

research in brief

Managers' Learning Environment Preferences

The purpose of the study was to determine learning environment preferences of managers participating in management development programs. The environmental preferences were determined by rating photographs showing selected nonverbal communication factors. The photographs, selected by 15 judges, represented Parent, Adult, and Child ego states described in Transactional Analysis. Fifteen statement variables were chosen that contributed to the psychological environment of the classroom.

Statement variables included communication, encouragement, punishment, sympathetic, prejudiced, warmth, competent, and others.

The data indicated that all educational levels and both males and females preferred the Adult ego state. The variables of effective communication, competence, and confidence had profiles that matched the profile for the variable of learning. The respondents felt they could learn from an instructor who displayed the nonverbal communication behaviors associated with the three variables.

Preferences for male respondents with more than high school education, after the Adult ego state, were the Parent ego state. Female respondents with high school or less education preferred the Child ego state after the Adult ego state

“Learning Environment Preferences of Managers Utilizing Nonverbal Communication Factors Associated with Transactional Analysis.” Donald Phillip Hendricks. Ph.D. dissertation, Iowa State University, Ames, 1976.

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