

Appendix B: Main findings of charismatic leadership behavior per role along DT processes (Table 4)

Leadership role (Who)	(1) Define transformation strategy & agenda	(2) Design & implement digital technology	(3) Impose new value development chains	(4) Routinize new value development chains	References
CxO and Top Management	<ul style="list-style-type: none"> Articulate an inspiring compelling vision and future Refine or infuse organizational identity and specify organizational direction driven by values Excite for change and the need for technology 	<ul style="list-style-type: none"> Provide purpose and overall direction for upcoming change through a shared vision Encourage subordinates to question their own way of doing things and to break with past Excite (formally and informally) middle managers 	<ul style="list-style-type: none"> Promote (innovative) behavior via strategic vision and inspiration Communicate the benefits of technology-driven change Purvey confidence, optimism, enthusiasm 	<ul style="list-style-type: none"> Provide ongoing direction via strategic vision and sponsorship via role model behavior Infuse organizational identity and reinforce organizational direction driven by values Represent optimism and enthusiasm 	Agarwal et al. (2011)- CEO; Cho et al. (2023) - CEO; Pillay et al. (2012) - Sen. Mgmt.; Romm & Pliskin (1999) - CEO; Shao et al. (2016) - Top Mgmt.; Dong et al. (2009) - TM;
Senior Management	<ul style="list-style-type: none"> Provide direction and orientation based on a vision Define and lead strategic change agenda by fostering pride and purpose and confidently sponsoring the change 	<i>no empirical evidence</i>	<ul style="list-style-type: none"> Get involved and lead by example through a "personal crusade" Promote vision Purvey confidence, optimism, enthusiasm 	<i>no empirical evidence</i>	Neufeld et al. (2009); Pillay et al. (2012)
Supervisor	<i>no empirical evidence</i>	<ul style="list-style-type: none"> Provide direction and orientation by conveying the vision and specified joint goals 	<ul style="list-style-type: none"> Role model in terms of using new innovations and demonstrating the value of these innovations Express confidence in follower's ability and communicate high performance expectations Enthuse employees and show proudly that change is good and the future Inspire employees by talking optimistically about the future and about what needs to be accomplished Instill positive ideals in followers that are related to desired outcomes 	<ul style="list-style-type: none"> Promote and motivate for extended use by granting freedom and autonomy, and showing confidence and trust in employees 	Shao and Huang (2018); Michaelis et al. (2009); Shao et al. (2016); Carreiro & Tiago (2019); van Dun & Kumar (2023)
Project Manager	<i>no empirical evidence</i>	<ul style="list-style-type: none"> Motivates self and others by leveraging or articulating vision, purpose, and benefits of technology Build and ensure consensus through shared vision, goals, and benefits of technology Fuses team members' personal goals with team missions 	<ul style="list-style-type: none"> Present a clear, understandable, and stable vision Promotes purpose, expected benefits and to be improved working conditions Define clear goals and objectives that are associated directly with employees themselves and demonstrate all of these issues with optimism and enthusiasm 	<i>no empirical evidence</i>	Wang et al. (2005); Wang et al. (2022); Skulmoski & Hartman (2010); Thite, Mohan (2000); Sumner et al. (2006); Agha et al. (2019); Chou et al. (2004); Winley (2015)
Informal Leader	<i>no empirical evidence</i>	<i>no empirical evidence</i>	<ul style="list-style-type: none"> Introduce innovations over articulation of a compelling vision Express confidence in others to participate effectively in the initiative Display of unconventional, innovative actions to achieve goals Envision new possibilities and proactively guide the innovation to fruition 	<i>no empirical evidence</i>	Howell and Higgins (1990)

Table 4. Main findings of charismatic leadership behavior per role along DT processes