

Management Support and Workplace Health Promotion: Field Test of the Leading by Example (LBE) Assessment Tool

Purpose. This study tested a repeated-measures application of the Leading by Example (LBE) questionnaire, a self-report instrument measuring organizational leadership support for health promotion. *Design.* The efficacy of the LBE was tested in a quasi-experimental health promotion intervention trial. Twelve worksites were assigned to three intervention conditions (i.e., control, moderate, high intensity). *Setting.* The worksites were selected from a large U.S.-based chemical company. *Subjects.* Baseline data were collected from employees in various job roles in 2005 (N = 125). Follow-up data were collected in 2006 (N = 114) and 2007 (N = 106). Response rates ranged from 54% to nearly three-fourths of potential respondents. *Intervention.* Worksites assigned to both treatment conditions received changes in the built environment via supports for weight management. Worksites assigned to the intense condition received additional elements designed to impact leadership's support for a positive health promotion climate. *Measures.* Four LBE factors measuring management support for health were assessed over time. *Analysis.* The Kruskal-Wallis H-test and analyses of variance/covariance were used to compare LBE scores. *Results.* Significant changes from baseline to 2006 were identified for the four factors ($p < 0.000$) of the LBE. No significant changes were found from 2006 to 2007. *Conclusions.* The LBE effectively captured perceptions of management support for health. Researchers and practitioners alike should consider using the LBE to track and evaluate perceptions of management support for health promotion.