
Research Opportunities – Army Research Institute

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Complexity of Teams



- **Multiple tasks**
- **Multiple teams**
- **Multiple locations**
- **Diversity of communication media**

- **Team volition & choice**

- **Temporal evolution**

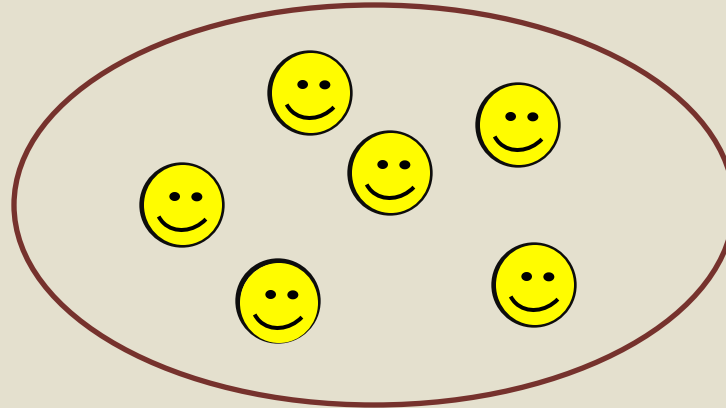


A Classic View



Some Characteristics

- Common goal
- Internal interdependence
- Defined boundary
- Defined roles (usually)



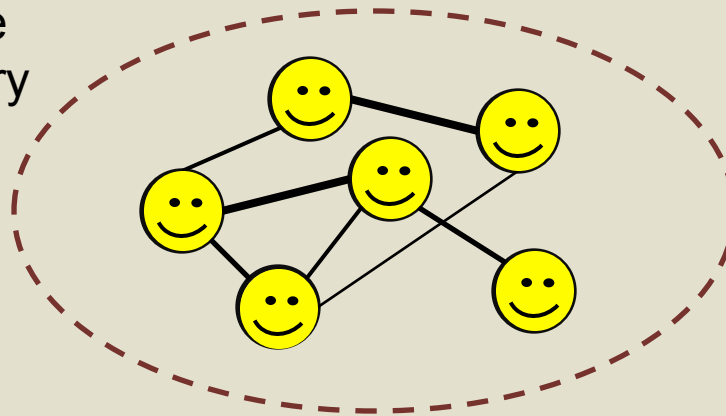


A (Somewhat) Different View

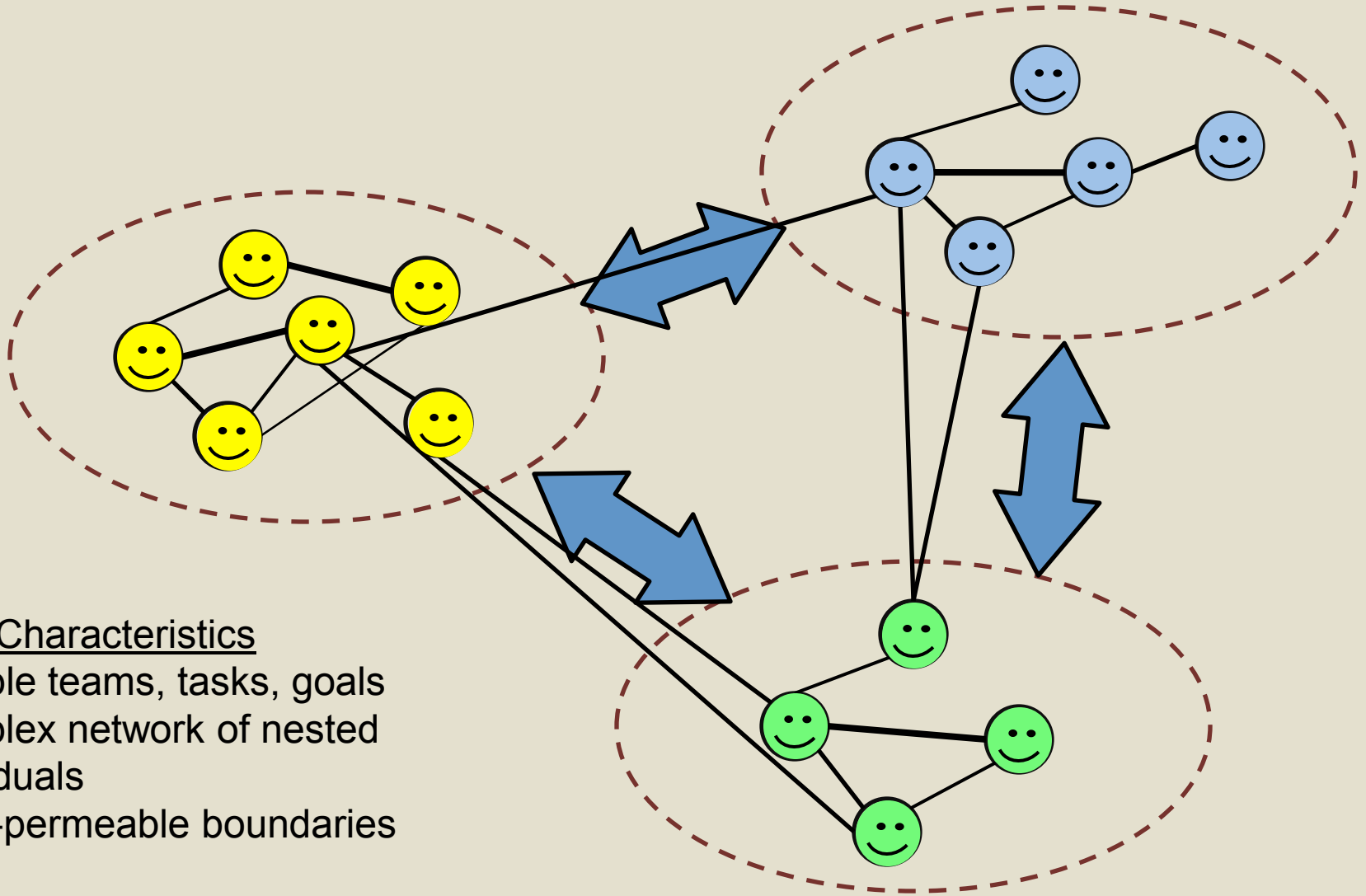


Some Characteristics

- Common goal
- Variable interdependence
- Semi-permeable boundary
- Defined roles (usually)



A More Complex View

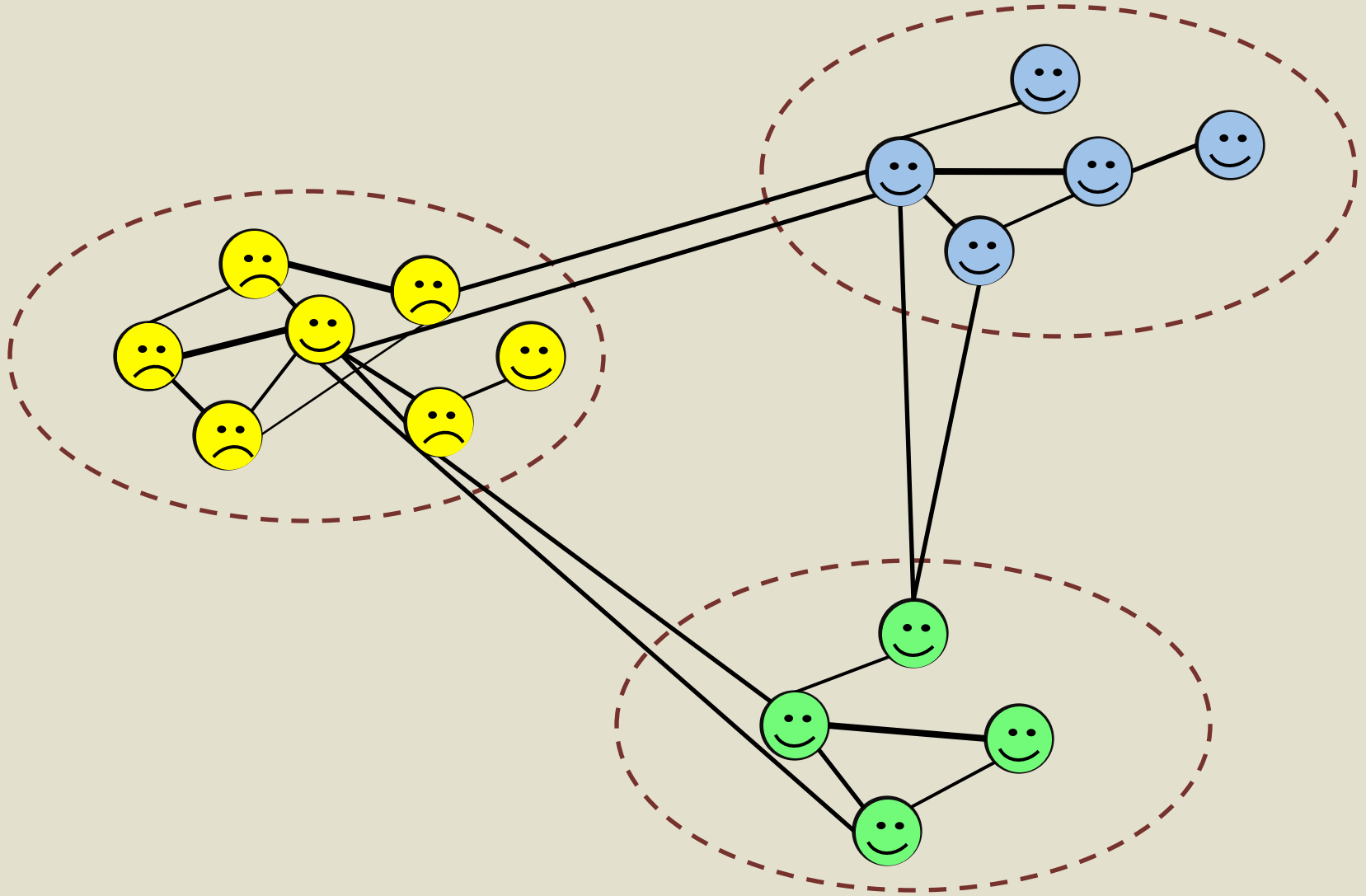


Some Characteristics

- Multiple teams, tasks, goals
- Complex network of nested individuals
- Semi-permeable boundaries



... Changing Across Time





Some Thoughts



- **Interdependence can (and likely does) vary within teams, across tasks, and across time**
- **Static views of teams do not capture the rich dynamics of the real world**
- **Understanding adaptation requires a temporal view of the team (and system)**
- **Teams often can (and do) make conscious choices about virtuality, distribution, leadership, structure – and may change these choices during task performance!**



Some Suggestions



We need additional insight from:

- **Qualitative field studies**
- **Alternate quantitative models (e.g., Social Network Analysis)**
- **Strong longitudinal, developmental models and analysis**



Research Contracts



- **Broad Agency Announcement – W5J9CQ-10-R-0011**
 - Proposals due in early October
 - Get formal announcement from www.fedbizopps.gov
 - Talk to your Office of Sponsored Research
- **Have an idea? Send us a white paper**
 - Paul.Gade@us.army.mil (until Jan 2011)
 - Jay.Goodwin@us.army.mil



Research Contracts



- **Topic must have some relevance to the Army**
 - Personnel Testing, Training, Leader Development, Organizational Effectiveness
- **Think “breaking new ground” not “incremental steps”**
- **Average contract is ~230K/year for 2-3 years**
- **Early Career Award (<5 yrs from PhD) is ~110K/year for 12-24 months)**