Online Supplement A: Items Used for Study 1

<table>
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<tr>
<th>Construct</th>
<th>Survey Items</th>
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| Trait Empathy (Cloninger et al. 1994; 5 items; $\alpha = .73$) | 1(Strongly Disagree) to 5(Strongly Agree)  
- I feel others’ emotions.  
- I anticipate the needs of others.  
- I am concerned about others.  
- I make people feel welcome.  
- I take time out for others. |
| Negative Feedback (adapted from Steelman et al., 2004; 3 items; $\alpha = .93$) | 1(Strongly Disagree) to 5(Strongly Agree)  
- I have told a subordinate that his/her work performance was not meeting organizational standards.  
- I have let a subordinate know that his/her job performance had fallen below what is expected.  
- I have told a subordinate that s/he made a mistake at work. |
| Attentiveness (Rodell & Judge; 2009; 3 items; Time 1 $\alpha = .77$; Time 2 $\alpha = .79$) | 1(Strongly Disagree) to 5(Strongly Agree)  
- Attentive  
- Alert  
- Determined |
| Distress (Watson & Clark, 1999; 3 items; Time 1 $\alpha = .96$; Time 2 $\alpha = .96$; items reverse coded) | 1(Strongly Disagree) to 5(Strongly Agree)  
- Calm  
- Relaxed  
- At ease |
| Leader Effectiveness (adapted from de Hoogh, den Hartog, & Koopman, 2005; 3 items; $\alpha = .96$) | 1(Strongly Disagree) to 5(Strongly Agree)  
- My overall functioning as a leader has been satisfactory.  
- I have been a very capable leader.  
- I have been effective as a leader. |
| Transformational Leadership (adapted from Bass & Avolio, 1997; 5 items; $\alpha = .94$) | 1(Strongly Disagree) to 5(Strongly Agree)  
- Talked enthusiastically about what needs to be accomplished.  
- Talked optimistically about the future with a subordinate.  
- Expressed confidence that goals will be achieved.  
- Helped a subordinate develop their strengths.  
- Went beyond self-interest for the good of a subordinate. |

<table>
<thead>
<tr>
<th>Job Title</th>
<th>What is your job title?</th>
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<tbody>
<tr>
<td>Industry</td>
<td>What industry do you work in?</td>
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<tr>
<td>Organizational Tenure</td>
<td>Approximately how long have you been with the current organization?</td>
</tr>
<tr>
<td>Hours Worked</td>
<td>On average, how many hours a week do you work at your current job?</td>
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<tr>
<td>Gender</td>
<td>What is your gender? (1 = <em>Male</em>; 2 = <em>Female</em>; 3 = <em>Other</em>)</td>
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<td>--------</td>
<td>---------------------------------------------------------------</td>
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</tbody>
</table>
| Race   | • Choose one or more races that you consider yourself to be. (1 = *White*; 2 = *Black or African American*; 3 = *American Indian or Alaska Native*; 4 = *Asian*; 5 = *Native Hawaiian or Pacific Islander*; 6 = *Other*)  
• Are you Spanish, Hispanic, or Latino? (1 = *Spanish*; 2 = *Hispanic*; 3 = *Latino*; 4 = *None*) |