Reviewer’s report

Title: Elucidating the Influence of Supervisors’ Roles on Implementation Climate

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Reviewer: Kelly Aschbrenner

Reviewer's report:

This manuscript features a qualitative study of how supervisors' roles influence implementation by shaping implementation climate. Qualitative focus group interviews were conducted with a large number of child welfare workers and their supervisors involved in the implementation of a demonstration project to improve access to mental health services for children and youth who enter foster care. The large sample of child welfare workers and numbers of focus groups is a strength of the study. Participants were asked about implementation determinants, including supervision and implementation climate. The authors concluded that supervisors shaped implementation climate by carrying out four roles (diffusing, synthesizing, mediating, and selling), and that the interaction of these roles conveyed expectations and support for implementation. In addition, the authors posit that these findings advance causal theory by explaining how supervisors' behaviors shape the implementation climate.

This is a well-written manuscript and the findings are informative for explaining how supervisors' behaviors shape the implementation climate. One issue that needs to be addressed is the lack of findings suggesting ways in which supervisors' may have a negative influence on implementation climate. The paper focuses primarily on the positive ways that supervisors influence climate. This may be a result of referral procedures that involved asking supervisors to identify staff with experience implementing the intervention and inviting them to attend voluntary focus groups. This manuscript would make a stronger contribution to the literature if the study had also highlighted the negative ways in which supervisors influence implementation climate.

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