

## **ONLINE APPENDIX**

### **Appendix A: Supplemental Study Design and Measurement**

#### **A. Experimental vignettes for perceived managerial discretion**

You are the Head of Communications at UWC Corp. and report directly to the Vice-President (VP) of Marketing.

Based on your job description (see below) you have the authority to make decisions for some activities on your own without the approval of the VP of Marketing. But for other activities, you only have the authority to create and recommend strategies that need to be finally approved or disapproved by the VP of Marketing.

The VP of Marketing (your direct supervisor) is unavailable and you have to make a quick decision regarding important issues. You will be provided with three options of actions that you can take. Please choose the action that you would take in each scenario in your role as Head of Communications.

A detailed description of your authority based on your job is provided below.

#### **JOB: HEAD OF COMMUNICATIONS**

##### **JOB AUTHORITY**

1. Develop the communication strategy for the organization-wide events program to be approved by the VP of Marketing.
  2. Propose budget for communication strategies to be approved by the VP of Marketing.
  3. Propose communication strategies to overcome competition to be decided by the VP of Marketing.
  4. Conduct personnel management such as performance evaluation, monitoring and authorizing leaves of subordinates (i.e., Communications Officers).
  5. Recommend disciplinary action against Communications Officers to be authorized by the VP of Marketing.
  6. Recruit and induct Communications Officers by yourself.
  7. Recommend bonus or pay hikes for Communications Officers to be authorized by the VP of Marketing.
  8. Recommend policy changes to be approved and authorized by the VP of Marketing.
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#### **EXERCISE 1: DECISION SCENARIO**

The Head of Events Management who also reports directly to the VP of Marketing wants to discuss an issue concerning an organization-wide event two weeks from now. Due to last-minute cancellations by a vendor, the event cost has gone up by 5%. To hold the event successfully, the budget needs to be increased.

As the Head of Communications, you collaborated closely with the Head of Events Management to plan this event. Your joint agreement is required before any changes in the budget plan can be recommended to the VP of Marketing for final approval. The Head of Events Management has approved the budget increase and is urging you to do the same.

Since the VP of Marketing cannot be reached for approval, you have to make the decision. What action would you take as the Head of Communications?

Q. Below are three actions that you can take as the Head of Communications. Please choose ONE of the three actions that you would take as the Head of Communications:

- Take no action and wait to ask the VP of Marketing how to proceed.
- Create an increased budget plan and send it to the VP of Marketing for approval, marked urgent.
- Approve an increased budget plan yourself, to ensure that requirements of the existing event plan are met.

## **EXERCISE 2: DECISION SCENARIO**

One of the Communications Officers who report to you has been missing work frequently this month, without informing his team in advance. Despite being asked several times, the Communications Officer has not provided any legitimate reasons for missing work, such as health issues, family matters, etc. As a result, his team has missed some project deadlines and they are understandably upset. They have urged you to act immediately so that the Communications Officer reports to work in time for a very important project deadline.

The VP of Marketing is away on a two-month international trip and has asked to be consulted for only absolutely urgent and unavoidable matters. Which of the following three actions would you take?

Q. Please choose ONE of the actions below that you will take as the Head of Communications.

- Take no action and wait to ask the VP of Marketing how to proceed upon her return.
- Take disciplinary action yourself by registering tardy and negligent behavior in his human resources file.
- Recommend disciplinary action to the VP of Marketing after she returns.

### **B. Measurement scales**

#### **Perceived Discretion Scale**

1. This action provides me with significant autonomy in making the decision.
2. I have considerable decision-making power in pursuing this action option.
3. I have a great deal of authority in pursuing this action option.
4. There is an opportunity for independent thought and action in pursuing this action option.
5. I have an opportunity to participate in setting company goals and policies by pursuing this action option.

## **Appendix B: Issue-selling Scale**

Q. Please mark the degree to which the following statements describe the way in which you typically communicate your decision choices to others in the organization:

1. I use supporting facts and evidence.
2. I convey a logical and coherent message.
3. I tie the issue to important organizational performance.
4. I tie the issue to organizational image.
5. I tie the issue to concerns of key people in the organization.
6. I involve people at different levels.
7. I involve people in many ways.
8. I involve people early.
9. I use a formal process in communicating.
10. I persist in selling activities.
11. I choose opportune timing to communicate the issue.