

**Interpersonal Behavior in Assessment Center Role-Play Exercises:  
Investigating Structure, Consistency, and Effectiveness**

**Online Supplemental Tables**

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**Online Supplemental Table S1**

*Allocation of Behaviors From the Riverside Behavioral Q-Sort to the Behavioral Domains of Dominance, Warmth, Expressiveness, Arrogance, Nervousness, and Intellect*

<b>Riverside Behavioral Q-Sort</b>	<b>D</b>	<b>W</b>	<b>E</b>	<b>A</b>	<b>N</b>	<b>I</b>
01. Expresses awareness of being on camera or in experiment						
02. Interviews his or her partner (e.g., asks series of questions)						+
03. Volunteers a large amount of information about self			-			
04. Seems interested in what partner had to say			+			
05. Tries to control the interaction	+					
06. Dominates the interaction	+					
07. Appears to be relaxed and comfortable					-	
08. Exhibits social skills (e.g., does things to make partner comfortable, keeps conversation moving)			+			
09. Is reserved and unexpressive (expresses little affects; acts in a stiff, formal manner)			-			
10. Laughs frequently			+			
11. Smiles frequently		+				
12. Is physically animated; moves around a great deal			+			
13. Seems to like the partner		+				
14. Exhibits an awkward interpersonal style (e.g., seems to have difficulty knowing what to say)					+	
15. Compares self to others					+	
16. High enthusiasm and high energy level			+			
17. Shows a wide range of interests						+
18. Talks at rather than with partner (e.g., conducts a monologue, ignores what partner(s) says)				+		
19. Expresses agreement frequently		+				
20. Expresses criticism		-				
21. Is talkative (as observed in this situation)			+			
22. Expresses insecurity (e.g., seems touchy or overly sensitive)					+	
23. Shows physical signs of tension or anxiety (e.g., fidgets nervously, voice wavers)					+	
24. Exhibits high degree of intelligence						+
25. Expresses sympathy toward partner		+				
26. Initiates humor			+			
27. Seeks reassurance from partner					+	
28. Exhibits condescending behavior				+		
29. Seems likable (to other present)			+			
30. Seeks advice from partner	-					
31. Appears to regard self physically attractive						
32. Acts irritated				+		
33. Expresses warmth		+				
34. Tries to undermine, sabotage, or obstruct (partner)				+		
35. Expresses hostility		-				
36. Is unusual or unconventional in appearance						
37. Behaves in a fearful or timid manner					+	

<b>Riverside Behavioral Q-Sort</b>	<b>D</b>	<b>W</b>	<b>E</b>	<b>A</b>	<b>N</b>	<b>I</b>
38. Is expressive in face, voice or gestures			+			
39. Expresses interest in fantasy or daydreams						+
40. Expresses guilt (about anything)					+	
41. Keeps partner(s) at a distance, avoids development of any sort of interpersonal relationship		-				
42. Shows genuine interest in intellectual or cognitive matters (e.g., by discussing an intellectual idea in detail or with enthusiasm)						+
43. Seems to enjoy the interaction			+			
44. Says or does interesting things in this interaction						+
45. Says negative things about self (e.g., is self-critical; expresses feeling of inadequacy)					+	
46. Displays ambition	+					
47. Blames others (for anything)				+		
48. Expresses self-pity or feelings of victimization					+	
<i>49. Expresses sexual interest</i>						
50. Behaves in a cheerful manner			+			
51. Gives up when faced with obstacles					+	
<i>52. Behaves in a stereotypical masculine/ feminine style or manner</i>						
53. Offers advice	+					
54. Speaks fluently and expresses ideas well						+
55. Emphasizes accomplishments of self	+					
56. Competes with partner				+		
57. Speaks in a loud voice	+					
58. Speaks sarcastically (e.g., says things (s)he does not mean; makes facetious comments that are not necessarily funny)				+		
59. Makes or approaches physical contact with partner			+			
60. Engages in constant eye contact with partner			+			
61. Seems detached from the interaction			-			
62. Speaks quickly						+
63. Acts playful			+			
64. Partner seeks advice from subject	+					

*Note.* D = Dominance, W = Warmth, E = Expressiveness, A = Arrogance, N = Nervousness (not interpersonal calm), I = Intellect. “+”: positive relation, “-”: negative relation. Behaviors in italics could not be associated to one of the six domains. The allocation was done by three independent raters who allocated the behaviors to the six domains or indicated whether the behaviors were not captured by any domain (Fleiss’ Kappa: .70). If the raters disagreed, the opinion of the majority was selected. Disagreement between raters resulted from the fact that without more specific explanations and definitions of some behaviors, it was not always 100% clear to which domain they can best be assigned (e.g., depending on the specific definition “blaming others” might be low warmth or high arrogance). The key point, however, is that they were reflected in the six domains.

**Online Supplemental Table S2**

*Allocation of Behaviors From a Bottom-Up Analysis to the Behavioral Domains of Dominance, Warmth, Expressiveness, Arrogance, Nervousness, and Intellect*

<b>Bottom-up analysis of expressed behaviors</b>	<b>D</b>	<b>W</b>	<b>E</b>	<b>A</b>	<b>N</b>	<b>I</b>
<b>Facial expression and gestures</b>						
Hesitant body language	-					
Keeps eye contact	+					
Serious expression	+					
Touches role-player (without consent)	+					
Amount of smiling		+				
Friendly expression		+				
Goes to eye level with role-player		+				
Puts supporting hand on the shoulder / arm		+				
Amount of laughing			+			
Changes in facial expression			+			
Expressive gestures			+			
Nodding in agreement			+			
Open posture, facing the role-player			+			
Shake head to negate			+			
Amused, slightly condescending look				+		
Secure body movements						-
<b>Paraverbal</b>						
Calm, confident voice	+					
Powerful voice	+					
Approving sounds ("Mhm")		+				
Reassuring tone		+				
Warm, caring voice		+				
Expressive / varying tone			+			
Interrupts role-player frequently				+		
Lecturing, slightly annoyed tone of voice				+		
Breaking up sentences					+	
Nervous, rapid speech					+	
Stuttering					+	
Fluent speech						+
Leaves pauses in conversation						+
<b>Verbal content</b>						
Clear and definite statements	+					
Clear, definite negation	+					
Sticks to own positions	+					
Talks about own competencies	+					
Addresses concerns of role-player		+				
Asks for permission to do something		+				
Deescalating statements		+				
Ignores emotional reaction of role-player		-				
Outlines positive future		+				
Reassuring, encouraging statements		+				

<b>Bottom-up analysis of expressed behaviors</b>	<b>D</b>	<b>W</b>	<b>E</b>	<b>A</b>	<b>N</b>	<b>I</b>
Seeks joint solutions		+				
Statements including the other person ("we", "together", etc.)		+				
Statements of support		+				
Invites role-player to communicate			+			
Talks about own experiences			+			
Escalates the situation				+		
Makes decisions without consent and patronizes the role-player				+		
Shows impatience				+		
Talks back				+		
Asking relevant questions						+
Clears up and communicates misunderstandings						+
Inappropriate speech						-
Number of relevant suggestions						+
Passes on important information						+
Questions of understanding						+

*Note.* D = Dominance, W = Warmth, E = Expressiveness, A = Arrogance, N = Nervousness (not interpersonal calm), I = Intellect. "+": positive relation, "-": negative relation. The allocation was done by three independent raters who allocated the behaviors to the six domains or indicated whether the behaviors were not captured by any domain (Fleiss' Kappa: .62). If the raters disagreed, the opinion of the majority was selected. Disagreement between raters resulted from the fact that without more specific explanations and definitions of some behaviors, it was not always 100% clear to which domain they can best be assigned (e.g., depending on the specific definition "leaves pauses in conversation" might be high neuroticism or high intellect). The key point, however, is that they were reflected in the six domains.

**Online Supplemental Table S3**

*Latent Behavioral Factors Consistency and Effectiveness: Comparing the Alternative Four-Factor Model With the Postulated Model for Exercise 3*

Behavior	Consistency				Impact – Zero-order				Impact – Regression		
	E1 - 2	E1 - 3	E2 - 3	Ave.	E1	E2	E3	Ave.	E1	E2	E3
Agency	.69	.56(.61)	.54(.57)	.60(.62)	.24	.33	.14(.20)	.24(.26)	-.04	.13	.00(-.07)
Communion	.62	.43(.44)	.53(.68)	.53(.59)	.47	.64	.37(.45)	.50(.53)	.28	.56	.16(.32)
Interpersonal calmness	.47	.51(.71)	.43(.53)	.47(.58)	.34	.33	.24(.38)	.30(.35)	.09	-.06	.04(.20)
Intellectual competence	.40	.27(.20)	.51(.55)	.40(.40)	.47	.48	.47(.38)	.48(.45)	.33	.12	.37(.05)

*Note.* Ave = Average consistency/effectiveness across the three exercises. The numbers refer to exercises E1, E2, and E3. For consistency, E1-E2, E1-E3, and E2-E3 refer to consistency across these exercises. The dependent variable for impact was the overall performance rating. Results refer to the alternative four-factor model (aggregated and global behaviors as indicator variables) for Exercise 3, which was used for the analyses reported in the manuscript. Results for the original postulated model for Exercise 3 (specific behaviors as parceled indicator variables) are presented in parentheses. For Exercises 1 and 2 all results refer to the postulated models, which were used for all analyses reported in the manuscript.

**Online Supplemental Table S4***Consistency of Interpersonal Behaviors: Behavioral Domains*

Behavior	Consistency			
	E1-2	E1-3	E2-3	Average
Aggregated dominance	.56	.48	.42	.49
Global dominance	.52	.52	.46	.50
Aggregated warmth	.50	.29	.36	.39
Global warmth	.45	.35	.43	.41
Aggregated expressiveness	.49	.56	.54	.53
Global expressiveness	.41	.56	.49	.49
Aggregated arrogance	.32	.15	.30	.26
Global arrogance	.30	.18	.34	.27
Aggregated nervousness	.46	.39	.42	.43
Global nervousness	.49	.38	.42	.43
Aggregated intellect	.33	.17	.46	.33
Global intellect	.29	.20	.39	.29

*Note.* Average = Average consistency across the three exercises. The numbers refer to exercises E1, E2, and E3. For consistency, E1-E2, E1-E3, and E2-E3 refer to consistency across these exercises. All results refer to zero-order correlations.

**Online Supplemental Table S5***Effectiveness of Behaviors for Specific and Aggregated Performance Ratings*

	Exercise 1				Exercise 2				Exercise 3			
	RB	IH	OR	Ag	RB	IH	OR	Ag	RB	IH	OR	Ag
Agency (latent) zero-order	.17	.29	.24	.25	.29	.33	.33	.33	.14	.13	.14	.15
Communion (latent) zero-order	.49	.42	.47	.49	.64	.62	.64	.66	.45	.21	.37	.39
Interpersonal calmness (latent) zero-order	.34	.36	.34	.36	.29	.33	.32	.33	.23	.26	.24	.26
Intellectual competence (latent) zero-order	.36	.49	.47	.48	.46	.54	.48	.51	.46	.37	.47	.49
Agency (latent) regression	-.09	.02	-.04	-.05	.11	.10	.13	.12	.01	-.01	.00	.00
Communion (latent) regression	.37	.17	.28	.30	.58	.50	.56	.57	.29	.00	.16	.18
Interpersonal calmness (latent) regression	.12	.14	.09	.10	-.08	-.07	-.06	-.07	.01	.13	.04	.04
Intellectual competence (latent) regression	.18	.35	.33	.33	.11	.24	.12	.16	.30	.31	.37	.38
Aggregated dominance	.13	.27	.22	.23	.29	.32	.32	.32	.18	.15	.18	.19
Global dominance	.10	.23	.18	.19	.24	.27	.26	.26	.11	.10	.10	.11
Aggregated warmth	.45	.39	.44	.46	.56	.56	.57	.58	.30	.15	.21	.24
Global warmth	.47	.39	.45	.47	.58	.57	.57	.59	.42	.19	.35	.35
Aggregated expressiveness	.22	.18	.17	.21	.39	.41	.41	.42	.15	.10	.15	.15
Global expressiveness	.25	.20	.20	.24	.34	.37	.35	.37	.14	.10	.09	.12
Aggregated arrogance	-.10	-.07	-.06	-.08	-.33	-.28	-.30	-.31	-.28	-.11	-.24	-.23
Global arrogance	-.16	-.05	-.09	-.10	-.33	-.30	-.32	-.33	-.33	-.14	-.27	-.27
Aggregated nervousness	-.27	-.23	-.23	-.26	-.27	-.30	-.30	-.30	-.25	-.27	-.22	-.27
Global nervousness	-.30	-.34	-.29	-.34	-.29	-.33	-.33	-.33	-.23	-.26	-.25	-.27
Aggregated intellect	.33	.45	.43	.44	.40	.49	.43	.45	.35	.29	.33	.35
Global intellect	.35	.51	.45	.48	.38	.46	.41	.43	.46	.36	.47	.47
D: Dominant interruption	-.01	.04	.03	.03	.10	.14	.15	.13	-.09	-.04	-.08	-.08
D: Clear statements	.17	.24	.20	.23	.04	.08	.08	.07	.07	.04	.02	.05
D: Leading the interaction	.21	.34	.27	.30	.31	.33	.31	.33	.09	.10	.09	.10
D: Stable word flow	.25	.32	.26	.31	.31	.39	.37	.37	.26	.31	.29	.31
D: Upright posture	-.10	.02	.02	-.02	.11	.11	.13	.12	-.09	-.04	-.03	-.06
D: Leaning forward	.08	.17	.16	.15	.11	.12	.13	.13	.26	.10	.23	.22
D: Confident gestures	.01	.11	.09	.08	.20	.19	.17	.19	.07	.05	.07	.07
W: Responsive sounds	.10	.05	.12	.10	.33	.31	.33	.33	-.02	.01	-.09	-.04
W: Politeness	.09	.18	.18	.17	.07	.06	.06	.06	.14	.06	.16	.13
W: Supportive statements	.40	.48	.47	.50	.33	.37	.36	.36	.26	.16	.21	.23
W: Active listening	.30	.27	.30	.32	.51	.54	.54	.55	.32	.17	.27	.28
W: Facing others	.30	.22	.27	.29	.31	.29	.31	.31	.25	.05	.21	.19
W: Friendly expressions	.44	.32	.35	.40	.45	.43	.44	.45	.05	.03	.02	.04
E: Humorous statements	.07	.07	.08	.08	.15	.18	.17	.17	.07	.05	.10	.08
E: Amount of talking	.11	.13	.12	.13	.27	.29	.27	.29	.14	.16	.16	.17
E: Positive attitude	.27	.23	.23	.26	.39	.39	.39	.40	.02	.01	.04	.03
E: Dynamic posture	.03	.02	.01	.02	.22	.23	.24	.24	.05	-.01	.04	.03
E: Lively expressions	.24	.14	.15	.19	.30	.33	.34	.33	.21	.12	.16	.18
A: Annoyed interruption	.09	.02	.08	.06	-.12	-.07	-.11	-.10	-.02	-.03	-.03	-.03
A: Arrogant comments	.01	.01	.03	.02	-.10	-.09	-.06	-.09	-.13	-.07	-.17	-.14
A: Paternalism	-.01	.04	.04	.03	-.34	-.32	-.34	-.34	-.17	-.09	-.12	-.14
A: Distance/boredom	-.22	-.10	-.15	-.17	-.35	-.35	-.36	-.36	-.39	-.16	-.30	-.31
A: Rejecting posture	-.17	-.15	-.13	-.16	-.24	-.21	-.20	-.22	-.03	.05	-.02	.00
A: Challenging gestures	-.10	-.08	-.10	-.10	-.21	-.14	-.19	-.18	-.11	-.02	-.09	-.08
N: Breaking up sentences	-.14	-.08	-.07	-.11	-.01	-.03	-.04	-.03	-.06	-.12	-.04	-.08
N: Using fillers	-.01	.21	.11	.12	-.07	-.09	-.07	-.08	-.05	-.10	-.04	-.07
N: Paraverbal nervousness	-.10	.08	.02	.01	-.08	-.10	-.08	-.09	-.04	-.10	-.03	-.06
N: Reassurances	-.22	-.21	-.21	-.23	.11	.08	.07	.09	-.07	-.02	.00	-.03
N: Position change	-.15	-.12	-.09	-.13	-.10	-.14	-.13	-.13	-.13	-.20	-.16	-.18
N: Freezing	-.27	-.38	-.36	-.37	-.39	-.40	-.41	-.41	-.20	-.15	-.16	-.19
N: Insecure gestures	-.17	-.09	-.14	-.14	-.13	-.15	-.17	-.15	-.13	-.14	-.08	-.12
N: Insecure expression	-.18	-.22	-.19	-.22	-.17	-.17	-.18	-.18	-.14	-.10	-.15	-.14
I: Explaining arguments	.11	.11	.16	.14	.06	.12	.08	.09	-.05	.01	-.07	-.04
I: Eloquence	.28	.28	.33	.33	.33	.39	.37	.37	.26	.26	.23	.27
I: Reacting to questions	.28	.37	.35	.37	.40	.47	.45	.45	.35	.26	.32	.34
I: Asking questions	.28	.52	.42	.45	.27	.33	.26	.29	.28	.19	.31	.29
I: Organizing knowledge	.23	.32	.28	.31	.35	.40	.35	.38	.30	.21	.30	.30



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*Note.* RB = Relationship building, IH = Information handling, OR = Overall rating, Ag = Aggregated rating of RB, IH, and OR. For the latent variables, the three ratings were either added separately (RB, IH, and OR) or as three indicators of one underlying factor (Ag). D = dominance, W = warmth, E = expressiveness, A = arrogance, N = nervousness, I = intellect. All results besides the regression analyses of the latent variables (columns 7 to 10) refer to zero-order correlations.

**Online Supplemental Table S6**

*Multiple Regression Analyses for Predicting AC Performance – Behavioral Factors With and Without Control Variables*

	Exercise 1		Exercise 2		Exercise 3	
Predictor	$\beta$ without control variables	$\beta$ with control variables	$\beta$ without control variables	$\beta$ with control variables	$\beta$ without control variables	$\beta$ with control variables
Agency	-.04	-.08	.13	.07	.00	.06
Communion	<b>.28</b>	<b>.38</b>	<b>.56</b>	<b>.58</b>	.16	.25
Interpersonal calmness	.09	.06	-.06	-.02	.04	-.03
Intellectual competence	<b>.33</b>	<b>.41</b>	.12	.09	<b>.37</b>	<b>.31</b>
Gender (0 = male, 1 = female)		-.03		<b>-.17</b>		.00
Type of major (0 = dentistry, 1 = human medicine)		<b>-.26</b>		<b>-.15</b>		.01
Attractiveness		.11		.07		.09
Self-report: Extraversion		-.03		.16		.07
Self-report: Agreeableness		-.15		-.14		-.24
Self-report: Conscientiousness		-.10		.07		-.11
Self-report: Neuroticism		-.22		.09		.10
Self-report: Openness		-.16		-.01		.11
Cognitive ability		-.14		.14		<b>.28</b>

*Note.* Here, standardized betas are reported, but significance tests refer to unstandardized coefficients. Significant path coefficients are printed in bold ( $p < .05$ ).

**Online Supplemental Table S7***Effectiveness of Interpersonal Behaviors: Relative Weights Analyses*

Behavior	Effectiveness (correlation)	Relative importance (in %)
I: Asking questions	.33	8.56
W: Active listening	.38	7.84
I: Reacting to questions	.37	7.00
W: Supportive statements	.35	6.64
I: Eloquence	.31	6.29
I: Organizing knowledge	.31	5.80
A: Distance/boredom	-.27	(-)5.68
E: Humorous statements	.12	4.92
N: Freezing	-.31	(-)4.84
D: Stable word flow	.31	4.48
W: Friendly expressions	.28	3.68
D: Confident gestures	.11	3.68
W: Facing others	.26	3.23
D: Leading the interaction	.22	2.69
A: Challenging gestures	-.13	(-)2.68
E: Lively expressions	.22	2.61
A: Paternalism	-.14	(-)2.12
E: Amount of talking	.18	1.78
W: Responsive sounds	.12	1.68
E: Dynamic posture	.10	(-)1.61
E: Positive attitude	.23	1.38
A: Arrogant comments	-.07	(-)1.22
N: Insecure gestures	-.13	(-)1.19
W: Politeness	.13	1.10
N: Reassurances	-.05	(-)0.98
D: Clear statements	.10	0.93
N: Insecure expressions	-.18	(-)0.89
A: Rejecting posture	-.12	(-)0.88
D: Leaning forward	.17	(-)0.77
N: Using fillers	.00	0.59
N: Position change	-.13	(-)0.52
A: Annoyed interruption	-.02	(-)0.45
D: Upright posture	.04	0.43
N: Breaking up sentences	-.05	(-)0.34
D: Dominant interruption	.03	0.30
I: Explaining arguments	.06	0.22

*Note.* Relative weights analysis is a method of calculating the relative importance of predictor variables in contributing to an outcome variable. In this case predictor variables were the 36 expressed specific behaviors (averaged across the three exercises), whereas the outcome variable was the overall performance rating (averaged across the three exercises). A negative sign (-) indicates a negative relation with the outcome. Behaviors are ordered by their relative importance. D = dominance, W = warmth, E = expressiveness, A = arrogance, N = nervousness, I = intellect

**Online Supplemental Table S8***Effectiveness of Behaviors and AC Performance for Future Interpersonal Performance*

	Exercise 1	Exercise 2	Exercise 3	Average
Agency (latent)	.10	.10	.10	.19
Communion (latent)	.26	.10	.38	.27
Interpersonal calmness (latent)	.16	.39	.27	.44
Intellectual competence (latent)	.26	.10	.26	.34
AC performance relationship building	-.08	.05	.10	.03
AC performance information handling	.01	.04	.09	.07
AC performance overall rating	-.08	.10	.08	.05
AC performance aggregated	-.05	.06	.10	.06
Aggregated dominance	.09	.19	.10	.16
Global dominance	.01	.12	.13	.10
Aggregated warmth	.20	.10	.20	.19
Global warmth	.17	.10	.25	.20
Aggregated expressiveness	.06	.05	-.05	.01
Global expressiveness	.05	-.01	.00	.00
Aggregated arrogance	.03	.00	-.26	-.08
Global arrogance	-.04	-.01	-.03	-.03
Aggregated nervousness	-.15	-.33	-.30	-.34
Global nervousness	-.21	-.33	-.28	-.34
Aggregated intellect	.16	.16	.21	.27
Global intellect	.04	.21	.27	.25
D: Dominant interruption	.32	.12	-.02	.25
D: Clear statements	-.01	.20	-.01	.09
D: Leading the interaction	.06	.14	-.03	.06
D: Stable word flow	.12	.18	.10	.17
D: Upright posture	.14	.16	.05	.18
D: Leaning forward	.03	.07	-.05	.02
D: Confident gestures	.09	-.09	.29	.16
W: Responsive sounds	.17	.00	-.03	.05
W: Politeness	.27	.19	-.09	.23
W: Supportive statements	.26	.12	.19	.30
W: Active listening	.11	.10	.27	.21
W: Facing others	.13	.11	.02	.12
W: Friendly expressions	.04	.00	.13	.05
E: Humorous statements	.09	.08	-.07	.05
E: Amount of talking	.04	.14	.08	.09
E: Positive attitude	.08	-.07	-.25	-.12
E: Dynamic posture	.03	.04	.18	.09
E: Lively expressions	.02	.07	-.15	-.02
A: Annoyed interruption	.25	.13	-.13	.15
A: Arrogant comments	.00	-.12	-.34	-.22
A: Paternalism	.07	-.01	-.26	-.07
A: Distance/boredom	.02	-.04	-.02	.00
A: Rejecting posture	-.20	.11	.03	-.02
A: Challenging gestures	-.05	-.06	.01	-.05
N: Breaking up sentences	-.01	.00	.02	.00
N: Using fillers	-.24	-.03	-.16	-.17
N: Paraverbal nervousness	-.19	-.08	-.11	-.15
N: Reassurances	-.02	-.13	-.08	-.13
N: Position change	-.04	-.29	-.19	-.24
N: Freezing	-.14	-.20	-.08	-.17
N: Insecure gestures	-.11	-.33	-.24	-.32
N: Insecure expressions	-.04	-.20	-.21	-.21
I: Explaining arguments	.12	.08	-.04	.10
I: Eloquence	.09	.18	.15	.20
I: Reacting to questions	.30	.15	.21	.34
I: Asking questions	.03	.11	.16	.16
I: Organizing knowledge	-.03	.05	.21	.13

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*Note.* D = dominance, W = warmth, E = expressiveness, A = arrogance, N = nervousness, I = intellect. Average results are based on behaviors / performance ratings aggregated across all exercises before calculations. All results refer to zero-order correlations.

**Online Supplemental Table S9***Exemplary Mapping AC Performance Dimensions and AC Exercises With Behavioral Factors*

	Agency	Communion	Interpersonal calmness	Intellectual competence
<b><u>AC performance dimensions</u></b>				
Analytical skills				X
Communication skills		X		X
Consideration of others		X		
Decisiveness	X		X	
Delegation	X			X
Empathy		X		
Interpersonal Sensitivity		X		
Leadership	X	X		X
Negotiation and arbitration	X	X		X
Outcome orientation	X			X
Persuasiveness	X			
Plan, organize, prioritize	X			X
Policy planning				X
Risk Taking	X		X	
Teamwork management	X	X		
Tolerance for stress			X	
<b><u>AC exercises</u></b>				
Role-play A (dealing with a crisis)	X	X	X	X
Role-play B (persuading someone)	X	X	X	X
Role-play C (delivering bad news)		X	X	X
Group Exercise (cooperative)		X	X	X
Group Exercise (competitive)	X		X	X
In-basket			X	X
Case study				X
Self-presentation			X	X

*Note.* This is an exemplary mapping of popular AC performance dimensions and AC exercises to the behavioral factors. In practice, this depends very much on what is meant by the dimension in the particular context of the organization as well as the specific instructions and content of the exercises. AC performance dimensions were taken from recent AC studies (e.g., Arthur et al., 2003; D. J. R. Jackson et al., 2016; Kleinmann & Ingold, 2019; Putka & Hoffman, 2013).