The INGRoup Conference is Partially Supported by the Gracious Contributions of the Following Organizations:
### Program Committee 2015

<table>
<thead>
<tr>
<th>Name</th>
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<tr>
<td>Susanne Abele</td>
<td>Amanda Ferguson</td>
<td>James Larson</td>
<td>Esther Sackett</td>
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<td>Ishani Aggarwal</td>
<td>Colin Fisher</td>
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<td>Joseph Allen</td>
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<td>Patricia Satterstrom</td>
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<td>Jessica Andrews</td>
<td>Amit Gal</td>
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<td>Stephen Humphrey</td>
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<td>Sam Hunter</td>
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<td>Sandra Carpenter</td>
<td>Felicia Kaloydis</td>
<td>Thi Nguyen</td>
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<td>Bernard Nijstad</td>
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<td>Joann Keyton</td>
<td>Ernest Park</td>
<td>Shirley Wang</td>
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<td>Na Yoon Kim</td>
<td>Sarah Parker</td>
<td>Zuowei Wang</td>
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<td>Sharon Kim</td>
<td>Emily Paskewitz</td>
<td>Mona Weiss</td>
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<td>Quinn Cunningham</td>
<td>Hee Kim</td>
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<td>Andrew Knight</td>
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<td>Michaela Kolbe</td>
<td>Nathan Pettit</td>
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<td>Udo Konradt</td>
<td>Torsten Reimer</td>
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<td>Chia-Yu Kou-Barrett</td>
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<td>William Kramer</td>
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<td>Sri Kudaravalli</td>
<td>Thomas Rigotti</td>
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<td>Ben Kuipers</td>
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<td>Joshua Fairchild</td>
<td>Tomi Laapotti</td>
<td>Carey Ryan</td>
<td>Christy Zhou Koval</td>
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INQUIRIES?
Dr. Jessica Wildman (jwildman@fit.edu) or Dr. Richard Griffith (griffith@fit.edu)
# CONFERENCE SCHEDULE – AT A GLANCE

## Wednesday, July 22, 2015

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00am-5:00pm</td>
<td>Doctoral Consortium (invitation only), Pennsylvania Ballroom</td>
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</table>

## Thursday, July 23, 2015

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00am-12:00pm</td>
<td>Workshop 1 (Introduction to System Dynamics Modeling for Teams and Organizational Research), Cambria West</td>
</tr>
<tr>
<td>10:00am-4:00pm</td>
<td>INGRoup Board Meeting (invitation only), Executive Boardroom</td>
</tr>
<tr>
<td>1:00pm-4:00pm</td>
<td>Workshop 2 (Experiential Approaches to Teaching about Small Groups Research), Cambria West</td>
</tr>
<tr>
<td>4:00pm-8:00pm</td>
<td>Registration, Rotunda</td>
</tr>
<tr>
<td>4:00pm-5:00pm</td>
<td>Graduate Student Business Meeting, Cambria East</td>
</tr>
<tr>
<td>5:00pm-5:30pm</td>
<td>Poster Setup, Pennsylvania Ballroom</td>
</tr>
<tr>
<td>5:30pm-7:00pm</td>
<td>Poster Session (with drinks and appetizers!), Pennsylvania Ballroom</td>
</tr>
<tr>
<td>7:00pm-8:15pm</td>
<td>Welcome Dinner, Westmoreland</td>
</tr>
<tr>
<td>8:15pm-9:15pm</td>
<td>Graduate Student Meet n’ Greet, Bill’s Bar and Burger</td>
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## Friday, July 24, 2015

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00am-12:00pm</td>
<td>Registration, Rotunda</td>
</tr>
<tr>
<td>8:30am-9:30am</td>
<td>Feature Session: 2014 J. Richard Hackman Dissertation Award Winner - Ethan Bernstein, Westmoreland</td>
</tr>
<tr>
<td>8:30am-9:45am</td>
<td>Methodology and Test Development</td>
</tr>
<tr>
<td>9:45am-10:15am</td>
<td>Coffee Break, Rotunda</td>
</tr>
<tr>
<td>10:15am-11:30am</td>
<td>Dark Side of Teams</td>
</tr>
<tr>
<td>11:45am-1:00pm</td>
<td>Lunch (including conference and program reports), Westmoreland</td>
</tr>
<tr>
<td>1:15pm-2:15pm</td>
<td>Gender Status</td>
</tr>
<tr>
<td>2:15pm-2:45pm</td>
<td>Coffee Break, Rotunda</td>
</tr>
<tr>
<td>2:45pm-4:00pm</td>
<td>Symposium: Teams and Text Development</td>
</tr>
<tr>
<td>4:15pm-5:15pm</td>
<td>McGrath Lecture (2014 McGrath Award winner Dr. Norbert Kerr presents “The Most Neglected Moderator in Groups Research”), Westmoreland</td>
</tr>
<tr>
<td>5:45pm</td>
<td>INGRoup Photo, Westin Lobby</td>
</tr>
<tr>
<td>6:15pm</td>
<td>Begin loading trolleys to the Zoo, depart from photo</td>
</tr>
<tr>
<td>6:30pm</td>
<td>Conference event at the Pittsburgh Zoo PPG Aquarium</td>
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## Saturday, July 25, 2015

<table>
<thead>
<tr>
<th>Time</th>
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</thead>
<tbody>
<tr>
<td>8:00am-12:00pm</td>
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</tr>
<tr>
<td>8:30am-9:45am</td>
<td>Symposium: Teams in Space Group Decision Making</td>
</tr>
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<td>Coffee Break, Rotunda</td>
</tr>
<tr>
<td>10:15am-11:30am</td>
<td>Symposium: Lessons from Group Meetings Fostering Team Identity</td>
</tr>
<tr>
<td>11:45am-1:00pm</td>
<td>Lunch (including awards announcements), Westmoreland</td>
</tr>
<tr>
<td>1:15pm-2:30pm</td>
<td>Panel: Leadership and Decision Making in Adaptive Action Teams Unique Teams</td>
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<tr>
<td>2:30pm-3:00pm</td>
<td>Coffee Break, Rotunda</td>
</tr>
<tr>
<td>3:00pm-4:00pm</td>
<td>INGRoup Business Meeting (all invited), Westmoreland</td>
</tr>
<tr>
<td>6:30pm-8:00pm</td>
<td>Dine around Pittsburgh: Join us at some of Pittsburgh’s best restaurants (Attendees cover the cost of their own meals). Sign up in the Rotunda by 11:30am Saturday morning!</td>
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## Tuesday, July 21, 2015

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<tbody>
<tr>
<td>8:00am-12:00pm</td>
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<td>8:30am-9:45am</td>
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<td>9:45am-10:15am</td>
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<td>INGRoup Business Meeting (all invited), Westmoreland</td>
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**Poster Session and Welcome Reception (with drinks and appetizers!)**

5:30pm - 7:00pm, Pennsylvania Ballroom

1. Team Role Composition and Vulnerability in Long Duration Space Flight (LDSF)
   Chelsea Iwig¹, Megan Gregory¹, Amanda Thayer¹, Misa Shimono¹, C. Shawn Burke¹, Tripp Driskell², James Driskell², Eduardo Salas¹
   ¹University of Central Florida, United States of America; ²Florida Maxima; ciwig@ist.ucf.edu

   Team role composition is one avenue to maintaining team performance during long duration spaceflight. This effort details: 1) a classification of task and social-emotional roles relevant to spaceflight, 2) identification of mission related stressors in spaceflight, and 3) identification of factors that may disrupt effective role performance.

2. Network Structure and Effectiveness of Veterans Affairs Patient Aligned Care Teams (PACT)
   Eean R. Crawford, Cody J. Reeves, Greg L. Stewart, Stacy L. Astrove
   University of Iowa, United States of America; eean-crawford@uiowa.edu

   The Veterans Health Administration (VHA) recently implemented team-based primary care delivery. We use network analysis to evaluate the extent and effectiveness of this nationwide reorganization. Preliminary results indicate that resulting team structures vary widely, with smaller, semi-autonomous teams with balanced role coverage generally outperforming larger, more interconnected teams.

3. It's all in the Timing: The Benefits of Early Diverse and Later Shared Task Representation on Performance Trajectories
   Shirley Wang¹, Stephen Sauer²
   ¹Cornell University, United States of America; ²Clarkson University; scw79@cornell.edu

   We predict that teams whose members bring in diverse task representations will exhibit better performance trajectories. However, we propose that if this diversity in perspectives is not resolved—if teams do not develop homogeneous task representations by time 2—its beneficial effects will reverse.

4. Moving Beyond Traditional Leadership to Build Highly Functioning Autonomous Teams
   Dana C. Verhoeven¹, Nastassia Savage¹, William S. Kramer¹, Marissa L. Shuffler¹, C. Shawn Burke²
   ¹Clemson University, United States of America; ²University of Central Florida, United States of America; verhoevendana@gmail.com

   Initial research has shown that shared distributed leadership facilitates team performance in complex environments. This study focuses on long duration teams to investigate the dynamic relationship between leaders and followers through the theoretical lens of shared/distributed leadership using a historiometric approach.
5. How White Americans Choose to Describe Racial Inequity
Rosalind M. Chow¹, Nazli Turan²
¹Carnegie Mellon University; ²Catolica-Lisbon School of Business and Economics; rchow@andrew.cmu.edu

This paper looks at how Whites describe racial inequity – as either White advantage or minority disadvantage. We find that the race of an interaction partner influences Whites’ inter-personal motivations and those motivations influence their choice of inequity frames.

6. Knowledge Transfer in Cooperative Groups: Task Demonstrability and Need for Cognition
Nathan Meikle, Bryan Bonner, Andrew Soderberg
University of Utah, United States of America; nate.meikle@gmail.com

Individuals’ need for cognition can play an important role in determining how effectively individuals and groups utilize the knowledge they possess. I examine two interventions, designed to improve knowledge transfer in group members, and then assess how individuals’ need for cognition affects group performance and perceptions of demonstrability.

7. The MyDreamTeam Builder: A Recommender System for Assembling & Enabling Effective Teams
Raquel Asencio¹, Yun Huang², Leslie DeChurch¹, Noshir Contractor², Anup Sawant², Toshio Murase³
¹Georgia Institute of Technology, United States of America; ²Northwestern University, United States of America; ³Roosevelt University, United States of America; rasenciohodge@gmail.com

We explore a recommender system that enables teams formation. We use the recommender system to first expose the basic mechanisms of teammate attraction, and then explore the impact of their teammate selection decisions on the relations that form later as the teams work towards their goals.

8. Using the Big 5 Of Teamwork to Investigate Team Process Efficacy in Emergency Response: Coal Mine Rescue Teams and Underground Self-Escape Groups as an Empirical Case Study
Timothy J Bauerle, Cassandra Hoebbel, Emily Haas
National Institute for Occupational Safety and Health, Office of Mine Safety and Health Research, United States of America; wjo6@cdc.gov

The purpose of this study was to empirically map the Big 5 of teamwork (Salas et al. 2005) onto an assessment of team efficacy for emergency teams. Findings suggest team efficacy can be impacted by training contexts. This study lays groundwork for future evaluation efforts among emergency and non-emergency teams.

9. Decision Making in Medical Teams
Torsten Reimer, Tillman Russell, Christopher Roland
Purdue University, United States of America; treimer@purdue.edu

Many decisions in the healthcare system are formed by teams and groups. Medical decision-making involves gathering, sharing, and processing information with the goal of collective response. We review research suggesting that medical teams do have much in common with other professional groups and describe common characteristics and unique challenges of medical decision making in teams.

10. Risk Communication in Groups
Tillman Russell, Torsten Reimer
Purdue University, United States of America; treimer@purdue.edu

Decision making under risk is a crucial task that groups perform. We offer a framework to conceptualize risk communication in groups and highlight the ways in which group objectives, goals, sharedness, and size affect the attention and communication of information leading to collective group response under risk.

11. Examining Team Receptivity to Newcomers: Effects of Newcomer Entry Processes and Identity Strategies
Elise J. Carter, Aimee A. Kane
Duquesne University, United States of America; elise.carter15@yahoo.com

We examine factors likely to increase newcomer acceptance and knowledge utilization: team control over the newcomer entry process and the identity strategy used by newcomers. We expect that, compared to teams who select their newcomers, teams with imposed newcomers will be more sensitive to the way newcomers contribute their knowledge.
12. **Influence of Timing and Target of Performance Recognition on Task Productivity and Entitativity**  
*Shahar Gur, Lisa Slattery Walker*  
Organizational Science, UNC Charlotte; sgur@uncc.edu

The goal of this experimental study in-progress is to examine the impact of mid-task and post-task performance recognitions that target either the team or the individual on subsequent productivity and entitativity. Participants worked on an information-generating task with e-confederates and received praise for their performance individually or as a team.

13. **Can Teams have a Creative Personality?**  
*Robert C. Litchfield¹, Lucy L. Gilson², Christina E. Shalley³*  
¹Washington & Jefferson College, United States of America; ²University of Connecticut, United States of America; ³Georgia Institute of Technology, United States of America; rlitchfield@washjeff.edu

We review team-level operationalizations of the Big Five personality traits in creativity literature. We consider how constructing personality at the team level from individuals’ traits (i.e., mean, variance, or compilation) might vary as a function of the degree to which creativity is construed as a collective (vs. individual) phenomenon.

14. **Framing Advantageous Inequity with a Focus on Others: A Catalyst for Equity Restoration**  
*Ashleigh Shelby Rosette, Christy Zhou Koval*  
Duke University, United States of America; cz33@duke.edu

This paper investigate whether inequity level (group-based vs. individual-based) interacts with inequity frame (my advantage vs. another’s disadvantage) to influence beneficiary’s attitude towards redistributive policies. In group-based inequity, self-focused beneficiaries were more supportive of redistribution than other-focused beneficiaries; however, this effect was reversed in individual-based inequity due to self-serving biases.

15. **Exchange and use of information in group decision support: Coverage and focus in the discussion**  
*Marleen H. F. McCardle-Keurentjes, Etienne A. J. A. Rouwette, Jac A. M. Vennix*  
Radboud University Nijmegen, Netherlands; the; m.mccardle@fm.ru.nl

Using a classroom experiment (26 five person-groups), we tested the effectiveness of decision support based on system dynamics. We assessed the coverage of information, as well as the focus in the discussion. For the latter, we distinguished new information categories: feedback loop and nonfeedbackloop system information, goal information, and solutions.

16. **A Theory of Human Social Eavesdropping**  
*Kristen Marie Steves, Leila Bighash, Christy Hagen, Andrea B. Hollingshead*  
University of Southern California, United States of America; steves@usc.edu

Eavesdropping is a widespread group network phenomenon, however little is known about the dynamic processes of eavesdropping among humans. This work integrates uncertainty reduction, signaling theory and multidisciplinary research to propose a theoretical framework about how, why, and when individuals eavesdrop on the interactions of others in communication networks.

17. **Synthesized Team Adaptation Framework: Implications for Adaptive Team Training**  
*Keaton A. Fletcher, Sarah E. Frick, P. Scott Ramsay, Wendy L. Bedwell*  
University of South Florida; fletterk@mail.usf.edu

A synthesis of current adaptive team models is used to create a framework for analyzing and delivering training. This paper provides a new method of analyzing and improving adaptive team performance. Our framework, consisting of four unique phases, creates a practical training-oriented model, useful for researchers and practitioners alike.

18. **Team Adaptation: A Theoretically-Driven and Empirically-Based Heuristic**  
*Sara Elizabeth Frick¹, Keaton Allen Fletcher¹, Philip Scott Ramsay¹, Wendy Lynette Bedwell¹, Eduardo Salas²*  
¹University of South Florida, United States of America; ²University of Central Florida, United States of America; sfrick@mail.usf.edu

A simple model is provided as the result of the synthesis of the current models of team adaptation processes. The four R’s of team adaptation (Recognition, Recovery, Response, and Reflection) are discussed. Team trainers and managers can use this model to enhance team adaption and performance.
19. Transactive Memory, Turnover, Role Change and Group Performance  
Jonathan Kush  
Carnegie Mellon University, United States of America; jkush@andrew.cmu.edu

This study used an experiment to examine turnover's influence on transactive memory systems (TMS) and performance. TMS improved performance and buffered against the negative influence of turnover on performance. Turnover, however, helped groups with low TMS that experienced role change but hurt groups that did not experience role change.

20. The Head, the Heart, and the Crisis: Cognitive and Affective Dynamics of Mine Rescue Teams  
Marzieh Saghafiian, Mary J. Waller  
York University, Canada; msaghafi@yorku.ca

Teams are commonly used to actively respond to crisis events. Yet little is known about the interplay of affective and cognitive mechanisms underlying their success. Focusing on mine rescue teams undergoing simulated critical events, we designed and are conducting a series of studies to address this lacuna in research.

21. How Group Composition and Faultlines Influence Ethical and Technical Performance within Organizational Groups of Civil Engineering Students  
Vy Jessica Ngo, Hisham Said, Katerina Bezrukova  
Santa Clara University, United States of America; vngo@scu.edu

We study the implications of group composition and faultlines for ethical behavior and performance in civil infrastructure projects. Using a sample of Civil Engineering student groups, we model major diversity attributes in a project team, and quantify the interrelations between team composition, realized technical performance, and compliance with ethical standards.

22. The Effects of Diversity on Collaborative Idea Generation  
Belinda Christine Williams¹, Lauren Coursey¹, Jared Kenworthy¹, Paul Paulus¹, Ali Minai², Alex Doboli³, Simona Doboli⁴  
¹University of Texas at Arlington, United States of America; ²University of Cincinnati; ³Stony Brook University; ⁴Hofstra University; belinda.williams87@mavs.uta.edu

We examined the effects of diversity on collaborative idea generation with asynchronous groups in three studies. Cluster analyses were performed to classify participants and six distinct clusters appeared. Regression analyses were performed to investigate predictors of group performance. In study one, ethnic composition and age diversity were significant predictors.

23. Compassionate Goals in the Workplace: Exploring an Interpersonal Motive for Organizational Citizenship Behavior  
Amy Canevello, Chelsea Deidre Beveridge  
University of North Carolina at Charlotte, United States of America; cbeveri2@uncc.edu

Past research identified three motives for OCB: prosocial values, organizational concern, and impression management. Although these constructs are important motives, another OCB motive, compassionate goals, seeking to support others in mutually beneficial ways, is proposed. Compassionate goals are also proposed as a moderator of the job attitudes – OCB relationship.

24. Interdisciplinary Sensitivity Promotes Cross Team Communication  
Kathryn Dalrymple, Jordan Sparks, Jeri Wheeler, Leslie DeChurch  
Georgia Institute of Technology, United States of America; kmydalrymple@gmail.com

Interdisciplinary science is necessary for tackling large-scale issues and it takes communication across disciplinary boundaries to constitute a truly interdisciplinary team. Interdisciplinary sensitivity (an attitude of openness and willingness to work with other disciplines) is a potential antecedent to cross-disciplinary communication and may influence key team processes and team innovation.
This study focuses on hospital management group meetings. It aims to examine the meaning of such meetings for the hospital and the effect of organizational structures on meeting interaction. Meeting interaction structures reflect organizational structures, and the meaning of meetings is more complex than appears from formal descriptions.

Selecting astronauts with the “right stuff” for future long duration exploration mission teams is essential to promoting mission success. The purpose of this review is to identify psychological factors to consider during astronaut selection that may mitigate risk factors and enhance team performance. Future research recommendations are also discussed.

Collectivist norms (e.g., putting the group first) and critical norms (e.g., questioning given solutions) hinder creative performance outside of awareness. If-then plans (implementation intentions) automate action control and thus should enable groups to control normative impact willfully. In two experiments, groups with if-then plans were highly creative despite detrimental norms.
FRIDAY, JULY 24

8:00am-12:00pm  Registration  Rotunda

Feature Session: 2014 J. Richard Hackman Dissertation Award
8:30am-9:30am, Westmoreland

Does Privacy Make Groups More Productive?
Ethan S. Bernstein
Harvard Business School, United States of America; ebernstein@hbs.edu

Ethan Bernstein, winner of the inaugural 2014 J. Richard Hackman Dissertation Award, presents a discussion of his dissertation research entitled, "Does privacy make groups more productive?" In this dissertation, I study how, and under what conditions, privacy makes groups more productive, with implications for group structure, boundaries, and leadership. In theory and practice, we tend to adopt a “more is better” lens for workplace transparency. Yet I find that workplace transparency can also be detrimental to learning, innovation, and performance—or, put differently, privacy can be productive.

Methodology and Test Development
8:30am - 9:45am, Cambria East

Kinect for Group Research
Joann Keyton, James Keiser, Jason Graffius, Xavier Primus
North Carolina State University, United States of America; jmkeiser@ncsu.edu

This paper presents a method for recording group interaction. Off-the-shelf Kinect V2 with specially designed software can render three-dimensional images of a group. The real-time images are aligned such that the researcher can move forward/backward through group interaction, rotate among participant perspectives, and zoom in to see nonverbals.

Developing an Entitativity Measure and Distinguishing It within Its Nomological Network
Anita Lynn Blanchard, Lisa S Walker, Leann Caudill
UNC Charlotte, United States of America; anita.blanchard@uncc.edu

We create and demonstrate initial psychometric validity for a new measure of entitativity, an individual’s recognition of a social unit as a group. Building off past research, we identify and empirically examine a nomological network of constructs in which entitativity is related to but distinct from.

Detecting and Clustering Sockpuppets in Ukrainian Social Media: Two Computational Linguistic Proofs-of-Concept
Erin S. Crabb, Alan E. Mishler, Susannah B. F. Paletz, Brook Hefright, Ewa Golonka
University of Maryland, United States of Maryland; sbtpaletz@gmail.com

Sockpuppets are fabricated online identities used to falsely amplify opinions, spread propaganda, and create norms. Using Russian Twitter data from the Ukrainian crisis in 2014, we present two computational linguistic proofs-of-concept to detect and cluster sockpuppets: a letter bigram authorship classification algorithm method and structural topic modeling. Implications are discussed.

Development and Validation of the Teamwork Situational Judgment Test
Glenn E. Littlepage¹, David S. Steffensen, Jr.², Matthew Adams³, S.Kwok Au⁴, Lauren Hewgley⁵, Tasneem Kashem⁶, Kimberly Kluesner⁷, Ryan Lillard⁸, Jaye Murray⁹, Ryan Rippy¹⁰, Lauralee Robertson¹¹

INGRoup 2015
A series of studies describes the development and evaluation of a situational judgment test based upon the Marks, Mathieu, and Zaccaro (2001) taxonomy of teamwork processes. Results from these studies support the internal consistency, test-retest reliability, and construct validity of this instrument.

## Conflict
8:30am - 9:45am, Cambria West

**Task conflict, regulatory focus, and team indecisiveness: The role of leadership**

**Bernard A. Nijstad**
University of Groningen, Netherlands, The; b.a.nijstad@rug.nl

Task conflict can have positive effects on team decision making performance, but may also lead to team indecisiveness. In a field study, we found that task conflict triggered a collective prevention focus, but only when transformational leadership was low. Prevention focus, in turn, was positively associated with team indecisiveness.

**The Unintended Consequences of Valuing Security on Perceptions of Relationship Conflict in Groups**

**Margaret Ormiston¹, Randall Peterson¹, Jeffrey Sanchez-Burks²**
¹London Business School, United Kingdom; ²University of Michigan, Ross School of Business; mormiston@london.edu

This paper examines how group members’ security values affect relationship conflict. First, across two experiments and a survey of teams we find that security values increase worrying, which in turn, leads to increased relationship conflict. Second, we find that task conflict and trust moderate the security values-relationship conflict relationship.

**A Dynamic Model of Intragroup Conflict**

**Mai P. Trinh, Lili Bao**
Case Western Reserve University, United States of America; mpt20@case.edu

We examine how task conflict and relationship conflict occur simultaneously and evolve over time within groups. Using a computational simulation model, we mimic a group decision-making process in which members of different interest backgrounds come together to solve an issue through dyadic and group exchanges of task knowledge.

**Team, Dyad or Both? The Cross-Level Impact of Task and Relationship Conflict on Interpersonal Trust**

**Pri Shah, Jin Sung Park, Stephen Jones**
University of Minnesota - Twin Cities, United States of America; shahx007@umn.edu

This study investigates the concurrent influence of team and dyadic conflict on interpersonal trust. Findings reveal both levels of relationship and task conflict independently contribute to perceptions of teammates’ ability, benevolence and integrity. Interaction results reveal dyadic conflict plays a strong role on trust perceptions when team conflict is high.

## Shared Leadership
8:30am - 9:45am, Butler

**Who is willing to share leadership? How leader traits beliefs determine their willingness to share leadership**

**Siyu Yu¹, Lindred Greer²**
¹New York University, United States of America; ²Stanford University, United States of America; syu2@stern.nyu.edu
In this paper, we find that prosocial individuals are the most likely to share leadership, whereas prosel self individuals have the most difficulty in sharing leadership, particularly when proselves are empowered. These effects are explained by whether individuals believe that multiple hierarchies can co-exist in a team.

Voicing Leadership in Teams: Predicting the Emergence of Shared Leadership with Objective Vocal Indicators

Charlie Scott¹, Jessica Wildman¹, Weiwei Liu¹, Allyson Pagan¹, Trevor Fry¹, Marissa Shuffler², William Kramer²

¹Florida Institute of Technology, United States of America; ²Clemson University, United States of America; scottc2012@my.fit.edu

This experiment demonstrates the utility of objective measures of vocal intensity as a predictor of shared leadership within self-managed teams. Data analysis is currently underway but results from an initial pilot sample of 14 teams engaged in an interdependent action-oriented task suggest vocal intensity predicts leader and shared leadership emergence.

An Examination of Antecedents to Shared Leadership in Distributed Teams: Considering Individual Differences and Complex Contexts

William S. Kramer¹, Nastassia Savage¹, Dana C. Verhoeven¹, Marissa L. Shuffler¹, C. Shawn Burke²

¹Clemson University, United States of America; ²University of Central Florida, United States of America; wskrame@g.clemson.edu

The proposed study examines how individual differences in collective orientation and distribution of team members influence the emergence of shared leadership in teams and, ultimately, performance on a task with varying autonomy. Results aim to provide insight regarding the antecedents of shared leadership emergence and perceptions in distributed virtual teams.

Panel: Time and Temporal Dynamics
8:30am - 9:45am, Fayette

Studying Time and Temporal Dynamics in Groups – Just Lip Service?

Michaela Kolbe¹, Margarete Boos²

¹University Hospital Zurich ETH Zurich, Organisation, Work and Technology Group; ²University of Goettingen, Germany; mkolbe@ethz.ch, mboos@uni-goettingen.de

Researchers from I/O and Social Psychology will discuss with the audience the gap between advancements of theory on dynamics in groups and the ucall for respective empirical research versus the dearth of actual research. The discussion will result in feasible recommendations for motivating more empirical research in this area.

Interdisciplinary Teams
8:30am - 9:45am, Washington

Understanding the Assembly of Interdisciplinary Teams in an Emerging Scientific Field
Alina Lungeanu, Sophia Sullivan, Noshir Contractor
Northwestern University, United States of America; alina.lungeanu@u.northwestern.edu

We examine the simultaneous effects of three sets of theoretical mechanisms — compositional, relational, and ecosystem— on team assembly in a nascent interdisciplinary scientific field. We empirically validate our hypotheses using hybrid agent-based and system dynamics computational models. Our findings contribute to our understanding of team assembly in emerging fields.

Team Reflexivity and Innovation Implementation in Health Care
This study examined the relationship between team reflexivity and patient safety innovation implementation in interdisciplinary teams. Interdisciplinary team reflexivity increased over time and was related to the number of patient safety innovations teams evaluated as easy to implement, mostly implemented, and high impact in reducing patient fall risk.

For research groups, an indicator of collaborative tie strength is the extent to which pairs of researchers in the group publish together. In a study of 549 distributed, interdisciplinary research groups, we find that being distributed, but not being interdisciplinary, negatively impacts publishing among pairs of researchers in the group.

Trust among members of interprofessional healthcare teams is fundamental to delivering high quality patient care and enhancing members' satisfaction. Research on how trust in teams can be fostered, however, remains very limited. In this qualitative study, we share focus group findings that elucidate how interprofessional teams build and foster trust.

We examined the reciprocal relationship between workplace mistreatment and employees’ counterproductive work behavior (CWB). We found that CWB performed by employees (e.g., sabotage, theft) was found to be both a cause and a consequence of experiencing mistreatment from colleagues and supervisors (e.g., abuse, ostracism, discrimination). Temporal aspects and boundary conditions are discussed.

Ostracism is the process of being ignored (Williams, 1997). How much attention does the target pay to ostracizers and how much to non-ostracizers. Initial results suggest that what matters to targets is the amount of inclusion and not who has included them.

Ostracizer or non-ostracizer: With whom do you play?

Ostracism is the process of being ignored (Williams, 1997). How much attention does the target pay to ostracizers and how much to non-ostracizers. Initial results suggest that what matters to targets is the amount of inclusion and not who has included them.
We developed a 14-item workplace ostracism scale (WOSP) with two factors, inclusion and exclusion, to measure workers' likelihood of ostracizing difficult coworkers. Undergraduate students with work experience completed the Big Five Inventory and WOSP. Multiple regression analysis showed that dispositional agreeableness positively predicted workplace inclusion and negatively predicted workplace exclusion.

**Ideals vs. Averages: Perceptions of Prototype Content, Status Dispersion, and Social Undermining**  
Hee Young Kim¹, Batia Wiesenfeld²  
¹Rider University, United States of America; ²Stern School of Business, New York University; kimmgt@rider.edu

Social comparisons are ubiquitous and are a central driver of social identity processes and motivations. The present research suggests that perceptions of the group prototype (i.e., the embodiment of the group identity) relate to beliefs about the status hierarchy in the group and the prevalence of social undermining behavior.

9:45am-10:15am  
Coffee Break  
Rotunda

**Panel: The Role of Context on Team Effectiveness**  
10:15am - 11:30am, Cambria West

The Role of Context on Team Effectiveness  
Keaton A. Fletcher¹, Sallie J. Weaver², Mark Clark³, Joann Keyton⁴, Wendy L. Bedwell¹  
¹University of South Florida; ²Armstrong Institute of Patient Safety for Quality, Johns Hopkins School of Medicine; ³Kogod School of Business, American University; ⁴North Carolina State University; fletcherk@mail.usf.edu, sjweaver@jh.edu, clark.american@gmail.com, jkeyton@ncsu.edu, wbedwell@usf.edu

Many variables impact the effectiveness of team, but understanding what principles about team effectiveness transfer across contexts is necessary to advance the science of teams. This panel will bring awareness to the importance of context in teams research, and begin to define context in the framework of team performance.

**Team Creativity Processes**  
10:15am - 11:30am, Butler

Analogical reasoning in creative groups  
Mark Anthony Bayer¹, Kyle Lewis²  
¹Eastern Illinois University, United States of America; ²University of California, Santa Barbara, United States of America; mbayer@eiu.edu

In this study, we assessed the effects of analogical reasoning on creative problem solving groups. Findings suggest that analogical reasoning may provide some benefits for interacting creative groups. Findings also suggest that analogical reasoning may give rise to creative synergy for interacting groups, when compared to nominal groups.

How Time and Homogeneity of Assigned Categories Affect Creativity in Small Electronic Brainstorming Groups  
Jonali Baruah¹, Paul Paulus²  
¹Tarleton State University; ²University of Texas at Arlington; baruah@tarleton.edu

We assessed temporal effects on the performance of small electronic brainstorming (EBS) groups and the role of homogeneity of assigned categories on such groups. Findings revealed that small EBS groups generated more original ideas than e-nominal groups over time, and most original ideas over time when assigned with homogenous categories.
High-Stakes Team Innovation: When New Partners Fail and Familiarity Flourishes
Johnathan Cromwell¹, Heidi K. Gardner²
¹Harvard Business School, United States of America; ²Harvard Law School, United States of America; hgardner@law.harvard.edu

Research consistently shows that new partners are valuable for team creativity and innovation. We find that under high performance pressure, the expected relationships between team member familiarity and innovation reverse: collaboration with new partners has a negative effect on innovation and produces less innovative solutions than collaboration with familiar partners.

Idea Integration Structure and Creative Synthesis: The Antecedents and Consequences of Centralized Idea Integration in Diverse Teams
Gergana Todorova¹, Anna Mayo², Kenneth Goh³, Laurie Weingart²
¹University of Miami, United States of America; ²Carnegie Mellon University; ³Ivey Business School; gtodorova@bus.miami.edu

We advance theories on creative synthesis and group creativity by addressing the neglected role of idea integration structure. We introduce the construct of idea integration centralization and examine its impact on conflict, emergent networks, and team creativity. Furthermore, we investigate the emergence of idea integration networks.

Team Processes
10:15am - 11:30am, Fayette

What Do Group Communication Scholars Have against Personality? A Call for Interdisciplinary Integration
Poppy Lauretta McLeod, Yi-Ching Liu, Ozias A. Moore
Cornell University, United States of America; plm29@cornell.edu

A network analysis of 11 reviews of literature on personality in groups reveals this area has a narrow disciplinary focus -- dominated by psychology, organization studies, and small group studies -- and little integration with other relevant disciplines, like communication. We propose suggestions for interdisciplinary integration central to advancing research and theory.

The Interactive Effects of Hierarchy Steepness and Hierarchy Layers on Intra-team Competition
Lisanne van Bunderen¹, Murat Tarakci¹, Lindred Greer², Daan van Knippenberg¹
¹Erasmus University, Netherlands, The; ²Stanford University; vanbunderen@rsm.nl

By using a social comparison perspective, we argue that the relative effectiveness of team hierarchy is determined by the combination of its steepness and its layers. We find that hierarchy steepness is related to performance-detracting intra-team hierarchy competitions, but only when the hierarchy is composed of many layers.

Effects of Implicit Negotiation Beliefs and Planning on Team Negotiation Outcomes
Kevin Tasa, Marzieh Saghafian
York University, Canada; ktasa@yorku.ca

Negotiating teams are commonly used to undertake complex deals within and between organizations, but little is known about how these teams manage their internal dynamics. This study shows that planning effectiveness mediates between team members’ implicit negotiation beliefs and negotiated outcomes.

Shared Familiarity and Team Performance: A Team Knowledge Network Approach
J. Alberto Espinosa¹, Mark A Clark¹, Emma Nordback²
¹American University, United States of America; ²Aalto University, Helsinki, Finland; alberto@american.edu
This study demonstrates the value of considering network structure variables in predictive models of team knowledge to performance outcomes. Building on a prior study that tested individual-level team and task familiarity knowledge, we find that shared variables, centrality, and isolates adds significant explanatory power for process and product outcomes.

**Symposium: Technology for Studying and Enabling Teams**

10:15am - 11:30am, Washington

**Technologies for Studying and Enabling Teams**

Amy Wax¹, Leslie DeChurch¹, Marlon Twyman², Noshir Contractor², Anita Woolley³, Ishani Aggarwal⁴, Samantha Baard⁵, Subir Biswas⁵, Chu-Hsiang Chang⁵, Aurora Dixon⁵, Steve Kozlowski⁵, Taylor Lauricella⁵, Simon Golden⁶, Jessica Santoro⁶, Dereck Stobaugh⁶, Young Kim⁶, Brooke Welles⁷, David Lazer⁷, Waleed Meleis⁷, Christoph Riedl⁷, Jason Radford⁸

¹Georgia Institute of Technology, United States of America; ²Northwestern University, United States of America; ³Carnegie Mellon University, United States of America; ⁴Tilburg University, Netherlands; ⁵Michigan State University, United States of America; ⁶Massachusetts Institute of Technology, United States of America; ⁷Northeastern University, United States of America; ⁸University of Chicago, United States of America; amymwax@gmail.com, MarlonTwyman2017@u.northwestern.edu, awoolley@cmu.edu, b.welles@neu.edu

Recent technological innovations have prompted dramatic methodological advances in teams research. The four papers in the symposium present four new technologies that strive to advance the study of teams, and also aim to better enable teamwork.

**Gender**

1:15pm - 2:15pm, Cambria East

**Matching Contribution to Expertise: The Effect on Group Decision Making and the Role of Gender Composition**

Anna T Mayo, Anita Williams Woolley, Rosalind M Chow

Carnegie Mellon University, Tepper School of Business, United States of America; atmayo@cmu.edu

We examine how an alignment of group members' participation and expertise impacts group decision making, and the role of gender composition in achieving that alignment. In a laboratory experiment using 138 four-person groups, gender similarity led to greater alignment than gender diversity, and alignment, in turn, enhanced decision making quality.

**Self-reliant women are seen as better leaders than self-reliant men**

Rebecca Leigh Schaumberg

Stern School of Business, New York University, United States of America; rschaumb@stern.nyu.edu

Two experiments that manipulated a leader's gender and agency reveal a female advantage in the relationship between self-reliance and perceived leadership. Self-reliant female politicians and self-reliant female executives were seen as better leaders than their self-reliant male counterparts. These effects emerged because self-reliance signals social-coldness more for men than women.

**Conflicting Constructions of the Prototypical Firefighter**

Felix Danbold¹, Corinne Bendersky²

¹University of California, Los Angeles, United States of America; ²UCLA Anderson School of Management, Los Angeles, United States of America; fdanbold@gmail.com
Qualitative interviews of men and women firefighters reveal varied and conflicting perceptions of the traits most important in being the prototypical firefighter. This results in women being devalued in the fire service, impacting their potential status and the effectiveness of their work units. We propose strategies to address this problem.

Status
1:15pm - 2:15pm, Cambria West

Who’s the Boss? The influence of incongruent status perceptions on team attitudes and outcomes
Kyle J. Emich¹, Elizabeth McClean², Sean Martin³, Todd Woodruff⁴
¹University of Delaware, United States of America; ²University of Arizona, United States of America; ³Boston College, United States of America; ⁴United States Military Academy, United States of America; kjem514@gmail.com

We collect qualitative responses from 50 MBA students and quantitative data over three time points from teams at the United States Military Academy to develop and test multilevel theory questioning the assumption that status is homogenously perceived by members of a given team.

Intragroup Status Dynamics in Top Management Teams: Consequences on Strategic Decision-making
Santosh B Srinivas
UT-Austin, United States of America; santosh.srinivas@utexas.edu

This paper argues that decision-making in top management team is shaped by status characteristics, structures and legitimacy perceptions. While status conflicts – i.e. disputes on relative status positions – negatively influences decision-making, status competition – i.e. group process emerging from striving to gain respect– is argued to positively affect decision-making.

The Influence of Feedback and Status in Knowledge Sharing Dilemmas
Karin Moser
University of Roehampton London, United Kingdom; k.moser@roehampton.ac.uk

Groups set cooperative goals, but expertise-sharing is highly ambiguous for individual members. Two experimental studies analyzed the impact of expertise and performance feedback on information-sharing. Experts contributed most under public and individual feedback, confirming their expert status, whereas novices contributed more under collective feedback, confirming membership of a successful group.

Virtual and Distributed Teams
1:15pm - 2:15pm, Butler

The Experience of Teaming and Working in Virtual Teams: A Meta-Analysis
Raquel Asencio¹, Jessica Mesmer-Magnus², Leslie DeChurch¹, Peter Seely¹
¹Georgia Institute of Technology, United States of America; ²University of North Carolina Wilmington, United States of America; rasenciohodge@gmail.com

Teams are increasingly using technology to support teamwork. We posit that the experience of teaming and working in virtual teams are fundamentally different when team member interactions occur in more, as compared to less, virtual environments. We hypothesize about the role of team identity in teaming and working virtually.

Antecedents, Moderators, and Consequences of Temporal Mental Model Similarity in Distributed Teams
Susan Mohammed¹, Katherine Hamilton¹, Rachel Tesler², Vincent Mancuso², Michael McNeese¹
¹Penn State University, United States of America; ²Westat; ³Oak Ridge Institute for Science and Education; sxm40@psu.edu
This study investigated the effects of a storytelling intervention on temporal team mental models and performance in teams performing an emergency crisis management simulation. Results highlight the promise of storytelling for overcoming the collaborative obstacles faced by team members in a distributed environment, especially under higher information sharing.

Are Distributed Teams More Stressed? The Influence of Distribution on Justice and Stress

**Nastassia Savage**¹, William S. Kramer¹, Dana C. Verhoeven¹, Marissa L. Shuffler¹, C. Shawn Burke², Eduardo Salas²  
¹Clemson University, United States of America; ²University of Central Florida, United States of America;  
NSavage@Clemson.edu

As teams become increasingly geographically distributed, researchers look to determine what impacts this has on team outcomes. One area that has not been as well researched is the effect of distribution on stress. This study assesses whether distribution decreases the perception of interactional justice and increases team members' stress.

### Diversity
1:15pm - 2:15pm, Fayette

**Language use and influence among minority, majority, and homogeneous group members**  
**Lyn M. Van Swol**, Cassandra Carlson  
University of Wisconsin-Madison, United States of America; vanswol@wisc.edu

Paper tests conversion theory through linguistic analysis of group discussions. Supporting conversion theory, majorities had a more interpersonal, outward focus as tested through use of more third person plural pronouns ("they"). Supporting conversion theory's validation process, minority members who used a higher percentage of causation words were more influential.

**Individualism-Collectivism and Reaction to Diversity: Affective and Cognitive Foundations of the Emergence of Cooperation in Diverse Groups**  
**NA YOON KIM**  
Cornell Univ, United States of America; nk396@cornell.edu

We explore possible benefits of individualism in the emergence of cooperation in diverse groups. We propose interaction effects of individualism-collectivism and the group composition such that individualists show higher propensity to cooperate than collectivists in diverse task groups, whereas collectivists show higher propensity to cooperate than individualists in homogeneous groups.

**Global and Local Identities behind Favoritism toward Global and Local Ingroups**  
**Raveh Harush**¹, Miriam Erez²  
¹University of Illinois, United States of America; ²Technion Inst. of Technology, Israel; rharush@illinois.edu

Two experiments examined the effect of managers’ local and global identity on decisions concerning local and global ingroups. Managers with balanced identities were more egalitarian compared to managers with a dominant local or global identity, who were biased toward the dominant identity’s ingroup. Implications to intergroup relations are discussed.

### Collaboration
1:15pm - 2:15pm, Washington

**Structuration as a Theoretical Basis and Methodological Framework to Understanding and Increasing Interdisciplinary Group Communication, Collaboration and Knowledge Creation**  
**Margaret Brooks**  
Arizona State University, United States of America; MargaretBrooks515@gmail.com
Collaborative, research-based interdisciplinary group members must possess the ability to communicate with members from alternative disciplines to be successful. Structuration theory provides a valuable framework through which scholars and practitioners can both examine and understand, at the local level, how interdisciplinary groups' communication behaviors affect overall knowledge creation and innovation.

Interaction and Collaboration in Scientific Communities and an Attempt to Foster Newcomer Integration

Julia Eberle¹, Karsten Stegmann¹, Alain Barrat²,³,⁴, Frank Fischer¹, Kristine Lund²,⁵

¹University of Munich, Germany; ²CNRS, France; ³ISI Foundation, Italy; ⁴Aix Marseille University, France; ⁵University of Lyon, France; julia.eberle@psy.lmu.de

Integration of newcomers is an important goal at scientific face-to-face meeting of scientific communities. However, we are still lacking knowledge how scientific collaborations are initiated and how newcomers can be supported. In this study we analysed face-to-face-interactions and the initiation of collaborations during scientific events.

Expertise Awareness and Updating in Multi-Organizational Collaboration

Esther Sackett
Duke University, United States of America; esther.sackett@duke.edu

This research extends research on transactive memory in teams by incorporating aspects of modern team environments that affect the development of a team’s awareness and subsequent utilization of their members’ expertise. Qualitative and archival methods are used to explore how members of a multi-organizational team develop and update expertise awareness.

2:15pm-2:45pm Coffee Break Rotunda

Symposium: Teams and Text
2:45pm - 4:00pm, Cambria East

Aaron Schecter³, John Mathieu², Leslie DeChurch¹, Noshir Contractor³, Zach Gibson¹, Dorothy Carter¹, Ben Jones¹, Ryan Whalen³, Brian Uzzi², Hilla Brot³, Ryan Boyd⁴, James Pennebaker⁴, Jason D. Ferrell⁴, Nickolay Georgiev⁵

¹Georgia Institute of Technology, United States of America; ²University of Connecticut, United States of America; ³Northwestern University, United States of America; ⁴University of Texas, United States of America; ⁵IB Norwegian Business School, Norway; aschec@gmail.com, zachary.gibson2@gmail.com, r-whalen@northwestern.edu, ryanboyd@utexas.edu

This symposium will explore how latent semantic analytic (LSA) techniques can be applied by team researchers to better understand team processes. The symposium will bring together team researchers from a wide range of disciplines. With increases in technology and communication platforms for teams, LSA techniques are tools that must be explored.

Panel: Lifespan Perspective on Team Skills
2:45pm - 4:00pm, Cambria West

A Lifespan Perspective on Teamwork Skills

Poppy Lauretta McLeod¹, Kevin M. Kniffin¹, Joann Keyton²

¹Cornell University, United States of America; ²North Carolina State University; plm29@cornell.edu, kmk276@cornell.edu, jkeyton@ncsu.edu

The panel brings together scholars in communication and management who describe their research related to the development of teamwork skills at various stages of the human lifespan. The panelists will engage INGroup audience members in consideration of future research directions in this understudied area.
Are interruptions of surgical teams during the procedure always bad? Impact of on-task versus off-task interruptions on communication patterns immediately after the interruption. An observational study

Sandra Keller¹, Franziska Tschan¹, Norbert K. Semmer², Franziska L. Leupi³, Julia C. Seelandt¹, Anita Kurmann³, Daniel Candinas³, Guido Beldi³

¹University of Neuchâtel, Switzerland; ²University of Bern, Switzerland; ³University hospital of Bern, Switzerland; sandra.keller@unine.ch

Verbal interruptions in the operating room are particularly disruptive for surgical teams. We investigated the impact of off-task versus on-task interruptions on surgical team communication after an interruption. Results show that off-task interruptions distract from case-relevant communication, whereas on-task interruptions are beneficial for case-relevant communication after the interruption.

How do emergency care teams create knowledge? An egocentric relational event model of communication events

Katerina Bohle Carbonell, Karen Könings, Segers Mien, Jeroen van Merrienboer

University Maastricht, the Netherlands; k.bohlecarbonell@maastrichtuniversity.nl

This study investigates how communication events in transactive memory systems support knowledge creation. Using egocentric relational event modeling, we report that the sequence of communication events begins with information retrieval and replies to those requests. Series of persistent co-constructions is also integral for teams to create knowledge.

Forget your patients! The effect of psychological detachment on patient safety in long-term care

Martina Buljac¹, Connie Dekker-van Doorn¹,²

¹Erasmus University Rotterdam, Netherlands, The; ²Rotterdam University; buljac@bmg.eur.nl

Patient safety requires team members to be highly skilled and knowledgeable, but also to have an optimal psychological state. Psychological detachment, educational level and tenure could empower team members to improve patient safety. This study provides insights into the relationship between these factors and its role in providing safe care.

One team or many roles? Surgeons’ predictions of postoperative infections depend on roles and experience

Franziska Tschan¹, Norbert K. Semmer², Sandra Keller¹, Daniel Candinas³, Anita Kurmann³, Guido Beldi³

¹Université de Neuchâtel, Switzerland; ²University of Bern, Switzerland; ³University Hospital of Bern, Switzerland; franziska.tschan@unine.ch

Differing by roles and experience, teams of three surgeons did not agree well in predicting postoperative infections. Secondary surgeons were most accurate. Estimates by primary and secondary surgeons differed from those by residents, whose estimates covaried more with salient characteristics. Case-irrelevant communication was rated as protective but actually predicted SSI.
The purpose of this paper is to examine the consequences of power and status on group processes and outcomes. The hypothesized model is tested using survey data from 80 nursing workgroups. Findings suggest that power is positively related to group outcomes, while status is negatively related to group processes.

**The Effects of Group Power on Satisfaction: The Role of Power Struggles and Trust**

*Emma Y Zhao*¹, *Lindred L Greer*²  
¹University of Melbourne, Australia; ²Stanford University; e.zhao@mbs.edu

There is limited research group power and how it might affect intra-group processes and affective outcomes. We found that power level is positively associated with power struggles, which is in turn related to decreased outcome satisfaction. In addition, when trust is low, groups with high power experience more power struggles.

**A Process Model of the Organizational Interplay and the Role of Teams in Renegotiating Power**

*Patricia Satterstrom*  
Harvard Business School, United States of America; psatterstrom@hbs.edu

I conducted an inductive study to develop theory about how an organization can transform its hierarchically-oriented role structure to an empowered teams structure using multi-disciplinary teams with low-power actors. I propose a process model showing three types of approaches and outcomes: dynamic power, task delegation, and conflict diffusion.

**Power and Influence in Problem Solving Groups: Decision Making and Performance**

*Bryan L Bonner*¹, *Jennifer Overbeck*², *Andrew Soderberg*¹, *Nathan Meikle*¹  
¹University of Utah, United States of America; ²University of Melbourne, Australia; mgtblb@business.utah.edu

The effects of expert, reward, and decision power are examined in the context of intra-group influence in a problem solving context. Both the decision making and ultimate performance of groups are analyzed and discussed.

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**Trust**  
2:45pm - 4:00pm, Washington

**Don't shoot the messenger: The identification and use of voice advocates**

*Taeya M. Howell*¹, *Ethan R. Burris*², *James R. Detert*¹, *Nathan C. Pettit*¹  
¹New York University, United States of America; ²University of Texas at Austin; thowell@stern.nyu.edu

We examine voice advocates—employees asked to speak up on behalf of co-workers to management. We find that employees turn to co-workers whom they believe to be trustworthy and higher status to speak up. Voice advocates see a performance boost as do their supervisors when voice advocates speak up more.

**What Factors Promote or Hinder Volunteering within Groups? Influence of Culture and Contextual Factors on Strategic Decisions in the Volunteer’s Dilemma Game**

*Christopher Olivola*¹, *Yeonjeong Kim*¹, *Avi Merzel*², *Yaakov Kareev*², *Judith Avrahami*², *Ilana Ritov*²  
¹Carnegie Mellon University, United States of America; ²The Hebrew University of Jerusalem; yeonjeongkim@cmu.edu

We investigated factors that promote (or hinder) volunteering within small groups. We found that a person’s culture and gender interact with the size and (un)certainty of the benefits of volunteering to influence volunteering decisions. We also found that religiosity increases volunteering, whereas the number of group members does not.

**A Multilevel Model of Transformational Leadership and Trust in Teams**

*Juanita M. Woods, Ethlyn A. Williams*  
Florida Atlantic University, Boca Raton, FL, United States of America; jwoods28@fau.edu
We propose transformational leadership can act as a resource to enhance the relationship between trust and organizational citizenship behaviors and overall performance. We explain how the relationship between team-level and individual-level trust and OCB can be strengthened by transformational leader behaviors directed toward both the team and individual team members.

Effects of Clarity of Intentions and Group Membership on Reciprocity Decisions
Fatima A. Martin, James R. Larson Jr.
Loyola University Chicago, United States of America; fmartin1@luc.edu

We investigated the effects of the clarity of a trusting party’s intentions to trust and his/her in-group/out-group status on the trusted party's decision to reciprocate. It was found that participants reciprocated significantly less to out-group than to in-group interaction partners, but only when the partner’s intentions to trust were obscured.

4:15pm-5:15pm  McGrath Lecture – Dr. Norbert Kerr, 2014 McGrath Award Winner – The Most Neglected Moderator in Groups Research  Westmoreland

5:15pm-5:45pm  Break in preparation for photo and evening event

5:45pm  INGRoup Photo  Westin Lobby

6:15pm  Begin loading trolleys for the Zoo  Depart from photo

6:30pm  Evening Conference Event  Pittsburgh Zoo

Trolleys will depart the Westin immediately following the group photo in the lobby to deliver us to the Pittsburgh Zoo, where our event will commence inside of the newly renovated PPG Aquarium. During the dinner reception, docents will circulate with exotic animals for attendees to view up close and, in some cases, touch or feed. The dinner reception will be followed by a brief presentation by Dr. Joseph Gaspard, animal behavior expert and Director of Science and Conservation. Dr. Gaspard will discuss the group and social behavior of a variety of animal species, including their implications for the broader ecosystems and the impact of conservation efforts. Please be sure to join us for this unique, entertaining, and informative event!
Dr. Norbert L. Kerr
2014 Joseph E. McGrath Lifetime Achievement Award Recipient

presents

“The Most Neglected Moderator in Groups Research”

4:15pm-5:15pm, Westmoreland

Norbert L. Kerr is Professor of Social Psychology at the University of Kent in Canterbury and Emeritus Professor of Psychology at Michigan State University. He received his Ph.D. in 1974 from the University of Illinois at Champaign-Urbana. He has held regular faculty positions at the University of California, San Diego, Michigan State University, and the University of Kent, as well as visiting positions at Kent and the University of Leiden. His primary research interests are in group performance and decision making, social dilemmas, psychology and the law, social influence, and HARKing (Hypothesizing After the Results are Known). He has served as an Associate Editor of the Journal of Personality and Social Psychology, Personality and Social Psychology Review, and Group Processes and Intergroup Behavior. Besides ~160 articles and chapters, he is co-author (with R. Baron) of Group Process, Group Decision, Group Action (2003, 2nd Ed.), and (with H. Kelley, J. Holmes, H. Reis, C. Rusbult, & P. van Lange) of An Atlas of Interpersonal Situations (2003), and co-editor (with R. Bray) of The Psychology of the Courtroom (1982). His most recent research activities (in collaboration with D. Feltz and others) have focused on enhancing motivation to exercise in groups, particularly in video exergames.
8:00am-12:00pm  Conference Registration  Rotunda

Symposium: Teams in Space  8:30am - 9:45am, Cambria East

Teams in Space: New Research Frontiers
Lauren Blackwell Landon¹, Deborah DiazGranados², Michael Curtis³, Jessica L. Wildman¹, M. Travis Maynard⁵, Deanna M. Kennedy¹, Marissa L. Shuffler¹, William S. Kramer⁷, William B. Vessey¹
¹Wyle Integrated Sciences; ²Virginia Commonwealth University; ³Bonsai Institute; ⁴Florida Institute of Technology; ⁵Colorado State University; ⁶University of Washington Bothell; ⁷Clemson University; diazgranados@vcu.edu, Travis.Maynard@business.colostate.edu, mshuffl@clemson.edu, william.b.vessey@nasa.gov

As NASA continues to mature the knowledge related to spaceflight teams, three areas of emerging research take the forefront in this symposium: team self-maintenance, team adaptation/resilience, and multi-team systems. Presenters will discuss the state and implications of extant research as well as recommendations for future research directions.

Individual influence on group decisions: An input-process-output view
Clemens Hutzinger
University of Innsbruck, School of Management, Austria; clemens.hutzinger@uibk.ac.at

We study how group members’ personality and task expertise (input) and verbal communication during group discussions (process) can explain actual and perceived individual influence on group decisions (output). Results show that actual influence can be better explained by input variables, while perceived influence can be better explained by process variables.

Are Groups Less Ethical Than Individuals?
R. Scott Tindale, Shi Zhenyan, Kluwe Katharina, Jeremy Winget
Loyola University Chicago, United States of America; rtindal@luc.edu

We compared individuals and groups on ethical decision making. Study 1 showed groups were more likely than individuals to violate ethical norms to benefit the group, but only if the odds of getting caught were low. Study 2 showed groups made more unethical choices than individual in a business simulation.

Where is the Shift? A Meta-Analysis on the Occurrence of Risky and Cautious Shifts
Gabi Dodoiu, Roger Th.A.J Leenders, Hans van Dijk
Tilburg University, Netherlands, The; g.dodoiu@tilburguniversity.edu

In this meta-analysis we sought to answer whether and when the risk level in group decisions deviate from that of individually made decisions. Expectations connecting the most prominent mechanisms and possible conditions enabled a comparison between those models that were used to explain the phenomenon of decision shifts.

The Transmission & Absorption of Unique Information in Decision-Making Teams: A Social Network Perspective
Sidni Alanna Vaughn¹, Amy Wax¹, Leslie A. DeChurch¹, Daniel Newman²
¹Georgia Institute of Technology; ²University of Illinois at Urbana-Champaign; sidnivaughn@gmail.com
Which traits predispose individuals to transmit or absorb unique information in team contexts? We answer this question using a social network approach, representing information transmission and absorption as networked relations among members. Results reveal individuals’ level of competitive personality predicts unique information transmission, yet agreeableness predicts unique information absorption.

**Symposium: Temporal Patterns**
8:30am - 9:45am, Butler

**Analyzing Temporal Patterns of Teams in Action**

Susannah B. F. Paletz¹, Annika Meinecke², Nale Lehmann-Willenbrock³, S. Amy Sommer⁴, Colin Fisher⁵, Kenneth Goh⁶, Simone Kauffeld², Thomas Pollet²

¹University of Maryland, United States of America; ²Technische Universität Braunschweig, Germany; ³VU University Amsterdam, The Netherlands; ⁴HEC Paris; ⁵Boston University, United States of America; ⁶Western University, Canada; annika.meinecke@tu-bs.de, n.lehmann-willenbrock@vu.nl, sommera@hec.fr

To understand group dynamics, it is essential to study temporal patterns of team behavior and communication. This symposium showcases three approaches: One uses lag-sequential and pattern analyses, the second leverages social network analyses, and the third examines temporal rhythms as an independent variable. Implications for investigating temporal dynamics are discussed.

**Faultlines**
8:30am - 9:45am, Fayette

**Adding Relational Harmony to Teams: Examining the Impact of Resource-Based Subgroups and the Moderating Role of Leader Interaction Facilitation Behavior**

Yonghong Liu, Chester A. Schriesheim

University of Miami; tracy.liu230@gmail.com

The concept relational harmony is developed to studying team interactions wherein members hold different resources and thus form subgroups. Results from a multi-wave-multi-source field study of 46 teams (320 employees and their leaders) demonstrate how subgroup configurational properties and leader interaction facilitation behaviors impact harmony, which further influences team performance.

The buffering effect of differentiated and collective-focused leadership for innovation in demographically diverse teams

Florian Kunze¹, Ulrich Leicht-Deobald², Heike Bruch²

¹University of Konstanz, Germany; ²University of St. Gallen, Switzerland; ulrich.leicht-deobald@unisg.ch

In this study, we investigate if and when age–gender faultlines impair team innovation. Drawing from optimal distinctiveness theory, we hypothesize that collective-focused leadership and differentiated individual-focused leadership are instrumental in buffering negative faultline effects. We test our model using a sample of 89 research and development teams.

**INSTABILITIES OF ALLIANCE MULTITEAM SYSTEMS: A GROUP FAULTLINE PERSPECTIVE**

Martijn van der Kamp¹, Brian V. Tjemkes², Karen A. Jehn¹

¹Melbourne Business School, Australia; ²VU University, Amsterdam, The Netherlands; vanderkampmartijn@gmail.com

Recent studies conceptualize alliances as Alliance Multiteam Systems (AMTS). These studies largely neglected that alliances are instable entities, which affects alliance outcomes. Our case study shows that instability in AMTS results from goal and mental model asymmetries that trigger processes of faultline contagion in which team faultlines activate AMTS faultlines.
When faultlines turn into subgroups in global virtual teams? The role of communication for subgroup formation and innovation.

**Maggie Boyraz**  
Rutgers University, United States of America; mboyraz@rutgers.edu

This research in progress investigates faultlines and subgroups in global virtual teams impact team processes (Bezrukova, et al., 2009). Using a qualitative field study, the goal is to discover positive and negative consequences of subgroups. The analysis illuminates that team faultlines (Carton & Cummings, 2013) only sometimes turn into subgroups.

**Simulation Models**  
8:30am - 9:45am, Washington

**Agent-based Modeling of Collaborative Problem Solving**  
Yoav Bergner, Jessica J Andrews, Mengxiao Zhu, Christopher Kitchen  
Educational Testing Service, United States of America; jandrews@ets.org

A challenge for psychometric modeling of collaborative problem solving (CPS) is collecting large-scale data on teams and processes. We explore the use of agent-based modeling to model the CPS process, test the sensitivity of outcomes to different population characteristics, and generate simulated data.

**Development of Team Adaptation via High-fidelity Team Simulations**  
Glenn E. Littlepage, Andrea C. Meggison, Richard G. Moffett III, Michael B. Hein  
Middle Tennessee State University, United States of America; Glenn.Littlepage@mtsu.edu

Effects of a team training program on team adaptation were examined. The training involved various components including high-fidelity simulations. Team training resulted in more effective adaptation to non-routine events. This was especially true for events requiring coordinated action rather than action by a single team member.

**The Ratio of Group Size to Number of Hidden Profiles Affects the Accuracy of Decision Making**  
Corinne Coen  
Case Western Reserve University, United States of America; cac155@case.edu

While prior studies of group decision-making in hidden profile tasks have identified the effects of group size and of the number of decision alternatives on performance, none have examined their combined effect. I show how the combined effect can explain how group size generates different results under different decision processes.

**Automated classification of collaborative problem solving skills based on chat messages in a science simulation task**  
Zuowei Wang¹, Jiangang Hao², Lei Liu², Lei Chen², Alina von Davier²  
¹University of Michigan, United States of America; ²Educational Testing Service, United States of America; zwwang@umich.edu

We examined the language features of participants’ conversation in an online collaborative problem solving (CPS) task, where participants worked in pairs to solve volcano problems. With the responses from 100 dyads, automated classification of the CPS skills based on the conversation agrees well with those from human raters.
Symposium: Lessons from Group Meetings
10:15am - 11:30am, Cambria East

Lessons from Group Meetings: Large Groups, Leadership, and Bad Behavior in Meetings
Nale Lehmann-Wollenbrock¹, Joseph A. Allen², Hayley Hung³, Annika L. Meinecke⁴, Michael Yoerger⁵
¹VU University Amsterdam, The Netherlands; ²University of Nebraska at Omaha; ³Delft University of Technology, The Netherlands; ⁴Technische Universität Braunschweig, Germany; ⁵University of Nebraska at Omaha; n.lehmann-wollenbrock@vu.nl, josephallen@unomaha.edu, H.Hung@tudelft.nl, annika.meinecke@tu-braunschweig.de, myoerger@unomaha.edu

Meetings are a salient group setting and an important part of employees’ work lives. These four empirical papers examine leadership dynamics in meetings, the impact of counterproductive meeting behavior on trust and voice, the effects of meeting lateness on meeting outcomes, and the automation of data collection in group meetings.

Fostering Team Identity
10:15am - 11:30am, Cambria West

Team reflection as a Strategy to Enhance team Performance after Feedback
Catherine Gabelica
Maastricht University, Netherlands, The; c.gabelica@maastrichtuniversity.nl

In an experimental study, we compared the effects of team-level feedback with or without guided reflexivity to a no feedback control group on team performance growth. The results showed that only the combination of team performance feedback and guided reflexivity lead to performance change, at the beginning of team activity.

Reconceptualizing sense of community: An analysis of its definition, distinctiveness, and nomological network
Anita Blanchard, Paul B. Schmidt, Oscar Stewart, Leann Caudill
UNC Charlotte, United States of America; Anita.Blanchard@uncc.edu

A systematic review of the literature on sense of community (SOC) was conducted in an effort to provide a more concise definition of the construct and demonstrate its distinctiveness from related constructs. Our unique definition highlights embeddedness within a larger social structure as a core component of SOC.

Synergy Work and Synergistic Membership: Towards A Theory Of Beneficial Social Interactions In Teams
Amit Gal
Open University, Israel; amitgal4@gmail.com

Synergy has suffered from circular, after-the-fact, conceptualizations. Here I propose a conceptual framework that grounds synergy in actual actions. This conceptualization allows tracing process gains to individual members, thus shedding light on differential contributions of individuals to collective outcomes. Implications to theory and research are discussed.

With Me and Against Me: Bonding Teammates through Internal Competition
Lyndon Earl Garrett
University of Michigan, Ross School of Business, United States of America; lyndon@umich.edu

Intra-team competition is commonly viewed as a cause of division or tension to teammate relationships. In this study of a university sports team, I show how, and under what conditions, competition can be a source of relational bonding, bringing teammates closer together rather than driving them apart.
Symposium: Multiteam Systems
10:15am - 11:30am, Butler

Grand Groups: Multiteam Systems Solving ‘Grand Challenges’
Dorothy Carter¹, Gabriel Plummer¹, Leslie DeChurch¹, Noshir Contractor², Michelle Shumate³, Ivan Hernandez², Julie Steinke³, Stephen Zaccaro³, Tiffany Chen³, Amber Hargrove³, Kristin Repchick³, Andrew Yu¹, John Hollenbeck⁴, Ralph Heidl⁴, Michael Howe⁴, Daniel Chaffin⁴
¹Georgia Institute of Technology, United States of America; ²Northwestern University; ³George Mason University; ⁴Michigan State University; dorothyrpc@gmail.com, lesliedechurch@gmail.com, jsteinke@gmu.edu, yuandrew@broad.msu.edu

‘Grand Challenges’—ambitious goals to solve important national or global problems—require the collective efforts of Multiteam Systems composed of teams of experts from different disciplines. This symposium presents a series of studies of real-world multiteam systems tackling grand challenges in global health, climate change, cybersecurity, and physics.

Leadership
10:15am - 11:30am, Fayette

Impact of Top Manager Boundary Spanning on Strategic Decision Making
Niranjan S. Janardhanan¹, Sara Lombardi², Suho Han¹
¹University of Texas, Austin; ²LUISS Business School, Italy; niranjan.janardhanan@utexas.edu

Drawing on upper echelons theory and research on boundary spanning in teams, we provide a theoretical framework to understand how top managers’ engagement in boundary spanning activities in social networks external to the organization influences strategic decision making processes and decision effectiveness in their focal organizations.

Leadership Style and Team Adaptation to Loss of the Leader
Serena Golchehreh Sohrab¹, Kevin Tasa², Mary Waller²
¹University of Ontario Institute of Technology; ²York University; Serena.Sohrab@uoit.ca

Leaders have a profound impact on team effectiveness. Considering the essential role of team leader, it is important to understand what happens if a team unexpectedly loses its leader. In this study, we examine the impact of team leadership style on team adaptation to unplanned loss of the leader.

Criticality of Followership for the Emergence and Sustainability of Leadership
Margarete Boos, Johannes Pritz
University of Goettingen, Germany; mboos@uni-goettingen.de

Psychology leadership theories focus on leaders’ traits and behavior. Newer approaches attach situational contingency but still neglect how followers impact leadership. Biological leadership theory focuses on open behavior, incorporating follower behavior and feedback to leaders. Our approach connects both backgrounds, showing how human group leaders emerge and depend on followership.

Little Resources to Spare: The Consequences of Female TMT Members’ Impression Management and Voice
Yurianna Kim
University of Texas at Austin, United States of America; yurianna.kim@phd.mccombs.utexas.edu

In this paper, I theorize on the potential impact of female TMT members’ voice and impression management on group status and influence. Using a self-regulatory resource consumption framework, I develop a theoretical model to explore these behaviors, which may provide insight into why women often get stalled at the TMT.
Team Cognition  
10:15am - 11:30am, Washington

Perceptions of “the average" are not averaged perceptions: The over-weighting of deviants in social norm perception  
Jennifer E. Dannals, Dale T. Miller, Lindred L. Greer  
Stanford University, United States of America; jadannals@stanford.edu

How do individuals determine group social norms (range of acceptable behavior) when behavior is heterogenous and information scarce? We show that when individuals make judgments about groups in which one individual behaves differently from the rest of the group, they overweight the deviant individual’s behavior when determining the social norm.

An Integrative Model of Team Resource Acquisition  
Steven Gray, Raymond Sparrowe  
Washington University in St. Louis, United States of America; sgray@wustl.edu

The team social networks and team boundary spanning literatures offer distinct explanations for how teams acquire resources (e.g., political support, funding) from the external environment. We integrate these two competing perspectives and introduce a third approach which describes how teams rely on shared mental models to guide resource acquisition efforts.

Integrating Knowledge Across Group Boundaries: The Role Of Boundary Spanners' Transactive Memory  
Julija N. Mell, Daan van Knippenberg, Wendy P. van Ginkel, Pursey P. M. A. R. Heugens  
Erasmus University Rotterdam, Netherlands, The; jmell@rsm.nl

Boundary spanning communication is critical for knowledge integration across group boundaries. In this study, we investigate the role of the boundary spanners’ metaknowledge about their respective groups. We find that interpersonal boundary spanning ties only contribute to inter-group knowledge integration when the boundary spanners have a high level of metaknowledge.

Shared Mental Models: Convergence as a Function of Creating Visual Mental Models  
Sandra Carpenter, Dawn Utley, Harry Delugach, Letha Etzkorn  
The University of Alabama in Huntsville, United States of America; carpens@uah.edu

We examined team mental model convergence in student “manufacturing” teams. At the end of the team lifecycle, convergence (shared mental models) predicted performance. Teams who created a team mental model together mid-way through the process had greater mental model convergence than teams who did not create a team model together.

11:45pm-1:00pm   Lunch (including award announcements)   Westmoreland

Panel: Leadership and Decision Making in Adaptive Action Teams  
1:15pm - 2:30pm, Cambria East

Leadership and decision making in adaptive action teams: Theory, research and practice  
Sarah Henrickson Parker¹, Lillian Su², Mary Waller³, Mary Patterson⁴, Rosemarie Fernandez⁵, James Grand⁶

¹National Center for Human Factors in Healthcare, MedStar Health, Washington, DC, USA; ²Childrens’ National Medical Center, Washington DC, USA; ³York University, Schulich School of Business, Ontario, CA; ⁴Akron Childrens Hospital, Akron, OH, USA; ⁵University of Washington, School of Medicine, Seattle, WA, USA; ⁶University
This multidisciplinary panel includes experts in team theory, research, and front line experts working within teams attempting to apply research findings to their healthcare practice. We focus on action teams, with clinicians presenting problems that require further research and academic development, and researchers responding with theoretically-driven approaches.

**Unique Teams**

1:15pm - 2:30pm, Cambria West

**Configuration of Expertise in Software Development Teams**

_Sri Kudaravalli¹, Samer Faraj², Steven Johnson³_

¹HEC Paris; ²McGill University; ³Temple University; kudaravalli@hec.fr

We develop a model of expertise coordination that differentiates between design collaboration and technical collaboration. We suggest that because design work addresses ill-structured problems with diverse potential solutions, decentralization of design collaboration can lead to greater coordination success. Conversely, technical work benefits from centralized collaboration.

**To Tell or Teach?: Differential Effects of Structuring and Coaching Leadership on Teamwork in Episodic Action Teams**

Andrew Yu, Crystal Farh

Michigan State University, United States of America; yuandrew@broad.msu.edu

We investigate how task-focused leader behaviors – directive and coaching – impact teamwork in episodic teams over preparation and execution phases of task accomplishment. We find that both leader behaviors promote teamwork in each phase, but carry-forward in different ways to shape subsequent leader impact on teamwork during task execution.

**New Frontiers for Teams Research: Space Exploration Reveals Seven Inconvenient Truths about Teams**

Dorothy Carter¹, Joe McDonald¹, Raquel Asencio¹, Gabriel Plummer¹, Jessica Mesmer-Magnus², Leslie DeChurch¹

¹Georgia Institute of Technology, United States of America; ²University of North Carolina Wilmington; gabrielplummer@gmail.com

Long-duration Space Exploration (LDSE) requires untold advancements across numerous scientific fields. Specifically, LDSE challenges organizational scientists to accept some “inconvenient truths” about teams and study teamwork in new ways. We report on structured interviews conducted with NASA personnel, which reveal seven key themes underpinning a new frontier for teams research.

**Influence of team size on coordination clinical performance in medical emergency teams**

Jan Schmutz¹, Florian Hoffmann², Tanja Manser³

¹ETH Zurich, Switzerland; ²Dr. von Haunerschen Kinderspital der Ludwig-Maximilian-Universität, Munich, Germany; ³University Hospital Bonn, Institute for Patient Safety, Bonn, Germany; jschmutz@ethz.ch

A bigger team may have some advantages but at a specific point, the effort to coordinate the actions of a larger team will exceed the benefits. This study investigates this relationship and the role of coordination as a mediator and the role of the leader in an action team setting.
Team Creativity
1:15pm - 2:30pm, Butler

The Dynamic Processes of Novel Idea Endorsement In Decision-Making Groups
Jennifer Mueller¹, Sarah Harvey²
¹University of San Diego, United States of America; ²University College London; jmueller@sandiego.edu

Prior research work shows that groups tend to reject novel ideas, yet little work examines why. We employ a qualitative inductive approach using verbatim transcripts of four real-world interacting teams as they developed healthcare policy recommendations to build a new theory of novel idea endorsement in groups.

A Network-Disjunctive Model of Team Creativity: Core Position of Creative Star and Subgroup Information Elaboration
Yingjie Yuan, Daan van Knippenberg
Rotterdam School of Management, Netherlands, The; yyuan@rsm.nl

We extend the disjunctive logic of team creativity by proposing a networked-disjunctive model. Team creativity is higher when the most creative member resides in the core subgroup of the team’s advice network than in the peripheral subgroup. Moreover, this influence is stronger when the core engages more in information elaboration.

Unlike-Minded Entrepreneurial Teams: Affective Complements Are Perceived More Favorably
Melanie Milovac¹, Jeffrey Sanchez-Burks²
¹Olin Business School, Washington University in St. Louis; ²University of Michigan, USA; mm793@cam.ac.uk

Creative ideas tend to be evaluated as novel or useful, but rarely both. Three studies tested whether entrepreneurial teams where one co-founder is perceived to be in a positive affective state and the other in a negative affective state are more favorably evaluated than mono-affective teams.

Bored yet Creative: The Role of Intellectual Stimulation of Team Leaders
Helena V. González-Gómez¹, Andreas W. Richter²
¹Neoma Business School, France; ²Judge Business School, University of Cambridge, UK; a.richter@jbs.cam.ac.uk

We suggest that boredom may provide the impetus to generate creative ideas. Specifically, we propose that team managers can help employees who work on routine tasks to overcome their boredom via intellectual stimulation, and that this effect is mediated by an increase in employee attention focus.

Panel: Adaptation from a Multilevel Perspective
1:15pm - 2:30pm, Fayette

Adaptation from a Multilevel Perspective
Sarah Elizabeth Frick¹, Philip Scott Ramsay¹, Wendy L. Bedwell¹, M. Travis Maynard², Amy Sommer³, Jim Summers⁴
¹University of South Florida, United States of America; ²Colorado State University; ³HEC Paris; ⁴Iowa State University; sfrick@mail.usf.edu, psramsay@mail.usf.edu, wbedwell@usf.edu, travis.maynard@business.colostate.edu, amysommer@gmail.com, jsummers@iastate.edu

This panel on multilevel team adaptation will focus on major difficulties involved with collecting team adaptation data at multiple levels, ways in which adaptation emerges and changes across various levels within and across team boundaries, and best practices for studying this phenomenon.
Teams in Transition
1:15pm - 2:30pm, Washington

An Archival Data Examination of Team Resilience
April Denise Schantz
Florida International University, United States of America; aschantz@fiu.edu

This study examined the process and outcome of team resilience, and what role internal leader characteristics play in effective adaptive mechanisms employed by teams. Ten years of archival data from the NHL were collected on individual team captain characteristics and team level performance outcomes to examine team resiliency.

Never Change A Winning Team? Effects of Team Membership Change on Video Game Sequels
Timo Hans van Balen, Murat Tarakci
Rotterdam School of Management, Erasmus University, Netherlands, The; timovanbalen@gmail.com

Innovations are hard to achieve – common wisdom suggests retaining teams which produce successful innovations. However, previous success may infuse a winning team with inertia, create cognitive rigidities, and thus hinder innovativeness. Our analysis demonstrates that one should not ask if, but how you should change a winning team.

Team receptivity to newcomers: Effects of newcomers’ use of identity strategies and their future prospects on the team
Aimee Kane¹, Floor Rink²
¹Duquesne University, United States of America; ²University of Groningen, The Netherlands; aimeeakane@gmail.com

Two experiments suggest that future prospects condition the effect of language-based identity strategies. Permanent newcomers’ use of integrating (versus differentiating) pronouns leads to newcomer acceptance and, in turn, knowledge utilization. By contrast, teams display a willingness to utilize knowledge from temporary newcomers that is independent of newcomers’ behaviors and acceptance.

Psychological ownership and the transition from solo entrepreneur to new venture team
Steven Gray, Andrew Knight, Markus Baer
Washington University in St. Louis, United States of America; sgray@wustl.edu

We study new ventures transitioning from a lone entrepreneur to an entrepreneurial team. Solo entrepreneurs who express their desire to retain ultimate control over the idea and seek help with strengthening specific aspects of the idea promote feelings of collective ownership by reducing conflict over the direction of the idea.

2:30pm-3:00pm  Coffee Break  Rotunda
3:00pm-4:00pm  INGRoup Business Meeting (all invited)  Westmoreland
6:30pm-8:00pm  Dine around Pittsburgh  Lobby

Join fellow INGRoupers and a local host at one of Pittsburgh’s best restaurants within walking distance to the Westin. Attendees will cover the cost of their own meals. Space is limited. Sign up as soon as possible in the Rotunda through Saturday 11:30am.
Breakfast Offerings within Walking Distance to the Westin

Coffee and Quick Breakfast Offerings (e.g., pastry, cereal, etc.)

<table>
<thead>
<tr>
<th>Name</th>
<th>Days</th>
<th>Hours</th>
<th>Location</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crazy Mocha</td>
<td>Wed. - Fri.</td>
<td>6:00am - 8:00am</td>
<td>Westin Concourse, 1001 Liberty Avenue</td>
<td>412-281-1065</td>
</tr>
<tr>
<td>Brown Bag Deli</td>
<td>Wed. - Fri.</td>
<td>7:00am</td>
<td>Westin Concourse, 1001 Liberty Avenue</td>
<td>412-261-5111</td>
</tr>
<tr>
<td>Bruegger's Bagels</td>
<td>Wed. - Fri.</td>
<td>5:30am - 6:00am</td>
<td>411 7th Avenue</td>
<td>412-261-5312</td>
</tr>
<tr>
<td>Starbucks Coffee</td>
<td>Wed.- Fri.</td>
<td>5:30am</td>
<td>210 6th Avenue</td>
<td>412-642-9066</td>
</tr>
</tbody>
</table>

Restaurants Serving Breakfast and Brunch

<table>
<thead>
<tr>
<th>Name</th>
<th>Days</th>
<th>Hours</th>
<th>Location</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Penn City Grille</td>
<td>Wed. - Sun.</td>
<td>6:30am</td>
<td>Westin Hotel, 2nd Floor</td>
<td>412-560-6374</td>
</tr>
<tr>
<td>City Café</td>
<td>Wed. - Sun.</td>
<td>6:00am</td>
<td>951 Liberty Avenue</td>
<td>412 621-2460</td>
</tr>
<tr>
<td>Hanlon's Café</td>
<td>Wed. - Fri.</td>
<td>7:00am - 8:00am</td>
<td>961 Liberty Avenue</td>
<td>412-394-3500</td>
</tr>
<tr>
<td>Deluca's Diner</td>
<td>Wed. - Sat.</td>
<td>6:30am - 7:00am</td>
<td>2015 Penn Avenue</td>
<td>412-566-6374</td>
</tr>
<tr>
<td>Pamela's Diner</td>
<td>Wed. - Sat.</td>
<td>7:00am - 8:00am</td>
<td>60 21st Street</td>
<td>412-281-6366</td>
</tr>
<tr>
<td>Bluebird Kitchen</td>
<td>Wed. - Fri.</td>
<td>7:00am</td>
<td>221 Forbes Avenue</td>
<td>412-642-4414</td>
</tr>
<tr>
<td>Ten Penny</td>
<td>Sat. - Sun.</td>
<td>10:00am</td>
<td>961 Penn Avenue</td>
<td>412-318-8000</td>
</tr>
<tr>
<td>Meat &amp; Potatoes</td>
<td>Sat. - Sun.</td>
<td>10:30am</td>
<td>649 Penn Ave</td>
<td>412-325-7007</td>
</tr>
</tbody>
</table>

For additional options, see [http://www.downtownpittsburgh.com/play/dine](http://www.downtownpittsburgh.com/play/dine)
The following INGRoup members have made a contribution to the 2014-2015 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.

Michael Baumann  
Kristin Behfar  
Ethan Bernstein  
Anita Blanchard  
Michael Josef Burtscher  
Drew Carton  
Mark Clark  
Rosemarie Fernandez  
Josette Gevers  
Verlin Hinsz  
Clemens Hutzinger  
Aimee Kane  
Katelynn Kapalo  
Deanna Kennedy  
Andrew Knight  
Emma Nordbäck  
Susannah Paletz  
Ernest Park  
Pedro Marques Quinteiro  
Michael Stinson  
Scott Tindale  
Gergana Todorova  
Franziska Tschan  
Mary Waller  
Laurie Weingart  
Stephen Zaccaro

Contributions received post-conference 2014 through July 1, 2015

Joseph E. McGrath Endowment
The Joseph E. McGrath Endowment is open and accepting donations. No contributions were made in the 2014-2015 campaign. The Joseph E. McGrath Endowment makes it possible to support the association’s awards. INGRoup is a registered 501(c)(3) organization.

J. Richard Hackman Award Fund
Additionally, The J. Richard Hackman Award for the Dissertation that Most Significantly Advances the Study of Groups Fund has officially been launched and is accepting donations. Interested donors should contact Michael O’Leary at mbo9@georgetown.edu. INGRoup is a registered 501(c)(3) organization.
Come and experience 500 years of history in Helsinki, the “Daughter of the Baltic”, with 100 kms of shoreline and 300 islands dotted with great restaurants and places to visit. The 2016 INGRoup conference will take place at the Radisson Blu Royal Hotel, located in the heart of downtown, close to the main museums, sights, architecture, shops, and entertainment. Walk to all the main attractions, or take short ferry rides to the numerous islands (http://www.visithelsinki.fi/en). You can also explore the Baltic region from Helsinki: take a day trip to Tallinn in Estonia, go further and visit Riga in Latvia and Vilnius in Lithuania, catch an overnight ferry to Stockholm, Sweden or a train to St. Peterburg in Russia. Oslo and Copenhagen are only a short flight away.

Watch www.ingroup.net for more information about hotel reservations and conference submissions. Deadline for submissions is February 1, 2016.

Want to host a future INGRoup conference or learn more about the process? Send a message to ingroupresearch@gmail.com or contact any board member. We have openings in 2018 and beyond!