

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

<p><u>Emotional Intelligence</u> Ability to deal with own & other's emotions. Based on Mayer & Salovey (1997) model of EI.</p> <p><u>Measure</u> WEIP Scale (Jordan et. al, 2002) (1-7 scale).</p> <p><u>Hypotheses</u> Trustors with higher levels of emotional intelligence will (a) have higher levels of subjective trust after an unsuccessful trust decision. (b) moderate their initial emotional reaction when determining future control needs.</p>	<p><u>Emotional Reaction</u> Identification of common emotional expressions or responses.</p> <p><u>Measure</u> Study 1 – “What was your reaction to the success/failure of your decision to trust the person you identified? 1-7 scale for emotions of surprise, joy, sadness, fear, anger, love. Study 2 - “Based on how you feel right now, to what extent are you experiencing the emotions of surprise, joy, sadness, fear, anger, love?” (Shaver et. al, 1987)</p> <p><u>Hypotheses</u> The trustor's emotional reaction to the trust decision will influence the trustor's perceptions of the future competence or motives of the trustee. (a) Positive emotional reactions will reinforce the trustor's positive perceptions. (b) Negative emotional reactions will give the trustor a negative perception of the trustee.</p>	<p><u>Success/Failure of Trust Decision</u> Extent the respondents generally feel their decision to trust achieved the desired outcome.</p> <p><u>Measure</u> Study 1 – “To what extent do you feel that your decision to trust the person you identified was successful or unsuccessful?” (1-5 scale). In trust game in Study 2 - “Based on the choice you made for that round & the outcome you achieved, to what extent do you feel that your trust decision was successful or unsuccessful?” (1-5 scale).</p> <p><u>Hypotheses</u> In situations where the trustor perceives their trust decision as (a) achieving the desired outcome, the trustor will have a positive emotional reaction. (b) not achieving the desired outcome, the trustor will have a negative emotional reaction.</p>	
<p><u>Perceptions of Others</u> Perceptions of others are based on factors such as the ability, benevolence, & integrity of trustee.</p> <p><u>Measure</u> Measure of trustworthiness of others. Mayer & Davis (1999) (1-5 scale).</p> <p><u>Hypothesis</u> Trustors whose perceptions of the competence and/or motives of others are high will have high subjective trust.</p>	<div><pre>graph LR A[Perceptions of Other's Competence and/or Motives] --> B[Subjective Trust] B --> C[Control] C --> D[Behavioural Trust] E[Emotional Intelligence] -.-> A F[Emotional Reaction] -.-> A G[Moods] -.-> B H[Perception of Success/Failure of Trust Decision] -.-> C</pre><p style="text-align: center;">The Impact of Emotions and Control on Short Term Trust Anne Christie, Griffith U.</p></div>		<p><u>Behavioural Trust</u> Engagement in trusting behaviour.</p> <p><u>Measure</u> Study 1- “To what extent did you behave in a trusting manner toward the person you identified?” (1-7 scale). Study 2 – ‘Win As Much As You Can’ Trust Game (Gellerman, 2003)</p> <p><u>Hypotheses</u> (a) For low control, positive behavioural trust will lead to a perception of success of the trust decision. (b) For high control, positive behavioural trust will lead to a perception of failure of the trust decision.</p>
<p><u>Moods</u> How the participant feels in a given timeframe. Moods are more diffuse and longer lasting than emotions/affects.</p> <p><u>Measure</u> PANAS (Watson, Clark, & Tellegen, 1988) (1-5 scale). Study 1 -Measured generally i.e. how they generally feel. Study 2 – Measured at the moment they participate.</p> <p><u>Hypothesis</u> The link between perceptions of competence and/or motives of the trustee and subjective trust is moderated by the trustor's mood. Trustor's in a positive mood will be more trusting than those in a negative mood.</p>	<p><u>Subjective Trust</u> Subjective probability about other's trustworthiness. An assessment of risk based on the trustworthiness of the trustee. Will the trustee be as he/she presents themselves?</p> <p><u>Measures</u> Trust Inventory (Dunn & Schweitzer, 2005) (1-7 scale) Measures of Trust (Mayer & Davis, 1999) (1-5 scale)</p> <p><u>Hypotheses</u> (a) Trustors with high subjective trust will have a low need for control. (b) Trustors with low subjective trust will have a high need for control.</p>	<p><u>Control</u> Need for control either positive or negative. Positive control has dimensions of choice, goal, awareness, efforts/discipline, skill, & responsibility. Negative control is loss or lack of control, passive or helplessness, or too much control by others.</p> <p><u>Measure</u> Shapiro Control Inventory (Shapiro & Astin, 1994) (1-7 scale)</p> <p><u>Hypotheses</u> (a) Trustors with a high need for control (positive or negative) will exhibit high behavioural trust. (b) Trustors with a low need for control (positive or negative) will exhibit low behavioural trust.</p>	

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> 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
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> Anne Christie <A.Christie@griffith.edu.au>
> cc
> Subject
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Re: your pr

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Sub
D.
r.
JC:

"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>
>> 14/10/2006 12:50 PM
>>
>> To
>> Anne Christie <A.Christie@griffith.edu.au>
>> cc
>> Subject
>> your proposal
>>
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>> 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.
>>
>> We look forward to seeing your revised proposal and please don't
>> hesitate to contact me via email or phone (831.421.4311) if you have
>> any questions regarding the above comments.
>>
>> Best,
>> John Astin
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> I:~I:~I:
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From: dhshapir@uci.edu
Subject: Re: Shapiro control inventory
Date: Tue, August 22, 2006 7:26 am
To: "Anne Christie" <A.Christie@griffith.edu.au>
Cc: john@integrativearts.com

Christie

Dear Anne. What a great topic!!!! I'd be particularly interested in the relationship of desire for control; and positive yielding mode of control to trust! Enclosed are attachments re: obtaining the control inventory; info on grants from the control foundation (I'd encourage you to apply)--to Dr. John Astin, director of the foundation (cc'd above); a list of topics being researched with the SCI/Control therapy; and broken down by countries (there are several in Australia, New Zealand)....

Hope this helps (and isn't too much info, causing you to feel out of control!!!;)

Warmly, Dr. S

Dear Professor Shapiro

>
> I am currently undertaking a PhD at Griffith University in Brisbane,
> Australia under the supervision of Assistant Professor Peter Jordan and Dr
> Ashlea Troth. My research relates to trust, emotion, and control and I am
> interested in using your measure of control as part of one of my studies.
> In essence, I have proposed a model of trust which needs to be empirically
> tested to identify the impact various control strategies have on trust,
> and to investigate the impact of mood and emotional intelligence on the
> decision to trust and the use of particular control strategies.

>
> May I please have your permission to use the Shapiro Control Inventory
> (for research purposes only) and, if so, may I also please have a copy of
> the measure in its latest form and the relevant scoring information. I
> would of course be happy to share any findings obtained from the study.

>

>

> Sincerely

>

> Anne Christie

>

> PhD Candidate

> Department of Management

> Griffith Business School

> Griffith University

> Nathan Qld 4111

> Australia

> Ph 61 7 3735 7671

> Fax 61 7 3735 3887

> Email a.christie@griffith.edu.au

John

Attachments:

letter1.doc

Size: 27 k

Type: application/applefile

letter2behaviordata.doc

Size: 28 k

Type: application/applefile

Control Trust Letter-1.doc

John

From: "John Astin" <john@integrativearts.com>
Subject: Fwd: your proposal
Date: Thu, February 1, 2007 2:16 pm
To: dhshapir@uci.edu

Here is Anne's reply to me. I will also forward in another email, my note to Todd.

Begin forwarded message:

> From: Anne Christie <A.Christie@griffith.edu.au>
> Date: January 21, 2007 11:03:49 PM PST
> To: John Astin <john@integrativearts.com>
> Subject: Re: your proposal
>
>
> Dear John
>
> I have just had a meeting with my supervisor about your suggestion
> to include the additional scales. He has agreed that we could
> include them so now both the mode of control and desire for control
> will be measured along with the sense of control items. He has also
> suggested that we may need to modify the use of the funds to
> provide greater incentives to participants. Coffee vouchers get
> you so far but movie vouchers increase success rates even further.
> Anyhow, we are currently conducting a pilot study so we will gauge
> response rates from that.
>
> Thank you for your feedback.
>
>
> Regards
>
> Anne Christie
>
> PhD Candidate
> Department of Management
> Griffith Business School
> Griffith University
> Nathan Qld 4111
> Australia
> Ph 61 7 3735 7671
> Fax 61 7 3735 3887
> Email a.christie@griffith.edu.au
>
>
>
>
> John Astin <john@integrativearts.com>
> 15/01/2007 05:51 AM
>
> To
> Anne Christie <A.Christie@griffith.edu.au>
> cc
> dhshapir@uci.edu
> Subject