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**Have something of interest to the INGRoup community?**

Write a column for the newsletter!

Submissions accepted in December, March, August and may include:

- Book Reviews
- Research Issues
- Funding Opportunities
- Teaching Approaches
- Insights about Interdisciplinary Research Collaborations

All material for publication should be submitted to the Editor as an email attachment in Microsoft Word or Word Perfect format and sent to kemich@udel.edu

**INGROUP Communications**

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**Inside this issue:**

From the Editor	2
The History of INGRoup: A 10-Year Retrospective	2
2015 Conference Summary	3
INGROUP 2015 Award Winners	4
Looking Ahead to Helsinki	5

**President's Essay**

**Groups and Teams Research: The Next 10 Years**

With our 10<sup>th</sup> annual conference, the Interdisciplinary Network for Group Research (INGROUP) reached an important milestone. Although a young organization, we've become one of the favorite conferences for many researchers in groups and teams. But, rather than reflect on what we've accomplished as an organization, I want to use this, my last essay as president, to speculate about important potential developments for the field. I do this to help plant the seeds for thinking about how to shape our field and the kind of influence we want to have on scholarship in groups and teams, and, on society more broadly.

First, we can think about evolving our contributions to new domains. In the past few years, INGRoup members have been actively working to develop team research in areas rarely explored by our community. This includes studying scientific research teams (e.g., Cummings et al., 2013), cyber security teams (e.g., Steinke et al., 2015), and now even studying spaceflight teams (e.g., Salas et al., 2015). Each of these domains are of significant societal relevance for the 21<sup>st</sup> century.



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As such, they represent important topics for what is called use-inspired basic science (Stokes, 1997). This is research that is on a quest for fundamental understanding, but also has a consideration for eventual applications. Just as INGRoup members have long been making important contributions to our understanding of groups and teams in organizations, the military, and in healthcare, we can now increase our understanding in these new areas. By adding to our body of knowledge about groups and teams in these domains, we provide the foundation for new methods and technologies designed to improve effectiveness.

Second, we need to start thinking more broadly about what it means to study groups and teams when humans are not the only member of a team. Although members of INGRoup have been studying the role of technology in teams for decades (e.g., Zigurs, Poole, & DeSanctis, 1988), advances in cognitive computing (Modha et al., 2011) and artificial intelligence (Wang, Kinsner, & Zhang, 2009), are maturing in ways that they are significantly changing the contexts we study. As such, I see this as an important

topic that cuts across virtually all of the domains studied by INGRoup researchers. At a minimum, we need to understand the impact of creating machines that will be taking on traditional team roles. Even more important, though, we need to study the effects of technologies creating new roles for teams because of advanced intelligence, that is, a robot or software system endowed with social intelligence and capable of cognition and coordination with teammates (cf. Goodrich et al., 2011). Fundamentally, then, we need to understand how this will alter group dynamics and processes within teams where an intelligent *technology* is a genuine team member. With the increased prevalence of artificial intelligence, our research must help society deal with this shift where technology is transitioning from tool to teammate.

Third, INGRoup needs to embrace new ways of thinking about research on groups and teams. Over the past few years, we've seen important developments in emerging interdisciplinary fields. These complement the study of groups and teams by, for example, incorporating new methods (e.g., Computational Social Science, Lazer et al., 2009), or, the adaptations of technologies from fields like neuroscience (e.g., Stevens et al., 2013), or, represent innovations via inclusion of non-traditional disciplines like biology (e.g., Collective Intelligence, Malone & Bernstein, 2015). In this vein, an important development on the horizon, and one ripe for broader exploration by groups and teams researchers, is Design Thinking (e.g., Brown, 2008). This is a fascinating development in that concepts and methods from fields with 'design' at their core (e.g., architecture, product development), are being adopted by other fields to improve their process. This includes, for example, helping represent complex problems with collaborative modeling (e.g., Renger et al., 2008), or helping scientists think differently about how to develop theories (e.g. Yajima, 2015). Another increasingly influential development is adoption of systems thinking and attempts to understand complex societal or organizational issues. These consist of non-linear relationships and inhibitory and/or augmenting feedback loops with variable delays between cause and effect (Meadows & Wright, 2008). Although some INGRoup members have long recognized the relevance of systems thinking for groups research (e.g., Arrow, McGrath, & Berdahl, 2000), it is becoming increasingly prevalent across a variety of fields of scholarship (e.g., Flood, 2010). Im-

*(President's essay, Continued on page 4)*

## From the Editor

In this latest version of the newsletter I hope you enjoy a series of stories and summaries of the plethora of events that occurred at last year's INGRoup conference in Pittsburgh.

In this issue we go from past to present to future, beginning with a ten-year retrospective on the history of INGRoup written by Richard Kettner-Polley, Joann Keyton, Franziska Tschan, Laurie Weingart, and Gwen Wittenbaum. Next, we feature a number of pieces on recent additions to the INGRoup conference. First, student board member representative Esther Sackett, INGRoup president elect Leslie DeChurch, Noshir Contractor, and Kathryn Dalrymple provide a summary of the second annual INGRoup doctoral consorti-



**Kyle J. Emich**  
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um. Twenty-five doctoral students and fourteen faculty members, representing twenty-three institutions from six countries, attended! Additionally, last year INGRoup held two workshops before the conference. Serena Sohrab provides a summary of the workshop focused on teaching about small groups.

Then, we get to the conference itself as conference program chair Roni Reiter-Palmon provides an exciting summary of the ten year anniversary program in Pittsburgh. Briefly, last year, we had a whopping 252 attendees, 92 of which were first timers!

Finally, 2016 conference program chair Mikko Korja helps turn our attention to the future and INGRoup's first international conference taking place in just half a year in Helsinki, Finland. He discusses the history of Aalto University as it relates to INGRoup and provides some insight into what to expect from the 2016 confer-

ence. So, I hope all you got in your submissions and are looking forward to this year's festivities! I hope to see all of you in Finland for some summer fun and learning!

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## The History of INGRoup: A 10-Year Retrospective

Contributed by Richard Kettner-Polley, Portland, OR, Joann Keyton, North Carolina State University, Franziska Tschan, Université de Neuchâtel, Laurie Weingart, Carnegie Mellon University, and Gwen Wittenbaum, Michigan State University

The seeds for INGRoup go back to 2001 and 2002 as Richard Moreland, Joe McGrath, M. Scott Poole, and John Rohrbach initiated two National Science Foundation sponsored meetings. These meetings united group scholars across disciplines to discuss theoretical perspectives for understanding groups and generated avenues for future research directions. The first meeting resulted in a 2005 book, *Theories of Small Groups: Interdisciplinary Perspectives* (M. Scott Poole and Andrea Hollingshead, Editors; Sage Publications). In addition, versions of chapters from this book appeared in two different issues of *Small Group Research* in 2004 (Volume 35, issues 1 and 3). Three members of the INGRoup organizing committee (Gwen Wittenbaum, Joann Keyton, and Rick Kettner-Polley) participated in these meetings.

The next year, towards the end of a 2003 conference sponsored by the European Association of Experimental Social Psychology and organized by Bianca Beersma, Carsten de Dreu, Bernard Nijstad, and Daan van Knippenberg, a small group of largely social psychologists longed to replicate what they had just experienced: a conference where group research is central, yet one that occurs annually and attracts scholars across disciplinary boundaries. From these small conference meetings, Verlin Hinsz, Andrea Hollingshead, Bernard Nijstad, Laurie Weingart, and Gwen Wittenbaum emerged as an ad hoc committee with the initial plan to host a conference in 2005--a goal that proved to be a bit too ambitious.

Yet, the seeds were planted. The years following these meetings were spent assessing interest for an annual interdisciplinary groups conference, developing momentum, and forming a group to move the initiative forward. Gwen Wittenbaum and Laurie Weingart invited

Joann Keyton, Rick Kettner-Polley, and Franziska Tschan to form an organizing committee to create what would become INGRoup and its associated conference. These five scholars met in Ludington, Michigan from July 6-8, 2005. The committee discussed ideas, made decisions, and generated plans that became INGRoup, including the name of the organization and its associated acronym. Their plan was to hold the first INGRoup conference in July, 2006 with the hope that 50 to 75 participants would attend. The plan was to organize a conference that was welcoming, open and inclusive, multidisciplinary, and fun. Sessions would be topical, grouping together presentations from different disciplines to cross-pollinate ideas. If that conference was successful, they agreed to host two more.

To the committee's surprise, the inaugural INGRoup conference in Pittsburgh, PA, USA attracted over 150 attendees. It was clear that the conference tapped into an unmet need. The program offered an abundance of riches--emerging and classic lines of research, methodological insights, theoretical review and integration, and plenary panels including senior scholars from social psychology, industrial/organizational psychology, communication studies, and organizational behavior.

Subsequent conferences hosted by the original committee were held in Lansing, MI, Kansas City, MO, and Colorado Springs, CO. By the second conference, it became clear that INGRoup was here to stay and the process to form a non-profit professional association was begun. Now, 10 years later INGRoup is a thriving conference and association. We look forward to another 10!

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# 2015 INGRoup Conference Summary

## Conference Summary from the Program Chair

The 2015 INGRoup Conference had 252 participants, of which 92 were first-time attendants. We have set a record for INGRoup attendance! Most of them (about 75%) came



Roni Reiter-Palmon  
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from the US, the others from 14 other countries: Australia, Austria, Belgium, Canada, Finland, France, Germany, Iran, Israel, Netherlands, Portugal, Saudi Arabia, Switzerland and the UK. There were 126 accepted contributions, of which 88 were papers, 27 were posters, 5 were panels, and 6. Most participants were from Psychology, Organi-

zational Behavior, and Management, with a few representatives from several other fields such as communication, sociology, computer science and education.

The Friday night event brought us to the Pittsburgh Zoo. During the dinner reception, docents circulated with exotic animals for attendees to view up close and, in some cases, touch or feed. The dinner reception was followed by a brief presentation by Dr. Joseph Gaspard, animal behavior expert and Director of Science and Conservation. Dr. Gaspard discussed the group and social behavior of a variety of animal species, including their implications for the broader ecosystems and the impact of conservation efforts. Overall, the 2015 INGRoup experience was a success as it got back to its roots in Pittsburgh, and many members are excited for the first international conference next year in Helsinki.

## INGRoup Doctoral Consortium

Contributed by Esther Sackett, Duke, Leslie DeChurch, Georgia Tech, Noshir Contractor, Northwestern, and Kathryn Dalrymple, Georgia Tech

This year's conference started off with a bang! It wasn't the veterans meeting or the President's motorcade, but the 2nd installment of the INGRoup Doctoral Consortium (<http://bit.ly/INGRoup-DC-2015>)! Twenty-five doctoral students and fourteen faculty members descended on Pittsburgh two days before the start of INGRoup to share trade secrets and sneak a peek at recent advances in computational social science approaches to research on groups. The consortium convened researchers from Organizational Behavior, Psychology, Communications, and Human Computer Interaction, representing 23 institu-

## INGRoup Teaching Workshop

In the last INGRoup conference, Poppy McLeod (Cornell University), Mary Waller (York University), Lisa Schreiber (Millersville University), and Serena Sohrab (University



Serena Sohrab

of Ontario Institute of Technology) offered a pre-conference workshop on teaching about small groups. Twenty three educators from various disciplines—communication, management, operation management, etc.—attended this hands-on workshop which focused on discussing principles and techniques for using experiential learning approaches for teaching undergraduate and graduate level courses in small groups.

The workshop was designed in two parts.

In the first part of the workshop, participants learned about course design and administration. In this part of the workshop, designs of two courses—Managing Team Dynamics designed by Mary Waller and Communication and Decision-Making in Groups designed by Poppy McLeod-- were discussed in detail. The second part of the workshop, designed based on participants' unique needs, focused on discussing various tools and techniques available to enhance students' learning experiences. In several round table discussions, participants shared their experiences with different experiential activities and discussed strategies for enhancing student learning in traditional as well as hybrid class settings. In addition to the material covered during the workshop, participants received a packet including three different course outlines, various teaching resources, and a list of popular experiential activities suitable for teaching about small groups and teams.

INGRoup Doctoral Consortium, Continued on Page 7

portant for INGRoup, the increasing adoption of techniques like systems modeling (e.g., Trochim et al., 2006), or dynamical systems modeling (Gorman et al., 2012), represent important additions to our methodological toolkit. In short, as we become more sophisticated in our thinking about groups and teams, we must seek out and help develop approaches that can help test our theorizing.

Finally, I want to conclude by encouraging INGRoup members to embrace the service component of their research. What I mean by this is to think beyond traditional views of service such as committee membership or journal reviewer or editor. By service I mean actively working to improve society by exposing stakeholders to groups and teams research and/or helping them see the relevance of this research to societal needs. As an example, members of INGRoup have played an active role in helping to develop the "Science of Team Science" through work with the National Science Foundation and the National Institutes of Health (e.g. Vogel et al., 2012), and with policy organizations such as the National Academies of Science. This recently culminated in the publication of a National Research Council report, "*Enhancing the Effectiveness of Team Science*" (Cooke & Hilton, 2015). As an indication of the demand society has for such knowledge, this was one of the most sought after reports published by National Academies Press in 2015. This is but just one indicator of one type of the kind of influence and impact INGRoup members can have. I encourage INGRoup members to take on this challenge and work with colleagues to similarly influence policy for societal benefits. Another new development where I'd like to see INGRoup members more actively involved is the general area of "open science". This is a broad label that encompasses attempts to improve the way we do science through reproducibility and replication, as well as by creating new mechanisms for data sharing (Nosek & Bar-Anan, 2012), and by changing the way we do peer review and the way we publish. These are developments that INGRoup members should not only participate in, but also developments we should be studying. Open Science has, at its core, needs that represent the very topics that INGRoup members have long studied. This includes research on how groups negotiate and make decisions as well as how we coordinate and collaborate in complex endeavors. In the case of open science, though, the focal area is aimed at improving how we do science, and this is something that all of us at INGRoup should embrace.

To conclude, with this brief essay, I've introduced you to exciting developments for our field. With this, I hope it has sparked your imagination with new ways of thinking about your research. And, most importantly, I hope I've motivated you to, over the next 10 years, look beyond our academic confines, not just to study groups and teams, but to help others improve the effectiveness of groups and teams for the betterment of society.

For References please see the Newsletter Supplement

## **2015 INGRoup Award Winners!!!**

### **Joseph E. McGrath Award for Lifetime Achievement in the Study of Groups**

John Mathieu, Professor of Management, University of Connecticut



John Mathieu  
University of Connecticut

### **Richard Hackman Dissertation Award Winner**

Sujin Jang (Winner) —*Bringing Worlds Together: Cultural Brokerage in Multicultural Teams*

### **Richard Hackman Dissertation Award Runner Up**

Betty Zhou—*A Formal Model of Leadership in Team Goal Pursuit: Team Design, Team Composition, and Dynamic Leader Regulatory Processes*

### **Best Conference Paper**

Lyndon Earl Garrett—*With Me and Against Me: Bonding Teammates through Internal Competition*

### **Best Graduate Student Paper:**

Jennifer E. Dannals, Dale T. Miller, and Lindred L. Greer

*Perceptions of "the average" are not averaged perceptions: The over-weighting of deviants in social norm perception*

### **Best Conference Poster Award**

Raquel Asencio, Yun Huang, Leslie DeChurch, Noshir Contractor, Anup Sawant, and Toshio Murase  
*The MyDreamTeam Builder: A Recommender System for Assembling & Enabling Effective Teams*

### **SGR Reviewer Award**

Johannes van Dijk

### **Best SGR Article Winner**

Sarah Harvey, Randall S. Peterson, and N. Anand.

*The Process of Team Boundary Spanning in Multi-Organizational Contexts, September 2014*

## Looking Ahead to Helsinki 2016! Contributed by Mikko Koria

Hello from Helsinki & Aalto University!

When asked to write a short piece for this newsletter I was wondering what could be of interest to the ING audience? At the end of the day I decided to shed some light on how Aalto has evolved into a major Nordic interdisciplinary hub over the last twenty years.

Back in 1995, Helsinki University of Technology, University of Art and Design Helsinki and Helsinki School of Economics launched the International Design Business Management program, joining design, business and technology in a balanced three-way minor studies post-grad offering. The educational core was built on industry projects and collaboration, offering a real live setting for students to work with organizations and businesses in seeking valuable solutions. This was done in response to the demands of industry that felt that higher education was not responsive to their needs.

Over a period of fifteen years, the highly successful initiative served as an example of the gains that could be achieved through collaboration across disciplines, helping to pave the way to the merger that resulted in launching the Aalto University in 2010. By then, new degree programs in sustainability, strategy and product development had also emerged as cornerstones of interdisciplinary learning in the context of the six schools of Aalto, to-

gether with many other non-formal collaborative initiatives.

Early on, to capture learning and support these activities, the new university built a series of “factories” (interdisciplinary platforms for design, media and services) that acted as the rallying points and places for collaboration. Currently the university is expanding the interdisciplinary learning programs towards the undergraduate level and globalizing the factory network to engage in university partners on five continents.

Supported by these learning programs and factories, emerging student-driven entrepreneurship over the last few years has made the Helsinki Start-Up scene one of the most dynamic ones in Europe, with 15,000 visitors to the last major Slush event this year.

Hindsight is always easy, but I don't believe anyone in 1995 could have seen how fast things would evolve and how dynamic the current Aalto interdisciplinary ecosystem would become, starting from one small learning program, creating whole new collaborative learning areas while reaching across the globe. The key enablers involve close ties between academia and business, self-driven student initiatives, the ease of collaboration across organizations, and the will for academia to closely listen to the needs to society and enterprise.

Its been a great ride so far, and we cannot see where it will take us on the long run; what we would like to do, however, is to welcome all the ING 2016 Conference participants to come and see for yourself where we are now, and to engage with us to move to the next level!



Mikko Koria  
Aalto University

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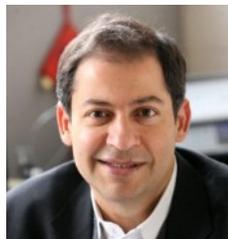
Gwen Wittenbaum



Esther Sackett



Leslie DeChurch



Noshir Contractor



Kathryn Dalrymple

## New Board Members!

The INGRoup Board is pleased to announce **Dr. Leslie DeChurch** as our incoming President! Leslie is a faculty member with the Department of Psychology at Georgia Tech and is a graduate of the I/O Program at Florida International University. She also runs the DELTA Lab focusing on developing effective leaders, teams, and alliances. We would also like to welcome **Verlin Hinsz** as a member of the board, **Matt Cronin** as incoming treasurer, and **Roni Reiter-Palmon** as VP, Association. Verlin is a Professor of Psychology at North Dakota State University. Matt is an Associate Professor of management at George Mason University. Roni is a Professor of psychology at the University of Nebraska-Omaha and Director of the I/O Psych graduate program there.

tions from 6 countries. John Levine and John Mathieu - two McGrath Award Winners - kicked the morning off with talks on *Developing a Program of Research on Groups*. Corrine Bendersky and Brooke Foucault Welles then joined them for a panel discussion on strategies for research on groups at different career stages. Next, Mo Wang gave us the perspective of the funding agency (NSF's Science of Organizations program), sharing his insights on *How to Obtain Grant Funding for Groups Research*. Scott Poole - a third McGrath Award Winner - took us on a journey *Comparing and Contrasting Different Sources of Data on Process and Emergence*. Next it was time to hear about the future of the field. We broke into topic-themed small groups over lunch to discuss students' research projects; this was a highlight of the consortium for many participants. The topics included: Team Conflict & Affect, Networks, Creativity & Innovation, Leadership & Influence, Power & Hierarchy, and Communications & Cognition. The afternoon featured two panels. Linda Argote, Pamela Hinds, Jonathon Cummings, and Matt Cronin discussed the editorial process at top journals in a session titled *Publishing High Impact Group Research*. The capstone panel, anchored by Aniket Kittur, Steve Kozlowski, and Mo Wang energized and inspired the group by previewing the role of *Computational Social Science*, on group research.

We took our discussions over to Lidia's Pittsburgh where we were joined by INGRoup officers Steve Fiore, Mark Clark, Jessica Wildman, and Steve Zaccaro. Feedback from surveys says the consortium was a hit! Students reported that faculty engagement epitomized what is so special about the INGRoup culture. One student said, "It was a really friendly atmosphere. Faculty were amazing and so dedicated and supportive." Another explained that the experience was particularly valuable because "it is rare to get outside faculty feedback on our dissertation ideas." Student participants also appreciated the chance to get to know their peers. "The opportunity to network with other doctoral students, especially ones who share the same interests, was great!" expressed one student participant. "It also helped set the stage for more student interaction during the rest of the conference, which was nice," added another. Given the positive feedback and the higher than anticipated volume of student applicants this year (the organizers received over 40 highly qualified applicants), the INGRoup board is looking into funding opportunities with the hopes of being able to make the consortium an annual or bi-annual event. Our all-day consortium was sponsored by the National Science Foundation (NSF) under award OCI-1244737 entitled "Research Coordination Network on Leveraging Computational Social Science for Understanding Virtual Organizations (PIs Leslie DeChurch & Noshir Contractor)." The consortium was co-organized by Leslie DeChurch, Noshir Contractor, Kathryn Dalrymple, Esther Sackett, and Amy Wax. Student participants were Kent Alipour, Tim Bauerle, Maggie Boyraz, Shanique Brown, Johnathan Cromwell, Steve Gray, Kathryn Dalrymple, Katie Kang, Sejin Keem, Vicki Kennel, Jonathan Kush, Lisa Kwan, Jung Won Lee, Angel Liu, Ozias Moore, Emma Nordback, Esther Sackett, Charles Scott, Mai Trinh, Lisanne van Bunderen, Bart Verwaeren, Juanita Woods, Bei Yan, and Emma Zhao.

### Become a member of INGRoup!

For a nominal fee (\$65 for faculty and professionals and \$20 for students), you can support the ongoing operations of INGRoup. The money supports operating expenses like insurance and credit card processing fees, and development of new member services like upgrading and maintenance of our website. Your membership will help us to maintain stability as we continue to organize conferences showcasing research on groups and teams. In addition, members of INGRoup receive a discounted conference fee and can vote for Elected Board Member positions.

### MemberClicks

Don't lose that connection from the conference!

Use Memberclicks to find email addresses of other INGRoup members.

A benefit of being an INGRoup member is that you can login to the MemberClicks system and check the member directory. While you are there be sure to make sure your information is up to date. And don't forget to add a picture!

<https://ingr.memberclicks.net/>



### Be a Grouper

Please consider making a contribution to INGRoup – show your support for the association and help us maintain financial health. Donors will be recognized in the 2014 INGRoup program. You can make a donation at the "Be a Grouper" tab on our website or send your contribution payable to INGRoup to the address below. For more information, contact Benjamin Herndon at [Benjamin.Herndon@mgt.gatech.edu](mailto:Benjamin.Herndon@mgt.gatech.edu).

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# Newsletter Supplement

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