

Online Supplement C: Feedback Recall Prompt and Items Used for Study 2b

Feedback Prompt (adapted from Oc et al., 2020 for feedback-giving situation):

Please think of a time within the past month during which you had to provide negative feedback to an employee who directly reports to you. Negative feedback is feedback that consists of messages that refer unfavorably to the employee's behavior and/or indicates unsatisfactory performance. This feedback could have been provided in a formal setting (e.g., an annual performance review meeting) or informal setting (e.g., more casually, such as correcting an employee "on the spot" when noticing unsatisfactory performance).

In answering the questions to follow, please write as detailed of a description of what happened as possible. If you can, write your description so that someone reading it might feel what you felt from learning about your experience. Try to relive the experience as you write, pretending you are actually there and remembering how you felt during the experience and the details of the scene.

- What led up to you having to provide your direct report with negative feedback? That is, what did your employee do?
- What did you say to your direct report when providing the feedback? Try, as much as possible, to quote the exact words that you used when providing feedback to the employee and try to provide detailed information about the context of the particular situation.
- How did your direct report respond to the feedback? What did they say and how did they seem to react or feel emotionally? Did they accept or challenge the feedback?
- How did providing this feedback affect you? That is, how did it make you feel?

Study 2b Items

Construct	Items
Trait Empathy (Davis, 1980; 7-items; $\alpha = .82$)	<p>1 (<i>Strongly disagree</i>) to 5 (<i>Strongly agree</i>)</p> <ul style="list-style-type: none"> • When I see someone being taken advantage of, I feel kind of protective toward them. • When I see someone being treated unfairly, I sometimes don't feel very much pity for them. (reverse-scored) • I often have tender, concerned feelings for people less fortunate than me. • I would describe myself as a pretty soft-hearted person. • Sometimes I don't feel sorry for other people when they are having problems. (reverse-scored) • Other people's misfortunes do not usually disturb me a great deal. (reverse-scored) • I am often quite touched by things I see happen.
Feedback Recipient Anger (Crossley, 2009; Rodell & Judge, 2009; 3-items; $\alpha = .88$)	<p>1 (<i>Very slightly or not at all</i>) to 5 (<i>Extremely</i>)</p> <p>Angry Hostile Enraged</p>
Feedback Recipient Anxiety (Rodell & Judge, 2009; 2-items; $\alpha = .84$)	<p>1 (<i>Very slightly or not at all</i>) to 5 (<i>Extremely</i>)</p> <p>Nervous Anxious</p>
Job Title	What is your job title?
Industry	In what industry do you work?
Organizational Tenure	Approximately how long have you been with the current organization?
Hours Worked	On average, how many hours a week do you work at your current job (please round to the nearest hour)?
Gender	What is your gender? (1 = <i>Male</i> ; 2 = <i>Female</i> ; 3 = <i>Other</i>)
Race	<ul style="list-style-type: none"> • Choose one or more races that you consider yourself to be. (1 = <i>White</i>; 2 = <i>Black or African American</i>; 3 = <i>American Indian or Alaska Native</i>; 4 = <i>Asian</i>; 5 = <i>Native Hawaiian or Pacific Islander</i>; 6 = <i>Other</i>) • Are you Spanish, Hispanic, or Latino? (1 = <i>Spanish</i>; 2 = <i>Hispanic</i>; 3 = <i>Latino</i>; 4 = <i>None</i>)