1   **Electronic Supplementary Material (ESM)**

2   <u>**Table E1.**</u> Interview guideline, answer categories and exemplary statements

Next, I'd like to talk more specifically about your leadership role and behaviours. Our goal here is to discuss typical behaviours described in the literature. In this respect, we are interested in your expert opinion on the role concepts. We are interested in how these concepts are implemented in practice and which conditions are necessary for implementation.

Charismatic Leadership/ Idealized Influence	*The first type of behaviour is the role model function that is repeatedly attributed to managers: Model behaviour, leading by example, showing high credibility, actively/consistently communicating central values and aiming for imitation. How do you perceive your leadership role? Does the description fit with your concept of leadership?*
Authentic communication N=11	*When we have a conflict, I usually go out there and first listen to the facts of the conflict and have people describe the facts to me before I judge or even before I say that it was good or not good. I let people report proactively and then I ask for more information. I take a lot of time before I address people with any opinion. [...] What is very important to me is that we have an open exchange with each other, that is, open communication. And I always like to combine this with constructive criticism. [...]*
	I would like to be there for each of my team members. [...] I don't need an intermediary to get in touch with colleagues - I always like to do it one-to-one. [...] I would like to be close to the people, I want everyone involved to have open communication with each other, I myself would also like to be criticized constructively[...].
Role model function with regard to obeying principles N=10	*I think it's important to be a role model to a certain extent, in particular, to convey values. Of course, this doesn't mean that one's own values should take precedence over all others. But it does mean that certain topics or certain basic values should be interpreted in a similar way at management level and then implemented by everyone. [....] And I also see a need for the leaders to convey values. And in principle, a leader definitely has a role model function, otherwise there would be no need for a leader. From my point of view, it's just questionable in which points you have to be a role model. For example, I don't think you should deny your own authenticity, and if you have a bad day, that's okay, too.*
	Is it possible to always lead in this way? Which problems have you encountered?
Time pressure N=10	*I don't think that's always possible. Time is always an issue, of course [...]. And I can imagine that the one or the other also notices that time is putting high pressure on me.*
High workload N=9	*One point where it's hard for me to be a role model, where I don't see myself as a role model and always struggle a bit with myself, is the [...] situation where I could well imagine going to the doctor and saying I am at the limit, actually I should be on sick leave, but I don't do it because I just think, well, then I'll be sitting at home and wondering how things are going in the office and who will have to manage it all. My sense of responsibility is what keeps me from doing that. That's the thing where I actually always preach the opposite to my people. If you're not feeling well, go home [...]. And I am not a role model.*
Restricted options of participation N=2	*That's difficult for us because, as I said, [...] it's always the same routine that you call up. In other words, there is no room for manoeuvre. Creativity in particular is completely absent in our office. You don't have the opportunity to be creative at work. Very rarely.*

	How do the current changes that took place due to the Corona-crisis have an impact on this facet of leadership?
Thoughtful communication and better reflection of emotions N=2	*So of course, that gives you the opportunity, because everything is time-delayed and a lot is done by email. It gives you a little more time to respond. And it has actually happened that I have been so annoyed about some questions or requirements or requests that I thought, I have to go out for a walk or run and then answer the question, otherwise it may not go so well. I have the time now, of course. In a direct confrontation, I would have to react much faster. Now that you have such a buffer, you can act much more thoughtfully. And it has actually already happened that I first went outside. And then I thought about the problem and about what would really be constructive now. [...] In the real situation one would perhaps not have succeeded at all in keeping calm. Because you might have been very impulsive.*
Lack of personal contact N=7	*I would also link the role model function very strongly to personal contact [...]. And in the current situation, this has been significantly reduced, so I would say it is now also more difficult to act as a role model.* *It is difficult in that I cannot mirror to people what I do all day, what my tasks are and what information I receive through other channels and at the same time, I don't know what my employees are doing. More trust is required then and it is currently difficult to keep up a role model function.*
Inspirational Motivation	***Next, the focus is on motivation and inspiration. This includes, for example, highlighting visions, conveying a sense of purpose, and fostering creativity and team spirit.*** ***How does this description of the leadership role fit to your perception of your own role as a leader or to the leadership in your organization? Can you remember a concrete situation, where you succeeded in motivating your employees in this way?***
Meaningful tasks and organizational goals N=13	*When I explain a task, I try to convey its meaningfulness at the same time.*
Positive team climate N=12	*I personally believe that motivation has a lot to do with the working atmosphere in the department.*
Participation N=5	*[...] I make many of the decisions we have to make, together with my staff. I often get their opinions and points of view in the service meetings or even at short notice by mail.*
Empowerment N=9	*They work on the project relatively independently, I just say "ok, we'll make a schedule and define what the result should look like and how they could then achieve that. Then, they can just decide for themselves how to tackle the task and report back to me on their progress. So, I give the people the possibility [...] to think about how it could be done sensibly and expediently and I already have the impression that this elicits a favourable response from many people and they realize "ok I can now think of something myself and I am challenged and this enables me to work just outside the usual routine".*
Personal development N=7	*I always make sure that I give my employees a feeling of success by regularly praising them when they do something well. For example, I have left an employee a fair amount of freedom, so to speak, in terms of the general conditions. And that employee has used that to complete some work assignments well. [...] and I then pass this [positive feedback from the ministry] back to him and say: "XXX, you have done a good job and this has also been recognized and acknowledged.*

	When is it especially difficult to motivate your employees? What are circumstances that hinder you in motivating them?
Time pressure / High workload N=8	*[...] time pressure is a constant companion [...] That's actually the main point...to meet target agreements and deadlines. [...] Expectations are that things run more quickly, are processed in a more targeted manner, and deadlines become stricter. These requirements are already placed on my role, I think.*
	And there is always a lot more to come. I just don't have the feeling that I deal with three things and then it's good, but I deal with three things and four new things are there again. This mountain grows constantly.
Restricted options to participate N=11	*In principle, yes, it fits to my leadership style to motivate people to move forward. I also like to encourage colleagues to find creative decisions or solutions. That's difficult for us because, as I said, [...] it's always the same routine that you call up. [...] Creativity in particular is completely absent in our office. You don't have the opportunity to be creative at work. Very rarely.* *Then I can really only point out that we are in a public institution and often have to deal with processes that we cannot influence at all. I can also point out that, due to the distribution of work roles and responsibilities, we are sometimes unable to change anything, that we are sometimes simply not independent. These are very specific framework conditions, including professional framework conditions and organizational framework conditions, which limit this. I always refer to this as the problem of the interface between different areas of responsibilities.*
Restricted scope of manoeuvre N=7	*It's also difficult to motivate people, I'll be honest with you, because we have few incentives that we as supervisors can create. I mean it's not like in the free economy, where people say okay, if you perform well, you can earn more money. maybe I can promote you to team leader, that kind of thing. That's not possible for us. So, motivation is really difficult in the public sector.*
	What is also very difficult is when performance is not rewarded. The idea that the unions once put forward of performance-based pay has long since been rendered absurd, and everyone is aware of that. I communicate this quite transparently. And then I motivate people with what we have: a secure job, 30 days of vacation, a week of educational leave every year, flexible working hours. That's what we get. [...] I don't even try to bring the instrument of promotion into play, even if I know that maybe someone has already earned it. That's what I try to communicate.
Monotonous tasks N=12	*I try to cheer up my employees from time to time and say that I know it sucks to work through the list now and that we have to meet the ministry's deadline. All we can do is try to communicate well with each other and divide up the list as best we can. I then also try to communicate that in every job there are tasks that are more enjoyable than other tasks and that it is part of the job.*
	I would like to say that this is quite difficult in some areas in our organization, because we have various tasks that are really monotonous, where it's a matter of working through long work lists, and there's little room for creativity. There are some areas where it's good to think outside the standard box and try different ways of doing things. But that doesn't apply to all jobs.
	How do the current changes due to COVID-19 influence this aspect of leadership?
Lack of personal contact High effort to communicate N=12	*That is actually very difficult, because motivation is something that cannot be promoted virtually or around the corner; it has to happen personally and directly, and personal and direct contacts are currently difficult due to home offices and all the regulations that we have now. In this respect, the Corona crisis is also having a negative impact. It's simply harder for me to reach people. That is my problem.*

Restricted perception of the level of motivation N=3	*I no longer notice when someone is at their absolute lowest point while the colleagues are sitting in their home offices, I don't see that. I may be lucky enough to call at that moment, or the person may be in trouble and contact me, but normally I don't notice it.*
Restricted exchange between team members N=2	*Interestingly, I've also experienced this in the Corona situation, where I've already heard from several people: "Five days of home office a week wouldn't be for me. It has a negative impact on my motivation. I actually need to come into the office regularly and meet my colleagues. It's a good place to talk and exchange ideas, and it somehow creates a good working atmosphere, which motivates me."*
High workload N=4	*[...] the last few weeks were very chaotic. I was pressed to manage my work at all. The daily contact was very important to me, that's why I kept to the daily morning report. But other than that, I could not manage anything else.* *You're a bit behind in terms of the technical work, because you've been doing nothing but Corona management for the last few weeks. So almost every day we get new instructions from the ministry that have to be implemented. Colleagues have to be informed. Management plans and personnel have to be drawn up. That costs a lot of time.*
Less structured processes N=3	*So, a few goals you just have to postpone in the current time. [...] In this respect, it is not possible to achieve all the goals. Basically, what we need to do now is to ensure that we have the necessary service operations. [...] we now have to regulate the legal structures in the home office and solve questions about how to deal with that. [...] So, these people need instructions for action.*
Option: Balance of work and family N=5	*People find it [working from home] very pleasant and very good. It also has its advantages, because they can divide up their work and organize their working day differently. [...] I am actually very positive about it and think that it can work and will work well.*
Intellectual Stimulation	***The next aspect of leadership, intellectual stimulation, is focused on how leaders encourage their employees to think for themselves, question decisions, and adopt new perspectives and develop creative ideas.*** ***How do you evaluate the basic idea of this intellectual stimulation of the leader? How do you transfer this idea to your everyday leadership situation? Can you describe examples?***
Discussions N=11	*I don't pretend to be the someone who knows everything anyway, but I contribute things to the discussion, I try to find the right direction and then I gather people's opinions. I just ask them to be creative and develop solutions. That's what it's all about then.* *By having meetings or by simply sitting together for brainstorming with staff members. And say we have this new law now. What does that mean for us? And where do we have to start? Actually, everyone can get involved.* *Well, whenever I have any doubts myself, we try to discuss as much as possible. And when my colleagues, i.e. the employees, have to make decisions, I always try to be the "advocatus diabolic": To present the other point of view. Sometimes I exaggerate, just to let it flow in like this: have you considered this, what about this or that. That may not always be the most pleasant thing for the employees, but it is helpful. When you say clearly: So listen to me. To consciously take the opposite position. [...] That's not so difficult. If you know me personally, then you know that this is not meant personally.*

Culture of error tolerance N=10	*It is important to me and I would like to be the one to develop things constructively into the future. I'm not someone who then looks back and merely reflects on the past. That's important so that we can develop into the future, but in the main I look forward. Mistakes are allowed, we are only human, I also make dozens of mistakes every day and I also admit that to everyone else in the department.*
Trustful relationship N=8	*The most important thing for me is to have a good relationship of trust and to signal to my employees that they can come to me and talk to me at any time. I surely cannot always answer every question directly. But from my personal point of view, that's not such a bad thing. But the signal that I will then take care of it and give feedback again is much more important than being able to give the right answer immediately. For me, it's simply important to find a good tone and to have respect and regard for each other. You can't always get along with everyone equally well, but we want to have a good working atmosphere on site.*
Personal development N=3	*By trying to find out in individual conversations what the employees can do and what they desire, and perhaps also what they are not able to do and what they don't want, and that I can find a good compromise that fits with the tasks to be completed as much as possible, in order to get the best out of someone and to achieve the best for the team as a whole.* *You also have to react very flexibly [...] and consider the perspective of the individual employees: How are they doing at the moment, what do they need, or also, for example, how can I support them in their strengths, and where can I perhaps lead them closer to their own limits in their weaknesses in order to expand the limits a bit more without overstraining them. Creativity is also required here.* *I try to do that, especially with people who like to avoid making decisions, and I try to get them back on track and to take them to account and to encourage them to make decisions themselves and to develop ideas.* ***What could be reasons for the failure with regard to really leading in this stimulating way? What makes it especially hard for you to realize this facet of leadership?***
Time pressure N=4	*Well, I'm so busy with organizational and coordinating tasks - I'm not doing anything conceptually right now. And I imagine it's the same with the other leaders. Because they simply have too much to manage. Who still needs a laptop? Who has one? Who do I have to give time off to? Who has special leave? There's just so much more to organize and so much additional paper work – apart from the job in hand. Do they have to have a mask? Are they allowed to drive a private car? How much are they allowed to charge? It's so unbelievable how much has to be regulated at the moment, which was not an issue before, that I - and I think many other leaders, too - don't have enough mental capacity for mental stimulation, creativity, motivation.*
Restricted scope of manoeuvre N=8	*Unfortunately, we're not a start-up where you can live out your professional passions. It's about fulfilling tasks, writing permits[...]. Nevertheless, there are also tasks where more intellectual stimulation is required. For example, developing concepts on how to approach certain things. There is a fair amount of creativity and room for manoeuvre, and that is then used accordingly.*
Low developmental background N=9	*So maybe some employees haven't even considered this yet, or aren't used to it and, depending on their level of education or their background, may not even be able to think like this, but nevertheless I think you can also adjust - always broaden your horizons [...] but I know people who simply shut themselves off and don't want anything else and don't want to broaden their horizons, or rather, for whom it's even scary to do something new. For them it is even frightening to do something new [...].* *On the one hand, it is due to the corset of the public service. On the other hand, perhaps it's the person's own or individual indifference to intellectual input or to being open to new ideas. In other words, the person is perhaps blocking his or her*

own way and is not at all open to looking at things from other perspectives. Instead they think, "I've always done it this way, why should I think about it differently now [...]?" That is perhaps sometimes a bit of an obstacle.

Which consequences do the current changes due to COVID-19 have on this facet of leadership?

Restricted options of exchange ideas N=9	*[...] it is more difficult to exchange ideas with colleagues. You have to pick up the phone more, in the office you would just go up to them in the office. I don't know if the inhibition threshold is getting higher. I observe that even those who readily discuss problems in the office, are less likely to do so when working from home. It is harder to discuss a problem when there is no option to look at a document together.*
Restricted options to discuss N=3	*However, I'm noticing that I am becoming a bit more restless. You just no longer have a real sense of the current mood in the team. There are more misunderstandings. Or the colleagues are also additionally stressed by many phone calls and e-mails.*
	We all have laptops with cameras. But we don't have the option of video conferencing, let alone inviting people to video conferences. This would make it much easier not just for our leadership task, but also for department meetings on the screens. That would of course be much easier than just on the phone.
Individualized Consideration	***Now the focus is on individual consideration for your employees. This involves recognizing and promoting potential and responding to different needs. How does this description of the leadership role fit to your perception of your own role as a leader or to the leadership in your organization? How do you make sure that you can support your employees?***
Close contact N=13	*[...] I always tell everyone that if they don't know exactly what to do or the strain is too much- which often happens- then they should to come to me. I am approachable at all times. If necessary, I will make decisions together with the employee or by myself as to what the priority should be. Possibly the employee will come up with a suggestion and otherwise I say that's the priority and the other matters remain on hold. Or I would check to see if someone else can step in.*
Situational reaction to needs N=10	*I am in contact with the people and then I know where problems are and then I try to support by asking. Or I also get questions, so for example how do I have to proceed here or there now?*
Supportive atmosphere N=13	*I also take a close look at who has particular strengths and potential, and how they might fit with issues that require such different skills. I already do that. And I also regularly discuss with them what they want or need in terms of support. [...] I also discuss this with people and try to encourage them to take advantage of personal support and training opportunities.*
	Can you describe situations where it is hard for you to meet the requirements of this facet of leadership? What are possible reasons?
Time pressure N=4	*It is quite difficult to do the coordination properly and above all, there is not enough time sometimes.*
High leadership span N=2	*With such a large team, there are always internal frictions that you have to try to manage and moderate. That's always a side effect that is challenging, also because it always takes a bit of your focus away from your work.*
Restricted scope of manoeuvre N=2	*Yes, due to the restructuring of the offices, management positions have been eliminated, which ultimately makes it difficult to show the employees a development opportunity. This means that if someone does not apply for a position, it may well be that they retire at the same salary level and with the same subject area.*

Which consequences do the current changes due to COVID-19 have on this facet of leadership?

Reduced casual contacts and team meetings N=10	*Due to Corona, communication only takes place by telephone, of course. Corona has made communication much more strenuous, especially for me. Because I have to take the initiative. I have to motivate myself and say, "It's their turn today." I try to talk to everyone at least once a week, and with 20 people, you can imagine, I have to try to reach 4 people a day, and they need communication.* *Yes, that is of course difficult, this change is problematic, because before we had a lot of personal contact and placed value on large rounds of talks. At the moment, all of this is not taking place, or rather it is very reduced and I also regret and mourn it. I have not yet found a solution. If this continues for a while longer, I'll have to think about something.*
Restricted perception of need for support N=3	*I find it difficult, because I don't know what condition my counterpart is in at the moment. What his situation at home is like. What can I expect. Of course, I can see that much better in the office. I don't know, some people try to do hours of work in the evening in addition to home schooling and raising children, but I find it very difficult to respond to individual conditions. Somehow we all think that this will pass and things will get back to normal. Otherwise, you might have to think about individual situations and ask about them. But I still hope that this is an exceptional situation and that we will resume normal operations. I don't worry so much about that now. But if it were permanent, we would have to approach it in a completely different way. You would always have to ask "How are you doing right now? What are you doing right now? What do you need right now? What can I expect of you right now?" At the moment I don't get round to asking about things like that.*
Fewer options to help and cooperate N=6	*[...] we have now also got a new colleague. Since the first of March. Of course, he is now in the training phase, in the probation period as well. And it's really difficult at the moment to find the right tasks, because what we're missing is a colleague who takes you by the hand when you're sitting in a double office and gives you a few basic instructions. That is completely missing in our office at the moment. That only takes place via e-mail or on the phone. And that is really difficult. For example: Show me on the screen how to do that. That has become difficult for us.*

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5 **Electronic Supplementary Material (ESM)**

6 **Table E2.** Intercoder-reliability for the categories of inspirational motivation

Category	Description of the category	Number of agreed included leaders	Number of agreed excluded leaders	Only Coder 1	Only Coder 2	Cohen's kappa
Positive team climate	Motivates through positive team climate	10	8	2	0	**0.80**
Meaningful-ness	Motivates through meaningful tasks and pointing out the goals of the organization	13	6	1	0	**0.89**
Participation	Motivates through involvement in decision making processes	5	15	0	0	**1.00**
Empower-ment	Motivates through handing over responsibility and leaving room of manoevre	9	10	0	1	**0.90**
Personal de-velopment	Motivates through giving feed-back and offering challenging tasks; Mentions motivation through developmental per-spectives	7	11	0	2	**0.79**
Restricted scope of manoeuvre	Obstacle: not being able to pay in a performance-based way, restrictions with regard to se-lecting and placing people	6	13	1	0	**0.89**
Restricted options to participate	Restrictions due to hierarchical decision making processes and bureaucracy	11	7	0	2	**0.79**
Time pres-sure/ High workload	Not able to motivate due to own work overload and high time pressure	8	11	0	1	**0.89**
Monotonous tasks	Tasks in the office are monoto-nous	12	8	0	0	**1.00**
Sum		**81**	**89**	**4**	**6**	**0.89**

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