**Taiwan, ROC**

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# Applying Regulatory Focus Theory on Exploring Workgroup Diversity, Perspective Taking, and Individual Creativity: The Role of Need for Cognition and Team Leadership

**Study Documentation**

November 8, 2016

# Metadata Production

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| **Metadata Producer(s)** | Survey Research Data Archive (SRDA) , Center for Survey Research, RCHSS, Academia Sinica |
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| **Identification** | E10319 |

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*Applying Regulatory Focus Theory on Exploring Workgroup Diversity, Perspective Taking, and Individual Creativity: The Role of Need for Cognition and Team Leadership*

## Overview

| | |
|---|---|
| **Identification** | E10319 |
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**Abstract**

In this study, the author proposes that taking the perspectives of teammates as a key process that enables to realize the benefits of group diversity for individual team member creativity. One goal of this proposal was to examine the mediating role of perspective taking at work between team diversity and individual team member creativity. Responding the need for more real-life measures to the individual creativity issue, this study will examine 22 research constructs cross individual-level and team-level forms that will cost two years to implement the entire research. Applying the abundant research dimensions, the author can obtain potentially valuable variety in resources such as ideas, experience, and perspective, in predicting individual member creativity. In this study, my data will be collected from a total of more than 500 employees comprising more than 70 teams in at least eight Taiwanese industries such as the telecommunication, electronics, automobile, information technology, and pharmaceutical industries. All members of the participating teams will be invited to complete my survey. The participating subordinates and their supervisors need to complete a questionnaire at the workplace during work hours. This study needs to collect data from subordinates and their supervisors to minimize the potential problems of common method. The subordinates evaluate work unit goal orientation, their individual difference in goal orientation, and information elaboration, while the supervisors reported on their subordinates' individual creativity. My contributions could be as below statements. First, understanding how different workgroup diversity types promote individual creativity through influencing member's cognitive processes is required. The research is needed that explores which factors might simultaneously help individual tap the benefits inherent in team diversity and prevent the dysfunctional effects associated with dissimilarities. Through effectively motivating organizational individual creativity, Taiwanese local firms can upgrade the industrial technologies so as to enhance the potential and capability to compete with international enterprises.

| | |
|---|---|
| **Kind of Data** | 抽樣調查資料 (Sample survey data) |

## Scope & Coverage

| | |
|---|---|
| **Time Period(s)** | 2014 |
| **Countries** | Taiwan, ROC |

**Geographic Coverage**
Taiwan

**Universe**
Taiwanese industries such as the telecommunication, electronics, automobile, information technology, and pharmaceutical industries.

## Producers & Sponsors

| | |
|---|---|
| **Primary Investigator(s)** | Chen-ju Lin, Department of Marketing and Distribution Management, Tzu Chi University of Science and Technology |
| **Other Producer(s)** | Department of Marketing and Distribution Management, Tzu Chi University of Science and Technology |
| **Funding Agency/ies** | Ministry of Science and Technology (Taiwan) |

| Data Collection | |
| --- | --- |
| **Data Collection Dates** | start 2014-09-01<br>end 2014-09-30<br>start 2014-10-01<br>end 2014-10-31<br>start 2014-12-01<br>end 2014-12-31 |
| **Time Period(s)** | start 2014-08-01<br>end 2015-07-31 |
| **Data Collection Mode** | 面對面訪問 (Face-to-face Interviews) |

| Data Processing & Appraisal |
| --- |
| **Data Editing**<br>中央研究院人文社會科學研究中心調查研究專題中心所進行的資料整理方式，為不合理值檢核。 |

| Accessibility | |
| --- | --- |
| **Contact(s)** | Survey Research Data Archive (Center for Survey Research, RCHSS, Academia Sinica) , https://srda.sinica.edu.tw , srda@gate.sinica.edu.tw |
| **Distributor(s)** | Survey Research Data Archive |
| **Depositor(s)** | Department of Marketing and Distribution Management, Tzu Chi University of Science and Technology |
| **Access Conditions**<br>會員版(一般會員、院內會員)--直接下載 | |

# Files Description

**Dataset contains 1 file(s)**

| data | |
|---|---|
| **# Cases** | 515 |
| **# Variable(s)** | 91 |

# Variables Group(s)

**Dataset contains 2 group(s)**

## Group Basic information

| # | Name | Label | Type | Format | Valid | Invalid | Question |
|---|------|-------|------|--------|-------|---------|----------|
| 1 | tcase | Team number | continuous | numeric-2.0 | 515 | 0 | - |
| 2 | ic1 | Research reports : | discrete | numeric-1.0 | 515 | 0 | - |
| 3 | ic2 | Patent announcements : | discrete | numeric-1.0 | 515 | 0 | - |
| 4 | ic3 | Invention disclosure forms : | discrete | numeric-1.0 | 515 | 0 | - |
| 5 | ic4 | Ideas proposed during suggestion programs : | discrete | numeric-1.0 | 515 | 0 | - |

## Group Question

| # | Name | Label | Type | Format | Valid | Invalid | Question |
|---|------|-------|------|--------|-------|---------|----------|
| 1 | imc1 | Demonstrated originality in his/her work. | discrete | numeric-1.0 | 515 | 0 | - |
| 2 | imc2 | Took risks in terms of producing new ideas in doing job. | discrete | numeric-1.0 | 515 | 0 | - |
| 3 | imc3 | Found new uses for existing methods or equipment. | discrete | numeric-1.0 | 515 | 0 | - |
| 4 | imc4 | Solved problems that had caused others difficulty. | discrete | numeric-1.0 | 515 | 0 | - |
| 5 | imc5 | Tried out new ideas and approaches to problems. | discrete | numeric-1.0 | 515 | 0 | - |
| 6 | imc6 | Identified opportunities for new products/processes. | discrete | numeric-1.0 | 515 | 0 | - |
| 7 | imc7 | Generated novel, but operable work-related ideas. | discrete | numeric-1.0 | 515 | 0 | - |
| 8 | imc8 | Served as a good role model for creativity. | discrete | numeric-1.0 | 515 | 0 | - |
| 9 | imc9 | Generated ideas revolutionary to our field. | discrete | numeric-1.0 | 515 | 0 | - |
| 10 | pt1 | On the job, I frequently try to take other members' perspectives. | discrete | numeric-1.0 | 515 | 0 | - |
| 11 | pt2 | At work, I often imagine how other member is feeling. | discrete | numeric-1.0 | 515 | 0 | - |
| 12 | pt3 | On the job, I make an effort to see the world through other members' eyes | discrete | numeric-1.0 | 515 | 0 | - |
| 13 | pt4 | At work, I regularly seek to understand other members' viewpoints | discrete | numeric-1.0 | 515 | 0 | - |
| 14 | nfc1 | I would prefer complex to simple problems. | discrete | numeric-1.0 | 515 | 0 | - |
| 15 | nfc2 | I like to have the responsibility of handling a | discrete | numeric-1.0 | 515 | 0 | - |

| # | Name | Label | Type | Format | Valid | Invalid | Question |
|---|------|-------|------|--------|-------|---------|----------|
| | | situation that requires a lot of thinking. | | | | | |
| 16 | nfc3 | Thinking is not my idea of fun. | discrete | numeric-1.0 | 515 | 0 | - |
| 17 | nfc4 | I would rather do something that requires little thought than something that is sure to challenge my thinking abilities. | discrete | numeric-1.0 | 515 | 0 | - |
| 18 | nfc5 | I try to anticipate and avoid situations where there is likely a chance I will have to think in depth about something. | discrete | numeric-1.0 | 515 | 0 | - |
| 19 | nfc6 | I find satisfaction in deliberating hard and for long hours. | discrete | numeric-1.0 | 515 | 0 | - |
| 20 | nfc7 | I only think as hard as I have to. | discrete | numeric-1.0 | 515 | 0 | - |
| 21 | nfc8 | I prefer to think about small, daily projects to long-term ones. | discrete | numeric-1.0 | 515 | 0 | - |
| 22 | nfc9 | I like tasks that require little thought once I've learned them. | discrete | numeric-1.0 | 515 | 0 | - |
| 23 | nfc10 | The idea of relying on thought to make my way to the top appeals to me. | discrete | numeric-1.0 | 515 | 0 | - |
| 24 | nfc11 | I really enjoy a task that involves coming up with new solutions to problems. | discrete | numeric-1.0 | 515 | 0 | - |
| 25 | nfc12 | Learning new ways to think doesn't excite me very much. | discrete | numeric-1.0 | 515 | 0 | - |
| 26 | nfc13 | I prefer my life to be filled with puzzles that I must solve. | discrete | numeric-1.0 | 515 | 0 | - |
| 27 | nfc14 | The notion of thinking abstractly is appealing to me. | discrete | numeric-1.0 | 515 | 0 | - |
| 28 | nfc15 | I would prefer a task that is intellectual, difficult, and important to one that is somewhat important but does not require much thought. | discrete | numeric-1.0 | 515 | 0 | - |
| 29 | nfc16 | I feel relief rather than satisfaction after completing a task that required a lot of mental effort. | discrete | numeric-1.0 | 515 | 0 | - |
| 30 | nfc17 | It's enough for me that something gets the job done; I don't care how or why it works. | discrete | numeric-1.0 | 515 | 0 | - |
| 31 | nfc18 | I usually end up deliberating about issues even when they do not affect me personally. | discrete | numeric-1.0 | 515 | 0 | - |

| # | Name | Label | Type | Format | Valid | Invalid | Question |
|---|------|-------|------|--------|-------|---------|----------|
| 32 | eoi1 | In this team, members freely express their, information, ideas and perspectives. | discrete | numeric-1.0 | 515 | 0 | - |
| 33 | eoi2 | In this team, members acknowledge the information, ideas, and perspectives shared by other team members. | discrete | numeric-1.0 | 515 | 0 | - |
| 34 | eoi3 | In this team, members engage in constructive joint discussion of different ideas and perspectives and build on each other's ideas and suggestions. | discrete | numeric-1.0 | 515 | 0 | - |
| 35 | eoi4 | In this team, members integrate different information, ideas, and perspectives. | discrete | numeric-1.0 | 515 | 0 | - |
| 36 | ilo1 | I am willing to select a challenging work assignment that I can Learn a lot from. | discrete | numeric-1.0 | 515 | 0 | - |
| 37 | ilo2 | I often look for opportunities to develop new skills and knowledge. | discrete | numeric-1.0 | 515 | 0 | - |
| 38 | ilo3 | I enjoy challenging and difficult tasks at work where I'll learn new skills. | discrete | numeric-1.0 | 515 | 0 | - |
| 39 | ilo4 | For me, development of my work ability is important enough to take risks. | discrete | numeric-1.0 | 515 | 0 | - |
| 40 | ilo5 | I prefer to work situations that require a high level of ability and talent. | discrete | numeric-1.0 | 515 | 0 | - |
| 41 | wlo1 | Please assess to what extent the following statements accurately describe your team. Our team looks for opportunities to develop new skills and knowledge. | discrete | numeric-1.0 | 515 | 0 | - |
| 42 | wlo2 | Please assess to what extent the following statements accurately describe your team. Our team likes challenging and difficult assignments that teach new things. | discrete | numeric-1.0 | 515 | 0 | - |
| 43 | wlo3 | Please assess to what extent the following statements accurately describe your team. Our team is willing to take risks on new ideas in order to find out what works. | discrete | numeric-1.0 | 515 | 0 | - |
| 44 | wlo4 | Please assess to what extent the following statements accurately describe your team. Our team likes to work on things that require a lot of skill and ability. | discrete | numeric-1.0 | 515 | 0 | - |

| # | Name | Label | Type | Format | Valid | Invalid | Question |
|---|------|-------|------|--------|-------|---------|----------|
| 45 | wlo5 | Please assess to what extent the following statements accurately describe your team. Our team sees learning and developing skills as very important. | discrete | numeric-1.0 | 515 | 0 | - |
| 46 | cse1 | I have confidence in my ability to solve problems creatively. | discrete | numeric-1.0 | 515 | 0 | - |
| 47 | cse2 | I feel that I am good at generating novel ideas. | discrete | numeric-1.0 | 515 | 0 | - |
| 48 | cse3 | I have a knack for further developing the ideas of others. | discrete | numeric-1.0 | 515 | 0 | - |
| 49 | tc1 | How well does your team produce new ideas. | discrete | numeric-1.0 | 515 | 0 | - |
| 50 | tc2 | How useful are those idea. | discrete | numeric-1.0 | 515 | 0 | - |
| 51 | tc3 | How creative do you consider your team to be. | discrete | numeric-1.0 | 515 | 0 | - |
| 52 | tc4 | How significant are those ideas to your team. | discrete | numeric-1.0 | 515 | 0 | - |
| 53 | ht1 | Everything in the universe is somehow related to each other. | discrete | numeric-1.0 | 515 | 0 | - |
| 54 | ht2 | Nothing is unrelated. | discrete | numeric-1.0 | 515 | 0 | - |
| 55 | ht3 | Everything in the world is intertwined in a causal relationship. | discrete | numeric-1.0 | 515 | 0 | - |
| 56 | ht4 | Even a small change in any element of the universe can lead to significant alterations in other elements. | discrete | numeric-1.0 | 515 | 0 | - |
| 57 | ht5 | Any phenomenon has numerous numbers of causes, although some of the causes are not known. | discrete | numeric-1.0 | 515 | 0 | - |
| 58 | ht6 | Any phenomenon entails a numerous number of consequences, although some of them may not be known. | discrete | numeric-1.0 | 515 | 0 | - |
| 59 | ht7 | It is more desirable to take the middle ground than go to extremes. | discrete | numeric-1.0 | 515 | 0 | - |
| 60 | ht8 | When disagreement exists among people, they should search for ways to compromise and embrace everyone's opinions. | discrete | numeric-1.0 | 515 | 0 | - |
| 61 | ht9 | It is more important to find a point of compromise than to debate who is right/wrong, when one's opinions conflict with other's opinions. | discrete | numeric-1.0 | 515 | 0 | - |
| 62 | ht10 | It is desirable to be in harmony, rather than in discord, with others of | discrete | numeric-1.0 | 515 | 0 | - |

| # | Name | Label | Type | Format | Valid | Invalid | Question |
|---|------|-------|------|--------|-------|---------|----------|
| | | different opinions than one's own. | | | | | |
| 63 | ht11 | Choosing a middle ground in an argument should be avoided. | discrete | numeric-1.0 | 515 | 0 | - |
| 64 | ht12 | We should avoid going to extremes. | discrete | numeric-1.0 | 515 | 0 | - |
| 65 | ht13 | Every phenomenon in the world moves in predictable directions. | discrete | numeric-1.0 | 515 | 0 | - |
| 66 | ht14 | A person who is currently living a successful life will continue to stay successful. | discrete | numeric-1.0 | 515 | 0 | - |
| 67 | ht15 | An individual who is currently honest will stay honest in the future. | discrete | numeric-1.0 | 515 | 0 | - |
| 68 | ht16 | If an event is moving toward a certain direction, it will continue to move toward that direction. | discrete | numeric-1.0 | 515 | 0 | - |
| 69 | ht17 | Current situations can change at any time. | discrete | numeric-1.0 | 515 | 0 | - |
| 70 | ht18 | Future events are predictable based on present situations. | discrete | numeric-1.0 | 515 | 0 | - |
| 71 | ht19 | The whole, rather than its parts, should be considered in order to understand a phenomenon. | discrete | numeric-1.0 | 515 | 0 | - |
| 72 | ht20 | It is more important to pay attention to the whole than its parts. | discrete | numeric-1.0 | 515 | 0 | - |
| 73 | ht21 | The whole is greater than the sum of its parts. | discrete | numeric-1.0 | 515 | 0 | - |
| 74 | ht22 | It is more important to pay attention to the whole context rather than the details. | discrete | numeric-1.0 | 515 | 0 | - |
| 75 | ht23 | It is not possible to understand the parts without considering the whole picture. | discrete | numeric-1.0 | 515 | 0 | - |
| 76 | ht24 | We should consider the situation a person is faced with, as well as his/her personality, in order to understand one's behavior. | discrete | numeric-1.0 | 515 | 0 | - |
| 77 | idm1 | In this team, members' input is actively sought. | discrete | numeric-1.0 | 515 | 0 | - |
| 78 | idm2 | It is clear that this team perceives members' input as a key to its success. | discrete | numeric-1.0 | 515 | 0 | - |
| 79 | idm3 | Members in this team are empowered to make work-related decisions on their own. | discrete | numeric-1.0 | 515 | 0 | - |
| 80 | idm4 | In this team, members' ideas are judged based on their | discrete | numeric-1.0 | 515 | 0 | - |

| # | Name | Label | Type | Format | Valid | Invalid | Question |
|---|------|-------|------|--------|-------|---------|----------|
| | | quality, and not based on who expresses them. | | | | | |
| 81 | idm5 | This team has a climate for healthy debate. | discrete | numeric-1.0 | 515 | 0 | - |
| 82 | idm6 | In this team, everyone's ideas for how to do things better are given serious consideration. | discrete | numeric-1.0 | 515 | 0 | - |
| 83 | idm7 | Members in this team are encouraged to offer ideas on how to improve operations outside of their own areas. | discrete | numeric-1.0 | 515 | 0 | - |
| 84 | idm8 | In this team, members' insights are used to rethink or redefine work practices. | discrete | numeric-1.0 | 515 | 0 | - |
| 85 | idm9 | In this team, members exercises the belief that problem-solving is improved when input from different roles, ranks, and functions is considered. | discrete | numeric-1.0 | 515 | 0 | - |
| 86 | idm10 | Members of this team engage in productive debates in an effort to improve decision making. | discrete | numeric-1.0 | 515 | 0 | - |

# Variables Description

**Dataset contains 91 variable(s)**

# File : data

## # tcase: Team number

| Information | [Type= continuous] [Format=numeric] [Range= 2-80] [Missing=*] |
|---|---|
| **Statistics [NW/ W]** | [Valid=515 /-] [Invalid=0 /-] [Mean=44.767 /-] [StdDev=22.496 /-] |

## # imc1: Demonstrated originality in his/her work.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| **Statistics [NW/ W]** | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 45 | 8.7% |
| 4 | Neutral | 209 | 40.6% |
| 5 | Somewhat agree | 202 | 39.2% |
| 6 | Agree | 59 | 11.5% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # imc2: Took risks in terms of producing new ideas in doing job.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| **Statistics [NW/ W]** | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 47 | 9.1% |
| 4 | Neutral | 213 | 41.4% |
| 5 | Somewhat agree | 184 | 35.7% |
| 6 | Agree | 71 | 13.8% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # imc3: Found new uses for existing methods or equipment.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| **Statistics [NW/ W]** | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 46 | 8.9% |
| 4 | Neutral | 208 | 40.4% |
| 5 | Somewhat agree | 200 | 38.8% |
| 6 | Agree | 61 | 11.8% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # imc4: Solved problems that had caused others difficulty.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| **Statistics [NW/ W]** | [Valid=515 /-] [Invalid=0 /-] |

# File : data

## # imc4: Solved problems that had caused others difficulty.

| Value | Label | Cases | Percentage |
|-------|-------|-------|------------|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 37 | 7.2% |
| 4 | Neutral | 231 | 44.9% |
| 5 | Somewhat agree | 181 | 35.1% |
| 6 | Agree | 66 | 12.8% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # imc5: Tried out new ideas and approaches to problems.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|-------------|------------------------------------------------------------|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|-------|-------|-------|------------|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 42 | 8.2% |
| 4 | Neutral | 224 | 43.5% |
| 5 | Somewhat agree | 184 | 35.7% |
| 6 | Agree | 65 | 12.6% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # imc6: Identified opportunities for new products/processes.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|-------------|------------------------------------------------------------|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|-------|-------|-------|------------|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 36 | 7.0% |
| 4 | Neutral | 226 | 43.9% |
| 5 | Somewhat agree | 182 | 35.3% |
| 6 | Agree | 71 | 13.8% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # imc7: Generated novel, but operable work-related ideas.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|-------------|------------------------------------------------------------|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|-------|-------|-------|------------|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 41 | 8.0% |
| 4 | Neutral | 229 | 44.5% |
| 5 | Somewhat agree | 187 | 36.3% |

# File : data

## # imc7: Generated novel, but operable work-related ideas.

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 6 | Agree | 58 | 11.3% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # imc8: Served as a good role model for creativity.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 37 | 7.2% |
| 4 | Neutral | 231 | 44.9% |
| 5 | Somewhat agree | 181 | 35.1% |
| 6 | Agree | 66 | 12.8% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # imc9: Generated ideas revolutionary to our field.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 48 | 9.3% |
| 4 | Neutral | 211 | 41.0% |
| 5 | Somewhat agree | 194 | 37.7% |
| 6 | Agree | 62 | 12.0% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # pt1: On the job, I frequently try to take other members' perspectives.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 40 | 7.8% |
| 4 | Neutral | 214 | 41.6% |
| 5 | Somewhat agree | 197 | 38.3% |
| 6 | Agree | 64 | 12.4% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # pt2: At work, I often imagine how other member is feeling.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|

# File : data

## # pt2: At work, I often imagine how other member is feeling.

| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |
|---|---|

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 45 | 8.7% |
| 4 | Neutral | 214 | 41.6% |
| 5 | Somewhat agree | 208 | 40.4% |
| 6 | Agree | 48 | 9.3% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # pt3: On the job, I make an effort to see the world through other members' eyes

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 40 | 7.8% |
| 4 | Neutral | 225 | 43.7% |
| 5 | Somewhat agree | 195 | 37.9% |
| 6 | Agree | 55 | 10.7% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # pt4: At work, I regularly seek to understand other members' viewpoints

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 26 | 5.0% |
| 4 | Neutral | 225 | 43.7% |
| 5 | Somewhat agree | 200 | 38.8% |
| 6 | Agree | 64 | 12.4% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # nfc1: I would prefer complex to simple problems.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 34 | 6.6% |
| 4 | Neutral | 218 | 42.3% |

# File : data

## # nfc1: I would prefer complex to simple problems.

| Value | Label | Cases | Percentage |
|-------|-------|-------|------------|
| 5 | Somewhat agree | 184 | 35.7% |
| 6 | Agree | 79 | 15.3% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # nfc2: I like to have the responsibility of handling a situation that requires a lot of thinking.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|-------------|------------------------------------------------------------|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|-------|-------|-------|------------|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 38 | 7.4% |
| 4 | Neutral | 216 | 41.9% |
| 5 | Somewhat agree | 193 | 37.5% |
| 6 | Agree | 68 | 13.2% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # nfc3: Thinking is not my idea of fun.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|-------------|------------------------------------------------------------|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|-------|-------|-------|------------|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 25 | 4.9% |
| 4 | Neutral | 217 | 42.1% |
| 5 | Somewhat agree | 206 | 40.0% |
| 6 | Agree | 67 | 13.0% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # nfc4: I would rather do something that requires little thought than something that is sure to challenge my thinking abilities.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|-------------|------------------------------------------------------------|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|-------|-------|-------|------------|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 32 | 6.2% |
| 4 | Neutral | 210 | 40.8% |
| 5 | Somewhat agree | 197 | 38.3% |
| 6 | Agree | 76 | 14.8% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# File : data

## # nfc5: I try to anticipate and avoid situations where there is likely a chance I will have to think in depth about something.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
| --- | --- |
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
| --- | --- | --- | --- |
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 34 | 6.6% |
| 4 | Neutral | 216 | 41.9% |
| 5 | Somewhat agree | 199 | 38.6% |
| 6 | Agree | 66 | 12.8% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # nfc6: I find satisfaction in deliberating hard and for long hours.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
| --- | --- |
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
| --- | --- | --- | --- |
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 29 | 5.6% |
| 4 | Neutral | 201 | 39.0% |
| 5 | Somewhat agree | 211 | 41.0% |
| 6 | Agree | 74 | 14.4% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # nfc7: I only think as hard as I have to.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
| --- | --- |
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
| --- | --- | --- | --- |
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 31 | 6.0% |
| 4 | Neutral | 228 | 44.3% |
| 5 | Somewhat agree | 188 | 36.5% |
| 6 | Agree | 68 | 13.2% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # nfc8: I prefer to think about small, daily projects to long-term ones.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
| --- | --- |
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
| --- | --- | --- | --- |
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |

# File : data

## # nfc8: I prefer to think about small, daily projects to long-term ones.

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 3 | Somewhat disagree | 30 | 5.8% |
| 4 | Neutral | 211 | 41.0% |
| 5 | Somewhat agree | 187 | 36.3% |
| 6 | Agree | 87 | 16.9% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # nfc9: I like tasks that require little thought once I've learned them.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 35 | 6.8% |
| 4 | Neutral | 214 | 41.6% |
| 5 | Somewhat agree | 201 | 39.0% |
| 6 | Agree | 65 | 12.6% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # nfc10: The idea of relying on thought to make my way to the top appeals to me.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 33 | 6.4% |
| 4 | Neutral | 205 | 39.8% |
| 5 | Somewhat agree | 206 | 40.0% |
| 6 | Agree | 71 | 13.8% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # nfc11: I really enjoy a task that involves coming up with new solutions to problems.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 30 | 5.8% |
| 4 | Neutral | 217 | 42.1% |
| 5 | Somewhat agree | 192 | 37.3% |
| 6 | Agree | 76 | 14.8% |
| 7 | Strongly agree | 0 | |

# File : data

## # nfc11: I really enjoy a task that involves coming up with new solutions to problems.

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # nfc12: Learning new ways to think doesn't excite me very much.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 31 | 6.0% |
| 4 | Neutral | 190 | 36.9% |
| 5 | Somewhat agree | 216 | 41.9% |
| 6 | Agree | 78 | 15.1% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # nfc13: I prefer my life to be filled with puzzles that I must solve.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 31 | 6.0% |
| 4 | Neutral | 218 | 42.3% |
| 5 | Somewhat agree | 186 | 36.1% |
| 6 | Agree | 80 | 15.5% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # nfc14: The notion of thinking abstractly is appealing to me.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 26 | 5.0% |
| 4 | Neutral | 222 | 43.1% |
| 5 | Somewhat agree | 189 | 36.7% |
| 6 | Agree | 78 | 15.1% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # nfc15: I would prefer a task that is intellectual, difficult, and important to one that is somewhat important but does not require much thought.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

# File : data

## # nfc15: I would prefer a task that is intellectual, difficult, and important to one that is somewhat important but does not require much thought.

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 33 | 6.4% |
| 4 | Neutral | 222 | 43.1% |
| 5 | Somewhat agree | 182 | 35.3% |
| 6 | Agree | 78 | 15.1% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # nfc16: I feel relief rather than satisfaction after completing a task that required a lot of mental effort.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 26 | 5.0% |
| 4 | Neutral | 211 | 41.0% |
| 5 | Somewhat agree | 202 | 39.2% |
| 6 | Agree | 76 | 14.8% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # nfc17: It's enough for me that something gets the job done; I don't care how or why it works.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 31 | 6.0% |
| 4 | Neutral | 199 | 38.6% |
| 5 | Somewhat agree | 208 | 40.4% |
| 6 | Agree | 77 | 15.0% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # nfc18: I usually end up deliberating about issues even when they do not affect me personally.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 39 | 7.6% |
| 4 | Neutral | 189 | 36.7% |

# File : data

## # nfc18: I usually end up deliberating about issues even when they do not affect me personally.

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 5 | Somewhat agree | 205 | 39.8% |
| 6 | Agree | 82 | 15.9% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # eoi1: In this team, members freely express their, information, ideas and perspectives.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 41 | 8.0% |
| 4 | Neutral | 194 | 37.7% |
| 5 | Somewhat agree | 207 | 40.2% |
| 6 | Agree | 73 | 14.2% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # eoi2: In this team, members acknowledge the information, ideas, and perspectives shared by other team members.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 33 | 6.4% |
| 4 | Neutral | 189 | 36.7% |
| 5 | Somewhat agree | 228 | 44.3% |
| 6 | Agree | 65 | 12.6% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # eoi3: In this team, members engage in constructive joint discussion of different ideas and perspectives and build on each other's ideas and suggestions.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 38 | 7.4% |
| 4 | Neutral | 195 | 37.9% |
| 5 | Somewhat agree | 216 | 41.9% |
| 6 | Agree | 66 | 12.8% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# File : data

## # eoi4: In this team, members integrate different information, ideas, and perspectives.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 57 | 11.1% |
| 4 | Neutral | 169 | 32.8% |
| 5 | Somewhat agree | 217 | 42.1% |
| 6 | Agree | 72 | 14.0% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # ilo1: I am willing to select a challenging work assignment that I can Learn a lot from.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 3 | | 37 | 7.2% |
| 4 | Neutral | 188 | 36.5% |
| 5 | | 223 | 43.3% |
| 6 | | 67 | 13.0% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # ilo2: I often look for opportunities to develop new skills and knowledge.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 3 | | 53 | 10.3% |
| 4 | Neutral | 181 | 35.1% |
| 5 | | 224 | 43.5% |
| 6 | | 57 | 11.1% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # ilo3: I enjoy challenging and difficult tasks at work where I'll learn new skills.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 3 | | 41 | 8.0% |
| 4 | Neutral | 193 | 37.5% |
| 5 | | 211 | 41.0% |
| 6 | | 70 | 13.6% |

# File : data

## # ilo3: I enjoy challenging and difficult tasks at work where I'll learn new skills.

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # ilo4: For me, development of my work ability is important enough to take risks.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 3 | | 52 | 10.1% |
| 4 | Neutral | 189 | 36.7% |
| 5 | | 204 | 39.6% |
| 6 | | 70 | 13.6% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # ilo5: I prefer to work situations that require a high level of ability and talent.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 3 | | 37 | 7.2% |
| 4 | Neutral | 160 | 31.1% |
| 5 | | 222 | 43.1% |
| 6 | | 96 | 18.6% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # wlo1: Please assess to what extent the following statements accurately describe your team. Our team looks for opportunities to develop new skills and knowledge.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 34 | 6.6% |
| 4 | Neutral | 150 | 29.1% |
| 5 | Somewhat agree | 236 | 45.8% |
| 6 | Agree | 95 | 18.4% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # wlo2: Please assess to what extent the following statements accurately describe your team. Our team likes challenging and difficult assignments that teach new things.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

# File : data

## # wlo2: Please assess to what extent the following statements accurately describe your team. Our team likes challenging and difficult assignments that teach new things.

| Value | Label | Cases | Percentage |
|-------|-------|-------|------------|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 34 | 6.6% |
| 4 | Neutral | 144 | 28.0% |
| 5 | Somewhat agree | 247 | 48.0% |
| 6 | Agree | 90 | 17.5% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # wlo3: Please assess to what extent the following statements accurately describe your team. Our team is willing to take risks on new ideas in order to find out what works.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|-------------|------------------------------------------------------------|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|-------|-------|-------|------------|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 38 | 7.4% |
| 4 | Neutral | 155 | 30.1% |
| 5 | Somewhat agree | 231 | 44.9% |
| 6 | Agree | 91 | 17.7% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # wlo4: Please assess to what extent the following statements accurately describe your team. Our team likes to work on things that require a lot of skill and ability.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|-------------|------------------------------------------------------------|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|-------|-------|-------|------------|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 41 | 8.0% |
| 4 | Neutral | 158 | 30.7% |
| 5 | Somewhat agree | 230 | 44.7% |
| 6 | Agree | 86 | 16.7% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # wlo5: Please assess to what extent the following statements accurately describe your team. Our team sees learning and developing skills as very important.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|-------------|------------------------------------------------------------|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|-------|-------|-------|------------|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |

# File : data

## # wlo5: Please assess to what extent the following statements accurately describe your team. Our team sees learning and developing skills as very important.

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 3 | Somewhat disagree | 43 | 8.3% |
| 4 | Neutral | 177 | 34.4% |
| 5 | Somewhat agree | 244 | 47.4% |
| 6 | Agree | 51 | 9.9% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # cse1: I have confidence in my ability to solve problems creatively.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 39 | 7.6% |
| 4 | Neutral | 192 | 37.3% |
| 5 | Somewhat agree | 222 | 43.1% |
| 6 | Agree | 62 | 12.0% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # cse2: I feel that I am good at generating novel ideas.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 51 | 9.9% |
| 4 | Neutral | 195 | 37.9% |
| 5 | Somewhat agree | 216 | 41.9% |
| 6 | Agree | 53 | 10.3% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # cse3: I have a knack for further developing the ideas of others.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 18 | 3.5% |
| 4 | Neutral | 177 | 34.4% |
| 5 | Somewhat agree | 241 | 46.8% |
| 6 | Agree | 79 | 15.3% |

# File : data

## # cse3: I have a knack for further developing the ideas of others.

| Value | Label | Cases | Percentage |
|-------|-------|-------|------------|
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

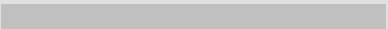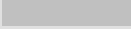## # tc1: How well does your team produce new ideas.
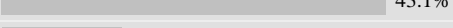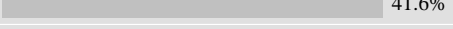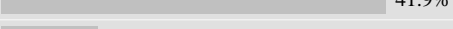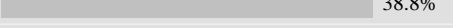
| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|-------------|------------------------------------------------------------|
| **Statistics [NW/ W]** | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|-------|-------|-------|------------|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 24 | 4.7% |
| 4 | Neutral | 157 | 30.5% |
| 5 | Somewhat agree | 244 | 47.4% |
| 6 | Agree | 90 | 17.5% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# tc2: How useful are those idea.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 24 | 4.7% |
| 4 | Neutral | 185 | 35.9% |
| 5 | Somewhat agree | 243 | 47.2% |
| 6 | Agree | 63 | 12.2% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# tc3: How creative do you consider your team to be.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 24 | 4.7% |
| 4 | Neutral | 146 | 28.3% |
| 5 | Somewhat agree | 264 | 51.3% |
| 6 | Agree | 81 | 15.7% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# tc4: How significant are those ideas to your team.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 55 | 10.7% |
| 2 | Disagree | 102 | 19.8% |
| 3 | Somewhat disagree | 101 | 19.6% |
| 4 | Neutral | 99 | 19.2% |
| 5 | Somewhat agree | 100 | 19.4% |
| 6 | Agree | 58 | 11.3% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# ic1: Research reports :

| Information | [Type= discrete] [Format=numeric] [Range= 1-6] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | | 54 | 10.5% |
| 2 | | 107 | 20.8% |
| 3 | | 94 | 18.3% |
| 4 | | 97 | 18.8% |

# ic1: Research reports :

| Value | Label | Cases | Percentage |
|-------|-------|-------|------------|
| 5 | | 118 | 22.9% |
| 6 | | 45 | 8.7% |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# ic2: Patent announcements :

| Information | [Type= discrete] [Format=numeric] [Range= 1-6] [Missing=*] |
|-------------|------------------------------------------------------------|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|-------|-------|-------|------------|
| 1 | | 48 | 9.3% |
| 2 | | 106 | 20.6% |
| 3 | | 107 | 20.8% |
| 4 | | 89 | 17.3% |
| 5 | | 108 | 21.0% |
| 6 | | 57 | 11.1% |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# ic3: Invention disclosure forms :

| Information | [Type= discrete] [Format=numeric] [Range= 1-6] [Missing=*] |
|-------------|------------------------------------------------------------|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|-------|-------|-------|------------|
| 1 | | 55 | 10.7% |
| 2 | | 111 | 21.6% |
| 3 | | 90 | 17.5% |
| 4 | | 98 | 19.0% |
| 5 | | 110 | 21.4% |
| 6 | | 51 | 9.9% |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# ic4: Ideas proposed during suggestion programs :

| Information | [Type= discrete] [Format=numeric] [Range= 3-6] [Missing=*] |
|-------------|------------------------------------------------------------|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|-------|-------|-------|------------|
| 3 | | 30 | 5.8% |
| 4 | | 199 | 38.6% |
| 5 | | 222 | 43.1% |
| 6 | | 64 | 12.4% |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# ht1: Everything in the universe is somehow related to each other.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|-------------|------------------------------------------------------------|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|-------|-------|-------|------------|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 34 | 6.6% |
| 4 | Neutral | 194 | 37.7% |

# ht1: Everything in the universe is somehow related to each other.

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 5 | Somewhat agree | 213 | 41.4% |
| 6 | Agree | 74 | 14.4% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# ht2: Nothing is unrelated.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 31 | 6.0% |
| 4 | Neutral | 193 | 37.5% |
| 5 | Somewhat agree | 222 | 43.1% |
| 6 | Agree | 69 | 13.4% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# ht3: Everything in the world is intertwined in a causal relationship.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 31 | 6.0% |
| 4 | Neutral | 214 | 41.6% |
| 5 | Somewhat agree | 216 | 41.9% |
| 6 | Agree | 54 | 10.5% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# ht4: Even a small change in any element of the universe can lead to significant alterations in other elements.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 25 | 4.9% |
| 4 | Neutral | 200 | 38.8% |
| 5 | Somewhat agree | 207 | 40.2% |
| 6 | Agree | 83 | 16.1% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# ht5: Any phenomenon has numerous numbers of causes, although some of the causes are not known.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

# ht5: Any phenomenon has numerous numbers of causes, although some of the causes are not known.

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 24 | 4.7% |
| 4 | Neutral | 204 | 39.6% |
| 5 | Somewhat agree | 216 | 41.9% |
| 6 | Agree | 71 | 13.8% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# ht6: Any phenomenon entails a numerous number of consequences, although some of them may not be known.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 22 | 4.3% |
| 4 | Neutral | 211 | 41.0% |
| 5 | Somewhat agree | 222 | 43.1% |
| 6 | Agree | 60 | 11.7% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# ht7: It is more desirable to take the middle ground than go to extremes.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 30 | 5.8% |
| 4 | Neutral | 196 | 38.1% |
| 5 | Somewhat agree | 223 | 43.3% |
| 6 | Agree | 66 | 12.8% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# ht8: When disagreement exists among people, they should search for ways to compromise and embrace everyone's opinions.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 26 | 5.0% |
| 4 | Neutral | 209 | 40.6% |
| 5 | Somewhat agree | 219 | 42.5% |
| 6 | Agree | 61 | 11.8% |

# ht8: When disagreement exists among people, they should search for ways to compromise and embrace everyone's opinions.

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# ht9: It is more important to find a point of compromise than to debate who is right/wrong, when one's opinions conflict with other's opinions.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 30 | 5.8% |
| 4 | Neutral | 194 | 37.7% |
| 5 | Somewhat agree | 218 | 42.3% |
| 6 | Agree | 73 | 14.2% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# ht10: It is desirable to be in harmony, rather than in discord, with others of different opinions than one's own.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 21 | 4.1% |
| 4 | Neutral | 212 | 41.2% |
| 5 | Somewhat agree | 228 | 44.3% |
| 6 | Agree | 54 | 10.5% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# ht11: Choosing a middle ground in an argument should be avoided.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 34 | 6.6% |
| 4 | Neutral | 211 | 41.0% |
| 5 | Somewhat agree | 201 | 39.0% |
| 6 | Agree | 69 | 13.4% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# ht12: We should avoid going to extremes.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

# ht12: We should avoid going to extremes.

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 24 | 4.7% |
| 4 | Neutral | 204 | 39.6% |
| 5 | Somewhat agree | 222 | 43.1% |
| 6 | Agree | 65 | 12.6% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# ht13: Every phenomenon in the world moves in predictable directions.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 26 | 5.0% |
| 4 | Neutral | 213 | 41.4% |
| 5 | Somewhat agree | 216 | 41.9% |
| 6 | Agree | 60 | 11.7% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# ht14: A person who is currently living a successful life will continue to stay successful.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 20 | 3.9% |
| 4 | Neutral | 211 | 41.0% |
| 5 | Somewhat agree | 223 | 43.3% |
| 6 | Agree | 61 | 11.8% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# ht15: An individual who is currently honest will stay honest in the future.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 29 | 5.6% |
| 4 | Neutral | 204 | 39.6% |
| 5 | Somewhat agree | 224 | 43.5% |
| 6 | Agree | 58 | 11.3% |
| 7 | Strongly agree | 0 | |

# ht15: An individual who is currently honest will stay honest in the future.

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# ht16: If an event is moving toward a certain direction, it will continue to move toward that direction.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 31 | 6.0% |
| 4 | Neutral | 208 | 40.4% |
| 5 | Somewhat agree | 213 | 41.4% |
| 6 | Agree | 63 | 12.2% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# ht17: Current situations can change at any time.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 32 | 6.2% |
| 4 | Neutral | 198 | 38.4% |
| 5 | Somewhat agree | 212 | 41.2% |
| 6 | Agree | 73 | 14.2% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# ht18: Future events are predictable based on present situations.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 28 | 5.4% |
| 4 | Neutral | 209 | 40.6% |
| 5 | Somewhat agree | 204 | 39.6% |
| 6 | Agree | 74 | 14.4% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# ht19: The whole, rather than its parts, should be considered in order to understand a phenomenon.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |

# ht19: The whole, rather than its parts, should be considered in order to understand a phenomenon.

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 3 | Somewhat disagree | 35 | 6.8% |
| 4 | Neutral | 189 | 36.7% |
| 5 | Somewhat agree | 231 | 44.9% |
| 6 | Agree | 60 | 11.7% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# ht20: It is more important to pay attention to the whole than its parts.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 41 | 8.0% |
| 4 | Neutral | 179 | 34.8% |
| 5 | Somewhat agree | 216 | 41.9% |
| 6 | Agree | 79 | 15.3% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# ht21: The whole is greater than the sum of its parts.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 17 | 3.3% |
| 4 | Neutral | 217 | 42.1% |
| 5 | Somewhat agree | 208 | 40.4% |
| 6 | Agree | 73 | 14.2% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# ht22: It is more important to pay attention to the whole context rather than the details.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 26 | 5.0% |
| 4 | Neutral | 210 | 40.8% |
| 5 | Somewhat agree | 215 | 41.7% |
| 6 | Agree | 64 | 12.4% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# ht23: It is not possible to understand the parts without considering the whole picture.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 30 | 5.8% |
| 4 | Neutral | 201 | 39.0% |
| 5 | Somewhat agree | 216 | 41.9% |
| 6 | Agree | 68 | 13.2% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# ht24: We should consider the situation a person is faced with, as well as his/her personality, in order to understand one's behavior.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 23 | 4.5% |
| 4 | Neutral | 216 | 41.9% |
| 5 | Somewhat agree | 219 | 42.5% |
| 6 | Agree | 57 | 11.1% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# idm1: In this team, members' input is actively sought.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 30 | 5.8% |
| 4 | Neutral | 229 | 44.5% |
| 5 | Somewhat agree | 200 | 38.8% |
| 6 | Agree | 56 | 10.9% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# idm2: It is clear that this team perceives members' input as a key to its success.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 32 | 6.2% |
| 4 | Neutral | 211 | 41.0% |

## # idm2: It is clear that this team perceives members' input as a key to its success.

| Value | Label | Cases | Percentage |
|-------|-------|-------|-----------|
| 5 | Somewhat agree | 213 | 41.4% |
| 6 | Agree | 59 | 11.5% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # idm3: Members in this team are empowered to make work-related decisions on their own.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|-------------|-----------------------------------------------------------|
| **Statistics [NW/ W]** | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|-------|-------|-------|-----------|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 30 | 5.8% |
| 4 | Neutral | 205 | 39.8% |
| 5 | Somewhat agree | 216 | 41.9% |
| 6 | Agree | 64 | 12.4% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # idm4: In this team, members' ideas are judged based on their quality, and not based on who expresses them.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|-------------|-----------------------------------------------------------|
| **Statistics [NW/ W]** | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|-------|-------|-------|-----------|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 23 | 4.5% |
| 4 | Neutral | 215 | 41.7% |
| 5 | Somewhat agree | 224 | 43.5% |
| 6 | Agree | 53 | 10.3% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # idm5: This team has a climate for healthy debate.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|-------------|-----------------------------------------------------------|
| **Statistics [NW/ W]** | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|-------|-------|-------|-----------|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 25 | 4.9% |
| 4 | Neutral | 220 | 42.7% |
| 5 | Somewhat agree | 204 | 39.6% |
| 6 | Agree | 66 | 12.8% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

## # idm6: In this team, everyone's ideas for how to do things better are given serious consideration.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|-------------|-----------------------------------------------------------|
| **Statistics [NW/ W]** | [Valid=515 /-] [Invalid=0 /-] |

# idm6: In this team, everyone's ideas for how to do things better are given serious consideration.

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 36 | 7.0% |
| 4 | Neutral | 210 | 40.8% |
| 5 | Somewhat agree | 210 | 40.8% |
| 6 | Agree | 59 | 11.5% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# idm7: Members in this team are encouraged to offer ideas on how to improve operations outside of their own areas.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 21 | 4.1% |
| 4 | Neutral | 218 | 42.3% |
| 5 | Somewhat agree | 220 | 42.7% |
| 6 | Agree | 56 | 10.9% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# idm8: In this team, members' insights are used to rethink or redefine work practices.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 20 | 3.9% |
| 4 | Neutral | 214 | 41.6% |
| 5 | Somewhat agree | 228 | 44.3% |
| 6 | Agree | 53 | 10.3% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# idm9: In this team, members exercises the belief that problem-solving is improved when input from different roles, ranks, and functions is considered.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| Statistics [NW/ W] | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 23 | 4.5% |
| 4 | Neutral | 222 | 43.1% |
| 5 | Somewhat agree | 204 | 39.6% |
| 6 | Agree | 66 | 12.8% |

# #idm9: In this team, members exercises the belief that problem-solving is improved when input from different roles, ranks, and functions is considered.

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*

# #idm10: Members of this team engage in productive debates in an effort to improve decision making.

| Information | [Type= discrete] [Format=numeric] [Range= 1-7] [Missing=*] |
|---|---|
| **Statistics [NW/ W]** | [Valid=515 /-] [Invalid=0 /-] |

| Value | Label | Cases | Percentage |
|---|---|---|---|
| 1 | Strongly disagree | 0 | |
| 2 | Disagree | 0 | |
| 3 | Somewhat disagree | 25 | 4.9% |
| 4 | Neutral | 220 | 42.7% |
| 5 | Somewhat agree | 204 | 39.6% |
| 6 | Agree | 66 | 12.8% |
| 7 | Strongly agree | 0 | |

*Warning: these figures indicate the number of cases found in the data file. They cannot be interpreted as summary statistics of the population of interest.*