

TABLE 1

Descriptive Statistics and Correlations

Variable	Mean	s.d.	1	2	3	4	5	6	7	8	9
1. Leader tenure ^a	5.59	6.09									
2. Leader gender ^{ac}	1.40	.49	.01								
3. Overall SSI	3.30	.38	.19	.37***							
4. Social sensitivity	2.64	.73	.22*	.08	.23						
5. Social expressivity	3.16	.93	.16	.22*	.79***	.03					
6. Social control	3.79	.73	.19*	.20*	.72***	-.17	.73***				
7. Emotional sensitivity	3.14	.75	.08	.30**	.54***	.13	.24*	.32**			
8. Emotional expressivity	3.32	.64	.01	.33**	.62***	.02	.28**	.21*	.16		
9. Emotional control	3.96	.73	-.13	-.09	-.02	-.43***	.06	.11	-.13	-.24*	
10. Leadership effectiveness	5.52	.97	.07	.17	.27**	.05	.06	.20*	.13	.25*	.04

^a Based on leader survey; $n = 108$.

^b Based on follower survey; $n = 325$.

^c 1 = male, 2 = female.

* $p < .05$

** $p < .0$

*** $p < .001$