

AD-A137 281

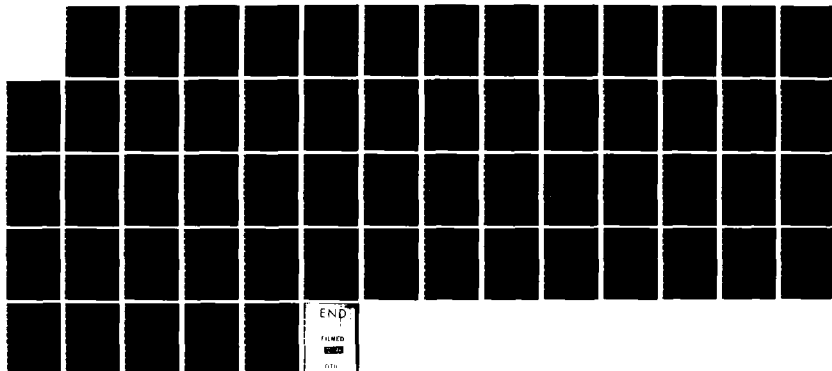
THE CONCEPT OF INFORMATION REDUNDANCY IN SOCIAL  
COGNITION(U) OHIO STATE UNIV COLUMBUS DEPT OF  
PSYCHOLOGY J B PRYOR ET AL. 20 DEC 83  
SOCIAL PSYCHOLOGY BULL-83-3

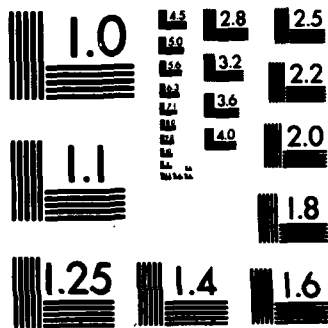
1/1

UNCLASSIFIED

F/G 5/10

NL





MICROCOPY RESOLUTION TEST CHART  
 NATIONAL BUREAU OF STANDARDS-1963-A

AD A 137281

(12)

THE CONCEPT OF INFORMATION REDUNDANCY  
IN SOCIAL COGNITION

John B. Pryor, Terry L. Kott, and Greg R. Boveé  
University of Notre Dame

Technical Report Number TR/ONR-11  
December, 1983

Social Psychology Bulletin 83-3

RECEIVED  
JAN 27 1984  
A

Reproduction in whole or in part is permitted for any purpose of the United States Government. This report was supported by contracts on the Organizational Effectiveness Research Program, Office of Naval Research United States Navy (Code 452) under control No. N00014-81-K-0112, NR 170-927.

APPROVED FOR PUBLIC RELEASE: DISTRIBUTION UNLIMITED

DTIC FILE COPY

84 01 27 010

Unclassified

SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER TR/ONR-11	2. GOVT ACCESSION NO. AD-4139 281	3. RECIPIENT'S CATALOG NUMBER
4. TITLE (and Subtitle)  The concept of information redundancy in social cognition		5. TYPE OF REPORT & PERIOD COVERED Technical Report
		6. PERFORMING ORG. REPORT NUMBER RF 762498/713444
7. AUTHOR(s)  J. B. Pryor, T. L. Kott and G. R. Boveé		8. CONTRACT OR GRANT NUMBER(s)  N00014-81-K-112
9. PERFORMING ORGANIZATION NAME AND ADDRESS The Ohio State University Research Foundation 1314 Kinnear Road Columbus, Ohio 43212		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS  NR 170-927/10-15-82 (440)
11. CONTROLLING OFFICE NAME AND ADDRESS Organizational Effectiveness Research Programs Office of Naval Research (Code 452) Arlington, VA 22217		12. REPORT DATE December 20, 1983
		13. NUMBER OF PAGES 34
14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office)		15. SECURITY CLASS. (of this report) Unclassified
		15a. DECLASSIFICATION/DOWNGRADING SCHEDULE
16. DISTRIBUTION STATEMENT (of this Report)  Approved for public release; distribution unlimited.		
17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)		
18. SUPPLEMENTARY NOTES		
19. KEY WORDS (Continue on reverse side if necessary and identify by block number)  Person perception, group interaction, information redundancy, free recall, cued recall		
20. ABSTRACT (Continue on reverse side if necessary and identify by block number) The following question is addressed. How do multiple, simultaneously present cognitive structures influence the representation and recall of social information? In an empirical study examining both free and cued recall, we found the variable <u>information redundancy</u> to influence both the organization and accuracy of subjects' recollections of trait-related behaviors. Redundancy was defined in terms of the degree of person/trait overlap in a social information ensemble. Some evidence		

DD FORM 1473  
1 JAN 73

EDITION OF 1 NOV 68 IS OBSOLETE  
S/N 0102-LF-014-6601

Unclassified  
SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

Block 20 (Abstract) - Continued

↙ indicated that this effect is attributable to an increase in the discriminability of the organizational structures during encoding. The implications of these findings for understanding the formation of integrated cognitive representations of individuals are discussed.

**The Concept of Information Redundancy in Social Cognition**

**John B. Pryor, Teri L. Kott and Gregory R. Boveé**

**University of Notre Dame**

This research was sponsored by a grant from the Organizational Effectiveness Research Program, Office of Naval Research (Code 452) under control No. N00014-K:0112, NR 170-927. Portions of these data were reported at the 1982 Eastern Psychological Association Convention. Requests for reprints may be sent to John B. Pryor, Department of Psychology, University of Notre Dame, Notre Dame, IN 46556.

**Running Head: Social Cognition**



Accession  
NTIS  
DTIC  
15

A-1

**Abstract**

The following question is addressed: How do multiple, simultaneously present cognitive structures influence the representation and recall of social information? In an empirical study examining both free and cued recall, we found the variable information redundancy to influence both the organization and accuracy of subjects' recollections of trait-related behaviors. Redundancy was defined in terms of the degree of person/trait overlap in a social information ensemble. Some evidence indicated that this effect is attributable to an increase in the discriminability of the organizational structures during encoding. The implications of these findings for understanding the formation of integrated cognitive representations of individuals are discussed.

**The concept of information redundancy in social cognition****John B. Pryor, Teri L. Kott & Gregory R. Boveé****University of Notre Dame**

Recently, social psychologists have developed an interest in examining the structures people use in processing social information. Many of the conceptual models used in this research have been derived from research in the general cognitive literature. Among the different concepts of knowledge representation employed are: prototypes (Cantor, Mischell & Schwartz, 1982), schemata (Fiske & Linville, 1980; Taylor & Crocker, 1981) and scripts (Abelson, 1981). Hastie (1981) and others (e.g., Wyer, 1980) have suggested that the organizational properties of these various conceptual models are similar enough to subsume them into a single concept. Hastie prefers to call this general concept a schema. Other researchers (e.g., Lingle & Ostrom, 1982; Ostrom, Pryor & Simpson, 1981) have similarly assumed a basic continuity in the general principles of cognitive organization extending across various different content domains of social information.

A problem often overlooked in research on the cognitive organization of social information is that of multiple organization. Social information involves a diversity of referents and may be simultaneously organized according to a variety of different knowledge structures. Consider the following example: While waiting for a bus on Tuesday morning, a man observed his neighbor's son, a boy scout, escort an old lady across the street. This brief social experience has many possible cognitive referents.

Some of these may be termed episodic referents because they involve associations to specific contexts or individuals. These might include: things that happened on Tuesday or things about the neighbor's son. Others may be termed semantic referents because they involve general knowledge of the world. These might include: things boy scouts typically do or examples of kind behaviors. This distinction is analogous to Tulving's (1972) use of these terms.<sup>1</sup> In some senses, all of these referents imply organizational structures to which this experience is associated. Thus, the use of these different referents may have important implications for how the experience may be subsequently retrieved from memory. In this article, we will attempt to address the issue of how these multiple, simultaneously present modes of cognitive organization might influence the representation and recall of social information. We will use the term social information in a manner similar to the way the term was used in Pryor and Ostrom (1981). At least one of the potential episodic referents for each item of social information is a person. Items of social information are encountered in a temporal sequence, involve several different possible organizational referents over a span of time, include a variety of items about each organizational referent and are interspersed between organizational referents in an arbitrary fashion.

Pryor, Simpson, Mitchell, Ostrom and Lydon (in press) report a recent series of studies concerned with multiple organization in social information. These studies contrasted organization by persons to organization by general descriptor categories and temporal-context categories. In these studies, subjects read social

information ensembles containing two orthogonal organizational structures arranged in a matrical fashion. Cognitive organization according to one structure or the other was inferred by examining clustering patterns in subsequent free recall. These researchers found that subjects tended to organize free recall according to person-based structures when the stimulus persons were familiar; whereas, subjects were more likely to organize according to either descriptor or context based structures when the stimulus persons were unfamiliar.

These studies presented subjects with an either/or situation: organizing the recall of social information by persons inhibited organizing the information according to descriptor categories (or temporal context categories) and vice versa. This competition existed because of the orthogonal arrangement of organizational structures in the information ensembles. Studies employing information ensembles of this sort are valuable for answering questions of organizational strength. Which of two competing organizational alternatives is stronger?

In considering the interfaces of the alternative organizational structures encountered in everyday social experience, it seems that a variety of possible relationships among alternative organizational structures can exist. These relationships might range from completely orthogonal structures, as in the Pryor et al. (in press) studies, to completely redundant structures where organization according to one structure implies, de facto, organization according to another.

The concept of information redundancy first emerged in Shannon

and Weaver's (1949) early mathematical theory of communication. More recently, Garner (1962, 1969, 1975) has extensively employed this concept in analyses of the discriminability of abstract figures. In experiments involving random dot patterns Garner (1969) has shown attribute redundancy to be an important factor in subjective judgments of "goodness of pattern" and pattern discriminability. Figures with high redundancy are judged to be "good gestalts." A highly redundant pattern would appear to be more discriminable during the encoding of information.

These concepts may be operationalized using social information ensembles. Figure 1 shows an orthogonal relationship between two organizational dimensions (Panel A) contrasted to a redundant relationship (Panel B). The two organizational dimensions, persons and traits, represent episodic referents and semantic referents, respectively. The information patterns depicted in Panel B would presumably be more likely to be judged "good gestalts". Analogous to Garner's analyses, we might infer that the configurations of social information in Panel B might represent more discriminable organizing categories which subjects might find easier to use. In contrast, the relationships depicted in Panel A present a social perceiver with conflicting patterns of organization. The expectations of which behaviors should go together based upon the semantic referents are different from the observed pattern of associations to episodic referents. One consequence of encountering information with such orthogonal organizing dimensions may be subsequent confusion in the recall of the specific associations. In the examples of Figure 1, this translates into confusing which

behavior went with which person.

-----  
Insert Figure 1 about here  
-----

Thus, the question of how multiple organization influences the representation and recall of social information may hinge upon the particular relationship between the salient organizational dimensions: Are the organizational dimensions redundant and complimentary or are they orthogonal and conflicting? Redundant relationships between organizational dimensions may enhance cognitive organization and subsequent recall; whereas, orthogonal relationships may impede cognitive organization and recall.

In the present investigation we were not content to look at only these extreme conditions. We examined a range of relationships, varying systematically between orthogonal and redundant patterns. The salient organizational dimensions in our information ensembles were persons (a set of episodic referents) and trait-categories (a set of implicit semantic referents). We chose these two organizational dimensions for three basic reasons: (1) Episodic and semantic referents are inherent in virtually any social experience. Thus, the wealth of any person's social experience has likely included many possible relationships between episodic and semantic referents. (2) Research by Cantor & Mischel (1977, 1979) has indicated that trait concepts can play an important role in the memory for information about persons. This seems to be true even when the traits are implicit, that is, they are abstractions derived by the subjects. However, previous research on the organizational

functions of trait concepts has examined experimental situations where subjects focus upon only one person at a time. Pryor and Ostrom (1981) have pointed to some of the limitations in this methodology. Natural social experiences are not necessarily organized according to individuals. Social cognition methodologies which force a subject to focus upon one stimulus person at a time may encourage subjects to consider the stimulus persons as organized units to a greater extent than they would normally. Thus, the organizational function of trait concepts in a stream of arbitrarily organized social information remains an empirical question. One assumption that we make about trait concepts is that they normally function as ways of organizing information about particular individuals (not necessarily encountered in isolation of the people). That is, traits normally function at an intra-person level of organization and not an inter-person level. Phenomenologically, traits serve as ways of explaining intra-person consistencies in behavior. Thus, we might expect traits to play a more important role in cognitive organization when they are more redundant with person categories. (3) One of the enduring goals of our research program (Pryor & Ostrom, 1981; Pryor & Ostrom, 1982; Pryor, Ostrom, Dukerich, Mitchell & Herstein, in press) is to examine the circumstances under which persons emerge as organizing categories. Asch (1952) assumed that the information about a person automatically forms a person gestalt in the mind of the social perceiver. He based this idea on the basic perceptual research of his time. In the present investigation we varied an information quality (redundancy) shown in more contemporary research on basic

perception to influence subjects' judgments of what represents a "good gestalt" (Garner, 1970). Thus, we are attempting to specify some of the conditions under which subjects will form integrated person units (person gestalts) from a stream of social information.

Our basic experimental procedure was really quite simple. We asked subjects to read an ensemble of social information involving several persons performing trait-related behaviors. After a brief distractor, they were asked to freely recall the information. This sequence was repeated four times. Finally, subjects were given a set of cues (either the names of stimulus persons or the trait category labels) and once again asked to recall the information. We systematically varied the degree of information redundancy or person/trait overlap in the social information ensembles across five levels. We predicted that the use of either persons or traits as organizing categories in free recall (as indicated by clustering patterns) would increase as a function of the information redundancy (person/trait overlap). Also, we predicted that accuracy in free recall would be influenced by the redundancy manipulation. Lower levels of redundancy (where the structural relationships approach orthogonality) should be associated with more inter-episodic (or inter-person) confusion errors.

The inclusion of the cued recall helped us to explore two aspects of subjects' information processing not readily apparent from the free recall alone. First, we were able to gain some evidence as to whether the redundancy manipulation influenced encoding processes. Tulving and his associates (Tulving & Osler, 1968; Tulving & Thompson, 1973) suggest that cues which are present

during encoding are more likely to serve as effective retrieval cues. If the function of redundancy is to increase the discriminability of either organizational structure during encoding then the manipulation of redundancy should influence the relative effectiveness of either persons or traits as retrieval cues. Second, we were able to explore some of the alternative explanations of why subjects might manifest low levels of free recall organization in the low redundancy conditions. Our prediction in the free recall was that person and trait clustering would be low when redundancy was low. This could result from subjects' alternating between different organizational structures during recall. Such behavior would imply that subjects employed a complex matrical representation of the social information ensembles involving both organizational structures. If subjects evolved such complex representations then either type of cue (persons or traits) might prove equally effective during retrieval irrespective of the degree of person/trait redundancy. On the other hand, if the persons and traits are more discriminable as organizing categories as a function of redundancy level, then persons or traits should serve as more effective retrieval cues as redundancy increases.

#### Method

##### Stimulus Construction

Two stimulus sets were developed as separate replications. We began by selecting 25 positive and 6 negative traits from Anderson's (1968) list. (The negative traits were included simply to give subjects some contrasts). We asked 17 University of Notre Dame undergraduates to list at least 3 behaviors they considered most

closely associated with each trait. These free associations were collated and we selected 12 positive traits which showed the highest consensus in the behaviors listed. For each trait the three most frequently mentioned behaviors were selected. Similar behaviors were combined by converting them into more general phrases. For example, "listens to Bach" and "listens to Beethoven" were represented by "listens to classical music." These 12 trait/behavior triads were divided into two equal groups, forming the two replications. We attempted to maximize the heterogeneity of the traits within each group.

The 18 behaviors representing the 6 traits in each replication were systematically combined with the names of 6 hypothetical persons to form 5 different person/trait overlap conditions. In each condition, each name appeared with three different behaviors. These five overlap conditions ranged from no person/trait overlap to complete person/trait overlap. The no overlap stimulus set for one replication is schematically represented in Figure 2.

-----

Insert Figure 2 about here

-----

In the no overlap condition, each person was associated with a behavior from each of three different trait categories. In the second degree of overlap, three of the stimulus persons "partially" overlapped with three traits. Each of these three stimulus persons was described with two behaviors from one trait category and one behavior from a different category. In the third degree of overlap all six stimulus persons partially overlapped with traits. In the

fourth degree of overlap, half of the stimulus persons partially overlapped with traits and the other half completely overlapped. Each of these later individuals were described with three behaviors coming from one trait category. In the fifth degree of overlap (complete overlap), each stimulus person was completely redundant with a trait category. These varying degrees of overlap are schematically depicted in Figure 3.

-----  
Insert Figure 3 about here  
-----

### Overview

The basic experimental design was a 5 (Overlap Conditions) X 2 (Replications) X 2 (Person/trait cues) factorial. Sixty University of Notre Dame undergraduates received extra credit in an introductory psychology course for participation. The subjects were run individually and randomly assigned to the twenty between subject conditions.

### Procedure

Upon entering the laboratory subjects were informed that the experiment concerned memory for information about persons. Each subject was given an information ensemble from one of the five overlap conditions. Each sentence of this ensemble was printed on a 3 x 5 index card. The subjects were instructed to read each sentence one time aloud at a normal pace. This was followed by a distractor task consisting of 30 seconds of arithmetic calculations. Next, the subjects were given a lined sheet of paper and asked to write down as many sentences as they could remember in the order the

sentences came to mind. This basic EXPOSURE/DISTRACTOR/FREE RECALL sequence was repeated four times. Prior to each exposure the deck of index cards bearing the sentences was shuffled. Following the fourth and final free recall trial, subjects were given a cued recall task. Subjects were presented a small booklet. In the person cues conditions, the name of a stimulus person was at the top of each page. In the trait cues conditions, a trait label was at the top of each page. (Note that the subjects had not been exposed to these trait labels prior to this point). Subjects were told to list the sentences that pertained to each cue as quickly and accurately as possible. A customized Standard timer (Model S-1) was used to time subjects' recall. Subjects were asked to stop the timer upon completion of the booklet.

#### Measurement of Clustering

The free recall protocols were analyzed for categorical clustering using both the persons and traits as categorical dimensions. Thus, two Adjusted Ratio of Clustering (ARC) indices (Roencker, Thompson & Brown, 1971), a Person and a Trait ARC, were computed from each protocol. These calculations were performed using the Free Recall Organizational Measurement (FROM) system developed by Bovee and Pryor (Note 1). ARC was chosen as an index of organization because it has several advantages over other possible measures (see Murphy, 1979, or Ostrom, Pryor & Simpson, 1981). The free recall protocols were scored for clustering twice, once with a stringent criteria and the second time with a lenient criteria. For the stingent criteria, a response was coded as correct and entered into the clustering computations only if both

the name and behavior were recalled correctly. Errors were ignored. For the lenient criteria, a response was coded as correct if the behavior was recalled correctly, irrespective of whether the name was correct or even present. In both of these scoring criteria a gist standard was employed for the behaviors. We subjected ARC indices from both of the scoring criteria to the analyses reported below. The significant effects detected and the directions of the mean differences were essentially the same for both sets of analyses. Therefore, only the stringent analyses are reported.

### Results

#### Clustering

A separate Overlap X Replication X Cue X Trials mixed design analysis of variance was performed on the Person and Trait ARC scores. Our prediction that higher levels of Person/Trait redundancy would result in increased free recall organization on both dimensions was strongly supported. The mean levels of Person and Trait Clustering across the five degrees of overlap are shown in Figure 4.

-----  
Insert Figure 4 about here  
-----

The Overlap main effect was statistically significant for both analyses (Person  $F(4,50) = 6.65, p < .01$  and Trait  $F(4,50) = 15.24, p < .001$ ). Both ARC indices showed increases as a function of Trials as well (Person  $F(3,150) = 3.85, p < .02$  and Trait  $F(3,150) = 2.59, p < .06$ ).

#### Response Types

Further analyses of the free recall protocols were undertaken using a free recall response taxonomy developed by Pryor & Ostrom (1981). This taxonomy categorizes subjects' responses into five mutually exclusive types based upon a separate examination of the name, behavior and name-behavior association in each sentence. While we analyzed each response type separately, only the analyses of two are of direct theoretical interest: the Correct Name/Correct Behavior (CC) and the Mismatch (MM) response types.

The CC response types represent the number of correct person/behavior associations. In an Overlap X Replication X Cue X Trials mixed design analysis of variance, of the CC responses we found a main effect for Overlap ( $F(4,50) = 3.93, p < .01$ ), a main effect for Trials ( $F(3,150) = 86.97, p < .01$ ) and an Overlap X Trials interaction ( $F(12,150) = 1.94, p < .04$ ). The means for the Overlap X Trials interaction are shown in Figure 5. Supporting our hypotheses, the number of correct person/behavior associations increased as a function of overlap. CC responses also increased over successive trials and higher overlap conditions showed more gain over trials. This analysis also detected a Replication X Overlap interaction ( $F(4,30) = 4.21, p < .01$ ) indicating that the overlap effect was somewhat stronger in one replication as compared to the other replication.

-----

Insert Figure 5 about here

-----

The MM response types represent confusions of the specific person/behavior (episodic) associations. In this analysis we found

a Trials main effect ( $F(3,150) = 3.92, p < .02$ ) and a Trials X Overlap interaction ( $F(12,150) = 2.55, p < .01$ ). The means from the interaction are shown in Figure 6. Clearly, the main effect must be interpreted in light of the interaction. The interaction shows that the MM errors are all roughly equal across the overlap conditions through trials 1 and 2. However, by trial 3 the means spread into two distinct clusters. As indicated by post-hoc contrasts ( $p$ 's  $< .05$ ), more MM errors occur in overlap conditions 1 and 2 than in 3, 4, and 5. By trial 4, post-hoc contrasts indicate the following pattern of significant differences (1 and 2)  $>$  (3 and 4)  $>$  5 ( $p$ 's  $< .05$ ). Thus, by trial 4, we see the predicted pattern of more inter-episodic or inter-person confusions in the lower levels of overlap.

-----  
Insert Figure 6 about here  
-----

### Cued Recall

Cued recall was scored using a response taxonomy similar to that used in free recall. Here again we will focus upon the CC and MM analyses. An Overlap X Replication X Cue ANOVA for the CC responses revealed a main effect for Overlap. As predicted, the effectiveness of either person or trait cues in producing correct recall increased as a function of person/trait overlap ( $F(4,40) = 4.93, p < .01$ ). This relationship is shown in Figure 7. A Cue X Overlap interaction was also indicated ( $F(4,40) = 2.87 p < .04$ ). While the general effectiveness of person and trait cues both increased as a function of overlap, the rate of change was

different. For person cues, the number recalled correctly in the no overlap condition was lower than that of all other overlap conditions, while for trait cues, the number recalled correctly in the first three overlap conditions was lower than the last two (contrast  $p$ 's  $< .05$ ). A Replication main effect and a Replication X Overlap interaction were also detected, but these do not seem to qualify the major findings.

An Overlap X Replication X Cue ANOVA for the MM responses showed only a main effect for Overlap ( $F(4,40) = 3.53, p < .05$ ). This main effect resulted from the No overlap condition producing more mismatch errors than any of the other four conditions. Thus, in the no redundancy condition, subjects were more likely to confuse the specific person/behavior associations.

-----  
Insert Figure 7 about here  
-----

Two additional types of responses were also evidenced in the cued recall: Trait Misperception and Trait Substitutions. Trait Misperceptions occurred when subjects were given a trait cue and wrote down a behavior associated with some different trait category. This response type occurred only twice in our data indicating that subjects perceived our trait categories as distinct. We also noticed some instances of what we coded as Trait Substitution in the cued recall. For example, when subjects were given an "honest" cue they might write down "Jim Davis was honest" (instead of "Jim Davis does not lie"). While these sorts of responses seem to indicate that subjects recognized the trait relations in the behavior, no

significant effects emerged in the analyses of these responses.

We also analyzed the time subjects took to complete the cued recall task. No significant effects emerged. This may be attributable to the high error variance associated with a single time score analyzed in a between subjects design.

#### Discussion

The hypothesis that the redundancy of the organizational structures inherent in an information ensemble would influence cognitive organization seemed to be strongly supported. High levels of information redundancy were associated with more categorial organization according to either person or trait structures and more accurate recall. Low levels of information redundancy were associated with less organization and more confusion errors. The results of our cued recall task indicate that, at least, part of the influence of redundancy may be attributable to enhancing the discriminability of organizational structures during encoding. This analysis is consistent with some of Garner's (1970) findings. We should be cautious, however, in leaping to a conclusion that what we have observed is entirely an "encoding effect." Factors other than the "encoding specificity principle" may influence the effectiveness of retrieval cues (Postman, 1972).

Our results imply a simple, but important point with regard to the relationship between organization and memory. Many times researchers studying social memory functions assume that a more elaborate network of associations among items of information to be remembered will result in more accurate recall. Numerous studies have found support for this assumption (e.g. Hamilton, 1981; Srull,

1981). This sort of analysis is at the heart of "depth of processing" notions ( Craik & Lockhart, 1972; Rogers, Kuiper, & Kirker, 1977). Our results imply that the correlational structure inherent in a network of potential associations may be an important factor in mediating its influence on recall. Under some circumstances a more elaborate network of associations might actually impede accurate recall. This would seem to be possible if the associative network incorporated little redundancy in its organizational dimensions.

Our work appears to compliment the work of Canter and Mischel (1977, 1979) on traits as prototypes for organizing social information. Our stimulus persons were more likely to emerge as organizing categories when they were redundant with trait concepts. When person referents were less correlated with trait referents, the organizational impact of both was diminished. In a similar vein Cantor and Mischel (1979) find that when an individual fits well in a particular trait category memory for the details of his/her behaviors improves. We feel that our findings help to extend the understanding of how trait concepts function in the context of arbitrarily organized social information.

More broadly, traits and other organizational structures necessarily function in the context of a variety of possible organizational alternatives, some semantic and some episodic. Social experience confronts us with many different correlational relationships among these organizational structures. Some examples of common social experiences that represent analogues to conditions in our experiment are found in the information contained in job

applications and second hand impressions. A personnel manager who reviews job applications is often faced with a situation somewhat analogous to our no overlap condition. The information categories on job application forms (e.g. age, educational background, past employment experience, etc.) cross-cut the person categories. Also, information may be missing for some categories. This situation makes it difficult to form "person gestalts" of the individual applicants. In contrast, second hand impressions, where we learn about someone from a third party, are often conveniently organized according to consistent trait categories or types (Harvey, Harkins & Kagehiro, 1976; Leventhal, 1962). In this case, it is easy to form a "person gestalt" of the individual. This, of course, parallels in some ways the kind of information in our high redundancy conditions. We conjecture that most social experience falls somewhere between these two extremes.

Redundancy is one factor that can make an organizational structure salient or discriminable to the social observer. Other factors include the processing goals of the observer (Hamilton, 1981; Hoffman, Mischel & Mazze, 1981) and the accessibility of the structure (Higgins & King, 1981). In future investigations it would be interesting to explore the interaction of these factors in determining the cognitive organization of social information.

Reference Notes

1. Boveé, G. R., & Pryor, J. B. Free recall organizational measurement (F.R.O.M.). Unpublished technical report No. 4, University of Notre Dame, 1981.

## References

- Abelson, R. Psychological status of the script concept. American Psychologist, 1981, 36, 715-729.
- Anderson, J. R. Memory for information about individuals. Memory and Cognition, 1977, 5, 430-442.
- Anderson, N. Likeableness ratings of 555 personality-trait words. Journal of Personality and Social Psychology, 1968, 9, 272-279.
- Asch, S. E. Social Psychology. New Jersey: Prentice-Hall, 1952.
- Cantor, N., & Mischel, W. Prototypes in person perception. In L. Berkowitz (Ed.) Advances in Experimental Social Psychology (Vol. 12). New York: Academic Press, 1979.
- Cantor, N., & Mischel, W. Traits as prototypes: Effects on recognition memory. Journal of Personality and Social Psychology, 1977, 35, 38-48.
- Cantor, N., Mischel, W. & Schwartz, J. Social knowledge: Structure, content, use and abuse. In A. Hastorf & A. Isen (Eds.) Cognitive social psychology. New York: Elsevier North-Holland, 1982.
- Craik, F. I. M., & Lockhart, R. S. Levels of processing: A framework for memory research. Journal of Verbal Learning and Verbal Behavior, 1972, 11, 671-684.
- Fiske, S. T. & Linville, P. What does the schema concept buy us? Personality and Social Psychology Bulletin. 1980, 6, 543-557.
- Garner, W. R. Speed of discrimination with redundant stimulus

- attributes. Perception and Psychophysics, 1969, 6, 221-224.
- Garner, W. R. Good patterns have few alternatives. American Psychologist, 1970, 58, 34-42.
- Garner, W. R. Uncertainty and structure as psychological concepts. New York: Wiley, 1962.
- Garner, W. R. The processing of information and structure. New Jersey: L. Erlbaum, 1974.
- Hamilton, D. L. Cognitive representations of persons. In E. T. Higgins, C. P. Herman & M. P. Zanna (Eds.), Social cognition: The Ontario Symposium (Vol. 1) New Jersey: L. Erlbaum, 1981.
- Harvey, J., Harkins, S., & Kagehiro, D. Cognitive tuning and the attribution of causality. Journal of Personality and Social Psychology, 1976, 34, 708-715.
- Hastie, R. Schematic principles in human memory. In E. T. Higgins, C. P. Herman, & M. P. Zanna (Eds.), Social Cognition: The Ontario Symposium (Vol. 1). New Jersey: L. Erlbaum, 1981.
- Higgins, E. T., & King, C. Accessibility of social constructs: Information-processing consequences of individual and context variability. In N. Cantor & J. F. Kihlstrom (Eds.), Personality, cognition and social interaction. New Jersey: L. Erlbaum, 1981.
- Hoffman, C., Mischel, W., & Mazze, K. The role of purpose in the organization of information about behavior. Journal of Personality and Social Psychology, 1981, 40, 211-225.
- Leventhal, H. The effects of set and discrepancy on impression change. Journal of Personality, 1962, 30, 1-15.
- Lingle, J. H., & Ostrom, T. M. Principles of memory and

- cognition in attitude formation. In R. Petty, T. Ostrom & T. Brock (Eds.), Cognitive responses in persuasion. New Jersey: L. Erlbaum, 1982.
- Murphy, M. D. Measurement of category clustering in free recall. In C. R. Puff (Ed.), Memory organization and structure. New York: Academic Press, 1979.
- Ostrom, T. M., Pryor, J. B., & Simpson, D. D. The organization of social information. In E. T. Higgins, C. P. Herman & M. P. Zanna (Eds.), Social cognition: The Ontario Symposium (Vol. 1). New Jersey: L. Erlbaum, 1981.
- Postman, L. A pragmatic view of organization theory. In E. Tulving & W. Donaldson (Eds.), Organization of memory. New York: Academic Press, 1972.
- Pryor, J. B. & Ostrom, T. M. Perception of persons in groups. In H. Hiebsch, H. Brandstratter, & H. H. Kelley (Eds.), Social Psychology: Revised and edited versions of selected papers presented at the 22nd International Congress of Psychology (GDR 1980). Amsterdam: North Holland, 1982.
- Pryor, J. B. & Ostrom, T. M. The cognitive organization of social information: A converging operations approach. Journal of Personality and Social Psychology, 1981, 41, 628-641.
- Pryor, J. B., Ostrom, T. M., Dukerich, J., Mitchell, M., & Herstein, J. A. Pre-intergrative categorization of social information: The role of persons as organizing categories. Journal of Personality and Social Psychology, in press.
- Pryor, J. B., Simpson, D. D., Mitchell, M. L., Ostrom, T. M., & Lydon, J. F. Structural selectivity in the retrieval of social

- information. Social Cognition, in press.
- Roenker, D. L., Thompson, C. P., & Brown, S. C. Comparison of measures for the estimation of clustering in free recall. Psychological Bulletin, 1971, 76, 45-48.
- Rogers, T., Kuiper, N. A., & Kirker, W. S. Self-reference and the encoding of personal information. Journal of Personality and Social Psychology, 1977, 35, 677-688.
- Shannon, C. E., & Weaver, W. Mathematical theory of communication. Urbana, Illinois: University of Illinois Press, 1949.
- Strull, T. K. Person memory: Some tests of associative storage and retrieval models. Journal of Experimental Psychology: Human Learning and Memory, 1981, 7, 440-463.
- Taylor, S. E., & Crocker, J. Schematic bases of social information processing. In E. T. Higgins, C. P. Herman, & M. P. Zanna (Eds.), Social Cognition: The Ontario Symposium (Vol. 1). New Jersey: L. Erlbaum, 1981.
- Tulving, E. Episodic and semantic memory. In E. Tulving & W. Donaldson (Eds.), Organization of memory. New York: Academic Press, 1972.
- Tulving, E., & Osler, S. Effectiveness of retrieval cues in memory for words. Journal of Experimental Psychology, 1968, 77, 593-601.
- Tulving, E., & Thompson, D. M. Encoding specificity and retrieval in episodic memory. Psychological Review, 1973, 80, 352-373.
- Wyer, R. S., Jr. The acquisition and use of social knowledge:

Basic postulates and representative research. Personality and Social Psychology Bulletin, 1980, 6, 558-573.

Footnotes

The concept, episodic knowledge, is used somewhat differently here as compared to Tulving's use of the term. We are suggesting that episodic information may be organized according to specific categorical structures with no obvious semantic cohesiveness. This seems similar to Anderson's (1977) analysis of how individuals are represented in memory.

**Figure Captions**

**Figure 1.** A completely orthogonal relationship between persons and traits (Panel A) and a completely redundant relationship (Panel B).

**Figure 2.** A no-overlap replication.

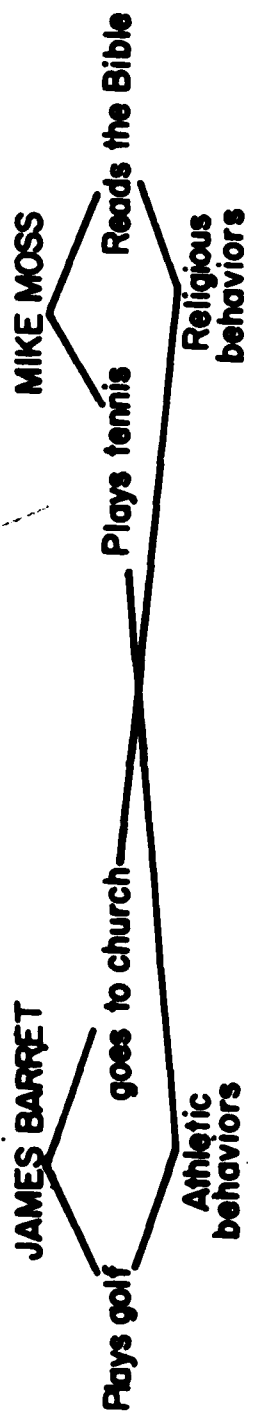
**Figure 3.** The variation of person/trait overlap.

**Figure 4.** Person and trait clustering (ARC) as a function of overlap conditions (1-5).

**Figure 5.** The number of correct person/behavior associations (CC) in free recall as a function of overlap conditions (one through five) and trials (1-4).

**Figure 6.** The number of person/behavior confusions (MM) in free recall as a function of overlap conditions (one through five) and trials (1-4).

**Figure 7.** The number of correct person/behavior associations (CC) in cued recall as a function of overlap conditions (1-5).



Panel A Orthogonal Relationship of Persons to Traits



Panel B Redundant Relationship of Persons to Traits

# PERSONS

JIM  
DAVIS

KEITH  
LARSON

JOHN  
SANDERS

LARRY  
MILLS

RICH  
WALTERS

STEVE  
ROSS

HONEST

DOES  
NOT  
LIE

NEVER  
CHEATS

RETURNS  
LOST  
ITEMS

SOCIABLE

ENJOYS  
MEETING  
NEW  
PEOPLE

ATTENDS  
MANY  
PARTIES

IS A  
GOOD  
CONVERSA-  
TIONALIST

ARTISTIC

LIKES TO  
DRAW &  
PAINT

IS VERY  
CREATIVE

APPRECIATES  
ART

RELIGIOUS

ATTENDS  
CHURCH  
REGULARLY

READS  
THE  
BIBLE

PRAYS  
OFTEN

PATIENT

IS  
GOOD  
WITH  
CHILDREN

DOES NOT  
GET MAD  
EASILY

WAITS  
CALMLY

PUNCTUAL

LOOKS  
AT HIS  
WATCH

WORRIES  
OVER  
DEADLINES

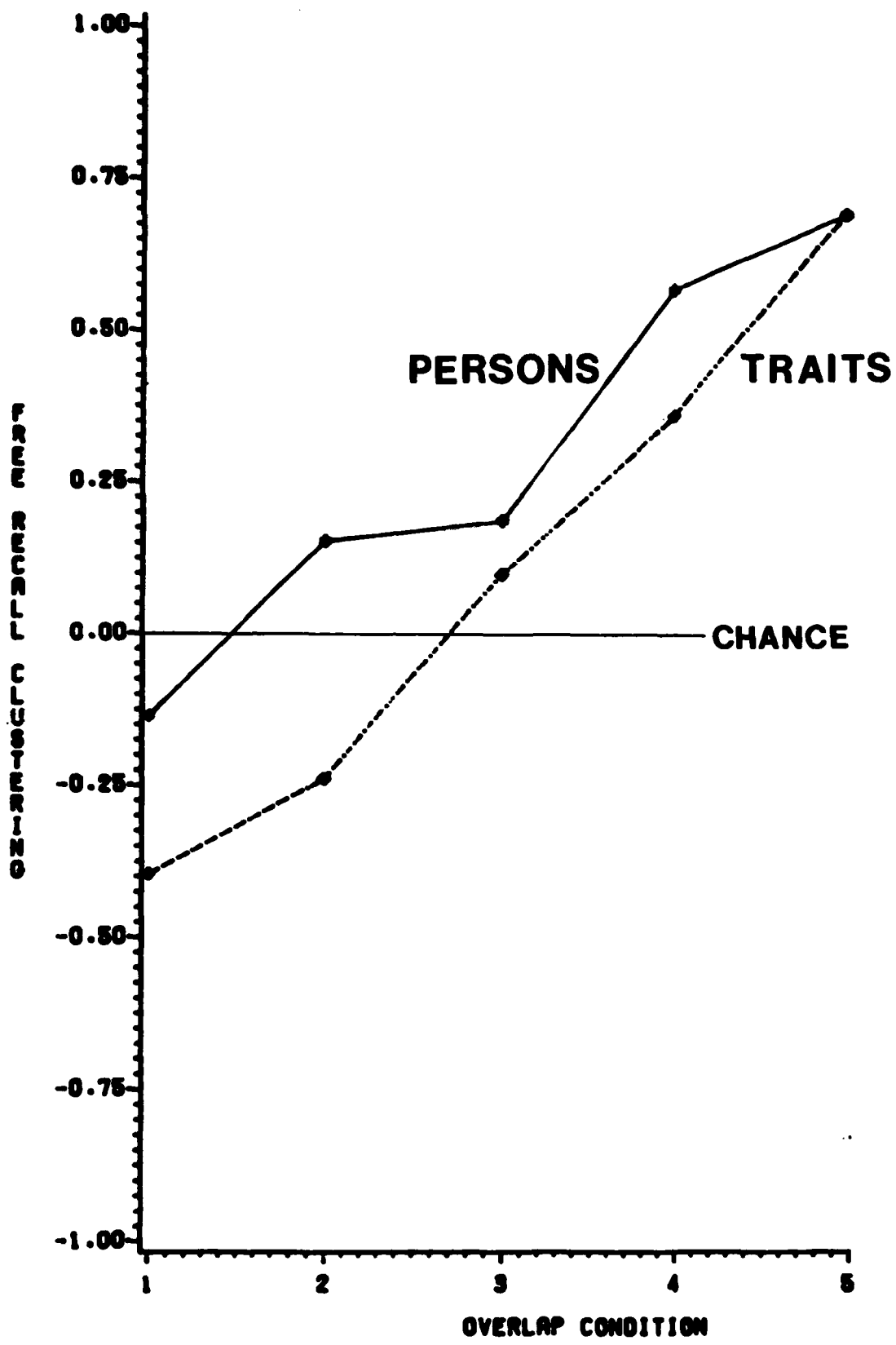
ARRIVES  
ON  
TIME

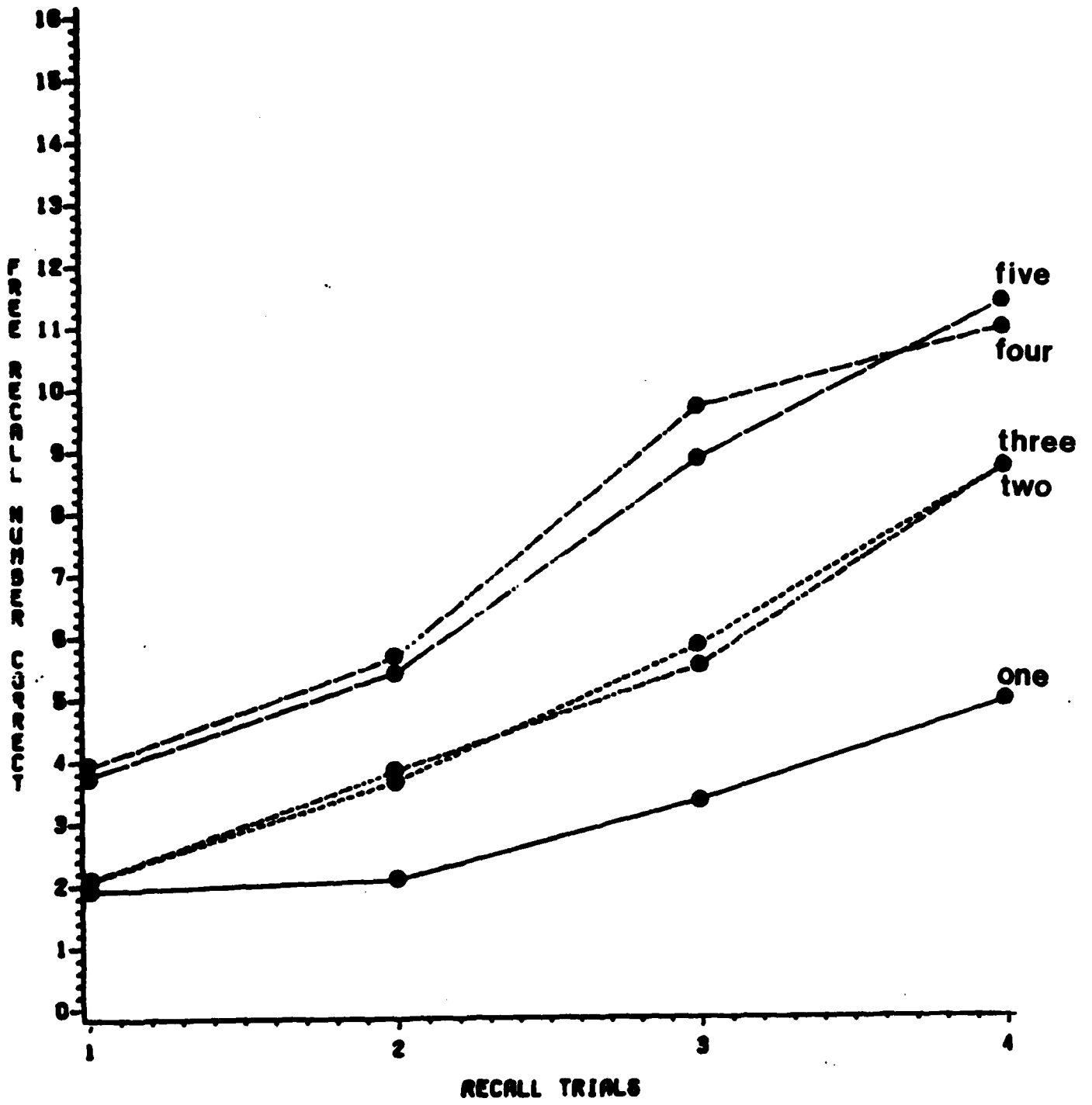
DEGREE OF PERSON / TRAIT OVERLAP

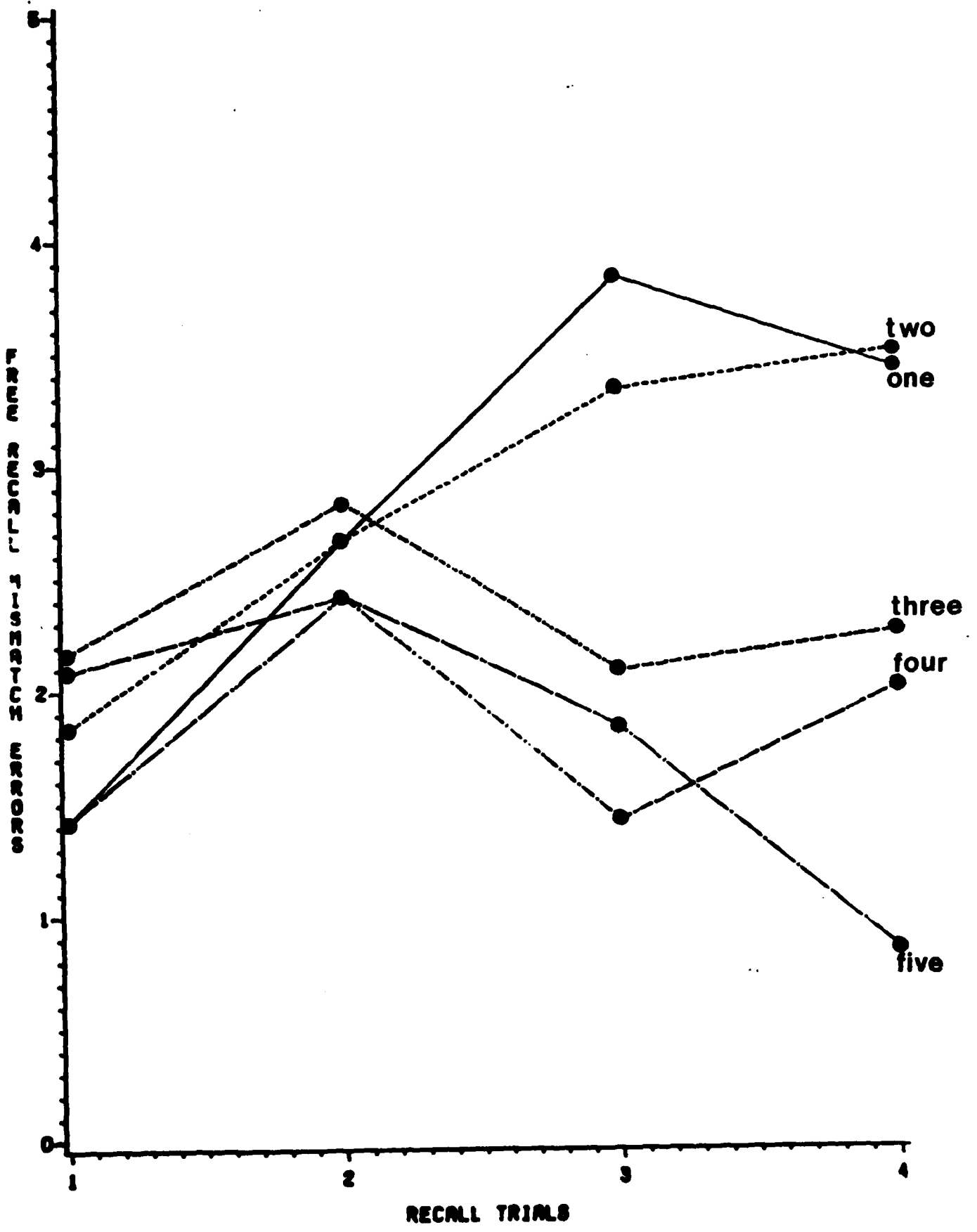
1	N	N	N	N	N	N
2	N	N	N	P	P	P
3	P	P	P	P	P	P
4	P	P	P	T	T	T
5	T	T	T	T	T	T

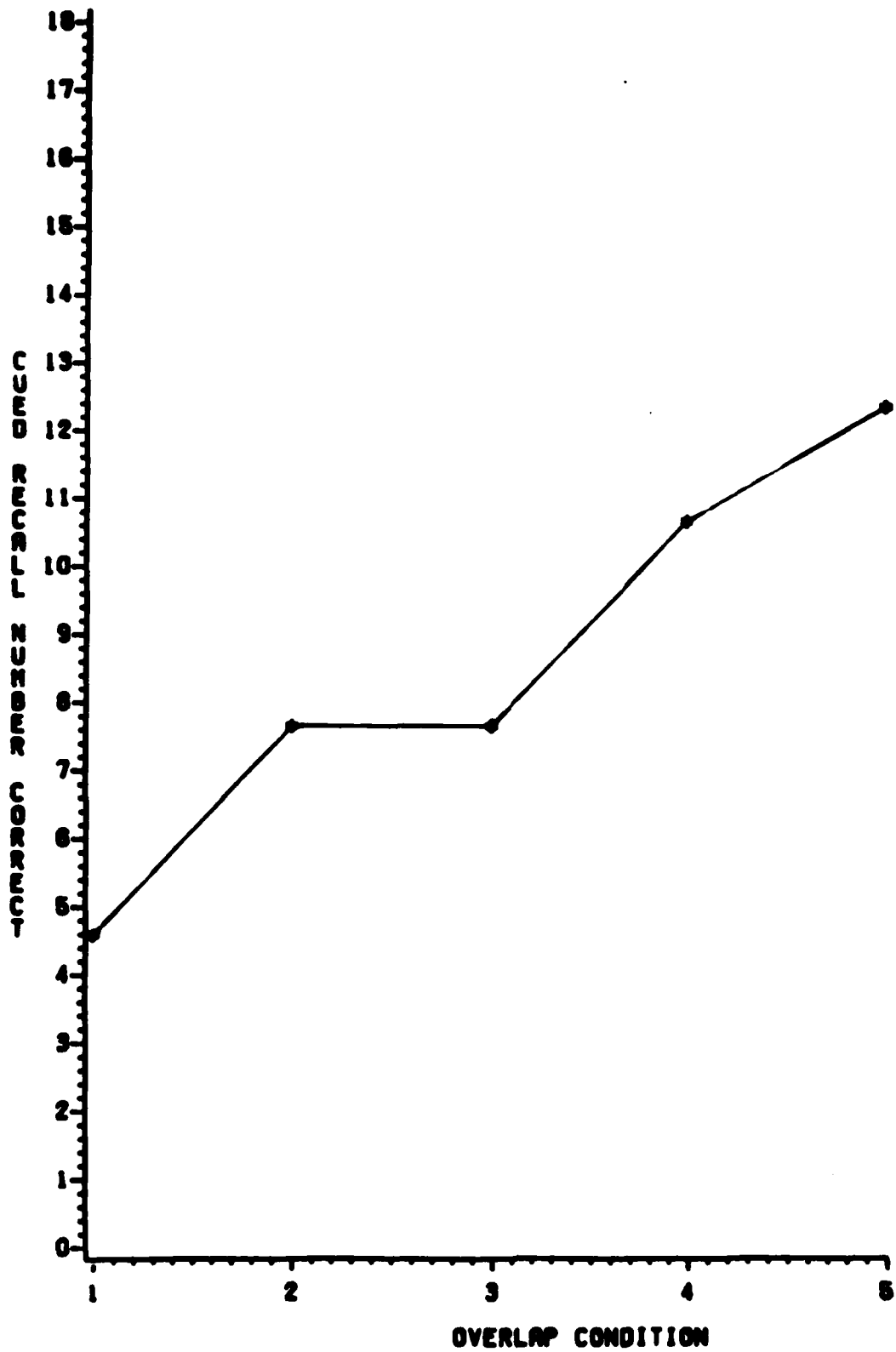
PERSON PERSON PERSON PERSON PERSON PERSON  
A B C D E F

N=NO OVERLAP P= PARTIAL OVERLAP T= TOTAL OVERLAP









4420E DISTRIBUTION LIST

LIST 1  
MANDATORY

Defense Technical Information Center (12 copies)  
ATTN: DTIC DDA-2  
Selection and Preliminary Cataloging Section  
Cameron Station  
Alexandria, VA 22314

Library of Congress  
Science and Technology Division  
Washington, D.C. 20540

Office of Naval Research (3 copies)  
Code 4420E  
800 N. Quincy Street  
Arlington, VA 22217

Naval Research Laboratory (6 copies)  
Code 2627  
Washington, D.C. 20375

Office of Naval Research  
Director, Technology Programs  
Code 200  
800 N. Quincy Street  
Arlington, VA 22217

4420E  
Aug 83

LIST 2  
ONR FIELD

Psychologist  
Office of Naval Research  
Detachment, Pasadena  
1030 East Green Street  
Pasadena, CA 91106

LIST 3  
OPNAV

Deputy Chief of Naval Operations  
(Manpower, Personnel, and Training)  
Head, Research, Development, and  
Studies Branch (Op-115)  
1812 Arlington Annex  
Washington, DC 20350

Director  
Civilian Personnel Division (OP-14)  
Department of the Navy  
1803 Arlington Annex  
Washington, DC 20350

Deputy Chief of Naval Operations  
(Manpower, Personnel, and Training)  
Director, Human Resource Management  
Plans and Policy Branch (Op-150)  
Department of the Navy  
Washington, DC 20350

Chief of Naval Operations  
Head, Manpower, Personnel, Training  
and Reserves Team (Op-964D)  
The Pentagon, 4A478  
Washington, DC 20350

Chief of Naval Operations  
Assistant, Personnel Logistics  
Planning (Op-987H)  
The Pentagon, 5D772  
Washington, DC 20350

LIST 4  
NAVMAT & NPRDC

NAVMAT

Program Administrator for Manpower,  
Personnel, and Training  
MAT-0722  
800 N. Quincy Street  
Arlington, VA 22217

Naval Material Command  
Management Training Center  
NAVMAT 09M32  
Jefferson Plaza, Bldg #2, Rm 150  
1421 Jefferson Davis Highway  
Arlington, VA 20360

Naval Material Command  
Director, Productivity Management Office  
MAT-00K  
Crystal Plaza #5  
Room 632  
Washington, DC 20360

Naval Material Command  
Deputy Chief of Naval Material, MAT-03  
Crystal Plaza #5  
Room 236  
Washington, DC 20360

Naval Personnel R&D Center  
Technical Director  
Director, Manpower & Personnel  
Laboratory, Code 06  
Director, System Laboratory, Code 07  
Director, Future Technology, Code 41  
San Diego, CA 92152

(4 copies)

Navy Personnel R&D Center  
Washington Liaison Office  
Ballston Tower #3, Room 93  
Arlington, VA 22217

LIST 5  
BUMED

Commanding Officer  
Naval Health Research Center  
San Diego, CA 92152

Psychology Department  
Naval Regional Medical Center  
San Diego, CA 92134

Commanding Officer  
Naval Submarine Medical  
Research Laboratory  
Naval Submarine Base  
New London, Box 900  
Groton, CT 06349

Director, Medical Service Corps  
Bureau of Medicine and Surgery  
Code 23  
Department of the Navy  
Washington, DC 20372

Commanding Officer  
Naval Aerospace Medical  
Research Lab  
Naval Air Station  
Pensacola, FL 32508

Program Manager for Human  
Performance (Code 44)  
Naval Medical R&D Command  
National Naval Medical Center  
Bethesda, MD 20014

Navy Health Research Center  
Technical Director  
P.O. Box 85122  
San Diego, CA 92138

4420E  
Aug 83

LIST 6  
NAVAL ACADEMY AND NAVAL POSTGRADUATE SCHOOL

Naval Postgraduate School (3 copies)  
ATTN: Chairman, Dept. of  
Administrative Science  
Department of Administrative Sciences  
Monterey, CA 93940

Superintendent  
Naval Postgraduate School  
Code 1424  
Monterey, CA 93940

U.S. Naval Academy  
ATTN: Chairman, Department  
of Leadership and Law  
Stop 7-B  
Annapolis, MD 21402

Superintendent  
ATTN: Director of Research  
Naval Academy, U.S.  
Annapolis, MD 21402

4420E  
Aug 83

LIST 7  
HRM

Officer in Charge  
Human Resource Management Detachment  
Naval Air Station  
Alameda, CA 94591

Officer in Charge  
Human Resource Management Detachment  
Naval Submarine Base New London  
P.O. Box 81  
Groton, CT 06340

Officer in Charge  
Human Resource Management Division  
Naval Air Station  
Mayport, FL 32228

Commanding Officer  
Human Resource Management Center  
Pearl Harbor, HI 96860

Commander in Chief  
Human Resource Management Division  
U.S. Pacific Fleet  
Pearl Harbor, HI 96860

Officer in Charge  
Human Resource Management Detachment  
Naval Base  
Charleston, SC 29408

Commanding Officer  
Human Resource Management School  
Naval Air Station Memphis  
Millington, TN 38054

Human Resource Management School  
Naval Air Station Memphis (96)  
Millington, TN 38054

List 7 (Continued)

Commanding Officer  
Human Resource Management Center  
1300 Wilson Boulevard  
Arlington, VA 22209

Commanding Officer  
Human Resource Management Center  
5621-23 Tidewater Drive  
Norfolk, VA 23511

Commander in Chief  
Human Resource Management Division  
U.S. Atlantic Fleet  
Norfolk, VA 23511

Officer in Charge  
Human Resource Management Detachment  
Naval Air Station Whidbey Island  
Oak Harbor, WA 98278

Commanding Officer  
Human Resource Management Center  
Box 23  
FPO New York 09510

Commander in Chief  
Human Resource Management Division  
U.S. Naval Force Europe  
FPO New York 09510

Officer in Charge  
Human Resource Management Detachment  
Box 60  
FPO San Francisco 96651

Officer in Charge  
Human Resource Management Detachment  
COMNAVFORJAPAN  
FPO Seattle 98762

4420E  
Aug 83

LIST 8  
NAVY MISCELLANEOUS

Naval Military Personnel Command (2 copies)  
HRM Department (NMPC-6)  
Washington, DC 20350

Naval Training Analysis  
and Evaluation Group  
Orlando, FL 32813

Commanding Officer  
ATTN: TIC, Bldg. 2068  
Naval Training Equipment Center  
Orlando, FL 32813

Chief of Naval Education  
and Training (N-5)  
Director, Research Development,  
Test and Evaluation  
Naval Air Station  
Pensacola, FL 32508

Chief of Naval Technical Training  
ATTN: Code D17  
NAS Memphis (75)  
Millington, TN 38D54

Navy Recruiting Command  
Head, Research and Analysis Branch  
Code 434, Room 8001  
801 North Randolph Street  
Arlington, VA 22203

Navy Recruiting Command  
Director, Recruiting Advertising Dept.  
Code 40  
801 North Randolph Street  
Arlington, VA 22203

Naval Weapons Center  
Code 094  
China Lake, CA 93555

Jesse Orlansky  
Institute for Defense Analyses  
1801 North Beauregard Street  
Alexandria, VA 22311

LIST 9  
USMC

Headquarters, U.S. Marine Corps  
Code MPI-20  
Washington, DC 20380

Headquarters, U.S. Marine Corps  
ATTN: Scientific Adviser,  
Code RD-1  
Washington, DC 20380

Education Advisor  
Education Center (EO31)  
MCDEC  
Quantico, VA 22134

Commanding Officer  
Education Center (EO31)  
MCDEC  
Quantico, VA 22134

Commanding Officer  
U.S. Marine Corps  
Command and Staff College  
Quantico, VA 22134

LIST 10  
OTHER FEDERAL GOVERNMENT

Defense Advanced Research  
Projects Agency  
Director, Cybernetics  
Technology Office  
1400 Wilson Blvd, Rm 625  
Arlington, VA 22209

Dr. Douglas Hunter  
Defense Intelligence School  
Washington, DC 20374

Dr. Brian Usilaner  
GAO  
Washington, DC 20548

National Institute of Education  
EOLC/SMO  
1200 19th Street, N.W.  
Washington, DC 20208

National Institute of Mental Health  
Division of Extramural Research Programs  
5600 Fishers Lane  
Rockville, MD 20852

National Institute of Mental Health  
Minority Group Mental Health Programs  
Room 7 - 102  
5600 Fishers Lane  
Rockville, MD 20852

Office of Personnel Management  
Office of Planning and Evaluation  
Research Management Division  
1900 E Street, N.W.  
Washington, DC 20415

Chief, Psychological Research Branch  
U.S. Coast Guard (G-P-1/2/TP42)  
Washington, D.C. 20593

Social and Developmental Psychology  
Program  
National Science Foundation  
Washington, D.C. 20550

Dr. Earl Potter  
U.S. Coast Guard Academy  
New London, CT 06320

LIST 10 CONT'D

OTHER FEDERAL GOVERNMENT

Division of Industrial Science  
& Technological Innovation  
Productivity Improvement Research  
National Science Foundation  
Washington, D.C. 20550

Douglas B. Blackburn; Director  
National Defense University  
Mobilization Concepts Development  
Center  
Washington, D.C. 20319

4420E  
Aug 83

LIST 11  
ARMY

Headquarters, FORSCOM  
ATTN: AFPR-HR  
Ft. McPherson, GA 30330

Army Research Institute  
Field Unit - Leavenworth  
P.O. Box 3122  
Fort Leavenworth, KS 66027

Technical Director  
Army Research Institute  
5001 Eisenhower Avenue  
Alexandria, VA 22333

(3 copies)

Head, Department of Behavior  
Science and Leadership  
U.S. Military Academy, New York 10996

Walter Reid Army Medical Center  
Attn: Dr. Mary Lozano  
W. R. Army Institute of Research  
Division of Neuropsychiatry  
Forest Glen  
Washington, D.C. 20012

LIST 12  
AIR FORCE

Air University Library  
LSE 76-443  
Maxwell AFB, AL 36112

Head, Department of Behavioral  
Science and Leadership  
U.S. Air Force Academy, CO 80840

MAJ Robert Gregory  
USAFA/DFBL  
U.S. Air Force Academy, CO 80840

AFOSR/NL  
Building 410  
Bolling AFB  
Washington, DC 20332

Department of the Air Force  
HQUSAF/MPXHL  
Pentagon  
Washington, DC 20330

Technical Director  
AFHRL/MO(T)  
Brooks AFB  
San Antonio, TX 78235

AFMPC/MPCYPR  
Randolph AFB, TX 78150

4420E  
Aug 83

LIST 13  
MISCELLANEOUS

Australian Embassy  
Office of the Air Attache (S3B)  
1601 Massachusetts Avenue, N.W.  
Washington, D.C. 20036

British Embassy  
Scientific Information Officer  
Room 509  
3100 Massachusetts Avenue, N.W.  
Washington, DC 20008

Canadian Defense Liaison Staff,  
Washington  
ATTN: CDRD  
2450 Massachusetts Avenue, N W.  
Washington, DC 20008

Commandant, Royal Military  
College of Canada  
ATTN: Department of Military  
Leadership and Management  
Kingston, Ontario K7L 2W3

National Defence Headquarters  
DPAR  
Ottawa, Ontario K1A 0K2

Mr. Luigi Petrullo  
2431 North Edgewood Street  
Arlington, VA 22207

Sequential by Principal Investigator

LIST 14  
CURRENT CONTRACTORS

Dr. Clayton P. Alderfer  
Yale University  
School of Organization and Management  
New Haven, Connecticut 06520

Dr. Janet L. Barnes-Farrell  
Department of Psychology  
University of Hawaii  
2430 Campus Road  
Honolulu, HI 96822

Dr. Gary Bowen  
SRA Corporation  
800 18th Street, N.W.  
Washington, D.C. 20006

Dr. Jomills Braddock  
John Hopkins University  
Center for the Social Organization  
of Schools  
3505 N. Charles Street  
Baltimore, MD 21218

Jeanne M. Brett  
Northwestern University  
Graduate School of Management  
2001 Sheridan Road  
Evanston, IL 60201

Dr. Terry Connolly  
Georgia Institute of Technology  
School of Industrial & Systems  
Engineering  
Atlanta, GA 30332

Dr. Richard Daft  
Texas A&M University  
Department of Management  
College Station, TX 77843

Dr. Randy Dunham  
University of Wisconsin  
Graduate School of Business  
Madison, WI 53706

List 14 (continued)

Dr. Henry Emurian  
The Johns Hopkins University  
School of Medicine  
Department of Psychiatry and  
Behavioral Science  
Baltimore, MD 21205

Dr. Arthur Gerstenfeld  
University Faculty Associates  
710 Commonwealth Avenue  
Newton, MA 02159

Dr. J. Richard Hackman  
School of Organization  
and Management  
Box 1A, Yale University  
New Haven, CT 06520

Dr. Wayne Holder  
American Humane Association  
P.O. Box 1266  
Denver, CO 80201

Dr. Daniel Ilgen  
Department of Psychology  
Michigan State University  
East Lansing, MI 48824

Dr. Lawrence R. James  
School of Psychology  
Georgia Institute of  
Technology  
Atlanta, GA 30332

Dr. David Johnson  
Professor, Educational Psychology  
178 Pillsbury Drive, S.E.  
University of Minnesota  
Minneapolis, MN 55455

Dr. F. Craig Johnson  
Department of Educational  
Research  
Florida State University  
Tallahassee, FL 32306

List 14 (continued)

Dr. Dan Landis  
Department of Psychology  
Purdue University  
Indianapolis, IN 46205

Dr. Frank J. Landy  
The Pennsylvania State University  
Department of Psychology  
417 Bruce V. Moore Building  
University Park, PA 16802

Dr. Bibb Latane  
The University of North Carolina  
at Chapel Hill  
Manning Hall 026A  
Chapel Hill, NC 27514

Dr. Edward E. Lawler  
University of Southern California  
Graduate School of Business  
Administration  
Los Angeles, CA 90007

Dr. William H. Mobley  
College of Business Administration  
Texas A&M University  
College Station, TX 77843

Dr. Lynn Oppenheim  
Wharton Applied Research Center  
University of Pennsylvania  
Philadelphia, PA 19104

Dr. Thomas M. Ostrom  
The Ohio State University  
Department of Psychology  
116E Stadium  
404C West 17th Avenue  
Columbus, OH 43210

Dr. William G. Ouchi  
University of California,  
Los Angeles  
Graduate School of Management  
Los Angeles, CA 90024

List 14 (continued)

Dr. Robert Rice  
State University of New York at Buffalo  
Department of Psychology  
Buffalo, NY 14226

Dr. Irwin G. Sarason  
University of Washington  
Department of Psychology, NI-25  
Seattle, WA 98195

Dr. Benjamin Schneider  
Department of Psychology  
University of Maryland  
College Park, MD 20742

Dr. Edgar H. Schein  
Massachusetts Institute of  
Technology  
Sloan School of Management  
Cambridge, MA 02139

Dr. H. Wallace Sinaiko  
Program Director, Manpower Research  
and Advisory Services  
Smithsonian Institution  
801 N. Pitt Street, Suite 120  
Alexandria, VA 22314

Dr. Richard M. Steers  
Graduate School of Management  
University of Oregon  
Eugene, OR 97403

Dr. Siegfried Streufert  
The Pennsylvania State University  
Department of Behavioral Science  
Milton S. Hershey Medical Center  
Hershey, PA 17033

Dr. Barbara Saboda  
Public Applied Systems Division  
Westinghouse Electric Corporation  
P.O. Box 866  
Columbia, MD 21044

Dr. Harry C. Triandis  
Department of Psychology  
University of Illinois  
Champaign, IL 61820

List 14 (continued)

Dr. Anne S. Tsui  
Duke University  
The Fuqua School of Business  
Durham, NC 27706

Andrew H. Van de Ven  
University of Minnesota  
Office of Research Administration  
1919 University Avenue  
St. Paul, MN 55104

Dr. Philip Wexler  
University of Rochester  
Graduate School of Education &  
Human Development  
Rochester, NY 14627

Sabra Woolley  
SRA Corporation  
901 South Highland Street  
Arlington, VA 22204

END

FILMED

02 - 84

DTIC