

Appendix A

*Entitativity manipulations, Study 1***HIGH ENTITATIVITY**

University of California Regents are the governing board of the University of California. There are 26 members the majority of whom are appointed by the Governor of California to 12-year terms. The Regents include various government officials like the Governor as well as members of the University administration and alumni association.

Due to the longevity of most of their appointments, the Regents develop strong interpersonal bonds between members. These bonds are coupled with a shared vision for the University of California, and this motivates members to take the Regents appointment very seriously. The Regents spend a great deal of time gathering and sharing information within the group so they can make the most informed decisions possible regarding the University.

Regent meetings often involve lively discussion and the Regents have frequent contact outside of their official sessions. During their discussions everyone is provided an opportunity to speak, and the Regents frequently take into account their fellow board members' positions before making a decision. Discussions during their meetings are facilitated by a strict code of formal procedure that must be followed; however, communications outside of the meetings are easily made through well established informal traditions.

LOW ENTITATIVITY

University of California Regents are the governing board of the University of California. There are 26 members the majority of whom are appointed by the Governor of California to 12-

year terms. The Regents include various government officials like the Governor as well as members of the University administration and alumni association.

Due to the varied nature of their appointments, the Regents take little interest in developing even cursory interpersonal bonds between members. Despite this, they each have a unique vision for the University of California, and this motivates members to take the Regents appointment very seriously. The Regents spend a great deal of time working independently of each other to make the most informed decisions possible regarding the University.

Regent meetings involve little discussion and the Regents have virtually no contact between members outside of their official sessions. During their discussions everyone is provided an opportunity to speak, but the Regents frequently make their decisions without taking into account their fellow board members' positions. Discussions during their meetings lack a strict code of formal procedure and there is not much precedent for informal communication outside of the meetings.

Appendix B

Apology text viewed in the group-given condition, Study 1

In an open letter announced last Friday, however, the UC Regents have stated that they are sorry that their meetings on the UCSB campus caused so many inconveniences to the students. They have expressed their dedication to avoid disrupting UCSB student life again in this way and have also made compensation to those students who experienced the most severe disruption.

In the ***leader-given condition***, it was specified at the outset that the president had signed the letter, which states that the board is sorry (replacing the italicized section above). The remaining text was the same across source condition.

Appendix C

*Entitativity manipulations and transgression induction, Study 2***HIGH ENTITATIVITY**

The AmerArts Fund is run by a board of directors comprised of 26 members, the majority of whom serve 12-year terms. Due to the longevity of most of their appointments, the board of directors develop strong interpersonal bonds between members. These bonds are coupled with a shared vision for the arts fund, and this motivates members to take their appointment to the board very seriously. The board of directors spend a great deal of time gathering and sharing information within the group so they can make the most informed decisions possible regarding the arts fund.

Board meetings often involve lively discussion and the board members have frequent contact outside of their official sessions. During their discussions everyone is provided an opportunity to speak, and the members frequently take into account their fellow board members' positions before making a decision. Discussions during their meetings are facilitated by a strict code of formal procedure that must be followed; however, communications outside of the meetings are easily made through well-established informal traditions.

LOW ENTITATIVITY

The AmerArts Fund is run by a board of directors comprised of 26 members, the majority of whom serve 12-year terms. Due to the varied nature of their appointments, the board of directors take little interest in developing even cursory interpersonal bonds between members. Despite this, they each have a unique vision for the arts fund, and this motivates members to take their appointment to the board very seriously. The board of directors spend a

great deal of time working independently of each other to make the most informed decisions possible regarding the arts fund.

Board meetings involve little discussion and the board members have virtually no contact between members outside of their official sessions. During their discussions everyone is provided an opportunity to speak, but the members frequently make their decisions without taking into account their fellow board members' positions. Discussions during their meetings lack a strict code of formal procedure and there is not much precedent for informal communication outside of the meetings.

Appendix D

Apology text viewed in the group-given condition, Study 2

In an open letter announced last Friday, however, the AmerArts Fund Board of Directors have stated that they are sorry that their activities caused the missed opportunity for these exhibits. They have expressed their dedication to avoid disrupting the arts programs again in this way and have also made compensation to the regional arts programs that experienced the most severe disruption.

In the ***leader-given condition***, it was specified at the outset that the president had signed the letter, which states that the board is sorry (replacing the italicized section above). The remaining text was the same across source condition.

Appendix E

*Entitativity manipulations and transgression induction, Study 3***HIGH ENTITATIVITY**

Recently, the Chinese government had its first major shift in leadership which had been unchanged for a decade. Hu Jintao gave up the chairmanship of the ruling power to Vice President Xi Jinping. Despite the fact that leadership hasn't changed in 10 years, experts suggest that in the future we won't see major shifts in views and leadership style. Also, although the government is made up of political, executive, legislative, judicial, and military branches, there is often unity among most of the officials. Governmental offices are in close proximity to each other, increasing the likelihood of coordination among branches.

The Chinese government has issued a number of cyber attacks upon American government computer systems and defense contractors. This cyber terrorism - the act of using internet based terrorist attacks - includes large-scale disruption of important files, stealing important information, and putting malicious software into important servers of large American corporations. One motive for this could be to map military capabilities that could be exploited during a crisis.

LOW ENTITATIVITY

Recently, the Chinese government had its first major shift in leadership which had been unchanged for a decade. Hu Jintao gave up the chairmanship of the ruling power to Vice President Xi Jinping. Because of the fact that leadership hasn't changed in 10 years, experts suggest that it is likely that in the future we will see major shifts in views and leadership style.

Also, since the government is made up of political, executive, legislative, judicial, and military branches, there is often disunity among most of the officials. Governmental offices aren't in close proximity to each other, increasing the likelihood of disconnect among branches.

The Chinese government has issued a number of cyber attacks upon American government computer systems and defense contractors. This cyber terrorism - the act of using internet based terrorist attacks - includes large-scale disruption of important files, stealing important information, and putting malicious software into important servers of large American corporations. One motive for this could be to map military capabilities that could be exploited during a crisis.

Appendix F

Apology text viewed by all participants, Study 3

The following section will provide up-to-date information about the Chinese government's response to allegations of cyber terrorism against America. Please read the following statement and answer the subsequent questions.

Recently the Chinese government extended an official apology to the US for this most recent cyber attack:

"We understand that this attack has caused damage and strife. We acknowledge that it was completely our doing, and we regret our actions in connection with this incident. We are taking extreme measures to ensure that cyber attacks like this will not happen again."