Adrian is a Customer Service Representative with Wells Fargo, a major American bank. His/her job is to provide technical support to bank customers who call in with questions about how to navigate the bank’s various websites and apps. On a fairly unremarkable day, she processes a call from a customer, who identifies themselves as Charlie. In this call, Charlie explains that they want to change their existing personal bank account type to one with a lower minimum account balance, in order to free up money while still avoiding having to pay the monthly service fee.

“Of course I can help you with that, sir”, Adrian states, knowing his/her approved response by heart. “You mentioned that you are using a PC to access our website. There is an option in your account settings that will allow you to submit a request to change your account type. In order to access it, you just have to go to your…”

Charlie cuts Adrian off, his outburst borne from hours of frustration in attempting to locate the exact option. “That can’t be true! I’ve been looking at the website for hours, and I’ve never found any such option! That’s why I’m calling in to get you to change the account type for me.”

Surprised by the sudden outburst and suddenly defensive, Adrian goes off the approved script before he/she has a chance to realize what is happening. “It is true. I’ve used the same website many times, and I know for a fact that you can file an account type request from the website. If you’d like, I can give you a step-by-step walkthrough so that you can find the option.”

Charlie now perceives his/her feelings of frustration as being invalidated. In this state, he/she sees Adrian’s assertion and offer of a step by step walkthrough as a subtle implication that he/she is incapable of completing basic tasks, and Charlie goes on the offensive as a result. “A step by step? Do you really think I’m so dumb that you need to spoon feed me?”

Around this point, the call becomes acrimonious enough that Charlie demands to speak to the manager. As a result, the call is transferred to you, and the customer lodges a complaint. The contextual motives for Adrian and Charlie’s actions, as provided above, are based on the customer’s complaint, a debriefing with Adrian, as well as a review of the call recording. As part of the dispute resolution and employee evaluation processes, you are now asked to rate the aggressiveness of the parties in the call. Specifically, you are being asked to evaluate two questions:

**a. On a scale of 1-10, how aggressive do you feel Adrian was being in that call?**

**b. On a scale of 1-10, how aggressive do you feel Charlie was being in that call?**