

Welcome

Thank you for participating in this study.

Today's session will take about **60 minutes**. On average, participants will earn about **\$20 in Amazon gift cards**, with a minimum of \$10 that includes a \$5 show-up fee and a \$5 completion fee. To comply with the Lab policy, the maximum you can earn is \$25.

The total amount of money you earn will depend on the actions and decisions you and others make during the study. You will receive your full payoff only if you complete the study in its entirety.

Please read all instructions carefully. You will be required to answer a series of short comprehension questions to demonstrate that you understand the instructions before proceeding to the study, so please pay close attention.

All statements contained in the instructions are true. That is, all procedures will be implemented exactly as described. All your decisions and answers will be kept strictly confidential. There are no foreseeable risks associated with participating in this study.

If you have questions about the study, please contact Prof. XX, who can be reached at XX. This study has been approved by the Institutional Research Board (IRB) of XX.

By clicking the button below, you acknowledge:

- Your participation in the study is voluntary.
- You are at least 18 years of age.
- You are aware that you may choose to terminate your participation at any time.

1. I consent, begin the study.
2. I do not consent, I do not wish to participate

When you are ready, press “Continue” to move to the next screen.

[Continue – Next Screen]

----- Page Break -----

General Rules

During today's study, there are two general rules:

1. No talking

Please do not talk with other participants during the session. All interactions will take place through the computer interface.

2. No internet or phone usage

Please do not access the internet or use your phone during the session.

By continuing with this study, you agree to these conditions and rules. If you do not follow these rules, you may be disqualified and may not receive payment. If you have any questions, please ask the administrator.

[Continue – Next Screen]

----- Page Break -----

General Instructions

In today's study, you will be randomly assigned to the role of either a **manager** or an **employee**. You will **remain in the same role** as manager or employee throughout all periods of the study.

The study has a total of **three periods**.

At the beginning of each period, you and other participants in the session will be randomly matched to form a three-person group, consisting of **one manager and two employees**. The real identity of the participants will never be disclosed. Instead, the anonymous labels *Manager*, *Employee A*, and *Employee B* will be used.

Each period is **independent** of earlier periods, and you will be randomly re-matched with other participants to form a new group in each period. At the end of the study, one of the three periods will be randomly chosen to determine your actual payoffs.

During the study, you will earn payoffs in points, which will later be converted to US Dollars. Importantly, the **exchange rate from points to US Dollars differs between managers and employees**. On average, a manager will earn about the same as an employee. The exchange rate will be communicated before the first period starts. However, in any case, earning more points means getting higher payoffs in US Dollars.

When you are ready, press "Continue" to move to the next screen.

[Continue – Next Screen]

----- Page Break -----

Employees' Tasks

In each of the three independent periods, employees work on two idiom quizzes and a counting zeros task.

As explained in detail below, the employee who performs better in each idiom quiz than the other employee in the same group can earn a large reward. Employees will not earn any rewards in the “counting zeros” task. However, employees’ performance on both the idiom quizzes and the counting zeros task will directly affect the manager’s payoffs.

Idioms Quizzes

Each of the two quizzes consists of **12 multiple-choice questions** that ask employees to identify the correct meaning of idioms. An idiom is a phrase that has a figurative meaning different from its literal meaning.

Below is a sample question on an English idiom:

What is the meaning of the English idiom “To cook the books”?

- a) To irreversibly destroy books or other documents
- b) To falsify information in accounting or financial records (**CORRECT**)
- c) To prepare a dish exactly as described in a recipe
- d) To write a cookbook with unique recipes

To make the quiz more challenging, some idioms will be in the German language.

Below is a sample question on a German idiom:

What is the meaning of the German idiom “Um den heißen Brei herumreden”?

- a) To give a long and detailed explanation
- b) To argue about trivial matters
- c) To avoid talking about a subject directly (**CORRECT**)
- d) To reminisce about good old times

Note that even without any existing knowledge of German, employees can try to guess the correct answer. Some German words resemble English words, which may provide hints as to their meaning. Further, by random guessing, employees still have a 25% chance of choosing the correct answer.

[Continue – Next Screen]

----- Page Break -----

Language Mix for the Idioms Quizzes [condition 1] [condition 2]

At the beginning of each period, a computer algorithm **randomly assigns** the mix of questions on English idioms and German idioms. The randomly assigned mix of English and German idioms for an employee will be the same for both quizzes.

[At the beginning of each period, each employee **chooses** the mix of questions on English idioms and German idioms for his or her quiz. The chosen mix of English and German idioms by an employee will be the same for both quizzes.]

Specifically, the computer algorithm assigns ONE of the following two possible quizzes:

[Specifically, each employee chooses ONE of the following two possible quizzes:]

- **8 English idioms + 4 German idioms**
- **4 English idioms + 8 German idioms**

This means that there is a 50% chance of luck that an employee will be assigned a majority of questions on English versus German idioms for the two quizzes.

[This means that each employee can freely choose to answer a majority of questions on English versus German idioms for the two quizzes.]

Importantly, the two employees in the same group could be assigned a *different* language mix of questions. For example, one employee could be assigned to answer a majority of English idioms, while the other employee could be assigned to answer a majority of German idioms.

The manager and the other employee will NOT learn what language mix is randomly assigned to an employee in a given period.

[Importantly, the two employees in the same group could choose a *different* language mix of questions. For example, one employee could choose to answer a majority of English idioms, while the other employee could choose to answer a majority of German idioms.]

The manager and the other employee will NOT learn what language mix is chosen by an employee in a given period.

As described in detail later, for both quizzes, **the employee who performs better on a quiz will have the chance to earn a large reward of 75 points**, while the worse-performing employee gets nothing.

Employees' performance on both quizzes will also directly affect the manager's payoffs. Specifically, the more idiom questions that employees answer correctly, the higher are the manager's payoffs.

[Continue – Next Screen]

----- Page Break -----

Feedback on Quiz Performance

After each quiz, employees will learn how many questions they answered correctly. However, they will NOT learn how many questions the other employee answered correctly.

Instead, employees will only learn whether they performed **better or worse** than the other employee in the same group. Again, only the better-performing employee will have the chance to earn a reward.

Likewise, the manager will NOT learn how many questions each employee answered correctly. Instead, the manager will only learn which employee performed **better or worse** than the other employee in the same group.

Note that if both employees answered the same number of questions correctly, **the completion time is used to break the tie**. Therefore, the more questions that an employee answers correctly, and the faster he/she does so, the higher is his/her chance to be the better-performing employee in the group who earns the reward for the quiz.

[Continue – Next Screen]

----- Page Break -----

Manager Decides Which Employee to Give Hints for the Second Quiz

After employees have completed the first quiz, and the manager has learned which of the two employees performed **better or worse**, the manager will decide which ONE of the two employees to give hints to that can improve that employee's performance in the second quiz.

Importantly, the number of hints that the selected employee will receive for the second quiz depends on whether he/she performed better or worse on the first quiz:

- If the manager decides to give hints to the **employee who performed *better* on the *first* quiz**, then that employee will receive hints **for 3 German idioms** that will be asked in the *second* quiz.
- If the manager decides to give hints to the **employee who performed *worse* on the *first* quiz**, then that employee will receive hints **for 4 German idioms** that will be asked in the *second* quiz.

In other words, both employees would benefit from receiving hints for the *second* quiz, but the employee who performed *worse* in the first quiz will potentially benefit *more* since he/she will receive 1 more hint, if selected by the manager.

Again, the better-performing employee will have the chance to earn a reward of 75 points for each quiz, while the worse-performer gets nothing.

As explained later, employees' performance on the two quizzes will directly affect the manager's payoffs. Giving hints to either employee will cost the same amount to the manager.

[Continue – Next Screen]

----- Page Break -----

Counting Zeros Task

After completing the two idiom quizzes, employees will also work on a counting zeros task. Specifically, employees receive tables of zeros and ones, and their task is to count how many zeros are in these tables. Below is an example:

0	1	1	0	0	1	1	0
1	1	1	0	0	1	1	1
1	0	0	1	0	0	0	1
1	1	1	0	0	1	0	1

How many zeros are in this table?

Solution: 14

Employees must work a minimum of 100 seconds on the counting zeros task. However, employees can voluntarily choose to work extra time for up to an *additional* 100 seconds (i.e., a maximum of 200 seconds in total). If an employee chooses to work for less than the maximum of 200 seconds, he/she can relax in the remaining time or read some newspaper articles, which will be provided by the program.

After learning whether they are the better-performing or worse-performing employee in the first quiz, but *before* they learn which employee is selected by the manager to receive hints, each employee will **decide and commit to the extra time they would like to work for on the counting zeros task under two possible scenarios:**

1. “Hints given” scenario: the employee is selected by the manager to receive hints for the second quiz.
2. “Hints not given” scenario: the employee is NOT selected by the manager to receive hints; instead, the other employee is selected to receive hints for the second quiz.

Employees must commit to their selected extra time under the two scenarios. For instance, if the employee is selected by the manager to get hints for the second quiz, then the extra time that he/she previously indicated under that scenario will be automatically applied.

The manager and the other employee will NOT learn how much extra time an employee decided to work for nor their performance in the counting zeros task.

The employees’ performance in the counting zeros task has no impact on their own payoffs, but it directly affects the manager’s payoffs. Specifically, the more tables that employees count correctly, the higher the manager’s payoffs.

[Continue – Next Screen]

----- Page Break -----

Manager's Task

As described earlier, the manager's main task is to decide which employee (i.e., the better- or worse-performing employee in the first quiz) to give hints to for the second quiz.

While the manager waits for the employees to complete their idiom quizzes and counting zeros task, the manager will also be given the same tasks at the same time. However, the manager's idiom quiz will have a constant mix of 6 English idioms and 6 German idioms questions.

The manager's performance in these tasks will have no impact on his/her own payoffs. Instead, only **the employees' performance in the idiom quizzes and counting zeros task will affect the manager's payoffs.**

We will next describe the payoff calculations for each role.

[Continue – Next Screen]

----- Page Break -----

Employees' Payoff

For both idiom quizzes, the better-performing employee of their group will have the chance to earn a **large reward of 75 points**. The worse-performing employee receives nothing.

The employees' potential reward of 75 points is paid by the manager. The employees, however, can give back to the manager by working longer and harder on the counting zeros task.

At the end of the study, a computer algorithm randomly chooses whether the reward for the first quiz OR the second quiz is actually converted to US Dollars and paid out to the better-performing employee of the chosen quiz.

If an employee wins both quizzes, he/she can be 100% certain to receive the 75 points reward.

[Continue – Next Screen]

----- Page Break -----

Manager's Payoff:

The manager starts with an endowment of 80 points and receives additional profit based on the two employees' performance on the two idiom quizzes and the counting zeros task. However, the manager must pay the employees' quiz reward (-75 points) and the employees' hints (-5 points).

At the end of a period, a computer algorithm randomly chooses whether the employees' quizzes OR the employees' counting zeros task is used to determine the manager's profit. This means both the employees' performance on the two idioms quizzes AND the counting zeros task can potentially affect the manager's payoff (i.e., 50/50 chance):

- If the algorithm chooses the quizzes to determine the manager's profit, the manager gets **1 point for each question** that the two employees answer correctly across the two quizzes.
- If the algorithm chooses the counting zeros task to determine the manager's profit, the manager gets **2 points for each table** that the two employees counted correctly.

In sum, the manager's payoff formula is:

Manager Payoff = Endowment (80 points) – Employee Reward (-75 points) – Costs for Hints (-5 points) + Profit generated by Employees (Idioms Quizzes OR Counting Zeros)

Example:

Assume the following performance outcomes (i.e., correctly answered idiom questions / correctly counted tables of zeros and ones):

	First Quiz	Second Quiz	Counting Zeros
Employee A	9	8	7
Employee B	7	12	13

In the first quiz, the Employee A answered more questions correctly. In the second quiz, the Employee B was selected by the manager to receive the hints for the German idioms. Due to these hints, the Employee B could answer more questions correctly in the second quiz.

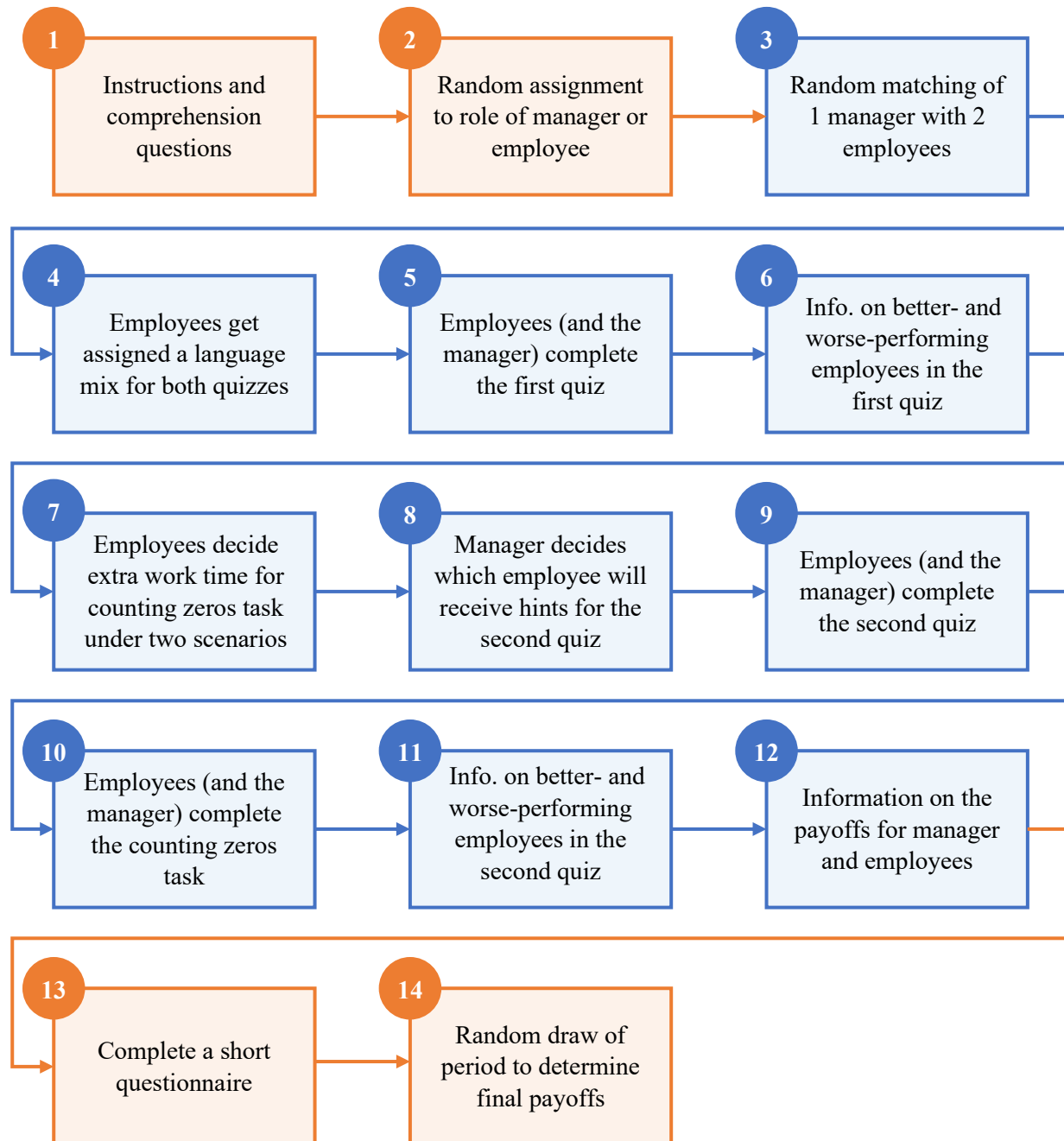
Whether the winner of the first quiz (Employee A) or the winner of the second quiz (Employee B) gets the 75 points reward now depends on the algorithm's random choice. If an employee had won both quizzes, he/she could be 100% certain to receive the reward.

In total, both employees answered 36 quiz questions correctly and counted 20 tables. If the algorithm chooses the quizzes to determine the manager's profit, then the manager will earn a profit of 36 points (i.e., 1 x 36). If the algorithm chooses the counting zeros task to determine the manager's profit, then the manager will earn a profit of 40 points (i.e., 2 x 20).

[Continue – Next Screen]

----- Page Break -----

Timeline



The steps in orange only happen once at the beginning of the study (steps 1-2) and at the very end (steps 13-14). The blue steps (3-12) are repeated in each of the three periods.

Knowledge Check

1. The study consists of three periods, and participants are randomly assigned to new groups and re-matched with other participants before each period. Participants retain their same role as an employee or a manager in all three periods.

- True [Correct]
- False

2. The exchange rate from points to US\$ differs between roles and will be communicated when the actual study begins. On average, managers and employees will earn about the same.

- True [Correct]
- False

3. Employees are *randomly assigned* to complete either two quizzes with 8 English idioms and 4 German idioms OR two quizzes with 4 English idioms and 8 German idioms. The two employees in the same group could be assigned quizzes with a *different* mix of English and German idioms. Thus, each employee could be unlucky and get a majority of German idioms.

- True [Correct]
- False

3. Employees can *freely choose* to complete two quizzes with 8 English idioms and 4 German idioms OR two quizzes with 4 English idioms and 8 German idioms. The two employees in the same group can choose the quizzes with a *different* mix of English and German idioms. Thus, each employee is responsible for his/her own language mix.

- True [Correct]
- False

4. The employee who answers more questions correctly in each of the two quizzes will have the chance to earn a large reward of 75 points. The worse-performing employee gets nothing.

- True [Correct]
- False

5. Only the number of correctly answered questions in the idiom quizzes, but NOT the number of correctly counted tables in the counting zeros task, affects the manager's payoffs.

- True
- False [Correct]

6. Each employee chooses how much extra time he/she wants to work on the counting zeros task under two different scenarios: when the manager decides to give the hints to that employee, or the manager gives the hints to the other employee.

- True [Correct]
- False

7. Since both employees compete against each other for the 75 points reward, both employees would benefit from getting the hints for the second quiz. However, if selected by the manager, the employee who performed worse on the first quiz would get one more hint for the second quiz than the better-performing employee.

- True [**Correct**]
- False

8. The better the employee's performance in the counting zeros task, the higher is his/her payoff.

- True
- False [**Correct**]

[Continue – Next Screen]

----- *Page Break* -----

Lobby – Matching (Groups of 3)

Please wait until the other members of your group have read the instructions and completed the quiz.

As soon as all members of the group are ready, the tasks will begin.

[Wait 10 Minutes or Until Matched - Next Screen]

----- Page Break -----

Role Assignment [Employee Role]

You have been assigned the role of "employee". As an employee, your exchange rate from points to US Dollars will be US\$ 1.00 = 5.00 points.

In each period, you will complete two idiom quizzes and a counting zeros task. You start with the quizzes.

As explained earlier, in each period, you will be randomly assigned two quizzes with either:
[As explained earlier, in each period, you can freely choose between two quizzes with either:]

- 8 English idioms + 4 German idioms OR
- 4 English idioms + 8 German idioms

The other employee in your group will also be randomly assigned the quizzes with one of those two mixes of English versus German idioms. [The other employee in your group can also freely choose the quizzes with one of those two mixes of English versus German idioms.] The other employee could have the *same* language mix or a *different* language mix than you.

Your randomly assigned [voluntarily chosen] mix of English versus German idioms will be the same for both quizzes in this period. Your manager will NOT learn whether you or the other employee completed a quiz with a majority of English idioms or German idioms.

As a reminder, the more questions you answer correctly and the faster you do so, the higher is your chance to be the better performing employee and to earn a large reward of 75 points (equivalent to \$15).

Therefore, depending on which quiz (first or second) and which period (one of three) is randomly chosen by the computer at the end of the study, the better performer will receive \$25, while the worse performer will only receive \$10 (i.e., show-up and completion fee) from today's study.

[Continue – Next Screen]

----- Page Break -----

Role Assignment [Manager Role]

You have been assigned the role of “manager”. As a manager, your exchange rate from points to US Dollars will be US\$ 1.00 = 4.00 points.

In each period, while you wait for your employees to complete their idiom quizzes and counting zeros task, you will also complete the same tasks at the same time. Your two quizzes will have a constant mix of 6 English and 6 German idioms questions.

However, your employees are **randomly assigned** to complete one of two idiom quizzes, either:

[However, your employees **can freely choose** to complete one of the two idiom quizzes, either:]

- 8 English idioms + 4 German idioms OR
- 4 English idioms + 8 German idioms

It is important to note that the two employees can **be randomly assigned** [voluntarily choose] the same or a different language mix. You will NOT learn whether each of your employees completed a quiz with a majority of English idioms or German idioms.

Your main task will be to decide which employee should get the hints for the second quiz. As a reminder, **your payoff depends on your employees’ performance** on the two quizzes and the counting zeros task. For each correctly answered idiom and for each correctly counted table, your expected profit increases.

[Continue – Next Screen]

----- Page Break -----

Idiom Mix Selection [Employee #2 AND Employee #1 Role – Cond 1 – Rand 1]

Good news! You are lucky. In this period, you have been randomly assigned to complete the two quizzes with a mix of 8 English idioms and only 4 German idioms.

The other employee in your group will also be randomly assigned to complete the two quizzes with either mix of idioms. Note this could be the *same* mix or a *different* mix to you.

You will have a maximum of 5 minutes to complete each quiz. But please remember, should you and the other employee answer the same number of questions correctly, the response time is used to break the tie and determine a winner.

When you are ready, press “Continue” to complete your first quiz.

[Continue – Next Screen]

----- Page Break -----

Idiom Mix Selection [Employee #1 Role – Cond 1 – Rand 2]

Bad news! You are unlucky. In this period, you have been randomly assigned to complete the two quizzes with a mix of only 4 English idioms but 8 German idioms.

The other employee in your group will also be randomly assigned to complete the two quizzes with either mix of idioms. Note this could be the *same* mix or a *different* mix to you.

You will have a maximum of 5 minutes to complete each quiz. But please remember, should you and the other employee answer the same number of questions correctly, the response time is used to break the tie and determine a winner.

When you are ready, press “Continue” to complete your first quiz.

[Continue – Next Screen]

----- Page Break -----

Idiom Mix Selection [Employee Role – Cond 2]

Please select the mix of idioms you would like to complete for the two quizzes in this period:

- 8 English idioms + 4 German idioms
- 4 English idioms + 8 German idioms

You will have a maximum of 5 minutes to complete each quiz. But please remember, should you and the other employee answer the same number of questions correctly, the response time is used to break the tie and determine a winner.

When you are ready, press “Continue” to complete your first quiz.

[Continue – Next Screen]

----- Page Break -----

Idiom Mix Selection [Manager Role]

On the next screen, you will work on a quiz with 4 English and 8 German idioms.

When you are ready, press “Continue” to complete your first quiz.

[Continue – Next Screen]

----- Page Break -----

Idiom Quiz #1

1. What does the American idiom "piece of cake" mean in English? **[1,2,3,4,5,6]**
 - a. Something is very easy **[Correct]**
 - b. Something is tasty
 - c. Something is dense
 - d. Something is for fun
2. What does the American idiom "beat around the bush" mean in English? **[1,2,3,4,5,6]**
 - a. To be angry with someone
 - b. To sing a song poorly
 - c. To avoid asking a question or making a direct comment **[Correct]**
 - d. To energetically engage with something
3. What does the American idiom "belling the cat" mean in English? **[1,2,3,4,5,6]**
 - a. To reveal another person's secret by accident
 - b. To do something that will be good for a group, but is dangerous or difficult **[Correct]**
 - c. To have extreme weather, typically hard rain and wind
 - d. To alert the group of an issue prematurely
4. What does the American idiom "spill the beans" mean in English? **[1,3,4,6]**
 - a. To count on something
 - b. To create a mess
 - c. To reveal a secret **[Correct]**
 - d. To navigate a tricky situation
5. What does the American idiom "(someone) is over the hill" mean in English? **[1,3,4,6]**
 - a. To feel great
 - b. To enjoy a good view
 - c. To be through the hard part
 - d. To be old **[Correct]**
6. What does the American idiom "(someone) has sticky fingers" mean in English? **[1,3,4]**
 - a. The person is messy
 - b. The person often steals things **[Correct]**
 - c. The person often contradicts themselves
 - d. The person eats a lot of candy

7. What does the American idiom "to pony up" mean in English? **[1,3,4]**
- a. To ride a horse
 - b. To not pay a bill
 - c. To yell out to someone
 - d. To settle a debt **[Correct]**
5. What does the German idiom "Der Fisch stinkt vom Kopf her?" mean in English? **[2,5]**
- a. Problems in an organization or group usually start at the top with the leadership. **[Correct]**
 - b. A small issue can affect the whole system.
 - c. It's important to keep your head cool in difficult situations.
 - d. When something is fishy, it's probably not true.
6. What does the German idiom "Der frühe Vogel fängt den Wurm?" mean in English? **[2,5]**
- a. Patience is the key to success.
 - b. Hard work is more important than intelligence.
 - c. Success comes to those who prepare well and act early. **[Correct]**
 - d. The best opportunities come to those who wait.
7. What does the German idiom "Lügen haben kurze Beine?" mean in English? **[2,5,6]**
- a. The truth is always more complicated than it seems.
 - b. Lies won't get you far; the truth will soon come out. **[Correct]**
 - c. Honesty is not always the best policy.
 - d. Lying is a sign of weakness.
8. What does the German idiom "Wer zuletzt lacht, lacht am besten?" mean in English? **[2,5,6]**
- a. The final outcome is what matters most. **[Correct]**
 - b. Laughter is the best medicine.
 - c. Happiness comes to those who wait.
 - d. Success in life is all about having the last word.
9. What does the German idiom "Der Apfel fällt nicht weit vom Stamm?" mean in English? **[1,2,3,4,5,6]**
- a. Staying close to your roots is important.
 - b. Children often resemble their parents. **[Correct]**
 - c. Small problems often lead to bigger issues.
 - d. What you learn in your childhood stays with you for life.

10. What does the German idiom "Wer den Cent nicht ehrt, ist den Euro nicht wert?" mean in English? **[1,2,3,4,5,6]**

- a. Money's value is constant regardless of the amount.
- b. Cents and Euros have equal value.
- c. Wealth is not important in life.
- d. Respecting small things is key to achieving bigger goals. **[Correct]**

11. What does the German idiom "Die Katze im Sack kaufen?" mean in English? **[1,2,3,4,5,6]**

- a. Preferring traditional methods over modern techniques.
- b. Believing in luck rather than practical judgment.
- c. Buying something without knowing its true value or condition. **[Correct]**
- d. Buying cat food in unusually large quantities.

12. What does the German idiom "Der Gescheitere gibt nach, der Esel fällt in den Bach" mean in English?

- a. Only foolish people give in, while strong-willed people venture into new challenges
- b. In a conflict, the wiser person steps back, while the stubborn person gets in trouble
- c. Smart and wise people always know exactly what they want
- d. The most stubborn people are usually smart and hard-working

[Continue – Next Screen]

[5 Minute Timer]

Quiz 1 Logic:

- 1 = COND 1 – Employee 1 – Random 1
- 2 = COND 1 – Employee 1 – Random 2
- 3 = COND 1 – Employee 2
- 4 = COND 2 – Choice of 7 English and 3 German
- 5 = COND 2 – Choice of 3 English and 7 German
- 6 = Manager

----- Page Break -----

Feedback on the First Quiz [Manager Role]

In the first quiz, you correctly answered \$score\$ questions.

Employee A [Employee B] performed better in the first quiz.

[Continue – Next Screen]

----- Page Break -----

Feedback on the First Quiz [Employee Role]

In the first quiz, you correctly answered \$score\$ questions.

Congratulations, [Unfortunately,] you were the better [worse] performing employee in the first quiz! Thus, you have [the other employee has] the chance to win the large reward of 75 points.

[Continue – Next Screen]

----- Page Break -----

Employees' Choice on the Work Duration for Counting Zeros [Employee Role]

Before you complete the second quiz, please choose how much extra time you want to work on the counting zeros task under two possible scenarios: either you or the other employee gets the hints from the manager.

As explained earlier, you must work for a minimum of 100 seconds, but you can voluntarily work extra time for up to 100 *additional* seconds. If you choose to work longer on the counting zeros task, you can generate a higher profit for the manager.

If selected by the manager, you will get hints for 3 German idioms in the second quiz since you were the better performer in the first quiz. If the manager selects the other employee, who performed worse than you on the first quiz, then he/she will get hints for 4 German idioms.

[If selected by the manager, you will get hints for 4 German idioms in the second quiz since you were the worse performer in the first quiz. If the manager selects the other employee, who performed better than you on the first quiz, then he/she will get hints for 3 German idioms.]

Scenario 1: The manager decides that YOU get the hints

If I get the hints for the second quiz, I want to work on the counting zeros task for an *additional*:

[INSERT SLIDER with values between 0 and 100 seconds]

Scenario 2: The manager decides that the OTHER employee gets the hints

If the other employee gets the hints for the second quiz, I want to work on the counting zeros task for an *additional*:

[INSERT SLIDER with values between 0 and 100 seconds]

[Continue – Next Screen]

----- Page Break -----

Manager's Hints Decision [Manager Role]

As the manager, your task now is to decide which employee to give the hints for the second quiz: either the employee who performed better on the first quiz, or the employee who performed worse on the first quiz.

Importantly, both employees would benefit from getting the hints as they compete against each other for the 75 points reward. If you choose the better performer, then this employee will get hints for 3 German idioms. If you choose the worse performer, then this employee will get hints for 4 German idioms.

When making this decision, please remember that both employees will perform the counting zeros task *after* they learn which employee you decided to give hints to, and their performance in the counting zeros task will directly affect your payoffs.

Please choose who gets the hints for the second quiz:

- The employee who performed better on the first quiz
- The employee who performed worse on the first quiz

----- Page Break -----

Hint Decision Revealed [Employee Role – Hint] [Worst]

Manager's Decision: You Get the Hints

Therefore, you will perform the counting zeros task for a total time of: \$Q2_effort_train\$ seconds

Since you were the better performer on the first quiz, you get hints for 3 German idioms.

[Since you were the worse performer on the first quiz, you get hints for 4 German idioms.]

Hints Information:

- The German idiom "Aufgewärmt ist nur ein Gulasch gut" means most things don't work as well when tried again.
- The German idiom "Die Technik ist ein Hund" means doing something in the right way is difficult.
- The German idiom "Du rüttelst am Ohrfeigenbaum" means someone is provoking a negative response.
- [The German idiom "Schauen wir mal" means let's see what happens.]

This information will help you at the subsequent quiz.

[Continue – Next Screen]

----- Page Break -----

Hint Decision Revealed [Employee Role – No Hint]

Manager's Decision: The Other Employee Gets the Hints

Therefore, you will perform the counting zeros task for a total time of: \$Q2_effort_notrain\$
Since the other employee was the better performer on the first quiz, he/she gets hints for 3
German idioms.

[Since the other employee was the worse performer on first quiz, he/she gets hints for 4 German idioms.]

Hint Information:

Unfortunately, you do not receive any hints.

When you are ready, press “Continue” to complete your second quiz.

[Continue – Next Screen]

----- Page Break -----

Hint Decision Revealed [Manager Role]

You chose to give the hint to: Employee \$employee_trained\$

When you are ready, press “Continue” to complete your second quiz.

[Continue – Next Screen]

----- Page Break -----

Idiom Quiz #2

1. What does the American idiom "hot potato" mean in English? **[1,2,3,4,5,6]**
 - a. A lazy person
 - b. An attractive person
 - c. A bit of gossip
 - d. A situation that is awkward to deal with **[Correct]**
2. What does the American idiom "once in a blue moon" mean in English? **[1,2,3,4,5,6]**
 - a. Something you did a long time ago
 - b. Something you do very rarely **[Correct]**
 - c. Something worth celebrating
 - d. Something that makes you sad
3. What does the American idiom "a bed of roses" mean in English? **[1,2,3,4,5,6]**
 - a. An easy option **[Correct]**
 - b. A luxurious experience
 - c. A romantic date
 - d. A funny night
4. What does the American idiom "out and about" mean in English? **[1,2,3,4,5,6]**
 - a. To be running errands or at a social event **[Correct]**
 - b. To be thinking about new ideas
 - c. To be working
 - d. To be open about your personal identity
5. What does the American idiom "devil's advocate" mean in English? **[1,3,4,6]**
 - a. To promote bad things
 - b. To take the counter point of view **[Correct]**
 - c. To cheer on a friend
 - d. To be mischievous
6. What does the American idiom "green around the gills" mean in English? **[1,3,4,6]**
 - a. To look envious
 - b. To look wealthy or lavish
 - c. To look sick **[Correct]**
 - d. To look silly
7. What does the American idiom "the die is cast" mean in English? **[1,3,4]**
 - a. life is funny
 - b. a show is starting
 - c. lucky future
 - d. irreversible change **[Correct]**

8. What does the American idiom "up on" mean in English? **[1,3,4]**
- a. to be informed **[Correct]**
 - b. to be on a specific floor
 - c. to be close
 - d. to be jealous
5. What does the German idiom "Alle Wege führen nach Rom?" mean in English? **[2,5]**
- a. The best adventures involve long journeys.
 - b. If you are uncertain about something, go to Rome and ask the pope.
 - c. Different paths can take one to the same goal. **[Correct]**
 - d. Traveling always leads to new discoveries.
6. What does the German idiom "Jeder Topf findet seinen Deckel?" mean in English? **[2,5]**
- a. Each person has a perfect match out there. **[Correct]**
 - b. Cooking should be done with patience.
 - c. It's important to find the right tools for every job.
 - d. Harmony is essential in all aspects of life.
7. What does the German idiom "Hunde, die bellen, beißen nicht?" mean in English? **[2,5,6]**
- a. Barking dogs are not good at guarding.
 - b. The loudest people are often the least harmful. **[Correct]**
 - c. Dogs are generally friendly animals.
 - d. Dog owners are usually similar to their dogs.
8. What does the German idiom "Stille Wasser sind tief?" mean in English? **[2,5,6]**
- a. Only in silence can you find true wisdom.
 - b. The quietest rooms are the most comfortable.
 - c. In stillness, one can best appreciate nature.
 - d. Quiet people often hide a lot of wisdom and secrets. **[Correct]**
9. What does the German idiom "Aufgewärmt ist nur ein Gulasch gut?" mean in English? **[1,2,3,4,5,6]**
- a. Repeating past actions always leads to better outcomes.
 - b. Old ideas are always better when revisited.
 - c. Most things don't work as well when tried again. **[Correct]**
 - d. Coming up with new ideas is difficult.
10. What does the German idiom "Die Technik ist ein Hund?" mean in English? **[1,2,3,4,5,6]**
- a. Technology is rapidly advancing.
 - b. New technologies are a man's best friend.
 - c. Doing something in the right way is difficult. **[Correct]**
 - d. Dogs are a man's best friend.

11. What does the German idiom "Du rüttelst am Ohrfeigenbaum?" mean in English?

[1,2,3,4,5,6]

- a. To be successful, someone has to challenge the status quo.
- b. Someone is provoking a negative response. **[Correct]**
- c. Being close to nature is the most important thing in life.
- d. Someone is close to getting an imminent reward

12. What is the meaning of the German idiom "Schauen wir mal?"

- a. Let's see what happens **[Correct]**
- b. Let's go shopping
- c. Let's party together
- d. Let's embark on this journey together

[Continue – Next Screen]

[5 Minute Timer]

Quiz 2 Logic:

- 1 = COND 1 – Employee 1
- 2 = COND 1 – Employee 2 – Random 1
- 3 = COND 1 – Employee 2 – Random 2
- 4 = COND 2 – Choice of 7 English and 3 German
- 5 = COND 2 – Choice of 3 English and 7 German
- 6 = Manager

----- Page Break -----

Counting Zeros Task (Period 1) **[Employees Role]**

Correct Answers: XX

Incorrect Answers: XX

0	1	1	0	0	1	1	0
1	1	1	0	0	1	1	1
1	0	0	1	0	0	0	1
1	1	1	0	0	1	0	1

How many zeros are in this table?

[Submit]

----- Page Break -----

While you wait, please enjoy these fun facts for the remaining time.

1. Humans have been performing dentistry since 7000 B.C., which makes dentistry one of the oldest professions.
2. The first-ever documented feature film, The Story of the Kelly Gang, was made in Melbourne, Australia in 1906.
3. Ancient Roman surgeons were trained to block out the screams of human pain.
4. From 1953 to 1957, NBC's Today Show had a chimpanzee co-host named J. Fred Muggs. It is estimated he brought in the network around \$100 million.
5. Apples, peaches, and raspberries are all members of the rose family.
6. There is a geocache on the International Space Station placed in 2008. It has since been visited four times by other astronauts.
7. Canada eats more macaroni and cheese than any other nation in the world.
8. Scotland wanted to replicate the Parthenon bigger and cheaper in 1826. It was never completed and is now nicknamed "Scotland's Folly" or "Edinburgh's Disgrace".

from: <https://parade.com/1019842/marynliles/weird-facts/>

----- Page Break -----

Payoff Information [Manager Role]

In the second quiz, you correctly answered \$score\$ questions.

Employee A [Employee B] was the better performer in the second quiz.

The computer algorithm selected the two idiom quizzes [the counting zeros task] to determine your profit for this period. Therefore, you have the following payoffs in this period:

Your Endowment: 80 points

Profit: XX points

Costs (Reward & Hints): -80 points

Your Payoffs in this period: XX points

You will now be re-matched with a new group and complete a new period.

[Continue – Next Screen]

----- Page Break -----

Payoff Information [Employee Role]

In the second quiz, you correctly answered \$score\$ questions. Congratulations, [Unfortunately,] you were the better [worse] performing employee on this second quiz.

The computer algorithm selected the first [second] quiz to determine the winner of the 75 points reward. In the first [second] quiz, you [the other employee] performed better. Congratulations, [Unfortunately,] this means that you [the other employee] won the large reward of 75 points!

Your Quiz Reward: 75 points [0 points]

Your Payoffs in this period: XX points

You will now be re-matched with a new group and complete a new period.

[Continue – Next Screen]

----- Page Break -----

*Repeat Screens Starting with “Role Assignment” – “Quiz 2 Results” for 3 periods
Quizzes and random assignment of Quiz Questions changes each period – see appendix*

Questionnaire (1 of 3)

Thank You! You have now finished the main part of our study. Please take a few more minutes to answer the following questionnaire. It is important for our research that you take this section seriously. Thank you!

During today's study how strongly do you agree or disagree with the following statements in terms of how you made your decisions.

[7-point Likert scale questions; Strongly Disagree to Strongly Agree]

[Manager] [Employee]

(1) When deciding who should get the hints, I made my decision based on how fair I thought my employees would perceive the decision.

(2) I think my managers decided who should get the hints based on how fair they thought that I and the second employee in the group would perceive the decision.

(3) When deciding who should get the hints, I made my decision based on my own thoughts about fairness.

(4) When deciding how long and hard to work on the counting zeros task, I tried to be fair towards the manager.

(5) Giving the hints to the high-performing employee is a waste of resources.

(6) The high-performing employee deserves to get the hints as a reward for his/her good performance.

(7) The purpose of the hints should be to equal out performance differences between employees.

(8) The manager's decision of who gets the hints influenced my choice of how long and hard to work on the counting zeros task.

(9) Please imagine that you were assigned to be the manager. Would you have rather given the hints to the low-performing or to the high-performing employee?

- Low-performer
- High-performer

[Continue – Next Screen]

----- Page Break -----

Questionnaire (2 of 3)

In general, to what extent do you find it fair that the following factors determine a person's income. [7-point Likert scale; Extremely Unfair to Extremely Fair]

- (1) It is fair if talent determines a person's income.
- (2) It is fair if luck determines a person's income.
- (3) It is fair if hard work determines a person's income.

To what extent do you agree or disagree with the following statement: [7-point Likert scale questions; Strongly Disagree to Strongly Agree]

- (4) In society, it is typically the case that people with a higher income have done a better job than people with a lower income.

(5) Consider a situation where Andrew and Bob were asked to do a job. They were told that the best performer would get a bonus of \$200, and that the other would get zero. Assume that everyone (including yourself) agrees that this is fair. The problem is that there is uncertainty about who was the best performer. Suppose that you learn that it is more likely that Andrew did the best job. With 75 percent probability Andrew was the best performer, and with 25 percent probability Bob was the best performer. **Without knowing any more, how much of the \$200 would you have given to Andrew?**

[slider with endpoints “All to Bob = 0” and “All to Andrew = 200”]

[Continue – Next Screen]

----- Page Break -----

Questionnaire (3 of 3)

(1) Please tell us, in general, how willing or unwilling are you to take risks?

[7-point Likert scale questions; Very Risk Averse to Very Risk Loving]

(1) **Imagine the following situation:** you are shopping in an unfamiliar city and realize you lost your way. You ask a stranger for directions. The stranger offers to take you with their car to your destination. The ride takes about 20 minutes and costs the stranger about \$20 in total. The stranger does not want money for it. You carry six bottles of wine with you. The cheapest bottle costs \$5, the most expensive one \$30. You decide to give one of the bottles to the stranger as a thank-you gift. Which bottle do you give?

- \$5 bottle
- \$10 bottle
- \$15 bottle
- \$20 bottle
- \$25 bottle
- \$30 bottle

(2) **Imagine the following situation:** You are randomly and anonymously matched with three other participants. Let's call them *Person A*, *Person B*, and *Person C*. Imagine that *Person A* gets \$10, which he/she can divide between you and *Person B* as he/she likes. *Person A* decides to give \$7 to *Person B* and only \$3 to you. In the next round, you receive \$10 and can divide them between *Person A* and *Person C* as you like. How much of the \$10 would you give to *Person A*?

- \$0
- \$1
- \$2
- \$3
- \$4
- \$5
- \$6
- \$7
- \$8
- \$9
- \$10

[Continue – Next Screen]

----- Page Break -----

Demographics

(1) How old are you? [numeric input >=18]

(2) What gender do you identify with?

- Male
- Female
- Third Gender
- Prefer not to answer

(3) Do you speak German?

- Yes
- No

(4) Is English your first language?

- Yes
- No

(5) What is the highest educational degree held by one of your parents?

- Less than High School
- High School (or equivalent GED)
- Associates (or equivalent 2-year degree)
- Bachelors (or equivalent 4-year degree)
- Masters (or equivalent graduate degree)
- Doctorate (or equivalent MD, JD, PhD)

(6) Which income range best represents your family's annual income?

- < \$50,000
- \$50,000 - \$99,999
- \$100,000 - \$149,999
- \$150,000 - \$199,999
- \$200,000 - \$249,000
- > \$250,000

[Continue – Next Screen]

----- *Page Break* -----

Pay Information

Thank You! You are now at the end of the study.

A computer algorithm randomly selected *Period X* to determine your actual payoffs:

Your Payoffs in *Period X*:

Your Show-Up Fee: \$5.00

Your Completion Fee: \$5.00

Your Total Payoffs:

As previously communicated, you will receive your payoffs in the form of an Amazon gift card. To send you the Amazon gift card, please tell us your full name and email address. We will use your personal information ONLY for this study's payment purposes and delete it afterwards. We will send out all Amazon gift cards within 3 days.

Your name:

Your email address:

Your UT EID:

Before you leave, we would like to kindly remind you that many other students have signed up to participate in this same study later, and so it is critical that you do NOT discuss any of the details of this study with anyone to maintain the integrity of our research. For example, please do NOT tell other students that this study contains quizzes on English idioms and German idioms as we want participants' quiz performance to reflect their actual abilities and knowledge. Any leakage of the specifics of our research study could compromise and potentially invalidate the results.

If you have questions about the study, please contact Prof. XX at XX.

Thank you so much for participating!

When you are ready, press "Continue" to move to the final screen.

[Continue – Next Screen]

[logic for pay is random draw from the three periods]

----- Page Break -----

Thank You

You have completed the study. Please do not discuss this study with other participants.

You may now close your web browser.

----- *End of Study* -----

APPENDIX – Idiom Quiz Logic and Questions for Periods 2 and 3:

Period 2 – Quiz 1 (“Quiz 3”) Selection and Questions

Idiom Mix Selection [Employee Role – Cond 1]

You have been randomly assigned to complete a mix of 8 English idioms + 4 German idioms.

The other employee in your group will also be randomly assigned to complete either mix of idioms. Note this could be the *same* mix or *different* mix to you.

When you are ready, press “Continue” to move to the next screen.

Idiom Mix Selection [Employee Role – Cond 2]

Please select the mix of idioms you would like to complete in Quiz 1.

- 8 English idioms + 4 German idioms
- 4 English idioms + 8 German idioms

When you are ready, press “Continue” to move to the next screen.

Idiom Mix Selection [Manager Role]

As previously discussed, you will now complete 4 English and 8 German idioms.

When you are ready, press “Continue” to move to the next screen.

[Continue – Next Screen]

----- *Page Break* -----

Idiom Quiz #3

- (1) What does the American idiom "break the ice" mean in English? **[1,2,3,4]**
- a. Warm up the room
 - b. Melt the snow
 - c. Start a conversation **[Correct]**
 - d. Freeze up in the moment
- (2) What does the American idiom "hit the hay" mean in English? **[1,2,3,4]**
- a. Start a farm
 - b. Punch something angrily
 - c. Work hard on something
 - d. Go to bed **[Correct]**
- (3) What does the American idiom "bite the bullet" mean in English? **[1,2,3,4]**
- a. Avoid conflict
 - b. Face a difficult situation **[Correct]**
 - c. Chew gum aggressively
 - d. Dodge responsibility
- (4) What does the American idiom "it is what it is" mean in English? **[1,2,3,4]**
- a. On-going uncertainty
 - b. Cannot change the outcome, so should accept it **[Correct]**
 - c. Something is obvious, so the question was redundant
 - d. Being responsible for the outcome
- (5) What does the American idiom "cut to the chase" mean in English? **[1,2,4]**
- a. Trim the garden
 - b. Get straight to the point **[Correct]**
 - c. Run quickly
 - d. Edit a movie
- (6) What does the American idiom "kick the bucket" mean in English? **[1,2,4]**
- a. To delay responsibilities
 - b. Finish a project
 - c. To die **[Correct]**
 - d. Exercise vigorously
- (7) What does the American idiom "hold your horses" mean in English? **[1,2]**
- a. Tame a wild animal
 - b. Be patient **[Correct]**
 - c. Do too many things at once
 - d. Stop moving

- (8) What does the American idiom "Hit the nail on the head" mean in English? [1,2]
- a. To work on construction
 - b. To miss the target
 - c. To force your way in an argument
 - d. To correctly identify a problem [Correct]
- (5) What is the meaning of the German idiom "*Es ist gehüpft wie gesprungen?*" [3]
- a. Two options are essentially the same. (Correct)
 - b. Decisions should be made quickly.
 - c. Life is unpredictable.
 - d. Every action triggers a reaction.
- (6) What is the meaning of the German idiom "*Alles hat ein Ende, nur die Wurst hat zwei?*" [3]
- a. Every challenge in life has more than one solution.
 - b. All good things have to come to an end at some point.
 - c. Every question in life has several different answers.
 - d. In every decision, there are always multiple paths to choose.
- (7) What is the meaning of the German idiom "*Auch ein blindes Huhn findet mal ein Korn?*" [3,4]
- a. Every problem has a simple solution.
 - b. Persistence is key to discovering hidden treasures
 - c. Even someone with no understanding can sometimes be right.
 - d. Breaking the rules pays off in life and at work.
- (8) What is the meaning of the German idiom "*Das Leben ist kein Ponyhof?*" [3,4]
- a. Life is full of joy and happiness
 - b. Life is not always easy and pleasant
 - c. Life is full of endless opportunities
 - d. One should always strive to be happy in life
- (9) What is the meaning of the German idiom "*Den Teufel an die Wand malen?*" [1,2,3,4]
- a. To imagine the worst possible outcome or bad luck
 - b. To bring up old arguments in every discussion
 - c. To work hard towards achieving an almost unattainable goal
 - d. To give up on one's dreams

(10) What is the meaning of the German idiom “*Der Krug geht so lange zum Brunnen, bis er bricht?*” [1,2,3,4]

- a. Persistence in efforts always leads to eventual success in one way or another
- b. Repeating the same action always yields better results
- c. To continuously do something until it will eventually have negative consequences
- d. Doing something over and over again eventually leads to perfection

(11) What is the meaning of the German idiom “*Der Zweck heiligt die Mittel?*” [1,2,3,4]

- a. Having a purpose is essential for any action
- b. A goal is so important that any methods can be used to achieve it
- c. The journey towards a achieving a goal is more important than the goal itself
- d. The intention behind an action is more important than the action itself

(12) What is the meaning of the German idiom “*Was liegt, das pickt?*”

- a. It's often better to leave things as they are instead of stirring up potential trouble
- b. Don't waste money on unnecessary things
- c. Money is the root of all evil
- d. Money cannot buy you happiness

[Continue – Next Screen]

[5 Minute Timer]

Quiz 3 Logic:

- 1 = COND 1
- 2 = COND 2 – Choice of 7 English and 3 German
- 3 = COND 2 – Choice of 3 English and 7 German
- 4 = Manager

----- Page Break -----

Period 2 – Quiz 2 (“Quiz 4”) Selection and Questions**Idiom Mix Selection [Employee #1 – Cond 1 – Rand 2 AND #2 – Cond 1 – Rand 1]**

You have been randomly assigned to complete a mix of 8 English idioms + 4 German idioms.

The other employee in your group will also be randomly assigned to complete either mix of idioms. Note this could be the *same* mix or *different* mix to you.

When you are ready, press “Continue” to move to the next screen.

Idiom Mix Selection [Employee #1 – Cond 1 – Rand 1 AND #2 – Cond 1 – Rand 2]

You have been randomly assigned to complete a mix of 4 English idioms + 8 German idioms.

The other employee in your group will also be randomly assigned to complete either mix of idioms. Note this could be the *same* mix or *different* mix to you.

When you are ready, press “Continue” to move to the next screen.

Idiom Mix Selection [Employee Role – Cond 2]

Please select the mix of idioms you would like to complete in Quiz 1.

- 8 English idioms + 4 German idioms
- 4 English idioms + 8 German idioms

When you are ready, press “Continue” to move to the next screen.

Idiom Mix Selection [Manager Role]

As previously discussed, you will now complete 4 English and 8 German idioms.

When you are ready, press “Continue” to move to the next screen.

[Continue – Next Screen]

----- Page Break -----

Idiom Quiz #4

- (1) What does the American idiom "cry over spilled milk" mean in English? **[1,2,3,4,5,6,7]**
- a. To be upset about a past mistake **[Correct]**
 - b. To be spoiled
 - c. To be sad about the future
 - d. To be unsure
- (2) What does the American idiom "take the bull by the horns" mean in English? **[1,2,3,4,5,6,7]**
- a. Accept bad news
 - b. Hold on tightly
 - c. Attack a person
 - d. Confront a problem directly **[Correct]**
- (3) What does the American idiom "throw in the towel" mean in English? **[1,2,3,4,5,6,7]**
- a. To do laundry
 - b. To quit or give up **[Correct]**
 - c. To lose something extra
 - d. To play a game
- (4) What does the American idiom "wrap up" mean in English? **[1,2,3,4,5,6,7]**
- a. To dry your hair
 - b. To end or complete something **[Correct]**
 - c. To navigate in a storm
 - d. To go to the beach
- (5) What does the American idiom "burn bridges" mean in English? **[2,3,5,7]**
- a. To sever ties with people **[Correct]**
 - b. To destroy property
 - c. To hold a grudge
 - d. To build a campfire
- (6) What does the American idiom "go the extra mile" mean in English? **[2,3,5,7]**
- a. To reach out to someone in need
 - b. To exert extra effort **[Correct]**
 - c. To trust yourself
 - d. To challenge yourself
- (7) What does the American idiom "spitting image" mean in English? **[2,3,5]**
- a. Exact likeness **[Correct]**
 - b. Constant changing
 - c. Something hard to describe
 - d. Uncertainty

(8) What does the American idiom "throw a curveball" mean in English? [2,3,5]

- a. A tornado
- b. A type of baseball pitch
- c. A surprise with an unexpected twist [Correct]
- d. An energetic person

(5) What is the meaning of the German idiom "*Die Ratten verlassen das sinkende Schiff?*" [1,4,6]

- Team members leaving a project after its successful completion
- Employees leaving a company for better opportunities
- People quickly adapting to changing circumstances
- People abandoning a failing or doomed endeavor

(6) What is the meaning of the German idiom "*Einem geschenkten Gaul schaut man nicht ins Maul?*" [1,4,6]

- Gifts should always be reciprocated with something of equal value
- One should not be overly critical about a gift
- Gifts are only meaningful if given spontaneously
- A gift is a reflection of the giver's personality

(7) What is the meaning of the German idiom "*Es ist nicht alles Gold, was glänzt?*" [1,4,6,7]

- Not everything that looks valuable is actually valuable
- Every gift should have a deeper meaning
- Kids are supposed to be thankful for any gift received by their parents
- Gifting gold is always appreciated

(8) What is the meaning of the German idiom "*Es wird nichts so heiß gegessen, wie gekocht?*" [1,4,6,7]

- The most difficult tasks provide the most satisfaction
- Situations often aren't as difficult as they initially seem
- Problems should be solved as soon as they arise
- The process of creation is more fulfilling than the end result

(9) What is the meaning of the German idiom "*Geld regiert die Welt?*" [1,2,3,4,5,6,7]

- Only people with money can be truly happy
- One doesn't need a lot of money to be happy
- Money has a dominant influence over people's actions, decisions, and society
- Monetary wealth is less important than moral values

(10) What is the meaning of the German idiom “*Geld stinkt nicht?*” [1,2,3,4,5,6,7]

- Wealthy people are exempt from moral judgment
- The pursuit of wealth should never be the most important goal in life
- Only money obtained legally is valuable
- The value of money is not affected by its origins

(11) What is the meaning of the German idiom “*Gut Ding braucht Weile?*” [1,2,3,4,5,6,7]

- Quality and excellence require patience and time
- Only immediate results are valuable
- The quicker a task is completed, the better the result
- All important decisions should be made quickly

(12) What is the meaning of the German idiom “*Auf dem Zahnfleisch daher kommen?*”

- a. To be extremely motivated
- b. To be extremely happy about life in general
- c. To be extremely exhausted
- d. To be extremely unhappy about life in general

[Continue – Next Screen]

[5 Minute Timer]

Quiz 4 Logic:

- 1 = COND 1 – Employee 1 – Rand 1
- 2 = COND 1 – Employee 1 – Rand 2
- 3 = COND 1 – Employee 2 – Rand 1
- 4 = COND 1 – Employee 2 – Rand 2
- 5 = COND 2 – Choice of 7 English and 3 German
- 6 = COND 2 – Choice of 3 English and 7 German
- 7 = Manager

----- Page Break -----

Period 3 – Quiz 1 (“Quiz 5”) Selection and Questions**Idiom Mix Selection [Employee Role – Cond 1]**

You have been randomly assigned to complete a mix of 4 English idioms + 8 German idioms.

The other employee in your group will also be randomly assigned to complete either mix of idioms. Note this could be the *same* mix or *different* mix to you.

When you are ready, press “Continue” to move to the next screen.

Idiom Mix Selection [Employee Role – Cond 2]

Please select the mix of idioms you would like to complete in Quiz 1.

- 8 English idioms + 4 German idioms
- 4 English idioms + 8 German idioms

When you are ready, press “Continue” to move to the next screen.

Idiom Mix Selection [Manager Role]

As previously discussed, you will now complete 4 English and 8 German idioms.

When you are ready, press “Continue” to move to the next screen.

[Continue – Next Screen]

----- Page Break -----

Idiom Quiz #5

- (1) What does the American idiom "on the same page" mean in English? **[1,2,3,4]**
- a. To be using the same assistant
 - b. To be exploring a new idea
 - c. To be reading a book together
 - d. To be in agreement **[Correct]**
- (2) What does the American idiom "circle back" mean in English? **[1,2,3,4]**
- a. To revisit an idea **[Correct]**
 - b. To repeat what was just said
 - c. To keep talking about the same thing
 - d. To include someone else in a conversation
- (3) What does the American idiom "bite off more than you can chew" mean in English? **[1,2,3,4]**
- a. Choke on food
 - b. Hurt yourself
 - c. Take on too much responsibility **[Correct]**
 - d. Explore a new idea to grow
- (4) What does the American idiom "raining cats and dogs" mean in English? **[1,2,3,4]**
- a. Close friendships
 - b. Excessive sympathy
 - c. Severe weather **[Correct]**
 - d. To adopt a new pet
- (5) What does the American idiom "back to the drawing board" mean in English? **[1,3,4]**
- a. To sketch out an outline of an idea
 - b. To reflect on past mistakes
 - c. To start a new project or go in a new direction **[Correct]**
 - d. To explore a new method
- (6) What does the American idiom "spill tea" mean in English? **[1,3,4]**
- a. To make a mess
 - b. To oppose taxes
 - c. To drop responsibilities
 - d. To share gossip **[Correct]**
- (7) What does the American idiom "cut corners" mean in English? **[1,3]**
- a. Take a shortcut **[Correct]**
 - b. Ignore details
 - c. Save money
 - d. Be frugal

(8) What does the American idiom "Hit the ground running" mean in English? [1,3]

- a. To fail immediately
- b. To hurt yourself
- c. To complete something quickly
- d. To start with energy [Correct]

(5) What is the meaning of the German idiom "*Jeder ist seines Glückes Schmied?*" [2]

- People's fates are predetermined from birth
- Each person is responsible for their own happiness or success
- Success is only achievable through hard, physical labor
- Craftsmanship is the key to success in life

(6) What is the meaning of the German idiom "*Kleinvieh macht auch Mist?*" [2]

- Only large investments yield profitable returns
- Small problems should be ignored
- Things that seem insignificant can add up to make a big difference
- One should focus only on big goals, not small ones

(7) What is the meaning of the German idiom "*Lieber den Spatz in der Hand als die Taube am Dach?*" [2,4]

- Small achievements are not worth considering when big opportunities are available
- It's better to hold onto something small and certain than to risk it for something bigger but uncertain
- One should always choose the easier option to achieve something
- One should always choose the more difficult option to achieve something

(8) What is the meaning of the German idiom "*Mit Speck fängt man Mäuse?*" [2,4]

- Attractive incentives are effective in persuading or enticing people
- Material possessions are the least important aspect for a happy life
- The best way to influence people is through force
- The easiest solutions are always the most effective

(9) What is the meaning of the German idiom "*Neue Besen kehren gut?*" [1,2,3,4]

- Newcomers or new approaches can be highly effective, at least initially
- Experience is highly valuable in performing routine tasks
- Experience is not at all valuable in performing new tasks
- It's usually best to use old and established methods

(10) What is the meaning of the German idiom “*Reden ist Silber, Schweigen ist Gold?*” [1,2,3,4]

- Words are always more valuable than silence
- Sometimes it is better to remain silent than to speak
- Important things should be spoken slowly
- Introverted people often have important things to say

(11) What is the meaning of the German idiom “*Unkraut verdirbt nicht?*” [1,2,3,4]

- Physical strength is the most important attribute for survival
- People should not try to change their natural environment
- People you wish for to die soon unfortunately tend to survive the longest
- Ignoring problems does not make them go away

(12) What is the meaning of the German idiom “*Für den Hugo sein?*”

- a. To be inexpensive
- b. To be expensive
- c. To be valuable
- d. To be worthless

[Continue – Next Screen]

[5 Minute Timer]

Quiz 5 Logic:

- 1 = COND 1
- 2 = COND 2 – Choice of 7 English and 3 German
- 3 = COND 2 – Choice of 3 English and 7 German
- 4 = Manager

----- Page Break -----

Period 3 – Quiz 2 (“Quiz 6”) Selection and Questions**Idiom Mix Selection [Employee #1 AND #2 – Cond 1 – Rand 1]**

You have been randomly assigned to complete a mix of 8 English idioms + 4 German idioms.

The other employee in your group will also be randomly assigned to complete either mix of idioms. Note this could be the *same* mix or *different* mix to you.

When you are ready, press “Continue” to move to the next screen.

Idiom Mix Selection [Employee #1 AND #2 – Cond 1 – Rand 2]

You have been randomly assigned to complete a mix of 4 English idioms + 8 German idioms.

The other employee in your group will also be randomly assigned to complete either mix of idioms. Note this could be the *same* mix or *different* mix to you.

When you are ready, press “Continue” to move to the next screen.

Idiom Mix Selection [Employee Role – Cond 2]

Please select the mix of idioms you would like to complete in Quiz 1.

- 8 English idioms + 4 German idioms
- 4 English idioms + 8 German idioms

When you are ready, press “Continue” to move to the next screen.

Idiom Mix Selection [Manager Role]

As previously discussed, you will now complete 4 English and 8 German idioms.

When you are ready, press “Continue” to move to the next screen.

[Continue – Next Screen]

----- Page Break -----

Idiom Quiz #6

- (1) What does the American idiom "up in the air" mean in English? **[1,2,3,4,5,6,7]**
- a. To fly a kite
 - b. To decorate a home
 - c. To avoid responsibilities or decisions
 - d. To be uncertain or unresolved **[Correct]**
- (2) What does the American idiom "jump through hoops" mean in English? **[1,2,3,4,5,6,7]**
- a. To join a circus
 - b. To complete a challenging task **[Correct]**
 - c. To avoid difficult decisions
 - d. To exercise vigorously
- (3) What does the American idiom "throw caution into the wind" mean in English? **[1,2,3,4,5,6,7]**
- a. To explore nature
 - b. To act like a child
 - c. To be aggressive or assertive
 - d. To take risks without worrying about consequences **[Correct]**
- (4) What does the American idiom "a wet blanket" mean in English? **[1,2,3,4,5,6,7]**
- a. Someone is very happy
 - b. Someone is covered in water
 - c. Someone is being aggressive
 - d. Someone is bringing down the mood **[Correct]**
- (5) What does the American idiom "ball is in your court" mean in English? **[1,3,5,7]**
- a. To play a sport for leisure
 - b. To join a group
 - c. Your turn to make a decision **[Correct]**
 - d. Your time is limited
- (6) What does the American idiom "takes the cake" mean in English? **[1,3,5,7]**
- a. To share information
 - b. To be the best or the worst **[Correct]**
 - c. To be tasty
 - d. To be difficult

(7) What does the American idiom "table this" mean in English? [1,3,5]

- a. Build furniture
- b. Pitch an idea to a group
- c. Discuss a topic at a later time [Correct]
- d. Move a topic to a higher priority

(8) What does the American idiom "take stock" mean in English? [1,3,5]

- a. Assessing or evaluating a situation [Correct]
- b. Counting inventory
- c. Reflecting on past events
- d. Organize a meeting

(5) What is the meaning of the German idiom "*Viele Köche verderben den Brei?*" [2,4,6]

- Group efforts are always more successful than individual efforts
- Complex tasks require many people to complete them successfully
- The quality of work improves with more people involved
- Too many people involved in a task can lead to poor outcomes

(6) What is the meaning of the German idiom "*Was der Bauer nicht kennt, frisst er nicht?*" [2,4,6]

- Traditional methods are always superior to modern ones
- A person who is reluctant to try new or unfamiliar things
- Only experts should try new things
- A person who likes to eat exotic fruits and vegetables

(7) What is the meaning of the German idiom "*Was Hänschen nicht lernt, lernt Hans nimmermehr?*" [2,4,6,7]

- It's more challenging to learn new things as one gets older
- Formal education is unnecessary for success
- Those with the least education, are often the most successful entrepreneurs
- Childhood education has no impact on adult life

(8) What is the meaning of the German idiom "*Wer anderen eine Grube gräbt, fällt selbst hinein?*" [2,4,6,7]

- Physical labor is often dangerous and should be avoided
- Those who help others will eventually need help themselves
- If someone harms others, they will end up being harmed by their own actions
- Efforts to improve situations for others always result in self-improvement

(9) What is the meaning of the German idiom “*Den Wald vor lauter Bäumen nicht sehen?*”
[1,2,3,4,5,6,7]

- Missing the bigger picture because one is too focused on small details
- People who are focused on details tend to be more successful in life
- People who ignore details will never understand the big picture implications
- To understand the big picture implications, you don't have to know the details

(10) What is the meaning of the German idiom “*Ganz aus dem Häuschen sein?*” [1,2,3,4,5,6,7]

- To be angry about something
- To be amused about something
- To be disappointed about something
- To be excited about something

(11) What is the meaning of the German idiom “*Jemandem etwas aus der Nase ziehen?*”
[1,2,3,4,5,6,7]

- To embarrass someone publicly
- To help someone understand a complex concept
- To influence someone's decision-making subtly
- To get information from someone who is reluctant to give it

(12) What is the meaning of the German idiom “*Es ist wurscht?*”

- a. It matters a lot to someone else
- b. It matters a lot to everyone
- c. It doesn't matter
- d. It matters a lot to me

[Continue – Next Screen]

[5 Minute Timer]

Quiz 6 Logic:

- 1 = COND 1 – Employee 1 – Rand 1
- 2 = COND 1 – Employee 1 – Rand 2
- 3 = COND 1 – Employee 2 – Rand 1
- 4 = COND 1 – Employee 2 – Rand 2
- 5 = COND 2 – Choice of 7 English and 3 German
- 6 = COND 2 – Choice of 3 English and 7 German
- 7 = Manager

----- Page Break -----