Fifth Annual Conference
July 22 - 24, 2010
Washington, DC, USA
Hilton Arlington Program

Sponsored in part by:

INGROUP
interdisciplinary network for group research

School of Management
George Mason University

Center for Interdisciplinary Research on Teams
Tepper School of Business
Carnegie Mellon University

Kogod School of Business
American University • Washington, DC

Department of Defense Office
of Naval Research
Cognition and Collaboration in Network Centric Operations:
Understanding & Measuring Macrocognition in Teams;
Contract # N000140610446

University of Central Florida
Institute for Simulation & Training
Psychology Department
University of Central Florida

Army Research Institute
Understanding, Measuring, and Modeling the Effects of Culture in Negotiation and Collaboration: A Dynamic, Multi-Level View of Culture
Contract # W911NF1810127
### INGGroup Coordinating Chair
- Joann Keyton

### Local Arrangements
- Michelle Marks

### Program Chair
- Franziska Tschan

### Program Chair Elect
- Mary Waller

### Program Committee
- Michael Baumann
- Stephenson Beck
- Kristin Behfar
- Kate Bezrukova
- Joseph Bonito
- Elisabeth Brauner
- Sandra Carpenter
- Mark Clark
- Vanessa Druskat
- John Gastil
- Christine Gockel
- Jack Goncalo
- Andrea Gurtner
- David Henningsen
- Mary Lynn Henningsen
- Steven Karau
- Norbert Kerr
- Michaela Kolbe
- Glenn Littlepage
- Mary M. Maloney
- Bertold Meyer
- Renee Meyers
- Gerardo Okhuysen
- Charles Pavitt
- Linda Pierce
- Joan Rentsch
- Jane Sell
- Norbert Semmer
- Pri Shah
- Bradley Staats
- Golnaz Tajeddin
- R. Scott Tindale
- Franziska Tschan
- Lynn van Swol
- Mary Waller
- Mary Zellmer-Bruhn

### INGGroup Board of Directors 2010-2011

#### Chairman of the Board/President
- Laurie Weingart

#### Vice-Chair
- Joann Keyton

#### Secretary
- Mark Clark

#### Treasurer
- Joseph Bonito

#### Local Arrangements Chair (2010)
- Michelle Marks

#### Local Arrangements Chair (2011)
- Mary Zellmer-Bruhn

#### Program Chair
- Franziska Tschan

#### Program Chair-Elect
- Mary Waller

#### Board Member, 2008-2011
- Stephen Fiore

#### Board Member, 2009-2012
- Mark Mortensen

#### Board Member, 2010-2013
- Renée Meyers

#### Ex-officio Student Member
- Marissa Shuffler Porter

### INGGroup Webmaster
- Gwen Wittenbaum
# Conference schedule at a glance

## THURSDAY July 22 2010

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>4:00 pm - 6:00 pm</td>
<td>Registration <em>(Foyer)</em></td>
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<tr>
<td>12:00 pm - 5:00 pm</td>
<td>INGroupe Board of Directors meeting <em>(Renoir)</em></td>
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<tr>
<td>6:00 pm</td>
<td>Opening Dinner <em>(Gallery Ballroom)</em></td>
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<tr>
<td>7:30 pm - 9:00 pm</td>
<td>Reception with Cash Bar <em>(Foyer)</em></td>
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<tr>
<td>7:30 pm - 8:30 pm</td>
<td>Graduate Students Meet and Greet <em>(Gallery III)</em></td>
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<tr>
<td></td>
<td>7:30-7:50: Keith Ferrazzi: <em>How To Turn Your INGroupe Experience Into An Opportunity For Lasting Relationships and Mutual Success</em></td>
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## FRIDAY, July, 23 2010

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>8:00 am - noon</td>
<td>Registration <em>(Foyer)</em></td>
</tr>
<tr>
<td>7:30 am - 8:30 am</td>
<td>Light Breakfast <em>(Foyer)</em></td>
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<tr>
<td>8:30 am - 10:00 am</td>
<td>Session 1 <em>(Gallery III)</em> Panel: Teamwork: The state of science</td>
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<td>Session 2 <em>(Gallery II)</em> Emotions in groups and teams</td>
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<td>Session 3 <em>(Gallery I)</em> Influences on group and team performance</td>
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<td>Session 4 <em>(Masters Ballroom)</em> Groups over time</td>
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<td></td>
<td>Session 5 <em>(Renoir)</em> Teams in medicine &amp; healthcare</td>
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<tr>
<td>10:00 am - 10:30 am</td>
<td>Morning Refreshment Break <em>(Foyer)</em></td>
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<tr>
<td>10:30 am - 12:00 am</td>
<td>Session 6 <em>(Gallery III)</em> Invited Panel: Funding opportunities</td>
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<td>Session 7 <em>(Gallery II)</em> Trust and friendship in groups and teams</td>
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<td>Session 8 <em>(Gallery I)</em> Expert groups and teams in science</td>
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<td>Session 9 <em>(Masters Ballroom)</em> Theoretical approaches</td>
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<td></td>
<td>Session 10 <em>(Renoir)</em> Collaborative action toward social reform</td>
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<tr>
<td>12:15 pm - 1:15 pm</td>
<td><strong>Luncheon</strong> - Presentation of INGroupe Strategic Objectives Presentation of Joseph E. McGrath Award <em>(Gallery Ballroom)</em></td>
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<tr>
<td>1:15 pm - 2:45 pm</td>
<td><strong>Plenary session</strong>: Starting Interdisciplinary Research: A Live Case Study <em>(Gallery Ballroom)</em></td>
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<tr>
<td>2:45 pm - 3:15 pm</td>
<td>Afternoon Refreshment Break <em>(Foyer)</em></td>
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<tr>
<td>3:15 pm - 4:45 pm</td>
<td>Session 11 <em>(Gallery III)</em> Panel: Analyzing interaction data: Methods and applications</td>
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<td>Session 12 <em>(Gallery II)</em> Conflict in groups and teams</td>
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<td>Session 13 <em>(Gallery I)</em> Multi-teams and multiple team membership</td>
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<td></td>
<td>Session 14 <em>(Masters Ballroom)</em> Special teams for special tasks</td>
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<td></td>
<td>Session 15 <em>(Renoir)</em> Status, power and leadership</td>
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<tr>
<td>4:45 pm - 5:00 pm</td>
<td>Poster Setup <em>(Foyer)</em></td>
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<tr>
<td>5:00 pm</td>
<td><strong>INGroupe photo</strong></td>
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<tr>
<td>5:15 pm - 6:45 pm</td>
<td>Poster Session, including appetizers and beverages <em>(Foyer)</em></td>
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<td>Dinner in small groups on your own - see restaurant list</td>
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<tr>
<td>Time</td>
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<tr>
<td>7:30 am - 8:30 am</td>
<td>Light Breakfast <em>(Foyer)</em></td>
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</tbody>
</table>
| 8:30 am - 10:00 am | Session 16  
*Gallery III*
Invited Panel:  
Causes, conditions, and complexity:  
Alternative strategies for understanding group behavior  
Session 17  
*Gallery II*
Cultural issues in groups and teams  
Session 18  
*Gallery I*
Interventions in groups and teams  
Session 19  
*Masters Ballroom*
Panel:  
Analyzing interaction:  
Coding instruments in practice |
| 10:00 am - 10:30 am | Morning Refreshment Break *(Foyer)*                                    |
| 10:30 am - 12:00  | Session 21  
*Gallery III*
Panel:  
Multi-team systems:  
An organizational form for dynamic and complex environments  
Session 22  
*Gallery II*
Personality influences on groups  
Session 23  
*Gallery I*
Group processes and performance  
Session 24  
*Masters Ballroom*
Sharing information and developing ideas in groups  
Session 25  
*Renoir*
Judgment and decision making |
| 12:15 pm - 1:15 pm | Luncheon - Organizers’ Report on the Conference *(Gallery Ballroom)* |
| 1:30 pm - 3:00 pm | Session 26  
*Gallery III*
Panel:  
The future of shared leadership in collectives  
Session 27  
*Gallery II*
Theories and methods  
Session 28  
*Gallery I*
Transactive memory systems  
Session 29  
*Masters Ballroom*
Political and communal service teams  
Session 30  
*Renoir*
Attitudes in groups and teams |
| 3:00 pm - 3:30 pm | Afternoon Break *(Foyer)*                                               |
| 3:30 pm - 4:40 pm | Session 31  
*Gallery III*
Groupiness of groups  
Session 32  
*Gallery II*
Subgroups and faultlines  
Session 33  
*Gallery I*
Joining groups and being included in groups  
Session 34  
*Masters Ballroom*
Leadership in teams |
| 4:45 pm - 6:10 pm | Open Business Meeting  
*Gallery III*                                                      |
| 6:15 pm         | Graduate Student Business Meeting  
*Gallery II*                                                      |
|                | *Evening event* - Buses leave 6:20 and 6:30 at the Main Entrance  |
CONFERENCE SCHEDULE

THURSDAY, JULY 22TH 2010

12:00-5:00 pm
Renoir
4:00-6:00 pm
Foyer
6:00 pm
Gallery Ballroom
7:30-9:00 pm
Foyer
7:30-8:30 pm
Gallery III

INGroup Board of Directors Meeting

Registration

INGroup Opening Dinner

Reception with cash bar

Graduate Student Meet and Greet

7:30-7:50 - Keith Ferrazzi

How To Turn Your I MGroup Experience Into An Opportunity For Lasting Relationships and Mutual Success

Keith Ferrazzi is widely known as a New York Times bestselling author and TV personality. Keith is also the Chairman of a research institute for relational and collaborative science with a mission to make government, business and non-profit organizations understand and utilize the power of collaboration for society's ultimate benefit. As a leading expert in relationship development and the New York Times #1 bestselling author of Never Eat Alone and Who's Got Your Back, Keith’s authentic research-backed tips are being offered today to help you transform your I MGroup Conference experience into a powerful opportunity. Tonight learn about what makes Keith a leading expert in relationship development and how his expertise and mission can help you use the power of relational collaboration to transform your life and career.
FRIDAY, JULY 23RD, 2010

8:00 am - noon
Foyer
7:30-8:30 am
Foyer
8:30-10:00 am: Session 1
Gallery III

Registration
Light Breakfast

PANEL: TEAMWORK – THE STATE OF SCIENCE
Bedwell, W., Jiménez, M., DeChurch, L., Salas, E. Fiore, S., & Marks, M.

8:30-10:00 am: Session 2
Gallery II

EMOTIONS IN GROUPS AND TEAMS
Anger Elfenbein, H., Barsade, S. & Eisenkraft, N. Do We Know Emotional Intelligence
When We See It? The Properties and Promise of Teammate Ratings
McLeod, P. A Terror Management Account of Linguistic and Emotional Manifestations of
Intergroup Bias
Harvey, S. Curb Your Enthusiasm (But Not Too Much!): The Effects of Emotion on Creative
Idea Selection in Groups
Musaeus, P., & Brinkmann, S. Emotions in Work Groups as Moral Orientation Guides

8:30-10:00 am: Session 3
Gallery I

INFLUENCES ON GROUP AND TEAM PERFORMANCE
Lount, R., & Swaab, R. Co-action: A Meta-Analytic Review
Kerr, N., Felt, D., & Irwin, B. Explicit Incentives and the Köhler Motivation Gain in
Exercise Groups
Clark, M. Shocks to the System: Sustaining Team Performance
Good?’ to ‘How Much Diversity is Good?’ The Relationship between Cognitive Style
Diversity and Team Collective Intelligence

8:30-10:00 am: Session 4
Masters Ballroom

GROUPS OVER TIME
Collins, C., Gibson, C., Quigley, N., & Parker, S. Team Effectiveness Trajectories:
Entrained Archetypes of Team Change and Catalysts for Critical Leverage Points
Stuart, H. C. & Berdahl, J. Modelling Diversity and Stereotyping in Work Groups over Time
Bonito, J., & Hill, G. Perceptions of Influence During Group Interaction: Stability and
Change
Allen, N., & O’Neill, T. The “Trajectory of Emergence”: Mining the Literature for Clues

8:30-10:00 am: Session 5
Renoir

TEAMS IN MEDICINE & HEALTHCARE
Marsch, S., & Hunziker, S. How Can Small Group Research Contribute to Solve Important
Problems of Contemporary Medicine: The Medical Perspective
Dekker-van Doorn, C., Wauben, L., van Wijngaarden, J., Goossens, R., Huijsman, R., &
Lange, J. Discrepant Perception of Communication, Teamwork and Situation
Awareness among Surgical Team Members
Kouchaki, M. Boundary Groups: A Qualitative Investigation
Buljac-Samardzii, M., Van Woerkom, M., van Wijngaarden, J. & Paauwe, J. Predicting
Factors for Team Effectiveness in the Long-Term Care

10:00-10:30 am
Foyer

Morning Refreshment Break
10:30 am-12:00 pm; Session 6
Gallery III

INVITED PANEL: FUNDING OPPORTUNITIES
Keyton, J. (Chair) Funding Opportunities for the Study of Groups and Teams
Kobrin, S., Meszaros, J., Mittu, R., & Pelham, B. (Panelists)

10:30 am-12:00 pm; Session 7
Gallery II

TRUST AND FRIENDSHIP IN GROUPS AND TEAMS
Leonardelli, G. & Lewin-Loyd, D. Optimally Distinct Groups as a Marker of Membership Trust
Kaplan, S., LaPort, K., & Waller, M. The Role of Positive Affectivity in Nuclear Power Plant Crew Performance
Maloney, M., Shah, P., & Zellmer-Bruhn, M. Bridging Boundaries: Relationship Development in Global Teams

10:30 am-12:00 pm; Session 8
Gallery I

EXPERT GROUPS AND TEAMS IN SCIENCE
Huang, M., Liu, J., Wang, A., & Contractor, N. The Impacts of Co-authorship Networks and Citation Networks in "Team Science"
Paletz, S., Schunn, C., & Kim, K. Analogies Can Spark Intra-Group Conflict in Teams
Yong, K., Dahlin, K., & deValck, K. Beyond Exploration: The Exploitation Advantage of Expertise Diversity in Teams
Weisband, S., & Mattarelli, E. Collaborative Work in Telemedicine Services

10:30 am-12:00 pm; Session 9
Masters Ballroom

THEORETICAL APPROACHES
Haas, M., & Hackman, R. An Evolutionary Perspective on Collaborative Knowledge Work in Teams
Ferguson, A. Boundary Work in Groups: Locus and Function as Dimensions Influencing Group Effectiveness

10:30 am-12:00 pm; Session 10
Renoir

BREAKOUT SESSION
Ferrazzi, K. Applying Your Work for US Top Leaders’ Collaborative Action toward Social Reform

12:15-1:15 pm
Gallery Ballroom

Luncheon – Presentation of ING Roup Strategic Objectives; McGrath Lifetime Achievement Award

1:15-2:45 pm
Gallery Ballroom

PLENARY SESSION: STARTING INTERDISCIPLINARY RESEARCH: A LIVE CASE STUDY
Cronin, M., (Chair). Kerr, N., Poole, M. S., & Wageman, R.; (Panelists) Buckley, K., Cordts, J., Lorber, M., & Sands, J. (MITRE)

2:45-3:15 pm
Foyer

Afternoon Refreshment Break
3:15-4:45 pm; Session 11  
Gallery III  
**PANEL: ANALYZING INTERACTION DATA**  
Chiu, M.M., Kaplan, S., Lehmann-Willenbock, N., Meyers, R., & Waller, M. *Analyzing Interaction Data: Methods and Applications*

3:15-4:45 pm; Session 12  
Gallery II  
**CONFLICT IN GROUPS AND TEAMS**  
Weingart, L., Todorova, G., & Cronin, M. *Blending Versus Blanding: Balancing Convergence and Divergence in Functionally Diverse Innovation Teams*

Gardner, H. *Disagreement about the Team's Status Hierarchy: An Insidious Obstacle to Coordination and Performance*

Spell, C., Bezruckova, K., Haar, J., & Spell, C. *Faultlines, Fairness, and Fighting: A Justice Perspective on Conflict in Diverse Groups*

Behfar, K., Friedman, R., & Brett, J. *How Challenges Can Act as Catalysts and Suppressors of Effective Team Process*

3:15-4:45 pm; Session 13  
Gallery I  
**MULTI-TEAMS AND MULTIPLE TEAM MEMBERSHIP**  
Staats, B., & Huckman, R. *Fluid Teams and Fluid Tasks: The Impact of Team Familiarity and Variation in Experience*

O'Leary, M., Mortenson, M., & Woolley, A. *Multiple Team Membership: A Theoretical Model of Its Effects on Productivity and Learning for Individuals, Teams, and Organizations*

Cuijpers, M., Uitdewilligen, S., & Günter, H. *Dual Identification in Multi-Team Systems*

Keyton, J., Smith, F., & Ford, D. *Influence of Team Network Instability on Interaction Processes*

3:15-4:45 pm; Session 14  
Masters Ballroom  
**SPECIAL TEAMS FOR SPECIAL TASKS**  
Conlon, D., Morgeson, F., Miles, J., & DeRue, D. S. *Communication Breakdown? The Role of Pit Crew Communication Climate and Pit Crew Efficiency in Predicting NASCAR Team Performance*

Dietz, A., Weaver, S., Bedwell, W., & Sierra, M.J. *Teams in I.C.E.: Identifying Focal Stressors in Long-Duration Spacelift*

Steele, J., Schoeninger, K., Hall, J., & De Lio, C. *Group Formation and Partial History Task Group Theory*

3:15-4:45 pm; Session 15  
Renoir  
**STATUS, POWER AND LEADERSHIP**  
Fettermann, J. *A Power Experience Model of Leadership*

Hays, N., & Bendersky, C., *Antecedents of Status Seeking*

Antoni, C. *Team Climate for Innovation, Supervisor Support and Team Innovation Behavior*

Tajeddin, G. *A Qualitative Study of Emergence and Influence of Expertise in Group Decision Making*

4:45-5:00 pm  
Foyer  
**Poster Setup**

5:00 pm  
TBA  
**ING Roup photo**
POSTER SESSION (including appetizers and beverages)

1. Layton, R., Loughry, M., Ohland, M., Pomeranz, H., Bedwell, W., & Salas, E. The Effective Management of Student Teams Using the CATME/Team-Maker System

2. Vargaz-Hernandes, J. Intellectual Capital Notion and Knowledge Diffusion Drivers in Knowledge Based-Organizations

3. Kalayjian, A., & Toussaint, L. Partnering for Peace through Forgiveness Research and Practice

4. Hamilton, K., Mohammed, S., Mancuso, V., Hoult, R., Miotra, D., & McNeese, M. It’s About Time: The Conceptualization and Operationalization of Temporal Team Mental Models


6. Hamilton, K., & Mohammed, S. Can Too Much Sharing be Bad? Integrating Distributed and Overlapping Definitions of Sharing in Team Mental Model Research

7. Smith-Jentsch, K., Weaver, S., Wiese, C., & Kraiger, K. Evidence of the Reliability and Validity of Collective Climates in Work Teams

8. Wiese, C., Smith-Jentsch, K., Afek, A., & Brown, K. When Searching for Multiple Accurate Mental Models Test for Interactions


10. Shuffler, M., Wiese, C., Burke, S., & Salas, E. Improving Shared Leadership in Virtual Teams: The Role of Shared Cognition

11. Shuffler, M., Burke, S., & Salas, E. Creating Synergy in Multicultural Teams: Critical Team Processes


13. Feitosa, J. Shared Ethnic Identity: Can It Explain Multicultural Team Outcomes?

Saturday, July 24th, 2010

7:30 am–8:30 am
Foyer
Light Breakfast

8:30-10:00 am; Session 16
Gallery III
Invited Panel: Causes, Conditions & Complexity
Hackman, J. R. (Chair) Causes, Conditions, and Complexity: Alternative Strategies for Understanding Group Behavior
Arrow, H., Larson, J. R., & Mortensen, M. (Panelists)

8:30-10:00 am; Session 17
Gallery II
Cultural Issues in Groups and Teams
Salazar, M., Grossman, R., & Riches, O. Creativity across cultures: The Role of Power Distance and Team Norms on Creative Task Performance
Wildman, J., & Salas, E. The Effect of Ethnic Diversity on Perceived Similarity, Trust, and Collaboration
Wildman, J., Lazzara, E., Salazar, M., & Salas, E. Trust Repair in Intercultural Teams: A Review and Propositions
Koehler, T., Cramton, C., & Hinds, P.J. Are There Different Culture-Driven Norms for Meetings? Insights from three German/American collaborations

8:30-10:00 am; Session 18
Gallery I
Interventions in Groups and Teams
Waller, M., & Schneidmueller, B. Beyond 12 Angry Men: Using Film to Illustrate Team Dynamics
McCardle-Keurentjes, M., Rouwette, E., & Vennix, J. Group Model Building: Does it Work? The Effectiveness of Facilitated Modelling in Strategic Decision-Making
Bresman, H., & Zellmer-Bruhn, M. Structural Effects on Modes of Learning in Innovation Teams
Uparna, J., & Lo, E. Aliens in the Office: Bringing the Virtual Into the Actual Using MMORPGs

8:30-10:00 am; Session 19
Masters Ballroom
Panel: Analyzing Interaction: Coding Instruments
Kauffeld, S., Chiu, M.M., Brauner, E., Schermuly, C., & Meyers, R. Analyzing Interaction: Coding Instruments in Practice

10:00-10:30 am
Foyer
Morning Refreshment Break
10:30 am-12:00 pm; Session 21
Gallery III  
**Panel: Multiteam Systems**
Standifer, R., Marks, M., Zaccaro, S., DeChurch, L., & Uitdewilligen, S. *Multiteam Systems: An Organizational Form for Dynamic and Complex Environments*

10:30 am-12:00 pm; Session 22
Gallery II  
**Personality Influences on Groups**
Goncalo, J., Flynn, F., & Kim, S. *From a Mirage to an Oasis: Narcissism, Perceived Creativity, and Creative Performance*
Dolgova, E., van Olffen, W., Volberda, H., & van den Bosch, F. *The Interaction between Personality, Social Network Position and Involvement in the Innovation Process*
Bradley, B., Hamadani, M., & Postlethwaite, B. *Team Players and Collective Performance: How Agreeableness Impacts Team Effectiveness over Time*
Lazzara, E., & Wildman, J. *The Relationship of Personality and Trust in a Team Context: An Empirical Investigation*

10:30 am-12:00 pm; Session 23
Gallery I  
**Group Processes and Performance**
Pavitt, C. *Communication, Performance, and Perceptions in Experimental Simulations of Resource Dilemmas*
Parryman, R., Kennedy, D., & McComb, S. *Facilitating Effective Team Communication: Identifying Structures in Communicated Sequences Using Hierarchical Clustering*

10:30 am-12:00 pm; Session 24
Master Ballroom  
**Sharing Information and Developing Ideas in Groups**
Littlepage, G., & Rogers, S. *Reactions to Shared and Unshared Information: Effects of Information Importance*
Graff, D. *The Conceptualization of National Culture in Multinational Teams*
Harvey, S., & Kwan, L. *Creativity in a Group Context: Valuing Creative Ideas in Groups*
Rentsch, J., Delise, L., Mello, A., Staniewicz, M., Scott, N., & Letzsky, M. *Improving Team Decision Making: Intervention, Findings, and Future Research*

10:30 am-12:00 pm; Session 25
Renoir  
**Judgment and Decision Making**
Aramovich, N., & Larson Jr., J. *Truth Can Win in Many Ways: A critique of “Truth-Wins” and Other Social Combination Models as a Basis for Drawing Inferences about Group Process*
Tindale, S., Dykema-Engblad, A., & Wittkowski, E. *Group vs. Individual Judgments Concerning Category Membership: The Inclusion - Exclusion Bias*
Van Swol, L. *Forecasting Another’s Enjoyment Versus Giving the Right Answer*
Woolley, A., Bear, J., Chang, J. W., & Hunter, A. *Shifting Gears: The Effects of Strategic Orientation on Situational Perceptions and Information Search in Teams*

12:15-1:15 pm
Foyer  
**Luncheon – Organizers’ Report on the Conference**
Best Paper Award; Best Poster Award; SGR Article Award
1:30-3:00 pm; Session 26
Gallery III

**PANEL: FUTURE OF SHARED LEADERSHIP**

1:30-3:00 pm; Session 27
Gallery II

**THEORIES AND METHODS**
Beck, S., Miller, A., Frahm, W., & Farrell, L.. *An Alternative Approach: Analyzing the Family as a Group*
Scott, C., Rogelberg, S., & Allen, J. *Rethinking Work Meetings as Constitutive*
Hollenbeck, J., Beersma, B., & Schouten, M. *Beyond Typology and Taxonomy: An Integrated Framework for Describing Alternative Team Types*
Garcia, R., & Kenny, D. *Studying Actors and Partners in Small Groups*

1:30-3:00 pm; Session 28
Gallery I

**TRANSACTIONAL MEMORY SYSTEMS**
Gockel, C., & Brauner, E. *Perspective-taking Helps Transactional Memory Development*
Clark, M., Richter, A., & Wernsing, T. *Team Intelligence: Awareness and Self-Regulation that Drive Individual Performance*
Meng, J., & Lu, L. *The Role of Conflict in Group Usage of Connective and Communal Transactional Memory Systems*
Lewis, K., & Anderson, E. *A Dynamic Model of Individual and Group Learning amid Disruption*

1:30-3:00 pm; Session 29
Master Ballroom

**POLITICAL AND COMMUNAL SERVICE TEAMS**
Reedy, J. *Political talk and social identity: What we can Learn About Small-Group Interaction from Real-World Political Discussions*
Gastil, J. *An Empirical Investigation of the Impact of Jury Service on Civic and Political Attitudes*
Sha, P., Wholey, D., & Zhu, X. *Unpacking Psychological Safety in Teams: Where Does it Come From and How Does it Work*
Reedy, J., & Gastil, J. *Group Discussion in Vote-By-Mail Elections*

1:30-3:00 pm; Session 30
Renoir

**ATTITUDES IN GROUPS AND TEAMS**
Luvison, D., Marks, M., DeChurch, L., & Barnes, B. *Understanding the Antecedents of Collaborative Attitudes in Alliance Multiteam Systems*
Livert, D., & Mohammed, S. *Implications of Temporal Composition for Team Performance: A Field Study of the Teaching Kitchen*
Salazar, M., & Kane, A. *Realizing the Innovative Promise of Interdisciplinary Science Teams: Knowledge Stock Heterogeneity, Knowledge Subgroups, and Attitude Heterogeneity*
Celani, A., & Tasa, K. *The Influence of Collectivistic Group Norms on Organizational Citizenship Behavior, Collective Efficacy, and Team Performance*

3:00 pm – 3:30 pm
Foyer

**Afternoon Refreshment Break**
3:30-4:40 pm; Session 31
Gallery III

**GROUPINESS OF GROUPS**
Hart, R., McLeod, P., & Chou, C. *An Exploratory Study of the Content and Quality of Virtual Team Collaboration in Second Life*

Marlow, J., & Dabbish, L. *Examining the Impact of Visual Group Displays on Social Attachment in Virtual Teams*

Carpenter, S. *The Entitativity Continuum Predicts Entitativity Perceptions Above and Beyond the Actual Characteristics of Group Members*

3:30-4:40 pm; Session 32
Gallery II

**SUBGROUPS AND FAULTLINES**
Meyer, B., Huber, A., & Schermuly, C. *Social Category Salience as a Moderator of the effect of Diversity Faultlines on Elaboration in Diverse Work Groups*

Perry, J., & Bezurkova, K. *Conflicting Divides: A Multilevel Perspective on Conflict in Faultline Groups*

Carton, A., Evron, A., & Cummings, J. *The Subgroup Algorithm: Developing and Testing a Measure of Subgroups in Work Teams*

3:30-4:40 pm; Session 33
Gallery I

**JOINING GROUPS AND BEING INCLUDED IN GROUPS**
Paik, Y., & Shapiro, D. *The Processes of Newcomers' Influence in Team Innovation*

Flagg, J., & Moreland, R. *The Effects of Newcomer Status on Ostracism*

Banki, S. *How Much or by How Many: Effects of and Reactions to Ostracism*

3:30-4:40 pm; Session 34
Master Ballroom

**LEADERSHIP IN TEAMS**
Sharma, P., & Chen, G. *Cascading Leadership: A Multi-Level Examination of Empowering versus Abusive Leadership Climates Across Organizational Levels*

Balkundi, P., Kilduff, M., & Harrison, D. *Constructing Charisma: A Social Network Approach to Team Leadership and Performance*

Staniewicz, M., Delise, L. Mello, A., & Scott, N. *eLeadership: Style, Behaviors, and Team Member Outcomes*

4:45 – 6:10 pm, Gallery III

4:45 – 6:10 pm, Gallery II

6:15 pm

Buses leave 6:20 and 6:30 from the lobby

Open Business Meeting – All members welcome

Graduate Student Business Meeting

Saturday evening event

*We will be gathering for a dinner reception at Charlie Palmer Steak in downtown Washington D.C. This is an amazing location on Constitution Avenue only one block from the United States Capitol. Dinner will be followed by an evening tour of some of the famous Washington D.C. sights which are breathtaking to see at night - The Lincoln Memorial, the FDR Memorial, the Vietnam Memorial, and the new World War II Memorial.*
PLENARY SESSION:
STARTING INTERDISCIPLINARY RESEARCH: A LIVE CASE STUDY

Friday, 1:15 – 2:45 pm Gallery Ballroom. Session Chair: Matthew A. Cronin, George Mason University

INGroup was created and persists because we believe that the study of groups is an important domain in and of itself, and that taking an interdisciplinary approach results in a richer and more interesting body of knowledge. The purpose is not only to energize academic research, but also to provide more comprehensive and useful solutions to organizations seeking to draw on this knowledge. This creates another important bridge – between what “the Academy” knows, and what is put to use by those making policy.

A central challenge in this mission is both the creation of this interdisciplinary knowledge and the translation of that knowledge to the external organizations who may desire to use it. Both of these challenges have traditionally been difficult for academics and researchers to overcome, in part due to institutional structures and communication barriers, thus limiting the usefulness of individual knowledge and expertise. This plenary session is designed to help conference participants think about how to approach, and hopefully overcome, this difficult problem.

Senior leaders from the MITRE Corporation, a not-for-profit organization chartered to work in the public interest, will present a real problem they are currently facing: how to gather information about potential biological threats from government agencies and rapidly disseminate it to appropriate local teams. We have assembled a distinguished set of group and team scholars from different disciplines and briefed them on this problem. At the plenary session, we will learn about the current government solution, and watch as these scholars try to synthesize their expertise to generate new perspectives and approaches to the problem. In addition, the panel participants will explore the challenges involved in creating integrated knowledge that will be useful to the MITRE team and ultimately the governmental agencies. The purpose of the session is to provide the audience with insight into not only what to expect challenges in working across domain and organizational boundaries, but also how to deal with some of these challenges.

Panelists (in alphabetical order):

Norbert L. Kerr is Professor of Psychology and Adjunct Professor of Law at Michigan State University and an Honorary Professor of the School of Psychology at the University of Kent in Canterbury. He did his undergraduate studies in physics at Washington University in St. Louis and his graduate studies in social psychology at the University of Illinois in Champaign-Urbana. His primary research interests are in group performance and decision making, psychology and the law, social dilemmas, and social exclusion. He has served as associate editor of the Journal of Personality and Social Psychology-Intergroup Relations and Group Processes and of Personality and Social Psychology Review, and is currently an associate editor of Group Processes and Intergroup Relations. He is a Fellow of the Society of Experimental Social Psychology, the Society of Personality and Social Psychology, the Society for the Psychological Study of Social Issues, and the Association for Psychological Science.

Marshall Scott Poole is a David and Margaret Romano Professorial Scholar, Professor in the Department of Communication, Senior Research Scientist at the National Center for Supercomputing Applications, and Director of the Institute for Computing in the Humanities, Arts, and Social Sciences at the University of Illinois Urbana-Champaign. He received his Ph.D. in 1980 from the University of Wisconsin-Madison. His research interests include group and organizational communication, information systems, collaboration technologies, organizational innovation, and theory construction. He is the author of over 120 articles and book chapters. His articles have appeared in Communication Monographs, Human Communication Research, Quarterly Journal of Speech, Communication Research, Small Group Research Management Science, Organization Science, Information Systems Research, MIS Quarterly, and Academy of Management Review, among others. Scott has co-authored or edited ten books including Communication and Group Decision-Making, Theories of Small Groups: Interdisciplinary Perspectives, Organizational Change and Innovation Processes: Theory and Methods for Research, and The Handbook of Organizational Change and Innovation.

Ruth Wageman is Visiting Scholar in the Department of Psychology at Harvard University and Director of Research for Hay Group. Professor Wageman received her Ph.D. from Harvard University’s Joint Doctoral Program in Organizational Behavior in 1993. She received her Bachelor’s degree in Psychology from Columbia University in 1987, and returned there to join the faculty of the Graduate School of Business, making her the first female alum of Columbia College to join Columbia’s faculty. Her area of specialization is organizational behavior, and her research, consulting, and teaching are focused on effective leadership and on identifying the organizational, group, and individual conditions that influence the effectiveness of task-performing teams. Her work appears in American Psychologist; Organization Science; Academy of Management Review; Organization Science; Administrative Science Quarterly; and the Journal of Organizational Behavior.
From the MITRE corporation (in alphabetical order)

Kerry Buckley is the Department Head for the Social, Behavioral and Linguistic Sciences within the Center for Integrated Intelligence Systems at MITRE. Dr. Buckley received her Bachelor of Arts in Psychology and Statistics from Boston University, and earned her Masters of Philosophy and received her Ph.D. in Industrial/Organizational Psychology from the George Washington University. Prior to joining MITRE, Dr. Buckley was the Director of Business Process Research for Veridian Corporation (General Dynamics, Inc.), and worked as an Industrial/Organizational Psychologist for the Human Resources Research Organization, supporting projects for the U.S. Army, including the development of the Armed Forces Qualification Test, the General Aptitude Test Battery, as well as the Army’s Transition Point processes. Dr. Buckley has been an invited speaker at many academic conferences and government meetings, including: IEEE International Workshops on Enabling Technologies; Federal Homeland Security Conference; Society of Industrial and Organizational Psychology; American Society of Photogrammetry and Remote Sensing; Intellink; Intelligence Science Board; and the National Intelligence Analysis and Production Board.

Jerome Cordts is Chief Engineer for MITRE’s Department of Intelligence and Analysis, and is Technical Integrator for the MITRE Innovation Program’s investment area in Biosecurity, Emergency Preparedness and Response. He is Principal Investigator for an innovation study on “Collaboration Leadership” aimed at improving collaboration practices among federal, state and local officials. He earned his doctorate in Higher Education Administration from the George Washington University, his Masters Degree in Higher Education from North Carolina State University and Bachelor of Arts in Biology degree from his hometown institution, Frostburg State University. Former positions have included: Executive Director of the Association of Public Health Laboratories; Vice President of the Appalachian College Association; Strategic Planner with the U.S. Food & Drug Administration (; and Manager of Professional Standards at the American Society for Microbiology. Dr. Cordts chairs the Alexandria (VA) Public Health Advisory Commission and is an Executive Committee member of the Partnership for a Healthier Alexandria.

Martha Lorber, currently pursuing her Doctorate in Information Management from Syracuse University, holds two Masters degrees from Indiana University (English Literature, Library Science), as well as a graduate certificate in Competitive Intelligence from Drexel University. At MITRE, Ms. Lorber has led many S&T, national security, and geo-regional research projects, as well as technology assessments. Ms. Lorber has provided information management support for various government projects. Ms. Lorber’s research interests focus on social and cultural aspects of information production and use.

Jeffrey Sands serves as the Chief Scientist, Homeland Security Intelligence and Law Enforcement Portfolio, at the MITRE Corporation. He has provided systems engineering support to DHS since 2003, serving as: Senior Intelligence Officer, Homeland Security Operations Center; Information Sharing Program Officer, Office of Intelligence and Analysis; Program Manager, HSIN-Intelligence; and Community Manager, Homeland Security State and Local Community of Interest. Within MITRE, Mr. Sands serves as the Chief Scientist for the MITRE Homeland Security Intelligence and Analysis Department. Mr. Sands has a Bachelor of Arts from Amherst College and a Master of Science from MIT. Prior to joining MITRE in 1998, Mr. Sands was a Professor of Decision Science at the Naval War College and member of the Research Staff at the Center for Naval Analyses; Security Studies, MIT; Natural Resources Defense Council; and the Center for Strategic and International Studies.

PAPER AND PANEL SHORT ABSTRACTS

8:30-10:00, Session 1
Friday
Gallery III

PANEL
TEAMWORK: THE STATE OF THE SCIENCE

Wendy Bedwell, Miliani Jiménez, Leslie DeChurch, Eduardo Salas & Stephen Fiore, University of Central Florida
Michelle Marks, George Mason University
This panel critically evaluates the state of the science of team effectiveness surrounding two key issues. First, we consider the inferential capacity of research on team input-process-outcome relationships. Second, we evaluate the progress of team science in uncovering the unique multilevel emergent dynamics central to team theory.

8:30-10:00, Session 2
Friday
Gallery II

EMOTIONS IN GROUPS AND TEAMS

DO WE KNOW EMOTIONAL INTELLIGENCE WHEN WE SEE IT? THE PROPERTIES AND PROMISE OF TEAMMATE RATINGS
Hillary Anger Eilenbein, Washington University in St. Louis
Sigal Barsade & Noah Eisenkrafft, University of Pennsylvania

We examine the social perception of emotional intelligence (EI) through the use of teammate ratings. Academic study and layperson interest in the EI concept results partly from the intuition that we can recognize the emotional skills of other people. Two studies document this notion empirically, drawing on over 2,518 participants.

A TERROR MANAGEMENT ACCOUNT OF LINGUISTIC AND EMOTIONAL MANIFESTATIONS OF INTERGROUP BIAS
Poppy McLeod, Cornell University

An experiment examined the general hypothesis that mortality threat would increase manifestations of intergroup bias derived from infrahumanization theory and the linguistic category model. Using supporters of candidates in the 2004 U. S. presidential election as the intergroup setting, results showed the predicted baseline linguistic intergroup bias effect that that mortality salience increased the language abstraction used to describe negative outgroup behaviors. Secondary emotions were attributed more often to positive than to negative behaviors, and some evidence of infrahumanization was seen in a lower tendency to attribute secondary emotions to negative outgroup behaviors. Mortality salience did not significantly affect infrahumanization. Implications for intergroup bias of integration among these theories are discussed.

CURB YOUR ENTHUSIASM (BUT NOT TOO MUCH!): THE EFFECTS OF EMOTION ON CREATIVE IDEA SELECTION IN GROUPS
Sarah Harvey, University College London

In a study of 235 ideas generated by a healthcare IT policy group, I examine how emotion used to present creative ideas to the group influences attention to and decisions about ideas. Negative emotion results in more attention to ideas, but less positive evaluations of them.

EMOTIONS IN WORK GROUPS AS MORAL ORIENTATION GUIDES
Peter Musaeus, Aarhus University
Svend Brinkmann, Aalborg University

We argue that emotions in groups can best be studied qualitatively and act as moral orientation guides. This article argues first that the normativity of particular practices is at play in any rational empirical investigation of emotions in

8:30-10:00, Session 3
Friday
Gallery I

INFLUENCES ON GROUP AND TEAM PERFORMANCE

CO-ACTION: A META-ANALYTIC REVIEW
Robert Lount, Ohio State University
Roderick Swaab, INSEAD

A meta-analysis was conducted to examine the influence of co-action on motivation and task performance. Analyzing results from over 100 studies, our findings illustrate that co-action has a significant effect on performance, and identifies important moderators of this effect.

EXPLICIT INCENTIVES AND THE KÖHLER MOTIVATION GAIN IN EXERCISE GROUPS
Norbert Kerr, Deborah Felt & Brandon Irwin, Michigan State University

Offering explicit performance incentives in a group exercise task was shown to attenuate (but not eliminate) the Köhler motivation gain effect. This suggests that the Köhler effect can be most useful in those group performance settings without large performance incentives.

SHOCKS TO THE SYSTEM: SUSTAINING TEAM PERFORMANCE
Mark Clark, American University

This paper proposes the construct of performance "shocks" as a mechanism for modulating sustained performance in teams, developed through a qualitative inquiry with professional sailing teams. A preliminary catalogue of shock types and characteristics is described and illustrated through the words of the sailing team members.

FROM ‘IS DIVERSITY GOOD?’ TO ‘HOW MUCH DIVERSITY IS GOOD?’ THE RELATIONSHIP BETWEEN COGNITIVE STYLE DIVERSITY AND TEAM COLLECTIVE INTELLIGENCE
Ishani Aggarwal & Anita Woolley, Carnegie Mellon University
Christopher Chabris, Union College
Nada Hashmi & Thomas Malone, Massachusetts Institute of Technology

We examine how diversity in team cognitive style composition is related to collective g, a measure of the team’s intelligence that predicts its performance on a wide range of tasks. Low to moderate levels of diversity are positively related to collective g; further increases in diversity have no additional effect.

TEAM EFFECTIVENESS TRAJECTORIES: ENTRAINED ARCHETYPES OF TEAM CHANGE AND CATALYSTS FOR CRITICAL LEVERAGE POINTS
Catherine Collins, The University of New South Wales
Cristina Gibson, University of California; Irvine
Narda Quigley, Villanova University
Sharon Parker, The University of Western Australia

Drawing from a range of literatures (e.g., teamwork, organizational design, statistics), we theorize about how and why team effectiveness changes over time. We argue that organizational and team task cycles entrain six common team effectiveness trajectories. Composition and team processes are identified as catalysts for change within and between trajectories.
MODELLING DIVERSITY AND STEREOTYPING IN WORK GROUPS OVER TIME
H. Colleen Stuart & Jennifer Berdahl, University of Toronto

This paper explores the effects of stereotyping on team performance over time. We present an Integrative Model of Diversity that formally instantiates and combines three bodies of theory with computational techniques: group socialization over time, member differences, and social perception.

PERCEPTIONS OF INFLUENCE DURING GROUP INTERACTION: STABILITY AND CHANGE
Joseph Bonito & G’Kyshia Hill, University of Arizona

The extent to which participants are perceived as influential during discussion is consequential for group outcomes. It is unclear, however, if perceptions of influence change over the course of several discussions with different sets of participants. This abstract describes a study, currently in progress, in which student groups are working on a set of three tasks during the course of a semester, with group membership, and the nature of the task changing each meeting.

THE “TRAJECTORY OF EMERGENCE”: MINING THE LITERATURE FOR CLUES
Natalie Allen & Thomas O’Neill, University of Western Ontario

By examining longitudinal, and laboratory, group research in the literature we evaluated arguments that (a) in newly formed groups, evidence of the emergence of shared constructs should be minimal and (b) evidence of emergence should increase over time/interaction. Somewhat puzzlingly, we found little evidence supporting these arguments.

HOW CAN SMALL GROUP RESEARCH CONTRIBUTE TO SOLVE IMPORTANT PROBLEMS OF CONTEMPORARY MEDICINE: THE MEDICAL PERSPECTIVE
Stephan Marsch & Sabina Hunziker, University Hospital of Basel, Switzerland

Team work plays a major role in contemporary medicine. Fluctuation in the teams’ composition, ad-hoc forming teams dealing with medical emergencies, and medical error, are important team-related topics where small group research could make substantial contributions towards a better and safer medicine.

DISCREPANT PERCEPTION OF COMMUNICATION, TEAMWORK AND SITUATION AWARENESS AMONG SURGICAL TEAM MEMBERS
Connie Dekker - van Doorn, Erasmus MC - University Medical Center Rotterdam
Linda Wauben, Delft University of Technology
Jeroen van Wijngaarden, Erasmus University Rotterdam
Richard Goossens, Delft University of Technology
Robbert Huijsman, Erasmus University Rotterdam
Johan Lange, Erasmus MC – University Medical Center Rotterdam

Surgical team members of five hospitals were asked to complete a questionnaire on communication, teamwork and situation awareness in the operating theatre. The main discrepancies were found between surgeons and other team members. It inhibits teams to recognize failures, which could lead to adverse events and might hamper initiatives for improvement.

BOUNDARY GROUPS: A QUALITATIVE INVESTIGATION
Maryam Kouchaki, University of Utah

Despite the recognized importance of boundary groups - groups that reside at the boundaries of an organization - in contemporary organizations, there is little research investigating these groups. In an effort to advance our understanding of this type of group, this paper provides a qualitative field investigation of boundary groups in a medical setting.
PREDICTING FACTORS FOR TEAM EFFECTIVENESS IN THE LONG-TERM CARE

Martina Buljac-Samardzi, Erasmus University Rotterdam
Marianne Van Woerkom, University of Tilburg
Jeroen Van Wijngaarden, Erasmus University Rotterdam
Jaap Pauw, University of Tilburg

The research question was: What are the explanatory factors for team effectiveness in the long-term care? A cross-sectional survey method was used to answer the research question. The findings show that the rational team process ‘team learning’ is a stronger predictor for team effectiveness than the emotional team process ‘social support’.

10:30-12:00, Session 6
Friday Gallery III

INVITED PANEL
FUNDING OPPORTUNITIES FOR THE STUDY OF GROUPS AND TEAMS

Joann Keyton, North Carolina State University (Chair)
Sarah Kobrin, NIH/NCI
Jacqueline Meszaros, NSF
Ranjev Mittu, Office of Naval Research
Brett Pelham, NSF

Taking advantage of the conference location, representatives from funding agencies will make short presentations on the funding opportunities for group and team research in their portfolios. Representatives from several funding agencies will present opportunities for team and group research and answer questions from the audience.

10:30-12:00, Session 7
Friday Gallery II

OPTIMALLY DISTINCT GROUPS AS A MARKER OF MEMBERSHIP TRUST

Geoffrey Leonardelli, University of Toronto
Denise Lewin Loyd, Massachusetts Institute of Technology

Optimal distinctiveness theory suggests that relative group size can be used as a signal of likely cooperation and trust. Three experiments find that individuals associated membership in numerical minority rather than majority groups with greater trustworthiness. We discuss implications for establishing trust in intergroup contexts.

THE ROLE OF POSITIVE AFFECTIVITY IN NUCLEAR POWER PLANT CREW PERFORMANCE

Seth Kaplan & Kate LaPort, George Mason University
Mary Waller, York University

Research examining team functioning in crisis-like situations has largely neglected the role that team members’ emotional tendencies have in predicting individual and team effectiveness. This study examines the role that positive affect played in the performance of nuclear power plant crews engaged in crisis training simulations.

THREE AMIGOS VS. DYNAMIC DUOS: COMPARING SOCIAL CONTROL IN DYADS AND GROUPS

Kenneth Goh, David Krackhardt, Laurie Weingart & Tat Koon Koh, Carnegie Mellon University

We examine individuals’ exercise of social control in response to unfair resource allocations as a function of the relational composition in a triad. We find that differences in the exercise of social control were explained by the relationship between partners (friends or strangers) and their relationship to a third-party.

BRIDGING BOUNDARIES: RELATIONSHIP DEVELOPMENT IN GLOBAL TEAMS

Mary Maloney, University of St. Thomas
Fir Shah & Mary Zellmer-Bruhn, University of Minnesota

A study of managers working on global teams finds that teams facilitated the development of friendship and trust. We also find that trust and friendship is contingent on structural properties of teams. The results advance our understanding of team performance beyond the time and task of intact teams.

10:30-12:00, Session 8
Friday

EXPERT GROUPS AND TEAMS IN SCIENCE
**The Impacts of Co-authorship Networks and Citation Networks in “Team Science”**

Meikuan Huang & Jordan Liu, Northwestern University  
Annie Wang, industry  
Noshir Contractor, Northwestern University

Prior collaboration is a key team assembly factor which has been found to have mixed effects on group performance. Based on theories of transactive memory and shared mental models, this study examines how prior co-authorship and citation network configurations influence success and leadership formation in scientific research groups.

**Analogies Can Spark Intra-Group Conflict in Teams**

Susannah Paletz, Christian Schunn & Kevin Kim, University of Pittsburgh

The current study takes a variable typically studied by cognitive psychologists—analogy—and examines its relationship in natural teams with one examined by social psychologists—conflict. Results revealed that within-domain analogies, but not within-discipline or outside-discipline analogies, led to science and work process conflicts, but not the other way around.

**Beyond Exploration: The Exploitation Advantage of Expertise Diversity in Teams**

Kevyn Yong, Kristina Dahlin & Kristine de Valck, HEC Paris

We examine the relationship between expertise diversity and exploitation processes in teams. We find an inverted U-shape curvilinear relationship linking expertise diversity to the range and depth of analytical information processing. In contrast, we also find a U-shape curvilinear relationship linking expertise diversity to the range and depth of making suggestions about possible solutions.

**Collaborative Work in Telemedicine Services**

Suzanne Weisband, University of Arizona  
Elisa Mattarelli, University of Modena and Reggio Emilia

The collaborative nature of telemedicine work depends on the opportunity to collaborate and the competence of those who conduct medical services via telemedicine networks. Quantitative and qualitative data were collected on the geographic density of the remote location and the articulation of competence at these sites. Implications are discussed.

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**THEORETICAL APPROACHES**

**An Evolutionary Perspective on Collaborative Knowledge Work in Teams**

Martine Haas, University of Pennsylvania  
Richard Hackman, Harvard University

We draw on the variation-selection-retention paradigm from evolutionary theory to analyze how teams that perform knowledge work achieve solutions. This analysis points to certain conditions that foster the effectiveness of such teams, as is illustrated by teams in two organizations that analyze sometime-ambiguous data to inform policy or practice.

**Mechanisms of Generalized Exchange**

Sheen Levine, Singapore Management University & University of Pennsylvania  
Wayne E. Baker, University of Michigan

Given its social importance and puzzling prevalence, there is surprisingly little research on generalized exchange. We find it emerges even in undersocialized conditions as people strive to obtain resources, behave consistently with their values, and make decisions contingent on the visibility of their actions and the past behavior of others.

**Boundary Work in Groups: Locus and Function as Dimensions Influencing Group Effectiveness**

Amanda Ferguson, London Business School
This paper develops theory pertaining to boundary work in groups to clarify the balance needed between internal and external activity. Two dimensions of boundary work are emphasized: locus highlights the primary location of group activities and function describes group needs for both identity and information. Together, boundary work locus and function influence group effectiveness.

10:30-12:00, Section 10
Friday
Renoir

**BREAKOUT SESSION**

**APPLYING YOUR WORK FOR US TOP LEADERS’ COLLABORATIVE ACTION TOWARD SOCIAL REFORM**

*Keith Ferrazzi, Ferazzi Greenlight*

This session will be a collaborative share of your most applicable research to the efforts of a set of leaders at www.BigTaskWeekend.com. At the Big Task Weekend, people like the CEO of the NY Stock Exchange have focused on financial literacy with top bank CEOs, Dr. Oz has focused on American Wellness; others focused on the future of clinical care with the top 20 Chief Medical Officers and education reform with the US Secretary of Education, and more. All these initiatives are coming together at Big Task and Ferrazzi Greenlight, in collaboration with groups scholars, will provide the methodology and formula for their engagement. 15 academics will also be invited to present at the Big Task Weekend.

1:15 – 2:45
Friday
Gallery Ballroom

**PLENARY SESSION**

**STARTING INTERDISCIPLINARY RESEARCH: A LIVE CASE STUDY**

Panelists:

*Norbert Kerr, Michigan State University*
*Ruth Wageman, Harvard University*
*Marshall Scott Poole, University of Illinois at Urbana-Champaign*

From the MITRE corporation:

*Kerry Buckley; Jerome Cordts; Martha Lorber & Jeffry Sands*

One of the most difficult aspects regarding interdisciplinary work is bridging the disciplinary boundaries, but doing so can be incredibly fruitful for those involved. In this plenary session, we demonstrate how such a process might get started. We bring together scholars and practitioners to analyze and propose a research collaboration regarding a complicated problem that involves networks of teams and individuals: Gathering information about potential biological threats from various government agencies and disseminating it to the appropriate local teams. Experts from the MITRE corporation will present this problem, and INGRoom scholars will discuss how their perspectives might be integrated to understand this complex problem, find innovative solutions, propose policy implications, and advance theory of the respective disciplines through collaborative research.

3:15 – 4:45, Session 11
Friday
Gallery III

**PANEL**

**ANALYZING INTERACTION DATA: METHODS AND APPLICATIONS**

Panelists:

*Ming Ming Chiu, State University of New York, Buffalo*
*Seth Kaplan, George Mason University*
*Nale Lehmann-Willingbock, TU Braunschweig*
*Renée Meyers, University of Wisconsin Milwaukee*
*Mary Waller, York University*

This interdisciplinary panel unites researchers from the fields of Industrial/Organizational Psychology, Social Psychology, Education, and Communication, and continues a 2009 INGRoom roundtable discussion on interaction analysis methodology. We will showcase four complementary methods for analyzing interaction data: content analysis, sequential analysis with INTERACT, pattern analysis with THEME software, and statistical discourse analysis. To illustrate their practicality, we will present application examples and research results for each method.

3:15 – 4:45, Session 12
Friday
Gallery II

**CONFLICT IN GROUPS AND TEAMS**

**BLENDING VERSUS BLANDING: BALANCING CONVERGENCE AND DIVERGENCE IN FUNCTIONALLY DIVERSE INNOVATION TEAMS**
Laurie Weingart & Gergana Todorova, Carnegie Mellon University
Matthew Cronin, George Mason University

In this paper we consider the central role of team cognition in the task conflict–team performance relationship, focusing on (1) the differences in task representations (i.e., rGaps) across functionally diverse team members and (2) the variation of those differences amongst pairs of functions within the team.

Disagreement about the Team’s Status Hierarchy: An Insidious Obstacle to Coordination and Performance
Heidi Gardner, Harvard Business School

Hierarchies generally provide clear guidelines for groups members’ dominance and deference behaviors. But what happens when team members disagree? This paper develops and tests (in a field study) a theory to explain how even small differences in members’ status perceptions can diminish coordination, generate task conflict, and weaken performance.

Faultlines, Fairness, and Fighting: A Justice Perspective on Conflict in Diverse Groups
Chester Spell, Rutgers University
Katerina Bezrukova, Santa Clara University
Jarrod Haar, University of Waikato
Chris Spell, Rutgers University

Most people can recall instances at work where ‘thankless tasks’ get in the way of tasks that lead to big rewards. This typically leads people to a struggle over how to approach their work. We develop a theory to understand how task conflict arises from distributive injustice. Using a survey from 42 workgroups, we found that the effect of distributive injustice on task conflict was mediated via role conflict. Group faultlines moderated this mediated relationship.

How Challenges Can Act as Catalysts and Suppressors of Effective Team Process
Kristin Behfar, University of California, Irvine
Ray Friedman, Vanderbilt University
Jeanne Brett, Northwestern University

Organizational teams, such as negotiating teams, often experience internal challenges. The results of qualitative and quantitative analysis demonstrate that the ability of negotiating teams to find appropriate responses to their internal process challenges are actually greater when the team experiences internal conflicts of interest.

Fluid Teams and Fluid Tasks: The Impact of Team Familiarity and Variation in Experience
Bradley Staats, University of North Carolina at Chapel Hill
Robert Huckman, Harvard Business School

We consider how teams can manage the consequences of fluid teams and fluid tasks. We examine the joint effects of team familiarity, variation in team experience, and task change on team performance. We use project- and individual-level data from an Indian software services firm to examine these effects.

Multi-team Membership: A Theoretical Model of Its Effects on Productivity and Learning for Individuals, Teams, and Organizations
Michael O’Leary, Georgetown University
Mark Mortensen, MIT Sloan School of Management
Anita Wooley, Carnegie Mellon University

We present a model of multiple team membership’s (MTM) curvilinear inverted U-shaped effects on learning and productivity, via MTM-driven switching frequency and contextual variety at the individual level; temporal constraints and
diversity of inputs at the team level; and use of slack resources and intra-organizational connectivity at the organizational level.

**Dual Identification in Multi-Team Systems**
Maarten Cuipers, Sjur Utdeiwilligen & Hannes Günter, Maastricht University

In this experiment, we build and test a model on episodic performance in MTS. We start with dual organizational identification and its impact on inter-team processes and MTS performance. We adopt a temporal design to assess iterative effects of identification, planning, shared cognition, coordination, and performance over time.

**Influence of Team Network Instability on Interaction Processes**
Joann Keyton, North Carolina State University
Faye Smith, Missouri Western State University
Debra Ford, University of Kansas

Little research has focused on teams of multiteam systems over time. Network instability of three MTS teams was evident at each team’s second meeting. Using mixed methods, this study examines network (in)stability across team life span for influence on shared meaning, decision making, and interaction style and communication climate.

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**3:15 – 4:45, Session 14**

**Friday Masters Ballroom**

**Special Teams for Special Tasks**

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**Communication Breakdown? The Role of Pit Crew Communication Climate and Pit Crew Efficiency in Predicting NASCAR Team Performance**
Donald Conlon, Fred Morgeson & Jon Miles, Michigan State University
D. Scott DeRue, University of Michigan

We focus on a time-pressured interdependent team (NASCAR pit crews) and examine whether the relationship between team efficiency (in terms of pit stop performance) and the racing team’s overall performance effectiveness (in terms of racing outcomes) is enhanced when the pit crew has a team climate characterized by effective communication.

**Teams in I.C.E.: Identifying Focal Stressors in Long-Duration Spaceflight**
Aaron Dietz, Sallie Weaver, Wendy Bedwell & Mary Jane Sierra, University of Central Florida

Teams in isolated, confined environments experience a myriad of stressors that can jeopardize member safety and mission success. One approach for describing the evolution and interaction of stressors is presented, serving as a foundation for future research on the effects of long-duration spaceflight stress on astronaut team performance and cohesion.

**Group Formation and Partial History Task Group Theory**
James Steele, George Mason University
Kelly Schoeninger, Penn State University
Jessica Hall & Chiara De Lio, George Mason University

A new theory called Partial History Task Group Theory (PHTGT) was developed by using functional theory, symbolic convergence theory and structuration theory. Within PHTGT, new structures are formed around stable, nested relationships as nested group members produce and reproduce structures that yield desirable outcomes.

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**3:15 – 4:45, Session 15**

**Friday Renoir**

**Status, Power and Leadership**

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**A Power Experience Model of Leadership**
Joshua Fetterman, University of Pittsburgh

This paper proposes a power experience model of leadership. Specifically, feeling powerful (powerless) leads to a promotion (prevention) focus. This focus then leads to a transformational (transactional) leadership style. After a detailed overview of the model supportive evidence is reviewed and future research directions are discussed.
ANTecedents of Status Seeking
Nicholas Hays & Corinne Bendersky, University of California – Los Angeles
This paper provides a theory of status seeking as a function of the value that individuals place on status and the expectation that status-seeking behaviors will be successful. Hierarchy legitimacy affects expectancy of success; dispositional need for status and situational hierarchy dispersion affect status value. Empirical evidence from a field study supports the theory.

Team Climate for Innovation, Supervisor Support and Team Innovation Behavior
Conny Antoni, University of Trier
This study proposes that the relation between team climate for innovation and team innovative behavior, depends on supervisor support. 193 employees of 39 work teams of an automotive company as well as the supervisors of these teams participated in this study. Data support moderation effects of supervisor support.

A Qualitative Study of Emergence and Influence of Expertise in Group Decision Making
Golnaz Tajeddin, York University
This qualitative study examines the emergence and influence of expertise in group judgmental decision making. Findings suggest that the emergence of an expert shifts the balance of individual influence on the group decision in favor of the expert. Moreover, expert’s personal traits and group’s emergent leader affect the expert’s influence.
8:30-10:00, Session 16  
Saturday  
Gallery III  

**Invited Panel: Causes, Conditions, and Complexity: Alternative Strategies for Understanding Group Behavior**

J. Richard Hackman, Harvard University (Chair)  
Panelists:  
Holly Arrow, University of Oregon  
James R. Larson, Jr., Loyola University Chicago  
Mark Mortensen, Massachusetts Institute of Technology

Standard conceptual and empirical models of group behavior may be misleading us. These models seek to establish tight relations between causes and effects—although in recent years they have been elaborated to include mediating variables, moderators, and cross-level influences. The chair will open the panel by offering an alternative to cause-effect thinking about group behavior. Specifically, he will suggest that it may be more appropriate to focus on conditions than on causes. In this approach, researchers seek to identify those conditions that, when present, increase the likelihood that a group will develop and maintain viability as a social system. The panelists, each of whom brings a distinctive perspective to the study of groups, will comment on the chair’s proposal and then offer their own ideas about new approaches to understanding groups. After discussion among the panelists, attendees will be invited to contribute their own thoughts and perspectives.

8:30-10:00, Session 17  
Saturday  
Gallery II  

**Cultural Issues in Groups and Teams**

**Creativity across Cultures: The Role of Power Distance and Team Norms on Creative Task Performance**  
Maritza Salazar, Rebecca Grossman & Olivia Riches, University of Central Florida

We provide theoretical arguments that develop our limited understanding of the role that culture plays in predicting team performance on creative tasks. We suggest that power distance, team norms, and communication patterns are important variables to consider when generating new knowledge in the presence of high status team members.

**The Effect of Ethnic Diversity on Perceived Similarity, Trust, and Collaboration**  
Jessica Wildman & Eduardo Salas, University of Central Florida

Theory suggests that when time is limited, individuals rely on outwardly observable cues to form initial trust attitudes. However, there has been a lack of empirical investigations to support this claim. The current study examines the effect of ethnic diversity on perceived similarity, trust, collaboration, and performance in decision-making dyads.

**Trust Repair in Intercultural Teams: A Review and Propositions**  
Jessica Wildman, Elizabeth Lazzara, Maritza Salazar & Eduardo Salas, University of Central Florida

Trust damaging mistakes are likely to occur in intercultural contexts due to differences and misunderstandings. Therefore, understanding how to repair trust is critical to team success. The current paper develops research propositions drawn from various areas of literature regarding the process of trust repair in intercultural teams.

**Are There Different Culture-Driven Norms for Meetings? Insights from Three German/American Collaborations**  
Tine Koehler, The University of Melbourne  
Catherine Cranton, George Mason University  
Pamela J. Hinds, Stanford University

The current study assesses how differences in culture-driven communication and coordination norms affect meetings in multicultural teams. Analyzing data from three German/American collaborations (software, manufacturing and student teams), we will explore meeting strategies that the teams use to manage these cultural differences.
BEYOND 12 ANGRY MEN: USING FILM TO ILLUSTRATE TEAM DYNAMICS
Mary Waller & Birgit Schneidmueller, York University

While knowledge of team dynamics theories is useful for managers, an additional managerial skill involves interpreting actual behavior, real-time, in terms of these theories. In this paper, we discuss the pedagogical use of film to illustrate team dynamics and help students develop rapid, real-time recognition of team processes.

GROUP MODEL BUILDING: DOES IT WORK? THE EFFECTIVENESS OF FACILITATED MODELLING IN STRATEGIC DECISION-MAKING
Marleen McCardle-Keurentjes, Etienne Rouwette &, Jac Vennix, Radboud University Nijmegen

We report on an experiment to test the effectiveness of Group Model Building, a facilitated modelling intervention in strategic decision-making. No differences were revealed in perceived effectiveness nor in group decision quality. Further examination will focus on the process and content of the decision-making discussions.

STRUCTURAL EFFECTS ON MODES OF LEARNING IN INNOVATION TEAMS
Henrik Bresman, INSEAD
Mary Zellmer-Bruhn, University of Minnesota

This paper reports on a study of the micro and macro structure antecedents to internal and external learning behavior in teams. We begin by examining the effects of micro structure, represented by team leader coaching. We then investigate the effects of macro structure, specifically the choice between structural integration and differentiation, and suggest that structural differentiation is positively associated with external learning behavior. We also hypothesize that structural differentiation is more strongly associated with external learning behavior than with internal learning behavior.

ALIENS IN THE OFFICE: BRINGING THE VIRTUAL INTO THE ACTUAL USING MMORPGs
Jayaram Uppara, Northwestern University
Eston Lo, University of Texas

We present a theoretical model to test the transferability of virtual gaming skills into organizationally relevant abilities. These techniques are beneficial training tools as new recruits are increasingly technologically adept and virtually oriented. Our model predicts that team cohesion, team identity, team social support mediate the transition into enhanced team performance.

Panel: Analyzing Interaction: Coding Instruments in Practice

Simone Kaufeld, TU Braunschweig,
Ming Ming Chiu, University at Buffalo, State University of New York
Elisabeth Brauner, Brooklyn College, City University of New York
Carsten Schermuly, HU Berlin
Renee A. Meyers, University of Wisconsin-Milwaukee

This panel unites researchers from Communication, Education, Industrial/Organizational Psychology, and Social Psychology who have developed instruments for interaction analysis that are both psychometrically sound and useable in practice. The four papers present innovative coding schemes to examine various aspects of team interaction in research and practice. Each presenter will explain the theoretical underpinnings of the coding scheme, describe how specific observation categories were derived, and illustrate the coding procedures and associated analysis. Results concerning the psychometric validation of each instrument as well as examples for applications in practice will be provided.
<table>
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<tr>
<th>10:30-12:00, Session 21</th>
<th>PANEL: MULTITEAM SYSTEMS: AN ORGANIZATIONAL FORM FOR DYNAMIC AND COMPLEX ENVIRONMENTS</th>
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<td>Saturday</td>
<td>Gallery III</td>
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<td>Rhetta Standler, Univ. of Wisconsin - Eau Claire</td>
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<td>Michelle Marks, George Mason University</td>
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<td>Stephen Zaccaro, George Mason University</td>
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<td>Leslie DeChurch, University of Central Florida</td>
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<td>Sjur Utidyvilligen, Maastricht University</td>
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<td>The challenges inherent in today’s work environment create a need for organizational forms characterized by interconnectivity and adaptability. This symposium focuses on one such form: multiteam systems (MTS). We will elaborate the core features of MTSs, differentiate them from other forms, and present research on their primary facets.</td>
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<th>10:30-12:00, Session 22</th>
<th>PERSONALITY INFLUENCES ON GROUPS</th>
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<td>Saturday</td>
<td>Gallery II</td>
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<td><strong>FROM A MIRAGE TO AN OASIS: NARCISSISM, PERCEIVED CREATIVITY, AND CREATIVE PERFORMANCE</strong></td>
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<td>Jack Goncalo, Cornell University</td>
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<td>Frank Flynn, Stanford University</td>
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<td>Sharon Kim, Cornell University</td>
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<td>We examine the link between narcissism and creativity at the individual, relational, and group levels of analysis. We find that narcissists are perceived to be creative and can contribute to the generation of creative outcomes but only in the presence of a fellow narcissist.</td>
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| **THE INTERACTION BETWEEN PERSONALITY, SOCIAL NETWORK POSITION AND INVOLVEMENT IN THE INNOVATION PROCESS** |
| Evgenia Dolgova, Woody van Olffen & Henk Volberda, & Frans van den Bosch Erasmus University Rotterdam |
| This conceptual paper investigates how personality and individuals’ social network position affect individuals’ involvement in the innovation process. It posits that people would feel inclined to become involved into the different phases of the innovation process and to build their social networks depending on their Big Five personality traits. |

| **TEAM PLAYERS AND COLLECTIVE PERFORMANCE: HOW AGREEABLENESS IMPACTS TEAM EFFECTIVENESS OVER TIME** |
| Bret Bradley & Maria Hamdani, University of Oklahoma |
| Bennett Postlethwaite, University of Iowa |
| We argue that agreeableness impacts team performance through communication and cohesion. Data for 117 teams was collected across four months. We found that communication and cohesion mediate the agreeableness and performance relationship and virtualness moderates the impact of agreeableness on communication. We also found that communication precedes cohesion in time. |

| **THE RELATIONSHIP OF PERSONALITY AND TRUST IN A TEAM CONTEXT: AN EMPIRICAL INVESTIGATION** |
| Elizabeth Lazzara & Jessica Wildman, University of Central Florida |
| Researchers theorize that personality characteristics are important for the development of trust in teams. However, more empirical evidence is needed to investigate these relationships. Therefore, the purpose of this paper is to provide empirical evidence of the particular personality characteristic and specific trust dimensions in the context of another teammate. |

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COMMUNICATION, PERFORMANCE, AND PERCEPTIONS IN EXPERIMENTAL SIMULATIONS OF RESOURCE DILEMMAS
Charles Pavitt, University of Delaware
This paper combines data from three previous studies to examine the relationships among communication content, group performance, and participant perceptions in 97 groups performing experimental simulations of resource dilemmas.

THE INFLUENCE OF TEAM COGNITION ON IMPLICIT COORDINATION AND PERFORMANCE IN DYNAMIC DOMAINS OF HEALTHCARE: SHARED MENTAL MODELS IN ANAESTHESIA TEAMS
Michael Josef Burtscher & Michaela Kolbe, ETH Zurich
Johannes Wacker, Hirslanden Clinic, Zurich
Gudela Grote, ETH Zurich
Donath Spanh, University Hospital Zurich
Tanja Manser, University of Aberdeen
Shared mental models (SMM) have been shown to be a predictor of teamwork in many settings but not in healthcare. We have developed a tool to assess SMM in anesthesia which we used in a simulator study on 31 teams. Initial results indicate that SMM are related to implicit coordination and team performance.

FACILITATING EFFECTIVE TEAM COMMUNICATION: IDENTIFYING STRUCTURES IN COMMUNICATED SEQUENCES USING HIERARCHICAL CLUSTERING
Rebecca Perryman, Deanna Kennedy & Sara McComb, Texas A&M University
While team communication during collaborative activities may appear chaotic and unstructured, past research suggests that this may not be so. We apply log-linear modeling and hierarchical clustering to uncover any underlying structures not attributable to chance, examine differences across quartiles, and compare communication sequences of high and low performing teams.

ANALYZING UNNECESSARY INTERRUPTIONS IN MEDICAL EMERGENCY GROUPS
Norbert K. Semmer, University of Bern
Franziska Tschan & Maria Vetterli, University of Neuchâtel
Anita Rietzlin, University of Bern
Sabina Hunziker & Stephan U., Marsch, University Hospital of Basel, Switzerland
We study unnecessary interruptions in groups of physicians and medical students treating a cardiac arrest in a medical simulator. As expected, interruptions were more frequent between task cycles than within-task and were often related to the failure of dividing attention between parallel activities and to the failure of groups to maintain task distribution.

REACTIONS TO SHARED AND UNSHARED INFORMATION: EFFECTS OF INFORMATION IMPORTANCE
Glenn Littlepage & Sheri Rogers, Middle Tennessee State University
Conflicting findings concerning the reactions to shared and unshared information suggest the need to examine potential moderators. The present study examined one potential moderator and demonstrated that the extent to which unshared information provided new insights affected the preference for and impact of shared vs. unshared information.

THE CONCEPTUALIZATION OF NATIONAL CULTURE IN MULTINATIONAL TEAMS
Daniel Graff, Aalto University

National diversity in teams has been conceptualized in numerous ways without sufficient attention regarding the effects of these different conceptualizations on the research outcomes. I am conceptualizing the process and performance effects of international diversity, namely the extent to which the team members are multicultural or mono cultural.

CREATIVITY IN A GROUP CONTEXT: VALUING CREATIVE IDEAS IN GROUPS
Sarah Harvey, University College London
Lisa Kwan, Harvard University

Little research to date has addressed the issue of how creative ideas are evaluated and selected in groups. We argue that the context in which ideas are generated acts anchors groups’ evaluations of ideas and present one study from an ongoing research program that demonstrates this effect.

IMPROVING TEAM DECISION MAKING: INTERVENTION, FINDINGS, AND FUTURE RESEARCH
Joan Rentsch, Lisa Delise, Abby Mello, Melissa Staniewicz & Nancy Scott, The University of Tennessee, Knoxville
Michael Letsky, Office of Naval Research

The presentation will detail a theory-based intervention designed to facilitate knowledge transfer, promote knowledge interoperability, and support cognitive congruence through the use of schema-enriched communication and knowledge object development. A summary of current findings and avenues for future research will be discussed.

10:30-12:00, Session 25
Saturday
Renoir

JUDGMENT AND DECISION MAKING

TRUTH CAN WIN IN MANY WAYS: A CRITIQUE OF “TRUTH-WINS” AND OTHER SOCIAL COMBINATION MODELS AS A BASIS FOR DRAWING INFERENCES ABOUT GROUP PROCESS
Nicholas Aramovich & James Larson Jr., University of Illinois at Chicago

This paper critiques the social combination approach to studying group processes, focusing on a particular model, “truth-wins,” as a concrete example. We suggest that despite having considerable influence on the field, this approach has important limitations because it makes unduly broad assumptions about underlying group processes.

GROUP VS. INDIVIDUAL JUDGMENTS CONCERNING CATEGORY MEMBERSHIP: THE INCLUSION - EXCLUSION BIAS
Scott Tindale, Loyola University Chicago
Amanda Dykema-Engblade, Northeastern Illinois University
Erin Wittkowski, Loyola University Chicago

Individuals and group were compared on their propensities to show the inclusion – exclusion bias when deciding what elements should be included in (or excluded from) par particular category. Results showed both individual and groups showed the bias, but group outperformed individuals when instructed to include rather than exclude items.

FORECASTING ANOTHER’S ENJOYMENT VERSUS GIVING THE RIGHT ANSWER
Lyn Van Swol, University of Wisconsin

In 2 experiments, participants received advice either on an intellective or judgmental task. Trust and perception of the advisor sharing similar values were important predictors of accepting advice on judgmental task, whereas advisor confidence was a more important predictor on the intellective task. Advisors provided more information to decision-makers for the judgmental than intellective task.
SHIFTING GEARS: THE EFFECTS OF STRATEGIC ORIENTATION ON SITUATIONAL PERCEPTIONS AND INFORMATION SEARCH IN TEAMS

Anita Woolley, Julia Bear & Jin Wook Chang, Carnegie Mellon University
Arwen Hunter, Army Research Institute

Ninety-two teams adopted an offensive or defensive strategic orientation in a decision-making scenario. Strategic orientation shaped perceptions of adversarial potency and problem scope, which mediated effects on performance strategy and information search. Teams shifting from offense to defense for decision two alter their perceptions more than teams doing the reverse.

1:30-3:00. Session 26
Saturday
Gallery III

PANEL:
THE FUTURE OF SHARED LEADERSHIP IN COLLECTIVES

Marissa Shuffler, University of Central Florida
C. Shawn Burke & Deborah DiazGranados, University of Central Florida
Panelists:
Stephen Zaccaro, George Mason University
Craig Pearce, University of Nebraska-Lincoln
Michelle Zblyut, U.S. Army Research Institute
Prasad Balkundi, State University of New York at Buffalo
Elizabeth Davis, George Washington University

Shared leadership has become a topic of interest to both teams and leadership researchers alike, yet still remains a convoluted construct. Therefore, we provide a panel of experts to engage with each other and the audience in a meaningful discussion of shared leadership across a variety of disciplines and contexts.

1:30-3:00. Session 27
Saturday
Gallery II

THEORIES AND METHODS

AN ALTERNATIVE APPROACH: ANALYZING THE FAMILY AS A GROUP

Stephenson Beck, Amy Miller, Whitney Frahm & Laura Farrell, North Dakota State University

Family and group scholars have largely worked independently of each other, despite calls for collaboration (Socha, 1999; Turner, 1970). By showing the potential benefits of using network theory and social identity theory to study families, this essay argues that now is the time to connect group and family research.

RETHINKING WORK MEETINGS AS CONSTITUTIVE

Cliff Scott, Steven Rogelberg & Joe Allen, University of North Carolina, Charlotte

Work meetings remain a frequent activity in group and organizational life, but theory development regarding meetings has been limited. This paper describes five ontological metaphors for conceptualizing meetings as generative activities through which groups and organizations are constituted and sustained.

BEYOND TYPOLOGY AND TAXONOMY: AN INTEGRATED FRAMEWORK FOR DESCRIBING ALTERNATIVE TEAM TYPES

John Hollenbeck, Michigan State University
Bianca Beersma & Maartje Schouten, University of Amsterdam

To generate a basis for integrating and aggregating results across studies, we propose a framework for describing team types in future research. We identify three classification dimensions for team types: horizontal substitutability, vertical differentiation, and boundary strength. Our framework will initiate conversation for consistently, flexibly, and efficiently conceptualizing team differences.
STUDYING ACTORS AND PARTNERS IN SMALL GROUPS
Randi Garcia & David Kenny, University of Connecticut

We extend the Actor-Partner Interdependence Model to the study of groups (GAPIM) and use this model to investigate group composition and social comparison effects at both the individual and dyadic levels. We illustrate the implementation of the GAPIM using standard software with a jury data example and discuss possible extensions.

1:30-3:00, Session 28
Saturday
Gallery I

TRANACTIVE MEMORY SYSTEMS

PERSPECTIVE-TAKING HELPS TRANACTIVE MEMORY DEVELOPMENT
Christine Gockel, Chemnitz University of Technology
Elisabeth Brauner, Brooklyn College, City University of New York

In an experiment with 51 groups, we tested the effects of cognitive focus (perspective-taking vs. introspection) and expertise diversity (high vs. low) on the development of transactive memory. Both perspective-taking and low expertise diversity led to higher scores in transactive memory measures, i.e., to more accurate knowledge about other’s knowledge.

TEAM INTELLIGENCE: AWARENESS AND SELF-REGULATION THAT DRIVE INDIVIDUAL PERFORMANCE
Mark Clark, American University
Andreas Richter, Cambridge University
Tara Wernsing, IE Business School

This paper explores and develops the construct of team intelligence, defined as individual awareness of the knowledge, skills, and characteristics in navigating a particular team context for individual performance enhancement and associated benefit, in contrast with research aimed at producing the best team members for the team’s benefit.

THE ROLE OF CONFLICT IN GROUP USAGE OF CONNECTIVE AND COMMUNAL TRANACTIVE MEMORY SYSTEMS
Jingbo Meng & Li Lu, University of Southern California

This study investigates how intragroup conflicts influence group members’ usage of connective and communal transactive memory systems. With 118 participants in 25 groups, HLM models reveal that task conflict facilitates expertise seeking between group members and knowledge retrieval from group databases. The structure of intragroup conflict also matters.

A DYNAMIC MODEL OF INDIVIDUAL AND GROUP LEARNING AMID DISRUPTION
Kyle Lewis & Edward Anderson, University of Texas at Austin

Using the methodology of system dynamics, we model the relationship between individual and group learning and productivity. We draw on transactive memory theory and learning-by-doing research to model the interplay between learning at multiple levels and investigate how disruptions such as turnover, technological innovation, and extreme events (natural disasters) affect group productivity.
**Political Talk and Social Identity: What We Can Learn about Small-Group Interaction from Real-World Political Discussions**

Justin Reedy, University of Washington

Social identity plays a profound role in shaping group political discussions, and can have positive and negative effects on political talk, civic participation, and democracy. Democratic deliberation offers a solution to identity-based politics.

**An Empirical Investigation of the Impact of Jury Service on Civic and Political Attitudes**

John Gastil, University of Washington

Jury service is an exceptional socio-political group experience for jury members, and it is reputed to have a transformative effect on jurors’ civic attitudes. This study shows results broadly consistent with this claim from a three-wave panel survey of 1,392 empanelled jurors in King County, Washington.

**Unpacking Psychological Safety in Teams: Where Does It Come From and How Does It Work**

Pri Shah, Doug Wholey & Xi Zhu, University of Minnesota

A field study of Assertive Community Treatment (ACT) teams investigates the antecedents and consequences of psychological safety. ACT teams provide 24/7 care to individuals with mental health issues. Results indicate psychological safety is influenced by relationships among team members and consequences of psychological safety span across team and individual outcomes.

**Group Discussion in Vote-by-Mail Elections**

Justin Reedy & John Gastil, University of Washington

With the widespread adoption of vote-by-mail elections, a significant proportion of voters are taking advantage of a new opportunity to discuss their ballot choices with friends and family while filling out their ballots. The researchers present a qualitative, observational study of several of these heretofore unexamined discussion groups.

**Understanding the Antecedents of Collaborative Attitudes in Alliance Multiteam Systems**

Dave Luvison, Nova Southeastern University
Michelle Marks, George Mason University
Leslie DeChurch, University of Central Florida
Barry Barnes, Nova Southeastern University

This empirical study investigates the antecedents and outcomes of sales representative attitudes toward collaboration in an alliance multiteam system at a large pharmaceutical company. The relationship of group and supervisor influences on individual behaviors and group outcomes is modeled, informing the ways individuals in the workplace influence intergroup collaboration.
IMPLICATIONS OF TEMPORAL COMPOSITION FOR TEAM PERFORMANCE: A FIELD STUDY OF THE TEACHING KITCHEN

David Livert & Susan Mohammed, Penn State University, Lehigh Valley

This field study examined the influence of team temporal composition on team processes and performance in a professional teaching kitchen. The sample consisted of 43 chef student teams. Variation in team temporal composition both directly inhibited team performance and influenced team processes. The findings suggest the importance of team composition to team processes and performance.

REALIZING THE INNOVATIVE PROMISE OF INTERDISCIPLINARY SCIENCE TEAMS: KNOWLEDGE STOCK HETEROGENEITY, KNOWLEDGE SUBGROUPS, AND ATTITUDE HETEROGENEITY

Maritza Salazar, University of Central Florida
Aimee Kane, Duquesne University

We investigate the factors that predict innovativeness in teams by investigating the role of the range and composition of knowledge and attitudinal heterogeneity. We examine these propositions in a sample of 32 interdisciplinary medical teams whose innovativeness was judged by world-class scientists based on the promise of research proposals.

THE INFLUENCE OF COLLECTIVISTIC GROUP NORMS ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR, COLLECTIVE EFFICACY, AND TEAM PERFORMANCE

Anthony Celani & Kevin Tasa, McMaster University

This study explores how collectivism can have emergent properties that develop as group norms amongst team members. In a study of 60 self-managing teams performing a simulation, results were consistent with a causal model where team performance was positively influenced by collectivistic group norms via team citizenship behaviors and collective efficacy perceptions.

AN EXPLORATORY STUDY OF THE CONTENT AND QUALITY OF VIRTUAL TEAM COLLABORATION IN SECOND LIFE

Rama Hart, University of St. Thomas
Poppy McLeod, Cornell University
Candace Chou, University of St. Thomas

In this study we examine group collaboration processes of student teams using Second Life. Preliminary analysis of a decision-making simulation raises questions about the added value of avatars for group effectiveness, the importance of comfort with the technology for social-emotional exchange, and the focus on task via the text-chat function.

EXAMINING THE IMPACT OF VISUAL GROUP DISPLAYS ON SOCIAL ATTACHMENT IN VIRTUAL TEAMS

Jennifer Marlow & Laura Dabbish, Carnegie Mellon University

The present study explored how to foster social attachment among virtual team members by designing visual displays of team member photos that reflected different levels of “groupiness.” We then examined the effect of such displays on attitudes and performance in the context of a computer-mediated task situation.
THE ENTITATIVITY CONTINUUM PREDICTS ENTITATIVITY PERCEPTIONS ABOVE AND BEYOND THE ACTUAL CHARACTERISTICS OF GROUP MEMBERS

Sandra Carpenter, The University of Alabama in Huntsville

In two experiments, participants read identical descriptions (behaviors in Experiment 1 and values in Experiment 2) of members of either families or university classes. Entitativity ratings of the families were significantly higher for families than for classes in both experiments, indicating the strong influence of expectations on perceptions of entitativity.

3:30-4:40, Session 32 Saturday Gallery II

SUBGROUPS AND FAULTLINES

SOCIAL CATEGORY SALIENCE AS A MODERATOR OF THE EFFECT OF DIVERSITY FAULTLINES ON ELABORATION IN DIVERSE WORK GROUPS

Bertolt Meyer & Anita Huber, University of Zurich
Carsten Schermuly, Humboldt University Berlin

We investigated how diversity perceptions in work groups influence the relationship between actual group diversity and within-group information elaboration. If groups were split into homogeneous subgroups based several demographic attributes, but group members did not perceive each other as different, they elaborated most. Elaboration was positively related to group performance.

CONFLICTING DIVIDES: A MULTILEVEL PERSPECTIVE ON CONFLICT IN FAULTLINE GROUPS

Jamie Perry, Rutgers University
Katerina Bezrukova, Santa Clara University

The purpose of this study is to develop a multilevel perspective on conflict in faultline groups and explain how group divisions can escalate conflict across faultline subgroups but dampen conflict within subgroups. Using a 2 x 2 factorial quasi-experimental design crossing faultlines (weak vs. strong) and appraisals (intrinsic vs. instrumental), we further attempt to understand how group members’ perception of group obstacles (instrumental appraisals) or individual member characteristics (intrinsic appraisals) may affect the relationship between faultlines and conflict within and between subgroups.

THE SUBGROUP ALGORITHM: DEVELOPING AND TESTING A MEASURE OF SUBGROUPS IN WORK TEAMS

Andrew Carton, Alon Evron & Jonathon Cummings, Duke University

Subgroups are becoming increasingly important factors in work teams. However, measures of subgroups in research on faultlines tend to capture the likelihood of subgroup formation as opposed to directly measuring characteristics of subgroups themselves (e.g., their size). To address this need, we develop and test a subgroup algorithm.

3:30-4:40, Session 33 Saturday Gallery I

JOINING GROUPS AND BEING INCLUDED IN GROUPS

THE PROCESSES OF NEWCOMERS’ INFLUENCE IN TEAM INNOVATION

Yonjeong Paik & Debra Shapiro, University of Maryland

We develop a theoretical model that newcomers can promote team innovation through two processes – (a) newcomers’ making change suggestions and (b) existing members’ acceptance and incorporation of such suggestions. Guided by several theories, we explain why these processes could be particularly challenging and investigate various moderators to affect the processes.
THE EFFECTS OF NEWCOMER STATUS ON OSTRAICISM
Jeffrey Flagg & Richard Moreland, University of Pittsburgh

This experiment tested whether a situational variable, namely being a newcomer, can influence recovery from ostracism. We hypothesized that being a newcomer would decrease the negative effects of ostracism over time by providing a situational (not a personal) explanation for mistreatment. Newcomers did indeed recover quicker than non-newcomers.

HOW MUCH OR BY HOW MANY: EFFECTS OF AND REACTIONS TO OSTRAICISM
Sara Banki, Rotman School of Management, University of Toronto

The present study is one of the first to provide an in-depth examination of reactions when different forms of partial ostracism occur in a group and compares it with full ostracism and full inclusion. This research looks at two different forms of partial ostracism, consensus and majority partial ostracism.

CASCADING LEADERSHIP: A MULTI-LEVEL EXAMINATION OF EMPOWERING VERSUS ABUSIVE LEADERSHIP CLIMATES ACROSS ORGANIZATIONAL LEVELS
Payal Sharma & Gilad Chen, University of Maryland

Although supervisors arguably act as “linking pins” between senior management and employees, scholarly work is nascent in understanding how leadership trickles down from senior to lower organizational levels. Accordingly, this conceptual paper explores the “cascading” processes of empowering versus abusive leadership climates, as explained by motivational and stress-based mechanisms.

CONSTRUCTING CHARISMA: A SOCIAL NETWORK APPROACH TO TEAM LEADERSHIP AND PERFORMANCE
Prasad Bhatkhande, University at Buffalo, The State University of New York
Martin Kilduff, University of Cambridge
David Harrison, University of Texas at Austin

A central position in a team network offers a leader influence over subordinates’ attributions, and team performance. Based on multi-source data from 56 teams we found that subordinates’ charismatic attributions about the leader mediated the relationship between leader centrality in the advice network and subsequent team performance.

LEADERSHIP: STYLE, BEHAVIORS, AND TEAM MEMBER OUTCOMES
Melissa Staniewicz, Lisa Delise, Abby Mello & Nancy Scott, The University of Tennessee, Knoxville

We sought to determine if leaders of virtual teams can portray their preferred leadership styles through online behaviors and whether online behaviors affect team members’ attitudes and perceptions of leadership. Results suggest leaders can portray participative and directive styles and that member perceptions and attitudes are affected by participative behaviors.
1 - THE EFFECTIVE MANAGEMENT OF STUDENT TEAMS USING THE CATME/TEAM-MAKER SYSTEM

Richard Layton, Rose-Hulman Institute of Technology
Misty Loughry, Georgia Southern University
Matthew Ohland, Purdue University
Hal Pomeranz, Deer Run Associates
Wendy Bedwell & Eduardo Salas, University of Central Florida

Participants explore two award-winning, web-based tools for effective and efficient management of student teams: Team-Maker, for automating team assignments using instructor-selected criteria, and the Comprehensive Assessment of Team Member Effectiveness (CATME), a behaviorally anchored system for self- and peer-evaluation of team member effectiveness. We review research and conduct interactive demonstrations. Work to embed these two tools within a larger system for teamwork training will also be discussed.

2 - INTELLECTUAL CAPITAL NOTION AND KNOWLEDGE DIFFUSION DRIVERS IN KNOWLEDGE BASED-ORGANIZATIONS

Jose Vargas-Hernandez, University of Guadalajara

Nowadays, the traditional economy has been changed and replaced by the new one that can be called knowledge-based economy. Also intangible factors have been entered in nowadays' world trade and managerial complicated equations. So managers and CEOs should search to find suitable ways to be survived in this competitive world. They should manage the situation by themselves instead of their rivals. To cope with this phenomenon, the necessity of being Learning Organization, LO is essential for any organizations and enterprises. This paper is aims to review the Intellectual Capital, IC concept among organizations and employees and also the Knowledge sharing barriers in the organization. Generally, this paper looks the IC concept in Management sphere.

3 - PARTNERING FOR PEACE THROUGH FORGIVENESS RESEARCH AND PRACTICE

Dr Ani Kalayjian, Fordham University
Loren Toussaint, Luther College

This article describes a recently developed partnership between evaluation and outreach teams of two professors one from Fordham University and another from Luther College. The immediate goal of this partnership was to enhance the resources available to Meaningfulworld’s trauma transformation team in their outreach in Sierra Leone (March 2009). This partnership was further extended to the healing and post war recovery work in the Republic of Armenia, and is in planning phase to extend it to Kenya, Haiti, and Nepal. This article gives the background in doing forgiveness work in Sierra Leone, and anticipated benefits of interdisciplinary partnering in group research.

4 - IT’S ABOUT TIME: THE CONCEPTUALIZATION AND OPERATIONALIZATION OF TEMPORAL TEAM MENTAL MODELS


This study conceptualized and operationalized temporal team mental models (TMMS) using concept maps and similarity ratings. Results revealed that temporal TMMS are distinct from taskwork and teamwork TMMS and have varying effects on performance based on how they are measured.
5 - The Science of Team Performance & Training: Fuel for the Long Voyage to Mars

Sallie Weaver, Wendy Bedwell, Aaron Dietz, Eduardo Salas, Kimberly Smith-Jentsch & Stephen Fiore, University of Central Florida

We describe an effort which aims to (1) identify evidence-based training guidelines for maximizing team cohesion and performance during long-duration spaceflight missions and (2) to design and validate an evidence-based toolkit for diagnosing cohesion throughout the course of long-duration missions.

6 - Can Too Much Sharing Be Bad? Integrating Distributed and Overlapping Definitions of Sharing in Team Mental Model Research

Katherine Hamilton & Susan Mohammed, Pennsylvania State University

This study integrated distributed and overlapping definitions of sharing to increase the theoretical sophistication regarding the type and degree of knowledge convergence needed in teams. Results showed, as expected, that role heterogeneous teams were most effective with divergent taskwork mental models and overlapping teamwork mental models.

7 - Evidence of the Reliability and Validity of Collective Climates in Work Teams

Kimberly Smith-Jentsch, Sallie Weaver & Christopher Wiese, University of Central Florida
Kurt Kraiger, Colorado State University

Disagreements on whether collective climate is a social phenomenon continue to infiltrate the literature. Collective climate refers to aggregated perceptions of the work environment. Results from this study validate collective climate as a social phenomenon and provides support for interactionist models of climate formation.

8 - When Searching for Multiple Accurate Mental Models Test for Interactions

Christopher Wiese, Kimberly Smith-Jentsch, Ariel Afek & Kendra Brown, University of Central Florida

The present study demonstrated that more than one distinct method of structuring task knowledge may lead to effective task performance. Researchers are unlikely to detect this, however, unless they test for interactions among indices of similarity to alternative accurate mental models.

9 - Team Building vs. Team Training: What Works for Performance Gains?

Marissa Shuffler, Deborah DiazGranados & Eduardo Salas, University of Central Florida

In this paper we compare and contrast the core components of team building and team training interventions, review recent empirical literature discussing when each type of intervention is most appropriate, and provide guidelines for both practitioners and future researchers in terms of the selection, design, and delivery of team interventions.

10 - Improving Shared Leadership in Virtual Teams: The Role of Shared Cognition

Marissa Shuffler, Christopher Wiese, Shawn Burke & Ed Salas, University of Central Florida

The goal of the current paper is to provide a framework for shared leadership in virtual teams, primarily through the targeting of shared cognition in order to advance a better shared understanding of roles, responsibilities, and expertise among team members that should enable the effective and efficient sharing of leadership.
11 - Creating Synergy in Multicultural Teams: Critical Team Processes
Marissa Shuffler, C. Shawn Burke, Eduardo Salas, University of Central Florida
Michele Gelfand, University of Maryland

As the challenges posed by cultural differences when looking intraculturally are compounded when multiple cultures are placed within a single team, the purpose of this paper is to begin to highlight some of the processes, emergent states, and challenges inherent in working within multicultural teams.

12 - Cultural Divide: The Impact of Cultural Diversity on Collaboration
Wendy Bedwell, Maritza Salazar, Deborah DiazGranados, Marissa Shuffler, Jessica Wildman, Eduardo Salas, University of Central Florida

Organizations are increasingly dependent on culturally diverse teams. Yet little research has looked at impacts of culture on collaboration as there is no guiding, overarching framework. Therefore, we propose a framework grounded in multidisciplinary scientific theory to structure scientific investigation into collaboration: the norm of business operations around the globe.

13 - Shared Ethnic Identity: Can It Explain Multicultural Team Outcomes?
Jennifer Feitosa, University of Central Florida

There are a lot of conflicting findings within the literature of multicultural teams. In this paper, propositions are suggested to potentially fulfill such gaps. For instance, how a shared ethnic identity can impact the relationship between surface-level similarities and information sharing.

14 - Does the Axiom “Knowledge is Power” Explain Individual Behavior in Groups? A Treatise on Sustainable Control
Benjamin Herndon, Georgia Institute of Technology

This paper presents a unifying theoretical framework to reconcile multiple perspectives on the idea that “knowledge is power.” Despite significant research evoking this axiom, no dominant framework has emerged to explain knowledge-as-power. Understanding how individuals approach knowledge-as-power is essential in groups and teams, where collective success depend on access to individually-held knowledge.
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The Twin Cities area is an arts hub offering world-class museums, theater, and architecture:

- Breathtaking architecture includes the recent high profile projects of Jean Nouvel's Guthrie Theater, the Herzog and de Meuron (designers of the main stadium for the 2008 Beijing Olympics) Walker Art Center addition, and Frank Gehry's Weisman Art Museum on the University of Minnesota campus.
- The Twin Cities offer a rare treat with two world-class orchestras: the Minnesota Orchestra and the St Paul Chamber Orchestra.
- Outstanding museums include the Minneapolis Institute of Arts, the Walker Art Center, and many other interesting smaller museums like the Museum of Russian Art.

The Twin Cities also boast natural beauty and many outdoor activities:

- Minneapolis is known as the City of Lakes for good reason – with over 20 lakes in the metropolitan area alone.
- The Twin Cities ranked third in two new national surveys on physical fitness and quality of life (The American College of Sports Medicine’s 2010 American Fitness Index and Portfolio.com’s 2010 Quality of Life Report).

- With over 127 miles of bicycle trails, the second highest percentage of bicycle commuters in the nation, and the recent launch of the largest bike-share program in the country, it’s no surprise that Minneapolis was named America’s Best Bike City in 2010 (Bicycling magazine).

All that despite the infamous climate! No worries about that for your INGReup visit: The average high temperature in July is 83°F with approximately 15 hours of daylight per day.

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