

Data Description Sheet

“Upward Influencers in Teams”

1. A description of which author(s) handled the data and conducted the analyses.

The raw data was handled and analyzed by all three authors, Wei Cai, Yaxuan Chen, and Jee-Eun Shin.

2. A detailed description of how the raw data were obtained or generated, including data sources, the specific date(s) on which data were downloaded or obtained, and the instrument used to generate the data (e.g., for surveys or experiments). We recommend that more than one author is able to vouch for the stated source of the raw data.

The authors received the data from the research site beginning 2020. Workplace Survey data was downloaded from Yaxuan Chen’s Harvard Business School Qualtrics account in November 2022. The full survey instrument of Workplace Survey is provided in the Online Appendix.

3. If the data are obtained from an organization on a proprietary basis, the authors should privately provide the editors with contact information for a representative of the organization who can confirm data were obtained by the authors. The editors would not make this information publicly available. The authors should also provide information to the editors about the data sharing agreement with the organization (e.g., non-disclosure agreements, any restrictions imposed by the organization on the authors, such as restrictions to publish certain results). In particular, the authors should indicate if an organization or data provider imposes restrictions on the publication of the results, has not given the authors full control of the relevant data, requires that the results must be reviewed or approved prior to public release of the paper or publication.

The authors have provided the editors with contact information for the data provider as well as the non-disclosure agreement.

4. A complete description of the steps necessary to download, obtain or collect as well as process the data used in the final analyses reported in the paper. For experimental and survey papers, we require information about the instructions and instruments used to generate the data, subject eligibility and/or selection, as well as any exclusion criteria. The full set of instructions and instruments can be provided in the online appendix.

Section 3 of the paper explains how the authors obtained and processed the data. With respect to the Workplace Survey, details on the survey motivation, design, distribution, protocol along with measures to address potential non-response bias are provided in the Online Appendix. The full survey instrument is also provided in the Online Appendix.

5. After downloading or obtaining the raw data, all manipulations of the data should be done via computer programs. The code for these manipulations should be included in the code submitted upon acceptance (see below). No manipulations of raw data can take place manually or outside the computer code provided. If compliance with this requirement is not

feasible, the authors need to explain and disclose any manipulations of the raw data (e.g., manually created variables or file conversions). When feasible, we also encourage the authors to share the code that downloads the data.

All manipulations of the raw data were performed via computer programs. No manual changes were made to the raw data.

6. The computer programs (i.e., code) used to (1) convert the raw data into the final dataset used in the analysis, (2) to execute the statistical or econometric analysis, and (3) to generate the tables or to produce the output used in constructing tables of the manuscript. A brief description that enables other researchers to understand and run the code should be provided. The purpose of this requirement is to facilitate replication and to help other researchers understand in detail how the raw data were processed, the final sample was formed, variables were defined, outliers were treated, and which commands were used in the analysis, etc. This code or programming is in most circumstances not proprietary. However, we recognize that some parts of the code or data generation process may be proprietary, including from the authors' perspective. Therefore, instead of disclosing the proprietary portion of the code or program, researchers can provide a detailed step-by-step description of the code or the relevant parts of the code such that it enables other researchers to arrive at the same results that the authors obtained and presented in their manuscript. In such cases, the authors should inform the editors upon initial submission, so that the editors can consider an exemption allowing the step-by-step description. Whenever feasible, authors are required to provide the identifiers (e.g., CIK, CUSIP) for their final sample. Authors should consult our FAQ Sheet on the JAR website for further details.

While the raw data is proprietary, the authors provide any non-proprietary portion of the code. All codes and the list of identifiers used in the analyses have been submitted to the journal editors. Note that any company-specific terminology has been modified to protect the confidentiality of the company. The underlying data cannot be shared as the authors signed a non-disclosure agreement with the research site that prohibits any sharing of the data.

7. A comprehensive log file that shows the execution of the entire code. This log file should cover all the steps that convert the raw data into a final dataset and the execution of all statistical and econometric analyses presented in the tables of the manuscript. The portion of the log file that shows proprietary code or data may be masked. In this case, the reader should be referred to the step-by-step description provided as per the requirements in Item 6.

Please see the log file that shows the execution of the entire code.

8. An assurance that the data and programs will be maintained by at least one author (usually the corresponding author) for at least six years, consistent with National Science Foundation guidelines.

All three authors will retain the obtained proprietary data along with the programs used in the analyses of the paper for at least six years.