

Dimension	Indicator	Criteria	Examples	Exclusion criteria	Examples
Advocacy	1.1 Discloses own belief	Stating own belief about the nature, cause and/or solution of the issue	<i>I think / feel that there is an issue with ... There might be a problem with how...I believe that...</i>	Factual language, indirect disclosure of belief, minimizing of beliefs	<i>The problem is..., Your practice is a concern..., We must deal with ...</i>
	1.2 Provides grounds for own problem beliefs	Gives reasons, evidence, explanations, examples that led to own point of view	<i>What I observed was...I think this is a problem because...</i>	Presents the argument and conclusions drawn as the only truth	<i>The causes here are clear... It is unquestionable that...</i>
	1.3 Critiques / comments other's point of view	Provides reasons for agreement or non-agreement with other's point of view	<i>I agree with the point that you are making about..., I understand the argument you are making and agree with you..., I disagree with your reasoning here because...</i>	Dismissal of other's beliefs without reasons, bypassing of other's beliefs	<i>"I am afraid that you are wrong..." "Yes, but..." (returns quickly to own views), Yes, but that won't work, we should do...Yes, but the problem is...</i>
Inquiry	2.1 Inquires into other's beliefs	Asks for other's thinking or reasoning behind beliefs, asks for examples of observations or evidence	<i>How do you see the situation? What do you think about what I have just said...Would you agree or disagree with what I just said... What could I have missed...? Why do you think that?</i>	Rebuts possible difference, loaded questions, encourages other to change current belief, restates own view or elaborates own view in response to difference	<i>You might have a different opinion but this is what the evidence says. Do you have a different view on this? It seems pretty straightforward what I explained. This sounds to be the correct way, right?</i>
	2.2 Checks for understanding	Asks for clarification of the other person's thinking probes into any point of difference, paraphrases and checks	<i>So you are saying x, is that correct? The key points you mentioned are x and y, am I right? When you say that, what do you mean by that?</i>	Questions that steer the conversation in a specific direction, loaded questions, does not leave time for other to answer answers the question him/herself	<i>Could you have other views on this issue? Don't you think we need more monitoring? That is how it is, right? Because I think x ...</i>
	2.3 Explores other's reaction to own beliefs	Asks what the other person thinks about what has been said, probes into any point of difference	<i>What do you think about what I have just said..., Would you agree or disagree with what I just said... Do you think that is a correct observation...? What did I miss?</i>	Rebuts possible difference, loaded questions, encourages other to change current belief, restates own view or elaborates own view in response to difference	<i>Do you have a different view on this? It seems pretty straightforward what I explained. If you would have thought it though, you wouldn't have asked that question, you know?</i>
Collaborative planning	3.1 Establishes common ground	Identifies and/or checks for agreement on common ground	<i>I feel we agree that x is a problem...Do we agree that we need to look into y? Seems that we both think that...</i>	Assumes agreement without checking, uses agreement on an aspect of the conversation to push own solutions or beliefs	<i>We agree that x, so we need to act on that...We agree on that so then it is logical to do x</i>
	3.2 Collaboratively plans for next steps	Discloses own and/or inquires into other's beliefs about possible solutions OR checks for agreement on own solutions, involves other in decision making about plans	<i>What could be possible next steps here? Who should look further into this? How should we find out the information needed? Will you draft it and I look further into how we can get it set up?</i>	Pushes own solutions by re-stating, ignoring other's suggestions for solutions, repeatedly elaborating on own solutions,	<i>We need to do x. The next step here is to do y. As I said before, we need to do x.</i>
	3.3 Fosters shared responsibility	Suggests and/or inquires into other's beliefs about monitoring strategies or checks agreement on own beliefs about strategies	<i>Should we meet again next week to check on progress?... When should we have this done?... How will we know that things have changed?</i>	Postulates monitoring steps without checking for agreement.	<i>Let's meet next week to check on the progress made...</i>

Active empathetic listening	4.1 Positive active and empathetic listening	Positive relation-oriented behaviors, encouraging participation, providing support, offering praise, expresses feelings	<i>I agree with that...That would make me happy ... I really appreciate that about you</i>	Negative relation-oriented behaviors, criticizing, interruption, self-promotion	<i>But that does not change my opinion about your performance ... I don't know who else could do this besides me ... They are all a bunch of idiots</i>
	4.2 Neutral active and empathetic listening	Neutral relation-oriented behaviors, gives cues to confirm that they are listening	<i>Yes, hmm, mhm</i>	Not responding to what the other person is saying at all	<i>*Silence*</i>
	4.3 Expressing empathy	Showing understanding and affirm other's feelings, giving cues to show they are being heard, relates to others expressed feeling	<i>I understand you ... No wonder this has been tough for you ...</i>	Other is emotional, but is ignored, feelings are not met, changes topic to get out of situation	<i>E: "I am struggling with cooperating with X, it is hard" L: "But I have seen you cooperate well with Y, tell me about that..."</i>
	4.4 Remembering	Assures that what is said, will be remembered, takes notes	<i>I will write that down ... I will remember to bring this up during our next meeting</i>	Skips important topics without indicating that it was heard / will be remembered	<i>*Moving on to next topic without verbal confirmation*</i>
Action-oriented behaviors	5.1 Encouraging actions	Positive action-oriented behaviors, expressing positivity, taking responsibility, action planning	<i>Carry on! ... It will work ... This is how you can influence ... That sounds like a good plan</i>	Negative counteractive behaviors, showing no interest in change, complaining, denying responsibility	<i>If no one is interested so be it ... Things will never change ... I do not think this is a good idea</i>
Coding Scheme for employee psychosocial safety during performance appraisal interviews					
Psychological safety	6.1 Self-psychological safety	Willingness to take interpersonal risk, e.g. admit failure	<i>I am struggling with... I admit that I have been super distracted lately...</i>	Undermining severity of issue, not showing vulnerability or honesty when confronted with potential issue, excessive stutter	<i>No, it is fine ... I can handle it ... It is not as bad as it looks</i>
	6.2 Other-psychological safety	Not being afraid hurting the leaders' feelings to what is said, or afraid of evoking a negative reaction in the leader	<i>I feel I need more support from you as a leader... I am not satisfied with my current tasks...</i>	Tip toing around the leader feelings, not being able to give critique, even when it is constructive, or stuttering excessively when giving critique	<i>I do not have anything to say about e.g. your leadership, our relation etc.</i>
Trust	7.1 Cognitive trust	Value leader's opinion and integrity, asks for advice or guidance	<i>Your opinion helps makes me open my mind... What do you think I should do about that?</i>	Does not respond positively to others' opinion, does not acknowledge when given advice	<i>I don't know about that I think I know best myself</i>
Shared Reality	8.1 Employee agreement	Agreeing with what the leader is saying	<i>That is correct ... I agree with that ... Yes, exactly! ... I am glad we feel the same way</i>	Disagreeing with leader or not responding in an agreeable way	<i>No, I don't think so ... Hmm ... Yes, but ...</i>

Leader Performance Evaluation

	9.1 Positive performance evaluation	Gives positive statements regarding employee performance, gives positive feedback	<i>You are good at this ... keep up the good work</i>	Constructive performance evaluation, gives constructive statements and feedback	<i>I have noted that you should do x better ...</i>
	9.2 Neutral performance evaluation	Gives neutral feedback and neutral statements about employee performance	<i>I see you do this ... Your coworkers gave you this score</i>		
Shared Reality	10.1 Leader agreement	Agreeing with what the employee is saying	<i>That is correct ... I agree with that ... Yes, exactly! ... I am glad we feel the same way</i>	Disagreeing with employee or not responding in an agreeable manner	<i>No, I don't think so ... Yes, but ...</i>

Additional codes/fillers: laughter, interruptions, inaudible speech, going off-topic