

Visit Vignettes: How to Prepare and Reflect on What Could Happen and What Should Not but May

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Abstract

This full practice paper is motivated by the authors' myriad experiences during engineering faculty and high-level academic interviews and national and international site visits with government, research, academic and business organizations. It provides a framework in which to help interviewers, those being interviewed, hosts and guests prepare for on-site visits and twists and turns that may occur. In hind sight, people often think they should have or could have done or said something else but may have felt unprepared or surprised by a situation. These vignettes and accompanying reflections provide a snapshot and starting place into how to both prepare and consider each interview or visit experience to continuously improve as an individual or organization.

It is important to note that determining a potential organizational fit is not right or not at the right time does not constitute a failure or necessarily create negative feelings; rather, it is a step that invites self-reflection and growth on the part of the person interviewing and within the institution seeking new partners, whether temporary or permanent. The authors believe that the only failed search is one that hires the wrong person.

With an overall positive experience and mutual respect, institutions and individuals alike often part ways making new connections and expanding their professional networks. An overarching goal for organizational hosts should be that visitors leave as life-long ambassadors and speak positively of the institution regardless of outcome. An overarching goal for individuals should be to learn about themselves and current institution, their potential and fit, and future opportunities. Individuals and organizations together can exit these processes by increasing reputations, raising visibility as STEM professionals and leaders, and capturing new ideas for growth and vitality.

This paper and related presentation provide a vignette format through which the reader and audience may consider interesting questions or potential happenings and assuage interview and visit anxiety on both sides. Audience interaction is invited and key to expanding ideas presented here and widening participation from underrepresented minority groups in science, technology, engineering and mathematics (STEM). It builds upon two panel sessions and corresponding publications on entry-level and mid-level listening and negotiations at previous ASEE Annual Conferences and Exhibitions created and led by the authors [1], [2], and informs a final panel session on highest-level listening and negotiations currently under development. These previous papers and presentations identified specific scenarios and engaged audience participants in responses, reactions and real-time decision making. The vignette approach in this work is informed by these previous active scenario experiences.

Introduction and Motivation

The collection of vignettes presented here are based upon the authors' decades of collective experience working through the academic ranks, progressing into leadership at the highest levels, and providing professional technical service with unique and complex collaborations nationally and internationally. This collection includes potential experiences during interviews for engineering professor and high-stake leadership positions. Additionally, they highlight on-site visit processes and best practices, and include leadership among technical professional and accreditation organizations. Various perspectives are represented by people being interviewed, people doing the interviewing, and people overseeing the interview or visit process. The authors' intent is that the audience gathers wisdom, openness, and resilience regarding both positive moves and potential missteps. Moreover, the authors create a reflection pathway for a next interview or visit journey. Additionally, these vignettes may help prepare those involved in a search or hosting process in ways that are beneficial to all.

The following list is a short teaser of seven sample vignette topics chosen relevant to engineering content, with particular attention paid to those typically underrepresented:

- Handling overly personal or inappropriate inquiries;
- Small world scenarios such as running into former students, staff, and colleagues from other organizations;
- How internal candidates may be incorporated in a judicial way for all;
- Politically charged environments or statements;
- Hiccups and damage control;
- Contacts to search firms or media to influence the outcome; and
- Lowball or noncompetitive offers.

Vignettes are a powerful tool that help immerse a reader into a short narrative and elicit an emotional response [3], [4]. A large number of disciplines, including engineering education, utilize vignettes in myriad ways in research and practice [4], [5], [6], [7], [8], [9]. They may create or capture brief snapshots or incidents in time, much like a visual scene, and allow one to draw from memories or other life experiences that may not be in the majority. This is particularly important in engineering and many STEM disciplines for women and other underrepresented minorities. Vignettes may provide more of a literary sketch or narrative, or a “little vine” to connect ideas together [3]. They allow one to anticipate potential scenarios or occurrences and prepare for them, which helps identify personal value and competitiveness well suited to interview and visit processes. And, thinking in advance through vignettes and reflecting upon potential results may lead to new professional opportunities with both parties feeling positive about future partnerships.

Tailored Preparation

From both the perspective of an individual interviewing and that of the organization seeking a new partner or colleague it is important to document and clearly articulate processes and practices and share them appropriately. Organizations should invest in developing descriptions, materials and distribution methods that promote pertinent and intriguing information to potential candidates to produce a healthy candidate pool. Responsiveness to potential candidates and an up-to-date web site and schedule are important aspects.

Likewise, individuals should pay particular attention to tailor their materials (curriculum vitae, cover letter, supplemental information, references, etc.) to address interest in the specific opportunity and highlight experiences and accomplishments that align. Those moving into administration and leadership positions should consider a revised format in document presentation. Previous experience is important, certainly. However, reaching a broader readership is worth considering. For example, a revised curriculum vitae may begin with a discussion of leadership experiences, each detailing responsibilities and then demonstrating selected accomplishments. These can include official leadership organizational experiences and those attained through professional and volunteer organizations. This restructuring brings attention to results, and provides the additional benefits of articulating accomplishments with short descriptions or bulleted lists of successful actions. In creating materials in this fashion, talking points are at the ready for a site visit and may engage reviewers from different groups or leadership levels.

Visit Vignettes

✿ Vignette 1: Handling Overly Personal or Inappropriate Inquiries ✿

It had been a long day and Kai was tired but satisfied. He was very interested in research opportunities at the university he was interviewing at and the role he could play in adding to the strong reputation of the existing cadre of faculty in his area. Much of the day had gone smoothly. However, he felt somewhat uncomfortable with questions that seemed beyond the scope of the position. As is often true in tightknit professional research areas, others know of personal circumstances regarding candidates and their families.

“Isn’t that alright?” he thought.

Kai struggled to characterize his uneasiness. Several times over the course of the day he was asked about the mobility of his spouse as she was also a faculty member but at a different institution. References were made to his children and how they might feel about his move. Questions were raised as to whether a position for his spouse might be forthcoming or where their children might reside. It seemed to him that people were more curious than anything else, but it still gave him pause.

Kai sighed and called his spouse. They had discussed their situation before and revisited that they were both open to several scenarios based upon opportunity and advancement. They also acknowledged that most universities in their interview processes have a list of questions that may not be appropriate. Kai pondered this idea and slept fitfully.

During the conclusion of his interview the next morning he received a similar question on his personal circumstances.

Gathering his courage, he said, “My university has a list of questions that are not considered advisable to ask during the interview process, and I’m pretty sure that is one of them. I am very impressed by what I see happening here at this university and believe I would be an extraordinary asset. If offered this position I would give the opportunity high consideration. I

remain interested in joining your team, and thank you all so much for your time and thoughtfulness.”

Reflections (Individual):

- Review lists through Human Resources of what questions should be avoided or rephrased in more appropriate ways. Draft appropriate responses that fit the situation and then practice them so they describe your beliefs in an authentic way. Share them with your spouse as applicable.
- Reevaluate options and pursue new opportunities as warranted.
- Remain flexible and investigate creative solutions.
- Know your worth. Understand and craft a potential offer that addresses your particular needs and is competitive. Not everyone wants or needs the same package.

Reflections (Organizational):

- Provide all search committees with reminders of what might be considered inappropriate or overly personal questions.
- Consider instituting a short refresher course for search committee chairs and members. This could be an online or informal module with any new changes highlighted or use a vignette training format.
- Think carefully about how visitors might view the institution and troubleshoot their interview or visit schedule, pathways, and meeting opportunities.
- Research what a competitive offer looks like and remain flexible to the specific needs of individuals. People are motivated by different things.
- Make sure to determine what the organization can do to support the person hired and ensure they have what they need to be successful.

❖ Vignette 2: Small World Scenarios ❖

Leading a visit team was a big responsibility for Jade. Many hours had been spent creating a mutual agreement that outlined what pre-review materials would be provided to the team, identifying and sharing appropriate contacts within both the team and organization, crafting the visit agenda, understanding team deliverables, and clarifying processes and boundaries. Having the opportunity to provide an informed and unvarnished view of programs and practices, and document external input for improvement was an important service that capitalizes on shared experiences and mutual professional interest.

One of Jade’s concerns, however, was a prior mentoring association with the organization’s president and whether this might be considered a potential conflict of interest. Early on in the review process, Jade notified both the organization under review and the visit team’s sponsor of this past association. No objections were raised and the disclosure was duly noted. Comments were exchanged that at this level of interaction among top experts it is not uncommon for previous associations to exist. It was important, however, to ensure that the review was conducted in a fashion that did not suggest a conflict of interest that might taint results.

At the final transmittal of results, Jade was somewhat nervous and tense. The president of the organization being reviewed and former mentor would be meeting Jade for the first time during the review process. The president entered the room and went directly to Jade, acknowledging their past relationship and pride in seeing Jade in this leadership position.

The president noted to all, “I’ll bet you’ve never seen a president so warmly greet the leader of a review team! We are happy to have you here to help us continue to improve. Thank you all for your important work.”

Then, invitations were made to sit down and carefully listen to review team recommendations provided for the betterment of the institution and its people.

Reflections (Individual):

- Clear any potential conflict of interest early on so there are no surprises.
- Understand that it is a small world and relationships are important and continue over the years. The higher you are in an organization the wider the net of potential conflicts of interest. This does not mean that actual conflicts exist.
- Be mindful of a prior mentoring relationship and take the time to express appreciation and describe meaningful results from that experience.

Reflections (Organizational):

- Leaders should be open to listening to visit team recommendations and acting appropriately on them. They should welcome review teams and the opportunity to improve programs and student accomplishments.
- Organizations should look favorably on the opportunity to host visit teams and showcase their good work.
- Welcome the team, provide them what they need before, during, and after the visit to make it easier for them to focus and not be distracted. Check in with them occasionally but do not hover.
- Imagine what visitors might need to be comfortable. Provide a listing of primary institution contacts and visiting team members. Photos and a brief background are always appreciated. Maps may be helpful, and a few snacks never hurt! These are people who are working hard and representing professional organizations for the betterment of your institution.
- Provide one page reference sheets to those groups at the institution who will be meeting with visiting team members. This may include groups internal and external to the organization. Describe the purpose of the visit, the process, items of interest, and how interactions should be open and honest. Bulleted lists make this information easy to absorb.

❖ Vignette 3: Addressing Internal Candidates in a Judicial Way ❖

Interviewing for a dean position can be harrowing, especially if one of the potential candidates is internal to the institution and leader of a national technical professional organization recognizable by many. Of course, any dean candidate should know of leaders, movers and shakers at that institution in myriad realms. Frankly, a dean should be proud of such contributors to the profession.

These were thoughts running through Hector's mind as he stood in front of an auditorium becoming more crowded by the minute. He was brought some water and was told that he would be introduced soon. Hector took that time to scan the crowd and greet those he knew or had met through the interview process thus far. This would be the sole opportunity to pitch his vision to the college as a whole, to address important topics, and to interact with faculty, staff, students, alumni, advisory board members and other members of the university community. The water calmed the heat of the room as anxiety mounted.

Finally, the crowd was called to order, introductions ensued and the hour-long presentation and Q&A session began. During Hector's presentation a person slipped into one of the back doors of the venue and quickly sat in the last row. Even though Hector was speaking at the time he recognized the internal candidate for the dean position.

Funny, he thought, since this candidate did not have an interview until the end of the overall candidate schedule. Huh.

Questions posed by audience members ranged from those expected to those that required understanding, thought, and creativity. Hector handled them with ease.

After addressing a particularly thorny issue with apparent approval from the audience, Hector said, "These are my ideas based upon my understanding of opportunities and challenges for the college."

He then stretched out his hand to the back of the room and offered an opportunity, "However, I would like to invite my fellow dean candidate to provide his opinion if he wishes since he joined us for this presentation."

All eyes turned as the fellow candidate exited the room and titters and smiles erupted.

Reflections (Individual):

- Ensure that internal candidates receive the same treatment as others.
- Consider how external candidates might view internal candidates as having an edge and work to level the playing field as much as possible.
- Prepare for an internal visit in similar fashion as an external visit. Look at the institution with fresh eyes and new opportunities.

Reflections (Organizational):

- Handling this situation should not fall upon the visitor.
- Schedule internal candidates at the beginning of the visit process to ensure that the ideas presented are their own and their candidacy preparation is independent from the interview process with others.
- Don't let them drive to dinner themselves; rather, pick them up and use that time to interact as with all other candidates. Help them experience the richness of the interview process and capture a fresh view of their current institution.

- Charge the search committee chair with the responsibility to describe what is expected from an internal candidate. This includes no more interaction with other candidates or participation in their events beyond what other candidates experience.
- Keep an open mind to viewing internal candidates in a new light based upon the position. Likewise, do not assume that external candidates are automatically deficient and unable to learn the culture and contribute meaningfully.

❖ Vignette 4: Politically Charged Environments ❖

As a candidate interviewing for an executive position in a rather conservative U.S. state, Imani wondered what her reception might be. Clearly, she had a healthy resume and impressive experience in engineering research, professional practice, and education. She had worked with a variety of leading institutions around the world in technology development, business acumen, and workforce. Additionally, she was well versed with U.S. states that were more rural and conservative and had learned much over her decades of experience. Yet, she wondered if she would be considered as a viable candidate, and felt her ethnic and racial minority background and possibly her gender might be a deterrence.

Imani met with a number of groups throughout her multiple-day interview that included state and national representatives, academic leaders, and technical CEOs. These days were inspirational and provocative. Such possibilities and such opportunities on both sides!

During her visit she was asked in various venues: “Your name is very interesting”, “How is it pronounced?”, and “Does your name have roots in a particular culture?” She answered these questions with patience and grace, feeling that she had to clarify that indeed she was and had always been a U.S. citizen.

During her exit interview she was asked directly whether she could work with important people in the state to move her organization forward and could they trust her to act for the constituents of the state. Would she support specific political views as expressed by some of those present.

To which she replied, “You would be surprised how many times you and I have voted for the same people.”

Reflections (Individual):

- Think ahead about what you are comfortable expressing and sharing. The response above gives no indication about what the “surprise” might be.
- Determine what crosses the line and what does not for you.
- Craft a reply that is comfortable and may not also alienate others. This gives you time to reflect on any offer that might be forthcoming and time to negotiate as deemed appropriate. It also allows you the opportunity to walk away based upon your overall experience and intuition.

Reflections (Organizational):

- Inform groups interviewing candidates what boundaries exist on appropriate questions that might be asked.

- Provide guidance to groups who interview candidates as to expectations for those hired.
- Describe the culture of the organization and the environment in which it operates.
- Consider if your organization is asking what is beyond expectations for this position.

✂ Vignette 5: Hiccups and Damage Control ✂

It had been a long flight, with an even longer night of reviewing notes and preparing for over two days of interviews and meetings. Carol packed her briefcase in the hotel and readied herself for the first meeting with the Foundation Board, a group of heavy hitters each used to commanding a room. What a way to begin: breakfast without protein, seated at the far end of a table stretching to infinity, filled with people whose names became muddled quickly. Early preparation and research thankfully helped use this meeting to set the tone for the entire interview visit.

She drew a pen out of her bag and settled her notebook in front of her, recording thoughts for future reference. Questions flew quickly. Her pen flew faster with experiences and ideas from the questionable to the creative shared in both directions. Hands gesturing, voices rising and falling, people leaning forward eager to participate with their chins on their hands.

As the meeting drew to an end Carol collected her materials, cautiously feeling a bit more optimistic about how this meeting had gone. She brushed away the idea that there was an undercurrent tamping down conversation that she could not capture. Then she looked down in dismay. There was ink on the table. Quite a lot. And, her hands had ink all over them! Quickly she grabbed a napkin, pulled her hands off the table and tried to minimize the damage. After all, this would be a long day. Time to thank those leaving and extend her best, hopefully without too much attention to ink spots during handshakes. She would be meeting Board members at social events throughout the rest of the visit.

With only Jorge left in the room ready to escort her to the next meeting, Carol breathed a sigh of relief.

Then a horrifying comment sounded, “Carol, you have ink on your face. I’ll keep a look out for an appropriate restroom where you can freshen up before your next meeting.”

Reflections (Individual):

- Life happens. What will be most memorable is how resilient and unruffled the candidate is in such a situation.
- Do not let this experience overshadow the visit.
- Consider what might be said in future interactions with those who were at the breakfast meeting. Humor can be good here: “The meeting was so productive that my pen just exploded!”
- Be able to laugh at yourself and understand that others feel compassion.

Reflections (Organizational):

- Make sure to know what to do in case of an accident. Understand where appropriate restrooms are situated and ask if people need a break during various times throughout the day.

- Never let a candidate wander around alone. Set a plan for search committee members to walk candidates from one meeting to the other. This allows for some one-on-one time to get to know each other. It also makes the candidates feel that the search committee members are invested in them.
- Step in if assistance is needed. In this situation, it might have been helpful to bring a moist towel or wipe to assist in clean-up or to know where to locate them.
- Take responsibility as a host to assist the candidate and not put the burden on Board members. They will remember who at the institution provided assistance.

❖ Vignette 6: Contacts to Search Firm or Media ❖

The cell phone rang in the midst of a high-level interview process. It was the head of a search firm. Frank took the call.

“Frank, we need to talk. Seems as if some people at your current institution are not happy with your leadership and have reached out to me to share their thoughts. I’m a bit confused with their motivation and wonder if you might suggest potential reasons for them to be unhappy. I’d like to hear your perspective.”

“Interesting,” Frank replied. “I have a few ideas that I might share.” Frank was grateful at that moment that he had taken the time to get to know the search firm principals and that they had established a relationship based upon mutual respect.

“It all boils down to the fact that a true leader has to make decisions that are difficult for the sake of the institution and its people. Not everyone will be happy with every result. If no one is unhappy than I’m likely not doing my job. The important thing is to clearly communicate the reasons behind the decision and how it squarely aligns with our shared mission, goals and strategy.”

After a detailed conversation where care was taken not to be too harsh about the comments provided, Frank rang off.

Reflections (Individual):

- Establish a close relationship with the search firm. Be candid and direct.
- Be willing to respond to media when needed. Sometimes one will be contacted to comment on a lead. Prepare a response if needed and create a rapport if the opportunity arises.
- Realize that not every comment or complaint is grounded. Leaders need to make decisions that will not necessarily please everyone. Situational context expressed in a simple and straightforward manner may tamper ramifications.
- Make sure to connect actions taken to a focus on the health of the institution and the support of its people.

Reflections (Organizational):

- Ask the candidate for their perspective if concerned.
- Understand that leaders have difficult decisions to make. A strong and grounded leader is likely a candidate to consider.

- Bring in public relations and organizational media as needed, especially where good relations exist.
- Treat candidates equitably.

✿ Vignette 7: Lowball or Noncompetitive Offers ✿

“Congratulations, Janice! I have been authorized by the Board of Trustees to offer to you a position in the executive administration. We are very excited that you will help lead this institution into the future. Well done! Attached are offer details. Can’t wait to work with you.”

The message arrived electronically with the accompanying confetti associated with this congratulatory message. Janice was elated. As she read the offer details, however, the elation deflated. The offer was decidedly below what was expected for this position and very much below the previous occupant’s salary.

Janice decided to sit on this offer for a few days before responding. In the interim, she contacted the search firm which was not aware an offer had been extended. They also shared her concern regarding offer competitiveness and stated they would speak further with the university as this is part of what they were expected to do, good at doing, and hired to do.

During this cooling off period, Janice spent time organizing her thoughts, arranging data supporting her value and competitiveness and underscoring that the university needed her for this position. When she scheduled a phone call two days later, she was well prepared. And she stated that she would not move her family across the country for such a reduction in salary.

Later that day a new offer arrived, and the opportunity to negotiate a final offer was provided. Then the real confetti, congratulations and collaboration began!

Reflections (Individual):

- Establish good relationships with the search firm and others responsible for the visit. Do not go rouge.
- Connect with the chair of the search committee when appropriate. Be flexible and resilient. This is an important relationship to develop.
- Do not react immediately. Take time to assess the situation. Let the institution think about the gap in communication, which should not be overly long but should provide time to gather appropriate information and craft a response.
- Map out the points to highlight in an upcoming conversation. Create a script if that is more comfortable.
- Be ready to walk away if the fit is not right. That is just fine and does not indicate a failure on the individual’s or institution’s part. Good relations can persist to the benefit of both regardless of the outcome.

Reflections (Organizational):

- Establish good relationships with the search firm and potential candidates. Search firms are informed people engaged to guide you through hiring and negotiations. Do not go rouge.

- Connect with the chair of the search committee when appropriate. Be flexible and resilient. Listen to their perspective.
- Know the candidate's value and determine what is best for the institution and its future. Provide them with a respectable offer.
- Be ready to walk away if the fit is not right. That is just fine and does not indicate a failure on the individual's or institution's part. Good relations can persist to the benefit of both regardless of the outcome.

Conclusions

Vignettes provide a mechanism to inform processes and practices for on-site visits involving recruitment or review. Vignettes may also be helpful for training in these areas. This approach has the potential to broaden participation with underrepresented groups in engineering, namely women and underrepresented minorities. The approachability and personal connections expressed through vignettes can inspire confidence and motivate persons from underrepresented groups to identify with success as they progress through their careers. It can also alleviate apprehension about moving forward in faculty, leadership and professional technical service positions by providing real world scenarios with which diverse individuals can identify.

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