

Eden , D., & Shani, A. (1982). Pygmalion goes to bootcamp: Expectancy, leadership, and trainee performance. *Journal of Applied Psychology, 67*, 194-199.

Previous studies have shown a correlation between teacher expectancies and student performance in the classroom. Eden and Shani (1982) took this study a step further by exploring the relationship between instructor expectancies and trainee performance on a military base. The researcher's did this using 105 male adult trainees and four experienced training officers who were in a 15-week combat training course on the Israeli Defense Forces. The trainees were first randomly assigned to one of three expectancy conditions—high, regular, or unspecified potential. Each training officer was given an equal amount of each condition and was told that this was a measured general aptitude for each soldier performed by the army battery. The trainees were then given four multiple choice exams and performance tests that measured their learning performance, attitudes, and expectancy induction. These tests were used as a measure for comparison between expected trainee potential and the effects of instructor expectancies on performance. At the end of the 15-week training, the trainees were once again given a multiple choice achievement test and performance tests.

After comparing the expected trainee potential with the experimental performance levels Eden and Shani (1982) found a significant correlation between the high expectancy condition and higher performance levels. These higher performance levels were most significantly identified when looking at scores on achievement tests, increased positive attitudes, and better leadership values. The researchers also found significance when looking at the trainees' satisfaction with the instructors and willingness to return to another training session. Eden and Shani (1982) concluded that these results indicated

that higher expectancy levels lead to higher achievement in the trainees; not to mention greater satisfaction, work ethic, and desire for continued high performance. The researchers also suggest that given these results we can take move this study into large companies to help with training methods and employee performance.