Reviewer’s report

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

Version: 0 Date: 17 Jul 2019

Reviewer: Justin Benzer

Reviewer's report:

This study intends to generate new knowledge regarding how supervisor behaviors affect implementation climate, where the supervisor behaviors are defined as diffusing information, synthesizing information, selling implementation, and translating top management plans to front-line workers. That is, we know that these factors influence implementation climate, but don't know enough about how this process works. The introduction promises to develop specific implementation strategies.

This is an important topic and the paper is generally well-written. My concerns are there is a limited amount of data to analyze, and the novel contribution of this work is not clear.

Introduction

1. I found the last paragraph hard to follow. Consider revising to enhance clarity.

Methods

1. Use of open coding, and then applying a framework onto the data

2. 87 excerpts is not a lot of data to base conclusions on, and particularly, when you consider the amount of data available for each of the sub-codes within the four leader behaviors.

   a. 11 codes for diffusing information (40 excerpts; 3.63 per code)
   b. 6 codes for synthesizing information (24 excerpts; 4 per code)
   c. 7 codes for mediating (48 excerpts; 6.85 per code)
   d. 6 codes for selling (6 excerpts; 1 per code)

3. I don't agree that you can use the quantity of excerpts to determine the strength of the relationship. The quantity may be a methodological artifact. I don't think you can make a statement about the cause of the quantity because you didn't develop an interview guide and sampling plan to specifically assess leadership behaviors.
Results

4. There is a lot of detail here, but much of it seems to be a rehash of what we already know about leadership behaviors from prior work. There may be some marginal value to explicating the associations that we already expect from the theory, but I am not sure that this is the appropriate dataset given that there is so little data on leadership behaviors. It would be helpful to focus the reader on the novel contribution of this work. What does the study tell us that we wouldn’t already expect? This was not clear to me from the results (or from the discussion).

5. Table 1: I liked the presentation of a positive and negative example for diffusing information, but then I look at the codebook and see that it is only one dimension of the diffusing concept. There is more detail for mediating, but again it is incomplete.

Minor:

1. In several sections, the authors imply that the paper will address whether and how supervisors affect implementation climate. The former seems to require hypothesis testing, and so I believe that the paper is only addressing the how question.

2. Participants. Although the authors do not have data on how many people were approached, it would be helpful to know how many employees and supervisors are in each of the units.

3. It would be helpful to briefly define the tasks of the three units: intake, behavioral health, ongoing.

Level of interest
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An article of limited interest

Quality of written English
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