Annual Conference
July 18-21, 2018
Washington, DC
Hyatt Regency Bethesda
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Bethesda, MD 20814

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May, Anna Theresa
McCdrig, Caitlin Elaine
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McClaren, Colin D.
McCleod, Poppy Lovearte
Meikle, Nathan L

Mell, Julia
Meslec, Nicolaot
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Mitchell, Tyree
Mohan, Gouni
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Morgenthaler, Camille
Morse, Lily
Mroz, Joseph E.
Mueller, Jennifer
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Njastad, Bernard A.
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Straus, Susan G.
Stuart, Colleen
Sung, Seun
Than, El Pa Pe
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Thürmer, J. Lukas
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Toader, Andra-Florina
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Tschan, Franziska
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Member terms begin and end with the close of the conference.
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<th>Location</th>
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<td>Cabinet Suite</td>
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<td><strong>Thursday, July 19, 2017</strong></td>
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<td>8:30am – 4:00pm</td>
<td>HACKmanATHON: Orientation and Work Time, Judiciary Suite</td>
<td>Judiciary Suite</td>
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<tr>
<td>9:00am – 12:00pm</td>
<td>Workshop: Grants, Cabinet Suite</td>
<td>Cabinet Suite</td>
</tr>
<tr>
<td>1:00pm – 4:00pm</td>
<td>Workshop: Work-Life Balance, Cabinet Suite</td>
<td>Cabinet Suite</td>
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<tr>
<td>4:00pm – 8:00pm</td>
<td><strong>Conference Registration</strong>, Regency Foyer</td>
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<tr>
<td>5:30pm – 6:00pm</td>
<td>Poster Setup, Regency Foyer</td>
<td>Regency Foyer</td>
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<td><strong>Poster Session</strong> and Opening Reception, Regency Foyer</td>
<td>Regency Ballroom</td>
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<td>7:00pm – 8:00pm</td>
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<td>8:00pm – 9:00pm</td>
<td>Graduate Student Meet ‘n Greet, World of Beer (7200 Wisconsin Ave)</td>
<td>Regency Foyer</td>
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<td><strong>Friday, July 20, 2018</strong></td>
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<tr>
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<td>Regency Foyer</td>
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<tr>
<td>8:30am – 9:45am</td>
<td>Panel: Study Teams in Extreme Contexts</td>
<td>Old Georgetown</td>
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<tr>
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<td>Coffee Break, Regency Foyer</td>
<td>Regency Foyer</td>
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<tr>
<td>10:15am – 11:30am</td>
<td>2017 J. Richard Hackman Dissertation Award Winner</td>
<td>2017 J. Richard Hackman</td>
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<td>11:45am – 1:00pm</td>
<td>Lunch (including conference and program reports), Regency Ballroom</td>
<td>Regency Ballroom</td>
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<td>Gender in Groups and Teams</td>
<td>Potomac/ Patuxent</td>
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<td>Susquehanna/ Severn</td>
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<tr>
<td>2:45pm – 4:00pm</td>
<td>Complex Teams</td>
<td>Diplomat/ Ambassador</td>
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<tr>
<td>5:15pm – 6:00pm</td>
<td>Graduate Student Business Meeting, Cabinet Suite</td>
<td>Cabinet Suite</td>
</tr>
<tr>
<td>6:30pm – 7:00pm</td>
<td>INGRoup Photo, The Terrace (above Morton’s)</td>
<td>Regency Foyer</td>
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<tr>
<td>7:00pm – 9:30pm</td>
<td>Dinner and Mystery Escape Room Experience, Regency Ballroom</td>
<td>Foyer</td>
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<tr>
<td><strong>Saturday, July 21, 2018</strong></td>
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<tr>
<td>7:00am – 8:30am</td>
<td>Working Breakfast for HACKmanATHON Teams, Regency Ballroom</td>
<td>Regency Foyer</td>
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<tr>
<td>8:00am – 12:00pm</td>
<td><strong>Conference Registration</strong>, Regency Foyer</td>
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<td>8:30am – 9:45am</td>
<td>Adaptive Forces</td>
<td>Conflict</td>
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<tr>
<td>9:45am – 10:15am</td>
<td>Coffee Break, Regency Foyer</td>
<td>Symposium: From Military to</td>
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<td>10:15am – 11:30am</td>
<td>Ethics and Leadership</td>
<td>Medicine Teams</td>
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<tr>
<td>11:45am – 1:00pm</td>
<td>Lunch (including award announcements), Regency Ballroom</td>
<td>Panel: Computational Simulation</td>
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<tr>
<td>1:15pm – 2:30pm</td>
<td>HACKmanATHON Presentations and Awards, Regency Ballroom</td>
<td>in Team Research</td>
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<td>2:30pm – 2:45pm</td>
<td>Coffee Break, Regency Foyer</td>
<td>Methods</td>
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<tr>
<td>2:45pm – 4:00pm</td>
<td>Emotions and Well-Being</td>
<td>Structure and Control</td>
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<tr>
<td>4:15pm – 5:15pm</td>
<td>INGRoup Business Meeting (All Invited), Regency Ballroom</td>
<td></td>
</tr>
<tr>
<td>5:00pm – 10:00pm</td>
<td>Dick Moreland Memorial Reception (hosted by Nancy Moreland, not official programming), The Terrace</td>
<td>The Terrace</td>
</tr>
<tr>
<td>6:30pm – beyond</td>
<td>INGRoup Dine-Around: Join fellow INGRoup’ers and a local host at one of the great variety of nearby restaurants! Sign up on GoogleSheets (<a href="https://tinyurl.com/Dine2018INGRoup">https://tinyurl.com/Dine2018INGRoup</a>) or at the registration desk by 1pm Saturday.</td>
<td></td>
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</table>

**CONFERENCE SCHEDULE – AT A GLANCE**

*Wednesday, July 18, 2018*

*Thursday, July 19, 2017*

*Friday, July 20, 2018*

*Saturday, July 21, 2018*
Thursday, July 19, 2018

8:30am–4:00pm   HACKmanATHON: Orientation and Work Time (pre-registration required)   Judiciary Suite

9:00am–12:00pm  Workshop: Grants (pre-registration required)   Cabinet Suite

Organizers: Dorothy Carter & Roni Reiter-Palmon

This workshop will include representatives from four different federal agencies that fund teach research: ARI basic research unit, NASA, NIH cancer institute, and NSF SoO program. The program officers will provide information to participants about relevant grant opportunities, potential topics of interests, how to apply for funding, and mistakes to avoid, among other topics.

1:00pm–4:00pm   Workshop: Work-Life Balance (pre-registration required)   Cabinet Suite

Organizers: Hillary Anger Eilenbein & Matt Cronin

The life of an academic provides a great deal of latitude to engage with questions, projects, initiatives, and developmental opportunities that we find meaningful and bring personal and professional fulfillment. However, academia is also accompanied by an all too familiar array of stresses as well. In the midst of the pressure and uncertainty involved in junior faculty life, we sometimes lose our grounding and forget what brought us to this career in the first place, what we hoped to contribute, and where our passions reside. The purpose of this PDW is to encourage junior faculty to step back and take stock of what makes brings fulfillment in this job (and what does not), to learn about and draw from the experiences and career paths of an esteemed set of panelists, and to use this knowledge to take steps (and risks) toward a career that maximizes one’s personal and professional satisfaction.

4:00pm–8:00pm   Conference Registration   Regency Foyer

5:30pm–6:00pm   Poster Set-up   Regency Foyer

Poster Session and Opening Reception
6:00pm–7:00pm, Regency Foyer

1. When Does Mood Improve or Hinder Group Decision-making?: A Flexible Impact of Mood on Decision-making in the Hidden Profile Paradigm
   Young-Jae Yoon, James R. Larson, Jeffrey R. Huntsinger
   Loyola University Chicago, United States of America
   Taking a flexible link model of affect and cognition, we examined how affect influence group decision-making. We found that when heuristic processing is primed, sad members solved hidden profiles more than happy members. By contrast, when systematic processing is primed, the pattern was reversed. Implications and future directions were discussed.

2. The Effects of Task-focused, Team-Focused, and Combined Reflexivity Interventions on Performance in Teams of Medical Students Confronted with a Cardiac Arrest: A Simulation Study
   Camille Morgenthaler¹, Franziska Tschan¹, Norbert K Semmer², Jasmin Zimmermann¹, Simon A Huber¹, Stephan U Marsch³
   ¹University of Neuchâtel, Switzerland; ²University of Bern, Switzerland; ³University Hospital of Basel, Switzerland
   We investigated whether self-guided reflexivity interventions enhance performance of cardiopulmonary resuscitation in medical student teams. Results show that team-focused, but not task-focused or combined reflexivity instruction increased performance as compared to the control group; differences between the reflexivity conditions were small.
3. Two are Better than One: Introducing an Intra-operative Briefing Enhances the Quality of an Established Pre-operative Briefing
Eliane Holzer¹, Franziskas Tschan¹, Norbert Karl Semmer², Sandra Keller¹, Simon Andreas Huber¹, Jasmin Zimmermann¹, Martin Hubner³, Daniel Candinas⁴, Nicolas Demartines³, Guido Beldi⁴
¹University of Neuchâtel, Switzerland; ²University of Bern, Switzerland; ³University Hospital of the Canton of Vaud, Switzerland; ⁴University Hospital of Bern, Switzerland
We tested the effect of an intra-operative briefing intervention on the already existing pre-operative briefing (timeout) in a pre-post design in the visceral surgical departments of two university hospitals. Results show better timeout quality, in terms of engagement, pace and social climate after the introduction of the intra-operative briefing.

4. Crossing Back over the Rubicon: The Joint Impact of Value Orientation and Self-representation on Collective Goal Revision
Seon-Yeong Kim, Hoon-Seok Choi
SungKyunKwan University, Korea, Republic of (South Korea)
We examined goal revision in the wake of a crisis in the group’s goal pursuit. In an experiment involving 38 triads, we found groups that combined a collectivistic value orientation and independent self-representation were less likely to be entrapped in a failing goal and more likely to attempt goal revision.

5. Collectivistic Value Orientation and Independent Self-Representation Jointly Promote Group Creativity by Breaking Idea Fixation
Jeong-Gil Seo, Hyejeong Cha, Jeongeun Park, Hoon-Seok Choi
Sungkyunkwan University, Korea, Republic of (South Korea)
Drawing on a recent model that specifies a synergistic interplay between collectivistic value orientation and independent self-representation (Choi et al., 2018), the present study examined how these two seemingly opposing forces interact to promote group creativity. In a laboratory experiment involving student production teams, we found evidence for our hypothesis.

6. The Rise of the Gig Economy and the Death of the Team?
Nastassia Marie Savage¹, Alice M. Brawley²
¹Clemson University; ²Gettysburg College
The growth of the “gig economy” and its isolated workers may end the need for groups and teams. We review findings on gig worker collaborations and contextualize these in existing teams research. We provide recommendations for future research and practical interventions for understanding and promoting the success of gig workers.

7. Time Aversion in Community Helping: Activating Moral Identity Does Not Discriminate ‘Small Helping’ from ‘Big Helping’ in Korea
Seun Sung, Ha-Eun Park, Hye-Kyu Han, Hoon-Seok Choi
Sungkyunkwan University, Korea, Republic of (South Korea)
We examine how moral identity affects time aversion in community helping. Contrary to the finding reported in the West that activating moral identity reduces time aversion only in high-cost situations (Reed et al., 2016), we found moral identity activation promotes helping in low-cost situations as well in Korea.

8. When to Pick Up the Pace? The Interactive Effect of Time Urgency Composition and Temporal Conflict on Task Transition Time
Jacqueline Marhefka, Patricia Martinez, Jason Williamson, Susan Mohammed
The Pennsylvania State University, United States of America
Although unexplored, temporal differences could help explain why some teams transition poorly from decision-making to implementation in punctuated equilibrium. Therefore, we examined the effects of time-urgency composition and temporal conflict on task transition time. As predicted, teams composed of highly time-urgent members who reported little temporal conflict experienced earlier transitions.

9. Online Services Facilitate Change in Occupational Health Care Teamwork Practices
Tiina Johanna Koroma¹, Marion Karppi²
¹Aalto University, Finland; ²Turku University of Applied Sciences
While the importance of teamwork has been emphasized in occupational health care, a tradition to meet individual clients separately and in succession at experts’ appointments is still strong. We studied processes of three health care teams trying to change this tradition when starting to offer remote services for their clients.

10. Teams in Critical Adversity Situations: Sources and Consequences of Threats to Role-Based Self-Esteem
Mona Rynek, Thomas Ellwart
University of Trier, Germany
Teams in critical adversity situations (CAS) may experience unsuccessful actions and failure. We investigated threats to role-based self-esteem during and after CAS in a field study. Furthermore, we examined effects of
social threat to role-based self-esteem on affect, motivation, team reflection, and adaptation in a longitudinal experimental design.

11. Testing a New Model of Team Interdependence
Natasha Elena Ouslis, Natalie Jean Allen
Western University, Canada
Team interdependence has been plagued with construct confusion; so far, theories have not alleviated this. Courtright and colleagues (2015) proposed that outcome and task interdependence influence team processes and effectiveness. We test this framework longitudinally in a sample of student project teams and support one of the two major predictions.

12. Impact of Empathy Structure in Task Groups
Ha-yeon Lee¹, Chan Park², Hoon-Seok Choi²
¹University of North Korean Studies, Korea, Republic of (South Korea); ²Sungkyunkwan University, Korea, Republic of (South Korea)
Building on balance theory (Heider, 1946), we defined the empathy structure in task groups as empathy-balanced, imbalanced, and non-empathy-balanced. We found that group members’ perceived entitativity of the group and the level of cohesion were the highest in the empathy-balanced structure. In contrast, non-empathy-balanced groups showed the highest task-commitment.

13. That’s Not How We Do It in My Department: An Investigation of Departmental Meeting Orientation
Joseph E. Mroz, Molly Grant-Leanna, Nicole B. Landowski, Joseph A. Allen
University of Nebraska at Omaha, United States of America
The present study investigates how organizational departments’ orientation toward meetings influences employee attitudes. Findings indicated that facets of meeting orientation were differentially related to employee attitudes. Employees who believed their department did not overuse meetings were more engaged in their work. Ongoing work will examine meeting orientation across multiple organizations.

Young-Mi Kwon, Hyoim Choe
Sungkyunkwan University, Korea, Republic of (South Korea)
This study investigated under what conditions group members engage in group-oriented deviance. In three studies, we found support for our hypothesis that group-oriented deviance is more likely when the members have a strong collectivistic value orientation along with independent rather than interdependent self-representation.

15. Team Inclusion Over Time
Kira Foley, Lauren Lanzo, Lynn R. Offermann
The George Washington University, United States of America
Our study examines the patterns of perceived inclusion over the course of team life and accounts for the implications of variance in team-inclusion for effective team processes. Early inclusion predicted later inclusion, and lead to higher trust and cohesion, lower levels of conflict, higher satisfaction and higher self-rated productivity.

16. Why are my Teammates Ignoring Me? An Examination of Team ostracism
Caitlin E McClurg, Amanda L Thayer
The University of Akron, United States of America
The current study examines team ostracism. A cross-sectional quasi-experimental design was used. We find that as trust in the team decreases, team ostracism increases. Additionally, member change affects trust in the team, conditional upon cohesion. It also is indirectly related to team ostracism through trust in the team.

17. Towards a Taxonomy of the Content and Process of Information Sharing
Alexandra Petruzzelli, Ketaki Sodhi, Amanda Thayer
The University of Akron, United States of America
Communication is a fundamental team process, yet research regarding information exchange is limited by the lack of a clear taxonomy. This research provides an initial step towards a comprehensive taxonomy to advance future research. The resulting taxonomy consists of nine categorizations of information based on content, process, and temporal nature.

18. Linking Regulatory Focus to Leadership Emergence: The Mediating Role of Motives and Affect
Tyree Mitchell
Louisiana State University, United States of America
This research examines the link between regulatory focus and leadership emergence, considering positive affect and prosocial motivation as mechanisms linking promotion focus to leadership emergence, and negative affect and impression management motives as factors related to prevention focus but not leadership emergence. In general, study hypotheses were supported.
Sungkyunkwan University, Korea, Republic of (South Korea)
This study investigated group members’ external learning activities in the context where a group has already reached a satisfactory level of performance. We found that the combination of collectivistic value orientation and independent self-representation led to positive evaluation of external knowledge which in turn promotes intention for external learning.

20. Peer Feedback in Global Virtual Teams
Matthew McLarnon², Thomas Alexander O'Neill¹, Vasyl Taras³, Amy Barron¹, Malika Khakhar¹, Magda Donia⁴, Piers Steel¹
¹University of Calgary, Canada; ²Oakland University, MI; ³University of North Carolina at Greensboro; ⁴University of Ottawa, Canada
Peer feedback is an applied tool that can be used to improve virtual team structure, and can be critical to their overall effectiveness and performance. We find that increased regularity of peer feedback supports virtual team performance and communication. We used a large sample of 1,839 teams from X-Culture.org.

Paula Leal Costa, Charles Samuelson
Texas A&M University, United States of America
This study tested hypotheses based on construal level theory examining how being in virtual vs. collocated teams affects psychological distance, construal level, and causal attributions. Results showed that team type influenced psychological distance but not construal level or causal attributions. Situational information did not affect causal attributions for teammate behavior.

22. Value Configuration in Interprofessional Healthcare Learning Teams
Shanique Gayon Brown, Laura Pineault, Jennifer Mendez
Wayne State University, United States of America
Interprofessional Education (IPE) is a critical component of healthcare education in light of the complex issues faced by healthcare professionals. Given the enabling role of team composition on learning outcomes, this research explores the effect of diversity, based on professional values, on learning in interprofessional student teams.

23. A Comparison of Personality Convergence on Senior Level and Mixed Level Mechanical Engineering Design Teams Using the Five Factor Model
Hallie E. Stidham, Joshua D. Summers, Marissa L. Shuffler
Clemson University, United States of America
The current study explores how personality perception changes amongst team members during a mechanical engineering design project. One sample was taken from senior level capstone design students. The second sample was taken from an undergraduate course which included sophomore through senior students working in conjunction on an engineering design problem.

24. The Impact of Team Size in Team Science: A Critical Review with Implications for Science Policy
Jonathon Cummings
Duke University, United States of America
Team science is the collaboration of two or more scientists working interdependently towards a common goal. A critical review of the literature highlights a puzzle: While size and performance are positively related in science teams, there is little known about size and process. Implications for funding larger teams are discussed.

25. Stuck in the Past? Leader Past Cultural Experience and Its Influences on Group Cultures and Outcomes
Yeun Joon Kim, Soo Min Toh
University of Toronto, Canada
Two field and laboratory studies find that a group leader enacts cultural-tightness of his/her current group based on the past experience with cultural-tightness in the former group. Furthermore, the transferred cultural-tightness from the leader’s former group to the current group subsequently influences negative and positive group deviances.

26. With Them or Watching Them: Entitativity in Facebook Status Updates
Anita Lynn Blanchard, Krista Engemann
UNC Charlotte, United States of America
In this study, we examine Facebook status updates as groups. Using entitativity and self-categorization theories, we examine when status updates are experienced as groups, developing a new unit of analysis for studying Facebook.
27. Using Collective Intelligence to Examine the Relative Contributions of Structure, Group Ability, and Individual Ability to Team Brainstorming Performance
Benjamin James Ostrowski, Anita Williams Woolley
Carnegie Mellon University, United States of America

The relative contributions of structure, group ability, and individual ability to team brainstorming performance are examined by employing a hybrid structure and by measuring team collective intelligence and individual brainstorming ability. Preliminary results suggest high collective intelligence may substitute for hybrid structure and play a role in maximizing team potential.

Ei Pa Pa Pe Than¹, Alexander Nolte¹, Anna Filippova², Christian Bird³, Steve Scallen⁴, James D. Herbsleb¹
¹Institute for Software Research, School of Computer Science, Carnegie Mellon University, United States of America; ²GitHub Inc.; ³Microsoft Research; ⁴Microsoft Garage

This study examined the impacts of team familiarity on goal setting and coordination based on qualitative data collected at the 2017 Microsoft OneWeek Hackathon. Results suggest that pre-existing teams used the hackathon to get the needed work done, but flash teams aligned their goals and expectations with official hackathon outcomes.

29. The Contribution of Team Coaching to Team Effectiveness: A Conceptual Model
Colm Murphy, Melissa Sayer
University of Portsmouth, United Kingdom

This paper reviews concepts and research underpinning coaching, team coaching, and team effectiveness to identify connections between these fields as a foundation for a conceptual model. Research questions are identified for a recently commenced empirical study to assist in providing insight into team coaching and its contribution to improving team effectiveness.

30. Identifying Core Competencies in Multiteam Systems
Michelle L. Flynn, Dana C. Verhoeven, Emily Burnett, Marissa L. Shuffler
Clemson University, United States of America

The current study addresses a gap in the literature surrounding MTSs by critically evaluating the competencies necessary for component teams comprising MTSs. Observations were conducted to produce an initial list of competencies that are necessary to foster effective functioning within the OR.

31. Extending the Use of Agent Based Modeling in Team Research: Replicating Small Group Experiments with Agent Stimulation
Anna-Sophie Ulfert, Lukas Reuter, Conny H. Antoni, Ingo J. Timm, Jan Ole Berndt, Thomas Ellwart
Trier University, Germany

Agent based modeling (ABM) is a longstanding method that has recently grown in popularity in team research. We present a comparison of different ABM approaches and further exemplify how ABM can be used to replicate research in order to verify research results and simulate experiments with larger sample sizes.

Colin D. McLaren, Kevin S. Spink
University of Saskatchewan, Canada

The current study examined the prospective relationship between early season information exchange network structure and midseason task cohesion and performance of intact sport teams. Controlling for early season perceptions of task cohesion and performance, results revealed that individual degree centrality predicted task cohesion perceptions, while network density predicted team performance.

33. Shared Alternative Reality: The Influence of Social Others on Counterfactual Thinking
Hyeman Choi¹, Keith D. Markman²
¹Marshall University, United States of America; ²Ohio University, United States of America

We investigated the effects of social others on the content of counterfactual thinking (i.e., thoughts of what might have been) and the experience of generating it. The results showed that people feel easier to generate counterfactuals and view an alternative outcome as more plausible in a group than individual context.

7:00pm–8:00pm Opening Dinner Regency Ballroom

Graduate Student Meet ‘n Greet
8:00pm–9:00pm, World of Beer (7200 Wisconsin Ave, Bethesda, MD 20814)
Panel: Teams in Extreme Contexts
8:30am–9:45am, Cabinet Suite

Studying Teams in Extreme Contexts: What Changes?
Deanna M. Kennedy1, M. Travis Maynard2, Christian J. Resick3, Steve W. J. Kozlowski4, Jan B. Schmutz5, Mary J. Waller6
1University of Washington Bothell, United States of America; 2Colorado State University, United States of America; 3Drexel University, United States of America; 4Michigan State University, United States of America; 5ETH Zurich, Switzerland; 6Texas Christian University, United States of America
In extreme contexts, which embody high levels of risk, emergency, and disruptive events, communities, organizations, and even governments rely on teams to solve problems often having life-and-death implications. This panel of researchers will share their experiences and lessons learned studying teams operating in a variety extreme settings.

Team Performance
8:30am–9:45am, Old Georgetown

Emotionally Unpredictable Leaders Harm Team Performance Because They Create Intra-team Power Struggles
Lindred L. Greer1, Gerben A. Van Kleef2, Annebel H. B. De Hoogh2, Carsten K. W. De Dreu2,3
1Stanford University, United States of America; 2University of Amsterdam, The Netherlands; 3Leiden Univeristy, The Netherlands
While leader emotional unpredictability can grant leaders power, it destroys the teams they lead. We show in a series of multi-method studies that emotionally unpredictable leaders cause power struggles among their followers and harm their individual and team performance, particularly when followers receive individual (rather than team) rewards.

Network-driven Effects of Efficacy and Cohesion on Task Performance
Sean Fitzhugh1, Arwen DeCostanza1, Kara Orvis2, Tara Brown2, Samantha Perry2, Robert McCormack2
1U.S. Army Research Laboratory; 2Aptima, Inc.
Observing multiple iterations of task performance within a large, multifaceted organization, we conduct a meta-analysis across multiple exponential-family random graph models (ERGMs) of intra-organizational communication networks to determine how efficacy, social cohesion, and cohesion within network structure ultimately shape performance outcomes.

The Mediating Role of TMX: Exploring the Effects of Psychological Collectivism and Leader Efficacy on Team Performance
Andrea Farro, Jason Kiker, Lauren D’Innocenzo
Drexel University, United States of America
While high quality team member exchange should elicit a positive relationship with team performance, extant research has mixed findings. We use student project teams to explore compositional factors (i.e., psychological collectivism and leader efficacy) that drive team member exchange relationships and the conditional downstream effects of TMX on team performance.
Leadership
8:30am–9:45am, Judiciary Suite

Micro Level Team Leader Behavior in Meetings of Command & Control Teams
Michael Hoven¹, Selma van der Haar¹, Mien Segers¹, Piet van den Bossche¹,²
¹Maastricht University, Netherlands, The; ²University of Antwerp, Belgium
This study aims to develop a context-specific framework of micro-level leader behaviors for command & control (C&C) teams. The result of the analysis of relevant literature is a framework of 191 micro-level team leader behaviors. Interviews with leaders of C&C teams confirmed 69 behaviors and 36 new behaviors emerged.

Icarus Who Flies: Communal Narcissism and Socialized Charismatic Leadership
S. Wiley Wakeman, Randall S Peterson
London Business School, United Kingdom
Here, we draw on the agency-communion model of narcissism to suggest that communal narcissists succeed as socialized charismatic leaders. Across five studies, using multiple methods and diverse samples, we show that communal narcissists succeed as leaders because their charismatic drive is matched with an attention to others.

The Importance of Identity Balance: Predicting Leadership Effectiveness in Multicultural Teams
Alon Lisak¹, Raveh Harush², Miriam Erez³
¹Ben-Gurion University of the Negev; ²Bar-Ilan University; ³Technion - Israel Institute of Technology
Using global acculturation perspective, this study explores leadership effectiveness in 77 MBA students’ multicultural teams. We used polynomial regression to capture the discrepancy level between leaders’ global and local identities, demonstrating that the most effective leaders had balanced identity types, and that identity effect is mediated by idealized influence behaviors.

Who Should Lead Us?: Disentangling the Effects of Leader Nationality, Follower Nationality, Company Base and Leadership Style on Follower Perceptions
Denise Lewin Loyd¹, Chao Wang¹, Melissa Thomas-Hunt², Yu Yang³
¹University of Illinois at Champaign-Urbana, United States of America; ²Vanderbilt University; ³ShanghaiTech University
We explore how follower nationality, leader nationality, company base, and leadership style affect follower perceptions. Although Chinese and American followers prefer participative leadership, Chinese followers expect directive leadership to be more effective than participative. Chinese and American’s differential weight of warmth and competence on leadership effectiveness mediates the result.

Knowledge & Information
8:30am–9:45am, Potomac/Patuxent

“How do we know what we are until we see what we do?”: Re-conceptualizing Group Processes in High Reliability Organizations to Redress a Confounded Construct Space
Krista Engemann, Anita Blanchard
University of North Carolina at Charlotte, United States of America
Citing a varied literature domain that has consequently prompted some conceptual ambiguity, we review theory which supports organizing for reliable outcomes and then juxtapose this against knowledge-based concepts with respect to the group. We then establish a framework for defining and further studying high reliability organizations.

Deep and Diverse: Knowledge Combination of Team Members in Creative Teams
Lili Bao, Corinne Coen
Case Western Reserve University, United States of America
Using a computer simulation, we investigate the comparative effects on team creative performance of combinations of team members with deep knowledge of specific domains and lesser knowledge in multiple domains. We find that diverse knowledge in teams seeds deep knowledge application by offering better starting performance and opportunities for search.
Healthy Suspicion: The Value of Low Swift Trust for Team information-processing and Temporary Team Performance  
Marie Sophie Thommes, Sjir Uitdewilligen  
Work and Social Psychology, Maastricht University  
Using a mixed repeated measure design with 40 teams, we show that low levels of cognitive swift trust increase elaborate information-processing at the team level. This in turn, benefited team performance in non-routine situations. Findings of this study identify information-processing as an important mediator in the trust-team performance relation.

Developing a Model of Collaborative Information Seeking  
Lauren E. Coursey¹, Belinda Christine Williams¹, Jared Bowden Kenworthy¹, Jubilee Joy Dickson²  
¹University of Texas at Arlington, United States of America; ²Chicago State University, United States of America  
After reviewing the existing empirical literature on collaborative information seeking and research on other relevant group processes, a model of collaborative information seeking is developed. This model integrates an array of individual- and group-level factors that influence collaborative information seeking. Future research directions and practical applications are discussed.

HACKmanATHON Work Session #1  
8:30am–9:45am, Susquehanna/Severn

Diversity & Creativity  
8:30am–9:45am, Diplomat/Ambassador

When Differences Create Deference: Pros and Cons of Performance Disparity for Team Innovation  
Elizabeth M. Campbell  
University of Minnesota, United States of America  
Scholars and practitioners share interest to foster team innovation but knowledge of determinant inputs remains sparse. Seeking to address this void, I delineate how a form of team composition—performance disparity—involves social hierarchy, which both hinders and promotes processes critical to team innovation, which I test in three mixed-method.

Is Negative Feedback Good or Bad for Recipient Creativity? the Moderating Role of the Direction of Feedback Flow  
Yeun Joon Kim, Junha Kim  
University of Toronto, Canada  
This research found that the direction of feedback flow determined the effectiveness of negative feedback on recipient creativity. Specifically, negative feedback increased recipient creativity in the bottom-up feedback flow (from followers to supervisors) but decreased creativity in the top-down (from supervisors to followers) or the lateral (between peers) feedback flows.

Working like a “Real Team” Interdependence and Collective Intelligence in Multicultural Globally Dispersed Team Performance  
Ella Glikson¹, Raveh Harush², Young Ji Kim³, Anita Williams Woolley¹, Miriam Erez⁴  
¹Carnegie Mellon University, United States of America; ²Bar Ilan University, Israel; ³University of California, Santa Barbara, United States of America; ⁴Technion, Israel Institute of Technology, Israel  
Contributing to understanding performance in multicultural globally-dispersed teams, and integrating team diversity and processes literatures with the emerging research on collective intelligence, we find that diversity in team members’ collectivistic values contributes to higher collective intelligence, that in turn contributes to teams’ performance, but only when team interdependence is high.

9:45am–10:15am  
Coffee Break  
Regency Foyer
FEATURED SESSION: 2017 J. Richard Hackman Dissertation Award
Winner: Dr. Patricia Satterstrom
10:15am–11:30am, Cabinet Suite

Session Chair: M. Scott Poole

Patricia Satterstrom is an Assistant Professor at the NYU Wagner Graduate School of Public Service and an affiliate of the Management and Organizations Department at the NYU Stern School of Business. Satterstrom studies how teams can give voice to the voiceless, enabling team members to collaborate despite power differences arising from professional and demographic boundaries. Her field research examines the micro-processes team members use to challenge traditional power structures and facilitate improved collaboration in health care organizations. In the lab, she studies the relationship between multicultural experience and team effectiveness, as well as factors influencing perceptions of team effectiveness. Satterstrom received her Doctorate in Business Administration from Harvard Business School, where she was awarded the Wyss Award for Excellence in Doctoral Research and the Susan Cohen Award for Doctoral Research. At Wagner, Satterstrom teaches the Management and Leadership course for graduate students and the Building Effective Teams course for executives.

How Micro-Processes Change Social Hierarchies in Teams
This dissertation draws from a 31-month ethnographic investigation of multidisciplinary teams in primary health care clinics, showing that lower-power team members can help their team’s social hierarchies become more dynamic as they create changes that improve team effectiveness. Analyzing team interactions showed that lower-power team member proactive behaviors (e.g., voice, taking charge) were necessary but not sufficient for teams to benefit from their expertise and ideas. Although these proactive behaviors were often ignored or rejected in the moment, their informational content took root when these behaviors were amplified, pushing the team to engage in cognitive, behavioral, and structural change, which in turn promoted more proactive behaviors that encountered more fertile ground. I call this the microwedge process (since relabeled the seeding process). This dissertation extends theory about social hierarchy and proactive behaviors by exploring how lower-power team members gain influence and use it to create change on their team.

Panel: Group Dynamics on Burnout in Healthcare
10:15am–11:30am, Old Georgetown

“You Are Not Alone”: Exploring the Effects of Group Dynamics on Burnout in Healthcare
Nastassia Marie Savage, Chu-Hsiang Chang, Deborah DiazGranados, Margaret Luciano, Ronald Pirrallo, Marissa Leigh Shuffler, Stephen Zaccaro

1Clemson University, United States of America; 2Michigan State University, United States of America; 3Virginia Commonwealth University, United States of America; 4Arizona State University, United States of America; 5Greenville Health System, United States of America; 6George Mason University, United States of America

For decades, people have studied the causes of healthcare burnout to develop ways to reduce it but little has focused on the role of clinicians’ workgroups and departments. This interdisciplinary panel of experts discusses how this affects the development of burnout, aiming to provide directions for future research and interventions.
Interdisciplinary Research
10:15am–11:30am, Judiciary Suite

Evaluating the Evolution of Theoretical and Interdisciplinary Topics in SGR
Kurt Norder¹, Kyle J. Emich¹, Aman Sawhney¹, Li Lu²
¹University of Delaware, DE, United States of America; ²West Chester University, PA, United States of America
Small Group Research (SGR) is the premier interdisciplinary journal on the study of small groups. Currently, we evaluate its interdisciplinarity since its founding in 1990 by applying computational content analysis techniques and LDA to identify emergent and unbiased themes among its three core subdisciplines of psychology, management, and communication.

Understanding Effective Composition of Interdisciplinary Teams
William S. Kramer, Michelle L. Flynn, Olivia Burns, Reid Demass, Elizabeth Parler, Marissa L. Shuffler
Clemson University, United States of America
The present study addresses the challenge of how to best prepare interdisciplinary teams to positively leverage their differences and avoid dysfunctional behavior. The authors will gather and analyze qualitative data from leaders of multidisciplinary teams and use these findings to quantitatively determine how individual characteristics can impact team outcomes.

Mapping the Modern Science of Teams
Leslie DeChurch, Wei Wang, Alexa Harris, Noshir Contractor
Northwestern University, United States of America
Did you know 2005 was an inflection point in teams research, or that prior to 2003, there were as many papers on teams in engineering as in all social sciences combined? We map the science of teams to better understand where we have been and where we may be headed.

Teamwork, Time, and the Relative Risks of Interdisciplinary Research
Kevin M Kniffin¹, Andrew S Hanks²
¹Cornell University, United States of America; ²The Ohio State University, United States of America
We examine whether interdisciplinary researchers tend to (1) take longer to complete their dissertations and (2) participate more frequently in teamwork. We find that interdisciplinarians tend to require more time to complete the PhD and are more likely to participate in time-intensive teams that span organizational and international boundaries.

Team Support & External Connections
10:15am–11:30am, Potomac/Patuxent

Who cares (and how and when)?: Specifying the Loci of Social Support in Teams
Pri Pradhan Shah¹, Stephen L. Jones², Elizabeth M. Campbell¹, Debra L. Shapiro³
¹University of Minnesota, United States of America; ²University of Wyoming; ³University of Maryland
We simultaneously investigate four centers of action (loci) determining social support (emotional and professional) within teams over time: provider, recipient, dyad and team. Focusing on variance accounted for each loci (rather than antecedents within them), our findings support a temporal and loci-specific perspective to understanding social support within teams.

Collective Intelligence: The Role of Boundary Activities in Outperforming Expectations
Anna T. Mayo, Matthew Diabes, Anita Williams Woolley
Carnegie Mellon University, Tepper School of Business, United States of America
Using archival records and survey data, we demonstrate evidence of collective intelligence in financial sales units, in terms of an ability to consistently realize returns to a variety of resources. We find that close relationships with periphery team members facilitate CI, while close relationships with customers detract from CI.
An Interdisciplinary Review on Internal and External Regulation of Top Management Team Decisions

Floor Rink
University of Groningen, Netherlands, The

Fraud cases often lead to public calls for more stringent management regulation. However, regulation is not always enforceable nor desirable. This raises two questions; a) how influential are internal organizational supervisory bodies and external market regulators, and b) how should both bodies cooperate to increase their impact on board decisions.

Symposium: Emotions and Incivility during Teamwork
10:15am–11:30am, Susquehanna/Severn

Emotions and Incivility During Teamwork
Sandra Keller¹, Norbert K. Semmer², Franziska Tschan³, Mary Waller⁴, Ryan Krause⁴, Suzanne Carter⁴, Marshall Scott Poole⁵
¹University of Neuchâtel, Switzerland / Virginia Tech; ²University of Bern, Switzerland; ³University of Neuchâtel, Switzerland; ⁴Texas Christian University; ⁵University of Illinois Urbana-Champaign

Emotions are part of teamwork performing complex and high-stakes tasks. This symposium focuses on dynamics preceding and following tension expression and their impact on team processes and outcomes. A special focus is on tensions related to the process of team coordination, including task-related tensions that go beyond differences in opinion.

Status and Conflict
10:15am–11:30am, Diplomat/Ambassador

The Dysfunctions of Power in Teams: A Review and Emergent Conflict Perspective
Lindred Leura Greer¹, Lisanne Van Bunderen², Siyu Yu³
¹Stanford University, United States of America; ²University of Amsterdam, The Netherlands; ³New York University, United States of America

We review the growing literature on power in teams and use the findings to develop an emergent theory of how power impacts teams. Our conflict account integrates past findings to explain why and when the benefits of power for individuals may paradoxically explain the negative effects of power for teams.

When and Why Allies Hinder Minorities in the Effort to Fight Workplace Discrimination
Andrew Carton, Karren Knowlton
University of Pennsylvania

It is assumed that dominant group members who support minorities will be effective allies because they are ostensibly motivated to help. We argue that minorities often have good reason to doubt whether allies are willing and able to reduce inequality. We then outline how allies can provide more effective help.

On Ladders and Pyramids: Hierarchy's Functional Form Shapes Its Consequences for Individuals and Groups
Siyu Yu¹, Lindred Greer², Nir Halevy³
¹New York University, United States of America; ²Stanford University, United States of America; ³Stanford University, United States of America

Three studies contrasted two distinct hierarchical structures - ladders and pyramids - to explore when, why and how hierarchy supports versus undermines intra-group social relationships and constructive group processes. We found ladder-shaped versus pyramid-shaped hierarchies result in divergent outcomes in perceived psychological situation, intra-team social relationship, hierarchical conflict, and team performance.

From Reading to Coordinating: How Teams' Ability in Reading Status Hierarchies Helps Status Conflict Avoidance and Team Performance
Siyu Yu¹, Gavin Kilduff²
¹New York University, United States of America; ²New York University, United States of America

We examine the existence of a new individual ability factor, 'status acuity (SA)', and its team-level implications. Across three studies, we find that individuals vary in their ability to accurately perceive status hierarchies of social groups. Furthermore, SA at the team level predicts intra-team status conflict and team performance.
Gender in Groups and Teams

1:15pm–2:30pm, Cabinet Suite

**Men Check out, Women Pitch in: How Familiarity Influences Effort in Mixed-Gender Teams**

*Jose Uribe*, Seth Carnahan

University of Michigan, Ross School of Business, United States of America

Data from 108 randomly assigned, mixed gender teams, together over several months revealed that men are more likely to freeride, and that women are more likely to engage in social compensation. Second, we show that these patterns are exacerbated by feelings of familiarity about teammates of the opposite gender.

**Breaking Through Glass Ceilings yet Landing onto Glass Cliffs?: A Multi-level Examination of Institutional Origins of Gender Biases in Top Management Appointment**

*Jia Li*, Boris Lokshin, Christophe Boone

¹Eindhoven University of Technology, Netherlands, The; ²University of Maastricht; ³University of Antwerp

We examine female leader appointment in 211 market-leading firms across 19 OECD countries from 1998 to 2014. We find that masculine national cultures and male TMT representation lower the likelihood of female appointment but poor firm performance increases it especially when male TMT representation is high.

**The Effect of Gender Composition on Team Performance in Crisis Situations: A Preliminary Report on Escape Room Teams**

*Elizabeth Lauren Campbell*, Anita Williams Woolley, Leslie Pardew

¹Carnegie Mellon University, United States of America; ²Mystery Escape Room, LLC

Using archival data on teams who participated in Escape Rooms, we find the effect of gender composition on team performance is dependent on teams’ ability to divide up labor and responsibilities and seek out additional informational resources. Implications for understanding team processes and performance in crisis situations are discussed.

**Effects of Sex-Role Stereotypes on a Negotiation Task in an Immersive Virtual Environment**

*Poppy Lauretta McLeod*, Michele Williams

¹Cornell University, United States of America; ²University of Iowa, U.S.

An experiment examined effects of avatar gender on perceptions and outcomes for a negotiation task. Avatar gender was found to affect behaviors and perceptions in patterns largely consistent with sex stereotypes. Implications for stereotype persistence in groups tasks with virtual environments are discussed.

Symposium: Team Members and Team Functioning

1:15pm–2:30pm, Old Georgetown

**The Impact of Team Members on Team Functioning**

*Denise Jeannette Fortuin*, Helen van Mierlo, Nale Lehmann-Willenbrock, Josette M. P. Gevers, Anita W. Wooley

¹Erasmus University Rotterdam, The Netherlands, The; ²University of Hamburg, Germany; ³University of Technology Eindhoven, The Netherlands; ⁴Tepper School of Business, Carnegie Mellon University, United States of America

Erasmus University Rotterdam, The Netherlands

Most team properties emerge from the behaviors and characteristics of their members. Despite this notion, research regarding these bottom-up processes are underexposed compared to their top-down counterpart. With this symposium, we aim to provide insight into the bottom-up influence of team members’ behavior and characteristics on team functioning.
Panel: Group Interaction Analysis
1:15pm–2:30pm, Judiciary Suite

Group Interaction Analysis as Challenge and as Chance
Elisabeth Brauner\textsuperscript{1}, Margarete Boos\textsuperscript{2}, Joann Keyton\textsuperscript{3}, Magnus S. Magnusson\textsuperscript{4}, Michael A. Rosen\textsuperscript{5}, Franziska Tschan\textsuperscript{6}
\textsuperscript{1} Brooklyn College, The City University of New York, United States of America; \textsuperscript{2} University of Göttingen, Germany; \textsuperscript{3} North Carolina State University, United States of America; \textsuperscript{4} University of Iceland, Iceland; \textsuperscript{5} Johns Hopkins School of Medicine, United States of America; \textsuperscript{6} University of Neuchâtel, Switzerland

Group interaction analysis is becoming more common among group scholars, but methodology and data analysis still pose challenges. Panel participants first will present their expertise and describe their use of the method. The discussion will focus on the benefits and challenges of group interaction analysis. Future needs will be evaluated.

Symposium: Modeling Space Teams
1:15pm–2:30pm, Potomac/Patuxent

Modeling Space Teams: Leveraging Computational Tools to Solve Long Hard Problems (About Teams)
Alina Lungeanu\textsuperscript{1}, Marlon Twyman\textsuperscript{1}, William Antone\textsuperscript{1}, Zachary Gibson\textsuperscript{1}, Suzanne Bell\textsuperscript{2}, Leslie DeChurch\textsuperscript{1}, Noshir Contractor\textsuperscript{1}, Patrick Park\textsuperscript{3}, Jessica Mesmer Magnus\textsuperscript{3}, Lauren Landon\textsuperscript{5}, Joshua Epstein\textsuperscript{6}
\textsuperscript{1} Northwestern University, United States of America; \textsuperscript{2} DePaul University, United States of America; \textsuperscript{3} University of Michigan, United States of America; \textsuperscript{4} University of North Carolina Wilmington, United States of America; \textsuperscript{5} NASA Johnson Space Center, United States of America; \textsuperscript{6} New York University

Can we use computational models to improve the likelihood that space exploration crews will succeed on the mission to Mars? This session presents three models, each developed to help NASA tackle a different team challenge: (1) composing the crew, (2) maintaining crew cognition, and (3) managing crew work schedules.

Social Influence
1:15pm–2:30pm, Susquehanna/Severn

Motivated to Work Well Together: The Supervisor Motivation Orientation’s Influence on Individual-level, Dyad-level, and Group-level LMX.
Elizabeth Diane Clayton, Amy Canevello
University of North Carolina at Charlotte, United States of America

Leader-member exchange (LMX) examines the dyadic supervisor-subordinate relationship that influences work-outcomes at various levels of analysis (Gooty & Yammarino, 2016). How a supervisor’s interpersonal motivations influence LMX is unknown. This paper proposes how to conceptualize and measure interpersonal motivations in LMX and examine their influence at various levels of analysis.

Advice Taking in Groups: A Descriptive Model
Thomas Schultze\textsuperscript{1,2}, Andreas Mojzisch\textsuperscript{3}, Stefan Schulz-Hardt\textsuperscript{1,2}
\textsuperscript{1} University of Göttingen, Germany; \textsuperscript{2} Leibniz Science Campus ‘Primate Cognition’; \textsuperscript{3} University of Hildesheim

In three studies, we studied advice taking in dyads compared to individuals. The results support our hypothesis that dyads heed advice less, irrespective of whether this behavior is justified by greater accuracy. We also tested a model predicting advice taking in groups from the behavior of individuals in comparable situations.

The Antecedents and Outcomes of Dynamic Communication Interaction Patterns in Multi-Team Systems
Marshall Scott Poole\textsuperscript{1}, Andrew Pilny\textsuperscript{2}, Jeffrey Proulx\textsuperscript{1}, Alex Yahja\textsuperscript{1}, Melissa Dobosh\textsuperscript{3}, Luisa Ruge-Jones\textsuperscript{1}, Chengyu Fang\textsuperscript{1}, Ly Dinh\textsuperscript{1}
\textsuperscript{1} University of Illinois Urbana-Champaign, United States of America; \textsuperscript{2} University of Kentucky; \textsuperscript{3} University of Northern Iowa

Conceptualizing group communication networks as interaction, this study reports the results of an experiment which manipulated network structure and task uncertainty in a multi-team system and identified interaction patterns with relational event modeling. The study tested a model in which the patterns mediated the impact of the independent variables on MTS coordination effectiveness.
**Status**

1:15pm–2:30pm, Diplomat/Ambassador

**In Pursuit of Status at Work: How Individuals’ Goals Influence Status-Seeking Behavior**

Kelly Raz¹, Amanda Cowen², Kristin Behfar³, Melissa Thomas-Hunt⁴

¹Western University, Canada; ²University of Virginia; ³United States Army War College; ⁴Vanderbilt University

In this paper, we explore how individuals choose between different behavioral strategies to acquire status: creating or projecting value. A key finding is that the pursuit of status, as conventionally defined, is not a unidimensional construct. “Contingent” status pursuit is strongly associated with value-projecting behavior while “authentic” status is not.

**Helping Less After a Loss, but not More After a Gain: The Asymmetric Influence of Status Change on Helping**

Sarah Page Doyle¹, Robert B Lount, Jr.²

¹University of Arizona, Eller College of Management; ²The Ohio State University, Fisher College of Business

This paper examines the impact of status change on people’s willingness to help their group members. Amongst firefighter teams (Study 1) and with undergraduates (Studies 2a/2b) findings support the prediction that status loss and gain have asymmetric effects on helping.

**Do We Agree on Who’s in Charge Here? Status Dissensus Antecedents and Impact on Team Performance**

Catarina Fernandes¹, Sujin Jang²

¹Harvard Business School; ²INSEAD

We explore the extent to which team members may hold different perceptions of the team’s status hierarchy, and how it impacts team performance. Given that perceptions and processes of assessing status are likely to be shaped by our cultural background, we examine this question in the context of multicultural teams.

**Looking Up and Down the Hierarchy: Target Rank Influences Perception of Descriptive Social Norm**

Jennifer E. Dannals, Emily S. Reit, Dale T. Miller

Stanford University, United States of America

Relatively little is known about how individuals perceive social norms in small groups. The present studies examine how individuals weigh the behavior of higher versus lower ranking group members in inferring the social norm. We find that individuals view the behavior of lower ranking individuals as more norm-diagnostic.

**Complex Teams**

2:45pm–4:00pm, Cabinet Suite

**Multiteam Systems in Long Duration Exploration Missions: A Qualitative Analysis of Key Characteristics and Challenges**

Dana Casey Verhoeven, William S. Kramer, Marissa L. Shuffler, Nastassia Savage

Clemson University, United States of America

Successful spaceflight missions cannot occur without the coordinated efforts of multiple teams both in flight and on the ground. Leveraging the expertise of individuals who have operated in this novel context, this paper expands upon what is known of multiteam systems in spaceflight to offer practical recommendations for future missions.

**What Will Motivate and Challenge Space Crews on the Journey to Mars?**

Gabriel Kevin Plummer¹, Alexa Harris¹, Leslie DeChurch¹, Jessica Mesmer-Magnus², Noshir Contractor¹

¹Northwestern University, United States of America; ²University of North Carolina, Wilmington, United States of America

Next generation space travel will require small teams to live and work in extreme environments for extended periods of time. What will motivate and challenge them? We interviewed four NASA space analog crews working on 30-day missions and qualitatively organize and analyze their responses.
Towards Implicit Coordination: How Medical Teams Coordinate by Reducing Communication and Changing the Way They Communicate
Jasmin Zimmermann1, Franziska Tschan1, Norbert K. Semmer2, Rafaela Meyer2, Stephan Marsch3
1University of Neuchâtel, Switzerland; 2University of Bern, Switzerland; 3University Hospital of Basel, Switzerland
We investigated how team communication changes towards increasingly implicit coordination during resuscitation in 20 ad-hoc formed teams of experienced physicians. Communication decreased significantly during multiple task completion. Further analyses will show how team communication changes in terms of grounding (e.g. referential shortenings) and whether implicit coordination is related to performance.

Towards a Dynamic Theory of Enacted Complexity
Kenneth T. Goh1, Brian T. Pentland2
1Singapore Management University, Singapore; 2Michigan State University
To develop new theory about the dynamics of enacted task complexity, we analyzed 15-months of field data from a video game development project consisting of observations, interviews, and an archival analysis of 2,428 tasks to present a novel way of conceptualizing and visualizing the complexity of emergent processual phenomena.

Symposium: Behavioral Team Interactions
2:45pm–4:00pm, Old Georgetown

Behavioral Team Interactions: New Evidence from the Field and the Lab
Nale Lehmann-Willenbrock1, Ilanit Gordon2, Sanne van der Meer3, Annika L. Meinecke4, Susannah B. F. Paletz4
1University of Hamburg, Germany; 2Bar-Ilan University, Israel; 3University of Amsterdam, The Netherlands; 4University of Maryland, USA
This international symposium unites researchers from Organizational Psychology, Social Neuroscience, and Computer Science who share new insights into behavioral team interactions. Findings include team interaction patterns during meeting interruptions, behavioral recurrence and team satisfaction, the role of personality composition for acoustic-prosodic entrainment, and effects of oxytocin on group synchrony.

Interpersonal Dynamics
2:45pm–4:00pm, Judiciary Suite

The Effect of Anticipation for Future Interaction and Team Reflexivity for the Free Rider Problem in Teams
Yi-Ching (Angel) Liu
National Taiwan University, Taiwan
Encountering free riders in teams negatively influences team members’ emotions, team’s decision-making process and performance. Taking the view of motivated information process in groups (MIP-G) model, I aim to evaluate the effect of raising team members’ anticipation for future interaction and team reflexivity on team members’ affective and behavioral responses.

Effects of Team-member Interpersonal Awareness on Peer Evaluations of Task Contributions
Natalie H Longmire, David A Harrison
University of Texas at Austin, United States of America
Both task-relevant cognitions and positive interpersonal relationships have been identified as important contributors to team effectiveness. In this paper, we develop and test hypotheses regarding the helpful (and potentially harmful) impacts of a non-task, interpersonally-directed cognition we call interpersonal awareness on peer assessments of individuals’ contributions to the team.
A New Framework of Trust Life Cycle for Team-Based Collaborative Relationships: A Qualitative Study
Allyson D. Pagan, Trevor N. Fry, Kyi Phyu Nyein, Jessica L. Wildman
Florida Institute of Technology, United States of America
Numerous definitions of interpersonal trust exist, but no unified theory of the entire trust lifecycle. Using a grounded theory approach based on a sample of 128 critical-incident interviews, we propose a new framework of trust development, violation, and repair in collaborative relationships, and discuss its far-reaching implications for teams.

HACKmanATHON Work Session #2
2:45pm–4:00pm, Potomac/Patuxent

Panel: Team Affect and MTS Interventions
2:45pm–4:00pm, Susquehanna/Severn

Ouch, That Trust Fall Hurts! Translating the Science of Team Affect into Evidence-based Team & Multiteam System Development Interventions
Marissa Leigh Shuffler1, Dana Casey Verhoeven1, Miliani Jiménez-Rodríguez6, C. Shawn Burke2, Matthew A. Cronin3, Deborah DiazGranados4, M. Travis Maynard5
1Clemson University, United States of America; 2University of Central Florida; 3George Mason University; 4Virginia Commonwealth University; 5Colorado State University; 6Government Agency
Trust falls, ropes courses, and the like are frequently used as an attempt to foster positive team affect/attitudes, yet they often fail to have any lasting impact. Panelists will discuss the science behind effective team and multiteam system interventions that target the development, improvement and maintenance of team affect.

Transactive Memory
2:45pm–4:00pm, Diplomat/Ambassador

Group Recall as a Function of Information Redundancy and Transactive Memory
R. Scott Tindale1, Jeremy R. Winget1, Katharina K. Castaneda1, Amanda Dykema-Engblade2
1Loyola University Chicago, United States of America; 2Northeastern Illinois University, United States of America
Groups attempted to recall a story where the parts of the story were distributed among the group members. How much of the information was shared vs. unshared and the presence/absence of a transactive memory system were varied. Both redundancy and transactive memory influenced group recall.

Simulation Model of Human Transactive Memory: A Study of Emergence in Teams
Pranav Gupta, Anita Williams Woolley, Kathleen M. Carley, Linda Argote
Carnegie Mellon University
There has been a push to adopt a multi-level ‘organizing’ approach that doesn’t just aggregate the outcomes of team processes but captures the micro-dynamics of emergent phenomena. We propose a cognitively plausible simulation model of TMS and use it as a lens to explore how key antecedents influence its emergence.

Transactive Memory Systems, Leader Sensemaking, and Information Elaboration in Teams
Quinn W. Cunningham1, Christian J. Resick2
1Rider University, United States of America; 2Drexel University, United States of America
This paper examines the moderating impact of leader sensemaking on the direct relationship between transactive memory systems (TMS) and team information elaboration and its conditional indirect effect on the mediated relationship between TMS and team performance through information elaboration. Hypotheses are tested using data from 94 five-person computer simulation teams.

4:15pm - 5:15pm McGrath Lecture: Dr. Steve W. J. Kozlowski, 2017 McGrath Award Winner
Regency Ballroom
Dr. Steve W. J. Kozlowski
2017 Joseph E. McGrath
Lifetime Achievement Award Recipient

Steve W. J. Kozlowski, Ph.D. is a Professor of Organizational Psychology at Michigan State University. He is a recognized authority in the areas of multilevel theory; team leadership and team effectiveness; and learning, training, and adaptation. The goal of his programmatic research is to generate actionable theory, research-based principles, and deployable tools to develop adaptive individuals, teams, and organizations. His research is, or has been, supported by the Agency for Health Research and Quality (AHRQ), the Air Force Office of Scientific Research (AFOSR), the Army Research Institute for the Behavioral and Social Sciences (ARI), the National Aeronautics and Space Administration (NASA), the National Science Foundation (NSF), and the Office of Naval Research (ONR), among others. His research has generated over $10M in funded work. He has produced over 500 articles, books, chapters, reports, and presentations and his work has been cited over 24,000 times (Google Scholar). Dr. Kozlowski is the recipient of the SIOP Distinguished Scientific Contributions Award and the INGRoup McGrath Award for Lifetime Achievement in the Study of Groups. He is Editor for the Oxford Series on Organizational Psychology and Behavior and Editor for the new SIOP/Oxford Organizational Science, Translation, and Practice Series. He is the former Editor-in-Chief and a former Associate Editor for the Journal of Applied Psychology. He is an Editorial Board Member for the Academy of Management Review, the Journal of Management, and Leadership Quarterly, and has served on the Editorial Boards of the Academy of Management Journal, Human Factors, the Journal of Applied Psychology, and Organizational Behavior and Human Decision Processes. He is a Fellow of the American Psychological Association, the Association for Psychological Science, the International Association for Applied Psychology, and the Society for Industrial and Organizational Psychology (SIOP). He was President of SIOP (2015-2016) and is the SIOP Research and Science Officer (2017-2020). Dr. Kozlowski received his B.A. in psychology from the University of Rhode Island, and his M.S. and Ph.D. degrees in organizational psychology from The Pennsylvania State University.

presents

“Opening the Black Box:
Unpacking Emergent Phenomena and Team Process Dynamics”

4:15pm – 5:15pm, Regency Ballroom

McGrath is perhaps best known for formulating the I-P-O framework that is so ubiquitous in team research. Nonetheless, it was his persistent efforts to understand team processes as dynamic phenomena that have had an enduring influence on me. Psychologists have studied small group and team effectiveness for decades, amassing a substantial empirical foundation that establishes a science of team effectiveness. Nonetheless, there are also significant concerns that team processes, which are inherently dynamic, have primarily been assessed as static constructs. Team processes and outcomes are multilevel phenomena that emerge, bottom-up from the interactions among team members over time under the shifting demands of a work context. Theoretical development that appropriately conceptualizes the multiple levels, process dynamics, and emergence of team phenomena over time are essential to advance understanding. Moreover, these conceptual advances necessitate innovative research methodologies to better capture these dynamic phenomena. I will discuss this conceptual foundation and then describe two promising streams of scientific inquiry – team interaction sensors and computational modeling – that are advancing new measurement techniques and process-oriented research methods focused on understanding team dynamics and emergent phenomena. I will close by discussing the prospects for process-oriented theory and research on team effectiveness.
Friday, July 20

5:15pm–6:00pm  Graduate Student Business Meeting  Cabinet Suite

6:30pm–7:00pm  INGRoup Photo  The Terrace (above Morton’s)

7:00pm–9:30pm  Dinner & Mystery Escape Room  Regency Ballroom

The conference event on Friday evening will feature a large-group version of a classic escape room especially designed for INGRoup, where all 250+ attendees can participate in the fun! The audience will be transformed into a multiteam system composed of smaller teams of six to eight people. There will be many different puzzles and clues that must be solved. Some puzzles will lead to other puzzles or give clues to solving a puzzle that a different team member is working on. The teams will need to organize themselves in such a way that they can effectively communicate information without disrupting workflow. This will be a chance for INGRoupers to really put their expertise to the test: teamwork and good communication will be instrumental to success!
SATURDAY, JULY 21, 2018

HACKmanATHON Breakfast (Working Session #3)
7:00am–8:30am, Regency Ballroom

8:00am–12:00pm Conference Registration Regency Foyer

Adaptive Forces
8:30am–9:45am, Cabinet Suite

Adaptive Followership in Dynamic Environments
Marie S. Thommes¹, Sjir Uitdewilligen¹, Ramón Rico², Mary J. Waller³
¹Work and Social Psychology, Maastricht University; ²UWA Business School, University of Western Australia; ³The Neeley School of Business, Texas Christian University
This research examines if and how team members flexibly adjust their followership behaviors to changes in the task situation and in the leadership style of the team leader. Specifically, we investigate follower behaviors (i.e., obedience and voice) as underlying mechanisms explaining team adaptive performance.

Switching Gears: Adaptive Leadership in Teams Facing Dynamic Contexts
Mary Waller¹, Sjir Uitdewilligen², Ramon Rico³
¹Texas Christian University; ²Maastricht University; ³Autonomous University of Madrid
Despite agreement among scholars that the effectiveness of any given leadership style is situationally dependent, little is known about the process of effectively switching among different leadership styles as situations unexpectedly change. This paper offers a model of leadership style adaptation as a co-construction by leaders and followers of the adaptive switching process.

Lead from Need - Emergence of Leadership Out of Necessity
Margarete Boos¹, Hannes Hornischer², Johannes Pritz¹, Marco G Mazza³
¹University of Goettingen, Germany; ²University of Graz, Artificial Life Laboratory, Austria; ³Max Planck Institute for Dynamics and Self-Organization, Goettingen, Germany
Our aim is to contribute a novel approach to investigate how the emergence of leadership can be modeled. We use a computer-based multi-client game where group movement on a virtual playfield is measured. Empirical and computer simulation results converge on a set of simple behavioral rules for leadership to emerge.

Managing “Us versus Them” in Times of Change: The Role of Intergroup Leadership and Uncertainty in Intergroup Effectiveness
Jeanine Pieternel Porck
Oklahoma State University, United States of America
The growing reliance on teams working together effectively creates an imperative to understand what enables intergroup effectiveness. Using a social identity lens, we hypothesize that intergroup leadership is a way in which organizations can facilitate intergroup effectiveness, even during times of uncertainty. We will test this in 76 organizational teams.

Conflict
8:30am–9:45am, Old Georgetown

Moved by Conflict: Exploring the Relationship Between Experienced Conflict and Individual Mobility Patterns
Camellia Zakaria, Kenneth Goh, Youngki Lee, Rajesh Krishna Balan
Singapore Management University, Singapore
We explore how mobility patterns relate to team processes and states. 39 students in project teams were tracked over 82 days, yielding up to 8 million records. Preliminary analysis of this big dataset and interview data revealed differences in the mobility patterns of individuals based on their experience of conflict.
A Contingency Model of the Dominance Route to Influence in Work Teams: The Moderating Role of Team Competition
Floor Rink, Yeşilcantürk, Frank Walter, Gerben S. Van der Vegt
1University of Groningen; 2Isik University; 3University of Giessen
In a field study among 351 members from 54 organizational work teams, we cast intra-team competition as a key context factor that moderates the relationship between dominance displays and influence in work teams. A follow-up scenario experiment revealed that this interaction effect was driven by normative evaluations of dominant behavior.

A Temporal Examination of Conflict and Viability in Teams: Key Mediators
Trevor N. Fry, Kyi Phyu Nyein, Jesse Caylor, Ngoc S. Duong, Jessica L. Wildman
Florida Institute of Technology, United States of America
We examined the occurrence of intrateam conflict and its effects over time at different stages of performance. Results suggest that team conflict reduces team viability, especially at later stages in a team’s lifecycle, and this impact is partially explained by reductions in psychological safety and team empowerment.

Symposium: From Military to Medicine Teams
8:30am–9:45am, Judiciary Suite
From Military to Medicine: Qualitative Explorations of Multiteam System Dynamics
Jennifer Nahrgang, Margaret Luciano, Thomas Aloia, Dale Watson, John Mathieu, Elisa Torres, Samantha Dubrow, David Wallace, Julian Abella, Michael Shulman, Joshua Ash, Stephen Zaccaro, Dana Verhoeven, Marissa Shuffler, Joseph Keebler, Robert Allen
1Arizona State University, United States of America; 2University of Texas MD Anderson Cancer Center; 3Army War College; 4University of Connecticut; 5George Mason University; 6US Naval Academy; 7Clemson University; 8Embry-Riddle Aeronautical University; 9Greenville Health System
This symposium focuses on multiteam systems within the complex environments of military operations and healthcare systems. Each paper takes a deep dive into MTS coordination and adaptation using inductive, qualitative methods including observations, interviews, and case studies in order to understand how MTSs manage complex and dynamic environments.

Panel: Computational Simulation in Team Research
8:30am–9:45am, Potomac/Patuxent
Using Computational Simulation to Study Dynamics and Emergence in Team Research
N. Sharon Hill, Mai P. Trinh, Corinne A. Coen, James A. Grand, Deanna M. Kennedy, Steve W. J. Kozlowski
1The George Washington University, United States of America; 2Arizona State University; 3Case Western Reserve University; 4University of Maryland — College Park; 5University of Washington — Bothell; 6Michigan State University
Although teamwork is inherently dynamic and involves complex processes and emergent states, researchers predominantly use static methodological approaches that fail to take account of these temporal dynamics and emergence. This panel discussion aims to explicate the opportunities and challenges of using computational simulation to significantly advance research in this area.

Methods
8:30am–9:45am, Susquehanna/Severn
Conceptual and Measurement Issues for Transactive Memory Systems: Indicators vs. Structure
Jonathan Kush
University of Massachusetts-Dartmouth, United States of America
Transactive memory systems (TMS)—who knows what in the group—are typically measured based on their indicators rather than the structure of knowledge. This paper demonstrates that TMS’s structure explains more unique than overlapping variance in group performance compared to the most popular indicator measure, suggesting that TMS’s importance may be underestimated.
Contextualizing Inclusion: Developing a Framework and Measure for the Army
Tara Ann (Rench) Brown, Melinda Key-Roberts, Krista Ratwani
1Aptima, Inc., United States of America; 2U.S. Army Research Institute
Past research has explored the impact of a climate for inclusion on organizational outcomes. The current research sought to identify how a climate for inclusion manifests itself in the Army context, with the ultimate goal of developing a measure that leaders can use to assess the climate of their units.

Just Your Opinion, Man? Demonstrating the Dimensions of Demonstrability: Scale Development and Validation
Kristin Bain, Dan Shannahan, Bryan Bonner
University of Utah, United States of America
We empirically expand understanding and increase utility of the demonstrability construct by exploring the four originally theorized dimensions of demonstrability (Laughlin, 1999; Laughlin & Ellis, 1986) and creating a reliable measure that is composed of four subscales demonstrating the validity of each scale by experimentally manipulating the dimensions of demonstrability.

Coding Interaction: A New Look at an Old Issue
Elisabeth Brauner
Brooklyn College, The City University of New York, United States of America
Selecting a coding scheme can be confusing due to the vast diversity of available systems. This paper presents new theory differentiating three distinct properties of coding schemes: construct concreteness, interaction dimension, and observation granularity. These will be discussed and their benefit for selecting a coding scheme elaborated.

Structure and Control
8:30am–9:45am, Diplomat/Ambassador

The Impact of Controllability Attributions on Turnover in Actual Teams
J. Lukas Thürmer, Florian Kunze
1University of Pittsburgh, United States of America; 2University of Konstanz, Germany; 3University of Göttingen, Germany
Individuals react more harshly toward poor performers lacking motivation than ability but the role of such controllability attributions in actual teams is unknown. We contribute to filling this gap: A large-scale longitudinal study in a logistics company indicates that controllability attributions may impact objective turnover and self-reported turnover intentions differently.

Social Media & Teams: How Social Media Enables & Constrains Team Coordination Structures
Jacqueline Ng, Noshir Contractor
Northwestern University, United States of America
We examine the internal social media communication at a technology startup to investigate how social media features potentially enhance team and inter-team coordination. Results from social network analysis indicate that social media facilitates coordination of workflow for highly interdependent team activities but may constrain inter-team activities.

Rachel Gifford, Eric Molleman, Taco van der Vaart
University of Groningen, Netherlands, The
It has been recognized, particularly in the healthcare context, that inter-team collaboration is a crucial part of organizational success. However, care often remains fragmented due to perverse incentives. Using a social identity approach, we explore how pay affects collaborative engagement through its influence on identity dynamics.
The Refinement of Ideas after Selection: Does Order of Feasibility and Originality Focus Matter?
Jonali Baruah¹, Paul Paulus², Nicholas Kohn³, Emily Horton¹
¹Tarleton State University, United States of America; ²University of Texas at Arlington, United States of America; ³Mitre Corporation, United States of America

Idea selection is a critical aspect of creative process. However, a common error observed in idea selection is the tendency to select the feasible ideas as opposed to novel ones. Our findings from two experiments revealed that refinement of ideas after selection was beneficial in offsetting the feasibility bias.

9:45am–10:15am Coffee Break Regency Foyer

Ethics and Leadership
10:15am–11:30am, Cabinet Suite

Ethical Leadership and Team Creativity: the Mechanism of Team Norm Conformity
Yeun Joon Kim
University of Toronto, Canada

The author proposes that ethical leaders decrease team creativity by increasing their team’s norm conformity. Using a sample of 357 employees in 105 R&D teams in a chemical company. The results showed that ethical leadership was negatively related to team creativity, and this relationship was mediated by team norm conformity.

The Psychological and Social Consequences of Narcissists Engaging in Ethical Leadership
Wei Wang, Elizabeth Campbell
University of Minnesota

Drawing from the theory of behavioral concordance, we offer a model of leader consequences of ethical leadership. Findings from three studies point to a troubling leadership paradox: narcissists rise to power in greater numbers but, when they do behave ethically, they reap greater psychological costs and less social benefit.

Authentic Leadership and Teams: A Review and Future Research Agenda
Alysha Gabrielle Cieniewicz, Lynn R Offermann
The George Washington University, United States of America

Although authentic leadership has been shown to have positive effects on individuals in organizations, its impact on teams is less studied. Our review and critique explores the relationship between authentic leadership and team effectiveness, particularly focusing on its potential effect on the development of team cohesion and trust.

Abusive Supervision and Victim’s Ambivalent Attitude: The role of vertical and horizontal collectivism and individualism
Hee Man Park¹, Hyoung Koo Moon², Young Min Jeon³
¹Penn State University, United States of America; ²Korea University, Seoul, South Korea; ³Lotte Academy, South Korea

This paper examines the relationship between abusive supervision and subordinate perceived supervisor intents (i.e. ambivalent attitude toward supervisor intent, intent to discipline and intent to hurt), and the moderating role of cultural values(vertical and horizontal collectivism and individualism). Survey results with 212 Korean employees provided overall support for our model.

Healthcare
10:15am–11:30am, Old Georgetown

The Post-Fall Huddle: A Practical Tool to Adaptively Manage Risk and Improve Safety Culture
John Crowe¹, Victoria Kenne³, Emily Adams¹, Joseph Allen¹, Roni Reiter-Palmon⁴, Katherine Jones²
¹University of Nebraska at Omaha, United States of America; ²University of Nebraska Medical Center, United States of America

We conducted a longitudinal assessment of 16 Midwestern hospitals' post-fall huddles and repeat fall rates. These data indicate that the repeat fall rates were negatively associated with the proportion of falls followed by a post-fall huddle. Additionally, various aspects of team culture increased for post-fall huddle participants.
What Do We Really Know About Crew Resource Management (CRM) and Its Effect on Teams? A Literature Review
Martina Buljac¹, M. Travis Maynard², Connie Dekker-van Doorn³
¹Erasmus School of Health Policy & Management; ²Colorado State University, United States of America; ³Rotterdam University of Applied Sciences
One intervention that has been identified as important to teamwork within healthcare is Crew Resource Management. As such, we review studies that have sought to summarize work in this area and based on the disconnected findings noted, we conduct our own review of the CRM literature over the past decade.

Dynamic Teams and Boundary Management: A Field Experiment with Medical Inpatient Teams
Anna T. Mayo, Anita Williams Woolley
Carnegie Mellon University, Tepper School of Business, United States of America
Using a field experiment with 96 general pediatric inpatient teams, we test whether interventions designed to establish an initial team focus (on either a core team or periphery roles) can alter the way in which members of the team behave, and thus how they perform and learn.

Exploring Antecedents of Team Reflexivity in Healthcare Teams: Team Composition and Perceived Facilitators and Barriers
Victoria Kennel¹, Joseph Mroz², Michael Yoerger², John Crowe²
¹University of Nebraska Medical Center, United States of America; ²University of Nebraska at Omaha, United States of America
We examined the effects of team composition on team reflexivity, and explored facilitators of and barriers to team reflexivity among 15 healthcare teams working to improve patient safety. Teams with greater functional diversity reported greater team reflexivity. Facilitators of team reflection and learning included team discussion and adverse event review.

Shared Leadership
10:15am–11:30am, Judiciary Suite

On the Dynamics of Interpersonal Influence: The Attribution of Social Motivation Impacts the Success of Influence Striving Behaviors
Maartje E Schouten¹, James G. Matusik², Stephanie M. Lee², Nicholas A. Hays²
¹Iowa State University, United States of America; ²Michigan State University, United States of America
The results of this experimental study examining influence trajectories of influence strivers over the course of a virtual, self-managed team’s life demonstrate that influence is a dynamic construct. Moreover, the attribution of prosel or prosocial motivation shapes the interpretation of striving behaviors by other team members and their influence conferred.

Lessons Learned: A Dive into Shared Leadership
Claudia Hernandez¹, Shawn Burke¹, Marissa Shuffler², Nastassia Savage², Dana Verhoeven², Michelle Flynn², William Kramer², Christopher Wiese³
¹University of Central Florida, United States of America; ²Clemson University, United States of America; ³Purdue University
As space exploration moves from low orbit earth to longer duration missions, exploring shared leadership is vital. A framework of functional leadership is used herein. This work leverages three methodological approaches to examine shared leadership within teams. Results led to the identification of multiple lessons learned.

The Impact of Non-expressive Aspect of Shared Leadership on Group Creativity
Tomohiro Ioku, Naoki Kugihara
Osaka University, Japan
We examined whether the extent of the non-expressive aspect of shared leadership as well as the expressive aspect are separate yet related indicators of leader quality. From data from 50 groups, results revealed the main effects of both expressive and non-expressive shared leadership had positive effects on group creativity.
**Panel: Military Drivers of Team Research**
10:15am–11:30am, Potomac/Patuxent

**Future Military Drivers of Team Research**

Gerald F Goodwin¹, Gregory A Ruark¹, Dorothy A Carter², Dale E Watson³, Stephen J Zaccaro⁴, Samantha K B Perry⁵

¹US Army Research Institute, United States of America; ²University of Georgia, United States of America; ³US Army War College, United States of America; ⁴George Mason University, United States of America; ⁵Aptima, Inc., United States of America

The US Military depends on teams for a competitive advantage to overcome the challenges and operational complexities it faces in the modern age. In response to these challenges military services are adapting their strategies. This session gathers a diverse group of eminent scholars to discuss the related team research needs.

**Language and Rhetoric**
10:15am–11:30am, Susquehanna/Severn

**Pushing Back against Bigotry: Exploring Rhetorical Strategies for Confronting Prejudiced Comments**

Naomi Marisa Fa-Kaji, Benoît Monin
Stanford University Graduate School of Business, United States of America

We examine the use of strategies for confronting bias and their effectiveness. In Study 1, participants confronted someone who had used a derogatory word. Participants frequently utilized direct strategies (e.g., threats). In Study 2, third-party observers judged these strategies to be less effective than indirect strategies (e.g., appeals to norms).

**When Intentions Become Commitment: How Participants’ Language Changes Throughout a Guided Team Workshop**

Amelie Verena Güntner, Paul Constantin Endrejat, Simone Kauffeld
Technische Universität Braunschweig, Germany

This study examines the temporal dynamics of participants’ commitment language to change throughout a workshop. Using video material from four workshops, analysis showed a significant increase in team members’ commitment while developing an action plan, compared to other workshop phases. Furthermore, facilitator’s autonomy-supportive behavior predicted team members’ commitment language.

**Language and Group Processes: An Integrative, Interdisciplinary Review**

Lyn M. Van Swol¹, Aimee Kane²
¹University of Wisconsin-Madison, United States of America; ²Duquesne university

This paper reviews research examining the use of language in small interacting groups and teams. We propose a model of group inputs, like status; processes and emergent states, like cohesion, influence, and innovation; and outputs, like performance and member well-being. We integrate this model with language use in groups.

**That's Fake News! The Role of Perceived Demonstrability in Argument Evaluation and Resistance to Persuasion**

Daniel Barry Shannahah, Kristin Bain
University of Utah, Eccles School of Business, United States of America

Although people may seek to hold beliefs and attitudes which align accurately with available evidence, worldview defense or social impression motivations can interfere with accuracy goals. These competing motivations for processing attitude-relevant information can influence people’s perceptions of message demonstrability, enabling them to dismiss such message sources as ‘fake news’.
**Team Composition**

10:15am–11:30am, Diplomat/Ambassador

**Dynamic Membership and Team Effectiveness: The Role of Team Emergent States**

Eunhee Kim, Bradford S. Bell  
Cornell University, United States of America  
Unlike traditional teams with a defined set of employees, today's work teams exhibit great fluidity. Despite the recent interest of researchers, our understanding of dynamic team membership remains limited. To fill the void, this study examined an important aspect of membership change that may influence emergent states and team effectiveness.

**Teams of Founders Versus Founding Teams: Unpacking the Narratives of Startup Founding Teams**

Kitty Cheung, Leslie DeChurch, Noshir Contractor  
Northwestern University, United States of America  
Founding teams attempt to transform passion and ideas into successful business ventures. One important aspect of founding teams is how they define themselves as a coherent entity. We introduce founding team narratives to explain how a team of founders transforms itself, or not, into a founding team.

**Social Cognition and Team Assembly: Competence, Warmth, or Embeddedness**

Diego Gomez-Zara¹,², Jacqueline Ng¹, Marlon Twyman¹, Leslie DeChurch¹, Silvia Andreoli³, Noshir Contractor¹  
¹Northwestern University, United States of America; ²Pontificia Universidad Católica de Chile, Chile; ³Universidad de Buenos Aires, Argentina  
Teammate recommender systems open up access to a greater pool of teammates, but can also systematize individuals implicit biases and preferences. We explore the social cognitive processes involved in choosing teammates using a teammate recommender system. Do individuals seek competence, warmth, or social embeddedness in choosing teammates?

**Like Children Do: Forming Core Dyads in Groups and Teams**

Brittany Solomon¹, Stephen Humphrey², Federico Aime³, Lily Cushenbery⁴, Aaron Hill³  
¹University of Notre Dame; ²Pennsylvania State University; ³Oklahoma State University; ⁴Stony Brook University  
We take a novel perspective to studying group and team leadership by examining the core dyad within a larger collective—an unexplored social phenomenon that could change how we study groups and teams. Using qualitative and quantitative approaches, we examine core dyads with respect to existence, formation, transference, and performance.

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

**1:15pm–2:30pm**  
**Plenary: HACKmanATHON Team Presentations and Awards**  
**Regency Ballroom**

To respond to INGRoupers desire for the conference to be more interactive and interdisciplinary, and to strengthen ties between academics and practitioners, we introduce the Second Annual HACKmanATHON. This element to the program is modeled after the “hackathon” -- a creative problem-solving session constrained to a relatively short time period – and is named in honor of a major figure in our field who applied theory and problem-solving to address wicked problems involving groups—J. Richard Hackman. During this session, HACKmanATHON teams will present their ideas concerning this year’s topic, “Managing Violence against First Responder Teams”. Session participants will vote on the best idea/presentation and the winner will be announced in real time!

**2:30pm–2:45pm**  
**Coffee Break**  
**Regency Foyer**
Emotions and Well-Being
2:45pm–4:00pm, Cabinet Suite

The Emotional Benefits and Performance Costs of Having a Psychologically Safe Language Climate in Global Teams
Tiina Johanna Koroma, Niina Kristiina Nurmi
Aalto University, Finland
We developed a model depicting a psychologically safe language climate as a key link between lingua-franca mandate, employee emotions, and innovative performance in global teams. The results extend the theoretical discussion on psychologically safe communication contexts in adding language as a potential barrier against innovativeness.

Mind(ful of) Your Emotions: Examining The Impact of Leader Self-Regulatory Skills on Burnout and Unit Well-being Through Emotional Contagion
Michelle L Flynn¹, Chelsea A. LeNoble¹, Nastassia M. Savage¹, Marissa L. Shuffler¹, Sharon Wilson², Tod N Tappert²
¹Clemson University, United States of America; ²Greenville Health System, United States of America
The current study presents a model in which leader self-regulatory skills, mindfulness and emotional labor strategies (suppression and reappraisal), predict leader burnout, unit psychological detachment, unit organizational commitment, and unit performance. This study adopts theory from emotional contagion literature to explain the aforementioned relationships between leader and units.

Fueling Psychological Safety in Teams: A Field Experiment
Heather Taylor Altman, Pamela Hinds, Riitta Katila, Ryan Lusvardi
Stanford University, United States of America
In this field experiment, we investigate the influence of shared experiences on the development of psychological safety in teams. Evidence from 86 teams suggests that negative shared experiences, in particular failure experiences, have the potential to facilitate the development of psychological safety in teams.

Harnessing the Power of Synergy: A Configuration Approach to Cultural Self-Construal and Team Collective Intelligence
Ki-Won Haan, Anita Williams Woolley, Linda Argote
Tepper School of Business, Carnegie Mellon University, United States of America
The aim of this paper was to examine the right mix of different personality (cultural self-construal) that can elicit synergetic effects on team processes (team reflective communication) and bring about higher collective intelligence in the context of ad-hoc teams. The interaction between communication and emotional sensitivity was also examined.

Entitativity and Cohesion
2:45pm–4:00pm, Old Georgetown

Who’s there? Boundaries, Entitativity, and Copresence in an Online Discussion Forum
Brittany Ernst, Anita Blanchard
UNC Charlotte, United States of America
In this study, we introduce social presence theory as an explanation for the relationship between boundaries and entitativity in online groups. We test this claim by manipulating the boundaries of a discussion forum and examine changes in social presence and entitativity. Theoretical and practical implications will be discussed.

Perceptions of Groupness During Fitness Classes Predict Exertion, Enjoyment, and Satisfaction: A Between- and Within-person Examination
Scott Graupensperger¹, Alex Benson², Mark Eys³, Jinger Gottschall¹, Bryce Hastings⁴, M. Blair Evans¹
¹The Pennsylvania State University, United States of America; ²University of Western Ontario, Canada; ³Wilfred Laurier University, Canada; ⁴Les Mills International
Group fitness classes are popular, but little is known about how perceptions of groupness (i.e., entitativity and group structure) impact exercisers. We examined within-person variability across time in perceptions of groupness, finding that when groupness was higher, greater effort was exerted and exercisers held higher perceptions of satisfaction and enjoyment.
Team Boundedness and Team Cohesion: A Moderation Analysis with Team Composition
Chitra Dey¹, M.P. Ganesh²
¹M.O.P. Vaishnav College for Women, India; ²IIT Hyderabad, India
This paper examines whether team boundedness impacts team cohesion. It examines whether the team’s organization tenure diversity and formal coordination mechanisms moderate the relationship between team boundedness and cohesion. Structural equation modelling using data from 111 teams shows that team boundedness has a positive and significant association with team cohesion.

Exploring Team and Contextual Influences on Intention to Turnover
Rebecca Grossman, David Mazer
Hofstra University, United States of America
Turnover creates critical issues, yet gaps in knowledge of team-relevant antecedents remain. We explore how cohesion and team identity relate to individuals’ intent to turnover, and the role of leadership in shaping the team experience. Virtuality is assessed as a moderator that strengthens leadership-team variable linkages in highly virtual settings.

Panel: Future Directions in Team Science
2:45pm–4:00pm, Judiciary Suite

Advancing the Study of Science Teams: Future Directions Informed by a Review of a Decade of Empirical Literature on Science Teams and Reflections from Experts Across Fields
Kara L. Hall¹, Amanda L. Vogel², Stephen Fiore³, Steve Kozlowski⁴, Marshall Scott Poole⁵, Leslie DeChurch⁶
¹National Cancer Institute; Leidos Biomedical Research, Inc.; ²University of Central Florida; ³Michigan State University; ⁴University of Illinois at Urbana-Champaign; ⁵Northwestern University
This panel presents findings from a recent review of the empirical literature published from 2006-2016 that provides evidence for what makes for effective team-based science. We then discuss future directions for research on science teams, highlighting research directions on institutional environment, science policy, team cognition, team processes, and multi-team systems.

Networks
2:45pm–4:00pm, Potomac/Patuxent

A Goal Systems View of the Team: Taking a Network Perspective on Team Goal Pursuit
Esther Sackett
Northwestern University, United States of America
A new framework for conceptualizing goal interdependence in teams is proposed, using a social network approach to conceptualize a “team goal system”, and theorize how goal alignment in the team goal system affects coordination. In particular, I explore the role of team goal system awareness in these processes.

Network Thinking in Teams Research
Semin Park, Travis Grosser, John Mathieu
University of Connecticut, United States of America
Although network thinking has a long history in the team literature, it has seen a resurgence and exponential growth in the past decade and a half. In this paper, we review and categorize teams research that has taken a network approach and to help consider fruitful directions for future research.

Balancing Efficiency and Diversity of Team Problem Solving: The Role of Team Structure
Lili Bao, Corinne Coen
Case Western Reserve University, United States of America
Using a computer simulation, we investigate the comparative effects of different team structures on team performance. We find that a subgroup structure could achieve nearly the efficiency of a totally connected structure while realizing problem solution levels close to that of the linear-connected structure.
Looking Across Borders: Antecedents of Boundary-spanning Advice Seeking  
Evgenia Dolgova¹, Dianne Bevelander¹, Michael Page²  
¹Rotterdam School of Management, Erasmus University, Netherlands, The; ²Bentley University, USA  
We study the origins of boundary-spanning advice seeking in a MBA cohort (N=110). We focus on how cognitive abilities and complementarity in competence affect external knowledge sourcing. Stochastic actor based modeling of social network dynamics (RSiena) reveals verbal/ quantitative abilities and complimentary specialization contribute to advice seeking beyond team borders.

Ethics and Justice  
2:45pm–4:00pm, Susquehanna/Severn

The Role of Procedural Justice in Group Cooperation  
Kyle Emich, Charles Pavitt  
University of Delaware, United States of America  
Based on judgments made by long-standing student groups, we evaluate the impact of procedural justice plus a pre-existing set of “cooperative mechanisms” (group identity, equity and reciprocity norms, and trustworthiness) on organizational citizenship behaviors, cooperation, and satisfaction. We find that procedural justice warrants consideration as an additional cooperative mechanism.

Unethical Gratitude? The Role of Gratitude in the Development of Unethical Cultures Within Groups.  
S. Wiley Wakeman  
London Business School, United Kingdom  
This research explores the micro-foundations of unethical cultures within groups. Across four multi-method studies, I find that audiences feel gratitude for the unethical behaviors of others. I show that these feelings motivate positive reciprocity, the attitudinal and behavioral support that ultimately helps explain the rise of unethical cultures in groups.

Jin Wook Chang  
HEC Paris, France  
The present research shows that group members punish free-riders through social undermining, and that undermining of free-riders is likely from members who has contributed to the group more than others, especially when non-free-riders differ in their contribution levels. We also find that groups reward undermining of free-riders with greater status.

Monitoring in Organizations: An Integrative, Multilevel, Multifoci Framework and Process Model  
Ketaki Sodhi, Amanda L Thayer  
The University of Akron, United States of America  
This paper reviews interdisciplinary research on monitoring behaviors and presents a multilevel, multifoci framework as well as a dynamic process model. Further, it articulates an agenda for future research in order to better integrate the monitoring literature across diverse disciplines.

Team Cognition  
2:45pm–4:00pm, Diplomat/Ambassador

Painting a Clear Picture While Seeing the Big Picture: Using Theory on Group Cognition to Understand How Leaders Reconcile the Tradeoff between Concreteness and Scale  
Andrew Carton, Andrew Boysen  
University of Pennsylvania  
Leaders who think concretely can communicate clearly--but often about uninspiring small-scale topics (e.g., daily quotas). Whereas construal level theory focuses on individual cognition, we incorporate theory on group cognition to argue that concrete thinking leaders who work with teammates who also think concretely adapt by communicating concretely about large-scale topics.
**Team Cognitive Flexibility, Team Adaptation and Performance: An Experimental Approach**
Ana Margarida Passos¹, Catarina Marques Santos², Ana Guedes¹, Agnieszka Broda¹, Sjir Uitdewilligen³
¹Instituto Universitário de Lisboa (ISCTE-IUL), Portugal; ²Maastricht School of Business and Economics, the Netherlands; ³Faculty of Psychology and Neuroscience, Maastricht University, the Netherlands
This study aims to analyse the effect of cognitive flexibility on task mental model similarity, team adaptation, and performance. Thirty-eight teams performed a computer-based real-time command-and-control firefighting simulation. Findings suggest that the cognitive flexibility manipulation has an effect on task mental model similarity, but not on team adaptation and performance.

**Antecedents of Team Cognition: A Meta-Analysis**
Jessica Mesmer-Magnus¹, Ashley Niler², Gabriel Plummer², Leslie DeChurch², Noshir Contractor²
¹University of North Carolina, Wilmington; ²Northwestern University
Team cognition is a core enabling feature underpinning team success or failure. We meta-analytically organize the extant literature to assess the extent to which four antecedent categories may promote team cognition development. We examine their relative efficacy and identify potential predictors that have been understudied in the primary literature.

**The Effects of Discussion of Unshared Information on Complexity of Language**
Paul (Hangsan) Ahn, Andrew Prahl, Lyn Van Swol, Miranda Kolb
University of Wisconsin-Madison, United States of America
In this online chat study, the introduction of unshared (new) information about Donald Trump during a group discussion increased the participants’ language complexity. We also found that feelings of ostracism were stronger when the pronoun “you” was used more frequently, and weaker when more positive emotion words were used.

4:15pm–5:15pm  INGReoup Business Meeting  (all invited)  Regency Ballroom

6:30pm–Beyond  INGReoup Dine-Around  Various restaurants

Join fellow INGReoup’ers and a local host at one of the great variety of restaurants in Bethesda or DC! Attendees will cover the cost of their own meals. Space is limited. Sign up on GoogleSheets at [https://tinyurl.com/Dine2018INGReoup](https://tinyurl.com/Dine2018INGReoup) or at the registration desk by 1pm Saturday.
The following INGRoup members made contributions to INGRoup in 2017-2018. These donations support our awards and 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. We are extremely grateful to our donors! INGRoup is a registered 501(c)(3) organization.

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No contributions were made in the 2017-2018 campaign. The J. Richard Hackman Award for the Dissertation that Most Significantly Advances the Study of Groups Fund is open and accepting donations.
The 2019 INGRoup Conference will be held at the Instituto Universitário de Lisboa in Lisbon, Portugal. (To view a map of attractions in Lisbon, please visit [http://www.golisbon.com/](http://www.golisbon.com/) or [https://www.visitlisboa.com/](https://www.visitlisboa.com/)). One particularly fun aspect of this conference will be our Friday night event: We will visit the wine caves of José Maria da Fonseca, located in Azeitão, a village 30 km from Lisbon. José Maria da Fonseca is a family of wines with almost two centuries of history. INGRoupers will eat, drink, and learn about the many artisans that collaborate to create great wine!

Watch [www.ingroup.net](http://www.ingroup.net) for more information about hotel reservations and conference submissions. Deadline for submissions is February 1, 2019.

INGRoup 2020 will bring us back to the West Coast of the United States: Tacoma, Washington! Interested in hosting a future INGRoup conference or learning more about the process? Send a message to inegroupresearch@gmail.com or contact any board member. We have openings in 2021 and beyond!