**CONTROL**

Kevin is a senior employee with Geospatial Analytics, a consulting firm. In the past year, he has been responsible for completing several major projects, which have collectively brought in a sizable amount of money. After spending long hours working on the projects, Kevin did some research on the compensation he was receiving at the firm. He found that someone with his skillset working a similar number of hours should be receiving about 15% higher pay. With this information in mind, Kevin booked a brief meeting with his boss, Sean, with the intention of asking for a raise of that amount.

At the meeting, Kevin started with a recap of the work done over the past year. “As you know, I’ve contributed to all the major projects that we’ve turned around this year. I’ve spent a lot of time meeting with the respective team leads to make sure that we’ve scoped our work properly, and because of my accurate forecasting, the projects I’ve been assigned to were overall on time and ten percent below budget. I’ve even managed to deliver extra value by routinely identifying future avenues of automation to help cut down on future maintenance work for the clients.”

This point was well received by Sean. “Yes, all of that is true”, he said. “The amount of effort and attention to detail that you’ve put into your projects has been noticed by senior management, and we are appreciative of everything that you’ve done for Geospatial Analytics in the past year.”

With that positive response, Kevin got to the point. “Thank you. In the coming year, we will be taking on a lot more projects than ever before, and we will need to expand our headcount to ensure we maintain the same quality as what we delivered with our past projects. As we do this, we’re going to need talented team leads to bring the new colleagues up to speed. I’m confident I can step up and help with that process.”

“Given all that I’ve accomplished over the past year, and the fact that the scope of my responsibilities are set to expand, I’d like to ask for a 15% increase in my pay.”

Sean defaulted to giving a noncommittal answer. “I appreciate all the hard work and long hours you’ve put in. Unfortunately, we just don’t have the budget for a 15% raise for you this year. Do you think you can wait another year before resubmitting this request?

Kevin decided to press the issue, despite Sean’s less than enthusiastic response. "Then I suggest you re-examine your budget. I’ve done my research, and given my responsibilities, my pay should be 15% higher. If I’m going to deliver the best results for you, I need to feel like I’m respected by the organization, and based on my research, I think being very reasonable here.”

Sean cut the discussion short, responding “as I said, we don’t have the budget, and as much as I like you, this just isn’t going to happen. I’m sorry, but I can’t give you what you’re asking for. Now, if that’s all, then we have the quarterly meeting to prepare for.”

You are a mutual friend of Kevin and Sean, and have heard the story from both sides. In order to determine whose side you want to take in this disagreement, you want to assess how aggressive the two were being, and whether their actions were because of factors external to them (e.g. having a bad day), or internal (e.g. character traits):

1. **On a scale of 1-10, how aggressive do you feel Kevin was being in that meeting?**
2. **On a scale of 1-10, how aggressive do you feel Sean was being in that meeting?**
3. **Did you feel that Kevin’s actions were driven more by internal factors or by external factors?**
4. **Did you feel that Sean’s actions were driven more by internal factors or by external factors?**

**TREATMENT**

Kelly is a senior employee with Geospatial Analytics, a consulting firm. In the past year, she has been responsible for completing several major projects, which have collectively brought in a sizable amount of money. After spending long hours working on the projects, Kelly did some research on the compensation she was receiving at the firm. She found that someone with her skillset working a similar number of hours should be receiving about 15% higher pay. With this information in mind, Kelly booked a brief meeting with her boss, Sean, with the intention of asking for a raise of that amount.

At the meeting, Kelly started with a recap of the work done over the past year. “As you know, I’ve contributed to all the major projects that we’ve turned around this year. I’ve spent a lot of time meeting with the respective team leads to make sure that we’ve scoped our work properly, and because of my accurate forecasting, the projects I’ve been assigned to were overall on time and ten percent below budget. I’ve even managed to deliver extra value by routinely identifying future avenues of automation to help cut down on future maintenance work for the clients.”

This point was well received by Sean. “Yes, all of that is true”, he said. “The amount of effort and attention to detail that you’ve put into your projects has been noticed by the senior management, and we are appreciative of everything that you’ve done for Geospatial Analytics in the past year.”

With that positive response, Kelly got to the point. “Thank you. In the coming year, we will be taking on a lot more projects than ever before, and we will need to expand our headcount to ensure we maintain the same quality as what we delivered with our past projects. As we do this, we’re going to need talented team leads to bring the new colleagues up to speed. I’m confident I can step up and help with that process.”

“Given all that I’ve accomplished over the past year, and the fact that the scope of my responsibilities are set to expand, I’d like to ask for a 15% increase in my pay.”

Sean defaulted to giving a noncommittal answer. “I appreciate all the hard work and long hours you’ve put in. Unfortunately, we just don’t have the budget for a 15% raise for you this year. Do you think you can wait another year before resubmitting this request?

Kelly decided to press the issue, despite Sean’s less than enthusiastic response. "Then I suggest you re-examine your budget. I’ve done my research, and given my responsibilities, my pay should be 15% higher. If I’m going to deliver the best results for you, I need to feel like I’m respected by the organization, and based on my research, I think being very reasonable here.”

Sean cut the discussion short, responding “as I said, we don’t have the budget, and as much as I like you, this just isn’t going to happen. I’m sorry, but I can’t give you what you’re asking for. Now, if that’s all, then we have the quarterly meeting to prepare for.”

You are a mutual friend of Kelly and Sean, and have heard the story from both sides. In order to determine whose side you want to take in this disagreement, you want to assess how aggressive the two were being, and whether their actions were because of factors external to them (e.g. having a bad day), or internal (e.g. character traits):

1. **On a scale of 1-10, how aggressive do you feel Kelly was being in that meeting?**
2. **On a scale of 1-10, how aggressive do you feel Sean was being in that meeting?**
3. **Did you feel that Kelly’s actions were driven more by internal factors or by external factors?**
4. **Did you feel that Sean’s actions were driven more by internal factors or by external factors?**

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**BASIC OUTLINE:**

**K asks for raise**

- Talks about accomplishments

- Skills and expertise have helped

- Future growth discussion

- “I’ve done some research, and given my responsibilities, I’ve found that my pay should be 15% higher”

**Boss S/D denies K’s request**

- This is beyond the budget of the department; no raise is authorized

**K insists that their value shows that the raise is appropriate, and asks S/D to reconsider**

- To be successful, I need to be respected – given my experience, I need to be paid at the top of the range, which is what I’m asking for

**S/D takes exception to K pushing the issue, and ends the meeting without any promise of offering to help**

**Ask user to rate aggressiveness**