July 14-16, 2016
Helsinki, Finland
Radisson Blu Royal Hotel
Runeberginkatu 2
00100 HELSINKI

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Amanda Joy Ferguson  Joanne Klint  Joanne Klint  Mary Elizabeth Zellmer-Bruhn
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<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Location</th>
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</thead>
<tbody>
<tr>
<td>9:00am-12:00pm</td>
<td>Workshop: Social Network Analysis for Teams using R, Finland</td>
<td>Finland</td>
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<tr>
<td>10:00am-4:00pm</td>
<td>ING Roup Board Meeting (invitation only), Åland</td>
<td>Åland</td>
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<tr>
<td>1:00pm-4:00pm</td>
<td>Workshop: A Primer on Statistical Network Analysis Methods using ERGM (with MPNet), Finland</td>
<td>Finland</td>
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<tr>
<td>1:00pm-5:00pm</td>
<td>Workshop: Introduction to Multilevel Modeling with R for Group Researchers, Iceland</td>
<td>Iceland</td>
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<tr>
<td>4:00pm-8:00pm</td>
<td>Registration, Royal Ballroom Lobby</td>
<td>Tallinn</td>
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<tr>
<td>4:15pm-5:30pm</td>
<td>Graduate Student Business Meeting, Finland</td>
<td>Helsinki</td>
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<tr>
<td>5:30pm-6:00pm</td>
<td>Poster Setup, Tallinn &amp; Royal Ballroom Lobby</td>
<td>Helsinki</td>
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<tr>
<td>6:00pm-7:00pm</td>
<td>Poster Session 1 and Welcome Reception, Tallinn &amp; Royal Ballroom Lobby</td>
<td>Helsinki</td>
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<tr>
<td>7:00pm-8:15pm</td>
<td>Welcome Dinner, Royal Ballroom</td>
<td>Helsinki</td>
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<tr>
<td>8:00am-12:00pm</td>
<td>Registration, Royal Ballroom Lobby</td>
<td>Tallinn</td>
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<tr>
<td>8:30am-9:45am</td>
<td>Feature Session: 2015 J. Richard Hackman Dissertation Award - Sujin Jang</td>
<td>Åland</td>
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<tr>
<td>9:45am-10:15am</td>
<td>Affective-Motivational Processes</td>
<td>Tallinn</td>
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<tr>
<td>10:15am-11:30am</td>
<td>Symposium: Across Space and Over Time</td>
<td>Helsinki</td>
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<tr>
<td>11:45am-1:00pm</td>
<td>Lunch (including conference and program reports), Royal Ballroom</td>
<td>Helsinki</td>
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<tr>
<td>1:15pm-2:30pm</td>
<td>Panel: The National Cancer Institute and American Society of Clinical Oncology Teams in Cancer Care Delivery Project</td>
<td>Finland</td>
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<tr>
<td>1:15pm-2:30pm</td>
<td>Team Diversity</td>
<td>Helsinki</td>
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<tr>
<td>2:30pm-2:45pm</td>
<td>Coffee Break, Royal Ballroom Lobby</td>
<td>Finland</td>
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<tr>
<td>2:45pm-4:00pm</td>
<td>Symposium: The Paradox of Multiteam Work: Factors that Pull Systems Apart and Push Teams</td>
<td>Iceland</td>
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<tr>
<td>4:00pm-4:30pm</td>
<td>Break &amp; poster setup</td>
<td>Saaristo Restaurant</td>
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<tr>
<td>4:30pm-5:30pm</td>
<td>McGrath Lecture: 2015 McGrath Award winner Dr. John Mathieu, Royal Ballroom</td>
<td>Saaristo Restaurant</td>
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<tr>
<td>5:30pm-6:30pm</td>
<td>Poster Session 2, Tallinn &amp; Royal Ballroom Lobby</td>
<td>Saaristo Restaurant</td>
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<tr>
<td>6:45pm-7:00pm</td>
<td>Meet to depart for evening event</td>
<td>Saaristo Restaurant</td>
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<tr>
<td>7:30pm-9:30pm</td>
<td>Island Dinner &amp; Sea Rescue Team Event (group photo before or during event)</td>
<td>Saaristo Restaurant</td>
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<table>
<thead>
<tr>
<th>Time</th>
<th>Finland</th>
<th>Iceland</th>
<th>Åland</th>
<th>Tallinn</th>
<th>Helsinki</th>
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<tr>
<td>8:00am-12:00pm</td>
<td>Registration, <em>Royal Ballroom Lobby</em></td>
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<tr>
<td>8:30am-9:45am</td>
<td>Symposium: Supporting Team Learning and Learning in Teams</td>
<td>Decision-Making 1</td>
<td>Faultlines</td>
<td>Symposium: Qualitative Methods in Working-Life Group and Team Research</td>
<td>Team Performance 2</td>
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<tr>
<td>9:45am-10:15am</td>
<td>Coffee Break, <em>Royal Ballroom Lobby</em></td>
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<tr>
<td>10:15am-11:30am</td>
<td>Panel: Team Chemistry in Outer Space</td>
<td>Team Reflexivity</td>
<td>Team Creativity</td>
<td>Symposium: New Methods for Analyzing Group Interactions</td>
<td>Team Leadership 2</td>
</tr>
<tr>
<td>11:45am-1:00pm</td>
<td>Lunch (including awards announcements), <em>Royal Ballroom</em></td>
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<tr>
<td>1:15pm-2:30pm</td>
<td>Panel: Teamwork in Extreme Environments</td>
<td>Networks 2</td>
<td>Team Communication</td>
<td>Symposium: Workgroup Meetings: Origins, Leader Emergence, and Managing Problems</td>
<td>Prosocial Behaviors</td>
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<tr>
<td>2:30pm-2:45pm</td>
<td>Coffee Break, <em>Royal Ballroom Lobby</em></td>
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<tr>
<td>2:45pm-4:00pm</td>
<td>Symposium: We Need More Co-operation: Overcoming the Damaging Effects of Mixed-Motives in Groups</td>
<td>Team Cognition and Team Learning</td>
<td>Team Coordination</td>
<td>Panel: International, Interdisciplinary Perspectives on Global Teams</td>
<td>Decision-Making 2 (THIS SESSION HAS BEEN CANCELLED)</td>
</tr>
<tr>
<td>4:00pm-5:00pm</td>
<td>INGRoup Business Meeting (all invited), <em>Royal Ballroom</em></td>
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<tr>
<td>7:00pm-9:00pm</td>
<td>Dine around Helsinki: Join us at some of Helsinki’s best restaurants. <em>Sign up in the Royal Ballroom Lobby by 11:30am Saturday morning!</em></td>
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</table>
### Workshop: SNA for Teams (pre-registration required)  
**Location:** Finland  
**Time:** 9:00am-12:00pm  

### INGReoup Board Meeting (invitation only)  
**Location:** Åland  
**Time:** 10:00am-4:00pm  

### Workshop: ERGM (pre-registration required)  
**Location:** Finland  
**Time:** 1:00pm-4:00pm  

### Workshop: MLM with R (pre-registration required)  
**Location:** Iceland  
**Time:** 1:00pm-5:00pm  

### Registration  
**Location:** Royal Ballroom Lobby  
**Time:** 4:00pm-8:00pm  

### Graduate Student Business Meeting  
**Location:** Finland  
**Time:** 4:15pm-5:30pm  

### Poster Setup  
**Location:** Tallinn & Royal Ballroom Lobby  
**Time:** 5:30pm-6:00pm  

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**Poster Session 1 and Welcome Reception (with drinks and appetizers!)**  
6:00pm - 7:00pm, Tallinn & Royal Ballroom Lobby

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1. **Team Structural Features, Differentiated Leadership Behaviors, and Team Performance**  
   Le Zhou¹, Mo Wang², Yihao Liu², Yifan Song²  
   ¹University of Minnesota, United States of America; ²University of Florida, United States of America  
   This study examines how team structural features influence differentiated team leadership behaviors and team performance. This study found that team position and member differences were related to differences in individual-focused leadership behaviors as well as team performance, and that strengths of these relationships varied depending on team task structure.

2. **Teams over Time: The Dynamic Interplay between Emergent States and Team Processes in Student Project Teams**  
   Anne Boon, Katrien Vangrieken, Filip Dochy  
   KU Leuven, Belgium  
   This study adopts a longitudinal approach to the investigation of the interplay between emergent states and team processes in student project teams. Through measuring each variable at least four times throughout the lifespan of the team, we aim to get insight into patterns of change within creative student project teams.

3. **The Dynamic Influence of Team-Based Disruptions on Coordination and Performance in Sports Teams**  
   Surabhi Pasarakonda, Jan B. Schmutz  
   ETH Zurich, Switzerland  
   Due to the dynamic context over time teams have to adapt their processes to disruptions. We argue that some factors influence the ability of a team to adapt to team-based disruption. This study investigates the influence of disruptions on coordination and performance including familiarity as a moderator in football teams.

4. **The Impact of Performance Management on Team Performance at the Judicial Police Force: Turning Sherlock into a Team Player**  
   Tine Van Thielen, Alex Vanderstraeten, Adelien Decramer  
   University Ghent, Belgium  
   This study examines how performance management impacts team processes and performance. This qualitative study is based on elite interviews with (HR-)managers from a team-structured organization such as the Federal
judicial police force of Belgium. Our findings highlight which specific performance management features may impact team processes and team output.


**Maggie Boyraz**
Rutgers University, United States of America

The present project adds to research on the role of faultlines for team processes and outcomes in the context of globally distributed teams. It argues that certain features (i.e. geographical dispersion, language skills) of team members are salient when explaining the role of faultlines for subgroups, innovation and performance.

6. Gender Composition Affects Females Experience of Working in Science Teams

**Ashley Niler**, **Raquel Asencio**, **Leslie DeChurch**, **Brian Uzzi**, **Noshir Contractor**

1Georgia Institute of Technology, United States of America; 2Northwestern University

Success in scientific fields hinges on effective collaboration. Whereas females excel in communal settings, they are underrepresented in scientific fields, and on science teams. We find the percentage of females on a team affects females' level of team identification and collective efficacy, and subsequently team performance.

7. Linking Communicative Processes and Attitudinal Outcomes through a Multiteam System Group Experiment

**Andrew Pilny**, **Scott Poole**, **Jeff Proulx**, **Ly Dinh**, **Mufan Lou**

1University of Kentucky, United States of America; 2University of Illinois, United States of America

This study, following a symbolic convergence theoretical approach, links communicative interactions with attitudinal outcomes through a multiteam system experiment. Communication is modeled using relational event analysis and attitudinal outcomes are measured via a survey after the experiment. Multivariate and machine learning are used to link the two together.

8. Scale Development of Predictor Variables of Information Exchange and Decision-Making Within and Between Groups

**Brock Rozich**, **Belinda Williams**, **Lauren Coursey**, **Ryan Gertner**, **Jared Kenworthy**, **Paul Paulus**

University of Texas at Arlington, United States of America

The primary objectives of this instrument are to assess individual group members’ motivation and behavioral orientation toward idea exchange within and across group boundaries, as well as to demonstrate that despite a general expectation of avoidance between groups, under certain conditions an intergroup structure can lead to better information exchange.

9. Who Do You Want To Work For? The Role of Leader Characteristics When Choosing a Project Team

**Priti Pradhan Shah**, **Jin Sung Park**

University of Minnesota - Twin Cities, United States of America

This study investigates how leaders’ characteristics influence individuals who are selecting project teams. Specifically, we investigate the concurrent role of a team leader’s personality traits, power, and status. Results indicate a team leader’s informal power plays the most important role when individuals are selecting a project team to join.

10. Measuring Team Member Satisfaction

**Kyle A. Cameron**, **Natalie J. Allen**

University of Western Ontario, Canada

Despite its importance, efforts to assess “team member satisfaction” are somewhat unsystematic. Drawing from existing measures, we created an item pool and conducted two preliminary examinations of a comprehensive measure. Results of the studies are encouraging and are reported along with the next steps in our construct validation strategy.

11. Expertise In Global Teams

**Tuuli Hakkarainen**
Aalto University School of Business, Finland
This research provides a novel perspective to international management research by examining experts in the global team context. While cultural diversity is often central to global teams, this study shifts focus from national differences to knowledge domains, proposing that also cognitive aspects matter for successful collaboration.

12. Shared Leadership, Role Sharing and Team Innovation: A Team Ambidexterity Perspective

Ameek Kaur¹, Gabriel Henry Jacob¹, Michael M. Gielnik², Michael Frese¹,², Tony Antonio³, Swee Sum Lam¹

¹National University of Singapore, Singapore; ²Leuphana University Lueneburg; ³Universitas Ciputra

This study takes ambidexterity perspective to the team level and looks at how the distribution of Organizer and Challenger roles within a team affects its innovation outcome. Findings from 89 business venture teams in Indonesia show that shared leadership has indirect effect on innovation in presence of shared Organizer Role.

13. Fairness Matters: The Importance of Leaders and Justice on Healthcare Teams

Nastassia Savage¹, Dana C. Verhoeven¹, William S. Kramer¹, Marissa L. Shuffler¹, Sharon Wilson², Tod Tappert²

¹Clemson University, United States of America; ²Greenville Health System, United States of America

As healthcare tends to have high turnover rates, identifying the contributing factors is necessary. This study assesses the impact of the leader’s political skill and their variability in the quality of leader-member exchange relationships on team-level justice perceptions in healthcare teams and how that influences commitment and leader-rated performance.

14. The Newcomer Absorption Model: When are Newcomers Integrated into Their Teams?

Benjamin Jones, Leslie DeChurch

Georgia Institute of Technology, United States of America

This study explores newcomer absorption in teams from the perspective of the incumbents, and how they adapt to the newcomer’s addition to the team. Findings support the idea that incumbent identity strength and the identity threat posed by the newcomer jointly undermine newcomer absorption.

15. A Cross Disciplinary Analysis of the Individual Versus the Group in Contexts Where Learning Occurs

Kristine Lund

CNRS, France

Reviewing learning definitions within four overlapping paradigms (behaviorist, cognitivist, sociocognitivist, and sociocultural) and across disciplines reveals that theoretical assumptions about learning, causality, and reality have evolved, changing the way learning is studied. I review conceptions of the individual within the group and suggest where disciplines might join forces.

16. Impact of Structured Communication in the Operating room on Surgical Site Infections:

Franziska Tschan¹, Norbert K Semmer², Sandra Keller¹, Eliane Holzer¹, Daniel Candinas³, Guido Beldi³

¹Institute for Work Psychology; University of Neuchâtel, Switzerland; ²Department for Work and Organizational Psychology; University of Bern, Switzerland; ³Department of visceral surgery and medicine, University Hospital of Bern, Switzerland

We describe an ongoing intervention research project aimed at fostering cooperation in surgical teams by informing about Status, Objectives, Problems, and Questions (StOP?) at crucial points during surgeries. The interrupted time series study includes more than 3000 surgeries in four hospitals. Outcomes are patient complications and surgical site infections.

17. Status Hierarchy and Team Coordination: Do Too Many Cooks Spoil the Broth?

Brian M. Doornenbal¹, Bart A. De Jong¹, Anne Nederveen Pieterse², Paul G.W. Jansen¹

¹VU University Amsterdam, The Netherlands; ²Rotterdam School of Management, Erasmus University Rotterdam, The Netherlands

Although status hierarchy is theoretically argued to benefit teams by facilitating coordination, meta-analytical evidence suggest that hierarchy hurts performance by hindering coordination. In this paper, we aim to help to explain this inconsistency by examining the role of the amount of high-status team members in teams.
18. When Groups Allow Rules to be Broken: The Role of Adaptive Deviance  
S. Wiley Wakeman  
London Business School, United Kingdom  
Across two studies, I show that individuals forgive violations of status rules when they are undertaken by individuals who are perceived to add fitness to the group, even when such fitness perceptions do not contribute to the actual fitness of the group and status of actors in controlled for.

19. Ego Depletion, Fatigue, Anger, and Cooperation within Groups  
Ming-Hong Tsai, Norman Li  
Singapore Management University, Singapore  
To further understand whether ego depletion influences group processes via fatigue or another negative emotion, we examined how ego depletion affects cooperation by exploring two potential mediators – anger and fatigue – in different task conflict situations. We found that ego depletion decreased cooperation via anger rather than fatigue.

20. Successful- or not? Global virtual teams as enacted environments  
Katja Maria Einola, Peter Zettinig  
Turku School of Economics, Finland  
This study combines process methodology with the sensemaking lens and routines-as-practice theory to better understand how actions in global teams lead to actions of these teams. In an experimental setting we put under the loop two successful teams and draw conclusions how (in)action by individuals can have a powerful impact on a team’s work.

7:00pm-8:15pm Welcome Dinner Royal Ballroom
8:15pm-9:15pm Graduate Student Meet n’ Greet Grill It! Bar
FRIDAY, JULY 15, 2016

8:00am-12:00pm Registration Royal Ballroom Lobby

Feature Session: 2015 J. Richard Hackman Dissertation Award, Sujin Jang
8:30am-9:45am, Finland

Bringing Worlds Together: Cultural Brokerage in Multicultural Teams
Sujin Jang
INSEAD, France

This dissertation introduces and illuminates the phenomenon of cultural brokerage— the act of managing cross-cultural interactions in multicultural teams. Across four studies, I develop and test a theoretical model of cultural brokerage, using both qualitative and quantitative methods. I find that members of multicultural teams who have relatively more cross-cultural experience actively engage in cultural brokerage, even without being appointed to do so. Specifically, cultural insiders (those who have deep knowledge of the culture of the other members on the team) and cultural outsiders (those who have deep knowledge of multiple cultures other than the ones represented in the rest of the team) both engage in cultural brokerage, albeit in different ways. Insiders are more likely than outsiders to broker by directly resolving cultural issues; outsiders are more likely to broker by facilitating interactions. Both types of brokerage enhance team effectiveness. A key insight of this dissertation is that while cultural outsiders are generally perceived as being far less valuable than cultural insiders, they are actually equally effective in improving team performance, and even outperform insiders when it comes to enhancing certain aspects of team viability. This work contributes to the literatures on global teams, multicultural individuals, and creativity. In addition, it provides practical implications for effectively composing and managing multicultural teams.

Affective-Motivational Processes
8:30am - 9:45am, Iceland

Residual Engagement and the Cost of Switching from Team to Individual Tasks
Daniel Newton, Jeff LePine, Ned Wellman, Ji Young Kim
Arizona State University, United States of America

We develop and test theory that explains engagement and effectiveness in multifaceted jobs. Specifically, we argue that when employees transition from team to individual tasks they may experience residual engagement, or the inability to decouple one’s energies from previous tasks, that hinders their engagement and effectiveness in subsequent tasks.

Examining the Differentiating Effects of Team Processes on Team States: A Daily Diary Study
Yihao Liu1, Mo Wang1, Valeria Alterman1, Le Zhou2, Junqi Shi3
1University of Florida, United States of America; 2University of Minnesota, United States of America; 3Sun Yat-sen University, China

This study examines the relationships between three types of team process and various team state outcomes. Results showed that team daily transition and interpersonal processes had significant main effects on end-of-day team states, while effects of daily action process depended on team members’ morning psychological states.

Multiple Team Membership– What Drives Employee Commitment to Competing Demands?
Katja Maria Einola1, Peter Zettinig1, Kristiina Mäkelä2, Olli-Pekka Kauppila2, Christina Butler3
1Turku School of Economics, Finland; 2Aalto University, Finland; 3Kingston Business School, UK

This study addresses the important question of what factors influence an individual’s dedication when she or he is a member in multiple teams having to reconcile competing demands. We employ an innovative ‘upside-down’ research design using a three-way moderated multi-level model to examine team, project and individual factors influencing commitment.
What’s in the Black Box of the Diversity-Performance Relationship? A Meta-Analysis Investigating the Role of Team Trust
Jennifer Feitosa¹, Rebecca Grossman², William Samuel Kramer², Eduardo Salas⁴
¹City University of New York, Brooklyn College, United States of America; ²Hofstra University, United States of America; ³Clemson University, United States of America; ⁴Rice University, United States of America

Trust is gaining attention for its benefits to organizations, particularly in the context of diverse teams. Thus, meta-analyses conducted (131 independent samples; 8,666 teams) to better understand team trust yielded a positive trust-performance relationship, and uncovered complex relationships between diversity, trust, and team performance. Theoretical and practical implications are discussed.

Team Conflict
8:30am - 9:45am, Åland

Preventing the Barrel from Going Bad: Team Mindfulness as a Safeguard against Conflict Transformation and Social Undermining
Lingtao Yu, Mary Elizabeth Zellmer-Bruhn
University of Minnesota, United States of America

Three multi-wave field studies validate a team mindfulness scale and indicate that it inhibits the relationship between task conflict and relationship conflict, and reduces the connection between relationship conflict and individual social undermining. The research contributes to the growing workplace mindfulness literature by demonstrating its positive effects for team functioning.

Team Proactivity vs. Team Performance: The Role of Conflict and Reflexivity in the Discretionary vs. Non-Discretionary Team Outcomes
Renske Erin van Geffen, Deanne den Hartog, Frank Belschak
University of Amsterdam, Netherlands, The

The purpose of this study is to investigate task conflict and relationship conflict in relation to team proactivity and performance. We introduce team reflexivity as a mediator. 136 teams participated. The results show that relationship conflict acts as a moderator, diminishing the positive effect of reflexivity on team proactivity.

Conflict in Work Teams: The Role of Emotion Regulation and Self-Esteem
Malte F. Jung, Kaylee P. Kruzan, Poppy Lauretta McLeod
Cornell University, United States of America

We propose a model based on the central argument that expression of certain negative emotions during conflict episodes attacks self-esteem, weakening people’s defense against existential anxiety. We develop propositions to test effects on conflict resolution of regulating the balance of positive to negative emotion expression in work team interaction.

A Balance Theory of Intra-Group Conflict and Performance
Malte Friedrich Jung
Cornell University, United States of America

I propose a new theory of intra-group conflict that draws from theory of emotion regulation in marital conflict. The theory posits that the functionality of conflict can be found in a group’s ability to regulate emotions towards a consistent surplus of positive over negative emotions.

Symposium: Team Learning: New Insights Through a Temporal Lens
8:30am - 9:45am, Tallinn

Team Learning: New Insights through a Temporal Lens
Nale Lehmann-Willenbrock¹, Ming Ming Chiu², Colin M. Fisher³, Selma van der Haar⁴, Hildert Zoethout⁵, Eline Euwe⁴, Jian Han⁶, Inge Molenaar⁷, Martin Mulder⁸, Polly Pan⁶, Piety Runhaar⁵, Lan Wang⁴, Renate Wesselink⁵
To advance our understanding of the fine-grained dynamics of team learning, it is essential to study temporal patterns of team behavior. This interdisciplinary symposium showcases four empirical papers that adopt a temporal lens and study team learning dynamics in student teams, self-managing teams, teacher teams, and command & control teams.

### Hierarchy and Power
8:30am - 9:45am, Helsinki

**Who is Afraid of Employee Voice? The Role of Leader Impostor Fear in Voice Aversion**  
**Hannes Guenter**  
Maastricht University School of Business and Economics, Netherlands, The

I examine an important, but hitherto overlooked, reason for employee silence, that is, leader impostor tendencies—the fear of being exposed as a fraud. Using multi-source data on 77 supervisors, I find leader impostor tendencies to directly and indirectly reduce employee voice behavior. Implications for team research are discussed.

**Hierarchy and Its Discontents: Status Disagreement Leads To Withdrawal of Contribution and Lower Group Performance**  
**Gavin J Kilduff¹, Robb Willer², Cameron Anderson³**  
¹New York University, United States of America; ²Stanford University, USA; ³University of California at Berkeley, USA

We investigate the prevalence and consequences of situations in which group members hold differing perceptions of the status ordering – that is, of who ranks where. Across two group studies we examined several different types of status disagreement and their effects on group performance.

**Preference-Consistent Information Sampling in Hierarchical Groups**  
**Rudolf Kerschreiter¹, Philipp Sckopke², Isabelle Schuhmann²**  
¹Freie Universität Berlin, Germany; ²Ludwig-Maximilians-University Munich, Germany

We investigated group level factors that might attenuate the discussion bias favoring preference-consistent information. We manipulated the groups' hierarchical structure and heterogeneity of members’ decision preferences. Results revealed that group leaders exhibited a more balanced information introduction, but only if the group leaders themselves were not in a minority position.

**Informal Hierarchy and Group Creativity: The Moderating Role of Empowering Leadership**  
**Jacoba Oedzes¹, Gerben S. van der Vegt¹, Floor A. Rink¹, Frank Walter²**  
¹University of Groningen, Netherlands, The; ²Justus Liebig University Giessen, Germany

In a sample of 55 teams from a wide range of industries, we tested the hypothesis that informal hierarchy strength would negatively relate to group creativity. This hypothesis was confirmed, but only in groups where formal group leaders did not stimulate creativity-relevant processes (i.e., low empowering leaders).

9:45am-10:15am Coffee Break Royal Ballroom Lobby

### Symposium: Across Space and Over Time: Pushing the Boundaries of Virtual Teams Research
10:15am - 11:30am, Finland

Across Space and Over Time: Pushing the Boundaries of Virtual Teams Research  
Jennifer Nahrgang¹, Hudson Sessions¹, Melissa Chamberlin¹, Margaret Luciano¹, Jean Leslie², Emily Hoole², Rebecca Anderson², John Mathieu³, William Kramer⁴, Marissa Shuffler⁵, Travis Maynard⁶, Barbara Larson⁶, Raquel Asencio⁷, Yun Huang⁸, Leslie DeChurch⁷, Noshir Contractor⁸, Brian Uzzi⁸
Globalization and advancements in communication technology have encouraged the use of virtual teams; however, our knowledge of the dynamics and the implications of working across geographic, organizational, and time boundaries remains limited. Our symposium pushes the boundaries of research on virtual teams by exploring new topics and utilizing different methods.

**Team Performance 1**
10:15am - 11:30am, Iceland

*Seeing Too Much: Too Much in Sight, Too Little Insight? An Attention-Driven View of Productivity in Organizations*

**Ethan Bernstein**
Harvard Business School, United States of America

Boundaries research has focused on how to span, blur, or remove boundaries, putting boundaries on the managerial watchlist. Yet while managers tear down real and virtual walls for constant visibility, empirical evidence from two field experiments suggests boundaries, as a tool for managing the attention of others, may increase productivity.

*Management Team Experience and the Performance of Innovative Projects: An Inverted U-shaped Relation*

**Claudia Buengeler, Frederik B. Situmeang, Wendelien van Eerde, Nachoem M. Wijnberg**
University of Amsterdam, The Netherlands

In a sample of 5,370 video game development projects executed between 2001 and 2011, we examined how shared experience of the projects’ management teams affected project performance. As hypothesized, we found an inverted U-shaped relation between management team experience and the game’s sales and expert and consumer ratings.

*It’s Getting Hot in Here: How Room Temperature and Light Color Influence Team Performance and Processes*

**Christine Gockel¹, Anna Steidle²**
¹SRH University of Applied Sciences Berlin, Germany; ²University of Hohenheim

This laboratory experiment examined the effects of room temperature and color temperature on team performance and processes. It showed that teams in cool rooms tended to experience more cohesion than teams in warm rooms. Also, the team task requiring most interaction was affected by the independent variables.

*When Women Spoil the Synergistic Potential of Groups: The Negative Impact of Underestimation*

**Nicoleta Meslec**
Tilburg University, Netherlands, The

In two empirical studies we show 1) group’s level of performance underestimation negatively predicts both weak and strong synergy (the extent to which groups are able to perform better than their composing individuals) and 2) percentage of women in the group is positively associated with group’s level of performance underestimation.

**Team Composition**
10:15am - 11:30am, Åland

*Do We or Don’t We Agree? The Effects of Personality Composition on Conflict Asymmetry in Teams*

**Amanda J Ferguson¹, Randall S Peterson²**
¹Northern Illinois University, United States of America; ²London Business School, United Kingdom

We examine personality composition to understand why members of a team perceive conflict in differing ways (i.e., conflict asymmetry). A survey study of 127 teams reveals effects of several compositional models (mean, variance, etc.) on differing types of conflict and finds that personality configuration significantly predicts conflict asymmetry in teams.
The Differential and Contingent Influence of Teammates
Robert B. Davison¹, John R. Hollenbeck²
¹University of Kansas, United States of America; ²Michigan State University, United States of America
This research advances our understanding of situational factors influencing psychological processes underlying performance in situations where performance feedback is deficient. Specifically, cues gleaned from interdependent others that influence behavior and affect the performance of individuals in complex work systems faced with uncertainty in the task environment.

Preparing the Self for Team Entry: How Relational Affirmation Improves Team Performance
Julia Lee¹, Francesca Gino², Dan Cable³, Bradley Staats⁴
¹University of Michigan; ²Harvard University; ³London Business School; ⁴UNC Chapel Hill
Drawing on self-affirmation theory, we propose that relational self-affirmation -- prior to team entry -- can prepare individuals to contribute to team performance more effectively. Teams in which members affirmed their best selves prior to team formation outperformed teams that did not do so.

From Teams-In-Theory to Teams-In-Practice: Conceptualising and Measuring Team Entitativity
Katrien Vangrieken, Anne Boon, Filip Dochy, Eva Kyndt
KU Leuven, Belgium
This study presents a conceptualisation and operationalisation (questionnaire development and validation) of team entitativity, being the degree to which a collection of individuals is a team. The latter is measured through a questionnaire assessing the degree to which teams are characterised by shared goals and responsibilities, cohesion, and interdependence.

Symposium: Studying Team Dynamics over Time
10:15am - 11:30am, Tallinn

Studying Team Dynamics over Time
Lisa Handke¹, Florian E. Klonek¹, Marzieh Saghafian², Eva-Maria Schulte¹, Simone Kauffeld¹, Vicenç Quera³, Kurt Schneider⁴, Julia Straube⁵
¹Technische Universität Braunschweig (Germany), Germany; ²Schulich School of Business, York University; ³Universitat de Barcelona; ⁴Leibniz Universität Hannover
Studying team dynamics with longitudinal designs presents methodological challenges. This symposium presents different solutions by expanding the method of network analysis for software engineering teams, studying micro- and macro-factors in project teams, and focusing on emotional-cognitive interplays in crisis teams. We discuss implications when studying temporal team dynamics.

Team Leadership 1
10:15am - 11:30am, Helsinki

Leadership Emergence in Self-Managed Teams through Ascription and Achievement
Gouri Mohan
IESE Business School, Spain
This article examines the ascription and achievement processes of leadership emergence in self-managed teams. Ascription and achievement mechanisms of leadership emergence are mediated through perceived individual competence and perceived team contribution respectively. These relationships are moderated by duration of interaction, status dispersion and level of identification in the team.

Majority Decision Making in Teams Works Best when Shared Task Representations are high and Leadership Clarity is low
Michaëla C. Schippers
Rotterdam School of Management, Netherlands, The
This study investigated the interaction between decision making rules, task representations and leadership, using a sample of 81 teams competing in a complex business simulation. As predicted, majority decision making was more effective when task representations were shared, and this positive effect was more pronounced when leadership clarity was low.

Let's Do This Together: Political Skill, Team Climate, and the Emergence of Shared Leadership
Charlie P.R. Scott, Trevor N. Fry, Hairong Jiang, Allyson Pagan, Jessica L. Wildman
Florida Institute of Technology, United States of America

Shared leadership provides significant benefits to teams, but little is known about how it emerges. Using a simulated team task, we examined team–level political skill as a predictor of shared leadership emergence and the mediating role of team climate. Initial results are promising, and implications are discussed.

Team Adaptation to Disruptive Events: Moderating Effects of Functional Leadership and Team Learning
Chantal Savelbergh¹, Sjir Uitdewilligen², Peter Storm³
¹Open Universiteit Nederland, Netherlands, The; ²Maastricht University, Netherlands, The; ³Kennis&Co, Netherlands, The

In this field study we use a longitudinal approach to assess the occurrence of events and leadership behaviors in teams over time. In so doing, we gain insights in how leadership behaviors and team learning behaviors help teams to deal with disruptive events and their consequences.

Panel: The National Cancer Institute (NCI) and American Society of Clinical Oncology (ASCO) Teams in Cancer Care Delivery Project
1:15pm - 2:15pm, Finland

The National Cancer Institute (NCI) and American Society of Clinical Oncology (ASCO) Teams in Cancer Care Delivery Project: Implications for Team Research and Cancer Care Delivery
Veronica Yvette Chollette¹, Michael Kosty⁴, Eduardo Salas⁵, Sallie Weaver⁵, Mary Lou Smite⁵
¹National Cancer Institute, United States of America; ²Rice University; ³John Hopkins University; ⁴Scripps; ⁵Research Advocacy Network

Panelists will discuss themes and implications for team science resulting from The Teams in Cancer Care Delivery project sponsored by the National Cancer Institute and American Society of Clinical Oncology. During the project, groups composed of clinicians, researchers, and patient-advocates examined teaming in cancer care delivery through transdisciplinary case analysis.

Team Diversity
1:15pm - 2:15pm, Iceland

A Configurational Model of Academic Entrepreneurship in Research Teams
Esther Sackett, Jonathon Cummings
Duke University, United States of America

We develop a configurational model of academic entrepreneurship in research teams, focusing specifically on how individual and organizational differences among members shape the decision to exploit. Drawing from prior theory on team diversity, we argue that member configuration should moderate the relationship between opportunity identification and the decision to exploit.

A Review and a Model of the Consequences of Stereotyping in Diverse Work Groups
Hans van Dijk¹, Bertolt Meyer², Marloes van Engen¹, Denise Loyd³
¹Tilburg University, Netherlands, The; ²TU Chemnitz, Germany; ³University of Illinois at Urbana-Champaign

We review the stereotyping literature to infer how stereotyping affects diverse work groups. Our review indicates that stereotypes initiate a dynamic, reciprocal relationship between (a) attributions of the focal member’s warmth and
competence, (b) other members’ behavior towards the focal member, and (c) the focal member’s behavior towards other members.

**Sidestepping the Startup Glass Ceiling: Perceived Potential of Women Entrepreneurs Depends on Functional Similarity in Founder Teams**
*Melanie Milovac, Jasmine Huang*
*Washington University in St. Louis, United States of America*

Women are subject to negative stereotypes regarding creativity and leadership, but at the same time diverse groups are perceived to be more effective because they enable exchange of diverse perspectives. Using the entrepreneurship context, we examine how functional background of team members shapes evaluations of entrepreneurial teams that include women.

**The Effects of Political Diversity on Idea Generation**
*Ryan Thomas Gertner, Belinda Williams, Lauren Coursey, Jared Kenworthy, Paul Paulus*
*University of Texas at Arlington, United States of America*

We examined the effects of political in-group versus out-group idea exposure on idea generation in two studies. In one study correlation analyses indicated differences amongst personality traits and novel ideas amongst political ideologies. Regression analyses indicated openness to experience and political ratings of ideas were significant predictors of novelty.

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**Group Dynamics**
1:15pm - 2:15pm, Åland

**Revenge or Reconcile: Public and Private Reactions to Partial Ostracism**
*Sara Banki¹, Hannaneh Alam Beigi²*
¹Sharif University of Technology, Iran, Islamic Republic of; ²Sharif University of Technology, Iran, Islamic Republic of

Targets may treat group members differently in public and in private. This study will look at the difference in the amount of attention paid by targets to ostracizes and non-ostracizers in public and in private. Lastly, this paper examines the attractiveness of monetary payments for ostracized targets.

**Feeling for Your Foes: When and Why We Prefer Helping Out-Group Members**
*Karren Knowlton¹, Adam Grant¹, Alison Fragale²*
¹The Wharton School - University of Pennsylvania; ²Kenan-Flagler Business School, University of North Carolina

This paper investigates when people will give more help to an out-group member than an in-group member. Drawing on intergroup contact theory, we propose that positive exposure leads to greater liking and helping of individual out-group than in-group members, moderated by empathy. We find support for our hypotheses.

**Testing a Causal Model of Effective Teamwork**
*Wolfgang Scholl¹, Alexander Schimansky²*
¹Humboldt University, Berlin, Germany; ²International School of Management, Dortmund, Germany

A causal model of teamwork, containing two direct and five indirect predictors of effectiveness was tested in a field study with 657 11th grade students from 10 schools, randomly assembled in 114 six-person groups. The model showed good fit and 9 of the predicted 10 paths were confirmed.

**Mindfulness Can Be Contagious: Evidence for Convergence with Social Interaction Partners**
*Ravi S. Kudesia¹, Hilla Dotan², Hillary Anger Elfenbein¹*
¹Washington University in St. Louis; ²Tel Aviv University

We extend mindfulness research beyond the individual to consider its group nature. A large sample of employee groups in multiple locations self-reported mindfulness, and the metacognitive component converged at the workgroup level. Mindfulness also converged within locations, towards the supervisor’s level of mindfulness. No such convergence appeared for mindful attention.
Symposium: Enhancing Fire Fighters Safety Through Shared Knowledge
1:15pm - 2:15pm, Tallinn

Enhancing Fire Fighters Safety through Shared Knowledge
Roni Reiter-Palmon1, John Crowe1, Joseph Allen1, Mackenzie Harms1, Elliot Barber1, Cliff Scott2, Kelly Prange1, Ramon Rico3, Cristina Gibson4, Mirko Antino5, Susan Mohammed6, Mark Clark7
1University of Nebraska at Omaha, United States of America; 2University of North Carolina, United States of America; 3Universidad Autónoma de Madrid; 4University of Western Australia; 5Universidad Complutense de Madrid; 6Penn State University; 7American University

High reliability organizations focus on ways to reduce errors and increase reliability of operations. Previous research found that factors that influence team communication, adaptation, and learning, are helpful in reducing errors and increasing safety. The three papers in this symposium will detail how knowledge sharing mechanisms influence effectiveness and safety.

Virtual Teams
1:15pm - 2:15pm, Helsinki

Who is Facilitating this Group? An Exploratory Interaction Analysis of Online Social Support Groups
Stephenson J Beck1, Emily A Paskewitz2
1North Dakota State University, United States of America; 2University of Tennessee, United States of America

Although most social support groups are led by a facilitator, this cannot be easily replicated in online support groups. To investigate how social support creation is managed in online groups, this study investigates the sequential flow of support group interaction, including the influence of initial posters on subsequent group messages.

Effects of Structural Task Interdependence on Innovation Enabling Team Dynamics in Globally Distributed Teams
Thomas Ryser
UAS Northwestern Switzerland, Switzerland

This study aims at exploring the effects of structural task interdependence (cf. Wagemann, 2001) on the development of innovative team outputs in globally distributed team settings. Results of the study indicate for a serial mediation of the effect of structural task interdependence on team innovation in globally distributed teams.

What Makes a Strong Team? Collective Intelligence Predicts Team Performance in League of Legends
David Engel4, Young Ji Kim1, Anita Williams Woolley2, Jeffrey Lin3, Naomi McArthur3, Thomas W. Malone1
1Massachusetts Institute of Technology, United States of America; 2Carnegie Mellon University; 3Riot Games; 4Google

In this study of teams playing the online game League of Legends, we find that collective intelligence predicts game performance. We also find that CI is positively correlated with the presence of a single female team member and with the team members’ average social perceptiveness, but boundary conditions exist.

Idea Generation in Groups: The Effects of Focus on Broad and Narrow Domain on Creativity Over Time
Jonali Baruah
Tarleton State University, United States of America

The present study was designed to assess the role of combination of domain-general and domain-specific focus on small electronic brainstorming (EBS) groups over time. Results revealed that the combined focus enhanced the overall quantity and originality of ideas over time along with attention and cognitive stimulation.

2:15pm-2:45pm Coffee Break Royal Ballroom Lobby
2:45pm - 4:00pm, Finland

The Paradox of Multiteam Work: Factors that Pull Systems Apart and Push Teams Together
Margaret Luciano¹, Jennifer Nahrgang¹, Christine Shropshire¹, Dorothy Carter², Leslie DeChurch³, Peter Essens¹⁴, Thomas De Vries⁶, Marissa Shuffler⁶, William Kramer⁶, Nastassia Savage⁶, Dana Verhoeven⁶, Michael Rosen⁷
¹Arizona State University; ²The University of Georgia; ³Georgia Institute of Technology; ⁴Netherlands Organisation for Applied Scientific Research TNO; ⁵University of Groningen; ⁶Clemson University; ⁷Johns Hopkins University

Multiteam systems present a paradox of building strong component teams that function effectively as a larger system. This symposium examines factors pulling these systems apart and pushing component teams together. The papers take important next steps in advancing MTS research to new levels of theoretical precision and into new contexts.

Team Adaptation
2:45pm - 4:00pm, Iceland

Keeping An Eye on The Future and Staying Ahead of The Game: A Conceptual Model of Team Proactive Adaptation
Josette Gevers¹, Selma Van der Haar², Michael Burtscher³, Pedro Marques-Quintero⁴, Catarina Marques Santos⁴, Ana Passos⁴, Sjir Uitdewilligen²
¹Eindhoven University of Technology, Netherlands, The; ²Maastricht University, Netherland, The; ³University of Zurich, Switzerland; ⁴Instituto Universitário de Lisboa, Portugal

We describe the processes involved in a team’s collective, proactive response to prospected circumstances in an attempt to alter the course of current and future events or reduce their impact on the team’s (future) functioning, and explicate how these processes contribute to proficient and sustainable team functioning in turbulent environments.

Team Adaptation Process Model and Time and Scope Disruptions over Time
Deanna M. Kennedy¹, Sara A. McComb², Eric Lavetti²
¹University of Washington Bothell, United States of America; ²Purdue University

We compare how team adaptation processes link across two performance episodes and to performance across teams working without disruption, to teams experiencing time pressure or scope change. Results suggest that different disruptions may have more nuanced effects on how processes unfold than previously shown in team adaptation literature.

Team Adaptive Improvisation: Bridging Two Worlds of the Unforeseen
António C. M. Abrantes¹, Ana Margarida Passos¹, Miguel Pina e Cunha²
¹ISCTE Instituto Universitário de Lisboa, Portugal; ²Nova School of Business and Economics, Portugal

We argue that team improvisation can constitute a form of team adaptation and contribute to team effectiveness by retaining knowledge acquired during the improvisational process. We sustain our argument by bridging two organizational constructs that have been ignoring each other for the last twenty years – improvisation and adaptation.

The Combined Effects of Leadership and Magnitude of Change on Adaptive Team Performance: The Mediating Roles of Implicit and Explicit Coordination
Ramón Rico¹², Daniel Dorta Afonso³, Miriam Sánchez Manzanares², Mirko Antino⁴, Sjir Uitdewilligen⁵
¹University of Western Australia, Australia; ²Universidad Autónoma de Madrid; ³Universidad Carlos III de Madrid, Spain; ⁴Universidad Complutense de Madrid, Spain; ⁵Maastricht University, The Netherlands

In this longitudinal study, we analyse the moderating effect of magnitude of change on the mediational effects of team coordination on the relationship between leadership and adaptation. Evidence from 67 three-member teams shows that the magnitude of change moderates the mediational effect of implicit coordination between leadership and adaptation outcomes.
Epistemic Anchoring in the Face of Uncertainty: Impacts of Socio-Cognitive Network Structure and Team Processes on Performance in Multi-Team Systems
Melissa Dobosh¹, Marshall Scott Poole², Andy Pilny³, Alex Yahja²
¹University of Northern Iowa, United States of America; ²University of Illinois at Urbana-Champaign; ³University of Kentucky

In order to understand why some teams are more successful at “anchoring” themselves in the face of uncertainty, this study explores the impacts of inaccuracy on team performance in multi-team systems (MTS), “teams of teams,” and the factors that affect a team’s ability to make sense out of inaccurate information.

The Multi-Faceted Role of Team Effectiveness in Discretionary Advice Seeking After the Team Disbands
Mary Maloney¹, Mary Zellmer-Bruhn², Pri Pradhan Shah²
¹University of St.Thomas, United States of America; ²University of Minnesota, United States of America

We apply Hackman’s view of team effectiveness to explore how teams generate ties among members in the form of discretionary advice ties after disbanding. Preliminary results indicate that productivity and interpersonal learning did not influence use of connections with teammates after the team disbanded, but variations in social processes did. (50 words).

The Ties that Form Teams: Self-Organization, Homophily, and Multiplexity
Marlon Twyman¹, Leslie DeChurch², Dan Newman³, Noshir Contractor¹
¹Northwestern University, United States of America; ²Georgia Institute of Technology, United States of America; ³University of Illinois Urbana Champaign

This paper explains the unfolding process of team assembly - the behaviors involved as individuals consider and form relationships with potential teammates. We explore the role of self-organizing principles, homophily, and multiplexity in explaining how individuals choose their collaborators. Findings reveal multiplexity is a stronger predictor of team assembly than homophily.

Team-Member Exchange: A Network Analysis of Relationship Quality and Differentiation
Jaclyn Ann Margolis¹, Christian Resick²
¹Pepperdine University, United States of America; ²Drexel University

Using a motivational perspective, we examine the multi-level antecedents and consequences of relationship quality in teams (team-member exchange, TMX). We adopt a novel conceptualization and operationalization of exchanges through applying a social network approach, providing unique propositions regarding degree centrality (TMX level) and network closure (TMX differentiation).

Panel: Methodological Challenges in the Empirical Investigation of Amorphous Teams
2:45pm - 4:00pm, Tallinn

Methodological Challenges in the Empirical Investigation of Amorphous Teams
Pamela Hinds³, Mark Mortensen², Brandi Pearce¹, Heather Altman¹, Julija Mell⁵, Martijn van der Kamp⁴
¹University of California, Berkeley, United States of America; ²INSEAD, France; ³Stanford University, United States of America; ⁴The University of Melbourne, Australia; ⁵ESSEC, International Business School, France

This panel will illuminate the methodological challenges faced when studying fluid multiplex teams. Our primary goal is to surface the methodological tension between our traditional strategies for study design, sampling, construct measurement, and data analysis of group-level phenomena and the empirical reality of the teams we seek to investigate.
Team Collaboration
2:45pm - 4:00pm, Helsinki

The Division of Labor in Teams: A Conceptual Framework and Application to Collaborations in Science
Carolin Haeussler¹, Henry Sauermann²,³
¹University of Passau, Germany; ²Georgia Institute of Technology; ³National Bureau of Economic Research

Though teams are the dominant source of new knowledge, we have little understanding how they divide work. Conceptualizing knowledge production as involving different functional activities, we develop a theoretical framework which highlights three perspectives: individual-level, activity-level and their intersection. We test our framework on over 12,000 articles.

When Team Regulation Fails: Predictors and Outcomes of Team Procrastination among Debating Teams
Edwin A. J. van Hooft¹, Heleen van Mierlo²
¹University of Amsterdam, The Netherlands; ²Erasmus University Rotterdam, The Netherlands

Extending individual-level research on trait procrastination to the context of teams, the present study introduces the concept of team-level procrastination, and investigated its predictors and outcomes among 209 student debating teams. Results indicate that team procrastination relates negatively to timeliness, positively to team-member stress, and indirectly negatively to team performance.

Two ships passing in the night? Aligning project trajectories in open collaboration
Laura Dabbish¹, Colleen Stuart¹, Jim Herbsleb², Jason Tsay²
¹Johns Hopkins University; ²Carnegie Mellon University

This research investigates how open collaboration communities coordinate across projects. Our results suggest that members engage in social practices and leverage the tools at their disposal to make work legible, influence others and solicit feedback. Audience pressures and asymmetries in power enable these practices.

Psychological Safety and Collective Intelligence in Multicultural Globally Dispersed Teams
Ella Glikson¹, Raveh Harush², Young Ji Kim³, Anita Williams Woolley⁴, Miriam Erez¹
¹Technion Inst. of Technology, Haifa, Israel; ²University of Illinois at Urbana-Champaign, IL, USA; ³Massachusetts Institute of Technology, Cambridge, MA, USA; ⁴Carnegie Mellon University, United States of America

Multicultural globally-dispersed virtual teams have become an integral part of the global workforce, however to work effectively they need to overcome many challenges. In this study we integrate two lines of research and suggest that teams’ effective performance depends on interaction between two factors – psychological safety and collective intelligence.

4:30pm-5:30pm  McGrath Lecture – Dr. John E. Mathieu, 2015 McGrath Award Winner  Royal Ballroom
Dr. John E. Mathieu
2015 Joseph E. McGrath Lifetime Achievement Award Recipient

presents

“So Where Are We, How Did We Get Here, and Where Are We Headed?
Some Reflections on the Evolution of Groups Research”

4:30pm-5:30pm, Royal Ballroom

John Mathieu is a Board of Trustees Distinguished Professor at the University of Connecticut, where he also holds the Friar Chair in Leadership and Teams. His primary areas of interest include models of team and multi-team effectiveness, leadership, training effectiveness, and cross-level models of organizational behavior. He has conducted work with several Fortune 500 companies, the armed services (i.e., Army, Navy, and Air Force), federal and state agencies (e.g., NRC, NASA, FAA, DOT), and numerous public and private organizations. Dr. Mathieu has over 100 publications, 200 presentations at national and international conferences, and has been a PI or Co-PI on over $10.5M in grants and contracts. He is a Fellow of the Society for Industrial/Organizational Psychology, American Psychological Association, and the Academy of Management. He serves on numerous editorial boards and has guest edited special volumes of top-level journals. He holds a Ph.D. in Industrial/Organizational Psychology from Old Dominion University.
1. In the Eye of the Beholder: Synchrony and Shared Goal Attainment in Dyads
   Pedro Marques-Quinteiro, Cláudia Simão, André Mata, Rui Gaspar, Ana Rita Farias
   William James Center for Research, ISPA-IU, Portugal
   This article creates new insight by testing to what extent synchrony predicts external observers’ perceptions of dyad’s capacity for attaining shared goals. Across two empirical studies we show that synchrony contributes to external observers’ estimation of dyad’s shared goal attainment capacity only when it is followed by contrasting asynchronous stimulus.

2. The Learning Effects of Team Reflexivity in Science Teams
   Catherine Gabelica¹, Stephen Fiore², Jacquelyn Chini²
   ¹IESEG School of Management; ²University of Central Florida
   Using twenty-eight intact undergraduate teams solving complex physics problems, we tested the learning effects of (induced) team reflexivity over time. We found delayed effects on team coordination, immediate and longer-term effects on performance but only after the first induced reflexivity, and even stronger effects over time on team learning processes.

3. Team Adaptation: The Benefits of Learning to Adapt
   Eleni Georganta, Felix Brodbeck
   Ludwig-Maximilians-Universitaet Munich, Germany
   In an experiment (N=72 four-person groups), teams, confronted with changing circumstances during three consecutive task rounds, versus those not confronted, demonstrate better transactive memory systems in the fourth round with changing circumstances, and better completion time in the transfer task. The conclusion seems justified that groups can learn team adaptation.

4. Team Leadership Structures and Innovation: Integrating Hierarchical and Collective Leadership through a Role Based Perspective
   Jonathan C. Ziegert¹, Scott B. Dust²
   ¹Drexel University, United States of America; ²Miami University, United States of America
   This research integrates hierarchical and collective team leadership structures with innovation. We find that an initial designated leader relates to a subsequent collective leadership structure, especially when role ambiguity is high. Linking to innovation, high role ambiguity enhances the indirect effect of designated leadership on team innovation via collective leadership.

5. Enabling Boundaries: Demographic Subgroups as Stimulus for Social Integration
   Ulrich Leicht-Deobald, Hendrik Huettermann, Heike Bruch
   University of St.Gallen, Switzerland
   Drawing from literature on intergroup relations, we suggest that under certain circumstances organizational demographic subgroups can enhance organizational social integration. Field data from four different sources of 104 small- and medium-sized organizations supported our model. Our study contributes to the understanding of how faultlines operate at the organizational-level.

6. Integrative Model on the Role of Team Cognition in High-Risk Environment Teams’ Adaptation
   Veronika Klara Takacs, Marta Juhasz
   Budapest University of Technology and Economics, Hungary
   The aim of the study is to introduce an integrative theoretical model that is able to comprehensively explain psychological mechanisms of high risk environment teams’ adaptation. In order to create an applicable and transparent framework, we visualize and introduce our model through an example taken from operator teams in NPP.
7. **Leadership in Virtual Groups: The Failure of Extraversion to Predict Leadership Emergence**  
Jeanne Wilson¹, Tom Fletcher², Tuck Pescosolido³  
¹The College of William & Mary, United States of America; ²Travelers Insurance; ³University of New Hampshire  
One persistent, and unexplained, finding about virtual team leadership is that extroverts are less likely to emerge as team leaders. We test four different explanations for this phenomenon. In this longitudinal study we find that the salience of extroverts in virtual groups mediates the relationship between personality and leadership emergence.

8. **Framing Perception of Created Value in Collaborative Work**  
Katri Sarkio¹, Mikko Korja²  
¹School of Science, Aalto Univeristy, Finland; ²Design Innovation Institute, Loughborough University London, UK  
Creative and design intensive business today often takes place in complex interdisciplinary project environments, placing extensive demands on relevant education. This paper explores perceptions of positive value created in collaborative design thinking driven learning projects between universities, firms and future professionals, proposing a multilevel conceptual framing of value creation.

9. **The Multidimensionality of Gender – Implications for Decision Making In Small Groups**  
Ingrid Zakrisson, Pär Löfstrand  
Mid Sweden University, Sweden  
This paper reports results from two group decision making studies where gender has been operationalized both as a person and as a situation variable. The results reveals interesting interactions between these different operationalizations, on the actual decision, as well as the participants’ evaluations.

10. **Assessing the Scientific Productivity of Grant-Funded Interdisciplinary Team Research Scholars**  
Julie Aldridge, Keith Smith, Graham Cochran  
Ohio State University, United States of America  
How is interdisciplinary team research contributing to the knowledge base? This study examines the scientific productivity of a land grant university experiment station’s competitive grant program. The grants encourage team research and include a competition for interdisciplinary teams. Scientific productivity is assessed through bibliometric analysis of grant funded research publications.

11. **Understanding the Value of Role Players in Groups: The Case of the “Glue Guy”**  
Alexander R Bolinger  
Idaho State University, United States of America  
In this paper, I draw on the metaphor of the “glue guy” to develop a model for understanding the value of role players in groups. The proposed model addresses why often under-recognized and poorly compensated role players appear in groups, how they are valued by others, and why they persist.

12. **Inward Looking Outward: The Effects of Individuals' Crosscutting Ties**  
Ning Xu, Prasad Balkundi  
University at Buffalo, The State University of New York, United States of America  
This integrative review seeks to advance knowledge in the field of crosscutting ties by reviewing existing research that examined individuals’ crosscutting ties from social network perspective, integrating empirical and conceptual studies into a theoretical framework, and proposing research extensions to stimulate fruitful avenues for future research.

13. **From the “Special One” to Sacked: Involuntary Managerial Turnover and the Temporal Effects on Organizational Team Processes**  
Folkert Boer, Roger Leenders, Hans van Dijk  
Tilburg University, Netherlands, The  
The purpose of our study is to assess how manager turnover changes processes in organizational teams, how the characteristics of the new manager moderate this effect and how such process changes relate to (positive or negative) performance changes of the teams over time.
14. **Find Your Voice: Leader-Member Exchange, Voice, and Collective Efficacy**  
   **Michael Yoerger, John Crowe, Joseph Allen**  
   University of Nebraska at Omaha, United States of America  
   The purpose of the present study was to examine how Voice may serve a mediating role in the relationship between LMX and both Perceived Organizational Support and Collective Efficacy. Our results suggest that Voice does serve as a mediator and helps explain how Collective Efficacy is influenced by LMX.

15. **Heterogeneity of Mood in Dyads and Groups Promote Creative Performance**  
   **Bedirhan Gültepe, Hamit Coşkun, Ahmet Yasin Şenyurt**  
   Abant Izzet Baysal University, Turkey  
   Present research aimed to understand the effects of mood heterogeneity of groups on creativity. As expected, results showed that mood heterogeneity enhanced creativity in dyads (Study 1) and groups (Study 2). Results was discussed in lights of mood, group dynamics and creativity theories.

16. **Can the Premortem Solve the Hidden Profile?**  
   **Dawn H. Nicholson, Tim Hopthrow, Georgina Randsley de Moura, Jamie Harper**  
   University of Kent, United Kingdom  
   How group members exchange information is key to good group decision-making, especially when not all group members share information, but have unique insights (a ‘Hidden Profile’ (HP)). This research tested a specific hypothesis regarding an intervention - the Premortem - and whether it could improve group information exchange/processing in a HP.

17. **When Stereotypes Decrease the Sharing of Leadership: The Interactive Multi-Level Effects of Gender, Bias and Team Factors on Leadership Centrality and Density in Teams**  
   **Michael Kukenberger¹, Lauren D’Innocenzo², Adam Pearson³**  
   ¹University of New Hampshire, United States of America; ²Drexel University; ³Pomona College  
   This article examines the impact of gender bias on the collective view of individual and team member leadership. Drawing upon theory and research on shared leadership, intra-group behavior, and social networks, we empirically examine the emergence of leadership centrality and density (i.e., shared levels of leadership) and ultimately team performance.

18. **Interdisciplinary Research Groups in Nanoscience – Implications for Education**  
   **Anna-Leena Kähkönen¹, Antti Laherto², Anssi Lindell¹, Suvi Tala²**  
   ¹University of Jyväskylä, Finland; ²University of Helsinki, Finland  
   We introduce a model of interdisciplinary features and skills in nanoscience, split in the cognitive-epistemic and socio-institutional domains. Examples of features are chosen from the theme of teamwork. On that basis we suggest and discuss educational objectives for interdisciplinary study programs.

19. **Who is Trusted to Broker Between Cliques? The Effects of Self-Monitoring and Blurtatiousness on Interpersonal Trust**  
   **Stefano Tasselli¹, Martin Kilduff²**  
   ¹Erasmus University, Rotterdam, The Netherlands; ²University College London, United Kingdom  
   People belonging to multiple cliques risk distrust because of their perceived dalliance across cliques. Through the analysis of friendship networks, we study whether individual differences in traits that amplify or diminish the self, in terms of self-monitoring personality and verbal disinhibition, help explain the extent to which brokers are trusted.

20. **Practice Variability, Team Mental Models, and Strategy Affecting Performance Transfer**  
   **Andra-Florina Toader**  
   Friedrich Schiller University, Germany  
   This study assessed the role of team mental models for novel performance transfer in a context of task variation practice. Team mental models enhanced the effects of task variation on novel task strategy development which in turn influenced positively novel task performance. We discuss mechanisms for improving adaptive performance transfer.
The Role of Prompt in Group Brainstorming

Olga Goldenberg¹, Jennifer Wiley²

¹Columbia College Chicago, United States of America; ²University of Illinois at Chicago, United States of America

Two experiments investigated whether alternate uses (e.g., other ways to use cars) and improvements (e.g. ways to improve cars) brainstorming prompts differentially affect performance, and which type of brainstorming prompt might be most likely to lead to or avoid “process loss”.

6:45pm-7:00pm  Meet to depart for evening event  Outside hotel

7:30pm-9:30pm  Evening Conference Event (including INGRoup photo)  Saaristo Restaurant

The conference event at Restaurant Saaristo will provide, in addition to a Scandinavian dinner experience and sea views, the story of a dynamic network organization: The Finnish Lifeboat Institution http://www.meripelastus.fi/en/. We will hear about its teamwork in stormy environments and also get a chance to visit one of its rescue boats.

Restaurant Saaristo is located on the Klippan island in front of South Harbour, around 2.6 kilometers from the conference hotel. We will take buses and a ferry to the island. It is a white Art Nouveau style villa, built in 1898, and is one of Helsinki’s most imposing and traditional restaurants.
Symposium: Supporting Team Learning and Learning in Teams
8:30am - 9:45am, Finland

Supporting Team Learning and Learning In Teams
Selma van der Haar¹, Mieke Koeslag-Kreunen¹,², Piet Van den Bossche³, Michael Hoven¹, Marcel van der Klink³, Wim Gijselaers¹, Claudia Buengler⁴, Mladen Adamovic⁵, Bernd Carette⁶, Erik Dietl⁷, Hans van Dijk⁸, Ezequiel Fernandez Castelao⁹, David Peterson¹⁰, Pedro Marques-Quinteiro¹¹, Catarina Marques Santos¹², Fabiola Gerpott¹³, Nale Lehmann-Willenbrock¹³, Ramon Wenzel¹⁴, Sven Voelpel¹⁵, Heleen van Mierlo¹⁶, Daantje Derks¹⁶
¹Maastricht University, School for Business and Economics, Netherlands, The; ²Zuyd University of Applied Science; ³University of Antwerp; ⁴University of Amsterdam; ⁵The University of Melbourne; ⁶Ghent University; ⁷The University of Hohenheim; ⁸Tilburg University; ⁹University of Göttingen; ¹⁰University of Warwick; ¹¹William James Center for Research; ¹²Instituto Universitário de Lisboa; ¹³VU University Amsterdam; ¹⁴The University of Western Australia; ¹⁵Jacobs University Bremen; ¹⁶Erasmus University of Rotterdam

To increase the understanding of how to support team learning for increased team effectiveness, it is important to study the factors that promote team learning behaviors. This symposium showcases several factors of influence: team leadership and shared leadership, team autonomy and learning goal orientation, and age diversity.

Decision-Making 1
8:30am - 9:45am, Iceland

Fit To Decide? Regulatory Fit Affects Verbal and Non-Verbal Behavior during Group Decision-Making
Michael J. Burtscher¹,², Klaus Jonas¹, John M. Levine³, Sebastian Feese³, Gerhard Tröster³
¹University of Zurich, Switzerland; ²University of Pittsburgh, USA; ³ETH Zurich, Switzerland

This study investigated the impact of regulatory fit on engagement in a group decision-making task. Using a 2 (regulatory focus) X 2 (amount of task-relevant information) between-participants design, we found that groups in fit conditions exhibited higher verbal and non-verbal engagement than did groups in nonfit conditions.

Preference-Consistent Information Repetitions during Discussion: Do They Affect Subsequent Judgments and Decisions?
Stefan Schulz-Hardt¹, Annika Giersiepen¹, Andreas Moizisch²
¹Georg-August-University Goettingen, Germany; ²University of Hildesheim, Germany

We investigate the effects of biased discussion on decision-making in dyads. In two experiments, we demonstrate that selectively repeating information in favor of a particular decision alternative changes preference ratings in favor of this alternative (Experiment 1) and makes a decision for this alternative more likely (Experiment 2).

Biased Recall: An Explanation for the Failure of Groups to Correct their Members’ Suboptimal Preferences?
Annika Giersiepen, Stefan Schulz-Hardt
Georg-August-University Göttingen, Germany

The paper explores a new factor regarding the failure of groups in hidden profiles: individual recall. Three studies revealed a recall advantage of initial over information learned during discussion and some evidence for a recall advantage of preference-consistent information. No link between those biases and decision quality could be established.
Advice Taking in Groups and Individuals
Thomas Schultze¹, Andreas Mojzisch², Stefan Schulz-Hardt¹
¹Georg-August-Universität Göttingen, Germany; ²University of Hildesheim, Germany

Groups take less advice than individuals do. This is appropriate only when the initial group judgment is a combination of group members’ independent opinions. We test the hypothesis that groups are unable to recognize dependence of their members’ individual opinions and generally behave as if they were independent.

Faultlines
8:30am - 9:45am, Åland

The Joint Impact of Faultlines, Members’, and Leaders’ Diversity Beliefs on Diplomats’ Performance
Franziska Schölmerich¹, Carsten C. Schermuly¹, Jürgen Deller²
¹SRH University Berlin, Germany; ²Leuphana University Lüneburg, Germany

We examined the joint impact of members’ and leaders’ diversity beliefs on the relationship between demographic diversity faultlines and performance in German diplomatic teams. As expected, we found a positive relationship between faultlines and performance when both members’ and leaders’ held strong positive diversity beliefs.

Ego-Faultlines: An Individual-Level Perspective on Social Network Formation and Creativity In Project Organizations
Bertolt Meyer¹, Andreas Glenz², Murat Tarakci³, Lindred Greer⁴, Sherry Thatcher⁵
¹Technische Universität Chemnitz, Germany; ²Universität Zürich, Switzerland; ³Rotterdam School of Management, The Netherlands; ⁴Stanford Graduate School of Business; ⁵University of South Carolina

We introduce individual-level Ego-faultlines, hypothetical dividing lines separating a focal individual and his/her similar peers from others based on multiple individual-level relational attributes. In a project organization with multiple team membership, ego-faultlines predict social network formation and creativity. Findings illustrate that ego-faultlines enable new applications of the faultline construct.

A Contextualized Faultline Theory of Subgroup Formation: Subgroup Activators, Deactivators, and Group Faultlines
Martijn van der Kamp¹, Brian V. Tjemkes², Karen A. Jehn¹
¹The University of Melbourne, Australia; ²VU University, the Netherlands

This conceptual paper progresses the group faultline framework into a contextualized faultline theory by providing a more nuanced view of the conditions under which faultlines develop into different types of subgroups, of the meaning of diversity attributes in different contexts, and of the effective management of group faultlines.

Healthy, Fighting, and Drugged? Organizational Well-Being, Conflict, and Peds in Major League Baseball Teams
Chester Spell¹, Katerina Bezrukova², Jeff Phillips³
¹Rutgers, United States of America; ²Santa Clara University; ³ESPN The Magazine

We consider how aspects of groups typically seen as ‘bad’ (faultlines and permissive attitudes on drugs) may paradoxically be positive for group health. We test hypotheses using Major League Baseball teams. While group conflict leads to poor team health, permissive drug culture and faultlines weaken these relationships.

8:30am - 9:45am, Tallinn

Qualitative Methods in Working-Life Group and Team Research: New Applications and Novel Insights
Tomi Laapotti, Tessa Horila, Kaisa Laitinen, Malgorzata Lahti
University of Jyväskylä, Finland

This symposium introduces four qualitative inductive methods for studying group processes: frame analysis, membership categorization analysis, network analysis, and a combination of fantasy theme and discourse analysis.
The rich possibilities of these approaches for expanding our understanding of working-life group interaction are discussed with examples based on authentic data.

Team Performance 2
8:30am - 9:45am, Helsinki

Keeping the Beautiful Game Beautiful: The Impact of Referee Team Performance
João Aragão e Pina¹, Ana Margarida Passos², M. Travis Maynard³, John E. Mathieu⁴
¹ISCTE-IUL, Portugal; ²ISCTE-IUL, Portugal; ³Colorado State University, United States of America; ⁴University of Connecticut, United States of America

Leveraging survey data from every referee in the Portuguese top football leagues and game data for the entire 2014-2015 season, we examine the role of composition factors in shaping individual- and team-level referee performance. Analysis of data is ongoing and should provide insights on multi-level performance within this unique context.

A Moderated-Mediation Model of the Effect of Variation in Efficacy Beliefs on Team Performance
Kenneth T Goh, Ann C Peng, Mehmet A Begen
Ivey Business School, Western University

We hypothesized that variation in self-efficacy beliefs would act through task conflict to hamper team performance. Furthermore, we hypothesized that this negative effect was stronger in teams with centralized social networks. Results from surveys of student project teams collected pre-and post-project supported our hypotheses.

Guido Hertel¹, Christoph Nohe¹, Katrin Wesselowski¹, Oliver Meltz¹, Justina Pape¹, Jonas Fink¹, Joachim Hüffmeier²
¹University of Münster, Germany; ²Technische Universität Dortmund

Despite popular assumptions, unambiguous evidence that teamwork can activate higher effort than working alone is still lacking for occupational settings. Using multilevel analyses, this is the first study documenting effort gains of employees as a consequence of social responsibility in teams while no effects occurred due to mere social competition.

What Makes ER Teams Efficient? A Multi-Level Exploration of Environmental, Team, and Member Characteristics
Ishani Aggarwal¹, Toshio Murase², Evelyn Zhang³, Brandy Aven³, Anita Williams Woolley³
¹Brazilian School of Public and Business Administration, Brazil; ²Roosevelt University, USA; ³Carnegie Mellon University, USA

Emergency Room teams work in an environment where timely response is essential. In such a context, environmental difficulty is likely to heavily impact team efficiency. In this research we explore team and team-member related factors that explain when teams are able to robustly function even when faced with environmental difficulty.
Panel: Team Chemistry in Outer Space: Getting Along With Your Crew When You Know You Can’t Quit
10:15am - 11:30am, Finland

**Team Chemistry in Outer Space: Getting Along With Your Crew When You Know You Can’t Quit**

*Katerina Bezrukova¹, Jack Stuster⁴, John Mathieu², Chester Spell³, Terri Griffith¹, Noshir Contractor⁵, Eduardo Salas⁶*

¹Santa Clara University; ²University of Connecticut; ³Rutgers University; ⁴Anacapa Sciences, Inc.; ⁵Northwestern University; ⁶Rice University

One of the riskiest group projects in history is being planned - a manned trip to Mars. This panel focuses on the composition of teams selected for long-duration space missions. It will consider what groups research across multiple disciplines can tell us about high performing teams in space missions.

**Team Reflexivity**
10:15am - 11:30am, Iceland

**In-Action Team Reflexivity: A Framework for Healthcare Teams and a New Observation System**

*Jan B. Schmutz¹, Ellen Heimberg², Walter J. Eppich³*

¹ETH Zurich, Switzerland; ²University Hospital Tubingen, Germany; ³Northwestern University Feinberg School of Medicine, Chicago, USA

Team reflexivity (TR) has been conceptualized as an important factor fostering adaptation, learning and performance. We provide a framework of TR for healthcare defining three phases when teams can engage in reflection: pre-action TR, in-action TR and post-action TR. We investigate the effectiveness of in-action TR using a new observation.

**A Longitudinal Experimental Analysis on the Interaction between a Team Reflexivity Intervention and Leadership Style**

*Sjir Gerardus Uitdewilligen¹, Catarina Marques Santos², Ana Passos², Michaéla Schippers³*

¹Maastricht University, Netherlands, The; ²Instituto Universitário de Lisboa; ³Erasmus University Rotterdam

This study analyzes the interaction effect between team reflexivity and leadership style (empowering vs. directive) on performance development. Eighty teams participated in an emergency management simulation. The results suggest that the effect of reflexivity on performance is higher in teams with directive leadership than in teams with empowering leadership.

**Believing In the Efficacy of Change. Comparing Effects of Cognitive and Motivational Cues on Team Reflection and Adaptation**

*Thomas Ellwart*

University of Trier, Germany

It is theoretically and empirically founded that team adaptation is activated through cognitive processing of team and task relevant cues signaling the need for change. The results of this experimental study underline the supplementary importance of cues that strengthen the team’s belief regarding their potency to effectively change their behavior.

**Acquiring Teamwork Skills: The Role of Individual Reflection and Reflexivity for Learning from Teamwork Experiences**

*Tine Koehler¹, Iris Fischlmayr², Sebastian Wessely²*

¹The University of Melbourne, Australia; ²Johannes Kepler University, Austria

The current study assesses what students learn about teamwork from participating in team assignments in university courses. In a qualitative case study approach, we explore the role of individual reflexivity for individual learning about teamwork, but also for team development. Implications for the acquisition of teamwork skills will be discussed.
Newcomers and Group Creativity: A Motivated Information Processing Approach

**Bernard A. Nijstad, Suqing Wu**

University of Groningen, Netherlands, The

Two experiments examined why and when newcomers stimulate group creativity. Building on motivated information processing theory, we found that newcomers stimulate group creativity because they make groups reflect on their tasks, and that this has beneficial effects only when members are motivated to work towards a common goal.

From Individual Creativity to Team Creativity: A Meta-Analytic Overview on the Emergence Models

**Yingjie Yuan¹, Stephen Humphrey², Daan van Kinppenberg¹**

¹Rotterdam School of Management, Erasmus University, the Netherlands; ²Smeal College of Business, Penn State University, United States

Using a meta-analytic approach, we reviewed two emergence models of team creativity—the additive model that explains team creativity with average individual creativity, and the disjunctive model that predicts team creativity with highest individual creativity in a team. In addition, two contextual moderators of these emergence models are examined.

The Influence of Affective Patterns on Group Creative Processing and Performance

**Kyle J. Emich¹, Lynne C. Vincent²**

¹University of Delaware, United States of America; ²Syracuse University, United States of America

Across two studies, we examine how affective patterns within groups influence their creative processing and performance. We find evidence that positive affect focuses groups on idea generation, whereas negative affect focuses groups on idea selection, impacting creative performance. Additionally, regulatory focus (promotion vs. prevention focus) mediates this relationship.

Team Design and Scientific Innovation: A Quasi-Experiment

**Alexander C LoPilato¹, Raquel Asencio¹, Leslie DeChurch¹, Ruth Kanfer¹, Steve Zaccaro²**

¹Georgia Institute of Technology, United States of America; ²George Mason University

There are two important realities of innovation, and together, they present a formidable paradox: innovation happens in teams, and various flavors of diversity have been shown to hinder team functioning. We manipulate team design to compare integration and innovation in two structures: a cross-functional team and an interdisciplinary multiteam system.

Symposium: New Methods for Analyzing Group Interactions: A Multidisciplinary Symposium

**New Methods for Analyzing Group Interactions: A Multidisciplinary Symposium**

**Nale Lehmann-Willenbrock¹, Hayley Hung², Deanna M. Kennedy³, Annika L. Meinecke⁴, Serena G. Sohrab⁵, Simone Kauffeld⁶, Andrew P. Knight⁶, Mary Waller⁷**

¹Vrije Universiteit Amsterdam; ²Delft University of Technology; ³University of Washington Bothell; ⁴Technische Universität Braunschweig; ⁵University of Ontario Institute of Technology; ⁶Washington University in St. Louis; ⁷York University

This symposium unites researchers from Organizational Behavior, Psychology, and Computer Science who will showcase four innovative methods for analyzing group interactions: Recurrence quantification analysis, state space grids, flexible phase mapping, and automated behavior analysis. Research applications will be presented for each method and interaction with the audience will be encouraged.
Can Leader Multiplex Ties Call The Difference For Team Effectiveness? Main and Interactive Effects with Hindrance and Friendship Team Density
Ronald Clarke¹, Andreas W. Richter², Martin Kilduff³
¹ESC Rennes Business School; ²Cambridge Judge Business School; ³University College London
We argue that leaders’ multiplex ties with their team members fulfill important functions for team effectiveness. Analysis of data from 86 organizational teams show that leaders’ centrality in their teams’ multiplex networks comprising advice and friendship ties predict longitudinal change in team effectiveness, above and beyond member multiplex ties.

The Boundary Condition of Shared Leadership in Linking Negative Team Affective Climate to Team Viability through Team Exploring-Experimenting Behaviors
Ana Margarida Graça¹, Bernd Vogel¹, Ana Margarida Passos²
¹Henley Business School, University of Reading, United Kingdom; ²Lisbon University Institute (ISCTE-IUL)
In a sample of 175 teams, we tested how shared leadership can act as a boundary condition on the mediating effect of exploring-experimenting behaviours between negative team affective climate and team viability. Results supported our hypothesis that in conditions of high shared leadership, negative climate influences team viability through exploring-experimenting.

What Goes Around, Comes Around - The Effect of Zero and Laissez-faire Leadership on Team Performance and Satisfaction
Yvonne Garbers, Udo Konradt
Kiel University, Germany
Informed by the theory of leader distance we investigated the effects of laissez-faire and zero-leadership on team performance. In an experimental design with repeated measures teams of two students and one confederate leader had to build complex Lego-models. Analyses revealed strong negative effects for laissez-faire and zero-leadership.

The Influence of Founders on Knowledge Recombination in Inventor Teams
Patrick Figge¹, Carolin Haeussler¹, Elisabeth Mueller²
¹University of Passau, Germany; ²German Graduate School of Management and Law Heilbronn
We develop and empirically test arguments on the impact of company founders on how inventor teams recombine knowledge. Our analysis provides insights into how founders influence the ability of an inventor team to draw from diverse backgrounds, recombine the knowledge of team members and deviate from the previous technological trajectory.

Teamwork in Extreme Environments
Deanna M. Kennedy¹, M. Travis Maynard², Christian J. Resick³, Anne Boon⁴, Gerald F. Goodwin⁵, Selma van der Haar⁶
¹University of Washington Bothell, United States of America; ²Colorado State University, United States of America; ³Drexel University, United States of America; ⁴University of Leuven, Belgium; ⁵U.S. Army Research Institute, United States of America; ⁶Maastricht University, The Netherlands
Teams are increasingly used within extreme contexts where there are life-and-death implications resulting from the way team dynamics unfold and performance is achieved. Accordingly, this panel discussion provides a forum for team researchers to share their perspectives on the opportunities, challenges, nuances and societal importance of research in this area.
Effects of Common Experience on Interaction and Task Performance in Student Project Teams: Insights from Social Network Analysis

Poppy Lauretta McLeod, Álicia Orta-Ramirez
Cornell University, United States of America

Preliminary results from social network analysis suggest that task performance in student project teams is positively related to commonality in prior teamwork experience but negatively related to commonality in prior task-related experiences. Connections to previous research and questions for further data analysis are discussed.

Team Familiarity Networks, Coordination and Performance: Challenges and Preliminary Results of a Knowledge Network Approach

J. Alberto Espinosa¹, Mark A Clark¹, Emma Nordback²
¹Kogod School of Business, American University, United States of America; ²Aalto University, Finland

Field research on team knowledge networks offers opportunities and challenges particular to the method. In this paper, we report on methodological challenges and preliminary findings of research in progress with two companies. We include qualitative and quantitative approaches in depicting the relationship of team knowledge networks to coordination and performance.

The Semantic Networks that Underpin Group Interaction

Aaron Schecter¹, Yiheng Sun¹, Leslie DeChurch², Noshir Contractor¹
¹Northwestern University, United States of America; ²Georgia Institute of Technology, United States of America

Semantic network analysis combined with content and sentiment analysis affords new insights into the nature of group interaction. We illustrate the value of semantic network analysis as a small group research tool. For example, we find group members match one another’s social, analytic, and informational communication, but not the emotionality.

Ties That Bind and Ties That Tear: The Network’s Influence on Identity and Transactive Memory

Jonathan Kush
Carnegie Mellon University, United States of America

Two unique but difficult to separate measures of a group’s network structure are centralization and density. In a laboratory experiment, I manipulated the group’s network structure and demonstrated that centralization and density have unique effects on group performance through their influence on the group’s social identity and transactive memory systems.

The Language of Extremity: The Language of Extreme Members and how the Presence of Extremity Affects Group Discussion

Lyn M. Van Swol¹, Andrew Prah¹, Miranda Kolb¹, Emily Acosta-Lewis², Cassandra Carlson³
¹University of Wisconsin-Madison, United States of America; ²Sonoma State University; ³California Polytechnic State University

Analyzing language in group discussions, when extreme members used complex language, they were less influential. Extreme members used more you pronouns and use of you pronouns reduced their influence. Groups containing an extreme member had a much lower level of complexity in their discourse than groups without extreme members.

Team Personality and Communication in Nuclear Power Plant’s control room operator teams

Marta Juhasz, Veronika Klara Takacs
Budapest University of Technology and Economics, Hungary

The aim of the study was to explore how personality constellation of operator teams in Nuclear Power Plant influence team processes, such as communication during task execution and team performance. Results show that there are
remarkable differences in communication patterns and personality traits between teams with different performance levels.

The Impact of Proximity and Hierarchy on Work Communication Within and Across Functional Groups: A Field Experiment
Jonathon Cummings, Ramon Lecuona
Duke University, United States of America

We study work communication among 105 employees across 8 functional groups in an organization that recently moved offices. Exploiting variation in how proximate employees were to their direct boss in the old and new office, we examine the impact of proximity to one’s boss on communication within and across groups.

Symposium: Workgroup Meetings: Origins, Leader Emergence, and Managing Problems Through Meeting Interaction Processes
1:15pm - 2:30pm, Tallinn

Workgroup Meetings: Origins, Leader Emergence, and Managing Problems Through Meeting Interaction Processes
Joseph Allen¹, Fabiola Gerpott², Lynn Harland¹, Kathleen Henebry¹, Tomi Laapotti³, Nale Lehmann-Willenbrock¹, Ryan Royston¹, Roni Reiter-Palmon¹, Sven Voelpel², Mark van Vught¹
¹University of Nebraska at Omaha, United States of America; ²Jacobs University Bremen, Germany; ³University of Jyvaskyla; ⁴VU University Amsterdam

Workgroup meetings are ubiquitous in contemporary organizations and as such can provide insights into a wealth of group processes. The papers in this symposium examine the origins of modern-day meetings, consider leader and follower behaviors as they occur in temporal context, and examine how groups solve problems in real time.

Prosocial Behaviors
1:15pm - 2:30pm, Helsinki

The Social Consequences of Voice: An Examination of Voice Type and Gender on Leader Emergence
Elizabeth McClean¹, Sean Martin², Kyle J. Emich³, Todd Woodruff⁴
¹University of Arizona, United States of America; ²Boston College, United States of America; ³University of Delaware, United States of America; ⁴United States Military Academy at West Point, United States of America

Across two studies we find that those engaging in promotive voice, compared to prohibitive, were more likely to be seen as leaders. However, men who spoke up benefited more than women because they gained status, making them seem more viable as leaders. Conversely, women were not attributed such increased respect.

Communications Received: The Effects of Voicing and Being Targeted By Voice during Team Meetings
Renske Erin van Geffen, Deanne den Hartog, Frank Belschak
University of Amsterdam, Netherlands, The Netherlands

Voice behavior can have positive effects for employees and organizations. Little attention has been given to the interpersonal effects of voice, especially in teams. Therefore we observed and surveyed 211 employees in 36 meetings to explore the simultaneously positive and negative consequences of voice on (positive and negative) employee affect.

Hierarchy and Third-Party Intervention in Conflict
Sora Jun, Nir Halevy
Stanford University, United States of America

We find that biology researchers (Study 1) and organizational members (Studies 2 & 3) are more likely to intervene in conflicts with disputant of lower, rather than equivalent or higher organizational ranks. This highlights the functionality of hierarchy in conflict management and demonstrates that power can lead to prosocial behavior.
Help Me Help You: Prosocial Team Behaviors and Teamwork
Charles P.R. Scott, Sara Trané, Jessica L. Wildman
Florida Institute of Technology, United States of America

While team effectiveness has been studied in depth, one behavior isn’t well understood in teams: prosocial behavior. Therefore, this paper examines the impact of prosocial behaviors on four major factors contributing to team outcomes and proposes an agenda for future research and outlines potential practical implications.

2:30pm-2:45pm Coffee Break Royal Ballroom Lobby

Symposium: We Need More Co-Opetition: Overcoming the Damaging Effects of Mixed-Motives In Groups
2:45pm-4:00pm, Finland

We Need More Co-Opetition: Overcoming the Damaging Effects of Mixed-Motives in Groups
Claudia Toma¹, Frank de Wit², Caroline Pulfrey³, Florian Landkammer⁴
¹Université libre de Bruxelles, Belgium; ²University of Melbourne, Australia; ³Université de Lausanne, Switzerland; ⁴Leibniz-Institut für Wissensmedien, Tübingen, Germany

The present symposium brings together new groundbreaking research that examines the positive and the negative effects of competing while cooperating within groups. It suggests that co-opetition allows overcoming problems such as information withholding, cheating and cognitive rigidity in group-situations characterized by mixed-motives.

Team Cognition and Team Learning
2:45pm-4:00pm, Iceland

A Systematic Investigation of Absorptive Capacity and External Information Search in Groups: Implications for Group Cognitive Complexity and Knowledge Elaboration
Petru Lucian Curseu¹,², Helen Pluut³
¹Babes-Bolyai University, Romania; ²Open University of the Netherlands; ³National University of Singapore, Singapore

The paper presents three studies (one field and two experimental) that explore the joint effect of group absorptive capacity and external information search on knowledge elaboration in groups (group cognitive complexity). Our results show that in general external information search compensates for the lack absorptive capacity of groups.

When Team Cognition Matters Most: A Meta-Analysis
Gabriel Plummer¹, Lindsay Larson¹, Jessica Mesmer-Magnus², Ashley Niler¹, Leslie DeChurch¹, Noshir Contractor³
¹Georgia Institute of Technology, United States of America; ²University of North Carolina Wilmington, United States of America; ³Northwestern University, United States of America

We uncover the operating conditions under which cognition is most critical to team success. Five key factors affect the instrumentality of team cognition to team affect, behavioral process, performance, and viability. These factors can be categorized as: team identity reinforcers, team stressors, team motivators, team sociomateriality, and team external embeddedness.

Personality Antecedents of Multilevel Team Learning Processes: The Moderating Role of Psychological Safety
Shin-I Shih¹, Susan Mohammed²
¹National Sun Yat-sen University, Taiwan, Republic of China; ²Pennsylvania State University

This study was conducted to investigate the effects of conscientiousness, agreeableness, and extraversion on the multilevel team learning processes. The results of this study provided evidence that team members' personality does impact team learning processes. In addition, psychological safety was found to moderate some personality-team learning process relationships.
Team Coordination
2:45pm-4:00pm, Åland

Field Evidence for Collective Intelligence in Business Unit Performance
Anna T Mayo, Anita W Woolley
Carnegie Mellon University, Tepper School of Business, United States of America
Using panel data from sales units in a national financial institution, we find evidence of collective intelligence, operationalized as a consistent ability to capitalize on resources, which explains sales-unit performance above and beyond other individual, sales-unit, and market features. We also explore the role of coordination among sales unit members.

Coordination in Start-up Teams: A Field Experiment
Lindred L. Greer, Jennifer E. Dannals, Hayagreeva Rao
Stanford University, United States of America
We develop a theoretical model of coordination in start-up teams, which we test via a field experiment with 67 start-up teams. Our findings show that teams with both high vertical and horizontal differentiation exhibited better coordination, and performance than teams that only differentiated vertically or horizontally or not at all.

So, What Am I Doing In All These Teams? A Moderated Mediation Model of Multiple Team Membership, Organizational Tenure, and Sick Leave
Hendrik Johan van de Brake, Frank Walter, Floor Rink, Peter Essens, Gerben van der Vegt
1University of Groningen; 2Justus Liebig University Giessen
This study investigates the relationship between multiple team membership (MTM), role clarity and sick leave. Results confirmed that MTM was indirectly and positively associated with sick leave, by lowering perceived role clarity, among employees with lower organizational tenure. This indirect relationship was not significant, however, when organizational tenure was higher.

Unblocking Barriers to Team Performance: Surviving Coordination Problems through Hierarchical Re-Organization
Roxana Elena Bucur, Floor Rink, Frank Walter, Gerben Van der Vegt
1University of Groningen, The Netherlands; 2Giessen University, Germany
This study offers a dynamic theoretical perspective on coordination problems in teams. We propose that when teams with increasing coordination problems change their hierarchical ranks around the mid-point of their collaboration, they make new agreements on who does what in the team, which may improve team’s final performance.

Panel: International, Interdisciplinary Perspectives on Global Teams
2:45pm-4:00pm, Tallinn

International, Interdisciplinary Perspectives on Global Teams
Julia Eisenberg, Alberto Espinosa, Jennifer L. Gibbs, Mark Mortensen, Anu Sivunen, Maggie Boyraz
1Rutgers University, United States of America; 2Pace University, United States of America; 3INSEAD, France; 4Aalto University, Finland; 5American University, United States of America
The goal of this panel is to discuss “hot topics”, challenges and interdisciplinary opportunities in the area of global virtual teams (GVTs). The panel will include a discussion by international and interdisciplinary scholars focused on GVT research to generate dialogue about how disciplinary perspectives shape approaches to GVT research.

4:00pm-5:00pm INGRoup Business Meeting (all invited) Royal Ballroom

7:00pm-9:00pm Dine around Helsinki Around town

Join fellow INGRoupers and a local host at one of Helsinki's best restaurants within walking distance to the Radisson Blu. Attendees will cover the cost of their own meals. Space is limited. Sign up as soon as possible in the Royal Ballroom Lobby through Saturday 11:30am.
The following INGRoup members have made a contribution to the 2015-2016 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.

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Contributions received post-conference 2015 through July 1, 2016

Joseph E. McGrath Endowment
The Joseph E. McGrath Endowment is open and accepting donations. No contributions were made in the 2015-2016 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.
The 2017 INGRoup Conference will be held at The Chase Park Plaza—a historic and luxury hotel located in the vibrant Central West End neighborhood. The Central West End is filled with restaurants, shops, galleries, and more (To view a map of attractions near the hotel, please visit http://cwescene.com).

St. Louis earned its status as the “Gateway to the West” after serving as the launching point for the Lewis and Clark Expedition—one of history’s legendary group feats!

The hotel is adjacent to Forest Park—St. Louis' vast urban greenspace that is home to the St. Louis Zoo, several museums, the St. Louis Science Center, a golf course, and miles of biking and running trails.

Watch www.ingroup.net for more information about hotel reservations and conference submissions. Deadline for submissions is February 1, 2017.

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 2019 and beyond!