14th Annual Conference
July 18-20, 2019

Lisbon, Portugal
Instituto Universitário de Lisboa
(ISCTE-IUL)
Av. das Forças Armadas, 1649-026 LISBOA Portugal
tel +351 217 903 000 fax +351 217 964 710 www.iscte-iul.pt

Support for the INGRoup Conference was provided by:

ISCTE - IUL
Instituto Universitário de Lisboa

ISCTE Business School
INSTITUTO UNIVERSITÁRIO DE LISBOA

BRU - IUL
Business Research Unit
ISCTE-INSTITUTO UNIVERSITÁRIO DE LISBOA
THANK YOU to the INGroup 2019 Reviewers!

WE APPRECIATE YOUR HARD WORK!

<table>
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<tr>
<th>Abrantes, António</th>
<th>Cummings, Jonathon</th>
<th>Homan, Astrid C</th>
<th>McCardle-Keurentjes, Marleen H</th>
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<td>Ackerman, Phillip</td>
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Shuffler, Marissa L  Xie, Wenxin
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Straube, Julia  Yuan, Yingjie
Taheri ruh, Matin  Zaccaro, Stephen
Tajeddin, Golnaz  Zakrisson, Ingrid
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Tasa, Kevin  Zhou Koval, Christy
Tausczik, Yla  Zimmermann, Jasmin
Taylor, Jennifer A  Zimmermannh, Angelika
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Trainer, Hayley
Trincado, Francisco Javier
Tsai, Ming-Hong
Tschan, Franziska
Twemlow, Melissa
Uitdewilligen, Sjir Gerardus
Ulfert, Anna-Sophie
van de Brake, Hendrik Johan
van der Meer, Sanne Aggien
van Dijk, Hans
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President, Chairperson of the Board, 2016-2019

Roni Reiter-Palmon  
Vice-President, Association, 2016-2021

Amanda L. Thayer  
Secretary & Webmaster, 2017-2021

Steve Zaccaro  
Elected Board Member, 2016-2019  
President Elect, 2019-2022

Verlin Hinsz  
Elected Board Member, 2017-2020

Pri Shah  
Elected Board Member, 2018-2021

Deborah DiazGranados  
Conference Program Chair, 2020

Jessica L. Wildman  
Vice-President, Conference Coordinator, 2016-2020

Anita Blanchard  
Conference Program Chair, 2019

Ana Margarida Passos  
Local Arrangements Chair, 2019

Matthew Cronin  
Treasurer, 2016-2020

Heather Altman  
Student Board Member, 2017-2019

Paul Ahn  
Student Board Member, 2018-2020

Michael Johnson  
Local Arrangements Chair, 2020

Pre-Conference Chairs

Jennifer Nahrgang  
2019 Doctoral Consortium Chair

Susannah Paletz  
2019 Preconference Workshop Chair

Note. All board member terms begin and end with the close of the conference.
## CONFERENCE SCHEDULE – AT A GLANCE

**Wednesday, July 17, 2019**

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<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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</thead>
<tbody>
<tr>
<td>9:00am-4:00pm</td>
<td>Board of Directors Meeting (Invitation Only) -- B101</td>
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**Thursday, July 18, 2019**

<table>
<thead>
<tr>
<th>Time</th>
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<tbody>
<tr>
<td>8:30am-4:00pm</td>
<td>Doctoral Consortium (Invitation Only) -- C103</td>
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<tr>
<td>9:00am-12:00pm</td>
<td>Frontiers of Group Interaction Research (Invitation only) -- C104</td>
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<tr>
<td>9:00am-12:00pm</td>
<td>Teaching Teamwork Workshop (registration required) -- B201</td>
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<tr>
<td>1:00pm-5:00pm</td>
<td>Social Network Analysis Workshop (registration required) -- B201</td>
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<tr>
<td>4:00pm-8:00pm</td>
<td>Conference Registration -- Level 1</td>
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<tr>
<td>5:00pm-5:30pm</td>
<td>Poster Setup - Exhibition Hall/ Espaço Exposição</td>
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<tr>
<td>5:30pm-7:00pm</td>
<td>Poster Session and Opening Reception -- Exhibition Hall/ Espaço Exposição</td>
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<tr>
<td>7:00pm-8:15pm</td>
<td>Opening Dinner – Cantina Avenida Forças Armadas</td>
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<tr>
<td>8:15pm-9:30pm</td>
<td>Graduate Student Meet n’ Greet – American Music Burger (between IMT and Cinderela)</td>
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**Friday, July 19, 2019**

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>8:00am-4:00pm</td>
<td>Conference Registration -- Level 1</td>
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<tr>
<td>8:30am-9:45am</td>
<td>Well-being-Decision Making Panel: Group Interactions Leadership 1 Diversity (Free Room)</td>
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<tr>
<td>9:45am-10:15am</td>
<td>Morning Coffee Break -- Exhibition Hall/ Espaço Exposição</td>
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<tr>
<td>10:15am-11:30am</td>
<td>2018 J. Richard Hackman Dissertation Award Winner: Dr. Aaron Schecter</td>
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<tr>
<td>10:15am-11:30am</td>
<td>Performance 1 Symposium: The Words We Speak Leadership 2 Gender (Free Room)</td>
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<tr>
<td>11:45am-1:00pm</td>
<td>Lunch (including conference and program reports) – Atrium</td>
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<tr>
<td>1:00pm-2:15pm</td>
<td>Meetings Identity Panel: Cross-Disciplinary Approaches to Teams Symposium: Taking on Leadership</td>
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<tr>
<td>2:30pm-3:45pm</td>
<td>Groups and Meetings Adaptation Panel: Decade of Security Research Symposium: Taking on Leadership</td>
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<tr>
<td>3:45pm-4:15pm</td>
<td>Afternoon Coffee Break -- Exhibition Hall INGRoup Student Gathering (all students invited!) -- B203</td>
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<tr>
<td>4:15pm-5:15pm</td>
<td>2018 McGrath Award Winner Lecture: Linda Argote – Auditorium/Grande Auditório</td>
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<tr>
<td>6:00pm-6:30pm</td>
<td>INGRoup Photo – Level 2 Courtyard (near olive trees)</td>
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<tr>
<td>6:30pm-11:00pm</td>
<td>Dinner at the José Maria da Fonseca Wine Caves</td>
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**Saturday, July 20, 2019**

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<tr>
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<td>Conference Registration -- Level 1</td>
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<tr>
<td>8:30am-9:45am</td>
<td>Networks and Power Voice 1 Panel: Teamwork in Space Symposium: Processes in Dynamic Teams Advances in Group Research (Free Room)</td>
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<td>9:45am-10:15am</td>
<td>Coffee Break -- Exhibition Hall Exhibition Hall/ Espaço Exposição</td>
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<tr>
<td>10:15am-11:30am</td>
<td>Status and Power Voice 2 Panel: Decade of Security Research Dynamics Healthcare Agent Modeling</td>
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<tr>
<td>11:45am-1:00pm</td>
<td>Lunch (including conference awards and announcements) – Atrium</td>
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<tr>
<td>1:00pm-2:15pm</td>
<td>Status Performance 2 Symposium: Health Care Teams Symposium: Teams as Complex Systems Team Members External Group Challenges (Free Room)</td>
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<tr>
<td>2:30pm-3:45pm</td>
<td>Dark Side of Groups Learning and Cognition Symposium: Health Care Teams Review of Groups Research Conflict (Free Room)</td>
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<tr>
<td>3:45pm-4:15pm</td>
<td>Afternoon Coffee Break -- Exhibition Hall/ Espaço Exposição</td>
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<tr>
<td>4:15pm-5:15pm</td>
<td>INGRoup Business Meeting (all invited!) -- B203</td>
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<tr>
<td>6:30pm-9:00pm</td>
<td>Dine around Lisbon: Join us at some of Lisbon's best restaurants! See registration desk for information.</td>
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Wednesday, July 17, 2019

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<td>Teaching Teamwork Workshop</td>
<td>Pre-registration required B201</td>
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<tr>
<td>9:00am - 12:00pm</td>
<td>Agent-Based Modeling Workshop</td>
<td>Pre-registration required B202</td>
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<td>Social Network Analysis Workshop</td>
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Poster Session and Opening Reception (with food!)
5:30pm - 7:00pm, Exhibition Hall/Espaço Exposição

1. **Evaluation of Unsuccessful MTS Performance: An Archival Case Study Approach**
   Elisa Torres, Lauren Campbell, Stephen Zaccaro
   George Mason University, USA
   A dearth of MTS empirical studies examine MTSs in “the wild”. This study evaluates case studies of failed MTS performance across contexts and tests whether we can identify where the failure occurred. Using the MTS subaction phase framework, we provide support for the model’s practical and research utility across contexts.

2. **Toward a Theory of Cohesion Development: Integrating Social Presence Theory with a Contingency Perspective**
   Rebecca Grossman¹, Amanda L Thayer²
   ¹Hofstra University, USA; ²University of Akron, USA
   Numerous meta-analyses have substantiated the importance of cohesion for team performance, but factors that develop cohesion have largely been overlooked. We integrate social presence theory and a contingency perspective with the IMOI framework to develop theory, meta-analytically summarize the antecedents of cohesion, and investigate contextual factors influencing these relationships.
3. Feedback Seeking in Virtual Teams: The Roles of Task Characteristics and Feedback Orientation
Ketaki Sodhi, Russell Steiner, Amanda L Thayer
The University of Akron, USA
We hypothesize that, although individuals high in feedback orientation may be more likely to seek feedback, virtual teamwork can be costly and limit feedback seeking behaviors. However, when there is task interdependence, this effect of virtuality may be reduced. The assertions were tested in a team-based non-profit organization in India.

4. Incivility and Team Trust: A Latent Change Score Modeling Approach
Caroline Aubé¹, Vincent Rousseau², Eric Brunelle¹
¹HEC Montreal, Canada; ²University of Montreal, Canada
This study disentangles the relationship between incivility and team trust. Based on a sample of 78 teams of students (370 participants) participating in a project management simulation, results support the time-lagged effect of incivility on team trust, as well as the moderating role of team goal commitment.

5. Seeing Differently From Others: The Impact of Relationship Conflict Asymmetry and Realization on Team Performance
Shirley Wang
University of Hartford, USA
The present research examines the effects of relationship conflict asymmetry on information elaboration and team performance. In a study of student teams, I find that relationship conflict asymmetry improves elaboration, and that this association is stronger in teams who realize others may have a different perception of relationship conflict than oneself.

6. Antecedents and Consequences of Team Potency and Team Efficacy: A Meta-Analysis
Vincent Rousseau¹, Caroline Aubé², Pierre-Marc Leblanc¹, Madiha Aqerrout¹
¹Université de Montréal, Canada; ²HEC Montréal, Canada
This study presents a meta-analysis regarding team potency and team efficacy. Based on 244 independent studies (which represents 17,219 teams), results indicate that these capability beliefs are positively related to three team outcomes (i.e., team performance, innovation, and satisfaction) and may be enhanced notably by past performance and transformational leadership.

7. The Implicit Mechanisms of Effective Teamwork within Security Crews
Stephanie Walter¹,², Jan B. Schmutz³
¹Zurich State Police, Switzerland; ²ETH Zurich, Switzerland; ³Northwestern University, USA
Implicit coordination is an important strategy for effective teamwork, especially in high-risk situations where fast and intuitive decisions can be of vital importance. This field study investigates the underlying mechanisms of implicit coordination and its effect on team performance within security checkpoint crews.

8. Three Minutes Well Spent: The Quality of a Short Self-Led Reflection Enhances Medical Team Performance in a Simulated Resuscitation Scenario
Camille Morgenthaler¹, Franziska Tschan¹, Norbert K Semmer², Sabina Hunziker³, Simon A Huber¹, Stephan U Marsch³
¹University of Neuchâtel, Switzerland; ²University of Bern, Switzerland; ³University Hospital of Basel, Switzerland
This study investigated whether the quality of a reflexivity session influenced subsequent task performance. Sixty-eight teams of medical students performed two resuscitation tasks, interrupted by a three-minute reflexivity session. Quality of reflexivity partially predicted performance in the second task, controlling for performance in the first task.
Monica M. Cuddy, Lance Hannon, Marcia L Winward
1National Board of Medical Examiners, USA; 2Villanova University, USA
Two central elements of any team include interdependent activities and mutual accountability. While healthcare teams clearly engage in interconnected work, the systems for holding them responsible for quality care rely on individualistic models. This paper examines this disconnect and argues for consideration of interdependencies when evaluating professional misconduct in healthcare.

10. The Effects of Multiple Sub-Team Membership, Interteam Communication, and Role Ambiguity on Team Performance
Ozias A Moore, Sal Mistry, Bradford S Bell
1Lehigh University, USA; 2University of Delaware, USA; 3Cornell University, USA
We tested a moderated mediated path model to examine interteam communication and its effects on role ambiguity and sub-team performance. Results indicate that sub-team perceptions of interteam communication mediates the interactive effect of the average number of multiple team memberships in each sub-team and role ambiguity on sub-team performance.

11. The Effect of Different Facets of Need for Closure on Learning between Team-Members: A Social Network Approach Focusing on Dyadic Learning and Expertise Recognition in Teams
Francisco Javier Trincado, Filip Agneessens, Julija Mell, Pedro Leiva
1University of Surrey, United Kingdom; 2University of Oxford, United Kingdom; 3Erasmus University Rotterdam, The Netherlands; 4University of Chile, Chile
We argue that distinct facets of Need for Closure have opposite effects on learning at different stages of the team process. Network analysis inside 19 MBA teams shows that members learn more when being open-minded and decisiveness, while they learn from colleagues who dislike ambiguity and do not desire predictability.

Phillip Ackerman, Verlin Hinsz, Ruth Kanfer
1Georgia Institute of Technology, USA; 2North Dakota State University, USA
Despite the ubiquity of teams, not everyone wants to work in teams. We developed three measures to assess preferences for different aspects of team-based working. The measures were validated with laboratory and field samples. Findings support convergent/discriminant construct validity and criterion validity for perceived person-job fit and anticipated job satisfaction.

13. Status Signaling Effects of Trait Dominance: Evidence from the U.S. and South Korea
Hye Jung Yoon
Sejong University, South Korea
Trait dominance is a well-known indicator of one’s status attainment. This study starts with the assumption that trait dominance might signal one’s status through different underlying mechanisms across national cultures. Field studies that have been conducted in the U.S. and South Korea support the initial expectation.

14. Team Psychological Safety - A Stable or Dynamic Phenomenon?
Bård Fyhn
NHH Norwegian School of Economics, Norway
This qualitative study explores fluctuations in team psychological safety. Various patterns of how psychological safety can develop in teams are identified. Some team characteristics are
associated with an increase in psychological safety, others with a decrease, while experiences involving stress and conflict show paradoxical patterns in psychological safety across teams.

15. The Contrasting Effects of Team Voice Dispersion and Aggregation on Intrateam Conflict and Performance
Kyle Brykman
University of Windsor, Canada
In this manuscript, I examine the dual pathways through which team voice affects intrateam conflict and, in turn, team performance. Results demonstrate that aggregate team voice positively affects team performance via its effects on task conflict, whereas team voice dispersion negatively affects team performance via its effects on relationship conflict.

16. Are Financial Staffing Resources Always Beneficial to Team Performance? The Role of Core and Peripheral Team (In)Stability
Surabhi Pasarakonda¹, Jan B. Schmutz², Gudela Grote¹
¹Department of Management, Technology, and Economics, ETH Zurich, Switzerland; ²Department of Communication Studies, Northwestern University, Evanston, USA
Team membership changes are the reality in organizations. Therefore, understanding dynamic team composition better is important. By considering core team stability (CTS) and peripheral team stability (PTS) we address intra-team dynamics. This study investigates the effects CTS and PTS have on the relationship of financial staffing resources and team performance.

17. Comparing Teams to Individuals in a Videogame-Based Learning Activity: Exploring the Direct and Indirect Effects across Outcomes
Diana Ruth-Pelipez Sanchez
San Francisco State University, USA
Game-based training found team-based learners (n = 263) reported greater positive affective states (i.e., psychological meaning, perceived enjoyment, motivation, emotional engagement) than individual learners (n = 122) but no difference in knowledge. Team training impacted affective states through perceived value and active learning but knowledge through active learning only.

18. Team Development of Top Management Teams: Does It Work?
Henning Bang
University of Oslo, Norway
27 TMTs attended a nine-month team development program and their performance was measured prior to and after the program. The TMTs scored significantly higher on 24 of 26 team effectiveness variables after the program, with medium to large effect sizes, indicating that team development interventions work for TMTs.

19. The Importance of Gender and Entitativity in a Shared Leading Situation
Leann E Caudill, Anita L Blanchard
UNC Charlotte, USA
Using gender status beliefs and implicit biases, we examine bias against women when evaluating male and female leaders. We use an experimental design with a shared leading situation to argue that entitativity (i.e., feelings of groupness) can interact with our status beliefs and implicit biases to reduce these biases.

20. What's in the Jar?: Effects of Demonstrability & Decision Power on Use of Expertise in Group Decisions
Kristin Bain, Kathryn Coll, Daniel B Shannahan, Bryan L Bonner
University of Utah, USA
Identifying expertise in groups can be difficult so members often rely on proxies when deciding who should have the most influence on group decisions. In a lab study, we examine how power and demonstrability interact to influence group performance on an estimation task.

Cătălina Oțoiu, Lucia Rațiu
Babes-Bolyai University, Romania
This paper reports preliminary results from a longitudinal mixed methods research on the dynamic interplay between individual and team learning performance. We found that when familiarity with group members is low, individual performance increases team performance, but further performance instances function on parallel mechanisms for team and individual levels, respectively.

22. Does Leader Reward Consistency Influence Adaptation of Teams?
Cana Karaduman¹, Nicoleta Meslec¹, Leon Oerlemans¹,²
¹Tilburg University, The Netherlands; ²University of Pretoria, South Africa
This experimental study investigates the effects of leader reward consistency on teams’ adaptation. Two longitudinal adaptation measures were collected from a coordination task. A mediating relationship of shared understanding and team efficacy beliefs were tested.

23. Group Dynamics within New Venture Teams
Marius Jones
Norwegian School of Economics, Norway
Researchers recognise that new venture teams (NVTs) differ substantially from teams typically studied by team researchers. As such, this research project takes an inductive approach and aims to develop theory on NVT dynamics using multiple case studies and ethnography. NVTs co-located at an incubator in Norway was studied.

24. When Does Cognitive Team Diversity Influence Team Performance? The Moderating Role of Shared Leadership and Task Cohesion
Catarina Marques Santos, Jelle Martens
Maastricht University School of Business and Economics, The Netherlands
This study analyzes shared leadership and task cohesion as boundary conditions of the effect of cognitive team diversity on team performance. The findings suggest that in teams characterized by low levels of shared leadership and low levels of task cohesion, teams benefit from high cognitive team diversity for improving performance.

25. Investigating the Effect of Shared Cognitive Schema of Environment on Team Performance
Ryota Akiho¹, Saki Onuma², Toshio Murase²
¹Chukyo University, Japan; ²Waseda University, Japan
Teams under turbulent environments must consider environmental factors when developing objectives, and members’ agreement on interpretations of the environment influences teamwork. This study devises a new scale to capture shared cognitive schema - the extent to which members develop similar interpretations of environment - and assessed its impact on teamwork.

26. Experienced and Expressed Tensions in The Operating Room: Are All Team Members on the Same Emotional Page?
Sandra Keller¹, Vivian Zagarese¹, Shawn Safford², Sarah Parker¹
¹Virginia Tech; ²Carilion Clinic
Operating room is a work setting where team members work in close collaboration in a small physical space. This environment seems to be a fertile ground for emotional contamination. We
investigated to what extent team members from different professional groups are emotionally on
the same page at the same time.

27. **How Kind of Me to Save You: Exposure to Benevolent Sexism Predicts Interpersonal
Ethical Decision Making in a Crisis Situation**
Catherine Maria Rehmann, Amy Wax
California State University, Long Beach, USA
Benevolent sexism is an invisible form of gender discrimination. Although benevolent sexism has
shown to have negative impacts on women, virtually no research has been conducted to
examine the impacts on interpersonal interactions. The current study explores the impact
benevolent sexism has on interpersonal ethical decision-making in a crisis situation.

28. **The Experience of Working in Teams in Space**
Alexa Marie Harris¹, Ashley Niler¹, Leslie DeChurch¹, Jessica Mesmer-Magnus², Noshir
Contractor¹
¹Northwestern University, USA; ²University of North Carolina, USA
Working in teams can be a rewarding experience. It can also be a frustrating one. Future long
distance space exploration crews will work on the same team for a very long time. We report the
perceptions of space analog participants as they experience immersive team living over time.

29. **If I had something to Say, I Would: Topic Competence and Meeting Participation**
Isaac A Lindquist, Joseph A Allen, Emily E Adams
University of Nebraska-Omaha, USA
We examined the effects topic competence had on participation in meetings and meeting
effectiveness, as well as how meeting participation itself can affect meeting effectiveness.
Attendees more competent in the meeting topic participate more and see the meeting as more
effective, even if the participation is composed of dissent.

30. **Performance Monitoring in Interprofessional Healthcare Teams: Who does it help and
how?**
Mary Lavelle¹, Gabriel B Reedy², Christopher Devaney², Thomas Simpson², Janet E Anderson²
¹City University; ²King’s College London
Team communication is especially crucial in healthcare teams, where lives can be at stake.
Teamwork theories suggest that ‘speaking up’ to question others’ performance is critical to team
success. Through analysis of conversations during simulated clinical scenarios, we examined
how clinical teams communicate performance feedback to each other.

31. **Start Smart: A Longitudinal Experiment of Start-up Activities in Teams**
Therese E Sverdrup, Vidar Schei
NHH Norwegian School of Economics, Norway
We examined how four initial activities affected team processes and performance in a
longitudinal experimental study among 113 business-student project teams. Teams developing a
team charter or discussing experience from previous teamwork outperformed teams discussing
task-related questions concerning the teamwork or discussing relational questions to get to know
each other.

32. **Outgoing and Uprising: A Behavioral Approach to Explain the Relationship between
Extraversion and Leader Emergence**
Matthias Michael Pfisterer¹, Clemens Hutzinger², Tim Vriend³
¹Vlerick Business School, Belgium; ²Seeburg Castle University, Austria; ³University of
Groningen, The Netherlands
We empirically study how the personality trait extraversion, influence tactics (rational persuasion
and inspirational appeal) and leader potential influence leader emergence in groups. Results
from a laboratory study with 201 participants show that the link between extraversion and leader emergence is mediated by rational persuasion and leadership potential.

33. Choices in Communication Networks and Their Influence on Group Performance
Jonathan Kush
University of Massachusetts-Dartmouth, USA
Based on the implicit preferences of groups based on communication mediums, I proposed that individuals will make choices that emphasize equal contribution among team members if communicating face-to-face versus computer-mediated. Medium did not affect choice, but medium and choice may have an interactive relationship on group performance.

34. Contextual Factors and Heterogeneity Influences Degree of Deviance within Groups
Ingrid Zakrisson, Par Lofstrand
Mid Sweden University, Sweden
In the present research, we try to elaborate on the impact of contextual factors on the discrepancy between individual standpoints and group decisions, by introducing a normative conflict into the decision situation. Furthermore, degree of heterogeneity was introduced by varying the gender composition in the groups.

35. Aspects of Power in Group Decision-Making Situations
Pär Löfstrand, Ingrid Zakrisson
Mid Sweden University, Sweden
This study had the aim to analyze group interactions with a focus on how the dialogue within the group and in the group's decision-making process was influenced in three different decision-making experiments. Results revealed that contextual factors played an important role.

36. Replicating Team Success in Hollywood Sequels: A Role-Based Assessment of Team Member Changes
Jamal Shamsie¹, Da Huo¹, Andrew Yu², Danny Miller³, Don Conlon¹
¹Michigan State University; ²University of Melbourne; ³HEC Montreal
In this study, we focus on the impact of changing individuals that occupy core roles on performance in creative project teams. We examine this in the context of organizations attempting to replicate prior successes in the Hollywood motion picture industry.

Opening Dinner
7:00pm - 8:15pm, Cantina Avenida Forças Armadas
On the ISCTE-IUL Campus

Graduate Student Meet ‘n Greet
8:15pm - 9:30pm, American Music Burger

Join us at American Music Burger, Av. das Forças Armadas 34B, 1600-121, for a drink and a chat with fellow INGRoup attendees. It is a close walk from the conference, (between IMT and Cinderela). Both faculty and students are welcome!
Well-being

8:30am - 9:45am, B201

Psychological Adjustment in Teams: Team Member Well-Being Facilitates Transactive Memory Emergence
Matthew Angelo Diabes, Taya R. Cohen
Carnegie Mellon University, USA

We propose that the average adjustment level (i.e. psychological well-being) of team members will positively predict the transactive memory of the team. We test our hypothesis with a laboratory experiment. Results show that well-adjusted teams exhibit increased trust in team members’ expertise and coordination of the knowledge of their members.

“I'm Tired of Listening!” The Effects of Supervisor Appraisals of Group Voice on Supervisor Exhaustion and Performance
Hudson Sessions¹, Jennifer Nahrgang¹, Daniel Newton², Melissa Chamberlin³
¹Arizona State University, USA; ²University of Missouri, USA; ³Iowa State University, USA

Drawing on the transactional theory of stress, we find in a field and lab study that supervisors appraise group promotive voice as fostering their well-being (i.e., challenge appraisal) and appraise group prohibitive voice as inhibiting their well-being (i.e., hindrance appraisal). These appraisals, in turn, influence supervisor exhaustion and performance.

Silent Operating Theatre Optimisation System (SOTOS®) – Effects of a noise reduction system on stress, concentration, well-being and communication of OT crews
Margarete Boos¹, Martin Friedrich²
¹University of Goettingen, Institute for Psychology, Germany; ²University Medical Center Goettingen, Department of Thoracic and Cardiovascular Surgery, Germany

Operating theatres are noisy work places, threatening patients’ and surgery crews’ health. We describe the Silent Operating Theatre Optimisation System (SOTOS®) developed to address these health threats. Our present quantitative–qualitative study investigates the impact SOTOS® has on crew and surgery professionals’ stress and their cognitive, team, and communication performances.

Leader identity entrepreneurship and follower well-being: Testing a serial mediation model with work group identification and loneliness at work as mediators
Rudolf Kerschreiter, Benjamin Alex
Freie Universität Berlin, Germany

We investigated the influence of leader identity entrepreneurship on follower depressive symptoms and burnout in a field study with over 300 participants from the working population. Results supported the proposed serial mediation model linking leader behavior to follower well-being via increased follower work group identification and decreased loneliness at work.
Decision Making
8:30am - 9:45am, B202

How Do Perceptions of Others’ Decision-making Styles Influence an Intention to Collaborate with the Others?
Ming-Hong Tsai¹, Nadhilla Melia¹, Verlin Hinsz²
¹Singapore Management University; ²North Dakota State University

Using different methods in various tasks, we found that compared to perceptions of an actor’s intuitive decision-making style or low rational decision-making style, perceptions of an actor’s rational decision-making style were more positively associated with the perceiver’s collaborative intention with the actor via inferences of the actor’s openness and competence.

Ethical Decisions in Groups: Combining Preferences of Members with Divergent Decision Framings
Daniel Barry Shannahan¹, Nathan L Meikle², Ann E Tenbrunsel², Kristina A Diekmann¹
¹University of Utah, David Eccles School of Business, USA; ²University of Notre Dame, Mendoza College of Business, USA

It has been suggested that the use of groups may attenuate the effects of decision-making biases that cause decision makers to overlook the ethical aspects of the decision. We investigate the processes by which group members combine their individual preferences to form collective decisions in an ethical decision-making context.

Can Straw Polls Enhance Group Decision Quality?
Michael David Johnson¹, Eli Awtrey², Wei Jee Ong¹
¹University of Washington; ²University of Cincinnati

We test different straw poll voting methods suggested by social choice theory. Results show that information-poor voting methods negatively affect decision quality, whereas more information-rich voting methods actually positively affect decision quality. Group extraversion moderates this effect, such that introverted groups benefit most from using information-rich straw poll voting methods.

Making Decisions Work: The Positive Effect of the Premortem
Dawn Hazel Nicholson¹, Tim Hopthrow¹, Georgina Randsley de Moura¹, Giovanni A Travaglino²
¹University of Kent, United Kingdom; ²The Chinese University of Hong Kong, Shenzhen, China

We empirically tested for the first time whether a Premortem could improve information exchange and decision quality in Hidden Profile groups. Participants worked on a candidate hiring task across three studies (N(groups) = 55; 54; and 70 respectively). Premortem groups achieved increased information exchange and improved decision quality versus Control groups.
Panel: Group Interactions

8:30am - 9:45am, C103

Group Interactions as Technology Frontiers: Perspectives from Social Signal Processing
Ronald Böck¹, Hayley Hung², Gabriel Murray³, Catharine Oertel⁴, Ana Paiva⁵, Nale Lehmann-Willenbrock⁶
¹Otto von Guericke University Magdeburg, Germany; ²Delft University of Technology, The Netherlands; ³University of the Fraser Valley, Canada; ⁴École polytechnique fédérale de Lausanne (EPFL); ⁵Universidade de Lisboa; ⁶University of Hamburg, Germany

This international panel presents perspectives and innovations by computer scientists working in the area of social signal processing. Panelists will discuss how they approach research on observable group interaction behavior, with regard to group phenomena of interest, extraction of relevant features, and algorithm building for automatically detecting meaningful group behavior.

Leadership 1

8:30am - 9:45am, C104

Brokering their way to leadership: How brokers become effective between teams
Dr. Ning Xu
University at Buffalo, The State University of New York, USA

Complex organizational tasks usually require the effective coordination across teams or disciplines, and informal leadership might play an important role during this process. Drawing on the literature of brokerage, I studied who will emerge as such external leaders and how they become external leaders to help with inter-team issues.

Middle Managers, Coopetition and Intraorganizational Knowledge Sharing
Jeanine Pieternel Porck
Oklahoma State University, USA

This paper aims to develop an understanding of the underlying motives middle managers have when coordinating knowledge exchange between teams that are in coopetition, i.e. engage simultaneously in cooperative and competitive behaviors. By understanding these motives, I aim to uncover why so many managers struggle to manage intraorganizational knowledge sharing.

It takes two to tangle: The impact of co-leadership conflict on the emergence of team leadership
Lauren Lanzo¹, Maureen McCusker²
¹The George Washington University; ²Army Research Institute, CRFP

This study investigates the impact of conflict between co-leaders on team functioning. Preliminary findings from Army platoons indicate co-leader conflict negatively relates to teams’ perceptions of co-leader effectiveness, which negatively relate to within-team leadership. Furthermore, this study also tests the moderating role of trust on leader effectiveness and team leadership.
Disruptive Events and Multiteam System Adaptation: Dynamic Leadership and Communication
Cynthia K Maupin¹, Sean M Fitzhugh², Dorothy R Carter¹
¹University of Georgia, USA; ²U.S. Army Research Laboratory, USA
Volatile environments introduce disruptive events requiring multiteam systems to balance both structure and flexibility to adapt and maintain system effectiveness. We propose that MTSs can adapt their leadership structures and communication processes to attenuate the hypothesized negative effects of highly critical and complex disruptive events on system-level performance.

Diversity
8:30am - 9:45am, C201

Amy Wax
California State University, Long Beach, USA
The current study reexamined the finding that deep-level homophily predicts human relationships. Results indicated that: 1) deep-level diversity drives positive, task-relevant relationships, 2) deep-level homophily drives negative, task-relevant relationships, and 3) deep-level diversity marginally predicts team task performance.

Does diversity in creative skills matter in collaborative groups?
Jonali Baruah, Alexandra Powers
Tarleton State University, USA
This study examined the effectiveness of groups with heterogeneous creativity skills compared to those with homogeneous skills. Findings revealed that groups comprising of a mixture of heterogeneous creativity skills such as fluency, originality, elaboration, and flexibility generated more and better ideas compared to a group with homogenous creativity skills.

Fostering In-group Disagreement through Diversity: High-status out-group members enhance intragroup engagement
Denise Lewin Loyd¹, So-Hyeon Shim², Sun Young Kim³, Katherine Phillips⁴
¹University of Illinois Urbana Champaign, USA; ²University of Hong Kong; ³IÉSEG School of Management; ⁴Columbia University
Disagreeing with a fellow in-group member and agreeing with an out-group member, creates tension between relationship and task concerns. We find higher tension in groups with a high-versus low-status out-group member, increasing intragroup engagement (i.e., willingness of in-group members to discuss their disagreements) and overall information sharing.

How Diversity Amplifies Uncertainty and Reduces Group Preference for Novelty
Wenxin Xie, Sarah Harvey, Poornika Ananth
University College of London, United Kingdom
How does diversity produce a bias against novel ideas? We hypothesized groups with informational and functional diversity prefer less novel ideas because the diversity created
uncertainty. Through an experimental study with 62 groups, we found informational, but not functional diversity, made groups experience more uncertainty and select less novel ideas.

9:45am - 10:15am  Morning Coffee Break  Exhibition Hall/ Espaço Exposição

FEATURED SESSION: 2018 J. Richard Hackman Dissertation Award Winner: Dr. Aaron Schecter
10:15am - 11:30am, B201

Session Chair: Dr. M. Scott Poole

Aaron Schecter is an Assistant Professor of Management Information Systems at the University of Georgia, Terry College of Business. He earned his PhD in Industrial Engineering and Management Science from Northwestern University. Dr. Schecter's research is focused on the intersection of human behavioral dynamics, team performance, and innovation. He also works on developing new computational methods for studying human behavior. Dr. Schecter's research has appeared in journals such as Research Policy and Journal of Organizational Behavior, and he is currently funded by grants from NASA and the Army Research Lab.

It’s About Time: Theorizing the Antecedents and Outcomes of Dynamic Processes in Teams and Multiteam Systems

Multiteam systems (MTS) or “teams of teams” can be found in all areas of life, from business to medicine, science to the military. Accordingly, it is of great interest to determine how these systems function, and what makes a MTS successful. There are several elements which contribute to effective system functioning, including interactions across boundaries, information sharing interactions, and the development of team and MTS identification through repeated interactions. In this talk, I argue that integrating networks and time into the study of MTSs can provide novel insights into each of these areas. I will present a theoretical framework based on sequences of relational events, as well as an accompanying methodological paradigm. Analyses for this thesis were conducted across 59 laboratory experiments encompassing over 1,000 unique individuals, and over 100,000 interactions. I will conclude by discussing the contributions to the extant literature on teams, multiteam systems, and research methods.

Performance 1
10:15am - 11:30am, B202

Closer than they appeared: The effect of work style similarity on the relationship between social diversity and team performance

Cynthia Wang¹, Yingli Deng², Esther Sackett¹, Edward Scott³, Federico Aime², Stephen Humphrey⁴, Katherine Phillips⁵
¹Northwestern University; ²Oklahoma State University; ³Point Park University; ⁴Pennsylvania State University; ⁵Columbia University
Through a field study of audit teams and a controlled experiment examining dyadic interactions, we test hypotheses about the interactions between two types of diversity: work style similarity and social category diversity. We also examine familiarity as an antecedent to perceived work style similarity.

**Differential Relations between Shared Mental Models Subtypes and Coordination and Performance of Virtual Teams**

Rebecca Müller, Conny Herbert Antoni
University of Trier, Germany

This study aims at differentiating the multilevel-effects of teamwork-, taskwork-, temporal- and ICT-(information and communication technology)-SMM on team coordination and performance. HLM results of the cross-sectional field study of 131 employees working in 41 virtual teams show that ICT-, temporal-, and taskwork-SMM are positively associated with team coordination and performance.

**The Effect of Endogenous Network Positions on Group Performance**

Jerry M Guo, Linda Argote, Jonathan Kush, Erin Fahrenkopf, Jisoo Park
Tepper School of Business, USA

We theorize that when group members choose who occupies network positions, individuals select themselves and others into network positions that best suit member skills. We find that groups receiving their choices of which members should occupy network positions perform better than either groups that did not receive their choices.

**The Impact of Political Skill on Team Member Effectiveness and Team Performance: A Multilevel Investigation**

Kevin Tasa¹, Thomas A O'Neill², Tina Darvazehban¹
¹York University, Canada; ²University of Calgary, Canada

Our study investigates whether political skill relates to team member effectiveness and emergent team processes. In a sample of consulting teams, we found that political skill is associated with several dimensions of team member effectiveness and that the impact of political skill on team performance was indirect through teamwork behavior.

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**Symposium: The Words We Speak**

10:15am - 11:30am, C103

**The Words We Speak: New Insights Into Language Use in Groups and Teams**

Annika Luisa Meinecke¹, Mona Weiss², Lisa Handke³, Lena Müller-Frommeyer³, Bastian Grande⁴, Gudela Grote⁵, Simone Kauffeld⁵, Michaela Kolbe⁴, Donat R Spahn⁴
¹University of Hamburg, Germany; ²Freie Universität Berlin, Germany; ³Technische Universität Braunschweig, Germany; ⁴University Hospital Zurich, Switzerland; ⁵ETH Zurich, Switzerland

Sharing insights from the laboratory and the field, this interdisciplinary symposium sheds new light on the role of individual language use and language style matching in teams. The symposium includes three empirical studies (focusing on leadership in teams, shared cognition, and team affect) and closes with a methodological paper.
Leadership 2
10:15am - 11:30am, C104

How team psychological safety and paradoxical leadership behaviors interact to increase team performance via task mental models
Jandre Jansen van Rensburg, Catarina Santos, Simon de Jong
Maastricht University - School of Business and Economics, The Netherlands
In this study, we argue and show that enforcing work requirements while allowing flexibility (a key paradoxical team leader behavior) enhances team performance via task mental models, when team psychological safety is low.

The Two-Way Effects of Two-Way (Omnioptic) Monitoring: A Study of Body Worn Cameras in Law Enforcement
Shefali Patil2, Ethan Bernstein1
1Harvard Business School; 2University of Texas at Austin McCombs School of Business
While monitoring technologies were traditionally implemented in panoptic ways (supervisor observes groups of employees), more recent implementations are omnioptic (multiple parties, including employees, can access footage). In a quasi-field experiment involving implementation of police body-worn cameras, omnioptic monitoring simultaneously reduces employees’ sense of autonomy _and_ conflict with observers, influencing performance.

What do they think? An elicitation study on how team leaders perceive leadership and interpret team situations
Mieke Koeslag-Kreunen1, Piet Van den Bossche2, Marcel Van den Klink1, Wim Gijselaers3
1Zuyd University, The Netherlands; 2University of Antwerp, Belgium; 3Maastricht University, The Netherlands
Team leaders need to interpret team situations to adapt their behavior meaningfully. Holding various leadership perspectives and team factors may help team leaders to do so. Interviews with 15 team leaders explored these team leader cognitions. Team leaders who held more different leadership perspectives also used more diverse team factors.

Leader’s sensegiving and leader’s promotion of sensemaking: Two sides of the same coin?
Ana Margarida Passos1, Jorge Sinvá1, Ana Guedes1, Catarina Santos2, Sjir Uitdewilligen3
1Instituto Universitário de Lisboa (ISCTE-IUL), Portugal; 2Maastricht University School of Business & Economics, The Netherlands; 3Faculty of Psychology and Neuroscience, Maastricht University, The Netherlands
The authors differentiate two leadership functions related to sensemaking: leader’s sensegiving and leader’s promotion of team sensemaking. Results from two field studies validate the two constructs and indicate that the influence of leader’s sensegiving on team performance is higher in situations that leaders also promote team sensemaking.
The Isolated Choice Effect and Its Implications for Gender Diversity in Organizations
Edward Chang, Erika Kirgios, Aneesh Rai, Katherine Milkman
University of Pennsylvania, USA
People are less likely to choose candidates whose gender would increase group diversity when making selections in isolation (i.e., when responsible for selecting a single group member) than when making sets of choices (i.e., when responsible for selecting multiple group members). We call this the isolated choice effect.

Same But Different? The Role of Gender in Linking Verbal Behaviors to Emergent Leadership in Teams
Fabiola H Gerpott¹, Sofia Schlamp², Sven C Voelpel³
¹Technical University Berlin, Germany; ²Vrije Universiteit Amsterdam, The Netherlands; ³Jacobs University Bremen, Germany
This study uses interaction coding to investigate the interplay of communication and gender in predicting emergent leadership in 41 self-managed teams. Findings indicate that men and women do not differ in their verbal behaviors, but only men receive higher emergent leadership ratings when engaging in agentic and communal task-oriented communication.

What happens if women do ask? Gender and negotiation in an online labor market
Christy Koval, David Peter Daniels
Hong Kong University of Science and Technology, Hong Kong S.A.R. (China)
What happens when “women do ask” in negotiations? Using a novel field dataset in which all workers must propose a first offer when negotiating hourly wages, we show that women receive $2.55 lower hourly wages than men. Surprisingly, however, asking for more helps women 9.7% more than it helps men.

Gender Role Expectations in Diverse Work Groups and Group Performance: The Flywheel Effect
Hans van Dijk, Marloes L van Engen
Tilburg University, The Netherlands
We use the analogy of a flywheel to illustrate how gender role expectations reinforce themselves via (a) task allocations, (b) perceivers’ behavior, and (c) target women and men’s behavior. We further propose that each of these mechanisms shape group performance positively or negatively depending on gender role expectation accuracy.
Meetings
1:00pm - 2:15pm, B201

Leader airtime management and team learning in meetings of EMCC teams
Michael Hoven¹, Mien Segers¹, Piet van den Bossche¹,²
¹Maastricht University, The Netherlands; ²University of Antwerp, Belgium

Does leader airtime management - managing who talks and who does not talk - influence team learning in Emergency Management Command and Control teams? Video-coding of team behaviors in 48 meetings, lag sequential, and qualitative analyses show the relations between leader airtime management and team learning.

How Rude? Perceptions of Multicommunicators in Meetings
Emily Paskewitz¹, Stephenson Beck²
¹University of Tennessee, USA; ²North Dakota State University, USA

Multicommunication is the use of technology during face-to-face interactions. This study focused on how individuals perceive multicommunication occurring during a meeting. Results showed females viewed multicommunicators more negatively than males, and multicommunicators were viewed more negatively than non-multicommunicators. The gender of the multicommunicator did not play a role in perceptions.

When Hierarchy Shouldn’t Rule: Hierarchy Changes and Their Effect on Performance
Karoline Evans¹, Brett Sanner²
¹Manning School of Business, University of Massachusetts Lowell, USA; ²LaPenta School of Business, Iona College, USA

We investigate patterns in hierarchy changes and their performance implications. We find that project teams become less hierarchical as they approach the midpoint and then become more hierarchical. However, teams actually perform worse when they rapidly become more hierarchical after the midpoint, which can be prevented by frequent meetings.

How faultlines impact meeting interactions in virtual vs. non-virtual environments
Julia Straube, Lisa Handke, Simone Kauffeld
TU Braunschweig, Germany

We study meeting communication in groups affected by different levels of faultline strength in group discussions that are conducted either face-to-face or virtually. Results show that faultlines impact meeting interactions only in face-to-face and not in virtual settings and that meeting interactions impact team performance under certain conditions.
Identity

1:00pm - 2:15pm, B202

The role of group status in identity configurations and organizational citizenship behaviors
Raveh Harush¹, Jeffrey Loewenstein², Motti Klang³, Matthew Rubin⁴
¹The Graduate School of Business Administration, Bar-Ilan University, Ramat-Gan, 5290002, Israel; ²Gies College of Business, University of Illinois Urbana-Champaign, 1206 South Sixth Street, Champaign IL 61822 USA; ³Department of Human Services, University of Haifa, Mount Carmel, Haifa 31905, Israel; ⁴Baruch Ivcher School of Psychology, Interdisciplinary Center Herzliya, Kanfei Nesharim Street, Herzliya 46150, Israel

Organizational research that explores multiple social identities is scarce. We examine organizational identification and group or unit identification together to see how groups’ status is linked to identification strength and identity configurations. Additionally, we draw links between identity configurations and organizational citizenship behaviors at the group and organization levels.

Content and Structure of Compilational Emergent States
Toshio Murase¹, Adam Arthur Roebuck²
¹Waseda University, Japan; ²University of Connecticut, USA

While compositional conceptualizations of emergence are fully entrenched in organizational and psychological behavior literatures, there remains a paucity of theoretical and methodological advancement pertaining to compilational conceptualizations of emergence. The present paper seeks to elucidate the difference between the two forms of emergence and guide future research.

Temporal Composition in Teams
Hendrik J van de Brake¹, Jonathon N Cummings²
¹University of Groningen, The Netherlands; ²Duke University, USA

Although team composition is a widely studied phenomenon, much of the literature has ignored team members’ temporal attributes (such as the proportion of time allocated to the team). We develop a theoretical model that highlights temporal composition as an important predictor of team processes (identity, resources, and knowledge) and outcomes.

Fostering Superordinate Identity and Knowledge Transfer: Group Symbols and Rewards
Linda Argote¹, Aimee Kane², John Levine³
¹Carnegie Mellon University, USA; ²Duquesne University, USA; ³University of Pittsburgh, USA

Although superordinate identity has been found to facilitate knowledge transfer across groups via personnel movement, the conditions that lead to a superordinate identity have not been established. We investigate the effects of group symbols and rewards on the experience of superordinate identity and subsequent knowledge transfer in a laboratory study.
Panel: Cross-Disciplinary Approaches to Teams
1:00pm - 2:15pm, C103

Panel: Cross-Disciplinary Approaches to Teams
Jessica L Wildman, Deborah DiazGranados, Hayley Hung, Paul Battaglia, Cliff Scott, Jennifer Taylor, Lisa Slattery Walker
1Florida Institute of Technology; 2Virginia Commonwealth University; 3Delft University of Technology; 4Clark Nexsen; 5University of North Carolina at Charlotte; 6Drexel University

In the spirit of the INGRoup mission, this panel connects team experts from six disciplines: organizational psychology, computer science, architecture, communication, public health, and sociology. The session will provide a baseline understanding of these fields and discuss how to leverage and combine them to improve team theory, research, and practice.

Symposium: Facilitating Multiteam Performance
1:00pm - 2:15pm, C104

Facilitating Multiteam System Performance in High-Stakes Practical Contexts
Jacob Garrett Pendergraft, Gouri Mohan, Dorothy R Carter, David Wallace, Elisa Torres, Allison Harris, Stephen Zaccaro, Dana C Verhoeven, Marissa L Shuffler, Robert Allen, Donald Wiper, Sarena Y Tseng, Lauren B Landon, Kelley J Slack, Lindsay Larson, Ashley Niler, Leslie DeChurch
1University of Georgia, USA; 2IESE Business School, Spain; 3U. S. Naval Academy; 4George Mason University; 5Clemson University; 6Greenville Health System; 7KBR Wyle; 8Northwestern University

Multiteam systems (MTSs) have the potential to achieve ambitious goals in a variety of high-stakes environments but often struggle to do so. This symposium considers key phenomena, including leadership and adaptive patterns of coordination, that impact MTS performance within military, healthcare, and space exploration contexts.

Leadership and Complexity
1:00pm - 2:15pm, C201

Driving Positive Shared Leadership Performance Trajectories through Team Interventions and Composition
Lauren D’Innocenzo, Michael Kukenberger, Andrea Farro, Jennifer Griffith
1Drexel University; 2University of New Hampshire; 3Drexel University; 4University of New Hampshire

We used longitudinal data from 205 members of 53 student teams who competed in a complex business simulation over 10 weeks to test: (1) whether shared leadership and performance were related reciprocally over time; (2) the relative magnitude of those relationships; and (3) whether a shared leadership intervention changes those relationships.

Situation-based leadership attributions: How and why environmental uncertainty affects leadership attributions in self-managing teams
Wenxin Xie
University College of London, United Kingdom
Uncertain environment makes behavior-based leadership attributions very difficult. I proposed and tested a situation-based leadership attribution model that members downplayed the targets' unique behaviors and attributed leadership to several teammates in uncertain environments. I tested this theory through a multi-wave survey of 46 student teams and an online experiment.

**Switching gears: The effect of adaptive leadership on team transitions between simple and complex situations**

Sjir Gerardus Uitdewilligen¹, Ramón Rico², Mary J Waller³, Marie Thommes¹

¹Maastricht University; ²University of Western Australia; ³Texas Christian University

Using 90 four-person lab teams, performing on eight consecutive scenarios, we experimentally test the effect of adaptive leadership relative to directive and participative leadership on teams' ability to switch between simple and complex situations. Discontinuous growth modelling shows that teams with adaptive leaders are superior both in switching and performance.

**Whom to follow: Dynamics of leadership and decision making in groups**

Marie Ritter, Meng Wang, Yao Lu, Olaf Menssen, Margarete Boos
University of Goettingen, Germany

We investigate group–leader trust when selecting between options of different extent and sustainability. A round-based, multi-client game design is used as our experiment paradigm. Preliminary results show worse performance of flocking groups, compared to individuals or nonflocking groups. Lastly, we show exploration and exploitation strategies in consecutive group decision-making.

**Communications**

1:00pm - 2:15pm, C202

**A Theory of Virtual Identity Communication Within CMC Teams**

Sherry Thatcher¹, Christina Hymer¹, Sue Brown²

¹University of South Carolina, USA; ²University of Arizona

Abstract: In this paper, we build theory on identity communication within CMC teams. We identify two existing and two novel identity motives that drive virtual identity communications with CMC teams. Further, we describe characteristics of the team’s CMC tools that influence the relationships between these identity motives and virtual identity communication.

**Using Communication Structure and Physiologic Synchrony to Predict Team Outcomes in a Bomb Defusal Game**

David Chhan¹, Sean Fitzhugh¹, Katherine Gamble¹, Derek Spangler¹, Ryan Robucci², Jean Vettel¹, Nilanjan Banerjee², Justin Brooks¹

¹Army Research Laboratory, USA; ²University of Maryland - Baltimore County, USA

In this research, we use a multimodal, longitudinal experimental paradigm to examine the evolution of team performance. These preliminary analyses focus on two 4-person teams performing a dynamic, bomb defusal game. Results demonstrate changes in team communication and physiological synchrony over time that are related to variability in team performance.
Teams as multilevel phenomena: The effect of team characteristics as cross-level influence on individual communication behaviour

Ninia M E Simon\textsuperscript{1,2}, Dirk Stelling\textsuperscript{1}, Stefan Krumm\textsuperscript{2}
\textsuperscript{1}German Aerospace Center, Germany; \textsuperscript{2}Freie Universität Berlin

This study examines the influence situational cues, originating from team composition in regards to Agreeableness, Conscientiousness, and Extraversion, have on individual communication behaviour directly and interactively on the relationship between personality and communication behaviour. 30 teams of four were observed during the team exercise of a pilot selection process.

Development and application of a coding system for capturing expressed uncertainty and uncertainty management in action teams and groups

Luisa Ruge-Jones\textsuperscript{1}, Jeffrey Proulx\textsuperscript{1}, Aaron D Campbell\textsuperscript{1}, Andy Pilny\textsuperscript{2}, Chengyu Fang\textsuperscript{3}, Melissa Dobosh\textsuperscript{4}, Alex Yahja\textsuperscript{5}, Marshall Scott Poole\textsuperscript{1}
\textsuperscript{1}University of Illinois - Urbana Champaign, USA; \textsuperscript{2}University of Kentucky, USA; \textsuperscript{3}University of California - Santa Barbara, USA; \textsuperscript{4}University of Northern Iowa, USA; \textsuperscript{5}Institute for Computing in Humanities, Arts, and Social Sciences, USA

This study presents a coding system that systematically processes sources of uncertainty for action teams and communication behaviors used to manage uncertainties. The coding system is applied to experimental team data to understand how teams manage uncertainty during high pressure situations, and how that management impacts team outcomes.

Groups and Meetings

2:30pm - 3:45pm, B201

Stress Experiences and Appraisals Influence Global Perspectives on Meeting Satisfaction

Emily Adams, Joseph Allen
University of Nebraska at Omaha, USA

Meetings are inherently group activities, yet perceptions of meeting outcomes may vary by individual stress appraisal. This study explored the relationship between global meetings-related stressor experiences and meeting satisfaction as moderated by stress appraisals. Results are interpreted in light of occupational health theories and meetings science.

The impact of group size on advice taking in groups

Jacob Christian Rittich, Stefan Schulz-Hardt, Thomas Schultze
University of Goettingen, Germany

We investigate advice taking of individuals, dyads, three-person and six-person groups. Our study shows that advice taking decreases with increasing group size. Unexpectedly, differences to optimal weighting (weighting relative to number of judgments) decreased with group size. Hence, advice discounting decreased with increasing group size.

Designing Academic Startup Teams: An Exploration of Scientists’ Pre-Formation Intentions

Mary Elizabeth Zellmer-Bruhn\textsuperscript{1}, Dan Forbes\textsuperscript{1}, Patricia Borchert\textsuperscript{2}, Harry Sapienza\textsuperscript{1}
\textsuperscript{1}University of Minnesota, USA; \textsuperscript{2}Metropolitan State University Minnesota
Individual scientists play a key role in assembling university-based startup teams, but we know little about how they approach this task. We conducted a longitudinal interview study with nine university-based scientists and present a set of design principles and models capturing variations in scientists’ beliefs and intentions regarding team formation.

A Contextual Exploration of Meeting Orientation and Formality
Stephenson J Beck¹, Joann Keyton², Joe Bonito³, Randy Hirokawa⁴
¹North Dakota State University, USA; ²North Carolina State University, USA; ³University of Arizona, USA; ⁴University of Hawaii, USA

In this study we examine how meeting communication is influenced by contextual factors across three different natural meeting types (e.g., breast cancer support group, nonprofit organization, city commission). Specifically, we investigate how contextual differences in terms of orientation and formality influence group member message sequences.

Adaptation

I Think I Can, I Think I Can – I Think We Can (Adapt)
Christopher Ryan Bearden, Glenn E Littlepage, Michael B Hein
Middle Tennessee State University, USA

This study turns the criticism of using self-report measures in adaptability research into an area of inquiry. Because teams are not independent of the characteristics of their members, and teams are more successful when they believe they will be, this study explores the relationship between self- and team-perceptions of adaptability.

If your team has to adapt improvising, you better learn how to do it: the contributions of shared mental model similarity and team reflexivity
António da Cunha Meneses Martins Abrantes¹,⁵, Ana Margarida Passos², Miguel Pina Cunha³, Catarina Marques Santos⁴
¹ICN Business School, France; ²ISCTE, Instituto Universitário de Lisboa; ³Nova School of Business and Economics, Universidade Nova de Lisboa; ⁴Maastricht University School of Business and Economics; ⁵CEREFIGE, Lorraine University

This work investigates the effects of shared mental model similarity, in-action reflexivity, and transitional reflexivity – on team improvised adaptive performance and on team improvised adaptation learning. Two experiments were conducted manipulating team reflexivity and shared mental model similarity, in a longitudinal design to measure team improvised adaptation learning.

Team performance over time: The dynamic interplay between team interaction patterns and emergent states
Eleni Georganta¹, C Shawn Burke², Merk Stephanie¹, Mann Franziska¹
¹Ludwig-Maximilians-Universitaet Munich, Germany; ²University of Central Florida

Combining literature on team effectiveness and team development, we focus on the temporal dimension of team performance. Specifically, we explore team performance as a non-static
property by considering the development of team interactions and emergent states over time, their interplay, and the stage of a team’s performance episode.

**Team Performance in Adaptive Contexts: Process Clarity, Specialization, and Perspective Taking**

Benjamin James Ostrowski, Anna Mayo, Anita Williams Woolley
Carnegie Mellon University, USA

When teams face unfamiliar circumstances and must adapt, extant knowledge has been demonstrated as generative, but also as constraining. Using hospital team data, we find that while team specialization has a direct positive effect on team adaptive performance, team process clarity is detrimental unless accompanied by high team perspective taking.

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**Symposium: Taking on Leadership**

2:30pm - 3:45pm, C103

**Taking on leadership in teams: More challenging for some than for others? Novel insights into emergent social influence processes**

Clara S Hemshorn de Sánchez¹, Annika L Meinecke¹, Nale Lehmann-Willenbrock¹, Claudia Buengeler², Alexandra {Sasha} Cook³, Alexander Zill³, Birgit Schyns⁴, Fabiola H Gerpott⁵, Niels Van Quaquebeke⁶, Astrid C Homan⁷, Sven Schreiber⁸, Seval Gündemir⁷, Sven C Voelpel⁹, Christiane Schwieren⁸, Claudia Buengeler²
¹University of Hamburg; ²Kiel University; ³Chemnitz University of Technology; ⁴NEOMA Business School; ⁵Technical University Berlin; ⁶Kühne Logistics University; ⁷University of Amsterdam; ⁸University of Heidelberg; ⁹Jacobs University Bremen

This interdisciplinary symposium on emergent social influence processes unites team researchers and leadership scholars who share new insights from the laboratory and field. Four empirical studies report findings on the role of gender, task- and relations-oriented communication, narcissism, prestige, respectful inquiry, and age in gaining and maintaining team leadership.

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**Emotions**

2:30pm - 3:45pm, C104

**Emotional Games: How Coaches' Emotional Expressions Shape Players' Emotions, Inferences, and Team Performance**

Gerben A van Kleef¹, Arik Cheshin², Lukas F Koning³, Svenja A Wolf¹
¹University of Amsterdam; ²University of Haifa; ³GoDataDriven

How do sports coaches’ emotional expressions influence team functioning? Across two multi-level, multi-source field studies of sports coaches and players engaged in competitive baseball and soccer matches, coaches’ emotional expressions elicited similar emotions in players. Moreover, coaches' expressions of happiness positively predicted team performance, whereas expressions of anger did not.

**Exploring the dynamics of team stress during flight simulations**

Steffi Sassenus¹, Piet Van Den Bossche¹,², Karolien Poels¹
¹University Antwerp, Belgium; ²Maatstricht University, The Netherlands
Expert teams are trained to respond effectively in critical situations. Given the importance of effective teamwork, understanding the role stress plays, is needed. By exploring the dynamics of stress (synchrony) in teams over time, this study aims to better understand how stress can influence team behavior in critical situations.

The Exhausting Effect of Holding Values Different from Others
Tracy L Dumas¹, Sara P Doyle², Robert B Lount Jr.¹
¹Ohio State University, USA; ²The University of Arizona

Using both experimental (study 1) and field (study 2) methodology, results show that individuals who hold values dissimilar from their colleagues experience more emotional exhaustion. Mediation analyses support the expectation that perceptions of having lower status helps account for why individuals who hold dissimilar values experience increased emotional exhaustion.

Pursuing nascent ideas in circus groups: A model of elaborative play
Mel Hua, Colin Fisher
University College London, United Kingdom

To understand how promising initial ideas are pursued, research has focused on external evaluators and logical, verbal approaches. In a qualitative study of circus groups, we found that nascent ideas gained or lost momentum through elaborative play – a process of transforming ideas guided by interaction dynamics and shared emotions.

Revisiting Team Feedback Theories from a Multicultural Perspective
Catherine Gabelica¹, Stephen M Fiore², Vitaliy Popov³
¹IESEG School of Management, France; ²University of Central Florida, United States; ³University of San Diego, United States

This conceptual paper seeks to advance knowledge on feedback in teams by (1) incorporating the role of culture in team feedback models, (2) discussing how cultural norms shape the perception and processing of feedback, and (3) highlighting important directions for future inquiries at the intersection of feedback and cultural theories.

Traversing the Digital Frontier: Culture’s Impact on Faultline Emergence in Virtual Teams
William S Kramer¹, Marissa L Shuffler²
¹University of Nebraska Omaha, USA; ²Clemson University, USA

To understand the interplay between culture and distribution, we hypothesize that less social cues in virtual teams renders cultural differences imperative to faultline emergence. Data from global virtual teams are used and results show that task conflict does not impact outcomes. However, relationship conflict triggers faultline emergence and decreases viability.

Cross cultural differences in lay theories about morality in leadership: A comparative study on United States and China
Shiyu Yang¹, Qiongjing Hu², Jihyeon Kim¹
This research examines the cross-cultural differences in people's concerns with morality in leadership. Two studies show that Chinese participants emphasize more on leadership morality and the morality in leaders' personal life than the U.S. participants. Culture-general and culture-specific factors explain the differences at the individual and the national level, respectively.

**Creativity**

2:30pm - 3:45pm, C202

**Explore or exploit: The influence of task context on team specialization, coordination and creativity**
Ishani Aggarwal¹, Christina E Shalley², Jinlong Huo³, Benjamin Herndon⁴
¹Brazilian School of Public and Business Administration; ²Georgia Institute of Technology; ³INSEAD; ⁴Internal Revenue Service

In this study, we investigate the role of task context in jumpstarting team processes that influence team creativity. We propose that the task context that a team is engaged in will influence specialization and coordination, that will further have an interactive impact on team creativity.

**Effects of specialization in teams on individual information processing capacity and error rates**
Anna-Sophie Ulfert, Conny H. Antoni, Thomas Ellwart
Trier University, Germany

Information overload (IO) is a growing problem in team collaboration. One method that has been proposed to reduce team IO is to distribute knowledge between team members, in order to decrease individuals' information load. In this experimental study we test this assumption and investigate effects on individual error rates.

**More creative when we work together? The influence of temporal orientation diversity and shared temporal cognition in teams**
Maritza Salazar¹, Susan Mohammed², Kathryn Doiron³
¹University of California, Irvine, California, USA; ²Penn State, State College, Pennsylvania, USA; ³Claremont Graduate University, Claremont California, USA

We extend work on group diversity by considering temporal orientation, persons' tendency to organize their life experiences into a past, present, or future perspective. We hypothesize and find that members' temporal orientation influences group temporal cognition or their agreement about how to use time during task performance and creativity.

**Updating Osborn's brainstorming paradigm in a systems view: A cognitive constraint for creative dual processing**
Paul (Hangsan) Ahn, Lyn Van Swol, Sang Jung Kim
University of Wisconsin-Madison, USA

Participants were randomly assigned to non-interacting groups with the stay-focused rule, interacting groups with the rule, or interacting groups without the rule. Interacting groups
experienced higher vision sharedness, task attractiveness, and engagement than non-interacting groups. In addition, groups with the stay-focused rule were more productive than groups without.

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<td>3:45 pm - 4:15pm</td>
<td>Afternoon Coffee Break</td>
<td>Exhibition Hall/ Espaço Exposição</td>
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<td>3:45 pm - 4:15pm</td>
<td>INGRoup Graduate Student Gathering</td>
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<td>All students at INGRoup are invited to join the INGRoup Student Gathering. Come meet your fellow graduate students and chat about how we can strengthen the student community at INGRoup and beyond!</td>
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<td>4:15pm - 5:15pm</td>
<td>2018 McGrath Award Winner Lecture: Dr. Linda Argote</td>
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Dr. Linda Argote
2018 Joseph E. McGrath
Lifetime Achievement Award Recipient

Linda Argote is the David M. and Barbara A. Kirr Professor of Organizational Behavior and Theory in the Tepper School of Business at Carnegie Mellon University, where she directs the Center for Organizational Learning, Innovation and Knowledge. She received a Bachelor of Science degree from Tulane University and a Ph.D. in Organizational Psychology from the University of Michigan. Linda’s research focuses on organizational learning, organizational memory, knowledge transfer, and group processes and performance. Her book, Organizational Learning: Creating, Retaining and Transferring Knowledge was a finalist for the Terry Book Award of the Academy of Management. Her article with Eric Darr and Dennis Epple, “The Acquisition, Transfer and Depreciation of Knowledge in Service Organizations: Productivity in Franchises,” was recognized as one of the most influential articles published in Management Science during its first 50 years. Her article with Paul Ingram, “Knowledge Transfer in Organizations: A Basis for Competitive Advantage in Firms,” was identified as one of the most influential articles published in Organizational Behavior and Human Decision Processes during its first 50 years. Her work has been supported by grants from the Army Research Office, the National Institutes of Health and the National Science Foundation, where she served on the Committee of Visitors for the Division of Social, Behavioral and Economic Sciences. Linda served two terms as Editor-in-Chief of Organization Science. She also served as Departmental Editor at Management Science and on the Editorial Review Boards of eight other journals, including Journal of Applied Psychology, Journal of Personality and Social Psychology, Personality and Social Psychology Bulletin and Group Dynamics: Theory, Research and Practice. Linda is a Fellow of the Academy of Management, the Association for Psychological Science (APS), and the Institute for Operations Research and Management Sciences (INFORMS).

presents

Group Processes in Organizations: Continuity and Change
4:15pm – 5:15pm, Auditorium/Grande Auditório

My talk will begin by revisiting a framework for studying groups that Joe McGrath and I published in 1993: the CORE framework. We posited that groups had four major processes: Construction, Operations, Reconstruction and External Relations. Construction processes included the selection, training and socialization of group members as well as the selection and adaptation of tools to use to accomplish the group’s task. Operations processes involved the performance of the group task and included the information sharing, decision making and problem solving required to complete the group’s focal task. Reconstruction processes involved learning and acquiring knowledge from experience performing the task and how that knowledge was embedded in and changed members, tools and the group. External relations processes involved units external to the focal group from which the group could learn, acquire resources and obtain legitimacy. In 1993, we noted that considerable research had been done on construction and operations processes but that little work had been done on reconstruction and external relations processes. I will argue that research on reconstruction and external relations processes has increased significantly in the last 25 years. Research on transactive memory systems will be presented as an example of research on reconstruction processes. Research on knowledge transfer or learning from the experience of others will be presented to illustrate research on external relations processes.
The conference event on Friday evening will feature a visit and dinner at the José Maria da Fonseca wine caves at Azeitão. José Maria da Fonseca is a family business with almost two centuries of history. The visit starts in the Reception Room of the Museum. After a walk through the garden, we will visit the cellars: the Adega da Mata, where the Periquita wine is aged, the Adega dos Teares Novos, where the annual meeting of the Periquita Confraternity takes place, and the Adega dos Teares Velhos, where the firms’ oldest muscatels rest.

During the dinner a representative of Jose Maria da Fonseca will share with us a short description of the history of the company. They will also explain how teamwork is relevant for the business, from the harvesting of the grape to the production of the wine.
Exploitation versus Exploration: How Performance Incentives Shape Network Formation Decisions
Julia Hur¹, Siyu Yu¹, Catherine Shea²
¹New York University, USA; ²Carnegie Mellon University, USA
Performance incentives might unintentionally prevent one from exploring and broadening one’s network. Results from one archival dataset and two experiments (n = 3,338) show that when employees receive performance incentives, they tend to be focused on exploiting their close ties, instead of using exploration strategies on network formation.

Using Social Network Analysis to Analyze Group and Intergroup Dynamics in an Open-Ended Creativity Task
Jubilee Dickson¹, Lauren E. Coursey², Jared B. Kenworthy³, Paul B Paulus³, Belinda Williams⁴, Laura Marusich⁵, Brock C Rozich³, Adrian Abellanoza³
¹Chicago State University; ²University of North Texas - Dallas; ³University of Texas Arlington; ⁴Hollweg Assessment Partners; ⁵U.S. Army Research Laboratory South at the University of Texas at Arlington
We compared two-group networks with either brokered versus full access to each other’s ideas during a creativity session. Brokered conditions yielded higher degree centralization, more intragroup engagement, lower social loafing, and more time spent with the outgroup, compared to full access. Greater integrative complexity was associated with higher product novelty.

The Comparative Role of Sociometric versus Individual-Level Rating Data on Predicting Performance among Student Project Teams
Poppy Lauretta McLeod
Cornell University, USA
Sociometric ratings, perceptions of team climate, and project grade were collected at multiple times from undergraduate teams in three courses. Climate predicted performance, and network density and centralization differed across time in strength of predicting performance. Implications for using social network analysis, and for student teamwork are discussed.

Eclipse or Reflect? Why teams learn more when their stars members are introverts
Kyle J Emich¹, Elizabeth M Campbell²
¹University of Delaware, USA; ²University of Minnesota, USA
Integrating theories of trait-activation and team processes, we offer theoretical and empirical account of how and why team learning is shaped by team composition, specifically team attribute alignment. A study of 138 teams demonstrated that functional communication and, ultimately, team learning, depend on whether star members are introverted or extroverted.
Voice 1

8:30am - 9:45am, B202

When you are not expected to be heard: Consequences of counter-normative voice expectations
Melissa Chamberlin, Maartje E Schouten
Iowa State University, USA

We propose that (not) voicing – the discretionary action of speaking up with work-related ideas – can become a role expectation for team members who consistently do (not) engage in it. We examine the social consequences of violating voice role expectations among team members.

Looking Good or Doing Good: Effects of Extra-Role Behaviors and Gender-based Perceptions on Inclusion and Exclusion in Teams
Madhu Bala Sahoo¹, Niranjan S Janardhanan², Ekkirala S Srinivas³
¹Texas Southern University, USA; ²London School of Economics and Political Science, United Kingdom; ³Indian Institute of Management Bangalore, India

Integrating from social identity theory and expectation states theory with research on social inclusion in teams, we demonstrate in two studies that impression-management (exemplification) behaviors are detrimental and improvement-oriented (voice) behaviors are beneficial to inclusion and exclusion in teams. Gender-based perceptions strengthen these effects for men than for women.

Red Light, Yellow Light, Green Light: How Prohibitive Group Voice Crowds out Individuals’ Promotive Voice
Alexander Romney¹, Daniel Newton²
¹Utah State University; ²University of Missouri

Do managers respond differently to group versus individual voice? We examine 619 voice episodes in a high-speed transit system and find that managers more readily implement group voice over individual voice, and delay/reject individuals’ voice. Moreover, we find that prohibitive group voice is particularly salient in getting issues implemented.

The Amplification Technique
Kristin Bain¹, Tamar Kreps², Nathan Meikle³, Elizabeth Tenney³
¹University of Utah, USA; ²University of Hawai‘i; ³University of Notre Dame

In field and laboratory studies we test a novel technique employees can use to recognize voiced contributions of their peers: amplification, or public acknowledgement and endorsement of another person’s voice in a group. We find that amplification, through communality, enhances the status of voicers and amplifiers.
Panel: Teamwork in Space
8:30am - 9:45am, C103

Teamwork research in space: Sharing the experiences of those are engaged in work that is shaping future space missions.

M Travis Maynard1, Deanna Kennedy2, Dorothy R Carter3, Noshir Contractor4, C Shawn Burke5
1Colorado State University, USA; 2University of Washington, Bothell; 3University of Georgia; 4Northwestern University; 5University of Central Florida

NASA is preparing for long-duration space missions in the not too distant future. Given the complexities and challenges of such missions, teamwork will be a particularly salient factor. This panel will include several scholars who are currently working with NASA to better understand the impact of teamwork in such contexts.

Symposium: Processes in Dynamic Teams
8:30am - 9:45am, C104

Processes in Dynamic Teams: Boundary Transitions, Communication, and Attention
Pranav Gupta2, Raquel Asencio1, Fabiola Bertolotti3, Jonathon M Cummings4, Kinshuk Sharma1, Shaurya Chetal1, Shivani Shetty1, Valerio Incerti5, Francesca Bellesia6, Kathy Chudoba7, Kelly Fadel7, Elisa Mattarelli3, Paula Ungureanu3, Marat Valiev2, Anita Williams Woolley2, Kathleen Carley2
1Purdue University, USA; 2Carnegie Mellon University, USA; 3University of Modena and Reggio Emilia, Italy; 4Duke University, USA; 5INSEAD, Europe Campus, France; 6University of Bologna, Italy; 7Utah State University, USA

This symposium takes steps to advance research on dynamic teams. Presentations focus on teams in which memberships exist across organizational contexts, overlaps, and digs into the processes that emerge, which ultimately contribute to their success or failure. We offer new insights and directions for understanding and managing dynamic teamwork.

Advances in Group Research
8:30am - 9:45am, C201

G-I transfer in multi-cue judgment tasks: Discussion improves group members’ knowledge about target relations
Matthias Lippold, Thomas Schultze, Stefan Schulz-Hardt
University Goettingen, Germany

Groups working on judgment tasks benefit from G-I transfer, that is, their members become more accurate after discussion. While previous work suggests that this G-I transfer may be restricted to the transfer of basic metric information, our study provides first evidence that group discussion improves members’ knowledge about target relations.

Bridging the Gap Between Disciplines – On the Relevance of Meta-Knowledge in Interdisciplinary Online Collaboration
Meike Goeske, Claudia Mazziotti, Nikol Rummel
Ruhr-University Bochum, Germany
In our experimental study we “simulated” a chat-based interdisciplinary collaboration by assigning specific expertise to partners collaborating on a Hidden Profile task. Results suggest a positive impact of meta-knowledge established through self-presentations on two key factors of interdisciplinary collaboration: knowledge integration and construction of a transactive memory system.

**Patients as Team Members: Factors Affecting Involvement in Treatment Decisions from a Patient Perspective**

Martina Buljac¹, Mark Clark², Jeroen van Wijngaarden¹
¹Erasmus University Rotterdam, The Netherlands; ²American University, Washington DC

Using Q methodology, this study offers insights from a sample of 136 patients on factors affecting patient involvement as contributing members of the medical teams. Four distinct patient views were identified which influence patient involvement in medical teams: enables involvement, relational focused involvement, impact motivated involvement, and cognitive involvement.

**Five Concerns about the State of Research on Team Process**

Lauren A Lanzo¹, Jessica Mesmer-Magnus², Gerald F Goodwin³
¹George Washington University, USA; ²University of North Carolina Wilmington, USA; ³U.S. Army Research Institute, USA

This paper outlines the current state of cross-disciplinary research on team process. We identified five observations related to the state of research on team process being conducted across diverse domains of psychology, management, healthcare, military/aviation: theoretical/operational differences across domains, training interventions, leadership conceptualizations, conflict management, and communication.

**Status and Power**

10:15am - 11:30am, B201

**Equal Investments with Unequal Returns: High Status Contacts Benefit Women’s Status Attainment Less Than Men**

Siyu Yu¹, Catherine Shea²
¹New York University, USA; ²Carnegie Mellon University, USA

Three multi-method studies with field and experimental data examine individual status attainment as a function of the status of their social network contacts. Results demonstrate that women accrue significantly less status than men when they connect with higher status actors. Implications for working women and organizations are discussed.

**When Does Status Differentiation Benefit Team Performance: The Moderating Role of Power Differentiation**

Huisi {Jessica} Li¹, Xue Yang², Ya-Ru Chen¹
¹Cornell University, USA; ²Nanjing University, P.R. China
This paper examined the effect of status differentiation on team performance. Utilizing longitudinal data from teams in organizations, we found that power differentiation serves as a boundary condition. Specifically, the positive effect of status differentiation on team performance was only significant when power differentiation was low.

The Facilitating Effects of Top Performers in Dyadic and Group Idea Generation Tasks

Jared B Kenworthy¹, Paul B Paulus¹, Laura Marusich², Adrian Abellanoza¹
¹University of Texas at Arlington; ²U.S. Army Research Laboratory South at the University of Texas at Arlington

Participants generated ideas across four dyad sessions and two group sessions. Groups with top performers (stars) in them generated more ideas per session ideas than did groups without stars, even when stars’ data were removed. Star presence predicted individual performance over and above individual prior performance. Theoretical contributions are discussed.

Speaking Up ... and Being Heard? How Token Female Voice Enactment Enhances Performance in Traditionally Male-Dominated Teams

Crystal Farh¹, Kyoungjo Oh², John Hollenbeck³, Andrew Yu⁴, Stephanie Kunst⁵, Danielle King⁶
¹University of Washington; ²University of Connecticut; ³Michigan State University; ⁴University of Melbourne; ⁵Baylor University; ⁶Rice University

Using live observation techniques in a sample of active duty military personnel, we examine the conditions that token female voice can enhance performance in traditionally male-dominated teams on a series of complex and physically demanding tasks. Moreover, these tasks were representative of job categories historically closed to women.

When and how activated informational faultlines affect group voice behavior

Hui Chen¹,², Kawon Kim², Qiaozhuan Liang¹
¹School of Management, Xi’an Jiaotong University, China; ²The Hong Kong Polytechnic University, Hung Hom, Kowloon, Hong Kong

Based on categorization-elaboration model (CEM), this research clarified when and how activated informational faultlines (AIF) affected group voice behavior. We found that inclusive leadership moderated the effects of AIF on both social categorization process and information/decision making process bidirectionally, which, in turn, promoted or suppressed group voice behavior.

Team learning at the heart of implementation success: How individual, team, and organizational factors affect new technology implementation in healthcare teams

Mona Weiss¹, Roland Francis²
¹Freie Universitaet Berlin, Germany; ²Charite Berlin, Germany

We investigate how team learning affects new technology implementation in healthcare teams. We propose a multi-level longitudinal model where team learning emerges through member voice, predicts attitudes towards the new technology and thus implementation success. Leader
inclusiveness, group voice climate, and perceived organizational support are investigated as moderators.

When ‘good’ leadership backfires: Paradoxes of the leader/follower relation
Katja Einola¹, Mats Alvesson²
¹Hanken School of Economics, Finland; ²Lund University, Sweden
This is a multi-voiced story of one team that shows that leadership seen as ‘good’ may encourage satisfied, trustful followers to simply become immature and focus on limited roles. The study further shows the need to conduct rich studies that capture views of all parties in the leader/followership relation.

Panel: Decade of Security Research
10:15am - 11:30am, C103
A Decadal Survey of Social and Behavioral Sciences for Applications to National Security
Noshir Contractor¹, Sujeeta Bhatt², Kathleen Carley³, Stephen J Zaccaro⁴
¹Northwestern University; ²National Academies of Sciences, Engineering, and Medicine; ³Carnegie Mellon University; ⁴George Mason University
This panel highlights findings from a National Academies survey of social and behavioral science (SBS). Discussion will focus on directions for interdisciplinary research that applies SBS research, with its focus on human behavior and social processes, to the development and use of new methods and technologies for intelligence analysis.

Dynamics
10:15am - 11:30am, C104
A test of synergy in collective dynamic system control
Thomas Schultze¹,², Sylvana Drewes¹, Stefan Schulz-Hardt¹,²
¹University of Göttingen, Germany; ²Leibniz ScienceCampus Primate Cognition
In three experiments, we provide the first systematic test of whether groups outperform individuals when controlling dynamic systems. In addition, we test to what extent this superiority is the result of aggregating a larger number of individual opinions (“assembly bonus effect”), and to what extent it represents true synergy.

On the temporal dynamics of team processes and emergent states in action teams
Pedro Marques-Quinteiro¹, Catarina M Santos², Patrícia Costa³, Ana M Graça⁴, João Marôco¹, Ramón Rico⁵
¹William James Center for Research, ISPA- Instituto Universitário; ²School of Business and Economics, Maastricht University; ³CUBE – Católica Lisbon School of Business and Economics, Católica Lisbon; ⁴Henley Business School, The University of Reading; ⁵Business School, The University of Western Australia
We test if adaptability and task cohesion, as job-resources, will influence work overload and sickness absenteeism dynamics over a period of seven months. Participants were 37 urban firefighter teams. Hypotheses testing was done using random coefficient modelling. The results suggest that resources explain cubic change in sickness absenteeism over time.
Investigating the dynamic relationship between team faultlines and performance: A multilevel and latent modeling approach
Ki-Won Haan, Anita Williams Woolley, Anna Mayo
Tepper School of Business, Carnegie Mellon University, USA
Research on faultlines has typically taken a static view of team composition. Using linear mixed-effect and latent change score models, based on archival panel data, we extend prior work by considering how the context of dynamic team membership and associated changes in faultlines can impact team performance over time.

Unpacking Dynamic Hierarchies: A Multilevel Theory of Entrained Identity Processes during Power Hierarchy Transitions
Jun Xiao, Murat Tarakci
Erasmus University, The Netherlands
We develop a multilevel process model of how work relationships evolve during hierarchical transitions. Our model specifies how hierarchical shifts cause identity asymmetry, entraining identity processes that culminate into a shared mental model of hierarchies. Thereby, we unveil critical pathways that lead towards the formation, or collapse, of such transitions in teams.

Healthcare
10:15am - 11:30am, C201
Creation of a Systems-Level Checklist to Address Stress and Violence in Fire-Based EMS Responder Groups and Teams
Jennifer A Taylor¹, Regan M Murray¹, Andrea L Davis¹, Lauren J Shepler¹, Joseph A Allen²
¹Drexel University Dornsife School of Public Health, USA; ²University of Nebraska at Omaha
The goal of this study was to develop a systems-level checklist to prevent violence against EMS responder teams using a systematic review and outcomes from a national stakeholder meeting. ThinkLet systems facilitated consensus-building, collaboration, and evaluation of the checklist with 41 diverse SMEs representing 27 different fire and EMS groups.

Reflection on the fly: Development of the Team Reflexivity Behavioral Observation System (TuRBO)
Jan Schmutz¹, Zhike Lei², Eppich Walter³
¹School of Communication, Northwestern University, USA; ²The Graziadio School of Business and Management, Pepperdine University, USA; ³Feinberg School of Medicine, Northwestern University, USA
Conducting research on action teams poses methodological challenges. Often the method of behavioral observation, though less known, is better suited to assess processes in action teams compared with self-report questionnaires. In this paper, we developed and tested a behavioral observation system for in-action team reflexivity.

Possible context and task-related factors influencing the compliance of surgical teams with an intra-operative briefing intervention
Eliane Holzer¹, Franziska Tschan¹, Sandra Keller¹, Norbert Semmer², Jasmin Zimmermann¹, Martin Hübner³, Daniel Candinas⁴, Nicolas Demartines³, Peter Villiger⁵, Markus Weber⁶, Simon Wrann⁶, Guido Beldi⁴
We evaluated context and task-related factors influencing the compliance with an intra-operative briefing intervention aimed at fostering shared mental models and speaking up within surgical teams. Preliminary results show that compliance depends on the hospital, urgency (elective vs. emergency), surgical access (minimal invasive vs. open), and duration of surgery.

Mitigating Violence against First Responder Teams: Results and Ideas from the “Hackmanathon”

Joseph A Allen1, Jennifer Taylor2, Regan Murray2, Molly Kilcullen3, Lily Cushenbery4, Josette Gevers5, Lindsay Larson6, Tomohiro Ioku7, Cynthia Maupin8, Samantha Perry9, Semin Park10, Michael Rosen11, Trevor Fry12, Poppy McLeod13, Alexa Harris14, Kaitlin Fosler1
1University of Nebraska at Omaha, USA; 2Drexel University; 3Rice University; 4Stony Brook University; 5Eindhoven University of Technology; 6Northwestern University; 7Osaka University; 8University of Georgia; 9Aptima, Inc.; 10University of Connecticut; 11Johns Hopkins University; 12Florida Institute of Technology; 13Cornell University; 14Northwestern University

First responders are on the front line of patient care and service. Research indicates more than 57% emergency responders experience violence on the job. Using an adapted version of the hackathon method, groups and teams researchers were deployed to analyze the issue and develop specific solutions.

Agent Modeling
10:15am - 11:30am, C202

Transformation of Research Questions into an Agent-based Model: A Demonstration in the Study of Team Interactions

Deanna M Kennedy, Shawn Ge, Zhen Yang, Sumati Ahuja
University of Washington Bothell, USA

Agent-based models are an impactful tool to study team phenomena. However, existing literature seldom shows the complexity of building an agent-based simulation. Herein, we present decisions and deliberations made to arrive at initial working models. We also share our NetLogo agent-based model code for other researchers to leverage.

Shocks and Ripples: Unpacking Human Capital Interdependence in Systems of Multiple Team Membership

Valerio Incerti1, Juliia Mell2, Sujin Jang1, Mark Mortensen1, Enver Yücesan3
1INSEAD, France; 2Rotterdam School of Management; 3INSEAD, Singapore

Using agent-based modeling, this study presents a theory of how Multiple Team Membership (MTM) shapes an organization’s resilience in the face of unexpected adverse events. We propose that MTM affects an MTM system both positively (e.g. greater utilization of human resources), and negatively (e.g. events rippling through the system).
Rethinking Shared Team Cognition for Team Problem Solving: The Effects of Distribution of Cognitive Sharedness
Lili Bao, Corinne Coen
Case Western Reserve University, USA
We explore how cognitive sharedness among team members affects complex problem solving. Using agent-based modeling, we simulate a cross-functional team whose members share knowledge in different configurations. As task interdependence increases, we find a non-linear relationship between knowledge sharedness and team performance, advancing understanding of shared mental models.

Alexa, What is the Pythagorean Theorem? The Influence of Intelligent Personal Assistants on Transactive Memory Systems
Bei Yan¹, Patrick Figge², Kyle Lewis¹, Andrea B Hollingshead³, Kristen S Alexander³, Young Ji Kim¹, Sonia Shaikh³, Ignacio Cruz³, Chengyu Fang¹, J. Nan Wilkenfeld¹
¹University of California, Santa Barbara, USA; ²University of Passau, Germany; ³University of Southern California, USA
The study examines the effects of intelligent personal assistants (IPAs) on the development of transactive memory systems (TMSs). Results from a laboratory experiment suggest that IPAs can be detrimental to TMS development, but its negative effects are mitigated if groups receive instructions on how to form a TMS.

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

Status
1:00pm - 2:15pm, B201

Unkind to Two of a Kind: Stereotyping Women with Duo Status in a Work Group
Denise Loyd¹, Mary Kern²
¹University of Illinois Urbana Champaign, USA; ²Baruch College, CUNY
We propose that men evaluate women more stereotypically when there are two women in the group compared to one or three. Across 5 studies we find men evaluate a woman more stereotypically with two women in the group compared to one and concerns with appearing biased mediates the effect.

Status Affirmation: An Integrative Solution to Status Negotiations
Jieun Pai
U. of California, Los Angeles
To buffer against the negative consequences of claiming higher status, I introduce a strategy called status affirmation. Communicating unconditional respect (interpersonal status affirmation) reduces the defensive reaction at the dyadic level and specifying distinct roles and responsibilities (collective status affirmation) minimizes the potential disruption of the functionality of the hierarchy.
My Boss is Younger, Less Educated, and Has a Shorter Tenure: Status (In)congruence and Supervisor Competence Influence Subordinates’ Fairness Perceptions and Work Motivation

Huiski Jessica Li\(^1\), Xiaoyu Wang\(^2\), Michele Williams\(^3\), Ya-Ru Chen\(^1\), Joel Brockner\(^4\)
\(^1\)Cornell University, U.S.; \(^2\)Nanjing University, China; \(^3\)Iowa University, U.S.; \(^4\)Columbia University, U.S.

Results showed that status incongruence, in which status markers (e.g., age, education, tenure) associated with supervisor and subordinate roles are reversed (i.e., the supervisor is younger, less-educated, and of shorter tenure than the subordinate), interacts with supervisors’ competence to influence subordinates’ perceptions of promotion system fairness and their work motivation.

Who helps the newcomer? The Impact of Status Distance on Willingness to Help Newcomers versus Insiders in Workgroups

Sarah P Doyle\(^1\), Beth Polin\(^2\), Sijun Kim\(^1\), Robert B. Lount, Jr\(^3\)
\(^1\)University of Arizona, Eller College of Management; \(^2\)Eastern Kentucky University; \(^3\)The Ohio State University, Fisher College of Business

Amongst firefighter teams (Study 1) and with undergraduates in the laboratory (Studies 2/3), this paper examines two factors which shape peoples’ willingness to help within groups: the target of help’s tenure with the team (whether the target is a newcomer or an insider) and the interpersonal status distance between the helper and target.

Performance 2

1:00pm - 2:15pm, B202

Proactivity meets conscientiousness: Using an individual difference alignment approach to understand team performance

Kyle J Emich\(^1\), Li Lu\(^2\), Amanda Ferguson\(^3\), Randall Peterson\(^4\), Michael McCourt\(^5\)
\(^1\)University of Delaware, USA; \(^2\)West Chester University, USA; \(^3\)Northern Illinois University, USA; \(^4\)London Business School, UK; \(^5\)SigOpt, USA

We propose an individual difference alignment framework to explore how teams enact purposeful action to achieve goals. Our approach differs from existing methodologies because it assumes the need for two attributes (currently conscientiousness and proactivity) to co-occur within individual team members rather than be present somewhere within the team.

Star struck: The effect of outperformers on teammate proactive motivation and performance

Elizabeth M Campbell
University of Minnesota, USA

Integrating theories of trait-activation and proactivity, I develop and test a model explaining how and why the presence of a high performer operates as a significant contingency of teammates’ proactive motivation and contributions to their teams. Two studies showcased how team performance composition influences whether members proactively contribute v. socially-loaf.

Measuring Performance in Cross-Sector Partnerships

Priyanka Shah Brunese\(^1\), Megan Nyre-Yu\(^2\), Patrick Alan Brunese\(^2\)
This paper applies concepts of group performance to propose collaborative inertia as an empirically derived performance measure for Cross-sector Partnerships (CSPs). Findings indicate that the two CSPs’ monthly performance transitioned between four different levels of collaborative inertia. Thus, collaborative inertia can be used as an ordinal performance measure for CSPs.

**Metaphors that Exclude: Sports Metaphors Exclude Women and Diminish the Performance of Mixed-Sex Teams**

*Jack A Goncalo, Joshua H Katz*

University of Illinois at Urbana Champaign, USA

One of the most commonly used metaphors for work is sports. Ideally, invoking sports metaphors at work should help people unify around a common experience. In contrast to this perspective, we find that invoking sports metaphors excludes women and undermines the performance of mixed-sex teams (N = 322 teams).

**Symposium: Health Care Teams**

*1:00pm - 2:15pm, C103*

**A Role-Based Perspective on Health Care Teams**

*Patricia Satterstrom*, 1 Michaela Kerrissey, 2 Manuel J Vaulont, 3 Jennifer D Nahrgang, 3 Margaret M Luciano, 3 Carolyn T Lofgren, 3 Lauren D’Innocenzo, 4 M Travis Maynard, 5 Tammy Rapp, 5 John E. Mathieu, 7 Lucy L Gilson, 7 Stephen J Zaccaro

1New York University; 2Harvard University; 3Arizona State University; 4Drexel University; 5Colorado State University; 6Ohio University; 7University of Connecticut; 8George Mason University

This symposium takes a role-based perspective to investigate team effectiveness in health care settings. The papers in this symposium use qualitative and quantitative methodologies to examine the impact of distinct team roles on team performance, integrating the concepts of multidisciplinary teams, strategic core, and coaching.

**Team Members**

*1:00pm - 2:15pm, C104*

**Teamwork Revisited: Unpacking the Give and Take of Team Member Exchange**

*AJ Corner*, 1 Nikolaos Dimotakis, 2 Lisa Schurer Lambert, 3 Jay O’Toole, 4 Chad A Hartnell

1University of Ottawa; 2University of Nebraska–Lincoln; 3Oklahoma State University; 4Elon University; 5Georgia State University

In this paper, we separate the give and the take of TMX to provide a more nuanced view of the way individuals experience relationships in a team environment. We build a theoretical case for the proposed approach and test our hypothesized model using multi-wave survey data.

**A Mistaken Strategy for Garnering Credit: Interpersonal Penalties for Overclaiming—and Underclaiming—Credit**

*Derek Schatz, Daniel Harrison Stein, Juliana Schroeder, Jennifer A Chatman*
Although substantial research has investigated the antecedents of over-claiming credit for group tasks, less work examines under-claiming behavior and the interpersonal consequences of claiming-behavior. Six studies demonstrate individuals mistakenly perceive over-claiming (vs. under-claiming) to be effective for impression management. Further, both over-claimers and under-claimers were perceived more negatively than equal-claimers.

**Do Judges Prefer Independent or Dependent Advice? Investigating the Roles of Advisor Accuracy and Advisor Consensus**

Stefan Schulz-Hardt¹,², Stella Wanzel¹, Johannes Rollwage¹, Thomas Schultze¹,²
¹Georg-August-University Goettingen, Germany; ²Leibniz Science Campus Primate Cognition, Goettingen

In altogether six experiments using the „judge-advisor-paradigm“, we show that judges weight interdependent advice (i.e. advisors with correlated errors) more strongly than independent advice, even if the latter is more accurate. In contrast, they actively select the type of advice that is more accurate in a given situation.

**Not Always Welcomed: Understanding Team Veteran Reactions to Newcomers from an Affective Events Perspective**

Hayley Trainer¹, Yihao Liu², Dorothy R Carter¹, Betty Zhou³, Xinxuan Che⁴
¹The University of Georgia, USA; ²University of Illinois at Urbana-Champaign; ³University of Minnesota; ⁴Florida Institute of Technology

This study examines newcomer entry as an affective team event, the features of which impact the team’s reaction to the newcomer and subsequent team effectiveness. Newcomer-veteran dissimilarity is negatively related to team affective and cognitive reactions and downstream team effectiveness, and these effects are moderated by team prior performance.

**External Group Challenges**

1:00pm - 2:15pm, C201

**Predictors of Armed Intergroup-Conflicts: A Systematic Overview of Risk Factors**

Torsten Reimer¹, Stacey Connaughton¹, Chris Roland¹, Jen Ptacek¹, Arunima Krishna²
¹Purdue University, USA; ²Boston University, USA

We provide a broad overview of empirical studies on intra-national armed conflicts among groups. Several studies identified proximal risk factors describing the involved groups (e.g., religious rivalries). However, the majority of studies focused on distal factors (e.g., temperature). Future research should aim to explain effects of distal through proximal variables.

**Organizational-level Demographic Faultlines Strength: Examining Its Firm-level Consequences**

Ulrich Leicht-Deobald, Hendrik Huettermann, Heike Bruch
University of St.Gallen, Switzerland

In this study, we seek to understand the consequences of demographic faultlines at the organizational level of analysis. Based on multisource field data of 5495 employees in 82 small
and medium-sized firms, we test a moderated mediation model on how organizational-level demographic faultline strength influence organizational performance.

**Avoiding the Familiarity Trap: How entrepreneurs can reach beyond their network to attract cofounders**

Steven Gray¹, Esther Sackett², Travis Howell³  
¹University of Texas-Austin; ²Northwestern University; ³University of North Carolina - Chapel Hill  
We examine the interpersonal processes that enable potential cofounders to reach beyond their personal networks. Specifically, we propose that one particular interpersonal dimension - goal similarity - enables entrepreneurs to enlist unfamiliar others. We test, and find support for, our hypotheses in a field study of a startup incubator program.

**Bridging Temporal Divides: Temporal Brokerage in Global Teams**

Julija Mell¹, Sujin Jang², Sen Chai³  
¹Erasmus University Rotterdam, The Netherlands; ²INSEAD, France; ³ESSEC Business School, France  
We propose that temporal brokers – members situated in a linking-pin position between temporally dispersed subgroups - hold a structural core role in global teams with implications for team performance and individual experience. We test our predictions in two samples comprising 74786 global research collaborations and 1275 global student teams.

**Dark Side of Groups**  
2:30pm - 3:45pm, B201

**Being Nice Isn’t Enough: Prosocial Orientation and Perceptions of Self-Uniqueness Jointly Promote Outgroup Reparation**

Hoon-Seok Choi¹, Hyun Euh²  
¹Sungkyunkwan University, Korea, Republic of (South Korea); ²University of Minnesota, USA  
Using a real-life case of intergroup victimization (i.e., victimization of migrant workers in Korea), we tested our hypothesis that positive attitudes toward compensating a victimized outgroup and intention to participate in ingroup corrective actions would be facilitated when a prosocial orientation is combined with high levels of perceived self-uniqueness.

**Ambivalent Attitude Toward Abusive Supervisor: The Role of Victims’ Psychological Collectivism**

Hee Man Park¹, Hyoung Koo Moon², Young Min Jeon³  
¹Penn State University; ²Korea University Business School; ³Lotte Academy  
Invoking ambivalence theory and implicit leadership theory, we hypothesized that victims of abusive supervision develop ambivalent attitudes toward abusive supervisors. We also found that abusive supervision has indirect effects on two behavioral outcomes through ambivalence, and showed that subordinates’ psychological collectivism moderates the indirect effects.

**When Change Seems Immoral: Outrage and Punishment in Response to (Even Minor) Changes to Rituals**
Many group rituals have strikingly consistent features over time. To understand why, we conducted seven experiments using diverse, real-world group activities that contained more versus fewer ritualistic elements (i.e., rigid and symbolic behaviors). Changes to more ritualistic group activities—even when minor or beneficial—provoke greater moral outrage and punishment.

When Abusive Supervisors Promote Interpersonal Helping: Abusive Supervision, Risk of Social Exclusion, and Interpersonal Helping

Jin Wook Chang

HEC Paris, France

This article shows that employees exposed to abusive supervision experience a heightened risk of social exclusion from peers, leading them to engage in peer-directed helping behaviors. Findings also demonstrate that men and women address exclusion risk differently, leading to a gender difference in responses to abusive supervision.

Beyond Emergence: Monitoring Team States’ Dynamics in Support of Learning

Jean-François Harvey¹, Pierre-Marc Leblanc², Matthew A Cronin³

¹HEC Montréal; ²University of Montréal; ³George Mason University

We bring together four emergent states that collectively form team’s inclination toward learning (ITL). We draw from a system view to conceptualize ITL as a stock that rises and falls as a joint function of these emergent states. Doing so brings the leadership function of state monitoring to the fore.

Collective Intelligence & Dynamic Regulation in Teams

Lindsay Elizabeth Larson¹, Ilya Gokhman¹, Harrison Wojcik², Leslie DeChurch¹, Suzanne Bell², Noshir Contractor¹

¹Northwestern University, USA; ²DePaul University, USA

We explore the nature of team performance in 8 teams living and working together intensively for 30-45 days. Findings suggest teams improve on some dimensions, decline on others, and regulate other dimensions of their performance over time. We conceptualize team performance as a dynamic, regulatory construct.

Cognition in Teams: Examining Member Interactions as Relational Event Roles

Steven Mullins

Naval Postgraduate School, USA

Communication interactions that comprise team-level cognition can lead to task success or failure, which can be fatal. Despite robust research on team cognition, some teams’ cognition still fails. An important contribution will be to characterize team member relational event roles as core constructs to which to attribute team cognition.
Effects of Collaboration Tools and Group Size on Collective Intelligence
Nada Hashmi\textsuperscript{1}, Thomas Malone\textsuperscript{2}
\textsuperscript{1}Babson College, USA; \textsuperscript{2}Massachusetts Institute of Technology, USA
This paper explores how electronic collaboration tools and variations in the size of a group affect the group’s performance as measured by a test of collective intelligence. A curvilinear (inverted-U) relationship between group size and performance is found, and the optimal group size appears to be between 25 and 35.

Symposium: Teams as Complex Systems
2:30pm - 3:45pm, C103
Exploring teams as complex systems: Mechanisms of emergent affective/motivational team properties
James Grand\textsuperscript{1}, Goran Kuljanin\textsuperscript{2}, Michael Braun\textsuperscript{3}, Steve Kozlowski\textsuperscript{4}, Georgia Chao\textsuperscript{4}, Justin Jones\textsuperscript{5}, Dorothy R Carter\textsuperscript{6}, Gouri Mohan\textsuperscript{6}, Kristin Cullen-Lester\textsuperscript{7}, Katherine Fream\textsuperscript{8}, Jee Young Seo\textsuperscript{9}, Le Zhou\textsuperscript{9}, Yihao Liu\textsuperscript{10}, John Kammeyer-Mueller\textsuperscript{9}
\textsuperscript{1}University of Maryland; \textsuperscript{2}DePaul University; \textsuperscript{3}University of South Florida; \textsuperscript{4}Michigan State University; \textsuperscript{5}University of Georgia; \textsuperscript{6}IESE Business School; \textsuperscript{7}University of Houston; \textsuperscript{8}Center for Creative Leadership; \textsuperscript{9}University of Minnesota; \textsuperscript{10}University of Illinois at Urbana-Champaign
Although the consideration of teams as complex systems has existed for nearly a century, this perspective is still not widely reflected in group theory and research. This symposium brings together work that embraces this view and demonstrates its potential for examining the emergence of affective/motivational characteristics within groups.

Review of Groups Research
2:30pm - 3:45pm, C104
How to survive the project jungle – A qualitative study on factors that influence the resilience of project teams
Sebastian Raetze\textsuperscript{1}, M. Travis Maynard\textsuperscript{2}, Stephanie Duchek\textsuperscript{1}
\textsuperscript{1}Technische Universität Dresden, Germany; \textsuperscript{2}Colorado State University, US
The concept of team resilience is increasingly gaining interest in organizational research. Yet, the field is missing conceptual clarity and empirical evidence regarding antecedents and outcomes. This study extends this literature by leveraging a qualitative case study design to identify resilience processes and the underlying resilience factors of project teams.

Joint Problem-solving in Fluid Cross-boundary Teams
Michaela Kerrissey\textsuperscript{1}, Amy Edmondson\textsuperscript{2}
\textsuperscript{1}Harvard TH Chan School of Public Health, USA; \textsuperscript{2}Harvard Business School
We qualitatively studied fourteen fluid, cross-boundary teams conducting process innovation. We identified a varying group factor: a joint problem-solving orientation, in which team members viewed problems as shared and solutions as requiring co-production. Surveying 299 similar teams, we found this factor performed well as a construct and predicted team effectiveness.
Meta-synthesis of Qualitative Research on Organizational Groups and Teams: Part I
Joann Keyton¹, Chandler Marr¹, Pavitra Kavya², Bret H Bradley², Ryan Bisel², Debra J Ford³
¹North Carolina State University, USA; ²University of Oklahoma; ³Creighton University
Qualitative studies of organizational groups/teams are now more widely accepted. Part 1 of a meta-synthesis describes and analyzes this body of research from 1976 through 2015. Frequency of qualitative data collection and analysis strategies, and journal outlets are presented; key trends over the past 40 years are identified.

Team Psychological Capital: A Scoping Review
Dominic L Marques¹, Caroline Aubé¹, Vincent Rousseau²
¹HEC Montréal, Department of OB, Canada; ²University of Montreal, Department of IR, Canada
This scoping review offers a comprehensive synthesis of the existing literature on team PsyCap. In particular, we develop a theoretical rationale for the collective conceptualization of PsyCap, we review all the empirical findings of team PsyCap, and we propose an agenda for future research.

Conflict
2:30pm - 3:45pm, C201

Aggregate Perceptions of Intrateam Conflict and Individual Team Member Perceptions of Team Psychological Contract Breach: The Moderating Role of Perceived Team Support
Kevin S Cruz¹, Thomas J Zagenczyk², Anthony C Hood³
¹University of Richmond; ²Clemson University; ³The University of Alabama at Birmingham
Using 306 team members across 76 teams and 18 organizations, we find that aggregate perceptions of intrateam task and relationship conflict are positively associated with individual team member perceptions of team psychological contract breach. We also find that perceived team support mitigates the relationship between intrateam relationship conflict and breach.

Intragroup Conflict is Probably More Functional Than You Think: Exploring the Benefits for Teams and Individuals.
Xiaoran Hu, Randall Peterson
London Business School, United Kingdom
We review the theoretical models and moderating variables scholars have proposed to analyze the potential benefits of conflict. We identify two gaps in the literature and also propose three major reasons (i.e., it provides information, emotional rewards and improve creativity) why intragroup conflict is oftentimes more constructive than existing research suggest.

The Interpersonal Effect of Fatigue Expressions on Openness to Alternative Perspectives
Nadhilla Melia, Ming-Hong Tsai
Singapore Management University, Singapore
In two studies, we found that a task partner’s fatigue expression was negatively and indirectly associated with a perceiver’s openness to alternative perspectives via perceptions of the task partner’s competence, but not via the perceiver’s feelings of fatigue. We discuss implications of fatigue expressions in group discussions and conflicts.
Work Identity and Coopetition in the U.S. Congress
Jennifer L Wessel, Hannah Samuelson, Paul Hanges, Jordan Epistola, Emily Forgo
University of Maryland, USA
Our work focuses on how the work identities of members of Congress relate to inter-group cooperation and conflict. Several different work identities emerge from long-form qualitative interview data taken from 34 former members. We then examine how these work identities relate to objective indices of member (bi)partisanship behavior.

3:45pm - 4:15pm  Afternoon Coffee Break  Exhibition Hall/ Espaço Exposição

4:15pm - 5:15pm  INGRoup Business Meeting (all invited)  B203

6:30pm - beyond  Dine around Lisbon  Around town

Join fellow INGRoupers and an INGRoup host at one of Lisbon’s best restaurants! Attendees will cover the cost of their own meals. Space is limited. Sign up as soon as possible at the registration desk through 11:30am Saturday.
Getting to Lisbon

Here is some useful information on how to get to Lisbon by plane, car, bus, train and also in transferring airports to conference venue.

By Air
The largest international airport in Portugal is the Humberto Delgado Airport in Lisbon, also known as Portela Airport, located only 7 km from the city center. The main air transport is TAP Portugal, a Star Alliance airline that covers an extensive network throughout Europe, Africa (Morocco, Algeria, Senegal, Guinea Bissau, Malawi, Mozambique, South Africa, Angola, Cape Verde, S. Tomé and Príncipe) and the Americas (USA, Venezuela and Brazil). SATA (Air Azores) provides regular services to eastern North America (Boston, Montreal and Toronto). There are also several other airlines that fly to Lisbon such as United Airlines, US Airways, Emirates, Easyjet, British Airways, Brussels Airlines, Aigle Azur, Air Berlin, Air France, Air Transat, German Airlines, TAAG Angolan Airlines, STP Airways, Swiss, Transavia, Turkish Airlines, Lufthansa, Finnair, Iberia, Vueling and KLM, among others.

Website: http://www.ana.pt/en/lis/home

Airport Transportation
Lisbon Airport has direct access to the Underground Metro. The airport metro station is in operation from 06:30 to 01:00. This connection takes you to the city center ("Saldanha" metro station on the red and yellow lines) to the airport in about 20 minutes.

It is about a 15-minute drive from Lisbon Airport (Portela) to the conference venue. Lisbon Airport is very close to the city center - it is located 7 km from the center - and there are different alternatives to get there, namely by metro, Aerobus, city bus (Carris) or taxi. If you choose the subway to go from the airport direct to the ISCTE-IUL campus, you have to go through the red line and the yellow line and you should exit at the Entrecampos station (or Cidade Universitária Station). It takes about 25 to 30 minutes and costs €1.40 plus € 0.50 for the "Viva Viagem" rechargeable card. The 24-hour ticket costs €6.

You can also use a taxi. Usually, a taxi from the airport to the city center should cost from €7.00 to €10.00 (depending on traffic and distance). There are two taxi areas within the perimeter of the airport, one at the arrivals and another at the exits. The fare on the taxi meter when entering should read €3.25 (day) or €3.90 (night).

By Bus
In terms of bus connections, Lisbon is fairly well connected practically to the rest of the country, through bus lines provided by Rede Nacional de Expressos. The main bus station in Lisbon, at least as far as national buses are concerned, is the Sete Rios Bus Station (subway: Jardim Zoológico Linha Azul). Full and up-to-date information on
buses, arrivals and departures as well as tickets and other prices can be found here. For international bus connections between Lisbon and other European destinations, Eurolines seems to provide the most extensive offers.

By Train
There are two main stations, Santa Apolónia in the center of the city and Gare do Oriente, a little further away and used by high-speed trains. However, if you are entering Lisbon from the south, you may want to leave at the Entrecampos or Sete Rios stations. Santa Apolónia Station (Santa Apolónia Station) is the largest of all, located in the immediate vicinity of the Alfama district. It is the main terminal of the trains, which guarantees the connection between Lisbon and the north and east of Portugal, as well as between Lisbon and international destinations such as Madrid and Paris. Visitors departing from the train at Santa Apolónia can also find a tourist information office here, which is highly comforting for the particular newcomers. For complete information on trains arriving / departing, schedules, connections, ticket prices and the like, visit https://www.cp.pt/passageiros/pt.

Getting Around Lisbon

The most convenient way to get around Lisbon is by metro (Metro), by bus (Carris), or by taxi. The extensive bus and electric network is run by Carris.

By Subway
In general, the Metro system in Lisbon is very reliable and safe, and is usually the best way to get around the city quickly. For the map of the metro stations, see https://www.metrolisboa.pt/. The best way, and in many cases the only way, to pay for the city transportation is to buy one of the two rechargeable travel cards available - "7 Hills" or "Viva Viagem". These travel cards are valid for metro, electric), city trains, and most buses and boats.

- Reusable Card (7colinas or Viva): €0.50
- Individual metro tickets can be used for 60 minutes (€1.40).
- Day pass by metro and bus (€6)

By Bus
The whole city of Lisbon has an urban transportation network with convenient schedules and frequent buses. Both CARRIS and Metro tickets are valid for a trip on the CARRIS and Metro network for 60 minutes after the first validation of entry. You can also choose to buy tickets directly on the CARRIS fleet. The onboard fares are:

- Onboard bus fare - €1.80
- Onboard Board Rate - €2.85

Full details (including a route planner) can be found at http://www.carris.pt/.
The following INGRoup members made contributions to INGRoup post-conference 2018 through June 1, 2019. 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!

“Be a Grouper” donors

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Joseph E. McGrath Endowment

The Joseph E. McGrath Endowment makes it possible to support the association’s awards. No member donated to the 2018 – 2019 McGrath Endowment fund.

INGRoup is a registered 501(c)(3) organization.
The 2020 INGRoup Conference will be held on the Eastside of Seattle, Washington, USA. The “Emerald City” is one of those beautiful places in the world where mountains meet the water. Home to major companies like Microsoft, Amazon, and Starbucks, as well as hundreds of start-up tech firms, the Seattle area is one of the fastest-growing economies in the USA. Come to Seattle—the coffee is hot, the weather is cool, and the views are spectacular. (Bonus for those attending the Academy of Management conference: the 2020 AOM conference will be in Vancouver, Canada, the week after INGRoup. Vancouver is only 200 km from Seattle, so stay and see some of the amazing Pacific Northwest in between conferences!)

Watch www.ingroup.net for more information about hotel reservations and conference submissions. Deadline for submissions is February 1, 2019.

Want to host a future INGRoup conference or learn more about the process? Send a message to ingroupresearch@gmail.com or contact any board member. We have openings in 2021 and beyond!