



TRUST AND RELATIONAL MEASURES

BY DR. MICHELE WILLIAMS

Multi-dimensional Measure: **Perspective Taking**

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Reference:

Williams, M. (2012). Perspective taking: Building positive interpersonal connections and trustworthiness one interaction at a time. In K. Cameron & G. Spreitzer (Eds.), *Oxford Handbook of Positive Organizational Scholarship*. New York: Oxford University Press. (Citations: 12 on Google Scholar)

Williams, M. (2016) Thinking about you: Perspective taking, perceived restraint, and performance In T. Kong and D. Forsyth (eds.) *Leading through organizational conflict: Into the fray*. New York: Palgrave MacMillan.

Instructions and response scale:

Please indicate your agreement or disagreement with each of the following statements using the scale below.

- 1 Strongly Disagree
- 2 Disagree
- 3 Neither Agree nor Disagree
- 4 Agree
- 5 Strongly Agree



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Multi-dimensional Perspective Taking Measure

Appraisal-related Perspective Taking Items¹

(Coefficient $\alpha = 0.77$)

- When dealing with others, I try to imagine how my actions will affect things that are important to them.
- When interacting with others, I try to understand why particular issues hold emotional significance for them.
- When interacting with others, I try to look at things from their perspective.

Affective Perspective Taking

(Coefficient $CL = 0.88$, adapted from Davis, 1983; Batson et al., 1995; Galinsky et al., 2008)

- When dealing with others, I try to imagine how my actions will affect things that are important to them.
- When interacting with others, I try to understand why particular issues hold emotional significance for them.
- When interacting with others, I try to look at things from their perspective.

Cognitive Perspective Taking

(Coefficient $CL = 0.81$, items from Davis, 1983)

- I try to look at everybody's side of a disagreement before I make a decision.
- I believe that there are two sides to every question, and try to look at them both.
- When I'm upset at someone, I usually try to "put myself in his shoes" for a while.

¹ Measurement scale used by Williams, M. & Emich, K.* (2014). The experience of failed humor: Implications for interpersonal affect regulation. *Journal of Business and Psychology*, 29(4): 651-668.

For Additional Information about Scale Development, please see presentation below or contact Dr. Michele Williams at michele-williams@uiowa.edu

Williams, M. 2016. [Developing Measures for Relational Concepts](#). Presentation at the 2016. Annual Meetings of the Academy of Management, Anaheim, CA.



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4-item Measure: **Perspective Taking**

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Instructions and response scale:

Using the scale below, please indicate the extent to which you:

- 1 not at all
- 2 to a small extent
- 3 to a moderate extent
- 4 to a great extent
- 5 to a very great extent

Four-item Measure of Perspective Taking

Version 1²

I try to...

- Look at things from the perspective of others.
- Imagine how my actions will affect things that are important to others.
- Understand why particular issues hold emotional significance for others.
- Look at matters in terms of other people's personal concerns. I look at matters in terms of my patients' personal concerns.

Version 2: (See Next Page)



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4-item Measure: **Perspective Taking**

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Version 2: Target Specific perspective taking (individual or profession, alphas range, e.g., Jim, my boss, patients, nurses, doctors, customers)²

- I look at things from the perspective of my patients.
- I imagine how my actions will affect things that are important to my patients.
- I understand why particular issues hold emotional significance for my patients.
- I look at matters in terms of my patients' personal concerns.

²Measurement scale used by:

Williams, M. & Polman E. (2015). Is it me or her? How gender composition evokes interpersonally sensitive behavior on collaborative cross-boundary projects. *Organization Science*, 26(2): 334-355.

Ramarajan, L., Rothbard, N. P., & Wilk, S. L. (2017). Discordant vs. Harmonious Selves: The Effects of Identity Conflict and Enhancement on Sales Performance in Employee–Customer Interactions. *Academy of Management Journal*, 60(6), 2208-2238.

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