Ninth Annual Conference

July 17-19, 2014
Raleigh, North Carolina, USA
Renaissance Raleigh North Hills Hotel

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Gwen M. Wittenbaum
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<td>Registration</td>
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<td>Poster 1 Setup</td>
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<td>Ballroom Lobby</td>
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### Friday, July 18

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<tr>
<td>8:00am-Noon</td>
<td>Registration</td>
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<tr>
<td>8:30am - 9:45am</td>
<td>Cooperation and Competition in Negotiation &amp; Performance</td>
<td>Ballroom C</td>
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<td>8:30am - 9:45am</td>
<td>Perspectives on Conflict</td>
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<td>8:30am - 9:45am</td>
<td>Research in Diverse Contexts</td>
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<td>Mental Models</td>
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<td>8:30am - 9:45am</td>
<td>Performance 1</td>
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<tr>
<td>10:15am - 11:30am</td>
<td>Methods</td>
<td>Ballroom C</td>
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<tr>
<td>10:15am - 11:30am</td>
<td>Bridging Multiteam Systems Research and Practice</td>
<td>Ballroom D</td>
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<td>10:15am - 11:30am</td>
<td>Performance 2</td>
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<td>10:15am - 11:30am</td>
<td>Status &amp; Expertise</td>
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<td>10:15am - 11:30am</td>
<td>Team Learning</td>
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<td>11:45am-1:00pm</td>
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<td>1:00pm-2:00pm</td>
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<td>2:15pm - 3:15pm</td>
<td>Intergroup Behavior</td>
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<td>2:15pm - 3:15pm</td>
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<td>2:15pm - 3:15pm</td>
<td>Leadership</td>
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<tr>
<td>2:15pm - 3:15pm</td>
<td>Team Diversity</td>
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<tr>
<td>3:15pm - 4:15pm</td>
<td>Afternoon Break and Poster 2 Setup</td>
<td>Ballroom Lobby</td>
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<td>4:00pm - 5:00pm</td>
<td>McGrath Lecture: Marshall Scott Poole</td>
<td>Ballrooms A&amp;B</td>
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<tr>
<td>5:15pm – 6:15pm</td>
<td>Poster Session 2 with drinks and appetizers</td>
<td>Ballroom Lobby</td>
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<tr>
<td>6:30pm – 7:30pm</td>
<td>ComedyWorx – Participatory Comedy Show</td>
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### Saturday, July 19

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<tbody>
<tr>
<td>8:00am-Noon</td>
<td>Registration</td>
<td>Ballroom Lobby</td>
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<tr>
<td>8:30am - 9:45am</td>
<td>Team Composition and Effectiveness</td>
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<td>8:30am - 9:45am</td>
<td>Multiple Membership</td>
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<td>8:30am - 9:45am</td>
<td>Reflective Communication</td>
<td>Branle</td>
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<tr>
<td>8:30am - 9:45am</td>
<td>Team Adaptation Papers</td>
<td>Allegro</td>
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<tr>
<td>8:30am - 9:45am</td>
<td>Trust</td>
<td>Adagio</td>
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<tr>
<td>9:45am - 10:15am</td>
<td>Morning Break</td>
<td>Ballroom Lobby</td>
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<tr>
<td>10:15am - 11:30am</td>
<td>Team Adaptation Symposium</td>
<td>Ballroom C</td>
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<tr>
<td>10:15am - 11:30am</td>
<td>After Action Reviews</td>
<td>Ballroom D</td>
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<tr>
<td>10:15am - 11:30am</td>
<td>Cross-Functional Team Training</td>
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<tr>
<td>10:15am - 11:30am</td>
<td>Social Identity and Faultlines</td>
<td>Allegro</td>
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<tr>
<td>10:15am - 11:30am</td>
<td>Socialization, Inhibition, Process Losses and Networking</td>
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<tr>
<td>11:45am - 1:00pm</td>
<td>Awards Luncheon</td>
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<tr>
<td>1:15pm - 1:30pm</td>
<td>INGRoup Conference Photo</td>
<td>Lobby</td>
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<td>1:45pm - 3:00pm</td>
<td>Encouraging and Punishing Communication and Change</td>
<td>Ballroom C</td>
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<td>1:45pm - 3:00pm</td>
<td>Measuring and Detecting Faultlines and Subgroups</td>
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<td>1:45pm - 3:00pm</td>
<td>Meetings: Burden or Blessing?</td>
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<td>Interdisciplinary Graduate Education and Research</td>
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<td>INGRoup Business Meeting and Afternoon Break</td>
<td>Ballroom A</td>
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9:00am – 4:00pm Workshops

Workshop 1
Introduction to R for Beginners
Facilitator: Bertolt Meyer, Technische Universität Chemnitz

Workshop 2
An Introduction to Agent-Based Modeling for Research on Teams and Organizations
Facilitator: Corinne Coen, Case Western Reserve University

4:00pm – 6:00 pm Registration Ballroom Lobby

5:00pm – 6:00 pm Poster Setup 1 Ballroom Lobby

5:30pm – 6:00 pm Opening Reception Ballroom Lobby

6:00pm – 7:15 pm Opening Dinner Ballrooms A&B

Posters 1: Poster Session with coffee and dessert
Thursday, July 17: 7:15pm - 8:15pm · Location: Ballroom lobby

1. Can You Hear Me Now?: The Effect of Participation in Decision-Making on Employee Engagement
   Michael Yoerger, John Crowe, Joseph Allen
   University of Nebraska at Omaha
   This study focused on the relationship between participation in decision-making and employee engagement, and how supervisor-led meeting load and perceived supervisor support may moderate this relationship. The results indicate that supervisors can enhance employee engagement by encouraging participation in decision-making, fostering a supportive relationship, and ensuring meetings are well planned.

2. The Effect of Virtuality on Team Communication: A Meta-analysis
   Shannon Marlow, Christina Lacerenza, Kara Colley, Eduardo Salas
   University of Central Florida
   As virtual teams are becoming increasingly prevalent, it is important to determine if virtuality has an effect on communication, as communication in such teams primarily takes place through virtual tools. This study uses meta-analysis to assess the moderating effect of virtuality on the relationship between communication and performance within teams.

3. The Emergence of Collective Voice
   Niranjan S. Janardhanan
   University of Texas–Austin
   Deriving from literature on employee voice and collective action, I propose a definition for collective voice, present a theoretical framework to illustrate the process of emergence in teams, and analyze the various individual, team-level and contextual factors which influence the likelihood of collective voice.

4. Understanding Team Dynamics in Long Duration Antarctic Missions
   Samantha K. Baard¹, Christine Kermond¹, Marina Pearce¹, Jeff Ayton², Chu-Hsiang {Daisy} Chang³, Steve W. J. Kozlowski¹
   ¹Michigan State University ²Australian Antarctic Division
   This study examined the daily dynamics of team cohesion, affect and performance over the course of a year with individuals operating in isolated, confined and extreme environments (i.e., Antarctica). Analyses revealed four types of individual dynamic patterns and individuals displayed different affective dynamics based on team cohesion levels over time.

5. Reading the Mind in the Eyes or Reading Between the Lines? Theory of Mind Predicts Effective Collaboration Equally Well Online and Off
   David Engel⁴, Anita Williams Woolley¹, Lisa X. Jing⁵, Christopher F. Chabris³, Thomas W. Malone²
   ¹Carnegie Mellon University ²MIT ³Union College
   Though many psychologists would believe that Theory of Mind (ToM) ability is important to interpersonal interaction, there is reason to believe this might not be as true in online environments. Surprisingly, we show that individual members’ ToM predicts a group’s collective intelligence equally well in both face-to-face and online groups.
6. The Effect of Team Members’ Time Perception on Team Adaptation
Golnaz Tajeddin  York University

This experimental study examines how team members’ temporal characteristics affect the team adaptation. Hypotheses suggest that teams’ time urgency is positively associated with team adaptation and early action teams perform better than deadline action teams when teams face a change at midpoint of their life cycle.

7. Creativity in Teams
Lucy Gilson1, Hyoun Sook Lim1, Robert Litchfield2, Paul Gilson3
1University of Connecticut 2Washington & Jefferson College 3Eastern Connecticut State University

Team research is both popular and abundant however; the topic of team creativity has received only limited attention. In this review we examine the definition of creativity at the team level and employ Rhodes’ (1961) Four-P’s Framework to consider how team creativity has been studied as a process and outcome.

8. Contextual Influence on the Effects of Team Faultlines: A Weighty Challenge
Andreas Glenz1, Bertolt Meyer1, Davina Vora2 1University of Zurich 2State University of New York, New Paltz

We advert to a conceptual deficit in methods for faultline determination that could explain why effects of faultlines usually turn out to be small, or why they could be overlooked by researchers, although they might actually be substantial: the arbitrariness of attribute selection and the arbitrariness of relative attribute weighting.

9. Do Women Make Groups Smarter? Understanding the Effects of Gender and Competition on Collective Intelligence
Anna T. Mayo, Jin Wook Chang, Rosalind M. Chow, Anita Williams Woolley  Carnegie Mellon University

There is some evidence that when groups have proportionally more women, they perform better. We demonstrate that the amount of intra-group status competition varies based on gender composition and status hierarchy structure, and that amount of intra-group status competition moderates the gender composition effect on collective intelligence.

10. GradNet: Connecting Online Groups to Organizational Attachment
Anita Lynn Blanchard, Lisa Walker, Shahar Gur  University of North Carolina, Charlotte

This study examines whether participation in an online group can aid in face-to-face interactions within a specific organization. We develop a model of entitativity and exchange of support to understand how an online group could strengthen members’ organizational identity and commitment with the sponsoring organization.

11. Creativity for the Rest of Us: Examining Status and Creativity in a Successful Safety Climate
Sharon Kim, Sallie Weaver, Michael Rosen, Ting Yang  Johns Hopkins University

We examine how climate and status influence the creativity of hemodialysis clinic employees. As predicted, high-status individuals were more creative than low-status employees; however, in clinics with a greater compliance focus, high-status employee creativity was reduced. Non-punitive response to error and teamwork were predicted to increase creativity in low-status employees, but these hypotheses were unsupported.

12. Creative-but-Difficult People: Creativity Inferences on the Basis of Incongruent Affect in Groups
Melanie Milovac  University of Cambridge

Expressions of affect in groups offer cues for social inferences about group members’ personality and ability. In this paper I examine how group members’ displayed incongruent affect - affective cues that do not match group affective tone - influence other group members’ creativity perceptions of the expresser.

Zachary Wittrock1, Torsten Reimer1, Nicholas Aramovich2 1Purdue University 2Harvard University

We compared the influence of experts and extraverts in five-member groups solving intellective tasks. Experts talked more and exerted greater influence than extraverts and the average group member. This group behavior was also functional because the experts systematically outperformed the extraverts as well as the majority of group members.

14. Toward a Theory of Strategic Meeting Interaction
Emily Paskevitz1, Stephenson Beck2, Joann Keyton3 1North Dakota State University 2North Carolina State University

Kellerman (1992) and Beck and Keyton (2009) have emphasized the importance of viewing interaction as inherently strategic. Using a group communication perspective, this paper proposes a theory of strategic meeting interaction. Such a perspective encourages researchers to use interaction messages as the evidence of meeting member goals.
15. How to Use Flexible Phase Mapping Technique to Analyze Temporal Patterns of Team Interactions
Golchehreh Sohrab, Mary J. Waller  York University

In this poster, we will illustrate the Flexible Phase Mapping technique and discuss how this method can be used to analyse temporal patterns of team interactions.

16. Facilitating the Ideation Process in Diverse Groups: Effects of Time and Sequence
Jonali Baruah, Carmelle Bolding  Tarleton State University

The present study investigates ways to facilitate the ideation process in diverse groups. Temporal analyses revealed that productivity in groups with members having diverse knowledge base can be enhanced by allowing an initial mutual exchange in groups followed by an individual focus on their specific areas of expertise.

Thanks to Patrick Downes, the INGRoup webmaster, and Deanna Kennedy for the editing the INGRoup newsletter
**Cooperation and Competition in Negotiation and Performance**

*Friday, July 18: 8:30am - 9:45am · Location: Ballroom C*

**Alternative Goal Structures for Motivating Groups in the Base-of-the-Pyramid**

Geoffrey Kistruck$^1$, Robert Lount$^1$, Brett Smith$^1$, Brian Bergman$^1$, Todd Moss$^1$

$^1$The Ohio State University $^2$York University $^3$Miami University $^4$Syracuse University

Drawing upon social interdependence theory, we propose that the use of alternative goal structures will serve to motivate groups in the BOP. Results from a multi-method field study conducted in rural Sri Lanka shed light on when and why competitive goal structures promote greater group-based contributions than cooperative goal structures.

**Instrumental Collaboration: How Highly Autonomous Professionals Collaborate and How It Benefits Them**

Heidi K. Gardner$^1$, Melissa Valentine$^2$ $^1$Harvard University $^2$Stanford University

This paper examines how highly autonomous professionals—those who have traditionally been rewarded for specialized expertise and individual achievement—collaborate, and to what benefit. In a multi-method, longitudinal field study of four professional service firms, we investigate how professionals navigate the tension between individualistic and collaborative working, and their consequent benefits.

**Reciprocity in Dyadic and Multi-party Negotiations**

Mary C. Kern$^1$, Laurie R. Weingart$^2$, Jeanne M. Brett$^3$, Chase Eck$^3$

$^1$Baruch College, City University of New York $^2$Carnegie Mellon University $^3$Northwestern University

We examine whether reciprocity differs in dyadic versus multi-party negotiations. Results show that triads create more value and engage in sequences that expand the pie (reciprocate integrative offer/resolution statements) and reframe the negotiation in ways that may aid in value creation and claiming (distributive-integrative-distributive; facts-perspective-taking-facts; integrative-facts-integrative).

**Your Cost or My Benefit?: Effects of Concession Frames in Distributive Negotiations**

Nazi Turan$^1$, Rosalind M Chow$^2$, Laurie R. Weingart$^2$

$^1$Católica Lisbon School of Business and Economics $^2$Carnegie Mellon University

Four studies examine the effects of framing concessions in distributive negotiations as being costly to conceders versus beneficial to receivers. Concessions emphasizing conceder-cost lead to higher economic, but lower subjective outcomes for concession receivers. These outcomes are explained by perceptions of skepticism towards concession frames and misleading behavior by conceders.

**Perspectives on Conflict**

*Friday, July 18: 8:30am - 9:45am · Location: Ballroom D*

**A Bridge Over Troubled Water? The Effect of Intra-Team Conflict on Individual Inter-Team Tie Formation**

Eric Neuman, Ariel Avgar University of Illinois

We consider how conflict inside one’s own team influences one’s connections to other teams. We find that members who perceive relationship conflict tend to establish more socializing connections with members of other teams, and members who perceive task conflict tend to communicate about work less with members of other teams.

**Making Conflicts Work: Team Success Moderates the Relationship Between Micro-Conflicts and Uncertainty**

Susannah B. F. Paletz$^2$, Joel Chan$^2$, Christian D. Schunn$^3$ $^1$University of Maryland $^2$University of Pittsburgh

This exploratory study examines the relationship between brief, expressed disagreements and subsequent psychological uncertainty in successful and unsuccessful teams. We coded over 30 hours (38,445 utterances) of conversations in 21 student engineering product design teams. Successful teams decreased uncertainty after micro-conflicts, whereas unsuccessful teams increased uncertainty.

**Can conflict make teams sick? The role of a culture of drugs and ‘other’ people in baseball teams**

Chester Spell, Yekaterina Bezrukova Santa Clara University

We examine how conflict makes teams sick and how structural and cultural factors help manage this relationship. Using multi-source, multi-level data on 30 MLB teams, we find that conflict predicts team’s physical injuries and psychological problems. Paradoxically, the culture of substance abuse and group faultlines weaken these relationships.
Emotional Intelligence and Team Performance: the Moderating Role of Cognitive Diversity
Shirley Wang Cornell University

I theorize that EI increases the ability of team members to engage each other in effective communication patterns. In a laboratory study, I find that EI increases information elaboration and in turn performance. This relationship is moderated by cognitive diversity—the extent to which team members have heterogeneous information.
Motivation and Cross-Understanding: The Combined Effects of Goal Orientation and Cross-Understanding on Team Performance
Kyle Lewis, Niranjan S. Janardhanan University of Texas - Austin

The purpose of this study is to examine the motivational antecedents of cross-understanding, the extent of members’ understanding of others’ mental models. Results from a longitudinal study of 163 teams engaged in an 8-week business simulation show that team learning goal orientation predicts cross-understanding, which in turn predicts team performance.

Group Performance and the Role of Perspectives in Knowledge Integration
Anna T. Mayo, Matthew A. Cronin
Carnegie Mellon University, George Mason University

We examine the distinction between the constructs knowledge and perspective. We build on this distinction to develop a theoretical explanation of the cognitive factors that determine why some groups are better than others at coordinating, integrating, and elaborating on their knowledge resources.

Dynamic coordination in extreme action teams: Leader inquiry, member voice, and team performance in fluid work settings
Zhike Lei, Ming Ming Chi, Jan Hagen
European School of Management and Technology, University at Buffalo – SUNY

We examine leadership behavior and team processes of extreme action teams in dynamic work settings (airline cockpit crews in high-fidelity training simulations). We found that leader directive inquiry and member voice behavior together unpack the dynamic nature of swift coordination and team effectiveness in fluid work settings.

Methods
Friday, July 18 10:15am - 11:30am  Location: Ballroom C

The Virtues and Liabilities of Wearable Sensors in Group Process Research
Ralph Heidl, T. Daniel Chaffin, John Hollenbeck, Andrew Yu, Roger Calantone, Clay Voorhees, Michael Howe
Michigan State University

The advent of sociometric sensors is a potentially game-changing breakthrough, allowing for the collection of objective data over extended periods while being unaffected by perceptual biases. In this presentation, we describe the results from a series of studies assessing the reliability and validity of these sensors for organizational research.

Development and Utilization of a Multiteam System Task Analysis
George Mason University

This study describes the development and utilization of the first multiteam system task analysis (MTSTA). As this endeavor is ongoing, we focus on the development, implication, and preliminary results from the MTSTA. At this stage, results suggest that an MTSTA provides valuable information beyond a traditional team task analysis.

Task Demonstrability as a Valuable Theoretical Lens for Facilitating Effective Teamwork in Organizations
Bryan L. Bonner, Michael R. Baumann, Aimee A. Kane
University of Utah, The University of Texas at San Antonio, Duquesne University

Task demonstrability (Laughlin & Ellis, 1986) is a foundational construct underlying collective problem-solving in organizations. We show many team phenomena can be explained in demonstrability terms and that considering demonstrability facilitates both strong predictions regarding, and the development of meaningful interventions for improving, group process and performance in organizational teams.

Moving Group Talk to Transcript
Joann Keyton, Daniel A. DeJoy
North Carolina State University

Automatic speech recognition (ASR) software is speaker dependent. Using one demographic group, we will create speaker profiles. Acoustic measurements of vocal characteristics will be used to create profiles that can be substituted for speakers without profiles. This uncouples speaker-dependency and may lead to advances in automatically transcribing group interaction.

Bridging Multiteam Systems Research and Practice
Friday, July 18: 10:15am - 11:30am  Location: Ballroom D

Bridging Multiteam Systems Research and Practice: A Rapid Fire Interdisciplinary Response
Marissa Shuffler, Milliani Jimenez-Rodriguez, Deborah Diaz-Granados, Gerald Goodwin, Brandon Vessey, Shawn Burke, Noshir Contractor, Leslie DeChurch, Toshio Murase, Ramon Rico, Stephen Zaccaro
Group Status, Individualistic Orientation, and Information Withholding

Jin Wook Chang, Rosalind M Chow, Anita W Woolley

Carnegie Mellon University

Over the past decade, multiteam systems have risen as a critical issue in organizational research. The purpose of this panel is to create further interdisciplinary discussion and debate regarding MTSs in study and the real world via a rapid fire discussion of current issues brought forth by practitioners and researchers.

Performance 2

Friday, July 18: 10:15am - 11:30am • Location: Branle

Facts and Figuring: An Experimental Investigation of Group Network Structure and Performance in Information and Solution Spaces

Jesse Shore1, Ethan Bernstein2, David Lazer1

Using data from a problem-solving experiment in which we varied the network structure of 16-person groups, we investigate how a group’s network structure shapes performance. Dense clustering encourages generation of diverse information, but discourages generation of diverse theories: clustering promotes exploration in information space, but decreases exploration in solution space.

Testing the Effect of Team Boundary Buffering Activities on Innovative Performance: A Moderated Mediation Model

Ulrich Leicht-Deobald1, Chak Fu Lam2, Heike Bruch1

Drawing upon theory on the job demands-resources model, we explain how team boundary-buffering activities enhance team innovative performance taking into account the roles of team productive energy and job demand overload. A multi-source field study with 89 R&D teams (813 employees and their team leaders), fully supported our hypothesized model.

Positive is Usually Good, Negative is Not Always Bad: The Effects of Group Affect on Social Integration and Task Performance

Andrew Knight1, Noah Eisenkraft2

This paper examines the conditions under which group affect influences group functioning. Using meta-analysis, we examine how group affect source, group familiarity, and group affect conceptualization moderate the influence of shared positive and negative feelings on social integration and task performance.

Structurally Redundant Heterogeneity and Group Performance

Edward Smith

The performance benefits of interpersonal heterogeneity are subject to three failure points: homogenization, fragility, and fragmentation. Optimal group performance requires overcoming each failure point simultaneously. We propose a structural solution—structurally redundant heterogeneity (SRH)—and find over a 23-year panel of team performance data that teams exhibiting SRH outperformed others.

Status & Expertise

Friday, July 18: 10:15am - 11:30am • Location: Allegro

An Investigation of Role-Related Participation in Product Design Teams: Individual- and Group-Level Trends

Joseph Bonito1, Joann Keyton2, Jennifer Ervin1

Drawing upon Hewes’ socio-egocentric model and team meeting literature, we examined participation in product-design teams across a series of tasks. Results indicated that participation within teams was relatively homogeneous after the first task, and team members who were talkative early on continued to participate frequently during the later tasks.

Group-to-Individual-Transfer and Differential Weighting in Quantitative Judgment Tasks

Thomas Schultze, Alexander Stern, Stefan Schulz-Hardt

We test the hypotheses that group performance at quantitative judgment tasks benefits from both increased individual accuracy due to group interaction and differential weighting of group members’ individual input. The data of an experiment comparing interacting 3-person groups to nominal groups of equal size supports both hypotheses.

Status Distance as a Determinant of Co-worker Helping in Organizational Teams

Sarah P Doyle1, Robert B Lount1, Steffanie L Wilk1, Nathan C Petit2

This paper examines how status distance affects dyadic helping within teams. A curvilinear relationship between distance and helping emerged with the greatest amount of help being given to others moderately distant in status. Status direction (i.e., if the teammate was above or below oneself) moderated this relationship.

Group Status, Individualistic Orientation, and Information Withholding

Jin Wook Chang, Rosalind M Chow, Anita W Woolley

Carnegie Mellon University
In this paper, we explore how group status might influence intragroup processes and outcomes. We find that high group status increases group members' own individualistic orientation and expectations of others' individualistic orientation, leading them to withhold information from other members. The increased information withholding subsequently results in reduced group outcomes.

**Team Learning**  
Friday, July 18: 10:15am - 11:30am  ·  Location: Adagio

New Beginnings: Addressing Paradoxical Demands for Immediate Performance Versus Time to Explore, Reflect, and Learn  
Kenneth Goh¹, Colin Fisher², Amy Sommer³  
¹Western University ²Boston University ³HEC Paris

This paper examines how temporal structure of group process influences group learning and performance. Using two laboratory experiments, we test the relative durations of action and transition phases influence on (a) the degree to which a group engages in learning behaviors, and (b) the performance trajectory of the group.

Reflective Team Learning: Linking Interfering Events and Team Adaptation  
Rasmus Oertel, Conny H. Antoni  
University of Trier

This study analyzes how reflective team learning is related to situational events and subsequent team adaptation. Thirty-three student teams participated in this longitudinal study. Data was collected at three times during one term. Results support our assumptions and show an indirect effect of interfering events on team adaptation through reflective team learning.

Shared Leadership as a Resource for Team Learning and Team Performance  
Conny H. Antoni, Rasmus Oertel  
University of Trier

The present study aims to analyze the potential of shared leadership to support team learning and team performance. Longitudinal data was derived from 86 student project teams (N = 364 individuals). Results of a longitudinal mediation analyses showed that shared leadership within a team, predicts self rated team performance indirectly via team learning.

The Relationship Between Temporal Diversity and Team Collaboration: The Importance of Team Temporal Familiarity in Collaborative Planning  
Josette Gevers, Sonja Rispens  
Eindhoven University of Technology

This study addresses the value of person-focused approaches in dealing with temporal diversity in teams. A cross-sectional survey study among 39 consultancy teams indicated that pacing style diversity was positively related with team collaboration only when collaborative planning coincided with high team temporal familiarity. Temporal consensus mediated this relationship.

**11:45am - 1:00pm**  
Luncheon  Ballrooms A&B

1:00pm - 2:00pm  Graduate Student Business Meeting  Allegro

**Emotion in Groups**  
Friday, July 18: 2:15pm - 3:15pm  ·  Location: Ballroom C

Feeling More Together: Group Attention Intensifies Emotion  
Garrih Shteynberg¹, Jacob B. Hirsh², Evan P. Apfelbaum³, Jeff T. Larsen¹, Adam D. Galinsky⁴, Neal J. Roese⁵  
¹University of Tennessee ²University of Toronto ³Massachusetts Institute of Technology ⁴Columbia University ⁵Northwestern University

The idea that group contexts can intensify emotions is centuries old. Yet, evidence that speaks to how, or if, emotions become more intense in groups remains elusive. Here we examine the novel possibility that group attention—the experience of simultaneous co-attention with one's group members—increases emotional intensity.

The Role of Affective Patterns in Group Decision Making  
Kyle J. Emich  
Fordham University

Study 1 provided evidence that groups with at least one member experiencing positive affect shared more unique information than groups composed entirely of members experiencing neutral effect. Study 2 built upon this base by investigated the role of negative affect in group decision making and how negative and positive affect concurrently influence decision making.
Is Experience Working Together Enough? The Development of TMS in Diverse Teams with Creative Tasks
Gergana Todorova  University of Miami

The development of transactive memory systems (TMS) should be particularly important for diverse teams with creative tasks. Using lagged data, I found that teams composed of diverse experts had difficulty developing TMS because of relationship conflict. Furthermore, gaining experience working together did not always help diverse teams to develop TMS.

Intergroup Behavior
Friday, July 18: 2:15pm - 3:15pm · Location: Ballroom D

Social Categorization Improves Intergroup Cooperation: A Behavioral Field Experiment
Geoffrey Leonardelli, Soo Min Toh  University of Toronto, Canada

We have argued that social categorization can lead to intergroup cooperation, by differentiating a group in need from one that can give aid. This presentation reports research that tests this prediction experimentally and behaviorally. It has implications for intergroup relations and team cognition and diversity.

Visible Bridges: Internal Organizational Boundaries Affect the Accurate Perception of Social Network Ties
Noah Eisenkraft1, Steven Gray2, Hillary Anger Eftenbein2, Waverly Ding3
1U. of North Carolina at Chapel Hill 2Washington University in St. Louis 3University of Maryland

This paper investigates how group boundaries influence the accurate perception of friendship network ties. Data from 48 work teams suggests that people are poor judges of friendships within a team, but accurately perceive boundary-spanning ties, especially when they originate within the perceiver's team.

Managing Revolutionary Interdisciplinary R&D Project Teams: Developing Individual and Team Knowledge Fusion Capabilities
Beverly Tyler1, Melissa Appleyard2, John Carruthers2 1North Carolina State University 2Portland State University

Using fundamental concepts from the resource-based view of the firm, we develop a conceptualization of the antecedents to successful interdisciplinary R&D project performance in the presence of knowledge fusion. We propose that initial commitments, team processes, and team culture affect knowledge fusion capabilities, which in turn impact team performance.

Judgment and Decision Making
Friday, July 18: 2:15pm - 3:15pm · Location: Branle

Overcoming Teammate Inaccuracy Blindness in Remote Asynchronous Collaborative Analysis
Aimee Kane1, Ruogu Kang2, Elise Carter3, Sara Kiesler2 1Duquesne University 2Carnegie Mellon University

In asynchronous collaboration, analysts can be led astray by teammates' inaccurate information. We examine mechanisms for attenuating the problem of "teammate inaccuracy blindness." Results suggest that analysts are most likely to reject inaccurate information when information comes from an ingroup teammate and they are prompted to evaluate the teammate's logic.

The Fickle Wisdom of Dyads: When Discussion Undermines Versus Enhances the Accuracy of Collaborative Judgments
Julia Minson1, Jennifer Mueller2, Richard Larrick3 1Harvard University 2University of San Diego 3Duke University

We evaluate the effect of discussion on the accuracy of collaborative judgments. We show that discussion can either impede or aid accuracy relative to simple averaging of collaborators’ independent judgments as a systematic function of task type and whether discussion occurs in the absence of or following independent judgments.

Team Interaction Under Asymmetric Information Distribution Conditions
Golchehreh Sohrab, Mary J. Waller  York University

Relaxing two common design aspects of the hidden profile studies, we investigated team interactions that lead to the effective use of asymmetrically distributed information. We found that successful teams tend to allocate a larger share of their discussion to information-oriented activities rather than solution-oriented activities.
Leadership

Three-Dimensional Team Leadership: An Empirical Examination of a Multi-Foci Theory of Team Leadership
Bradley Lane Kirkman¹, T. Brad Harris²
¹North Carolina State University ²University of Illinois

Team leadership research has relied on dyadic models to explain team-level phenomena. We introduce a multi-dimensional construct, leader focus, to explain how leaders meet team needs. Using 89 firefighting teams, we found that the relationship between individual task-focused and subgroup task-focused leadership on team processes is contingent on task interdependence.

Ch-Ch-Ch-Changes: The Impact of Leadership Change on Team Performance
Quinn W. Cunningham¹, M. Travis Maynard², Christian J. Resick¹
¹Drexel University ²Colorado State University

This paper examines the impact of a change in leadership on team performance. Using archival data from Major League Baseball, the interactive effects of functional leadership of the team strategic core human capital with non-strategic core human capital and permanency (interim vs. full-time) of leader change are tested.

The Role of Leadership in the Selection of Creative Ideas in Teams
Charlotte H. Larson, Matthew J. Pearsall, Michael S. Christian, Jamie L. Kohn
University of North Carolina at Chapel Hill

Teams that generate creative ideas may fail to select the best of those ideas as a result of over attachment to their own ideas. We propose that directive leadership may circumvent this bias. We also consider the impact of creative self-perception of the leader and team members on idea selection.

Team Diversity

Reconsidering Theory and Research on Work Group Diversity: A Model of Stereotyping in Diverse Groups
Hans van Dijk¹, Marloes van Engen¹, Bertolt Meyer², Denise Loyd³
¹Tilburg University ²University of Zürich ³University of Illinois

Our model of Stereotyping in Diverse Groups (SDG) specifies the individual- and group-level consequences of stereotyping. Our propositions challenge conventional wisdom in diversity research and present an agenda for future research.

The Effects of Team Cognitive Style Diversity Types on Conflict and Team Outcomes
Marieke C. Schilpzand¹, Ishani Aggarwal², Luis L. Martins³
¹Georgia Gwinnett College ²Georgia Institute of Technology ³University of Texas at Austin

Organizations increasingly use cognitively diverse teams for creative decision making and innovation tasks. We examine various allocations of cognitive styles among team members and found evidence for their differential effects on team conflict as the mediator between cognitive style diversity and proximal affective team outcomes and distal team creativity outcomes.

How Are We Different? Direct Measures of Diversity Salience in Work Teams over Time
Mary Maloney¹, Mary Zellmer-Bruhn², Bertolt Meyer³
¹University of St. Thomas ²University of Minnesota ³University of Zurich

We explore diversity salience in intact work teams and how it changes over time. We elicited diversity attributes using an open-ended survey asking what differentiates team members from one another. We find that initially visible attributes are more salient, and more attributes are generated later in the team’s life.

3:15pm – 3:45pm Afternoon Break and Poster 2 Setup Ballroom Lobby

4:00pm – 5:00pm McGrath Lecture: Marshall Scott Poole Ballrooms A&B
Marshall Scott Poole
2013 Joseph E. McGrath
Lifetime Achievement Award Recipient

Marshall Scott Poole is a Professor in the Department of Communication, Senior Research Scientist at the National Center for Supercomputing Applications, Director of the Institute for Computing in the Humanities, Arts, and Social Sciences at the University of Illinois Urbana-Champaign, and Visiting Professor of Organization Studies at Vrije University, Amsterdam, Netherlands. He is also a co-Director of the Advanced Research and Technology Collaboratory of the Americas, a joint project of the Organization of American States and the University of Illinois. Scott received his Ph.D in 1980 from the University of Wisconsin-Madison. Scott has taught at the University of Illinois, the University of Minnesota, and Texas A&M University.

His research interests include group and organizational communication, information systems, collaboration technologies, organizational innovation, and theory construction. Scott is the author of over 150 articles, book chapters, and proceedings publications. 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 eleven books including Communication and Group Decision-Making, Theories of Small Groups: Interdisciplinary Perspectives, Organizational Change and Innovation Processes: Theory and Methods for Research, and Research Methods for Studying Groups and Teams. Scott has been named a Fellow of the International Communication Association, a Distinguished Scholar of the National Communication Association, and is recipient of the Steven A. Chaffee Career Productivity Award from the International Communication Association. Current research foci include collaboration in virtual research environments, the role of communication in dealing with dilemmas in emergency response, integrating theories of small groups and social networks in the explanation of large, dynamically changing groups and intergroup networks, and multi-team systems.
17. **Bridging the Organizational Boundary: A Multi-level 4xamination of Interdependent Wctivity within Inter-organizational Arrangements**  
Brandi M. Pearce  
Carnegie Mellon University, University of California, Berkeley  
Group research has investigated several team boundaries, including geographical, functional, and cultural. Little research, however, has examined how the organizational boundary might uniquely impact interdependent level processes and outcomes. This paper’s goal is to examine the relationship between trust, practices, power, transactive memory, and partner effectiveness in inter-organizational arrangements.

18. **Conceptualization and Preliminary Findings of a Measure of Patient Identity for Healthcare Teams**  
Matthew James Kerry  
Georgia Institute of Technology  
Transference has historically been regarded as deleterious for patient treatment. The shift to value-based compensation systems in organized medicine, however, compels new provider competencies enabling team-based, coordinated care delivery. A new measure of patient identity was piloted among medical and nursing students. Predictive validity evidence for team attitudes is reported.

19. **The Role of Group Mood on Top Management Team Heterogeneity and Firm Financial Performance**  
Margaret Ormiston¹, Elaine Wong²  
¹London Business School ²University of California, Riverside  
We argue that a positive group mood is a critical internal state that moderates the top management team (TMT) heterogeneity-firm performance relationship. Through a study of MBA teams as well as an archival study of TMTs we find that a positive group mood benefits heterogeneous TMTs but not homogeneous TMTs.

20. **Freely Available Software for Eliciting and Comparing Team Mental Models: The Team Mental Model Acquisition Tool (MMAT)**  
Harry Delugach, Sandra Carpenter, Dawn Utley, Letha Etzkorn  
The University of Alabama in Huntsville  
We have designed a software tool to elicit and compare mental models from team members. It has two components: a framework within which mental models can be represented pictorially in concept maps, and another that provides an analysis interface. This freely available tool can be used by researchers and managers.

21. **Message Functions in Hospital Management Group Meetings**  
Tomi Tapani Laapotti, Leena Mikkola  
University of Jyväskylä  
This paper focuses on social interaction in hospital management group meetings. The study seeks to answer the question of what message functions is the group using in their interaction. The results show that the group meetings are mainly a forum for information sharing. Implications will be discussed.

22. **Leader and Team Member Agreement about Leader Openness: The Moderating Role of Functional Diversity**  
Christina Ann Rader  
Duke University  
Team members and their leaders sometimes disagree about whether the leader is open to input from members. This research proposes that the functional diversity of the team will moderate agreement about leader openness, with agreement strongest at low and high levels of functional diversity and weakest at medium levels.

23. **Team Training Design and Evaluation Features: An Updated Review**  
Nastassia Marie Savage¹, Kimberly Lynn Stowers¹, William Samuel Kramer², Marissa Leigh Shuffler², Eduardo Salas³  
¹University of Central Florida ²Clemson University ³University of North Carolina, Charlotte  
This updated meta-analysis is based upon the Arthur et al. (2003) article on the impact of training design and evaluation features on training effectiveness. While adding an additional 13 years of literature, this meta-analysis will look at team training with team size and virtuality as potential moderators.

24. **Validating Measures for Entitativity**  
Anita Lynn Blanchard, Leann Caudill, Lisa Walker, Felesia Stukes, Oscar Stewart  
University of North Carolina, Charlotte  
Entitativity is a fundamental component of groups. However, a valid measure of entitativity remains elusive. This on-going project develops a validated measure of entitativity distinguishing its definition from its antecedents (e.g., similarity, interactivity). We also provide initial support for a model relating these components, including group identity as the outcome.

25. **Integrating Differential Training and Criteria in Creative Groups: The Effects of Criteria Demonstrability**  
Bryan L Bonner, Alexander C Romney, Andrew T Soderberg, Joshua Ruchty  
University of Utah  
It is of clear theoretical and practical importance to build understanding of cooperative work in which members have differential training along with an associated differing set of priorities (some more demonstrable than others) with respect to the execution of the group task. We assess process and performance in this setting.
26. Where Online Communities and Virtual Teams Come Together: A Field Study of Open and Testricted Vollaboration in an Enterprise System
   Jonathon Cummings, Yong-Mi Kim  Duke University
   Drawing on theory of open and closed groups, we develop a typology for understanding online communities and virtual teams in organizations. We analyze data from 66,365 participants across 4,845 collaborations over 44 months to examine how size, participation rates, and composition vary as a function of open versus restricted collaborations.

27. Context's Ability to Influence Team Perceptions and Performance: Bridging Culture and Leadership Research
   William Samuel Kramer, Marissa Leigh Shuffler  Clemson University
   This paper serves to examine how the cultural concept of amplifiers, suppressors, and reversers can be applied to leadership within teams. It aims to examine previous literature for instances in which they influence an organization on a team level and provide best practices for future teams research.

28. Examining Cross-level Dynamics between Team Leadership, Psychological Contract and Employee Well-Being
   Filipa Castanheira¹, Pedro Marques-Quinteiro², Maria José Chambel³
   ¹Nova School of Business and Economics ²Instituto Universitário de Lisboa ³Faculdade de Psicologia, Universidade de Lisboa,
   This study examines the cross level effect of team leadership on the relationship between psychological contract (i.e. relational versus transactional) and employee well-being (i.e. positive versus negative) in sale’s teams. Team leadership predicts individual psychological well-being, and influences the relationship between employees’ psychological contract and psychological well-being.

29. The Utility of Anonymous Feedback on Social Network Sites
   Thi Thao Duyen Nguyen  Carnegie Mellon University
   We report a study about the effect of anonymity on perceived feedback utility. We develop a system that allows Facebook users to comment on friends’ posts either anonymously, or with an identity. We collected feedback receivers’ evaluation of anonymous, or identified feedback, and measured how such feedback influences users’ behaviors.

6:30pm – 7:30pm  ComedyWorx  Ballrooms A&B
8:00am – 12:00pm  Registration  Ballroom Lobby

**Team Composition and Effectiveness**  
*Saturday, July 19: 8:30am - 9:45am  · Location: Ballroom C*

**The Role of Composition on Team Effectiveness**
Keaton Allen Fletcher¹, Wendy L. Bedwell¹, John E. Mathieu², Mark Clark³, Stephen E. Humphrey⁴, James K. Summers⁵  
¹University of South Florida ²University of Connecticut ³American University ⁴Pennsylvania State University ⁵Iowa State University

A frequent concern for administrators and researchers is how to best select and allocate individuals so as to maximize the effectiveness of teams. One commonly cited possibility for addressing this concern is optimization of team composition. This panel will discuss issues related to the effects of composition on team efficiency.

**Multiple Membership**  
*Saturday, July 19: 8:30am - 9:45am  · Location: Ballroom D*

**Multiple Team Membership in Knowledge-Nased Organizations: A Double-Edged Sword?**
Hendrik Johan van de Brake¹, Floor Rink¹, Frank Walter¹, Gerben van der Vegt¹, Peter Essens²  
¹University of Groningen ²TNO

This contribution presents a conceptual model that explains when multiple team memberships will have beneficial or adverse effects on individual performance and stress by introducing two team level moderators: inter-team similarity and intra-team closure. The model is currently being tested with longitudinal archive data from a European knowledge-based organization.

**The Paradox of Leading Multi-Team Systems**
Rhetta Long Standifer  
University of Wisconsin - Eau Claire

**Multiple Team Membership, Autonomy, and Teammate Novelty**
Evelyn Zhang¹, Anita Williams Woolley¹, Brandy Aven¹, Michael Boyer O'Leary², Mark Mortensen³  
¹Carnegie Mellon University ²Georgetown University ³INSEAD

We report two studies exploring the effects of structured versus autonomous MTM environments on individual learning and productivity, and the moderating influence of team teammate novelty. We find that structured environments enhance productivity, and autonomous environments enhance learning, especially as team sizes grow and team membership becomes more varied.

**The Content and Structure of Team Science: A Multiteam Perspective**
Raquel Asencio¹, Toshio Murase¹, Leslie A. DeChurch¹, Stephen M. Fiore², Stephen J. Zaccaro³  
¹Georgia Institute of Technology ²University of Central Florida ³George Mason University

Science teams are multiteam structures that create knowledge. In those teams, the structures within which knowledge creation takes place influence their capacity to create value. This paper details the core features of science teams, and submits that science teams are better understood through the lens of Multiteam Systems Theory.

**Reflective Communication**  
*Saturday, July 19: 8:30am - 9:45am  · Location: Branle*

"Let's Work It through Together": How Group Cohesion Emerges from Critical Incidents
Mai P. Trinh  
Case Western Reserve University

This study describes how group cohesion emerges as a result of group interactions. I propose that experiences of group cohesion begin as products of early disclosures in the group, change significantly after a critical incident, and most likely increase when an incident receives a proper closure.

How Publicness Affects Self-Management: A Study of Self-Managed Teams in Public Organizations
Sandra Groeneveld, Ben Kuipers  
Erasmus University

Among a sample of 68 teams, we investigate to what extent characteristics of teamwork commonly found in research on private sector organizations affect the degree of self-management of teams in public sector organizations. Furthermore, we examine their attachment to public values as a moderator.
**Exploring Generative Communication through Nonprofit Board Meetings**

Jessica Katz Jameson, Barbara A Metelsky  
North Carolina State University

Based on an innovative approach to board leadership called “generative governance” (Chait, Ryan, and Taylor, 2005), we have been investigating nonprofit board meeting episodes to identify characteristics of board member communication. This study will extend this research to provide implications for a construct we call generative communication.

**Dynamics of Team Reflexivity**

Catherine Gabelica¹, Piet Van den Bossche¹,², Mien Segers¹, Wim Gijseelaers¹  
¹Maastricht University ²Antwerp University

Thirty-two dyads participated to a complex task over four periods of action and transition periods between actions during which performance feedback was given. The study showed that teams exhibited more shared reflection over time during action but not during feedback, while reflection during transition was related to better subsequent performance.

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**Team Adaptation Papers**

*Saturday, July 19: 8:30am - 9:45am - Location: Allegro*

**Task Coordination and Adaptive Behavior over Time: The Role of Departing Team Cohesion**

Pedro Marques-Quinteiro¹, Ana Passos¹, Luis Curral¹, Ramon Rico³  
¹Instituto Universitário de Lisboa ²Faculdade de Psicologia ³Faculdad de Psicología

This study examines whether departing team cohesion explains adaptive behavior and task coordination trajectories, and whether adaptive behavior and task coordination co-evolve in self-management teams. Findings suggest that departing team cohesion predicts task coordination and adaptive behavior trajectories over time; and that adaptive behavior and task coordination co-evolve.

**Managing Information Overload in Virtual Teams. Effects of Complete vs. Incomplete Adaptation on Vognition, Rmotion, and Behavior**

Thomas Ellwart¹, Christian Happ¹, Andrea Gurtner², Oliver Rack³  
¹University of Trier ²Bern University of Applied Sciences ³University of Applied Sciences Northwestern Switzerland

Virtual teams often suffer from information overload (IO). Therefore, the present experimental study examined whether high quality and consensus of team knowledge can reduce IO. Initiated by an adaptation meeting, we show the mediating effect of team knowledge on IO as well as differential effects of complete vs. incomplete adaptation.

**Shared Understanding and Team Adaptation in a Vontext of IT Interruption**

Caroline Aubé¹, François Courtemanche¹, Laurence Dumont¹, Pierre-Majorique Léger¹, Andréa Monguilod¹, Vincent Rousseau¹, Sylvain Sénécal¹, Sébastien Tremblay¹, Isabelle Turcotte¹  
¹HEC Montréal ²Université de Montréal ³Université Laval

This study investigates the role of shared understanding in information technology (IT) enabled crisis management teams. We postulate that shared understanding facilitates team adaptation during an IT interruption which in turn would positively influence team performance. The testing environment was the C³Fire microworld, a simulation of forest firefighting.

**Impact of Frazierctors and Noise on the Smount of Case-Relevant and Vase-Irrelevant Vommunication during Long, Open, Sbdominal Surgeries**

Sandra Keller¹, Franziska Tschann¹, Norbert K. Semmer², Anita Kumm³, Julia C. Seelandt¹, Daniel Candinas³, Guido Beldi³  
¹University of Neuchâtel ²University of Bern ³University Hospital of Bern

Communication within the surgical team influences performance. We investigated short-term impact of noise peaks and distractions on the occurrence of case-relevant and case-irrelevant communication for 111 surgical procedures. Results show that noise and distractors influence communication in the sense that they diminish case-relevant, but foster case-irrelevant communication. Implications are discussed.

**Trust**

*Saturday, July 19: 8:30am - 9:45am - Location: Adagio*

**Teams, Traits and Trust: The Interactive Effects of Team Properties and Teammate Personalities on Trustworthiness Perceptions**

Stephen Jones, Pri Pradhan Shah  
University of Minnesota

We demonstrate a cross-level impact of team properties and teammate personality traits on perceived trustworthiness. Psychological safety increases the perceived ability and integrity of teammates who are more open to experience, and workload sharing and task conflict increase the perceived ability and integrity of teammates who are less conscientious.
Ties That Lead to Trust: A Social Network Perspective on the Determinants of Trust in Teams

Stephen Jones, Pri Pradhan Shah  
University of Minnesota

We demonstrate that dyadic trustworthiness perceptions are influenced by the broader network of social relations within a team. Friendship ties that are conspicuously present or missing have significant impact on perceived benevolence. Advice ties that are constrained by network closure impact perceived ability, benevolence, and integrity.

A Relationship Betrayed: Examining the Effects of Betrayal on Individuals and Groups

Tracey Rockett1, Alix Valenti2  
1Texas Christian University  
2University of Houston - Clear Lake

Current research on betrayal focuses on individual level outcomes and we extend that by looking at group outcomes. The data we gathered suggests that betrayed individuals distrust and dislike the betrayer and the group is affected because of an increase in CWBs. Further data on group outcomes will be gathered.

From Self-to Other-Ventric: The Impact of Team (Dis)satisfaction and Psychological Safety on Performance Evaluation Biases

Kristin Behfar1, Ray Friedman2, Se Hyung (David) Oh3  
1University of Virginia  
2Vanderbilt University  
3Konkuk University

The results of a field study of 35 MBA teams demonstrate that members of unsatisfied teams make more self-serving claims about contribution toward the team's task, while the most highly satisfied teams assign more credit to other team members than to themselves. Strong psychological safety eliminated both biases.

9:45am - 10:15am  
Morning Break  
Ballroom Lobby

Team Adaptation Symposium

Saturday, July 19: 10:15am - 11:30am  
Location: Ballroom C

Adaptation: A Multi-Level Approach

S. Amy Sommer1, M. Travis Maynard2, Deanna M. Kennedy3, Wendy L. Bedwell4, James K. Summers5, P. Scott Ramsay4, Keaton Fletcher6, Samantha K. Baard4, Steve W. J. Kozlowski7, Eduardo Salas1  
1HEC Paris  
2Colorado State University  
3University of Washington Bothell  
4University of South Florida  
5Iowa State University  
6Michigan State University  
7University of Central Florida

Competition, globalization, and resource scarcity challenge organizations, where individuals, teams, and organizations are often called to adapt for sustainability and growth. This symposium will include reviews of team-level adaptation research, empirical examinations of individual- and team-level adaptation, and an engaging conversation about these current and future research avenues.

After Action Reviews

Saturday, July 19: 10:15am - 11:30am  
Location: Ballroom D

Using After Action Reviews to Improve Team Safety and Reliability: Lessons from Hospital Teams and Firefighting Crews

Cliff Scott1, Alex Dunn1, Daniel Bonilla2, Joseph Allen3, Victoria Kennel4, John Kello4, John Crowe5, Katherine J. Jones5, Roni Reiter-Palmon2, Anne M. Skinner5  
1University of North Carolina, Charlotte  
2Ingersoll-Rand Corporation  
3University of Nebraska, Omaha  
4Davidson College  
5University of Nebraska Medical Center

For decades, the after action review has been a common safety intervention for high reliability teams, but the meetings have rarely been studied until recently. This symposium features three field studies that examine the relationships among meeting content, process variables, and desired outcomes in health care teams and firefighting crews.

Cross-Functional Team Training

Saturday, July 19: 10:15am - 11:30am  
Location: Branle

Team Training for Dynamic Cross-Functional Action Teams: High Fidelity Simulation of an Airline Flight Operations Center

Glenn E. Littlepage, Michael B. Hein, Richard G. Moffett III, Andrea M. Georgiou, Paul A. Craig  
Middle Tennessee State University

Teamwork across professional specializations is essential for safe and efficient airline operations, but aviation education emphasizes only positional knowledge and skill. This symposium describes a training and research program to facilitate the development of teamwork behavior and emergent states conducive to team effectiveness.
Social Identity and Faultlines

Saturday, July 19: 10:15am - 11:30am  ·  Location: Allegro

Ego-Faultlines: An Individual-Level Conceptualization of Faultlines and Subgroups
Bertolt Meyer¹, Sherry M. B. Thatcher², Murat Tarakci², Lindred L. Greer³, Andreas Glenz¹
¹University of Zurich ²University of South Carolina ³Erasmus University Rotterdam ⁴Stanford University

Faultlines and subgroups are usually determined from a "bird's eye" top-down view of the team. We propose to determine faultlines and subgroups from each team member's individual perspective. We show that such ego-faultlines predict team social networks and elaboration beyond traditional team-level faultline measures.

Responses to Social Identity Threats in Online Group Discussion Forums
Li Lu, Andrea B Hollingshead  University of Southern California

Two studies examined anonymity and identifiability in online group discussion forums. In Study 1, users strategically chose pseudonyms to defend their social group. In Study 2, users posting a comment using their actual Facebook usernames expressed a more supportive position of their social group than those commenting anonymously.

The Neuroscience of In-Group Bias
Pascal Molenberghs  University of Queensland

This review gives an overview of recent developments on the neural mechanisms that underlie in-group biases. Rather than relying on a single brain region or network, it seems that subtle neural changes across the brain, depending on the modalities involved, underlie how we divide the world into us versus them.

Relative Status and Well-Being in Work Teams: A Cross-Level Subgroup Perspective
Bertolt Meyer¹, Floor Rink², Yeliz Cantimur², Gerben S. van der Vegt² ¹University of Zurich ²University of Groningen

We investigate how team members' relative status affects absenteeism and burnout. We find that more status is associated with less absenteeism and burnout only if there are distinct status-based subgroups in the team. In the absence of status-based subgroups, more status led to more burnout, possibly due to status conflicts.

Socialization, Inhibition, Process Losses and Networking

Saturday, July 19: 10:15am - 11:30am  ·  Location: Adagio

Consequences of Socializing Newcomers Collectively in Online Communities
Yla Tausczik¹, Rosta Farzan², John Levine³, Robert Kraut¹ ¹Carnegie Mellon University ²University of Pittsburgh

We investigated the consequences of collective socialization of newcomers in online communities. In two studies of editing Wikipedia, we showed that collective socialization significantly altered how newcomers responded to community feedback. We discuss the costs and benefits of collective socialization as well as design considerations in implementing such socialization.

The Impact of Cognitive Style Composition on Networks in Emergency Room Teams
Ishani Aggarwal¹, Evelyn Ying Zhang², Brandy Lee Aven², Anita Williams Woolley² ¹Georgia Institute of Technology ²Carnegie Mellon University

The purpose of this study is to understand if, and how, team composition based on deep-level diversity characteristics, specifically cognitive styles, affects the efficiency of Emergency Room teams. We predict that team cognitive style composition will have a relationship with the team's social network, which will influence team efficiency.

Tough Times Ahead: The Persistent Effects of Process Loss on Teamwork
Eli Christopher Awtrey, Michael D. Johnson  University of Washington

Using game data from three seasons of collegiate men's basketball in the US, we demonstrate the persistent effects of early team experiences such as adversity and workload on subsequent team performance. This extends previous literature on process losses in teams by examining their effects over time.

The Disinhibiting Effects of Group Involvement and Group Interaction
Ernest Park¹, Jeremy Winget¹, Trevor Spoelma¹, Thomas Ewing¹ ¹Grand Valley State University ²University of Arizona ³Oakland University

Group contexts have been associated with feelings of psychological safety and certainty. States of safety and certainty are theorized to reduce Behavioral Inhibition System activity. Thus, this research tests the prediction that involvement in groups will increase disinhibitory tendencies. Using a variety of measures, support was found for this prediction.
Encouraging and Punishing Communication and Change

Saturday, July 19: 1:45pm - 3:00pm · Location: Ballroom C

Crossing Thresholds of Influence in Global Virtual Teams
Johanna Saarinen¹, Niina Nummi² ¹Aalto University ²Stanford University

This ethnographic research examines managerial influence in virtual teams. Based on our analysis of 30 global manager interviews, we propose that the success of influence in virtual teams depends on the manager’s ability to cross influence thresholds related to lack of attention in technology-mediated communication and low team member familiarity.

Perceptions and Punishment of Offensive and Defensive Status Moves in Intragroup Contexts
Laura Reitman, Nathan C. Pettit New York University

We define and examine offensive and defensive status moves as a way of understanding status negotiation processes in intragroup contexts. Two experiments show that the same behaviors are viewed differently based on whether the “status move” is offensive or defensive. Implications for status dynamics in groups are discussed.

Congruence and Divergence in Assessing Individual and Group Readiness for Change in an Academic Medical Education Steering Team.
Gaetano Romano Lotrecchiano, Paige L. McDonald, Karen S. Schlumpf, Janet Pheonix ¹The George Washington University

Individual and group readiness for change is measured by considering now and preferred culture. The Organizational Culture Assessment Instrument is used to inform measurement of degree of individual and group readiness for change. Individual and group change potential and capacity are considered through key group level domains and culture types.

Measuring and Detecting Faultlines and Subgroups: Methods, Possibilities, and Challenges

Saturday, July 19: 1:45pm - 3:00pm · Location: Ballroom D

Measuring and Detecting Faultlines and Subgroups: Current Methods, Possibilities, and Challenges
Bertolt Meyer¹, Andrew Carton², Katerina Bezrukova³, Sherry Thatcher⁴, Barbara Lawrence⁵ ¹University of Zurich ²University of Pennsylvania ³Santa Clara University ⁴University of South Carolina ⁵University of California, Los Angeles

Research on team faultlines is blossoming. However, there are many different algorithms for detecting them, making choosing the appropriate measure difficult. In this panel, the authors of different algorithms explain and demonstrate them, compare them, take questions from the audience, and discuss issues and future opportunities for faultline research.

Meetings: Burden or Blessing?

Saturday, July 19: 1:45pm - 3:00pm · Location: Branle

Meetings: Burden or Blessing? An Interdisciplinary Look at Meeting Science
Joseph Allen¹, Nale Lehmann-Willenbrock², Simone Kauffeld², Eva-Maria Schulte³, Annika Meinecke⁴ ¹University of Nebraska at Omaha ²VU University ³Technische Universität

Meetings are an everyday organizational phenomenon and provide exciting research opportunities. This interdisciplinary, international symposium highlights current trends in meeting science. The four papers examine effects of counterproductive meeting behaviors, team meeting attitudes and meeting outcomes, emergent humor patterns in meetings, and intercultural differences in meeting interaction networks.

Interdisciplinary Graduate Education and Research: Student Perspectives

Saturday, July 19: 1:45pm - 3:00pm · Location: Allegro

Interdisciplinary Graduate Education and Research: Student Perspectives
Elizabeth Pitts, Gregory Backus, Caroline Leitschuh, Andrew Ludvik, Megan Serr, Rene Valdez North Carolina State University

An interdisciplinary group of doctoral students enrolled in the Integrative Graduate Education and Research Traineeship (IGERT) program at North Carolina State University consider how their collaboration is shaped by the context in which they work, and how they negotiate opportunities and constraints associated with their organizational context.
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<th>Time</th>
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<tr>
<td>3:00pm – 4:00pm</td>
<td>Business Meeting and Afternoon Break</td>
<td>Ballroom A</td>
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Joseph E. McGrath Endowment

The following INGRoup members (and others) have made a contribution to the 2013-2014 campaign to fund the endowment.

The Joseph E. McGrath Endowment makes it possible to support the association’s awards. INGRoup is a registered 501(c)(3) organization.

Contributions received post-conference 2013 through July 1, 2014
Be a Grouper

The following INGRoup members have made a contribution to the 2013-2014 Be a Grouper fundraising drive. Be a Grouper donations help build the organization’s operational funds so that INGRoup can remain fiscally viable and continue to provide services to the group and team scholarly community. INGRoup is a registered 501(c)(3) organization.

Contributions received post-conference 2013 through July 1, 2014
10th ANNIVERSARY Conference!

July 23-25, 2015
Pittsburgh, Pennsylvania, USA

Come back to where it all began in 2005 in Pittsburgh! The 10th Anniversary Conference will take place in downtown Pittsburgh at the newly renovated Westin Hotel, adjacent to the Pittsburgh Convention Center and Riverfront Plaza. To view all of the restaurants and attractions within walking distance of the hotel, visit http://www.pittsburghcc.com/map.php. The conference is partially sponsored by the Tepper School of Business at Carnegie Mellon University and the Palumbo-Donahue School of Business at Duquesne University.

Downtown Pittsburgh shown (left) from Mt Washington, and a cable-powered incline which still provides transportation between the river valley below and the communities on top of the overlooking bluffs. Pittsburgh is at the intersection of three rivers and has more bridges than any other city in the world.

The Westin Hotel (left) is adjacent to the Pittsburgh Convention Center and Riverfront Plaza (right), connecting visitors to miles of walking and biking trails along the river.

Watch www.ingroup.net for more information about hotel reservations and conference submissions. Deadline for submissions is February 1, 2015.