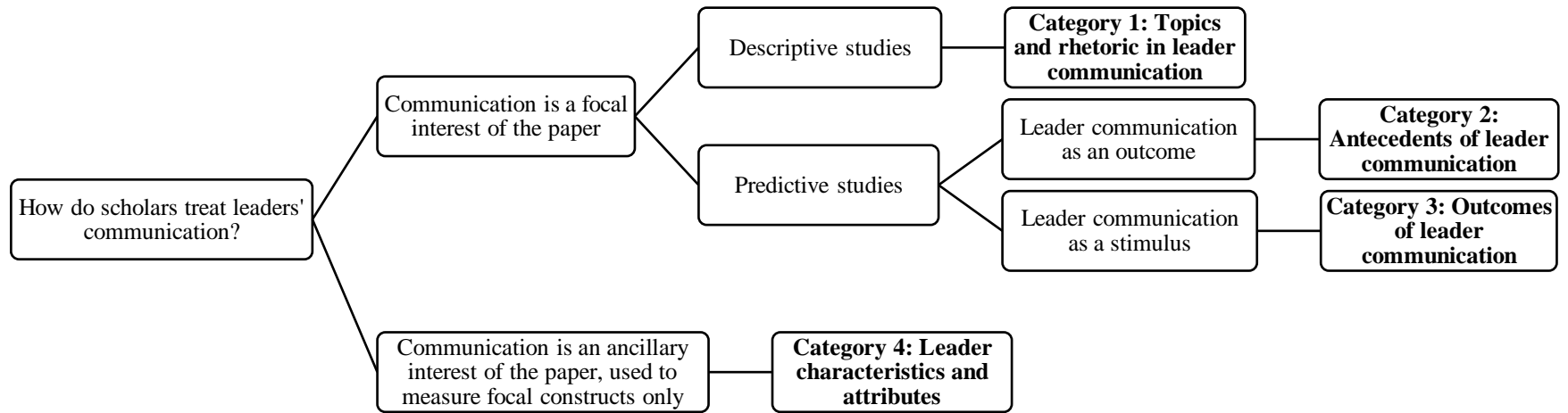# Online Appendix A. Summary of review procedure

Reasons for including and excluding articles	Number of articles added or subtracted
First submission (August 2021)	
Total number of articles in our submitted proposal	+85
Added from the reviewing team's suggestions	+5
Another round of screening of mainstream journals using the following keywords:	+102*
Combinations of the following terms for "leader" and "communication":	
Leader terms: "leader", "CEO", "manager", "executive", "president", "political"	
Communication terms: "communication", "language", "rhetoric", "linguistic styles",	
"nonverbal communication", "letters", "messages", "tweets", "videos"	
Dropped during screening	-61
Dropped after careful reading because they did not contain leader communication	-10
Added after checking references, publications and working papers for key authors	+9
Dropped from key authors screening round because they were not about leader communication	-6
Dropped from proposal scope because of updated inclusion criteria and keywords	-4
Total number of articles in our first submission on August 15, 2021	120
First revision (February 2022)	
Added from the reviewing team's suggestions	+5
Another round of screening of mainstream journals using the following keywords:	+436*
Combinations of the following terms for "leader" and "communication":	
Leader terms: "leader", "CEO", "manager", "executive", "president", "political"	
Communication terms: "communication", "language", "rhetoric", "linguistic", "letter",	
"message", "speech", "tweet", "text", "discourse", "nonverbal", "video", "tone of voice", and	
"facial expression"	
Dropped during screening	-259
Dropped after careful reading because they did not contain leader communication	-91
Added after checking references, publications and working papers for key authors	+4
Dropped because of updated inclusion criteria and keywords	-3
Total number of articles in our revision submitted on February 20, 2022	212
Second revision (August 2022)	
Replaced two working papers with their published versions in 2022	no change
Added one article unintentionally omitted from references	+1
Total number of articles in our revision submitted on August 20, 2022	213
Third revision (February 2023)	
Removed three articles because the leaders' communication data was not direct (i.e., from biographies, media reports)	-5
Additional articles located	+4
Total number of articles in our revision submitted on February 1, 2023	212
Fourth revision (June 2023)	
Replaced one working paper with its published version in 2023	no change
Removed two articles because the leaders' communication data was not direct (i.e., organizational communication)	-2
Additional articles located	+2
Another careful round of screening of articles in *Academy of Management Journal, Administrative Science Quarterly, Journal of Applied Psychology, Journal of Management, Journal of Organizational Behavior, Leadership Quarterly, Organization Science, and Personnel Psychology*	+151
Dropped after careful reading because they did not contain leader communication	-105
Additional articles located during final proof (September 2023)	+2
Total number of articles in our revised article submitted on September 5, 2023	**260**

Notes:
1. "*Screening*": quick scanning based on article titles and abstracts (without downloading them) to determine as a first pass if an article contains or studies objective leader communication.
2. "*Careful reading*": downloading and reading the articles to ensure the article contains or studies real leader communication.
3. "*Leader communication*": articles that use actual verbal or nonverbal communication as data, including textual (e.g., written text, speech transcripts) and non-textual (e.g., voice and video recordings) data. These data can be from field settings (e.g., CEO letters to shareholders, presidential speeches) and lab settings (e.g., text or video that is typically manipulated to isolate specific characteristics of the textual, verbal, or nonverbal communication).
4. "*Key authors*": authors with more than 10,000 citations (as of February 2022) according to Google Scholar, and, if s/he did not have a Google Scholar page, when his/her article on leader communication had received more than 500 citations (as of February 2022).
5. "*Mainstream journals*": journals for the scholarly disciplines of psychology, management, political science, and communication whose H-index in Scimago Journal & Country Rank (SJR) is above 80.
6. *Between the full-length article and the first revision, we adjusted our keywords criteria to make it stricter and more specific to leader communication. We added "speech", "text", and "discourse" as keywords. We also adjusted keywords for nonverbal communication. At the beginning, we used "voice" and "face" as keywords to look for studies on leaders' nonverbal communication. During the search process, we changed these two keywords to "tone of voice" and "facial expression", respectively, because using "voice" as a keyword yielded us many studies in the voice literature, which in most cases were not about leader communication. Using "face" as a keyword was not optimal, either, as it yielded many studies that were irrelevant to leader's nonverbal communication (e.g., challenges that leaders "face", or leaders' physical appearance).

Online Appendix B. Decision tree outlining sequential logic for assigning papers (or parts of papers) to categories

```
                                                         ┌──────────────────┐      ┌──────────────────────┐
                                                         │ Descriptive      │──────│ Category 1: Topics   │
                                                         │ studies          │      │ and rhetoric in      │
                                      ┌──────────────┐   └──────────────────┘      │ leader communication │
                                      │ Communication│                            └──────────────────────┘
                                      │ is a focal   │
                                      │ interest of  │   ┌──────────────────┐      ┌──────────────────────┐      ┌─────────────────┐
                                      │ the paper    │   │ Leader           │──────│ Category 2:          │
                                      └──────────────┘   │ communication as │      │ Antecedents of       │
                                                         │ an outcome       │      │ leader communication │
 ┌──────────────────────┐                ┌────────────┐ └──────────────────┘      └──────────────────────┘
 │ How do scholars treat │               │ Predictive │
 │ leaders'              │               │ studies    │ ┌──────────────────┐      ┌─────────────────┐
 │ communication?        │               └────────────┘ │ Leader           │──────│ Category 3:     │
 └──────────────────────┘                               │ communication as │      │ Outcomes of     │
                                                         │ a stimulus       │      │ leader          │
                                                         └──────────────────┘      │ communication   │
                                      ┌──────────────┐                            └─────────────────┘
                                      │ Communication│   ┌──────────────────┐
                                      │ is an ancillary│ │ Category 4:      │
                                      │ interest of the│─│ Leader           │
                                      │ paper, used to │ │ characteristics  │
                                      │ measure focal  │ │ and attributes   │
                                      │ constructs only│ └──────────────────┘
                                      └──────────────┘
```

Online Appendix B (continued)

Explanation of the decision tree

Decision 1: Was leader communication a focal or ancillary interest of the paper?

Papers that use leader communication can first be categorized in terms of the role that the leader communication plays in the paper. A paper was categorized as "Communication as a focal interest" when the contribution the paper aimed to make was to research on leaders' communication *per se*. A paper was categorized as "Communication as an ancillary interest" when the leaders' communication was employed solely in the paper as raw input in the measurement of a construct that can be measured using communication data, but is *not a communication-based construct*.

Communication as an ancillary interest.

Ultimately, a large number of papers use leader communication data not to deepen our understanding of communication-based theories or constructs, but rather as input to measure leader attributes and characteristics in valid, reliable, and robust ways [**Category 4: Leader characteristics and attributes**]. We argue that these papers treat leader communication as an ancillary interest, because they are not trying to extend our understanding of communication-based theories or concepts. Rather, these studies show that a wide range of leader-level constructs can be measured unobtrusively using communication data, including personality traits, narcissism, motives, and attentional foci.

A different way to understand how we made the decision to assign studies to **Category 4** is that none of the attributes and characteristics measured using leaders' communication data in this category *inhere* in communication. The attribute or characteristic can be *measured* using leaders' communication data, but the attribute or characteristic itself does not *require* communication (and therefore the paper does not really extend theory about leader communication, but rather extends the landscape of measures of leader attributes and characteristics that use non-self-report data). An important implication of this distinction is that papers on charisma do not go in this section. Charisma is a leader attribute that cannot exist apart from communication, and studies of charisma inherently speak to leaders' communication strategies, skill and ability. Therefore, all studies of charisma were handled as part of the upper branch of the first decision in the tree.

Decision 2: If leader communication is a focal interest of the paper, is the paper descriptive or predictive?

For the next branch of the decision tree, we determined if the study was descriptive or predictive.

Descriptive studies

We considered an article to be descriptive when it uses leaders' communication materials and elaborates the style, content, rhetorical strategies or topics of that communication. The descriptions could involve both qualitative or quantitative analyses (tables, charts, or figures).

However, the constructs or variables are *not* related to each other statistically. Differences between factors that are described might be compared to each other (i.e., with a t-test), but the purpose of the test is to show something about the communication itself or the aspects it taps, for example, comparing the rates of specific aspects of communication across different leaders.

Predictive studies

We considered an article to be predictive when at least one communication-based construct is measured and related to other variables in statistical models. When the communication-based construct is an outcome in a study, we assigned the study to **Category 2: Antecedents of leader communication**. When a communication-based construct is a stimulus in a study (whether that be as an independent, mediating, or moderating variable), we assigned the study to **Category 3: Outcomes of leader communication**.

Highlighting some difficult cases

Several articles are difficult to categorize. For example, both Craig & Amernic (2011) and Chatterjee & Hambrick (2007) discuss leader narcissism. However, Craig & Amernic (2011) explore linguistic cues of narcissism observable from CEO letters to shareholders in three firms. In this case, the *rhetoric* of narcissistic leaders is the focal interest of the paper, hence leader communication is a focal construct. It uses communication to *understand* how narcissistic leaders communicate. We thus consider Craig & Amernic (2011) a descriptive paper that teaches us something about communication *per se*, and assign it to **Category 1: Topics and rhetoric in leader communication**.

In contrast, Chatterjee & Hambrick (2007) use elements of CEO communication (e.g., photos in annual reports, use of first-person singular pronouns) to create a quantitative measure of their narcissism and then use that score to predict firm strategies. Chatterjee & Hambrick (2007) are not interested in communication *except* as a tool to measure narcissism. Their contribution is not to theory about communication or communication-focused concepts, but rather about narcissism (which is only measured using communication as an ancillary interest). Moreover, the communication used as an input to measure narcissism has no apparent way of *directly* affecting the outcomes that they associate with narcissism. It is not reasonable to think that the size of a CEO's photo in an annual report is related directly to firm strategy, but reasonable to think that the size of a CEO's photo in an annual report could be a proxy for a CEO's level of narcissism. Therefore, we assign this article to **Category 4: Leader characteristics and attributes**.

Within-category differentiation

Within these four major categories, studies were further grouped by the constructs described or elaborated in Category 1, the antecedents in Category 2, the outcomes in Category 3, and the constructs measured using communication data in Category 4.

However, some articles include findings that straddle (sub)categories within a major category (*N*=56). We now note the different parts of the paper that fall into different (sub)categories and include additional rows in Appendix C when parts of a paper fit into multiple (sub)categories.

This was the only way to ensure that each line in the Appendix contains no overlap with any other category or subcategory.

In some articles, only a certain part of the paper is relevant to our review (i.e., using non-questionnaire and actual communication data). For example, in Moore et al. (2019), Study 2 is the only part of the paper that uses leaders' communication data, in this case as a stimulus to test the effect of ethical leader communication on follower ethical behaviors. In Appendix C, the row for this article is marked as "*Moore et al., 2019, JAP [Study 2]*" and is assigned to Category 3: Outcomes of leader communication. Similarly, in Carsten, Bligh, Kohles, & Lau (2018), only their qualitative analyses use actual leader communication data, whereas their quantitative studies use questionnaire items to test the association between follower characteristics and their attributions of charisma to their leaders. In Appendix C, the row for this article is marked as "*Carsten, Bligh, Kohles, & Lau, 2018, Leadership [qualitative analyses]*" and is assigned to Category 1: Topics and rhetoric of leader communication.

In other cases (*N*=56), different studies within or parts of a single article can only be assigned unambiguously to a category if we refer to parts of papers separately under different categories. Thus, parts (studies, hypotheses tests, findings) of papers that contribute to our understanding of different categories and subcategories now receive their own row in the Appendix C. For example:

- *By studies:* Banks et al. (2023), which contains five studies and has four entries in Appendix C. Studies 1 and 5 are qualitative and NLP studies, respectively, of verbal signals of ethical leadership, and thus assigned to Category 1: Topics and rhetoric in leader communication. Studies 2-4 use the results from Study 1 to design experimental materials manipulating signals of ethical leadership, and test whether leaders who use those signals can affect followers' attributions about the leader (Study 2), followers' ethical behavior (Study 3), or followers' task performance and organizational citizenship behavior (Study 4). Thus, these studies are all assigned to Category 4: Outcomes of leader communication, but in different subcategories: Study 2 to the subcategory that groups studies focused on follower attributions about leaders, Study 3 to the subcategory that groups studies focused on follower ethical behavior, and Study 4 to the subcategory that groups studies focused on follower performance.

- *By hypotheses:* In Fabrizio & Kim (2019), the first three hypotheses treat leader communication as an outcome variable, therefore *[Hypotheses 1-3]* are assigned to Category 2: Antecedents of leader communication. Its remaining hypotheses treat leader communication as the independent variable, therefore *[Hypotheses 4&5]* are assigned to Category 4: Outcomes of leader communication.

- *By findings:* In Antonakis, Fenley, & Liechti, 2011 (Study 2), the authors measure three different outcomes of leader charismatic communication in the same study: leader emergence, leader effectiveness (subjective follower evaluations), and follower attributions about the leader (charisma). We assigned each finding to different subcategories within Category 3, and each finding has a row in Appendix C for the

different subcategory of Category 3 to which that finding can be unambiguously attributed.

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Sergent, K., & Stajkovic, A. D. (2020). Women's leadership is associated with fewer deaths during the COVID-19 crisis: Quantitative and qualitative analyses of United States governors. *Journal of Applied Psychology*, 105(8), 771-783.

CATEGORY 1: TOPICS AND RHETORIC IN LEADER COMMUNICATION

Subcategory	Author(s), year, journal published[1]	Leader type[2]	Aspect of Communication Studied	Communication type	Analysis approach for communication data
Charisma	Conger, 1991, AME	Corporate and political (e.g., Steve Jobs, Martin Luther King, Mary Kay Ash)	Rhetoric used to articulate visions	Text	Human assessment (qualitative analysis)
	Shamir, Arthur, & House, 1994, LQ	Political (Jesse Jackson, Michael Dukakis)	Charismatic rhetoric (e.g., similarity to followers, hope and faith)	Text	Human assessment (qualitative analysis)
	Den Hartog & Verburg, 1997, LQ	Corporate (Anita Roddick, Jan Timmer, Matthew Barrett)	Charismatic rhetorical devices (e.g., contrasting, listing, position taking)	Text	Human assessment (qualitative analysis)
	Mio, Riggio, Levin, & Reese, 2005, LQ [Study 1][3]	Political	Use of metaphor in speech	Text	Human assessment (manual coding)
	Fanelli & Grasselli, 2006, Organ. Stud	Corporate	CEO charismatic discourse	Text	Human assessment (qualitative analysis)
	Murphy & Ensher, 2008, LQ	Corporate (directors)	Rhetorical elements of charismatic leadership	Text	Mixed methods - manual coding and computer software
	Bligh & Robinson, 2010, LQ	Political	Charismatic rhetoric of Gandhi and US presidents	Text	Word count (DICTION software)
	Niebuhr, Voße, & Brem, 2016, CHB	Corporate (Steve Jobs)	Acoustic profile of charisma (e.g., melody, loudness, tempo, fluency)	Voice	Voice recognition tools and technologies
	Signorello et al., 2020, JV	Political	Voice fundamental frequency and sound pressure level of male and female charismatic leaders	Voice	Voice recognition tools and technologies
Morality and Values	Weber, 2010, JBE	Corporate	CEO moral reasoning language	Text	Human assessment (manual coding)
	Owens & Hekman, 2012, AMJ	Corporate	Language associated with humble leadership (e.g., says "we" when talking about success)	Text	Human assessment (manual coding)

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[1] We list all the authors' last names if there are fewer than five authors in the article.

[2] We list the names of the leader(s) if there are fewer than five leaders in the study. The "Fabricated" leader type means that researchers recruited participants or professional actors to play the role of leaders in laboratory studies. While the communication present in these studies is not "real" in the sense that it is not naturally occurring, unaltered behavior, it is real in that participants in the study are responding to actual text, tone, and nonverbal cues of naturally occurring communication.

[3] When a single paper features multiple studies that can be classified in different categories, e.g., studying both antecedents and outcomes of leader communication, or studying both leader level and follower level outcomes, we reference the citation within each of the distinct categories to which it is relevant.

Online Appendix C – Review articles on leader communication (continued)

CATEGORY 1: TOPICS AND RHETORIC IN LEADER COMMUNICATION

Subcategory	Author(s), year, journal published	Leader type	Aspect of communication studied	Type	Analysis approach for communication data
Morality and Values	Amernic & Craig, 2012, JBE	Corporate (Rupert Murdoch)	Cultural and ethical signals in leader's language (e.g., the use of "I")	Text	Human assessment (qualitative analysis)
(cont.)	Banks et al., 2023, LQ [Studies 1&5]	Corporate	CEO verbal signals associated with ethical leaders	Text	Human assessment (manual coding) & machine learning methods
Image Repair	Liu, 2007, PRR	Political (George W. Bush)	Image repair discourse	Text	Human assessment (qualitative analysis)
	Benoit & Henson, 2009, PRR	Political (George W. Bush)	Image repair discourse	Text	Human assessment (qualitative analysis)
	Hargie, Stapleton, & Tourish, 2010, Organization	Corporate	CEO apology strategies	Text	Human assessment (qualitative analysis)
	Beelitz & Merkl-Davies, 2012, JBE	Corporate	CEO communication related to restoring organizational legitimacy	Text	Human assessment (qualitative analysis)
Other Topics	Martin, 1990, Organ. Sci	Corporate	CEO language referencing feminism and gender issues	Text	Human assessment (qualitative analysis)
	Sims, 1993, BJM	Corporate	Corporate leaders' accounts of their early lives	Text	Human assessment (qualitative analysis)
	Fiol, 1995, AMJ	Corporate	Leaders' internal and external communications about positive and negative attributions	Text	Human assessment (manual coding)
	Doucet & Jehn, 1997, JOB	Corporate (American expatriate managers in China)	Leader language describing conflicts	Text	Word count and linguistic computer measures
	Hatch, 1997, Organ. Sci	Corporate (manager)	Ironic humor	Text	Human assessment (qualitative analysis)
	Palmer, Kabanoff, & Dunford, 1997, JOB	Corporate (Australian managers)	Strategic language associated with downsizing	Text	Mixed methods - manual coding and computer software
	Brown & Gioia, 2002, LQ	Corporate	Communication themes in e-business	Text	Human assessment (qualitative analysis)
	Guild, 2002, JOB	Corporate	Rhetoric about stakeholders during layoffs	Text	Human assessment (qualitative analysis)
	Hart, Jarvis, & Lim, 2002, Polit Psychol	Political	How "American people" is mentioned in leader communication in 9/11 and Clinton impeachment	Text	Word count and linguistic computer measures
	Zanoni & Janssens, 2004, Organ. Stud	Corporate	Diversity discourse (e.g., devaluing and valuing diversity)	Text	Human assessment (qualitative analysis)

CATEGORY 1: TOPICS AND RHETORIC IN LEADER COMMUNICATION

Subcategory	Author(s), year, journal published	Leader type	Aspect of communication studied	Type	Analysis approach for communication data
Other Topics (cont.)	Parameshwar, 2006, LQ	Global transformational leaders	Rhetoric of higher purpose	Text	Human assessment (qualitative analysis)
	Guerini, Strapparava, & Stock, 2008, JITP [Finding 1]	Political	Persuasive communication	Text	Word count and linguistic computer measures
	De Castella, McGarty, & Musgrove, 2009, Polit Psychol	Political (John Howard)	Rhetoric about terrorism during 9/11 and invasion of Iraq	Text	Human assessment (manual coding)
	Esch, 2010, Polit Psychol	Political (George W. Bush and US officials)	Rhetoric about political myths (e.g., American Exceptionalism)	Text	Human assessment (qualitative analysis)
	Golbeck, Grimes, & Rogers, 2010, JASIST	Political (US congress members)	Leader tweet types (e.g., information, official business, personal messages)	Text	Human assessment (manual coding)
	Julien, Wright, & Zinni, 2010, LQ	Canadian Aboriginal leaders	Rhetoric of aboriginal leaders about leadership	Text	Human assessment (qualitative analysis)
	Savoy, 2010, JQL	Political (John McCain, Barack Obama)	Most frequently used words in McCain's and Obama's speeches	Text	Word count and linguistic computer measures
	Craig & Amernic, 2011, JBE	Corporate (CEOs of Enron, Starbucks, and GE)	Linguistic properties of narcissism	Text	Human assessment (qualitative analysis)
	Kramer & Crespy. 2011, LQ	Corporate (theater director)	Rhetoric of collaborative leadership	Text	Human assessment (qualitative analysis)
	Wallis, Yammarino, & Feyerherm, 2011, LQ	Corporate	Rhetoric of individualized leadership	Text	Human assessment (qualitative analysis)
	Coe & Chenoweth, 2013, CT	Political (US presidents)	Presidents' Christian discourse	Text	Word count and linguistic computer measures
	Grant & Taylor, 2014, BH	Corporate	Male and female CEOs' communication about accomplishments (content, gestures, and facial expressions)	Text, facial cues, body gestures	Human assessment (qualitative analysis)
	Kelley & Bisel, 2004, LQ	Corporate	Leader narratives about trust and doubt (e.g., selection, redemption)	Text	Human assessment (qualitative analysis)

CATEGORY 1: TOPICS AND RHETORIC IN LEADER COMMUNICATION

Subcategory	Author(s), year, journal published	Leader type	Aspect of communication studied	Type	Analysis approach for communication data
Other Topics (cont.)	Frame & Brachotte, 2015, PRR	Political (French politicians)	Impression management language in tweets	Text	Human assessment (qualitative analysis)
	Nolan, 2015, PRR	Corporate	Themes and objectives in tweets (e.g., disaster response, education, poverty)	Text	Human assessment (manual coding)
	Tenzer & Pudelko, 2015, LQ	Corporate	Leader negative emotion language	Text	Human assessment (qualitative analysis)
	Lee & Lim, 2016, PRR	Political (Hillary Clinton, Donald Trump)	Leaders' Twitter and campaign language (e.g., feminine issues)	Text	Human assessment (manual coding)
	Coe, Bruce, & Ratcliff, 2017, JC	Political	Presidential communication topics about LGBT community	Text	Human assessment (manual coding)
	Heracleous & Klaering, 2017, JBR	Corporate (Steve Jobs)	Steve Jobs' rhetoric of identification	Text	Human assessment (qualitative analysis)
	Carsten, Bligh, Kohles, & Lau, 2018, Leadership [qualitative analyses]	Political (Hillary Clinton, Donald Trump)	Linguistic dimensions of leader campaign speeches (e.g., inspiration, hardship, denial)	Text	Word count (DICTION software)
	Craig & Amernic, 2018, JBE	Corporate (Lord Browne, Fred Goodwin, Rupert Murdoch)	Linguistic signals of hubris	Text	Word count (DICTION software)
	Portice & Reicher, 2018, Polit Psychol	Political (UK politicians)	Leader rhetoric against immigrants (spatial, economic, security, and diversity threat)	Text	Human assessment (qualitative analysis)
	Choudhury, Wang, Carlson, & Khanna, 2019, SMJ [Finding 1]	Corporate	CEO communication styles	Text, facial cues	Machine Learning methods
	Akstinaite, Robinson, & Sadler-Smith, 2020, JBE	Corporate	CEO linguistic signals of hubris	Text	Word count (LIWC software)
	Peres et al., 2020, JIM [Finding 1]	Political	Leader tweet topics (e.g., diplomacy, economy, personal issues)	Text	Machine Learning methods
	Akstinaite, Garrard, & Sadler-Smith, 2021, BJM	Corporate	CEO linguistic signals of hubris	Text	Machine Learning methods
	Benbenisty & Luria, 2021, JOB [qualitative analysis]	Corporate (company commanders)	Leader sense-giving strategies (practical and internalization) and bureaucratic communication	Text	Human assessment (qualitative analysis)
	Maskor, Steffens, & Haslam, 2021, Polit Psychol	Political (Hillary Clinton, Donald Trump)	Attack messages of leadership destabilization	Text	Human assessment (manual coding)

CATEGORY 1: TOPICS AND RHETORIC IN LEADER COMMUNICATION

Subcategory	Author(s), year, journal published	Leader type	Aspect of communication studied	Type	Analysis approach for communication data
Other Topics (cont.)	Montiel, Uyheng, & Dela Paz, 2021, Polit Psychol	Political	Leaders' rhetorical storylines in the COVID-19 pandemic	Text	Machine Learning methods
	Paul, Parameswar, Sindhani, & Dhir, 2021, JBR	Political (Indian politicians)	Politicians' tweets about corruption	Text	Word count and linguistic computer measures
	Tonidandel, Summerville, Gentry, & Young, 2021, LQ [Finding 1]	Corporate	Leader narratives about the challenges they face (e.g., role transition, daily management)	Text	Machine Learning methods
	Conway, Conway, & Houck, 2020, JSPP	Political (US politicians)	Language of integrative complexity	Text	Word count and linguistic computer measures
	Liu, Jarrett, & Maitlis, 2022, LQ	Corporate	Relational dynamics between CEOs and TMT members in strategic decision-making meetings	Text	Human assessment (qualitative analysis)

CATEGORY 2: ANTECEDENTS OF LEADER COMMUNICATION

Subcategory	Author(s), year, journal published	Leader type	Main independent variable(s)	Main dependent variable(s)	Communication type	Analysis approach for communication data
Roles	Watson, 1982, AMJ	Fabricated	Leader vs. subordinate roles	Relational dimension of communication (e.g., dominance, submissiveness)	Text	Human assessment (manual coding)
	Davis & Gilbert, 1989, JPSP [Finding 2]	Fabricated	Leader dominance (high vs. low)	Dominant behaviors (e.g., time spent talking, interruptions) and leader selection	Text, verbal cues	Human assessment (manual coding)
	Johnson, 1994, ASR [Finding 2]	Fabricated	Role authority (manager vs. subordinates)	Conversational dimensions (e.g., time talked, interruptions)	Text, facial cues	Human assessment (manual coding)
Gender	Davis & Gilbert, 1989, JPSP [Finding 1]	Fabricated	Leader gender (male vs. female)	Dominant behaviors (e.g., time spent talking, interruptions) and leader selection	Text, verbal cues	Human assessment (manual coding)
	Johnson, 1994, ASR [Finding 1]	Fabricated	Leader gender (male vs. female)	Conversational dimensions (e.g., time talked, interruptions)	Text, facial cues	Human assessment (manual coding)
	Sergent & Stajkovic, 2020, JAP [qualitative analyses]	Political	Leader gender (male vs. female)	Language of empathy and confidence)	Text	Word count (LIWC software)
Political Affiliation	Coe & Domke, 2006, JC	Political (US presidents)	Pre-Reagan Democrats vs. pre-Reagan Republicans	Religious language	Text	Human assessment (manual coding)
	Schroedel, Bligh, Merolla, & Gonzalez, 2013, PSQ [Finding 1]	Political (American politicians)	Partisanship	Charismatic rhetoric	Text	Word count (DICTION software)
	Wang & Inbar, 2020, PS	Political	Political contexts (gain vs. loss of political power)	Democrats' and Republicans' use of moral language	Text	Machine Learning methods
	Widmann, 2021, Polit Psychol	Political	Populist vs. non-populist political leaders, communication mediums (press vs. Twitter)	Language valence (negative vs. positive)	Text	Word count and linguistic computer measures
Policy Stances	Tetlock, 1981a, JPSP	Political	Political position (isolationist vs non-isolationists)	Cognitively complex language	Text	Human assessment (manual coding)
	Pancer et al., 1992, Polit Psychol	Political (Canadian politicians)	Leader political roles (policy-making vs. opposition role)	Cognitively complex language	Text	Human assessment (manual coding)

CATEGORY 2: ANTECEDENTS OF LEADER COMMUNICATION

Subcategory	Author(s), year, journal published	Leader type	Main independent variable(s)	Main dependent variable(s)	Communication type	Analysis approach for communication data
Policy Stances (cont.)	Tetlock, Armor, & Peterson, 1994, JPSP	Political (American politicians)	Political position (abolitionist vs. advocates of slavery)	Cognitively complex language	Text	Human assessment (manual coding)
	Mee, Homapour, Chiclana, & Engel, 2021, KBS	Political (UK politicians)	Politicians' voting record (in favor vs. against Brexit)	Cognitively complex language	Text	Word count and linguistic computer measures
Time	Suedfeld & Rank 1976, JPSP	Political	Pre and post successful and unsuccessful revolutions	Cognitively complex language	Text	Human assessment (manual coding)
	Tetlock, 1981b, JPSP	Political	Pre vs. post elections	Cognitively complex language	Text	Human assessment (manual coding)
	Tetlock, 1985, JPSP	Political (American and Soviet politicians)	Time-related predictor variables (e.g., political interventions, elections)	Cognitively complex language	Text	Human assessment (manual coding)
	Suedfeld, 1994, Polit Psychol	Political (Bill Clinton)	Pre vs. post elections	Cognitively complex language	Text	Human assessment (manual coding)
	Fiol, Harris, & House, 1999, LQ	Political	Leader (charismatic vs. non-charismatic) and tenure (initial vs. middle vs. later)	Linguistic dimensions (e.g., negation, inclusive language)	Text	Human assessment (manual coding)
	Dille & Young, 2000, Polit Psychol [Finding 2]	Political (Jimmy Carter, Bill Clinton)	Presidents' year of term	Cognitively complex language	Text	Word count and linguistic computer measures
	Bligh & Hess, 2007, LQ [Finding 2]	Political (Alan Greenspan)	Time of change in the economic environment	Linguistic dimensions (e.g., certainty, optimism, pessimism)	Text	Word count (DICTION software)
	Thoemmes & Conway, 2007, Polit Psychol [Finding 2]	Political	Presidents' year of term	Cognitively complex language	Text	Human assessment (manual coding)
	Seyranian & Bligh, 2008, LQ	Political	Comparing charismatic and. non-charismatic leaders, and role of tenure (initial vs. middle vs. later)	Linguistic dimensions (e.g., negation, inclusion, imagery, inspiration)	Text	Word count (DICTION software)
	Schroedel, Bligh, Merolla, & Gonzalez, 2013, PSQ [Finding 2]	Political (American politicians)	Comparing pre vs. post gaining party nomination	Charismatic rhetoric	Text	Word count (DICTION software)
	Wasike, 2017, LQ [Finding 2]	Political (US presidents)	Presidents' year of term and reelection	Charismatic language	Text	Word count (DICTION software)

CATEGORY 2: ANTECEDENTS OF LEADER COMMUNICATION

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Time (cont.)	Chen, Demers, & Lev, 2018, MS [Finding 1]	Corporate	Time during the day (morning vs. afternoon)	Analysts' and executives' moods (positive and negative words)	Text	Word count and linguistic computer measures
	Graf-Vlachy, Bundy & Hambrick, 2020, Organ. Sci	Corporate	CEO tenure	Cognitively complex language	Text	Word count (LIWC software)
	Conway & Zubrod, 2022, JLSP	Political (US presidents)	Time (typical vs. recent presidents, Trump and Biden)	Cognitively complex language	Text	Word count and linguistic computer measures
Crises	Suedfeld & Tetlock, 1977, JCR	Political	Type and phase of crisis	Cognitively complex language	Text	Human assessment (manual coding)
	Suedfeld, Tetlock, & Ramirez, 1977, JCR	Political	Peacetime vs. wartime	Cognitively complex language	Text	Human assessment (manual coding)
	Suedfeld & Bluck, 1988, JCR	Political	Pre vs. post surprise attacks	Cognitively complex language	Text	Human assessment (manual coding)
	Pennebaker & Lay, 2002, JRP	Political (Rudolph Giuliani)	Pre vs. post crises (events of 9/11 and the leader's personal crisis)	Language use (e.g., social identity, emotionality, cognitive clarity)	Text	Word count (LIWC software)
	Bligh, Kohles, & Meindl, 2004b, JAP	Political (George W. Bush)	Pre vs. post crisis of 9/11	Linguistic dimensions (e.g., optimism, faith, aggression)	Text	Word count (DICTION software)
	Bligh, Kohles, & Meindl, 2004a, LQ	Political (George W. Bush)	Pre vs. post crisis of 9/11	Leader charismatic rhetoric, media's portrait of the leader, and leaders' public opinion ratings	Text	Word count (DICTION software)
	Coe, Domke, Graham, John, & Pickard, 2004, JC [Finding 1]	Political (George W. Bush)	Pre vs. post crisis of 9/11 and Iraq war	Binary discourse (e.g., good vs. evil, security vs. peril)	Text	Human assessment (manual coding)
	Guerini, Strapparava, & Stock, 2008, JITP [Finding 2]	Political	Pre vs. post crisis of 9/11	President Bush's persuasive words	Text	Word count and linguistic computer measures
	Davis & Gardner, 2012, LQ	Political (George W. Bush)	Pre vs. post crisis of 9/11 and Hurricane Katrina	Leader charismatic rhetoric and approval ratings	Text	Word count (DICTION software)
	Patelli & Pedrini, 2014, JBE	Corporate (CEOs)	Industry and firm financial performance	Optimistic language	Text	Word count (DICTION software)

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Crises (cont.)	Freedman, 2019, JCR	Political (Religious leaders)	Time of military and political conflict	Nationalist rhetoric	Text	Machine Learning methods
	Bastardoz, Jacuart, & Antonakis, 2022, LQ	Political (François Holland)	Pre vs. post crisis (Charlie Hebdo, Paris, and Nice attacks)	Leader charismatic rhetoric and approval ratings	Text	Human assessment (manual coding)
	Medeiros, Crayne, Griffith, Hardy, & Damadzic, 2021, PID [Finding 1]	Political	Severity of crisis (COVID-19)	Language use (sensemaking style)	Text	Human assessment (manual coding)
Interventions	Frese, Beimel, & Schoenborn, 2003, Pers. Psychol	Corporate (managers) in lab trainings	Training for charismatic leadership communication	Charismatic communication skills (e.g., eye-contact, use of metaphors)	Text, voice, facial cues, body gestures	Human assessment (manual coding)
	Towler, 2003, Pers. Psychol [Finding 1]	Fabricated	Charismatic influence training	Charismatic behaviors (e.g., visionary speech)	Text, voice, facial cues, body gestures	Human assessment (manual coding)
	Strange & Mumford, 2005, LQ	Fabricated	Prescriptions (model exposure, reflection, key causes and goals)	Vision statement quality and utility	Text	Human assessment (manual coding)
	Patient & Skarlicki, 2010, JOM [Study 2]	Corporate	Empathy induction	Interpersonal and informational justice of communication	Text	Human assessment (manual coding)
	Shipman, Byrne, & Mumford, 2010, LQ	Fabricated	Training manipulations (e.g., cause focus vs. goal focus)	Forecasting and vision statement	Text	Human assessment (manual coding)
	Carton & Lucas 2018, AMJ	Political & corporate	Prescription type (language-centered versus temporal projection)	Vision quality of communication	Text	Human assessment (manual coding)
	Holt, Bobocel, & Chen, 2021, JOB	Fabricated	Induction of construal level (high vs. low) and other-oriented perspective taking	Interactional justice enactment (in communicating bad news)	Text	Human assessment (manual coding)
Other Antecedents	Herold, 1977, AMJ [Finding 1]	Fabricated	Follower performance (good vs. poor)	Leaders' messages	Text	Experimental Studies
	Dille & Young, 2000, Polit Psychol [Finding 1]	Political (Jimmy Carter, Bill Clinton)	Communication form (prepared vs. spontaneous remarks)	Cognitively complex language	Text	Word count and linguistic computer measures

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Other Antecedents (cont.)	Bligh & Hess, 2007, LQ [Finding 1]	Political (Alan Greenspan)	Communication form (statement vs. testimony vs. speech)	Linguistic dimensions (e.g., certainty, optimism, pessimism)	Text	Word count (DICTION software)
	Slatcher, Chung, Pennebaker, & Stone, 2007, JRP	Political (John Kerry, John Edwards, George W. Bush, Dick Cheney)	Communication form (interviews, press conferences, town hall meetings, debates)	Linguistic dimensions (e.g., femininity, depression, honesty)	Text	Word count (LIWC software)
	Thoemmes & Conway, 2007, Polit Psychol [Finding 1]	Political	Leader personality (e.g., friendliness, achievement drive, extraversion)	Cognitively complex language	Text	Human assessment (manual coding)
	Purvanova & Bono, 2009, LQ [Hypotheses 1&2]	Fabricated	Team context (virtual vs. face-to-face)	Transformational leadership communicative behaviors	Text	Human assessment (manual coding)
	Patient & Skarlicki, 2010, JOM [Study 1]	Corporate	Leader empathy	Interpersonal and informational justice of communication	Text	Human assessment (manual coding)
	Kong, 2013, PID	Political	Leader election outcomes, follower participation and endorsement	Use of action-oriented terms and negation terms	Text	Word count (LIWC software)
	Murase, Carter, DeChurch, & Marks, 2014, LQ [Hypothesis 2]	Fabricated	Leader team multiteam-interaction mental model accuracy	Team strategic communication	Text	Human assessment (manual coding)
	Crilly, Hansen, & Zollo, 2016, AMJ [Finding 1]	Corporate	Implementing firms vs. decoupling firms	Linguistic properties of firms' communication	Text	Word count (LIWC software)
	Graham, Jackson, & Broersma, 2016, NMS	Political (British and Dutch politicians)	National political environment (British vs. Dutch)	Tweet type, targets, functions, and topics	Text	Human assessment (manual coding)
	Guo, Yu, & Gimeno, 2017, AMJ [Hypotheses 1&2]	Corporate	Threat of entry	Vagueness in corporate communication	Text	Word count and linguistic computer measures
	Meinecke, Lehmann-Willenbrock, & Kauffeld, 2017, JAP [Hypothesis 5]	Corporate (manager)	Employee agreement and contributions in interview process	Task- and relation-oriented statements	Text	Human assessment (manual coding)
	Wasike, 2017, LQ [Finding 1]	Political (US presidents)	Leader integrative complexity scores (from Thoemmes & Conway (2007))	Charismatic language	Text	Word count (DICTION software)

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Other Antecedents (cont.)	Dupree & Fiske, 2019, JPSP	Political (American politicians)	Leaders' audience (presence of minority groups)	Competence downshift language	Text	Word count and linguistic computer measures
	Fabrizio & Kim, 2019, Organ. Sci (Hypotheses 1-3]	Corporate	Firm negative environmental information	Managers' obfuscating language	Text	Word count and linguistic computer measures
	Grover, Kar, & Ilavarasan, 2019, IJIM	Corporate	CEO types (Fortune CEOs vs. social influencer CEOs)	Leader tweeting behaviors about CSR	Text	Word count and linguistic computer measures
	Maran et al., 2019, LQ [Hypotheses 1&2]	Fabricated	Leaders' self-reported charisma	Leaders' gazes toward followers' eyes	Eye-gazing patterns	Facial recognition tools and technologies
	Peres et al., 2020, JIM [Finding 2]	Political	Communication medium (Twitter vs. press articles)	Tweet topics	Text	Machine Learning methods
	Rauh, Bes, & Schoonvelde, 2020, EJPR	Political	Public opinion about Euroscepticism	Politicians' rhetoric about European integration (positive vs. negative)	Text	Word count and linguistic computer measures
	Tonidandel, Summerville, Gentry, & Young, 2021, LQ [Finding 2]	Corporate	Leader gender, ethnicity, roles	Leader narratives about the challenges they face	Text	Machine Learning methods

CATEGORY 3: OUTCOMES OF LEADER COMMUNICATION

Subcategory	Author(s), year, journal published	Leader type	Main independent variable(s)	Main dependent variable(s)	Communication type	Analysis approach for communication data
Leader Emergence	Gregory Jr & Gallagher, 2002, SPQ	Political	Leader social dominance (nonverbal frequency, in Hz)	Presidential election outcome	Voice	Voice recognition tools and technologies
	Antonakis, Fenley, & Liechti, 2011, AMLE [Study 2, Finding 1]	Fabricated	Leader charismatic speech	Leadership emergence	Text	Human assessment (manual coding)
	Horiuchi, Komatsu, & Nakaya, 2012, Polit Psychol	Political	Leader facial expression (smile intensity)	Election outcome (vote shares)	Facial cues	Facial recognition tools and technologies
	Jacquart & Antonakis, 2015, AMJ	Political (presidential candidates) and corporate (fabricated CEOs in lab)	Charismatic rhetoric and organizational performance	Leader selection (politicians' vote shares) and retention (of CEOs)	Text	Human assessment (manual coding)
	Baur et al., 2016, LQ	Political	Configurational use of charismatic rhetoric	Leader influence success (votes received in elections)	Text	Word count (DICTION software)
	Gerpott, Lehmann-Willenbrock, Silvis, & Van Vugt, 2018, LQ	Fabricated	Leaders vs. non-leaders' communications in muted video clips	Observers' eye-fixation on emergent leaders	Eye-gazing patterns	Facial recognition tools and technologies
	MacLaren et al., 2020, LQ	Fabricated	Leader speaking time	Leader nomination and emergence	Voice	Voice recognition tools and technologies
	Truninger et al., 2020, LQ [Finding 1]	Fabricated (organizational simulation)	Leader vocal delivery and competency	Leadership emergence	Voice	Machine Learning methods
Leader Effectiveness (objective leader performance)	Tskhay, Xu, & Rule, 2014, LQ	Corporate (orchestra conductors)	Leader nonverbal cues (expressiveness of upper body)	Observers' prediction accuracy about leader success	Facial cues and body gestures	Human assessment (manual coding)
	Shin & You, 2017, JMS	Corporate	CEO shareholder-value language	CEO compensation	Text	Word count and linguistic computer measures
	Shi, Zhang, & Hoskisson, 2019, AMJ [Hypotheses 1-3]	Corporate	CEO– CFO language style matching	CFO compensation and likelihood of becoming a board member	Text	Word count (LIWC software)
	Shin & You, 2020, CGIR	Corporate	CEO's use of shareholder- and stakeholder-oriented language	CEO dismissal	Text	Word count and linguistic computer measures

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Subcategory	Author(s), year, journal published	Leader type	Main independent variable(s)	Main dependent variable(s)	Communication type	Analysis approach for communication data
Leader Effectiveness (objective leader performance) (cont.)	Nair, Haque, & Sauerwald, 2021, JMS	Corporate	CEO vocal masculinity	Early-stage CEO compensation	Voice	Voice recognition tools and technologies
	Park, Chung, & Rajagopalan, 2021, SMJ [Hypothesis 3]	Corporate	CEO attribution language of firm performance	CEO dismissal	Text	Word count and linguistic computer measures
Leader Effectiveness (objective leadership endorsement and approval)	Romero, Swaab, Uzzi, & Galinsky, 2015, PSPB	Political	Leaders' matching the linguistic style of an opponent in a two-party exchange	Reactions of third-party observers (presidential race polls)	Text	Word count (LIWC software)
	Lee & Xu, 2018, PRR	Political (Hillary Clinton, Donald Trump)	Leaders' campaign language and emphasized issues on Twitter	Number of retweets and favorites of the tweets	Text	Human assessment (manual coding)
	Stam et al., 2018, JOM [Study 1]	Mix of political (US presidents) and fabricated leaders (in lab)	Leader communication (prevention- vs. promotion-focused)	Leadership endorsement	Text	Word count and linguistic computer measures
	Brady et al., 2019, JEPG	Political (Hillary Clinton, Donald Trump, US politicians)	Moralized content of leaders' communication (e.g., words related to moral emotions)	The diffusion of leaders' messages through Twitter (retweets)	Text	Word count (LIWC software)
	Tur, Harstad, & Antonakis, 2021, LQ	Corporate and political	Leaders' verbal signals of charisma	Views of TED talks, retweets from Twitter	Text	Human assessment (manual coding)
Leader Effectiveness (other objective measures)	Cohen, 1995, AJPS	Political	Presidential rhetoric about policy (e.g., economic, civil rights)	Public concern about the policy (in polls)	Text	Human assessment (manual coding)
	Whitford & Yates, 2003, JP	Political (Jimmy Carter, Ronald Reagan)	Emphasis on drug issues in presidential statements	Attorneys' implementation of the federal "War on Drugs" campaign	Text	Word count and linguistic computer measures
	Young & Perkins, 2005, JP	Political (US presidents)	Presidential speech topics (e.g., foreign policy, civil rights)	Public opinion (poll numbers)	Text	Human assessment (qualitative analysis)

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Leader Effectiveness (subjective follower evaluation)	Sullivan & Masters, 1988, AJPS [Finding 3]	Political	Leader emotional display (neutral vs. happy)	Perceived leadership ability	Facial cues	Experimental Studies
	Holladay & Coombs, 1994, MCQ [Finding 2]	Fabricated	Vision content and delivery of leader communication	Perception of leadership effectiveness	Text, voice, facial cues, body gestures	Experimental Studies
	Awamleh & Gardner, 1999, LQ [Finding 2]	Fabricated in lab based on corporate (Steve Jobs, Arch McGill) and political (John F. Kennedy) leaders	Vision content and delivery of leader communication, organizational performance, romance of leadership disposition	Perception of leadership effectiveness	Text, voice, facial cues, body gestures	Experimental Studies
	Lewis, 2000, JOB [Finding 2]	Fabricated	Leader gender and display of emotions (neutral vs. sadness vs. anger)	Perception of leadership effectiveness	Voice, facial cues, body gestures	Experimental Studies
	Newcombe & Ashkanasy, 2022, LQ	Fabricated	Leader message (affective congruence of verbal and nonverbal expressions)	Perception of leader negotiating latitude (e.g., effective working relationship with the leader)	Text, facial cues	Experimental Studies
	Gaddis, Connelly, & Mumford, 2004, LQ [Finding 1]	Fabricated	Leader affect (positive vs. negative)	Perceived leader effectiveness	Text, voice, facial cues, body gestures	Experimental Studies
	Coombs & Holladay, 2008, PRR	Fabricated	Leader crisis response strategy (compensation, apology, sympathy)	Post-crisis reputation evaluations	Text	Experimental Studies
	De Hoogh & Den Hartog, 2008, LQ [Finding 1]	Corporate (CEOs) in lab surveys	Leader's social responsibility language (e.g., concern for others, self-judgement)	Perceived leadership effectiveness	Text	Human assessment (manual coding)
	Naidoo & Lord, 2008, LQ [Finding 2]	Fabricated based on political leader (Franklin Roosevelt)	Imagery in a leader's speech	Perceptions of general leadership	Text	Experimental Studies
	Madera & Smith, 2009, LQ	Fabricated	Leader emotions (anger, sadness) and acceptance of responsibility	Perceived leader competence and legitimacy	Text	Experimental Studies

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Leader Effectiveness (subjective follower evaluation) (cont.)	Norman, Avolio, & Luthans, 2010, LQ	Fabricated	Leader positivity and communication transparency	Ratings of leader effectiveness	Text	Experimental Studies
	Antonakis, Fenley, & Liechti, 2011, AMLE [Study 2, Finding 3]	Fabricated	Leader charismatic speech	Perceived leadership effectiveness	Text	Human assessment (manual coding)
	DeGroot, Aime, Johnson, & Kluemper, 2011, LQ [Study 1]	Political (US presidents & Canadian Prime Ministers)	Leaders' vocal attractiveness	Perceptions of leader effectiveness	Voice	Voice recognition tools and technologies
	Trichas & Schyns, 2012, LQ [Study 2]	Fabricated	Leader facial expressions (e.g., pulled-together eyebrows)	Leadership impressions (e.g., perceived ability)	Facial cues	Experimental Studies
	Huang, Frideger, & Pearce, 2013, JAP [Study 1]	Fabricated	Leader accent (native vs. nonnative)	Managerial hiring decision	Voice and facial cues	Experimental Studies
	Lee, 2013, JC	Fabricated based on political leader (Geun-hye Park)	Leader communication (TV talk show vs. Twitter messages)	Leadership evaluations (competence, morality, and attractiveness)	Text, facial appearance (static)	Experimental Studies
	Visser, van Knippenberg, van Kleef, & Wisse, 2013, LQ [Hypothesis 2]	Fabricated	Leader emotional display (happiness vs. sadness)	Perception of leader effectiveness	Voice and facial cues	Experimental Studies
	Meinecke, Lehmann-Willenbrock, & Kauffeld, 2017, JAP [Hypothesis 2-4]	Corporate	Leader-subordinate conversational patterns	Leader and employee perceived interview success	Text	Human assessment (manual coding)
	Shao, Wang, & Tse, 2018, LQ [Studies 2&3]	Fabricated	Leader anger expressions	Perceived leader effectiveness (e.g., communication skills, leadership ability)	Facial cues, voice	Experimental Studies
	Staw, & DeCelles, & de Goey, 2019, JAP [Study 2]	Fabricated	Leader unpleasant display	Team performance (participant rating of willingness to make an effort)	Voice	Experimental Studies
	Costa, 2020, BJPS	Fabricated	Politician's email response and tone in emails	Perceived email response quality	Text	Experimental Studies

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Leader Effectiveness (subjective follower evaluation) (cont.)	Dumitrescu & Ross, 2020, NMS [Finding 2]	Political (Donald Trump)	Tweet types (paraphrasing vs. quotation vs. embedded)	Leadership evaluations (e.g., warmth, competence)	Text	Experimental Studies
	Kershaw, Rast III, Hogg, & van Knippenberg, 2020, JASP	Fabricated	Leader identity statement (relational vs. collective vs. dual)	Leadership evaluations (e.g., trust, leadership effectiveness)	Text	Experimental Studies
	Truninger et al., 2020, LQ [Finding 2]	Fabricated (organizational simulation)	Leader vocal delivery and competency	Ratings of leader effectiveness	Voice	Machine Learning methods
	Maran et al., 2021, JBR [Hypothesis 3]	Corporate (CEOs) and fabricated (in lab)	Leader clothing style (formal vs. smart vs. casual)	Leader approval	Clothes	Experimental Studies
	Schoofs & Claeys, 2021, JBR	Fabricated	Leader emotional expression in a crisis (sadness vs. rational)	Perceived CEO competence	Text, facial cues	Experimental Studies
	Tonidandel, Summerville, Gentry, & Young, 2021, LQ [Finding 3]	Corporate	Leader narratives about the challenges they face	managers' obfuscating language	Text	Machine Learning methods
	Mitchell, Lemoine, & Lee, 2022, JAP	Fabricated	Leader extraversion and communication skills (e.g., speaking confidently, using appropriate grammar)	Leadership emergence (willingness to rely on the individual for leadership)	Text, voice, facial cues, body gestures	Experimental Studies
Attributions About the Leader	Stein, 1975, JPSP	Fabricated	Leader verbal and nonverbal communication	Perception of leader's social rank	Text, voice, facial cues, body gestures	Experimental Studies
	Holladay & Coombs, 1993, MCQ	Fabricated	Communication delivery (strong vs. weak)	Attribution of leader charisma	Voice, facial cues, body gestures	Experimental Studies
	Holladay & Coombs, 1994, MCQ [Finding 1]	Fabricated	Vision content and delivery of leader communication	Perception of leader charisma	Text, voice, facial cues, body gestures	Experimental Studies
	Kirkpatrick & Locke, 1996, JAP [Finding 3]	Fabricated	Leader vision articulation and charismatic communication	Perception of leader charisma	Text, facial cues, body gestures	Experimental Studies

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Attributions About the Leader (cont.)	Awamleh & Gardner, 1999, LQ [Finding 1]	Fabricated in lab based on corporate (Steve Jobs, Arch McGill) and political (John F. Kennedy) leaders	Vision content and delivery of leader communication, organizational performance, romance of leadership disposition	Perception of leader charisma	Text, voice, facial cues, body gestures	Experimental Studies
	Bucy, 2000, CR [Finding 2]	Political (Bill Clinton)	News images and presidential reactions (valence and arousal)	Leaders' trait attribution (appropriate, trustworthy, credible, honest)	Facial cues	Experimental Studies
	Emrich, Brower, Feldman, & Garland, 2001, ASQ	Political	Proportion of image-based words in a president's speech	Perception of leader charisma and greatness	Text	Word count and linguistic computer measures
	Tiedens, 2001, JPSP	Mix of political (Bill Clinton) and fabricated (in lab) leaders	Leaders' display of emotions (sadness vs. anger)	Status conferral to the leader	Text, facial cues, body gestures	Experimental Studies
	Mio, Riggio, Levin, & Reese, 2005, LQ [Study 2]	Political	Presidents' use of metaphors	Perceived inspiration in presidents' speeches	Text	Human assessment (manual coding)
	Brescoll & Uhlmann, 2008, PS	Fabricated	Leader expression of anger, leader gender and occupational rank	Status conferral to the leader	Facial cues	Experimental Studies
	Naidoo & Lord, 2008, LQ [Finding 1]	Fabricated in lab based on political leader (Franklin Roosevelt)	Imagery in a leader's speech	Perceptions of leader charisma	Text	Experimental Studies
	Balthazard, Waldman, & Warren, 2009, LQ [Hypothesis 3]	Fabricated	Leader communication/expression quality	Perceived transformational leadership	Text	Human assessment (manual coding)
	Johnson, 2009, LQ [Study 2&3, Finding 1]	Fabricated	Leader mood (positive vs. negative)	Attribution of leader charisma	Voice, facial cues, body gestures	Experimental Studies
	Galvin, Waldman, & Balthazard, 2010, Pers. Psychol	Corporate leaders in lab surveys	Leader narcissism and vision statement	Attribution of leader charisma	Text	Human assessment (manual coding)

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Attributions About the Leader (cont.)	Antonakis, Fenley, & Liechti, 2011, AMLE [Study 2, Finding 2]	Fabricated	Leader charismatic speech	Attribution of leader charisma	Text	Human assessment (manual coding)
	Clark & Greatbatch, 2011, LQ	Corporate (thought leaders)	Charismatic speech elements (e.g., delivery, rhetorical techniques) of charismatic and non-charismatic leaders	Perception of leader charisma	Text, voice, facial cues, body gestures	Human assessment (manual coding)
	Melwani, Mueller, & Overbeck, 2012, JAP	Fabricated	Leader emotional expression (compassion vs. contempt)	Perception of the expressor as leader-like	Facial cues, voice, body gestures	Human assessment (manual coding)
	Trichas & Schyns, 2012, LQ [Study 1]	Fabricated	Leader facial expressions (e.g., pulled-together eyebrows)	Perception of the expressor as leader-like	Facial cues	Experimental Studies
	Stewart & Dowe, 2013, Polit Psychol	Political (Barack Obama)	Leader facial expression (e.g., smile, neutral)	Follower perception and attribution of leader emotion	Facial cues	Facial recognition tools and technologies
	Seyranian, 2014, LQ [Finding 2]	Fabricated	Social identity framing communication tactics	Leadership perceptions (e.g., prototypicality, charisma)	Text	Experimental Studies
	Marchiondo, Myers, & Kopelman, 2015, LQ	Fabricated	Messages of claiming and granting leadership	Observer perception of leadership and competence	Text	Experimental Studies
	Trichas, Schyns, Lord, & Hall, 2017, LQ [Finding 1]	Fabricated	Leader emotional expression (happy vs. nervous)	Leadership prototypicality perceptions (e.g., intelligence, potency)	Facial cues	Experimental Studies
	Trichas, Schyns, Lord, & Hall, 2017, LQ [Finding 2]	Fabricated	Leader emotional expression (happy vs. nervous)	Overall leadership impressions	Facial cues	Experimental Studies
	Tskhay, Zhu, & Rule, 2017, LQ	Fabricated	Leader argument (strong vs. weak) and eye-contact	Leadership prototypicality and perceived charisma	Text, facial cues	Human assessment (manual coding)
	Hardacre & Subasic, 2018, FP [Finding 2]	Fabricated	Leader gender and message framing on gender inequality	Perceived leader prototypicality, legitimacy and influence	Text	Experimental Studies
	Maran et al., 2019, LQ [Hypotheses 3&4]	Fabricated	Leaders' gaze towards their followers' eyes	Attribution of leader charisma	Eye-gazing patterns	Facial recognition tools and technologies
	Yim, 2019, PRR	Corporate	CEO tweeting behaviors (professional, political, personal)	Perceived leader authenticity and leadership (e.g., managerial excellence)	Text	Experimental Studies

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Attributions About the Leader (cont.)	Witkower, Tracy, Cheng, & Henrich, 2020, JPSP	Political (Hillary Clinton, Donald Trump) and fabricated leaders (in lab)	Leader nonverbal signals (expansiveness, smiling, head-tilt)	Perceptions of the expressor's prestige and dominance	Facial cues, body gestures	Mixed methods - manual coding in field + experimental studies
	Maran et al., 2021, JBR [Hypotheses 1&2]	Corporate (CEOs) and fabricated (in lab)	Leader clothing style (formal vs. smart vs. casual)	Perceptions of leader prototypicality and charisma	Clothes	Experimental Studies
	Banks et al., 2023, LQ [Study 2]	Fabricated	Ethical leader signals	Perceived leader ethicality	Text	Experimental Studies
Other Leader Outcomes	Hoogeboom, Saeed, Noordzij, & Wilderom, 2021, LQ	Fabricated	Leader messages (positive vs. negative relation-oriented, task-oriented)	Leader physiological arousal	Text	Human assessment (manual coding)
Follower Attitudes and Intentions	Morran, Robison, & Stockton, 1985, JCP	Fabricated	Feedback giver role (leader vs. non-leader) and valence (positive vs. negative)	Follower feedback acceptance	Text	Experimental Studies
	Sullivan & Masters, 1988, AJPS [Finding 2]	Political	Leader emotional display (neutral vs. happy)	Follower attitude towards the leader (e.g., agreement with leaders' issue positions)	Facial cues	Experimental Studies
	Kirkpatrick & Locke, 1996, JAP [Finding 2]	Fabricated	Leader vision articulation and charismatic communication	Follower attitude (e.g., task satisfaction)	Text, facial cues, body gestures	Experimental Studies
	Towler, 2003, Pers. Psychol [Finding 2]	Fabricated	Leader charisma	Follower task satisfaction and self-efficacy	Text, voice, facial cues, body gestures	Human assessment (manual coding)
	Mutz & Reeves, 2005, AJPS [Finding 1]	Fabricated	Level of civility in the political debate (civil vs. uncivil)	Viewers' trust in politicians and attitude towards the leader	Text	Experimental Studies
	De Hoogh & Den Hartog, 2008, LQ [Finding 2]	Corporate (CEOs) in lab surveys	Leader's social responsibility language (e.g., concern for others, self-judgement)	Subordinates' optimism	Text	Human assessment (manual coding)
	Lyons & Schneider, 2009, LQ [Hypothesis 2&3]	Fabricated	Transformational and transactional leadership	Individual social support and self-efficacy	Text, voice, facial cues, body gestures	Experimental Studies

CATEGORY 3: OUTCOMES OF LEADER COMMUNICATION

Subcategory	Author(s), year, journal published	Leader type	Main independent variable(s)	Main dependent variable(s)	Communication type	Analysis approach for communication data
Follower Attitudes and Intentions (cont.)	Purvanova & Bono, 2009, LQ [Hypotheses 4]	Fabricated	Transformational leadership communication	Follower task satisfaction	Text	Human assessment (manual coding)
	Seyranian, 2014, LQ [Finding 1]	Fabricated	Social identity framing communication tactics	Follower attitudes and behavioral intentions (towards renewable energy)	Text	Experimental Studies
	Mölders, Van Quaquebeke, & Paladino, 2017, Polit Psychol	Fabricated based on political leaders (German politicians)	Politician's disrespectful communication towards an opponent	Followers' voting intention for and social judgment of the politician	Text	Experimental Studies
	Hardacre & Subasic, 2018, FP [Finding 1]	Fabricated	Leader gender and message framing on gender inequality	Followers' (men's vs. women's) support for equality	Text	Experimental Studies
	Cowen & Montgomery, 2020, JAP	Corporate	CEO gender, response to the organizational failure	Consumer purchase intent of the firm's products and perceived interactional fairness	Text	Experimental Studies
	Jensen et al., 2023, LQ [Study 2]	Political	Leader charismatic signaling during the COVID-19 pandemic	Followers' willingness to practice and belief in social distancing	Text	Experimental Studies
Follower Mood	McHugo, Lanzetta, Sullivan, Masters, & Englis, 1985, JPSP	Political (Ronald Reagan)	Leader expressive displays (happiness, anger, fear)	Follower emotions and attitudes	Facial cues, voice	Experimental Studies
	Sullivan & Masters, 1988, AJPS [Finding 1]	Political	Leader emotional display (neutral vs. happy)	Follower emotional response	Facial cues	Experimental Studies
	Bucy, 2000, CR [Finding 1]	Political (Bill Clinton)	News images and presidential reactions (valence and arousal manipulated)	Viewers' affective reactions	Facial cues	Experimental Studies
	Lewis, 2000, JOB [Finding 1]	Fabricated	Leader gender and display of emotions (neutral vs. sadness vs. anger)	Follower affective state	Voice, facial cues, body gestures	Experimental Studies
	Cherulnik, Donley, Wiewel, & Miller, 2001, JASP	Fabricated and Political (George H.W. Bush, Bill Clinton)	Leader charisma (e.g., smiling, speech fluency, eye-contact)	Follower affect (e.g., number of smiles, smile intensity)	Facial cues, voice	Experimental Studies

CATEGORY 3: OUTCOMES OF LEADER COMMUNICATION

Subcategory	Author(s), year, journal published	Leader type	Main independent variable(s)	Main dependent variable(s)	Communication type	Analysis approach for communication data
Follower Mood (cont.)	Mutz & Reeves, 2005, AJPS [Finding 2]	Fabricated	Level of civility in the political debate (civil vs. uncivil)	Viewers' physiological arousal	Text	Experimental Studies
	Johnson, 2009, LQ [Study 2&3, Finding 2]	Fabricated	Leader mood (positive vs. negative)	Follower mood	Voice, facial cues, body gestures	Experimental Studies
	Lyons & Schneider, 2009, LQ [Hypothesis 4]	Fabricated	Transformational and transactional leadership	Individual positive and negative affect	Text, voice, facial cues, body gestures	Experimental Studies
	Dumitrescu & Ross, 2020, NMS [Finding 1]	Political (Donald Trump)	Tweet types (paraphrasing vs. quotation vs. embedded)	Follower emotions	Text	Experimental Studies
Follower Performance	Herold, 1977, AMJ [Finding 2]	Fabricated	Leader message (supportive vs. punitive)	Follower task performance	Text	Experimental Studies
	Kirkpatrick & Locke, 1996, JAP [Finding 1]	Fabricated	Leader vision articulation and charismatic communication	Follower performance	Text, facial cues, body gestures	Experimental Studies
	Shea & Howell, 1999, LQ	Fabricated	Leadership styles (charismatic vs. non-charismatic) and task feedback type	Follower performance quality	Text	Experimental Studies
	Marks, Zaccaro, & Mathieu, 2000, JAP	Fabricated	Leader briefing (enhanced vs. control) (e.g., identification of significant risks)	Team communication process and performance	Text	Experimental Studies
	Towler, 2003, Pers. Psychol [Finding 3]	Fabricated	Leader charisma	Follower performance	Text, voice, facial cues, body gestures	Human assessment (manual coding)
	Gaddis, Connelly, & Mumford, 2004, LQ [Finding 2]	Fabricated	Leader affect (positive vs. negative)	Follower task performance	Text, voice, facial cues, body gestures	Experimental Studies
	Damen, van Knippenberg, & van Knippenberg, 2008, JASP	Fabricated	Leaders' emotional display (anger vs. enthusiasm)	Follower task performance and extra-role compliance	Voice, facial cues, body gestures	Experimental Studies
	Johnson, 2009, LQ [Study 2&3, Finding 3]	Fabricated	Leader mood (positive vs. negative)	Follower performance	Voice, facial cues, body gestures	Experimental Studies

CATEGORY 3: OUTCOMES OF LEADER COMMUNICATION

Subcategory	Author(s), year, journal published	Leader type	Main independent variable(s)	Main dependent variable(s)	Communication type	Analysis approach for communication data
Follower Performance (cont.)	Lyons & Schneider, 2009, LQ [Hypothesis 1]	Fabricated	Transformational and transactional leadership	Individual stress task performance	Text, voice, facial cues, body gestures	Experimental Studies
	Purvanova & Bono, 2009, LQ [Hypotheses 3]	Fabricated	Transformational leadership communication	Team performance	Text	Human assessment (manual coding)
	Van Kleef et al, 2009, AMJ	Fabricated	Leader emotional display (happiness vs. anger)	Team performance	Facial cues, voice, body gestures	Experimental Studies
	Stam, van Knippenberg, & Wisse, 2010a, LQ	Fabricated	Vision communication (follower-focused vs. no follower-focused)	Follower performance	Text	Experimental Studies
	Stam, van Knippenberg, & Wisse, 2010b, JOB	Fabricated	Vision communication (promotion vs. prevention)	Follower performance	Text	Experimental Studies
	Van Kleef, Homan, Beersma, & van Knippenberg, 2010, PS	Fabricated	Leader emotional display (happiness versus anger)	Team performance	Facial cues, voice, body gestures	Experimental Studies
	DeGroot, Aime, Johnson, & Kluemper, 2011, LQ [Study 2]	Political (US presidents & Canadian Prime Ministers)	Leaders' vocal attractiveness	Follower performance	Voice	Voice recognition tools and technologies
	Grant & Hofmann, 2011, OBHDP	Fabricated	Ideological message content (prosocial vs. achievement), message source (leader vs. third party)	Employee performance	Text	Experimental Studies
	Venus, Stam, & van Knippenberg, 2013, OBHDP	Fabricated	Leader emotional display and vision communication	Follower task performance (proxy of vision communication effectiveness)	Text, voice, facial cues, body gestures	Experimental Studies
	Visser, van Knippenberg, van Kleef, & Wisse, 2013, LQ [Hypothesis 1]	Fabricated	Leader emotional display (happiness vs. sadness)	Follower creative and analytical performance	Voice and facial cues	Experimental Studies
	Carton, Murphy, & Clark, 2014, AMJ [Study 2]	Fabricated	Leader communication of visions and values	Team performance quality	Text	Experimental Studies

CATEGORY 3: OUTCOMES OF LEADER COMMUNICATION

Subcategory	Author(s), year, journal published	Leader type	Main independent variable(s)	Main dependent variable(s)	Communication type	Analysis approach for communication data
Follower Performance (cont.)	Murase, Carter, DeChurch, & Marks, 2014, LQ [Hypothesis 3]	Fabricated	Leader team strategic communication	Between team coordination	Text	Human assessment (manual coding)
	Boies, Fiset, & Gill, 2015, LQ	Fabricated	Transformational leadership communication (e.g., inspirational motivation)	Team performance and creativity	Text, voice, facial cues, body gestures	Experimental Studies
	Lehmann-Willenbrock, Meinecke, Rowold, & Kauffeld, 2015, LQ	Fabricated	Transformational leadership statements and leaders' solution-focused communication	Follower communication (solution-focused, counterproductive)	Text, voice, facial cues, body gestures	Experimental Studies
	Locke & Anderson, 2015, JESP	Fabricated	Leader confident nonverbal demeanor (e.g., eye-contact, voice loudness)	Subordinate participation and deference	Voice, facial cues, body gestures	Human assessment (manual coding)
	Naidoo, 2016, LQ	Fabricated	Leader verbal framing and emotional expression	Follower creative performance	Text, facial cues, body gestures	Experimental Studies
	Meinecke, Lehmann-Willenbrock, & Kauffeld, 2017, JAP [Hypothesis 1]	Corporate (manager)	Leader task- and relation-oriented statements	Employee agreement and contributions	Text	Human assessment (manual coding)
	Shao, Wang, & Tse, 2018, LQ [Study 2]	Fabricated	Leader anger expressions	Quality of follower task performance	Facial cues, voice	Experimental Studies
	Stam et al., 2018, JOM [Study 2]	Mix of political (US presidents) and fabricated leaders (in lab)	Leader communication (prevention vs. promotion-focused)	Follower motivation and performance	Text	Experimental Studies
	Antonakis, D'Adda, Weber, & Zehnder, 2021, MS	Fabricated (field experiment)	Treatment (baseline vs. piece rate vs. charisma)	Employee performance	Text	Experimental Studies
	Benbenisty & Luria, 2021, JOB [quantitative analysis]	Corporate (company commanders)	Leader sense-giving strategies	Team compliance	Text	Human assessment (manual coding)
	Fest, Kvaløy, Nieken, & Schöttner, 2021, LQ	Fabricated	Leader message (praise vs. no praise) and charismatic communication	Follower task performance quality and quantity	Text	Experimental Studies

CATEGORY 3: OUTCOMES OF LEADER COMMUNICATION

Subcategory	Author(s), year, journal published	Leader type	Main independent variable(s)	Main dependent variable(s)	Communication type	Analysis approach for communication data
Follower Performance (cont.)	Banks et al., 2023, LQ [Study 4]	Fabricated	Ethical leader signals	Follower task performance	Text	Experimental Studies
Follower Ethical Behaviors	Gubler, Kalmoe, & Wood, 2014, JBE	Fabricated	CEO metaphorical violent rhetoric	Employee willingness to engage in ethical violations	Text	Experimental Studies
	Dang, Umphress, & Mitchell, 2017, JAP	Fabricated	Leaders' use of moral disengagement language	Followers' intent to ostracize the leader	Text	Experimental Studies
	Weiss, Kolbe, Grote, Spahn, & Grande, 2018, LQ	Corporate	Leader inclusive language (implicit vs. explicit)	Follower voice behavior	Text	Word count and linguistic computer measures
	Moore et al., 2019, JAP [Study 2]	Fabricated	High vs. low ethical leadership (in leader message)	Follower moral disengagement and unethical decisions	Text	Experimental Studies
	Boulu-Reshef, Holt, Rodgers, & Thomas-Hunt, 2020, LQ	Fabricated	Leader communication (empowering vs. directive), leader-follower two-way communication	Follower free-riding behaviors	Text	Experimental Studies
	Banks et al., 2023, LQ [Study 3]	Fabricated	Ethical leader signals	Follower counterproductive behavior (financial theft)	Text	Experimental Studies
Stakeholder Responses to Leader Communication	Coe, Domke, Graham, John, & Pickard, 2004, JC [Finding 2]	Political (George W. Bush)	Leader binary discourse (e.g., good vs. evil, security vs. peril)	Media response (editorials from newspapers)	Text	Human assessment (manual coding)
	Jordan, Pennebaker, & Ehrig, 2018, SAGE Open	Political (Hillary Clinton, Donald Trump)	Leaders' and followers' language (emotional tone, authenticity, analytic thinking)	Followers' tweets about the leader and their voting preference (polling numbers)	Text	Word count (LIWC software)
Other Follower Outcomes	Molenberghs, Prochilo, Steffens, Zacher, & Haslam, 2017, JOM	Political (Australian politicians)	In-group and out-group leaders' inspirational (vs. non-inspirational) statements	Supporters' activation of brain areas for semantic information processing (fMRI images)	Text	Experimental Studies

CATEGORY 3: OUTCOMES OF LEADER COMMUNICATION

Subcategory	Author(s), year, journal published	Leader type	Main independent variable(s)	Main dependent variable(s)	Communication type	Analysis approach for communication data
Organizational Strategy and Performance	Baum, Locke, & Kirkpatrick, 1998, JAP	Corporate (entrepreneurs)	Vision attributes (e.g., brevity, future orientation), vision content (e.g., growth imagery), vision communication	Venture growth	Text	Human assessment (manual coding)
	Segars & Kohut, 2001, JMS	Corporate	CEO's letter effectiveness (e.g., credibility, efficacy)	Firm financial performance	Text	Human assessment (manual coding)
	Fanelli, Misangyi, & Tosi, 2009, Organ. Sci	Corporate	CEO charismatic visions	Analyst recommendations and forecast errors	Text	Human assessment (manual coding)
	Huang, Frideger, & Pearce, 2013, JAP [Study 2]	Fabricated	Leader accent (native vs. nonnative)	Entrepreneurial investment decision	Voice and facial cues	Experimental Studies
	Carton, Murphy, & Clark, 2014, AMJ [Study 1]	Corporate	Leader communication of visions and values	Organizational performance quality	Text	Human assessment (manual coding)
	Nylund & Raelin, 2015, LQ	Corporate	CEO explicit and emotional knowledge transfer	Shareholder reactions (share price change)	Text, voice, facial cues, body gestures	Human assessment (manual coding)
	Patelli & Pedrini, 2015, JBE	Corporate	CEO language (resolute, complex, and not engaging language)	Financial reporting aggressiveness (e.g., likelihood of accounting restatements)	Text	Word count (DICTION software)
	Crilly, Hansen, & Zollo, 2016, AMJ [Finding 2]	Corporate	Communications of implementing and decoupling firms	Stakeholders' assessment of the firms	Text	Word count (LIWC software)
	Crilly, 2017, SMJ	Mix of corporate leaders in field and fabricated leaders in lab	Executives' time-moving language (ego-moving frame versus time-moving frame)	Intertemporal choice in the context of a strategic decision (long- vs. short-term)	Text	Mixed methods - qualitative analysis in field + experimental studies
	Guo, Yu, & Gimeno, 2017, AMJ [Hypotheses 3-5]	Corporate	Vagueness in corporate communication	Competitive entry	Text	Word count and linguistic computer measures
	Chen, Demers, & Lev, 2018, MS [Finding 2]	Corporate	Executives' negative tone	Stock mispricing	Text	Word count and linguistic computer measures
	König et al., 2018, AMJ	Corporate	CEO's use of metaphorical communication	Journalists' and analysts' statements and evaluations of the CEO's firm	Text	Human assessment (manual coding)

CATEGORY 3: OUTCOMES OF LEADER COMMUNICATION

Subcategory	Author(s), year, journal published	Leader type	Main independent variable(s)	Main dependent variable(s)	Communication type	Analysis approach for communication data
Organizational Strategy and Performance (cont.)	Pan et al., 2018, SMJ	Corporate	Language concreteness in top managers' communication	Investor reactions (abnormal return)	Text	Word count (LIWC software)
	Choudhury, Wang, Carlson, & Khanna, 2019, SMJ [Finding 2]	Corporate	CEO verbal communication and facial expressions	Firm M&A outcomes	Text, facial cues	Machine Learning methods
	Fabrizio & Kim, 2019, Organ. Sci (Hypotheses 4&5]	Corporate	Managers' obfuscating language	Firm environmental performance rating	Text	Word count and linguistic computer measures
	Harmon, 2019, ASQ	Political (Fed Reserve Chair)	Leader speech reaffirming the taken-for-granted assumptions, emotional tone	Financial market uncertainty	Text	Mixed methods - manual coding and computer software (LIWC)
	Shi, Zhang, & Hoskisson, 2019, AMJ [Hypotheses 4&5]	Corporate	CEO– CFO language style matching	Firm M&A actions	Text	Word count (LIWC software)
	Guo, Sengul, & Yu, 2020, AMJ	Corporate	Rival firm's negative earnings surprise and use of complex and vague language	Focal firm's competitive actions	Text	Word count and linguistic computer measures
	Li, Shi, & Dasborough, 2021, HRM	Corporate	CEO's positive framing (use of positive words)	Firm's level of employee ownership	Text	Word count and linguistic computer measures
	Park, Chung, & Rajagopalan, 2021, SMJ [Hypothesis 1]	Corporate	CEO attribution language of firm performance	Financial analysts' internal attribution about firm performance	Text	Word count and linguistic computer measures
	Sanchez-Ruiz, Wood, & Long-Ruboyianes, 2021, JBV	Corporate (entrepreneurs)	Ingratiation rhetoric (e.g., flattery, self-depreciation)	Investor funding amount	Text	Human assessment (manual coding)
Nation- and State-Level Performance	Afanasyev, Fedorova, & Ledyaeva, 2021, JEBO	Political (Donald Trump)	President's tweet towards Russia	Ruble's exchange rate	Text	Word count and linguistic computer measures
	Medeiros, Crayne, Griffith, Hardy, & Damadzic, 2021, PID [Finding 2]	Political	Leader COVID-19 statements (pragmatic vs. charismatic sensemaking)	Country infection rate of COVID-19	Text	Human assessment (manual coding)
	Jensen et al., 2023, LQ [Study 1]	Political	Leader charismatic signaling during the COVID-19 pandemic	Citizen stay-at-home behavior (state level)	Text	Machine Learning methods

CATEGORY 4: LEADER CHARACTERISTICS AND ATTRIBUTES

Subcategory	Author(s), year, journal published	Leader type	Main independent variable(s)	Main dependent variable(s)	Communication type	Analysis approach for communication data
Motives and Beliefs	Hermann, 1980, ISQ	Political	Leader characteristics (e.g., beliefs, motives, interpersonal styles)	Foreign policy behaviors	Text	Human assessment (manual coding)
	Winter, 1987, JPSP	Political (US presidents)	Motive imagery in leaders' speeches	Leader greatness rating and election outcomes	Text	Human assessment (manual coding)
	Zullow, Oettingen, Peterson, & Seligman, 1988, AP	Political (Lyndon Johnson)	Leader explanatory style (pessimistic vs. optimistic)	Leaders' active or passive behaviors, election outcomes	Text	Human assessment (manual coding)
	Kaarbo & Hermann, 1998, LQ	Political (Margaret Thatcher, John Major, Konrad Adenauer, Helmut Kohl)	Leadership styles (e.g., responsiveness to political constraints, motivation for position)	Leader policy making process	Text	Human assessment (manual coding)
	Schmitt & Winter, 1998, LQ	Political (Stalin, Khrushchev, Brezhnev, Gorbachev)	Soviet society's motive over time	Leader motive (e.g., achievement, affiliation, power)	Text	Human assessment (manual coding)
	Winter, 1998, LQ	Political (Bill Clinton)	Year of term and reelection	Leader motive (e.g., achievement, affiliation, power)	Text	Human assessment (manual coding)
	Renshon, 2008, JCR	Political (George W. Bush)	Four phases of President Bush's political career	Changes in the Bush's core beliefs	Text	Word count and linguistic computer measures
	Semenova & Winter, 2020, Polit Psychol	Political (Boris Yeltsin, Vladimir Putin, Dmitry Medvedev)	Three Russian presidents (Yeltsin vs. Putin vs. Medvedev)	Leader language of achievement, affiliation, and power motives	Text	Human assessment (manual coding)
Narcissism	Chatterjee & Hambrick, 2007, ASQ	Corporate	CEO narcissism	Firm strategy, M&A behavior, performance	Text, photo prominence (as nonverbal cues of vanity)	Word count and linguistic computer measures
	Petrenko, Aime, Ridge, & Hill, 2016, SMJ	Corporate	CEO narcissism	Firm CSR performance	Facial cues	Human assessment (manual coding)

CATEGORY 4: LEADER CHARACTERISTICS AND ATTRIBUTES

Subcategory	Author(s), year, journal published	Leader type	Main independent variable(s)	Main dependent variable(s)	Communication type	Analysis approach for communication data
Narcissism (cont.)	Buyl, Boone, & Wade, 2019, JOM	Corporate	CEO narcissism	Organizational risk-taking and resilience to environmental shocks	Text	Word count and linguistic computer measures
	Gupta, Nadkarni, & Mariam, 2019, ASQ	Corporate	CEO ideologies, narcissism, and extraversion	Firm's CSR strategy and workforce downsizing	Facial cues and body gestures	Human assessment (manual coding)
Big Five Personality	Malhotra, Reus, Zhu, & Roelofsen, 2018, ASQ	Corporate	CEO extraversion	Firm's M&A likelihood and size	Text	Machine Learning methods
	Harrison, Thurgood, Boivie, & Pfarrer, 2019, SMJ	Corporate	CEO Big Five personality traits	Firm strategic change	Text	Machine Learning methods
	Wang & Chen, 2020, IM	Corporate	CEO personality (linguistic cues on social media)	Firm operational and financial performance	Text	Word count and linguistic computer measures
	Ormiston, Wong, & Ha, 2021, LQ	Corporate	CEO emotional stability (reversed neuroticism) and TMT affective tone	Firm financial performance	Text	Human assessment (manual coding)
Attention and Cognitive Focus	D'Aveni & MacMillan, 1990, ASQ	Corporate	Managers leading bankrupt vs. non-bankrupt firms	Leader attentional patterns to external and internal environments	Text	Human assessment (manual coding)
	Abrahamson & Hambrick, 1997, JOB	Corporate	Discretion in the industry (managers' latitude in an industry)	Manager attentional patterns	Text	Word count and linguistic computer measures
	Cho & Hambrick, 2006, Organ. Sci	Corporate	1) Pre- vs. post-deregulation, 2) managerial attention	1) Managerial attention, 2) firm entrepreneurial strategy	Text	Word count and linguistic computer measures
	Nadkarni & Chen, 2014, AMJ	Corporate	CEO temporal focus	Company's rate of new product introduction	Text	Word count (LIWC software)
	Back, Rosing, Dickler, Kraft, & Bausch, 2020, EMJ	Corporate	CEO temporal focus	Firm strategic change	Text	Word count (LIWC software)
	DesJardine & Shi, 2021, AMJ	Corporate	CEO option wealth and temporal focus	M&A investment	Text	Word count (LIWC software)

Online Appendix C – Review articles on leader communication (continued)

CATEGORY 4: LEADER CHARACTERISTICS AND ATTRIBUTES

Subcategory	Author(s), year, journal published	Leader type	Main independent variable(s)	Main dependent variable(s)	Communication type	Analysis approach for communication data
Regulatory Focus	Gamache, McNamara, Mannor, & Johnson, 2015, AMJ	Corporate	CEO regulatory focus	Proclivity of firms to undertake acquisitions	Text	Word count (LIWC software)
	Kashmiri, Gala, & Nicol, 2019, JBR	Corporate	CEO regulatory focus	Firm strategic marketing behaviors	Text	Word count (DICTION software)
	Gamache, Neville, Bundy, & Short, 2020, SMJ	Corporate	CEO regulatory focus	Firm stakeholder strategy	Text	Word count (LIWC software)
	Scoresby, Withers, & Ireland, 2021, JPIM	Corporate	CEO regulatory focus	Firm R&D investments	Text	Word count (LIWC software)
Other Individual Characteristics	McClelland, Liang, & Barker, 2010, JOM	Corporate	1) CEO age, tenure, organizational and industry factors, 2) CEO CSQ	1) CEO commitment to the status quo (CSQ), 2) firm performance	Text	Word count and linguistic computer measures
	Randolph-Seng & Gardner, 2012, JLOS [Hypothesis 1]	Fabricated	Self-reported authenticity	Other-reported authenticity (reflected in leadership speeches)	Text	Human assessment (manual coding)
	Cuhadar, Kaarbo, Kesgin, & Ozkececi-Taner, 2017, Polit Psychol	Political (Turkish leaders)	Leadership roles (e.g., minister of foreign affairs vs. president)	Leader personal characteristics (e.g., need for power, distrust of others)	Text	Word count and linguistic computer measures
	Lee, Hwang, & Chen, 2017, SMJ	Corporate	1) Founder CEOs vs. professional CEOs, 2) CEO overconfidence	1) CEO overconfidence, 2) investor reactions	Text	Word count and linguistic computer measures
	Hill, Recendes, & Ridge, 2019, SMJ	Corporate	CEO submissiveness and provocativeness	Competitive attacks on the CEO's firm	Facial cues and body gestures	Human assessment (manual coding)

Notes. Journal published: AME-Academy of Management Executive, AMJ-Academy of Management Journal, AMLE- Academy of Management Learning & Education, ASQ-Administrative Science Quarterly, AJPS-American Journal of Political Science, AP-American Psychologist, ASR-American Sociological Review, BJM-British Journal of Management, BJPS-British Journal of Political Science, BH-Business Horizons, CR-Communication Research, CT-Communication Theory, CHB-Computers in Human Behavior, CGIR-Corporate Governance: An International Review, EJPR-European Journal of Political Research, EMJ-European Management Journal, FP-Frontier in Psychology, HR-Human Relations, HRM-Human Resource Management, IM-Information & Management, IJIM-International Journal of Information Management, ISQ-International Studies Quarterly, JAP-Journal of Applied Psychology, JASIST-Journal of the American Society for Information Science and Technology, JBE-Journal of Business Ethics, JBR-Journal of Business Research, JBV-Journal of Business Venturing, JC-Journal of Communication, JCR-Journal of Conflict Resolution, JCP-Journal of Counseling Psychology, JEBO-Journal of Economic Behavior &

Organization, JEPG-Journal of Experimental Psychology: General, JESP-Journal of Experimental Social Psychology, JITP-Journal of Information Technology and Politics, JIM-Journal of International Marketing, JLOM- Journal of Leadership & Organizational Studies, JLSP- Journal of Language and Social Psychology, JOM-Journal of Management, JMS-Journal of Management Studies, JOB-Journal of Organizational Behavior, JPSP-Journal of Personality and Social Psychology, JPIM-Journal of Product Innovation Management, JQL-Journal of Quantitative Linguistics, JRP-Journal of Research in Personality, JSPP-Journal of Social and Political Psychology, JV-Journal of Voice, KBS- Knowledge-Based Systems, MCQ-Management Communication Quarterly, MS-Management Science, NMS-New Media and Society, Organ. Sci-Organization Science, Organ. Stud -Organization Studies, OBHDP-Organizational Behavior and Human Decision Processes, PID-Personality and Individual Differences, PSPB- Personality and Social Psychology Bulletin, Pers. Psychol-Personnel Psychology, Polit Psychol-Political Psychology, PS-Psychological Science, PSQ-Presidential Studies Quarterly, PRR-Public Relations Review, SPQ- Social Psychology Quarterly, SMJ-Strategic Management Journal, JP-Journal of Politics, LQ-The Leadership Quarterly.