



Online-Appendix zu

„CEO Communication during Strategic Change: A Regulatory Focus Perspective“

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APPENDIX A – OVERVIEW OF EXAMINED JOURNALS

Manual research was conducted in various international journals of management literature since 2010. This overview of international journals was on the one hand conducted from their quality ranking according to the current ERIM (Erasmus Institute of Management) Journals List (ERIM, 2015). On the other hand, journals, which seem interesting for the purpose of the paper (e.g. Journal of Business Communication), were added manually.

- *Academy of Management Journal*
- *Academy of Management Review*
- *Administrative Science Quarterly*
- *Journal of Applied Psychology*
- *Journal of Business Communication*
- *Journal of Management*
- *Journal of Management Information Systems*
- *Journal of Management Studies*
- *Journal of Organizational Behaviour*
- *Leadership Quarterly*
- *Management Science*
- *Organization Science*
- *Organization Studies*
- *Organizational Behavior and Human Decision Processes*
- *Research in Organizational Behavior*

APPENDIX B – REGULATORY FOCUS WORDS

| <i>Promotion Words</i> | <i>Prevention Words</i> |
|------------------------|-------------------------|
| Achieve | Accuracy |
| Advancement | Afraid |
| Appeal | Anxiety |
| Approach | Avoid |
| Aspire | Careful |
| Attain | Complex |
| Desire | Conservative |
| Earn | Continue |
| Empowerment | Cost |
| Expand | Crisis |
| Flourish | Critical |
| Gain | Defend |
| Grow | Difficult |
| Ideal | Digitalization |
| Improve | Disruptions |
| Increase | Driven |
| New | Duty |
| Obtain | Escape |
| Opportunity | Evade |
| Optimistic | Fail |
| Pleasure | Fear |
| Positive | Globalization |
| Progress | Have to |
| Promote | Loss |
| Prospect | Negative |
| Success | Obligation |
| Toward | Ought |
| Want to | Pain |
| Wish | Prevent |
| | Problem |
| | Protect |
| | Recession |
| | Regulatory |
| | Responsible |
| | Risk |
| | Safety |
| | Scepticism |
| | Security |
| | Severe |
| | Tense |
| | Threat |
| | Uncertainty |
| | Vigilance |
| | Volatility |
| | Vulnerability |
| | Worry |

Table B1: Regulatory Focus Words

APPENDIX C – EXPLORATORY DATA ANALYSIS

| Type_of_Change_Ackerman | | | Statistic | Std. Error |
|-------------------------|------|----------------------------------|-----------|------------|
| CEO_Regulatory_Focus | .00 | Mean | .8985 | .10665 |
| | | 95% Confidence Interval for Mean | .6661 | |
| | | Lower Bound | 1.1308 | |
| | | Upper Bound | .9088 | |
| | | 5% Trimmed Mean | .9700 | |
| | | Median | .148 | |
| | | Variance | .38453 | |
| | | Std. Deviation | .23 | |
| | | Minimum | 1.38 | |
| | | Maximum | 1.15 | |
| | | Range | .67 | |
| | | Interquartile Range | | |
| | 1.00 | Mean | 1.0417 | .17296 |
| | | 95% Confidence Interval for Mean | .5971 | |
| | | Lower Bound | 1.4863 | |
| | | Upper Bound | 1.0419 | |
| | | 5% Trimmed Mean | 1.0400 | |
| | | Median | .179 | |
| | | Variance | .42367 | |
| | | Std. Deviation | .55 | |
| | | Minimum | 1.53 | |
| | | Maximum | .98 | |
| | | Range | .93 | |
| | | Interquartile Range | | |
| | 2.00 | Mean | 1.2620 | .21648 |
| | | 95% Confidence Interval for Mean | .6610 | |
| | | Lower Bound | 1.8630 | |
| | | Upper Bound | 1.2628 | |
| | | 5% Trimmed Mean | 1.2800 | |
| | | Median | .234 | |
| | | Variance | .48407 | |
| | | Std. Deviation | .65 | |
| | | Minimum | 1.86 | |
| | | Maximum | 1.21 | |
| | | Range | .93 | |
| | | Interquartile Range | | |

Table C1: Exploratory Data Analysis and Mean Comparison