发展型工作挑战量表（Seibert et al.，2017）

（Developmental Job Challenges Scale Items，DJCSI）

简介

Seibert等（2017）将发展型工作挑战作为一种非正式发展体验，探索其与领导能力的关联问题。经验被视为最为重要的领导力学习潜在源头之一，但经验并非仅仅是作为领导的时间，而是在作为领导过程中所面临的工作挑战和工作质量。领导力学者识别了五种发展性挑战，分别为不熟悉任、高强度责任、变革创造、边界管理、员工问题处理和多样性管理。

信度与效度

Seibert等所开发量表是基于McCauley, Ohlott和Ruderman（1999）所开发的具有50个题目的工作挑战量表（the Job Challenge Profile）。Seibert等（2017）量表与McCauley等（1999）量表具有高度相关性。探索性因素分析显示，Seibert等（2017）所开发量表可提取2个因子，第一个包含8个题目（下表未加粗部分），第二个包含2个（下表加粗部分）且较低平均分值和相关性，因此将其删除。最后留下的八个题目的Cronbach’s a值为0.83。

量表

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| **Items** |
| 1. I have been required to work with a product, market, or technology I have not worked with before. |
| 2. I have been required to use technical or functional skills for which I lacked previous training or experience. |
| 3. I was made responsible for executing a significant change, such as a new strategy, a reorganization, or a turn-around, in an organizational unit. |
| **4. I have been made responsible for instituting new policies, procedures, systems, or technology in an organizational unit.** |
| 5. I have had to handle significant managerial problems with my team members for the first time. |
| 6. I have had to deal with significant performance problems among key members of my staff. |
| 7. I have been given significant managerial responsibility. |
| 8. I have been given direct responsibility for an entire project, product, service, function, or other identifiable unit of this magnitude. |
| **9. I have had to exert influence over peers or superiors over whom I have no direct authority in order to achieve my work objectives.** |
| 10. I have had to manage relations with external constituencies, such as clients, customers, suppliers, or government agencies. |
| Note. Items in boldface were dropped from the scale used in this study. |

量表出处

Seibert, S. E., Sargent, L. D., Kraimer, M. L., & Kiazad, K. (2017). Linking Developmental Experiences to Leader Effectiveness and Promotability: The Mediating Role of Leadership Self-Efficacy and Mentor Network. Personnel Psychology, 70(2), 357–397.

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