

Online Appendix—Subordinate Narcissism Manipulations

Part I – Screening Questions

Do you have a masters degree from a U.S. university?

Yes

No

If participant selected ‘No’, they were removed from the study.

Which area of study best describes your masters degree?

(If you have degrees in multiple areas, please select the area corresponding to your most recent degree).

Options were: Arts, Business, Communications, Education, Health & Wellness, Humanities, Law, Psychology, STEM, Other. If participant did not select ‘Business’, they were removed from the study.

What kind of masters degree did you earn?

MBA

Masters

**If participant did not select ‘MBA’, they were removed from the study. **

Participants who made it through the screening processes saw this message:

Based on your answers above, you match our target demographic. The study begins now.

This first series of items will help us measure aspects of your personality.

Part II – GNS (Foster, et al. 2015). Participants completed the GNS, the 33 items were shown to participants in a random order, three items at a time.

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I don't like to depend on other people to do things.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I have more going for me than most people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I do things to get attention.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I like to be in charge of things.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
If I have to take advantage of somebody to get what I want, so be it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I can be a showoff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I have a take charge personality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
If it's just me versus another person, I almost always win.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I'm better than other people at most things.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I lead rather than follow.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
Looking good is important to feeling good.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I naturally take charge in situations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I try to look as attractive as possible when I leave the house.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I am a natural born leader.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I make myself the center of attention.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I do things that get people to notice me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I deserve more out of life than most people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I like to do things on my own.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I deserve to get what I want.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I'm willing to manipulate others to get what I want.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
My looks are important to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I can be pretty manipulative.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I do things that grab other people's attention.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
The level of treatment I expect is higher than what most other people expect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I'm more talented than most other people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I don't rely on other people to get things done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I think it's important to look as good as possible.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I expect to be treated better than average.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I've been known to use people to get what I want.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I care about how good I look.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I'll do whatever it takes to get ahead, even if it means some people get hurt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I get irritated when I have to depend on other people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
When something needs to be done, I do it on my own.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Part III – Demographic information

Next we will ask you some basic demographic information.

What is your age?

With which gender do you identify?

Male

Female

Other

Prefer not to answer

In what size company has most of your work experience occurred?

Options: # of employees: 0 – 4, 5 – 9, 10 – 19, 20 – 99, 100 – 499, 500+

Do you have experience in a managerial role?

Yes

No

Part IV – The scenario

Please read the following scenario carefully. You will be asked to make a decision based on the circumstances. There will also be several check questions to measure your understanding of the scenario.

Assume that you work as a division manager for a company that manufactures high-end, handcrafted furniture.

Last year, in effort to boost sales, you decided to create a new product line. However, customer demand for the new furniture has been poor. Over a year later, the inventory of the new product line has continued to prove to be very hard to move, while the old product line continues to sell briskly.

Your accounting team says that, in conformance with required U.S. Accounting Standards (GAAP), you should reduce (“write down”) the value of the slow moving inventory. The write down will make current year profit lower.

The company needs to estimate the inventory value in order to record the write down. You are responsible for approving this estimate.

It is difficult to assess the value, as there are many different types of furniture, with varying demand. Your sales team thinks that **inventory with an original value of \$1,000,000 is now probably worth somewhere between \$500,000 - \$900,000**. In the best case scenario, the inventory could be sold with minimal discounting. In the worst case scenario, the inventory will have to be deeply discounted, or sold wholesale at a significant loss. The most likely outcome is somewhere around \$700,000.

Before the write down, your division has earned a profit of \$4,200,000.

Senior management creates a profit target for each division. Meeting or exceeding this target is an important part of your performance evaluation.

The profit target for your division is \$4,000,000. Thus, without the inventory write down, you would have met the profit target this year.

The chart below illustrates the effect of the inventory value on division profits:

Inventory Value	Profit	
\$1,000,000	\$4,200,000	Before write down
\$900,000	\$4,100,000	Best case scenario
\$850,000	\$4,050,000	
\$800,000	\$4,000,000	Profit Target
\$750,000	\$3,950,000	
\$700,000	\$3,900,000	Most likely scenario
\$650,000	\$3,850,000	
\$600,000	\$3,800,000	
\$550,000	\$3,750,000	
\$500,000	\$3,700,000	Worst case scenario

(This page is on a timer, you can advance in 1 minute.)

Comprehension/Attention Check 1:

What will writing down the inventory value do to current year profits?

Increase profits

Decrease profits

Those who correctly selected 'Decrease profits' were informed they were correct.

Those who incorrectly selected 'Increase profits' saw this message:

Incorrect! Writing down the inventory value decreases current year profits.

Comprehension/Attention Check 2:

Why must the new product line inventory value be written down?

damage from an accident

manufacturing defects

low customer demand

Those who correctly selected 'low customer demand' were informed they were correct.

Those who did not select 'low customer demand' saw this message:

Incorrect! The new product line inventory value must be written down due to low customer demand.

Part V – Subordinate Narcissism Manipulation (participants viewed one of the following):

High Narcissism

Casey Jones is your assistant controller. Casey Jones is educated, ambitious, and hard working. Casey is also very personable and funny.

Casey's puts a lot of emphasis on his physical appearance, likes to show off, and loves to receive compliments. Casey expects to obtain everything he wants, and is always willing to leverage situations to his advantage. Casey is confident, and has a tendency to believe he is better than others. Casey enjoys being in positions of authority, and does not like to delegate important tasks to others.

Co-workers describe Casey as a narcissist.

Low Narcissism

Casey Jones is your assistant controller. Casey Jones is educated, ambitious, and hard working. Casey is also very personable and funny.

Casey is not hung up on his physical appearance, does not like to show off, and is embarrassed by compliments. Casey hopes to obtain everything he wants, but can be reluctant to leverage situations to his advantage. Casey is confident, but recognizes his weaknesses, and the strengths of others. When appropriate, Casey is willing to cede his authority, and delegate important tasks to others.

Co-workers describe Casey as modest.

Manipulation Check:

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
Casey Jones is narcissistic.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Part VI – Dependent Variable

Casey Jones proposed writing down the inventory to \$850,000. If you approve this transaction, your division profit will be \$4,050,000, ahead of the target of \$4,000,000.

Inventory Value	Profit	
\$1,000,000	\$4,200,000	Before write down
\$900,000	\$4,100,000	Best case scenario
\$850,000	\$4,050,000	Casey's proposal
\$800,000	\$4,000,000	Profit Target
\$750,000	\$3,950,000	
\$700,000	\$3,900,000	Most likely scenario
\$650,000	\$3,850,000	
\$600,000	\$3,800,000	
\$550,000	\$3,750,000	
\$500,000	\$3,700,000	Worst case scenario

As division manager, you are responsible for approving the inventory value amount. What amount would you record as the value of the inventory?

Participants could select any of the listed amounts from \$500,000 - \$900,000

Part VII – Follow-up questions (shown one at a time)

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I relied on Casey Jones' estimate when making my decision.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
Casey Jones is a likable person.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
Casey Jones is like me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate your agreement with the following statement:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I would view Casey Jones as a threat to my career.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

To what extent have you worked with narcissistic persons in your professional life?

None at all	A little	A moderate amount	A lot	A great deal
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Ending Message:

Thank you for taking our survey