
	LL	6	7	9	12	22	3	4
Flexibility	H	12	20	17	56	159	6	10
	L	5	11	27	44	117	6	10
	HH	5	11	12	45	125	3	8
	HL	1	5	13	30	99	3	5
	LH	7	9	5	11	34	3	2
	LL	4	6	14	14	18	3	5
Permeability	H	11	16	22	52	157	5	11
	L	6	15	22	48	119	7	9
	HH	3	9	15	39	131	3	9
	HL	3	7	10	36	93	3	4
	LH	8	7	7	13	26	2	2
	LL	3	8	12	12	26	4	5

Item #65. He boasted of his accomplishments.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	9	17	22	45	113	2	14
	L	8	14	22	55	163	10	6
	HH	3	8	15	33	92	1	9
	HL	3	8	10	42	132	5	4
	LH	6	9	7	12	21	1	5
	LL	5	6	12	13	31	5	2
Stability	H	12	22	28	53	160	5	11
	L	5	9	16	47	116	7	9
	HH	5	11	16	44	136	3	8
	HL	1	5	9	31	88	3	5
	LH	7	11	12	9	24	2	3
	LL	4	4	7	16	28	4	4
Intimacy	H	9	22	27	59	147	7	7
	L	8	9	17	41	129	5	13
	HH	4	12	17	45	124	6	4
	HL	2	4	8	30	100	0	9
	LH	5	10	10	14	23	1	3
	LL	6	5	9	11	29	5	4
Autonomy	H	6	12	18	41	140	4	7
	L	11	19	26	59	136	8	13
	HH	2	7	10	32	113	1	5
	HL	4	9	15	43	111	5	8
	LH	4	5	8	9	27	3	2
	LL	7	10	11	16	25	3	5
Position	H	6	17	25	55	146	4	10
	L	11	14	19	45	130	8	10
	HH	3	10	14	42	119	2	7
	HL	3	6	11	33	105	4	6
	LH	3	7	11	13	27	2	3
	LL	8	8	8	12	25	4	4

Item #66. He knew how to get things done.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	202	140	13	0	0	3	7
	L	15	42	46	25	4	1	2
Potency	H	122	85	29	12	1	1	2
	L	95	97	30	13	3	3	7
	HH	119	66	8	0	0	1	2
	HL	83	74	5	0	0	2	5
	LH	3	19	21	12	1	0	0
	LL	12	23	25	13	3	1	2
Control	H	129	99	30	15	4	1	3
	L	88	83	29	10	0	3	6
	HH	122	71	6	0	0	1	2
	HL	80	69	7	0	0	2	5
	LH	7	28	24	15	4	0	1
	LL	8	14	22	10	0	1	1
Participation	H	160	117	39	16	4	2	3
	L	57	65	20	9	0	2	6
	HH	154	90	9	0	0	2	3
	HL	48	50	4	0	0	1	4
	LH	6	27	30	16	4	0	0
	LL	9	15	16	9	0	1	2
Hedonic Tone	H	177	149	33	11	1	3	7
	L	40	33	26	14	3	1	2
	HH	170	120	10	0	0	2	7
	HL	32	20	3	0	0	1	0
	LH	7	29	23	11	1	1	0
	LL	8	13	23	14	3	0	2
Dependence	H	102	84	23	10	2	1	3
	L	115	98	36	15	2	3	6
	HH	96	63	8	0	0	1	1
	HL	106	77	5	0	0	2	6
	LH	6	21	15	10	2	0	2
	LL	9	21	31	15	2	1	0

Item #66. He knew how to get things done.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	102	98	29	11	3	1	6
	L	115	84	30	14	1	3	3
	HH	97	75	7	0	0	0	5
	HL	105	65	6	0	0	3	2
	LH	5	23	22	11	3	1	1
	LL	10	19	24	14	1	0	1
Viscosity	H	170	135	31	7	0	3	6
	L	47	47	28	18	4	1	3
	HH	163	110	10	0	0	3	6
	HL	39	30	3	0	0	0	1
	LH	7	25	21	7	0	0	0
	LL	8	17	25	18	4	1	2
Homogeneity	H	160	120	31	14	3	2	3
	L	57	62	28	11	1	2	6
	HH	152	95	9	0	0	2	3
	HL	50	45	4	0	0	1	4
	LH	8	25	22	14	3	0	0
	LL	7	17	24	11	1	1	2
Flexibility	H	124	102	30	12	2	4	6
	L	93	80	29	13	2	0	3
	HH	116	78	6	0	0	3	6
	HL	86	62	7	0	0	0	1
	LH	8	24	24	12	2	1	0
	LL	7	18	22	13	2	0	2
Permeability	H	119	96	32	13	2	4	8
	L	98	86	27	12	2	0	1
	HH	111	79	10	0	0	3	6
	HL	91	61	3	0	0	0	1
	LH	8	17	22	13	2	1	2
	LL	7	25	24	12	2	0	0

Item #66. He knew how to get things done.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	104	74	25	13	2	2	2
	L	113	108	34	12	2	2	7
	HH	98	54	5	0	0	2	2
	HL	104	86	8	0	0	1	5
	LH	6	20	20	13	2	0	0
	LL	9	22	26	12	2	1	2
Stability	H	140	97	37	11	2	1	3
	L	77	85	22	14	2	3	6
	HH	130	80	10	0	0	1	2
	HL	72	60	3	0	0	2	5
	LH	10	17	27	11	2	0	1
	LL	5	25	19	14	2	1	1
Intimacy	H	127	98	31	16	1	2	3
	L	90	84	28	9	3	2	6
	HH	122	78	7	0	0	2	3
	HL	80	62	6	0	0	1	4
	LH	5	20	24	16	1	0	0
	LL	10	22	22	9	3	1	2
Autonomy	H	102	79	28	11	2	2	4
	L	115	103	31	14	2	2	5
	HH	94	65	5	0	0	2	4
	HL	108	75	8	0	0	1	3
	LH	8	14	23	11	2	0	0
	LL	7	28	23	14	2	1	2
Position	H	113	104	28	13	0	2	3
	L	104	78	31	12	4	2	6
	HH	108	79	5	0	0	2	3
	HL	94	61	8	0	0	1	4
	LH	5	26	23	13	0	0	0
	LL	10	17	23	12	4	1	2

Item #67. He made decisions for the group, not for individuals.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	174	100	31	11	6	27	16
	L	23	50	24	11	6	9	12
Potency	H	108	82	21	12	4	15	10
	L	89	68	34	10	8	21	18
	HH	102	57	12	7	3	10	5
	HL	72	43	19	4	3	17	11
	LH	6	25	9	5	1	5	5
	LL	17	25	15	6	5	4	7
Control	H	118	68	28	12	6	16	13
	L	79	62	27	10	6	20	15
	HH	105	57	15	6	2	10	7
	HL	69	43	16	5	4	17	9
	LH	13	31	13	6	4	6	6
	LL	10	19	11	5	2	3	6
Participation	H	144	105	35	15	7	22	13
	L	53	45	20	7	5	14	15
	HH	134	70	20	6	3	17	8
	HL	40	30	11	5	3	10	8
	LH	10	35	15	9	4	5	5
	LL	13	15	9	2	2	4	7
Hedonic Tone	H	161	113	36	16	9	28	18
	L	36	37	19	6	3	8	10
	HH	147	64	26	10	5	23	13
	HL	27	16	5	1	0	4	3
	LH	14	29	10	6	3	5	5
	LL	9	21	14	5	3	4	7
Dependence	H	85	76	23	11	7	16	7
	L	112	74	32	11	5	20	21
	HH	81	51	13	7	3	11	3
	HL	93	49	18	4	3	16	13
	LH	4	25	10	4	4	5	4
	LL	19	25	14	7	2	4	8

Item #67. He made decisions for the group, not for individuals.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	107	82	20	10	2	13	16
	L	90	68	35	12	10	23	12
	HH	93	56	11	4	0	10	10
	HL	81	44	20	7	6	17	6
	LH	14	26	9	6	2	3	6
	LL	9	24	15	5	4	6	6
Viciidity	H	152	103	30	12	9	28	18
	L	45	47	25	10	3	8	10
	HH	143	77	20	8	6	23	15
	HL	31	23	11	3	0	4	1
	LH	9	26	10	4	3	5	3
	LL	14	24	14	7	3	4	9
Homogeneity	H	142	94	36	13	9	24	15
	L	55	56	19	9	3	12	13
	HH	127	68	22	8	4	19	13
	HL	47	32	9	3	2	8	3
	LH	15	26	14	5	5	5	2
	LL	8	24	10	6	1	4	10
Flexibility	H	111	73	31	13	10	26	16
	L	86	77	24	9	2	10	12
	HH	97	51	19	7	6	18	11
	HL	77	49	12	4	0	9	5
	LH	14	22	12	6	4	8	5
	LL	9	28	12	5	2	1	7
Permeability	H	114	75	30	11	5	19	20
	L	83	75	25	11	7	17	8
	HH	104	50	18	5	4	17	11
	HL	70	50	13	6	2	10	5
	LH	10	25	12	6	1	2	9
	LL	13	25	12	5	5	7	3

Item #67. He made decisions for the group, not for individuals.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	84	69	29	7	6	16	11
	L	113	31	26	16	6	20	17
	HH	79	44	14	3	2	11	8
	HL	95	56	17	8	4	16	8
	LH	5	25	15	4	4	5	3
	LL	18	23	9	7	2	4	9
Stability	H	121	97	26	10	4	18	15
	L	76	53	29	12	8	18	13
	HH	110	70	16	5	3	12	7
	HL	64	30	15	6	3	15	9
	LH	11	27	10	5	1	6	8
	LL	12	23	14	6	5	3	4
Intimacy	H	109	89	30	14	8	19	9
	L	88	61	25	8	4	17	19
	HH	99	63	16	6	4	16	8
	HL	75	37	15	5	2	11	8
	LH	10	26	14	8	4	3	1
	LL	13	24	10	3	2	6	11
Autonomy	H	97	60	24	11	6	15	15
	L	100	90	31	11	6	21	13
	HH	84	41	14	6	3	11	11
	HL	90	59	17	5	3	16	5
	LH	13	19	10	5	3	4	4
	LL	10	31	14	6	3	5	8
Position	H	109	84	25	14	2	16	13
	L	88	66	30	8	10	20	15
	HH	101	55	14	7	1	12	7
	HL	73	45	17	4	5	15	9
	LH	8	29	11	7	1	4	6
	LL	15	21	13	4	5	5	6

Item #68. He talked in a pleasing manner.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	265	77	17	2	0	1	3
	L	51	33	25	20	3	2	1
Motency	H	158	63	20	7	1	2	2
	L	158	47	22	15	2	1	2
	HH	139	48	7	0	0	0	2
	HL	126	29	10	2	0	1	1
	LH	19	15	13	7	1	1	0
	LL	32	18	12	13	2	1	1
Control	H	170	63	29	11	2	3	3
	L	146	47	13	11	1	0	1
	HH	142	45	11	1	0	1	2
	HL	123	32	6	1	0	0	1
	LH	28	18	18	10	2	2	1
	LL	23	15	7	10	1	0	0
Participation	H	215	80	30	11	1	2	2
	L	101	30	12	11	2	1	2
	HH	188	56	10	1	0	1	2
	HL	77	21	7	1	0	0	1
	LH	27	24	20	10	1	1	0
	LL	24	9	5	10	2	1	1
Hedonic Tone	H	259	87	21	8	2	1	3
	L	57	23	21	14	1	2	1
	HH	227	62	14	2	0	1	3
	HL	38	15	3	0	0	0	0
	LH	32	25	7	6	2	0	0
	LL	19	8	18	14	1	2	1
Dependence	H	140	53	21	9	1	1	0
	L	176	57	21	13	2	2	4
	HH	121	39	8	1	0	0	0
	HL	144	38	9	1	0	1	3
	LH	19	14	13	8	1	1	0
	LL	32	19	12	12	3	1	1

Item #68. He talked in a pleasing manner.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	151	59	26	9	1	1	3
	L	165	51	16	13	2	2	1
	HH	128	42	11	1	0	0	2
	HL	137	35	6	1	0	1	1
	LH	23	17	15	8	1	1	1
	LL	28	16	10	12	2	1	0
Viciidity	H	247	74	21	6	0	1	3
	L	69	36	21	16	3	2	1
	HH	221	54	13	1	0	1	2
	HL	44	23	4	1	0	0	1
	LH	26	20	8	5	0	0	1
	LL	25	13	17	15	3	2	0
Homogeneity	H	218	77	18	14	1	2	3
	L	99	33	24	8	2	1	1
	HH	188	56	11	2	0	1	3
	HL	77	21	6	0	0	0	0
	LH	30	21	7	12	1	1	0
	LL	21	12	18	8	2	1	1
Flexibility	H	192	51	19	13	1	1	3
	L	124	59	23	9	2	2	1
	HH	161	35	8	2	0	1	2
	HL	104	42	9	0	0	0	1
	LH	31	16	11	11	1	0	1
	LL	20	17	14	9	2	2	0
Permeability	H	183	57	22	9	0	2	1
	L	133	53	20	13	3	1	3
	HH	156	40	11	0	0	1	1
	HL	109	37	6	2	0	0	2
	LH	27	17	11	9	0	1	0
	LL	24	16	14	11	3	1	1

Item #68. He talked in a pleasing manner.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	126	52	24	11	3	1	3
	L	188	58	18	11	0	2	1
	HH	113	34	10	1	0	1	2
	HL	152	43	7	1	0	0	1
	LH	15	18	14	10	3	0	1
	LL	36	15	11	10	0	2	0
stability	H	187	65	22	11	0	2	4
	L	129	45	20	11	3	1	0
	HH	165	45	9	0	0	0	3
	HL	100	31	8	2	0	1	0
	LH	22	19	13	11	0	2	1
	LL	29	14	12	9	3	0	0
Intimacy	H	178	61	18	16	1	2	2
	L	138	49	24	6	2	1	2
	HH	154	45	8	2	0	1	2
	HL	111	32	9	0	0	0	1
	LH	24	16	10	14	1	1	0
	LL	27	17	15	6	2	1	1
Autonomy	H	155	39	23	9	0	0	2
	L	161	71	19	13	3	3	2
	HH	129	28	10	2	0	0	1
	HL	136	49	7	0	0	1	2
	LH	26	11	13	7	0	0	1
	LL	25	22	12	13	3	2	0
Position	H	158	68	25	9	1	1	1
	L	158	42	17	14	2	2	3
	HH	136	47	11	2	0	0	1
	HL	129	30	6	0	0	1	2
	LH	22	21	14	7	1	1	0
	LL	29	12	11	14	2	1	1

Item #69. He was very well dressed.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	218	83	32	12	2	16	2
	L	60	37	22	6	3	6	1
Potency	H	147	60	24	9	1	9	2
	L	131	60	30	9	4	13	1
	HH	121	41	15	7	1	9	2
	HL	97	42	17	5	1	7	0
	LH	26	19	9	2	0	0	0
	LL	34	18	13	4	3	6	1
Control	H	161	63	27	9	4	15	2
	L	117	67	27	9	1	7	1
	HH	125	43	16	6	2	9	1
	HL	93	40	16	6	0	7	1
	LH	36	20	11	3	2	6	1
	LL	24	17	11	3	1	0	0
Participation	H	193	81	33	12	4	16	2
	L	65	39	21	6	1	6	1
	HH	153	58	21	9	2	13	2
	HL	65	25	11	3	0	3	0
	LH	40	23	12	3	2	3	0
	LL	20	14	10	3	1	3	1
Hedonic Tone	H	224	88	37	13	3	15	1
	L	54	32	17	5	2	7	2
	HH	190	66	27	9	2	14	1
	HL	28	17	5	3	0	2	1
	LH	34	22	10	4	1	1	0
	LL	26	15	12	2	2	5	1
Dependence	H	128	49	18	10	4	15	1
	L	150	71	36	8	1	7	2
	HH	100	35	14	8	2	9	1
	HL	118	48	18	4	0	7	1
	LH	28	14	4	2	2	6	0
	LL	32	23	18	4	1	0	1

Item #89. He was very well dressed.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	149	59	24	7	0	9	2
	L	129	61	30	11	5	13	1
	HH	120	36	14	7	0	6	1
	HL	98	47	18	5	2	10	1
	LH	29	23	10	0	0	3	1
	LL	31	14	12	6	3	3	0
Vividity	H	215	78	29	11	3	14	2
	L	63	42	26	7	2	8	1
	HH	187	61	21	7	2	13	1
	HL	31	22	11	5	0	3	1
	LH	28	17	8	4	1	1	1
	LL	32	20	14	2	2	5	0
Homogeneity	H	183	79	35	12	3	19	2
	L	95	41	19	6	2	3	1
	HH	153	61	21	7	2	15	2
	HL	65	22	11	5	0	1	0
	LH	30	18	14	5	1	4	0
	LL	30	19	8	1	2	2	1
Flexibility	H	152	66	32	10	4	13	3
	L	126	54	22	8	1	9	0
	HH	121	46	21	6	2	11	2
	HL	97	37	11	6	0	5	0
	LH	31	20	11	4	2	2	1
	LL	29	17	11	2	1	4	0
Permeability	H	149	67	30	11	2	13	2
	L	129	53	24	7	3	9	1
	HH	121	48	19	9	1	9	2
	HL	97	35	13	3	1	7	0
	LH	28	19	11	2	1	4	0
	LL	32	18	11	4	2	2	1

Item #69. He was very well dressed.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	111	51	24	15	5	13	3
	L	167	69	30	3	0	9	0
	HH	84	37	17	9	2	10	2
	HL	134	46	15	3	0	6	0
	LH	27	14	7	6	3	3	1
	LL	33	23	15	0	0	3	0
Stability	H	177	62	29	10	0	10	3
	L	101	59	25	8	5	12	0
	HH	145	43	17	9	0	7	2
	HL	73	40	15	3	2	9	0
	LH	32	19	12	1	0	3	1
	LL	28	18	10	5	3	3	0
Intimacy	H	156	66	28	10	3	14	1
	L	122	54	26	8	2	8	2
	HH	126	48	17	5	2	13	1
	HL	92	35	15	7	0	3	1
	LH	30	18	11	5	1	1	0
	LL	30	19	11	1	2	5	1
Autonomy	H	134	51	30	7	1	4	1
	L	144	69	24	11	4	18	2
	HH	107	37	18	3	1	4	0
	HL	111	46	14	9	1	12	2
	LH	27	14	12	4	0	0	1
	LL	33	23	10	2	3	6	0
Position	H	150	66	28	10	1	8	0
	L	128	54	26	8	4	14	3
	HH	116	49	17	7	0	8	0
	HL	102	34	15	6	2	8	2
	LH	34	17	11	3	1	0	0
	LL	26	20	11	3	2	6	1

Item #70. He could give orders pleasantly.

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Leadership	H	229	97	20	3	2	12	2
	L	35	31	30	16	9	10	4
Potency	H	143	66	23	7	3	8	2
	L	121	62	27	12	8	14	4
	HH	130	50	10	0	0	5	1
	HL	99	47	10	3	2	7	1
	LH	13	16	13	7	3	3	1
	LL	22	15	17	9	6	7	3
Control	H	143	75	33	11	8	7	4
	L	121	53	17	8	3	15	2
	HH	125	55	14	1	2	4	1
	HL	104	42	6	2	0	8	1
	LH	18	20	19	10	6	3	3
	LL	17	11	11	6	3	7	1
Participation	H	190	83	37	11	7	11	2
	L	74	45	13	8	4	11	4
	HH	172	61	15	1	2	6	1
	HL	57	36	5	2	0	6	1
	LH	18	22	22	10	5	5	1
	LL	17	9	8	6	4	5	3
Hedonic Tone	H	222	97	28	7	6	17	4
	L	42	31	22	12	5	5	2
	HH	198	78	14	3	2	12	2
	HL	31	19	6	0	0	0	0
	LH	24	19	14	4	4	5	2
	LL	11	12	16	12	5	5	2
Dependence	H	123	59	22	10	5	5	1
	L	141	69	28	9	6	17	5
	HH	108	45	9	2	0	4	1
	HL	121	52	11	1	2	8	1
	LH	15	14	13	8	5	1	0
	LL	20	17	17	8	4	9	4

Item #70. He could give orders pleasantly.
(Continued)

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Size	H	129	66	26	12	5	10	2
	L	135	62	24	7	6	12	4
	HH	112	52	13	3	0	4	0
	HL	117	45	7	0	2	8	2
	LH	17	14	13	9	5	6	2
	LL	18	17	17	7	4	4	2
Viciidity	H	214	83	28	4	3	16	4
	L	50	45	22	15	8	6	2
	HH	196	65	15	1	1	12	2
	HL	33	32	5	2	1	0	0
	LH	18	18	13	3	2	4	2
	LL	17	13	17	13	7	6	2
Homogeneity	H	180	87	33	11	7	13	2
	L	84	41	17	8	4	9	4
	HH	161	68	15	3	2	10	2
	HL	68	29	5	0	0	2	0
	LH	19	19	18	8	5	3	0
	LL	16	12	12	8	4	7	4
Flexibility	H	165	56	22	7	8	18	4
	L	99	72	28	12	3	4	2
	HH	140	42	10	2	2	11	2
	HL	89	55	10	1	0	1	0
	LH	25	14	12	5	6	7	2
	LL	10	17	18	11	3	3	2
Permeability	H	160	62	24	8	4	14	2
	L	104	66	26	11	7	8	4
	HH	139	49	9	1	1	9	1
	HL	90	48	11	2	1	3	1
	LH	21	13	15	7	3	5	1
	LL	14	18	15	9	6	5	3

Item #70. He could give orders pleasantly.
(Continued).

Variable	Category	Rating						
		1.	2.	3.	4.	5.	6.	7.
Polarization	H	109	55	30	13	8	4	3
	L	156	73	20	6	3	18	3
	HH	99	40	14	3	1	3	1
	HL	130	57	6	0	1	9	1
	LH	10	15	16	10	7	1	2
	LL	25	16	14	6	2	9	2
Stability	H	164	75	25	8	5	10	4
	L	100	53	25	11	6	12	2
	HH	151	58	10	1	0	3	0
	HL	78	39	10	2	2	9	2
	LH	13	17	15	7	5	7	4
	LL	22	14	15	9	4	3	0
Intimacy	H	140	71	34	10	7	14	2
	L	124	57	16	9	4	8	4
	HH	127	56	13	2	2	10	2
	HL	102	41	7	1	0	2	0
	LH	13	15	21	8	5	4	0
	LL	22	16	9	6	4	6	4
Autonomy	H	128	50	18	10	4	15	3
	L	136	78	32	9	7	7	3
	HH	110	40	8	3	1	6	2
	HL	119	57	12	0	1	6	0
	LH	18	10	10	7	3	9	1
	LL	17	21	20	9	6	1	3
Position	H	136	75	33	8	4	5	2
	L	128	53	17	11	7	17	4
	HH	120	55	15	2	1	3	1
	HL	109	42	5	1	1	9	1
	LH	16	20	18	6	3	2	1
	LL	19	11	12	10	6	8	3