

INSTRUMENT TITLE: Untitled (Pearce & Sims 2002)	
Authors (date)	Pearce & Sims (2002)
Purpose	To evaluate vertical versus shared leadership as it relates to the effectiveness of management teams.
Instrument Characteristics	
Type of instrument	Survey
Total number of items	94
Setting	Non-Health Care or Unspecified
Target respondent	Employees
Degree of adaptation needed for primary care	Minor adaptation required
Mediator Constructs (# of items)	<i>Specific items</i>
<i>Cognitive Domain</i>	
Sense-making (n=2)	45, 46
Continuous learning (n=10)	20, 42, 61, 62, 63, 64, 65, 66, 67, 68
Shared explicit goals and accountability (n=24)	07, 08, 09, 10, 11, 22, 23, 24, 25, 30, 34, 35, 37, 53, 54, 55, 59, 71, 74, 75, 80, 81, 83, 92
Evolving mental models of roles (n=2)	63, 64
<i>Affective/Relational Domain</i>	
Trust (n=1)	3
Respectful interaction (n=12)	01, 02, 13, 14, 15, 17, 18, 39, 40, 47, 48, 49
Heedful inter-relating (n=2)	51, 52
Commitment (n=13)	29, 31, 37, 41, 69, 70, 82, 88, 89, 90, 91, 93, 94
<i>Behavioral Domain</i>	
Communication (n=8)	04, 05, 06, 16, 84, 85, 86, 87
Adaptable to context and needs, improvisation (n=12)	32, 33, 44, 56, 57, 58, 60, 72, 73, 76, 78, 79
Conflict resolution (n=3)	27, 76, 77
<i>Leadership Domain</i>	
Leadership (n=64)	01, 02, 03, 04, 05, 06, 07, 08, 09, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 37, 38, 39, 40, 41, 42, 44, 45, 46, 47, 48, 49, 51, 52, 53, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68
Psychometrics, Development and Testing	
Reliability	Internal consistency: Cronbach's α = 0.98 for managerial ratings, 0.98 for internal customer ratings, and 0.85 for team self-ratings. Inter-rater: within group range 0.80 to 0.96 across sources and all three significantly correlated.

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Validity	
Factor analysis	Yes - exploratory; principal components analysis with varimax rotation
Other development and testing methods	Items generated from existing instruments and researchers in the field; correlations; hypothesis testing; multiple regression analysis.
Abstracts and Citation	
Instrument citation	Pearce CL, Sims Jr. HP. Vertical versus shared leadership as predictors of the effectiveness of change management teams: An examination of aversive, directive, transactional, transformational, and empowering leader behaviors. <i>Group Dynamics: Theory, research, and practice</i> 2002;6(2):172.
PubMed abstract or instrument link	N/A
Link to articles citing instrument	Link to articles citing instrument