

Appendix 1

Code Book with Themes

Leadership Behaviors Desired	Theme	Codes	Quotation from text
	Relational Support	Feeling heard	I think people need to feel heard (10)
		Support	Yeah, to implement and to provide the support (1)
		Collegiality	To just be sitting and laughing and smiling (9)
		Peer Support	It's like how do we give good feedback (6)
		Engage Stakeholders	They do at least engage in conversations (3)
		Appreciation	Yeah, I think certainly lack of appreciation and positive reinforcements (8)
		Recognition for hard work	You can change your job title (9)
		Communicate for Value alignment	You know balance the need for academics and need for cash (2)
		Constructive Feedback	You know sort of like removing negative feedback (6)
		Safe environment to bring up issues	If they know there is a safe place to talk (9)
	Resources	Resource support	To have dedicated time that I can take to deal with whatever (4)
		Monetary compensation	I would say figure out a way to compensate those of us in primary care (3)
		Workplace efficiency	If you know management operational efficiency (1)
		Work life Balance	Not feeling like I have the right work-life balance (4)
	Other	Unify efforts/Teamwork	We talk about... things should be in teams... , but to get to this point it really hasn't been right (6)
		Take ownership	And I feel like whatever solutions to come about. they sort of just kind of get landed on us (10)

Leadership Behaviors Observed	Theme	Codes	Quotation from text
	Communicate more frequently	More events	You know social events and things like that, to try and build morale (2)
		Check ins by leaders	And then the hospital leadership they created regular check ins (5)
		Free meals and food	Come to doctor doctors' day and get a free breakfast some ways I guess kind of I guess a free breakfast is nice (4)
		Collegiality	And I think also words of affirmation they knew to appreciate verbally periodically (5)
		Regular Meetings	I mean it was of course like town Halls forums, you know, very controlled what they will they'll show slides (3)
	Wellness Programs	Wellness tips	You know, like wellness tips and you know, also some, you know, talks (1)
		Psychology referrals	Listen, you can talk for half an hour to the psychology department (9)
		Resiliency	The school does offer ... football games... use of the school gym... yoga classes (2)
		Home support	A work environment that stresses health at work and health at home (4)
	Agency	Nothing happening lack of motivation	I think this lack of transparency is intentional (10)
		Nothing Happening culture	Hey, I went through it, they will go stronger from it (6)
		Take it to leadership, but nothing happens	Ok we need to get 40 people to document that nothing has changed (4)
		Nothing happening but they try	Nothing is happening, but they do at least engage in conversations (3)
		Above their ability to fix	It is fixable, but at a much higher level (2)

This code book includes codes organized by interview question with themes included in bold italics. The deidentified participant number is in parentheses.

Appendix 2

Glossary of Terms

Leadership Term	Definition
Relations Behaviors*	A category of behavior that focuses on developing relationships with those being led. This can include behaviors such as supporting and encouraging, recognizing, developing, consulting, and empowering.
Task Behaviors*	A category of behavior that focuses on achieving goals. These behaviors can include short term planning, clarifying task objectives and role expectations, and monitoring performance.
Change Behaviors*	A category of behavior that focuses on adapting to changes in the environment. Change behaviors can include external monitoring, envisioning change, encouraging innovation, and taking personal risks.
Agency**	The power or ability to produce desired effects through intentionality forethought, self-reactiveness, and self-reflectiveness. Although correlated with self-efficacy, it differs in that self-efficacy relates to the confidence individuals or groups possess in accomplishing objectives.

* Yukl, G., Gordon, A., Taber, T., *A Hierarchical Taxonomy of Leadership Behavior: Integrating a Half Century of Behavior Research*. Journal of Leadership & Organizational Studies, 2002. **9**(1): p. 15-32.

Bandura, A., *Social cognitive theory: an agentic perspective*. Annu Rev Psychol, 2001. **52: p. 1-26.