

應用調節焦點理論探討企業工作團隊多元性、觀點採用與個人創造力:認知需求與團隊領導的角色

過錄編碼簿[CODEBOOK]

Measures and Codes for Questionnaire items (with Chinese)

Construct and Source	Operational Measure	value label
<p>Individual member creativity (Tierney, Farmer & Graen, 1999) Code: IMC1-IMC9 Source: leader and employee Time: third wave</p>	<ol style="list-style-type: none"> 1. Demonstrated originality in his/her work. 在工作中展現出了原創性 2. Took risks in terms of producing new ideas in doing job. 冒著風險提出了執行工作的原創性想法 3. Found new uses for existing methods or equipment. 找到了現有的工作方法或工具的新用途 4. Solved problems that had caused others difficulty. 解決了給他人造成困難的難題 5. Tried out new ideas and approaches to problems. 嘗試瞭解決問題的新想法、方法 6. Identified opportunities for new products/processes. 發現了新產品或新工作流程的機會 7. Generated novel, but operable work-related ideas. 在工作中發現有創意，並且可操作的想法 8. Served as a good role model for creativity. 是有創造力的員工模範 9. Generated ideas revolutionary to our field. 提出了我們領域的,具有革新性的想法 	<p>1=非常不同意 2=不同意 3=稍微不同意 4=中立 5=稍微同意 6=同意 7=非常同意</p>

Construct and Source	Operational Measure	value label
<p>Perspective taking (Grant & Berry, 2011) Code: PT1-PT4 Source: employee Time: second wave</p>	<ol style="list-style-type: none"> 1. On the job, I frequently try to take other members' perspectives. 在工作中，我常常嘗試採納其他成員的觀點 2. At work, I often imagine how other member is feeling. 工作當中，我常想像其他成員的感受為何 3. On the job, I make an effort to see the world through other members' eyes. 在工作當中，我努力透過其他同仁的眼中看這個世界 4. At work, I regularly seek to understand other members' viewpoints. 工作時，我經常努力理解他人的觀點 	<p>1=非常不同意 2=不同意 3=稍微不同意 4=中立 5=稍微同意 6=同意 7=非常同意</p>
<p>Individual learning orientation (VandeWalle, 1997) Code: ILO1-ILO5 Source: employee Time: first wave</p>	<ol style="list-style-type: none"> 1. I am willing to select a challenging work assignment that I can Learn a lot from. 我樂於選擇一個能學到更多的挑戰性任務安排 2. I often look for opportunities to develop new skills and knowledge. 我常尋求發展新技能與新知識的機會 3. I enjoy challenging and difficult tasks at work where I'll learn new skills. 我喜歡具挑戰性且困難的任務,而可以從中學到新技能 4. For me, development of my work ability is important enough to take risks. 對我而言，發展工作能力是重要的，我願意為此承擔風險 5. I prefer to work situations that require a high level of ability and talent. 我比較喜歡對執行能力或才能有較高要求的工作 	<p>量尺 1 - 7 分 1=非常不同意 4=中立 7=非常同意</p>

Construct and Source	Operational Measure	value label
<p>Workgroup learning orientation (Bunderson & Sutcliffe, 2003)</p> <p>Code: WLO1-WLO5</p> <p>Source: leader and employee</p> <p>Time: first wave</p>	<p>Please assess to what extent the following statements accurately describe your team. Our team...</p> <ol style="list-style-type: none"> looks for opportunities to develop new skills and knowledge. 我們團隊尋求發展新技能與新知識的機會 likes challenging and difficult assignments that teach new things. 我們團隊喜歡具挑戰性且困難的任務，可從中學到新技能 is willing to take risks on new ideas in order to find out what works. 我們團隊為了發現具有可行性的新想法，願意承擔風險 likes to work on things that require a lot of skill and ability. 我們團隊喜歡對於執行能力或才能有較高要求的工作 sees learning and developing skills as very important. 我們團隊視學習與發展技能為非常重要的事情 	<p>1=非常不同意</p> <p>2=不同意</p> <p>3=稍微不同意</p> <p>4=中立</p> <p>5=稍微同意</p> <p>6=同意</p> <p>7=非常同意</p>
<p>Elaboration of information Hoever et al. (2012):</p> <p>Code: EO1-EO15</p> <p>Source: employee</p> <p>Time: second wave</p>	<ol style="list-style-type: none"> In this team, members freely express their, information, ideas and perspectives. 在我們的團隊中，成員們可自由表達他們的訊息、想法與觀點。 In this team, members acknowledge the information, ideas, and perspectives shared by other team members. 在我們的團隊中，成員們感謝彼此分享的資訊、想法與觀點 In this team, members engage in constructive joint discussion of different ideas and perspectives and build on each other's ideas and suggestions. 在我們的團隊中，成員們建設性地共同討論不同的想法與觀點，並發展彼此的觀點與想法 In this team, members integrate different information, ideas, and perspectives. 在我們的團隊中，成員們整合彼此不同的訊息、構想與觀點 	<p>1=非常不同意</p> <p>2=不同意</p> <p>3=稍微不同意</p> <p>4=中立</p> <p>5=稍微同意</p> <p>6=同意</p> <p>7=非常同意</p>
<p>Creative self-efficacy Tierney and Farmer's (2003)</p> <p>Code: CSE1-CSE3</p> <p>Source: employee</p> <p>Time: second wave</p>	<ol style="list-style-type: none"> I have confidence in my ability to solve problems creatively. 我對自己運用創意解決問題的能力有信心。 I feel that I am good at generating novel ideas. 我覺得自己擅長於想出創新的點子。 I have a knack for further developing the ideas of others. 我很擅長從別人的點子中，發展出另一套自己的想法。 	<p>1=非常不同意</p> <p>2=不同意</p> <p>3=稍微不同意</p> <p>4=中立</p> <p>5=稍微同意</p> <p>6=同意</p> <p>7=非常同意</p>

Construct and Source	Operational Measure	value label
<p>Team creativity (Shin & Zhou, 2007) Code: TC1-TC4 Source: leader Time: third wave</p>	<p>1. How well does your team produce new ideas. 我的團隊產出的新點子相當好 2. How useful are those idea. 這些點子非常好用 3. How creative do you consider your team to be. 我認為我的團隊很有創造力 4. How significant are those ideas to your team. 這些發展出來的新點子對團隊影響甚鉅</p>	<p>1=非常不同意 2=不同意 3=稍微不同意 4=中立 5=稍微同意 6=同意 7=非常同意</p>
<p>Individual creativity (objective measures) Code: IC1-IC4 Source: leader Time: third wave</p>	<p>1. Research reports, 研究報告的數量: _____ 2. patent announcements, 專利公告數量: _____ 3. invention disclosure forms, 發明專利公告表 4. and ideas proposed during suggestion programs 建議計畫書所提出的想法的數量: _____</p>	
<p>Need for cognition (Cacioppo, Petty, Feinstein & Jarvis, 1996) Code: NFC-NFC18 Source: employee Time: first wave</p>	<p>1. I would prefer complex to simple problems. 我喜歡複雜更勝於簡單的問題 2. I like to have the responsibility of handling a situation that requires a lot of thinking. 我樂於負責處理需要大量思考的情勢 3. Thinking is not my idea of fun. (R) 思考並非我認為有樂趣的事情 4. I would rather do something that requires little thought than something that is sure to challenge my thinking abilities. (R) 我寧可從事只需要少量思考的事情，也不想去那些挑戰我思考能力的工作 5. I try to anticipate and avoid situations where there is likely a chance I will have to think in depth about something. (R) 我盡可能預期並且避免掉可能需要我做深度思考事情的機會 6. I find satisfaction in deliberating hard and for long hours. 我在長時間的努力思索中得到滿足感 7. I only think as hard as I have to. (R) 我僅作必要的思考,而不會更多 8. I prefer to think about small, daily projects to long-term ones. (R) 我寧可思考小規模的、日常專案，而非長期專案 9. I like tasks that require little thought once I've learned them. (R) 我喜歡曾經學習過、需要少量思考的任務 10. The idea of relying on thought to make my way to the top appeals to me. 仗著思考讓我成功走向</p>	<p>1=非常不同意 2=不同意 3=稍微不同意 4=中立 5=稍微同意 6=同意 7=非常同意</p>

Construct and Source	Operational Measure	value label
	<p>頂尖，此一想法很吸引我</p> <p>11. I really enjoy a task that involves coming up with new solutions to problems. 我真的享受/喜歡需要提出新的解決方案的任務</p> <p>12. Learning new ways to think doesn't excite me very much. (R) 學習新的思考方法不會使我感到非常興奮</p> <p>13. I prefer my life to be filled with puzzles that I must solve.我寧可我的人生當中充滿了必須解決的謎</p> <p>14. The notion of thinking abstractly is appealing to me. 抽象思考的概念吸引我</p> <p>15. I would prefer a task that is intellectual, difficult, and important to one that is somewhat important but does not require much thought. 我較喜歡需要智力、困難且重要的任務，更勝於有點重要但不需太多思考的任務</p> <p>16. I feel relief rather than satisfaction after completing a task that required a lot of mental effort. (R) 在完成需要大量精神投入的任務之後，我有解脫感,而不是滿足感</p> <p>17. It's enough for me that something gets the job done; I don't care how or why it works. (R) 對我而言，可以將工作達成就足夠了，我不在意進行的過程及方法</p> <p>18. I usually end up deliberating about issues even when they do not affect me personally. 即使當問題並不會影響我個人，我最終還是對他們進行深思。</p>	
<p>Holistic Thinking (Choi et al., 2007) Code: HT1-HT24 Source: employee Time: first wave</p>	<p>1. Everything in the universe is somehow related to each other. 宇宙間萬物多少有些相關</p> <p>2. Nothing is unrelated. 凡事皆相關</p> <p>3. Everything in the world is intertwined in a causal relationship. 世間每樣事物皆有其因果關係</p> <p>4. Even a small change in any element of the universe can lead to significant alterations in other elements.宇宙中任何元素微小的改變都能導致其他元素的重大改變</p> <p>5.Any phenomenon has numerous numbers of causes, although some of the causes are not known. 任何現象皆有其為數眾多的原因，即使有些原因未明</p> <p>6. Any phenomenon entails a numerous number of consequences, although some of them may not be known. 任何現象皆有其為數眾多的後果，即使有些後果不明</p> <p>7. It is more desirable to take the middle ground than go to extremes. 採取中庸之道比走向極端更令人嚮往</p> <p>8. When disagreement exists among people, they should search for ways to compromise and embrace everyone's opinions.</p>	<p>1=非常不同意</p> <p>2=不同意</p> <p>3=稍微不同意</p> <p>4=中立</p> <p>5=稍微同意</p> <p>6=同意</p> <p>7=非常同意</p>

Construct and Source	Operational Measure	value label
	<p>當人們存在不同意見時，他們應該尋求妥協之道，並且接納每一個人的意見</p> <p>9. It is more important to find a point of compromise than to debate who is right/wrong, when one's opinions conflict with other's opinions. 當有人與其他人意見相左時，尋求妥協點比辯論誰是誰非更為重要</p> <p>10. It is desirable to be in harmony, rather than in discord, with others of different opinions than one's own. 與其他不同意見的人相處時，和諧的氣氛比不和諧更令人嚮往</p> <p>11. Choosing a middle ground in an argument should be avoided. (R). 在爭論中應該避免選擇中間路線</p> <p>12. We should avoid going to extremes. 我們應該避免走向極端</p> <p>13. Every phenomenon in the world moves in predictable directions. (R) 世間的每一個現象皆朝可預測的方向進展</p> <p>14. A person who is currently living a successful life will continue to stay successful. (R) 一個現在過得一帆風順的人，將繼續保持其成就</p> <p>15. An individual who is currently honest will stay honest in the future. (R) 一個現在誠實的人，未來也會是誠實的</p> <p>16. If an event is moving toward a certain direction, it will continue to move toward that direction. (R) 假如一個事件朝向某一個特定方向進行，未來也將會朝同方向進展</p> <p>17. Current situations can change at any time. 目前的局面是隨時會改變的</p> <p>18. Future events are predictable based on present situations. (R) 未來的事物可基於目前的情勢來做預測</p> <p>19. The whole, rather than its parts, should be considered in order to understand a phenomenon. 為瞭解一個現象，通盤考量應該更勝於局部的思考</p> <p>20. It is more important to pay attention to the whole than its parts. 關注事情的全貌比僅僅關心一部分還要重要</p> <p>21. The whole is greater than the sum of its parts. 全部是大於部分的總和</p> <p>22. It is more important to pay attention to the whole context rather than the details. 關注整體的背景比關注細節更為重要</p> <p>23. It is not possible to understand the parts without considering the whole picture. 不考慮事物的整體，是不可能理解該事物的構成部分的。</p> <p>24. We should consider the situation a person is faced with, as well as his/her personality, in order to understand one's behavior. 要瞭解一個人的行為，我們應該要考量到他(她)所面對的情勢、以及</p>	

Construct and Source	Operational Measure	value label
	他(她)的個性	
<p>Inclusion in decision-making</p> <p>Code: IDM1-IDM10</p> <p>Source: employee and leader</p> <p>Time: first wave</p>	<p>1. In this team, members' input is actively sought. 我們團隊主動尋求成員的投入</p> <p>2. It is clear that this team perceives members' input as a key to its success. 很明顯, 我們團隊把成員的投入當成團隊成功的關鍵</p> <p>3. Members in this team are empowered to make work-related decisions on their own. 團隊成員獲得授權可以制定工作相關的決策</p> <p>4. In this team, members' ideas are judged based on their quality, and not based on who expresses them. 團隊成員想法好壞的判斷是根據想法本身的品質, 而非根據人</p> <p>5. This team has a climate for healthy debate. 團隊裡具有良性辯論的氛圍</p> <p>6. In this team, everyone's ideas for how to do things better are given serious consideration. 每一位成員所貢獻的工作良方都能被認真的考慮</p> <p>7. Members in this team are encouraged to offer ideas on how to improve operations outside of their own areas. 團隊鼓勵成員從本身以外的專業領域提供改善作業的想法</p> <p>8. In this team, members' insights are used to rethink or redefine work practices. 我們團隊應用成員的見解來重新思考與重新定義工作實務</p> <p>9. In this team, members exercises the belief that problem-solving is improved when input from different roles, ranks, and functions is considered. 團隊成員相信, 當不同的角色、不同的層級與功能的投入皆被考量時, 問題解決品質將獲得改善</p> <p>10. Members of this team engage in productive debates in an effort to improve decision making. 團隊成員致力於有生產力的辯論以努力改善決策品質</p>	<p>1=非常不同意</p> <p>2=不同意</p> <p>3=稍微不同意</p> <p>4=中立</p> <p>5=稍微同意</p> <p>6=同意</p> <p>7=非常同意</p>