

**Material File of  
“Which Leadership Style Do More Narcissistic Subordinates Prefer in Supervisors?”**

*Note:* Text enclosed within square brackets was not shown to participants.

**Study 1**

**[Informed Consent]**

General research guidelines request that every participant explicitly agrees to participate before taking part in an empirical investigation.

'I hereby confirm that I am 18 years or older, I have fully read and agree to the informed consent to research provided by the requester on Amazon Mechanical Turk, and I voluntarily agree to participate in this study.'

Yes    No

**[Filter Question]**

I confirm to read the following instructions carefully. Therefore, I click "not at all pleasing" at the very left in order to continue.

not at all pleasing                        very pleasing

**[Early End if Response to Filter Question was Incorrect]**

Unfortunately, your last answer indicates that you did not carefully read the instructions. As we need to ensure high data quality, you cannot complete the questionnaire. We ask for your understanding. Note: Returning a HIT has no disadvantages for you as your return rate is not shown to requesters.

**[Personality Questionnaires]**

In the first part of the questionnaire, we would like to ask you some questions regarding yourself. We are interested in your personal feelings and beliefs. Your anonymity will be preserved and is guaranteed.

*There are no right or wrong answers. Please answer spontaneously.*

*[Participants completed the following questionnaires in random order. For copyright reasons, we list only the names of the questionnaires along with their references.]*

- Narcissistic Admiration and Rivalry Questionnaire (Back et al., 2013)
- Narcissistic Personality Inventory (Raskin & Terry, 1988)
- Impression Management subscale of the Balanced Inventory of Desirable Responding Short Form (Hart et al., 2015)

**[Instruction to Imagine Oneself Being in a Subordinate Position]**

We all find ourselves sometimes in a position of a subordinate. **Please imagine now yourself as a subordinate.** Take a few moments to think about it and to answer the following two questions.

**What does it mean to be a subordinate?**

**How does it feel to be a subordinate?**

**[Attention Check Item]**

In the preceding task, we asked you to imagine yourself as...

...a leader.    ...a subordinate.    ...an elephant.

**[Early End if Response to Attention Check Item was Incorrect]**

We regret to inform you that you do not meet the criteria for completing this study. Your answer to the question on the last page indicates you did not carefully read the instructions. As we need to ensure high data quality, you cannot complete the questionnaire. We ask for your understanding.

**[Introduction to Measures of Leadership Preferences]**

The following pages are about your leadership preferences. Please keep in mind that we are interested in what you think from the perspective of a subordinate. Specifically, we are interested in the kind of leadership behaviors that you would like to see in a supervisor to whom you are subordinate. (Please note that we are only interested in the behaviors you would want a supervisor to show, not in the actual behaviors a supervisor might show.)

**[Introduction to Leadership Descriptions]**

Next, you will be presented with two descriptions of leadership styles. Please indicate how much you, as a subordinate, would want your supervisor to show leadership behaviors that resemble the respective leadership styles.

*[Participants viewed descriptions of democratic and autocratic leadership in counterbalanced order.]*

**[Description of Democratic Leadership]****Leadership Style Description 1:**

A supervisor using this leadership style is concerned about the subordinates' needs. If there are decisions to be made, he/she asks the subordinates for their opinion and encourages them to participate in the decision-making process. He/she awards them freedom to determine their own policies, procedures, rules, and goals, and gives them perspective by explaining in advance the steps toward goal attainment. Overall, the supervisor lets the subordinates initiate most actions and interactions within the group.

As a subordinate, how much would you want your supervisor to show leadership behaviors that resemble the described leadership style? (1= *not at all*; 6 = *very much*)

**[Description of Autocratic Leadership]****Leadership Style Description 2:**

A supervisor using this leadership style is mainly concerned about getting the job done. If there are decisions to be made, he/she makes them alone and does not encourage the subordinates to participate in the decision-making process. He/she determines prescribed policies, procedures, rules, and goals, and dictates method and activity steps, one at a time, so that future steps are uncertain to a large degree. Overall, the supervisor directs most actions and interactions within the group.

As a subordinate, how much would you want your supervisor to show leadership behaviors that resemble the described leadership style? (1= *not at all*; 6 = *very much*)

**[Bipolar Leadership Measure]**

The two leadership styles described above are also referred to as “democratic” and “autocratic”.

All in all, would you want your supervisor to show leadership behaviors that correspond more to an autocratic leadership style or to a democratic leadership style?  
(1= *autocratic*; 11 = *democratic*)

**[Introduction to Leadership Behaviors]**

Next, you will be presented with various leadership behaviors. Please indicate how frequently you, as a subordinate, would want your supervisor to show the respective leadership behavior.

**[Leadership Behaviors]**

As a subordinate, how frequently would you want your supervisor to show the following leadership behaviors? (1 = *very seldom, never*, 6 = *very often, always*)

*[We adopted 13 items from the Leader Behavior Description Questionnaire XII (LBDQ XII; The Ohio State Leadership Studies, 1962) and 3 items from the Leader Behavior Description Questionnaire (LBDQ; Halpin, 1957). Additionally, we used 4 self-generated items. For copyright reasons, we do not cite the wording of the adopted items. Instead, we list their item number in the original questionnaire.]*

**The supervisor should...**

- ... [LBDQ XII item number 7]
- ... [LBDQ item number 7]
- ... [LBDQ XII item number 15]
- ... [LBDQ item number 11]
- ... [LBDQ XII item number 27]
- ... [LBDQ item number 9]
- ... [LBDQ XII item number 35]
- ... [LBDQ XII item number 44]
- ... [LBDQ XII item number 67]
- ...make decisions without consulting the group members.
- ... [LBDQ XII item number 75]

... [LBDQ XII item number 64]  
...include the group members in the decision-making processes.  
... [LBDQ XII item number 84]  
... [LBDQ XII item number 85]  
... [LBDQ XII item number 97]  
... [LBDQ XII item number 95]  
... [LBDQ XII item number 54]  
...lead in a democratic manner.  
...lead in an autocratic manner.

### [Demographic Information]

Finally, we would like to ask you some general data regarding yourself for the statistics. Your anonymity will be preserved and is guaranteed.

Sex:  female  male

Age:  years

Is English your native language?

yes  no, my native language is:

What is the highest level of education you have completed?

- Grammar school
- High school or equivalent
- Vocational/technical school
- Some college
- Bachelor's degree
- Master's degree
- Doctoral degree
- Other

How many years of work experience do you have?

years

In which sector do you work?

- private sector
- public sector
- other

Which of the following best describes your occupational role?

- Self-employed
- Homemaker
- Retired
- Student
- Unemployed
- Temporary employee
- Administrative staff
- Support staff
- Skilled laborer
- Trained professional
- Consultant
- Instructor/Educator

- Researcher
- Junior management
- Middle management
- Upper management
- Other

Other occupational role (if applicable):

Are you currently in a leadership/managerial position at work?

- yes    no

If you occupy a leadership position, how many years of leadership/managerial experience do you have?

years

### **[Control Questions]**

Do you have any comments regarding this study?

Finally, please answer the following three questions. Your answers to these questions will not affect your ability to end the questionnaire and will have no consequences for your reward but help us to assess the quality of the data! Please answer honestly.

Did you seriously participate in this study?

- Yes    No

Did you complete this study without interruption?

- Yes    No

Are there any reasons why we should not enter your data into our analyses?  
(e.g., because you did not answer the questions seriously)

- Yes    No

If Yes, please enter the reason(s):

### **[Last Page of Study 1]**

You have completed the questionnaire successfully!

In order to get paid, please enter the following code in the field indicated at Amazon Mechanical Turk: [code]

Thank you for your participation!

## Study 2a

**[Informed Consent]****Original German Wording**

Hiermit bestätige ich, dass ich mindestens 18 Jahre alt bin und erkläre mich bereit unter den zuvor beschriebenen Bedingungen an der Studie teilzunehmen.

- ja  
 nein (Hiermit beenden Sie den Fragebogen.)

**English Translation**

I hereby confirm that I am at least 18 years old and agree to take part in the study under the conditions described above.

- Yes  
 No (This ends the questionnaire.)

**[Demographic Information]****Original German Wording**

Zu statistischen Zwecken bitten wir Sie zunächst einige Angaben zu Ihrer Person zu machen. Selbstverständlich ist kein Rückschluss auf Ihre Person möglich und Ihre Anonymität bleibt vollständig gewahrt.

Geschlecht:

- weiblich    männlich    sonstiges

Alter:  Jahre

Ist Deutsch Ihre Muttersprache?

- Ja    Nein

Wenn nein, seit wie vielen Jahren sprechen Sie Deutsch?

Jahre

**English Translation**

For statistical purposes, we first ask you to provide some information about yourself. Of course, no conclusions can be drawn about your person, and your anonymity is completely preserved.

Sex:

- female    male    other

Age:  years

Is German your native language?

- Yes    No

If not, for how many years have you spoken German?

years

**Original German Wording****English Translation**

Was ist Ihr höchster Bildungsabschluss?

- kein Schulabschluss
- Hauptschule
- Realschule / mittlere Reife
- Abitur / Hochschulreife / Fachhochschulreife
- abgeschlossenes Studium
- Promotion
- Habilitation
- Anderer Abschluss

Studieren Sie?

- nein
- ja, und zwar im Studiengang

Falls Sie studieren, in welchem Fachsemester studieren Sie?

Semester

Bitte geben Sie an, zu welcher Branche das Unternehmen gehört, in dem Sie arbeiten.

- Agrar- und Forstwirtschaft / Fischerei
- Automobil-, Fahrzeugindustrie
- Bauen und Renovieren
- Dienstleistungen
- Elektroindustrie
- Energie und Versorgung
- Finanzen und Versicherung
- Hotel und Gastronomie
- Informationstechnik und Telekommunikation
- Lebensmittel und Getränke
- Marketing
- Medien

What is the highest level of education you have completed?

- No degree
- Lower secondary education (grades 5-9)
- Lower secondary education (grades 5-10)
- Upper secondary education
- University degree
- Doctoral degree
- Habilitation
- Other degree

Are you studying?

- No
- Yes, in the study program

If you are studying, in which semester are you?

semester

Please indicate the sector in which you work.

- Agriculture and forestry / fisheries
- Automotive, vehicle industry
- Building and renovating
- Service
- Electrical industry
- Energy and supply
- Finance and insurance
- Hotel and gastronomy
- Information technology and telecommunications
- Food and beverages
- Marketing
- Media

**Original German Wording**

- Militär- und Rüstungsindustrie  
 Pharmazie / Gesundheitswesen  
 Staat und Politik  
 Transport, Verkehr und Logistik  
 Umweltschutz  
 Wissenschaft / Lehre / Schule  
 Andere

Falls Sie „Andere“ gewählt haben, geben Sie bitte die entsprechende Branche an:

Wie groß ist das Unternehmen, in dem Sie arbeiten?

- 1-49 Mitarbeiter/innen (kleines Unternehmen)  
 50-249 Mitarbeiter/innen (mittleres Unternehmen)  
 über 250 Mitarbeiter/innen (großes Unternehmen)

Welchen Beruf üben Sie aus?

Wie viele Jahre Berufserfahrung haben Sie?

 Jahre

Wie lange arbeiten Sie schon in Ihrem Unternehmen?

 Jahre

Wie hoch ist Ihre durchschnittliche wöchentliche Arbeitszeit?

 Stunden/Woche

Tragen Sie in Ihrer aktuellen beruflichen Tätigkeit anderen Personen gegenüber Führungsverantwortung?

*Bitte geben Sie im Folgenden an, ob Sie derzeit fachliche und/oder disziplinarische Führungsverantwortung tragen.*

- ja  nein

**English Translation**

- Military and armaments industry  
 Pharmacy / healthcare  
 State and politics  
 Transport, traffic, and logistics  
 Environmental protection  
 Science / teaching / school  
 Other

If you have selected "Other," please indicate the relevant sector:

How large is the company you work for?

- 1-49 employees (small company)  
 50-249 employees (medium-sized company)  
 over 250 employees (large company)

What is your occupation?

How many years of work experience do you have?

 years

How long have you been working for your company?

 years

What are your average weekly working hours?

 hours/week

Are you currently in a leadership/managerial position at work?

*Please indicate whether you currently have technical and/or disciplinary managerial responsibility.*

- Yes  No



**Original German Wording****English Translation**

Haben Sie in einer früheren beruflichen Tätigkeit schon einmal anderen Personen gegenüber Führungsverantwortung getragen?  
*Bitte geben Sie im Folgenden an, ob Sie bereits fachliche und/oder disziplinarische Führungsverantwortung getragen haben.*  
 ja  nein

Were you in a leadership/managerial position at work in the past?  
*Please indicate whether you have already had technical and/or disciplinary managerial responsibility.*  
 Yes  No

Falls Sie aktuell oder früher in einer Führungsposition tätig sind bzw. waren, wie viele Jahre Führungserfahrung haben Sie insgesamt?  
 Jahre

If you currently are or formerly were in a leadership/managerial position, how many years of leadership/managerial experience do you have in total?  
 years

Welches Geschlecht hat Ihr/e Vorgesetzte/r?  
 weiblich  männlich

What is the sex of your supervisor?  
 female  male

Wie lange arbeiten Sie schon mit Ihrem/r Vorgesetzten zusammen?  
 Jahre

How long have you been working with your supervisor?  
 years

Haben Sie mehr als eine direkte Führungskraft?  
 Nein  Ja, und zwar  (Anzahl)

Do you have more than one direct supervisor?  
 No  Yes, I have  (number)

Wie regelmäßig haben Sie Kontakt zu Ihrer Führungskraft?  
 seltener als einmal im Monat  
 mindestens einmal im Monat  
 mindestens einmal pro Woche  
 mindestens einmal täglich

How regularly do you have contact with your supervisor?  
 less than once a month  
 at least once a month  
 at least once a week  
 at least once a day

Wie alt ist Ihr/e Vorgesetzte/r ungefähr?  
 jünger als 20 Jahre  
 20-19 Jahre  
 30-39 Jahre  
 40-49 Jahre  
 50-59 Jahre  
 älter als 60 Jahre

Approximately, how old is your supervisor?  
 younger than 20 years  
 20-29 years  
 30-39 years  
 40-49 years  
 50-59 years  
 older than 60 years

Original German Wording	English Translation
<p>Arbeiten Sie in einem Team? (Arbeiten Sie innerhalb Ihrer Tätigkeit mit Kollegen/Kolleginnen zusammen?) O ja O nein</p>	<p>Do you work in a team? (Do you work together with colleagues in your job?)  O Yes O No</p>
<p>Wie groß ist das Team, in dem Sie arbeiten? Falls Sie in einem Team arbeiten, mit wie vielen Personen arbeiten Sie in diesem Team zusammen? <input type="text"/> Kollegen/Kolleginnen</p>	<p>How large is the team you work in? If you work in a team, with how many people do you work together in this team? <input type="text"/> colleagues</p>

### [Personality Questionnaires]

Original German Wording	English Translation
<p>Auf den folgenden Seiten geht es jetzt um Sie und Ihre Meinungen und Einstellungen. Wichtig ist, dass es dabei keine richtigen oder falschen Antworten gibt.</p>	<p>The following pages are about you and your opinions and attitudes. Please note that there are no right or wrong answers.</p>

*[Participants completed the following questionnaires in the order as shown. For copyright reasons, we list only the names of the questionnaires along with their references.]*

- German version of the Narcissistic Personality Inventory (Schütz et al., 2004)
- German version of the Narcissistic Admiration and Rivalry Questionnaire (Back et al., 2013)
- German 10-item version of the Big Five Inventory (Rammstedt & John, 2007; for agreeableness, we replaced the item “Ich neige dazu, andere zu kritisieren” [“I tend to find fault with others”] with the item “Ich kann mich kalt und distanziert verhalten” [“I can be cold and aloof”])
- German version of the Rosenberg Self-Esteem Scale (von Collani & Herzberg, 2003)

*[Participants indicated, in counterbalanced order, (a) their supervisor's leadership style followed by an evaluation of their supervisor and (b) their own hypothetical leadership style. The wording below refers to a male supervisor. However, if participants had previously indicated that they have a female supervisor, the wording referred to a female supervisor.]*

### [Supervisor's Leadership Style]

#### Original German Wording

##### *[Introduction to Leadership Descriptions if Supervisor's Leadership Style was Measured First]*

Im Folgenden werden Ihnen zwei Beschreibungen unterschiedlicher Führungsstile präsentiert. Lesen Sie sich die Beschreibungen bitte aufmerksam durch, um anschließend beurteilen zu können, inwieweit diese dem **Führungsstil Ihres Vorgesetzten** jeweils entsprechen.

##### *[Introduction to Leadership Descriptions if Subordinate's Hypothetical Leadership Style was Measured First]*

Hiermit ist das Gedankenexperiment beendet. Im Folgenden geht es nun nicht mehr darum, was Sie selbst tun würden. Stattdessen beziehen sich die Fragen auf das **Führungsverhalten Ihres Vorgesetzten**.

Im Folgenden bekommen Sie nun noch einmal dieselben zwei Führungsstil-Beschreibungen von vorhin präsentiert. Dieses Mal geht es jedoch nicht darum, was Sie selbst tun würden, sondern um das **Führungsverhalten Ihres Vorgesetzten**. Bitte lesen Sie die Beschreibungen noch einmal durch und geben Sie an, inwieweit diese dem **Führungsstil Ihres Vorgesetzten** jeweils entsprechen.

#### English Translation

##### *[Introduction to Leadership Descriptions if Supervisor's Leadership Style was Measured First]*

Next, you will be presented with two descriptions of leadership styles. Please read the descriptions carefully to evaluate subsequently how much they correspond with **your supervisor's leadership style**.

##### *[Introduction to Leadership Descriptions if Subordinate's Hypothetical Leadership Style was Measured First]*

This ends the thought experiment. The following is no longer about what you would do yourself. Instead, the questions refer to **your supervisor's leadership behavior**.

Next, you will be presented with the same two descriptions of leadership styles that we showed you earlier. This time, however, it is not about what you would do yourself but about **your supervisor's leadership behavior**. Please read the descriptions again and indicate how much they correspond with **your supervisor's leadership style**.

**Original German Wording****English Translation***[Description of Autocratic Leadership]***Führungsstil 1:**

Bei diesem Führungsstil ist die Führungsperson insbesondere darauf bedacht, dass die Arbeit erledigt wird. Wenn Entscheidungen zu treffen sind, trifft sie diese allein und ermutigt die Mitarbeiter/innen nicht, am Entscheidungsprozess teilzunehmen. Sie legt vorgeschriebene Grundsätze, Verfahren, Regeln und Ziele fest und gibt die Arbeitsweise und Tätigkeitsschritte einzeln und nacheinander vor, so dass zukünftige Schritte in einem hohen Maße im Ungewissen bleiben. Insgesamt werden alle Handlungen und Interaktionen innerhalb der Arbeitsgruppe von der Führungsperson geregelt.

Wie stark entspricht der beschriebene Führungsstil dem Führungsverhalten **Ihres Vorgesetzten**? (1 = *überhaupt nicht*; 7 = *sehr*)

*[Description of Democratic Leadership]***Führungsstil 2:**

Bei diesem Führungsstil geht die Führungsperson auf die Bedürfnisse ihrer Mitarbeiter/innen ein. Wenn Entscheidungen zu treffen sind, fragt sie die Mitarbeiter/innen nach ihrer Meinung und ermutigt sie, am Entscheidungsprozess teilzunehmen. Sie gewährt ihnen die Freiheit, ihre eigenen Grundsätze, Verfahren, Regeln und Ziele festzulegen und gibt ihnen einen Ausblick, indem sie ihnen im Voraus die Schritte zur Zielerreichung erklärt. Insgesamt lässt die Führungsperson die Mitarbeiter/innen die meisten Handlungen und Interaktionen innerhalb der Arbeitsgruppe initiieren.

Wie stark entspricht der beschriebene Führungsstil dem Führungsverhalten **Ihres Vorgesetzten**? (1 = *überhaupt nicht*; 7 = *sehr*)

*[Description of Autocratic Leadership]***Leadership Style 1:**

A supervisor using this leadership style is mainly concerned about getting the job done. If there are decisions to be made, he makes them alone and does not encourage the subordinates to participate in the decision-making process. He determines prescribed policies, procedures, rules, and goals, and dictates method and activity steps, one at a time, so that future steps are uncertain to a large degree. Overall, the supervisor directs most actions and interactions within the group.

How much does the described leadership style correspond with **your supervisor's** leadership behavior? (1 = *not at all*; 7 = *very much*)

*[Description of Democratic Leadership]***Leadership Style 2:**

A supervisor using this leadership style is concerned about the subordinates' needs. If there are decisions to be made, he asks the subordinates for their opinion and encourages them to participate in the decision-making process. He awards them freedom to determine their own policies, procedures, rules, and goals, and gives them perspective by explaining in advance the steps toward goal attainment. Overall, the supervisor lets the subordinates initiate most actions and interactions within the group.

How much does the described leadership style correspond with **your supervisor's** leadership behavior? (1 = *not at all*; 7 = *very much*)

Original German Wording	English Translation
<p><i>[Introduction to Leadership Behaviors if Supervisor's Leadership Style was Measured First]</i></p> <p>Im Folgenden werden verschiedene Führungsverhaltensweisen einzeln beschrieben. Bitte geben Sie für jede Beschreibung an, wie häufig <b>Ihr Vorgesetzter</b> das jeweilige Verhalten zeigt.</p>	<p><i>[Introduction to Leadership Behaviors if Supervisor's Leadership Style was Measured First]</i></p> <p>Next, you will be presented with various leadership behaviors. Please indicate how frequently <b>your supervisor</b> engages in the respective behavior.</p>
<p><i>[Introduction to Leadership Behaviors if Subordinate's Hypothetical Leadership Style was Measured First]</i></p> <p>Im Folgenden werden wie bereits zuvor verschiedene Führungsverhaltensweisen einzeln beschrieben. Nun soll es allerdings noch einmal um das <b>Führungsverhalten Ihres Vorgesetzten</b> gehen. Bitte geben Sie für jede Beschreibung an, wie häufig <b>Ihr Vorgesetzter</b> das jeweilige Verhalten zeigt.</p>	<p><i>[Introduction to Leadership Behaviors if Subordinate's Hypothetical Leadership Style was Measured First]</i></p> <p>Next, you will again be presented with various leadership behaviors. This time, however, it is once more about <b>your supervisor's leadership behavior</b>. Please indicate how frequently <b>your supervisor</b> engages in the respective behavior.</p>
<p><i>[Leadeship Behaviors]</i></p> <p>Wie häufig zeigt <b>Ihr Vorgesetzter</b> die folgenden Verhaltensweisen? (1 = <i>nie</i>; 5 = <i>fast immer/regelmäßig</i>)</p>	<p><i>[Leadeship Behaviors]</i></p> <p>How frequently does <b>your supervisor</b> engage in the following behaviors? (1 = <i>never</i>, 5 = <i>almost always/regularly</i>)</p>
<p><i>[As in Study 1, we adopted 13 items from the Leader Behavior Description Questionnaire XII (LBDQ XII; The Ohio State Leadership Studies, 1962) and 3 items from the Leader Behavior Description Questionnaire (LBDQ; Halpin, 1957), and we used 4 self-generated items. For copyright reasons, we cite neither the original English wording of the adopted items nor the German translation we used. Instead, we list the item number in the original questionnaire.]</i></p>	
<p><b>Mein Vorgesetzter...</b></p> <p>... [LBDQ XII item number 7]  ... [LBDQ item number 7]  ... [LBDQ XII item number 15]  ... [LBDQ item number 11]  ... [LBDQ XII item number 27]</p>	<p><b>My supervisor...</b></p> <p>... [LBDQ XII item number 7]  ... [LBDQ item number 7]  ... [LBDQ XII item number 15]  ... [LBDQ item number 11]  ... [LBDQ XII item number 27]</p>

Original German Wording	English Translation
... [LBDQ item number 9]	... [LBDQ item number 9]
... [LBDQ XII item number 35]	... [LBDQ XII item number 35]
... [LBDQ XII item number 44]	... [LBDQ XII item number 44]
... [LBDQ XII item number 67]	... [LBDQ XII item number 67]
... trifft Entscheidungen alleine, ohne die Mitarbeiter/innen miteinzubeziehen.	...makes decisions without consulting the group members.
... [LBDQ XII item number 75]	... [LBDQ XII item number 75]
... [LBDQ XII item number 64]	... [LBDQ XII item number 64]
... bezieht die Mitarbeiter/innen in Entscheidungsprozesse mit ein.	...includes the group members in the decision-making processes.
... [LBDQ XII item number 84]	... [LBDQ XII item number 84]
... [LBDQ XII item number 85]	... [LBDQ XII item number 85]
... [LBDQ XII item number 97]	... [LBDQ XII item number 97]
... [LBDQ XII item number 95]	... [LBDQ XII item number 95]
... [LBDQ XII item number 54]	... [LBDQ XII item number 54]
... führt auf eine demokratische Art und Weise.	...leads in a democratic manner.
... führt auf eine autokratische Art und Weise.	...leads in an autocratic manner.

**[Evaluation of Supervisor]**

Original German Wording	English Translation
<i>[Valence and Success of Supervisor's Leadership Style]</i>	<i>[Valence and Success of Supervisor's Leadership Style]</i>
Bitte bewerten Sie den Führungsstil Ihres Vorgesetzten auf folgenden Attributen: (1 = <i>überhaupt nicht</i> ; 7 = <i>sehr</i> )	Please evaluate your supervisor's leadership style on the following attributes: (1 = <i>not at all</i> ; 7 = <i>very much</i> )
positiv; angenehm; wünschenswert; erfolgreich; effizient; produktiv	positive; pleasant; desirable; successful; efficient; productive

**Original German Wording****English Translation*****[Desirability of Supervisor as Boss, Liking for Supervisor, and Supervisor's Reputation]******[Desirability of Supervisor as Boss, Liking for Supervisor, and Supervisor's Reputation]***

Im Folgenden bitte ich Sie, Ihren Vorgesetzten zu bewerten.  
(1 = *überhaupt nicht*; 7 = *sehr*)

Please evaluate your supervisor.  
(1 = *not at all*; 7 = *very much*)

Wie gut finden Sie Ihren Vorgesetzten als Führungskraft?  
Wie gerne arbeiten Sie mit Ihrem Vorgesetzten zusammen?  
Wie sehr wünschen Sie sich eine/n andere/n Vorgesetzte/n?

How much do you like your supervisor as a leader?  
How much do you like to work with your supervisor?  
How much do you wish for a different supervisor?

Wie sehr respektieren Sie Ihren Vorgesetzten im Allgemeinen?  
Wie sehr schätzen Sie Ihren Vorgesetzten im Allgemeinen?  
Wie sehr mögen Sie Ihren Vorgesetzten im Allgemeinen?

How much do you respect your supervisor in general?  
How much do you appreciate your supervisor in general?  
How much do you like your supervisor in general?

Andere beneiden mich darum, dass ich für meinen Vorgesetzten arbeiten darf.  
Es ist ein Privileg, für meinen Vorgesetzten zu arbeiten.

Others envy me for working with my supervisor.  
It is a privilege to work for my supervisor.

***[Supervisor's Competence and Warmth]******[Supervisor's Competence and Warmth]***

Bitte bewerten Sie Ihren Vorgesetzten auf folgenden Attributen:  
(1 = *überhaupt nicht*; 7 = *sehr*)

Please evaluate your supervisor on the following attributes:  
(1 = *not at all*; 7 = *very much*)

kompetent; intelligent; durchsetzungsstark; einfühlsam; freundlich; warm

competent; intelligent; assertive; sensitive; friendly; warm

***[Conducive Working Conditions Provided by Supervisor]******[Conducive Working Conditions Provided by Supervisor]***

Mein Vorgesetzter sorgt für ein Arbeitsumfeld, ...  
(1 = *überhaupt nicht*; 7 = *sehr*)  
... das zu mir passt.

My supervisor provides working conditions...  
(1 = *not at all*; 7 = *very much*)  
... that suit me.

... in welchem ich meine Ziele erreichen kann.

... in which I can achieve my goals.

... in welchem ich mich beruflich weiterentwickeln kann.

... which promote my professional development.

**[Subordinate's Hypothetical Leadership Style]****Original German Wording*****[Introduction to Leadership Descriptions if Subordinate's Hypothetical Leadership Style was Measured First]***

Nun möchten wir Sie bitten, sich auf ein kleines Gedankenexperiment einzulassen: Stellen Sie sich bitte vor, Sie hätten die Position Ihres Vorgesetzten inne.

Im Folgenden werden Ihnen zwei Beschreibungen unterschiedlicher Führungsstile präsentiert. Lesen Sie sich die Beschreibungen bitte aufmerksam durch, um anschließend beurteilen zu können, wie sehr der jeweils beschriebene Führungsstil Ihrem Führungsverhalten entspräche, wenn Sie die Position Ihres Vorgesetzten innehätten.

***[Introduction to Leadership Descriptions if Supervisor's Leadership Style was Measured First]***

Die folgenden Fragen beziehen sich nun nicht mehr auf das Führungsverhalten Ihres Vorgesetzten. Stattdessen möchte ich Sie bitten, sich auf ein kleines Gedankenexperiment einzulassen: **Stellen Sie sich bitte vor, Sie hätten die Position Ihres Vorgesetzten inne.**

Im Folgenden bekommen Sie nun noch einmal dieselben zwei Führungsstil-Beschreibungen von vorhin präsentiert. Lesen Sie sich die Beschreibungen bitte nochmals aufmerksam durch, um anschließend beurteilen zu können, wie sehr der jeweils beschriebene Führungsstil **Ihrem Führungsverhalten** entsprechen würde, **wenn Sie die Position Ihres Vorgesetzten innehätten.**

**English Translation*****[Introduction to Leadership Descriptions if Subordinate's Hypothetical Leadership Style was Measured First]***

Now, we would like to ask you to engage with a little thought experiment: Please imagine yourself being in your supervisor's position.

Next, you will be presented with two descriptions of leadership styles. Please read the descriptions carefully to evaluate subsequently how much the respective leadership style corresponds with the leadership behavior you would show yourself if you were in your supervisor's position.

***[Introduction to Leadership Descriptions if Supervisor's Leadership Style was Measured First]***

The following questions no longer refer to your supervisor's leadership behavior. Instead, I would like to ask you to engage with a little thought experiment: **Please imagine yourself being in your supervisor's position.**

Next, you will be presented with the same two descriptions of leadership styles that we showed you earlier. Please read the descriptions again to evaluate subsequently how much the respective leadership style corresponds with **the leadership behavior you would show yourself if you were in your supervisor's position.**



**Original German Wording****English Translation***[Description of Autocratic Leadership]**[Description of Autocratic Leadership]*

Stellen Sie sich vor, Sie hätten die Position Ihres Vorgesetzten inne...

Imagine yourself in your supervisor's position...

**Führungsstil 1:**

Bei diesem Führungsstil ist die Führungsperson insbesondere darauf bedacht, dass die Arbeit erledigt wird. Wenn Entscheidungen zu treffen sind, trifft sie diese allein und ermutigt die Mitarbeiter/innen nicht, am Entscheidungsprozess teilzunehmen. Sie legt vorgeschriebene Grundsätze, Verfahren, Regeln und Ziele fest und gibt die Arbeitsweise und Tätigkeitsschritte einzeln und nacheinander vor, so dass zukünftige Schritte in einem hohen Maße im Ungewissen bleiben. Insgesamt werden alle Handlungen und Interaktionen innerhalb der Arbeitsgruppe von der Führungsperson geregelt.

**Leadership Style 1:**

A supervisor using this leadership style is mainly concerned about getting the job done. If there are decisions to be made, he makes them alone and does not encourage the subordinates to participate in the decision-making process. He determines prescribed policies, procedures, rules, and goals, and dictates method and activity steps, one at a time, so that future steps are uncertain to a large degree. Overall, the supervisor directs most actions and interactions within the group.

Wie stark entspricht der beschriebene Führungsstil dem Führungsverhalten, welches **Sie selbst** zeigen würden, wenn Sie die Position Ihres Vorgesetzten innehätten? (1 = *überhaupt nicht*; 7 = *sehr*)

How much does the described leadership style correspond with the leadership behavior **you would show yourself** if you were in your supervisor's position? (1 = *not at all*; 7 = *very much*)

*[Description of Democratic Leadership]**[Description of Democratic Leadership]*

Stellen Sie sich vor, Sie hätten die Position Ihres Vorgesetzten inne...

Imagine yourself in your supervisor's position...

**Führungsstil 2:**

Bei diesem Führungsstil geht die Führungsperson auf die Bedürfnisse ihrer Mitarbeiter/innen ein. Wenn Entscheidungen zu treffen sind, fragt sie die Mitarbeiter/innen nach ihrer Meinung und ermutigt sie, am Entscheidungsprozess teilzunehmen. Sie gewährt ihnen die Freiheit, ihre eigenen Grundsätze, Verfahren, Regeln und Ziele festzulegen und gibt ihnen einen Ausblick, indem sie ihnen im Voraus die Schritte zur Zielerreichung erklärt. Insgesamt lässt die Führungsperson die Mitarbeiter/innen die meisten Handlungen und Interaktionen innerhalb der Arbeitsgruppe initiieren.

**Leadership Style 2:**

A supervisor using this leadership style is mainly concerned about getting the job done. If there are decisions to be made, he/she makes them alone and does not encourage the subordinates to participate in the decision-making process. He/she determines prescribed policies, procedures, rules, and goals, and dictates method and activity steps, one at a time, so that future steps are uncertain to a large degree. Overall, the supervisor directs most actions and interactions within the group.

**Original German Wording**

Wie stark entspricht der beschriebene Führungsstil dem Führungsverhalten, welches **Sie selbst** zeigen würden, wenn Sie die Position Ihres Vorgesetzten innehätten? (1 = *überhaupt nicht*; 7 = *sehr*)

*[Introduction to Leadership Behaviors]*

Im Folgenden werden verschiedene Führungsverhaltensweisen einzeln beschrieben. Stellen Sie sich bitte weiterhin vor, **Sie hätten die Position Ihres Vorgesetzten inne**. Bitte geben Sie für jede Beschreibung an, wie häufig **Sie** das jeweilige Verhalten zeigen würden.

*[Leadership Behaviors]*

Wie häufig würden Sie folgende Verhaltensweisen zeigen, **wenn Sie die Position Ihres Vorgesetzten innehätten**? (1 = *nie*; 5 = *fast immer/regelmäßig*)

**Ich...**

- ... [LBDQ XII item number 7]
- ... [LBDQ item number 7]
- ... [LBDQ XII item number 15]
- ... [LBDQ item number 11]
- ... [LBDQ XII item number 27]
- ... [LBDQ item number 9]
- ... [LBDQ XII item number 35]
- ... [LBDQ XII item number 44]
- ... [LBDQ XII item number 67]
- ... würde Entscheidungen alleine treffen, ohne die Mitarbeiter/innen miteinzubeziehen.
- ... [LBDQ XII item number 75]
- ... [LBDQ XII item number 64]
- ... würde die Mitarbeiter/innen in Entscheidungsprozesse mit einbeziehen.

**English Translation**

How much does the described leadership style correspond with the leadership behavior **you would show yourself** if you were in your supervisor's position? (1 = *not at all*; 7 = *very much*)

*[Introduction to Leadership Behaviors]*

Next, you will be presented with various leadership behaviors. Please continue to **imagine yourself being in your supervisor's position**. Please indicate how frequently **you** would engage in the respective behavior.

*[Leadership Behaviors]*

How frequently would you engage in the following behaviors **if you were in your supervisor's position**? (1 = *never*; 5 = *almost always/regularly*)

**I...**

- ... [LBDQ XII item number 7]
- ... [LBDQ item number 7]
- ... [LBDQ XII item number 15]
- ... [LBDQ item number 11]
- ... [LBDQ XII item number 27]
- ... [LBDQ item number 9]
- ... [LBDQ XII item number 35]
- ... [LBDQ XII item number 44]
- ... [LBDQ XII item number 67]
- ... would make decisions without consulting the group members.
- ... [LBDQ XII item number 75]
- ... [LBDQ XII item number 64]
- ... would include the group members in the decision-making processes.

**Original German Wording**

... [LBDQ XII item number 84]  
 ... [LBDQ XII item number 85]  
 ... [LBDQ XII item number 97]  
 ... [LBDQ XII item number 95]  
 ... [LBDQ XII item number 54]  
 ... würde auf eine demokratische Art und Weise führen.  
 ... würde auf eine autokratische Art und Weise führen.

**English Translation**

... [LBDQ XII item number 84]  
 ... [LBDQ XII item number 85]  
 ... [LBDQ XII item number 97]  
 ... [LBDQ XII item number 95]  
 ... [LBDQ XII item number 54]  
 ... would lead in a democratic manner.  
 ... would lead in an autocratic manner.

**[Control Questions]****Original German Wording**

Sie haben das Ende der Studie erreicht. Bitte beantworten Sie zum Schluss noch folgende Fragen:

Worum ging es Ihrer Meinung nach in dieser Studie?

Möchten Sie zu dieser Umfrage noch etwas anmerken?

Wie gewissenhaft haben Sie diese Umfrage bearbeitet?  
 (1 = *überhaupt nicht*; 7 = *sehr*)

**English Translation**

You have reached the end of the study. Finally, please answer the following questions:

What do you think this study was about?

Do you have any comments regarding this study?

How carefully did you complete this study?  
 (1 = *not at all*; 7 = *very much*)

**[Last Page of Study 2a]****Original German Wording**

Sie haben nun alle Fragen beantwortet – vielen Dank für Ihre Teilnahme!

**English Translation**

You have answered all questions – thank you for your participation!

## Study 2b

**[Informed Consent]****Original German Wording**

Hiermit bestätige ich, dass ich mindestens 18 Jahre alt bin und erkläre mich bereit unter den zuvor beschriebenen Bedingungen an der Studie freiwillig teilzunehmen.

- ja  
 nein (hiermit beenden Sie die Studie)

**English Translation**

I hereby confirm that I am at least 18 years old and agree to voluntarily take part in the study under the conditions described above.

- Yes  
 No (this ends the study)

**[Supervisor's Leadership Style]****Original German Wording*****[Introduction to Leadership Behaviors]***

Im ersten Teil des Fragebogens geht es um das **Führungsverhalten Ihres/r direkten Vorgesetzten**.

Dafür werden Ihnen zunächst verschiedene Führungsverhaltensweisen präsentiert. **Bitte geben Sie an, wie häufig Ihr/e Vorgesetzte/r das jeweilige Verhalten gegenüber den Mitarbeitenden zeigt.**

Sollten Sie sich bei der Einschätzung einer Aussage unsicher sein, so vertrauen Sie auf Ihr spontanes Urteil und versuchen Sie die Aussage bitte trotzdem zu beantworten. Es gibt keine richtigen oder falschen Antworten.

**English Translation*****[Introduction to Leadership Behaviors]***

The first part of the questionnaire is about **the leadership behavior of your direct supervisor**.

You will be presented with various leadership behaviors. **Please indicate how frequently your supervisor engages in the respective behavior.**

If you are unsure about the evaluation of an item, trust your spontaneous judgment, and please try to answer the item anyway. There are no right or wrong answers.

Original German Wording	English Translation
<p><i>[Leadership Behaviors]</i></p> <p>Wie häufig zeigt Ihr/e Vorgesetzte/r die folgenden Verhaltensweisen? (1 = <i>sehr selten, nie</i>; 6 = <i>sehr oft, fast immer</i>)</p> <p><i>[We used half of the items we had used in Studies 1 and 2a. Specifically, 6 items were from the Leader Behavior Description Questionnaire XII (LBDQ XII; The Ohio State Leadership Studies, 1962), 2 items were from the Leader Behavior Description Questionnaire (LBDQ; Halpin, 1957), and 2 items were self-generated. For copyright reasons, we cite neither the original English wording of the adopted items nor the German translation we used. Instead, we list the item number in the original questionnaire.]</i></p> <p><b>Mein/e Vorgesetzte/r...</b></p> <p>... [LBDQ XII item number 7]  ... [LBDQ item number 7]  ... [LBDQ XII item number 27]  ... [LBDQ item number 11]  ... [LBDQ XII item number 85]  ... trifft Entscheidungen alleine, ohne die Mitarbeitenden miteinzubeziehen.  ... [LBDQ XII item number 75]  ... [LBDQ XII item number 44]  ... bezieht die Mitarbeitenden in Entscheidungsprozesse mit ein.  ... [LBDQ XII item number 97]</p>	<p><i>[Leadership Behaviors]</i></p> <p>How frequently does your supervisor engage in the following behaviors? (1 = <i>very seldom, never</i>, 6 = <i>very often, almost always</i>)</p> <p><i>[We used half of the items we had used in Studies 1 and 2a. Specifically, 6 items were from the Leader Behavior Description Questionnaire XII (LBDQ XII; The Ohio State Leadership Studies, 1962), 2 items were from the Leader Behavior Description Questionnaire (LBDQ; Halpin, 1957), and 2 items were self-generated. For copyright reasons, we cite neither the original English wording of the adopted items nor the German translation we used. Instead, we list the item number in the original questionnaire.]</i></p> <p><b>My supervisor...</b></p> <p>... [LBDQ XII item number 7]  ... [LBDQ item number 7]  ... [LBDQ XII item number 27]  ... [LBDQ item number 11]  ... [LBDQ XII item number 85]  ...makes decisions without consulting the group members.  ... [LBDQ XII item number 75]  ... [LBDQ XII item number 44]  ...includes the group members in the decision-making processes.  ... [LBDQ XII item number 97]</p>
<p><i>[Introduction to Leadership Descriptions]</i></p> <p>Im Folgenden werden Ihnen nacheinander die <b>Beschreibungen von zwei Führungsstilen</b> präsentiert. Bitte lesen Sie sich die Beschreibungen durch und geben Sie an, wie sehr diese jeweils dem Führungsverhalten Ihres/r Vorgesetzten entsprechen. Wichtig: Es gibt auch hier keine richtigen oder falschen Antworten. Entscheidend ist Ihre persönliche Einschätzung.</p>	<p><i>[Introduction to Leadership Descriptions]</i></p> <p>Next, you will be presented with the <b>descriptions of two leadership styles</b>. Please read the descriptions and indicate how much they correspond with your supervisor's leadership behavior.</p> <p>Important: There are no right or wrong answers. What matters is your personal evaluation.</p>

**Original German Wording****English Translation***[Description of Autocratic Leadership]***Beschreibung**

Bei diesem Führungsstil trifft die Führungskraft Entscheidungen weitestgehend unabhängig und bezieht die Meinung und Vorschläge ihrer Mitarbeitenden nicht oder nur wenig in den Entscheidungsprozess mit ein. Sie legt Regeln und Ziele fest und gibt die Arbeitsweise und Tätigkeitsschritte einzeln vor, so dass Handlungen und Interaktionen innerhalb der Arbeitsgruppe vor allem von der Führungskraft geregelt werden.

Wie sehr entspricht ein solcher Führungsstil dem Führungsverhalten Ihres/r Vorgesetzten? (1 = *überhaupt nicht*; 6 = *sehr*)

*[Description of Democratic Leadership]***Beschreibung**

Bei diesem Führungsstil fragt die Führungskraft bei Entscheidungen ihre Mitarbeitenden nach deren Meinung und Vorschlägen und bezieht diese in den Entscheidungsprozess mit ein. Sie lässt die Mitarbeitenden Regeln und Ziele sowie die Arbeitsweise und die einzelnen Tätigkeitsschritte mitbestimmen, so dass Handlungen und Interaktionen innerhalb der Arbeitsgruppe vor allem von den Mitarbeitenden initiiert werden.

Wie sehr entspricht ein solcher Führungsstil dem Führungsverhalten Ihres/r Vorgesetzten? (1 = *überhaupt nicht*; 6 = *sehr*)

*[Bipolar Leadership Measure]*

Der erstgenannte der eben beschriebenen Führungsstile wird auch als „autokratisch“, der zweitgenannte Führungsstil als „demokratisch“

*[Description of Autocratic Leadership]***Description**

A supervisor using this leadership style makes decisions mostly independently and does not or only slightly include the opinions and suggestions of the subordinates in the decision-making process. He/She determines rules and goals, and dictates method and activity steps, one at a time, so that actions and interactions within the group are primarily directed by the supervisor.

How much does such a leadership style correspond with your supervisor's leadership behavior? (1 = *not at all*; 6 = *very much*)

*[Description of Democratic Leadership]***Description**

A supervisor using this leadership style asks the subordinates for their opinion and suggestions when making decisions and includes them in the decision-making process. He/She allows the subordinates to have a say in rules and goals as well as method and activity steps, so that actions and interactions within the group are primarily initiated by the subordinates.

How much does such a leadership style correspond with your supervisor's leadership behavior? (1 = *not at all*; 6 = *very much*)

*[Bipolar Leadership Measure]*

The first leadership style described above is also referred to as “autocratic,” the second leadership style as “democratic.”

**Original German Wording**

bezeichnet.  
 Alles in allem, entspricht das Führungsverhalten Ihres/r Vorgesetzten eher einem autokratischen oder eher einem demokratischen Führungsstil? (1 = *autokratisch*; 11 = *demokratisch*)

**English Translation**

All in all, does the leadership behavior of your supervisor correspond more to an autocratic or a democratic leadership style?  
 (1 = *autocratic*; 11 = *democratic*)

**[Evaluation of Supervisor]****Original German Wording*****[Valence and Success of Supervisor's Leadership Style]***

Im nächsten Teil des Fragebogens möchten wir Sie bitten, den Führungsstil Ihres/r Vorgesetzten zu bewerten.

Wie bewerten Sie den Führungsstil Ihres/r Vorgesetzten auf folgenden Attributen? (1 = *überhaupt nicht*, 7 = *sehr*)

angenehm; effizient; wünschenswert; produktiv

***[Desirability of Supervisor as Boss and Liking for Supervisor]***

Im Folgenden möchten wir Sie bitten, Ihre/n Vorgesetzte/n zu bewerten.  
 (1 = *überhaupt nicht*; 7 = *sehr*)

Wie gut finden Sie Ihre/n Vorgesetzte/n als Führungskraft?  
 Wie sehr wünschen Sie sich eine/n andere/n Vorgesetzte/n?

Wie sehr respektieren Sie Ihre/n Vorgesetzte/n?  
 Wie sehr mögen Sie Ihre/n Vorgesetzte/n?

**English Translation*****[Valence and Success of Supervisor's Leadership Style]***

In the next part of the questionnaire, we would like to ask you to evaluate your supervisor's leadership style.

How do you evaluate your supervisor's leadership style on the following attributes? (1 = *not at all*; 7 = *very much*)

pleasant; efficient; desirable; productive

***[Desirability of Supervisor as Boss and Liking for Supervisor]***

Please evaluate your supervisor.  
 (1 = *not at all*; 7 = *very much*)

How much do you like your supervisor as a leader?  
 How much do you wish for a different supervisor?

How much do you respect your supervisor?  
 How much do you like your supervisor?

Original German Wording	English Translation
<p data-bbox="136 272 680 309"><i>[Supervisor's Competence and Warmth]</i></p> <p data-bbox="136 346 1025 411">Wie schätzen Sie Ihre/n Vorgesetzte/n auf den folgenden Attributen ein? (1 = <i>überhaupt nicht</i>; 7 = <i>sehr</i>)</p> <p data-bbox="136 448 658 480">kompetent; freundlich; intelligent; warm</p>	<p data-bbox="1099 272 1644 309"><i>[Supervisor's Competence and Warmth]</i></p> <p data-bbox="1099 346 1955 411">How do you evaluate your supervisor on the following attributes? (1 = <i>not at all</i>; 7 = <i>very much</i>)</p> <p data-bbox="1099 448 1592 480">competent; friendly; intelligent; warm</p>

**[Personality Questionnaires]**

Original German Wording	English Translation
<p data-bbox="136 724 1081 922">Im nächsten Teil des Fragebogens geht es um <b>Ihre eigenen Merkmale und Eigenschaften</b>. Dafür werden Ihnen verschiedene Persönlichkeitsfragebögen präsentiert. Bitte beachten Sie, dass die hier verwendeten Fragen und Aussagen verschiedene Facetten der Persönlichkeit abdecken. In manchen davon werden Sie sich eher wiederfinden als in anderen.</p> <p data-bbox="136 959 1043 1026">Bitte lassen Sie dennoch keine Frage aus und antworten Sie, selbst wenn Ihnen einige der Fragen ungewohnt oder komisch vorkommen.</p>	<p data-bbox="1099 724 2024 890">The next part of the questionnaire is about your <b>own traits and characteristics</b>. You will be presented with different personality questionnaires. Please note that the questions and items refer to different facets of personality. You will see that some of them describe you better than others.</p> <p data-bbox="1099 959 2045 1026">However, please do not leave out any questions and answer them even if some of the questions seem unusual or strange to you.</p>

*[Participants completed the following questionnaires in the order as shown. For copyright reasons, we list only the names of the questionnaires along with their references.]*

- NPI-13 (Gentile et al., 2013; German version of the items from Schütz et al., 2004)
- German version of the Narcissistic Admiration and Rivalry Questionnaire (Back et al., 2013)
- 15-item version of the Big Five Inventory-2 (Soto & John, 2017; German version of the items from Lang et al., 2001; own German translation for the following two items not included in Lang et al.: “I am someone who has difficulty getting started on tasks”/ “Ich sehe mich selbst als jemand, der dazu neigt, Aufgaben vor sich herzuschieben” and “I am someone who has little interest in abstract ideas”/“Ich sehe mich selbst als



jemand, der an abstrakten Ideen wenig interessiert ist”; by mistake, we adopted the German wording of the item “I am someone who is relaxed, handles stress well” for the item “I am someone who is emotionally stable, not easily upset)

- Single-Item Self-Esteem Scale (Robins et al., 2001; own German translation: “ Ich sehe mich selbst als jemand, der einen hohen Selbstwert hat.“)

### [Subordinate’s Hypothetical Leadership Style]

#### Original German Wording

##### *[Introduction to Leadership Behaviors]*

Als nächstes möchten wir Sie bitten, sich auf ein kleines Gedankenexperiment einzulassen: **Stellen Sie sich bitte vor, Sie hätten die Position Ihres/r Vorgesetzten inne.**

Im Folgenden werden Ihnen noch einmal die verschiedenen Führungsverhaltensweisen präsentiert, die Sie bereits für Ihre/n Vorgesetzten eingeschätzt haben. Dieses Mal geht es jedoch nicht um das Führungsverhalten Ihres/r Vorgesetzten, sondern um das **Führungsverhalten, das Sie selbst zeigen würden**, wenn Sie die Position Ihres/r Vorgesetzten innehätten.

Bitte geben Sie an, wie häufig Sie selbst das jeweilige Verhalten gegenüber den Mitarbeitenden zeigen würden.

##### *[Leadership Behaviors]*

Stellen Sie sich vor, Sie hätten die Position Ihres Vorgesetzten inne. Wie häufig zeigen Sie die folgenden Verhaltensweisen?  
(1 = *sehr selten, nie*; 6 = *sehr oft, fast immer*)

**Ich...**

... [LBDQ XII item number 7]

#### English Translation

##### *[Introduction to Leadership Behaviors]*

Next, we would like to ask you to engage with a little thought experiment: **Please imagine yourself being in your supervisor’s position.**

You will be again presented with the various leadership behaviors that you have already evaluated regarding your supervisor. This time, however, it is not about your supervisor’s leadership behavior but about the **leadership behavior that you yourself would exhibit** if you were in your supervisor’s position.

Please indicate how frequently you yourself would engage in the respective behavior.

##### *[Leadership Behaviors]*

Imagine yourself being in the position of your supervisor. How frequently do you engage in the following behaviors?  
(1 = *very seldom, never*; 6 = *very often, almost always*)

**I...**

... [LBDQ XII item number 7]

**Original German Wording**

... [LBDQ item number 7]  
 ... [LBDQ XII item number 27]  
 ... [LBDQ item number 11]  
 ... [LBDQ XII item number 85]  
 ... treffe Entscheidungen alleine, ohne die Mitarbeitenden miteinzubeziehen.  
 ... [LBDQ XII item number 75]  
 ... [LBDQ XII item number 44]  
 ... beziehe die Mitarbeitenden in Entscheidungsprozesse mit ein.  
 ... [LBDQ XII item number 97]

***[Introduction to Leadership Descriptions]***

Im Folgenden werden Ihnen noch einmal nacheinander die **Beschreibungen von zwei Führungsstilen** präsentiert.

Bitte lesen Sie sich die Beschreibungen durch und geben Sie an, wie sehr diese jeweils Ihrem eigenen Führungsverhalten entsprechen, wenn Sie die Position Ihres/r Vorgesetzten innehätten.

Wichtig: Es gibt auch hier keine richtigen oder falschen Antworten. Entscheidend ist Ihre persönliche Einschätzung.

***[Description of Autocratic Leadership]*****Beschreibung**

Bei diesem Führungsstil trifft die Führungskraft Entscheidungen weitestgehend unabhängig und bezieht die Meinung und Vorschläge ihrer Mitarbeitenden nicht oder nur wenig in den Entscheidungsprozess mit ein. Sie legt Regeln und Ziele fest und gibt die Arbeitsweise und Tätigkeitsschritte einzeln vor, so dass Handlungen und Interaktionen innerhalb der Arbeitsgruppe vor allem von der Führungskraft geregelt werden.

**English Translation**

... [LBDQ item number 7]  
 ... [LBDQ XII item number 27]  
 ... [LBDQ item number 11]  
 ... [LBDQ XII item number 85]  
 ...make decisions without consulting the group members.  
 ... [LBDQ XII item number 75]  
 ... [LBDQ XII item number 44]  
 ...include the group members in the decision-making processes.  
 ... [LBDQ XII item number 97]

***[Introduction to Leadership Descriptions]***

You will be again presented with the **descriptions of two leadership styles**.

Please read the descriptions and indicate how much they would correspond with your own leadership behavior if you were in your supervisor's position.

Important: There are no right or wrong answers. What matters is your personal evaluation.

***[Description of Autocratic Leadership]*****Description**

A supervisor using this leadership style makes decisions mostly independently and does not or only slightly include the opinions and suggestions of the subordinates in the decision-making process. He/She determines rules and goals, and dictates method and activity steps, one at a time, so that actions and interactions within the group are primarily directed by the supervisor.

**Original German Wording**

Wie sehr entspricht ein solcher Führungsstil dem Führungsverhalten, das Sie selbst zeigen würden, wenn Sie die Position Ihres/r Vorgesetzten innehätten? (1 = *überhaupt nicht*; 6 = *sehr*)

*[Description of Democratic Leadership]***Beschreibung**

Bei diesem Führungsstil fragt die Führungskraft bei Entscheidungen ihre Mitarbeitenden nach deren Meinung und Vorschlägen und bezieht diese in den Entscheidungsprozess mit ein. Sie lässt die Mitarbeitenden Regeln und Ziele sowie die Arbeitsweise und die einzelnen Tätigkeitsschritte mitbestimmen, so dass Handlungen und Interaktionen innerhalb der Arbeitsgruppe vor allem von den Mitarbeitenden initiiert werden.

Wie sehr entspricht ein solcher Führungsstil dem Führungsverhalten, das Sie selbst zeigen würden, wenn Sie die Position Ihres/r Vorgesetzten innehätten? (1 = *überhaupt nicht*; 6 = *sehr*)

*[Bipolar Leadership Measure]*

Der erstgenannte der eben beschriebenen Führungsstile wird auch als „autokratisch“, der zweitgenannte Führungsstil als „demokratisch“ bezeichnet.

Alles in allem, entspricht das Führungsverhalten, das Sie selbst zeigen würden, wenn Sie die Position Ihres/r Vorgesetzten innehätten, eher einem autokratischen oder eher einem demokratischen Führungsstil? (1 = *autokratisch*; 11 = *demokratisch*)

**English Translation**

How much does such a leadership style correspond with the leadership behavior that you would show yourself if you were in your supervisor's position? (1 = *not at all*; 6 = *very much*)

*[Description of Democratic Leadership]***Description**

A supervisor using this leadership style asks the subordinates for their opinion and suggestions when making decisions and includes them in the decision-making process. He/She allows the subordinates to have a say in rules and goals as well as method and activity steps, so that actions and interactions within the group are primarily initiated by the subordinates.

How much does such a leadership style correspond with the leadership behavior that you would show yourself if you were in your supervisor's position? (1 = *not at all*; 6 = *very much*)

*[Bipolar Leadership Measure]*

The first leadership style described above is also referred to as “autocratic,” the second leadership style as “democratic.”

All in all, does the leadership behavior that you would show yourself if you were in your supervisor's position correspond more to an autocratic or a democratic leadership style? (1 = *autocratic*; 11 = *democratic*)



**Original German Wording****English Translation***[Promotion Opportunities and Intention to Quit]*

Bitte beantworten Sie nun ein paar Fragen zu Ihrer Rolle in dem Unternehmen, in dem Sie gerade arbeiten.

Wie sehr treffen die folgenden Aussagen auf Sie zu?

(1= trifft überhaupt nicht zu; 7 = trifft vollkommen zu)

Ich habe gute Chancen, bald befördert zu werden.

Ich rechne damit, dass ich mich in diesem Unternehmen schnell nach oben arbeiten werde.

Bei der jetzigen Lage erwarte ich eine baldige Beförderung.

Meine Chancen, in eine höhere Position innerhalb dieses Unternehmens zu gelangen, stehen gut.

Ich denke ernsthaft über eine Kündigung nach.

Ich schaue mich aktiv nach einer Stelle außerhalb des Unternehmens um.

Sobald ich eine bessere Stelle finde, verlasse ich das Unternehmen.

*[Questions About Participant's Supervisor]*

Zu statistischen Zwecken bitten wir Sie noch um einige Angaben zu Ihrem/r direkten Vorgesetzten. Selbstverständlich ist kein Rückschluss auf Ihre Person möglich und Ihre Anonymität bleibt vollständig gewahrt.

Bitte beantworten Sie im Folgenden ein paar Fragen zu Ihrem/r direkten Vorgesetzten.

Wie lange arbeiten Sie bereits mit Ihrem/r Vorgesetzten zusammen?

Jahre

*[Promotion Opportunities and Intention to Quit]*

Please answer a few questions about your role in the company you are currently working for.

To what extent do the following statements apply to you?

(1= does not apply at all; 7 = applies fully)

I have a good chance of getting a promotion soon.

I expect to work my way up quickly in this company.

How things look now, I expect to get a promotion soon.

My prospects of achieving a higher position within this company are good.

I am seriously considering resigning.

I am actively looking for a position outside of the company.

As soon as I find a better job, I will leave the company.

*[Questions About Participant's Supervisor]*

For statistical purposes, we ask you for some information about your direct supervisor. Of course, no conclusions can be drawn about your person, and your anonymity is completely preserved.

Please answer a few questions about your direct supervisor.

How long have you been working with your supervisor?

years

**Original German Wording**

Wie häufig haben Sie typischerweise Kontakt zu Ihrem/Ihrer Vorgesetzten (persönliches Gespräch, per Telefon, per E-Mail, im Gruppenmeeting, per Videokonferenz)?

- seltener als 1 x im Monat  
 mindestens 1 x im Monat  
 mehrmals im Monat  
 mindestens 1 x pro Woche  
 mehrmals pro Woche

Ihr/e Vorgesetzte/r ist

- weiblich  männlich

Entscheidet Ihr/e Vorgesetzte/r über mögliche Beförderungen seiner/ihrer Mitarbeitenden?

- Ja  Nein  keine Angabe

Wie groß ist der Einfluss Ihres/r Vorgesetzten auf Beförderungsentscheidungen bezüglich seiner Mitarbeitenden?  
kein Einfluss         sehr großer Einfluss

***[Age, Sex, and Work]***

Zu statistischen Zwecken bitten wir Sie noch um einige Angaben zu Ihrer Person. Selbstverständlich ist kein Rückschluss auf Ihre Person möglich und Ihre Anonymität bleibt vollständig gewahrt.

Wie alt sind Sie?  Jahre

Sie sind

- weiblich  männlich  keine Angabe

**English Translation**

How frequently do you typically have contact with your supervisor (face-to-face, by phone, by e-mail, in group meetings, by video conference)?

- less than once a month  
 at least once a month  
 several times a month  
 at least once a week  
 several times a week

Your supervisor is

- female  male

Does your supervisor decide on possible promotions of his/her employees?

- Yes  No  prefer not to say

How large is the influence of your supervisor on the promotion decisions regarding his/her employees?  
no influence        very large influence

***[Age, Sex, and Work]***

For statistical purposes, we ask you for some information about yourself. Of course, no conclusions can be drawn about your person, and your anonymity is completely preserved.

How old are you?  years

Are you

- female  male  prefer not to say

**Original German Wording****English Translation**

In welcher Branche sind Sie tätig?

- Land- und Forstwirtschaft / Fischerei
- Bergbau und Gewinnung von Steinen und Erden
- Verarbeitendes Gewerbe
- Energieversorgung; Wasserversorgung; Abwasser- und Abfallentsorgung
- Baugewerbe
- Handel; Instandhaltung und Reparatur von Kraftfahrzeugen
- Verkehr und Lagerei
- Gastgewerbe
- Information und Kommunikation
- Erbringung von Finanz- und Versicherungsdienstleistungen
- Grundstücks- und Wohnungswesen
- Erbringung von sonstigen Dienstleistungen
- Öffentliche Verwaltung, Verteidigung, Sozialversicherung
- Gesundheits- und Sozialwesen
- Kunst, Unterhaltung und Erholung
- Sonstige

In welchem Arbeitsverhältnis stehen Sie?

- Vollzeit
- Teilzeit
- keine Angabe

Über wie viele Jahre Berufserfahrung verfügen Sie?

Jahr(e)

Wie viele Jahre sind Sie bereits für das Unternehmen tätig, in dem Sie gegenwärtig angestellt sind?

Jahr(e)

In which sector are you working?

- Agriculture and forestry / fisheries
- Mining and quarrying
- Manufacturing
- Energy supply; Water supply; sewerage; waste management
- Construction
- Wholesale and retail trade; repair of motor vehicles and motorcycles
- Transporting and storage
- Accommodation and food service activities
- Information and communication
- Financial and insurance activities
- Real estate activities
- Other services
- Public administration and defense; compulsory social security
- Human health and social work activities
- Arts, entertainment and recreation
- Other

What is your employment relationship?

- full-time
- part-time
- prefer not to say

How many years of work experience do you have?

year(s)

How many years have you been working for your current company?

year(s)

**Original German Wording****English Translation*****[Participant's Rank in Company and Leadership Experience]******[Participant's Rank in Company and Leadership Experience]***

Bitte beantworten Sie nun ein paar Fragen zu Ihrer Rolle in dem Unternehmen, in dem Sie gerade arbeiten.

Please answer a few questions about your role in the company you are currently working for.

Wie schätzen Sie Ihren Rang in der Hierarchie Ihres Unternehmens ein?

How do you rate your position in the hierarchy of your company?

(1 = rangniedrig [ich bekomme Anweisungen von anderen und habe keine Führungsverantwortung]; 7 = ranghoch [ich bekomme keine Anweisungen von anderen und habe Führungsverantwortung])

(1 = low rank [I follow others' orders and I have no managerial responsibility]; 7 = high rank [I do not follow others' orders and I have managerial responsibility])

Haben Sie Führungsverantwortung?

Are you in a leadership/managerial position?

Ja  Nein  keine Angabe

Yes  No  prefer not to say

Falls ja, über wie viele Jahre Führungserfahrung verfügen Sie insgesamt?

If in a leadership/managerial position, how many years of leadership/managerial experience do you have in total?

Jahr(e)

year(s)

**[Last Page of Study 2b]****Original German Wording****English Translation**

Herzlichen Dank für Ihre Teilnahme an dieser Studie!

Thank you for participating in this study!

Informieren Sie Ihre Kollegen/innen!

Inform your colleagues!

Um die Teamzusammensetzung beurteilen zu können, ist es für uns SEHR WICHTIG, dass neben Ihnen auch Kollegen/innen aus Ihrem Team an der Umfrage teilnehmen.

In order to be able to assess the composition of teams, it is VERY IMPORTANT for us that colleagues from your team take part in the survey as well.

Dabei ist es unabdingbar, dass alle Mitglieder den/die selbe/n direkte/n Vorgesetzte/n haben. Je mehr Personen aus Ihrem Team teilnehmen,

It is essential that all members have the same direct supervisor(s). The more people from your team participate, the better; but at least three



desto besser, mindestens sollten jedoch drei Personen pro Team teilnehmen, damit wir Ihre Daten nutzen können.

Bitte tragen Sie deshalb die E-Mailadressen von **mindestens zwei Ihrer Kollegen/innen** unten in die Liste ein. An diese wird der Fragebogen, den Sie gerade ausgefüllt haben, dann automatisch verschickt.

Sprechen Sie dies am besten kurz mit Ihrem/r Kollegen/in ab und stellen Sie sicher, dass er/sie einverstanden ist. Behalten Sie dabei bitte das Browserfenster geöffnet, damit Ihre Daten nicht verloren gehen.

Falls Sie bereits durch die Teilnahme einer Kolleg/in zu der Studie eingeladen wurden, ist es nicht notwendig die E-Mail-Adresse dieser Kolleg/in und weiterer Kolleg/innen, die durch diese Person eingeladen wurden, noch einmal anzugeben.

Die E-Mail-Adressen, die Sie angeben, werden NICHT gespeichert. Sämtliche Angaben werden anonym verarbeitet, so dass keine Rückschlüsse auf Ihre Person oder die Person Ihrer Kollegen/innen möglich sind.

Tragen Sie hier bitte die E-Mail-Adressen von mindestens zwei Ihrer Kollegen/innen ein:

E-Mail Adresse 1:

E-Mail Adresse 2:

E-Mail Adresse 3:

E-Mail Adresse 4:

E-Mail Adresse 5:

people of each team should participate so that we can use your data.

Therefore, please enter below the e-mail addresses of **at least two of your colleagues**. The questionnaire that you have just completed will then be automatically sent to them.

It is best to briefly arrange with your colleague about this and make sure that he/she agrees. Please keep the browser window open so that your data is not lost.

If you have already been invited to the study through the participation of a colleague, it is not necessary to enter again the e-mail address of this colleague and other colleagues who were invited by this person.

The email addresses you provide will NOT be saved. All information is processed anonymously, so that no conclusions can be drawn about you or your colleagues.

Please enter the e-mail addresses of at least two of your colleagues here:

e-mail address 1:

e-mail address 2:

e-mail address 3:

e-mail address 4:

e-mail address 5:

### Study 3

#### [Worker ID]

Please enter your Worker ID:

#### [Informed Consent]

General research guidelines request that every participant explicitly agrees to participate before taking part in an empirical investigation.

'I hereby confirm that I am 18 years or older, I have fully read and agree to the informed consent to research provided by the requester on Amazon Mechanical Turk, and I voluntarily agree to participate in this study.'

Yes  No

#### [Filter Question]

I confirm to read the following instructions carefully. Therefore, I click "not at all pleasing" at the very left in order to continue.

not at all pleasing         very pleasing

#### [Early End if Response to Filter Question was Incorrect]

Unfortunately, your last answer indicates that you did not carefully read the instructions. As we need to ensure high data quality, you cannot complete the questionnaire. We ask for your understanding. Note: Returning a HIT has no disadvantages for you as your return rate is not shown to requesters.

#### [Narcissism Questionnaires]

In the first part of the study, we would like to ask you some questions regarding yourself. We are interested in your personal feelings and beliefs. Your anonymity will be preserved and is guaranteed.

*[Participants completed the two questionnaires in the order as shown. For copyright reasons, we list only the names of the questionnaires along with their references.]*

- Narcissistic Personality Inventory (Raskin & Terry, 1988)
- Narcissistic Admiration and Rivalry Questionnaire (Back et al., 2013)

**[Subordinates' Hypothetical Leadership Style]**

*[We presented the autocratic leadership description and behaviors en bloc and did so as well for the democratic leadership description and behaviors. The order of the autocratic and the democratic block was counterbalanced.]*

**[Introduction]**

For the second part of the study, we would like you to **imagine you were in a leadership position**.

You will be presented with questionnaires regarding your (hypothetical) leadership style and specific leadership behaviors. Please read the descriptions carefully to evaluate subsequently **how much the described leadership styles would match your personal leadership style** and **how often you would show the specific leadership behaviors if you were in a leadership position**.

**[Autocratic Leadership Description]**

**If you were in a leadership position...**

**Leadership style 1:**

A leader using this leadership style is mainly concerned about getting the job done. If there are decisions to be made, he/she makes them alone and discourages the employees to participate in the decision-making process. He/she determines prescribed policies, procedures, rules, and goals, and dictates method and activity steps, one at a time, so that future steps are uncertain to a large degree. Overall, the leader directs most actions and interactions within the group.

How much would the described leadership style resemble **your leadership behavior**?  
(1 = *not at all*; 7 = *very much*)

**[Autocratic Leadership Behaviors]**

How frequently would you engage in the behavior described by the item if you were in a leadership position? (1 = *never*; 2 = *seldom*; 3 = *occasionally*; 4 = *often*; 5 = *always*)

*[As in Studies 1 and 2a, we adopted 5 items from the Leader Behavior Description Questionnaire XII (LBDQ XII; The Ohio State Leadership Studies, 1962) and 3 items from the Leader Behavior Description Questionnaire (LBDQ; Halpin, 1957), and we used 2 self-generated items. For copyright reasons, we do not cite the wording of the adopted items. Instead, we list their item number in the original questionnaire.]*

**As a leader, I would...**

- ... [LBDQ item number 7]
- ... [LBDQ item number 11]
- ... [LBDQ item number 9]
- ... [LBDQ XII item number 44]
- ...make decisions without consulting the group members.
- ... [LBDQ XII item number 64]
- ... [LBDQ XII item number 84]
- ... [LBDQ XII item number 97]
- ... [LBDQ XII item number 54]
- ...lead in an autocratic manner.

***[Democratic Leadership Description]***

**If you were in a leadership position...**

**Leadership style 2:**

A leader using this leadership style is concerned about the employees' needs. If there are decisions to be made, he/she asks the employees for their opinion and encourages them to participate in the decision-making process. He/she awards them freedom to determine their own policies, procedures, rules, and goals, and gives them perspective by explaining in advance the steps toward goal attainment. Overall, the leader lets the employees initiate most actions and interactions within the group.

How much would the described leadership style resemble **your leadership behavior**?  
(1 = *not at all*; 7 = *very much*)

***[Democratic Leadership Behaviors]***

How frequently would you engage in the behavior described by the item if you were in a leadership position? (1 = *never*; 2 = *seldom*; 3 = *occasionally*; 4 = *often*; 5 = *always*)

*[As in Studies 1 and 2a, we adopted 8 items from the Leader Behavior Description Questionnaire XII (LBDQ XII; The Ohio State Leadership Studies, 1962), and we used 2 self-generated items. For copyright reasons, we do not cite the wording of the adopted items. Instead, we list their item number in the original questionnaire.]*

**As a leader, I would...**

... [LBDQ XII item number 7]

... [LBDQ XII item number 15]

... [LBDQ XII item number 27]

... [LBDQ XII item number 35]

... [LBDQ XII item number 67]

... [LBDQ XII item number 75]

...include the group members in the decision-making processes.

... [LBDQ XII item number 85]

... [LBDQ XII item number 95]

...lead in a democratic manner.

***[Supervisor's Leadership Style]***

*[Participants were randomly assigned to the democratic or autocratic leader profile of a fictitious supervisor. We presented the autocratic leadership description and behaviors en bloc and did so as well for the democratic leadership description and behaviors. The order of the autocratic and the democratic block was the same as for subordinate's hypothetical leadership style and, thus, counterbalanced.]*

***[Introduction]***

For the third part of the study, we would like you to **imagine a male person in a leadership position who was your supervisor.**

We will show you the answers of this person to the same questions you just answered regarding his leadership style and his specific leadership behaviors. Please read the answers carefully and subsequently evaluate this person **given that he were your supervisor.**

**[Autocratic Leader Profile]**

Please remember: Imagine you are the employee of a supervisor who gave the following answers.

**Leadership style 1:**

A leader using this leadership style is mainly concerned about getting the job done. If there are decisions to be made, he/she makes them alone and discourages the employees to participate in the decision making process. He/she determines prescribed policies, procedures, rules, and goals, and dictates method and activity steps, one at a time, so that future steps are uncertain to a large degree. Overall, the leader directs most actions and interactions within the group.

How much does the described leadership style resemble your own leadership behavior as a supervisor?

not at all      ○      ○      ○      ○      ○      ●      ○      very much

[Continue](#)

Please remember: Imagine you are the employee of a supervisor who gave the following answers.

How frequently do you engage in the behavior described by the item?

As a supervisor, I ...

	never	seldom	occasionally	often	always
...rule with an iron hand.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
...speak in a manner not to be questioned.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
...criticize poor work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
...decide what shall be done and how it shall be done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
...make decisions without consulting the group members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

[Continue](#)

Please remember: Imagine you are the employee of a supervisor who gave the following answers.

How frequently do you engage in the behavior described by the item?

As a supervisor, I ...

	never	seldom	occasionally	often	always
...make sure that my part in the group is understood by the group members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
...maintain definite standards of performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
...act without consulting the opinion of group members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
...assign group members to particular tasks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
...lead in an autocratic manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

[Continue](#)

Please remember: Imagine you are the employee of a supervisor who gave the following answers.

**Leadership style 2:**

A leader using this leadership style is concerned about the employees' needs. If there are decisions to be made, he/she asks the employees for their opinion and encourages them to participate in the decision making process. He/she awards them freedom to determine their own policies, procedures, rules, and goals, and gives them perspective by explaining in advance the steps toward goal attainment. Overall, the leader lets the employees initiate most actions and interactions within the group.

How much does the described leadership style resemble **your own leadership behavior as a supervisor**?

not at all                                                very much

[Continue](#)

Please remember: Imagine you are the employee of a supervisor who gave the following answers.

How frequently do you engage in the behavior described by the item?

As a supervisor, I ...

	never	seldom	occasionally	often	always
...am friendly and approachable.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...permit the members to use their own judgment in solving problems.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...put suggestions made by the group into operation.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...let the members do their work the way they think best.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...look out for the personal welfare of group members.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[Continue](#)

Please remember: Imagine you are the employee of a supervisor who gave the following answers.

How frequently do you engage in the behavior described by the item?

As a supervisor, I ...

	never	seldom	occasionally	often	always
...allow the group a high degree of initiative.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...include the group members in the decision-making process.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...trust the members to exercise good judgment.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...permit the group to set its own pace.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...lead in a democratic manner.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[Continue](#)

**[Democratic Leader Profile]**

Please remember: Imagine you are the employee of a supervisor who gave the following answers.

**Leadership style 1:**

A leader using this leadership style is mainly concerned about getting the job done. If there are decisions to be made, he/she makes them alone and discourages the employees to participate in the decision making process. He/she determines prescribed policies, procedures, rules, and goals, and dictates method and activity steps, one at a time, so that future steps are uncertain to a large degree. Overall, the leader directs most actions and interactions within the group.

How much does the described leadership style resemble your own leadership behavior as a supervisor?

not at all        very much

Continue

*Please remember: Imagine you are the employee of a supervisor who gave the following answers.*

How frequently do you engage in the behavior described by the item?

As a supervisor, I ...

	never	seldom	occasionally	often	always
...rule with an iron hand.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...speak in a manner not to be questioned.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...criticize poor work.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...decide what shall be done and how it shall be done.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...make decisions without consulting the group members.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Continue

*Please remember: Imagine you are the employee of a supervisor who gave the following answers.*

How frequently do you engage in the behavior described by the item?

As a supervisor, I ...

	never	seldom	occasionally	often	always
...make sure that my part in the group is understood by the group members.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...maintain definite standards of performance.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...act without consulting the opinion of group members.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...assign group members to particular tasks.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...lead in an autocratic manner.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Continue

*Please remember: Imagine you are the employee of a supervisor who gave the following answers.*

**Leadership style 2:**

A leader using this leadership style is concerned about the employees' needs. If there are decisions to be made, he/she asks the employees for their opinion and encourages them to participate in the decision making process. He/she awards them freedom to determine their own policies, procedures, rules, and goals, and gives them perspective by explaining in advance the steps toward goal attainment. Overall, the leader lets the employees initiate most actions and interactions within the group.

How much does the described leadership style resemble your own leadership behavior as a supervisor?

not at all       very much

Continue

*Please remember: Imagine you are the employee of a supervisor who gave the following answers.*

How frequently do you engage in the behavior described by the item?

As a supervisor, I ...

	never	seldom	occasionally	often	always
...am friendly and approachable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
...permit the members to use their own judgment in solving problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
...put suggestions made by the group into operation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
...let the members do their work the way they think best.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
...look out for the personal welfare of group members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

Continue

*Please remember: Imagine you are the employee of a supervisor who gave the following answers.*

How frequently do you engage in the behavior described by the item?

As a supervisor, I ...

	never	seldom	occasionally	often	always
...allow the group a high degree of initiative.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
...include the group members in the decision-making process.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
...trust the members to exercise good judgment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
...permit the group to set its own pace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
...lead in a democratic manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

Continue

**[Evaluation of Supervisor]**

Now that you have read the supervisor's answers, it is your turn again to answer some questions.

Keep in mind: Your task is to **imagine that this person was your supervisor.**

**Now, please answer some questions about his leadership style and the person in general.**



***[Valence and Success of Supervisor's Leadership Style]***

How do you evaluate the leadership style of this person, *given he were your supervisor?*  
(1 = not at all; 7 = very much)

positive; pleasant; desirable; successful; efficient; productive

***[Desirability of Supervisor as Boss and Liking for Supervisor]***

How do you evaluate this person in general, *given he were your supervisor?*  
(1 = not at all; 7 = very much)

How much would you like this supervisor as a leader?  
How much would you like to work with this supervisor?  
How much would you wish for a different supervisor?

How much would you respect this supervisor in general?  
How much would you appreciate this supervisor in general?  
How much would you like this supervisor in general?

***[Supervisor's Competence and Warmth]***

How do you evaluate this person on the following attributes, *given he were your supervisor?*  
[1 = not at all, 7 = very much]

competent; intelligent; efficient; sensitive; friendly; warm

***[Conducive Working Conditions Provided by Supervisor]***

How do you evaluate the working conditions provided by this person, *given he were your supervisor?* [1 = not at all, 7 = very much]

This supervisor provides working conditions...  
...that suit me.  
...in which I can achieve my goals.  
... which promote my professional development.

**[Perceived Leadership Style]**

In your opinion: Was the leadership style of the supervisor you evaluated rather democratic or rather autocratic? [ 1 = *democratic*, 6 = *autocratic*]

**[Demographic Information]**

Sex:     female     male

Age:  years

Is English your native language?

yes

no, my native language is

What is the highest level of education you have completed?

- Grammar school
- High school or equivalent
- Vocational/technical school
- Some college
- Bachelor's degree
- Master's degree
- Doctoral degree
- Other

How many years of work experience do you have?

years

In which sector do you work?

- private sector
- public sector
- other

Which of the following best describes your occupational role?

- Self-employed
- Homemaker
- Retired
- Student
- Unemployed
- Temporary employee
- Administrative staff
- Support staff
- Skilled laborer
- Trained professional
- Consultant
- Instructor/Educator
- Researcher
- Junior management
- Middle management
- Upper management
- Other

Other occupational role (if applicable):

Are you currently in a leadership/managerial position at work?

- yes
- no

If you occupy a leadership position, how many years of leadership/managerial experience do you have?

years

**[Control Questions]**

Do you have any comments regarding this questionnaire?

It would be very helpful if you could tell us at this point whether you have taken part seriously, so that we can use your answers for our scientific analysis, or whether you were just clicking through to take a look at the survey?

*Your answer will not affect your ability to end the questionnaire! Please answer honestly.  
(1 = just clicked through; 7 = seriously answered the questions)*

**[Last Page of Study 3]**

This study is finished.  
Thank you for participating!

In order to get paid, please enter the following code in the field indicated at Amazon Mechanical Turk: [code]

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