Fourth Annual Conference

July 16 – 18, 2009
Colorado Springs, Colorado, USA
Crowne Plaza
Program
July 9th, 2009.

Sponsored in part by:

Army Research Institute
David Eccles School of Business
University of Utah
Tepper School of Business
Center for Interdisciplinary Research on Teams
Carnegie Mellon University

Institute for Simulation and Training
Psychology Department
University of Central Florida
SAGE Publications

SAGE Publications
Office of Naval Research
Department of the Navy
### Conference Schedule at a Glance

**Thursday, July 16, 2009**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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<tbody>
<tr>
<td>12:00 noon – 5:00 pm</td>
<td>INGROUP Board of Directors Meeting</td>
<td>Executive Boardroom (3rd fl)*</td>
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<tr>
<td>4:00 – 6:00 pm</td>
<td>Registration</td>
<td>Pikes Peak Concourse (1st fl)</td>
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<tr>
<td>6:00 pm</td>
<td>Opening Dinner</td>
<td>Pikes Peak 1, 2, 3 (1st fl)</td>
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<tr>
<td>7:30 – 9:00 pm</td>
<td>Reception with cash bar</td>
<td>Atrium Garden (1st fl)</td>
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<tr>
<td>7:30 – 8:30 pm</td>
<td>Graduate Student Meet and Greet</td>
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**Friday, July 17, 2009**

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<thead>
<tr>
<th>Time</th>
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<tr>
<td>8:00 am – 12:00 noon</td>
<td>Registration</td>
<td>Pikes Peak Concourse (1st fl)</td>
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<tr>
<td>7:30 – 8:30 am</td>
<td>Light Breakfast</td>
<td>Conference Center Lobby (1st fl) **</td>
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<tr>
<td>8:30 – 10:00 am</td>
<td><strong>Paper Sessions</strong></td>
<td>Gold Camp (1st fl)</td>
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<tr>
<td></td>
<td>Session 1 Boundaries in Teams</td>
<td>Rampart (3rd fl)</td>
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<td>Session 2 Improving Teams</td>
<td>Centennial (1st fl)</td>
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<td>Session 3 Knowledge Sharing</td>
<td>Snowbrush (2nd fl)</td>
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<td>Session 4 Affect and Emotions in Groups</td>
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<tr>
<td>10:00 – 10:30 am</td>
<td>Morning Refreshment Break</td>
<td>Conference Center Lobby (1st fl) **</td>
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<tr>
<td>10:30 – 12:00 pm</td>
<td><strong>Paper Sessions</strong></td>
<td>Gold Camp (1st fl)</td>
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<td>Session 5 Team Diversity and Interdisciplinarity</td>
<td>Rampart (3rd fl)</td>
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<td>Session 6 Motives and Motivation in Teams</td>
<td>Centennial (1st fl)</td>
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<td>Session 7 Reflection and Meta-Cognition in Groups</td>
<td>Snowbrush (2nd fl)</td>
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<td>Session 8 Methodological Issues in Group and Team Research</td>
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<tr>
<td>12:00 am – 1:00 pm</td>
<td>Luncheon</td>
<td>Atrium Garden (1st fl)</td>
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<tr>
<td>1:15 – 2:45 pm</td>
<td><strong>Plenary Session</strong></td>
<td>Pikes Peak 1, 2, 3 (1st fl)</td>
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<tr>
<td>2:45 – 3:15 pm</td>
<td>Afternoon Refreshment Break</td>
<td>Conference Center Lobby (1st fl) **</td>
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<tr>
<td>3:15 – 4:45 pm</td>
<td><strong>Paper Sessions</strong></td>
<td>Gold Camp (1st fl)</td>
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<td>Session 9 Panel: Interdisciplinary Perspectives on Collaboration</td>
<td>Rampart (3rd fl)</td>
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<td>Session 10 Motivational Influences</td>
<td>Centennial (1st fl)</td>
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<td>Session 11 Panel: New Trends in Team Coordination</td>
<td>Snowbrush (2nd fl)</td>
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<td>Session 12 Dealing with Difficult Group Members</td>
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<td>Session 13 Workshop: Multilevel Analysis</td>
<td>Pikes Peak 4 (1st fl)</td>
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<tr>
<td>5:00</td>
<td><strong>INGROUP photo</strong></td>
<td>Outdoor Garden</td>
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<tr>
<td>4:45 – 5:00 pm</td>
<td>Poster Setup</td>
<td>Atrium Garden (1st fl)</td>
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<tr>
<td>5:15 – 6:45 pm</td>
<td><strong>Poster Session</strong> and Appetizers and beverages</td>
<td>Atrium Garden (1st fl)</td>
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</tbody>
</table>

*Second and Third Floor meeting rooms are close to the elevators in the hotel’s public space.

**This is a sunken lounge area with tables, located directly West of the Centennial Room. It opens onto a patio."
**Saturday, July 18, 2009**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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<tbody>
<tr>
<td>7:30 – 8:30 am</td>
<td>Light Breakfast</td>
<td>Conference Center Lobby (1st fl)**</td>
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<tr>
<td>8:30 – 9:45 am</td>
<td>Roundtable discussions (tentative topics)</td>
<td>Pikes Peak 1,2,3 (1st fl)</td>
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<td></td>
<td>Conflict in Teams</td>
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<td>Creativity/Innovation in Teams</td>
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<td>Decision Making</td>
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<td>Field Methods for Data Collection in Groups Research</td>
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<td>Group Boundaries</td>
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<td>Group Composition</td>
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<td></td>
<td>Information Exchange and Cognition in Teams</td>
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<tr>
<td>9:45 – 10:15 am</td>
<td>Morning refreshment break</td>
<td>Conference Center Lobby (1st fl)**</td>
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<tr>
<td>10:15 – 11:45 am</td>
<td>Paper Sessions</td>
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<td></td>
<td>Session 14              Distributed and Virtual Teams</td>
<td>Gold Camp (1st fl)</td>
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<td></td>
<td>Session 15              Panel: Analyzing Interaction Patterns in Teams</td>
<td>Rampart (3rd fl)</td>
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<td>Session 16              Decision-Making in Groups</td>
<td>Centennial (1st fl)</td>
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<td>Session 17              Trust in Teams</td>
<td>Snowbrush (2nd fl)</td>
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<td>Session 18              Team Member Change</td>
<td>Pikes Peak 4 (1st fl)</td>
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<tr>
<td>11:45 am – 1:00 pm</td>
<td>Lunch – Organizers’ Report on the Conference</td>
<td>Atrium Garden (1st fl)</td>
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<tr>
<td>1:15 – 2:45 pm</td>
<td>Paper Sessions</td>
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<td></td>
<td>Session 19              Multi-Cultural and Multi-Team Perspectives</td>
<td>Gold Camp (1st fl)</td>
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<td>Session 20              Swift Action Teams</td>
<td>Rampart (3rd fl)</td>
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<td>Session 21              Shared Understanding and Transactive Memory Systems</td>
<td>Centennial (1st fl)</td>
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<td>Session 22              Conflict in Groups</td>
<td>Snowbrush (2nd fl)</td>
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<td>Session 23              Collections of Individuals Shaping Groups</td>
<td>Pikes Peak 4 (1st fl)</td>
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<tr>
<td>2:45 – 3:15 pm</td>
<td>Afternoon break</td>
<td>Conference Center Lobby (1st fl)**</td>
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<tr>
<td>3:15 – 4:45 pm</td>
<td>Paper Sessions</td>
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<td>Session 24              Status and Power in Groups</td>
<td>Gold Camp (1st fl)</td>
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<td>Session 25              Groups Working on Complex Tasks</td>
<td>Rampart (3rd fl)</td>
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<td>Session 26              Team Cognition</td>
<td>Centennial (1st fl)</td>
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<td>Session 27              Team Creativity</td>
<td>Snowbrush (2nd fl)</td>
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<tr>
<td>4:45 – 5:45 pm</td>
<td>Open Business Meeting</td>
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<tr>
<td>5:00 – 6:30 pm</td>
<td>Buses leave for dinner at the Garden of the Gods Trading Post</td>
<td>Centennial (1st fl)</td>
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INGroup Coordinating Chair
Laurie Weingart

Local Arrangements
Richard Kettner-Polley

Program Chair
Gerardo Okhuysen

Program Chair Elect
Franziska Tschan

Program Committee
Michael Baumann
Kristin Behfar
Kate Bezrukova
Kathleen Blee
Joseph Bonito
Margarete Boos
Elisabeth Brauner
Vanessa Druskat
Martha Foschi
John Gastil
Jack Goncalo
Andrea Gurtner
Ralph Hanke
David Henningsen
Mary Lynn Henningsen
Steven Karau
Norbert Kerr
Michaela Kolbe
Mary M. Maloney
Tanja Manser
Renee Meyers
Bernard Nijstad
Michael O’Leary
Gerardo Okhuysen
Randall Peterson
Linda Pierce
Joan Rentsch
Kevin Rockmann
Jane Sell
Norbert Semmer
Franziska Tschan
Mary Waller
Mary Zellmer-Bruhn

INGroup Board of Directors 2009-2010

Laurie Weingart
Chairman of the Board/President

Joann Keyton
Vice-Chair

Vanessa Druskat
Secretary

Joseph Bonito
Treasurer

Richard Kettner-Polley
Local Arrangements Chair (2009)

Michelle Marks
Local Arrangements Chair (2010)

Gerardo Okhuysen
Program Chair

Franziska Tschan
Program Chair-Elect

Gwen Wittenbaum
Board Member, 2008-2010

Stephen Fiore
Board Member, 2008-2011

Mark Mortensen
Board Member, 2009-2012

Lisa Delise
Ex-officio Student Member
CONFERENCE SCHEDULE

**THURSDAY, JULY 16TH 2009**

12:00-5:00 pm  INGRoup Board of Directors Meeting
Executive Boardroom (3rd fl)

4:00-6:00 pm  Registration
Pikes Peak Concourse (1st fl)

6:00 pm  INGRoup Opening Dinner
Pikes Peak 1,2,3 (1st fl)

7:30-9:00 pm  Reception with cash bar
Atrium Garden (1st fl)

7:30-8:30 pm  Graduate Student Meet and Greet
Atrium Garden (1st fl)

**FRIDAY, JULY 17TH, 2009**

8:00 am – noon  Registration
Pikes Peak Concourse (1st fl)

7:30-8:30 am  Light Breakfast
Conference Center Lobby (1st fl)

8:30-10:00 am; Session 1  BOUNDARIES IN TEAMS
Gold Camp (1st fl)
Pearce, B. *Inter-Organizational Groups: A New Context for Examining Group Conflict.*
Tajeddin, G. *The Effect of Between Groups Competition on Group Boundary Spanning.*

8:30-10:00 am; Session 2  IMPROVING TEAMS
Rampart (3rd fl)
Lingham, T. *An Experiential Approach to Team Interaction: Developing a Measure to Capture its Diverse Dimensions and Aspects.*
Macur, F. & Murray, C. “You have to be red hat with them” – *How a Thinking System Shapes Group Communication.*
Fisher, C. *Now or Later? How the Timing and Type of Team Coaching Intervention Introduce Tradeoffs for teams.*

8:30-10:00 am; Session 3  KNOWLEDGE SHARING
Centennial (1st fl)
Van Swol, L. *Discussion and Perception of Information in Groups.*
Savelsbergh, Ch., Gevers, J. M. P., Van der Heijden, B., & Poell, R. *Multi-level Relationships Among Team learning, Role Stress and Performance in Project teams.*
Gardner, H. *Feeling the Heat: The Effects of Performance Pressure on Teams’ Knowledge Use and Performance.*
**Friday**

**8:30-10:00 am; Session 4**

*Snowbrush (2nd fl)*

**AFFECT AND EMOTIONS IN GROUPS**


**10:00-10:30 am**

*Conference Center Lobby (1st fl)*

**Morning Refreshment Break**

**10:30-noon; Session 5**

*Gold Camp (1st fl)*

**TEAM DIVERSITY AND INTERDISCIPLINARITY**

Fiore, S., & Keyton, J. *Applying the Science of Teams to Inform Policy and Research on Team Science.*

Salazar, M., Lant, T., & Kane, A. *Knowledge Workers and Interdisciplinary Team Structures for Knowledge Creation: Predicting Participation Choices.*


**10:30-noon; Session 6**

*Rampart (3rd fl)*

**MOTIVES AND MOTIVATION IN TEAMS**

Banki, S. *Is a Good Deed Constructive Regardless of Intent? A Study of OCB, Motive, and Related Dyadic and Group Level Outcomes.*


Williams Woolley, A. W. & Aggarwal, I. *Which side are you on? How Offensive and Defensive Strategic Orientation impact Task Focus and Information Search in Teams.*

Johnson, A. *Motivation in Teams: Members’ Interpersonal Processes in New Ventures over Time.*

**10:30-noon; Session 7**

*Centennial (1st fl)*

**REFLECTION AND META-COGNITION IN GROUPS**

White, W., & Cockett, L. *Group Learning and Game Play as an Introduction to Self-Reflective Communication.*


Chiu, M. *Social Metacognition and Micro-Creativity During Group Problem Solving: A Statistical Discourse Analysis.*

**10:30-noon; Session 8**

*Snowbrush (2nd fl)*

**METHODOLOGICAL ISSUES IN GROUP AND TEAM RESEARCH**


Brauner, E., & Robertson, R. *Q-TRACKS – A New Questionnaire for the Assessment of Transactive Memory in Groups and Organizations.*

**Noon – 1:00 pm**

*Atrium Garden (1st fl)*

**Luncheon**
PLENARY SESSION – CHALLENGES AND FUTURE DIRECTIONS IN GROUPS AND TEAMS RESEARCH

David A. Harrison
is Mary J. & Frank P. Smeal Professor of Organizational Behavior at Penn State University. He earned a Ph.D. in social, organizational, and individual differences psychology from the University of Illinois, where he was a National Science Foundation Fellow.

His main research interests deal with organizational time, team diversity, and individual work role adjustment. Recent articles presenting theoretical perspectives and empirical summaries of the latter two areas have won several national and international awards. Dr. Harrison just finished a term as Editor-in-Chief of Organizational Behavior and Human Decision Processes, where he had been Associate Editor. He is a Fellow of the Society for Industrial-Organizational Psychology, the American Psychological Association, and the Association for Psychological Science.

Margaret A. Neale
is the John G. McCoy-Bane One Corporation Professor of Organizations and Dispute Resolution and the James and Doris McNamara Faculty Fellow for 2006-2007. Prior to joining Stanford’s faculty in 1995, she was the J.L. and Helen Kellogg Distinguished Professor of Dispute Resolution and Organizations at the J.L. Kellogg Graduate School of Management at Northwestern University. She received her Bachelor's degree in Pharmacy from Northeast Louisiana University, her Masters' degrees from the Medical College of Virginia and Virginia Commonwealth University and her Ph.D. in Business Administration from the University of Texas.

Professor Neale's major research interests include bargaining and negotiation, power and status, distributed work groups, and team composition, learning, and performance. She has served as an associate editor of Organizational Behavior and Human Decision Processes. Prof. Neale is a Fellow of the Academy of Management.

David R. Seibold
is a professor in the Department of Communication (Social Sciences Division, College of Letters & Science) and co-director of the Graduate Program in Management Practice (Technology Management Program, College of Engineering) at the University of California, Santa Barbara. Formerly he was a faculty member at Purdue University (1975-1976) and the University of Illinois at Urbana-Champaign (1976-1990), having earned a B.A. at Iona College, an M.A. at the University of Michigan, and a Ph.D. at Michigan State University.

Dave’s research interests include interpersonal influence processes, argument and group decision making, workgroup temporality, and innovation and organizational change. Author of more than 100 scholarly articles and chapters and two books, Dave is a Fellow of the International Communication Association, a Distinguished Scholar in the National Communication Association, and a former editor of the Journal of Applied Communication Research.

Jane Sell
is a professor in the Department of Sociology at Texas A&M University and a Cornerstone Fellow in the College of Liberal Arts. Prof. Sell earned a BS from the University of Wisconsin-Madison, an MS from Texas A&M University, and a Ph.D. at Washington State University.

Prof. Sell’s specific interest is in social psychology, particularly in the areas of interdisciplinary research approaches to group processes and experimental methods. She has published articles on expectation states processes, social dilemmas, experimental design and theory construction. She has received several National Science Foundation grants supporting her research and she has a recent co-edited book, Experimental Methods in the Social Sciences. She has served as a deputy editor of Social Psychology Quarterly and as chair of the social psychology section of the American Sociological Association.
**Friday**

2:45-3:15 pm  
Conference Center Lobby (1st fl)  
**Afternoon Refreshment Break**

3:15-4:45 pm; Session 9  
Gold Camp (1st fl)  
**PANEL: INTERDISCIPLINARY PERSPECTIVES ON COLLABORATION.**

Multiple disciplines have proposed theories of collaboration. Despite the plethora of interdisciplinary research, there is a fatal flaw: the lack of an accepted, comprehensive definition. This panel addresses this gap.

3:15-4:45 pm; Session 10  
Rampart (3rd fl)  
**MOTIVATIONAL INFLUENCES**

Harmon, V. *The Role of Perceived Indispensability in Two Motivation Gain Effects.*
Hinsz, V., & Wallace, D. *Motivational Influences on Dyadic Memory Performance in a Test of the Ideal Group Model.*

3:15-4:45 pm; Session 11  
Centennial (1st fl)  
**PANEL: NEW TRENDS IN TEAM COORDINATION**

Rico, R. (Organizer). Panelists: DeChurch, L., Lewis, K., Mohammed, S. & Rico, R.
This panel addresses recent theoretical and methodological developments in the field of team coordination, for example the influence on cross understanding between team members on their collaborative behaviors; integration of coordination and timing into mental models; the interplay between implicit and explicit team coordination; coordination mechanisms in multi-team systems.

3:15-4:55 pm; Session 12  
Snowbrush (2nd fl)  
**DEALING WITH DIFFICULT GROUP MEMBERS**

Wittenbaum, G., & Shulman, H. *Social Ostracism in Task Groups.*
Langfred, C., Cronin, M., Marks, M., & Rockmann, K. *The Jerk, the Slacker and the Bonehead: A Model of Team Management of Emotion, Process and Structure as Responses to Problematic Team Members.*
Pinto, I., & Marques, J. *Membership Status and Subjective Group Dynamics: The Impact of Normative and Deviant In-Group Full Members on Allegiance to In-Group Norms.*
Ayal, S., Gino, F., & Ariely, D. *Contagion and Differentiation in Unethical Behavior: The Effect of One Bad Apple on the Barrel.*

3:15-4:45 pm; Session 13  
Pikes Peak 4 (1st fl)  
**WORKSHOP: MULTILEVEL ANALYSIS**

Gastil, J., & Bonito, J. *Workshop on Conducting Multilevel Analysis of Small Group Data.*
Small group researchers often face the challenge of analyzing quantitative data on multiple levels simultaneously, such as when disentangling the effects of individual differences and group-level structures. This workshop helps researchers who wish to do such analyses using multilevel modeling by working through concrete examples using readily available statistical software.

4:45-5:00 pm  
Atrium Garden (1st fl)  
**POSTER SETUP**

5:00 pm; Outdoor Garden  
**INGRoup Photo**
**Friday**

**5:15-6:45 pm**

Atrium Garden (1st fl)

**POSTER SESSION AND APPETIZERS/RECEPTION**


Musaeus, P. *New Lenses on Team Learning: A Sociocultural Approach.*


Lum, H., Sims, V., & Lagattuta, N. *Team Success is not a Matter of Time: Eye Movements as a Predictor of Team Efficiency.*


Bolinger, A. *Rethinking Responses to Low Performers in Groups: An Examination of Causal Attributions in Context.*


Wildman, J., Fiore, S., & Salas, E. *Toward Measurement of Trust and Distrust: Separate Constructs or Ends of a Continuum?*


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**7:00 pm**

**Dinner in small groups on our own around town**
SUNDAY, JULY 18TH, 2009

7:30-8:30 am
Conference Center Lobby

Light Breakfast

8:30-9:45 am
Pikes Peak 1,2,3 (1st fl)

ROUNDTABLE DISCUSSIONS

TOPICS
Conflict in Teams
Creativity/Innovation in Teams
Decision Making
Field Methods for Data Collection in Groups
Research
Group Boundaries
Group Composition

9:45-10:15 am
Conference Center Lobby (1st fl)

Morning Refreshment Break

10:15-11:45 am; Session 14
Gold Camp (1st fl)

DISTRIBUTED AND VIRTUAL TEAMS
Poole, M., Li, X., Williams, D., & Ahmad, M. The Effects of Group Structure on Group Behavior and Outcomes in an Online Gaming Environment.
Hart, R. We’ve Been Through So Much Together: Developing Close Personal Relationships in Virtual and Face-to-Face Teams.

10:15-11:45 am; Session 15
Rampart (3rd fl)

PANEL: ANALYZING INTERACTION PATTERNS IN TEAMS
Meyers, R., Kauffeld, S., Lehmann-Willenbrock, N., & Boos, M.
This panel will discuss four investigations of team interaction: (a) discussion types in group interaction, (b) role of coordination and leadership in anesthesia teams, (c) impact of age on interaction and satisfaction in work groups, and (d) role of humor and complaints in work teams.

10:15-11:45 am; Session 16
Centennial (1st fl)

DECISION-MAKING IN GROUPS

10:15-11:45 am; Session 17
Snowbrush (2nd fl)

TRUST IN TEAMS
Pescosolido, A. Behavioral Patterns of Effective Emergent Team Leaders.
Huang, M., & Lambotte, F. An Empirical Study of Trust Building Processes in Hybrid Cross-cultural Project Groups.
Saturday
10:15-11:45 am; Session 18
Pikes Peak 4 (1st fl)
TEAM MEMBER CHANGE
Bouwhuys, I., & Rink, F. How Mobility Affects Team Performance: The Role of Voice in Selection 
Procedures on Newcomer Influence in Teams.
Rink, F., & Ellemers, N. Security as a Source of Innovation: How Position (In)Security of Existing Team 
Members Affects Innovative Behavior and Newcomer Acceptance.
Myers, K. Socializing Organizational Knowledge.
Stuart, H. C. Team Membership Change and Individual Centrality.

11:45 am-1:00 pm,
Atrium Garden (1st fl)
Lunch, Organizer’s Report on the Conference.

1:15-2:45 pm; Session 19
Gold Camp (1st fl)
MULTI-CULTURAL AND MULTI-TEAM PERSPECTIVES
Marks, M., & Luvison, D. The Effect of Team Differences on Multiteam Alignment.
Keller, J., & Loewenstein, J. Culture, Categorization and Coopetition in Workgroups.
Barsness, Z. Working at Cross Purposes? An Examination of the Use of Flexible Staffing Arrangements 
in Teams.

1:15-2:45 pm; Session 20
Rampart (3rd fl)
SWIFT ACTION TEAMS
Manser, T., Kolbe, M., Foster, S., & Grote, G. Using an Integrative Framework on Teamwork Behaviors 
to Compare Taxonomies for Coordination Behavior: Benefits and Challenges.
Tajeddin, G. Serial Multi-Teaming in Organizations.
Maas, M., de Jong, J., Gevers, J., & van Erven, P. The Effect of Momentaneous and Enduring Job 
Demands on Individual Teamwork Behavior in Medical Emergencies.
Kolbe, M., Kuenzle-Haake, B., Zala-Mezoe, E., Wacker, J., & Grote, G. Responding to Non-Routine 
Events: Macro and Micro-Analytical Analysis of Adaptive Coordination Behavior in Anesthesia 
Crews.

1:15-2:45 pm; Session 21
Centennial (1st fl)
SHARED UNDERSTANDING AND TRANSACTIVE MEMORY 
SYSTEMS
Keaton, J., & Beck, S. The Influence of Group Interaction on Shared Understanding and Strategy in 
Decision Making Groups.
Hanke, R. Team Creativity: A Process Model.
Wang, J., & Contractor, N. Knowledge Seeking and Provision in Work Teams Across Multiple Knowledge 
Areas: A Network Formulation to Test and Extend Transactive Memory Theory.
Balkundi, P., Harrison, D., & Weinberg, F. Member Inputs, Network Structures, and Group Processes: 
Blending Approaches to Team Performance.

1:15-2:45 pm; Session 22
Snowbrush (2nd fl)
CONFLICT IN GROUPS
Pinter, B. Self-Interest Masquerading as Ingroup Beneficence: Altruistic Rationalization and 
Interindividual-Intergroup Discontinuity.
Rockett, T., & Valenti, A. Not All Negative Relationships are Created Equal: An Examination of the 
Relational Factors that Produce Problems for the Group.
Bradley, B., Postlethwaite, B., Burns, M., & Brown, K. Reaping the Benefits of Conflict in Teams: The 
Critical Role of Team Psychological Safety Climate and Openness to Experience.
Rockmann, K., & Northcraft, G. Getting on the Same Page: The Moderating Role of Competitive 
Expectations in Team Conflict Management.
Saturday
1:15-2:45pm; Session 23
Pikes Peak 4 (1st fl)
COLLECTIONS OF INDIVIDUALS SHAPING GROUPS
Dolgova, E., van Offen, W., van den Bosch, F., & Volberda, H. The Effect of Personality on the Social Network Structure.

2:45-3:15pm
Conference Center Lobby
Afternoon Refreshment Break

3:15-4:45pm; Session 24
Gold Camp (1st fl)
STATUS AND POWER IN GROUPS
Foschi, M. Double Standards for Competence: Recent Research and New Directions.
Rack, O., Hollingshead, A.B. & Boos, M. Motivating Low Status Members to Share Knowledge – Effects of Team-Based Rewards in Computer-Mediated Groups.
Goncalo, J. & Kim, S. Being Different or Being Better?: An Experimental Investigation of the Horizontal-Vertical Distinction.

3:15-4:45 pm; Session 25
Rampart (3rd fl)
GROUPS WORKING ON COMPLEX TASKS
Gastil, J. An Assessment of the Integration of Small Online and Face-to-Face Discussion Groups in the Australian Citizens Parliament.

3:15-4:45 pm; Session 26
Centennial (1st fl)
TEAM COGNITION
Kennedy, D. & McComb, S. Team Mental Model Re-Convergence: The Effect of New Information and the Mental Model Convergence Process During Collaborative Activities.
Bedwell, W., Sanz, E., Resick, Ch., DeChurch, L. Murase, T., & Jimenez, M. Strategic Mental Model Consensus and Adaptation in Decision-Making Teams.

3:15-4:45 pm; Session 27
Snowbrush (2nd fl)
TEAM CREATIVITY
Gockel, Ch. & Werth, L. Are Funny Groups More Creative? Humor, Cohesion, and Creativity in Small Groups.
Mueller, J. & Kamdar, D. Does Individual Help Seeking Aid Creativity?: It Depends On the Group – Cross-Level Effects In Creativity Research.

4:45 – 5:45 pm, Room
Centennial (1st fl)
Open Business Meeting

5:00 – 6:30 pm
Gather at Lobby
Bus leaves for the off-site dinner at the Garden of Gods Trading Post
Buses begin departing at 5pm for those who want to walk through the Gardens of God
GROUPS AND THEIR ENVIRONMENTS
Maryam Kouchaki Nejad, University of Utah
Gerardo Okhuysen, University of Utah
To advance our understanding of the role of environments on groups, we identify predominant environment characterizations (the environment as a benign resource pool, as an impetus for change, as a disruptive force, and as a target) in the literature and then use them as a springboard for a renewed research agenda.

INTER-ORGANIZATIONAL GROUPS: A NEW CONTEXT FOR EXAMINING GROUP CONFLICT
Brandi Pearce, Carnegie Mellon University
Although groups have historically played an important role in organizational life, the proliferation of technology has facilitated the ability of individuals to span multiple boundaries, including geographic, temporal, functional, and organizational. Although group research has begun to investigate many of these boundaries, very little research has explicitly examined the effect of the organizational boundary on group processes and outcomes. The research in this paper was designed to begin understanding how the inherent structure and external nature of inter-organizational groups effects group conflict.

SOCIAL NETWORK TIES, SOCIAL IDENTITY AND THE SOURCES OF INNOVATIVE PERFORMANCE: THE ROLE OF SOCIAL IDENTITY IN GENERATING INNOVATION FROM SOCIAL INTERACTION
Aimee Kane, Carnegie Mellon University/ New York University
Gina Dokko, New York University
Marco Tortoriello, HEC
We propose that social identity impacts whether innovation arises from ties spanning group boundaries. As predicted, we find that superordinate identity is a facilitator, while locally-derived identity is a barrier to finding external contacts useful for generating ideas. The negative effects of locally derived identity are attenuated by tie strength.

THE EFFECT OF BETWEEN GROUPS COMPETITION ON GROUP BOUNDARY SPANNING
Golnaz Tajeddin
Organizations commonly include multiple groups cooperating and competing with each other. This paper investigates how competition for limited resources affects groups engagement in boundary spanning activities. Furthermore, I explore how task similarity and task interdependence among groups moderate the association between competition and group boundary spanning activities.

AN EXPERIENTIAL APPROACH TO TEAM INTERACTION: DEVELOPING A MEASURE TO CAPTURE ITS DIVERSE DIMENSIONS AND ASPECTS
Tony Lingham, Case Western Reserve University
This study focuses on team interaction based on its lived experience and the interactions members would like to have. I present the development of an instrument to measure and map team interactions. Analyses from 101 teams show that team interaction significantly and positively affects performance, member satisfaction and psychological safety.

“YOU HAVE TO BE RED HAT WITH THEM” – HOW A THINKING SYSTEM SHAPES GROUP COMMUNICATION
Franziska Macur, Edgewood College
Cassidy Murray, Edgewood College
The focus of this study is to understand how participants at a business’ retreat use the “Six Thinking Hats” to solve problems and to strengthen their membership in the group. This thinking system does not only influence their way of problem solving but also leads to stronger group bonding and a shared conversational repertoire.
NOW OR LATER? HOW THE TIMING AND TYPE OF TEAM COACHING INTERVENTION INTRODUCE TRADEOFFS FOR TEAMS

Colin Fisher, Harvard University

Using two hidden profile tasks, this study tests how the timing (earlier/later) and type (directive/participative) of team coaching affects team outcomes. Preliminary results show that all conditions except that in which teams received an early participative intervention make better decisions than control in the second task. Analyses are ongoing.

ENHANCING LEADERSHIP AND PERFORMANCE IN MEDICAL EMERGENCY DRIVEN TEAMS BY MINIMAL INVASIVE TRAINING

Franziska Tschlan, University of Neuchâtel, Switzerland
Norbert K Semmer, University of Berne, Switzerland
Regula Windlinger, University of Berne, Switzerland
Sabina Hunziker, University Hospital of Basel
Stephan U. Marsch, University Hospital of Basel

We tested the effectiveness of a short leadership intervention in groups of physicians (study one) and medical students (study two), treating a simulated emergency. Results show that a short attention-directing intervention before the simulation enhances leadership and performance (study 1). Study 2 shows the same effects even after four months.

KNOWLEDGE SHARING

Discussion and Perception of Information in Groups

Lyn Van Swol, University of Wisconsin

Participants were given shared and unshared information about 3 different vacation destinations to read before discussing them in a group. Participants rated the importance of all information after the discussion. Participants rated their own information and shared information as more important. Others’ unshared information that was mentioned was rated as more important than others’ unshared not mentioned.

Multi-level Relationships Among Team Learning, Role Stress and Performance in Project Teams

Chantal Savelsbergh, Open University Netherlands
Josette M. P. Gevers, Technical University Eindhoven
Beatrice Van der Heijden, Open University Netherlands
Rob Poell, Tilburg University

In this study several answers have been found on the question if team learning behaviors positively affect the performance of project teams, not only directly, but also indirectly, by reducing both individual-level and team-level role stress.

Feeling the Heat: The Effects of Performance Pressure on Teams’ Knowledge Use and Performance

Heidi Gardner, Harvard Business School

Why do some teams fail to use their members’ knowledge effectively, even after having correctly identified each other’s expertise? I develop and test theory that performance pressure creates threat rigidity effects in teams, leading to sub-optimal use of members’ expertise. Survey data demonstrate the effects on team dynamics and performance.
VENTING ABOUT TEAMWORK: WHEN VENTING IS USEFUL AND THE IMPACT OF THOSE WHO LISTEN
Kristin Behfar, University of California, Irvine
Matt Cronin, George Mason University

Venting - complaining about frustrating aspects of teamwork - is generally viewed as unhelpful because it causes rumination and subsequent maladaptive behaviors. We look more closely at the potential utility of venting. We report on how venting can be helpful for teams, and why it often is not.

TASK AND RELATIONSHIP CONFLICT IN TEMPORARY AND PERMANENT GROUPS: THE CRITICAL ROLE OF EMOTION REGULATION
Petru Lucian Curseu, Tilburg University, The Netherlands
Smaranda Boros, Tilburg University, The Netherlands
Leon A.G. Oerlemans, Tilburg University, The Netherlands; University of Pretoria, South Africa

The study tests in a sample of 63 groups the impact of a three way interaction between task conflict, degree of group temporariness and emotion regulation on relationship conflict. The results show that in permanent groups with high emotion regulation, task conflict has a lower predictive value for relationship conflict.

THE AFFECTIVE BASES OF TEAM PERFORMANCE DURING NONROUTINE EVENTS: A THEORETICAL MODEL
Seth Kaplan, George Mason University
Zhike Lei, ESMT European School of Management and Technology GmbH

Organizational research examining nonroutine team performance is limited by primarily focusing on shared cognition and role structure. We offer an affect-based lens and develop a theoretical model in which the influence of team members’ affect is predicted to vary depending on task, level of analysis, and nonroutine response phase.

DEALING WITH GROUP EMOTIONS: THE MODERATING ROLE OF GROUP EMOTIONAL INTELLIGENCE ON THE RELATION BETWEEN POWER DISPARITY AND GROUP EMERGENT STATES.
Nicoleta Mescel
Smaranda Boros, Department of Organization Studies, Tilburg University, The Netherlands
Petru L. Curseu, Department of Organization Studies, Tilburg University, The Netherlands

Power disparity in groups has potentially a negative impact on group cohesion, satisfaction and atmosphere, while enhancing conflict. We argue that this impact varies as a function of group emotions, along with the group’s ability to regulate and be aware of them (i.e., group emotional intelligence).

APPLYING THE SCIENCE OF TEAMS TO INFORM POLICY AND RESEARCH ON TEAM SCIENCE
Stephen Fiore, University of Central Florida
Joann Keyton, North Carolina State University

Science has long recognized the difficulty associated with interdisciplinary research –yet we continually struggle with overcoming the challenges arising from interdisciplinary interaction. In this presentation we discuss interdisciplinary research in the context of team science and how to develop a complementary basic and applied research agenda supporting a broad swath of group and team researchers.
KNOWLEDGE WORKERS AND INTERDISCIPLINARY TEAM STRUCTURES FOR KNOWLEDGE CREATION: PREDICTING PARTICIPATION CHOICES
Maritza Salazar, New York University
Theresa Lant, New York University
Aimee Kane, New York University
This study investigates factors likely to influence knowledge workers’ decision to participate in an organizational intervention: interdisciplinary, cross-departmental research teams. We find that a knowledge workers’ decision to participate in interdisciplinary teams is shaped by: 1) organizational rank, 2) type of work experience, 3) type of organizational imprint, and 4) experience collaborating with others.

INFLUENCE OF TEAM DIVERSITY ON ORGANIZATIONAL HAZARD: DISTINGUISHING EFFECTS ON ALONG-TIME VS. CROSS-TASK PERFORMANCE VARIABILITY
Fabrice Cavarretta, ESSEC Business School
The current study focuses on effects of team diversity on team-level performance variability. It predicts a contradictory effect of team diversity, increasing performance variability over-time or decreasing variability across-tasks, and verifies it on a rich archival dataset of 191 teams performing sanctioned business exercises over a period of a year.

SIDEKICK TO A STAR: THE EFFECTS OF FAULTLINES ON BEHAVIORAL HEALTH AND PERFORMANCE IN BASEBALL TEAMS
Chester Spell, Rutgers University
Katerina Bezrukov, Santa Clara University
Chris J. Spell, Rutgers University
We examine how the relationship between faultlines, performance, and members’ mental health changes over time. We consider the implications for teams when star players join teams and form subgroups of demographically similar players. We use a cross-level longitudinal archival field study with qualitative and quantitative data to test our hypotheses.

IS A GOOD DEED CONSTRUCTIVE REGARDLESS OF INTENT? A STUDY OF OCB, MOTIVE, AND RELATED DYADIC AND GROUP LEVEL OUTCOMES
Sara Banki, University of Toronto
This conceptual study looks at how impression management motive behind organizational citizenship behaviour (OCB) affects outcomes such as the amount of OCB reciprocated, group cohesion, and group performance and how the individual attribute of interdependence further moderates the OCB reciprocation process along with the motive at dyadic level.

ACHIEVEMENT, AFFILIATION AND POWER IN SELF-MANAGING WORK TEAMS: TEAM MOTIVE PATTERNS AND TEAM EFFECTIVENESS
Vanessa Druskat, University of New Hampshire
Steven Fellows, University of New Hampshire
We apply McClelland’s tripartite theory of human motivation to teams. We argue that, like people, teams embody motives that define their expectations and shared mental-models. Also, that team motive patterns influence team norms and effectiveness. We test our ideas using multiple case study methodology with self-managing manufacturing teams.

WHICH SIDE ARE YOU ON? HOW OFFENSIVE AND DEFENSIVE STRATEGIC ORIENTATION IMPACT TASK FOCUS AND INFORMATION SEARCH IN TEAMS.
Anita Williams Woolley, Carnegie Mellon University, Pittsburgh
Ishani Aggarwal, Carnegie Mellon University, Pittsburgh
Sixty teams solved a hidden profile problem involving promotion or prevention goals. Prevention goals led to a process focus and more external information gathering, while promotion goals led to an outcome focus and more internal information surfacing. Internal and external information search were negatively correlated; only internal information search predicted performance.
MOTIVATION IN TEAMS: MEMBERS’ INTERPERSONAL PROCESSES IN NEW VENTURES OVER TIME
Alan Johnson, EM LYON, France

This study examines how teams determine their collective motivation, actions, and performances over time, in new venture settings. Specifically, I extend motivation theory by arguing that interpersonal processes are important antecedents of teams’ goal-setting behaviors. I followed 60 student teams over 22 weeks collecting survey data from them on four occasions as they worked to realize their first business plan.

REFLECTION AND META-COGNITION IN GROUPS

GROUP LEARNING AND GAME PLAY AS AN INTRODUCTION TO SELF-REFLEXIVE COMMUNICATION
William White, Penn State Altoona
Lynn Cockett, Juniata College

This project describes the extent to which increased metacommunicative skills were shown as a result of participation in a self-reflexive exercise involving self- and other-directed assessment of decision-making processes and conflict negotiation approaches. It presents a comparative content analysis of responses before and after playing an in-class decision-making game with an embedded latent conflict.

THE EFFECT OF PSYCHOLOGICAL CONTRACT BREACHES ON TEAM CITIZENSHIP BEHAVIOR
Conny Herbert Antoni, University of Trier
Claudia Bauer-Emmel, University of Trier

60 student teams with 289 members were randomly assigned to a guided reflection about mutual obligations or a control condition. Contrary to expectations sharedness of team psychological contracts increased in all teams and team citizenship behavior enhanced sharedness of team contracts and reduced contract breaches rather than vice versa.

SOCIAL METACOGNITION AND MICRO-CREATIVITY DURING GROUP PROBLEM SOLVING: A STATISTICAL DISCOURSE ANALYSIS
Ming Chiu, SUNY- Buffalo

Statistical discourse analysis of 2,951 turns of talk as 80 students solved an algebra problem in groups of four showed that micro-creativity occurred more often after a group member justified an idea, correctly evaluated an idea, politely disagreed or expressed a wrong, new idea (+36%, +25%, +24%, +4%).

METHODOLOGICAL ISSUES IN GROUP AND TEAM RESEARCH

DEVELOPMENT AND ASSESSMENT OF MEASUREMENT MODELS FOR GROUP DISCUSSION OUTCOMES
Joseph Bonito, University of Arizona
Erin K Ruppel, University of Arizona

Problems with conventional estimation of reliability estimates for group outcome data, measured at the individual level, are identified. Alternative methods, based on multilevel modeling, for estimating reliability from group data are presented.

MEASURING TEAM PERFORMANCE IN NETWORK-ENABLED OPERATIONS
Kara Orvis, Aptima, Inc
Linda Pierce, U.S. Army Research Institute

Networked environments allow military teams to quickly adapt to changing circumstances, but not without a price. This paper will describe a new program for developing and testing an Integrated Assessment System that can provide real-time team performance measurement results for networked collaborations.
ASSESSING GROUP-LEVEL CONSTRUCTS UNDER MISSING DATA CONDITIONS: A MONTE CARLO SIMULATION

Mary Maloney, University of St. Thomas
Scott Johnson, Oklahoma State University
Mary Zellmer-Bruhn, University of Minnesota

We review recently published research to understand how within-team non-response is reported and handled. We use a Monte Carlo simulation to investigate the implications of using data from teams without full response. We propose preliminary guidelines about acceptable levels of within-team non-response under a variety of conditions.

Q-TRACKS – A NEW QUESTIONNAIRE FOR THE ASSESSMENT OF TRANSACTIVE MEMORY IN GROUPS AND ORGANIZATIONS

Elisabeth Brauner, Brooklyn College, CUNY
Rommel Robertson, Brooklyn College, CUNY

Efficiently functioning transactive memory systems foster better knowledge management practices in organization. We developed a measure of transactive memory systems addressing the five dimensions integration, differentiation, metaknowledge, transactivity, and cognitive interdependence. This paper presents the construction and validation of this measure and its applications in groups and in organizations.

3:15-4:45; Session 09
Friday
Gold Camp (1st fl)
PANEL: INTERDISCIPLINARY PERSPECTIVES ON COLLABORATION

INTERDISCIPLINARY PERSPECTIVES ON COLLABORATION: A PANEL DISCUSSION

Wendy Bedwell, University of Central Florida
Deborah DiazGranados, University of Central

Panelists: J. Keyton, C. S. Burke, M. Marks , & T. St.Benoit

Multiple disciplines have proposed theories of collaboration. Despite the plethora of interdisciplinary research, there is a fatal flaw: the lack of an accepted, comprehensive definition. To address this gap, an interdisciplinary panel of experts will engage each other and the audience in a discussion of collaboration across disciplines and contexts.

3:15-4:45; Session 10
Friday
Rampart (3rd fl)
MOTIVATIONAL INFLUENCES

THE ROLE OF PERCEIVED INDISPENSABILITY IN TWO MOTIVATION GAIN EFFECTS

Victoria Harmon, Illinois Institute of Technology

Two studies investigated the role of perceived indispensability in the Kohler effect and the social compensation effect. Results suggested that social comparison may play a larger role in the Kohler effect than perceived indispensability, and that perceived indispensability may play a limited role in the social compensation effect.

THE KÖHLER EFFECT IN GROUPS OF STRANGERS VS. FRIENDS

Norbert Kerr, Michigan State University
Dong-Heon Seok, Daegu University

Our experiment shows that 1) the Köhler effect’s social-comparison mechanism occurred in groups of strangers but of friends, 2) the Köhler effect’s indispensibility mechanism occurred both in groups of strangers and friends, and 3) the indispensibility mechanism was moderated by the perceived performance norm for friends, but not for strangers.

MOTIVATIONAL INFLUENCES ON DYADIC MEMORY PERFORMANCE IN A TEST OF THE IDEAL GROUP MODEL

Verlin Hinsz, North Dakota State University
Dana Wallace, North Dakota State University

This experiment tests motivational explanations for research presented at INGROUP 2008 showing that group recognition memory performance exceeded predictions of an optimal model. Although dyadic performance exceeded that of individuals and the predictions of an optimal model, motivational factors were not implicated, although participants judged the manipulations to be motivating.
GOAL ORIENTATION COMPOSITION, COLLECTIVE GOAL ORIENTATION, AND GROUP-LEVEL OUTCOMES

Heleen Van Mierlo, Erasmus University Rotterdam
Edwin A.J. Van Hooff, Erasmus University Rotterdam

This longitudinal study among 125 existing student groups represents a group-level assessment of the 2x2-goal orientation (GO) framework. Group composition in terms of individual GO predicted group-level GO. Furthermore, group-level learning-approach GO yielded positive and performance-approach GO negative motivational outcomes. The avoidant GO-dimensions were unrelated to motivational and performance outcomes.

3:15-4:45; Session 11
Friday
Centennial (1st fl)

PANEL: NEW TRENDS IN TEAM COORDINATION

NEW TRENDS IN TEAM COORDINATION: KNOWLEDGE, UNDERSTANDING, TIMING, & STRUCTURE

Ramón Rico, Universidad Autónoma de Madrid

Panelists: DeChurch, Leslie; Lewis, Kyle; Mohammed, Susanne & Ramón, Rico

The main purpose of this panel is twofold: a) to present recent theoretical and methodological developments in the field of team coordination; and b) to create the appropriate conditions to generate an open, constructive and interdisciplinary discussion between presenters and attendants around the issues raised. The symposium explores in detail the following key questions on team coordination: how does cross understanding between team members influence their collaborative behaviours?, how can coordination and timing be better integrated into mental models by enriching the “what” and “who” components with the temporal dimension captured in the “when”?; what is the interplay between implicit and explicit team coordination?, and how can coordination mechanisms offer a way to analyze and differentiate multi-team systems from traditional teams in organizations? In addition, the session will discuss the implications of the above works through actively prompting the audience to offer different and/or alternative interdisciplinary approaches that enrich our common understanding of team coordination.

3:15-4:45; Session 12
Friday
Snowbrush (2nd fl)

DEALING WITH DIFFICULT GROUP MEMBERS

OUT OF SIGHT, ETHICALLY FINE? THE EFFECTS OF COLLABORATIVE WORK ON INDIVIDUALS’ DISHONESTY

Francesca Gino, University of North Carolina
Shahar Ayal, Duke University
Dan Ariely, Duke University

Three studies examine the effect of collaboration on unethical behavior of individuals, specifically cheating by misreporting on actual task performance. The results show that different kinds of collaborative work within dyads (e.g., collocated vs. distributed) might broaden or restrict the magnitude of a grey area for unethical behavior.

SOCIAL OSTRACISM IN TASK GROUPS

Gwen Wittenbaum, Michigan State University
Hillary Shulman, Michigan State University

In three-person task groups, the member who was out of the loop (i.e., missing task-relevant information) reported negative psychological consequences after being ostracized by the other two members. Results from two studies show that discussion topic does not moderate this finding but group composition does.

THE JERK, THE SLACKER AND THE BONEHEAD: A MODEL OF TEAM MANAGEMENT OF EMOTION, PROCESS AND STRUCTURE AS RESPONSES TO PROBLEMATIC TEAM MEMBERS

Claus Langfred, George Mason University
Matt Cronin, George Mason University
Michelle Marks, George Mason University
Kevin Rockmann, George Mason University

We present a longitudinal and recursive model of how teams attempt to identify and manage problematic behavior by individual members who disrupt the team by negatively affecting emotions within the team. We use preliminary data to test, and further refine, our model.
MEMBERSHIP STATUS AND SUBJECTIVE GROUP DYNAMICS: THE IMPACT OF NORMATIVE AND DEVIANT IN-GROUP FULL MEMBERS ON ALLEGIANCE TO IN-GROUP NORMS

Isabel Pinto, Faculty of Psychology and Educational Sciences - University of Porto  
José Marques, Faculty of Psychology and Educational Sciences - University of Porto

Membership Status and Subjective Group Dynamics: The Impact of Normative and Deviant In-Group Full Members on Allegiance to In-Group Norms Isabel R. Pinto & José M. Marques University of Porto Based on the subjective group dynamics (Marques, Páez & Abrams, 1998), we conducted three experiments showing that the black sheep effect and allegiance to the violated norm appeared when both normative and deviant were full members. When the normative was a marginal member, individuals weakened their commitment to the norm.

CONTAGION AND DIFFERENTIATION IN UNETHICAL BEHAVIOR: THE EFFECT OF ONE BAD APPLE ON THE BARREL

Shahar Ayal, Duke University  
Francesca Gino, University of North Carolina  
Dan Ariely, Duke University

In two studies we explore situations that entail a tension between honesty and maximizing one own self-interests while exposing the participants to a confederate’s cheating. The level of unethical behavior among group members increased when the confederate was an in-group member, but decreased when the confederate was an out-group member.

3:15-4:45; Session 13  
Friday  
Pikes Peak 4 (1st fl)

WORKSHOP: MULTILEVEL ANALYSIS

WORKSHOP ON CONDUCTING MULTILEVEL ANALYSIS OF SMALL GROUP DATA

John Gastil, University of Washington  
Joe Bonito, University of Arizona

Small group researchers often face the challenge of analyzing quantitative data on multiple levels simultaneously, such as when disentangling the effects of individual differences and group-level structures. This workshop helps researchers who wish to do such analyses using multilevel modeling by working through concrete examples using readily available statistical software.

10:15-11:45; Session 14  
Saturday  
Gold Camp (1st fl)

DISTRIBUTED AND VIRTUAL TEAMS

THE EFFECTS OF GROUP STRUCTURE ON GROUP BEHAVIOR AND OUTCOMES IN AN ONLINE GAMING ENVIRONMENT

Marshall Poole, University of Illinois Urbana-Champaign  
Xiong Li, University of Southern California  
Dmitri Williams, University of Southern California  
Muhammad Ahmad, University of Minnesota

This study tests a model of the impacts of group size and diversity in competence on group performance as mediated by group communication and aggregate expertise in the group. It employs data from a sample of 1,000 action teams drawn from a massive multiplayer online game, EverQuest2. Structural equation modeling will be used to test the model. Implications for theory and practice, as well as advantages and disadvantages of study groups in online games will be discussed.

VIRTUALY THERE: EXPLORING PROXIMITY AND HOMOPHILY IN A VIRTUAL WORLD

Yun Huang, Northwestern University  
Cuihua Shen, University of Southern California  
Noshir Contractor, Northwestern University

Virtual space eliminates the constraints of physical distances on communication and interaction. In this study, we examine the impact of offline proximity and homophily of players on their online interactions in EverQuest II. The results show that spatial and temporal proximity as well as homophily still influence players’ online behavior.
THE FORMATION OF COMBAT GROUPS IN ONLINE GAMES

Yun Huang, Northwestern University  
Mengxiao Zhu, Northwestern University  
Jing Wang, Northwestern University  
Nishith Pathak, University of Minnesota  
Brian Keegan, Northwestern University  
Cuihua Shen, University of Southern California  
Noshir Contractor, Northwestern University

Based on Activity Focus Theory, we use bipartite networks to model combat groups in SONY’s EverQuest II game. We show that the group formation is highly influenced by players’ same interests on difficult tasks and rewards. These common foci also prevent the group members working together on more activities.

WE’VE BEEN THROUGH SO MUCH TOGETHER: DEVELOPING CLOSE PERSONAL RELATIONSHIPS IN VIRTUAL AND FACE-TO-FACE TEAMS

Rama Hart, University of St. Thomas

This paper contrasts the experiences of developing close relationships within virtual and face-to-face work teams. In-depth interviews with 38 members of seven teams revealed that close virtual-team relationships often follow intentional requests for help on task-related problems, while face-to-face closeness is built through serendipitous encounters followed by more personal interactions.

10:15-11:45; Session 15  
Saturday  
Rampart (3rd fl)  
PANEL: ANALYZING INTERACTION PATTERNS IN TEAMS

ANALYZING INTERACTION PATTERNS IN TEAMS

Renee Meyers, University of Wisconsin-Milwaukee  
Simone Kauffeld, Technical University Braunschweig  
Nale Lehmann-Willenbrock, Technical University Braunschweig  
Margarethe Boas, University of Göttingen

This panel of international and interdisciplinary researchers will discuss four investigations of team interaction: (a) discussion types in group interaction, (b) role of coordination and leadership in anaesthesia teams, (c) impact of age on interaction and satisfaction in work groups, and (d) role of humor and complaints in work teams.

10:15-11:45; Session 16  
Saturday  
Centennial (1st fl)  
DECISION-MAKING IN GROUPS

INDIVIDUAL AND COLLECTIVE ALTRUISM: GENDER IDENTITY THREATS AMONG HAWAII WHOLE-BODY DONORS

Paul Martorana, University of Texas at Austin  
Michel Anteb, Harvard Business School  
Scott Lozanoff, University of Hawaii

Statistical field studies of altruism have largely ignored how individual and collective altruistic acts might differ. The authors examine this question by analyzing archival records of Hawaii whole-body donor registrants from 1967 through 2006. Spouses who registered jointly as donors accounted for more than a third of registrants and constituted a form of collective altruism. Social identity theory has posited an association between social attributes and altruism. Indeed wives in this study were more likely to co-register with their spouses than to register alone. However, husbands were less likely to co-register when they were more economically dependent on their wives. In other words, husbands threatened in their male-role identity were less likely to act collectively. Thus, economic dependency within close relationships appears to be a key mechanism for understanding collective altruism. This suggests a novel approach to altruism: one reliant on identity threat, rather than social attributes.
THE ROLE OF SOCIAL INFLUENCE IN PROBABILISTIC INFERENCES
Scott Tindale, Loyola University Chicago
Elizabeth Jacobs, Loyola University Chicago
Rebecca Starkel, Loyola University Chicago
Recent work on group decision errors has shown that groups can exacerbate individual-level decision errors even when some members have not made the error. Using a judge-advisor systems paradigm, we studied how correct and incorrect responses by others would influence participant responses. Results showed conformity to consistent other responding.

THE INS AND OUTS OF INFLUENCING A GROUP: WHEN SHARED SOCIAL CATEGORIZATION HELPS MINORITY OPINION HOLDERS
Judith B. White, Dartmouth College
Katherine W. Phillips, Northwestern University
An experiment examined the effect of shared category membership on the ability of a minority opinion holder to influence a board of directors' decision to recall a dangerous but lucrative product. Ingroup minorities (members of their group's gender majority) were more influential than outgroup minorities (group's only male or female).

DO TOP MANAGEMENT TEAMS MATTER? A MEDIATED MODEL OF FAULTLINES, GROUP PROCESSES, AND FIRM FINANCIAL PERFORMANCE
Margaret Ormiston, London Business School
Elaine Wong, Northwestern University
We explore how cognitive and affective psychological processes within top management teams mediate the relationship between team composition and firm performance. Using a Q-sort methodology, we test our hypotheses in a sample of 57 publicly-traded firms. Our study offers important contributions to strategic leadership, teams, and diversity research.

10:15-11:45; Session 17
Saturday
Snowbrush (2nd fl)

TRUST IN TEAMS

BEHAVIORAL PATTERNS OF EFFECTIVE EMERGENT TEAM LEADERS
Anthony Pescosolido, University of New Hampshire
Most leadership research is hierarchically focused; leaders have legitimate authority and control. Emergent leadership is increasingly important as organizations employ alternative forms of collective work (communities of practice, virtual teams, etc.). This study examines critical incident interviews, focused on how individuals exercise leadership when they do not have legitimate authority.

THE TRUST PARADOX: THE SELF-DESTRUCTIVE RELATIONSHIP BETWEEN TRUST AND AUTONOMY IN SELF-MANAGING TEAMS
Claus Langfred
Initial high levels of trust in self-managing teams is expected to result in higher individual autonomy. But, paradoxically, high autonomy will eventually result in lower trust. Longitudinal data from 35 self-managing teams over several months demonstrate an increase in individual autonomy and a decrease in trust and task interdependence.

TOWARD A MODEL OF TRUST DEVELOPMENT IN SWIFT STARTING ACTIONS TEAMS
Jessica Wildman, Department of Psychology & Institute for Simulation and Training, University of Central Florida
Marissa Shuffer, Department of Psychology & Institute for Simulation and Training, University of Central Florida
Steve Fiore, Institute for Simulation and Training, University of Central Florida
Luiz Xavier, Department of Psychology & Institute for Simulation and Training, University of Central Florida
Peter Musaeus, Institute for Simulation and Training, University of Central Florida
Eduardo Salas, Department of Psychology & Institute for Simulation and Training, University of Central Florida
To the best of our knowledge, there are no existing models of trust development focused on teams which come together quickly and perform with little or no prior history with each other. Therefore, the current effort aims to provide a theoretically-based model of trust development in swift starting action teams.
AN EMPIRICAL STUDY OF TRUST BUILDING PROCESSES IN HYBRID CROSS-CULTURAL PROJECT GROUPS

Meikuan Huang, California State University, Stanislaus
François Lambotte, Université Libre de Bruxelles, Brussels, Belgium

This study examined group contextual factors that influence trust building and knowledge sharing in hybrid cross-cultural project groups. Preliminary results based on 19 distributed student work groups (N = 123) showed how social contagion and cultural diversity could shape affect- and cognition based trust towards local and remote group members.

10:15-11:45; Session 18
Saturday
Pikes Peak 4 (1st fl)

TEAM MEMBER CHANGE

HOW MOBILITY AFFECTS TEAM PERFORMANCE: THE ROLE OF VOICE IN SELECTION PROCEDURES ON NEWCOMER INFLUENCE IN TEAMS

Inge Bouwman, University of Groningen
Floor Rink, University of Groningen

Two scenario studies examined the effect of voice on newcomer influence and attributions of success team-performance. Results suggest that voice leads to more newcomer influence and participants gave more credit to the newcomer for team-success when they had voice in the selection procedure. These effects are mediated by procedural justice.

1:15-2:4; Session 19
Saturday
Gold Camp (1st fl)

MULTI-CULTURAL AND MULTI-TEAM PERSPECTIVES

THE EFFECT OF TEAM DIFFERENCES ON MULTITEAM ALIGNMENT

Michelle Marks, George Mason University
Dave Luvison, Nova Southeastern University

Modern organizations increasingly face business challenges requiring coordination among sets of teams. Using multiple commitments theory as a foundation, we propose that different types of teams in a multiteam system perceive end goals differently, thereby causing coordination difficulties. Data from a strategic alliance are used to explore related hypotheses.
CULTURE, CATEGORIZATION AND COOPETITION IN WORKGROUPS

Josh Keller, University of Texas at Austin
Jeffrey Loewenstein, University of Texas at Austin

We propose a cultural-cognitive account of workgroup coopetition. We examine US and Chinese cultural differences in dialectical reasoning and in categorizations of cooperative and competitive workgroup behaviors. These differences influenced people’s interpretations of other members’ behaviors, the behaviors they took in response, and the attributions they formed about other members.

WORKING AT CROSS PURPOSES? AN EXAMINATION OF THE USE OF FLEXIBLE STAFFING ARRANGEMENTS IN TEAMS

Zoe Barsness, Milgard School of Business

This study examined the relationships between work group staffing diversity, team longevity and group integration and effectiveness in 103 hospital-based patient care teams. Findings indicate that staffing diversity and team longevity are positively associated with group integration and group effectiveness. Group integration also partially mediates the effects of staffing diversity and team longevity on group effectiveness.

1:15-2:45; Session 20
Saturday
Rampart (3rd fl)

SWIFT ACTION TEAMS

USING AN INTEGRATIVE FRAMEWORK ON TEAMWORK BEHAVIORS TO COMPARE TAXONOMIES FOR COORDINATION BEHAVIOR: BENEFITS AND CHALLENGES

Tanja Manser, ETH Zurich
Michaela Kolbe, ETH Zurich
Simon Foster, ETH Zurich
Gudela Grote, ETH Zurich

Comparing different taxonomies for teamwork behavior – and empirical results of studies applying those taxonomies – is challenging. Using the example of coordination behavior in anaesthesia crews, this paper discusses the benefits and pitfalls of integrating observation categories of two different taxonomies into an existing framework on teamwork behaviors.

SERIAL MULTI-TEAMING IN ORGANIZATIONS

Golnaz Tajeddin,
Mary J. Waller, Schulich School of Business, York University

In this paper, we explore how swift starting teams can be effective without having adequate time to develop as teams. We suggest how the characteristics of the multi-teaming contexts within which swift starting teams are embedded might act as proxies for more traditional group development processes.

THE EFFECT OF MOMENTANEOUS AND ENDURING JOB DEMANDS ON INDIVIDUAL TEAMWORK BEHAVIOR IN MEDICAL EMERGENCIES.

Maaike Maas, Catharina-hospital, Eindhoven
Jos de Jong, Catharina-hospital, Eindhoven
Josette Gevers, Eindhoven University of Technology
Pierre van Erven, Eindhoven University of Technology

We examined the effect of momentaneous (i.e. acute) and enduring (i.e chronic) job demands on the strains experienced during medical emergencies, and its consequences for individual teamwork behavior. Momentaneous demands were positively related to momentaneous strains, which, in turn, negatively affected teamwork behavior. Enduring emotional demands strengthened the relationship between momentaneous emotional demands and momentaneous strain.
RESPONDING TO NON-ROUTINE EVENTS: MACRO AND MICRO-ANALYTICAL ANALYSIS OF ADAPTIVE COORDINATION BEHAVIOR IN ANESTHESIA CREWS

Michaela Kolbe, ETH Zurich
Barbara Kuenzle-Haake, ETH Zurich
Enikő Zala-Mezőe, Zurich University of Applied Sciences
Johannes Wacker, University Hospital Zurich
Gudela Grote, ETH Zurich

Anesthesia crews have to deal with routine and non-routine situations where failures might endanger human life. By analyzing coordination and performance during 15 inductions of anesthesia in a simulated setting we found that anesthesia crews adapt their coordination behavior to situational demands and that effective and non-effective crews show different micro-coordination patterns.

THE INFLUENCE OF GROUP INTERACTION ON SHARED UNDERSTANDING AND STRATEGY IN DECISION MAKING GROUPS

Joann Keyton, North Carolina State University
Stephenson Beck, North Dakota State University

The role of mutual understanding and communication strategy in decision making groups is understudied. Theorizing about these relationships, this paper proposes axioms and research questions concerning their contribution to decision making effectiveness, and how varying levels of mutual understanding and different perceptions of communication strategy can influence group interaction.

TEAM CREATIVITY: A PROCESS MODEL

Ralph Hanke

A process model of team creativity is proposed and tested. More specifically, the relationship between transactive memory systems, team level lateral and analogical thinking, task and relationship conflict, conflict management, and team creativity is examined. A longitudinal study using 100 student teams provides evidence for the importance of transactive memory systems to team creativity. The results also show that relationship conflict plays an important negative role in team creativity, but that a strong transactive memory system creates lower levels of relationship conflict. In addition, evidence is provided for the positive role of team level analogical and lateral thinking in team creativity. Further, the study extends the transactive memory system concept by adding a fourth dimension, accuracy/consensus. Finally, the results include both exploratory and confirmatory factor analyses of the new transactive memory system scale, the analogical thinking scale, the lateral thinking scales, and a two-factor creative output measure. Implications for theory and practice are discussed and directions for future research are suggested.

KNOWLEDGE SEEKING AND PROVISION IN WORK TEAMS ACROSS MULTIPLE KNOWLEDGE AREAS: A NETWORK FORMULATION TO TEST AND EXTEND TRANACTIVE MEMORY THEORY

Jing Wang, Northwestern University
Noshir Contractor, Northwestern University

A multilevel network model was developed to test and extend the descriptive and normative aspects of transactive memory theory. The defining TMS-structures were found prominent, while the inferred structures were not. Information seeking structures improved group knowledge, but not those of information provision. Higher average tenure improved group performance.

MEMBER INPUTS, NETWORK STRUCTURES, AND GROUP PROCESSES: BLENDING APPROACHES TO TEAM PERFORMANCE

Prasad Balkundi, University at Buffalo, State University of New York
David Harrison, Penn State University
Frankie Weinberg, University of Georgia

We tested the Input- Network structure-Process output model of team effectiveness with a three-wave, longitudinal data of 87 teams. Team transactive system mediates the relationship between advice network density and team performance and racial diversity and team performance. Friendship network density and group cohesion had no effects.
CONFLICT IN GROUPS

Self-Interest Masquerading as Ingroup Beneficence: Altruistic Rationalization and Interindividual-Intergroup Discontinuity

Brad Pinter, Penn State Altoona

The altruistic rationalization hypothesis proposes that groups compete more than individuals because group membership creates an opportunity to rationalize self-interested behavior as being enacted for the sake of the ingroup. Experimental results showed that low guilt subjects competed more on a PDG task when they were afforded a plausible rationalization.

Not All Negative Relationships are Created Equal: An Examination of the Relational Factors That Produce Problems for the Group

Tracey Rockett, University of Texas at Dallas
Alix Valenti, University of Houston Clear Lake

This paper examines the factors that cause some negative relationships between dyads to spill over into the groups and produce negative outcomes for the group. We identify several dynamics that are likely to cause problems for the group including a feeling of betrayal and suddenness of change in relationship.

Reaping the Benefits of Conflict in Teams: The Critical Role of Team Psychological Safety Climate and Openness to Experience

Bret Bradley, University of Oklahoma
Bennett Postlthwaite, University of Iowa
Melanie Burns, University of Iowa
Kenneth Brown, University of Iowa

Conflict can help or hurt teams. We propose and find evidence for two moderators that help teams tap the benefits of conflict. Using evidence from 117 teams we find that team psychological safety climate and the level of a team’s openness to experience moderate the conflict and performance relationship.

Getting on the Same Page: The Moderating Role of Competitive Expectations in Team Conflict Management

Kevin Rockmann, George Mason University
Gregory Northcraft, University of Illinois at Urbana-Champaign

This study proposes a multi-level model of individual competitive expectations and team conflict management. We argue that a match between competitive expectations and two emergent team behaviors – strategy (what the team says) and communication tone (how the team says it) – is critical in predicting both individual satisfaction and team performance.

COLLECTIONS OF INDIVIDUALS SHAPING GROUPS

Conceptualizing Collective Intelligence

Thomas Malone, Massachusetts Institute of Technology
Anita Williams Woolley, Carnegie Mellon University
Chabris Christopher, Union College

Conceptualizing group capability has posed a challenge to researchers since the field’s inception. This study explores the concept of “collective intelligence.” We test the premise in 32 teams working on a diverse set of tasks. Initial results support the premise of collective intelligence; implications and future directions are discussed.
**Processes in Group Cognitive Complexity**

Corinne Coen, SUNY at Buffalo  
Kyoosang Choi, Sookmyung Women’s University

Our study provides a theoretical model of emergent group cognitive complexity. We examine how social cognitive processes among group members influence the emergence of group cognitive complexity (i.e., group differentiation and group integration) and then, how group cognitive complexity affects group task performance.

**The Effect of Personality on the Social Network Structure**

Evgenia Dolgova, Rotterdam School of Management  
Woody van Olffen, Rotterdam School of Management Erasmus University  
Frans van den Bosch, Rotterdam School of Management Erasmus University  
Henk Volberda, Rotterdam School of Management Erasmus University

Abundant evidence exists for homophily (interaction with similar others) based on such factors as age, sex and social class. However, homophily based on personality has not yet been investigated. This paper looks on how personality affects the network structure.

**How the Valence of Information about Group Members Influences Perceptions of Group Entitativity**

Sandra Carpenter  
Jeri Cassel, The University of Alabama in Huntsville

Two experiments tested whether the similarity of the valence of personality characteristics of group members impacts the perception of group entitativity (i.e., perceived “groupness”). Unexpectedly, although valence impacted perceived entitativity, similarity of valence did not.

**Double Standards for Competence: Recent Research and New Directions**

Martha Foschi

This paper concerns situations in which two or more persons who differ in status achieve equal/highly similar levels of task performance. The objectives are to (a) review the most recent empirical studies on the of use competence double-standards (stricter for the lower-status person) in those situations, (b) evaluate the theoretical implications of these studies, and (c) identify the most promising areas for future research.

**Motivating Low Status Members to Share Knowledge – Effects of Team-Based Rewards in Computer-Mediated Groups**

Oliver Rack, University of Applied Sciences Northwestern Switzerland  
Andrea B. Hollingshead, University of Southern California  
Margarete Boos, University of Göttingen, Germany

In a laboratory experiment, we investigated the effects of performance-based monetary incentives and status differences on knowledge sharing in computer-mediated groups. Participants were divided randomly in three-person-groups and performed a knowledge pooling task. Results show that rewards had positive effects on satisfaction, trust and knowledge sharing.

**Being Different or Being Better?: An Experimental Investigation of the Horizontal-Vertical Distinction**

Jack Goncalo, Cornell University  
Sharon Kim, Cornell University

Existing research suggests that individualism stimulates group creativity, but there are two forms of individualism—the vertical form which emphasizes competition and the horizontal form which emphasizes independence—that may have different effects. We differentiate between vertical and horizontal individualism both theoretically and empirically in an experiment on group brainstorming.
FROM DIFFERENT WORLDS: THE IMPACT OF NATIONALITY DIVERSITY AND RELATIVE STATUS ON GROUP EXPERIENCE AND PERCEPTIONS OF INFLUENCE
Melissa C. Thomas-Hunt, Cornell University, Johnson Graduate School of Management
Denise Lewin Loyd, MIT Sloan School of Management
Ashley Brown, MIT Sloan School of Management
We explore how the relative status of individuals derived from nationality affects group interaction. We find that leader status has a significant impact and argue that a violation of the expectation that a leader should possess high status characteristics leads to a more negative assessment of the group process.

3:15-4:45; Session 25
Saturday
Rampart (3rd fl)

GROUPS WORKING ON COMPLEX TASKS

AN ASSESSMENT OF THE INTEGRATION OF SMALL ONLINE AND FACE-TO-FACE DISCUSSION GROUPS IN THE AUSTRALIAN CITIZENS PARLIAMENT
John Gastil, University of Washington
The 2009 Citizens Parliament in Australia is a unique public deliberation process designed to integrate effective online discussion, face-to-face small group deliberation, and large-group plenary decision making. The present study assesses the effectiveness of this process at channeling the deliberation of these different elements into a final set of judgments.

VIDEOGAME DEVELOPMENT TEAMS: A MODEL FOR EFFECTIVE COORDINATION AND COLLABORATION ON UNCERTAIN AND COMPLEX TASKS.
Kenneth Goh, Tepper School of Business, Carnegie Mellon University
Paul Goodman, Tepper School of Business, Carnegie Mellon University
Laurie Weingart, Tepper School of Business, Carnegie Mellon University
Gergana Todorova, Tepper School of Business, Carnegie Mellon University
In this paper, we present a general model of team effectiveness in complex and uncertain task environments. Our ideas are developed from observations and interviews with student teams working on game development projects, and from a review of the literature on coordination and communication in groups.

COORDINATION IN INTERDEPENDENT WORK: A CONSTRAINT NETWORK REPRESENTATION OF DEPENDENCIES IN DESIGN AND ENGINEERING TEAMS
Laura Dabbish, Carnegie Mellon University
James Herbsleb, Carnegie Mellon University
Patrick Wagram, Carnegie Mellon University
Anita Sarma, Carnegie Mellon University
In this paper, we propose a theory of coordination that represents work tasks as a network of linked actions and constraints. We use observational data from an engineering project to illustrate several properties of constraint networks that we have observed impact the effectiveness of different coordination activities.

SUBJECTIVELY PERCEIVED DIVERSITY AND COMPLEX PROBLEM SOLVING PERFORMANCE IN GROUPS
Bertolt Meyer, University of Zurich, Department of Psychology
Regula von Büren, University of Zurich, Department of Psychology
Johannes Schley, University of Zurich, Department of Psychology
This study examines whether subjective diversity in small work groups affects group performance. Forty-two groups playing a computer simulation game were observed and surveyed. Results showed a positive relationship between subjective diversity and performance. The effect was mediated by information elaboration and moderated by the results of social categorization processes.
TEAM MENTAL MODEL RE-CONVERGENCE: THE EFFECT OF NEW INFORMATION AND THE MENTAL MODEL CONVERGENCE PROCESS DURING COLLABORATIVE ACTIVITIES

Deanna Kennedy, University of Massachusetts Amherst
Sara McComb, Texas A&M University

During collaborative activities, new information may arise that requires adjustments to, and reconvergence of, mental model content. Herein, we analyze textual data collected during team experiments to explain the mental model convergence process when new information is interjected. Further, we examine how reconvergence about mental model content impacts team effectiveness.

TEAM COGNITION MEASUREMENT TOOLBOX: A REVIEW AND RECOMMENDATIONS

Jessica Wildman, Department of Psychology & Institute for Simulation and Training, University of Central Florida
Davin Pavlas, Department of Psychology & Institute for Simulation and Training, University of Central Florida
Eduardo Salas, Department of Psychology & Institute for Simulation and Training, University of Central Florida

In order to update and extend the literature, this paper provides a comprehensive and critical review of the existing methods for measuring team cognition. From this review, several resources aimed at providing practical guidance for researchers and practitioners in the selection and design of team cognition measures are provided.

STRATEGIC MENTAL MODEL CONSENSUS AND ADAPTATION IN DECISION-MAKING TEAMS

Wendy Bedwell, University of Central Florida
Elizabeth Sanz, University of Central Florida
Christian Resick, Drexel University
Leslie DeChurch, University of Central Florida
Toshio Murase, University of Central Florida
Miliani Jimenez, University of Central Florida

A generally accepted approach for measuring mental models (MM) has not emerged (Mohammed et al., 2000) and this is particularly true of strategy-focused MM. In this paper, we measure strategy MM using three approaches and compare the utility of each approach for examining MM consensus and team adaptation.

A MODEL OF GROUP CREATIVITY IN ORGANIZATIONS

Jennifer Mueller, University of Pennsylvania
Matt Cronin, George Mason University

Creativity theory has generally focused on individual level creativity without identifying the critical characteristics of creative groups. We propose a model of group-level creativity in organizations to identify the emergent group properties creative groups hold and simultaneously build an organizing framework to guide future group creativity research.

INFORMATIONAL GROUP SPLITS AND CREATIVITY: AN EMPIRICAL ANALYSIS OF GROUP FUNCTIONING

Jayaram Uparna, Rutgers University
Katerina Bezrukova, Santa Clara University

We provide an empirical test of our theoretical model of group faultlines, social-support, group-efficacy and culture shifts towards creativity. Pilot results confirm that informational faultline strength moderates the culture shift from a desired to an actual culture of creativity in teams, while differentially influencing team creativity and performance.

ARE FUNNY GROUPS MORE CREATIVE? HUMOR, COHESION, AND CREATIVITY IN SMALL GROUPS

Christine Gockel, Chemnitz University of Technology
Lioba Werth, Chemnitz University of Technology

In this longitudinal study, it was shown that humor and cohesion in small groups influence each other. It was also shown that humor and cohesion did not predict the quality of the creative group product.
DOES INDIVIDUAL HELP SEEKING AID CREATIVITY?: IT DEPENDS ON THE GROUP – CROSS-LEVEL EFFECTS IN CREATIVITY RESEARCH

Jennifer Mueller, University of Pennsylvania
Dishan Kamdar, Indian School of Business

Do help seeking and giving group norms alter the relationship between individual level help seeking and creativity? In a sample 298 individuals in 55 work groups we confirmed a cross-level association finding that individual help seeking positively related to creativity only when help giving norms were high and help seeking norms were low.

TEAM COACHING, REFLEXIVITY AND TEAM PERFORMANCE: A COMPLEX PATTERN

Andrea Gurtner, Berne University of Applied Science, Switzerland
Franziska Tscham, University of Neuchâtel, Switzerland
Yvonne Bogenstäetter, University of Neuchâtel, Switzerland

Accumulating evidence shows that reflexivity—the extent to which teams reflect upon and modify their functioning—is a key factor in team functioning. We found positive relationships between team coaching and reflexivity in a sample of 220 work teams. However, reflexivity was not related with supervisor rated team performance.

INFORMATION SHARING AND TEAM EFFECTIVENESS: THE ROLE OF COMMUNICATION MEDIUM

Marissa Shuffler, ICF International/University of Central Florida
Miliani Jimenez, University of Central Florida
Jessica Wildman, University of Central Florida

When teams fail to effectively share unique, task-relevant information, their informational superiority is compromised. In this study, we examine the role of communication medium on the effectiveness of information sharing in teams. Further, we explore the possibility that communication medium moderates the relationship between team information sharing and decision effectiveness.

NEW LENSES ON TEAM LEARNING. A SOCIOCULTURAL APPROACH

Peter Musaeus, University of Central Florida

Team learning has generally not been studied from a sociocultural (vugotskian) point of view. This poster is a theoretical contribution, which focuses on dialogue, signs, practice and history in developing an account of team learning as more than increases in AKS.

DEVELOPING TECHNICAL PERFORMANCE MARKERS FOR A COMPLEX ROUTINE AND AN EMERGENCY MEDICAL INTERVENTION PERFORMED BY MEDICAL TEAMS AS BASIS FOR COMPARING ROUTINE AND EMERGENCY TEAM PERFORMANCE

Maria Vetterli, University of Neuchâtel, Switzerland
Franziska Tscham, University of Neuchâtel, Switzerland
Norbert K. Semmer, University of Berne, Switzerland
Stephan U. Marsch, University Hospital Basel, Switzerland

Based on previous studies comparing routine and emergency performance of teams, we postulate that there is no significant correlation between performance markers of routine and emergency tasks. This was tested with 26 hospital teams. We also describe the development of team task process performance markers for a complex medical intervention.
TEAM SUCCESS IS NOT A MATTER OF TIME: EYE MOVEMENTS AS A PREDICTOR OF TEAM EFFICIENCY
Heather Lum, University of Central Florida
Valerie Sims, University of Central Florida
Nicholas Lagattuta, University of Central Florida
This study examines the use of eye-tracking as an important measurement tool that may be utilized in the study of team cognition and performance. Preliminary findings suggest that eye-tracking may be a means to accomplish this goal and further the study of teams in addition to more traditional measures.

MODEL OF COLLECTIVE ORIENTATION AND TEAM PERFORMANCE
Elizabeth Lazzara, University of Central Florida
Wendy Bedwell, University of Central Florida
Jessica Wildman, University of Central Florida
Deborah DiazGranados, University of Central Florida
Marissa Shuffler, University of Central Florida
Andrea Barnhard, University of Central Florida
The need to sustain effective teams necessitates the study of teams and the factors that ensure collaboration takes place as effectively as possible. Collective orientation of team members is one important component in predicting team behaviors and performance. Therefore, collectivist orientation is one valuable construct to team performance researchers.

MULTICULTURAL COLLABORATION: WHAT MAKES IT WORK?
Deborah DiazGranados, Institute for Simulation and Training
Jessica Wildman, Institute for Simulation and Training
Wendy Bedwell, Institute for Simulation and Training
Eduardo Salas, Institute for Simulation and Training
We propose a theoretical framework for examining multicultural collaboration. In the development of this framework we define culture using a multi-level approach. By developing this framework of multicultural collaboration and attempting to answer some fundamental questions we hope that multicultural interactions and collaboration will be better understood and problems better diagnosed.

WHAT IS COLLABORATION? A MULTIDISCIPLINARY REVIEW
Wendy Bedwell, Department of Psychology & Institute for Simulation and Training, University of Central Florida
Jessica Wildman, Department of Psychology & Institute for Simulation and Training, University of Central Florida
Deborah DiazGranados, Department of Psychology & Institute for Simulation and Training, University of Central Florida
Elizabeth Lazzara, Department of Psychology & Institute for Simulation and Training, University of Central Florida
Marissa Shuffler, Department of Psychology & Institute for Simulation and Training, University of Central Florida
Luiz Xavier, University of Central Florida
Eduardo Salas, University of Central Florida
C. Shawn Burke, University of Central Florida
Intuitively, we have an idea of what “collaboration” means. For research purposes, however, this is not sufficient. Although the literature on collaboration is vast, a lack of a unified, comprehensive definition exists. To remedy, this paper reviews the existing literature across multiple domains and provides a comprehensive definition of collaboration.

RETHINKING RESPONSES TO LOW PERFORMERS IN GROUPS: AN EXAMINATION OF CAUSAL ATTRIBUTIONS IN CONTEXT
Alexander Bolinger, University of Utah
This paper draws on a qualitative study of sectional groups in a jazz ensemble to examine how causal attributions about low-performing group members are constructed and contested in naturally occurring conversation. This analysis suggests that attributions are socially constructed and reflect dilemmas of stake, standing, and agency in groups.
TOWARD A MODEL OF TRUST DEVELOPMENT IN TEAMS

Luiz Xavier, University of Central Florida
Jessica Wildman, University of Central Florida
Peter Musaeus, Aarhus University, Denmark
Stephen Fiore, University of Central Florida
Marissa Shuffler, University of Central Florida
Eduardo Salas, University of Central Florida

Models of team development and trust development will be reviewed and strengths and weaknesses of each model will be identified. Based upon this review, an integrated model of trust development in teams will be provided and future directions for research will be offered.

TOWARD MEASUREMENT OF TRUST AND DISTRUST: SEPARATE CONSTRUCTS OR ENDS OF A CONTINUUM?

Jessica Wildman, Department of Psychology & Institute for Simulation and Training, University of Central Florida
Steve Fiore, Institute for Simulation and Training, University of Central Florida
Eduardo Salas, Department of Psychology & Institute for Simulation and Training, University of Central Florida

There are two perspectives regarding the distinctions between trust and distrust within the literature: trust and distrust as opposite ends of a continuum, and trust and distrust as distinct constructs. In this paper, we summarize these perspectives and propose a new measure based on Lewicki and colleagues (1998) theory.

MANAGING CONFLICT IN TEAMS: A META-ANALYSIS

Luiz Xavier, University of Central Florida
Daniel Doty, University of Central Florida
Natalie Wright, University of Central Florida
Leslie DeChurch, University of Central Florida

Clear understanding of the nature of specific team conflict management processes on various team level outcomes has yet to emerge despite a recent accumulation of empirical research. The current study utilizes a comprehensive search of small group literature and meta-analytic procedures to identify reported conflict management to team outcome relationships.
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FIRST FLOOR LAYOUT
SECOND, THIRD AND FOURTH FLOOR LAYOUT
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MAP OF LOCAL AREA
Notes:
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