

INGRoup

Interdisciplinary Network for Group Research

Third Annual Conference *July 17 – 19, 2008*

Westin Crown Center
Kansas City, MO

Sponsored in part by:



Army Research Institute



David Eccles School of Business
University of Utah



Department of Communication
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SAGE Publications



Tepper School of Business
Center for Interdisciplinary
Research on Teams
Carnegie Mellon University

Conference Schedule at a Glance

Thursday, July 17, 2008		
1:00 – 5:00 pm	INGRoup Board of Directors Meeting	Roanoke, Ballroom Level
4:00 – 6:00 pm	Registration	Washington Park Foyer, Lobby Level
6:00 pm	Opening Dinner	Washington Park, Lobby Level
7:30 – 9:00 pm	Reception with cash bar	Garden Terrace
7:30 – 8:30 pm	Ph.D. Student Meet and Greet	Garden Terrace

Friday, July 18, 2008		
8:00 am – 12:00 noon	Registration	Washington Park Foyer, Lobby Level
7:30 – 8:30 am	Light Breakfast	Washington Park Foyer, Lobby Level
8:30 – 10:00 am	Paper Sessions	
Session 1	Affect in Groups	Brookside, Lobby level
Session 2	Ties and Networks	Signboard I, Lobby level
Session 3	Improving Teams	Washington Park 3, Lobby level
10:00 – 10:30 am	Morning Refreshment Break	Washington Park Foyer, Lobby level
10:30 – 12:00 pm	Paper Sessions	
Session 4	Multi-Team Perspectives	Brookside, Lobby level
Session 5	Leadership	Signboard I, Lobby level
Session 6	Communication in Field Groups	Washington Park 3, Lobby level
12:00 am – 1:00 pm	Luncheon	Washington Park, Lobby Level
1:15 – 2:45 pm	Plenary Session – Real Groups, Real Issues, Real Opportunities: Practice in Support of Theory	Washington Park, Lobby Level
2:45 – 3:15 pm	Afternoon Refreshment Break	Washington Park Foyer, Lobby level
3:15 – 4:45 pm	Paper Sessions	
Session 7	Panel: Team Creativity	Washington Park 3, Lobby level
Session 8	Panel: Applying the Science of Teams to Inform Team Science	Brookside, Lobby level
4:45 – 5:15 pm	Poster Setup	Washington Park Foyer, Lobby level
5:15 – 6:15 pm	INGRoup Open Business Meeting	Washington Park 3, Lobby Level
6:45 pm	INGRoup 2008 photo	Garden Terrace
7:00 – 8:30 pm	Dinner and cash bar	Washington Park, Lobby Level
	Poster session following dinner with dessert, coffee, and cash bar	Washington Park Foyer, Lobby level

Saturday, July 19, 2008		
7:30 – 8:30 am	Light Breakfast	Washington Park Foyer, Lobby Level
8:30 – 9:45 am	Roundtable discussions	Washington Park, Lobby level
	Dynamics of multi-team systems (e.g., coordination, cooperation, and competition)	
	Information exchange and cognition in teams	
	Working with data in groups research (e.g., multi-level, longitudinal data, pattern analysis)	
	Leadership in Teams	
	Conflict in Teams	
	Creativity/Innovation in Teams	
	Field Methods for Data Collection in Groups Research	
	Multicultural Teams	
	The Dark Side of Groups	
9:45 – 10:15 am	Morning refreshment break	Washington Park Foyer, Lobby Level
10:15 – 11:45 am	Paper Sessions	
Session 9	Distributed Teams	Brookside, Lobby level
Session 10	Motivation	Mission, Ballroom level
Session 11	Group Memory and Shared Mental Models	Washington Park 3, Lobby level
11:45 am – 1:00 pm	Lunch – Organizers' Report on the Conference	Washington Park, Lobby level
1:15 – 2:45 pm	Paper Sessions	
Session 12	Conflict in Groups	Brookside, Lobby level
Session 13	The Big Picture	Mission, Ballroom level
Session 14	Interdependence	Washington Park 3, Lobby level
2:45 – 3:15 pm	Afternoon break	Washington Park Foyer, Lobby Level
3:15 – 4:45 pm	Paper Sessions	
Session 15	Decision Making	Brookside, Lobby level
Session 16	Diversity in Membership	Mission, Ballroom level
Session 17	Information and Knowledge Exchange	Washington Park 3, Lobby level
6:15 - 6:30 pm	Buses leave for dinner at Leedy-Voulikos Art Center	Westin Lobby

INGRoup Coordinating Chair

Laurie Weingart

Local Arrangements

Joann Keyton, Chair
Kelly Bouas Henry

Program Chair

Gerardo Okhuysen

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Michael Baumann
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INGRoup Board of Directors 2008-2009

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Gwen Wittenbaum
Board Member (initial 2 year term)

Stephen Fiore
Board Member (initial 3 year term)

Lisa Delise
Ex-officio Student Member

Conference Schedule

Thursday, July 17, 2008

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1:00 – 5:00 pm
Roanoke, Ballroom Level

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4:00 – 6:00 pm
Washington Park Foyer, Lobby Level

INGRoup's Opening Dinner
6:00 pm
Washington Park, Lobby Level

Reception with cash bar
7:30 – 9:00 p.m.
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Ph.D. Student Meet and Greet
7:30 – 8:30 p.m.
Garden Terrace

Friday, July 18, 2008

Registration
8:00 am – 12:00 noon
Washington Park Foyer, Lobby Level

Light Breakfast
7:30 am – 8:30 am
Washington Park Foyer, Lobby Level

8:30-10:00 Session 1

Brookside, Lobby level

Affect in Groups

Waller, M.J., Kaplan, S.A., Blount, S., Sanchez-Burks, J., & Phillips, S. *More Than a Feeling: Rapport and Synchrony in Teams.*

Huang, M. *Sharing with a Smile: Exploring the Effects of Positive Affect in Small Project Group Knowledge Networks.*

Vodosek, M. *Affective Responses to Relational Models in Groups.*

Allen, J. & Scott, C. *Organizing for High Reliability: The Role of the Signal Function of Emotion in Group Sensemaking Processes.*

8:30-10:00 Session 2

Signboard I, Lobby level

Ties and Networks

Jehn, K. A., Greer, L. L., & Kramer, M. W. *The Effects of Group Composition on Dyadic Interactions: Relationship Quality and Status Differences.*

de Jong, B. & Bijlsma-Frankema, K. *When Does Informal Team Control Promote Effectiveness Of Self-Managing Teams? The Role of Perceived Legitimacy, Moral Involvement, and Friendship Ties.*

Rockett, T. & Valenti, A. *When a Friend Becomes a Foe: Examining Relational Rifts in Groups.*

Maloney, M. M., Shah, P. & Zellmer-Bruhn, M. *Network Creation: A Neglected Benefit of Teams.*

8:30-10:00 Session 3

Washington Park 3, Lobby level

Improving Teams

Tindale, S., Jacobs, E. & Starkel, R. *The Role of Member Training/Expertise in Improving Group Judgment.*

Ellwart, T., Wiedow, A., & Konradt, U. *Direct and Indirect Effects of Process Improvement on Performance in Work Teams.*

Tschan, F., Semmer, N., Bizzari, L., Gurtner, A., Spychiger, M., & Marsch, S. *Diagnostic Errors in Medical Emergency Driven Teams.*

BREAK – 10:00-10:30
Washington Park Foyer

10:30-Noon Session 4

Brookside, Lobby level

Multi-Team Perspectives

Cuijpers, M. P. J., Heijltjes, M. G., Glunk, U., & Roe, R.A. *The Role of Boundary Spanning in Management Interaction Processes: A Dual Identity Perspective.*

O'Leary, M., Woolley, A., and Mortensen, M. *Multiple Team Membership in Project-Based Organizations: Managing Time, Tasks, Identities, and Boundaries.*

Luvison, D., & Marks, M. A. *A New Context for Team Studies: A Multiteam, Multilevel Model of Strategic Alliances.*

10:30-Noon Session 5

Signboard I, Lobby level

Leadership

Kuipers, B. & Stoker, J. *Split Leadership: How Leaders Manage Their Self-Managing Teams and Themselves.*

Pescosolido, A. T. *Emergent Group Leaders and Group Efficacy.*

Balkundi, P., Barsness, Z., and Michael, J. H. *Formal vs. Informal Team Leadership: The Influence of Leadership Network Structures on Team Conflict and Team Member Intent to Quit.*

Aude, S., Conrad, T., & Fallesen, J. *Collective Leadership Effectiveness (CLE): Conceptualization and Model Development.*

10:30-Noon Session 6

Washington Park 3, Lobby level

Communication in Field Groups

Sprain, L., Black, L. W., & Gastil, J. *First among Strangers: The Selection of Forepersons and Their Experience as Leaders in Civil and Criminal Juries.*

Kang, P., Meyers, R. A., & Seibold, D. R. *Examining Argument in a Naturally Occurring Jury Deliberation.*

Aitken, J. E. *A Content Analysis of Communication Purposes in an Online Support Group.*

Beck, S. J. & Keyton, J. *Defining Meeting Activities Communicatively: An Interaction Analysis of City Commissioner Meetings.*

LUNCHEON -- Noon - 1:00

Washington Park

**Plenary Session -- 1:15 – 2:45
Washington Park**

Real Groups, Real Issues, Real Opportunities: Practice in Support of Theory



Mary L. Gambino, RN, Ph.D.

Assistant Dean for Community Affairs, Director of Nursing Continuing Education, Clinical Assistant Professor

School of Nursing, Kansas University Medical Center

Dr. Gambino holds graduate appointments in the School of Nursing and the School of Medicine's Health Policy & Management department at Kansas University Medical Center in Kansas City, Kansas. Gambino leads an ANCC accredited continuing education provider unit for the School of Nursing. She teaches complexity science as part of a graduate level course in leading change and guest lectures on complexity science. Her research interests are collaboration, decision-making and complexity science for improving health care delivery and outcomes. Previously, Gambino was faculty for eight years at the University of Missouri - Kansas City School of Nursing while completing her PhD, and prior to that held senior management positions in managed care organizations for ten years.



Keith A. Gary, Ph.D.

Director, Program Development

Kansas City Area Life Sciences Institute, Inc.

Dr. Keith A. Gary promotes the advancement of the Kansas City life science initiative by fostering scientific collaboration among the Institute's eight key stakeholder institutions. Prior to joining the Life Sciences Institute, Dr. Gary served as an Assistant Professor in the Department of Psychiatry and Director for the Psychiatry Basic Science Laboratories at the University of Connecticut Health Center in Farmington, Connecticut. Dr. Gary's research interests centered on understanding the neurochemical changes in the brain in mood disorders, such as depression and bipolar disorder. In addition to his research activities, Dr. Gary was actively engaged in medical, graduate, and postgraduate education. Dr. Gary received his Ph.D. in Biochemistry from the University of Missouri-Kansas City in 1993. He completed postdoctoral training at the University of Pennsylvania as a fellow in the NIH-sponsored Neuropsychopharmacology program. Dr. Gary is a member of the American Association for the Advancement of Science, the American Chemical Society, the New York Academy of Sciences, and the Society for Neuroscience. He has numerous publications in peer-reviewed journals and was a contributing author to *Basic Mechanisms and Therapeutic Implications of Bipolar Disorder*.



Kirby McDaniel

Innovation Leader, Corporate Innovation Group

Hallmark Cards, Inc.

She and her peers act as internal consultants designing and leading cross-functional teams to identify and develop growth opportunities for the company. In addition, through project leadership they have a mission to build innovation capability across the corporation. Prior to joining Hallmark, Kirby was the Director of Operations at NetStandard, an IT service provider and data center, where she was responsible for the initiation of a business software sales and consulting division. At The Sunflower Group, a promotional marketing services provider, Kirby led the direct staffing division to new performance levels. Her early career began in telecom technology R&D, with positions of increasing responsibility at Nortel Networks and subsequently Sprint PCS (now Sprint Nextel). Kirby has earned an MBA in Finance and Strategic Management at The University of Chicago Graduate School of Business, an M.S. in Applied Math from Southern Methodist University, and a B.A. in Mathematics from William Jewell College.

BREAK – 2:45-3:15
Washington Park Foyer

3:15-4:45 Session 7

Washington Park 3, Lobby level

Panel: Team Creativity

Salazar, M. R., Kane, A. A., & Lant, T. *Knowledge Transfer and Creation in an Interdisciplinary Context.*

Voigt, A. *A Juxtaposition of Two Paths to Radical Innovation in Teams: Moderators of the Impact of Improvisation and Reflexivity.*

Goncalo, J. A., Chatman, J. A., & Duguid, M. M. *Political Correctness and Creativity in Mixed- and Same-Sex Groups.*

3:15-4:45 Session 8

Brookside, Lobby level

Panel: Applying the Science of Teams to Inform Team Science

Fiore, S. M. *Practicing what you Preach and Preaching what you Practice: Why Group and Team Researchers Need to Pay Attention to Team Science.*

Keyton, J. *Of Protocols and Procedures: Using Group Communication Theory and Methods to Study Science Collaboration.*

Zaccaro, S. J. *Leading while Learning: Challenges and Opportunities in Understanding Science Team Leaders.*

Poster Setup 4:45 – 5:15
Washington Park Foyer

INGRoup Open Business Meeting
Washington Park 3, Lobby level
5:15-6:15 pm

INGRoup 2008 Photo
Garden Terrace
6:45pm

DINNER – 7:00-8:30

Cash bar

Washington Park

Presentation of *Small Group Research Best Article Award*

Nominees:

- Kevin W. Rockmann, Michael G. Pratt, and Gregory B. Northcraft. *Divided Loyalties: Determinants of Identification in Interorganizational Teams.*
- Eduardo Salas, Diana R. Nichols, and James E. Driskell. *Testing Three Team Training Strategies in Intact Teams: A Meta-Analysis.*
- Kimberly A. Smith-Jentsch, Janis A. Cannon-Bowers, Scott I. Tannenbaum, and Eduardo Salas. *Guided Team Self-Correction: Impacts on Team Mental Models, Processes, and Effectiveness.*
- Anita Williams Woolley, Margeret E. Gerasi, Christopher F. Chabris, Stephen M. Kosslyn, & J. Richard Hackman. *Bringing in the Experts: How Team Composition and Collaborative Planning Jointly Shape Analytic Effectiveness.*

**Poster Session with dessert, coffee, and cash bar following dinner
Washington Park Foyer, Lobby level**

POSTER SESSION

1. Carpenter, S. *Knowledge of Factors that Impact Effective Team Dynamics and Performance: Mental Models of Teamwork and Taskwork.*
2. Buczek, E. & Henry, K. B. *Group Development and the Israeli-Palestinian Conflict: Finding Paths to Peace.*
3. DiazGranados, D., Klein, C., Lyons, R., Salas, E., Bedwell, W. L., & Weaver, S. J. *Investigating the Prevalence, Characteristics, and Effectiveness of Teams: A U.S. Sample Surveyed.*
4. Harmon, V. M. & Sargis, E. G. *Do Awareness of Information Bias and Information Status in Decision-Making Groups Enhance the Discussion of Unique Information?*
5. Duran, J. L., Cooke, N. J., Robinson, F. E., & Gorman, J. C. *A Synthetic Task Environment for the Study of Macrocognition in Teams.*
6. Gautam, T. *Crossing Over and Back: Dual Socialization and Its Role in Knowledge Transfer in Project Teams.*
7. Lyons, R., Jimenez, M., Burke, C. S., DeChurch, L., Salas, E., & Goodwin, J. *Understanding the Coordinative Mechanisms in Multiteam Systems: A Historiometric Analysis.*
8. Lazzara, E. H., DiazGranados, D., Wooten, S. R., Lyons, R., & Salas, E. *Team Performance Decay: Why Does it Happen and How to Avoid It?*
9. Wildman, J. L., Bedwell, W. L., Rosen, M. A., Fritzsche, B. A., Burke, C. S., & Salas, E. *Adaptation in Multicultural Teams: A Measurement Aid.*
10. Bedwell, W., Wildman, J. L., Rosen, M. A., Fritzsche, B. A., Salas, E., & Burke, S. C. *Harmonizing the Team: Cultural Influences on Team Adaptation.*

Light Breakfast
Washington Park Foyer 7:30 am – 8:30 am

8:30-9:45 Roundtable Discussions

Washington Park, Lobby level

Topics:

Dynamics of multi-team systems (e.g., coordination, cooperation, and competition)
Information exchange and cognition in teams
Working with data in groups research (e.g., multi-level, longitudinal data, pattern analysis)
Leadership in Teams
Conflict in Teams
Creativity/Innovation in Teams
Field Methods for Data Collection in Groups Research
Multicultural Teams
The Dark Side of Groups

BREAK – 9:45-10:15
Washington Park Foyer

10:15-11:45 Session 9

Brookside, Lobby level

Distributed Teams

Holahan, P. J., Paul, L. F., & Reilly, R. R. *Virtuality and Media Synchronicity and Their Effects on Antecedents of Conflict in Virtual Teams.*
Cummings, J. N. & Kiesler, S. *Who Works With Whom? Collaborative Tie Strength in Distributed Interdisciplinary Projects.*
O’Leary, M. B. & Mortensen, M. *Gone but Not Forgotten: Factors Enhancing the Effective Integration of Geographic Isolates in Project Teams.*

10:15-11:45 Session 10

Mission, Ballroom level

Motivation

Kerr, N. L. & Seok, D. H. *Intergroup Competition and the Köhler Effect.*
Woolley, A. W. *Why is it more fun to be the bad guy? Offense vs. Defense in Intelligence Teams.*
Resick, C. J., DeChurch, L. A., Murase, T., Jimenez, M., & Randall, K. K. *The Motivational Bases of Effective Teamwork.*

10:15-11:45 Session 11

Washington Park 3, Lobby level

Group Memory and Shared Mental Models

Hinsz, V. *Optimal and Beyond Optimal Information Processing in Groups: Information Integration in Group Memory Performance.*

Kennedy, D. & McComb, S. *The Role of Time Pressure and Team Communication in Mental Model Convergence.*

Shuffler, M. L. & Goodwin, G. *Exploring the Challenges to Shared Understanding Development in Distributed Teams: The Leader's Role.*

LUNCH – 11:45-1:00

Washington Park

Organizers' Report on the Conference

1:15-2:45 Session 12

Brookside, Lobby level

Conflict in Groups

Greer, L. L., Jehn, K. A., & Rispens, S. *To Fight or Not to Fight: When do Team Members Decide to Engage in Team Conflicts?*

Deutsch-Salamon, S. & Maitlis, S. *Collective Victimization in Groups: An Empirically Grounded Process Model.*

Black, L. *Breaking the Frame: How Storytelling in Deliberative Groups Can Reframe Adversarial Arguments and Bring Out the Potential for Consensus.*

Cramton, C. D. & Cronin, M. A. *Triangulation and the Movement of Conflict Within and Between Groups.*

1:15-2:45 Session 13

Mission, Ballroom level

The Big Picture

O'Leary, M. B. *Regression to the Mean? How a Focus on Average Outcomes May Obscure the Potential Importance of Minima, Maxima, Variance, and Role Specific Data in Groups Research.*

Dabbish, L. & Goodman, P. S. *Methodological Issues in Substantiating Group Learning.*

Gastil, J. *The Embedded System Theory of Groups: Toward an Integrative Theoretical Framework for the Field of Small Group Research.*

Wittenbaum, G. M. & Moreland, R. L. *Publication Trends in Social Psychology: What Happened to Intragroup Research?*

1:15-2:45 Session 14

Washington Park 3, Lobby level

Interdependence

Millhiser, W. P., Coen, C., & Solow, D. *Understanding the Role of Worker Interdependence in Team Selection.*

Harvey, S. *Towards a Model of Creative Idea Selection in Groups.*

Henry, K. B. & Arrow, H. *Making Heat Work: The Thermodynamics of Groups.*

BREAK -- 2:45 – 3:15
Washington Park Foyer

3:15-4:45 Session 15

Brookside, Lobby level

Decision Making

Bonito, J. A., DeCamp, M. H., Garreaud, I., & Stoner, G. M. *Reliability and Validity of a Decision-making Competence Scale: A Social Relations Approach.*

Foschi, M. *On Collective Orientation and the Standardized Expectations-States Experiment: Review and Assessment.*

Toma, C., Butera, F., & Vasiljevic, D. *Being the Best in the Group: Strategic Information Sharing and Use in Group Decision Making.*

3:15-4:45 Session 16

Mission, Ballroom level

Diversity in Membership

White, J. B., Loyd, D. L., & Kern, M. *The Numbers Don't Always Add Up For Tokens: Token Dynamics, Peer Ratings and the Size of the Minority Subgroup.*

Weingart, L. R., Todorova, G., & Brake, M. *The Impact of Diversity and Job Design on Group Processes and Performance in Academic Research Labs.*

Köhler, T., Berry, M., & Moosmüller, A. *American, Finnish, and German Cultural Norms: How Do They Compare and Interact.*

3:15-4:45 Session 17

Washington Park 3, Lobby level

Information and Knowledge Exchange

Herndon, B. D. *Exploring the Antecedents and Consequences of Comprehensive Knowledge Sharing in Knowledge Worker Groups.*

Yoon, K. *Entity vs. Incremental Views for Expertise Judgments in Multi-cultural Work Groups.*

Delise, L. A., Rentsch, J. R., & Letsky, M. P. *Effects of Information Exchange and Equity Perceptions on Team Processes and Outcomes.*

Lopes, D. & Vala, J. *The Effects of Activation of Independence and Interdependence Contexts on the Use of Consensus and Heterogeneity Information in the Process of Validation of Groups' Everyday Knowledge.*

**Buses leave for dinner at Leedy-Voukos Art Center; Westin Lobby
6:15 (1st trolley) & 6:30 (last trolley)**

PAPER AND POSTER SHORT ABSTRACTS

SESSION 1: AFFECT IN GROUPS

More Than a Feeling: Rapport and Synchrony in Teams

Mary J. Waller, Maastricht University
Seth A. Kaplan, George Mason University
Sally Blount, New York University
Jeffrey Sanchez-Burks, University of Michigan
Sybil Phillips, Institute of Aviation

We investigated three components of rapport – mutual positivity, liking, and synchrony – and their relationship to team performance. We found that aviation crews with higher component levels performed better than others, and that synchrony was most highly related to performance. Crews with higher synchrony exhibited more complex interaction patterns.

Sharing with a Smile: Exploring the Effects of Positive Affect in Small Project Group Knowledge Networks

Meikuan Huang, California State University, Stanislaus

The goal of this project is to theoretically extend and empirically test the theory of transactive memory by exploring how positive affect could influence three dimensions of transactive memory effectiveness: 1) accuracy in expertise recognition, 2) sharedness of knowledge, and 3) member participation in organizational project groups' transactive memory systems.

Affective Responses to Relational Models in Groups

Markus Vodosek, University of Utah

This paper draws on Fiske's (1991) relational models theory to examine how different forms of social interaction in groups evoke different affective responses from group members. Results from a field study of 465 members of research groups indicate that relational models have a predictable way of evoking affective responses.

Organizing for High Reliability: The Role of the Signal Function of Emotion in Group Sensemaking Processes

Joe Allen, UNC Charlotte
Clifton Scott, UNC Charlotte

Theories of sensemaking (Weick, 1979; 1995) and high reliability organizing (Weick & Sutcliff, 2001; Weick, Sutcliffe, & Obstfeld, 1999) suggest that events in the environments of organizations and groups are open to multiple and often conflicting interpretations. The ability of groups to swiftly interpret equivocal and contradictory information about the environment is critical to the timely detection of “near misses” and the prevention of errors. At the same time, research on cognitive processes in organizations has begun to consider the contribution emotion and affective phenomena have on way people “think together” in work settings. In this paper, we model how various forms of emotion work enable and constrain how groups make sense of affective events in high reliability organizational contexts (HROCs). After developing a theoretical model for understanding these processes, we offer a series of propositions.

SESSION 2: TIES AND NETWORKS**The Effects of Group Composition on Dyadic Interactions: Relationship Quality and Status Differences**

Karen A. Jehn, Leiden University
 Lindred L. Greer, University of Amsterdam
 Martijn W. Kramer, SPE-LUMINUS

In two studies, we investigate how dyadic-level relationships within a group context change as a function of the status and relationships of the other members. Findings suggest that the presence of a liked peer creates more task conflict and information sharing, while presence of a higher status individual increases competition.

When Does Informal Team Control PROMOTE Effectiveness of SELF-MANAGING Teams? The Role of Perceived Legitimacy, Moral Involvement, and Friendship Ties

Bart de Jong, VU University Amsterdam
 Katinka Bijlsma-Frankema, VU University Amsterdam

This paper clarifies the concept of informal team control and delineates three social conditions--perceived legitimacy, moral involvement, friendship ties--under which informal control is likely to enhance the effectiveness of self-managing teams. The hypotheses will be tested on longitudinal data from 116 management teams.

When a Friend Becomes a Foe: Examining Relational Rifts in Groups

Tracey Rockett, The University of Texas at Dallas
 Alix Valenti, University of Houston, Clear Lake

Working in groups has become a necessity in most organizations, and while we might hope that groups experience positive interactions, we know that there are often cases in which groups have relationship conflict. While there has been a fair amount of research that focuses on negative relationships, no study has examined how negative relationships develop or the immediate outcomes of a change in intra-group relations. This proposal gives an introduction to the theory on which we base our research and provides preliminary results from our study.

Network Creation: A Neglected Benefit of Teams

Mary M. Maloney, University of St. Thomas
 Pri Shah, University of Minnesota
 Mary Zellmer-Bruhn, University of Minnesota

This longitudinal study examines the role teams play in creating network ties. Additionally, we suggest that task conflict, cohesion, psychological safety, and performance moderate network tie creation such that teams with low task conflict, high cohesiveness, high psychological safety and high performance will create more network ties.

SESSION 3: IMPROVING TEAMS**A Juxtaposition of Two Paths to Radical Innovation in Teams: Moderators of the Impact of Improvisation and Reflexivity**

Andreas Voigt, University of California, Irvine

Team member familiarity, boundary spanning, and industry competitiveness were proposed as moderators of the effects of improvisation and reflexivity on radical team innovation. Findings from a twelve-industry sample of 68 work groups in 19 multinationals suggest that improvisation is superior to reflexivity in competitive industries and teams with familiar members.

The Role of Member Training/Expertise in Improving Group Judgment

Scott Tindale, Loyola University Chicago
Elizabeth Jacobs, Loyola University Chicago
Rebecca Starkel, Loyola University Chicago

Four-person groups were asked to work on two probability estimation problems where individuals are likely to use heuristic strategies that lead to errors. In some of the groups, we trained either one or two members to use more normatively appropriate strategies. Results indicated that training improved group performance.

Direct and Indirect Effects of Process Improvement on Performance in Work Teams

Thomas Ellwart, University of Applied Sciences Northwestern Switzerland
Annika Wiedow, Kiel University
Udo Konradt, Kiel University

The effect of process improvement on team performance was examined in an experimental as well as in a field study. Based on a bootstrap-based resampling strategy direct comparisons of multiple mediators were analyzed. Results indicate the mediating role of shared mental models and team trust.

SESSION 4: MULTI-TEAM PERSPECTIVES

The Role of Boundary Spanning in Management Interaction Processes: A Dual Identity Perspective

Maarten P. J. Cuijpers, Maastricht University
Mariëlle G. Heijltjes, Maastricht University
Ursula Glunk, Maastricht University
Robert A. Roe, Maastricht University

We propose a dual identity perspective to analyze the impact of MT members' boundary spanning roles -between corporate and business unit level- on MT interaction processes (e.g. conflict and trust development). Results of our temporal case study analysis will be presented.

Multiple Team Membership in Project-Based Organizations: Managing Time, Tasks, Identities, and Boundaries

Michael O'Leary, Boston College
Anita Woolley, Harvard University
Mark Mortensen, MIT

Workers in project-based organizations are increasingly required to juggle multiple simultaneous team memberships (MTM). In this interview and survey-based study, we assess the effects of MTM on time management, task strategies, identity, and team boundaries and associated outcomes of learning and productivity at the individual and team level.

Business Angels and Entrepreneurial Teams: Do They Live Happily Ever After?

Veroniek Collewaert, Ghent University

The inherent goal incompatibilities, heightened importance of communication and non-random selection of team members might cause conflict dynamics to work quite differently in an angel investor-entrepreneurial team setting compared to more traditional team settings. Furthermore, I will extend the conflict contingency framework by also studying conflict's effects on commitment.

A New Context for Team Studies: A Multiteam, Multilevel Model of Strategic Alliances

Dave Luvison, Nova Southeastern University
Michelle A. Marks, George Mason University

Strategic alliances are a type of multiteam system operating within a context of divergent organizational objectives, priorities and cultures. This paper introduces a new model to categorize these unique alliance team behaviors, incorporating temporal phases, team components, social tie development, goal alignment and the nature of authority.

SESSION 5: LEADERSHIP

Split Leadership: How Leaders Manage Their Self-Managing Teams and Themselves

Ben Kuipers, Erasmus University Rotterdam
Janka Stoker, University of Groningen

A longitudinal study among 134 self-managing production and service teams (SMWTs) suggests that initiating structure is an important leadership style for SMWTs, and that the reciprocal relationship between initiating structure and effectiveness is moderated by both the team's self-management and the team leader's experience with the team.

Emergent Group Leaders and Group Efficacy

Anthony T. Pescosolido, University of New Hampshire

This paper uses thematic analysis (Boyatzis, 1998) to discover and describe the behaviors and activities group leaders can undertake to positively impact group level efficacy beliefs. Categories of leader behavior included emotional persuasion, focusing attention, and planning and preparation.

Formal vs. Informal Team Leadership: The Influence of Leadership Network Structures on Team Conflict and Team Member Intent to Quit

Prasad Balkundi, SUNY Buffalo
Zoe Barsness, University of Washington, Tacoma
Judd H. Michael, Penn State University

Among 20 teams (236 employees) in a manufacturing organization we found that leader centrality was negatively correlated with team conflict and turnover intentions. Informal leadership among subordinates was positively associated with team conflict and turnover intentions. Team conflict fully mediated the effects of leadership network structures on turnover intentions.

Collective Leadership Effectiveness (CLE): Conceptualization and Model Development

Steve Aude, ICF International
Trevor Conrad, ICF International
Jon Fallesen, Center for Army Leadership

This research explores there being a set of factors predictive of an organization's collective leadership effectiveness (CLE). CLE is defined as the individual and collective actions of an organization's leaders, as a group. Conceptualization, literature review and a model are presented.

SESSION 6: COMMUNICATION IN FIELD GROUPS**First among Strangers: The Selection of Forepersons and Their Experience as Leaders in Civil and Criminal Juries**

Leah Sprain, University of Washington
 Laura W. Black, Ohio University
 John Gastil, University of Washington

Although jury research has often investigated foreperson selection and influence, we know very little about the subjective experience of leading a jury and the impact it has on forepersons themselves. This multi-method study investigates the experience of jury leadership for forepersons serving on 212 criminal and civil juries.

Examining Argument in a Naturally Occurring Jury Deliberation

Paul Kang, University of California, Santa Barbara
 Renee A. Meyers, University of Wisconsin-Milwaukee
 David R. Seibold, University of California, Santa Barbara

In this paper, we examine argument in naturally occurring jury interactions. We utilize the Conversational Argument Coding scheme, and compare our findings to previous data sets of coded group argument. We also analyze *process* statements as structuring mechanisms for both the group's argument and its decision-making practices.

A Content Analysis of Communication Purposes in an Online Support Group

Joan E. Aitken, Park University

As educators seek to understand student needs, there is much to be learned from parental perceptions. A content analysis was conducted of 1718 emails from an online discussion support group for parents of children who have been diagnosed as eligible for special education services.

Defining Meeting Activities Communicatively: An Interaction Analysis of City Commissioner Meetings

Stephenson J. Beck, University of Kansas
 Joann Keyton, North Carolina State University

Meeting research tends to focus on the intent and outcomes of meeting behavior, leading to prescriptive outcome claims. The purpose of this study is to lay groundwork for meeting research based on interaction. Four city commissioner meetings will be analyzed using interaction analysis in order to define meeting activities communicatively.

SESSION 9: DISTRIBUTED TEAMS**Virtuality and Media Synchronicity and Their Effects on Antecedents of Conflict in Virtual Teams**

Patricia J. Holahan, Stevens Institute of Technology
 Laura Finnerty Paul, Stevens Institute of Technology
 Richard R. Reilly, Stevens Institute of Technology

The incidence of conflict and its resolution is one team process where we lack strong theory which aids our understanding in the virtual context. Using Kirkman and Mathieu's (2005) definition of virtuality and Maruping and Argarwal's (2004) media synchronicity theory, we develop a theoretical model of conflict in virtual teams and suggest areas for future research.

Who Works With Whom? Collaborative Tie Strength in Distributed Interdisciplinary Projects

Jonathon N. Cummings, Duke University
Sara Kiesler, Carnegie Mellon University

For scientists and engineers on research projects, we introduce 'collaborative tie strength' to conceptualize joint intellectual effort. Using data from 3911 pairs of senior personnel working on 475 research projects, our analyses show that prior experience mitigates the negative relationship between geographic and disciplinary boundaries and collaborative tie strength.

Gone but Not Forgotten: Factors Enhancing the Effective Integration of Geographic Isolates in Project Teams

Michael Boyer O'Leary, Boston College
Mark Mortensen, MIT

We present a conceptual model and initial data from a quasi-experimental study that addresses the conditions under which teams benefit from their geographically isolated members and those isolated members are also satisfied with their contributions to the team. We probe the role of factors at the individual, subgroup, team levels.

SESSION 10: MOTIVATION**Intergroup Competition and the Köhler Effect**

Norbert L. Kerr, Michigan State University
Dong-Heon Seok, Daegu University

An experiment is presented which indicates that the prospects for successful competition with another group moderates the Köhler motivation gain. The effect was attenuated (and statistically eliminated) when the prospects of successful intergroup competition were most uncertain, and bolstered somewhat when these prospects were poorest.

Why Is It More Fun To Be The Bad Guy? Offense vs. Defense in Intelligence Teams

Anita Williams Woolley, Harvard University

Eight interagency-counterterrorism teams participated in week-long exercises involving real world threats. Half role-played terrorists and the other half simulated government response. Observations suggest striking differences between the types of teams, characterized by use of member skills, methods for focusing work, and motivation. Theoretical implications for "offense" and "defense" tasks are discussed.

The Motivational Bases of Effective Teamwork

Christian J. Resick, Drexel University
Leslie A. DeChurch, University of Central Florida
Toshio Murase, University of Central Florida
Miliani Jimenez, University of Central Florida
Kenneth K. Randall, Florida International University

This paper examines the relationships between levels of cognitive motivation in teams (i.e., collective levels of goal strivings) and team processes and performance. Results indicate that team levels of both task and relationship striving were related to enhanced teamwork processes, which were in turn related to enhanced decision making effectiveness.

SESSION 11: GROUP MEMORY AND SHARED MENTAL MODELS**Optimal and Beyond Optimal Information Processing in Groups: Information Integration in Group Memory Performance**

Verlin Hinsz, North Dakota State University

Signal detection models propose how groups might optimally integrate available information. Analyses revealed that on average groups achieved optimal levels while at the group level analysis suggests that half the groups exceeded optimal levels of performance. The importance and ways of accounting for beyond optimal group responses are discussed.

The Role of Time Pressure and Team Communication in Mental Model Convergence

Deanna Kennedy, University of Massachusetts, Amherst
Sara McComb, University of Massachusetts, Amherst

This paper examines the temporal patterns of mental model convergence in teams under time pressure. Textual data collected during team experiments were coded into event histories and examined using survival analysis. Implications derive from survival rates and covariate relationships with team performance measures.

Diagnostic Errors in Medical Emergency Driven Teams

Franziska Tschan, University of Neuchâtel
Norbert Semmer, University of Bern
Lara Bizzari, University of Neuchâtel
Andrea Gurtner, University of Neuchâtel
Martin Spychiger, University Hospital of Basel
Stephan Marsch, University Hospital of Basel

In an ambiguous diagnostic situation in a high-fidelity simulation, 20 teams of physicians were confronted with cues suggesting a wrong diagnosis. Deficient information gathering and distortions in perception indicated a strong confirmation bias, and strong leaders successfully insisted on the wrong diagnosis. Five groups never arrived at the correct diagnosis.

Exploring the Challenges to Shared Understanding Development in Distributed Teams: The Leader's Role

Marissa L. Shuffler, ICF International
Gerald Goodwin, The U.S. Army Research Institute

Drawing on current theory from both the shared knowledge and the distributed teams literatures, we will advance a framework exploring the challenges faced by leaders in developing shared knowledge in distributed teams, as well as propose implications for future research in this area with a particular focus upon multi-disciplinary approaches.

SESSION 12: CONFLICT IN GROUPS**To Fight or Not to Fight: When do Team Members Decide to Engage in Team Conflicts?**

Lindred L. Greer, University of Amsterdam
Karen A. Jehn, Leiden University
Sonja Rispens, Twente University

We develop a theoretical framework to explain how individuals decide whether or not to behaviorally engage in conflict in their team. We develop propositions regarding the relevant factors which may influence this decision-making process, including dimensions of the conflict as well as of the individual.

Collective Victimization in Groups: An Empirically Grounded Process Model

Sabrina Deutsch-Salamon, York University
Sally Maitlis, University of British Columbia

While there's emerging evidence that aggression is a meaningful group-level construct, we lack understanding of the processes that give rise to the collective victimization of a team member by multiple fellow team members. This paper develops an empirically grounded model of how this process unfolds.

Breaking the Frame: How Storytelling in Deliberative Groups Can Reframe Adversarial Arguments and Bring Out the Potential for Consensus

Laura Black, Ohio University

This paper analyzes stories told by groups discussing how to rebuild NYC after the 9/11 attacks. Using Goffman's notion of frames, it shows how Mansbridge's models of Adversarial and Unitary democracy are actively negotiated through group members' storytelling practices. Adversarial stories that are reframed as unitary can promote group consensus.

Triangulation and the Movement of Conflict Within and Between Groups

Catherine Durnell Cramton, George Mason University
Matthew A. Cronin, George Mason University

This paper develops the theory of triangulation—the act of drawing third parties into existing dyadic conflicts (Bowen, 1978; Smith, 1989)—in the context of workplace behavior. We examine the process of triangulation, motivations to triangulate, and the consequences for group and intergroup relations over the short and long term.

SESSION 13. THE BIG PICTURE: TRENDS, THEORIES, MEASURES

Regression to the Mean? How a Focus on Average Outcomes May Obscure the Potential Importance of Minima, Maxima, Variance, and Role Specific Data in Groups Research

Michael Boyer O'Leary, Boston College

I review 250 teams articles regarding the extent to which scholars have analyzed their outcomes in terms of simple means, while not attending to interesting insights that might be gleaned by looking at other measures. I discuss interesting exceptions and propose guidelines regarding when to consider measures other than means.

Methodological Issues in Substantiating Group Learning

Laura Dabbish, Carnegie Mellon University
Paul S. Goodman, Carnegie Mellon University

This paper identifies some of the challenges and dilemmas in trying to measure and substantiate that learning is occurring in a group. We use observation of one group in detail as an illustration of the measurement issues around task selection, membership selection, storage artifacts, and the use of multiple methods.

The Embedded System Theory of Groups: Toward an Integrative Theoretical Framework for the Field of Small Group Research

John Gastil, University of Washington

This essay introduces the Embedded System Theory of small groups. This theory aims to provide a framework within which we can better understand the full range of group types, their cultural and social contexts, and the utility of different small group theories implicitly tailored for those contexts.

Publication Trends in Social Psychology: What Happened to Intragroup Research?

Gwen M. Wittenbaum, Michigan State University
Richard L. Moreland, University of Pittsburgh

A content analysis of the major social psychology journals between 1975 and 2006 revealed an increase in small group research in the mid 1980s and 1990s. This increase was due largely to the influence of European and social cognition approaches, which do not focus on intragroup processes.

SESSION 14: INTERDEPENDENCE

Understanding the Role of Worker Interdependence in Team Selection

William P. Millhiser, Baruch College, City University of New York
Corinne Coen, University at Buffalo, The State University of New York
Daniel Solow, Case Western Reserve University

We evaluate policies for assigning workers to teams. Using a mathematical simulation, we contrast equitably assigning workers based on prior performance with two policies that assign based on how well people work together. We make suggestions assuming managers are familiar or unfamiliar with how well their people work together.

Towards a Model of Creative Idea Selection in Groups

Sarah Harvey, University College London

This paper reviews research on group creativity to suggest that the issue of how groups assess and select between ideas can provide insight into the development of creative products. I identify three challenges to idea selection for groups, and suggest a model for enabling creative idea selection.

Making Heat Work: The Thermodynamics of Groups

Kelly Bouas Henry, Missouri Western State University
Holly Arrow, University of Oregon

Startlingly productive groups are sometimes described using heat metaphors. The thermodynamic theory of groups goes beyond metaphor to propose systematic analogies with physical thermodynamics. In fixed, fluid, chaotic, and complex states, different patterns of energy flow help explain why groups differ in their ability to transform energy into work.

SESSION 15: DECISION MAKING

Reliability and Validity of a Decision-making Competence Scale: A Social Relations Approach

Joseph A. Bonito, University of Arizona
Mary H. DeCamp, University of Arizona
Isabel Garraud, University of Arizona
Gates Matthew Stoner, University of Arizona

The “local” model of participation assumes that perceived decision-making competence influences decisions to contribute. We develop a decision-making competence scale for round-robin application in small groups. The items will be analyzed with Kenny’s Soremo program, and the relevant variance components evaluated for their reliability and validity.

On Collective Orientation and the Standardized Expectations-States Experiment: Review and Assessment

Martha Foschi, University of British Columbia

Expectation states theory is a comprehensive, well established research program on competence assignment in task settings (for recent reviews, see Berger and Webster 2006; Correll and Ridgeway 2003; Wagner and Berger 2002). The core of the theory concerns groups in which members have no prior interaction with each other and yet are committed to doing well on a task that they must complete as a team. According to the theory, members of such groups assign competence to each other, and hold corresponding task-related expectations, on the basis of knowledge of either their status characteristics, or the quality of their prior task performance, or both.

Being the Best in the Group: Strategic Information Sharing and Use in Group Decision Making

Claudia Toma, Catholic University of Louvain la Neuve
Fabrizio Butera, Lausanne University
Dimitri Vasiljevic, Paris X University

Three experiments investigated the impact of cooperation, competition on information processing in hidden profiles group decisions. Group members were motivated to deliberately select the information to be shared and used in order to satisfy goals. Information processing reflects strategic behaviour in competition, especially with a judgmental task or expertise assignment.

SESSION 16: DIVERSITY IN MEMBERSHIP**The Numbers Don't Always Add Up For Tokens: Token Dynamics, Peer Ratings and the Size of the Minority Subgroup**

Judith B. White, Tuck School of Business at Dartmouth
Denise Lewin Loyd, Massachusetts Institute of Technology
Mary Kern, Baruch College

We challenge the assumption that each additional token improves the tokens' situation in a group. We use multilevel modeling to examine tokenism and peer evaluations in task-performing groups. Having a second in-group member did not reduce tokenism, and some duo tokens received lower peer evaluations than solo tokens.

The Impact of Diversity and Job Design on Group Processes and Performance in Academic Research Labs

Laurie R. Weingart, Carnegie Mellon University
Gergana Todorova, Carnegie Mellon University
Matthew Brake, Carnegie Mellon University

Our paper investigates the impact of gender and expertise diversity and work group job design on learning and performance in academic research laboratories. We report results from 29 ARLs in science and engineering regarding the mediating roles of conflict, collaboration, cohesion, and innovative behaviors.

American, Finnish, and German Cultural Norms: How Do They Compare and Interact

Tine Köhler, George Mason University
Michael Berry, Turku School of Economics
Alois Moosmüller, Institut für Interkulturelle Kommunikation

The current paper analyzes the role of cultural communication and coordination norms for team functioning in multicultural teams. Data from two international student collaborations between American and Finnish and American and German students will be presented. We will identify cultural norms and how they compare across collaborations. Specific attention will be given to whether American students adapted their communication style depending on whether they collaborated with Finnish or German students.

SESSION 17: INFORMATION AND KNOWLEDGE EXCHANGE

Exploring the Antecedents and Consequences of Comprehensive Knowledge Sharing in Knowledge Worker Groups

Benjamin D. Herndon, University of Texas at Austin

The sharing of personal, expertise-based knowledge among members of a knowledge worker group is a critical input to members' learning. Members' willingness to share this *comprehensive knowledge* with others may be enhanced or inhibited by implications for personal identity. Relationships will be tested using data from a field study of knowledge worker groups.

Entity vs. Incremental Views for Expertise Judgments in Multi-cultural Work Groups

Kay Yoon, DePaul University

This paper applies the research on lay theories to expertise recognition processes in multi-cultural groups. It theorizes that incremental view (*vis-à-vis* entity view) toward culturally dissimilar group members is more likely to facilitate accurate expertise recognition, extensive communication, positive socio-emotions, and better group performance.

Effects of Information Exchange and Equity Perceptions on Team Processes and Outcomes

Lisa A. Delise, The University of Tennessee
Joan R. Rentsch, The University of Tennessee
Michael P. Letsky, Office of Naval Research

This paper highlights motivational issues related to sharing information. In an experiment, the relationships among information exchange, equity perceptions, cognitive congruence, trust, and outcome allocation were examined. Results indicated that exchange perceptions are related to cognitive congruence and trust, and equity perceptions are related to trust and outcome allocation.

The Effects of Activation of Independence and Interdependence Contexts on the Use of Consensus and Heterogeneity Information in the Process of Validation of Groups' Everyday Knowledge

Diniz Lopes, ISCTE – Lisbon
Jorge Vala, Universidade de Lisboa - Lisbon

Building on previous studies showing the effects of heterogeneity and consensus on attribution of validity to groups' opinions, two experiments analyse a moderator of these effects: activation of independent and interdependent contexts. These studies supported our predictions, and results extend our research on the processes of validation of everyday knowledge.

POSTER SESSIONS

Knowledge of Factors that Impact Effective Team Dynamics and Performance: Mental Models of Teamwork and Taskwork

Sandra Carpenter, University of Alabama, Huntsville

The degree to which people, with and without team experience, have knowledge of a variety of variables that facilitate team dynamics and performance was identified. This information may be especially informative for those involved in team training, such that training time can be used most effectively.

Group Development and the Israeli-Palestinian Conflict: Finding Paths to Peace

Erica Buczek, Missouri Western State University
Kelly Bouas Henry, Missouri Western State University

Worchel's (1994) group development model posits a repeating cycle. Research on the Israeli-Palestinian conflict suggests these parties are developmentally in different stages, which has implications for the peace process.

Investigating the Prevalence, Characteristics, and Effectiveness of Teams: A U.S. Sample Surveyed

Deborah DiazGranados, University of Central Florida
Cameron Klein, Kenexa
Rebecca Lyons, University of Central Florida
Eduardo Salas, University of Central Florida
Wendy L. Bedwell, University of Central Florida
Sallie J. Weaver, University of Central Florida

This survey examined the prevalence of teams in organizations. The survey which was an expansion to the survey utilized by Devine et al. (1999) was sent to a stratified random-sample across the U.S. Results of the pervasiveness of teams within companies of different size, industry, and location will be presented.

Do Awareness of Information Bias and Information Status in Decision-Making Groups Enhance the Discussion of Unique Information?

Victoria M. Harmon, University of Illinois at Chicago
Edward G. Sargis, University of Illinois at Chicago

Group discussions are biased toward common information. We investigated whether making members aware of this bias and the status of their own information would facilitate discussion of unique information. Results indicated that bias awareness and status information increased the focus on unique information at the individual, but not group level.

A Synthetic Task Environment for the Study of Macrocognition in Teams

Jasmine L. Duran, Arizona State University Polytechnic
Nancy J. Cooke, Arizona State University Polytechnic
F. Eric Robinson, Arizona State University Polytechnic
Jamie C. Gorman, Arizona State University Polytechnic

In this poster we describe a synthetic task environment developed for the purpose of studying team cognition. It includes Macro-Cog, a scenario authoring language that facilitates creation of multiple team planning scenarios and embedded measurement, thus creating a true *environment* in which to study team cognition.

Crossing Over and Back: Dual Socialization and Its Role in Knowledge Transfer in Project Teams

Tanvi Gautam, University of Pittsburgh

In inter-organizational project teams, the project leader's 'dual socialization' into both the client and home (consultant) firm, can influence the transfer, and impact of client related knowledge on the team's process and outcome performance. The knowledge received by the team from the leader, client and team members interact to influence team outcomes differently.

Understanding the Coordinative Mechanisms in Multiteam Systems: A Historiometric Analysis

Rebecca Lyons, University of Central Florida
 Miliani Jimenez, University of Central Florida
 C. Shawn Burke, University of Central Florida
 Leslie DeChurch, University of Central Florida
 Eduardo Salas, University of Central Florida
 Jay Goodwin, Army Research Institute

Multi-team systems are increasingly being used within dynamic environments, but little is known about the factors that contribute to their effectiveness. We extend current knowledge by applying historiometric methods to the analysis of MTS inter- and intra-team processes to determine factors associated with the effectiveness or derailment of such teams.

Team Performance Decay: Why Does it Happen and How to Avoid It?

Elizabeth H. Lazzara, University of Central Florida
 Deborah DiazGranados, University of Central Florida
 Samuel R. Wooten, II, University of Central Florida
 Rebecca Lyons, University of Central Florida
 Eduardo Salas, University of Central Florida

Teams are an integral part of business. Organizations can leverage the benefits of teams if they do not experience performance decrements. Therefore, we apply the existing literature on individual skill decay and apply it to teams while identifying the contributing factors of team performance decay as well as prevention strategies.

Adaptation in Multicultural Teams: A Measurement Aid

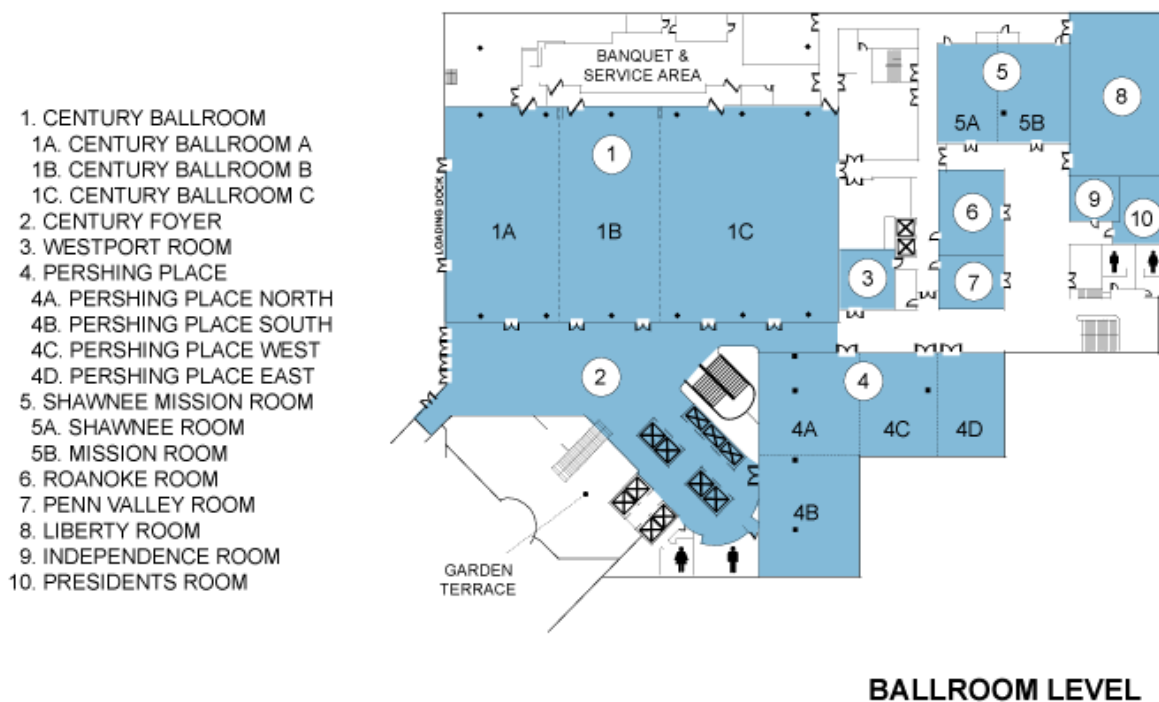
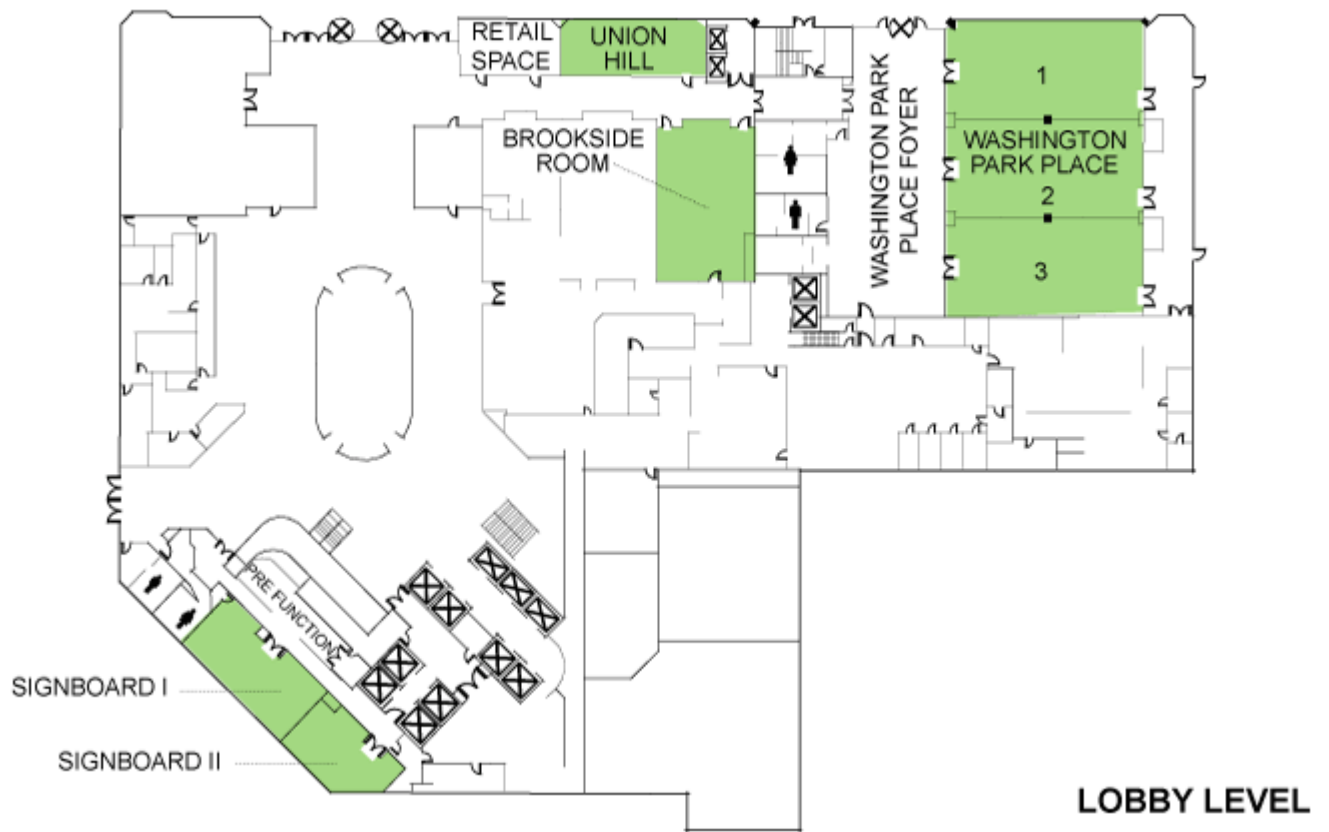
Jessica L. Wildman, University of Central Florida
 Wendy L. Bedwell, University of Central Florida
 Michael A. Rosen, University of Central Florida
 Barbara A. Fritzsche, University of Central Florida
 C. Shawn Burke, University of Central Florida
 Eduardo Salas, University of Central Florida

In order to further the understanding of adaptive behavior in multicultural teams, we present a set of metacognitive probes developed for tracking the emergence of a 'unified' culture within culturally heterogeneous teams. This tool can serve as a measurement aid in both research and practice.

Harmonizing the Team: Cultural Influences on Team Adaptation

Wendy Bedwell, University of Central Florida
 Jessica Wildman, University of Central Florida
 Michael A. Rosen, University of Central Florida
 Barbara A. Fritzsche, University of Central Florida
 Eduardo Salas, University of Central Florida
 C. Shawn Burke, University of Central Florida

Little research has examined the effects of cultural diversity on team adaptation. Additionally, there is no systematic way to measure cultural influences on team adaptation. The present effort maps cultural dimensions onto team adaptation processes and identifies cultural implications, providing the necessary framework for development of measurement tools.



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