

Supporting Information

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SI Text

1. Profile of Executive Education Program. In both studies, a primary source of participants was an Executive Education program at Harvard University designed for senior-level officials in the public sector. This program recruits individuals who possess the rank of GS14 or GS15 on the General Schedule ranking for civilians, which translates to O-5 and O-6 in military grades. In the Army, Marines, and Air Force, this ranking would denote a Lt. Colonel or Colonel, whereas in the Navy or Coast Guard, it would denote a Commander or Captain.

To provide a more detailed accounting of the types of jobs held by the Executive Education participants that formed a pool from which we drew our samples, we obtained information from the Executive Education program, which provided us with a (i) breakdown of the jobs according to the Bureau of Labor Statistics Standard Occupational Classification system and (ii) list of the various government and military organizations/departments represented in the program.

Study 1.

Occupational categories.

Management occupations.

Administrative Services Manager ($n = 104$)
Financial Manager ($n = 7$)
Emergency Management Director ($n = 3$)
Operations Manager ($n = 2$)
Social Service Manager ($n = 2$)
Chief Executive ($n = 1$)
Compensation and Benefits Manager ($n = 1$)
General and Operations Manager ($n = 1$)
Real Estate Manager ($n = 1$)
Training and Development Manager ($n = 1$)

Military officer special and tactical operations leaders.

Command and Control Center Officer ($n = 7$)
Military Officer Special and Tactical Operations Leader ($n = 3$)
Special Forces Officer ($n = 2$)

Other.

Wing Commander ($n = 9$)
Lawyer ($n = 4$)
Appraisers and Assessors of Real Estate ($n = 1$)
Computer Occupations ($n = 1$)
Enforcement ($n = 1$)
Financial Analyst ($n = 1$)
Health Research ($n = 1$)
Law Enforcement ($n = 1$)
Network News ($n = 1$)
Protective Services ($n = 1$)
Social Scientist ($n = 1$)

Organizations. Of the individuals who participated in the Executive Education program, four individuals worked at private companies. There were 18 international participants from the following countries: Hong Kong ($n = 7$), China ($n = 4$), Nigeria ($n = 2$), Australia ($n = 1$), Brunei ($n = 1$), Canada ($n = 1$), New Zealand ($n = 1$), and The Philippines ($n = 1$). The remaining participants were employed in the federal

government of the United States. Below is a list of the various agencies/departments and the number of individuals that worked in each area.

Army ($n = 26$)
Air Force ($n = 16$)
Department of Homeland Security ($n = 18$)
Customs and Border Patrol ($n = 10$)
Office of Infrastructure Protection ($n = 3$)
Federal Emergency Management Agency ($n = 2$)
Federal Protective Service ($n = 1$)
Immigration and Customs Enforcement ($n = 1$)
US Visitor and Immigrant Status Indicator Technology ($n = 1$)
Department of Defense ($n = 13$)
Strategic Command ($n = 3$)
Office of the Secretary of Defense ($n = 2$)
Special Operations ($n = 2$)
Central Command ($n = 1$)
European Command ($n = 1$)
Missile Defense Agency ($n = 1$)
National Security Education Program ($n = 1$)
Pacific Command ($n = 1$)
Other ($n = 1$)
General Services Administration ($n = 12$)
Department of Administration, Forest Service ($n = 8$)
National Aeronautics and Space Administration ($n = 6$)
Department of Energy ($n = 4$)
Department of State ($n = 4$)
Department of Interior ($n = 3$)
Defense Information Systems Agency ($n = 3$)
Department of Veterans Affairs ($n = 3$)
Social Security Administration ($n = 3$)
Department of Transportation ($n = 2$)
Congressional Research Service ($n = 1$)
Court Services and Offender Supervision Agency ($n = 1$)
Defense Acquisition University ($n = 1$)
Department of Administration ($n = 1$)
Department of Housing and Urban Development ($n = 1$)
Department of Justice ($n = 1$)
Department of Labor ($n = 1$)
The Marine Corps ($n = 1$)
National Security Agency ($n = 1$)
National Institutes of Health ($n = 1$)
Navy ($n = 1$)
US Courts ($n = 1$)

Study 2. Below is a list of the occupational categories and organizations of those individuals who participated in the Executive Education session from which we drew our participants. Of these individuals, those individuals who identified as leaders (i.e., responsible for managing others) participated in study 2.

Occupational categories.

Management occupations.

Administrative Services Manager ($n = 46$)
Human Resources Manager ($n = 3$)
Emergency Management Director ($n = 2$)
Training and Development Manager ($n = 2$)
Financial Manager ($n = 1$)
Medical and Health Services Manager ($n = 1$)
Architects and Engineering Manager ($n = 1$)

Military officer special and tactical operations leaders.

Command and Control Center Officer ($n = 3$)
Military Officer Special and Tactical Operations Leader ($n = 2$)
Special Forces Officer ($n = 1$)

Other.

Wing Commander ($n = 4$)
Business and Financial Operations ($n = 3$)
Lawyer ($n = 4$)
Aerospace Engineer ($n = 1$)
Law Enforcement Worker ($n = 1$)
Environmental Science ($n = 1$)
Miscellaneous Business Operations Specialist ($n = 1$)
Miscellaneous Community and Social Service Specialist ($n = 1$)
Miscellaneous Financial Specialist ($n = 1$)

Organizations. Of the individuals who participated in the Executive Education program, there were six international participants from the following countries: Hong Kong ($n = 3$), China ($n = 2$), and Australia ($n = 1$). The remaining participants were employed in the federal government of the United States. Below is a list of the various agencies/departments and the number of individuals that worked in each area.

Department of Homeland Security ($n = 12$)
 Customs and Border Patrol ($n = 5$)
 Immigration and Customs Enforcement ($n = 2$)
 National Protection and Programs Directorate ($n = 2$)
 Federal Emergency Management Agency ($n = 1$)
 Headquarters ($n = 1$)
 Science and Technology Directorate ($n = 1$)
Army ($n = 12$)
General Services Administration ($n = 9$)
Air Force ($n = 8$)
National Aeronautics and Space Administration ($n = 4$)
Department of Energy ($n = 4$)
Defense Contract Management Agency ($n = 4$)
Department of Defense ($n = 5$)
 Special Operations ($n = 2$)
 Business Transformation Agency ($n = 1$)
 Central Command ($n = 1$)
 Defense Logistics Agency ($n = 1$)
Department of Health and Human Services ($n = 3$)
Marine Corps ($n = 3$)
Department of Interior ($n = 2$)
Navy ($n = 2$)
Court Services and Offender Supervision Agency ($n = 1$)
Defense Information Systems Agency ($n = 1$)
Department of Labor ($n = 1$)
Department of Veterans Affairs ($n = 1$)

National Science Foundation ($n = 1$)
National Reconnaissance Office ($n = 1$)
Social Security Administration ($n = 1$)
Environmental Protection Agency ($n = 1$)

2. Sector/Industry Information (for All Participants). In both studies, participants were asked to indicate, using a free response format, the industry or sector in which they worked.

Study 1 (leaders). Among leaders, the most common responses were government ($n = 62$), military ($n = 10$), and defense ($n = 10$). Other sectors listed more than one time were law enforcement ($n = 6$), technology ($n = 5$), education ($n = 4$), consulting ($n = 3$), entertainment ($n = 4$), finance ($n = 2$), healthcare ($n = 4$), real estate ($n = 2$), retail ($n = 2$), and law ($n = 2$). Other sectors/jobs that leaders listed included accounting, aerospace, affordable housing, alumni affairs and development, architecture, arts management, aviation, banking, business services, construction, contracting, counseling, curriculum, food, manufacturing, moving, nonprofit, public sector, publication, recreation, regulatory affairs, research science, restaurant, and social services/food services.

Study 1 (nonleaders). Among nonleaders, the following sectors/jobs were listed more than one time: education ($n = 8$), hospitality/services ($n = 8$), government ($n = 5$), technology ($n = 4$), nonprofit ($n = 3$), construction ($n = 3$), military ($n = 2$), finance ($n = 2$), telecommunications ($n = 2$), software ($n = 2$), and aerospace engineering ($n = 2$). Other sectors/jobs that nonleaders listed included agriculture, self-employed, transportation, supermarket, sales, newspaper, marketing, management consulting, librarian, legal, journalism, human services, postal, research, regulatory affairs, sales, librarian, human resource consulting, fundamental research, and facility management.

Study 2. The most frequent sector/industry was government ($n = 35$). A second major category was defense-related jobs ($n = 20$), which included military ($n = 11$), defense ($n = 8$), and law enforcement ($n = 1$). Other sectors listed more than one time were technology ($n = 4$), education ($n = 2$), finance ($n = 2$), and healthcare ($n = 2$). Other sectors that participants listed were administrative, business services, business services, criminal justice, energy, engineering, drug safety, social work, museum, legal, human services, staffing sales, publishing, nonprofit human services, telecommunications, oil and gas, emergency management, property management, utility sector, arts/education/sales/fashion/public relations, substance abuse treatment, manufacturing, aerospace, and transportation.