Online-Appendix zu

„A Signaling Theory Perspective on Building Supportive Responses to Organizational Change: An Experimental Study "

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APPENDIX

APPENDIX A: Detailed Description of CLTs

Overall, nine core verbal and three nonverbal CLTs whose use makes leaders appear charismatic have been identified, which are frequently referred to by neocharismatic scholars (Antonakis, 2017; Antonakis et al., 2011, 2012; Awamleh & Gardner, 1999; Den Hartog & Verburg, 1997; Shamir et al., 1994). The framing category encompasses five verbal CLTs. Namely, a) *metaphors* to invoke a symbolic image, appeal to emotions and imagination, simplify information processing, and make the message more memorable (Den Hartog & Verburg, 1997; Willner, 1984); b) *stories and anecdotes* to make the message easy to visualize and remember, and make salient the morality of the message, creating a sense of shared identity; c) *rhetorical questions* to involve followers in the creation of the vision, and create anticipation, intrigue, and a puzzle that requires an answer or a solution; d) *contrasts* to sharply focus the message, combine reason with passion, and bolster the desired values; as well as e) *three-part lists* to project completeness and to condense complex argumentation. Four verbal CLTs constitute the substance category: a) showing *moral conviction* to demonstrate a belief in the moral righteousness of the message by communicating crucial values that point to the right thing to do (House, 1977); b) sharing the *sentiments of the collective* to bring leader and followers psychologically close by connecting the leader's message and followers' needs (Shamir et al., 1993); c) setting *high and ambitious goals* while d) demonstrating *confidence these goals can be achieved* to demonstrate the leader's ambition and commitment to the vision, concentrate common efforts on a target, and raise follower motivation and self-efficacy perceptions. Lastly, the delivery category consists of three nonverbal CLTs that convey the leader's passion and conviction by demonstrating confidence and conveying emotions by a) *body gestures*, b) *facial expressions*, and c) an *animated tone of voice*. Contrary to early conceptualizations of charisma as a gift, neocharismatic scholars demonstrate that charisma is learnable, and that interventions teaching appropriate use of CLTs can have an effect on outcomes such as perceptions of competence, affective reactions, trust, and ability to influence followers (Antonakis et al., 2011, 2012; Frese et al., 2003; Howell & Frost, 1989; Towler, 2003).

APPENDIX B: Manipulations of Leader Charisma and Change Commitment Signals

Note: All participants first received this short introduction to the change scenario. Participants were then randomly assigned to one of four conditions. The four conditions are presented including the e-mail formatting also used in the online survey. Participants in both the pre-test and the main experiment received the same general introduction and conditions.

General Introduction to the Scenario

Please try to vividly imagine being in the following situation:

You have been working in a US company called **HT-Corp** for five years. The company manufactures a wide variety of **technological products** that are sold in the business-to-business segment. You have generally been satisfied with your employer and enjoy working there.
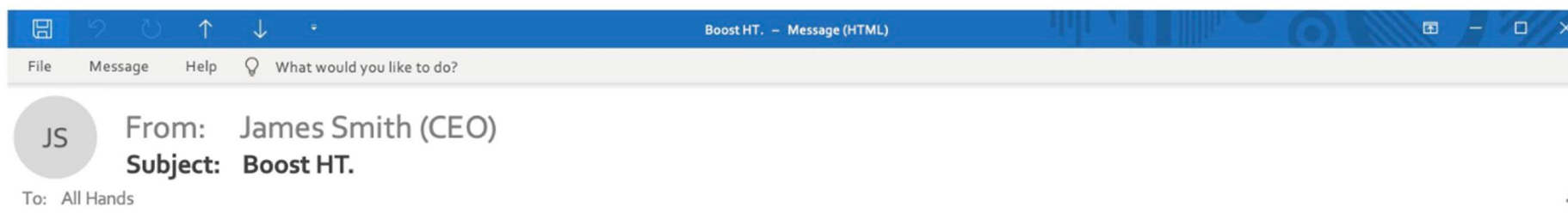
HT-Corp has its headquarters in Cleveland, Ohio and 17 other company locations which are dispersed throughout the Eastern region of the United States. **You are not working at the headquarters, but at one of these 17 other HT-Corp locations.** HT-Corp has a 70-year history in the US and is closely connected to the communities in which it operates locations. Many employees have spent a large portion of their professional careers at HT-Corp.

However, the competitive landscape in the market is changing. New competitors are emerging and the industry is under pressure to keep up with recent technological advancements.
Not long ago, the former chief executive officer (CEO) retired and a **new CEO, Mr. James Smith,** was appointed. He joined HT-Corp from another technological organization and you have not had any touchpoint with him nor do you have any information about his prior professional career.

One morning, you enter your office, sit down at your desk, and open your e-mail program. Along with all HT-Corp employees, you have received the following **e-mail from the new CEO**:

High Charisma Signal, High Change Commitment Signal Condition

File · Message · Help · What would you like to do?

Boost HT. — Message (HTML)

From: James Smith (CEO)
Subject: Boost HT.
To: All Hands

Dear Colleagues,

For many years, HT's course has been very successful. However, revolutionary new technologies have emerged, and competitors have continuously increased their market share. The competitive landscape has become more turbulent, digitalization is omnipresent, and we are starting to see a decrease in our revenues we cannot ignore. So, can we stay on the same course forever because we have been successful until today, or do we have to adjust our course to remain successful when the winds are changing? I am convinced that we have to reset our sails and steer a new course.

Therefore, I want to introduce you to Boost HT. Boost HT is the change program that will drive our course into the digital age. The three main objectives of the program are to enhance our competitiveness to reach sustainable profits, to satisfy our customers' demands more effectively, and to build up the necessary capabilities to introduce innovative products.

What will Boost HT include? You may think that this is just another change program that will not leave a trace. On the contrary, Boost HT will fundamentally change how we do things around here. Let me emphasize three things.

  1. Boost HT will entail a reorganization in which we will merge several business units. This new structure will encourage collaboration and synergies. Many of us will face new tasks, work with new colleagues, and perform new roles. I know, too, that this may include tensions. But let us unite and work through these tensions in our common conviction to set a new course for HT. We will make it work, together.

2. We will set up a new digital business unit that pools capabilities and takes the lead in seizing digital opportunities. This means that we will redesign our entire development and sales processes. For instance, we will adopt new approaches like agile cross-functional project teams. This means we have to let some ways of doing things go. Letting go can be hard. But letting go also is about moving forward.

3. We will launch a large-scale corporate education program which allows all employees to develop digital skills. Thus, we all need to put extra effort into learning new things, such as data analytical or agile skills, because we will need these to perform our new roles. In other words, we have to leave our comfort zones. Of course, this will not be easy sailing. Other companies may find this daunting, but we are not just any company. We have the experience, we have the passion, and we have the talent.

You must still be wondering: How will Boost HT change my work?

To fully explain the details and outline the next steps, I will host a **Boost HT kick-off event** in every single one of our 18 locations. I sincerely hope you as an HT employee will participate. During the half-day kick-off event, I will lay out the next steps in detail, explain what you can expect from the program, and personally take time to listen to and address your concerns. To this end, I have made important changes to my business and personal schedules to ensure that I can host every event personally. I am dedicating the needed time to speak to you in person when visiting all 18 HT locations because I think the success of Boost HT is critical for our collective future, and I believe the program is simply the right thing to do.

The founders of this company had a dream almost 70 years ago, after the Second World War had shaken the world to its foundations. They dreamed of creating world-class products to help rebuild their communities. They dreamed of making the world simpler, safer, and more stable every time they handed a customer one of our products. We are the keepers of their legacy. We have the responsibility to build a sustainable future for our company. Is that not what we owe our customers, colleagues, and founders? Let us follow in their footsteps and carry their dream into the digital age.

To bring Boost HT into being, I count on your support. Whether we have been working here all our lives or since yesterday, whether we work in one US state or another, whether we are a manager or an intern. Let us each set an example. Let us come together to rise to the challenge and reboot HT – to become a digitalization pioneer in our industry. We certainly have what it takes to achieve that.

In the end, we have to ask ourselves who we are: Are we a company that is resistant to change? Or are we a company that embraces change and has the courage to set a new course to become even stronger than today? Our actions will decide.
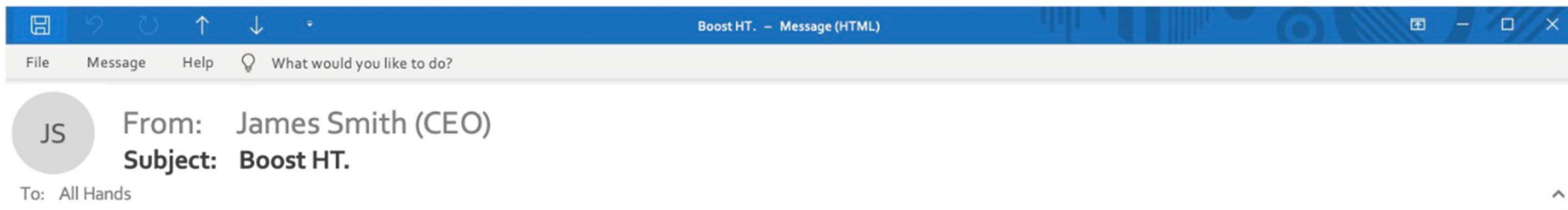
Best regards,
James Smith
Chief Executive Officer HT-Corp.

HT-Corp.
www.ht-corp.com

james.smith@ht-corp.com

High Charisma Signal, Low Change Commitment Signal Condition

Dear Colleagues,

For many years, HT's course has been very successful. However, revolutionary new technologies have emerged, and competitors have continuously increased their market share. The competitive landscape has become more turbulent, digitalization is omnipresent, and we are starting to see a decrease in our revenues we cannot ignore. So, can we stay on the same course forever because we have been successful until today, or do we have to adjust our course to remain successful when the winds are changing? I am convinced that we have to reset our sails and steer a new course.

Therefore, I want to introduce you to Boost HT. Boost HT is the change program that will drive our course into the digital age. The three main objectives of the program are to enhance our competitiveness to reach sustainable profits, to satisfy our customers' demands more effectively, and to build up the necessary capabilities to introduce innovative products.

What will Boost HT include? You may think that this is just another change program that will not leave a trace. On the contrary, Boost HT will fundamentally change how we do things around here. Let me emphasize three things.

　　1. Boost HT will entail a reorganization in which we will merge several business units. This new structure will encourage collaboration and synergies. Many of us will face new tasks, work with new colleagues, and perform new roles. I know, too, that this may include tensions. But let us unite and work through these tensions in our common conviction to set a new course for HT. We will make it work, together.

2. We will set up a new digital business unit that pools capabilities and takes the lead in seizing digital opportunities. This means that we will redesign our entire development and sales processes. For instance, we will adopt new approaches like agile cross-functional project teams. This means we have to let some ways of doing things go. Letting go can be hard. But letting go also is about moving forward.

3. We will launch a large-scale corporate education program which allows all employees to develop digital skills. Thus, we all need to put extra effort into learning new things, such as data analytical or agile skills, because we will need these to perform our new roles. In other words, we have to leave our comfort zones. Of course, this will not be easy sailing. Other companies may find this daunting, but we are not just any company. We have the experience, we have the passion, and we have the talent.

You must still be wondering: How will Boost HT change my work?

To inform you about the program, there will be a **Boost HT kick-off event** in our headquarters. I hope that a lot of HT employees will participate.
I will not attend the event because of other HT obligations. Our Chief Financial Officer, Mr. Christian Jones, will hold the event instead. During the half-day kick-off event, our Chief Financial Officer will briefly introduce the Boost HT change program, lay out the next steps that will follow, explain what you can expect from the program, and respond to potential questions. In addition, there will be a livestream of the event available online so that all employees are able to join.
This kick-off event is important because the success of Boost HT is critical for our collective future, and I believe the program is the right thing to do.

The founders of this company had a dream almost 70 years ago, after the Second World War had shaken the world to its foundations. They dreamed of creating world-class products to help rebuild their communities. They dreamed|of making the world simpler, safer, and more stable every time they handed a customer one of our products. We are the keepers of their legacy. We have the responsibility to build a sustainable future for our company. Is that not what we owe our customers, colleagues, and founders? Let us follow in their footsteps and carry their dream into the digital age.

To bring Boost HT into being, I count on your support. Whether we have been working here all our lives or since yesterday, whether we work in one US state or another, whether we are a manager or an intern. Let us each set an example. Let us come together to rise to the challenge and reboot HT – to become a digitalization pioneer in our industry. We certainly have what it takes to achieve that.

In the end, we have to ask ourselves who we are: Are we a company that is resistant to change? Or are we a company that embraces change and has the courage to set a new course to become even stronger than today? Our actions will decide.
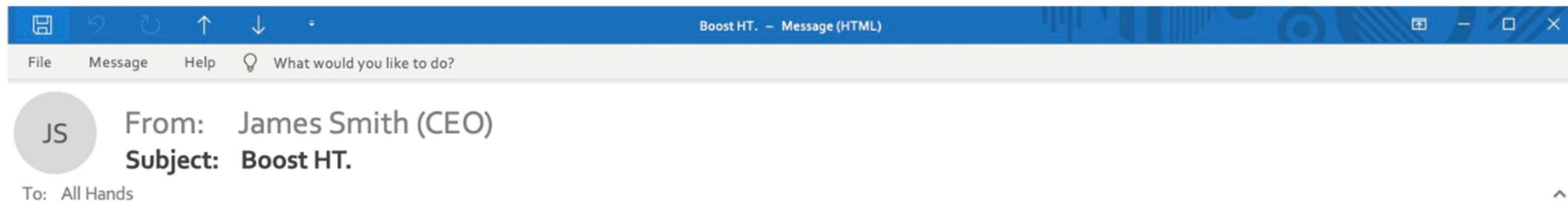
Best regards,

James Smith

Chief Executive Officer HT-Corp.

HT

HT-Corp.
www.ht-corp.com

james.smith@ht-corp.com

Low Charisma Signal, High Change Commitment Signal Condition

File   Message   Help   What would you like to do?

From: James Smith (CEO)
Subject: Boost HT.

To: All Hands

Dear Colleagues,

For many years, HT's strategy has been very successful. However, revolutionary new technologies have emerged, and competitors have continuously increased their market share. The competitive landscape has become more turbulent, digitalization is omnipresent, and HT is beginning to exhibit a downward trend in yearly revenues. So, we have to decide whether to maintain the same strategy because we have been successful until today, or to take a step back and modify our strategy to remain successful when the market is changing. I am certain that we have to adjust how we operate and choose a strategy that makes use of new technological developments.

For that reason, Boost HT was devised. Boost HT is the change program that will drive our path into the digital age. The program is aimed at achieving several improvements. The three main objectives of the program are to enhance our competitiveness to reach sustainable profits, to satisfy our customers' demands more effectively, and to build up the necessary capabilities to introduce innovative products.

The Boost HT program will cover several aspects. It is a change program that is aimed at broad adjustments in our organization, and thus will fundamentally change how we do things around here. I will now describe the major components.

Boost HT will entail a reorganization in which we will merge several business units. This new structure will encourage collaboration and synergies. As a result, many employees will face new tasks, work with new colleagues, perform new roles, or experience another change in their routines. This could lead to tensions within the new business units in the beginning. But we should overcome these tensions together in our common goal to define a new strategy for HT.

133

Also, we will set up a new digital business unit that pools digital capabilities and takes the lead in seizing digital opportunities. This means that we will redesign our entire development and sales processes. For instance, we will adopt new approaches like agile cross-functional project teams. This means we have to let some ways of doing things go, which can be hard. Nevertheless, changing these things is necessary for us to move forward.

Lastly, we will launch a large-scale corporate education program which allows all employees to develop digital skills. Thus, we will all need to put discretionary effort into learning new things, such as data analytical or agile skills, because we will need these to perform our new roles. This means that we will have to leave our comfort zones to extend our knowledge bases and skillsets. Our experience, passion, talent, and ambition to take HT in a new direction will help us in attaining the goals we set for ourselves.

It is natural to want to understand how one will be affected by such a program.

To fully explain Boost HT and outline the next steps, I will host a **Boost HT kick-off event** in every single one of our 18 locations. I encourage you as an HT employee to participate. During the half-day kick-off event, I will inform you about the next steps, explain what you can expect from the program, and personally take time to listen to and address your concerns. To this end, I have made important changes to my business and personal schedules to ensure that I can host every event personally. I am dedicating the needed time to speak to you in person when visiting all 18 HT locations because I think the success of Boost HT is critical for the development of this company.

HT has a long experience in manufacturing technological products and thereby accelerating progress. It is our priority to create products that meet the highest quality standards and that satisfy our customers' needs. Ensuring high product quality is important to be successful in the marketplace, to generate sales, to gain new customers, and to expand one's operations as a company. These are requirements for a sustainable competitive position. Therefore, we should continue to set ourselves high standards to better serve our customers and build a sustainable future for HT in the digital age.

I request your support in order to bring Boost HT into being. It is important that we all work together across the company on this program in order to make it a success. Internal collaboration across generations, locations, and hierarchies is necessary for the effective rollout and realization of Boost HT. If everybody contributes, we can build the necessary digital competences.

We should take on the challenge and reboot HT – to become a digital leader in our industry. I am certain that we are able to attain this goal. We should accept change and adjust our established strategy to gain an even stronger market position than we have today. Therefore, we should take action to get there.
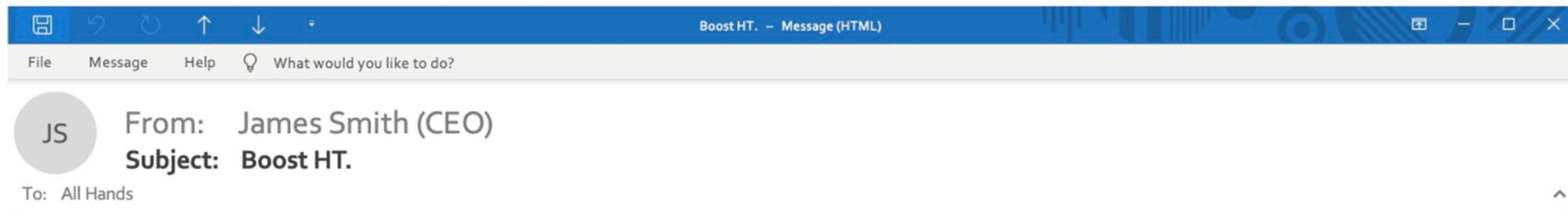
Best regards,
James Smith
Chief Executive Officer HT-Corp.

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136

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It is natural to want to understand how one will be affected.

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I will not attend the event because of other HT obligations. Our Chief Financial Officer, Mr. Christian Jones, will hold the event instead. During the half-day kick-off event, our Chief Financial Officer will briefly introduce the Boost HT change program, lay out the next steps that will follow, explain what you can expect from the program, and respond to potential questions. In addition, there will be a livestream of the event available online so that all employees are able to join.
This kick-off event is important because the success of Boost HT is critical for the further development of this company.

HT has a long experience in manufacturing technological products and thereby accelerating progress. It is our priority to create products that meet the highest quality standards and that satisfy our customers' needs. Ensuring high product quality is important to be successful in the marketplace, to generate sales, to gain new customers, and to expand one's operations as a company. These are requirements for a sustainable competitive position. Therefore, we should continue to set ourselves high standards to better serve our customers and build a sustainable future for HT in the digital age.

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Best regards,

James Smith

Chief Executive Officer HT-Corp.

HT-Corp.
www.ht-corp.com

james.smith@ht-corp.com

APPENDIX C: Coded Manipulations by Condition

The tables given in the following provide a detailed overview of the CLTs and leader change commitment signal cost aspects used as manipulations to create the four charisma and change commitment signals conditions.

Table C1. High Charisma Signal, High Change Commitment Signal Condition Coded

		Charismatic Leadership Tactics									Commit-ment Cost	
Sentence	Text	c1	c2	c3	c4	c5	c6	c7	c8	c9	t1	t2
1	Dear Colleagues, For many years, HT's course has been very successful.											
2	However, revolutionary new technologies have emerged, and competitors have continuously increased their market share.											
3	The competitive landscape has become more turbulent, digitalization is omnipresent, and we are starting to see a decrease in our revenues we cannot ignore.					1						
4	So, can we stay on the same course forever because we have been successful until today, or do we have to adjust our course to remain successful when the winds are changing?	1	1		1							
5	I am convinced that we have to reset our sails and steer a new course.	1										
6	Therefore, I want to introduce you to Boost HT.											
8	Boost HT is the change program that will drive our course into the digital age.											
9	The three main objectives of the program are to enhance our competitiveness to reach sustainable profits, to satisfy our customers' demands more effectively, and to build up the necessary capabilities to introduce innovative products.					1						
13	What will Boost HT include?											
14	You may think that this is just another change program that will not leave a trace.							1				
15	On the contrary, Boost HT will fundamentally change how we do things around here.					1						
16	Let me emphasize three things.					1						
17	1. Boost HT will entail a reorganization in which we will merge several business units.											
18	This new structure will encourage collaboration and synergies.											
19	Many of us will face new tasks, work with new colleagues, and perform new roles.					1						
20	I know, too, that this may include tensions.							1				

Sentence	Text	Charismatic Leadership Tactics									Commit-ment Cost	
		c1	c2	c3	c4	c5	c6	c7	c8	c9	t1	t2
21	But let us unite and work through these tensions in our common conviction to set a new course for HT.								1			
22	We will make it work, together.									1		
23	2. We will set up a new digital business unit that pools capabilities and takes the lead in seizing digital opportunities.											
24	This means that we will redesign our entire development and sales processes.											
25	For instance, we will adopt new approaches like agile cross-functional project teams.											
26	This means we have to let some ways of doing things go.											
27	Letting go can be hard.											
28	But letting go also is about moving forward.				1							
30	3. We will launch a large-scale corporate education program which allows all employees to develop digital skills.											
31	Thus, we all need to put extra effort into learning new things, such as data analytical or agile skills, because we will need these to perform our new roles.											
32	In other words, we have to leave our comfort zones.											
33	Of course, this will not be easy sailing.	1										
35	Other companies may find this daunting, but we are not just any company.				1							
37	We have the experience, we have the passion, and we have the talent.					1				1		
38	You must still be wondering: How will Boost HT change my work?							1				
39	To fully explain the details and outline the next steps, I will host a Boost HT kick-off event in every single one of our 18 locations.										1	
40	I sincerely hope you as an HT employee will participate.											
41	During the half-day kick-off event, I will lay out the next steps in detail, explain what you can expect from the program, and personally take time to listen to and address your concerns.											1
42	To this end, I have made important changes to my business and personal schedules to ensure that I can host every event personally.											1
43	I am dedicating the needed time to speak to you in person when visiting all 18 HT locations because I think the success of Boost HT is critical for our collective future, and I believe the program is the right thing to do.						1				1	1
44	The founders of this company had a dream almost 70 years ago, after the Second World War had shaken the world to its foundations.		1									
45	They dreamed of creating world-class products to help rebuild their communities.							1				
46	They dreamed of making the world simpler, safer, and more stable every time they handed a customer one of our products.					1						
47	We are the keepers of their legacy.						1					
48	We have the responsibility to build a sustainable future for our company.						1					

Sentence	Text	Charismatic Leadership Tactics									Commitment Cost	
		c1	c2	c3	c4	c5	c6	c7	c8	c9	t1	t2
49	Is that not what we owe our customers, colleagues, and founders?		1			1	1					
50	Let us follow in their footsteps and carry their dream into the digital age.											
51	To bring Boost HT into being, I count on your support.											
52	Whether we have been working here all our lives or since yesterday, whether we work in one US state or another, whether we are a manager or an intern.				1	1						
53	Let us each set an example.											
54	Let us come together to rise to the challenge and reboot HT – to become a digitalization pioneer in our industry.								1			
55	We certainly have what it takes to achieve that.									1		
56	In the end, we have to ask ourselves who we are: Are we a company that is resistant to change?											
57	Or are we a company that embraces change and has the courage to set a new course to become even stronger than today?					1						
58	Our actions will decide.											
59	Best regards, James Smith Chief Executive Officer HT-Corp.											
	Total CLTs = 33; Total Commitment Cost = 5	3	2	1	6	8	4	3	3	3	2	3

Note: Coded CLT categories include: c1 = metaphors, c2 = rhetorical questions, c3 = stories or anecdotes, c4 = contrasts, c5 = three-part lists, c6 = moral conviction, c7 = sentiments of the collective, c8 = sets high / ambitious goals, and c9 = creates confidence goals can be achieved. A "1" in the coded CLT category indicates the presence of a charismatic leadership tactic. Coded change commitment cost categories include: t1 = kick-off events in all company locations, and t2 = personal time investment by the CEO. A "1" in the coded change commitment cost category denotes that the specific aspect of costly commitment by the CEO is mentioned in the respective sentence.

Table C2. High Charisma Signal, Low Change Commitment Signal Condition Coded

Sentence	Text	c1	c2	c3	c4	c5	c6	c7	c8	c9	t1	t2
		Charismatic Leadership Tactics									Commit-ment Cost	
1	Dear Colleagues, For many years, HT's course has been very successful.											
2	However, revolutionary new technologies have emerged, and competitors have continuously increased their market share.											
3	The competitive landscape has become more turbulent, digitalization is omnipresent, and we are starting to see a decrease in our revenues we cannot ignore.					1						
4	So, can we stay on the same course forever because we have been successful until today, or do we have to adjust our course to remain successful when the winds are changing?	1	1		1							
5	I am convinced that we have to reset our sails and steer a new course.	1										
6	Therefore, I want to introduce you to Boost HT.											
8	Boost HT is the change program that will drive our course into the digital age.											
9	The three main objectives of the program are to enhance our competitiveness to reach sustainable profits, to satisfy our customers' demands more effectively, and to build up the necessary capabilities to introduce innovative products.					1						
13	What will Boost HT include?											
14	You may think that this is just another change program that will not leave a trace.							1				
15	On the contrary, Boost HT will fundamentally change how we do things around here.				1							
16	Let me emphasize three things.					1						
17	1. Boost HT will entail a reorganization in which we will merge several business units.											
18	This new structure will encourage collaboration and synergies.											
19	Many of us will face new tasks, work with new colleagues, and perform new roles.					1						
20	I know, too, that this may include tensions.							1				
21	But let us unite and work through these tensions in our common conviction to set a new course for HT.								1			
22	We will make it work, together.									1		
23	2. We will set up a new digital business unit that pools capabilities and takes the lead in seizing digital opportunities.											
24	This means that we will redesign our entire development and sales processes.											
25	For instance, we will adopt new approaches like agile cross-functional project teams.											
26	This means we have to let some ways of doing things go.											
27	Letting go can be hard.											

142

Sentence	Text	Charismatic Leadership Tactics									Commit-ment Cost	
		c1	c2	c3	c4	c5	c6	c7	c8	c9	t1	t2
28	But letting go also is about moving forward.				1							
30	3. We will launch a large-scale corporate education program which allows all employees to develop digital skills.											
31	Thus, we all need to put extra effort into learning new things, such as data analytical or agile skills, because we will need these to perform our new roles.											
32	In other words, we have to leave our comfort zones.											
33	Of course, this will not be easy sailing.	1										
35	Other companies may find this daunting, but we are not just any company.				1							
37	We have the experience, we have the passion, and we have the talent.					1				1		
38	You must still be wondering: How will Boost HT change my work?							1				
39	To inform you about the program, there will be a Boost HT kick-off event in our headquarters.											
40	I hope that a lot of HT employees will participate.											
41	I will not attend the event because of other HT obligations.											
42	Our Chief Financial Officer, Mr. Christian Jones, will hold the event instead.											
43	During the half-day kick-off event, our Chief Financial Officer will briefly introduce the Boost HT change program, lay out the next steps that will follow, explain what you can expect from the program, and respond to potential questions.											
44	In addition, there will be a livestream of the event available online so that all employees are able to join.											
45	This kick-off event is important because the success of Boost HT is critical for our collective future, and I believe the program is the right thing to do.						1					
46	The founders of this company had a dream almost 70 years ago, after the Second World War had shaken the world to its foundations.			1								
47	They dreamed of creating world-class products to help rebuild their communities.								1			
48	They dreamed of making the world simpler, safer, and more stable every time they handed a customer one of our products.					1						
49	We are the keepers of their legacy.						1					

Sentence	Text	Charismatic Leadership Tactics									Commit-ment Cost	
		c1	c2	c3	c4	c5	c6	c7	c8	c9	t1	t2
50	We have the responsibility to build a sustainable future for our company.						1					
51	Is that not what we owe our customers, colleagues, and founders?		1			1	1					
52	Let us follow in their footsteps and carry their dream into the digital age.											
53	To bring Boost HT into being, I count on your support.											
54	Whether we have been working here all our lives or since yesterday, whether we work in one US state or another, whether we are a manager or an intern.				1	1						
55	Let us each set an example.											
56	Let us come together to rise to the challenge and reboot HT – to become a digitalization pioneer in our industry.								1			
57	We certainly have what it takes to achieve that.									1		
58	In the end, we have to ask ourselves who we are: Are we a company that is resistant to change?											
59	Or are we a company that embraces change and has the courage to set a new course to become even stronger than today?					1						
60	Our actions will decide.											
61	Best regards, James Smith Chief Executive Officer HT-Corp.											
	Total CLTs = 33; Total Commitment Cost = 0	3	2	1	6	8	4	3	3	3	0	0

Note: Coded CLT categories include: c1 = metaphors, c2 = rhetorical questions, c3 = stories or anecdotes, c4 = contrasts, c5 = three-part lists, c6 = moral conviction, c7 = sentiments of the collective, c8 = sets high / ambitious goals, and c9 = creates confidence goals can be achieved. A "1" in the coded CLT category indicates the presence of a charismatic leadership tactic. Coded change commitment cost categories include: t1 = kick-off events in all company locations, and t2 = personal time investment by the CEO. A "1" in the coded change commitment cost category denotes that the specific aspect of costly commitment by the CEO is mentioned in the respective sentence.

Table C3. Low Charisma Signal, High Change Commitment Signal Condition Coded

Sentence	Text	Charismatic Leadership Tactics									Commit-ment Cost	
		c1	c2	c3	c4	c5	c6	c7	c8	c9	t1	t2
1	Dear Colleagues, For many years, HT's strategy has been very successful.											
2	However, revolutionary new technologies have emerged, and competitors have continuously increased their market share.											
3	The competitive landscape has become more turbulent, digitalization is omnipresent, and HT is beginning to exhibit a downward trend in yearly revenues.					1						
4	So, we have to decide whether to maintain the same strategy because we have been successful until today, or to take a step back and modify our strategy to remain successful when the market is changing.											
5	I am certain that we have to adjust how we operate and choose a strategy that makes use of new technological developments.											
6	For that reason, Boost HT was devised.											
8	Boost HT is the change program that will drive our course into the digital age.											
9	The program is aimed at achieving several improvements.											
13	The three main objectives of the program are to enhance our competitiveness to reach sustainable profits, to satisfy our customers' demands more effectively, and to build up the necessary capabilities to introduce innovative products.					1						
14	The Boost HT program will cover several aspects.											
15	It is a change program that is aimed at broad adjustments in our organization, and thus will fundamentally change how we do things around here.											
16	I will now describe the major components.											
17	Boost HT will entail a reorganization in which we will merge several business units.											
18	This new structure will encourage collaboration and synergies.											
19	As a result, many employees will face new tasks, work with new colleagues, perform new roles, or experience another change in their routines.											
20	This could lead to tensions within the new business units in the beginning.											
21	But we should overcome these tensions together in our common goal to define a new strategy for HT.											
22	Also, we will set up a new digital business unit that pools digital capabilities and takes the lead in seizing digital opportunities.											
23	This means that we will redesign our entire development and sales processes.											
24	For instance, we will adopt new approaches like agile cross-functional project teams.											
25	This means we have to let some ways of doing things go, which can be hard.											
26	Nevertheless, changing these things is necessary for us to move forward.											
27	Lastly, we will launch a large-scale corporate education program which allows all employees to develop digital skills.											

Sentence	Text	c1	c2	c3	c4	c5	c6	c7	c8	c9	t1	t2
					Charismatic Leadership Tactics						Commit-ment Cost	
28	Thus, we will all need to put discretionary effort into learning new things, such as data analytical or agile skills, because we will need these to perform our new roles.											
30	This means that we will have to leave our comfort zones to extend our knowledge bases and skillsets.											
31	Our experience, passion, talent, and ambition to take HT in a new direction will help us in attaining the goals we set for ourselves.									1		
32	It is natural to want to understand how one will be affected by such a program.											
33	To fully explain Boost HT and outline the next steps, I will host a Boost HT kick-off event in every single one of our 18 locations.										1	
35	I encourage you as an HT employee to participate.											
37	During the half-day kick-off event, I will inform you about the next steps, explain what you can expect from the program, and personally take time to listen to and address your concerns.											1
38	To this end, I have made important changes to my business and personal schedules to ensure that I can host every event personally.											1
39	I am dedicating the needed time to speak to you in person when visiting all 18 HT locations because I think the success of Boost HT is critical for the development of this company.										1	1
40	HT has a long experience in manufacturing technological products and thereby accelerating progress.											
41	It is our priority to create products that meet the highest quality standards and that satisfy our customers' needs.								1			
42	Ensuring high product quality is important to be successful in the marketplace, to generate sales, to gain new customers, and to expand one's operations as a company.											
43	These are requirements for a sustainable competitive position.											
44	Therefore, we should continue to set ourselves high standards to better serve our customers and build a sustainable future for HT in the digital age.								1			
45	I request your support in order to bring Boost HT into being.											
46	It is important that we all work together across the company on this program in order to make it a success.											
47	Internal collaboration across generations, locations, and hierarchies is necessary for the effective rollout and realization of Boost HAT.											
48	If everybody contributes, we can build the necessary digital competences.											
49	We should take on the challenge and reboot HT – to become a digital leader in our industry.								1			

		Charismatic Leadership Tactics									Commit-ment Cost	
Sentence	Text	c1	c2	c3	c4	c5	c6	c7	c8	c9	t1	t2
50	I am certain that we are able to attain this goal.									1		
51	We should accept change and adjust our established strategy to gain an even stronger market position than we have today.											
52	Therefore, we should take action to get there.											
53	Best regards, James Smith Chief Executive Officer HT-Corp.											
3	Total CLTs = 7; Total Commitment Cost = 5	0	0	0	0	2	0	0	3	2	2	3

Note: Coded CLT categories include: c1 = metaphors, c2 = rhetorical questions, c3 = stories or anecdotes, c4 = contrasts, c5 = three-part lists, c6 = moral conviction, c7 = sentiments of the collective, c8 = sets high / ambitious goals, and c9 = creates confidence goals can be achieved. A "1" in the coded CLT category indicates the presence of a charismatic leadership tactic. Coded change commitment cost categories include: t1 = kick-off events in all company locations, and t2 = personal time investment by the CEO. A "1" in the coded change commitment cost category denotes that the specific aspect of costly commitment by the CEO is mentioned in the respective sentence.

Table C4. Low Charisma Signal, Low Change Commitment Signal Condition Coded

Sentence	Text	Charismatic Leadership Tactics									Commit-ment Cost	
		c1	c2	c3	c4	c5	c6	c7	c8	c9	t1	t2
1	Dear Colleagues, For many years, HT's strategy has been very successful.											
2	However, revolutionary new technologies have emerged, and competitors have continuously increased their market share.											
3	The competitive landscape has become more turbulent, digitalization is omnipresent, and HT is beginning to exhibit a downward trend in yearly revenues.					1						
4	So, we have to decide whether to maintain the same strategy because we have been successful until today, or to take a step back and modify our strategy to remain successful when the market is changing.											
5	I am certain that we have to adjust how we operate and choose a strategy that makes use of new technological developments.											
6	For that reason, Boost HT was devised.											
8	Boost HT is the change program that will drive our course into the digital age.											
9	The program is aimed at achieving several improvements.											
13	The three main objectives of the program are to enhance our competitiveness to reach sustainable profits, to satisfy our customers' demands more effectively, and to build up the necessary capabilities to introduce innovative products.					1						
14	The Boost HT program will cover several aspects.											
15	It is a change program that is aimed at broad adjustments in our organization, and thus will fundamentally change how we do things around here.											
16	I will now describe the major components.											
17	Boost HT will entail a reorganization in which we will merge several business units.											
18	This new structure will encourage collaboration and synergies.											
19	As a result, many employees will face new tasks, work with new colleagues, perform new roles, or experience another change in their routines.											
20	This could lead to tensions within the new business units in the beginning.											
21	But we should overcome these tensions together in our common goal to define a new strategy for HT.											
22	Also, we will set up a new digital business unit that pools digital capabilities and takes the lead in seizing digital opportunities.											
23	This means that we will redesign our entire development and sales processes.											
24	For instance, we will adopt new approaches like agile cross-functional project teams.											
25	This means we have to let some ways of doing things go, which can be hard.											
26	Nevertheless, changing these things is necessary for us to move forward.											
27	Lastly, we will launch a large-scale corporate education program which allows all employees to develop digital skills.											

Sentence	Text	Charismatic Leadership Tactics									Commit-ment Cost	
		c1	c2	c3	c4	c5	c6	c7	c8	c9	t1	t2
28	Thus, we will all need to put discretionary effort into learning new things, such as data analytical or agile skills, because we will need these to perform our new roles.											
30	This means that we will have to leave our comfort zones to extend our knowledge bases and skillsets.											
31	Our experience, passion, talent, and ambition to take HT in a new direction will help us in attaining the goals we set for ourselves.									1		
32	It is natural to want to understand how one will be affected.											
33	To inform you about the program, there will be a Boost HT kick-off event in our headquarters.											
35	I hope a lot of HT employees will participate.											
37	I will not attend the event because of other HT obligations.											
38	Our Chief Financial Officer, Mr. Christian Jones, will hold the event instead.											
39	During the half-day kick-off event, our Chief Financial Officer will briefly introduce the Boost HT change program, lay out the next steps that will follow, explain what you can expect from the program, and respond to potential questions.											
40	In addition, there will be a livestream of the event available online so that all employees are able to join.											
41	This kick-off event is important because the success of Boost HT is critical for the further development of this company.											
42	HT has a long experience in manufacturing technological products and thereby accelerating progress.											
43	It is our priority to create products that meet the highest quality standards and that satisfy our customers' needs.									1			
44	Ensuring high product quality is important to be successful in the marketplace, to generate sales, to gain new customers, and to expand one's operations as a company.											
45	These are requirements for a sustainable competitive position.											
46	Therefore, we should continue to set ourselves high standards to better serve our customers and build a sustainable future for HT in the digital age.									1			
47	I request your support in order to bring Boost HT into being.											
48	It is important that we all work together across the company on this program in order to make it a success.											
49	Internal collaboration across generations, locations, and hierarchies is necessary for the effective rollout and realization of Boost HAT.											

Sentence	Text	Charismatic Leadership Tactics									Commit-ment Cost	
		c1	c2	c3	c4	c5	c6	c7	c8	c9	t1	t2
50	If everybody contributes, we can build the necessary digital competences.											
51	We should take on the challenge and reboot HT – to become a digital leader in our industry.								1			
52	I am certain that we are able to attain this goal.									1		
53	We should accept change and adjust our established strategy to gain an even stronger market position than we have today.											
54	Therefore, we should take action to get there.											
55	Best regards, James Smith Chief Executive Officer HT-Corp.											
	Total CLTs = 7; Total Commitment Cost = 0	0	0	0	0	2	0	0	3	2	0	0

Note: Coded CLT categories include: c1 = metaphors, c2 = rhetorical questions, c3 = stories or anecdotes, c4 = contrasts, c5 = three-part lists, c6 = moral conviction, c7 = sentiments of the collective, c8 = sets high / ambitious goals, and c9 = creates confidence goals can be achieved. A "1" in the coded CLT category indicates the presence of a charismatic leadership tactic. Coded change commitment cost categories include: t1 = kick-off events in all company locations, and t2 = personal time investment by the CEO. A "1" in the coded change commitment cost category denotes that the specific aspect of costly commitment by the CEO is mentioned in the respective sentence.

APPENDIX D: Additional Pretest Results

Table D1. Means, Standard Deviations, Min, Max, and Correlations among Study Variables.

Variable	Mean	SD	Min	Max	1	2	3
1. Age (years)	33.74	9.99	21	69	1		
2. Rated Leader Charisma	4.99	.99	2.00	7.00	.241*	1	
3. Rated Leader Change Commitment	5.33	1.15	2.00	7.00	.047	.297**	1

N = 104

* p<.05; ** p<.01 (two-tailed)

Figure D1. Rated Leader Charisma and Change Commitment by Condition.
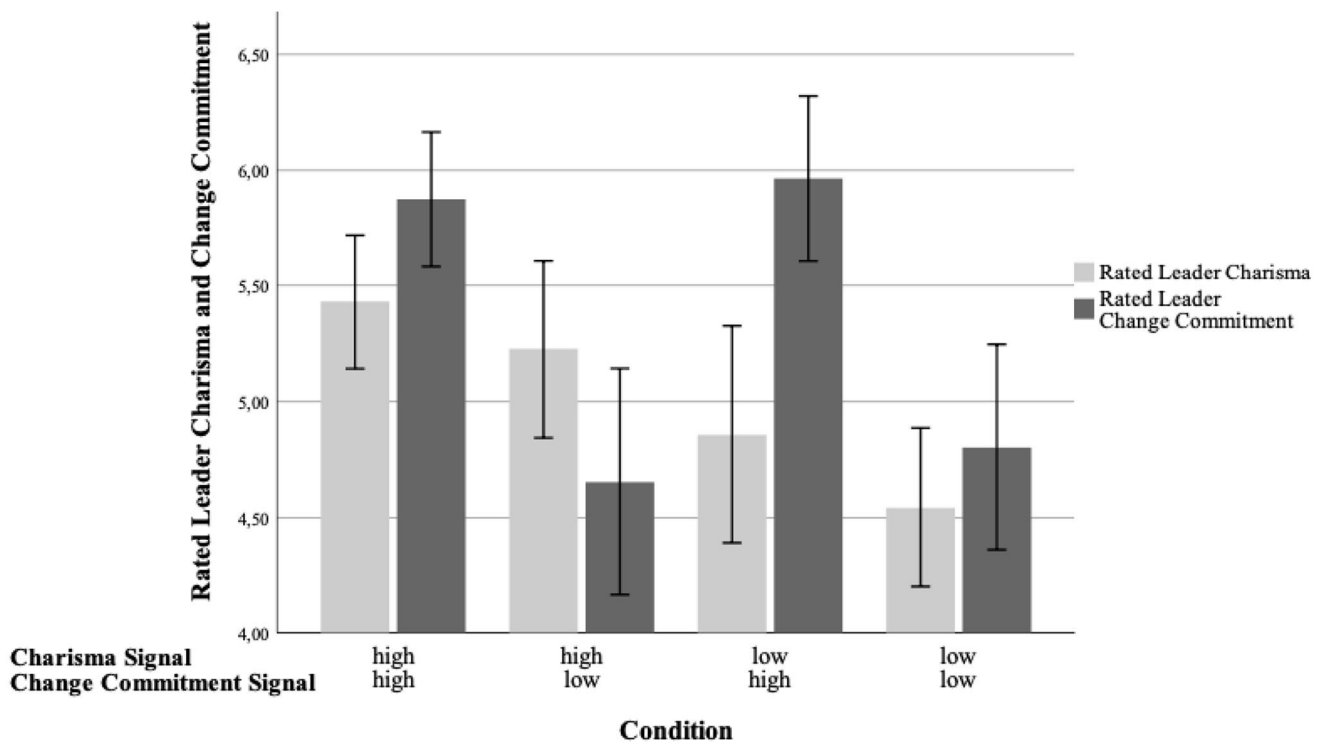
Error bars represent standard errors of the means (95% confidence interval).

Table D2. Hierarchical Multiple Regression Results of Manipulation Check.

Dependent Variable:	Rated Leader Charisma			Rated Leader Change Commitment		
	Model 1a	Model 1b	Model 1c	Model 2a	Model 2b	Model 2c
High Charisma Signal	.314*	.316*	.344*		-.052	-.065
	(.187)	(.186)	(.264)		(.196)	(.278)
High Change Commitment Signal		.132	.158	.519**	.518**	.506**
		(.186)	(.256)	(.195)	(.195)	(.270)
High Charisma Signal x High Change Commitment Signal			-.047			.022
			(.374)			(.393)
Constant	4.703**	4.570**	4.543**	4.731**	4.788**	4.802**
	(.128)	(.159)	(.183)	(.138)	(.167)	(.192)
Observations	104	104	104	104	104	104
R-squared	.098	.116	.117	.269	.272	.272

Standardized regression coefficients (β) are reported. Standard errors given in parentheses.

** $p < .01$, * $p < .05$, [+] $p < .10$

Note: The variables "High Charisma Signal" and "High Commitment Signal" are indicator variables for treatments.

APPENDIX E: Ex-Post Exclusion Process for Main Experimental Study

Between 2006 and 2014, more than 15,000 papers that reference Amazon's mechanical Turk have been published (Chandler & Shapiro, 2016). The importance of online crowdsourcing platforms such as mechanical Turk, CrowdFlower or Prolific as a research tool for recruiting survey respondents is undeniable (Chmielewski & Kucker, 2019; Matherly, 2019; Peer, Brandimarte, Samat, & Acquisti, 2017). The cost and time efficiency of acquiring large amounts of data (Buhrmester, Talaifar, & Gosling, 2018; Stewart et al., 2015), considerable evidence that data obtained from these crowdsourcing platforms is equivalent or superior in quality compared to data collected in the lab, from professional online panels, or using marketing research companies (Behrend, Sharek, Meade, & Wiebe, 2011; Buhrmester, Kwang, & Gosling, 2016; Kees, Berry, Burton, & Sheehan, 2017; Paolacci & Chandler, 2014), and representativeness advantages over student samples (Buhrmester et al., 2016; Goodman, Cryder, & Cheema, 2013) have contributed to the growing popularity of online crowdsourcing platforms in research. Nevertheless, concerns regarding data quality for participant crowdsourcing platforms remain (Chmielewski & Kucker, 2019; Hauser et al., forthcoming; Matherly, 2019; Peer et al., 2017). To minimize data quality risks, I took several precautions as recommended by literature. First, to ensure successful sampling, I included items on English language proficiency and full-time employment to assess whether these pre-screening attributes were met (Chmielewski & Kucker, 2019). Second, I addressed potential problems of inattentiveness and lack of effort in answering the survey. To ensure an attentive sample from the onset, I imposed a timer so that participants had to stay at least 60 seconds[26] on the page containing the vignette (Kapelner & Chandler, 2010) to remove the speed advantage of inattention. In addition, I included two general memory checks ("What is the focus of the proposed change initiative in HT-Corp?" with the options cost reduction, geographical expansion, acquisition of a start-up, digitalization and dealing with a scandal, and "What kinds of products does HT sell?" with the options pharmaceutical, agricultural, technological, consumer goods and real estate) to evaluate overall survey attentiveness (Hauser et al., forthcoming). I used these memory checks as criteria for ex-post exclusions (Mason & Suri, 2012). I also included additional validity measures to assess attentiveness and effort, as well as to alleviate the possible risk of including responses by bots (computer programs automatically

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[26] I had five people read each vignette for the first and measured how long they took to attentively but quickly read the e-mail. On average, it took them around 80 to 90 seconds.

completing surveys) (Chmielewski & Kucker, 2019). Namely, I flagged statistically very improbable responses (on age), and checked the reasonableness of responses on the free response text on the behavioral task (Chmielewski & Kucker, 2019). This process resulted in the following data exclusions. Out of the 384 participants who agreed to take part in this study, 34 were removed because they indicated that they were not indeed full-time employees, and 1 was removed because he or she indicated to have English language skills below the level of fluency. Further, 65 participants were excluded because they failed either one or both of the included memory checks. Lastly, all responses were checked for reasonableness, which resulted in the exclusion of 0 additional participants. These steps resulted in a final sample of 284 participants. I am confident that by following the above recommendations, I was able to ensure reliable data quality.

APPENDIX F: Items in Scales

Table F1. Items Included in Scales.

Scale	Source	Items
Affective Commitment to Change	Herscovitch & Meyer (2002); abbreviated to four out of six items	I believe in the value of this change. This change is a good strategy for this organization. I think that management is making a mistake by introducing this change. (R) This change serves an important purpose.
Normative Commitment to Change	Herscovitch & Meyer (2002); abbreviated to four out of six items	I feel a sense of duty to work toward this change. I do not think it would be right of me to oppose this change. I would feel guilty about opposing this change. I do not feel any obligation to support this change. (R)
Championing	Herscovitch & Meyer (2002); abbreviated to three out of six items	I would go above and beyond what is required to ensure the success of the change. I would encourage the participation of others in the change. I would put in a good deal of effort in trying to do what I can to make the transition succeed.
Short Schwartz's Value Survey	Lindeman & Verkasalo (2005); full scale	Power (social power, authority, wealth) Achievement (success, capability, ambition, influence on people and events) Hedonism (gratification of desires, enjoyment in life, self-indulgence) Stimulation (daring, a varied and challenging life, an exciting life) Self- Direction (creativity, freedom, curiosity, independence, choosing one's own goals) Universalism (broad- mindedness, beauty of nature and arts, social justice, a world at peace, equality, wisdom, unity with nature, environmental protection) Benevolence (helpfulness, honesty, forgiveness, loyalty, responsibility) Tradition (respect for tradition, humbleness, accepting one's portion in life, devotion, modesty) Conformity (obedience, honoring parents and elders, self-discipline, politeness) Security (national security, family security, social order, cleanliness, reciprocation of favors)
Change Management History	Bordia, Restubog, Jimmieson & Irmer (2011); abbreviated to three out of eight items	Organizational change has been positive. Organizational change has been managed well. Past change initiatives have achieved their intended purpose.

Note: R = Reverse Coded; All scales are 7-point Likert scales; following Lindeman & Verkasalo (2005), individual scores on Conversation and Self-Transcendence were obtained using the following formulas: Conservation $= .92 + (.15 \times$ Power$) + (.03 \times$ Achievement$) - (.17 \times$ Hedonism$) - (.25 \times$ Stimulation$) - (.31 \times$ Self-Direction$) - (.26 \times$ Universalism$) + (.04 \times$ Benevolence$) + (.30 \times$ Tradition$) + (.30 \times$ Conformity$) + (.20 \times$ Security$)$; Self-Transcendence $= -.56 - (.30 \times$ Power$) - (.33 \times$ Achievement$) - (.16 \times$ Hedonism$) - (.14 \times$ Stimulation$) + (.04 \times$ Self-Direction$) + (.22 \times$ Universalism$) + (.24 \times$ Benevolence$) + (.12 \times$ Tradition$) + (.03 \times$ Conformity$) + (.03 \times$ Security$)$.

**APPENDIX G: Post-hoc Moderation Analyses**

Figure G1. Moderating Effect of Follower Conservation on the Relationship of Leader Charisma Signaling and Intended Behavioral Support.

Note: Low, medium and high levels of Conservation are operationalized as 1 standard deviation above and below the (centered) mean score and thus correspond to values of -1.35, 0 and +1.35.

Moderation analyses show that when a follower has low conservation values (that is, high openness to change values (Lindeman & Verkasalo, 2005), there is a significant positive relationship between leader charisma signaling and intended behavioral support ($b = 0.285$, 95% CI [-0.046, 0.617], $t = 1.693$, $p = .092$). For mean conservation values, there is a nonsignificant positive relationship between leader charisma signaling and intended behavioral support ($b = 0.071$, 95% CI [-0.152, 0.294], $t = 0.628$, $p = .531$). When a follower has high conservation values (that is, low openness to change values), there is a nonsignificant negative relationship between leader charisma signaling and intended behavioral support ($b = -0.143$, 95% CI [-0.436, 0.150], $t = -0.963$, $p = .336$).
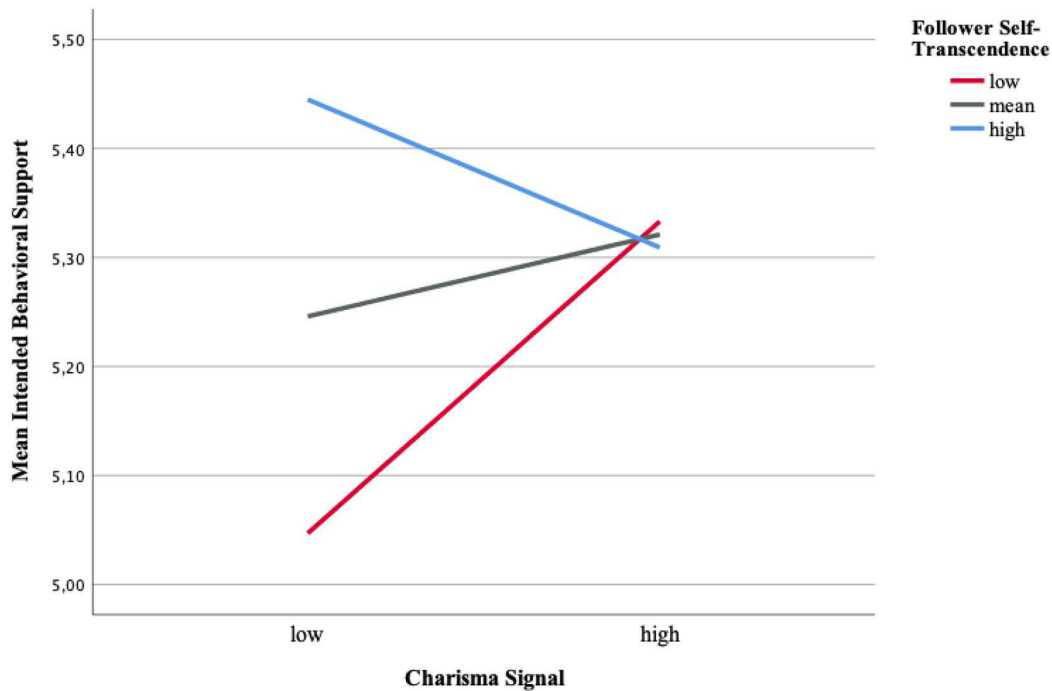
Figure G2. Moderating Effect of Follower Conservation on the Relationship of Leader Change Commitment Signaling and Intended Behavioral Support.
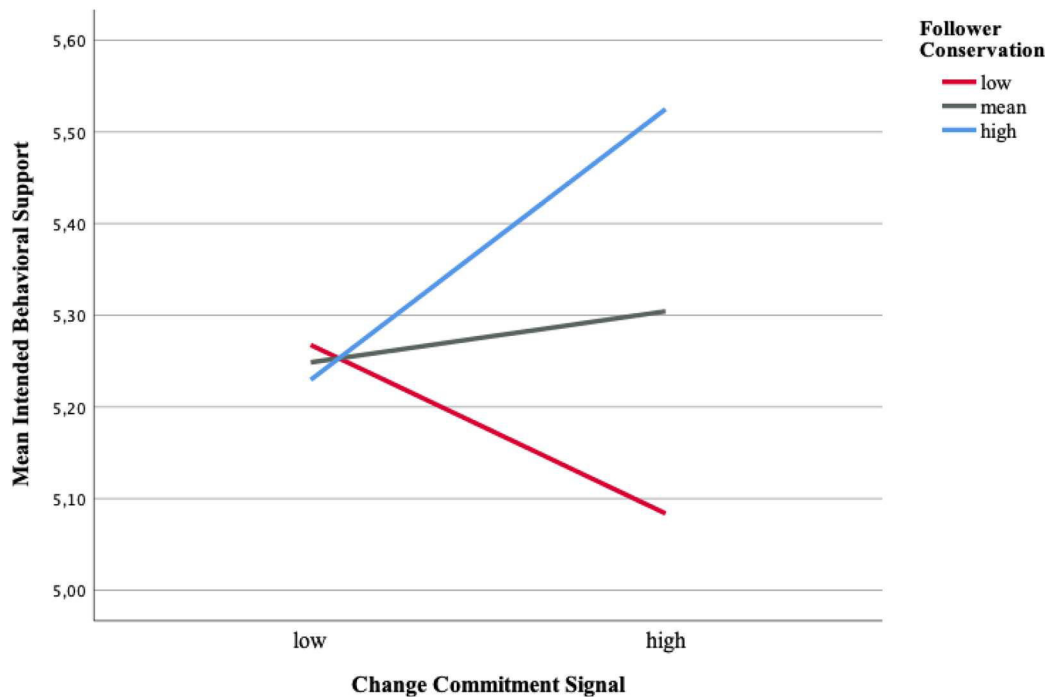
Note: Low, medium and high levels of Conservation are operationalized as 1 standard deviation above and below the (centered) mean score and thus correspond to values of -1.35, 0 and +1.35.

Moderation analyses show that when a follower has low conservation values (that is, high openness to change values (Lindeman & Verkasalo, 2005), there is a nonsignificant negative relationship between leader change commitment signaling and intended behavioral support (b = -0.184, 95% CI [-0.533, 0.165], t = -1.038, p = .300). For mean conservation values, there is a nonsignificant positive relationship between leader change commitment signaling and intended behavioral support (b = 0.056, 95% CI [-0.171, 0.282], t = 0.484, p = .629). When a follower has high conservation values (that is, low openness to change values), there is a significant positive relationship between leader change commitment signaling and intended behavioral support (b = 0.295, 95% CI [-0.003, 0.594], t = 1.948, p = .052).
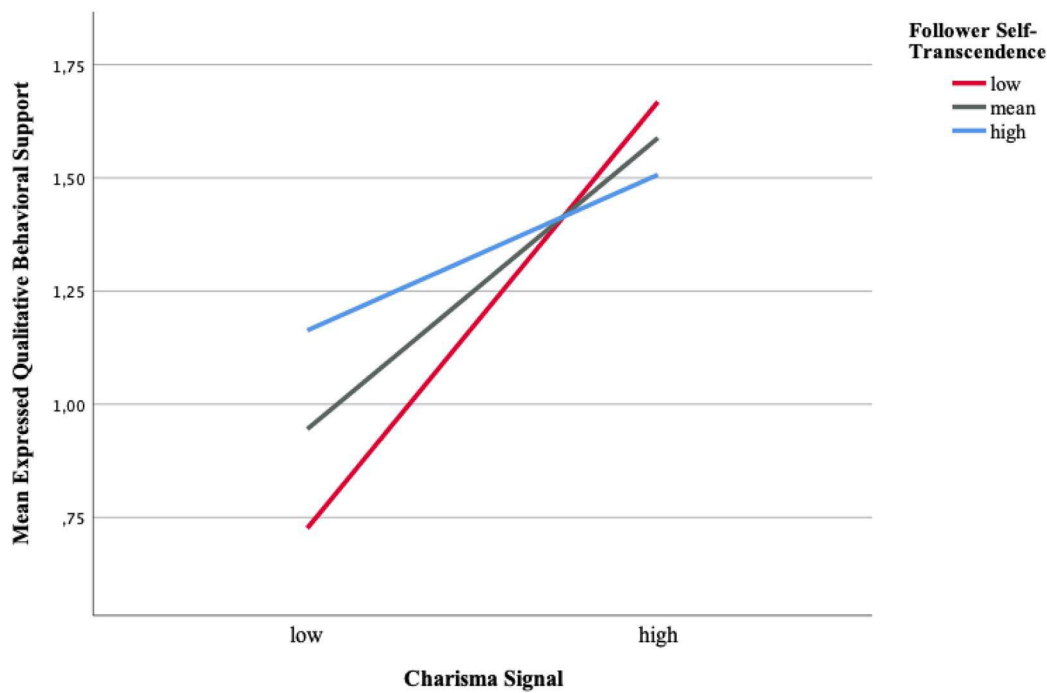
Figure G3. Moderating Effect of Follower Self-Transcendence on the Relationship of Leader Charisma Signaling and Intended Behavioral Support.

Note: Low, medium and high levels of Self-Transcendence are operationalized as 1 standard deviation above and below the (centered) mean score and thus correspond to values of -0.98, 0 and +0.98.

Moderation analyses show that when a follower has low self-transcendence values (that is, high self-enhancement values (Lindeman & Verkasalo, 2005), there is a significant positive relationship between leader charisma signaling and intended behavioral support (b = 0.286, 95% CI [-0.051, 0.623], t = 1.673, p = .095). For mean self-transcendence values, there is a nonsignificant positive relationship between leader charisma signaling and intended behavioral support (b = 0.075, 95% CI [-0.149, 0.299], t = 0.662, p = .509). When a follower has high self-transcendence values (that is, low self-enhancement values), there is a nonsignificant negative relationship between leader charisma signaling and intended behavioral support (b = -0.136, 95% CI [-0.432, 0.160], t = -0.902, p = .368).

Figure G4. Moderating Effect of Follower Self-Transcendence on the Relationship of Leader Charisma Signaling and Expressed Qualitative Behavioral Support.

Note: Low, medium and high levels of Self-Transcendence are operationalized as 1 standard deviation above and below the (centered) mean score and thus correspond to values of -0.98, 0 and +0.98.

Moderation analyses show that when a follower has low self-transcendence values (that is, high self-enhancement values (Lindeman & Verkasalo, 2005), there is a significant positive relationship between leader charisma signaling and expressed qualitative behavioral support (b = 0.942, 95% CI [.498, 1.386], t = 4.177, p = .000). For mean self-transcendence values, there is a significant positive relationship between leader charisma signaling and expressed qualitative behavioral support (b = 0.643, 95% CI [0.326, 0.961], t = 3.992, p = .000). When a follower has high self-transcendence values (that is, low self-enhancement values), there is a nonsignificant positive relationship between leader charisma signaling and intended behavioral support (b = 0.344, 95% CI [-0.115, 0.804], t = 1.476, p = .141).

APPENDIX H: Examples for Expressed Values in Writing Task

In the following, I list ten direct citations from written messages for each value dimension in order to give an indication of the kind of comments which were coded as an expression of each particular value dimension. Note that those examples do not necessarily only fall into the category they are listed in as an example.

List H1. Examples for Expressed Openness to Change.

- "In an increasingly digital world, it's important for a company to stay fluid. Change is a part of life, and we should embrace it with open arms."
- "Change is good, and in today's ever-evolving world, we must be adept to pivots. Digitization is the future, and I believe this is a step in the right direction."
- "With this new strategy this company will be more innovative than ever before. These changes will make us grow into a more competitive company overall. Through hard work and diligence, I see great things moving forward."
- "Change is a constant in life and it is time that our company implements some new strategies to keep up with the times"
- "We must move forward. We cannot be stuck in the backwards time period. We must progress. The only way is via Boost HT. This is a change we must embark on."
- "We need to expand and adapt in this changing technological environment and this initiative will open more opportunities for us to do so."
- "I think it's important to be agile and keep up with new technologies as they evolve."
- "Virtual development and presence has been essential for quite some time now, and it's only natural by now to not take any company seriously if they insist on remaining on the digital dark ages. Why should we resign ourselves to remain in the shadows?"
- "Dear colleagues, the time to go digital is now and BOOST HT is here to give us the opportunity."
- "Fellow employees to make a further progress we must change and adapt.

List H2. Examples for Expressed Conservation.

- "Our company clearly needs to change and modernize in order to survive so I believe this is something we must all do. If we fail to modernize the viability of the company could be at stake in coming years."
- "Digitalization is the future and as our company's founders once did, we must continue to aim for success and prestige in the technological field."
- "We must adapt to changes in our industry if we do not want to be left behind."
- "The changes outlined in the Boost HT initiative are important for us all to understand and adapt to in order for our organization to remain successful. We need to adapt to the changes in the marked and industry our business exists in to keep our place, and if we remain ahead of the curve in practices like agile methodology and best practices in digitization, we can ensure the continued success of our group and in turn ourselves as individuals."
- "HT-Corp has been an industry leader for decades, and we all share in the desire to maintain that leadership position. Boost HT is designed to help HT-Corp maintain its edge against hungry competition. While it may be uncomfortable at first, we all need to do our best to support this new initiative. Our future success as a company and as individuals depends on it."
- "We all love this company, and work hard to for it to succeed. These new changes will take our business to a new, modern level so we can continue to be relevant in the years to come."
- "We need to ensure the future of our company - we owe it to our newer employees and our customers to establish a stable business for years to come."
- "In order to preserve the success of our company it's important that we keep up with societal changes, wants, and needs."
- "Our company has been a leader in this business for 70 years, as a long-time employee I feel it is of optimum importance that we do whatever is necessary to keep HT a thriving front runner in the technology business. The changes outlined in the Boost HT plan may seem daunting once first implemented, but we are all in this together! We should all do our part and help each other in keeping the legacy of this company on its path to further success."
- "This is a company we are proud of and one in which I think will rise to the challenge. Through Boost HT, I see us being proud of HT for decades to come."

List H3. Examples for Expressed Self-Transcendence.

- "for the good of the company we should try our best to preserve and grow our competition and sales."
- "if we love and care for this company and the people it serves, we MUST come alongside our new management in order to lead, once again, our industry."
- "Together we stand and become stronger in skills and knowledge. Whenever we feel lost or have any concern we call upon and teach each other through the ease of communication"
- "Embracing this change with only benefit our families, and this company for many years to come."
- "I am willing to give it my best effort and at least give it a chance to succeed and I feel you owe it to the company to do the same."
- "Our long and storied history has created a legacy we must continue. Boost HT is the next part of that legacy and we must all do our part to ensure the future success of our beloved company."
- "We should work together as a team to help one another succeed in this company."
- "Our CEO is counting on us and I think it's important to show him that we all support this change and we are willing to do our best to help this company succeed."
- "It is a good time for all to step up not only in support of the company but all employees who could have been affective negatively if this initiative was not introduced."
- "first of all, we all have a duty to save this company that has been a very huge part of our lives for a long time, so its normal that we support this change as it seems like the right thing to do."

List H4. Examples for Expressed Self-Enhancement.

- "I truly believe this is an enormous opportunity for us to grow as colleagues and as professionals and I'm looking forward to this new Era and to work with all of you!"
- "I am excited about the chance to be educated in new technologies and ways of doing things."
- "We need to make this work so as to protect our own jobs."
- "We will have an education program that allows all us to develop digital skills, learning new things such as data analytical or agile skills. And that will benefit us all and will add up to our knowledge and CV"
- "An increase in our firms revenue would probably give us a pay raise in time. Also there is the issue of our job security. The better our firm is able to stand among other firms say the company will remain afloat for a very long time and hence our job security."
- "We have the opportunity to learn new skills"
- "This is success not only for HT but also for the employees who will be gaining new skills and cross-functional knowledge. As employees we can leverage these new skills and training to improve our careers and our individual value to this company, that so many of us have put many years into helping build."
- "Without the business expanding and being successful, we no longer have jobs."
- "This improvement proposed will raise company revenue, raise our pay as well."
- "I'm looking forward to developing new skills and learning new things to keep up with other companies."