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APPENDICES

APPENDIX A

Company Recruitment Flyer

Virginia Tech

Emotional Intelligence: A Research Study

- You and your fellow employees are invited to participate in a research study about the emotional intelligence (EI) of individuals within the Architecture/Engineering/Construction (A/E/C) industry.
- Research has indicated that EI shares a positive relationship with both job performance and employee retainage, especially in industries that contain significant interpersonal interaction.
- The purpose of the study is to better understand the emotional composition of the A/E/C industry as a whole, as well as by its separate entities
- We are seeking participation from architecture, engineering, contractor, and construction management organization employees at <u>all levels</u> and <u>all positions</u>.
- This research study will use a scientifically-validated measure to <u>confidentially</u> assess employees' emotional skills. The time involved to complete the questionnaire is approximately forty minutes.
- Benefits? Each company will receive a group report anonymously summarizing the EI results of its employees. In addition, each participating individual will receive an individual summary report. These reports will help identify emotional strengths as well as potential areas for improvement.
- Your participation would be greatly appreciated! Please contact Brian Walker by phone or email.

Brian K. Walker, principal investigator
Phone: (540) 200-1775
email: brwalke5@vt.edu

Dr. Anthony D. Songer, faculty advisor
Phone: (540) 231-7255
email: adsonger@vt.edu

The Vecellio Construction Engineering and Management Program
The Charles E. Via, Jr. Department of Civil and Environmental Engineering
Virginia Polytechnic Institute and State University
200 Patton Hall, Blacksburg, VA 24061-0105 USA

APPENDIX B

Administration Presentation

VirginiaTech
VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY

Emotional Intelligence within the Construction Industry

Brian K. Walker

Virginia Tech Construction Management

Agenda

What is Emotional Intelligence?

Today's Questionnaire

Purpose

The Bar-On EQ-i Specifics

Virginia Tech Construction Management

What is Emotional Intelligence?

EI is a collection of personal, emotional, and social abilities that influence one's ability to succeed in coping with daily demands and pressures in various areas of life

Virginia Tech Construction Management

What is Emotional Intelligence?

Perception

Evaluation

Regulation

Expression

Virginia Tech Construction Management

Emotional Intelligence Scales

- Intrapersonal
  (self-awareness, assertiveness, self-regard, self-actualization, independence)
- Interpersonal
  (interpersonal relationships, empathy, social responsibility)

Virginia Tech Construction Management

Emotional Intelligence Scales

- Adaptability
  (problem solving, reality testing, flexibility)
- Stress Management
  (stress tolerance, impulse control)
- General Mood
  (happiness, optimism)

Virginia Tech Construction Management

Today's Questionnaire

- No right or wrong answers
- No time limit (*answer all items*)
- **Strictly Confidential**
- Will receive results
- Positive/Constructive Potential

Virginia Tech Construction Management

Today's Questionnaire

A simple way of evaluating your personal and interpersonal skills, which may <u>lead to more efficient and successful functioning</u> in various areas of life.

Virginia Tech Construction Management

Purpose

- Virginia Tech/Industry Research
  - Benchmark
  - Academic/Organizational Training
- Individual/Organizational
  - Personal Development
  - Career Development

Virginia Tech Construction Management

Bar-On EQ-i

- Best method
- 133 items about yourself (*<u>be honest</u>*)
- 5-point response set

  ("not true of me" to "true of me")

Virginia Tech Construction Management

BarOn EQ-i

- Results
  - Will point out strengths/weaknesses
  - Will help increase ability to cope with demands/pressures
  - Quality of results dependent on honesty

Virginia Tech Construction Management

Instructions

1. **Informed Consent**
2. **Bar-On EQ-i Questionnaire**
   - Demographics
   - 133 items (complete all items)
3. **Virginia Tech Survey** (one page)
4. **Address on Envelope**

Virginia Tech Construction Management

APPENDIX C

Institutional Board for Research
Informed Consent Form

ID#: ____________________

Informed Consent for Participants

Title of Project: Investigation of Interactions in the A/E/C Industry
Principal Investigator: Brian K. Walker

I. Purpose of this Research

You are invited to participate in a research study about interactions within the Architecture/Engineering/Construction (A/E/C) industry.

II. Procedures

This research study uses the Bar-On Emotional Quotient Inventory (EQ-i) to collect data. The total time involved is approximately thirty minutes to complete the inventory.

This study consists of contractor and construction management organization employees at all levels and all positions. The research includes all sizes of organizations, from sole proprietorships to 1000+ employee firms within the A/E/C industry.

III. Risks

No risks or hazards have been identified with this research.

IV. Benefits

Your participation in this project will be used to provide information to researchers and practitioners interested in the quality of interactions between project team participants and provide a stepping-stone for future research that will look at the perspectives of other project participants.

V. Extent of Anonymity and Confidentiality

The individual results of the study will be kept strictly confidential. At no time will the researcher release the individual results of this study to anyone other than the individuals working on the study without your written consent. An identification number is written on the survey and the response sheet for the questionnaire. This number is used for tracking purposes to ensure that you are not bothered again once your questionnaire has been received.

If you would like to receive individual results, please provide your home address when prompted by the survey. Providing your home address instead of your business address helps to ensure that confidentiality is maintained. All information about you will have your address removed. No names or addresses will be used during the analysis or in any written reports of the research. This information will be destroyed once the personalized profile has been forwarded to you.

Your company may also request a company profile. Company profiles will only include data where enough people in the company participated to ensure confidentiality of individual respondents. Information will not be provided to your company if it is determined that you could be identified in any way.

VI. Compensation

No compensation will be given to participants in this study. If requested, individual results will be provided.

VII. Approval of Research

This research project has been approved, as required, by the Institutional Review Board for Research Involving Human Subjects at Virginia Polytechnic Institute and State University and by the Department of Civil and Environmental Engineering.

VIII. Subject's Responsibilities and Permission

By completing the questionnaire and survey, you are agreeing with the following:

I voluntarily agree to participate in this study. I acknowledge that I am at least 18 years of age. I have read and understand this Informed Consent form and conditions of this project. I have had all of my questions answered. I hereby acknowledge the above and give my voluntary consent for participation in this project. I understand that if I participate, I may withdraw at any time without penalty.

Should you have any pertinent questions about this research or its conduct, please contact:

Brian K. Walker, principal investigator..	(540) 231-5565	email: brwalke5@vt.edu
Dr. Anthony Songer, faculty advisor	(540) 231-7255	email: adsonger@vt.edu
David M. Moore, Chair, IRB Office of Research Compliance.........	(540) 231-4991	email: moored@vt.edu

APPENDIX D

Copy of Bar-On EQ-i™ Item Booklet

Copyrighted Document
For further information, contact Multi-Health Systems, Inc.
P.O. Box 950, North Tonawanda, NY 14120-0950

APPENDIX E

Personal Information Sheet

Identification Number: ____________________

Emotional Intelligence within the Construction Industry

Reminder: All responses will be kept **strictly** confidential.
Please answer all items as best you can.

1. While considering experiences from the past year, how easy/difficult has it been for you to perceive other people's true emotions?

Very Easy ☐ ☐ ☐ ☐ ☐ ☐ ☐ Very Difficult

2. While considering experiences from the past year, how easy/difficult has it been for you to interact with others.

Very Easy ☐ ☐ ☐ ☐ ☐ ☐ ☐ Very Difficult

For questions 3-8, please refer to the following definition:

"*EQ* is the ability to understand yours and others' emotions and to use that understanding to guide your thinking and actions"

3. Rate the *EQ* of General Contractors

Extremely Low ☐ ☐ ☐ ☐ ☐ ☐ ☐ Extremely High

4. Rate the *EQ* of Architects/Design Engineers

Extremely Low ☐ ☐ ☐ ☐ ☐ ☐ ☐ Extremely High

5. Rate the *EQ* of Subcontractors

Extremely Low ☐ ☐ ☐ ☐ ☐ ☐ ☐ Extremely High

6. Rate the *EQ* of Owners

Extremely Low ☐ ☐ ☐ ☐ ☐ ☐ ☐ Extremely High

7. Rate the *EQ* of your supervisor

Extremely Low ☐ ☐ ☐ ☐ ☐ ☐ ☐ Extremely High

8. Rate the average *EQ* of your subordinates (if applicable)

Extremely Low ☐ ☐ ☐ ☐ ☐ ☐ ☐ Extremely High

☐ Not Applicable (no subordinates)

9. Rate the *EQ* of yourself

Extremely Low ☐ ☐ ☐ ☐ ☐ ☐ ☐ Extremely High

Please answer the following items regarding your experience.

10. What type of construction describes the majority of your construction experience?

☐ Commercial (Hotels, Schools, Hospitals, etc)
☐ Heavy and Highway (Roads, Industrial, Marine, etc.)
☐ Other: ____________________

11. How many years of *field* experience do you possess (laborer, craftsmen, foreman, superintendent, etc.)?

____ years

12. How many years of *office* experience do you possess (office engineer, estimator, project manager, etc.)?

____ years

13. While considering the past year, how often did you interact with architects/design engineers?

☐ Never (*skip Question 14*)
☐ Once a month
☐ Several times a month
☐ Once a week
☐ Several times a week
☐ Every day

14. How would you describe the interactions discussed in *Question 13*?

Non-Teamwork Driven ☐ ☐ ☐ ☐ (Neutral) ☐ ☐ ☐ Teamwork Driven

Please answer the following items regarding your demographics.

15. What is your age?

____ years

16. What is your gender?

☐ Male ☐ Female

17. What is the highest level of education you have completed?

☐ Elementary School
☐ Middle School / Jr. High
☐ High School
☐ Community/Jr. College
☐ 4-yr College
☐ Graduate School

18. What is your current position within your company?

☐ Laborer
☐ Craftsman
☐ Foreman
☐ Office Engineer
☐ Estimator/Scheduler
☐ Project Manager
☐ Superintendent
☐ Executive
☐ Other: ____________________

APPENDIX F

Bar-On EQ-i™ Scales

Bar-On EQ-i™ Scales*

------------------------ **Intrapersonal** ------------------------

Self-Regard
The ability to look at and understand oneself, respect and accept oneself, accepting one's perceived positive and negative aspects as well as one's limitations and possibilities.

In the workplace, employees who have high self-regard have better work attitudes and behaviors. Better self-confidence means better performance.

Emotional Self-Awareness
The ability to recognize and understand one's feelings and emotions, differentiate between them, and know what them and why.

In the workplace, good emotional self-awareness promotes successful conflict resolution and leads to improved interaction between staff.

Assertiveness
The ability to express feelings, beliefs, and thoughts and defend one's rights in a nondestructive way.

In the workplace, proper assertiveness helps individuals to work more cohesively and to share ideas effectively. Good leaders have well-developed assertiveness skills.

Independence
The ability to be self-reliant and self-directed in one's thinking and actions and to be free of emotional dependency; these people may ask for and consider the advice of others, but they rarely depend on others to make important decisions or do things for them.

In the workplace, the proper balance is for people to "think for themselves" and yet still listen to and utilize ideas from others when appropriate.

Self-Actualization
The ability to realize one's potential capacities and to strive to do that which one wants to do and enjoys doing.

In the workplace, high self-actualization is connected with good motivation and striving to optimize both individual and team performance. A well-rounded individual brings more life experience to the job.

------------------------ Interpersonal ------------------------

Empathy
The ability to be attentive to, to understand, and to appreciate the feelings of others…it is being able to "emotionally read" other people.

In the workplace, understanding the duties and demands being placed on fellow staff members creates cohesive functioning. Understanding others' points of view will help make you a team player.

Social Responsibility
The ability to demonstrate oneself as a cooperative, contributing, and constructive member of one's social group.

In the workplace, social responsibility means contributing to recognized departmental and company goals. It also means being aware of the greater good you and your group can contribute to society as a whole.

Interpersonal Relationship
The ability to establish and maintain mutually satisfying relationships that are characterized by intimacy and by giving and receiving affection.

In the workplace, good interpersonal relations translates into effective communication within and between departments.

------------------------ Stress Management ------------------------

Stress Tolerance
The ability to withstand adverse events and stressful situations without falling apart by actively and confidently coping with stress.

In the workplace, effective stress tolerance has to do with managing reasonable workloads, establishing clear priorities, and meeting realistic deadlines.

Impulse Control
The ability to resist or delay an impulse, drive, or temptation to act.

In the workplace, rash actions can be costly. Mistakes can often be avoided by simply taking time to stop and think.

------------------------Adaptability ------------------------

Reality Testing
The ability to assess the correspondence between what is experienced (the subjective) and what in reality exists (the objective).

In the workplace, the focus should be on practicality and not unrealistic expectations.

Flexibility
The ability to adjust one's emotions, thoughts, and behavior to changing situations and conditions.

In the workplace, those high in flexibility perform better in positions where tasks are dynamic and changing. Those low in flexibility may perform better at more well defined tasks requiring reliability and consistency.

Problem Solving
The ability to identify and define problems as well as to generate and implement potentially effective solutions.

In the workplace, the method used for problem solving is critical: viable alternative solutions must be considered, including a cost/benefit analysis and long-term applications.

------------------------ General Mood ------------------------

Happiness
The ability to feel satisfied with one's life, to enjoy oneself and being with others, and to have fun.

In the workplace, a positive atmosphere lifts spirits and helps overall performance.

Optimism
The ability to look at the brighter side of life and to maintain a positive attitude, even in the face of adversity.

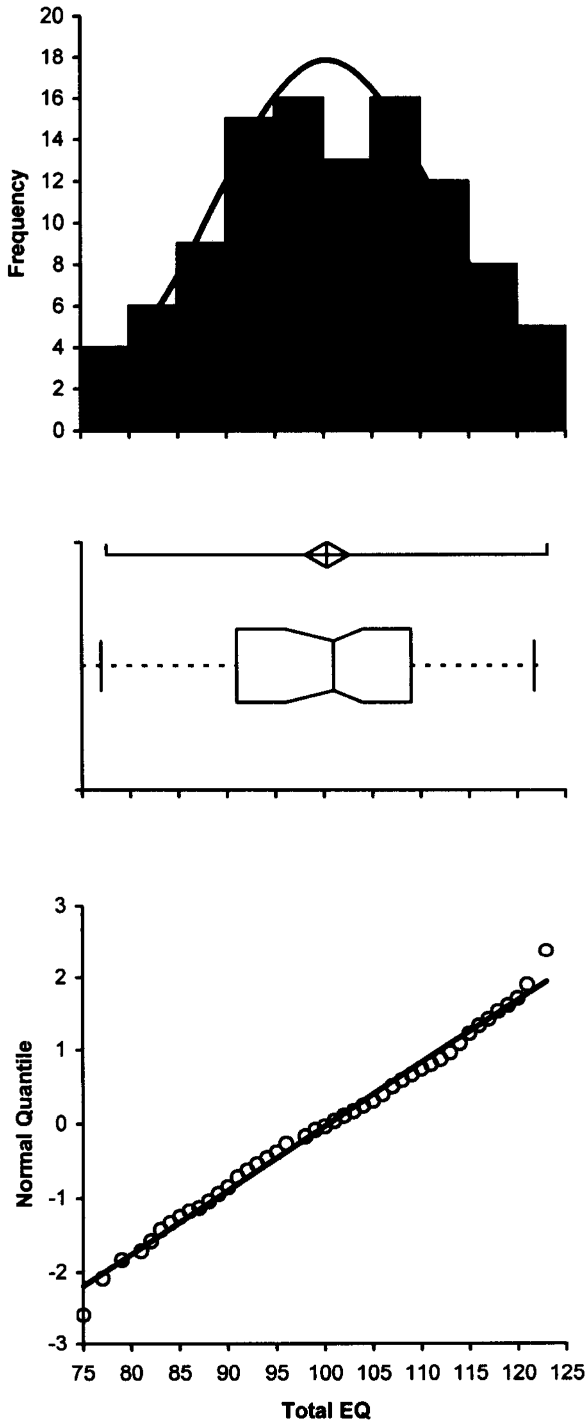
In the workplace, there is such a thing as self-fulfilling prophecies. When staff believe something is possible, they will often make it happen. An optimistic attitude also helps ward off stress.

APPENDIX G

Additional Tables and Figures

analysed with: Analyse-it + General 1.67

Test	**Continuous summary descriptives**
	Total EQ
Performed by	Brian K. Walker
Date	18 March 2003



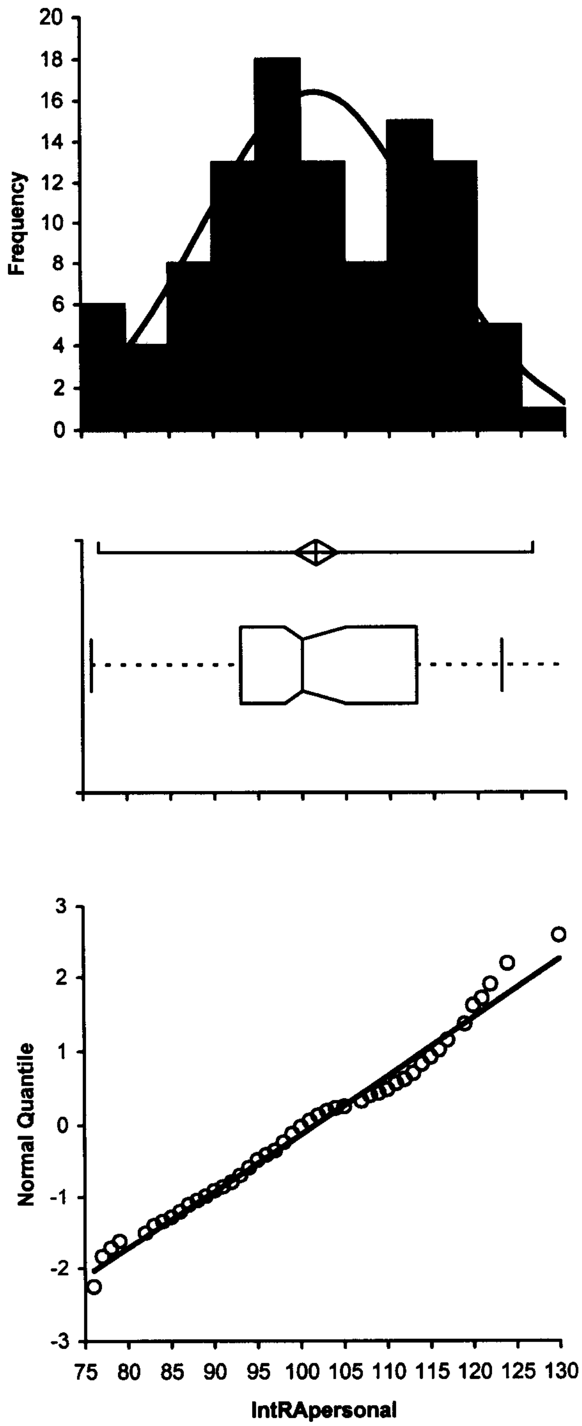
n	104
Mean	100.346
95% CI	98.085 to 102.607
Variance	135.1800
SD	11.6267
SE	1.1401
CV	12%
Median	101.000
96.1% CI	96.000 to 104.000
Range	48
IQR	18

Percentile	
2.5th	77.000
25th	91.000
50th	101.000
75th	109.000
97.5th	121.750

	Coefficient	p
Shapiro-Wilk	0.9840	0.2463
Skewness	-0.0571	0.8036
Kurtosis	-0.7636	0.0168

analysed with: Analyse-it + General 1.67

Test	**Continuous summary descriptives**
	IntRApersonal
Performed by	Brian K. Walker
Date	18 March 2003



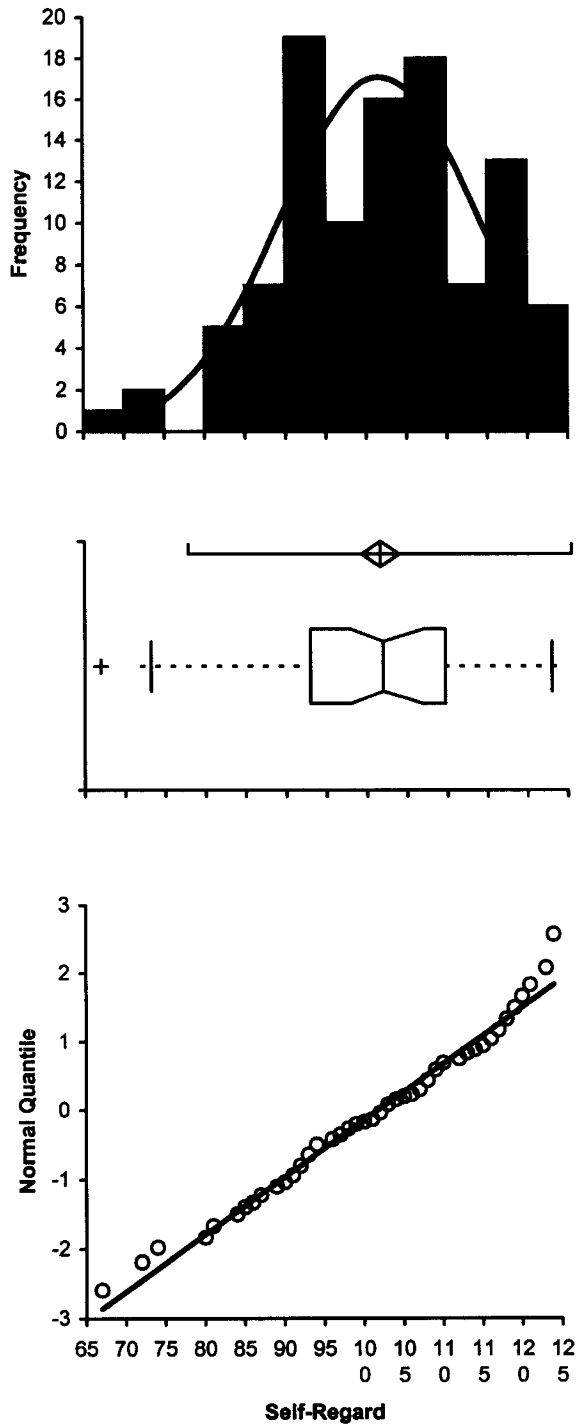
n	104
Mean	101.606
95% CI	99.152 to 104.059
Variance	159.1926
SD	12.6172
SE	1.2372
CV	12%
Median	100.000
96.1% CI	98.000 to 105.000
Range	54
IQR	20

Percentile	
2.5th	76.000
25th	93.000
50th	100.000
75th	113.000
97.5th	122.750

	Coefficient	p
Shapiro-Wilk	0.9787	0.0920
Skewness	-0.0805	0.7261
Kurtosis	-0.7279	0.0271

analysed with: Analyse-it + General 1.67

Test	**Continuous summary descriptives**
	Self-Regard
Performed by	Brian K. Walker
Date	18 March 2003



n	104
Mean	101.702
95% CI	99.341 to 104.063
Variance	147.3957
SD	12.1407
SE	1.1905
CV	12%

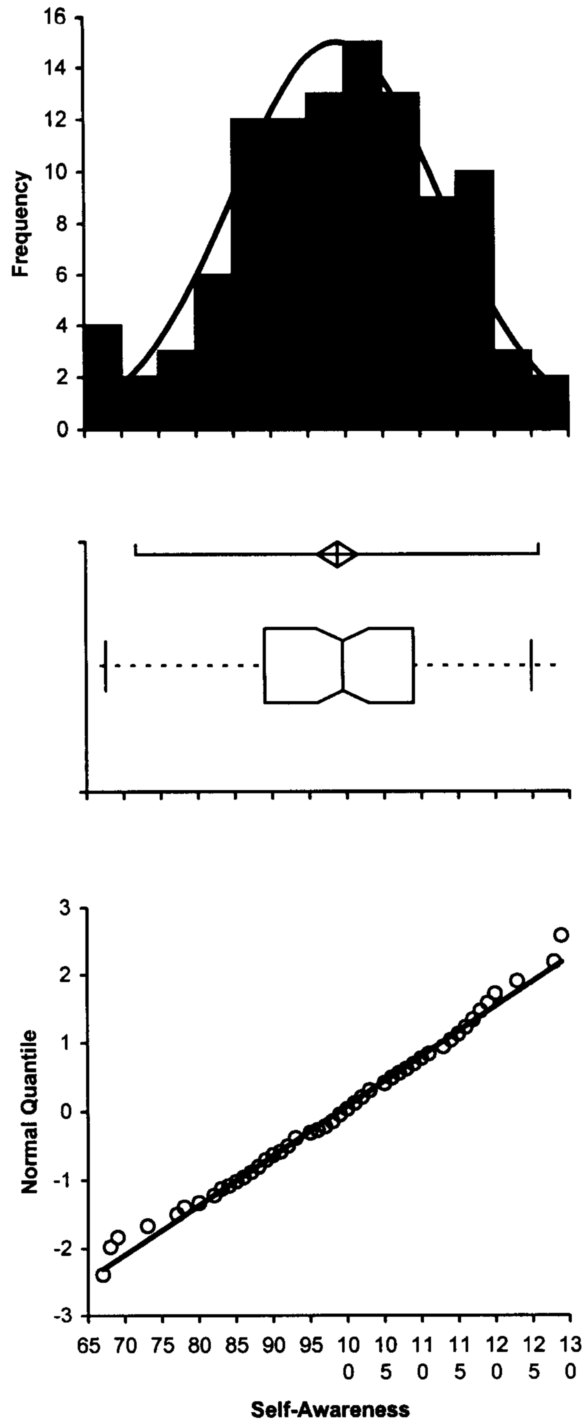
Median	102.000
96.1% CI	98.000 to 107.000
Range	57
IQR	16.75

Percentile	
2.5th	73.250
25th	93.000
50th	102.000
75th	109.750
97.5th	123.000

	Coefficient	p
Shapiro-Wilk	0.9810	0.1408
Skewness	-0.3145	0.1786
Kurtosis	-0.2562	0.6461

analysed with: Analyse-it + General 1.67

Test	**Continuous summary descriptives**		
	Self-Awareness		
Performed by	Brian K. Walker	**Date**	18 March 2003



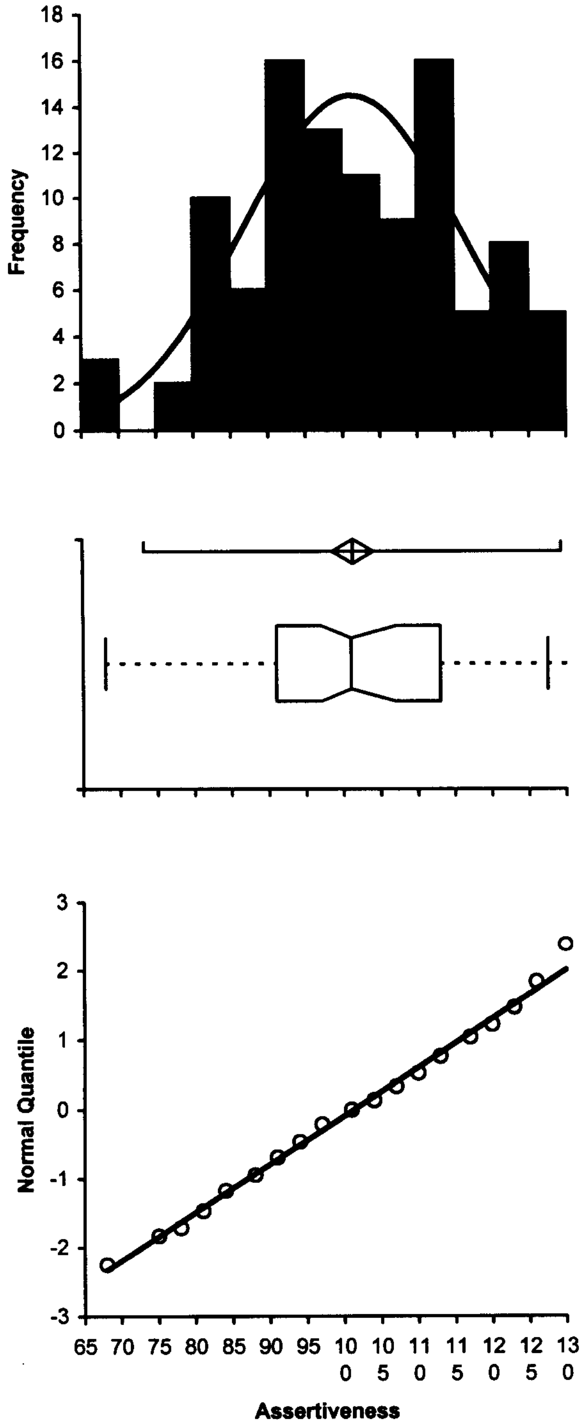
n	104
Mean	98.837
95% CI	96.149 to 101.524
Variance	191.0313
SD	13.8214
SE	1.3553
CV	14%
Median	99.500
96.1% CI	96.000 to 103.000
Range	62
IQR	20

Percentile	
2.5th	67.625
25th	89.000
50th	99.500
75th	109.000
97.5th	124.875

	Coefficient	p
Shapiro-Wilk	0.9887	0.5300
Skewness	-0.2152	0.3525
Kurtosis	-0.2999	0.5585

analysed with: Analyse-it + General 1.67

Test	**Continuous summary descriptives**
	Assertiveness
Performed by	Brian K. Walker
Date	18 March 2003



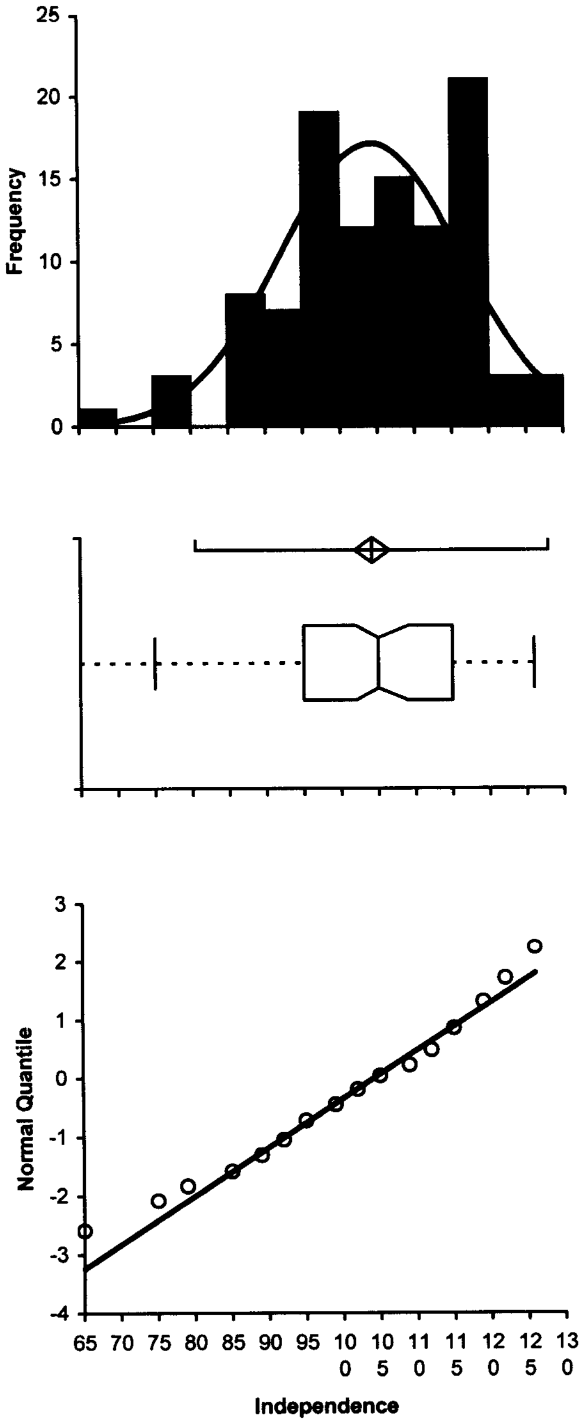
n	104
Mean	101.260
95% CI	98.481 to 104.038
Variance	204.1552
SD	14.2883
SE	1.4011
CV	14%
Median	101.000
96.1% CI	97.000 to 107.000
Range	62
IQR	22

Percentile	
2.5th	68.000
25th	91.000
50th	101.000
75th	113.000
97.5th	127.500

	Coefficient	p
Shapiro-Wilk	0.9826	0.1898
Skewness	-0.1024	0.6560
Kurtosis	-0.4840	0.2365

analysed with: Analyse-it + General 1.67

Test	**Continuous summary descriptives**
	Independence
Performed by	Brian K. Walker
Date	18 March 2003



n	104
Mean	104.202
95% CI	101.848 to 106.556
Variance	146.4734
SD	12.1026
SE	1.1868
CV	12%

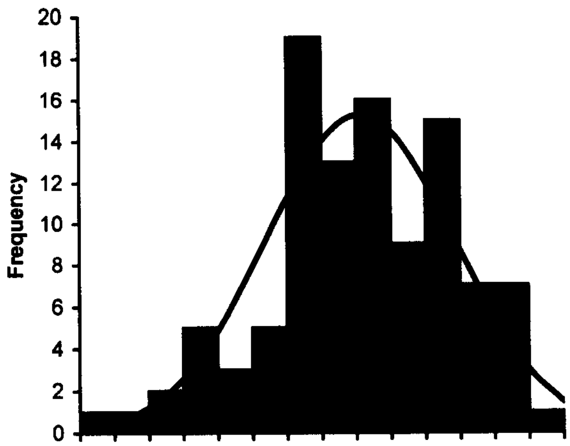
Median	105.000
96.1% CI	102.000 to 109.000
Range	61
IQR	20

Percentile	
2.5th	75.000
25th	95.000
50th	105.000
75th	115.000
97.5th	126.000

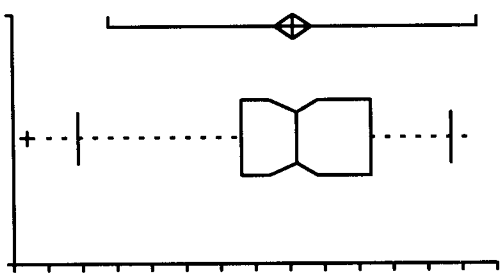
	Coefficient	p
Shapiro-Wilk	0.9677	0.0121
Skewness	-0.5256	0.0292
Kurtosis	0.1745	0.5819

analysed with: Analyse-it + General 1.67

Test	**Continuous summary descriptives**
	Self-Actualization
Performed by	Brian K. Walker
Date	18 March 2003

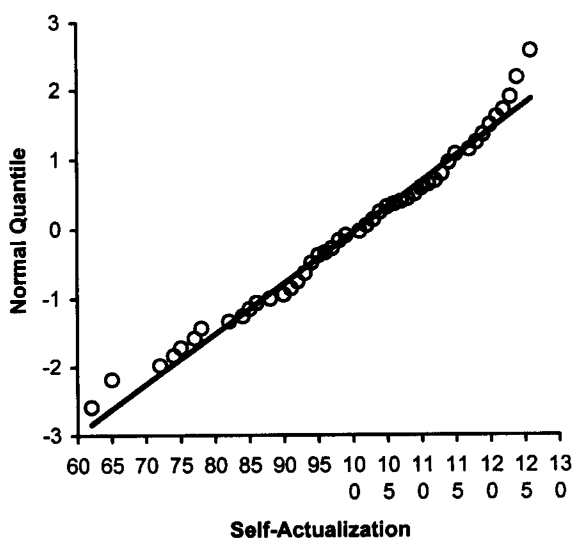


n	104
Mean	100.548
95% CI	97.906 to 103.190
Variance	184.5802
SD	13.5860
SE	1.3322
CV	14%



Median	101.000
96.1% CI	97.000 to 104.000
Range	64
IQR	18.75

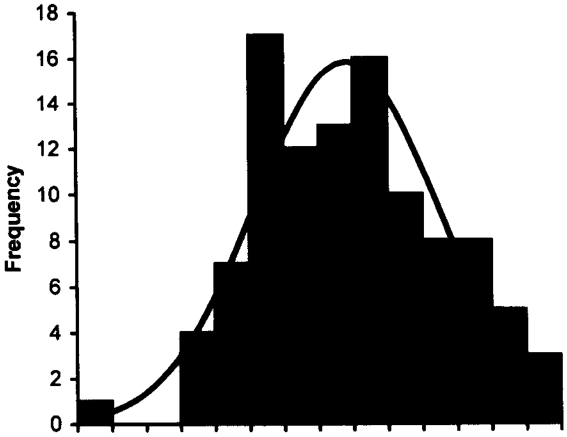
Percentile	
2.5th	69.375
25th	93.000
50th	101.000
75th	111.750
97.5th	123.375



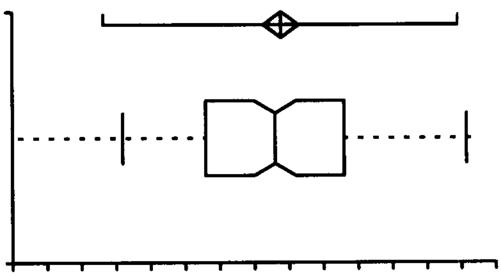
	Coefficient	p
Shapiro-Wilk	0.9800	0.1174
Skewness	-0.4023	0.0889
Kurtosis	-0.0728	0.9869

analysed with: Analyse-it + General 1.67

Test	**Continuous summary descriptives**		
	IntERpersonal		
Performed by	Brian K. Walker	**Date**	18 March 2003

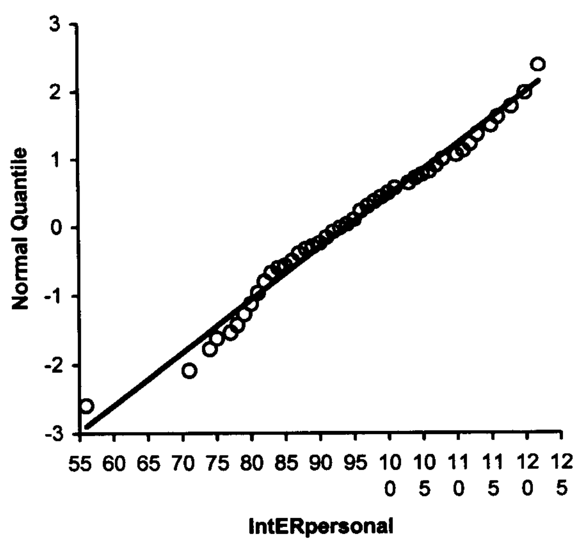


n	104
Mean	93.904
95% CI	91.355 to 96.453
Variance	171.7771
SD	13.1064
SE	1.2852
CV	14%



Median	93.000
96.1% CI	90.000 to 96.000
Range	66
IQR	20

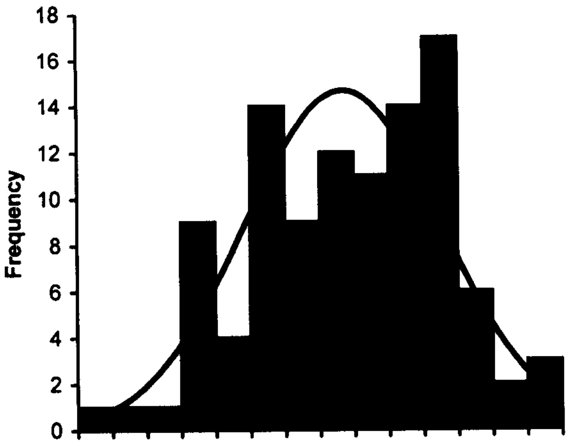
Percentile	
2.5th	71.000
25th	83.000
50th	93.000
75th	103.000
97.5th	120.750



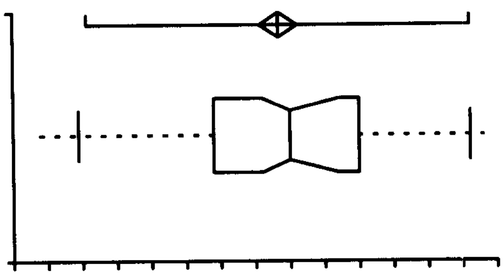
	Coefficient	p
Shapiro-Wilk	0.9825	0.1871
Skewness	0.1168	0.6115
Kurtosis	-0.3244	0.5104

analysed with: Analyse-it + General 1.67

Test	**Continuous summary descriptives**
	Empathy
Performed by	Brian K. Walker
Date	18 March 2003

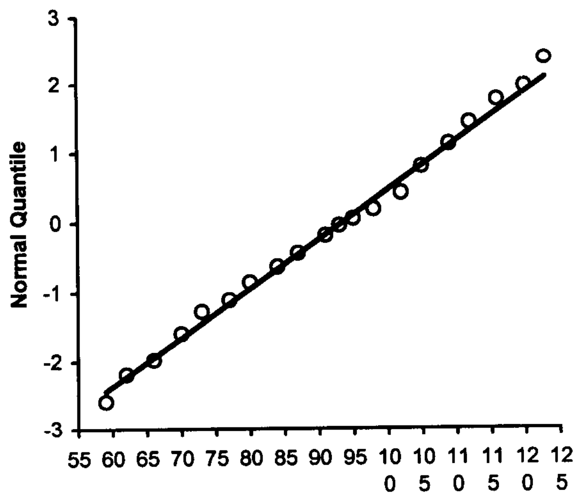


n	104
Mean	93.375
95% CI	90.628 to 96.122
Variance	199.4794
SD	14.1237
SE	1.3849
CV	15%



Median	95.000
96.1% CI	91.000 to 102.000
Range	64
IQR	21

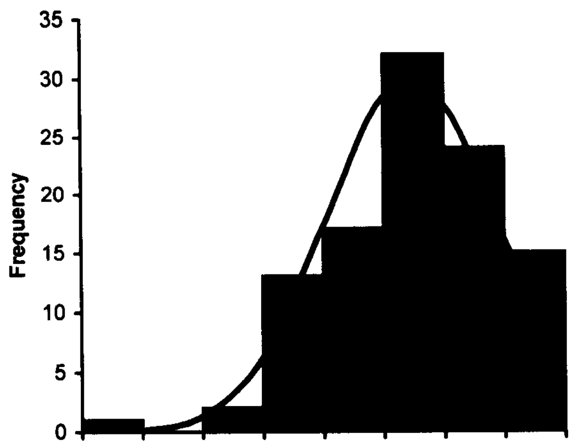
Percentile	
2.5th	64.500
25th	84.000
50th	95.000
75th	105.000
97.5th	121.125



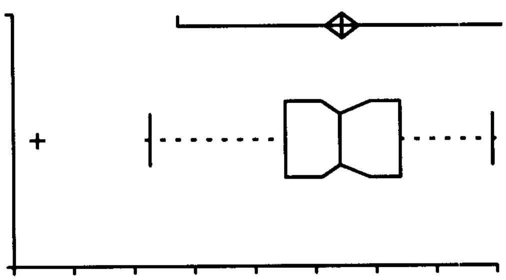
	Coefficient	p
Shapiro-Wilk	0.9786	0.0904
Skewness	-0.2094	0.3656
Kurtosis	-0.5678	0.1335

analysed with: Analyse-it + General 1.67

Test	**Continuous summary descriptives**
	Social Responsibility
Performed by	Brian K. Walker
Date	18 March 2003

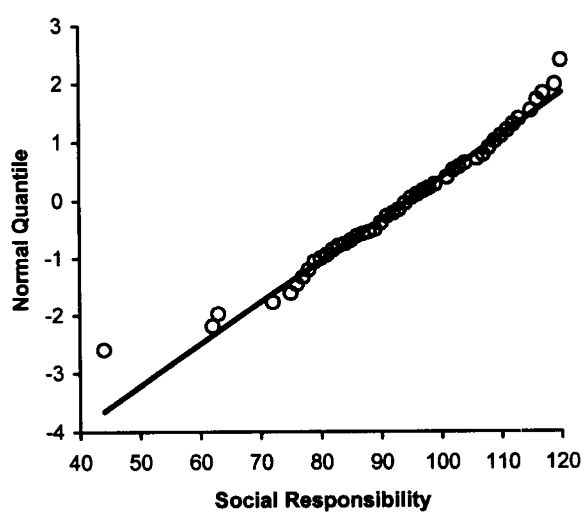


n	104
Mean	94.481
95% CI	91.787 to 97.175
Variance	191.8637
SD	13.8515
SE	1.3583
CV	15%



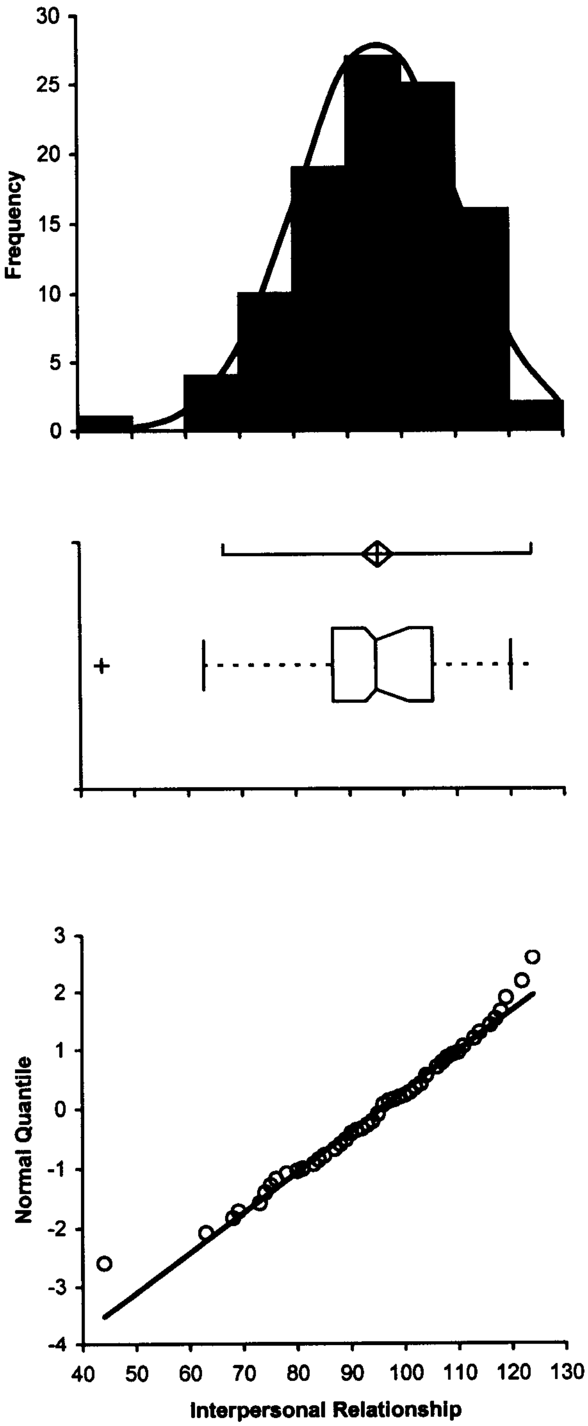
Median	94.000
96.1% CI	91.000 to 99.000
Range	76
IQR	19

Percentile	
2.5th	62.625
25th	85.000
50th	94.000
75th	104.000
97.5th	119.375



	Coefficient	p
Shapiro-Wilk	0.9766	0.0620
Skewness	-0.5069	0.0349
Kurtosis	0.6880	0.1616

Test	**Continuous summary descriptives**
	Interpersonal Relationship
Performed by	Brian K. Walker
Date	18 March 2003

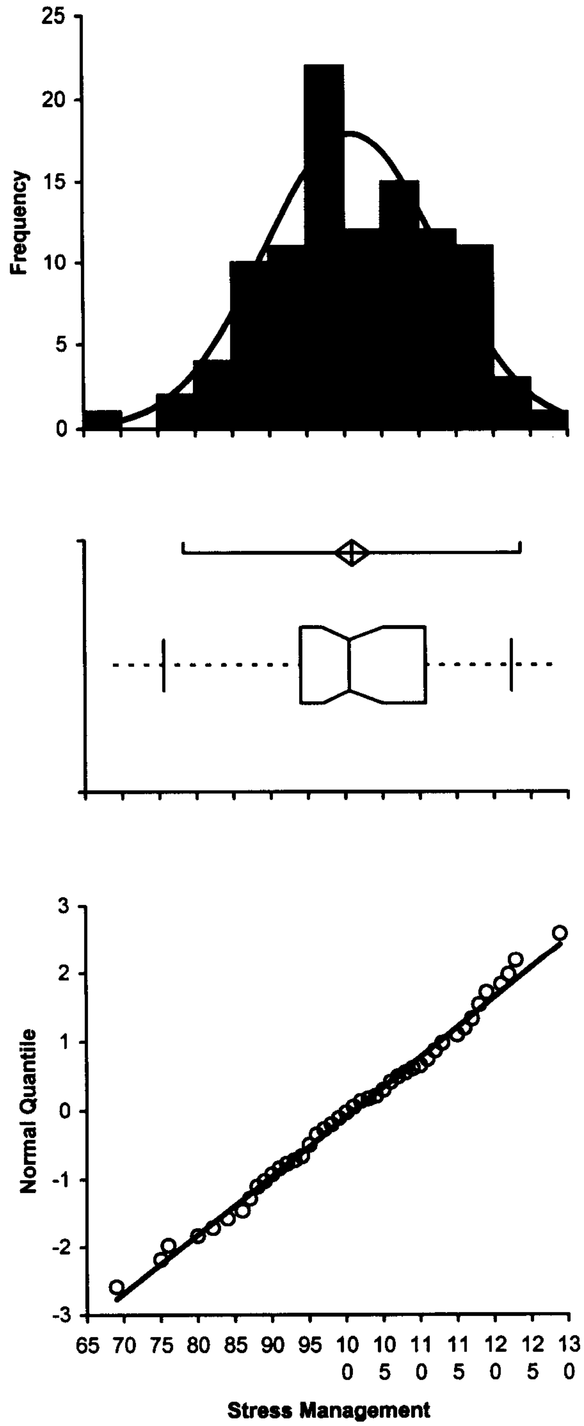


n	104
Mean	95.375
95% CI	92.529 to 98.221
Variance	214.1396
SD	14.6335
SE	1.4349
CV	15%
Median	95.000
96.1% CI	93.000 to 101.000
Range	80
IQR	18.5

Percentile	
2.5th	63.000
25th	87.000
50th	95.000
75th	105.500
97.5th	120.125

	Coefficient	p
Shapiro-Wilk	0.9789	0.0954
Skewness	-0.5315	0.0276
Kurtosis	0.5290	0.2436

Test	**Continuous summary descriptives**
	Stress Management
Performed by	Brian K. Walker
Date	18 March 2003



n	104
Mean	100.971
95% CI	98.723 to 103.219
Variance	133.6011
SD	11.5586
SE	1.1334
CV	11%

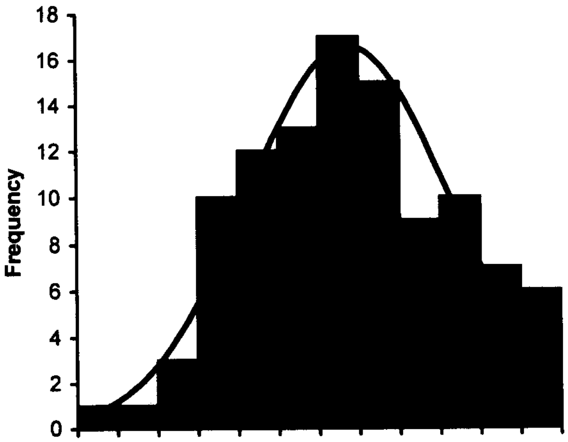
Median	100.500
96.1% CI	97.000 to 105.000
Range	60
IQR	16.75

Percentile	
2.5th	75.625
25th	94.000
50th	100.500
75th	110.750
97.5th	122.375

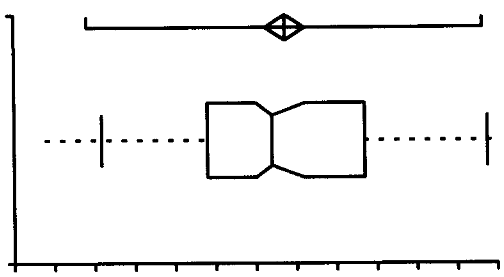
	Coefficient	p
Shapiro-Wilk	0.9921	0.8081
Skewness	-0.0892	0.6978
Kurtosis	-0.2342	0.6907

analysed with: Analyse-it + General 1.67

Test	**Continuous summary descriptives**
	Stress Tolerance
Performed by	Brian K. Walker
Date	18 March 2003

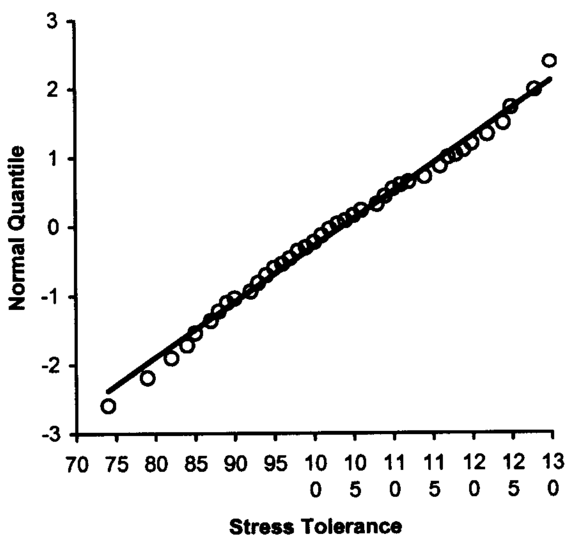


n	104
Mean	103.606
95% CI	101.174 to 106.038
Variance	156.3771
SD	12.5051
SE	1.2262
CV	12%



Median	102.000
96.1% CI	100.000 to 106.000
Range	56
IQR	19.5

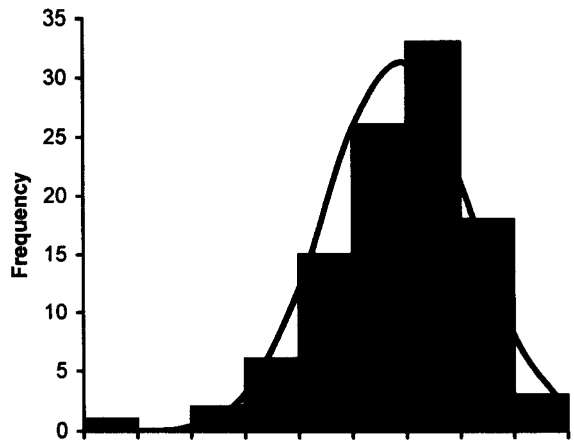
Percentile	
2.5th	80.875
25th	94.000
50th	102.000
75th	113.500
97.5th	128.750



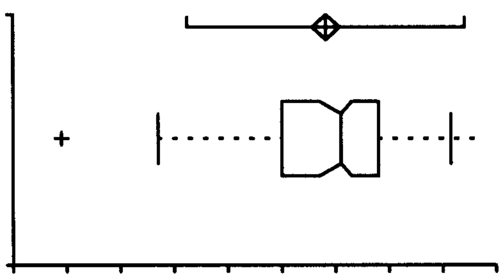
	Coefficient	p
Shapiro-Wilk	0.9872	0.4217
Skewness	0.1055	0.6463
Kurtosis	-0.6121	0.0926

analysed with: Analyse-it + General 1.67

Test	**Continuous summary descriptives**		
	Impulse Control		
Performed by	Brian K. Walker	**Date**	18 March 2003

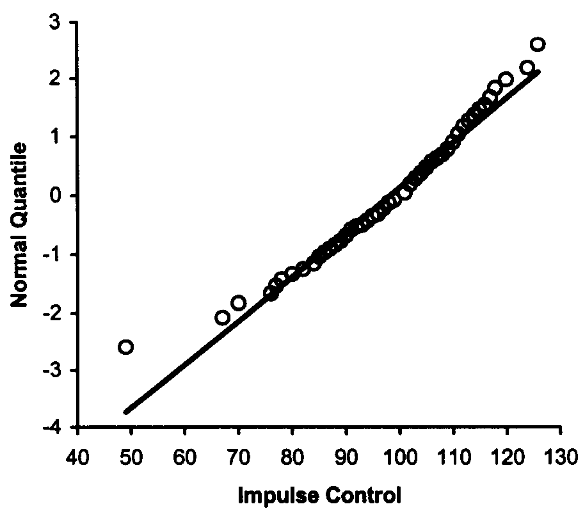


n	104
Mean	98.212
95% CI	95.647 to 100.776
Variance	173.9354
SD	13.1885
SE	1.2932
CV	13%



Median	101.000
96.1% CI	97.000 to 103.000
Range	77
IQR	18

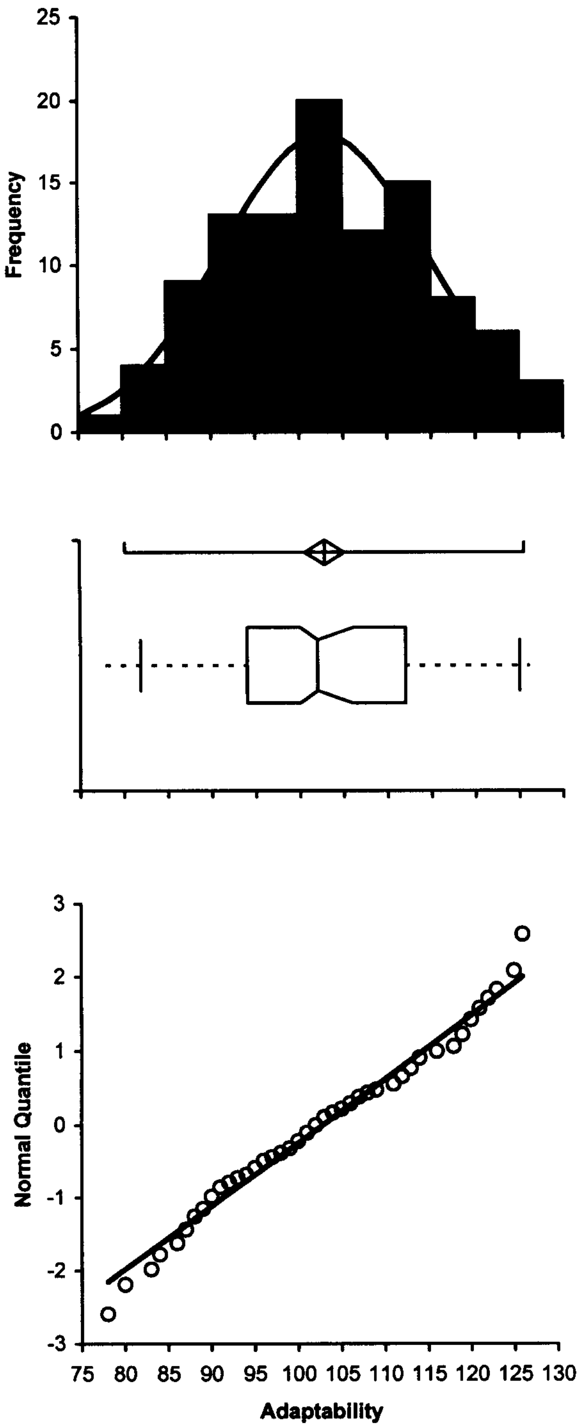
Percentile	
2.5th	67.000
25th	90.000
50th	101.000
75th	108.000
97.5th	121.500



	Coefficient	p
Shapiro-Wilk	0.9715	0.0240
Skewness	-0.7190	0.0040
Kurtosis	1.1100	0.0538

analysed with: Analyse-it + General 1.67

Test	**Continuous summary descriptives**
	Adaptability
Performed by	Brian K. Walker
Date	18 March 2003



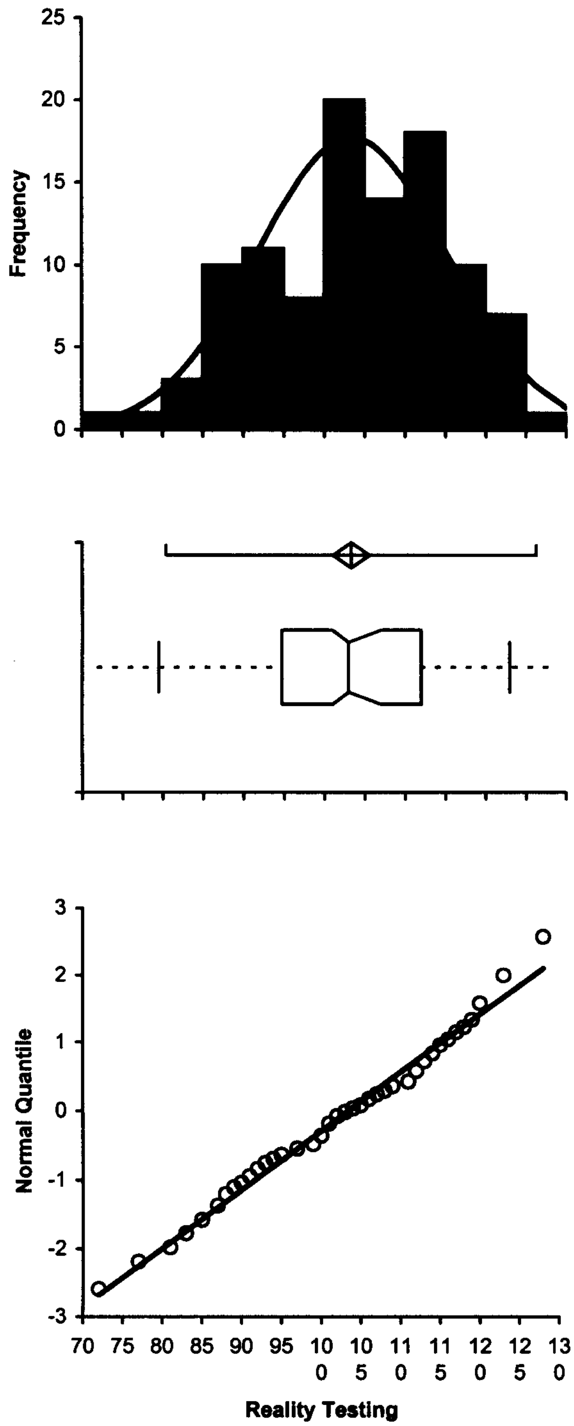
n	104
Mean	102.817
95% CI	100.567 to 105.067
Variance	133.8401
SD	11.5689
SE	1.1344
CV	11%
Median	102.000
96.1% CI	100.000 to 106.000
Range	48
IQR	18

Percentile	
2.5th	81.875
25th	94.000
50th	102.000
75th	112.000
97.5th	125.000

	Coefficient	p
Shapiro-Wilk	0.9787	0.0922
Skewness	0.0821	0.7210
Kurtosis	-0.8370	0.0051

analysed with: Analyse-it + General 1.67

Test	**Continuous summary descriptives**
	Reality Testing
Performed by	Brian K. Walker
Date	18 March 2003



n	104
Mean	103.356
95% CI	101.076 to 105.635
Variance	137.4159
SD	11.7225
SE	1.1495
CV	11%

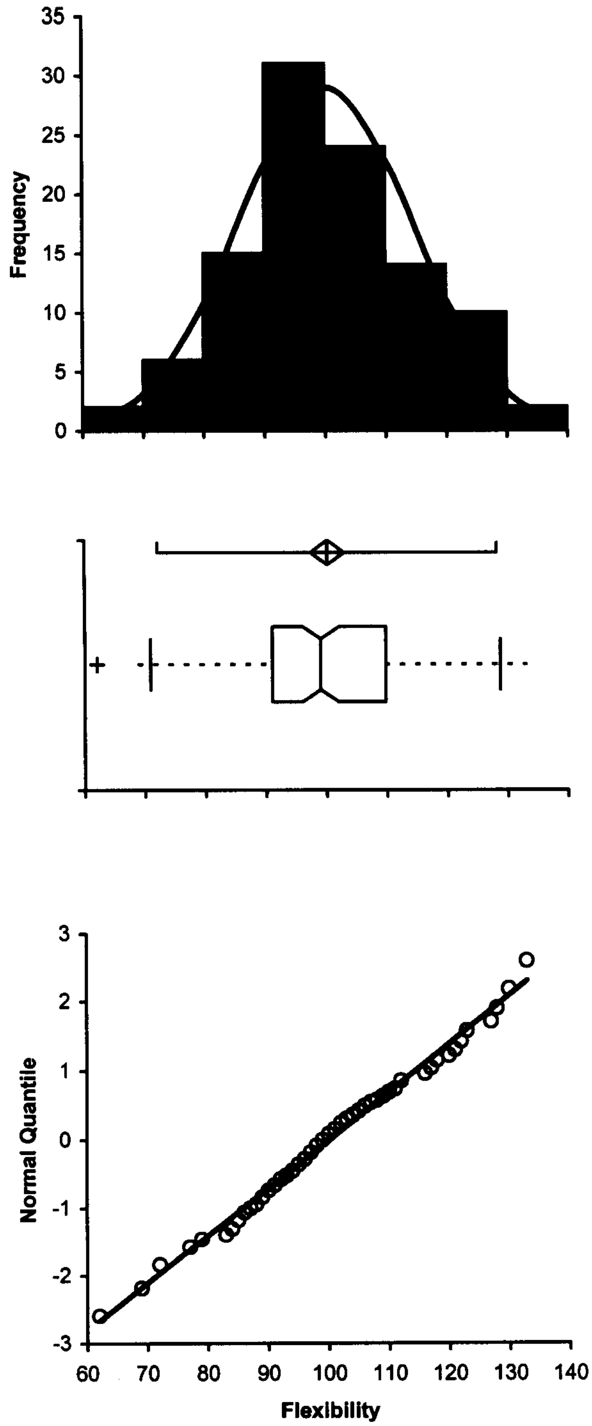
Median	103.000
96.1% CI	101.000 to 107.000
Range	56
IQR	17.25

Percentile	
2.5th	79.500
25th	94.750
50th	103.000
75th	112.000
97.5th	123.000

	Coefficient	p
Shapiro-Wilk	0.9819	0.1664
Skewness	-0.2519	0.2781
Kurtosis	-0.5642	0.1373

analysed with: Analyse-it + General 1.67

Test	**Continuous summary descriptives**
	Flexibility
Performed by	Brian K. Walker
Date	18 March 2003



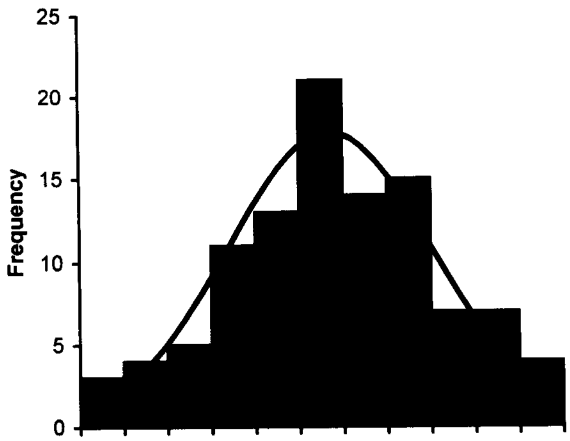
n	104
Mean	100.115
95% CI	97.332 to 102.898
Variance	204.7827
SD	14.3102
SE	1.4032
CV	14%
Median	99.000
96.1% CI	96.000 to 102.000
Range	71
IQR	18.75

Percentile	
2.5th	70.875
25th	91.000
50th	99.000
75th	109.750
97.5th	128.750

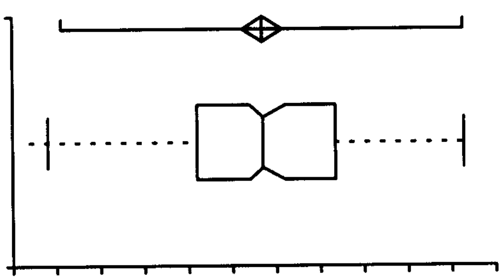
	Coefficient	p
Shapiro-Wilk	0.9900	0.6374
Skewness	0.0233	0.9191
Kurtosis	-0.0779	0.9968

analysed with: Analyse-it + General 1.67

Test	**Continuous summary descriptives**
	Problem Solving
Performed by	Brian K. Walker
Date	18 March 2003

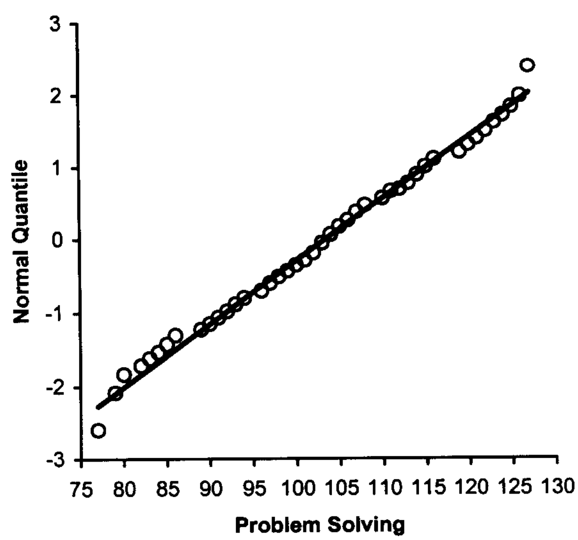


n	104
Mean	103.462
95% CI	101.191 to 105.732
Variance	136.3092
SD	11.6752
SE	1.1448
CV	11%



Median	103.500
96.1% CI	102.000 to 106.000
Range	50
IQR	15.75

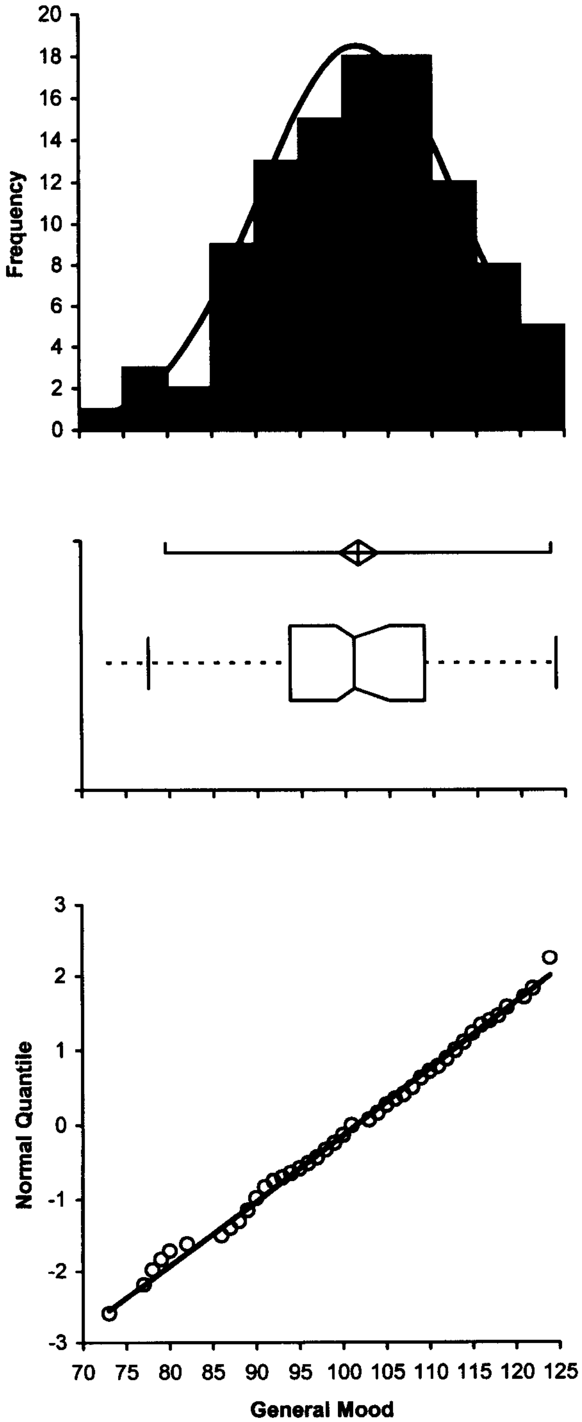
Percentile	
2.5th	79.000
25th	96.000
50th	103.500
75th	111.750
97.5th	126.375



	Coefficient	p
Shapiro-Wilk	0.9868	0.3972
Skewness	-0.0999	0.6638
Kurtosis	-0.3608	0.4412

analysed with: Analyse-it + General 1.67

Test	**Continuous summary descriptives**
	General Mood
Performed by	Brian K. Walker
Date	18 March 2003



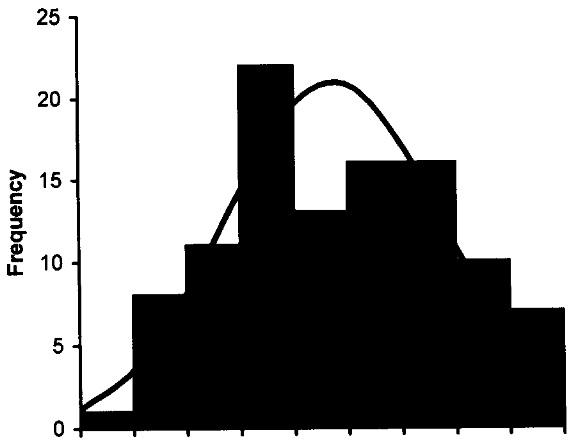
n	104
Mean	101.558
95% CI	99.382 to 103.733
Variance	125.1229
SD	11.1858
SE	1.0969
CV	11%
Median	101.000
96.1% CI	99.000 to 105.000
Range	51
IQR	15.25

Percentile	
2.5th	77.625
25th	93.750
50th	101.000
75th	109.000
97.5th	124.000

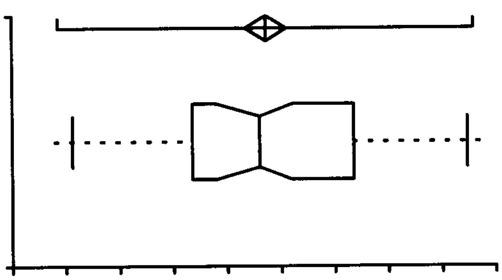
	Coefficient	p
Shapiro-Wilk	0.9895	0.6002
Skewness	-0.1516	0.5107
Kurtosis	-0.3496	0.4621

analysed with: Analyse-it + General 1.67

Test	**Continuous summary descriptives**
	Optimism
Performed by	Brian K. Walker
Date	18 March 2003

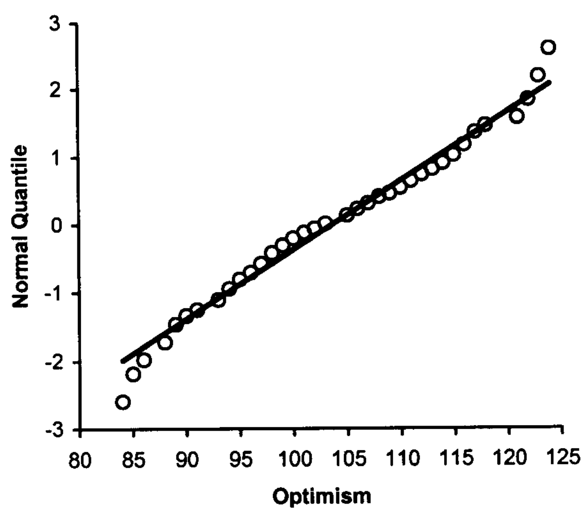


n	104
Mean	103.606
95% CI	101.686 to 105.525
Variance	97.4256
SD	9.8704
SE	0.9679
CV	10%



Median	103.000
96.1% CI	99.000 to 106.000
Range	40
IQR	15

Percentile	
2.5th	85.625
25th	96.750
50th	103.000
75th	111.750
97.5th	122.375

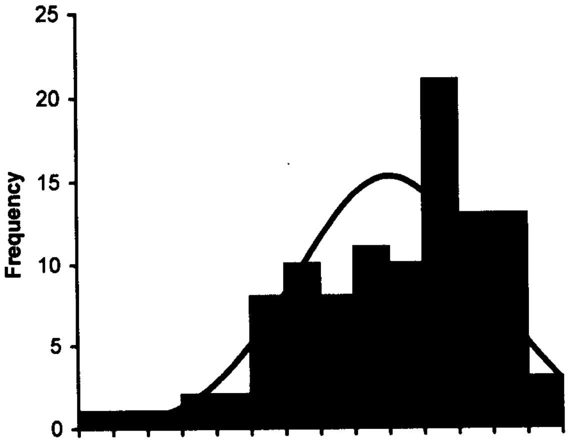


	Coefficient	p
Shapiro-Wilk	0.9774	0.0722
Skewness	0.1419	0.5379
Kurtosis	-0.8259	0.0063

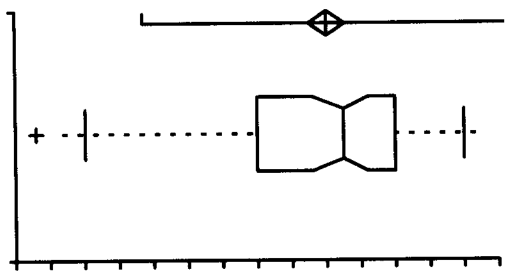
analysed with: Analyse-it + General 1.67

Test	**Continuous summary descriptives**
	Happiness
Performed by	Brian K. Walker

Date	18 March 2003



n	104
Mean	100.106
95% CI	97.467 to 102.745
Variance	184.1732
SD	13.5710
SE	1.3308
CV	14%



Median	102.500
96.1% CI	98.000 to 106.000
Range	64
IQR	20

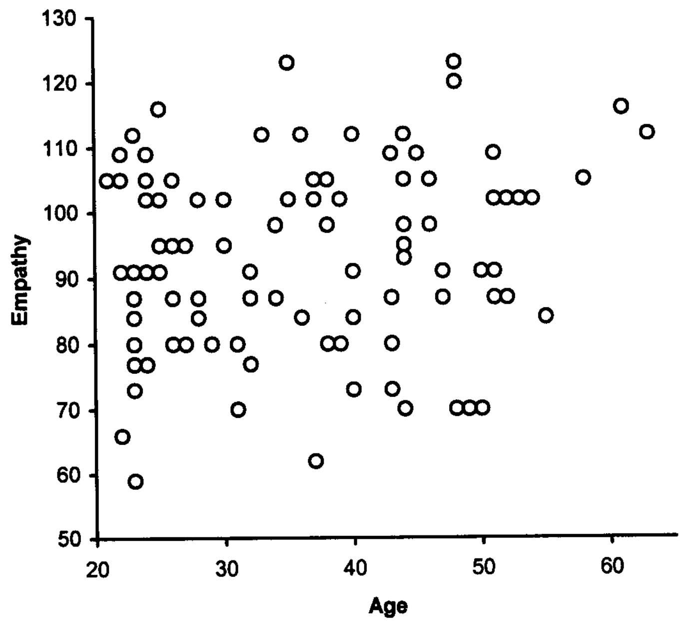
Percentile	
2.5th	65.125
25th	90.000
50th	102.500
75th	110.000
97.5th	120.000

	Coefficient	p
Shapiro-Wilk	0.9560	0.0016
Skewness	-0.7204	0.0039
Kurtosis	0.2504	0.4869

Test	**Spearman rank correlation**
	Age ≠ Empathy
Performed by	Brian K. Walker

Date 17 March 2003

n	104
rs statistic	0.16
95% CI	-0.03 to 0.34
2-tailed p	0.0983 (t approximation, corrected for ties)



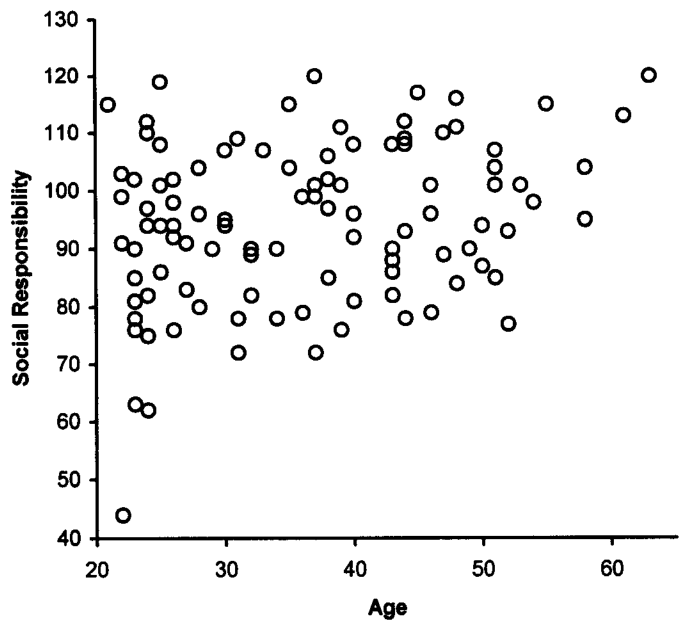
analysed with: Analyse-it + General 1.67

Test	**Spearman rank correlation**
	Age ≠ Social Responsibility
Performed by	Brian K. Walker

Date 17 March 2003

n	104

rs statistic	0.23
95% CI	0.04 to 0.40
2-tailed p	0.0196 (t approximation, corrected for ties)

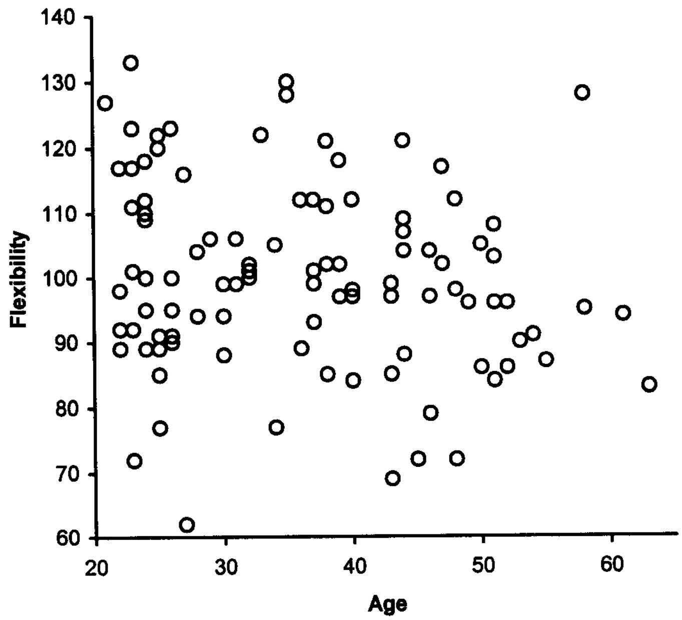


analysed with: Analyse-it + General 1.67

Test	**Spearman rank correlation**
	Age ≠ Flexibility
Performed by	Brian K. Walker

Date 17 March 2003

n	104
rs statistic	-0.17
95% CI	-0.35 to 0.03
2-tailed p	0.0882 (t approximation, corrected for ties)



ANOVA of the EQ Scales of the Three Industry Types

Residential (n=11), General Building (n=54), and Heavy (n=39)

Scale			Mean	SD	F	p
Total EQ					0.19	0.831
		Residential	99.5	9.83		
		General Building	101.0	12.38		
		Heavy	99.6	11.22		
IntRApersonal					0.43	0.651
		Residential	99.1	10.78		
		General Building	102.6	13.46		
		Heavy	100.9	12.03		
	Self-Regard				0.35	0.707
		Residential	98.9	13.71		
		General Building	102.3	12.53		
		Heavy	101.7	11.34		
	Self-Awareness				1.43	0.245
		Residential	97.8	10.82		
		General Building	101.0	14.86		
		Heavy	96.2	12.84		
	Assertiveness				0.76	0.471
		Residential	100.9	15.84		
		General Building	102.9	13.52		
		Heavy	99.2	14.98		
	Independence				0.50	0.606
		Residential	102.0	13.54		
		General Building	103.6	12.33		
		Heavy	105.6	11.53		
	Self-Actualization				0.63	0.536
		Residential	97.2	8.70		
		General Building	100.1	15.64		
		Heavy	102.1	11.53		
IntERpersonal					0.83	0.438
		Residential	97.2	13.61		
		General Building	94.6	14.47		
		Heavy	92.0	10.83		
	Empathy				1.42	0.246
		Residential	99.9	13.15		
		General Building	93.1	14.05		
		Heavy	91.8	14.31		
	Social Responsibility				0.85	0.431
		Residential	99.6	11.60		
		General Building	93.9	15.36		
		Heavy	93.8	12.12		
	Interpersonal Relationship				1.15	0.321
		Residential	94.5	16.47		
		General Building	97.4	16.86		
		Heavy	92.8	9.99		

ANOVA of the EQ Scales of the Three Industry Types

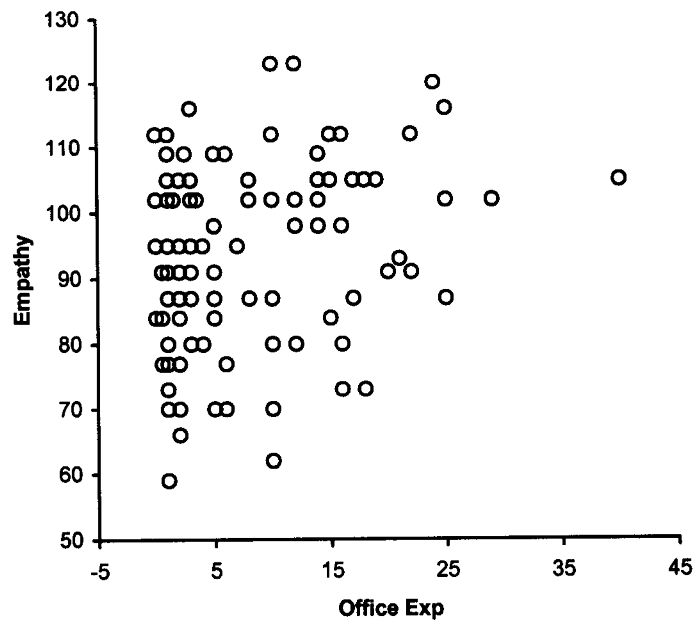
Residential (n=11), General Building (n=54), and Heavy (n=39)

Scale			Mean	SD	F	p
Stress Management					0.44	0.647
		Residential	98.8	15.08		
		General Building	100.5	11.65		
		Heavy	102.2	10.49		
	Stress Tolerance				0.17	0.845
		Residential	103.8	12.90		
		General Building	104.2	13.67		
		Heavy	102.7	10.87		
	Impulse Control				1.67	0.194
		Residential	94.4	18.80		
		General Building	96.9	13.06		
		Heavy	101.1	11.20		
Adaptability					0.25	0.781
		Residential	102.5	9.43		
		General Building	103.6	11.59		
		Heavy	101.9	12.26		
	Reality Testing				0.52	0.595
		Residential	102.5	10.32		
		General Building	104.5	11.94		
		Heavy	102.0	11.91		
	Flexibility				0.49	0.612
		Residential	103.8	14.20		
		General Building	100.2	13.87		
		Heavy	98.9	15.11		
	Problem Solving				0.72	0.489
		Residential	99.5	10.01		
		General Building	104.0	12.74		
		Heavy	103.9	10.55		
General Mood					0.33	0.717
		Residential	100.6	10.28		
		General Building	102.4	11.78		
		Heavy	100.6	10.74		
	Optimism				0.44	0.644
		Residential	103.5	8.89		
		General Building	104.4	9.68		
		Heavy	102.5	10.50		
	Happiness				0.25	0.776
		Residential	98.4	15.95		
		General Building	101.0	14.16		
		Heavy	99.4	12.25		

analysed with: Analyse-it + General 1.67

Test	**Spearman rank correlation**
	Office Exp ≠ Empathy
Performed by	Brian K Walker
Date	8 April 2003

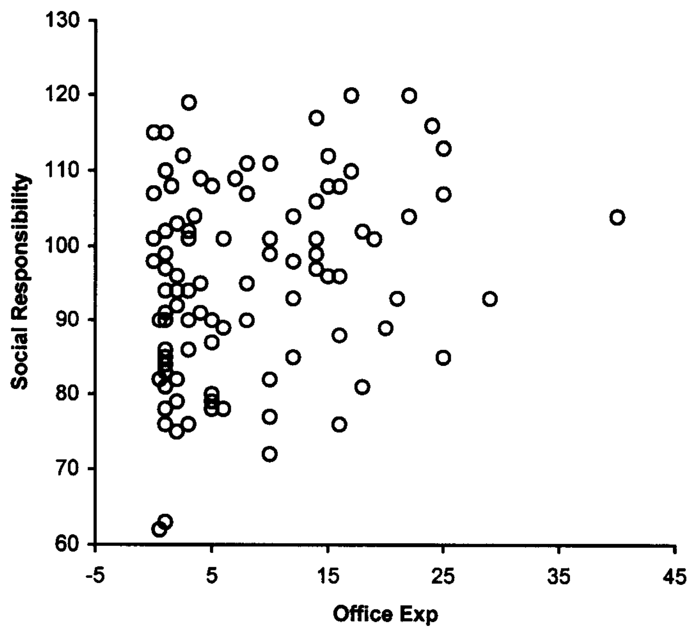
n	104
rs statistic	0.23
95% CI	0.04 to 0.40
2-tailed p	0.0201 (t approximation, corrected for ties)



analysed with: Analyse-it + General 1.67

Test	**Spearman rank correlation**
	Office Exp ≠ Social Responsibility
Performed by	Brian K Walker
Date	8 April 2003

n	103 (cases excluded: 1 due to missing values)
rs statistic	0.21
95% CI	0.01 to 0.38
2-tailed p	0.0370 (t approximation, corrected for ties)

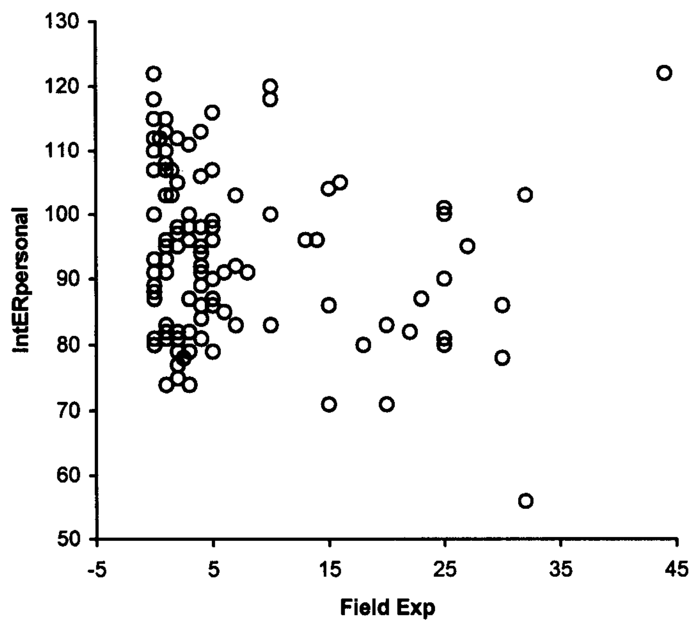


analysed with: Analyse-it + General 1.67

Test	**Spearman rank correlation**
	Field Exp ≠ IntERpersonal
Performed by	Brian K. Walker

Date 1 April 2003

n	104
rs statistic	-0.18
95% CI	-0.36 to 0.01
2-tailed p	0.0615 (t approximation, corrected for ties)



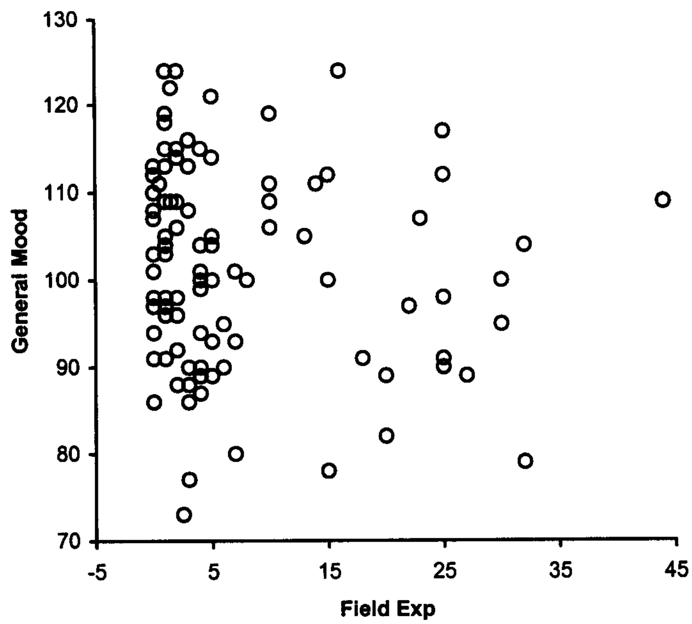
analysed with: Analyse-it + General 1.67

Test	**Spearman rank correlation**
	Field Exp ≠ General Mood
Performed by	Brian K. Walker
Date	1 April 2003

n	104

rs statistic	-0.17
95% CI	-0.35 to 0.03

2-tailed p	0.0883 (t approximation, corrected for ties)



analysed with: Analyse-it + General 1.67

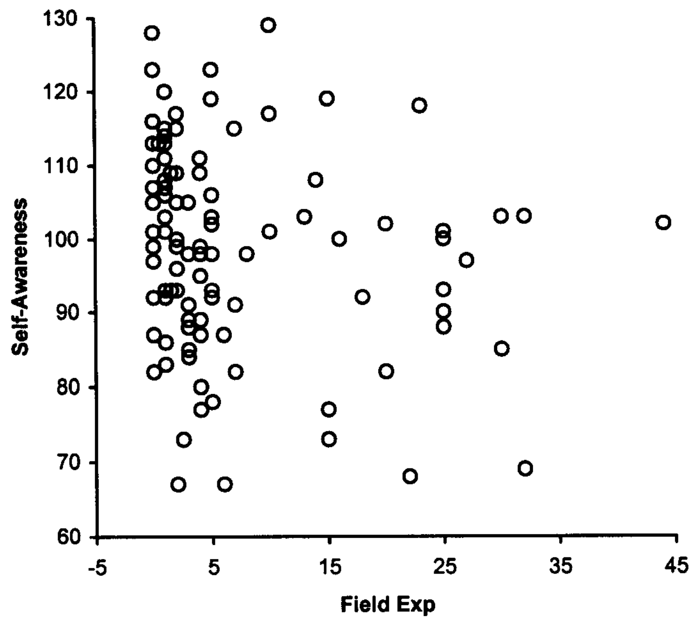
Test	**Spearman rank correlation**
	Field Exp ≠ Self-Awareness
Performed by	Brian K. Walker

Date 1 April 2003

n	104

rs statistic	-0.23
95% CI	-0.41 to -0.04

2-tailed p	0.0168 (t approximation, corrected for ties)

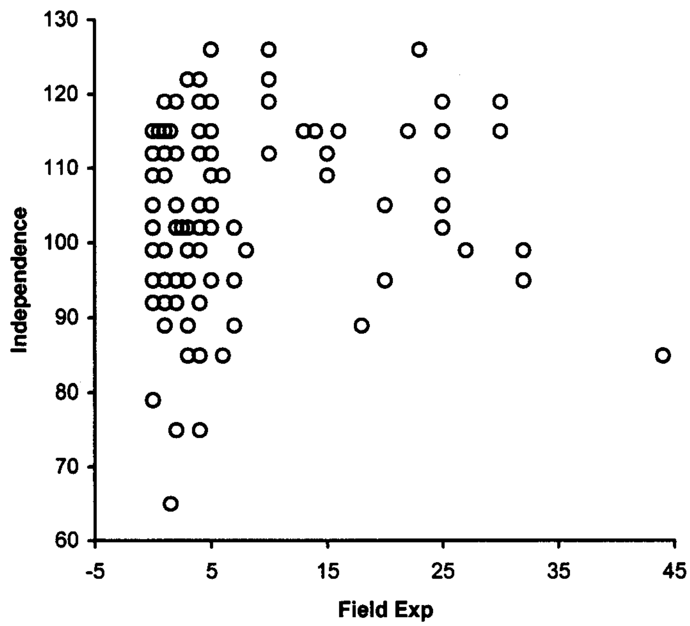


analysed with: Analyse-it + General 1.67

Test	**Spearman rank correlation**
	Field Exp ≠ Independence
Performed by	Brian K. Walker
Date	1 April 2003

n	104

rs statistic	0.18
95% CI	-0.01 to 0.36
2-tailed p	0.0650 (t approximation, corrected for ties)



analysed with: Analyse-it + General 1.67

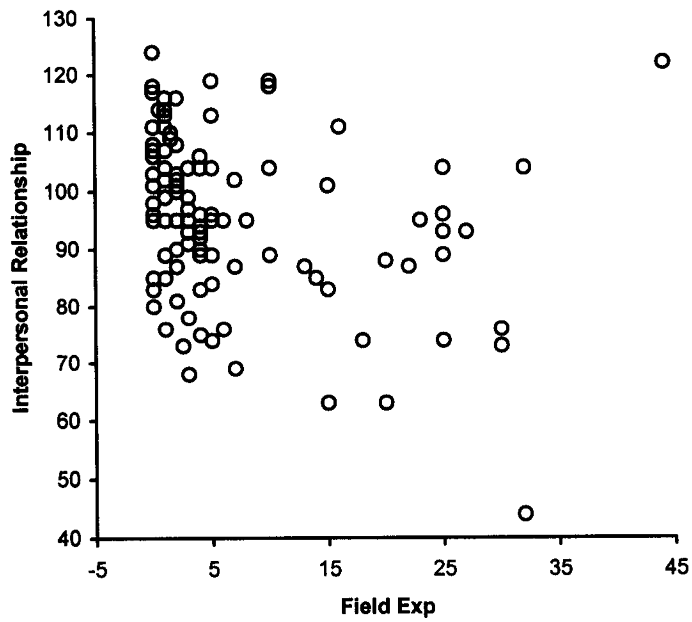
Test	**Spearman rank correlation**
	Field Exp ≠ Interpersonal Relationship
Performed by	Brian K. Walker

Date 1 April 2003

n	104

rs statistic	-0.34
95% CI	-0.50 to -0.16

2-tailed p	0.0004 (t approximation, corrected for ties)

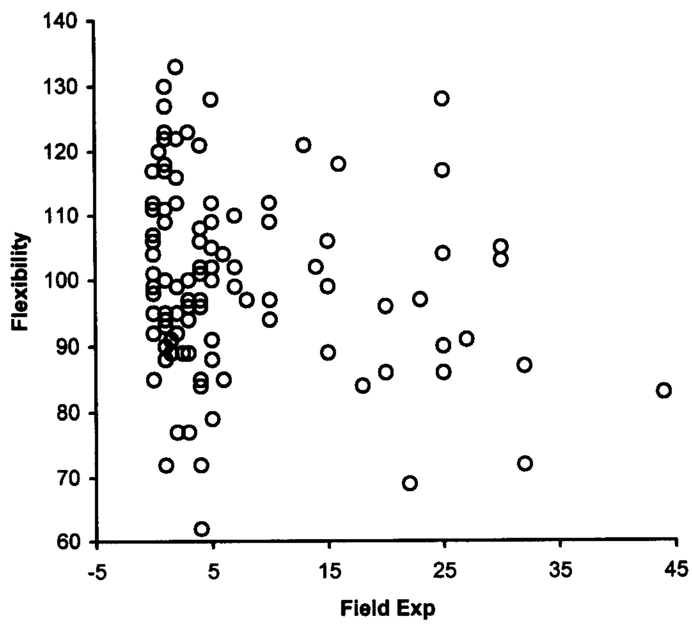


analysed with: Analyse-it + General 1.67

Test	**Spearman rank correlation**
	Field Exp ≠ Flexibility
Performed by	Brian K. Walker
Date	1 April 2003

n	104

rs statistic	-0.17
95% CI	-0.35 to 0.02
2-tailed p	0.0874 (t approximation, corrected for ties)

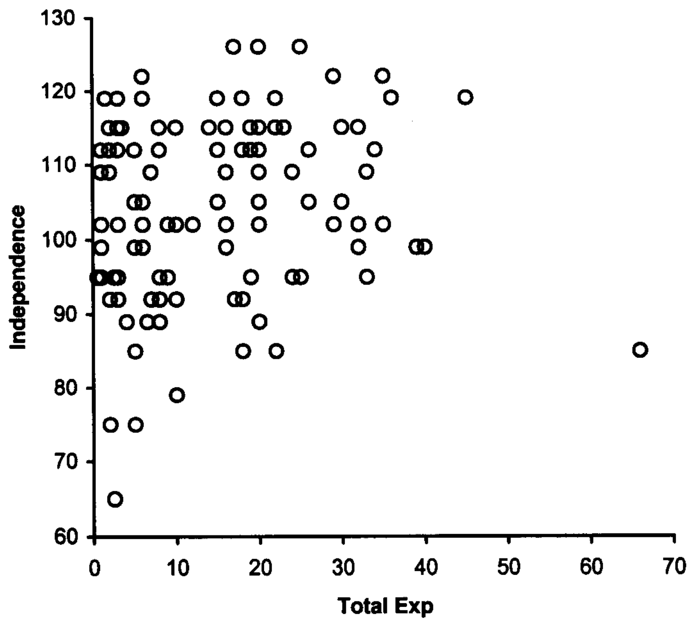


analysed with: Analyse-it + General 1.67

Test	**Spearman rank correlation**
	Total Exp ≠ Independence
Performed by	Brian K. Walker

Date	18 March 2003

n	104
rs statistic	0.18
95% CI	-0.02 to 0.36
2-tailed p	0.0747 (t approximation, corrected for ties)

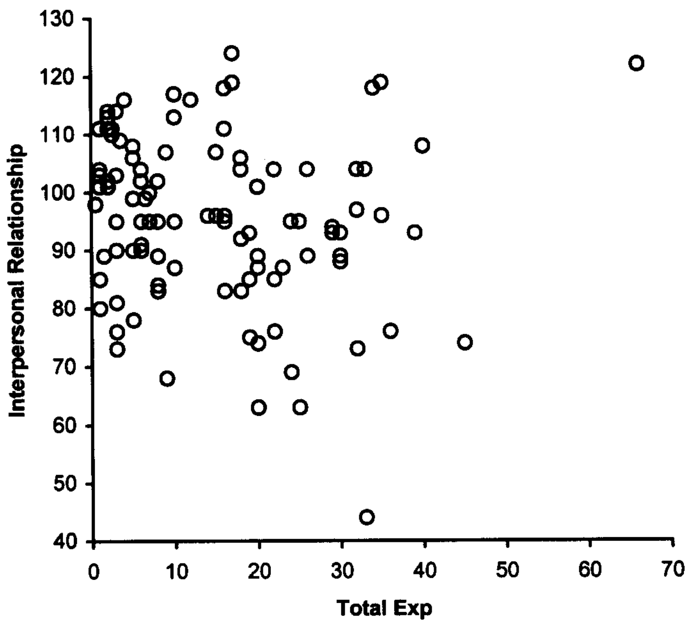


analysed with: Analyse-it + General 1.67

Test	**Spearman rank correlation**
	Total Exp ≠ Interpersonal Relationship
Performed by	Brian K. Walker

Date 18 March 2003

n	104
rs statistic	-0.20
95% CI	-0.38 to -0.01
2-tailed p	0.0428 (t approximation, corrected for ties)



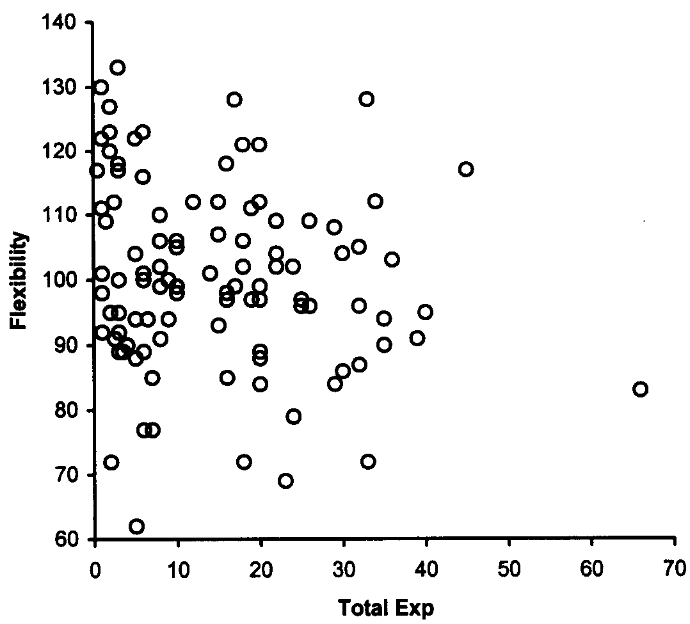
analysed with: Analyse-it + General 1.67

Test	**Spearman rank correlation**
	Total Exp ≠ Flexibility
Performed by	Brian K. Walker

Date 18 March 2003

n	104

rs statistic	-0.18
95% CI	-0.36 to 0.01
2-tailed p	0.0672 (t approximation, corrected for ties)



ANOVA of Position Levels and EQ Scales (N=104)

Scale		N	Mean	SD	F	p
Total EQ					1.19	0.316
	Admin Asst	7	103.0	11.90		
	Field Engr	13	104.8	13.40		
	Office Engr	11	98.2	10.05		
	Project Engr	13	104.2	9.04		
	Estimator	20	99.4	10.45		
	Project Mgr	6	99.0	12.37		
	Superintendent	21	95.2	12.30		
	Executive	13	104.9	11.37		
IntRApersonal					0.55	0.798
	Admin Asst	7	101.4	13.78		
	Field Engr	13	103.4	13.43		
	Office Engr	11	101.7	10.80		
	Project Engr	13	105.7	8.43		
	Estimator	20	100.2	11.67		
	Project Mgr	6	100.1	15.06		
	Superintendent	21	97.8	12.22		
	Executive	13	106.2	13.91		
Self-Regard					0.97	0.458
	Admin Asst	7	94.0	14.24		
	Field Engr	13	106.8	13.04		
	Office Engr	11	102.0	11.15		
	Project Engr	13	105.2	9.54		
	Estimator	20	101.6	10.66		
	Project Mgr	6	101.1	13.81		
	Superintendent	21	98.4	9.10		
	Executive	13	103.4	13.90		
Self-Awareness					1.43	0.202
	Admin Asst	7	110.6	11.67		
	Field Engr	13	100.2	16.81		
	Office Engr	11	98.0	13.29		
	Project Engr	13	105.0	13.67		
	Estimator	20	97.5	11.72		
	Project Mgr	6	96.9	12.34		
	Superintendent	21	92.7	14.01		
	Executive	13	100.5	15.06		
Assertiveness					0.85	0.549
	Admin Asst	7	105.6	12.78		
	Field Engr	13	101.5	12.91		
	Office Engr	11	99.7	14.80		
	Project Engr	13	104.2	11.44		
	Estimator	20	96.1	15.76		
	Project Mgr	6	102.4	15.54		
	Superintendent	21	97.8	12.93		
	Executive	13	107.7	14.80		

* Correlation is significant at the 0.10 level
** Correlation is signficant at the 0.05 level
*** Correlation is significant at the 0.01 level

ANOVA of Position Levels and EQ Scales (N=104)

Scale			N	Mean	SD	F	p
	Independence					0.93	0.488
		Admin Asst	7	98.7	12.31		
		Field Engr	13	101.8	16.12		
		Office Engr	11	104.0	10.18		
		Project Engr	13	106.3	8.76		
		Estimator	20	103.8	14.28		
		Project Mgr	6	103.3	11.51		
		Superintendent	21	104.3	12.02		
		Executive	13	111.7	9.59		
	Self-Actualization					0.30	0.952
		Admin Asst	7	99.1	15.59		
		Field Engr	13	101.5	15.75		
		Office Engr	11	103.5	11.10		
		Project Engr	13	100.3	6.95		
		Estimator	20	101.7	11.87		
		Project Mgr	6	97.9	15.10		
		Superintendent	21	98.8	17.59		
		Executive	13	101.1	12.73		

* Correlation is significant at the 0.10 level
** Correlation is signficant at the 0.05 level
*** Correlation is significant at the 0.01 level

ANOVA of Position Levels and EQ Scales (N=104)

Scale		N	Mean	SD	F	p
IntERpersonal ***					2.93	0.008 ***
	Admin Asst	7	108.1	14.11		
	Field Engr	13	97.5	14.19		
	Office Engr	11	91.2	9.39		
	Project Engr	13	99.3	9.95		
	Estimator	20	95.1	12.70		
	Project Mgr	6	90.1	12.19		
	Superintendent	21	86.3	14.07		
	Executive	13	97.5	12.30		
Empathy *					2.04	0.058 *
	Admin Asst	7	106.0	13.17		
	Field Engr	13	96.0	13.10		
	Office Engr	11	89.4	13.58		
	Project Engr	13	94.7	10.33		
	Estimator	20	94.5	14.64		
	Project Mgr	6	90.2	14.43		
	Superintendent	21	87.8	14.61		
	Executive	13	100.1	12.08		
Social Responsibility					1.58	0.150
	Admin Asst	7	105.3	13.91		
	Field Engr	13	93.5	20.63		
	Office Engr	11	88.6	12.47		
	Project Engr	13	99.7	12.24		
	Estimator	20	96.4	8.93		
	Project Mgr	6	93.0	14.93		
	Superintendent	21	92.8	10.28		
	Executive	13	99.1	10.30		
Interpersonal Relationship **					2.70	0.013 **
	Admin Asst	7	110.1	10.38		
	Field Engr	13	100.7	13.69		
	Office Engr	11	96.6	9.21		
	Project Engr	13	100.0	12.74		
	Estimator	20	94.5	14.97		
	Project Mgr	6	90.7	14.93		
	Superintendent	21	86.2	18.69		
	Executive	13	95.9	13.28		

* Correlation is significant at the 0.10 level
** Correlation is signficant at the 0.05 level
*** Correlation is significant at the 0.01 level

ANOVA of Position Levels and EQ Scales (N=104)

Scale			N	Mean	SD	F	p
Stress Management						1.67	0.125
		Admin Asst	7	103.6	9.66		
		Field Engr	13	107.3	10.23		
		Office Engr	11	96.1	11.13		
		Project Engr	13	98.5	17.31		
		Estimator	20	103.0	10.34		
		Project Mgr	6	102.3	11.20		
		Superintendent	21	96.2	11.98		
		Executive	13	102.6	10.42		
	Stress Tolerance					1.25	0.283
		Admin Asst	7	102.6	8.60		
		Field Engr	13	110.1	13.67		
		Office Engr	11	98.6	13.08		
		Project Engr	13	104.8	10.46		
		Estimator	20	103.1	10.46		
		Project Mgr	6	106.3	10.91		
		Superintendent	21	100.5	15.83		
		Executive	13	104.1	12.54		
	Impulse Control					1.25	0.282
		Admin Asst	7	103.7	10.66		
		Field Engr	13	103.1	11.54		
		Office Engr	11	94.9	12.20		
		Project Engr	13	93.5	26.14		
		Estimator	20	102.0	11.85		
		Project Mgr	6	97.2	12.29		
		Superintendent	21	93.2	12.44		
		Executive	13	101.0	11.53		

* Correlation is significant at the 0.10 level
** Correlation is signficant at the 0.05 level
*** Correlation is significant at the 0.01 level

ANOVA of Position Levels and EQ Scales (N=104)

Scale		N	Mean	SD	F	p
Adaptability					1.23	0.296
	Admin Asst	7	102.6	8.94		
	Field Engr	13	108.8	13.23		
	Office Engr	11	100.4	11.67		
	Project Engr	13	106.3	6.62		
	Estimator	20	98.9	12.39		
	Project Mgr	6	102.7	10.81		
	Superintendent	21	99.8	13.10		
	Executive	13	106.7	10.13		
Reality Testing					1.47	0.187
	Admin Asst	7	102.7	12.83		
	Field Engr	13	106.5	12.70		
	Office Engr	11	100.0	11.18		
	Project Engr	13	108.5	5.86		
	Estimator	20	100.2	12.39		
	Project Mgr	6	104.3	11.31		
	Superintendent	21	99.3	12.16		
	Executive	13	110.0	10.68		
Flexibility					1.08	0.385
	Admin Asst	7	102.1	9.14		
	Field Engr	13	108.5	15.86		
	Office Engr	11	100.4	15.67		
	Project Engr	13	104.8	10.96		
	Estimator	20	98.2	16.22		
	Project Mgr	6	97.4	12.81		
	Superintendent	21	95.9	16.45		
	Executive	13	98.4	10.43		
Problem Solving					0.87	0.533
	Admin Asst	7	101.6	5.86		
	Field Engr	13	106.7	10.14		
	Office Engr	11	101.0	12.10		
	Project Engr	13	102.3	13.79		
	Estimator	20	98.8	14.78		
	Project Mgr	6	104.1	9.31		
	Superintendent	21	105.3	13.02		
	Executive	13	107.9	12.80		

* Correlation is significant at the 0.10 level
** Correlation is signficant at the 0.05 level
*** Correlation is significant at the 0.01 level

ANOVA of Position Levels and EQ Scales (N=104)

Scale		N	Mean	SD	F	p
General Mood					0.54	0.799
	Admin Asst	7	100.7	9.12		
	Field Engr	13	104.4	13.26		
	Office Engr	11	102.4	10.61		
	Project Engr	13	103.8	6.65		
	Estimator	20	102.3	10.94		
	Project Mgr	6	99.0	12.73		
	Superintendent	21	98.3	12.63		
	Executive	13	103.8	9.13		
Optimism					0.57	0.780
	Admin Asst	7	101.7	6.02		
	Field Engr	13	106.2	9.52		
	Office Engr	11	102.6	11.98		
	Project Engr	13	108.5	6.16		
	Estimator	20	102.5	10.91		
	Project Mgr	6	102.7	9.84		
	Superintendent	21	102.0	8.12		
	Executive	13	105.9	11.20		
Happiness					0.47	0.851
	Admin Asst	7	100.3	12.50		
	Field Engr	13	102.2	16.38		
	Office Engr	11	102.1	10.46		
	Project Engr	13	99.7	12.09		
	Estimator	20	102.2	14.99		
	Project Mgr	6	97.4	15.04		
	Superintendent	21	95.8	16.55		
	Executive	13	102.1	9.29		

* Correlation is significant at the 0.10 level
** Correlation is signficant at the 0.05 level
*** Correlation is significant at the 0.01 level

analysed with: Analyse-it + General 1.67

Test	**1-way between subjects ANOVA**
	Total EQ by Postion Level: Admin Asst, Field Engr, Office Engr, Project Engr, Estimator, Project Mgr, Superintendent, Executive
Performed by	Brian K. Walker
Date	9 April 2003

n	104

Total EQ by Postion Level	**n**	**Mean**	**SD**	**SE**
Admin Asst	7	103.000	11.902	4.4987
Field Engr	13	104.846	13.397	3.7156
Office Engr	20	98.200	10.045	2.2462
Project Engr	6	104.167	9.042	3.6916
Estimator	13	99.385	10.453	2.8990
Project Mgr	21	99.000	12.373	2.7001
Superintendent	13	95.231	12.303	3.4122
Executive	11	104.909	11.371	3.4284

Source of variation	**SSq**	**DF**	**MSq**	**F**	**p**
Postion Level	1111.519	7	158.788	1.19	0.3160
Within cells	12812.019	96	133.459		
Total	13923.538	103			

Contrast	**Difference**	**LSD 95% CI**	
Admin Asst v Field Engr	-1.846	-12.597 to 8.904	
Admin Asst v Office Engr	4.800	-5.270 to 14.870	
Admin Asst v Project Engr	-1.167	-13.925 to 11.591	
Admin Asst v Estimator	3.615	-7.135 to 14.366	
Admin Asst v Project Mgr	4.000	-6.008 to 14.008	
Admin Asst v Superintendent	7.769	-2.981 to 18.520	
Admin Asst v Executive	-1.909	-12.996 to 9.178	
Field Engr v Office Engr	6.646	-1.523 to 14.816	
Field Engr v Project Engr	0.679	-10.638 to 11.997	
Field Engr v Estimator	5.462	-3.533 to 14.456	
Field Engr v Project Mgr	5.846	-2.246 to 13.939	
Field Engr v Superintendent	9.615	0.621 to 18.610	(significant)
Field Engr v Executive	-0.063	-9.457 to 9.331	
Office Engr v Project Engr	-5.967	-16.641 to 4.707	
Office Engr v Estimator	-1.185	-9.354 to 6.985	
Office Engr v Project Mgr	-0.800	-7.965 to 6.365	
Office Engr v Superintendent	2.969	-5.200 to 11.139	
Office Engr v Executive	-6.709	-15.317 to 1.899	
Project Engr v Estimator	4.782	-6.536 to 16.100	
Project Engr v Project Mgr	5.167	-5.449 to 15.782	
Project Engr v Superintendent	8.936	-2.382 to 20.254	
Project Engr v Executive	-0.742	-12.381 to 10.896	
Estimator v Project Mgr	0.385	-7.708 to 8.477	
Estimator v Superintendent	4.154	-4.841 to 13.148	
Estimator v Executive	-5.524	-14.919 to 3.870	
Project Mgr v Superintendent	3.769	-4.323 to 11.862	
Project Mgr v Executive	-5.909	-14.444 to 2.626	
Superintendent v Executive	-9.678	-19.073 to -0.284	(significant)

analysed with: Analyse-it + General 1.67

Test	1-way between subjects ANOVA
	IntRApersonal by Postion Level: Admin Asst, Field Engr, Office Engr, Project Engr, Estimator, Project Mgr, Superintendent, Executive
Performed by	Brian K. Walker — Date: 9 April 2003

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IntRApersonal by Postion Level	n	Mean	SD	SE
Admin Asst	7	101.429	13.782	5.2092
Field Engr	13	103.385	13.432	3.7254
Office Engr	20	101.700	10.795	2.4139
Project Engr	6	105.667	8.430	3.4416
Estimator	13	100.154	11.668	3.2361
Project Mgr	21	100.143	15.058	3.2858
Superintendent	13	97.846	12.219	3.3890
Executive	11	106.182	13.913	4.1948

Source of variation	SSq	DF	MSq	F	p
Postion Level	626.920	7	89.560	0.55	0.7981
Within cells	15769.917	96	164.270		
Total	16396.837	103			

Contrast	Difference	LSD 95% CI
Admin Asst v Field Engr	-1.956	-13.883 to 9.971
Admin Asst v Office Engr	-0.271	-11.444 to 10.901
Admin Asst v Project Engr	-4.238	-18.392 to 9.916
Admin Asst v Estimator	1.275	-10.652 to 13.202
Admin Asst v Project Mgr	1.286	-9.818 to 12.389
Admin Asst v Superintendent	3.582	-8.345 to 15.509
Admin Asst v Executive	-4.753	-17.054 to 7.547
Field Engr v Office Engr	1.685	-7.379 to 10.748
Field Engr v Project Engr	-2.282	-14.838 to 10.274
Field Engr v Estimator	3.231	-6.748 to 13.210
Field Engr v Project Mgr	3.242	-5.737 to 12.220
Field Engr v Superintendent	5.538	-4.440 to 15.517
Field Engr v Executive	-2.797	-13.220 to 7.625
Office Engr v Project Engr	-3.967	-15.809 to 7.876
Office Engr v Estimator	1.546	-7.518 to 10.610
Office Engr v Project Mgr	1.557	-6.392 to 9.506
Office Engr v Superintendent	3.854	-5.210 to 12.918
Office Engr v Executive	-4.482	-14.032 to 5.068
Project Engr v Estimator	5.513	-7.044 to 18.069
Project Engr v Project Mgr	5.524	-6.253 to 17.301
Project Engr v Superintendent	7.821	-4.736 to 20.377
Project Engr v Executive	-0.515	-13.427 to 12.397
Estimator v Project Mgr	0.011	-8.967 to 8.989
Estimator v Superintendent	2.308	-7.671 to 12.287
Estimator v Executive	-6.028	-16.451 to 4.395
Project Mgr v Superintendent	2.297	-6.682 to 11.275
Project Mgr v Executive	-6.039	-15.508 to 3.430
Superintendent v Executive	-8.336	-18.758 to 2.087

analysed with: Analyse-it + General 1.67

Test	**1-way between subjects ANOVA**
	Self-Regard by Postion Level: Admin Asst, Field Engr, Office Engr, Project Engr, Estimator, Proje Estimator, Project Mgr, Superintendent, Executive
Performed by	Brian K. Walker **Date** 9 April 2003

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Self-Regard by Postion Level	**n**	**Mean**	**SD**	**SE**
Admin Asst	7	94.000	14.236	5.3807
Field Engr	13	106.769	13.039	3.6165
Office Engr	20	101.950	11.152	2.4936
Project Engr	6	105.167	9.538	3.8937
Estimator	13	101.615	10.658	2.9560
Project Mgr	21	101.143	13.814	3.0145
Superintendent	13	98.385	9.097	2.5231
Executive	11	103.364	13.902	4.1915

Source of variation	**SSq**	**DF**	**MSq**	**F**	**p**
Postion Level	1002.398	7	143.200	0.97	0.4580
Within cells	14179.362	96	147.702		
Total	15181.760	103			

Contrast	**Difference**	**LSD 95% CI**	
Admin Asst v Field Engr	-12.769	-24.079 to -1.460	(significant)
Admin Asst v Office Engr	-7.950	-18.544 to 2.644	
Admin Asst v Project Engr	-11.167	-24.588 to 2.255	
Admin Asst v Estimator	-7.615	-18.925 to 3.694	
Admin Asst v Project Mgr	-7.143	-17.671 to 3.386	
Admin Asst v Superintendent	-4.385	-15.694 to 6.925	
Admin Asst v Executive	-9.364	-21.027 to 2.300	
Field Engr v Office Engr	4.819	-3.775 to 13.414	
Field Engr v Project Engr	1.603	-10.304 to 13.509	
Field Engr v Estimator	5.154	-4.308 to 14.616	
Field Engr v Project Mgr	5.626	-2.887 to 14.140	
Field Engr v Superintendent	8.385	-1.078 to 17.847	
Field Engr v Executive	3.406	-6.477 to 13.289	
Office Engr v Project Engr	-3.217	-14.446 to 8.012	
Office Engr v Estimator	0.335	-8.260 to 8.929	
Office Engr v Project Mgr	0.807	-6.730 to 8.344	
Office Engr v Superintendent	3.565	-5.029 to 12.160	
Office Engr v Executive	-1.414	-10.469 to 7.642	
Project Engr v Estimator	3.551	-8.355 to 15.458	
Project Engr v Project Mgr	4.024	-7.143 to 15.191	
Project Engr v Superintendent	6.782	-5.124 to 18.688	
Project Engr v Executive	1.803	-10.440 to 14.046	
Estimator v Project Mgr	0.473	-8.041 to 8.986	
Estimator v Superintendent	3.231	-6.231 to 12.693	
Estimator v Executive	-1.748	-11.631 to 8.135	
Project Mgr v Superintendent	2.758	-5.755 to 11.272	
Project Mgr v Executive	-2.221	-11.200 to 6.758	
Superintendent v Executive	-4.979	-14.862 to 4.904	

analysed with: Analyse-it + General 1.67

Test	**1-way between subjects ANOVA**
	Self-Awareness by Postion Level: Admin Asst, Field Engr, Office Engr, Project Engr, Estimator, Project Mgr, Superintendent, Executive
Performed by	Brian K. Walker

Date 9 April 2003

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Self-Awareness by Postion Level	**n**	**Mean**	**SD**	**SE**
Admin Asst	7	110.571	11.674	4.4124
Field Engr	13	100.231	16.813	4.6632
Office Engr	20	97.950	13.288	2.9713
Project Engr	6	105.000	13.667	5.5797
Estimator	13	97.462	11.723	3.2515
Project Mgr	21	96.905	12.345	2.6938
Superintendent	13	92.692	14.008	3.8852
Executive	11	100.545	15.056	4.5395

Source of variation	**SSq**	**DF**	**MSq**	**F**	**p**
Postion Level	1858.712	7	265.530	1.43	0.2020
Within cells	17817.509	96	185.599		
Total	19676.221	103			

Contrast	**Difference**	**LSD 95% CI**	
Admin Asst v Field Engr	10.341	-2.337 to 23.018	
Admin Asst v Office Engr	12.621	0.746 to 24.497	(significant)
Admin Asst v Project Engr	5.571	-9.474 to 20.616	
Admin Asst v Estimator	13.110	0.432 to 25.788	(significant)
Admin Asst v Project Mgr	13.667	1.864 to 25.469	(significant)
Admin Asst v Superintendent	17.879	5.201 to 30.557	(significant)
Admin Asst v Executive	10.026	-3.049 to 23.101	
Field Engr v Office Engr	2.281	-7.353 to 11.915	
Field Engr v Project Engr	-4.769	-18.116 to 8.577	
Field Engr v Estimator	2.769	-7.838 to 13.376	
Field Engr v Project Mgr	3.326	-6.217 to 12.869	
Field Engr v Superintendent	7.538	-3.068 to 18.145	
Field Engr v Executive	-0.315	-11.393 to 10.764	
Office Engr v Project Engr	-7.050	-19.638 to 5.538	
Office Engr v Estimator	0.488	-9.146 to 10.123	
Office Engr v Project Mgr	1.045	-7.404 to 9.494	
Office Engr v Superintendent	5.258	-4.376 to 14.892	
Office Engr v Executive	-2.595	-12.747 to 7.556	
Project Engr v Estimator	7.538	-5.808 to 20.885	
Project Engr v Project Mgr	8.095	-4.423 to 20.613	
Project Engr v Superintendent	12.308	-1.039 to 25.654	
Project Engr v Executive	4.455	-9.270 to 18.179	
Estimator v Project Mgr	0.557	-8.987 to 10.100	
Estimator v Superintendent	4.769	-5.838 to 15.376	
Estimator v Executive	-3.084	-14.162 to 7.995	
Project Mgr v Superintendent	4.212	-5.331 to 13.756	
Project Mgr v Executive	-3.641	-13.706 to 6.424	
Superintendent v Executive	-7.853	-18.932 to 3.225	

analysed with: Analyse-it + General 1.67

Test	**1-way between subjects ANOVA**
	Assertiveness by Postion Level: Admin Asst, Field Engr, Office Engr, Project Engr, Estimator, Project Mgr, Superintendent, Executive
Performed by	Brian K. Walker
Date	9 April 2003

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Assertiveness by Postion Level	n	Mean	SD	SE
Admin Asst	7	105.571	12.778	4.8298
Field Engr	13	101.462	12.914	3.5817
Office Engr	20	99.650	14.801	3.3097
Project Engr	6	104.167	11.444	4.6720
Estimator	13	96.077	15.756	4.3699
Project Mgr	21	102.381	15.535	3.3901
Superintendent	13	97.769	12.930	3.5862
Executive	11	107.727	14.799	4.4621

Source of variation	SSq	DF	MSq	F	p
Postion Level	1227.297	7	175.328	0.85	0.5489
Within cells	19800.693	96	206.257		
Total	21027.990	103			

Contrast	Difference	LSD 95% CI
Admin Asst v Field Engr	4.110	-9.255 to 17.474
Admin Asst v Office Engr	5.921	-6.598 to 18.441
Admin Asst v Project Engr	1.405	-14.455 to 17.265
Admin Asst v Estimator	9.495	-3.870 to 22.859
Admin Asst v Project Mgr	3.190	-9.251 to 15.632
Admin Asst v Superintendent	7.802	-5.562 to 21.167
Admin Asst v Executive	-2.156	-15.939 to 11.627
Field Engr v Office Engr	1.812	-8.345 to 11.968
Field Engr v Project Engr	-2.705	-16.775 to 11.365
Field Engr v Estimator	5.385	-5.797 to 16.566
Field Engr v Project Mgr	-0.919	-10.980 to 9.141
Field Engr v Superintendent	3.692	-7.489 to 14.874
Field Engr v Executive	-6.266	-17.945 to 5.413
Office Engr v Project Engr	-4.517	-17.786 to 8.753
Office Engr v Estimator	3.573	-6.583 to 13.729
Office Engr v Project Mgr	-2.731	-11.638 to 6.176
Office Engr v Superintendent	1.881	-8.275 to 12.037
Office Engr v Executive	-8.077	-18.778 to 2.624
Project Engr v Estimator	8.090	-5.980 to 22.160
Project Engr v Project Mgr	1.786	-11.411 to 14.982
Project Engr v Superintendent	6.397	-7.672 to 20.467
Project Engr v Executive	-3.561	-18.029 to 10.908
Estimator v Project Mgr	-6.304	-16.365 to 3.756
Estimator v Superintendent	-1.692	-12.874 to 9.489
Estimator v Executive	-11.650	-23.329 to 0.028
Project Mgr v Superintendent	4.612	-5.449 to 14.672
Project Mgr v Executive	-5.346	-15.957 to 5.264
Superintendent v Executive	-9.958	-21.637 to 1.721

analysed with: Analyse-it + General 1.67

Test	**1-way between subjects ANOVA**
	Self-Actualization by Postion Level: Admin Asst, Field Engr, Office Engr, Project Engr, Estimator, Project Mgr, Superintendent, Executive
Performed by	Brian K. Walker
Date	9 April 2003

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Self-Actualization by Postion Level	**n**	**Mean**	**SD**	**SE**
Admin Asst	7	99.143	15.593	5.8936
Field Engr	13	101.462	15.751	4.3686
Office Engr	20	103.450	11.095	2.4810
Project Engr	6	100.333	6.947	2.8363
Estimator	13	101.692	11.870	3.2922
Project Mgr	21	97.857	15.104	3.2959
Superintendent	13	98.769	17.593	4.8795
Executive	11	101.091	12.731	3.8387

Source of variation	**SSq**	**DF**	**MSq**	**F**	**p**
Postion Level	406.831	7	58.119	0.30	0.9523
Within cells	18604.929	96	193.801		
Total	19011.760	103			

Contrast	**Difference**	**LSD 95% CI**
Admin Asst v Field Engr	-2.319	-15.273 to 10.636
Admin Asst v Office Engr	-4.307	-16.443 to 7.828
Admin Asst v Project Engr	-1.190	-16.564 to 14.183
Admin Asst v Estimator	-2.549	-15.504 to 10.405
Admin Asst v Project Mgr	1.286	-10.775 to 13.346
Admin Asst v Superintendent	0.374	-12.581 to 13.328
Admin Asst v Executive	-1.948	-15.309 to 11.413
Field Engr v Office Engr	-1.988	-11.833 to 7.856
Field Engr v Project Engr	1.128	-12.510 to 14.767
Field Engr v Estimator	-0.231	-11.070 to 10.608
Field Engr v Project Mgr	3.604	-6.148 to 13.356
Field Engr v Superintendent	2.692	-8.146 to 13.531
Field Engr v Executive	0.371	-10.950 to 11.691
Office Engr v Project Engr	3.117	-9.746 to 15.979
Office Engr v Estimator	1.758	-8.087 to 11.602
Office Engr v Project Mgr	5.593	-3.041 to 14.227
Office Engr v Superintendent	4.681	-5.164 to 14.526
Office Engr v Executive	2.359	-8.014 to 12.732
Project Engr v Estimator	-1.359	-14.997 to 12.279
Project Engr v Project Mgr	2.476	-10.316 to 15.268
Project Engr v Superintendent	1.564	-12.074 to 15.203
Project Engr v Executive	-0.758	-14.782 to 13.267
Estimator v Project Mgr	3.835	-5.917 to 13.587
Estimator v Superintendent	2.923	-7.916 to 13.762
Estimator v Executive	0.601	-10.719 to 11.922
Project Mgr v Superintendent	-0.912	-10.664 to 8.840
Project Mgr v Executive	-3.234	-13.519 to 7.051
Superintendent v Executive	-2.322	-13.642 to 8.999

analysed with: Analyse-it + General 1.67

Test	**1-way between subjects ANOVA**
	IntERpersonal by Postion Level: Admin Asst, Field Engr, Office Engr, Project Engr, Estimator, Project Mgr, Superintendent, Executive
Performed by	Brian K. Walker
Date	9 April 2003

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IntERpersonal by Postion Level	**n**	**Mean**	**SD**	**SE**
Admin Asst	7	108.143	14.112	5.3338
Field Engr	13	97.462	14.187	3.9347
Office Engr	20	91.200	9.390	2.0996
Project Engr	6	99.333	9.953	4.0634
Estimator	13	95.077	12.698	3.5218
Project Mgr	21	90.095	12.186	2.6591
Superintendent	13	86.308	14.074	3.9033
Executive	11	97.455	12.299	3.7084

Source of variation	**SSq**	**DF**	**MSq**	**F**	**p**
Postion Level	3118.188	7	445.455	2.93	0.0079
Within cells	14574.850	96	151.821		
Total	17693.038	103			

Contrast	**Difference**	**LSD 95% CI**	
Admin Asst v Field Engr	10.681	-0.785 to 22.147	
Admin Asst v Office Engr	16.943	6.202 to 27.684	(significant)
Admin Asst v Project Engr	8.810	-4.798 to 22.417	
Admin Asst v Estimator	13.066	1.600 to 24.532	(significant)
Admin Asst v Project Mgr	18.048	7.373 to 28.722	(significant)
Admin Asst v Superintendent	21.835	10.369 to 33.301	(significant)
Admin Asst v Executive	10.688	-1.137 to 22.514	
Field Engr v Office Engr	6.262	-2.452 to 14.975	
Field Engr v Project Engr	-1.872	-13.943 to 10.199	
Field Engr v Estimator	2.385	-7.209 to 11.978	
Field Engr v Project Mgr	7.366	-1.265 to 15.998	
Field Engr v Superintendent	11.154	1.561 to 20.747	(significant)
Field Engr v Executive	0.007	-10.013 to 10.027	
Office Engr v Project Engr	-8.133	-19.518 to 3.251	
Office Engr v Estimator	-3.877	-12.590 to 4.837	
Office Engr v Project Mgr	1.105	-6.537 to 8.746	
Office Engr v Superintendent	4.892	-3.821 to 13.606	
Office Engr v Executive	-6.255	-15.436 to 2.927	
Project Engr v Estimator	4.256	-7.815 to 16.328	
Project Engr v Project Mgr	9.238	-2.084 to 20.560	
Project Engr v Superintendent	13.026	0.954 to 25.097	(significant)
Project Engr v Executive	1.879	-10.534 to 14.292	
Estimator v Project Mgr	4.982	-3.650 to 13.613	
Estimator v Superintendent	8.769	-0.824 to 18.363	
Estimator v Executive	-2.378	-12.397 to 7.642	
Project Mgr v Superintendent	3.788	-4.844 to 12.419	
Project Mgr v Executive	-7.359	-16.462 to 1.744	
Superintendent v Executive	-11.147	-21.167 to -1.127	(significant)

analysed with: Analyse-it + General 1.67

Test	**1-way between subjects ANOVA**
	Empathy by Postion Level: Admin Asst, Field Engr, Office Engr, Project Engr, Estimator, Project Mgr, Superintendent, Executive
Performed by	Brian K. Walker — **Date** 9 April 2003

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Empathy by Postion Level	n	Mean	SD	SE
Admin Asst	7	106.000	13.166	4.9761
Field Engr	13	96.000	13.102	3.6339
Office Engr	20	89.350	13.577	3.0360
Project Engr	6	94.667	10.328	4.2164
Estimator	13	94.462	14.638	4.0598
Project Mgr	21	90.238	14.432	3.1494
Superintendent	13	87.846	14.605	4.0507
Executive	11	100.091	12.079	3.6418

Source of variation	SSq	DF	MSq	F	p
Postion Level	2654.850	7	379.264	2.04	0.0583
Within cells	17891.525	96	186.370		
Total	20546.375	103			

Contrast	Difference	LSD 95% CI	
Admin Asst v Field Engr	10.000	-2.704 to 22.704	
Admin Asst v Office Engr	16.650	4.750 to 28.550	(significant)
Admin Asst v Project Engr	11.333	-3.743 to 26.410	
Admin Asst v Estimator	11.538	-1.166 to 24.242	
Admin Asst v Project Mgr	15.762	3.935 to 27.589	(significant)
Admin Asst v Superintendent	18.154	5.450 to 30.858	(significant)
Admin Asst v Executive	5.909	-7.193 to 19.011	
Field Engr v Office Engr	6.650	-3.004 to 16.304	
Field Engr v Project Engr	1.333	-12.041 to 14.708	
Field Engr v Estimator	1.538	-9.090 to 12.167	
Field Engr v Project Mgr	5.762	-3.801 to 15.325	
Field Engr v Superintendent	8.154	-2.475 to 18.783	
Field Engr v Executive	-4.091	-15.192 to 7.011	
Office Engr v Project Engr	-5.317	-17.930 to 7.297	
Office Engr v Estimator	-5.112	-14.766 to 4.543	
Office Engr v Project Mgr	-0.888	-9.355 to 7.579	
Office Engr v Superintendent	1.504	-8.150 to 11.158	
Office Engr v Executive	-10.741	-20.913 to -0.569	(significant)
Project Engr v Estimator	0.205	-13.169 to 13.580	
Project Engr v Project Mgr	4.429	-8.116 to 16.973	
Project Engr v Superintendent	6.821	-6.554 to 20.195	
Project Engr v Executive	-5.424	-19.177 to 8.329	
Estimator v Project Mgr	4.223	-5.340 to 13.787	
Estimator v Superintendent	6.615	-4.014 to 17.244	
Estimator v Executive	-5.629	-16.731 to 5.472	
Project Mgr v Superintendent	2.392	-7.171 to 11.955	
Project Mgr v Executive	-9.853	-19.939 to 0.233	
Superintendent v Executive	-12.245	-23.346 to -1.143	(significant)

analysed with: Analyse-it + General 1.67

Test	**1-way between subjects ANOVA**
	Social Responsibility by Postion Level: Admin Asst, Field Engr, Office Engr, Project Engr, Estimator, Project Mgr, Superintendent, Executive
Performed by	Brian K. Walker
Date	9 April 2003

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Social Responsibility by Postion Level	n	Mean	SD	SE
Admin Asst	7	105.286	13.913	5.2586
Field Engr	13	93.538	20.626	5.7207
Office Engr	20	88.600	12.471	2.7885
Project Engr	6	99.667	12.242	4.9978
Estimator	13	96.385	8.931	2.4769
Project Mgr	21	93.048	14.935	3.2590
Superintendent	13	92.769	10.281	2.8513
Executive	11	99.091	10.300	3.1056

Source of variation	SSq	DF	MSq	F	p
Postion Level	2043.923	7	291.989	1.58	0.1499
Within cells	17718.039	96	184.563		
Total	19761.962	103			

Contrast	Difference	LSD 95% CI	
Admin Asst v Field Engr	11.747	-0.895 to 24.389	
Admin Asst v Office Engr	16.686	4.843 to 28.528	(significant)
Admin Asst v Project Engr	5.619	-9.384 to 20.622	
Admin Asst v Estimator	8.901	-3.741 to 21.543	
Admin Asst v Project Mgr	12.238	0.469 to 24.007	(significant)
Admin Asst v Superintendent	12.516	-0.126 to 25.159	
Admin Asst v Executive	6.195	-6.843 to 19.233	
Field Engr v Office Engr	4.938	-4.669 to 14.546	
Field Engr v Project Engr	-6.128	-19.438 to 7.181	
Field Engr v Estimator	-2.846	-13.423 to 7.731	
Field Engr v Project Mgr	0.491	-9.026 to 10.008	
Field Engr v Superintendent	0.769	-9.808 to 11.346	
Field Engr v Executive	-5.552	-16.600 to 5.495	
Office Engr v Project Engr	-11.067	-23.619 to 1.486	
Office Engr v Estimator	-7.785	-17.392 to 1.823	
Office Engr v Project Mgr	-4.448	-12.873 to 3.978	
Office Engr v Superintendent	-4.169	-13.776 to 5.438	
Office Engr v Executive	-10.491	-20.614 to -0.368	(significant)
Project Engr v Estimator	3.282	-10.027 to 16.591	
Project Engr v Project Mgr	6.619	-5.864 to 19.102	
Project Engr v Superintendent	6.897	-6.412 to 20.207	
Project Engr v Executive	0.576	-13.110 to 14.262	
Estimator v Project Mgr	3.337	-6.180 to 12.854	
Estimator v Superintendent	3.615	-6.962 to 14.193	
Estimator v Executive	-2.706	-13.754 to 8.341	
Project Mgr v Superintendent	0.278	-9.238 to 9.795	
Project Mgr v Executive	-6.043	-16.080 to 3.994	
Superintendent v Executive	-6.322	-17.369 to 4.726	

analysed with: Analyse-it + General 1.67

Test	**1-way between subjects ANOVA**
	Interpersonal Relationship by Postion Level: Admin Asst, Field Engr, Office Engr, Project Engr, Estimator, Project Mgr, Superintendent, Executive
Performed by	Brian K. Walker
Date	9 April 2003

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Interpersonal Relationship by Postion Level	**n**	**Mean**	**SD**	**SE**
Admin Asst	7	110.143	10.383	3.9245
Field Engr	13	100.692	13.689	3.7967
Office Engr	20	96.550	9.214	2.0602
Project Engr	6	100.000	12.744	5.2026
Estimator	13	94.538	14.970	4.1519
Project Mgr	21	90.667	14.931	3.2582
Superintendent	13	86.154	18.690	5.1836
Executive	11	95.909	13.277	4.0033

Source of variation	**SSq**	**DF**	**MSq**	**F**	**p**
Postion Level	3633.300	7	519.043	2.70	0.0133
Within cells	18423.075	96	191.907		
Total	22056.375	103			

Contrast	**Difference**	**LSD 95% CI**	
Admin Asst v Field Engr	9.451	-3.441 to 22.342	
Admin Asst v Office Engr	13.593	1.517 to 25.669	(significant)
Admin Asst v Project Engr	10.143	-5.156 to 25.441	
Admin Asst v Estimator	15.604	2.713 to 28.496	(significant)
Admin Asst v Project Mgr	19.476	7.475 to 31.477	(significant)
Admin Asst v Superintendent	23.989	11.098 to 36.880	(significant)
Admin Asst v Executive	14.234	0.939 to 27.529	(significant)
Field Engr v Office Engr	4.142	-5.654 to 13.939	
Field Engr v Project Engr	0.692	-12.879 to 14.264	
Field Engr v Estimator	6.154	-4.632 to 16.939	
Field Engr v Project Mgr	10.026	0.321 to 19.730	(significant)
Field Engr v Superintendent	14.538	3.753 to 25.324	(significant)
Field Engr v Executive	4.783	-6.482 to 16.048	
Office Engr v Project Engr	-3.450	-16.250 to 9.350	
Office Engr v Estimator	2.012	-7.785 to 11.808	
Office Engr v Project Mgr	5.883	-2.708 to 14.475	
Office Engr v Superintendent	10.396	0.600 to 20.193	(significant)
Office Engr v Executive	0.641	-9.681 to 10.963	
Project Engr v Estimator	5.462	-8.110 to 19.033	
Project Engr v Project Mgr	9.333	-3.396 to 22.062	
Project Engr v Superintendent	13.846	0.275 to 27.418	(significant)
Project Engr v Executive	4.091	-9.865 to 18.047	
Estimator v Project Mgr	3.872	-5.832 to 13.576	
Estimator v Superintendent	8.385	-2.401 to 19.170	
Estimator v Executive	-1.371	-12.636 to 9.895	
Project Mgr v Superintendent	4.513	-5.191 to 14.217	
Project Mgr v Executive	-5.242	-15.477 to 4.992	
Superintendent v Executive	-9.755	-21.020 to 1.510	

analysed with: Analyse-it + General 1.67

Test	**1-way between subjects ANOVA**
	Stress Management by Postion Level: Admin Asst, Field Engr, Office Engr, Project Engr, Estimator, Project Mgr, Superintendent, Executive
Performed by	Brian K. Walker — **Date** 9 April 2003

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Stress Management by Postion Level	n	Mean	SD	SE
Admin Asst	7	103.571	9.658	3.6506
Field Engr	13	107.308	10.234	2.8383
Office Engr	20	96.100	11.126	2.4878
Project Engr	6	98.500	17.306	7.0652
Estimator	13	103.000	10.336	2.8667
Project Mgr	21	102.333	11.200	2.4440
Superintendent	13	96.231	11.980	3.3227
Executive	11	102.636	10.424	3.1429

Source of variation	SSq	DF	MSq	F	p
Postion Level	1495.610	7	213.659	1.67	0.1249
Within cells	12265.303	96	127.764		
Total	13760.913	103			

Contrast	**Difference**	**LSD 95% CI**	
Admin Asst v Field Engr	-3.736	-14.255 to 6.782	
Admin Asst v Office Engr	7.471	-2.382 to 17.325	
Admin Asst v Project Engr	5.071	-7.411 to 17.554	
Admin Asst v Estimator	0.571	-9.947 to 11.090	
Admin Asst v Project Mgr	1.238	-8.554 to 11.030	
Admin Asst v Superintendent	7.341	-3.178 to 17.859	
Admin Asst v Executive	0.935	-9.913 to 11.783	
Field Engr v Office Engr	11.208	3.214 to 19.201	(significant)
Field Engr v Project Engr	8.808	-2.266 to 19.881	
Field Engr v Estimator	4.308	-4.493 to 13.108	
Field Engr v Project Mgr	4.974	-2.944 to 12.892	
Field Engr v Superintendent	11.077	2.276 to 19.877	(significant)
Field Engr v Executive	4.671	-4.520 to 13.863	
Office Engr v Project Engr	-2.400	-12.844 to 8.044	
Office Engr v Estimator	-6.900	-14.893 to 1.093	
Office Engr v Project Mgr	-6.233	-13.243 to 0.777	
Office Engr v Superintendent	-0.131	-8.124 to 7.863	
Office Engr v Executive	-6.536	-14.959 to 1.886	
Project Engr v Estimator	-4.500	-15.574 to 6.574	
Project Engr v Project Mgr	-3.833	-14.220 to 6.553	
Project Engr v Superintendent	2.269	-8.804 to 13.343	
Project Engr v Executive	-4.136	-15.523 to 7.251	
Estimator v Project Mgr	0.667	-7.251 to 8.585	
Estimator v Superintendent	6.769	-2.031 to 15.570	
Estimator v Executive	0.364	-8.828 to 9.555	
Project Mgr v Superintendent	6.103	-1.815 to 14.021	
Project Mgr v Executive	-0.303	-8.654 to 8.048	
Superintendent v Executive	-6.406	-15.597 to 2.786	

analysed with: Analyse-it + General 1.67

Test	**1-way between subjects ANOVA**
	Stress Tolerance by Postion Level: Admin Asst, Field Engr, Office Engr, Project Engr, Estimator, Project Mgr, Superintendent, Executive
Performed by	Brian K. Walker
Date	9 April 2003

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Stress Tolerance by Postion Level	**n**	**Mean**	**SD**	**SE**
Admin Asst	7	102.571	8.600	3.2503
Field Engr	13	110.077	13.672	3.7918
Office Engr	20	98.600	13.084	2.9257
Project Engr	6	104.833	10.458	4.2694
Estimator	13	103.077	10.460	2.9011
Project Mgr	21	106.333	10.915	2.3818
Superintendent	13	100.538	15.825	4.3891
Executive	11	104.091	12.542	3.7814

Source of variation	**SSq**	**DF**	**MSq**	**F**	**p**
Postion Level	1346.836	7	192.405	1.25	0.2828
Within cells	14760.000	96	153.750		
Total	16106.837	103			

Contrast	**Difference**	**LSD 95% CI**	
Admin Asst v Field Engr	-7.505	-19.044 to 4.033	
Admin Asst v Office Engr	3.971	-6.837 to 14.780	
Admin Asst v Project Engr	-2.262	-15.955 to 11.432	
Admin Asst v Estimator	-0.505	-12.044 to 11.033	
Admin Asst v Project Mgr	-3.762	-14.504 to 6.980	
Admin Asst v Superintendent	2.033	-9.506 to 13.572	
Admin Asst v Executive	-1.519	-13.420 to 10.381	
Field Engr v Office Engr	11.477	2.708 to 20.246	(significant)
Field Engr v Project Engr	5.244	-6.904 to 17.391	
Field Engr v Estimator	7.000	-2.654 to 16.654	
Field Engr v Project Mgr	3.744	-4.942 to 12.430	
Field Engr v Superintendent	9.538	-0.116 to 19.192	
Field Engr v Executive	5.986	-4.097 to 16.069	
Office Engr v Project Engr	-6.233	-17.690 to 5.223	
Office Engr v Estimator	-4.477	-13.246 to 4.292	
Office Engr v Project Mgr	-7.733	-15.423 to -0.043	(significant)
Office Engr v Superintendent	-1.938	-10.707 to 6.830	
Office Engr v Executive	-5.491	-14.730 to 3.748	
Project Engr v Estimator	1.756	-10.391 to 13.904	
Project Engr v Project Mgr	-1.500	-12.894 to 9.894	
Project Engr v Superintendent	4.295	-7.853 to 16.443	
Project Engr v Executive	0.742	-11.749 to 13.234	
Estimator v Project Mgr	-3.256	-11.942 to 5.430	
Estimator v Superintendent	2.538	-7.116 to 12.192	
Estimator v Executive	-1.014	-11.097 to 9.069	
Project Mgr v Superintendent	5.795	-2.891 to 14.481	
Project Mgr v Executive	2.242	-6.918 to 11.403	
Superintendent v Executive	-3.552	-13.636 to 6.531	

analysed with: Analyse-it + General 1.67

Test	**1-way between subjects ANOVA**
	Impulse Control by Postion Level: Admin Asst, Field Engr, Office Engr, Project Engr, Estimator, Project Mgr, Superintendent, Executive
Performed by	Brian K. Walker
Date	9 April 2003

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Impulse Control by Postion Level	**n**	**Mean**	**SD**	**SE**
Admin Asst	7	103.714	10.657	4.0280
Field Engr	13	103.077	11.543	3.2015
Office Engr	20	94.900	12.195	2.7270
Project Engr	6	93.500	26.144	10.6732
Estimator	13	102.000	11.853	3.2875
Project Mgr	21	97.190	12.287	2.6812
Superintendent	13	93.154	12.442	3.4508
Executive	11	101.000	11.533	3.4772

Source of variation	**SSq**	**DF**	**MSq**	**F**	**p**
Postion Level	1498.764	7	214.109	1.25	0.2825
Within cells	16416.582	96	171.006		
Total	17915.346	103			

Contrast	**Difference**	**LSD 95% CI**
Admin Asst v Field Engr	0.637	-11.532 to 12.806
Admin Asst v Office Engr	8.814	-2.585 to 20.214
Admin Asst v Project Engr	10.214	-4.227 to 24.656
Admin Asst v Estimator	1.714	-10.455 to 13.883
Admin Asst v Project Mgr	6.524	-4.805 to 17.853
Admin Asst v Superintendent	10.560	-1.609 to 22.730
Admin Asst v Executive	2.714	-9.836 to 15.265
Field Engr v Office Engr	8.177	-1.071 to 17.425
Field Engr v Project Engr	9.577	-3.234 to 22.388
Field Engr v Estimator	1.077	-9.104 to 11.258
Field Engr v Project Mgr	5.886	-3.274 to 15.047
Field Engr v Superintendent	9.923	-0.258 to 20.104
Field Engr v Executive	2.077	-8.557 to 12.711
Office Engr v Project Engr	1.400	-10.683 to 13.483
Office Engr v Estimator	-7.100	-16.348 to 2.148
Office Engr v Project Mgr	-2.290	-10.401 to 5.820
Office Engr v Superintendent	1.746	-7.502 to 10.994
Office Engr v Executive	-6.100	-15.844 to 3.644
Project Engr v Estimator	-8.500	-21.311 to 4.311
Project Engr v Project Mgr	-3.690	-15.706 to 8.326
Project Engr v Superintendent	0.346	-12.465 to 13.157
Project Engr v Executive	-7.500	-20.674 to 5.674
Estimator v Project Mgr	4.810	-4.351 to 13.970
Estimator v Superintendent	8.846	-1.335 to 19.028
Estimator v Executive	1.000	-9.634 to 11.634
Project Mgr v Superintendent	4.037	-5.124 to 13.197
Project Mgr v Executive	-3.810	-13.471 to 5.852
Superintendent v Executive	-7.846	-18.480 to 2.788

analysed with: Analyse-it + General 1.67

Test	**1-way between subjects ANOVA**
	Adaptability by Postion Level: Admin Asst, Field Engr, Office Engr, Project Engr, Estimator, Project Mgr, Superintendent, Executive
Performed by	Brian K. Walker
Date	9 April 2003

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Adaptability by Postion Level	**n**	**Mean**	**SD**	**SE**
Admin Asst	7	102.571	8.942	3.3796
Field Engr	13	108.769	13.230	3.6693
Office Engr	20	100.400	11.673	2.6101
Project Engr	6	106.333	6.623	2.7039
Estimator	13	98.923	12.393	3.4371
Project Mgr	21	102.714	10.808	2.3585
Superintendent	13	99.846	13.101	3.6336
Executive	11	106.727	10.130	3.0543

Source of variation	**SSq**	**DF**	**MSq**	**F**	**p**
Postion Level	1132.291	7	161.756	1.23	0.2955
Within cells	12653.238	96	131.805		
Total	13785.529	103			

Contrast	**Difference**	**LSD 95% CI**	
Admin Asst v Field Engr	-6.198	-16.881 to 4.486	
Admin Asst v Office Engr	2.171	-7.836 to 12.179	
Admin Asst v Project Engr	-3.762	-16.440 to 8.917	
Admin Asst v Estimator	3.648	-7.035 to 14.332	
Admin Asst v Project Mgr	-0.143	-10.089 to 9.803	
Admin Asst v Superintendent	2.725	-7.958 to 13.409	
Admin Asst v Executive	-4.156	-15.174 to 6.862	
Field Engr v Office Engr	8.369	0.250 to 16.488	(significant)
Field Engr v Project Engr	2.436	-8.811 to 13.683	
Field Engr v Estimator	9.846	0.908 to 18.785	(significant)
Field Engr v Project Mgr	6.055	-1.987 to 14.097	
Field Engr v Superintendent	8.923	-0.015 to 17.862	
Field Engr v Executive	2.042	-7.294 to 11.378	
Office Engr v Project Engr	-5.933	-16.541 to 4.674	
Office Engr v Estimator	1.477	-6.642 to 9.596	
Office Engr v Project Mgr	-2.314	-9.434 to 4.806	
Office Engr v Superintendent	0.554	-7.565 to 8.673	
Office Engr v Executive	-6.327	-14.882 to 2.227	
Project Engr v Estimator	7.410	-3.837 to 18.658	
Project Engr v Project Mgr	3.619	-6.930 to 14.168	
Project Engr v Superintendent	6.487	-4.760 to 17.735	
Project Engr v Executive	-0.394	-11.960 to 11.172	
Estimator v Project Mgr	-3.791	-11.834 to 4.251	
Estimator v Superintendent	-0.923	-9.862 to 8.015	
Estimator v Executive	-7.804	-17.140 to 1.532	
Project Mgr v Superintendent	2.868	-5.174 to 10.910	
Project Mgr v Executive	-4.013	-12.495 to 4.469	
Superintendent v Executive	-6.881	-16.217 to 2.455	

analysed with: Analyse-it + General 1.67

Test	**1-way between subjects ANOVA**
	Reality Testing by Postion Level: Admin Asst, Field Engr, Office Engr, Project Engr, Estimator, Project Mgr, Superintendent, Executive
Performed by	Brian K. Walker
Date	9 April 2003

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Reality Testing by Postion Level	n	Mean	SD	SE
Admin Asst	7	102.714	12.829	4.8487
Field Engr	13	106.538	12.699	3.5221
Office Engr	20	100.000	11.183	2.5005
Project Engr	6	108.500	5.857	2.3910
Estimator	13	100.154	12.388	3.4359
Project Mgr	21	104.333	11.306	2.4672
Superintendent	13	99.308	12.161	3.3729
Executive	11	110.000	10.677	3.2193

Source of variation	SSq	DF	MSq	F	p
Postion Level	1370.549	7	195.793	1.47	0.1870
Within cells	12783.288	96	133.159		
Total	14153.837	103			

Contrast	Difference	LSD 95% CI	
Admin Asst v Field Engr	-3.824	-14.563 to 6.914	
Admin Asst v Office Engr	2.714	-7.345 to 12.773	
Admin Asst v Project Engr	-5.786	-18.529 to 6.958	
Admin Asst v Estimator	2.560	-8.178 to 13.299	
Admin Asst v Project Mgr	-1.619	-11.616 to 8.378	
Admin Asst v Superintendent	3.407	-7.332 to 14.145	
Admin Asst v Executive	-7.286	-18.360 to 3.789	
Field Engr v Office Engr	6.538	-1.622 to 14.699	
Field Engr v Project Engr	-1.962	-13.267 to 9.344	
Field Engr v Estimator	6.385	-2.600 to 15.369	
Field Engr v Project Mgr	2.205	-5.878 to 10.289	
Field Engr v Superintendent	7.231	-1.754 to 16.215	
Field Engr v Executive	-3.462	-12.845 to 5.922	
Office Engr v Project Engr	-8.500	-19.162 to 2.162	
Office Engr v Estimator	-0.154	-8.314 to 8.007	
Office Engr v Project Mgr	-4.333	-11.490 to 2.823	
Office Engr v Superintendent	0.692	-7.468 to 8.853	
Office Engr v Executive	-10.000	-18.598 to -1.402	(significant)
Project Engr v Estimator	8.346	-2.959 to 19.651	
Project Engr v Project Mgr	4.167	-6.437 to 14.770	
Project Engr v Superintendent	9.192	-2.113 to 20.497	
Project Engr v Executive	-1.500	-13.125 to 10.125	
Estimator v Project Mgr	-4.179	-12.263 to 3.904	
Estimator v Superintendent	0.846	-8.138 to 9.830	
Estimator v Executive	-9.846	-19.230 to -0.462	(significant)
Project Mgr v Superintendent	5.026	-3.058 to 13.109	
Project Mgr v Executive	-5.667	-14.192 to 2.859	
Superintendent v Executive	-10.692	-20.076 to -1.308	(significant)

analysed with: Analyse-it + General 1.67

Test	**1-way between subjects ANOVA**
	Flexibility by Postion Level: Admin Asst, Field Engr, Office Engr, Project Engr, Estimator, Project Estimator, Project Mgr, Superintendent, Executive
Performed by	Brian K. Walker
Date	9 April 2003

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Flexibility by Postion Level	n	Mean	SD	SE
Admin Asst	7	102.143	9.137	3.4533
Field Engr	13	108.462	15.857	4.3979
Office Engr	20	100.350	15.669	3.5036
Project Engr	6	104.833	10.962	4.4752
Estimator	13	98.231	16.218	4.4981
Project Mgr	21	97.381	12.808	2.7950
Superintendent	13	95.923	16.454	4.5636
Executive	11	98.364	10.433	3.1458

Source of variation	SSq	DF	MSq	F	p
Postion Level	1534.416	7	219.202	1.08	0.3848
Within cells	19558.200	96	203.731		
Total	21092.615	103			

Contrast	Difference	LSD 95% CI	
Admin Asst v Field Engr	-6.319	-19.601 to 6.964	
Admin Asst v Office Engr	1.793	-10.650 to 14.235	
Admin Asst v Project Engr	-2.690	-18.453 to 13.072	
Admin Asst v Estimator	3.912	-9.370 to 17.195	
Admin Asst v Project Mgr	4.762	-7.603 to 17.127	
Admin Asst v Superintendent	6.220	-7.063 to 19.502	
Admin Asst v Executive	3.779	-9.919 to 17.478	
Field Engr v Office Engr	8.112	-1.982 to 18.205	
Field Engr v Project Engr	3.628	-10.355 to 17.612	
Field Engr v Estimator	10.231	-0.882 to 21.344	
Field Engr v Project Mgr	11.081	1.082 to 21.079	(significant)
Field Engr v Superintendent	12.538	1.426 to 23.651	(significant)
Field Engr v Executive	10.098	-1.509 to 21.705	
Office Engr v Project Engr	-4.483	-17.671 to 8.705	
Office Engr v Estimator	2.119	-7.975 to 12.213	
Office Engr v Project Mgr	2.969	-5.883 to 11.821	
Office Engr v Superintendent	4.427	-5.667 to 14.521	
Office Engr v Executive	1.986	-8.649 to 12.622	
Project Engr v Estimator	6.603	-7.381 to 20.586	
Project Engr v Project Mgr	7.452	-5.663 to 20.568	
Project Engr v Superintendent	8.910	-5.073 to 22.894	
Project Engr v Executive	6.470	-7.910 to 20.849	
Estimator v Project Mgr	0.850	-9.149 to 10.849	
Estimator v Superintendent	2.308	-8.805 to 13.421	
Estimator v Executive	-0.133	-11.740 to 11.474	
Project Mgr v Superintendent	1.458	-8.541 to 11.457	
Project Mgr v Executive	-0.983	-11.528 to 9.563	
Superintendent v Executive	-2.441	-14.048 to 9.167	

analysed with: Analyse-it + General 1.67

Test	**1-way between subjects ANOVA**
	Problem Solving by Postion Level: Admin Asst, Field Engr, Office Engr, Project Engr, Estimator, Project Mgr, Superintendent, Executive
Performed by	Brian K. Walker
Date	9 April 2003

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Problem Solving by Postion Level	n	Mean	SD	SE
Admin Asst	7	101.571	5.855	2.2131
Field Engr	13	106.692	10.144	2.8134
Office Engr	20	101.000	12.096	2.7048
Project Engr	6	102.333	13.794	5.6313
Estimator	13	98.846	14.781	4.0995
Project Mgr	21	104.143	9.313	2.0322
Superintendent	13	105.308	13.022	3.6116
Executive	11	107.909	12.802	3.8599

Source of variation	SSq	DF	MSq	F	p
Postion Level	838.087	7	119.727	0.87	0.5327
Within cells	13201.759	96	137.518		
Total	14039.846	103			

Contrast	Difference	LSD 95% CI
Admin Asst v Field Engr	-5.121	-16.034 to 5.792
Admin Asst v Office Engr	0.571	-9.651 to 10.794
Admin Asst v Project Engr	-0.762	-13.712 to 12.189
Admin Asst v Estimator	2.725	-8.187 to 13.638
Admin Asst v Project Mgr	-2.571	-12.731 to 7.588
Admin Asst v Superintendent	-3.736	-14.649 to 7.176
Admin Asst v Executive	-6.338	-17.592 to 4.917
Field Engr v Office Engr	5.692	-2.601 to 13.985
Field Engr v Project Engr	4.359	-7.130 to 15.848
Field Engr v Estimator	7.846	-1.284 to 16.976
Field Engr v Project Mgr	2.549	-5.665 to 10.764
Field Engr v Superintendent	1.385	-7.746 to 10.515
Field Engr v Executive	-1.217	-10.753 to 8.319
Office Engr v Project Engr	-1.333	-12.168 to 9.502
Office Engr v Estimator	2.154	-6.139 to 10.447
Office Engr v Project Mgr	-3.143	-10.416 to 4.130
Office Engr v Superintendent	-4.308	-12.601 to 3.985
Office Engr v Executive	-6.909	-15.647 to 1.829
Project Engr v Estimator	3.487	-8.001 to 14.976
Project Engr v Project Mgr	-1.810	-12.585 to 8.966
Project Engr v Superintendent	-2.974	-14.463 to 8.514
Project Engr v Executive	-5.576	-17.390 to 6.238
Estimator v Project Mgr	-5.297	-13.511 to 2.918
Estimator v Superintendent	-6.462	-15.592 to 2.669
Estimator v Executive	-9.063	-18.599 to 0.473
Project Mgr v Superintendent	-1.165	-9.380 to 7.050
Project Mgr v Executive	-3.766	-12.430 to 4.898
Superintendent v Executive	-2.601	-12.138 to 6.935

analysed with: Analyse-it + General 1.67

Test	**1-way between subjects ANOVA**
	General Mood by Postion Level: Admin Asst, Field Engr, Office Engr, Project Engr, Estimator, Project Mgr, Superintendent, Executive
Performed by	Brian K. Walker
Date	9 April 2003

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General Mood by Postion Level	n	Mean	SD	SE
Admin Asst	7	100.714	9.123	3.4484
Field Engr	13	104.385	13.257	3.6769
Office Engr	20	102.400	10.615	2.3735
Project Engr	6	103.833	6.646	2.7131
Estimator	13	102.308	10.942	3.0348
Project Mgr	21	99.000	12.732	2.7783
Superintendent	13	98.308	12.625	3.5016
Executive	11	103.818	9.130	2.7529

Source of variation	SSq	DF	MSq	F	p
Postion Level	492.340	7	70.334	0.54	0.7985
Within cells	12395.314	96	129.118		
Total	12887.654	103			

Contrast	Difference	LSD 95% CI
Admin Asst v Field Engr	-3.670	-14.244 to 6.904
Admin Asst v Office Engr	-1.686	-11.591 to 8.220
Admin Asst v Project Engr	-3.119	-15.668 to 9.430
Admin Asst v Estimator	-1.593	-12.168 to 8.981
Admin Asst v Project Mgr	1.714	-8.130 to 11.558
Admin Asst v Superintendent	2.407	-8.168 to 12.981
Admin Asst v Executive	-3.104	-14.009 to 7.801
Field Engr v Office Engr	1.985	-6.051 to 10.020
Field Engr v Project Engr	0.551	-10.581 to 11.683
Field Engr v Estimator	2.077	-6.770 to 10.924
Field Engr v Project Mgr	5.385	-2.575 to 13.345
Field Engr v Superintendent	6.077	-2.770 to 14.924
Field Engr v Executive	0.566	-8.674 to 9.807
Office Engr v Project Engr	-1.433	-11.932 to 9.066
Office Engr v Estimator	0.092	-7.943 to 8.128
Office Engr v Project Mgr	3.400	-3.647 to 10.447
Office Engr v Superintendent	4.092	-3.943 to 12.128
Office Engr v Executive	-1.418	-9.885 to 7.049
Project Engr v Estimator	1.526	-9.607 to 12.658
Project Engr v Project Mgr	4.833	-5.608 to 15.274
Project Engr v Superintendent	5.526	-5.607 to 16.658
Project Engr v Executive	0.015	-11.432 to 11.462
Estimator v Project Mgr	3.308	-4.652 to 11.268
Estimator v Superintendent	4.000	-4.847 to 12.847
Estimator v Executive	-1.510	-10.751 to 7.730
Project Mgr v Superintendent	0.692	-7.268 to 8.652
Project Mgr v Executive	-4.818	-13.213 to 3.577
Superintendent v Executive	-5.510	-14.751 to 3.730

analysed with: Analyse-it + General 1.67

Test	**1-way between subjects ANOVA**
	Optimism by Postion Level: Admin Asst, Field Engr, Office Engr, Project Engr, Estimator, Project Mgr, Superintendent, Executive
Performed by	Brian K. Walker
Date	9 April 2003

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Optimism by Postion Level	n	Mean	SD	SE
Admin Asst	7	101.714	6.020	2.2753
Field Engr	13	106.154	9.521	2.6405
Office Engr	20	102.550	11.985	2.6798
Project Engr	6	108.500	6.156	2.5133
Estimator	13	102.538	10.906	3.0247
Project Mgr	21	102.714	9.845	2.1482
Superintendent	13	102.000	8.124	2.2532
Executive	11	105.909	11.202	3.3776

Source of variation	SSq	DF	MSq	F	p
Postion Level	398.840	7	56.977	0.57	0.7805
Within cells	9635.996	96	100.375		
Total	10034.837	103			

Contrast	Difference	LSD 95% CI
Admin Asst v Field Engr	-4.440	-13.763 to 4.884
Admin Asst v Office Engr	-0.836	-9.569 to 7.898
Admin Asst v Project Engr	-6.786	-17.850 to 4.278
Admin Asst v Estimator	-0.824	-10.147 to 8.499
Admin Asst v Project Mgr	-1.000	-9.679 to 7.679
Admin Asst v Superintendent	-0.286	-9.609 to 9.037
Admin Asst v Executive	-4.195	-13.810 to 5.420
Field Engr v Office Engr	3.604	-3.481 to 10.689
Field Engr v Project Engr	-2.346	-12.161 to 7.469
Field Engr v Estimator	3.615	-4.185 to 11.416
Field Engr v Project Mgr	3.440	-3.579 to 10.458
Field Engr v Superintendent	4.154	-3.646 to 11.954
Field Engr v Executive	0.245	-7.902 to 8.392
Office Engr v Project Engr	-5.950	-15.207 to 3.307
Office Engr v Estimator	0.012	-7.073 to 7.097
Office Engr v Project Mgr	-0.164	-6.378 to 6.049
Office Engr v Superintendent	0.550	-6.535 to 7.635
Office Engr v Executive	-3.359	-10.824 to 4.106
Project Engr v Estimator	5.962	-3.854 to 15.777
Project Engr v Project Mgr	5.786	-3.420 to 14.992
Project Engr v Superintendent	6.500	-3.315 to 16.315
Project Engr v Executive	2.591	-7.502 to 12.684
Estimator v Project Mgr	-0.176	-7.194 to 6.842
Estimator v Superintendent	0.538	-7.262 to 8.339
Estimator v Executive	-3.371	-11.518 to 4.777
Project Mgr v Superintendent	0.714	-6.304 to 7.733
Project Mgr v Executive	-3.195	-10.597 to 4.207
Superintendent v Executive	-3.909	-12.056 to 4.238

analysed with: Analyse-it + General 1.67

Test	**1-way between subjects ANOVA**
	Happiness by Postion Level: Admin Asst, Field Engr, Office Engr, Project Engr, Estimator, Project Mgr, Superintendent, Executive
Performed by	Brian K. Walker — **Date** 9 April 2003

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Happiness by Postion Level	n	Mean	SD	SE
Admin Asst	7	100.286	12.500	4.7244
Field Engr	13	102.154	16.375	4.5416
Office Engr	20	102.100	10.462	2.3395
Project Engr	6	99.667	12.094	4.9374
Estimator	13	102.154	14.988	4.1569
Project Mgr	21	97.381	15.038	3.2816
Superintendent	13	95.769	16.554	4.5912
Executive	11	102.091	9.289	2.8008

Source of variation	SSq	DF	MSq	F	p
Postion Level	633.721	7	90.532	0.47	0.8513
Within cells	18336.116	96	191.001		
Total	18969.837	103			

Contrast	Difference	LSD 95% CI
Admin Asst v Field Engr	-1.868	-14.729 to 10.993
Admin Asst v Office Engr	-1.814	-13.862 to 10.233
Admin Asst v Project Engr	0.619	-14.643 to 15.881
Admin Asst v Estimator	-1.868	-14.729 to 10.993
Admin Asst v Project Mgr	2.905	-9.068 to 14.878
Admin Asst v Superintendent	4.516	-8.344 to 17.377
Admin Asst v Executive	-1.805	-15.069 to 11.459
Field Engr v Office Engr	0.054	-9.720 to 9.827
Field Engr v Project Engr	2.487	-11.052 to 16.027
Field Engr v Estimator	0.000	-10.760 to 10.760
Field Engr v Project Mgr	4.773	-4.908 to 14.454
Field Engr v Superintendent	6.385	-4.376 to 17.145
Field Engr v Executive	0.063	-11.176 to 11.302
Office Engr v Project Engr	2.433	-10.336 to 15.203
Office Engr v Estimator	-0.054	-9.827 to 9.720
Office Engr v Project Mgr	4.719	-3.852 to 13.290
Office Engr v Superintendent	6.331	-3.443 to 16.104
Office Engr v Executive	0.009	-10.289 to 10.307
Project Engr v Estimator	-2.487	-16.027 to 11.052
Project Engr v Project Mgr	2.286	-10.413 to 14.985
Project Engr v Superintendent	3.897	-9.642 to 17.437
Project Engr v Executive	-2.424	-16.347 to 11.499
Estimator v Project Mgr	4.773	-4.908 to 14.454
Estimator v Superintendent	6.385	-4.376 to 17.145
Estimator v Executive	0.063	-11.176 to 11.302
Project Mgr v Superintendent	1.612	-8.070 to 11.293
Project Mgr v Executive	-4.710	-14.920 to 5.500
Superintendent v Executive	-6.322	-17.560 to 4.917

ANOVA of Position Location and EQ Scales (N=104)

Scales			N	Mean	SD	F	p
Total EQ						0.02	0.877
		Field Employee	26	100.0	13.52		
		Office Employee	78	100.4	11.02		
IntRApersonal						0.21	0.646
		Field Employee	26	100.6	12.89		
		Office Employee	78	101.9	12.59		
	Self-Regard					0.18	0.673
		Field Employee	26	102.6	11.82		
		Office Employee	78	101.4	12.31		
	Self-Awareness					1.02	0.314
		Field Employee	26	96.5	15.64		
		Office Employee	78	99.6	13.17		
	Assertiveness					0.46	0.501
		Field Employee	26	99.6	12.80		
		Office Employee	78	101.8	14.79		
	Independence					0.32	0.574
		Field Employee	26	103.0	13.99		
		Office Employee	78	104.6	11.48		
	Self-Actualization					0.03	0.852
		Field Employee	26	100.1	16.42		
		Office Employee	78	100.7	12.62		
IntERpersonal						0.82	0.367
		Field Employee	26	91.9	14.97		
		Office Employee	78	94.6	12.46		
	Empathy					0.36	0.548
		Field Employee	26	91.9	14.22		
		Office Employee	78	93.9	14.15		
	Social Responsibility					0.32	0.575
		Field Employee	26	93.2	15.97		
		Office Employee	78	94.9	13.15		
	Interpersonal Relationship					0.61	0.435
		Field Employee	26	93.4	17.68		
		Office Employee	78	96.0	13.54		
Stress Management						0.16	0.686
		Field Employee	26	101.8	12.29		
		Office Employee	78	100.7	11.37		
	Stress Tolerance					0.64	0.426
		Field Employee	26	105.3	15.28		
		Office Employee	78	103.0	11.49		
	Impulse Control					0.00	0.966
		Field Employee	26	98.1	12.80		
		Office Employee	78	98.2	13.40		

* Correlation is significant at the 0.10 level
** Correlation is signficant at the 0.05 level
*** Correlation is significant at the 0.01 level

ANOVA of Position Location and EQ Scales (N=104)

Scales			N	Mean	SD	F	p
Adaptability						0.57	0.451
		Field Employee	26	104.3	13.68		
		Office Employee	78	102.3	10.83		
	Reality Testing					0.05	0.829
		Field Employee	26	102.9	12.73		
		Office Employee	78	103.5	11.45		
	Flexibility					0.73	0.395
		Field Employee	26	102.2	17.07		
		Office Employee	78	99.4	13.32		
	Problem Solving					1.65	0.202
		Field Employee	26	106.0	11.46		
		Office Employee	78	102.6	11.70		
General Mood						0.01	0.912
		Field Employee	26	101.3	13.06		
		Office Employee	78	101.6	10.58		
	Optimism					0.08	0.780
		Field Employee	26	104.1	8.93		
		Office Employee	78	103.4	10.22		
	Happiness					0.24	0.622
		Field Employee	26	99.0	16.46		
		Office Employee	78	100.5	12.56		

* Correlation is significant at the 0.10 level
** Correlation is signficant at the 0.05 level
*** Correlation is significant at the 0.01 level

Correlation of Quality of Interaction with Architect/Design Engineer and EQ Scales (N=96)

Scales	Significance (2-tailed)	Spearman Correlation
Total EQ	0.450	0.078
IntRApersonal	0.345	0.097
Self-Regard	0.652	0.047
Self-Awareness	0.446	0.079
Assertiveness	0.314	0.104
Independence	0.560	0.060
Self-Actualization	0.637	0.049
IntERpersonal	0.844	-0.020
Empathy	0.963	0.005
Social Responsibility	0.607	-0.053
Interpersonal Relationship	0.826	0.023
Stress Management	0.895	-0.014
Stress Tolerance	0.786	0.028
Impulse Control	0.882	-0.015
Adaptability	0.218	0.127
Reality Testing	0.404	0.086
Flexibility	0.146	0.150
Problem Solving	0.666	0.045
General Mood	0.515	0.067
Optimism	0.777	0.029
Happiness	0.454	0.077

* Correlation is significant at the 0.10 level
** Correlation is signficant at the 0.05 level
*** Correlation is significant at the 0.01 level

ANOVA of Companies and EQ Scales (N=104)

Scale		N	Mean	SD	F	p
Total EQ					0.57	0.754
	Company A	39	99.9	13.26		
	Company B	6	107.5	6.47		
	Company C	11	102.3	11.33		
	Company D	25	99.8	11.18		
	Company F	12	97.3	10.26		
	Company G	5	101.0	12.55		
IntRApersonal					0.39	0.882
	Company A	39	100.9	13.44		
	Company B	6	107.5	10.31		
	Company C	11	102.5	14.72		
	Company D	25	101.4	12.79		
	Company E	6	103.3	12.23		
	Company F	12	98.7	10.30		
	Company G	5	104.0	12.27		
Self-Regard					0.45	0.842
	Company A	39	101.0	12.85		
	Company B	6	106.0	7.92		
	Company C	11	100.7	14.09		
	Company D	25	103.1	11.62		
	Company E	6	105.0	14.83		
	Company F	12	98.1	10.29		
	Company G	5	102.2	13.10		
Self-Awareness					1.14	0.346
	Company A	39	98.0	15.04		
	Company B	6	108.7	11.99		
	Company C	11	102.6	14.40		
	Company D	25	96.2	12.52		
	Company E	6	96.7	11.15		
	Company F	12	96.8	11.74		
	Company G	5	106.2	16.54		
Assertiveness					0.74	0.619
	Company A	39	99.6	14.34		
	Company B	6	109.7	13.29		
	Company C	11	104.1	18.50		
	Company D	25	99.2	15.94		
	Company E	6	106.8	9.83		
	Company F	12	100.8	9.98		
	Company G	5	102.4	8.85		

* Correlation is significant at the 0.10 level
** Correlation is signficant at the 0.05 level

ANOVA of Companies and EQ Scales (N=104)

Scale			N	Mean	SD	F	p
	Independence					0.39	0.886
		Company A	39	103.6	11.85		
		Company B	6	101.0	13.91		
		Company C	11	102.9	14.51		
		Company D	25	105.3	13.03		
		Company E	6	102.5	12.03		
		Company F	12	104.8	9.51		
		Company G	5	110.6	11.55		
	Self-Actualization					0.83	0.551
		Company A	39	101.5	16.06		
		Company B	6	103.3	11.17		
		Company C	11	99.8	10.59		
		Company D	25	103.0	10.91		
		Company E	6	100.7	14.69		
		Company F	12	94.2	10.68		
		Company G	5	94.2	18.40		

* Correlation is significant at the 0.10 level
** Correlation is signficant at the 0.05 level

ANOVA of Companies and EQ Scales (N=104)

Scale		N	Mean	SD	F	p
IntERpersonal *					2.15	0.054*
	Company A	39	92.9	12.68		
	Company B	6	106.8	16.22		
	Company C	11	100.3	15.53		
	Company D	25	93.8	10.37		
	Company E	6	92.7	15.06		
	Company F	12	87.3	11.36		
	Company G	5	90.4	12.62		
Empathy **					2.39	0.034**
	Company A	39	91.6	12.82		
	Company B	6	102.7	11.83		
	Company C	11	104.8	13.14		
	Company D	25	92.7	14.34		
	Company E	6	92.8	13.26		
	Company F	12	86.8	14.23		
	Company G	5	91.0	17.28		
Social Responsibility *					1.91	0.087*
	Company A	39	95.3	12.02		
	Company B	6	103.2	16.55		
	Company C	11	100.1	12.11		
	Company D	25	95.2	11.88		
	Company E	6	88.0	19.21		
	Company F	12	88.7	11.87		
	Company G	5	83.6	25.30		
Interpersonal Relationship					1.51	0.182
	Company A	39	93.7	16.32		
	Company B	6	109.0	15.05		
	Company C	11	98.5	18.13		
	Company D	25	94.6	9.01		
	Company E	6	99.8	14.63		
	Company F	12	89.6	12.15		
	Company G	5	97.6	15.71		

* Correlation is significant at the 0.10 level
** Correlation is signficant at the 0.05 level

ANOVA of Companies and EQ Scales (N=104)

Scale		N	Mean	SD	F	p
Stress Management					0.31	0.933
	Company A	39	100.8	14.35		
	Company B	6	105.7	7.61		
	Company C	11	100.9	10.57		
	Company D	25	102.0	9.30		
	Company E	6	99.0	6.32		
	Company F	12	99.3	10.89		
	Company G	5	98.2	13.14		
Stress Tolerance					0.21	0.972
	Company A	39	103.8	14.60		
	Company B	6	104.3	11.74		
	Company C	11	104.5	12.96		
	Company D	25	102.7	10.31		
	Company E	6	107.3	10.76		
	Company F	12	101.1	10.87		
	Company G	5	105.2	15.83		
Impulse Control					0.87	0.516
	Company A	39	97.7	15.26		
	Company B	6	106.3	7.34		
	Company C	11	97.4	10.39		
	Company D	25	100.4	10.30		
	Company E	6	92.2	11.21		
	Company F	12	97.3	12.70		
	Company G	5	92.6	21.48		

* Correlation is significant at the 0.10 level
** Correlation is signficant at the 0.05 level

ANOVA of Companies and EQ Scales (N=104)

Scale		N	Mean	SD	F	p
Adaptability					0.49	0.815
	Company A	39	103.2	12.60		
	Company B	6	105.8	7.14		
	Company C	11	103.7	10.34		
	Company D	25	99.7	12.38		
	Company E	6	102.7	5.85		
	Company F	12	104.3	10.15		
	Company G	5	106.4	16.09		
Reality Testing					1.26	0.283
	Company A	39	101.8	11.93		
	Company B	6	114.3	8.87		
	Company C	11	104.5	11.67		
	Company D	25	101.2	12.00		
	Company E	6	103.0	8.85		
	Company F	12	105.2	12.04		
	Company G	5	106.2	11.43		
Flexibility					0.63	0.707
	Company A	39	102.5	16.58		
	Company B	6	92.7	7.23		
	Company C	11	101.1	11.86		
	Company D	25	97.4	15.15		
	Company E	6	101.3	11.13		
	Company F	12	99.5	11.38		
	Company G	5	101.8	12.56		
Problem Solving					0.48	0.824
	Company A	39	104.0	11.78		
	Company B	6	106.3	12.55		
	Company C	11	103.4	13.39		
	Company D	25	100.8	11.49		
	Company E	6	102.0	6.00		
	Company F	12	104.5	8.80		
	Company G	5	108.6	19.93		

* Correlation is significant at the 0.10 level
** Correlation is signficant at the 0.05 level

ANOVA of Companies and EQ Scales (N=104)

Scale		N	Mean	SD	F	p
General Mood					1.44	0.208
	Company A	39	102.5	12.91		
	Company B	6	106.5	6.35		
	Company C	11	101.3	10.38		
	Company D	25	103.0	10.37		
	Company E	6	100.8	8.33		
	Company F	12	93.3	8.93		
	Company G	5	102.4	10.14		
Optimism					0.41	0.870
	Company A	39	104.4	10.33		
	Company B	6	105.7	7.53		
	Company C	11	104.0	9.99		
	Company D	25	103.4	11.85		
	Company E	6	104.5	6.53		
	Company F	12	99.6	7.19		
	Company G	5	103.8	8.58		
Happiness					1.22	0.303
	Company A	39	100.6	16.16		
	Company B	6	106.8	7.70		
	Company C	11	99.1	14.57		
	Company D	25	102.6	10.91		
	Company E	6	98.0	10.70		
	Company F	12	91.7	11.54		
	Company G	5	100.6	10.06		

* Correlation is significant at the 0.10 level
** Correlation is signficant at the 0.05 level

VITA

Brian K. Walker was born on November 11th, 1977 to Kenneth and Katherine Walker in Durham, NC. He received his Bachelor of Science degree in Civil Engineering from Virginia Polytechnic Institute and State University in the summer of 2001. In the last semester of his undergraduate studies, Brian began his graduate studies as a BS/MS graduate student. He completed his Masters of Science degree in Civil Engineering in the summer of 2003. In the past, Brian has held internships with McDevitt Street Bovis (Bovis Lend Lease at the time of publishing), Branch & Associates, and Hensel Phelps. Upon graduation, he will begin working with Turner Construction in Denver, Colorado.