

Dear Dr Astin

Thank you for your feedback on my proposal: "Trust and Control: An examination of the role of emotion". Since I sent in the funding proposal I have had a significant amount of feedback on my model and the studies I proposed. As a result of this feedback I will be making some changes to the original research I would still like to use the SCI but will use the general domain of control questions instead of the modes of control. Please find below my responses to the issues you raised in your email and also please find attached a revised copy of the model with the hypotheses included.

*Issue 1. In several places you use different phrases to describe the study's focus and intent - As a result, we were not entirely clear on the exact focus of the study. For example, the title, "Trust and Control: An examination of the role of emotion," suggests one thing while the last sentence in paragraph one, "examine the impact of control on the link between subjective appraisal of trust and the manifest behavioral action," suggest another (albeit possibly related) research question. Please clarify.*

The focus and intent of the research is to investigate the relationship between trust and control and to examine the role of emotion in the context of this relationship. I have developed a model to illustrate the significant variables in this relationship and will be exploring all of them throughout the research.

*Issue 2. Second paragraph: You state that "there is a need for controls to be in place to stimulate sufficient willingness to trust another in the initial stages of the relationship..." This may be the case, but it also strikes me as an untested assumption - i.e., might there be certain individuals who simply trust without needing to have any such "controls" in place? You could state your view on this as a hypothesis and then maybe in your discussion at least ask the question I raise.*

While it is necessary that control be exerted for trust to be manifested in behaviour, it is not the same sort of control that is needed in all circumstances. Sometimes self-control is needed and at other times it is yielding to the control of others or the environment that is required. In all cases the individual experiences a sense of control or a desire or need for control from one direction or the other. In the organisational trust literature it has been proven that establishing basic controls provides boundaries within which the parties are then free to operate. Control stimulates trust because it is useful in addressing the safety concerns of the trustor thus encouraging activity. Too much control by self or other becomes too protective and limits the potential for activity.

The link between the trustor's subjective trust and their behavioural trust is mediated by their sense of or need for control and so I am hypothesizing that:

- (a) Trustors with high subjective trust will have a low sense of control (positive or negative).
- (b) Trustors with low subjective trust will have a high sense of control (positive or negative).

*Issue 3. At the end of paragraph two, you mention the four modes of control - while we understand from the proposal that you are interested in examining how these modes correlate with various elements of trust, we feel it would be important to know what, if any, specific hypotheses you have regarding the way in which these different modes (as well as desire for control) might be related to trust. For example, are you hypothesizing that high desire for control or high negative assertive control will be associated with lower levels of trust? We would ask you to more explicitly state the study hypotheses, particularly with respect to the control constructs. Along with making for a stronger study design, this will help clarify for us your understanding of the control dimensions you will be examining, and exactly why you are interested in exploring these specific dimensions of control in your work on trust. One way of approaching this would be to take your Figure 1 and walk the reader through it - i.e., provide examples of how the different constructs might influence one another with a particular focus on the possible role of control.*

A copy of the model with the hypotheses included is attached.

*Issue 4. You state that it is important to "identify the relationship between various modes of control on trust and to investigate the moderating affect of mood and emotional intelligence on the mode of control used." Again, it would be helpful to have you state several (hypothesized) ways mood might moderate mode of control and how in turn this could impact levels of trust.*

Instead of modes of control I will be using the general domain of control items. The main hypothesis is as follows:

*The trustor's level of emotional intelligence will moderate the relationship between the trustor's emotional reaction and the sense of/need for control by the trustor. Trustors with higher levels of emotional intelligence will moderate their initial emotional reaction when determining future control needs.*

The most valid construct of emotional intelligence defines emotional intelligence as the ability to perceive and manage emotion (Mayer & Salovey, 1997). The rationale is based on the fact that higher emotional awareness or perception enables a greater awareness of biases. Higher management of emotions allows greater control of behavioural responses. Those high in emotional intelligence seek to maintain relationships and therefore it is anticipated that they will assert positive control to maintain relationships.

*Issue 5. It is not entirely clear what is meant in the second to last sentence of the proposal when you state (as a practical implication of your work) that: "it is important for identifying potential mismatches between the amount of control needed and the sense of control an individual has in a given situation." Did you mean to say the "amount of control needed and the degree of behavioral trust...?" The reason for the question is that in your studies, it did not appear that you were assessing sense of control per se (but only mode of control, desire for control and desire to change mode of control). We suggest that you include the sense of control items from the SCI if you are actually interested in assessing sense of control as a construct.*

You are correct, the sentence should now read:

"The practical implication of this model is that managers should not only recognize that their moods impact on their judgements of the trustworthiness of others, but their sense of control regulates their behavioural trust responses."

Thankyou for your suggestion to include the sense of control items from the SCI. It has been worthwhile to rethink my model in light of your comments and those from other reviewers. Please let me know if you require any further information.

Yours sincerely

Anne Christie



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> be in place to stimulate sufficient willingness to trust another in  
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> 4. You state that it is important to "examine the link between  
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> To  
> Anne Christie <[A.Christie@griffith.edu.au](mailto:A.Christie@griffith.edu.au)>  
> cc  
> Subject  
> your proposal  
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> Dear Anne,  
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> Thank you for submitting your proposal: "Trust and Control: An  
> examination of the role of emotion." The studies you are proposing  
> to undertake look quite intriguing and we are very pleased to know of  
> your interest in using the Shapiro Control Inventory as a part of  
> this work. However, before we proceed further with our funding  
> decisions for this cycle, there were several things in the proposal  
> which we would like to have clarified if possible. These are  
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Re: your pr

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C:

"John Astin" <john@integrativearts.com>  
 Re: your proposal  
 Sun, January 14, 2007 11:51 am  
 "Anne Christie" <A.Christie@griffith.edu.au>  
 dhshapir@uci.edu

January 14, 2007

Dear Anne,

We very much appreciate your responses to our questions and can see how much time and effort you've put into re-thinking your design and analyses in light of our comments and those of your advisors. We believe that it is good that you've added the sense of control scales, but also feel that the mode of control scales could also add some very useful information. For example, while I would imagine (based on our control theory) that those who evidence greater trust would be likely to show higher levels of positive yielding control and possibly less desire for control, this hypothesis would need to be tested.

We realize that adding the modes of control and desire for control scales of the SCI might add some additional burden for your study participants and we don't want to complicate what is already a fairly rich and complex design by insisting that you add additional hypotheses. However, we would like to suggest that you add both the modes, desire, as well as agency of control scales (not necessarily as a formal part of the dissertation) but so that when you have completed your study, you (or other researchers who you might choose to make your data available to), would at least have the option to look at these potentially interesting data. While we don't feel there is any need to redesign your thesis at this time to include these scales, their addition would provide you or others the opportunity to examine some potentially interesting questions down the road, should you so choose. Within that context, we would like to go ahead and fund your study as you have presently laid it out, provided you would be willing to add the additional subscales of the SCI as noted above. Please let us know if you are amenable to this.

If so, we would be pleased to fund this project for the original amount you requested of \$2,468.

Regards,

John A. Astin, PhD

Control Research Foundation

On Nov 21, 2006, at 8:39 PM, Anne Christie wrote:

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>> John Astin <[john@integrativearts.com](mailto:john@integrativearts.com)>  
>> 14/10/2006 12:50 PM  
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>> To  
>> Anne Christie <[A.Christie@griffith.edu.au](mailto:A.Christie@griffith.edu.au)>  
>> cc  
>> Subject  
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>> We look forward to seeing your revised proposal and please don't  
>> hesitate to contact me via email or phone (831.421.4343) if you have  
>> any questions regarding the above comments.  
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>> Best,  
>> John Astin  
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