Annual Conference
July 20-22, 2017

St. Louis, Missouri
Chase Park Plaza Hotel
212 N. Kingshighway Blvd.
St. Louis, MO 63108

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Murase, Toshio
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Nijstad, Bernard A.
Oedzes, Jacoba
Tschan, Franziska
Turan, Nazi
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van Bunderen, Lisaanen
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Van Thielen, Tine
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Member terms begin and end with the close of the conference.
### CONFERENCE SCHEDULE – AT A GLANCE

**Thursday July 20, 2017**

*All pre-conference sessions on the Washington University Campus, Charles F. Knight Executive Center/Bauer Hall, unless otherwise noted.*

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30am–4:00pm</td>
<td>Doctoral Consortium (invitation only), Washington U., Bauer Hall, 230</td>
</tr>
<tr>
<td>9:00am–12:00pm</td>
<td>Workshop: The NIH Grant Process, Washington U., Bauer Hall, 240</td>
</tr>
<tr>
<td>1:00pm–4:00pm</td>
<td>Workshop: Coding Face-to-Face Group Interaction, Washington U., Bauer Hall, 210 N.</td>
</tr>
<tr>
<td>1:00pm–4:00pm</td>
<td>Workshop: Creating Efficient Designs with Bayesian Testing in R, Wash U., Bauer Hall, 210 S.</td>
</tr>
<tr>
<td>1:00pm–4:00pm</td>
<td>HACKmanATHON Orientation, Washington U., Bauer 240</td>
</tr>
<tr>
<td>10:00am–4:00pm</td>
<td>INGRoup Board Meeting (invitation only), Chase Park Plaza, Westminster Room</td>
</tr>
<tr>
<td>4:00pm–8:00pm</td>
<td>Conference Registration, Chase Park Plaza Lobby</td>
</tr>
<tr>
<td>5:30pm–6:00pm</td>
<td>Poster Setup, Chase Park Plaza, Starlight Ballroom</td>
</tr>
<tr>
<td>6:00pm–8:00pm</td>
<td>Poster Session and Opening Reception, Chase Park Plaza, Starlight Ballroom</td>
</tr>
<tr>
<td>8:00pm–9:00pm</td>
<td>Graduate Student Meet ‘n Greet, Chase Club</td>
</tr>
</tbody>
</table>

**Friday, July 21, 2017**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00am–4:00pm</td>
<td>Conference Registration, Chase Park Plaza Lobby</td>
</tr>
<tr>
<td>8:30am–9:45am</td>
<td>Symposium: An Interdisciplinary Theory of Collaborative Judgment and Decision Making</td>
</tr>
<tr>
<td>9:45am–10:15am</td>
<td>Coffee Break, Conference Center &amp; Lindell Pre-Function Areas</td>
</tr>
<tr>
<td>10:15am–11:30am</td>
<td>Symposium: A Deeper Dive into Team Leadership</td>
</tr>
<tr>
<td>11:30am–1:00pm</td>
<td>Symposium: Crossing Boundaries in Organizations:</td>
</tr>
<tr>
<td>1:15pm–2:30pm</td>
<td>Symposium: What Matters in Team Functioning</td>
</tr>
<tr>
<td>2:30pm–2:45pm</td>
<td>Coffee Break, Conference Center &amp; Lindell Pre-Function Areas</td>
</tr>
<tr>
<td>2:45pm–4:00pm</td>
<td>Symposium: The Application of Group Meeting Science in Organizations</td>
</tr>
<tr>
<td>4:15pm–5:15pm</td>
<td>McGrath lecture – 2016 McGrath Award winner, Dr. Sara Kiesler, Khorassan Ballroom</td>
</tr>
<tr>
<td>5:15pm–6:00pm</td>
<td>Graduate Student Business Meeting, Lenox</td>
</tr>
<tr>
<td>6:00pm–7:00pm</td>
<td>INGRoup Photo, Khorassan Ballroom</td>
</tr>
<tr>
<td>7:00pm–9:00pm</td>
<td>Dinner and Circus Harmony, Khorassan Ballroom</td>
</tr>
</tbody>
</table>

Continued on next page
## CONFERENCE SCHEDULE – AT A GLANCE

**Saturday, July 22, 2017**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:00am–8:30am</td>
<td>Working Breakfast for H-thon Teams, Westminster Room</td>
<td></td>
</tr>
<tr>
<td>8:00am–12:00pm</td>
<td><strong>Conference Registration</strong>, Chase Park Plaza Lobby</td>
<td></td>
</tr>
<tr>
<td>8:30am–9:45am</td>
<td>Lindell A: Symposium: Coming Together: Synchrony, Convergence, and Proximity in Interaction</td>
<td>Lindell B: Symposium: Team Science and Aviation Science:</td>
</tr>
<tr>
<td>9:45am–10:15am</td>
<td>Coffee Break, Conference Center &amp; Lindell Pre-Function Areas</td>
<td></td>
</tr>
<tr>
<td>11:30am–1:00pm</td>
<td>Lunch, Starlight Ballroom (Including Award Announcements)</td>
<td></td>
</tr>
<tr>
<td>1:15pm–2:30pm</td>
<td><strong>HACKmanATHON Presentations and Awards, Lindell C</strong></td>
<td></td>
</tr>
<tr>
<td>2:30pm–2:45pm</td>
<td>Coffee Break, Conference Center &amp; Lindell Pre-Function Areas</td>
<td></td>
</tr>
<tr>
<td>2:45pm–4:00pm</td>
<td>Lindell A: Symposium: MTSs: Dynamics at the Boundaries in What Matters</td>
<td>Lindell B: Panel: The Amazing Diversity in the Research Landscape of Team Training</td>
</tr>
<tr>
<td>4:15pm–5:15pm</td>
<td><strong>INGRoup Business Meeting (All Invited), Maryland Room</strong></td>
<td></td>
</tr>
<tr>
<td>7:00pm–beyond</td>
<td><strong>Dine Around St. Louis</strong>: Join us at some of St. Louis' best restaurants. <em>Sign up near the registration desk in the Conference Center Pre-Function Area by 11:30am Saturday morning!</em></td>
<td></td>
</tr>
</tbody>
</table>
Sessions located at Washington University. For all sessions, take a taxi to the “Charles F. Knight Executive Center” (Snow Way Dr, St. Louis, MO 63130), and volunteers will be there to direct you to Bauer Hall.

<table>
<thead>
<tr>
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<tr>
<td>8:30am–4:00pm</td>
<td>Doctoral Consortium</td>
<td>Bauer 230</td>
</tr>
<tr>
<td>9:00am–12:00pm</td>
<td>Workshop: NIH Grant Process</td>
<td>Bauer 240</td>
</tr>
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<td>1:00pm–4:00pm</td>
<td>Workshop: Coding Face-to-Face Group Interaction</td>
<td>Bauer 210 N</td>
</tr>
<tr>
<td>1:00pm–4:00pm</td>
<td>Workshop: Creating Efficient Designs with Bayesian Testing in R</td>
<td>Bauer, 210 S</td>
</tr>
<tr>
<td>1:00pm–4:00pm</td>
<td>HACKmanATHON Orientation</td>
<td>(invitation only) Bauer, 240</td>
</tr>
</tbody>
</table>

Sessions located at Chase Park Plaza

<table>
<thead>
<tr>
<th>Time</th>
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<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:00am–4:00pm</td>
<td>INGRoup Board Meeting</td>
<td>(invitation only) Westminster Rm.</td>
</tr>
<tr>
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<td>Chase Park Plaza Lobby</td>
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<td>Poster Set-up</td>
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</tr>
<tr>
<td>8:00pm–9:00 pm</td>
<td>Graduate Student Meet ‘n Greet</td>
<td>All students invited Chase Club</td>
</tr>
</tbody>
</table>
| 1. When Groups Take Advice More Than Individuals do: The Effects of Opinion Diversity and Judgment Context  
James R Larson. Jr, R. Scott Tindale, Young-Jae Yoon  
Loyola University Chicago, United States of America  
We examined the effects of opinion diversity and advice timing on advice taking by groups compared to individuals. Groups generally undervalued advice compared to individuals, except when they received the advice before reaching consensus, and then only when members initially held relatively diverse opinions about what judgment should be rendered. |
|---|
| 2. Emotional Similarity in Groups: Impact on Task Motivation  
Injung Ko, Chan Park, Hoon-Seok Choi  
Sungkyunkwan University, Korea, Republic of (South Korea)  
An experiment was conducted to examine the effects of the similarity in group members’ emotions on task motivation in a collaborative work setting. We obtained supportive evidence for affective similarity-attraction hypothesis, such that, regardless of the valence, group members’ emotional similarity enhanced not only task motivation but interpersonal liking. |
| 3. Revisiting Culture-Group Creativity Link: Collectivistic Value orientation and Independent Self-representation Jointly Promote Group Creativity  
Ha-yeon Lee, Hoon-Seok Choi  
Sungkyunkwan University, Korea, Republic of (South Korea)  
Drawing on a synergy model of individualism-collectivism (Choi, 2015, 2016; Choi, Cho, Seo, & Bechtholt, 2016), we explored the joint impact of collectivistic value orientation and independence self-representation on group creativity. In a field study involving 61 undergraduate workgroups, we found evidence that supports the synergy model. |
| 4. Confirming a Measure of Teamwork  
Christopher Ryan Bearden, Michael Hein, Glenn Littlepage  
Middle Tennessee State University, United States of America  
This project confirms the factor structure of a 30-item measure of teamwork through model testing using disaggregated data. Participants (N = 348) were aerospace students at a southern university. Results suggest the instrument adequately captures the structure of teamwork put forth by the Marks, Mathieu, and Zaccaro (2001) temporally-based taxonomy. |
| 5. Committee of wise men, relationship manager, or babbler? Investigation of behavior-based group profiles and group meeting outcomes  
Bianca Wagner, Michael Yoerger, Nicole Landowski, Joseph Allen  
University of Nebraska at Omaha, Germany  
The present study investigates behavior-based group profiles in meetings and their relation to meeting outcomes. Findings indicate that there are clusters of behavior associated with different groups in different meetings. Ongoing data collection will verify these group behavioral profiles and investigate their relationship to team performance, meeting effectiveness, and satisfaction. |
| 6. Effects of Newcomers’ Cultural Orientation on Newcomer Innovation  
Jeewon Hyun, Hoon-Seok Choi  
Sungkyunkwan University, Korea, Republic of (South Korea)  
We identified facilitating conditions for newcomer innovation in groups by illuminating the role of a newcomer’s value orientation and his/her self-concept. In a study involving an organizational scenario, we found evidence that collectivistic value orientation and independent self-representation jointly promote the newcomer’s intention to produce innovation in team task. |
7. Go Deep for Your Friend but Go Shallow for An Acquaintance: The role of relationship closeness and the depth of empathy in relationship satisfaction
Chan Park, Hoon-Seok Choi
Sungkyunkwan University, Korea, Republic of (South Korea)
In two studies involving Korean undergraduates, we examined how the fit between the nature of the relationship and the depth of empathy affects relationship satisfaction. We found evidence that people possess relationship-specific empathy scripts and utilize these scripts in constructing appropriate ways of empathizing with others.

8. Discussing risks beyond framing effects- a micro-behavior approach
Gabi Dodoiu, Roger Leenders, Hans van Dijk
Tilburg University, The Netherlands
We examine to what extent the way in which teams make decisions can be explained by the communication process between group members during decision-making. Looking at the discussion as a dynamic network we try to disentangle the mixed mechanisms that might lead to extreme decisions.

Hu Young Jeong, Hoon-Seok Choi
Sungkyunkwan University, Korea, Republic of (South Korea)
We examined how individuals' cultural orientation affects their intention to participate in collective actions in the context of legitimate ingroup disadvantage. Results showed that the combination of collectivistic value orientation and independent self-representation promoted ingroup corrective actions, and this effect was partially mediated by moral outrage toward the ingroup.

10. Team Prosocial Motivation and Shared Leadership: Moderating Effects of Team Surface-Level Diversity
Tyree Mitchell
Louisiana State University, United States of America
This research examined the relationship between team prosocial motivation and shared leadership, considering types of team surface-level diversity as moderators. Results revealed that team prosocial motivation predicted shared leadership and team racial diversity moderated the relationship between team prosocial motivation and shared leadership. Implications for science and practice are discussed.

11. What do groups reflect about when asked to? Topics discussed during a reflection phase
Camille Morgenthaler¹, Franziska Tschan¹, Norbert Semmer², Jasmin Zimmermann¹, Simon Huber¹, Patrizia Kündig³, Stephan Marsch³
¹University of Neuchâtel, Switzerland; ²University of Bern, Switzerland; ³University Hospital of Basel, Switzerland
This study investigates the content of a self-guided reflexivity session among medical students after a simulated resuscitation task under conditions to reflect on task versus team aspects. Results show that students engage in reflexivity according to the instructions, but discuss task content more than team content.

12. Revisiting the Multidimensional Measurement of Team Member Satisfaction
Kyle A. Cameron, Natalie J. Allen
University of Western Ontario, Canada
We revisit the multidimensional measurement of a crucial attitudinal variable in small group research - team member satisfaction. Using three waves of data, collected from engineering student project teams, we present results from an ongoing scale development project, with the aim of refining and standardizing the measurement of this important construct.

13. Temporal Dynamics of Cultural Orientation in Teams
Hayeon Choe¹, Jiin Jung², Hoon-Seok Choi¹
¹SungKyunKwan University, Korea, Republic of (South Korea); ²Claremont Graduate University, CA
We examined shifts in individuals' cultural orientation in teams performing a creativity task. Results from a longitudinal analysis and a social network analysis indicated that the two key components of individualism-collectivism (i.e., values and self-representation) are malleable, showing the pattern of divergence as well as convergence over time.
14. Across Space and Over Time: Managing the Team Members' Alignment Paradox for Improved Virtual Team Performance
Margaret Luciano\textsuperscript{1}, Jean Leslie\textsuperscript{2}, Emily Hoole\textsuperscript{2}, Rebecca Anderson\textsuperscript{2}, John Mathieu\textsuperscript{3}\textsuperscript{1} Arizona State University; \textsuperscript{2}Center for Creative Leadership; \textsuperscript{3}University of Connecticut

Teams face an alignment paradox, which requires both diverse individuals with their own unique perspectives and a unified team that can reach agreement. We examine the alignment paradox in virtual teams, demonstrate its positive relationship with team performance, and introduce a training intervention to improve the team's paradox management.

15. How Does Social Intelligence Influence Teams? An Empirical Investigation
Dana Casey Verhoeven\textsuperscript{1}, Nastassia Savage\textsuperscript{1}, Pamela Farago\textsuperscript{1}, Michelle Flynn\textsuperscript{1}, Marissa Shuffler\textsuperscript{1}, C. Shawn Burke\textsuperscript{2}
\textsuperscript{1}Clemson University, United States of America; \textsuperscript{2}University of Central Florida

This study assessed the impact of social intelligence (SI) in teams by looking at its relationship with interactional justice and teamwork quality (TQ), additionally assessing the relationship between TQ and collective efficacy, leading to team effectiveness. All relationships were significant except SI with TQ. Results support SI's importance in teams.

16. Individualism-Collectivism and Work Motivation in Groups
Jeong-Gil Seo, Hoon-Seok Choi
Sungkyunkwan University, Korea, Republic of (South Korea)

The present study investigated how cultural orientations of a superior performer affect his/her work motivation in task groups. In an experiment involving Korean undergraduates, we found that the combination of collectivistic value orientation and independent self-representation resulted in motivation gain on the part of the superior performer.

17. Perceiving Multiple Leaders: Examining the Influence of Entitativity in a Shared Leadership Context
Leann E. Caudill, Anita L. Blanchard
UNC Charlotte, United States of America

Although shared leadership is recognized as an important approach to studying leadership, we know little about how and why it develops. This theoretical argument combines the implicit theories, status differences, and group perceptions literature to shared leadership to expand ideas on how group members come to perceive multiple leaders.

18. The dynamic nature of team interactions: How leadership influences team communication patterns
Ryan Patrick Royston, Roni Reiter-Palmon, Joseph Allen, Kath Henebry, Lynn Harland
University of Nebraska at Omaha, United States of America

Using sequential analysis, we observed how team problem solving and procedural communication differed by leadership (shared leadership, single leader, or leaderless). While all teams engaged in solution identification and elaboration, shared leader teams showed higher performance, and tended to draw more connections with solutions and engage in planning follow-up tasks.

19. Measurement Puzzles within a Team Context: The Case of Team Interdependence
Natasha Elena Ouslis, Natalie Jean Allen
Western University, Canada

“Interdependence” is key to the definition of teams, and though assessed in various ways, these measures have received little convergent validity attention. In tackling this, we observed a puzzling pattern of item responses, and we tested various potential explanations for this pattern. Subgroup analyses show that construct validity appears weak.

20. Separateness Together: The Effects of Co-location on Productivity at Collegiate Hackathons
Ethan Bernstein\textsuperscript{1}, Adam Joseph\textsuperscript{2}
\textsuperscript{1}Harvard Business School; \textsuperscript{2}Harvard University

How does co-location affect innovation and productivity? Prior research suggests it increases innovation (through “collisions”) and decreases productivity (through distraction). An ethnography of collegiate hackathon teams suggests the digital age may reverse those effects: the more important function of co-location today may be disconnection (for productivity) versus connection (for innovation).
<table>
<thead>
<tr>
<th>Title</th>
<th>Authors</th>
<th>Institution(s)</th>
<th>Abstract</th>
</tr>
</thead>
<tbody>
<tr>
<td>21. Wait, the BOSS is coming!? Put on your ‘happy face’!: Emotional labor in group meetings</td>
<td>Erin Nyquist, Rebekka Erks, Joseph A Allen</td>
<td>University of Nebraska at Omaha, United States of America</td>
<td>Group dynamics, specifically hierarchical distance, have potential to effect emotional labor performed by meeting attendees. Results indicate that the relationship between hierarchical distance and emotional labor changes based on emotional contagion levels only for deep acting. Conclusions concerning further research and practical implications of group behavior and dynamics are drawn.</td>
</tr>
<tr>
<td>22. Exploring How Running Groups Impact Personal Running Identities And Running Behavior</td>
<td>M. Blair Evans¹, Colin McLaren², Ross Budzisewski³, Jenna Gilchrist³</td>
<td>¹Penn State University, United States of America; ²University of Saskatchewan, Canada; ³University of Toronto, Canada</td>
<td>Whereas running is inherently independent, it often involves groups that shape our identity as an exerciser. Two studies, using correlational and experimental designs, examined how running groups influence running role identities and behavior. Results indicated that formal running group membership reinforced running identities and, in turn, supported greater running behavior.</td>
</tr>
<tr>
<td>23. Unraveling the Positive and Negative Effects of LMX Differentiation in Workgroups</td>
<td>Andrew Yu¹, Fadel Matta², Bryan Cornfield¹</td>
<td>¹Michigan State University, United States of America; ²University of Georgia, United States of America</td>
<td>Despite the burgeoning number of empirical studies devoted to examining leader-member exchange (LMX) differentiation in workgroups, definitive conclusions regarding its effects remain scarce. In this study, we apply a justice theory perspective to elucidate the positive and negative effects of LMX differentiation on more proximal and more distal outcomes, respectively.</td>
</tr>
<tr>
<td>24. Group Decision Making and Social Capital</td>
<td>Bingqing Wang</td>
<td>University of California, Davis</td>
<td>Groups were usually employed to make decisions but failed to share uniquely owned information and made suboptimal decisions. The present paper explores the relationship between social ties and group decision quality. Positive correlations between social capital and decision quality were proposed as well as an interaction between closure and brokerage.</td>
</tr>
<tr>
<td>25. Team Engagement toward Activities and Members: Scale development and validation</td>
<td>Heejin Kim¹, Kathryn Doiron², Maritza Salazar¹</td>
<td>¹University of California, Irvine, United States of America; ²Claremont Graduate University, United States of America</td>
<td>In this research, we define the concept of team engagement based on literature on engagement and team emergent state. Based on this concept, we conduct five studies to develop and validate a new team engagement scale that encompasses teams' engagement toward both activities and members.</td>
</tr>
<tr>
<td>26. Silent minority: Argument, information sharing, and polarization of minority opinion through a Structuration theory lens</td>
<td>Andrew Prahl, Lyn Van Swol, Miranda Kolb</td>
<td>University of Wisconsin- Madison, United States of America</td>
<td>This experiment tests Persuasive Arguments Theory against common information bias by comparing how group discussion of either shared or novel, unshared information affects attitude polarization - and how the effects differ for minority versus majority group members. Results are situated within Structuration theory and the social validation of shared information.</td>
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<tr>
<td>27. Virtuality and Shared Leadership in Discussion Networks</td>
<td>Lisa Handke, Julia Straube, Eva-Maria Schulte, Simone Kauffeld</td>
<td>Technische Universität Braunschweig (Germany), Germany</td>
<td>In analyzing centralization in chat and face-to-face group discussions, this paper aims to analyze the interplay between shared leadership, virtuality, and time. The originality of this study lies in the conceptualization of shared leadership as a structural measure of communication using network analysis and its application to actual behavioral data.</td>
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28. Dynamics of Team Negotiation  
Peter Carnevale, Yookyoung Kim  
University of Southern California, United States of America  
In a laboratory experiment that simulated bilateral negotiation, negotiators were either a 3-person team, or individuals. We tested for group polarization, and found that when the opposing side made an unappealing offer, the teams became, due to polarization processes, especially contentious in reaction to the offer, compared to individuals.

29. Antecedent, Persistence and Impact of Faultline in Negotiation Teams  
Keivan Bahmani1, Zhaleh Semnani-Azad1, Wendi L. Adair2, Katia Sycara3  
1Clarkson University, United States of America; 2University of Waterloo, Canada; 3Carnegie Mellon University, United States of America  
We examined faultlines, or hypothetical demographic dividing lines, in negotiation teams across two interactions. Four-member teams with equal gender composition engaged in a negotiation. We found that tight social norms activated faultlines in intragroup planning. Faultlines persisted in intergroup negotiations, which diminished communication quality thereby reducing joint outcomes.

30. The Impact of Voice in Teams on Personal Reputation and Leader Emergence  
Daniel W. Newton1, Jennifer Nahrgang1, Cynthia K. Maupin2, Melissa Chamberlin1, Dorothy R. Carter2  
1Arizona State University, United States of America; 2University of Georgia, United States of America  
We test theory that explains how different types of voice in teams leads to network outcomes. Specifically, we argue that the degree to which individuals in teams employ constructive, supportive, destructive or defensive voice influences how one builds a personal reputation or emerges as a leader in the larger network.

31. Status: We can’t help but take it personally  
Siyu Yu, Steven Blader  
New York University, United States of America  
This paper investigates the impact of status on self-concept by comparing power, and predict the relative impact of status on the self-concept is greater. Across four studies, we found support for our predictions in self-esteem and self-concept clarity; internal attributions; self-verification processes; and downstream effects of status and power on the self.

32. The Effects of Extra-Team Goal Disclosure on Individual Perceptions and Team Performance  
Esther Sackett, Grainne Fitzsimons  
Duke University, United States of America  
Team members commonly have external goals besides the team’s goals (i.e., extra-team goals – ETGs). In a lab experiment, we examine how framing ETGs as learning goals versus instrumental goals can affect individual perceptions of the goal discloser and the team, as well as team performance on a creative task.

33. Funding the Team: The Bias toward Team Creators in Investor Crowdfunding Decisions  
Colin Fisher, Sandra Kaya, Philipp Cornelius  
University College London, United Kingdom  
In two studies, we find support for the hypothesis that investors in online crowdfunding platforms will prefer team creators over individual creators. Study 1 shows this effect at Kickstarter.com. Study 2 provides experimental evidence that this effect is causal and is mediated by expected in-role performance.

34. How Teams Enable Ambidexterity at the Frontline: Creating Adaptability Through Alignment  
Catherine Collins1, Jennifer Barbour1, Cristina Gibson2  
1University of New South Wales, Australia; 2University of Western Australia  
We demonstrate how ambidexterity – the tension of organizational alignment and adaptability – can be resolved in frontline teams. Our hypotheses are supported, showing that team leaders and members divide their time such that adaptability is created through alignment.
35. Development of a simulation scenario and behavioral marker checklist to assess team performance in interdisciplinary ICU ad-hoc teams confronted with a complex medical task
Jasmin Zimmermann¹, Franziska Tschan¹, Camille Morgenthaler¹, Norbert K. Semmer², Stephan Marsch³
¹University of Neuchâtel, Switzerland; ²University of Bern, Switzerland; ³Medical Intensive Care Unit, University Hospital of Basel, Switzerland
We present content, training goals, and a performance rating system of a complex medical simulation task used to train interdisciplinary teams of Intensive Care Unit nurses and physicians in technical and team aspects. Analysis of performance of 44 teams show variation in performance.

36. Entitativity in Online Groups
Anita L. Blanchard, Brittany A. Ernst, Lisa S. Walker
University of North Carolina at Charlotte
To understand how entitativity is perceived in online groups, we created a sports forum and manipulated technological features and social interactions among users. Preliminary results show that potential members perceive higher entitativity when the forum users have more similarity and interactivity. Implications for online groups and future studies are discussed.

37. The Meeting Leader Blindspot: What Is It and Is It Killing Our Meetings?
Kathleen Patricia Stibbs, Nicole Landowski, Joseph Mroz, John Crowe, Michael Yoerger, Joseph Allen
University of Nebraska at Omaha, United States of America
The present study investigates the meeting leader blindspot and how it may be negatively affecting the success of meetings. The pilot indicated that those who led the meeting had the highest perceptions of meeting quality. The second study tests the leader and attendee evaluation incongruence in the group context.

Graduate Student Meet ‘n Greet
8:00pm - 9:00pm, Chase Club
FRIDAY, JULY 21, 2017

8:00am-4:00pm
Registration
Chase Park Plaza Lobby

Symposium: An Interdisciplinary Theory of Collaborative Judgment and Decision Making
8:30am - 9:45am, Lindell A

An Interdisciplinary Theory of Collaborative Judgment and Decision Making
Michael R Baumann¹, Bryan L Bonner², Verlin Hinsz³, R. Scott Tindale⁴, James Deller¹, Nathan L Meikle², Kristin Bain², Daniel Shannahan²
¹University of Texas at San Antonio, United States of America; ²David Eccles School of Business, University of Utah, United States of America; ³North Dakota State University, United States of America; ⁴Loyola University Chicago, United States of America
Small group research arguably suffers from a lack of integration. We present five postulates of a theory that we believe can be used to predict processes in collaborative groups and help integrate findings across a range of problems and domains. We illustrate this theory using interdisciplinary examples

Team Conflict
8:30 am – 9:45 am, Lindell B

Measuring Conflict Expression: A Complementary Approach to Understanding Conflict
Kristin Behfar¹, Yeonjeong Kim², Laurie Weingart³, Corinne Bendersky³, Julia Bear⁴, Gergana Todorova⁵, Karen Jehn⁶
¹University of Virginia; ²Carnegie Mellon University; ³University of California, Los Angeles; ⁴Stony Brook University; ⁵University of Miami; ⁶Melbourne Business School
This paper develops and validates a measure of the experience of conflict expression exchanges called the Directness and Intensity of Conflict Expression (DICE). The DICE captures four behavioral conflict expression exchange processes (Argue, Debate, Undermine, and Disguise) as perceived by parties involved in conflict with one another.

The Bright Side of Social Categorization: The Positive Role of Global Identity in reducing Relational Conflict in Multicultural Teams
Raveh Harush¹, Alon Lisak², Ella Glikson²
¹Bar Ilan University; ²Ben-Gurion University of the Negev
Using social categorization perspective, this study explores the mediated conditional effect of global identity on relational conflict in distributed multicultural teams, demonstrating that global identity leads to higher perceived proximity and the proximity lowers relational conflict levels under low, rather than high, team interdependence. Practical and theoretical implications are discussed.

Conflict Can Make Your Team Innovative: Goal Orientation Moderates the Task Conflict – Team Innovation Relationship
David Scott DeGeest¹, Amy Kristof-Brown²
¹Hong Kong Polytechnic University, Hong Kong S.A.R. (China); ²University of Iowa, United States
We extend research on contingency models of conflict by investigating the goal orientation of teams as a moderator of the task conflict – team innovation relationship. Results from two studies show that conflict benefits innovation in teams with a learning orientation and harms it in teams with a performance orientation.
Origins and Evolution of Team Conflict: Qualitative and Quantitative Evidence
Pri Pradhan Shah1, Randall S. Peterson2, Stephen L. Jones3, Amanda J. Ferguson4
1University of Minnesota, United States of America; 2London School of Business, United Kingdom; 3University of Wyoming, United States of America; 4Northern Illinois University, United States of America
Most studies of intragroup conflict assume that conflict exists before we measure it. We know little about where conflict originates and how it evolves in teams. Across both qualitative and quantitative studies, we find that relationship conflict begins with a difficult individual, but that task conflict starts with a dyad.

Ethics in Groups
8:30 am – 9:45am, Lindell C

Good Citizens: Unethical behavior as a signal of one’s communal value.
S. Wiley Wakeman1, Celia Moore2
1London Business School, United Kingdom; 2Bocconi University
We propose that unethical behavior can be interpreted as a signal of one’s communal value. We show that deviants who benefit the group (vs honest members who do not) are more likely to be selected (Study 1), are paid more (Study 2), and are given better performance reviews (Study 3).

Shamed or Seduced: Moral Licensing in Groups
Andrew Soderberg1, Alexander Clark Romney1, Bryan Bonner3
1Utah State University, United States of America; 2University of Wisconsin Oshkosh, United States of America; 3University of Utah, United States of America
This research contributes to the groups and behavioral ethics literatures by exploring what motivates ethical behavior in group settings. We develop several hypotheses by drawing upon the behavioral business ethics literature, specifically, the literature on moral licensing. Our results demonstrate what motivates ethical behavior in groups.

Checked and Balanced: The Role of Group Faultlines in Ethical Decision Making
Jihyeon Kim1, Yekaterina Bezrukova2, Ernie Wang2, Denise Loyd1, Chester Spell3, Hisham Said4
1University of Illinois at Urbana-Champaign, United States of America; 2University at Buffalo, The State University of New York; 3Rutgers University; 4Santa Clara University
Are groups with a member who differs from the rest of the group along one or more attributes more likely to make ethical group decisions? Using a sample of Civil Engineering student teams, we found that informational faultlines improved ethical decision making through task conflict. Group cohesion accelerated this process.

Honest Mistakes? Uncovering the Auditor-Banker Relationship for Financial Errors and Fraud
Lily Morse1, Brandy Aven2, Alessandro Iorio2
1University of Notre Dame, United States of America; 2Carnegie Mellon University, United States of America
We examine the effect of relationship strength between auditors and banks. Using archival data on earnings restatements and SEC litigations for banks coupled with an auditing experiment that incorporates relational strength, we find a U-shaped relationship for financial errors; however, the effect of relationship strength is linear for financial fraud.

Influence and Status
8:30 am – 9:45 am, Lindell D

How Teams Respond to Newcomers’ Use of Proactive Influence Tactics
Aimee Kane1, Floor Rink2, Yeliz Cantimur3, Gerben van der Vegt2
1Duquesne University, United States of America; 2University of Groningen, The Netherlands; 3Isik University, Turkey
We examine how newcomers’ use of proactive influence tactics that are forceful versus considerate differentially influence team identity and effectiveness. Considerate tactics engender social acceptance of newcomers, increasing collective self-esteem and in turn team effectiveness. By contrast, forceful tactics induce compliance, decreasing collective self-esteem and in turn team effectiveness.
Reading between the lines: Investigating the benefits of ‘status acuity’
Siyu Yu, Gavin Kilduff
New York University, United States of America
We conceptualized a new individual ability factor, ‘status acuity’, or individuals’ ability to accurately perceive the informal status hierarchies of social groups. Across two studies, we find that SA predicts academic performance amongst students, and job performance, relationship quality with co-workers, and income amongst working adults.

The Effects of Influence Shifts on Team Performance: An Exploratory Study
Wenxin Xie
University College of London, United Kingdom
Research in self-management teams describes how teams shift expert’s influence such that expertise is aligned with situational requirements. I extend this research by suggesting that matching member’s expertise with situations may cause coordination disruption. Consequently, shifting expert’s influence is detrimental to team effectiveness and performance in changing situations.

Is Status Zero-Sum Resource? Uncovering people’s alternative implicit theories of status
Anat Hurwitz, Nathan Pettit, Steven Blader
New York University, United States of America
This study challenges the prevalent assumption that status is perceived by individuals as a zero-sum resource (finite and inversely interdependent). Using an inductive approach and implicit theory framework, we show that people hold two alternative implicit theories of status, "Independent" and "Shared-fate". Implications for theory and practice are discussed.

Interpersonal Dynamics
8:30am – 9:45 am, Lenox

Understanding How Relationship Conflict Emerges in Teams Through Personality, Self-Organization, and a Compilational Approach
Brian K. Costello, Toshio Murase, Joseph B. Costa
Roosevelt University, United States of America
This paper examines how relationship conflict emerges through compilation (i.e., relationship pattern) via social network analysis consisting of exponential random graph modeling (ERGM). We examine how team-member personality (i.e., agreeableness, neuroticism, conscientiousness, and extraversion) predict relationship conflict emergence. Theoretical and practical implications, including methodological and statistical limitations are discussed.

How Does a Bad Apple Spoil the Bunch? The Effect of a Single Highly Difficult Team Member on the Development of Social Integration in New Work Teams
Andrew Knight, Patrizia Vecchi
Washington University in St. Louis, United States of America
We propose that a single highly difficult team member-a “bad apple”-can change the trajectory of how social integration develops over time in new teams. The results of a longitudinal survey-based study of 139 teams reveals the different path that new teams with a bad apple follow over time.

Frenemies in Teams: The Effect of Ambivalent Relationships on Team Trust, Emotions and Cooperation
Shimul Melwani¹, Naomi Rothman², Tracy Barbera¹
¹University of North Carolina; ²Lehigh University
Little research has explored the role of ambivalent, or simultaneously positive and negative, relationships in teams. In a single longitudinal study of student teams, we find that ambivalent relationship team density hurt team cooperation, and this association was mediated by team-level discomfort and trust.
How Conflict Type and Conflict Expression Intensity Influence Approaches to Conflict Management
Gergana Todorova\(^1\), Kenneth Goh\(^2\), Laurie Weingart\(^3\)
\(^1\)University of Miami, United States of America; \(^2\)Ivey Business School, Canada; \(^3\)Carnegie Mellon University, United States of America
We question prior assumptions that team members choose their conflict management approach independent of the type of conflict. In a field and experimental study, we hypothesize and demonstrate that conflict management approach mediates the conflict type – team performance relationship. Furthermore, we provide evidence for the mechanisms that explain these relationships.

### HACKmanATHON Work Session #2
8:30am - 9:45am, Maryland

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<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Location</th>
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<tr>
<td>9:45am-10:15am</td>
<td>Coffee Break</td>
<td>Conference Center &amp; Lindell Pre-Function Areas</td>
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### Symposium: A Deeper Dive into Team Leadership: An Examination Across Contexts
10:15am - 11:30am, Lindell A

A Deeper Dive into Team Leadership: An Examination Across Contexts
Claudia Hernandez\(^1,2\), Dana Verhoeven\(^4\), Denise Reyes\(^5\), Lorena Solis\(^3\), Christina Lacerenza\(^6\), Amanda Woods\(^5\), Eduardo Salas\(^5\), Shawn Burke\(^1,2\), Marissa Shuffler\(^4\), Jennifer Feitosa\(^3\)
\(^1\)University of Central Florida; \(^2\)Institute for Simulation and Training; \(^3\)City University of New York; \(^4\)Clemson University; \(^5\)Rice University

Leaders are instrumental to teams; however, much remains to be learned regarding what leaders can do to promote positive team outcomes. The symposium brings together four papers examining processes in which leaders engage, how they promote factors that enable team success, and discusses how leaders can be developed.

### Symposium: Creating Expert Teams: Advancing Science Team Dynamics through Research and Theory from the Study of Groups and Teams
10:15am - 11:30am, Lindell, B

Creating Expert Teams: Advancing Science Team Dynamics through Research and Theory from the Study of Groups and Teams
William S. Kramer\(^1\), Marissa L. Shuffler\(^1\), Stephen M. Fiore\(^2\), Olivia Newton\(^2\), Hayley M. Trainer\(^3\), Christina Agbonghae\(^3\), Cynthia K. Maupin\(^3\), Dorothy M. Carter\(^3\), Eric J. Neln\(^4\), Nicole Llewellyn\(^4\), Erin Moran\(^1\), Joshua D. Summers\(^1\)
\(^1\)Clemson University; \(^2\)University of Central Florida; \(^3\)University of Georgia; \(^4\)Emory University

Given the complexities that scientific research teams face, we must understand what factors can help improve their performance and reduce critical error possibilities. This symposium highlights current qualitative and quantitative research aimed at addressing this issue and offers an integration of presentations by a science of team science expert.
**FEATURED SESSION: 2016 J. Richard Hackman Dissertation Award**

**winner: Dr. Margaret Luciano**

10:15am - 11:30am, Lindell C

*Margaret Luciano* is an Assistant Professor in the Management Department at the W. P. Carey School of Business at Arizona State University. She earned a Ph.D. from the University of Connecticut in organizational behavior, and received both a B.A. (Psychology) and M.B.A. (Management) from Clark University. Luciano's dissertation focused on understanding and enhancing the quality of patient handoffs from surgery to recovery. This work won competitive international awards from the *Academy of Management*, the *Interdisciplinary Network for Groups Research*, the *Society of Human Resource Management Foundation*, and the *Society for Industrial/Organizational Psychology*. More generally, her research interests include intergroup dynamics, teams, and systems, with a particular interest in understanding the influence of social, structural, and temporal contexts in healthcare settings. Her work is a vivid example of the scientist/practitioner model, as she has partnered with external entities such as *Safer Healthcare*, the *Group for Organizational Effectiveness*, and the *Center for Creative Leadership* to conduct leading edge research with real-world implications and benefits. Her research has been published in leading peer-reviewed academic journals, including the *Academy of Management Journal*, *Journal of Applied Psychology*, and *Journal of Management*.

Session Chair: M. Scott Poole

**“Unpacking the Dynamics of Cross-Unit Coordination: A Multi-Level Quasi-Experimental Investigation of Patient Handoffs”**

Coordination is a temporally unfolding process of work integration enacted by *individuals in context*. Despite a well-established literature on coordination there has been very limited consideration of the individuals enacting the process. Accordingly, I draw from both micro- and macro-organizational literatures to advance and test a contextualized meso-theory concerning how coordination occurs at the interface between units and how to improve it. Specifically, I consider the influence of 1) ability (i.e., job competence) and non-ability (i.e., personality, efficacy) characteristics of individuals in different roles (i.e., sender and receiver); and 2) situational strength, on coordination, and in turn patient recovery. I use a mixed method, multi-level, interrupted time-series design in which situational strength is manipulated via a work process intervention. Observational data were collected on 382 patients and from the 27 individuals engaged in patient handoffs from the operating room to the post-anesthesia care unit, at a large hospital in the United States. Select comparative data were collected on all 2,357 patients transferred during the 16 week study period. Findings support the influence of individual differences varies by role and the level of situational strength. Furthermore, the intervention also improved coordination during the patient handoff, which in turn enhanced the trajectory of patient recovery.

**Creativity and Change**

10:15am – 11:30am, Lindell D

**The Effect of Problem Construction on Team Process and Creativity**

*Roni Reiter-Palmon*

University of Nebraska at Omaha, United States of America

This study investigates the cognitive process of problem construction and identification for creativity as well as its effect on team social processes. Using an experimental design, it was found that teams that engaged in problem construction and identification generated more original ideas, perceived less conflict and had higher satisfaction.

**Cross-Boundary Teaming for Innovation: Integrating Research on Teams and Knowledge in Organizations**

*Amy Edmondson¹, Jean-Francois Harvey²*

¹Harvard Business School, USA; ²HEC Montréal, Canada

Cross-boundary teaming is an increasingly popular strategy for innovation, but case studies reveal it to be challenging. Drawing from both research on teams and research on knowledge in organizations, this paper seeks to shed light on the complexity of cross-boundary teaming, while highlighting factors that may enhance its effectiveness.
Orchestrating Organizational Change in Fast Moving Environments: A Team-Based Process Model
Henrik Bresman, Quy Huy
INSEAD, Singapore
For firms facing fast moving environments and need to continuously change we propose a multi-level, multi-team model. It departs from the traditional treatment of the organization as a monolithic actor with strong requirements for collective synchrony for change alignment. Our theorizing draws on recent research advances in multi-team systems.

Expertise Diversity and Collaborative Creativity
Ryan Gertner, Belinda Williams, Lauren Coursey, Jared Kenworthy, Paul Paulus
University of Texas at Arlington, United States of America
We examined the impact of expertise diversity in groups related to sports on idea generation and the development of a new sport. Expertise diversity in groups influenced various outcomes in divergent ideation phase. Higher levels of positive affect related to a positive relationship between replies and the final sport novelty.

Group Process
10:15am – 11:30am, Lenox

Synchrony preference in teams: The benefits of having teammates who go with the flow
Pri Pradhan Shah¹, Sophie C Leroy², Stephen L Jones³, Yumei Wang¹,⁴
¹University of Minnesota, United States of America; ²University of Washington Bothell, United States of America; ³University of Wyoming, United States of America; ⁴Shanghai Jiaotong University, China
This paper investigates the influence of high synchrony preference team members on team processes. High synchrony preference individuals willingly adapt their work pace to synchronize flow among their teammates. Our results indicate that high synchrony team members facilitate team workload sharing and psychological safety.

Group Rituals Improve Social Coordination and Effort
Tami Kim¹, Ovul Sezer¹, Juliana Schroeder², Jane Risen³, Francesca Gino¹, Mike Norton¹
¹Harvard Business School; ²Haas School of Business, University of California, Berkeley; ³University of Chicago, Booth School
From sports teams chanting before games to sales teams high-fiving before calling potential clients, group rituals are prevalent in everyday life. But do such group rituals exert a causal impact on group performance? We demonstrate that rituals that are communal and meaningful improve social coordination and effort by increasing liking.

The propagation of accuracy in quantitative group judgment
Thomas Schultze¹,², Stefan Schulz-Hardt¹,²
¹Georg-August-Universität Göttingen, Germany; ²Leibniz Science Campus ‘Primate Cognition
In quantitative judgment tasks, groups can achieve synergy via G-I-transfer. We tested the beneficial effect of member exchange on G-I-transfer in a dyad experiment. G-I-transfer was stronger in dyads with changing membership than in dyads with stable membership. The stronger G-I-transfer allowed dyads with changing membership to outperform nominal dyads.

The Role of Existential Threat in Group Polarization
Kaylee Payne Kruzan, Poppy L. McLeod
Cornell University, United States of America
This work extends Terror Management Theory, which has focused on individual-level processes, to the interpersonal domain. In this extended abstract we develop novel hypotheses about the role of existential threat in group polarization, and describe an ongoing experiment testing these hypotheses.
Healthcare Teams
10:15am – 11:30am, Maryland

Tensions in surgical teams and their association with perceived quality of cooperation
Sandra Keller1, Franziska Tschan1, Norbert K. Semmer2, Eliane Holzer1, Simon Huber1, Jasmin Zimmermann1, Daniel Candinas3, Guido Beldi3
1University of Neuchâtel, Switzerland; 2University of Bern, Switzerland; 3University hospital of Bern, Switzerland
Tensions are frequent in surgical teams. Based on the observation of 340 tension episodes during 137 surgeries, we found that most tensions were triggered by goal-obstruction, and we investigated the relationship of observed tensions to collaboration quality reported by surgeons, anesthetists and theatre nurses immediately after the procedures.

Team Familiarity in the Operating Room: A Large-Scale Investigation of Theoretical and Practical Issues
Seth Kaplan1, Sarah Henrickson Parker2, Thomas Metzger3, Xue Lei1, Shawn Safford4, Shimaeh Fitzgibbons5, Ronex Muthukattil6
1George Mason University; 2Virginia Tech Carilion School of Medicine, Virginia Tech Carilion Research Institute; 3Virginia Tech University; 4Carilion Children’s Hospital, Virginia Tech Carilion School of Medicine; 5MedStar Georgetown University Hospital, Georgetown University School of Medicine; 6Carilion Clinic
This presentation will describe an interdisciplinary collaboration among surgeons, organizational researchers, a patient safety expert, and a methodologist to investigate the impact of team familiarity for surgical outcomes. Primary questions of interest, the methodological approach, and preliminary results will be shared. Lessons learned about interdisciplinary collaboration also will be provided.

Supporting situation awareness by a short intervention to foster information exchange during surgical procedures.
Franziska Tschan1, Sandra Keller1, Norbert K. Semmer2, Eliane Holzer1, Simon A Huber1, Jasmin Zimmermann1, Daniel Candinas3, Guido Beldi3
1University of Neuchâtel, Switzerland; 2University of Bern, Switzerland; 3University Hospital Bern, Switzerland
We tested the effect of a short briefing intervention fostering structured information exchange before critical moments during surgical procedures in a pre-post design over 19 months. Results show enhanced self-reported situation awareness of surgical team members, particularly of those with limited access to direct information in the 151 surgeries observed.

Reflection on the fly: An action oriented approach to team reflexivity in healthcare emergency teams
Jan B. Schmutz1, Zhike Lei2, Walter J. Eppich3, Tanja Manser4
1ETH Zurich, Switzerland; 2Pepperdine University, Malibu, USA; 3Northwestern University Feinberg School of Medicine, Chicago, USA; 4University Hospital Bonn, Institute for Patient Safety, Bonn, Germany
We provide an action-oriented framework conceptualizing team reflexivity as a team process that occurs in transition phases but also during action phases. We test a model of in-action team reflexivity, team size and performance using behavior observation of 70 medical teams responding to simulated in-hospital emergencies.

11:45pm-1:00pm Lunch (including conference and program reports) Starlight Ballroom

Symposium: Crossing Boundaries in Organizations: A Social Network Approach
1:15pm - 2:15pm, Lindell, A

Crossing Boundaries in Organizations: A Social Network Approach
Samantha Dubrow1, Cynthia K. Maupin2, Stephen Zaccaro1, Thomas W. Briggs1, Laura Fletcher1, Dorothy Carter2, Lorelei Crerar1
1George Mason University, United States of America; 2University of Georgia, United States of America
As employees engage in work tasks, they forge networked social connections with other employees within, as well as external to their own disciplines, teams, or organizations. This symposium advances research on organizational boundary spanning by considering the effects of networked patterns of boundary spanning relationships for multilevel organizational outcomes.

## Symposium: What Matters in Team Functioning: Considering the Context of Extreme Teams

**1:15pm - 2:15pm, Lindell, B**

**What Matters in Team Functioning: Considering the Context of Extreme Teams**

Nastassia Marie Savage¹, Miliana Jimenez², Shawn Burke³, Marissa Shuffler¹, Christopher Wiese⁴, Erin Moran¹, Shelby Richter¹, Dana Verhoeven¹, William Kramer¹, Kelly Prange⁵, Joseph Allen⁵, Roni Reiter-Palmon⁵, Elliot Barber⁵

¹Clemson University, United States of America; ²Army Research Institute; ³University of Central Florida; ⁴Purdue University; ⁵University of Nebraska at Omaha

Although there is a proliferation of research on what matters in teams, there is substantially less that considers how team functioning may be different in the extreme team contexts. This symposium focuses on leadership, burnout, and after-action reviews in these teams. A discussion with the audience will occur after presentations.

## Panel: Sharing Group Research with the Public

**1:15pm - 2:15pm, Lindell, C**

**Sharing Group Research with the Public**

Gwen Michelle Wittenbaum¹, Randall Peterson², Mary Waller³, Stephen M. Fiore⁴

¹Michigan State University; ²London Business School; ³York University; ⁴University of Central Florida

In Keyton (2016), 37 group scholars from the Editorial Board of Small Group Research offered their suggestions for the future of group research. Only four of these scholars mentioned sharing group research results with public stakeholders as a future direction. This panel discussion will address how we may do so.

## Team Diversity

**1:15pm – 2:30 pm, Lindell, D**

**Language Diversity and Team Knowledge Processes**

Mary Elizabeth Zellmer-Bruhn¹, Mary M Maloney²

¹University of Minnesota, United States of America; ²University of St Thomas, United States of America

Two studies examine language diversity and knowledge processing. Results show that language diversity is negatively related to team transactive memory, and that team member fluency in the team’s common language is related to perceived competence knowledge seeking by other team members.

**Exploring the Puzzle of Functional Homophily in Venture Founding Team Formation**

Steven Gray

Washington University in St. Louis

Despite the benefits of functionally diverse founding teams, entrepreneurs tend to assemble functionally homogenous teams. Using survey and sociometric badge data from an incubator program, I found that entrepreneurs interact with a wide range of potential cofounders, but potential cofounders prefer to join the team of a functionally similar entrepreneur.
Individualism that Excites and Solidifies Diverse Teams: Individualism-Collectivism, Energetic Affective Tone, and the Emergence of Cohesion in Task Teams

Na Yoon Kim
Cornell University, United States of America

The current experimental research predicts that individualism generates greater cohesion in diverse teams than does collectivism, whereas collectivism generates greater cohesion in homogeneous teams than does individualism. Results showed that individualistic self-construal generates greater energetic feeling in diverse teams than does collectivistic self-construal, which in turn promotes cohesion.

Leading Diverse Teams: The effect of diversity faultlines on leadership density and decentralization

Gouri Mohan
IESE Business School, Spain

Social categorization and interpersonal perceptions based on demographic faultlines can have an important influence on emergence of leadership structures. Using data from 108 self-managed, multicultural teams I find that age-gender-nationality faultlines have a negative effect on leadership density but a positive effect on leadership decentralization.

Team Dynamics
1:15pm – 2:30pm, Lenox

Collective Wisdom in the Detection of Moral Character: The Hidden Information Distribution and Evaluation (HIDE) Model

Yeonjeong Kim¹, Taya Cohen¹, A.T. Panter²
¹Carnegie Mellon University; ²University of North Carolina at Chapel Hill

This study investigates whether moral character evaluations from interview questions, aggregated across a small group of naïve judges, can be used to accurately identify individuals likely to engage in unethical behaviors. We found that six judges were enough to reliably estimate targets’ moral character and predict their unethical behaviors.

Collective Intelligence in Financial Sales Units: A Qualitative Exploration

Matthew Angelo Diabes, Anna Theresa Mayo, Anita Williams Woolley
Carnegie Mellon University, United States of America

Using interviews and observations at a financial institution, we find high collective intelligence sales units exhibit communication patterns and moderate interpersonal closeness that facilitate the development and use of a TMS and attention to external performance expectations. This, in turn, facilitates the effective use of resources that characterize smart teams.

Predicting Differential and Curvilinear Development of Four Dimensions of Trust in Teams

Keaton Allen Fletcher¹, Sarah Elizabeth Frick¹, P. Scott Ramsay¹, Samantha Garrett¹, Wendy L. Bedwell¹, James K. Summers²
¹University of South Florida, United States of America; ²Iowa State University College of Business, United States of America

This paper explores the pluralistic nature of trust within teams by examining a novel, unified model of trust, its antecedents, and development over time. Results suggest that trust and distrust are distinct constructs, and within each, there exists a significant difference between beliefs regarding ability and intent.

Examining the Effects of the Prospect of Future Relationship and Interaction Frequency on Team Members’ Responses to Low Contributors in Teams: An Attribution Model

Yi-Ching (Angel) Liu
National Taiwan University, Taiwan

An experiment was conducted to examine the effect of anticipation for future interaction and interaction frequency on teammates’ attributions and behavioral responses. Results showed the indirect effect of attributions on behavioral responses through affects was stronger for people with no anticipation for future interaction than for people with high anticipation.
Leader Personality and Behavior
1:15 pm – 2:30 pm, Maryland

**Being a Giver Matters: When Warmth and Assertiveness Become a Lever for Leadership Emergence**
Jia (Jasmine) Hu¹, Kaileng Jiang¹, Zhen Zhang², Wansi Chen³
¹Ohio State University, United States of America; ²Arizona State University, United States of America; ³East China University of Science and Technology, China

Using self-managing data from the field (N = 82 teams) and university classrooms (N = 72 teams), we found that two facets of extraversion – warmth and assertiveness can be beneficial or detrimental for leadership emergence through affecting one’s friendship and advice networks, depending on the person’s prosocial motivation.

**Informal leadership transitions in teams – The role of perceived change in competence and interpersonal behavior**
Alexandra {Sasha} Cook¹, Bertolt Meyer¹, Christine Gockel²
¹Chemnitz University of Technology, Germany; ²SRH Hochschule Berlin

To analyze the individual and dyadic-level factors influencing informal leadership stability and change in teams, 37 student research teams were confronted with a new team task. Both the perception of change in the team’s competence hierarchy and face-to-face contact moderated the effect of previously existing leadership perceptions.

**Too much, too little, or just right... it doesn't matter as long as we agree: How team member consensus of a leader’s behavior and effectiveness influences team functioning**
Brittany C. Solomon¹, Robert B. Kaiser², Ryne A. Sherman³, Stephen E. Humphrey⁴
¹Mendoza College of Business, University of Notre Dame; ²Kaiser Leadership Solutions; ³Florida Atlantic University; ⁴Smeal College of Business, Pennsylvania State University

We take a novel approach to studying the effect of leadership on a team by focusing on a team’s shared reality with regard to its leader. We explore consensus (agreement across multiple raters) to understand how collective cognition—teammates’ (un)shared perceptions of leadership behaviors and effectiveness—relates to team outcomes.

**Effects of Leader Intuition on Group Performance: The Role of Information Load and Introversion**
Dustin J. Sleesman¹, John R. Hollenbeck², Robert B. Davison³, Brent A. Scott²
¹University of Delaware, United States of America; ²Michigan State University, United States of America; ³University of Kansas, United States of America

To investigate the effects of leader intuition on group performance, we conducted a field study of 222 multiteam systems, finding that group performance was enhanced to the extent that leaders with an intuitive cognitive style were in high information load roles and introverted – and coordination effectiveness mediated these relationships.

**Symposium: The Application of Group Meeting Science in Organizations**
2:45pm - 4:00pm, Lindell, A

The Application of Group Meeting Science in Organizations
Joseph Allen¹, Nale Lehman-Willenbrock², Nicole Landowski³, Ryan Royston¹, Ming Ming Chiu⁴, Lynn Harland¹, Katherine Henebry⁴, Lorenzo Lucianetti⁴, Annika Meinecke⁴, Roni Reiter-Palmon¹, Sophie Jiajin Tong⁴, James Righter⁴, Douglas Chickarello⁵, William Kramer⁷, Joshua Summers⁷, Marissa Shuffler⁷
¹University of Nebraska at Omaha, United States of America; ²Vrije Universiteit Amsterdam; ³Purdue University; ⁴University of Chieti and Pescara; ⁵TU Braunschweig; ⁶Peking University; ⁷Clemson University

Group meetings occur in almost incessantly organizations, and the science of meetings struggles to keep up. Following a discussion of the complexity of a specific meeting type, three applied studies will be presented showing meeting communication matters, disagreement is an inherent component of meetings, and lateness to meetings is universal.
Emergent States and Teamwork Behavior as Predictors of Routine and Adaptive Performance
Glenn E. Littlepage, Megan Wertheimer
Middle Tennessee State University, United States of America
A study of simulated airline operations found positive relations among transactive memory, teamwork, and measures of team performance. Teamwork mediated some relations between transactive memory and team performance. Performance under routine and non-routine conditions were uncorrelated. Performance was more consistently related to transactive memory and teamwork under non-routine conditions.

Ego Depletion in Group Decision Making
Clemens Hutzinger¹, Mauro Giacomantonio²
¹University of Innsbruck, School of Management, Austria; ²University of Rome Sapienza, Social and Developmental Psychology Department, Italy
Ego depletion, the phenomenon that self-control impairs subsequent acts of self-control, negatively affects individual decisions. This experiment tests ego depletion in group decision making. While depleted groups and non-depleted groups do not differ in actual decision quality, only non-depleted groups are able to reliably assess their decision quality.

Team adaptation and team improvisation together fostering team performance: The role of shared temporal cognitions and team learning behaviors
António da Cunha Meneses Martins Abrantes¹, Ana Margarida Passos¹, Miguel Pina Cunha², Catarina Marques Santos¹
¹ISCTE Instituto Universitário de Lisboa, Portugal; ²Nova School of Business and Economics, Universidade Nova de Lisboa
This study tests a team adaptation/improvisation framework comprising three processes – team improvised adaptation, team preemptive adaptation, and team purposive improvisation. We also investigate the relationships between these constructs and shared temporal cognitions, team learning behaviors, and team performance.

Team Integrative Capacity and Innovation in Multidisciplinary Teams
Maritza Salazar¹, Theresa Lant²
¹Paul Merage School of Business, University of California, Irvine, United States of America; ²Lubin School of Business, Pace University
This paper explores the role of a team's integrative capacity, a core competence necessary for interdisciplinary teams to combine their knowledge and perform successfully. Drawing on data from five field studies, this paper will illustrate how integrative capacity is measured and can be enhanced to foster team performance.

Panel: When to Hold ‘em, When to Fold ‘em, and When to Go Your Own Way: The Tradeoffs of Working with “Real” Teams
2:45pm - 4:00pm, Lindell, C

When to Hold ‘em, When to Fold ‘em, and When to Go Your Own Way: The Tradeoffs of Working With “Real” Teams
Marissa Shuffler¹, Matthew Cronin², Miliani Jimenez³, Sallie Weaver⁴, M. Scott Poole⁵, Eduardo Salas⁶, Stephen Zaccaro²
¹Clemson University; ²George Mason University; ³U.S. Army Research Institute; ⁴National Cancer Institute; ⁵University of Illinois; ⁶Rice University
Working with “real” organizational teams challenges us to balance good research practices with organizational contingencies, often resulting in novel and meaningful findings that may be difficult to publish. This panel will advance interdisciplinary discussion and define actions for addressing tradeoffs via an action-oriented dialogue among practitioners, researchers, and audience members.
Communication in Teams

2:45pm - 4:00pm, Lindell, D

Informal work communication across groups: The role of overlapping walking paths in the office
Jonathon Cummings, David Hall, Ramon Lecuona
Duke University, United States of America
Results from a 7-month field study suggest that members of different groups with more overlap in their walking paths to visit their respective bosses are more likely to have informal work communication. We discuss the tradeoffs of where group members (and their boss) should sit in the office.

Epistemic Anchoring Processes: The Impact of Sensemaking Communication on Team Processes and Outcomes
Marshall Scott Poole1, Proulx Jeff1, Dinh Ly1, Chengyu Fang1, Luisa Ruge-Jones1, Andy Pilny2, Alex Yahja1, Melissa Dobosh3
1University of Illinois Urbana-Champaign, United States of America; 2University of Kentucky; 3University of Northern Iowa
A key problem faced by action teams is coping with uncertainty about their tasks and environment. This experiment focused on communication processes for managing uncertainty, how they are affected by communication network configuration, and how in turn this affects team performance and members' perceptions of team process effectiveness.

Communication between faultline-based subgroups and its longitudinal impact on team performance
Julia Straube1, Lisa Handke1, Kurt Schneider2, Simone Kauffeld1
1TU Braunschweig, Germany; 2Leibniz Universität Hannover, Germany
Faultlines often hinder intrateam information exchange. We adopt a novel approach to capture communication between faultline-based subgroups by employing methods from social network analysis. In a cross-lagged panel design, we examine how faultlines impact actual communication between subgroups and how between-subgroup communication mediates the faultline-performance link throughout an entire project.

Cues for cohesion: Member communication from a team cognition perspective
Colin D. McLaren, Kevin S. Spink
University of Saskatchewan, Canada
Using team cognition as a framework, two studies examined communication as a cue for task cohesion. Results from cross-sectional and experimental designs revealed that greater communication and coordination processes in sport teams were associated with greater task cohesion. Greater communication and coordination lead to greater team performance in Study 2.

Culture and Global Groups

2:45pm - 4:00pm, Lenox

Cultural Brokerage and Learning in Multicultural Teams
Sujin Jang
INSEAD, France
Across two studies, I examine how cultural brokerage within multicultural teams shapes individual learning. I find that learning is enhanced as a result of working through, but not working around, cultural differences.

The Role of Communication Behaviors and Social Media in Overcoming Subgroup Challenges in Global Teams
Maggie Boyraz1, Jennifer Gibbs2
1California State Polytechnic University, Pomona; 2University of California, Santa Barbara
Research reveals that subgroups are natural in most teams. This field study conducted in a global technology organization contributes to theory and practice of globally distributed teams as it takes a dynamic view of subgroups and has practical implications for global teams trying to overcome challenges related to subgroups.
Reading between the Lines: High-/Low-Context Cultures in Virtual Teams
William S. Kramer, Marissa L. Shuffler
Clemson University
Despite increasing reliance on global, virtual teams, there is a gap in research examining the interaction of virtuality and culture. This study aims to empirically address this gap by examining virtual tool preferences for individuals in both high- and low-context cultures and impact on outcomes such as conflict and faultlines.

Culture and Social Hierarchy: Cultural Differences in the Power-Status Relationship
Christopher To¹, Lisa Leslie¹, Carlos Torelli², Jennifer Stoner³
¹New York University; ²University of Illinois - Urbana Champaign; ³University of North Dakota
Integrating social hierarchy and cross-cultural psychology, we examine how the relationship between perceived status and power varies across cultural orientations. We find that power leads to perceived status (but not vice versa) in vertical collectivistic cultures, whereas status leads to perceived power (but not vice versa) in horizontal collectivistic cultures.

HACKmanATHON Work Session #3
2:45pm- 4:00pm Maryland

4:15pm-5:15pm McGrath Lecture – Dr. Sara Kiesler, 2016 McGrath Award Winner Khorassan Ballroom
Dr. Sara Kiesler
2016 Joseph E. McGrath Lifetime Achievement Award Recipient

presents

“A Past and Future of Groups Research”

4:15pm – 5:15pm, Khorassan Ballroom

Sara Kiesler is the Hillman Professor of Computer Science and Human Computer Interaction in the Human-Computer Interaction Institute at Carnegie Mellon University. Her research interests lie in the intersection of social psychology, communication, and technology. Her research, in collaboration with Lee Sproull, Robert E. Kraut and numerous other colleagues and students, has shown how computer networking changed group dynamics and social interaction, as well as psychological consequences of Internet use. Her more than 100 funded grants have supported studies of collaboration and virtual organization in science, of collaborative analysis online, of the cognitive and social aspects of human-robot and digital agent interaction, and of how people perceive and try to protect their privacy online. Sara was elected to the CHI Academy in 2002, and was awarded the CHI Lifetime Achievement Award in 2009. She received the Allan Newell Award for Research Excellence in 2013, and the International Communication Association Williams Prize in 2015. She is a past board member of the Computer Science and Telecommunications Board of the National Academy of Sciences, founding editor of the Journal of Human Robot Interaction, a fellow of the American Psychological Association, a founding member of the American Psychological Society, and an elected fellow of the Association for Computing Machinery. She also is a director of the nonprofit research company, American Institutes for Research. She currently is a program manager at the National Science Foundation in the Social, Behavioral, and Economic Sciences Directorate, where she manages cross-directorate programs with computer science and engineering.
The conference event on Friday evening will feature Circus Harmony—a St. Louis non-profit organization that uses circus arts to motivate social change. Circus Harmony brings together young people from diverse backgrounds and uses the techniques of circus education to bridge across social divides by teaching trust, cooperation, and communication.

Fresh from their engagement at this summer’s Smithsonian Folklife Festival in Washington DC, members of Circus Harmony’s elite troupe—the St. Louis Arches—will showcase the organization’s work through a dynamic performance. Following the performance, Circus Harmony leaders and troupe members will share thoughts on bridging social divides, developing trust, and building highly coordinated groups.
Symposium: Coming Together: Synchrony, Convergence, and Proximity in Interaction
8:30am - 9:45am, Lindell A

Coming Together: Synchrony, Convergence, and Proximity in Interaction
Susannah B. F. Paletz¹, Prema Chikersal², Rosalind M. Chow², Laura Dabbish², Young Ji Kim³, Andrew P. Knight⁴, Diane Litman⁵, Anna Mayo², Zahra Rahimi⁵, Christoph Riedl⁶, Maria Tomprou², Anita Williams Woolley²
¹University of Maryland, College Park; ²Carnegie Mellon University; ³Massachusetts Institute of Technology; ⁴Washington University in St. Louis; ⁵University of Pittsburgh; ⁶Northeastern University

Researchers across different disciplines study how individuals in groups match their communication, non-verbal behavior, and physiological responses. This symposium showcases different approaches to studying how people match in groups. Implications for team social outcomes, team composition, group activities over the life of a team, and collective intelligence are discussed.

Symposium: Team Science and Aviation Science: A Model of Team and Multiteam Processes in Aviation
8:30am - 9:45am, Lindell, B

Team Science and Aviation Science: A Model of Team and Multiteam Processes in Aviation
Glenn E. Littlepage, Michael B. Hein, Andrea M. Georgiou, Richard G. Moffett III
Middle Tennessee State University, United States of America

Within aviation, teams are used extensively to accomplish many different functions. We present a model of team and multiteam processes in aviation and summarize relevant research. The model builds upon teamwork theories by Marks, Mathieu, & Zaccaro (2001) and Salas, Sims, & Burke (2005), as well as naturalistic decision theory.

Panel: Identifying the KSAOs for Effective Teamwork in Multiteam Systems: Enhancing Effectiveness in Cancer Care Delivery Teams
8:30am - 9:45am, Lindell, C

Identifying the KSAOs for Effective Teamwork in Multiteam Systems: Enhancing Effectiveness in Cancer Care Delivery Teams
Veronica Yvette Chollette¹, Sallie J Weaver¹, Margaret Luciano², John Mathieu³, Ashley Nilner⁴, Eduardo Salas⁵, Marissa Shuffler-Porter⁴
¹National Cancer Institute, United States of America; ²Arizona State University; ³University of Connecticut; ⁴Northwestern University; ⁵Rice University; ⁶Clemson University

Limited MTS research to date examines the competencies required to team well in such complex organizational systems. Do cancer providers and others working in complex systems need more than traditional teamwork competencies? Panelists will debate theory and research to examine the competencies underlying effective teamwork in complex constellations of teams.
Effectiveness in meetings. Groups dealing with ambidexterity dilemma
Annika Engström
School of Engineering, Jonkoping University, Sweden

The ambidexterity dilemma, exploitation/exploration, in organizations causes groups trouble in dealing with their tasks during work meetings. The study concludes that the two logics need to be separated in time and space conducted with various communicative actions, to become whole and integrated in the minds of individuals and groups.

Time is Money or Better Late Than Never? A Cross-Cultural Comparison of Meeting Lateness
Nicole Landowski¹, Bianca Wagner¹, Joseph Allen¹, Nale Lehmann-Willenbrock², Steven Rogelberg³, Lorenzo Lucianetti⁴, Hector Madrid⁵, Annika Meinecke⁶, Sophie Jiajin Tong⁷, Erin Nyquist¹, Emanuel Schreiner¹
¹University of Nebraska at Omaha, United States of America; ²Vrije Universiteit Amsterdam, Netherlands; ³University of North Carolina at Charlotte, United States of America; ⁴University of Chieti and Pescara, Italy; ⁵Pontificia Universidad Católica de Chile, Chile; ⁶Technische Universität Braunschweig, Germany; ⁷Peking University, China

Despite the relatively common occurrence of reported meeting lateness (i.e., 20%-40%), little is known about how lateness looks like in different cultures. This study investigates the similarities and differences in understandings of what it means for a meeting to be ‘late’ in the USA, Italy, China, Germany, Netherlands, and Chile.

Affective-behavioral dynamics in teams: A mediation model of shared affect, counterproductive behavior, and meeting outcomes
Florian Erik Klonek¹, Lisa Handke²
¹University of Western Australia, Australia; ²Technische Universität Braunschweig, Germany

This study investigated the mediating role of dysfunctional behaviors between group affective tone and meeting outcomes. Employees rated their affects before and after participating in 24 video-recorded meetings. Affective-behavioral data was tested using multi-level analyses. Results indicate that negative affects before and after meetings are mediated via counterproductive meeting behaviors.

Leadership in meetings: Leader styles and gender
Joseph E Mroz, Michael Yoerger, Joseph A. Allen
University of Nebraska at Omaha, United States of America

Using a sample of working adults, we demonstrated that attendees who perceived their leader as participative viewed the leader as more warm, competent, and satisfying than meeting attendees who had a directive leader. In Study 2, we confirmed the earlier findings and found that participant gender interacted with leader style.

Impact of Differential Goal Understanding and Incentives on Group Performance and Viability in Transactive Memory System Tasks
Krithiga Sankaran, Bryan Bonner
University of Utah, United States of America

A laboratory study is proposed to understand the effect of differential goal understanding and incentives on group performance and viability. Unbalanced incentives are hypothesized to worsen the negative impact of divergent group goal understanding on team performance and viability.

A Configural Theory of Transactive Memory System
Semin Park, Yuntao Dong, John Mathieu
University of Connecticut, United States of America

Acknowledging three issues in transactive memory system literature, we develop a theoretical framework that elaborates the competency configuration in teams. This framework enables to explicate the dynamic relationships among knowledge distribution, coordination, and team outcomes, offering implications on best utilizing human capital for effective team functioning and optimal team staffing.
Team Cognitive Diversity and Transactive Memory Systems: The Mediating Role of Emergent Diversity
Ishani Aggarwal¹, Jinlong Huo¹, Nufer Ates²,³, Evgenia Dolgova⁴
¹Brazilian School of Public and Business Administration, Brazil; ²Bilkent University, Turkey; ³Tilburg University, Netherlands; ⁴Erasmus University, Netherlands
This longitudinal study investigates how team cognitive style diversity in interaction with diversity beliefs leads to team emergent diversity, and subsequently through transactive memory systems (TMS) affects team performance in 92 teams. We also find that team commitment moderates the impact of team emergent diversity on TMS.

Using and Abusing Metaknowledge: Motivated Information Processing and Transactive Memory System Centralization
Julija Mell, Zoe Ziani-Franclet
ESSEC Business School, France
Research on transactive memory system (TMS) has shown that the distribution of metaknowledge (i.e., the "knowledge of who knows what") within a team can affect its performance. Using a laboratory experiment, we show that epistemic motivation and social motivation moderate the link between TMS structure and team performance.

Coordination and Knowledge Management
8:30am – 9:45am, Maryland
To Specialize or Not to Specialize: Multiple Team Membership and Performance in Technology-Assisted Teams.
Pranav Gupta, Anita Williams Woolley
Carnegie Mellon University, United States of America
We study the effects of variety in membership in teams experiencing multiple-team membership (MTM). We find that low MTM variety (working with the same set of core members) leads to better performance. In teams with high MTM variety, a strong TMS and member skill specialization offset the drawbacks.

A Further Examination of Functional Role Behavior: Replicating and Extending Mudrack and Farrell (1994, 1995)
Adam Charles Morgan
University of Technology Sydney, Australia
This study replicates and extends the work of Mudrack and Farrell (1994, 1995), who empirically investigated Benne and Sheats’s (1948) functional role typology. The three-category structure of the typology was replicated. Relations existing between group members’ peer-assessed functional role behaviors and their self-reported social skills were also explored.

Intergroup Effectiveness within a Team-based Organization: the role of Intergroup Strategic Consensus and Coordination Mechanisms
Jeanine Pieternel Porck¹, Daan van Knippenberg²
¹Oklahoma State University, United States of America; ²Rotterdam School of Management, the Netherlands
This paper analyzes how intergroup contact, elaboration and boundary spanning are associated with intergroup effectiveness, and how intergroup strategic consensus moderates the association between these coordination mechanisms and intergroup effectiveness. Results from 192 dyadic relationships between 52 interdependent teams, offer an understanding of and possible mechanisms to develop intergroup effectiveness.

Antecedents of Shared Leadership: The Role of Dependencies in Knowledge-Intensive Work
Emma S. Nordback¹, Mark A. Clark², J. Alberto Espinosa²
¹Aalto University School of Science, Finland; ²American University, Kogod School of Business
While shared team leadership has been found to be important for knowledge work, we know little about its antecedents. This study examines how dependencies related to team tasks and member expertise, as well as familiarity among team members, create conditions for shared leadership in knowledge intensive work teams.

9:45am-10:15am Coffee Break Conference Center & Lindell Pre-Function Areas
Symposium: Collective Cognition and Communication
10:15am - 11:30am, Lindell A

Jonathan Kush1, Andrea Hollingshead2, Bei Yan2, Kristen S. Alexander2, Ignacio Cruz2, Sonia Jawald Shaikh2, Erin Fahrenkopf3, Brandy Aven3, Linda Argote3, Kyle Lewis4, Mark A. Bayer5, Patrick Figge6, Megan Reed4, Anita Woolley3
1University of Massachusetts-Dartmouth, United States of America; 2Annenberg School for Communication and Journalism, University of Southern California; 3Tepper School of Business, Carnegie Mellon University; 4University of California Santa Barbara; 5Eastern Illinois University School of Business; 6University of Passau

These four papers will discuss the state-of-the-art in theory and measurement of several forms of collective cognition and communication’s relationship to them. Collective cognition is a growing area of research in a variety of fields. These papers provide tools that anticipate new contexts within which to explore collective cognition.

Shared and Emergent Leadership
10:15am – 11:30am, Lindell B

How ‘who knows what’ becomes ‘we/I can do it’ in nascent entrepreneurial teams: The mediating role of shared leadership
Emanuel Schreiner1, Kristin Knipfer2, Ellen Schmid2
1University of Nebraska at Omaha, United States of America; 2Technical University of Munich

Entrepreneurial teams in the pre-founding phase encounter challenges distinct from later entrepreneurial phases or organizational teams. Our study focuses on this neglected context and examines the mechanism by which transactive memory systems as cognitive emergent states relate to team potency and members’ entrepreneurial self-efficacy using shared leadership as mediator.

Exploring Member Propensity to Engage in Shared Leadership across Global Boundaries and the Impact on Satisfaction
Emma Nordback1, Erika Small2
1Aalto University School of Science, Finland; 2E. Craig Wall Sr. College of Business Administration

Through an interview study of 63 globally distributed workers, we found that team members from both low and high power distance cultures engaged in shared leadership, and reported increased satisfaction, which contradicts previous research. Shared leadership was facilitated by an inclusive leadership climate created by leaders, members and structural supports.

Consensus among group members’ shared leadership ratings polarizes group performance.
Tomohiro Ioku, Naoki Kugihara, Tsukasa Teraguchi
Osaka University, Japan

We examined whether consensus among group members’ shared leadership ratings polarizes group performance. From data from 39 groups, results revealed the interactive effects of shared leadership and share leadership consensus were found to have a negative effect on group performance and indicated shared leadership consensus polarizes group performance.

Soft Skills Training Can Work: A Collaborative Training Program for Leadership Development
Kevin Stuart Mitchell, Lynn Harland, Roni Reiter-Palmon, Ginamarie Ligon, Douglas Derrick, Stephanie Sands, David Kocsis, Abdulrahman Alothaim
University of Nebraska at Omaha, United States of America

A nine-month, e-training program was developed for emerging leaders in a Midwestern state. The training program focused on soft skills (e.g., feedback delivery) embedded in case-based scenarios. The participants collaboratively worked on skill building assignments, and the participants showed significant increases in their meeting effectiveness and feedback delivery skills.
Multi-Team Systems
10:15am – 11:30am, Lindell C

Identity Asymmetries: An Experimental Investigation of Social Identity and Information Exchange in Multiteam Systems
Julija N. Mell1, Leslie A. DeChurch2, Noshir S. Contractor2, Roger Th. A. J. Leenders3
1ESSEC Business School, France; 2Northwestern University, USA; 3Tilburg University, The Netherlands

We experimentally investigate the role of social identity in MTSs, manipulating the focus of identification (team / MTS) in a sample of 84 teams working in 21 MTSs (N = 420 individuals). We find that the specific combination of identity foci of seeker and source affects information sharing and collaboration effectiveness.

Conceptualizing Multilevel Transactive Memory Systems via Multiteam Collaborations
Joy Olabisi1, Kyle Lewis2
1Rochester Institute of Technology, United States of America; 2University of California, Santa Barbara, United States of America

Multiteam systems (teams of teams) are frequently used to address large-scale, complex problems. However, synchronizing activities and managing knowledge flows and work products across different component teams present challenges for these collectives. We argue that the transactive memory system concept can illuminate how team and collective performance can be optimized.

Multiteam Systems Go To Space: Coordination in Long-Duration Spaceflight Missions
Michelle Leigh Flynn, Nastassia Savage, Marissa L. Shuffler, William S. Kramer, Dana C. Verhoeven, Pamela Farago
Clemson University, United States of America

Multiteam systems (MTSs) are defined as systems of teams working together in an interdependent manner in order to achieve overarching, shared goals; for spaceflight, multiple MTSs may exist during a single mission. We interviewed relevant personnel to identify the critical functional and dysfunctional behaviors that influence spaceflight MTSs.

Team Performance
10:15am – 11:30am, Lindell D

Adapting to Team Based Disruptions in Soccer: The Effect of Disruptions on Coordination and Team Effectiveness Over Time
Surabhi Pasarakonda1, Jan B. Schmutz1, Pedro J. Ramos-Villagrassa2, Gudela Grote1
1ETH Zurich, Switzerland; 2University of Zaragoza, Spain

Action teams operate in dynamic environments in which the ability to adapt their coordination to disruptions is crucial. By considering teams as complex adaptive systems we address dynamical processes and temporal issues. This study investigates the effect of disruptions on coordination and team effectiveness in soccer teams.

A conceptual model for teamwork effectiveness in Antarctica science teams
Pedro Marques-Quinteiro1, Jan Schmutz2, Mirko Antino3, Walter Eppich4
1William James Center for Research, ISPA- Instituto universitário, Lisboa, Portugal; 2Department of Management, Technology and Economics, ETH Zurich, Switzerland; 3Business Research Unit (BRU-IUL), Instituto Universitário de Lisboa (ISCTE-IUL), Lisboa, Portugal; 4Northwestern University Feinberg School of Medicine, Chicago, USA

This study explores the impact of mission environment in extreme environments in science teams during Antarctica summer campaigns. Through a multi-method, qualitative approach, preliminary data suggest that habitability (e.g., comfort; ease of communication with family), team processes (e.g., planning; conflict management), and emergent states (e.g., cohesion) support mission success.

Theorizing about enhancing the effectiveness of project teams
Ozias A. Moore1, Bradford Bell2
1Lehigh University, United States of America; 2Cornell University, United States of America

The team classification literature has failed to identify the characteristics unique to project teams and their context. Additionally, the nature of project teams has changed since they were first conceptualized. This study presents a
theoretical framework to advance research by identifying the underlying characteristics that influence project team effectiveness.

**Group Performance: A 10-year Bibliometric Review of Conceptualizations and Assessment**

Natalie J. Allen¹, David J. Stanley², Kyle Cameron¹, Julia McMenamin¹, Natasha Ouslis¹, Helen Lee¹, Hayden Woodley¹

¹Western University; ²University of Guelph

Although “group-level performance” is examined in hundreds of studies, few attempts have been made to critically examine the construct’s various conceptualizations, measures, and the apparent correspondence between them. To contribute to such an examination, we undertook a “stock-taking” bibliometric review of relevant empirical research published over a 10 year period.

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**Research Methods**

10:15am – 11:30am, Lenox

**The External Validity of Team-Related Laboratory Studies: It’s Closer to Truth than Triviality, but…**

Adam Charles Morgan

University of Technology Sydney, Australia

This study explores the external validity of team related laboratory studies using Anderson, Lindsay and Bushman's (1999) empirical approach. This involved correlating comparable lab and field effect sizes sourced from published meta-analytic studies related to teams. Strong lab-field effect size correspondence was found ($r = 0.54$).

**Seeing Where You Stand: From Performance Feedback to Performance Transparency Within Workgroups**

Ethan Bernstein¹, Shelley Xin Li²

¹Harvard Business School; ²University of Southern California, Marshall School of Business

Advanced technology is enabling organizations to continuously track employee activities, reporting transparent performance data that increasingly replace traditional manager-led performance feedback reviews. Using a field experiment at a large service organization, we examine the effect of replacing performance feedback reviews with system-generated transparent performance data on employees’ productivity within workgroups.

**Group Social Cohesion Emerges from Affective Dyadic Exchanges: A Dynamic Agent-Based Model**

Mai P. Trinh¹, Corinne A. Coen²

¹Arizona State University, United States of America; ²Case Western Reserve University, United States of America

Building on Lawler's affective theory of relational cohesion, we propose that social cohesion is an emergent consequence of affective dyadic exchanges among group members. We use agent-based modeling to demonstrate how social cohesion might change because of interpersonal exchanges over time and offer testable propositions arising from our findings.

**Expectation and Coordination in Small Groups: A Simulation-Based Approach**

Antonio Diego Sirianni

Cornell University, United States of America

Performance expectations allegedly lead to hierarchical social structure, and hierarchical structures allegedly solve coordination problems. Whether or not performance expectations directly lead to better coordination is addressed with agent-based simulations of small group processes. It is found that expectations improve the quantity of coordinated activity, but not necessarily their quality.
Virtual Teams and Technology

10:15am – 11:30am, Maryland

Global virtual team - A source of and a remedy for stress
Niina Nurmi, Johanna Koroma, Marianne Leinikka, Satu Pakarinen
1Aalto University, Finland; 2Finnish Institute of Occupational Health

This paper extends work design theory by identifying the unique job stressors of global virtual teamwork. Our field observations and physiological stress measurements reveal that technology and common company language, previously touted as the critical enablers of global virtual teamwork, create stress for managers and, conversely, disengage team members.

Knowledge Sharing in Online Groups: The Impact of Network Informed Associations on Online Group Discussions
Jacqueline Ng, Leslie DeChurch, Noshir Contractor
Northwestern University, United States of America

Knowledge sharing is a critical resource in organizations, but the experience of sharing knowledge over text-based, asynchronous technologies can hinder this process. An experiment on two online groups finds that the ability to articulate and make visible social network associations facilitates greater direct reciprocity and group cohesion during knowledge sharing.

Robot Chameleons and Small Group Decision Making: The Case of Conformity
Solace Shen, Hamish Tennent, Malte Jung
Cornell University, United States of America

This paper proposes a conceptual model of the effects of robot assistants on small group decision making, through their task supporting functions on a conscious level, and their socioemotional supporting functions on a nonconscious level. Potential hidden effects of robots' nonverbal behaviors on conformity in group decision making are explored.

Predicting the quality of team-performance in emergency situations by the quality of team-performance during standardized operational procedures: a simulator-based study in critical care
Franziska Tschan, Norbert K. Semmer, Maria Vetterli, Stephan Christoph Marsch
1Institute of Work and Organizational Psychology, University of Neuchâtel, Switzerland; 2Department of Work and Organizational Psychology, University of Bern, Switzerland; 3University of Basel Hospital, Switzerland

The quality of team performance during a standardized operational procedure and a subsequent medical emergency was compared in 30 medical teams. Performance in standardized procedures carried no predictive value for performance in emergencies. Task-related aspects appear to be dominant over generic team skills in predicting the quality of handling emergencies.

11:45am–1:00pm Lunch (including award announcements) Starlight Ballroom

1:15pm–2:30 pm Plenary: HACKmanATHON Team Presentations and Awards Lindell, C

2:30pm–2:45pm Coffee Break Conference Center & Lindell Pre-Function Areas
**Symposium: MTSs: Dynamics at the Boundaries of What Matters**

1:15pm - 2:30pm, Lindell, A

**MTSs: Dynamics at the Boundaries is What Matters**
Tara A. (Rench) Brown¹, Samantha K. B. Perry¹, Michael T. Braun², Robert K. McCormack¹, Kara L. Orvis¹, Arwen H. DeCostanza³, Jeanine P. Porck¹, Fadel K. Matta⁵, John R. Hollenbeck⁶, Kyoungjo Oh⁶, Kiodiana Lanaj⁷, Stephanie M. Lee⁸, Lindsay Larson⁹, Diego Gomez-Zara⁸, Ben Jones⁹, Leslie A. DeChurch⁸, Noshir Contractor⁸, Margaret M. Luciano¹⁰

¹Aptima, Inc.; ²University of South Florida; ³Army Research Laboratory; ⁴Oklahoma State University; ⁵University of Georgia; ⁶Michigan State University; ⁷University of Florida; ⁸Northwestern University; ⁹Georgia Institute of Technology; ¹⁰Arizona State University

This symposium offers new insights into the complexities of multi-team systems (MTSs). Three papers that investigated the interactions and dynamics within these systems, over time, across three very different contexts, offer their perspective on what makes an MTS more or less effective, considering the individual, team, and contextual factors.

**Panel: The Amazing Diversity in the Research Landscape of Team Training: What Do We Know and What is Still Left to Be Learned?**

1:15pm - 2:30pm, Lindell, B

**The Amazing Diversity in the Research Landscape of Team Training: What Do We Know and What is Still Left to Be Learned?**
Martina Buljac¹, Eduardo Salas², Sallie Weaver³, Shawn Burke⁴, Mary Waller⁵, Travis Maynard⁶, Connie Dekker⁷

¹Erasmus University, ²Rice University; ³NIH National Cancer Institute; ⁴University of Central Florida; ⁵Texas Christian University; ⁶Colorado State University; ⁷Rotterdam University of Applied Sciences

This session will result in a better understanding of the current team training literature by pinpointing the nuances and gaps. Consequentially, a research agenda will be developed on areas where the team training research needs to go next and the appropriate design of team training studies.

**Leadership and Gender**

2:45pm – 4:00pm, Lindell C

**Taking Blame: A Way to Overcome Gendered Perceptions of Leadership**
Jasmine Morlee Huang, Elizabeth Ann Luckman
Olin Business School, Washington University in St. Louis, United States of America

Leaders are expected to communicate an explanation following a diffuse organizational failure. In addition, gender stereotypes shape perceptions of leaders. We examine how a leader's response following a diffuse team failure shapes team members' evaluations and perceptions of them, as well as the role of gender in this relationship.

**Impact of subgroup size and gender on voice perceptions in teams with strong faultlines**
Franziska Schölmerich¹, Sofya Isaakyan², Niranjan S. Janardhanan³

¹Leuphana University, Lüneburg, Germany; ²Maastricht University, Maastricht, Netherlands; ³University of Texas, Austin, United States of America

We explore joint effects of individual status characteristics and faultlines on voice perceptions in teams. Women voicers benefit from being a part of larger subgroups formed by faultlines, such that their voice is perceived more beneficial and endorsed more. We find that these advantages do not accrue for male voicers.

**Brief technical instructions to overcome gender-specific delays in defibrillation in all-female resuscitation teams: a prospective randomized simulator-based trial**
Sabina Hunziker¹, Barbara Wiederkehr¹, Franziska Tschan², Norbert K Semmer³, Stephan Christoph Marsch¹
In simulated cardiac arrest all-male teams executed defibrillation 30 sec earlier than all-female teams. This resulted from an earlier decision to defibrillate, while the time from decision to execution was identical in both genders. A technical hands-on instruction of the defibrillator was ineffective in speeding up defibrillation in all-female teams.

**Status in Groups**

2:45pm – 4:00pm, Lindell D

How Variance in a Person’s Status ‘Portfolio’ Influences Psychological Well-being

Siyu Yu¹, Nathan Pettit¹, Taeya Howell², Gavin Kilduff¹

¹New York University, United States of America; ²Brigham Young University

We suggest that variance across a person’s status from multiple sources influences psychological well-being, even when controlling for one’s overall status. Across three studies, we found that dynamic status variance are both independently associated with lower self-esteem, self-concept clarity, and subjective well-being.

Who’s Status Matters? Women’s Sexual Behavior as a Status Cue for Ingroup Men

Amelia Stillwell, Brian Lowery

Stanford University, United States of America

We present evidence that White men experience status threat when they believe White women are in romantic relationships with non-White men. Understanding why men experience this threat gives us a window into the importance of gender and sexuality in the maintenance of status hierarchies.

Status (In)Consistency Across Groups: Impact on Perceptions and Well-being

Catarina Fernandes, Alison Wood Brooks

Harvard Business School, United States of America

How consistent is someone’s status level across the multiple groups he/she belongs to? In this project we explore the extent to which people experience inconsistency in status across the various groups they belong to, and how it influences their perceptions and well-being.

**Personality in Teams**

2:45pm – 4:00pm, Lenox

A Longitudinal Study of the Relationship Between Team Member Personality, Team Processes, and Team Performance

Nicole Lynn Larson¹, Thomas Alexander O’Neill¹, Houston Peschl²

¹University of Calgary, Canada; ²Haskayne School of Business

This research examines the dynamic unfolding of team processes. We test propositions regarding the role of team member personality in determining how team processes unfold over time, and link the developmental trajectory of processes to performance. Therefore, we answer calls for more empirical research tackling time and change in teams.

So Neurotic, it Just Might Work: Cross-Level Interactions between Sleep, Neuroticism, and Outcomes in Teams

Amy Wax

California State University, Long Beach, United States of America

The current study addresses how: 1) individual levels of sleep and neuroticism impact perceptions of team outcomes, 2) team levels of sleep and neuroticism impact perceptions of team outcomes, 3) individual and team levels of sleep and neuroticism interact with one another to impact perceptions of team outcomes.
Self-Appointed Saints: The surprising functionality of communal narcissism.
S. Wiley Wakeman, Randall S. Peterson
London Business School, United Kingdom

Narcissists are a mixed blessing in groups. Their ambition, drive, and vision are assets, but they are also selfish and hostile when criticized, often causing conflict. We find support for the notion that communal (vs agentic) narcissists support their unrealistic self-perceptions in ways that temper most negative responses to narcissists.

Who's who? A Theory of Team Member Attribute Alignment
Kyle J. Emich¹, Li Lu², Michael McCourt³
¹University of Delaware, Newark, DE, United States of America; ²West Chester University, West Chester, PA, United States of America; ³SigOpt, Inc., San Francisco, CA, United States of America

We propose a theory conceptualizing teams as complex systems of equally complex members who have multiple attributes that may interact to impact team functioning. Then, we provide an analytic technique for exploring whether member's attributes align. In it, we operationalize teams as matrices comprised of vectors denoting member's attributes.

Motivation and Effectiveness
2:45pm – 4:00pm, Maryland

Seeking to Belong: How the Words of Internal and External Beneficiaries Influence Performance
Paul Isaac Green¹, Francesca Gino¹, Bradley Staats²
¹Harvard University, United States of America; ²University of North Carolina

In two experiments (field and lab) we find that connecting employees with internal beneficiaries increases motivation, even relative to external beneficiaries. Relational interactions enhance employees' sense of belongingness, leading to heightened desire to benefit the internal beneficiaries relative to a control, and to external beneficiaries.

Second Guessing in Group Decision-Making
Lian Jian¹, Andrea Hollingshead¹, John Lin²
¹University of Southern California, United States of America; ²UberMedia

We studied whether incentives (fixed vs. performance based) and decision-making procedure (collective vs. individual) affect group decisions when a numerical minority favors the optimal choice. Compared to fixed incentives, performance-based incentives increased information sharing in collective decision-making groups. In individual decision-making groups they increased majority influence and hurt group decisions.

Beyond Motivation and Ability: Attributions to Poor Performers in Teams
J. Lukas Thürmer, John M. Levine
University of Pittsburgh, United States of America

Research indicates that team members react more harshly toward poor performers lacking motivation than ability. In three experiments, we found that two attributed causes of low motivation and ability—desirability versus feasibility—moderated team members’ responses toward poor performers. The impact of attributions on team processes and outcomes are discussed.

Tell us how we performed and we may learn. Uncovering motivational and learning effects of feedback in teams
Catherine Gabelica¹, Sven de Maeyer²
¹IÉSEG School of Management; ²University of Antwerp

Results of our growth-based modeling study indicate that teams who received repetitive positive feedback felt more cohesive and confident in their team expertise, while also experiencing less conflict, compared to repeatedly underperforming teams. Teams that received both positive and negative feedback subsequently engaged in more reflection and knowledge building behaviors.
4:15pm-5:15pm  INGRoup Business Meeting (all invited)  Maryland Room

7:00pm-9:00pm  Dine around St. Louis  Around town

Join fellow INGRoupers and a local host at one of St Louis’ best restaurants! Attendees will cover the cost of their own meals. Space is limited. Sign up as soon as possible in the Conference Center Pre-Function Area through 11:30am Saturday.
Be a Grouper

The following INGRoup members have made a contribution to the 2016-2017 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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Joseph E. McGrath Endowment

The following INGRoup member has made a donation to the 2016 – 2017 McGrath Endowment fund.

John E. Mathieu

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

The J. Richard Hackman Award for the Dissertation that Most Significantly Advances the Study of Groups Fund is open and accepting donations. No contributions were made in the 2016-2017 campaign. INGRoup is a registered 501(c)(3) organization.
The 2018 INGRoup Conference will be held at the Hyatt Regency Bethesda, on the border of Washington DC. (To view a map of attractions in Washington DC, please visit www.nps.gov/nama/planyourvisit).

Washington DC, the capital city of the USA, is filled with monuments, memorials, arts, and culture, celebrating and reflecting its 200-year history.

The hotel is adjacent to Bethesda Row, with over 200 shops and restaurants, and is on the Metro Red Line only 15 minutes from downtown Washington DC and its many neighborhoods.

Watch www.ingroup.net for more information about hotel reservations and conference submissions. Deadline for submissions is February 1, 2018.

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 2020 and beyond!