

Workplace Emotion Regulation Preference Inventory (WERPI)

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Instructions for Participants and Scoring

*****Remove all red text, emotion/job events headings, contents page, and this instruction page before administering the WERPI*****

Suggested instructions for participants or respondents: For this questionnaire, you will read several workplace scenarios, and respond to them by choosing the statement that **best** represents how you would most likely react to that situation. In completing these questions, it is important that you go with your first reaction, and do not think about the responses too long. There are no right or wrong answers.

Instructions for Scoring: The measurement of emotions often takes a direct approach to measurement (e.g., self-reports). However, underlying assumptions to this method may not be consistently met (e.g., lack of memory, socially desirable responding; Bachorowski & Braaten, 1994; Salovey, Mayer, Goldman, Turvey, & Palfai, 1995). To avert these limitations, the WERPI prompts individuals to pick a response they would most likely engage in, similar to situational judgment tests, which have found support as a viable means of predicting behavior (Chan & Schmitt, 2002; Motowidlo, Hanson, & Crafts, 1997). Scores for each regulation strategy are a ratio of the number of times the particular regulation strategy was selected and the total number of scenarios. For example, if I were to calculate an individual's situation modification in situations that evoke negative emotions, I would create a ratio of the number of times that situation modification was selected (25) / the total number of negative emotion scenarios (84). This results in a score of 29.76.

Emotion regulation strategies correspond to the following response options for each item:

- a) Situation modification
- b) Situation selection
- c) Attentional deployment
- d) Cognitive change
- e) Response modulation

Anxiety
External Job Events

1. **While at work, you have a fight on the phone with your significant other. You have to get back to pressing work matters and hang up with the issue unresolved. You are worried this has made the argument worse.**

Which reaction would you most likely have to this situation?

- a) Call your significant other back immediately (*situation modification*)
- b) Ask your coworker to handle the pressing matter so you can go home early and talk with your significant other (*situation selection*)
- c) Check your email so you won't think about it (*attentional deployment*)
- d) Realize your significant other will understand that you are at work and are stressed out (*cognitive change*)
- e) Calm yourself down by taking a few deep breaths, you can resolve things later after work (*response modulation*)

2. **Family obligations have made you late for an important meeting for the third time this week. You are worried about what your boss will say to you.**

Which reaction would you most likely have to this situation?

- a) Walk in the back door, and take a different route to your desk (*situation modification*)
- b) Call work and say that you are sick and not coming in today (*situation selection*)
- c) Listen to the radio for a bit to take your mind off things (*attentional deployment*)
- d) Think to yourself that they will understand because your boss is a big family person (*cognitive change*)
- e) Try your best not to get stressed out, and walk into the meeting as if you are not late (*response modulation*)

3. **You have been listening to a financial news report and learn that your company will be making unexpected heavy layoffs. You start to think that this will likely impact your division in the very near future and you are worried.**

Which reaction would you most likely have to this situation?

- a) Email a friend at work to get the latest news on the situation (*situation modification*)
- b) Turn off the TV and search online for other job opportunities (*situation selection*)
- c) Change the TV channel (*attentional deployment*)
- d) Think of reasons why you would not be laid off (*cognitive change*)
- e) Take a few deep breaths, and try not to worry about it right now (*response modulation*)

4. **You are late for an important meeting and get pulled over by the police for speeding. You can feel the anxiety in your chest.**

Which reaction would you most likely have to this situation?

- a) Try to get the officer to not write a ticket and say that it will never happen again. *(situation modification)*
 - b) Call work and tell them you'll be late *(situation selection)*
 - c) Think of a calming situation *(attentional deployment)*
 - d) Think about the fact that everybody gets speeding tickets *(cognitive change)*
 - e) Focus on not appearing nervous to the officer *(response modulation)*
5. **You and your spouse are expecting a baby in a month, and because of your spouse's frequent travel you will be the primary caregiver. An important professional opportunity came your way today and you must accept or decline in a few days. You are worried about the situation, as your family obligations will be very high.**

Which reaction would you most likely have to this situation?

- a) Renegotiate caregiver duties with your spouse *(situation modification)*
 - b) Avoid seeing the hiring manager to allow you more time *(situation selection)*
 - c) Think about your upcoming vacation *(attentional deployment)*
 - d) Consider that you are likely to get a raise and will be able to afford part time childcare *(cognitive change)*
 - e) Just wait and see how things progress *(response modulation)*
6. **Your company is being bought out by a firm that has a reputation for bringing in their own management. As a manager, you are worried about whether you will have a job after the merger.**

Which reaction would you most likely have to this situation?

- a) Work as hard as you can, showing them you are irreplaceable *(situation modification)*
 - b) Find a new job prior to the merger *(situation selection)*
 - c) Turn your thoughts to the other things you have to do right now at home *(attentional deployment)*
 - d) Realize that based on your organizational knowledge they cannot let you go *(cognitive change)*
 - e) Consult with a coworker about the issue, telling them your feelings *(response modulation)*
7. **You are talking to someone at a conference and they ask if you are going to survive the layoffs at your company. You realize they know something that you don't. You are anxious about this apparently new development.**

Which reaction would you most likely have to this situation?

- a) Ask them how they know about the layoffs (*situation modification*)
 - b) Go out to lunch (*situation selection*)
 - c) Focus on the hard work you've put into your job so far (*attentional deployment*)
 - d) Think that based on your experiences you are more likely to get a better job than many others in your company (*cognitive change*)
 - e) Tell them you doubt you will (*response modulation*)
- 8. You are excited about starting a new job. However, one of your good friends tells you that he has heard people don't like working at the organization you have just joined.**

Which reaction would you most likely have to this situation?

- a) Tell them you know plenty of people that like working there (*situation modification*)
 - b) End the conversation politely (*situation selection*)
 - c) Move the conversation topic to something besides work (*attentional deployment*)
 - d) Think that even if you don't like your job that much, at least you have a job that pays well unlike most people (*cognitive change*)
 - e) Act surprised to them, that you haven't heard that (*response modulation*)
- 9. You are going to miss a crucial client meeting that will earn your team a substantial bonus if all goes well. However, the person your boss picked to present for you is unpredictable and you are seriously worried how this person will do.**

Which reaction would you most likely have to this situation?

- a) Make sure to keep in contact with this person and provide advice (*situation modification*)
 - b) See if the meeting can be rescheduled so you can go (*situation selection*)
 - c) Concentrate on your work at hand, and do not dwell on the issue (*attentional deployment*)
 - d) Consider the fact that they tend to perform best under stress (*cognitive change*)
 - e) Do not express your concerns or nervousness of the situation (*response modulation*)
- 10. You have several important deadlines this week and your whole family has the flu. Your babysitter just called to say she has contracted the flu too. You feel overwhelmed and anxious about meeting your work obligations.**

Which reaction would you most likely have to this situation?

- a) Ask your coworkers for help with some of the work obligations (*situation modification*)

- b) Try to work from home (situation selection)
- c) Focus on one thing at a time (attentional deployment)
- d) Tell yourself that the work will get done and that you may need to extend some deadlines (cognitive change)
- e) Do something to help you relax for a bit to recharge your energy level (response modulation)

Anxiety
Feedback Job Events

11. A customer is dissatisfied with your service and asks to speak to your manager. You are nervous because this is your third bad encounter this week where your manager had to intervene.

Which reaction would you most likely have to this situation?

- a) Talk with the manger about the customer before the customer does (situation modification)
- b) Refer the customer to your manager and work on something else (situation selection)
- c) Think about how many other happy customers you have had recently (attentional deployment)
- d) Think of it as a learning experience, and that over time you will improve (cognitive change)
- e) Don't show the customer you are upset (response modulation)

12. A client is dissatisfied with your recent work on a project and has formally requested to renegotiate the contract. Your boss will be upset about this and you are worried.

Which reaction would you most likely have to this situation?

- a) Find a way to prevent this information from reaching your boss (situation modification)
- b) Don't talk with the client for a few days in hopes they decide not to renegotiate (situation selection)
- c) Focus on your projects that are working well (attentional deployment)
- d) Realize that a renegotiation can have benefits for you company too (cognitive change)
- e) Be calm and confident in front of the client (response modulation)

13. You play a key role in a team plagued with teamwork problems. One of the company's less tolerant Vice Presidents wants to discuss the quality of the team's work with you. You are stressed about this meeting.

Which reaction would you most likely have to this situation?

- a) During the meeting discuss other topics you know the VP likes in addition to discussing the team's problems (situation modification)
- b) Arrange a meeting with a different VP first (situation selection)
- c) Concentrate on what is working well with the team (attentional deployment)
- d) Realize that all teams have problems sometimes, and it is the team (not just you) that is responsible (cognitive change)
- e) When you go home, do something to clear your mind (response modulation)

14. You get an e-mail from one of the staffing managers at your company who has a reputation as the guy who "fires people". Your last performance review indicated that you needed improvement in several areas and you are worried.

Which reaction would you most likely have to this situation?

- a) Ask your boss if your job is secure (situation modification)
- b) Avoid opening the email until later (situation selection)
- c) Think about the areas that you need improvement (attentional deployment)
- d) Consider the possibility that the manager wants to meet with you about one of your employees (cognitive change)
- e) Take some deep breaths, and put it out of your mind (response modulation)

15. Your team's workload has doubled in the last six months and management has purchased a software system to ease the load. However, your experience with this software makes you very uneasy and you are anxious that the problem could get worse.

Which reaction would you most likely have to this situation?

- a) Run some test runs with the software (situation modification)
- b) Do not use the software and continue to do your work as usual (situation selection)
- c) Turn your focus to learning as much as you can about the new software (attentional deployment)
- d) Reconsider this as great news - you can show how useless the software is and get the additional help you had requested (cognitive change)
- e) Don't let your team see that you are worried (response modulation)

Anxiety
Social Job Events

16. You are venting to a coworker about your boss and making snide comments. When you turn around, you notice your boss' spouse sitting directly behind you well within earshot of your remarks. You are worried your boss will find out.

Which reaction would you most likely have to this situation?

- a) Work into the story that someone else said it, in hopes they hear that that too (situation modification)
- b) Find ways to avoid your boss (situation selection)
- c) Continue talking, changing the topic of the conversation (attentional deployment)
- d) Realize what you said was not that bad and if your boss overreacts you will just explain the situation (cognitive change)
- e) Pretend you don't notice your boss's spouse (response modulation)

17. You're deciding how to best deal with a client and are getting conflicting information from your coworkers. You have to make a decision today and are very uncertain about how to best proceed.

Which reaction would you most likely have to this situation?

- a) Ask your boss what to do (situation modification)
- b) Tell the client you will need a few more days (situation selection)
- c) Focus on analyzing the situation yourself (attentional deployment)
- d) Realize that there are many ways to look at the situation, and many solutions (cognitive change)
- e) Thank them graciously for their suggestions, and move on (response modulation)

Anxiety
Task Job Events

18. You are about to make an important presentation to a prospective client and you see some substantial errors in the numbers being presented. You are very nervous because you don't know if they will notice.

Which reaction would you most likely have to this situation?

- a) Work into the presentation that there are errors, and verbally correct them (situation modification)
- b) Reschedule the presentation (situation selection)
- c) Focus on the general things that the client is interested in, rather than on the numbers (attentional deployment)
- d) Just be glad that you caught the error (cognitive change)
- e) Do your best not to seem nervous during the presentation (response modulation)

19. It is your first week on the job and you are assigned to a project, but the needs of your project do not match your qualifications. You are worried that you may not be able to complete the assignment.

Which reaction would you most likely have to this situation?

- a) Ask a coworker for help (situation modification)
- b) Tell people that you need more training before doing such a project (situation selection)
- c) Concentrate on the parts you are good at and build the project based on that (attentional deployment)
- d) Realize that this is an opportunity for you to take on a new challenge (cognitive change)
- e) Do your best not to show your confusion (response modulation)

20. Your boss asks for a status report on a project that is due in two weeks. You indicate that it is coming along well even though you have just started. You are worried you will be caught in this lie.

Which reaction would you most likely have to this situation?

- a) Come clean and tell him that you have not started, but will have it done in a few days (situation modification)
- b) Avoid your boss until you have enough to share with him (situation selection)
- c) Focus on explaining your way out if you get caught (attentional deployment)
- d) Clarify with your boss that you have only gotten the data together, and you will be able to have a draft in the next few days (cognitive change)
- e) Make plans to go home and watch your favorite movie to help calm your nerves (response modulation)

21. Your boss handed off a time sensitive project to you and now is now unavailable. You have just realized that you don't clearly understand the task. You are very nervous because this project is going to the divisional vice-president.

Which reaction would you most likely have to this situation?

- a) Do the best you can, and have a coworker review it (situation modification)
- b) Wait until your boss gets back so you can clarify the project (situation selection)
- c) Focus on other projects until you figure out what to do (attentional deployment)
- d) Think about other projects you successfully completed that were initially unclear (cognitive change)
- e) Take a walk to clear your head (response modulation)

22. Your team has a big presentation tomorrow, which you have had little time to prepare for. You are feeling nervous because you don't think you know the material well.

Which reaction would you most likely have to this situation?

- a) Tape record yourself giving the presentation (situation modification)
- b) Take lead on the project (situation selection)
- c) Focus on your part of the presentation (attentional deployment)
- d) Compared to the others you have a lot of work to do (cognitive change)
- e) Tell the other team members how nervous you feel (response modulation)

23. It is the last night of your vacation, and you will return to work tomorrow with a huge amount of work to be done immediately. You are worried that you won't have enough time to complete everything.

Which reaction would you most likely have to this situation?

- a) Make a priority list (situation modification)
- b) Tell your boss you will get it done (situation selection)
- c) Think about how much you've enjoyed your vacation (attentional deployment)
- d) Focus on how you are going to get it all done in time (cognitive change)
- e) Tell your boss that you have too much work to do (response modulation)

Pessimism
External Job Events

24. After talking to a number of people, you find out that your company is losing serious ground to a major competitor.

Which reaction would you most likely have to this situation?

- a) Try to contact their clients and get their business (situation modification)
- b) Move into another marketing area where the competitor is not (situation selection)
- c) Focus on your own tasks, not the overall company's strategy (attentional deployment)
- d) Reconsider the survey sample, it might not be accurate (cognitive change)
- e) Ignore the news (response modulation)

25. Your company's profits are down this year. You begin to think that there is no way you will get the raise you have been waiting for, especially after the recent lay-offs.

Which reaction would you most likely have to this situation?

- a) Ask your boss for the raise again anyway (situation modification)
- b) Try to get a position in the company that isn't dependent on market conditions (situation selection)
- c) Think about how last year you thought you weren't going to get a raise but you still did (attentional deployment)
- d) Consider you are actually in a good place, at least you were not one of the many people laid off recently (cognitive change)
- e) Ignore your hopes for a raise (response modulation)

Pessimism

Feedback Job Events

26. You have just started a job and it is the third time your supervisor catches you making the same mistake. You feel that you are under-qualified for the job and do not know what you can do to improve.

Which reaction would you most likely have to this situation?

- a) Point out why you think you messed up to your boss (situation modification)
- b) Tell your boss that you want to change positions (situation selection)
- c) Focus on not making the mistake again (attentional deployment)
- d) Realize that the company will provide you with the additional training (cognitive change)
- e) Act confident that it will not happen again to your boss (response modulation)

27. Your annual performance review was not as good as you had hoped it would be. You feel that your chances are low now for a promotion.

Which reaction would you most likely have to this situation?

- a) Continue to express interest in a promotion (situation modification)
- b) Think about searching for a new job (situation selection)
- c) Think about aspects of your job that you like (coworkers, benefits, etc) (attentional deployment)
- d) Think about how the feedback may improve your performance (cognitive change)
- e) Plan something to do after work that will put you in a better mood (response modulation)

Pessimism
Policy Job Events

28. Your company has required you to enroll in an online leadership skills class. Shortly into the class, you realize that it is not very useful.

Which reaction would you most likely have to this situation?

- a) Do the minimum needed to pass the class (situation modification)
- b) Explain this to your manager and see if you can drop the class (situation selection)
- c) Focus on other aspects of your job (attentional deployment)
- d) Think that there will be more useful information later in the course (cognitive change)
- e) Don't let others in the class know how you feel (response modulation)

29. Your boss said at the start of the year everyone who met his or her sales goals would get a bonus. Unfortunately you are just shy of meeting that goal, and do not think that you will receive a bonus.

Which reaction would you most likely have to this situation?

- a) Talk with another coworker on how you can improve (situation modification)
- b) Focus your effort on your other goals (situation selection)
- c) Don't worry about it (attentional deployment)
- d) Realize that many of your coworkers are in the same situation (cognitive change)
- e) When you go home do something that will take your mind off things (response modulation)

Pessimism
Social Job Events

30. The coworker who supports you the most has just told you that they are leaving the company. You are worried that you won't be able to rely on them for help anymore.

Which reaction would you most likely have to this situation?

- a) Seek out another co-worker to support you (situation modification)
- b) Look for a new job (situation selection)
- c) Turn your attention to the tasks you are best at (attentional deployment)
- d) Realize that this is an opportunity for you to grow (cognitive change)
- e) Start planning them a going away party (response modulation)

31. Your boss gives you routine work while giving others challenging and interesting projects. You begin to feel as if you will never get to show your potential.

Which reaction would you most likely have to this situation?

- a) Tell your boss that you want a more challenging task (situation modification)
- b) Look for another job that will challenge you (situation selection)
- c) Concentrate on coming up with ways to improve procedures (attentional deployment)
- d) Figure out new ways the routine work can be done (cognitive change)
- e) Suppress your bad mood and get the work done (response modulation)

32. You are assigned to work with a group of people whom you do not particularly like or work well with. You feel like there is no way that this project will be successful.

Which reaction would you most likely have to this situation?

- a) Try to get your boss to reassign some group members (situation modification)
- b) Ask your boss for a different assignment (situation selection)
- c) Concentrate on your specific tasks within the project (attentional deployment)
- d) Consider that at least the group has the technical skills it needs (cognitive change)
- e) Do your best to get along with others in the group (response modulation)

33. You've tried several techniques to satisfy demanding customers, but you feel that these types of customers will never be happy.

Which reaction would you most likely have to this situation?

- a) Tell your manager about your problems with customers (situation modification)
- b) Avoid the demanding customers (situation selection)
- c) Focus on providing the less demanding customers with exceptional service (attentional deployment)

- d) Try thinking from the customers point of view (cognitive change)
- e) Do your best not to let your feelings affect your interactions with customers (response modulation)

34. One of your friends recently got a job at your company. She is rather shy and you feel that she will not fit into your company's very outgoing and social environment.

Which reaction would you most likely have to this situation?

- a) Tell other coworkers to bear this in mind and to encourage her to interact (situation modification)
- b) Let your friend handle things (situation selection)
- c) Don't worry about it (attentional deployment)
- d) Think of it as a good experience for her (cognitive change)
- e) Talk with your coworkers about it (response modulation)

Pessimism
Task Job Events

35. You have been assigned a very difficult and challenging task. You have been trying to figure out how to complete the task for some time now without making any progress.

Which reaction would you most likely have to this situation?

- a) Ask a coworker for help (situation modification)
- b) Take a different approach to the problem (situation selection)
- c) Plan to work on something different for a while then come back to it (attentional deployment)
- d) Think to yourself you will figure it out, you just have to keep at it (cognitive change)
- e) Decide to go do something else to help clear your mind (response modulation)

36. You are meeting with a client for the third time and you cannot come to an agreement on the terms of the contract. You are not very hopeful that you can find a middle ground.

Which reaction would you most likely have to this situation?

- a) Bring in another coworker to the negotiation (situation modification)
- b) Postpone the meeting for now (situation selection)
- c) Decide to focus your efforts on other clients (attentional deployment)
- d) Try to brainstorm about the real underlying reasons for the client's resistance (cognitive change)
- e) Do your best to not show your feelings to the client (response modulation)

37. You are working on a project team to develop a marketing strategy for a new product. Everyone on the team is struggling. You are running out of time and you do not think you or your team can do it.

Which reaction would you most likely have to this situation?

- a) Ask for a deadline extension (situation modification)
- b) Apply an already existing strategy from a related product (situation selection)
- c) Focus solely on one marketing media (e.g. TV) (attentional deployment)
- d) Think about each group members strengths (cognitive change)
- e) Take a deep breath and go get some coffee/soda/food (response modulation)

38. You have been working hard on a project. Although you have put substantial effort in, you still think the client is not going to like the end product.

Which reaction would you most likely have to this situation?

- a) Ask to have the deadline extended (situation modification)
- b) Give the project to another coworker (situation selection)
- c) Think about the last project of yours in which the client really liked your efforts (attentional deployment)
- d) Think about different ways to “sell” the project to the client (cognitive change)
- e) Present the project enthusiastically even though you don’t feel enthusiastic (response modulation)

39. You feel that you cannot accomplish a work project given the available time and resources. When you tell your boss this, all she says is "do the best you can".

Which reaction would you most likely have to this situation?

- a) Keep trying to talk your boss into at least moving the deadline (situation modification)
- b) Go to another supervisor to try to get more resources (situation selection)
- c) Focus on completing one aspect of the project (attentional deployment)
- d) Focus on the fact that your boss isn’t expecting perfection (cognitive change)
- e) Smile at your boss, and say "OK" (response modulation)

40. Yearly sales trends continue to be negative despite your company’s best marketing and staffing efforts. You are feeling pessimistic about the future.

Which reaction would you most likely have to this situation?

- a) Work on trying to increase sales (situation modification)
- b) Look at other markers for success than pure "sales" volume (situation selection)
- c) Concentrate on your work and not the trends (attentional deployment)
- d) Consider the fact that the sales trends are not as bad as your competitors (cognitive change)
- e) Don’t let others see your pessimism (response modulation)

Guilt
External Job Events

41. It is your first day back to work after a 2- week vacation. You feel guilty because find out that several of your coworkers had to work extra hours because you were not there.

Which reaction would you most likely have to this situation?

- a) Thank them for filling in for you (situation modification)
- b) Tell them that you will volunteer to work extra hours for them (situation selection)
- c) Think back to times where you have put in extra hours for them (attentional deployment)
- d) Think to yourself that you shouldn't feel bad, because your vacation request was approved (cognitive change)
- e) Act normally and hide how you feel (response modulation)

Guilt
Feedback Job Events

42. While you were on vacation, your team completes a project. When you get back, you find a note and gift certificates from your boss for a job well done. You feel guilty since you contributed little to the project.

Which reaction would you most likely have to this situation?

- a) Tell your boss that you did not contribute to the project (situation modification)
- b) Don't discuss the issue (situation selection)
- c) Try not to let it bother you and distract yourself (attentional deployment)
- d) Think to yourself that it could have been any team member away on vacation, so it's OK (cognitive change)
- e) Celebrate the win with your team (response modulation)

Guilt

Policy Job Events

43. You and a friend were candidates for the same job promotion. While your friend is probably better qualified, you got the job because you have more social contact with your boss. You feel bad about this.

Which reaction would you most likely have to this situation?

- a) Ask your boss if you really did get the promotion because of your relationship (situation modification)
- b) Avoid discussing the promotion with your friend (situation selection)
- c) Think about how your work tasks will change (attentional deployment)
- d) Think about your positive qualifications (cognitive change)
- e) Thank your boss and don't let them know how you feel (response modulation)

44. You have a party at your house with some coworkers. The next day you see a colleague you intentionally didn't invite and they ask how the party was.

Which reaction would you most likely have to this situation?

- a) Reply that it was fine, but say that you found out that some of the e-vites (invitations) you sent didn't go through (situation modification)
- b) Tell them that you will catch up later, but you have to run to a meeting (situation selection)
- c) Reply that it was fine, and move the discussion to something else (attentional deployment)
- d) Think to yourself that they probably went out and did something else (cognitive change)
- e) Act really surprised that they did not show up (response modulation)

Guilt
Social Job Events

45. You have been complaining to your boss about not getting a raise you have been waiting for. A few days later, you get it, but you learn that one of the part time staff members in the office has been let go. You feel guilty over this.

Which reaction would you most likely have to this situation?

- a) Use your network and try to find the staff member a job (situation modification)
- b) Tell your boss the raise can wait a bit longer (situation selection)
- c) Don't think about it (attentional deployment)
- d) Think of other reasons why this coworker may have been let go and remind yourself you deserve the raise (cognitive change)
- e) Talk to your coworker for support, explaining how you feel (response modulation)

46. Family obligations have slowed your progress on a work project and others are being held up as a result. You feel guilty.

Which reaction would you most likely have to this situation?

- a) Apologize for the delay (situation modification)
- b) Focus only on work for the next several days (situation selection)
- c) Keep working steadily and do your best (attentional deployment)
- d) Realize that sometimes work and family obligations conflict for every one (cognitive reappraisal)
- e) Try not to feel guilty (response modulation)

Guilt
Task Job Events

47. You have been assigned to a project because of your expertise. Unfortunately everything you have tried for your part of the project has not worked out. You feel bad letting down your coworkers.

Which reaction would you most likely have to this situation?

- a) Ask coworkers for help (situation modification)
- b) Get the team members to have you do another task (situation selection)
- c) Don't let yourself think about your emotions, focus on the task (attentional deployment)
- d) Think that this doesn't happen very often and the next project will be different (cognitive change)
- e) Do your best not to let the coworkers know you feel bad (response modulation)

48. You feel guilty because recent mistakes you have made at work have resulted in a general reprimand for the other employees in your department.

Which reaction would you most likely have to this situation?

- a) Apologize to your coworkers informally for taking the heat (situation modification)
- b) Ask your boss to assign different tasks to you (situation selection)
- c) Think about all the things you have done well (attentional deployment)
- d) Realize that others have made these mistakes too and you can all learn from the reprimand (cognitive change)
- e) Don't let others know what you are feeling (response modulation)

Embarrassment
External Job Events

49. At a convention you overhear one of your clients making jokes about you to a competitor.

Which reaction would you most likely have to this situation?

- a) Ask your boss to shift this client to a coworker when you get back (situation modification)
- b) Avoid the client for the rest of the conference to keep from seeing them (situation selection)
- c) Think about your good relationship with the client; as a whole (attentional deployment)
- d) Think that you only heard a small part of the conversation (cognitive change)
- e) Act normally with the client as if you hadn't heard the joke (response modulation)

Embarrassment
Social Job Events

50. During a meeting with some important clients, you spill coffee all over your shirt. You start to feel your body becoming overwhelmed with embarrassment.

Which reaction would you most likely have to this situation?

- a) Try to wipe it off with a napkin (situation modification)
- b) Leave the meeting to get changed (situation selection)
- c) Don't look at it, just keep going on with your presentation (attentional deployment)
- d) Calm yourself down, telling yourself that the clients don't care about it (cognitive change)
- e) Point out the stain to the clients, and make fun of your clumsiness (response modulation)

51. A customer approaches you at work, and starts talking to you as if you've known them for years. You feel really bad because you don't remember this person.

Which reaction would you most likely have to this situation?

- a) Apologize to them and say you don't recognize them (situation modification)
- b) Tell them you have to go back to work but it was nice seeing them again (situation selection)
- c) Focus on any information you can in the conversation to figure out who they are (attentional deployment)
- d) Wonder if they think you are somebody else (cognitive change)
- e) Start talking with the customer as if you know the person well (response modulation)

52. You accidentally call a coworker by the wrong name. She corrects you, but is clearly annoyed and you are embarrassed.

Which reaction would you most likely have to this situation?

- a) Apologize to her and say it will never happen again (situation modification)
- b) Avoid her for the rest of the day (situation selection)
- c) Say their name to yourself silently, over and over again so you don't forget (attentional deployment)
- d) Think that it's a fairly common mistake and everything will be fine (cognitive change)
- e) Take a few deep breaths and relax (response modulation)

53. You are on the phone with a customer, and through the conversation have been referring to them as ma'am. At the end of the conversation, they say to you "by the way I am a man". You are completely embarrassed.

Which reaction would you most likely have to this situation?

- a) Apologize to the customer (situation modification)
- b) Make sure not to call people ma'am, or sir over the phone (situation selection)
- c) Think about the great service you provided for this person (attentional deployment)
- d) Think that others have probably made the same mistake given this person's name and voice (cognitive change)
- e) Wrap up the phone call in a professional manner (response modulation)

54. You are in a meeting when a coworker repeats something personal and embarrassing you told him in confidence.

Which reaction would you most likely have to this situation?

- a) Correct the person and modify the events of the story (situation modification)
- b) Steer clear of everyone who was in the meeting for a few days (situation selection)
- c) Change the subject (attentional deployment)
- d) Think to yourself that everyone has an embarrassing moment now and then (cognitive change)
- e) Laugh along with them (response modulation)

Embarrassment
Feedback Job Events

55. During a meeting, your boss embarrasses you by pointing out a big mistake in your work that you should have caught.

Which reaction would you most likely have to this situation?

- a) Apologize, and say you'll be more careful (**situation modification**)
- b) Make an excuse (e.g. doctors appointment) and leave the meeting (**situation selection**)
- c) Ask some general questions about the project, moving the topic away from discussing you (**attentional deployment**)
- d) Think about how you can learn from the criticisms (**cognitive change**)
- e) Get the group to laugh (**response modulation**)

56. A coworker has just sent you an email to follow up on a recent meeting. Your reply comments on the stupidity of remarks made by another person in the meeting. After sending, you notice the person's name was in the distribution list.

Which reaction would you most likely have to this situation?

- a) Apologize to the person, saying you were wrong to talk about them like that (**situation modification**)
- b) Try to recall the email, ask IT if they can help you (**situation selection**)
- c) Try not to think about it (**attentional deployment**)
- d) Think to yourself that people never read the department emails, so nobody (including the person you were talking about) will notice it (**cognitive change**)
- e) Laugh at yourself, and send an email out saying "Oops" (**response modulation**)

57. During a presentation to your company, you accidentally say the name of the company's CEO wrong. You notice several people (but not all) in the audience laughing at you.

Which reaction would you most likely have to this situation?

- a) Correct yourself immediately (**situation modification**)
- b) Avoid saying the CEO name for the rest of the presentation so you do not mess up again (**situation selection**)
- c) Continue without acknowledging the mistake (**attentional deployment**)
- d) Think that they probably are laughing at something else, most people didn't notice (**cognitive change**)
- e) Laugh with the audience and correct yourself (**response modulation**)

Embarrassment
Task Job Events

58. During a meeting, you start talking and realize that you are not making sense. You start to turn red, as all eyes in the meeting get directed to you.

Which reaction would you most likely have to this situation?

- a) Repeat yourself, this time thinking it through carefully (situation modification)
- b) Change the subject by turning the discussion over to someone else (situation selection)
- c) Stop and look at your notes (attentional deployment)
- d) Think to yourself, they probably aren't listening: if they have questions they will ask (cognitive change)
- e) Laugh at yourself (response modulation)

59. During a meeting your boss is giving individual feedback on a team project. He complements everybody else, however when he gets to you he states that what you did was a good start, and a good learning experience. You realize that you must not have done well, and you feel embarrassed in front of the other team members.

Which reaction would you most likely have to this situation?

- a) Ask to meet with him later, and try to get more detailed feedback (situation modification)
- b) After the meeting avoid your coworkers and boss for a bit (situation selection)
- c) Focus on what you did wrong, and how you can improve (attentional deployment)
- d) Think to yourself that it is great feedback which will help you improve (cognitive change)
- e) Smile, and agree with him (response modulation)

60. You are asked to brief some of your coworkers on a project that was completed by your boss. While presenting, you notice the coworkers laughing at you. You then realize that you are not presenting on the right project.

Which reaction would you most likely have to this situation?

- a) Acknowledge that you messed up, and move on to the right presentation (situation modification)
- b) From now on, don't agree to present anything for a while (situation selection)
- c) Don't worry about it, put in the new presentation and focus on not messing it up (attentional deployment)
- d) Think to yourself, well, at least your boss isn't there (cognitive change)
- e) Make a joke out of it and laugh with the group (response modulation)

Anger
Policy Job Events

61. You were by far the strongest candidate for promotion in your office, but another person was promoted instead of you due to personal connections. You feel upset and that your company is not being fair.

Which reaction would you most likely have to this situation?

- a) Talk with your boss about the likelihood of other promotion opportunities (situation modification)
- b) Avoid conversations regarding the promotion (situation selection)
- c) Focus on your current responsibilities (attentional deployment)
- d) Think about some of the downsides of the promotion (e.g. longer hours, more stress) (cognitive change)
- e) Leave the office and go to lunch with your friends (response modulation)

62. You request to replace your slow computer has been rejected twice, while many of your coworkers have had their computers replaced.

Which reaction would you most likely have to this situation?

- a) Ask your supervisor why your request was denied and others requests approved (situation modification)
- b) Use your own laptop at work (situation selection)
- c) Focus on how you can get your work done with what you have (attentional deployment)
- d) Think that there may be a “replacement plan” and your turn will come (cognitive change)
- e) After work, talk about it with friends (response modulation)

Anger
Social Job Events

63. A coworker blames you for a project mistake that you didn't make.

Which reaction would you most likely have to this situation?

- a) Email the person later with the correct version of events (situation modification)
- b) Avoid this worker for a while (situation selection)
- c) Block it out of your mind and get caught up on your phone calls (attentional deployment)
- d) Think that maybe this person is have a bad day for other reasons (cognitive change)
- e) Walk away and don't show your anger (response modulation)

64. You and a coworker have divided up a project that you are both working on. You become frustrated with them; because the coworker has been slow in doing the work they agreed to do.

Which reaction would you most likely have to this situation?

- a) Start giving them deadlines (situation modification)
- b) See if you or they can be taken off the project (situation selection)
- c) Ignore the fact that this upsets you and concentrate on your portion (attentional deployment)
- d) Just be glad that they are at least competent in doing their job (cognitive change)
- e) Go to lunch to take your mind off your coworkers progress (response modulation)

65. You are at work, and for the last hour, every 10 minutes or so, your coworker pokes their head around your cubicle and asks you irrelevant questions that do not have anything to do with work. You are really annoyed.

Which reaction would you most likely have to this situation?

- a) Put your head phones on and listen to your music (situation modification)
- b) Go home and work from home (situation selection)
- c) Ignore them and continue working (attentional deployment)
- d) Realize this person is simply trying to be friendly (cognitive change)
- e) Go for a walk to get away from your desk (response modulation)

Anger
Task Job Events

66. While you are working, you become mad as you oversee another coworker being lazy and taking several shortcuts.

Which reaction would you most likely have to this situation?

- a) Tell them they should not use the shortcuts (situation modification)
- b) Ignore the coworker so they do not bring your work down (situation selection)
- c) Decide to concentrate on your work and ignore them (attentional deployment)
- d) See this as an opportunity for you to shine and get the promotion you deserve (cognitive change)
- e) Try your best to be nice to them (response modulation)

67. You have to pick up the slack for a senior coworker who has called in with a “family emergency”. Yesterday you overheard this person making plans to spend the day with a friend. You have a meeting with this coworker tomorrow.

Which reaction would you most likely have to this situation?

- a) Bring another person to the meeting as a buffer (situation modification)
- b) Reschedule the meeting for later in the week (situation selection)
- c) Keep the meeting discussion focused on the task (attentional deployment)
- d) Think that maybe you don't have full information about how the person spent the day (cognitive change)
- e) Suppress your anger and move on (response modulation)

68. A coworker sells an elderly couple some products that you know they do not need. Afterwards the coworker brags about being great at making sales.

Which reaction would you most likely have to this situation?

- a) Ask the person how they would feel if you sold their grandparents something they didn't need (situation modification)
- b) Walk away so you don't say something you might regret (situation selection)
- c) Think about something else so you don't lose your cool (attentional deployment)
- d) Consider the idea that the couple might end up enjoying what they bought (cognitive change)
- e) Shake your head and ignore the person (response modulation)

69. Your boss has asked you for the third time this month to fix mistakes made by the new person. No one else is getting asked to do extra work and you feel angry.

Which reaction would you most likely have to this situation?

- a) Document this so that it does come back on you (situation modification)

- b) Have another coworker look at it, and have them make a recommendation to you (situation selection)
- c) Think about how well you did your project (attentional deployment)
- d) Realize that your boss trusts you to do the job right (cognitive change)
- e) Go to the gym after work to blow off steam (response modulation)

70. You've been working on a project for 3 months with a coworker who has been lying to you about their progress. You will both have to work long hours for the next week to meet the deadline.

Which reaction would you most likely have to this situation?

- f) Try to see if you can get other workers to help you (situation modification)
- g) Don't do any more work on the project until they catch up on their part (situation selection)
- h) Maintain focus on this project until it's done (attentional deployment)
- i) Realize this person is inexperienced and doesn't understand how easy it is to get behind on a project (cognitive change)
- j) Block out of your mind the fact that the person slacked and get the work done (response modulation)

71. A client has rescheduled an important meeting with you 3 times. With your hectic schedule, this has been very inconvenient resulting in you having to reschedule other pressing matters.

Which reaction would you most likely have to this situation?

- a) Stress to them the importance of meeting with you (situation modification)
- b) Have the client schedule meetings with your secretary instead of you (situation selection)
- c) Focus on how important the client is to you and your company (attentional deployment)
- d) Realize that the client probably has a hectic schedule too (cognitive change)
- e) Don't let your frustration show with the client (response modulation)

72. Your boss has put you in charge of a major customer/client but is continually telling you what you should and shouldn't be doing with this project. Your boss also calls the customer and promises things without checking with you first.

Which reaction would you most likely have to this situation?

- a) Continue to make suggestions on what to do (situation modification)
- b) Ignore your boss's ideas and do it your way (situation selection)
- c) Ignore your feelings and do as your boss asks (attentional deployment)
- d) Try to think of the different reasons why the boss might be doing things this way (cognitive change)
- e) Smile and nod, don't let the boss know you are frustrated (response modulation)

73. You have a disagreement with a coworker who ends the conversation angrily by saying “If you proceed with that recommendation, I’ll do everything I can to prevent it from moving forward.” You’re infuriated.

Which reaction would you most likely have to this situation?

- a) Set up a meeting with them, to further talk about the situation (situation modification)
- b) Tell them to go talk to your boss (situation selection)
- c) Focus on implementing your plan without them being able to prevent it (attentional deployment)
- d) Realize that they may be frustrated and they will come around (cognitive change)
- e) Calmly thank them for their input, and walk away (response modulation)

74. A coworker that you don’t get along with has been gossiping with others about a recent problem you’ve encountered with a client and is misrepresenting your side of things.

Which reaction would you most likely have to this situation?

- a) Go directly to them and set the record straight with them (situation modification)
- b) Avoid telling this person anything else about your client relations (situation selection)
- c) Don’t worry about it, you’ve got other things to worry about than gossip (attentional deployment)
- d) Consider the fact that people might not really believe what they said about you (cognitive change)
- e) Tell your coworkers how they have misrepresented what happened (response modulation)

75. You have been trying to contact your boss about an important matter for the last week. Your boss has not returned a single call or email and you know others have been able to get a response.

Which reaction would you most likely have to this situation?

- a) Send a final note to them letting them know you’ve been trying to reach them (situation modification)
- b) Handle the matter yourself (situation selection)
- c) Put this particular project on hold until you hear back from your boss (attentional deployment)
- d) Think that maybe they haven’t responded to you because it’s not really that important (cognitive change)
- e) Talk with your coworkers about this issue (response modulation)

76. A more senior coworker takes credit for the work you did on a project. You are angry and have to meet with them on another work issue later today.

Which reaction would you most likely have to this situation?

- a) Send a note to management about the details of the project so they know you did all the work (situation modification)
- b) Avoid future projects with them, so this won't happen again (situation selection)
- c) Focus on the work you need to discuss in the meeting (attentional deployment)
- d) Realize that this kind of behavior or will eventually catch up with them (cognitive change)
- e) Be polite in the meeting (response modulation)

Powerlessness
Policy Job Events

77. You are in charge of giving out pay bonuses to employees in your department. Everybody originally thought that bonuses would be 50% of their commission, however due to corporate cutbacks it will now be 25%. You have to tell your employees the bad news, and give them their bonuses.

Which reaction would you most likely have to this situation?

- a) Send a letter out describing what the company has done and justifying the actions (situation modification)
- b) Tell employees that it is not your job to decide commission (situation selection)
- c) Focus on other great benefits of working for this organization (attentional deployment)
- d) Logically explain how the company is not making any money and they are actually lucky to be receiving a bonus (cognitive change)
- e) Focus on keeping things positive (response modulation)

Powerlessness
Social Job Events

78. During a team meeting, you realize that the team members had previously come to agreement on how to approach a project. However, they did not ask you to come to that meeting. You feel left out, and there is nothing you can do about it now.

Which reaction would you most likely have to this situation?

- a) Provide input at the next meeting (situation modification)
- b) Let them do the work without you (situation selection)
- c) Concentrate on getting your part of the project done as fast and accurately as possible (attentional deployment)
- d) Think about how your strength is in getting things done, not in idea generation (cognitive change)
- e) Go to the gym after work to get your mind off things (response modulation)

79. Your work team has met several times to work on the same project. They constantly acknowledge your ideas, but they never seem to be on the project report. Nothing you do seem to be what they want.

Which reaction would you most likely have to this situation?

- a) Add your own ideas into the project yourself (situation modification)
- b) Try to get on a different work team (situation selection)
- c) Focus on your other projects where your ideas are being utilized (attentional deployment)
- d) Logically think through what might be missing so you can provide them with better information's (cognitive change)
- e) Keep acting happy around the team (response modulation)

80. Your clients keep asking you to provide them with services that you can't provide. You feel your hands are tied. Your boss denies the request every time.

Which reaction would you most likely have to this situation?

- a) Remind the clients of the services you provide and how they will benefit (situation modification)
- b) Have the clients speak directly with your boss (situation selection)
- c) Keep focusing on giving excellent service on the things that you can provide (attentional deployment)
- d) Show the clients how much better your company's services are compared to competitors (cognitive change)
- e) Don't let clients see how you are feeling (response modulation)

81. You inherited a project that you know can't be completed without substantially more time and resources, but management has indicated this isn't likely. However, you have to do it their way.

Which reaction would you most likely have to this situation?

- a) Temporarily apply resources from another project (situation modification)
- b) Suggest someone else in the company take on the project (situation selection)
- c) Make a detailed work plan with existing resources (attentional deployment)
- d) Exchange the objectives of the project to fit available resources (cognitive change)
- e) Present yourself as competent and confident no matter what happens (response modulation)

82. A customer comes in for the second time to pick up their order. However, somebody else still did not do it right, and you have to tell the customer that they have to wait another week for their order. There is nothing you can do to speed up the process.

Which reaction would you most likely have to this situation?

- a) Do the order yourself so it will be done right (situation modification)
- b) Have a manager speak with them (situation selection)
- c) Pay close attention to the task so it is done on time (attentional deployment)
- d) Think about how the ordering process could be improved (cognitive change)
- e) Sympathize with the customer (response modulation)

83. You are told to alphabetize a very large stack of files by your boss. You don't want to do this, but you have to. This will most likely take you a few days, because the stack is gigantic.

Which reaction would you most likely have to this situation?

- a) See if you can get a coworker to help you (situation modification)
- b) Go home and work on the project in front of the TV (situation selection)
- c) Put on head phones and do it (attentional deployment)
- d) Look at this way: you can take a mental break from your more demanding tasks (cognitive change)
- e) Go for a walk before you start (response modulation)

Powerlessness

Task Job Events

84. You are a server in a restaurant and you have just given excellent service to a table of vacationers. You collect the money from a table and realize that you only received an 80-cent tip on a 75-dollar bill.

Which reaction would you most likely have to this situation?

- a) Give the table their 80 cents “change” and thank them (situation modification)
- b) Make sure not to take tables from vacationers in the future (situation selection)
- c) Focus on your other customers (attentional deployment)
- d) Realize it must have been a mistake (cognitive change)
- e) Complain about the horrible tip to other servers (response modulation)

Happiness
External Job Events

85. The firm you are working for specializes in alternative energy funds, and is experiencing a very high level of growth. As a consequence, you are making a lot of sales.

Which reaction would you most likely have to this situation?

- a) Call some of your clients and try to sell them additional products (situation modification)
- b) Contact other industries that haven't started using alternative energies yet (situation selection)
- c) Think about what is specifically causing the high demand (attentional deployment)
- d) Feel really good about the fact you are helping the environment (cognitive change)
- e) Tell your boss the high numbers, and how excited you are (response modulation)

86. You are interviewing for a new job. It is going really well and everyone is excited about having you there. You leave feeling really good about the job and the interview.

Which reaction would you most likely have to this situation?

- a) Write a follow up email to the company thanking them for your time (situation modification)
- b) Go out for lunch and celebrate (situation selection)
- c) Think about how great your answers were (attentional deployment)
- d) Compared to your last interview, this one went so much better (cognitive change)
- e) Call your spouse and tell them the good news (response modulation)

87. You have just found out that your spouse received a promotion. You know that you can now afford to buy the house you want. You really want to share this good news but there are many in your offices who are struggling financially.

Which reaction would you most likely have to this situation?

- a) Just mention it in passing and don't make a big deal about it (situation modification)
- b) Wait until later when you can share the news with people outside of work (situation selection)
- c) Focus conversations at work on other things than your good news (attentional deployment)
- d) Think about the fact that you still have a long process in front of you before you'll be in a new house (cognitive change)

e) Hide your excitement (response modulation)

88. You are about to meet with a problematic client who is in your office. Your sister who has been trying to get pregnant calls and tell you it has finally happened.

Which reaction would you most likely have to this situation?

- a) Put her on hold and show the client to the meeting room (situation modification)
- b) Get off the phone with her quickly and explain later (situation selection)
- c) Think about your preparations for your meeting while talking with her (attentional deployment)
- d) Think about the fact that she is still very early in her pregnancy (cognitive change)
- e) Hide your enthusiasm (response modulation)

Happiness
Policy Job Events

89. You are happy because your company just established a very good childcare policy. You are meeting with some subordinates, who feel that they shouldn't have to be burdened with the extra cost.

Which reaction would you most likely have to this situation?

- a) Read one of your unpleasant emails so you won't look so happy (situation modification)
- b) Have a benefits person meet with them (situation selection)
- c) Focus your mind on other things you have to do today (attentional deployment)
- d) Think about how great it is that they receive the same benefits as you (cognitive change)
- e) Hide your enthusiasm for the policy and sympathize with them (response modulation)

90. Your company automatically gives a bonus of \$5000 after you clock 3000 hours in a year. You finally reach 3000 hours and you call your spouse. However, it is immediately apparent that your spouse is having a bad day.

Which reaction would you most likely have to this situation?

- a) Wait until later to tell your spouse (situation modification)
- b) Let your spouse discover the surprise (situation selection)
- c) Focus on what is bothering your spouse (attentional deployment)
- d) Think about what you sacrificed to earn the bonus (cognitive change)
- e) Try not to act too happy about the bonus (response modulation)

Happiness
Social Job Events

91. You woke up in an especially good mood, and your morning has gone well. When you get to your first meeting you notice that everybody else is grumpy and lethargic.

Which reaction would you most likely have to this situation?

- a) Ask the people in the meeting why they are grumpy (situation modification)
- b) Make an excuse and don't attend the meeting (situation selection)
- c) Think about a difficult aspect of your job so you won't look so happy (attentional deployment)
- d) Consider the possible reasons why others are grumpy (cognitive change)
- e) Do your best not to act overly happy (response modulation)

92. You have just been assigned a new client, who will bring millions of dollars to your company. Unfortunately, you are about to have lunch with a friend, who was competing with you for this client.

Which reaction would you most likely have to this situation?

- a) Offer to pay for lunch (situation modification)
- b) Call the lunch off, and reschedule (situation selection)
- c) Don't think about the deal (attentional deployment)
- d) Think about how hard your friend worked to get the client (cognitive change)
- e) Don't tell them that you got the client (response modulation)

Happiness
Task Job Events

93. Your office just had a party celebrating its tenth anniversary. There was cake, music, and entertainers (comedy troupe). Now it is time to go back to work.

Which reaction would you most likely have to this situation?

- a) Eat more cake while you work (situation modification)
- b) Leave the party and go to work (situation selection)
- c) Dive right into your work, and put your headphones on so nobody bothers you (attentional deployment)
- d) Think about all the work you have to do this week (cognitive change)
- e) Take a couple of deep breaths and get to work (response modulation)

94. You have just closed an important contract successfully. You're happy and feel like celebrating but you have other work to do.

Which reaction would you most likely have to this situation?

- a) Close your office door so you have to focus on your work (situation modification)
- b) Contact a client who is not happy with her contract to see what you can do (situation selection)
- c) Do your best not to think about it and concentrate your work (attentional deployment)
- d) Tell yourself you were just doing what was expected of you so a celebration is not really called for (cognitive change)
- e) Try to relax your mind so you can concentrate (response modulation)

95. You recently submitted a proposal. You find out that your proposal was well received, and funded, but you now have to have a difficult meeting to go to for another project.

Which reaction would you most likely have to this situation?

- a) Write down everything that is still wrong with the proposal (situation modification)
- b) See if you can reschedule the meeting (situation selection)
- c) Concentrate on the project being covered in the difficult meeting (attentional deployment)
- d) Downplay the proposal, because you were just doing your job (cognitive change)
- e) Take a few deep breaths and clear your mind (response modulation)

96. You were recently assigned to look up some information on an area that you are very interested in. You really enjoy doing this task.

Which reaction would you most likely have to this situation?

- a) Spend some extra time on it (situation modification)
- b) Take note of future tasks you could work on using this information (situation selection)
- c) Concentrate on your work really hard (attentional deployment)
- d) Think about how great your job is (cognitive change)
- e) Let your boss know you really like doing the task (response modulation)

Optimism
External Job Events

97. It has been hard balancing work and family while you worked the night shift, but recently you were told that you are going to the day shift.

Which reaction would you most likely have to this situation?

- a) Thank your boss, and tell them how this will improve your home life (situation modification)
- b) Try to get the date of your switch as soon as possible (situation selection)
- c) Think about how happy this makes you feel (attentional deployment)
- d) Look at this as an opportunity for you to better balance workload and household responsibilities (cognitive change)
- e) Tell your spouse the great news (response modulation)

Optimism
Feedback Job Events

98. After you received a national award in your field, everyone in your office is starting to feed off your positive energy.

Which reaction would you most likely have to this situation?

- a) Suggest an internal award system to your boss (situation modification)
- b) Only take on projects that you think will succeed (situation selection)
- c) Think about all the projects you have, and how well they are doing (attentional deployment)
- d) Think about how this can also help your coworkers morale (cognitive change)
- e) Take your coworkers out to celebrate (response modulation)

Optimism
Policy Job Events

99. A group of coworkers around you have routinely been recognized for their performance, however recently you feel like you have a chance to receive employee of the month.

Which reaction would you most likely have to this situation?

- a) Talk with you boss about your performance (situation modification)
- b) Stay late at work to show your dedication (situation selection)
- c) Concentrate on doing everything well (attentional deployment)
- d) Think that people look up to you at work and you should continue being a good role model (cognitive change)
- e) Show your optimism (response modulation)

Optimism
Social Job Events

100. You just started a new job and you are trying to make friends with your coworkers. You think you will get along with them very well.

Which reaction would you most likely have to this situation?

- a) Find out some common interests that you share with them (situation modification)
- b) Invite them out for drinks or dinner after work (situation selection)
- c) Think of ways in the past that you have made friends at work (attentional deployment)
- d) Consider that job performance will probably be better enhanced by having good relationships with coworkers (cognitive change)
- e) Act friendly to your coworkers (response modulation)

101. Your team members have found you difficult to work with, but recently the team has really responded well to your ideas. You feel optimistic that things are getting better for your work team.

Which reaction would you most likely have to this situation?

- a) Continue generating good ideas (situation modification)
- b) Avoid disagreements with the other team members (situation selection)
- c) Think about how great the last meeting went (attentional deployment)
- d) Realize that you can not succeed with out the help of others (cognitive change)
- e) Share your optimism with the team (response modulation)

102. Small informal professional networks have emerged in your organization. You start contacting others to join your group. The first meeting you have goes really well, with everybody volunteering to take on projects.

Which reaction would you most likely have to this situation?

- a) Talk to the other members about growing the network (situation modification)
- b) Develop an additional network for another technical area in which you work (situation selection)
- c) Think about how great this network will be for you (attentional deployment)
- d) Realize that this network can help your organization reach its goals (cognitive change)
- e) Send an email out, setting goals for your network (response modulation)

Optimism

Task Job Events

103. You've finally finished the large report you have been working on for the last few months, and your boss is very pleased, everything is starting to work out. You need this energy to carry over onto the rest of your work.

Which reaction would you most likely have to this situation?

- a) Ask your boss for details of what they liked, and why (situation modification)
- b) Have your boss give you input on your other projects current standings (situation selection)
- c) Think about how no matter how bad things seem, they have always worked out in the end (attentional deployment)
- d) Think about how supportive team members were in helping you get this done (cognitive change)
- e) Tell your project team how great you feel about the work that is being done (response modulation)

104. You are very optimistic about the good things that will come from an idea you are about to present to upper management. However, you feel it is wise to reign in your optimism.

Which reaction would you most likely have to this situation?

- a) Present your idea to a very critical coworker (situation modification)
- b) Have the meeting postponed (situation selection)
- c) Think about instances in the past where you thought something was great, and ended up being really disliked by management (attentional deployment)
- d) Consider how critical upper management can often be, no matter how good something is (cognitive change)
- e) When presenting idea, hide your optimism to management (response modulation)

105. You are 95% sure that a big customer is going to sign a contract with your company because of your efforts. However, there are still a few uncertainties, so you don't want to be overly optimistic.

Which reaction would you most likely have to this situation?

- a) Lay out the uncertainties and probabilities with your boss (situation modification)
- b) Don't tell your boss until the deal is signed (situation selection)
- c) Focus on your other projects and wait it out (attentional deployment)
- d) Realize you can't control some things and should be somewhat cautious (cognitive change)
- e) Conceal your optimism from your boss (response modulation)

Pride
Task Job Events

106. You are chosen out of many others to be the account manager for a large, high profile client.

Which reaction would you most likely have to this situation?

- a) Start to organize and plan for the project (situation modification)
- b) Call the client and introduce yourself (situation selection)
- c) Think about your past accomplishments, and how they have lead up to you being chosen (attentional deployment)
- d) Think about all the interesting and exciting things this project will include (cognitive change)
- e) Talk with other coworkers about this wonderful opportunity be (response modulation)

107. Your manager has been noticing your good work. The manager decides to leave you in charge for the night.

Which reaction would you most likely have to this situation?

- a) Work really hard, making sure you do a great job (situation modification)
- b) Delegate tasks for everybody (situation selection)
- c) Think about how much trust they will have to put in you (attentional deployment)
- d) Imagine how great things will go tonight (cognitive change)
- e) Tell your manager that you will not let them down (response modulation)

108. You are working on a project with a goal set by yourself to have it done by Friday. Today is Wednesday and you realize that you have almost 90% done.

Which reaction would you most likely have to this situation?

- a) Finish up the project, and turn it in early (situation modification)
- b) Start on another project and set a goal to get it done by Friday as well (situation selection)
- c) Carefully review your work (attentional deployment)
- d) Think about how your other coworkers always miss deadlines (cognitive change)
- e) Tell your boss about your progress (response modulation)

Pride
Feedback Job Events

109. Tonight was your first night as a server, at the end of the night you realize that not only did you not make any mistakes; you also made more money in tips than the other servers.

Which reaction would you most likely have to this situation?

- a) Let your boss know how well you did (**situation modification**)
- b) Volunteer to take on more shifts (**situation selection**)
- c) Think about specific things that you did that night (**attentional deployment**)
- d) Compare what you did to the other new servers (**cognitive change**)
- e) Go out and celebrate with your friends (**response modulation**)

110. One day your boss comes to you and " I just want to thank you for doing your job, I appreciate the hard work you have done over the last few days ".

Which reaction would you most likely have to this situation?

- a) Update your boss on something that you did well (**situation modification**)
- b) Ask your boss to give you additional responsibilities and duties (**situation selection**)
- c) Feel really good about yourself, and your work (**attentional deployment**)
- d) Think about how you will be able to get a good reference from them (for future jobs) (**cognitive change**)
- e) Tell your boss that you take pride in your work (**response modulation**)

111. You are receiving your annual performance review. In all of the categories you receive above average ratings, and your boss says that they can't think of any areas that you need improvement in.

Which reaction would you most likely have to this situation?

- a) Bring up something that you feel is your weakness, and ask for their advice (**situation modification**)
- b) Talk with another coworker for ideas about areas that you could improve in (**situation selection**)
- c) Think about areas you feel you could improve in (**attentional deployment**)
- d) Compare yourself to the other employees (**cognitive change**)
- e) Tell your boss that you couldn't have performed well without their guidance (**response modulation**)

112. You are having a conversation with your boss, who states that they really appreciate working with you, and states that you are a great team member, and you work very well with everybody in the company.

Which reaction would you most likely have to this situation?

- a) Tell them that they are an excellent boss as well (situation modification)
- b) Ask to work with those who you know still do not think you are competent, and have had trouble with in the past (situation selection)
- c) Think about times when you did not work well with coworkers (attentional deployment)
- d) Wonder why they are saying this to you, could there be another motive (cognitive change)
- e) Tell them that you don't deserve all the credit, it is a great team (response modulation)

113. Your boss comes over to your desk and states that over the past months you have done really well, and that she has recognized your leadership potential and would like you to enroll in the organizations corporate university.

Which reaction would you most likely have to this situation?

- a) Enroll immediately (situation modification)
- b) Go to the book store and pick up some leadership books (situation selection)
- c) Think about how great you feel about your recent accomplishments (attentional deployment)
- d) Think about the consequences this will have towards your career (cognitive change)
- e) Thank her for your support (response modulation)

Pride
Social Job Events

114. You are working on a team project, and several of your team members come to you for your help and expertise.

Which reaction would you most likely have to this situation?

- a) Make sure that your manager knows you had to help them out (situation modification)
- b) After answering their questions, ask if they would like your input on anything else (situation selection)
- c) Think about how much expertise you have gained in the last 5 years (attentional deployment)
- d) Realize that you are intelligent and have a lot of experience (cognitive change)
- e) Make sure to show your confidence in your ability to make good decisions (response modulation)