Research Opportunities – Army Research Institute

INGRoup Conference
Arlington, VA
23 Jul 2010

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Complexity of Teams

- Multiple tasks
- Multiple teams
- Multiple locations
- Diversity of communication media
- Team volition & choice
- Temporal evolution
A Classic View

Some Characteristics
• Common goal
• Internal interdependence
• Defined boundary
• Defined roles (usually)
A (Somewhat) Different View

Some Characteristics
- Common goal
- Variable interdependence
- Semi-permeable boundary
- Defined roles (usually)
A More Complex View

Some Characteristics
- Multiple teams, tasks, goals
- Complex network of nested individuals
- Semi-permeable boundaries
... Changing Across Time
Some Thoughts

- Interdependence can (and likely does) vary within teams, across tasks, and across time
- Static views of teams do not capture the rich dynamics of the real world
- Understanding adaptation requires a temporal view of the team (and system)
- Teams often can (and do) make conscious choices about virtuality, distribution, leadership, structure – and may change these choices during task performance!
Some Suggestions

We need additional insight from:

- Qualitative field studies
- Alternate quantitative models (e.g., Social Network Analysis)
- Strong longitudinal, developmental models and analysis
Research Contracts

- Broad Agency Announcement – W5J9CQ-10-R-0011
  - Proposals due in early October
  - Get formal announcement from [www.fedbizopps.gov](http://www.fedbizopps.gov)
  - Talk to your Office of Sponsored Research
- Have an idea? Send us a white paper
  - [Paul.Gade@us.army.mil](mailto:Paul.Gade@us.army.mil) (until Jan 2011)
  - [Jay.Goodwin@us.army.mil](mailto:Jay.Goodwin@us.army.mil)
Research Contracts

• Topic must have some relevance to the Army
  – Personnel Testing, Training, Leader Development, Organizational Effectiveness
• Think “breaking new ground” not “incremental steps”
• Average contract is ~230K/year for 2-3 years
• Early Career Award (<5 yrs from PhD) is ~110K/year for 12-24 months