### Session Overview

**Date: Friday, 12/Jul/2013**

<table>
<thead>
<tr>
<th>Time</th>
<th>Session Title</th>
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<tbody>
<tr>
<td>8:00am - 12:00pm</td>
<td>Registration - Friday</td>
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<tr>
<td>8:30am - 9:45am</td>
<td>Investigating Faultlines in Teams</td>
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<tr>
<td>8:30am - 9:45am</td>
<td>Faultline Deactivation: Dealing with Activated Faultlines and Conflicts in Global Teams</td>
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<td>8:30am - 9:45am</td>
<td>An Individual-Level Team Faultline Measure with Empirical Attribute Weights</td>
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<td>Faultlines at Fault? A Diversity Based Perspective on Creativity and Performance</td>
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<td>The Effect of Group Faultlines on Individual Denial of Responsibility and the Moderating Role of Social Competence and Skill Variety</td>
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<tr>
<td>8:30am - 9:45am</td>
<td>Information Sharing and Communication Flow in Teams</td>
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**Presentations:**

- **Faultline Deactivation: Dealing with Activated Faultlines and Conflicts in Global Teams**
  - *Maarten van der Kamp¹, Brian V. Tjemkes², Karen A. Jehn¹*
  - ¹The University of Melbourne; ²VU University
  - We develop a faultline deactivation model in order to minimize the salience of faultlines, and prevent conflicts in global teams. Our propositions point out the crucial roles of diversity training, superordinate team identity, direct channels for interaction, reflexivity, centralized leadership, and team collective trust in deactivating faultlines in global teams.

- **An Individual-Level Team Faultline Measure with Empirical Attribute Weights**
  - *Bertolt Meyer¹, Andreas Glenz¹, Davina Vora²*
  - ¹University of Zurich; ²SUNY New Paltz
  - We propose an individual-level faultline measure (AISW) denoting how similar a team member is to his/her subgroup. We also criticize attribute weighting in faultline research (e.g., equating differences on different attributes). Data from 64 teams shows that AISW faultlines deliver superior predictions, especially if attribute weights are chosen empirically.

- **Faultlines at Fault? A Diversity Based Perspective on Creativity and Performance**
  - *Yekaterina Bezrukova¹, Chester Spell², Karen Jehn³*
  - ¹Santa Clara University; ²San Jose State University; ³The University of Melbourne
  - What can we say about some groups (e.g., the U.S. Congress) being incapable to put creative solutions into action? Using the faultline perspective, 74 workgroups and 46 MBA teams, we found that faultlines stimulated the shift from a desired to an actual creative culture and this happened, paradoxically, through conflict.

- **The Effect of Group Faultlines on Individual Denial of Responsibility and the Moderating Role of Social Competence and Skill Variety**
  - *Carsten Christoph Schermuly¹, Bertolt Meyer², Simone Kauffeld³*
  - ¹SRH University Berlin; ²University Zurich; ³Technical University Braunschweig
  - This study extends faultline research by investigating how faultlines affect individual team members’ denial of responsibilities. We propose that faultlines are associated with more individual denial of responsibilities. Furthermore, we extend knowledge on the detrimental effect of faultlines by proposing two novel moderators, social competence and perceived skill variety.
We examined asynchronous collaborative analysis in which remote analysts received information in an annotation, worksheet, or report tool. Analysts who received high (low) quality information performed better (worse) than analysts did in the control no-tool condition. Analysts failed to discriminate collaboration quality, and judged all information from tools helpful.

Reactions to Shared and Unshared Information: Effects of Information Importance and Novelty

Glenn E. Littlepage, Sheri Rogers
Middle Tennessee State University
Three studies investigated the effects of information importance and redundancy on reactions to information provided by a partner in a simulated discussion. Across studies, findings indicate that impact is greatest when new information is both important and novel. Findings are consistent with an information processing perspective.

Talking More but Listening Less: Group Happiness, Information Sharing, and Information Weighting

Michael R Baumann, Bryan L Bonner
1 University of Texas at San Antonio; 2 University of Utah
Affective state has numerous influences on individuals. In a group context, some of these influences may counteract others. We examined the influence of affect on information sharing and information weighting separately and found Happy groups discuss unique information more, but are less influenced by it, relative to Sad groups.

Team Communication Flow During Task Work

Deanna M. Kennedy, Sara A. McComb
1 University of Washington Bothell; 2 Purdue University
The flow of team communication during collaborative activities may affect team performance. Herein, we examine differences in communication patterns across collaboration quartiles and compare communication of high and low performing teams using recurrence quantification analysis to gain insights.

8:30am - 9:45am
Rialto A

Group Reflexivity and Performance Enhancement: A Subjective Phenomenon Only?

Norbert K. Semmer, Richard R. Moreland, Franziska Tschan
1 University of Berne; 2 University of Pittsburgh; 3 University of Neuchâtel
Despite the wide-spread assumption that reflection in groups enhances performance, empirical evidence is weak. In an experimental study, we found no effects of group reflection on performance, but on subjective performance assessments. Furthermore, we found effects on the (dis-)use of strategies, which provide indications about boundary conditions for group reflexivity.

The Effect of Guided Reflexivity on Team Communication: Transactive Memory and Situation Awareness

Kristin Weger, Sandra Carpenter
The University of Alabama, Huntsville
Research examined the effect of guided reflexivity on virtual team communication. As expected, guided reflexivity had significant impact on communication, particularly on transactive memory and situation awareness communication. Interestingly, teams in the control condition voluntarily engaged in reflexivity discussion about their task.

The Influence of Identity on Multi-Team System Effectiveness: A Study of a Military Multi-Team System in Kunduz Afghanistan

Julia Wijnmaalen, Tessa op den Buijs
1 University of Twente; 2 Netherlands Defense Academy
Identification can influence the cooperation processes between teams. However, how does this work when the team consists of multiple teams as is the case in MTSs? For the purpose of gaining more insight in this issue, a longitudinal case study of a military MTS in Kunduz was conducted.

Should I Voice My Concerns? Self-Perceptions of Agency and Communion Predict Speaking Up in Acute Care Teams

Mona Weiss, Michaela Kolbe, Bastian Grande, Micha Dambach, Adrian Marty, Donat R. Spahn, Gudela Grote
Implementing a study with 29 acute care teams we assessed self-perceived agency (i.e., assertiveness, persistence) and communion (i.e., helpfulness, friendliness) prior to observing speaking up behavior during simulated critical events. We found that the more agentic doctors and nurses perceive themselves the more likely they are to voice concerns.

**Temporal Factors and Emergent Processes**

**The Emergence and Development of Idea-Centric Teams and Multi-Team Systems**
Sarah Harvey, Chia-yu Kou
University College London
This paper draws on a longitudinal qualitative study of the formation and development of a series of interrelated teams over a one and a half year period. We develop a model in which teams form around focal ideas, and describe the consequences for the teams and the broader multi-team system.

**The Development of Routines in Teams: A Shared Script Perspective**
Marzieh Saghafian¹, Mary Waller¹, Wendy Reid²
¹York University; ²HEC-Montréal
Teams often use task routines to increase the efficiency of their coordinated action, but little is known about how routines emerge over time. Drawing on the notion of shared scripts, we use data from interviews and archival sources to create a script-oriented view of routine development in stage management teams.

**The Effect of the Temporal Characteristics of Discrepant Interruptions on Team Performance**
Golnaz Tajeddin
York University
The present study explores how the timing of interruptions (i.e., pre-midpoint and post-midpoint) affects the team processes and performance. I argue that teams perceive pre-midpoint and post-midpoint interruptions as a challenge or a hindrance, respectively. This perception subsequently affects team coordination and team performance.

**Advice Taking as Social Exchange: How Social Interaction Between Judge and Advisor Affects Advice Taking**
Thomas Schultze¹, Andreas Mojzisch², Hermann Sophia¹, Stefan Schulz-Hardt¹
¹Georg-August-Universität Göttingen; ²University of Hildesheim
We show that decision-makers heed advice more when they interact with an advisor compared to an anonymous advisor. The effect is caused by the advisor’s awareness of how much the advice is heeded regardless of the advisor’s physical presence. This suggests that advice discounting is less pronounced in interactive situations.

**A Meta-Analysis of the Effects of Team Hierarchy on Team Processes and Outcomes**
The effect of hierarchy on team performance has been examined across a variety of disciplines. In this integrative meta-analysis of over 150 studies, we develop and test theory to explain whether hierarchy benefits or harms team processes and outcomes, as moderated by hierarchy basis, distance, laterality and team/task characteristics.

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Middle Power Dynamics in Teams: The Role of Hierarchy Stability

John Bechara, Bret Sanner, J. Stuart Bunderson, Aad Oosterhof, Gerben van der Vegt, Roger Leenders

1Washington University in Saint Louis; 2Washington University in Saint Louis; 3Washington University in Saint Louis; 4University of Groningen; 5University of Groningen; 6Tilburg University

This study examines the role of power and helping in teams by highlighting the unique behavioral tendencies of middle power members. The findings reveal the differential role of middle power individuals on helping, and the steepness of the social hierarchy as a key moderator.

A Desire for Deviance: The Influence of Leader Normativeness and Inter-group Competition on Group Member Support

Jin Wook Chang, Nazli Turan, Rosalind M. Chow

Carnegie Mellon University

Group members’ evaluations of in-group deviance can vary according to its type and context. In two experiments, we demonstrated that participants supported pro-normative deviants who deviated in the direction of group norms more than normative members when they want to emphasize the group’s distinctiveness.

When is Bad Really Bad: The Relative Impact of the Severity of Workplace Deviance on Team Performance

John Edward Baur, Bret Howard Bradley, Christopher George Banford

University of Oklahoma

Workplace deviance, especially when egregious, has garnered much research attention. However, the less severe manifestations of workplace deviance have not yet been examined as closely. In this paper we show how less severe forms of workplace deviance can have a greater negative impact on team performance than more severe forms.

Being a Third Wheel: Exclusion by Friends Softens Ostracism’s Blow

Nicole E. Iannone, Megan K. McCarty, Janice R. Kelly, Kipling D. Williams

Purdue University

Participants imagined a scenario or were in a situation where they were ostracized or included by two people who were friends or strangers. Both studies showed that being included by two strangers made participants feel better, while the situation showed that being ostracized by two strangers made participants feel worse.

Partial Ostracism in Groups: Activity vs. People Exclusion

Sara Banki

Sharif University

Ostracism, the process of socially ignoring and excluding certain people, has attracted attention in recent years. Most studies have looked at full ostracism, in other words, when everyone in a group ignores a person. However, in real life, people are usually only partially ostracized – excluded by some members of a group and not by others. The present study is one of the first to provide an in-depth examination of reactions when different forms of partial ostracism occur in a group.

Leadership Style and Status

Who Defers to Whom? A Dyad-Level Test of Status versus Self-Categorization Effects in Work Teams

Aparna Joshi, Andrew Knight

1Pennsylvania State University; 2Washington University in St. Louis

In this paper we integrate status characteristics and self-categorization theories to develop predictions about dyadic deference in teams. Using survey and archival data from 63 research teams, we examine the drivers of dyadic deference at multiple levels of analysis.
Up Through the Ranks: The Effects of Newly-Promoted Leader Status and Leadership Style on the Emergence of Influence Rivalries in Teams

Stephen James Sauer
Clarkson University

This research examines how a newly-promoted team leader’s status interacts with their leadership style to affect subordinates’ assessments. Results demonstrate that low-status leaders are rated as more effective when they use a directive leadership style, while high-status leaders are viewed as more effective when they use a participative style.

Beyond Laissez-faire Leadership: The Effect of Missing Leadership on Team Member’s Commitment and Motivation

Yvonne Garbers, Udo Konradt
Kiel University

Based on the Full Range of Leadership Model and the Dispersed Leadership Theory in Teams, we investigated the effect of the absence of different leadership styles on team member’s commitment and motivation. Using a field-experimental setting, results revealed strong negative effects for the missing of all leadership styles.

The Influence of Leadership Style on Safety in Health Care Teams

Martina Buljac1, Connie Dekker- van Doorn1,2
1Erasmus University Rotterdam; 2University of Applied Sciences Rotterdam

Leadership is an important factor that influences safety. In LTC care teams are geographically scattered and therefore teams are managed from a distance. Different leadership styles positively affect safety and are slightly negatively affected by distance (mediating relationship). Distance does not affect the relation between leadership and safety (moderating relationship).

10:15am - 11:30am
Rialto B

Symposium: Capturing Diversity in Teams

Methodological Considerations as Necessary Precursors to Scientific Consensus

Daniel A Doty1, Peter W Seely1, Amy Wax1, Marissa L Shuffler2, C Shawn Burke2, Kyle Heyne2, Eduardo Salas2, Jessica L Wildman3, Kathryn Dalrymple1, Leslie A DeChurch1, Noshir Contractor4, Bruce Walker1
1Georgia Institute of Technology; 2University of Central Florida; 3Florida Institute of Technology; 4Northwestern University

Small group and teams research has had a long-standing interest in the effects of diversity and composition heterogeneity, but consistent relationships continue to be elusive. This session brings together empirical research which explicates theoretical and methodological considerations necessary to appropriately conceptualize, measure, and make inferences concerning these and related phenomena.

11:45am - 1:00pm
Friday Luncheon

1:15pm - 2:30pm
Chastain A

Evolving Perspectives on Team Diversity

Bringing Worlds Together: Cultural Brokerage in Multicultural Teams

Sujin Jang
Harvard University

This research develops and tests theory on cultural brokerage, the act of resolving problems and issues that stem from cultural differences in a multicultural work team.

Getting More than a Few Good Women: Change in the Gendered Distribution of Authority in Groups as a Function of Internal versus External Accountability

Mary Graham1, Maura Belliveau2, Julie Hotchkiss3
1Syracuse University; 2LIU Post; 3Federal Reserve Bank of Atlanta

We examine change in women’s representation in positions of authority in groups, comparing the presence of a top manager responsible for “people” and group effectiveness to the level of the person ensuring compliance with external mandates to report group composition. Our results reveal strong positive effects for external accountability only.
Cognitive Versatility: A New Lens for Understanding Team Diversity

Ishani Aggarwal, Marco S. Molinaro, Anita W. Woolley

Carnegie Mellon University

Cognitive diversity in teams is associated with both benefits and costs. We propose one way to optimize the cost-benefit tradeoff. In two studies, we find that the number of cognitively versatile members in the team is positively associated with team performance in execution tasks. We explore the mechanisms and implications.

The Diversity-Morality Link

Sun Young (Sunny) Kim¹, Katherine W. Phillips²

¹Northwestern University; ²Columbia University

Across three studies, we test for and find evidence for a bi-directional relationship between diversity and morality: people perceive that ethical organizations are more diverse than homogeneous in their composition, and that diverse organizations are more ethical than homogeneous ones.

1:15pm - 2:30pm

The Influence of Team Leaders

Modeling the Shared Leadership - Performance Relationship as a Dynamic, Multi-Dimensional Process

Lauren D'Innocenzo, Michael R. Kukenberger, Margaret Luciano, John E. Mathieu

University of Connecticut

While shared leadership often elicits a positive relationship with team performance, it is unclear how this manifestation occurs. In our study, we use student project teams to explore shared leadership using a multi-dimensional perspective, examining the differential salience of three distinct leadership processes on performance over time.

The Role of Emergent Leaders in the Development of Group Emotional Competence

Tuck Pescosolido

University of New Hampshire

Recent research has shown benefits of emotional competence within group settings. However little research has examined a) emotional competence at the group level, or b) how groups develop emotional competence. This paper suggests that emergent leaders play a significant role in the development of group emotional competence.

Leadership in Moving Human Groups

Margarete Boos, Johannes Pritz, Simon Lange, Michael Belz

University of Goettingen

How do individuals coordinate their movement as a group? We empirically demonstrate that the rules of swarming behaviour apply to humans. Even complex human behaviour, like leadership and directed group movement, follow simple rules that, in contrast to higher-order cognitive processes, are based on visual perception of local movement.

Learning by Invention in Diverse Groups: The Role of Leader Expertise

Olga Goldenberg, Jennifer Wiley

University of Illinois at Chicago

We investigated the role of leader expertise in learning by invention paradigm among groups diverse in terms of math ability. Groups with high math ability leaders offered more high quality solution attempts on the problem solving task and showed better learning outcomes compared to groups with low math ability leaders.

1:15pm - 2:30pm

Panel: Big Data

Computational Social Science: Leveraging “Big Data” for Groups Research

Raquel Asencio¹, Noshir Contractor², John Mathieu³, Jay Goodwin⁴, Steve W.J. Kozlowski⁵, Marshall Scott Poole⁶

¹Georgia Institute of Technology; ²Northwestern University; ³University of Connecticut; ⁴Army Research Institute; ⁵Michigan State University; ⁶University of Illinois Urbana Champaign

The new realm of “Big Data” presents an enormous opportunity for understanding group dynamics. This panel considers the emerging field of computational social science and the potential benefits and challenges of utilizing Big Data in groups research.
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<th>1:15pm - 2:30pm</th>
<th><strong>Symposium: Team Creativity</strong></th>
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<tr>
<td><strong>Rialto B</strong></td>
<td><strong>Recent Developments in the Study of Team Creativity</strong></td>
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<td><strong>University of Nebraska at Omaha; Washington University in St. Louis; Emory University; Georgia Institute of Technology</strong></td>
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<td>Interest in team creativity and innovation has increased significantly in the last decade due to globalization, technological changes, and complexity of the problems organizations encounter. In this symposium we have included four papers that represent the range of current and cutting edge research on creativity in group settings.</td>
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<th>2:30pm - 3:00pm</th>
<th><strong>Friday Afternoon Break</strong></th>
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<tr>
<td><strong>Ballroom Lobby</strong></td>
<td><strong>Panel: Interdisciplinary Endeavors</strong></td>
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<td><strong>Chastain A</strong></td>
<td><strong>From the Trenches of Interdisciplinary Research: Pitfalls, Challenges, and Rewards</strong></td>
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<td><strong>Roni Reiter-Palmon</strong>, <strong>Gina Ligon</strong>, <strong>Doug Derrick</strong>, <strong>Pete Simi</strong>, <strong>Stephen M. Fiore</strong></td>
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<td><strong>University of Nebraska at Omaha; University of Central Florida</strong></td>
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<td>While it is clear that interdisciplinary research teams are beneficial, they are not without challenges. We have identified four specific challenges that occurred in our team’s development, and each of these required time and a degree of patience to resolve.</td>
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<th>3:00pm - 4:15pm</th>
<th><strong>Panel: Team Process</strong></th>
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<tr>
<td><strong>Chastain B</strong></td>
<td><strong>Attitudes: The Driving Force Behind Effective Team Process?</strong></td>
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<td><strong>Wendy L. Bedwell</strong>, <strong>Mark Clark</strong>, <strong>C. Shawn Burke</strong>, <strong>Armando X. Estrada</strong>, <strong>Leslie Dechurch</strong></td>
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<td><strong>University of South Florida; American University; University of Central Florida; U.S. Army Research Institute; Georgia Institute of Technology</strong></td>
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<td>In recent years, there has been a resurgence of interest in team attitudes. In this panel, experts engage in a meaningful discussion regarding what we have learned about attitudes. We seek to provide an overarching view of the attitude domain within teams research as well as to discuss implications for practice.</td>
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<th>3:00pm - 4:15pm</th>
<th><strong>Panel: Group Research Across Contexts</strong></th>
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<tr>
<td><strong>Rialto A</strong></td>
<td><strong>Translating Research Results Across Group Contexts</strong></td>
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<td><strong>North Carolina State University, United States of America; University of South Florida; University of Maryland; University of New Hampshire; Michigan State University</strong></td>
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<td>Most group research focuses on work teams; yet people participate in groups across a variety of contexts. This panel highlights group research conducted in non-work contexts, and demonstrates how these findings can be applied to work teams. Panelists are group scholars from a variety of disciplines. Audience participation is invited.</td>
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<th><strong>Symposium: Teamwork in Health Care</strong></th>
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<tr>
<td><strong>Rialto B</strong></td>
<td><strong>Teamwork and Teamwork Training in Health Care</strong></td>
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|                  | Most group research focuses on work teams; yet people participate in groups across a variety of contexts. This panel highlights group research conducted in non-work contexts, and demonstrates how these findings can be applied to work teams. Panelists are group scholars from a variety of disciplines. Audience participation is invited.
Teamwork is an important factor shaping patient safety and levels of care in health care. The current symposium will highlight various ways that teamwork skills can be enhanced within the health care sector, focusing specifically on teamwork training initiatives and techniques.

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<tr>
<td>4:15pm - 4:45pm</td>
<td>Poster Setup</td>
<td>Academy of Medicine</td>
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<td>4:45pm - 5:00pm</td>
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<td>5:15pm - 6:15pm</td>
<td>McGrath Lecture</td>
<td>Academy of Medicine</td>
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<td>6:15pm - 7:30pm</td>
<td>Poster Session</td>
<td>Academy of Medicine</td>
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1. **The Teamwork Advantage: Affective Benefits of the Team Context**
   **Samuel Joseph Posnock, Ruth Kanfer**
   Georgia Institute of Technology, United States of America
   A series of within-subjects, counterbalanced laboratory experiments examined the relative influence of person and contextual factors on subjective cognitive fatigue. Results indicated main effects for context, such that participants reported greater fatigue in the solitary performance context compared to the team context. Extraversion was also negatively related to fatigue.

2. **Unpacking Relationship Conflict**
   **Jieun Pai**
   University of Minnesota
   Relationship conflict is universally seen as detrimental to team performance. However, scant research has been conducted to explain the reasoning behind this outcome. This paper suggests one possible explanation by using team identification as a moderator; that is, the reason for negative performance varies across teams.

3. **Person-Group Neuroticism Fit and Job Strain: Can Two Wrongs Make a Right?**
   **Mary Jane Sierra, Dana L. Joseph, Kimberly A. Smith-Jentsch**
   University of Central Florida
   We examined the relationship between person-group neuroticism fit and job strain among 204 participants engaged in a high-fidelity work simulation. Results suggest that individuals experience less strain when their neuroticism matches that of their coworkers, and that high neuroticism dyads experience similar levels of job strain as low neuroticism dyads.

4. **Analogies in Multidisciplinary Teams**
   **Nicoleta Meslec¹, Daniel Graff²**
   ¹Tilburg University; ²Aalto University
   In a longitudinal case study we are analyzing the interplay between analogies and team processes. Our preliminary results indicate that the number and types of analogies used varies across time. The number of analogies decreases towards the end of the project. The major functions are persuasion and facilitating understanding.

5. **Attributions of Social Rank: How are Hierarchical Moves Perceived?**
   **Maartje E. Schouten¹, Lindred L. Greer¹, Daan van Knippenberg¹, Gerben A. Van Kleef²**
   ¹Erasmus University; ²University of Amsterdam
   This paper examines the perceptions of different hierarchical moves, actions to ascend the social hierarchy of a group, in teams without a formal hierarchy. Three types of hierarchical moves are distinguished: Moves for power, status, and leadership. Results show that motivations for moves are difficult to decipher for perceivers.

6. **Temporal Effects on Group Ideation Process**
   **Jonali Baruah¹, Paul Paulus²**
1. Tarleton State University; 2. University of Texas at Arlington

Current study investigates temporal effects on group productivity and convergent tendencies. Groups assigned with topics of high relatedness exhibited higher convergent tendencies in the beginning of the session. The results have implication in real world situations in terms of the benefits of groups in different group contexts.

7. Team Mindfulness: Construct Development and Validation
Lingtao Yu, Mary Elizabeth Zellmer-Bruhn
University of Minnesota, United States of America

We develop a psychometrically sound, two-dimensional measure of team mindfulness. Content-related validity was established and convergent, discriminant and predictive validity evaluated. Future research directions for research on team mindfulness and applications of team mindfulness to other research areas on teamwork such as diversity and global teams are discussed.

8. Using a Multi-Rater Instrument to Give Developmental Feedback to Undergraduate Students Working in Project Teams
Brian Alan Griffith
Vanderbilt University

Team-based classes often include an experiential component that allows students to experience team dynamics and gain a nuanced understanding of theoretical material. This poster presents the G360 General Survey, an online multi-rater instrument that gives students feedback about how they are perceived by their colleagues.

9. Quality of Teamwork Experienced in the Operating Room
Julia C. Seelandt¹, Franziska Tschan¹, Norbert K. Semmer², Sandra Keller¹, Anita Kurmann³, Daniel Candinas⁴, Guido Beldi³
¹University of Neuchatel; ²University of Bern; ³University Hospital of Bern

We compared surgical team members’ perception of the quality of teamwork during 161 surgeries. Contrary to previous research, nurses rated teamwork highest, whereas surgeons rated it lowest. Perception of teamwork quality was associated with tension and tension release during surgery, but not with case-relevant communication, which were observed in vivo.

10. After Action Reviews: Perspective From Those Who Engage
John Crowe¹, Joseph Allen¹, Cliff Scott²
¹Creighton University; ²University of North Carolina, Charlotte

The purpose of this study was to identify good and bad after-action review (AAR) meeting facilitation behaviors and provide practical advice for AAR meeting leaders. The results provide preliminary evidence of things AAR meeting leaders should and should not do when running their AAR meetings.

11. A Critical Examination of Teamwork Quality: Its Conceptual Limitations
Mehdi Kazemi, Ahamd Sharbatoghlie, Mostafa Radmard
Sharif University of Technology

Teamwork Quality (TWQ) was introduced in 2001 as a comprehensive construct showing the quality of interactions within teams and its citations rapidly grew. This paper aims at critically examining this construct and suggesting some improvements. Accordingly, TWQ conceptual inconsistencies and its usage areas have been discussed.

12. Your Cost or My Benefit?: Effects of Concession Presentation on Negotiation Processes and Outcomes
Nazli Turan, Rosalind M. Chow
Carnegie Mellon University

In this paper, we argue that how concessions are described - as being costly to the conceder or beneficial to the receiver – will influence the concession receiver’s experience. Specifically, we argue that presenting concessions as being costly to the conceder vs. beneficial to the receiver influences the receiver’s perceptions of the negotiation counterpart, as well as economic outcomes in a negotiation.

13. Impact of Cooperative Task Experiences on Occupational Stereotypes
Richard Gilbert Moffett III, Glenn L. Littlepage, Michael B. Hein
Middle Tennessee State University

This study examined the effect of cooperative task experiences on occupational stereotypes in the airline industry. After experiencing an extensive, high fidelity simulation requiring coordination among aviation specializations, participants showed lower occupational stereotypes toward other occupations than prior to the simulation.

14. Social Oversight of Crowdsourced Work
**15. Sequential Decision Making of Groups**  
*Susanne Abele, Christopher Chartier*

Miami University  
Groups often make sequential decisions. Options are considered sequentially, rejected options are unrecoverable, and, once an option is selected, remaining options are not seen. Individuals and three-person groups made sequential decisions. Emphasizing one of the two competing risks (deciding too early versus too late) affected group and individual performance differently.

**17. Role of Women’s Leadership Style on Desired Team Outcomes**  
*Burcu Bolukbasi*

University of Illinois at Urbana-Champaign  
By using role congruity theory as a framework, the current paper illustrates how choosing a leadership style that is congruent with the gender role of the women determines the desired team outcomes through the mediating mechanisms of cognitive resources, trust in female leader’s leadership qualities, and collective efficacy.

**16. Investigating the Antecedents of Team Information Sharing in Predicting Team Performance**  
*Burcu Bolukbasi*

University of Illinois at Urbana-Champaign  
I examine the role of cognitive, motivational, and relational antecedents of information sharing in predicting team performance. The relationship between transactive memory systems and information sharing with its moderators is discussed. The role of convergence/divergence of conflict perceptions on the relationship between team conflict and information sharing is examined.

**18. Online Social Network Information Sharing Effects on Relationship Conflict and Turnover Intentions**  
*Felicia Olukemi Kaloydis*

Florida Institute of Technology  
The utilization of employee social network platforms such as Facebook has increased rapidly in modern times. Consequently, the current research study aims to theoretically explore the relationship between perceived coworker information sharing (i.e., perceived coworker information disclosure) and employee turnover intentions in work units.

**19. Relational Demography Effects on Virtual Team Conflict and Emotional Exhaustion**  
*Felicia Olukemi Kaloydis*, *Michael Evangelos Kaloydis*  

1Florida Institute of Technology; 2University of West Florida  
This theoretical paper aims to shed light on the moderating role of positive affective tone in the potential relationship between relational demography and virtual team conflict. It also explores the plausible relationship between relational demography and emotional exhaustion. Furthermore, implications and viable directions for future research are discussed.

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**7:30pm - 10:00pm**  
**Join a Host for Dinner**