



21st Annual Conference

July 23-25, 2026

*Tepper School of Business, Carnegie Mellon University,
Pittsburgh, United States of America*

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Member terms begin and end with the close of the conference.

Conference Schedule – At A Glance

Wednesday, July 22, 2026	
9:00am-4:00pm	Board of Directors Meeting (invitation only) - Room 4242
Thursday, July 23, 2026	
4:00pm-6:30pm	Conference Registration - Todd Kniola Lobby (lower level of the Tepper building)
9:00am-12:00pm	Workshop A: Mentorship and Research Networking Workshop
9:00am-12:00pm	Workshop B: Writing for a Public Audience - Translating Teams Research
1:00-4:30pm	Workshop C: Using Hackathons for Innovation and Research
1:30pm-4:30pm	Doctoral Consortium: Feedback, Failure, and Funding
5:00pm-5:30pm	Poster Setup – 1127 Todd Kniola Lobby
5:30pm-6:30pm	Poster Session and Welcome Reception
6:30pm-8:00 pm	Opening Dinner
8:00pm-10:00pm	Graduate Student Meet ‘n Greet

Friday, July 24, 2026					
8:00am-4:00pm	Conference Registration – Todd Kniola Lobby (lower level of the Tepper building)				
	Room 2112	Room 2111	Room 2118	Room 2202	Room 2110
8:00am-9:15am	Paper Session: Human-AI Collaboration	Paper Session: The Dark Side of Teaming	Paper Session: Team Affect and Well-Being	Interactive discussion session: Invisible Work in Teams: Gendered Status Processes and Unequal Group Labor	Paper Session: Network Dynamics
9:15am-9:30am	Coffee Break – Masters Commons				
9:30am-10:45am	Interactive discussion session: Bridging minds and machine: Team cognition in human-AI collaboration	Paper Session: Safety and Voice	Paper Session: Multiple Team Membership	Interactive discussion session: Designing Interventions to Foster Critical Thinking in Collaborative Contexts: Beyond Project Management Toward Cause-Based Research Collaboration	Paper Session: Team Cognition
10:45am-11:00am	Coffee Break –Masters Commons				
11:00am-12:15pm	Interactive discussion session: Advancing our Understanding of the “Dark Side” of Groups and Teams	OPEN	Paper Session: Technology-Mediated Teams	Symposium Paper Session Team reconstitution and reassembly in dynamic and uncertain environments and contextual boundaries	Paper Session: Team Biology and Conversational Dynamics
12:15pm-1:30pm	Lunch – Simmons Auditorium A				
1:30pm-2:45pm	Mara Waller McGrath Award Fireside Chat - Simmons Auditorium B				
2:45pm-3:00pm	Coffee Break – Masters Commons				
3:00pm-4:15pm	Paper Session: Conflict in Applied Setting	Semin Park: Early Career Award Presentation	Paper Session: Novel Team Assessment	Paper Session: Shared Leadership	Paper Session: Remote and Hybrid Work

4:15pm-5:15pm	Graduate Student Business Meeting - Room 2119
5:30pm-5:40pm	INGroup Photo – Main Atrium 2nd Floor
5:45pm–9:30pm	Friday Night Event – Dinner & Tours - Phipps Conservatory and Botanical Gardens

Saturday, July 25, 2026					
8:00am–12:00pm	Conference Registration – Todd Kniola Lobby (lower level of the Tepper building)				
	Room 2112	Room 2111	Room 2118	Room 2202	Room 2110
8:00am-9:15am	Interactive discussion session: New Teammates, Familiar Problems? What Virtual Team Research Can Teach Us About Human–AI Teams	Paper Session: Status and Mobility	Paper Session: Conflict & Team Intervention	Interactive discussion session: Converging across Disciplines to Innovate Groups and Teams Research	Paper Session: Leadership
9:15am-9:30am	Coffee Break – Masters Commons				
9:30am-10:45am	Interactive discussion session: AI in Teams: Author Panel from an Emerald Book	Paper Session: Team Composition I	Paper Session: Entrepreneurial Teams	Interactive discussion session: What Do Our Neighbors Need to Know About Teams?: Discussing a Scalable Framework for Teamwork Education	Paper Session: Temporal Dynamics
10:45am-11:00am	Coffee Break –Masters Commons				
11:00am-12:15pm	Paper Session: Coordination in Human-AI collaboration	Interactive discussion session: Making a Career as a Teams Scholar in Europe	Symposium Paper Session: Dysfunctional Behaviors in Teams	Linh Bui: Hackman Dissertation Award Presentation	Paper Session: Team Composition II
12:15pm-1:30pm	Lunch (including conference awards) – Simmons Auditorium A				
1:30pm-2:45pm	Randall Peterson McGrath Award Lecture: Location:Simmons Auditorium B				
2:45pm-3:00pm	Coffee Break – Masters Commons				
3:00pm–4:15pm	Paper Session: Field Teams	Paper Session: Conflict & Forgiveness	Paper Session: Team Innovation	Paper Session: Diversity	Paper Session: Virtual Team Dynamics
4:15pm-5:15pm	INGroup Business Meeting & Closing Reception (all invited!) – Simmons Auditorium				
5:30-6:30pm	John Levine Memorial - PNC Rooms				
6:45pm–9:30pm	Dine around Pittsburgh: Join us at some of Pittsburgh’s best restaurants! See the registration desk for information. <i>(Attendees cover the cost of their own meals).</i> Sign up at the Registration Desk by 11:30am Saturday morning.				

CONFERENCE DETAILED SCHEDULE

WEDNESDAY, JULY 22, 2026

9:00am-4:00pm

Board of Directors Meeting

Invitation only

THURSDAY, JULY 23, 2026

Workshops: All are required to pre-register

4:00 pm – 6:30 pm Conference Registration

9:00 am – 12:00 pm Workshop A: Mentorship and Research Networking

9:00 am – 12:00 pm Workshop B: Writing for a Public Audience - Translating Teams Research

1:00 pm – 4:30 pm Workshop C: Using Hackathons for Innovation and Research

1:30 pm – 4:30 pm Doctoral Consortium: Feedback, Failure, and Funding

4:30 pm – 5:30 pm Poster Setup (presenters only: presentations in theme groups: 5pm – 5:30pm)

5:30 pm – 6:30 pm Poster Session and Welcome Reception

6:30 pm – 8:00 pm Opening Dinner

8:00 pm – 10:30 pm Graduate Student Meet 'n Greet

Interactive Poster Session

1127 Todd Kniola Lobby (Lower Level of the Tepper Building)

Reconfiguring Virtual Collaboration: Developing a Taxonomy for Effective VR Meetings

Marvin Grabowski¹, Chitra Dey², Yannick Frontzkowski³

¹University of Hamburg, Germany; ²Anna University, India; ³Helmut Schmidt University, Germany

Virtual Reality (VR) meetings offer a new technological avenue for virtual collaboration, yet empirical guidance on their effective use remains limited. Drawing on qualitative interviews (N = 30), we develop a context-sensitive taxonomy that specifies when VR meetings add incremental value and outlines key design features to facilitate effective implementation.

Shared Leadership as Teamwork: Development of a Construct and Measure

Ashley N. Haygood¹, Steven Zhou², Stephen J. Zaccaro¹, William J. Schaffhauser, III¹, Camila Uechi¹

¹George Mason University, United States of America; ²Claremont McKenna College, United States of America

We propose an updated construct definition for shared leadership and develop a team process-based measure that captures how teams share in leadership. Grounded in Marks and colleagues' (2001) team process taxonomy and collective leadership perspectives, the Shared Leadership as Teamwork Scale assesses leadership-sharing processes across transition, action, and interpersonal phases.

Navigating Transitions in Multi-Institutional STEM Equity Alliances Through Multilevel Communication Accommodation

J. Kasi Jackson¹, Heather Henderson², Christine Kunkle¹, Subir Kole¹

¹West Virginia University, USA; ²Wichita State University, USA

This study examines how NSF AGEP alliance leadership teams navigated leadership and other impactful transitions across individual, team, institutional, and societal levels. Integrating Social Ecological Model and Communication Accommodation Theory through framework analysis, we apply an intersectional lens to explore how racialized organizational contexts shape team communication during consequential changes.

Human Virtues and Vices in Founding Teams: What an extreme context reveals about character in work teams

Livia Tieri Kuga, Miguel Caldas

Fundacao Getulio Vargas, Brazil

This integrative review of 116 articles examines how moral character influences founding team dynamics. By synthesizing research on virtues and vices, the paper develops a multi-level framework linking individual traits to team processes and collective outcomes. It identifies a critical need for relational, dynamic conceptualizations of character in group research.

Role Perceptions of AI: Individual Differences and Implications for AI Receptivity

Changyoon Byun¹, Lindsay Larson², Alexandra Harris-Watson¹

¹Purdue University; ²Carnegie Mellon University

Organizations are positioning artificial intelligence (AI) agents as occupying collaborative roles such as “teammate.” However, the extent to which employees perceive AI to assume these roles remains understudied. This paper proposes mind perception as a key framework for understanding when collaborative roles apply and receptivity to AI in the workplace.

Sustaining Organizational Citizenship Behavior in Workplaces: Moderating Role of Team Membership Fluidity in a Cooperative Climate

Daisuke Nakama^{1,2}

¹University of Tokyo, Japan; ²Recruit Management Solutions, Japan

OCB’s sustainability is puzzling because it is vulnerable to free-riding. Integrating social exchange theory with an evolutionary cooperation lens, we propose that team membership fluidity prevents cooperators from being trapped in exploitative ties with free riders, sustaining OCB in cooperative climates. Simulation and a confirmatory field study support this prediction.

Status, Similarity, and Communication in Newly-Formed Workgroups

Evelyn Duachee Yang, Anita Blanchard

UNC Charlotte, USA

This paper investigates the effects of status characteristics theory in newly-formed workgroups. It specifically explores how the early induction of deep-level similarity can override status hierarchies and influence discourse patterns. By focusing on deep similarities early on, workgroups can feel more like a single unit and increase satisfaction.

Consequences for Success and Failure in Groups: Does Leader Gender Matter?

Jennifer McLeer, Kayleigh Joseff, Adria Dias

University of Hartford, USA

Do women get sanctioned more than men when groups they lead are unsuccessful? Third-party observers endorsed harsher consequences when groups failed and when they had women leaders. Though, evidence that the gender gap was specifically large under poor outcomes was only suggestive. Fellow group members, however, did not consider gender at all.

An empirical investigation of apprenticeship and situated learning approaches in Multiple Team Membership environments

Bhavna Hariharan¹, Elisa Mattarelli¹, Sumita Raghuram¹, Fabiola Bertolotti²

¹San Jose State University, USA; ²University of Modena and Reggio Emilia, Italy

Cross-team exposure is considered a key benefit of multiple team membership (MTM), yet empirical evidence on individual learning in such contexts remains limited. Drawing on a Deweyan experiential learning framework, we conducted an interview-based study to examine how and what individuals learn while working simultaneously in multiple teams.

When Majority Rules: How Team Collectivism Composition Fosters Responsive Communication and Collective Intelligence

Ki-Won Haan¹, Ella Glikson², Raveh Harush², Miriam Erez³, Christoph Riedl⁴, Anita Woolley⁵

¹Carnegie Mellon University in Qatar; ²Bar-Ilan University; ³Technion-Israel Institute of Technology; ⁴Northeastern University; ⁵Carnegie Mellon University

We theorize that teams with a majority of collectivistic members (captured by the interaction of team collectivism diversity and mean) develop stronger responsive communication patterns (RCP), leading to higher collective intelligence (CI). We test the hypotheses using a field study of 114 teams and a laboratory study of 50 teams.

Who Needs Time to Recover After Meetings? Burnout, Gender, and Post-Meeting Recovery

Gracie Winder, Joseph Allen

University of Utah, USA

We tested whether gender moderates links between burnout and meeting recovery among full-time U.S. employees. Hierarchical regressions predicted meeting recovery from emotional exhaustion, depersonalization, and personal accomplishment, controlling for age, ethnicity, and gender. Emotional exhaustion and depersonalization predicted longer recovery time. Gender did not moderate any burnout-recovery relationships.

Learning Processes in Science Teams: How do Human-AI Scientists Learn from Each Other while Collaborating

Stephen Fiore, Rhyse Bendell

University of Central Florida, USA

This study examines how scientists in large interdisciplinary programs learn from one another during collaboration. Survey results show that regular cross-team meetings, careful listening, and adaptive communication are central to effective integration, while terminology conflicts and coordination costs persist. Findings highlight interaction structures and integrative roles as key levers for improving interdisciplinary teamwork.

"Let's Get Empirical": A Systematic Review of the Empirical Multiteam Systems Literature

Alexandria Wentworth¹, Zach Traylor¹, Nathanael Keiser¹, Marlee Moore²

¹U.S. Army Research Institute for the Behavioral and Social Sciences, USA; ²Clemson, USA

This review focuses on the methodological state of the empirical multiteam systems (MTS) literature, ranging from aggregation to analytic techniques. The findings will permit insights into the strengths and weakness of the literature as well as establish future directions to facilitate greater rigor and consistency in empirical MTS research.

Narrative Inspiration and Unethical Pro-Organization Behavior

John Parsons, Kathryn Coll

University of Nevada, Reno, United States of America

Unethical pro-organizational behavior benefits the organization but puts it at risk of legal and social repercussions. In this study (pre-data collection), we suggest that narratives that focus on in/out-group identification create organizational identification and subsequently predict unethical pro-organizational behaviors.

Hybrid Interdependence and Team Membership: Clarifying Modeling Assumptions in Teams Research

John P. Jasionowicz IV

Florida State University, United States of America

Teams increasingly incorporate nonhuman agents into reciprocal task interdependence, creating structures in which heterogeneous actors jointly shape performance. Yet team research rarely specifies criteria for modeling membership under such conditions. We introduce a dimensional framework clarifying team membership under hybrid interdependence and discuss implications for theory and measurement.

Pathways to Leadership: How Elected vs. Non-Elected Leaders and their personality shape their social capital?

Prasad Balkundi¹, Amit Nandkeolyar², Jigyasu Shukla³

¹University at Buffalo, United States of America; ²Indian Institute of Management, Ahmedabad, India; ³North Carolina Agricultural and Technical State University, United States of America

Elected leaders and nominated leaders shape their positive and negative social networks. Based on experimental Study and a field study we find that both elected and nominated leaders they are more popular and they have a more accurate view of their advice networks in their teams.

To Serve or Protect? Exploring the Effects of Accumulation and Conservation Based Prosocial Behaviour Among Stars and Non-Stars

Michalina Woznowski, Matthias Spitzmuller

Queen's University, Canada

In this theory development paper, we propose accumulation and conservation oriented prosocial behaviour as a critical actions influencing the extent to which individuals see their star and non-star colleagues as threatening or beneficial to their resources.

Looking and Speaking the Part: Effects of Incongruence Between Facially- And Verbally Expressed Emotions in Negotiating Teams

Mara {Mary} Waller¹, Michael Gross²

¹Colorado State University; ²Colorado State University

Incongruence between negotiators' facially- and verbally-expressed emotion may influence (1) the attributions negotiators form of each other and (2) their shared team outcomes. Results from 71 teams indicated happiness, sadness, and anger deviations predicted counterparts' attributions. Differences between two team members' anger and sadness expressions predicted teams' shared outcomes.

Exploring Normative Levels of Team and Group Dynamics: A Literature-Based Review and Empirical Examination

Sayoni Ghosh¹, David Woehr¹, Misty Loughry², Matthew Ohland³

¹University of North Carolina at Charlotte; ²Rollins College; ³Purdue University

This research establishes normative benchmarks for psychological safety, team conflict, cohesion, task interdependence, and team satisfaction using a large-scale analysis and literature synthesis. Findings clarify variability, aggregation validity, and contextual differences, improving interpretation of team research and strengthening theoretical and applied understanding of how team processes typically manifest across settings.

Permeable Boundaries: Employee Experiences with Mobility in Dual-Track Organizations

Madeleine Gates, Anita Woolley

Carnegie Mellon University, United States of America

Dual-track structures, separating management and individual contributor advancement paths, are ubiquitous in knowledge-intensive organizations. This research examines how career track permeability—organizational norms around switching career paths— affects workers in dual-track systems. Findings from qualitative and quantitative studies indicate that perceived track permeability shapes work-role alignment and turnover intentions.

A meta-analytic examination of the role of demographic and task-related diversity on creative performance

Jade Coral Chacon, Jared Kenworthy

the university of texas at arlington, United States of America

Research on group composition and creativity is mixed, with some studies showing its potential to increase creativity within groups, and others that show little or no effect. This will expand upon a 2012 meta-analysis by van Dijk et al., studying demographic and job-related diversity and their relationship to group creativity.

Intergroup Empathy Bias: A Meta-Analytic Review

Joel Roberts, Jared Kenworthy

University of Texas at Arlington, United States of America

This meta-analysis examined intergroup empathy bias across 29 effect sizes from 10 studies. Results showed a moderate overall bias ($g = .35-.40$), with stronger effects in non-Western samples. Minimal groups were sufficient to elicit bias. Cultural context significantly moderated effects, highlighting sociocultural influences on empathic boundaries.

How Do Decentralized Teams Form? Familiarity, Experience, and Network Structure in GitHub Collaboration

Aubree Xia¹, Jiarui Xia², Noshir Contractor², Diego Gomez-Zara¹

¹Northwestern University, United States of America; ²University of Notre Dame, United States of America

How do decentralized teams form? Using ERGMs on a GitHub Pull Request network sample, we test whether prior collaboration and individual experience predict team ties. Prior familiarity strongly increases tie formation, whereas experience shows a negative association net of structural controls, highlighting relational embeddedness in open-source assembly.

Opening Dinner

6:30pm-8:00pm Simmons Auditorium A & B

Graduate Student Meet ‘n Greet

8:00pm – 10:30pm Mario’s Oakland Saloon

FRIDAY, JULY 24, 2026

8:00am - 4:00pm	Conference Registration	1127 Todd Kniola Lobby
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Friday A1: Human-AI Collaboration: Location: Room 2112

Distinguishing Trust and Distrust in Human-Agent Teams

Brooklyn Olesen¹, Weronika Dymanus², Jessica Wildman¹, Amanda Thayer¹, Meredith Carroll²
¹Industrial Organizational Psychology, Florida Institute of Technology; ²Aviation Human Factors,
Florida Institute of Technology

Research suggests interpersonal trust and distrust are distinct, yet little research has examined this distinction in autonomous teammates. We find that trust and distrust are less related in agent teammates as a referent as compared to human teammates, and these distinct attitudes relate to distinct emotions.

Conditional Amplification: Training with AI and Competitive Outcomes in Professional Go

Xuhang Sun¹, Sihan Li², Tianyu He³
¹Zhejiang University; ²INSEAD; ³National University of Singapore

We theorize AI training shapes competitive outcomes through two channels: reducing noise and motivating effort. These generate competence-dependent predictions that AI should reduce upsets by strengthening competence-outcome links, with attenuating effects at large skill gaps. Using 90,252 professional Go games (2001–2024), we find consistent support.

When Tech Makes the Team: Mind Perception as a Unifying Framework for Human and Human-Agent Teams

Alexandra Harris-Watson¹, Lindsay Larson²
¹Purdue University; ²Carnegie Mellon University

This paper aims to resolve definitional inconsistencies in human-agent teams (HATs) by proposing that established human team definitions apply to HATs contingent on a critical embedded assumption: mind perception. We present our model and call for a single, integrative team science inclusive of both human-only and human-agent teams.

What Counts as Teaming? A Systematic Review of Team Composition in Human-Autonomy Teaming Research

Rachel Mallinson, Azita Zahiriharsini, Thomas O'Neill
University of Calgary, Canada

Although Human-Autonomy Teaming (HAT) research is rapidly expanding, what counts as “teaming” is often simplified to dyadic, single-agent designs. In this review, we examined team composition in HAT experiments since 1999; preliminary results indicate that single-agent designs dominate (86%), with comparatively few multi-agent teams, suggesting a need for richer configurations.

Friday A2: The Dark Side of Teaming: Location: Room 2111

Challenging the Norm for the Group: The Synergistic Effect of Collectivistic Value Orientation and Independent Self-Concept on Loyal Deviance

Facilitators: Hayan Kim¹, Young-Mi Kwon², Hoon-Seok Choi¹

¹Sungkyunkwan University, Korea, Republic of (South Korea); ²Korea Institute of Energy Technology, Korea, Republic of (South Korea)

Deviance from unhealthy group norms (i.e., loyal deviance) can benefit group functioning. The present research examined whether collectivistic value orientation combined with independent self-concept predicts loyal deviance. The results of two experiments supported the predicted synergy effect. We also propose a preliminary field survey as a direction for future research.

The Hidden Costs of Standing Out: Gendered Insights in the Development and Validation of the Expected Gender Backlash Scale

Kileigh Smith¹, Kristin Bain², Kathryn Coll¹, Alexis Hanna¹

¹University of Nevada, Reno, United States of America; ²Rochester Institute of Technology, United States of America

We validate the Expected Gender Backlash Scale (EGBS) across six studies (N=1,600) which measures people's expectations of sanctions for violating gender norms. We identify three facets—denial of opportunity, social devaluation, and stereotyping—that shape these expectations. Furthermore, in an experiment we find that masculine group culture heighten backlash expectations.

The Role of Overconfidence and Risk Aversion in Leadership Claiming

Helena Elisabeth Bieselt¹, Jacoba Oedzes¹, Astrid C. Homan², Bernard A. Nijstad¹

¹University of Groningen, Netherlands, The; ²University of Amsterdam, Netherlands, The

We reconceptualize the act of claiming leadership (DeRue & Ashford, 2010) as a gamble that offers both benefits and risks, and investigate how overconfidence and risk aversion predict whether individuals decide to enter this gamble (claim) or not (wait). We find that overconfidence predicts claiming and risk aversion predicts waiting.

It's Just Business: Dark Personality in Small Virtual Groups

Lauren Hultquist, Anita Blanchard

University of North Carolina at Charlotte, United States of America

The Dark Tetrad (i.e., narcissism, psychopathy, Machiavellianism, and sadism) likely has negative effects on group functioning. We examine how the Dark Tetrad affects psychological safety, meeting equity, and entitativity in a longitudinal study of task-oriented groups. As groups increase in dark personality traits, their functions should be negatively affected.

Friday A3: Team Affect and Well-Being: Location: Room 2118

Weathering the Storm Together: How Temporary Teams Foster Emotion Regulation Learning in Humanitarian Rescue Missions

Yajun Cao

Harvard Business School

How do temporary teams manage emotion in demanding prosocial work? Through interviews and observations within a humanitarian rescue organization, I develop a model of distributed emotion regulation learning, showing how temporary teams' structural instability, conventionally treated as a coordination liability, surprisingly serves as generative resource for members' emotion regulation development.

The Impact of a Collaborative Emotional Culture Intervention on Well-being Over Time: A Team Field Experiment

Jacob Levitt¹, Elizabeth Wolf², Olivia O'Neill³, Sigal Barsade⁴

¹Indiana University, United States of America; ²INSEAD, France; ³George Mason University, United States of America; ⁴University of Pennsylvania, United States of America

This paper challenges past work theoretically and empirically to evaluate the potential for emotional culture to change via a collaborative intervention and, in so doing, benefit employee well-being. We test our model using a longitudinal team field experiment and contribute to work on team emotions, emotional culture, and well-being.

The State of Team Well-Being Research

Amelia Emery¹, Jessica Mesmer Magnus²

¹Northwestern University; ²University of North Carolina Wilmington

Using performance analysis, science mapping, and a focused review, we examined 150 publications on team well-being. Results reveal limited conceptual clarity, sparse collaboration, siloed domains, and inconsistent measurement. We outline the intellectual structure of the field and provide recommendations to advance future research.

Friday A4: Interactive Discussion Session Location: Room 2202

Invisible Work in Teams: Gendered Status Processes and Unequal Group Labor

S.R. Aurora¹, Jennifer L. Flanagan², Farzaneh Fouladi³, Elif Kiran⁴, Catherine Shea⁵, Mara {Mary} J. Waller⁶

¹University of Texas Rio Grande Valley; ²Texas Woman's University; ³University of Texas Rio Grande Valley; ⁴Tekirdag Namik Kemal University; ⁵Carnegie Mellon University; ⁶Colorado State University

Teams depend on invisible work—relational maintenance, emotional regulation, and informal coordination—that is unevenly distributed along gendered status lines. This session examines how gendered status processes shape the allocation of invisible work in groups and explores how making such work visible may influence recognition, evaluation, and inequality.

Friday A5: Network Dynamics: Location: Room 2110

Boundary Spanning Leadership Forms and Functions in External Multiteam Systems as Revealed Through the Architecture, Engineering, and Construction (AEC) Industry

Rebecca Mintz, Stephen Zaccaro, Jennifer Ashton, Sydney Lavin, Amber Bartlett
George Mason University, United States of America

Multiteam systems (MTS) are increasingly employed to address complex, loosely defined problems. MTS leadership, particularly boundary spanning, is critical yet understudied. This research addresses boundary spanning leadership forms and functions through interviews with MTS members in the architecture, engineering, and construction (AEC) industry. We find patterns that contradict past literature.

Networks Imagined to Reality: Social Network Distance Perceptions Create Network Ties

Andrew Choi¹, Drew Jacoby-Senghor²

¹University College London, School of Management; ²University of California, Berkeley, Haas School of Business

People are more likely to become connected with similar others, because they believe they are already in close proximity to each other in the network. The self-fulfilling cycle of homophily that we identify has negative consequences for interpersonal relations and the equitable distribution of network resources in groups and society.

Move On and Look Forward: How Internal Mobility Reshapes Employees' Collaboration Relationships

Yezi Kang, Ngoc Hân Nguyen, Stefan Berger, Gerben van der Vegt, Floor Rink
University of Groningen, Netherlands

Internal mobility is assumed to create value, yet its network mechanisms are unclear. Using archival collaboration data, we track tie reallocation before and after transfer. Movers pre-integrate into future teams and shift collaboration post-entry. Brokerage gains arise when ties extend beyond former teams after transfer, predicting higher productivity.

How to join teams: individual factors that influence an incoming team member's understanding of the team's shared mental models.

Madeline Jane Filippi, Mark Ehrhart, Constance Shawn Burke
University of Central Florida, United States of America

This study examined how individual differences (openness to experience, perspective taking, social curiosity, & trait negative affect) impact incoming team members' learning of team and task SMMs. Results showed that openness to experience predicted team SMM learning accuracy, while perspective taking predicted higher-level learning accuracy.

9:15am - 9:30am

Coffee Break

Masters Commons

Friday B1: Interactive discussion session: Location: Room 2112

Bridging minds and machine: Team cognition in human-AI collaboration

Stephen Fiore¹, Susan Simkins (formerly Mohammed)², Anita Woolley³, Li Lu⁴

¹University of Central Florida, US; ²Penn State University, US; ³Carnegie Mellon University, US; ⁴University of Delaware, US

Humans increasingly collaborate with AI because their cognitive capacities are distinct yet complementary. However, human-AI collaboration (HAIC) performance frequently falls short because humans and AI can't effectively coordinate their distinct cognitive functions. Three team cognition experts examine how team cognition theory can inform our understanding of cognitive mechanisms in HAIC.

Friday B2: Safety and Voice: Location: Room 2111

Voices Across Boundaries: An Exploratory Study of Voice in Multi-team Systems

Selin Yavuzcan¹, Sofya Isaakyan², Sjir Uitdewilligen¹

¹Maastricht University, Netherlands; ²Erasmus University, Netherlands

This study examines how psychological safety and voice shape functioning in multi-team systems (MTSs) during a time-pressured emergency response simulation. Across two task phases, 60 MTSs completed coordinated crisis scenarios. We explore how psychological safety influences voice centralization within and across component teams, and how these ultimately affect system-level performance.

The Effects of Error Framing and Psychological Safety on Team Communication and Performance

Kathleen Loder, Katie Pfeiffer, Shalom Manyara, Mazie Flud, Dylan Herzer, Davin Rucker, Joshua Fairchild

Creighton University, United States of America

The present study examines how an error management framing intervention may facilitate team performance through its effects on psychological safety and transactive memory systems. Preliminary findings suggest that an error management framing intervention may exert its effects on performance largely through coordination-related processes, rather than enhancing team social dynamics.

Diversity Faultlines and Culture Shifts in Groups: A Multi-Study Examination of Cultural Alignment and Creative Outcomes

Katerina Bezrukova¹, Chester Spell², Karen Jehn³, Evangeline Yang⁴, Natalia Kalmykova⁵

¹University at Buffalo; ²Rutgers University; ³University of Melbourne; ⁴IESEG School of Management; ⁵Ministry for Veterans Affairs of Ukraine

This multi-study investigation examines how diversity faultlines shape culture shifts in teams—specifically the transformation from desired to actual creativity culture. Using qualitative, longitudinal field, and experimental designs, we find that strong faultlines accelerate culture change by legitimizing dissent and stimulating task conflict, reconceptualizing faultlines as structural catalysts rather than liabilities.

Error Strain and Errors at Work: The Moderating Role of Team Voice

Zhanna Novikov¹, Zhike Lei², Rangaraj Ramanujam³

¹School of Public Health, University of Texas Health Science Center at Houston, Houston, Texas, United States; ²IMD (International Institute for Management Development) Lausanne, Switzerland; ³Owen Graduate School of Management, Vanderbilt University, Nashville, Tennessee, United States

Although prior research highlights the benefits of team voice, we reveal its unintended negative effects on individual team members' error rates. Using multilevel analyses of data from software and hardware R&D teams, we find a U-shaped relationship between error strain and errors that is amplified in high-voice team environments.

Friday B3: Multiple Team Membership: Location: Room 2118

Do intraoperative briefings in operating teams reduce patient post-operative mortality? First results of the StOP? II study, a multicentric randomized controlled trial

Facilitators: Sandra Keller¹, Franziska Tschan², Norbert K. Semmer¹, Trelle Sven¹, Lehmann Manuela³, Ninow Beate³, Mejia Perez Carolina^{3,1}, Manser Tanja³, Beldi Guido¹

¹Bern University and University Hospital, Switzerland; ²University of Neuchâtel, Switzerland; ³FHNW School of Applied Psychology, University of Applied Sciences and Arts Northwestern Switzerland, Olten, Switzerland

We report the StOP? II cluster-randomized trial testing whether a brief, surgeon-led intraoperative “step-back” team briefing improves patient outcomes. StOP? targets shared situation awareness and speaking up in functionally differentiated OR teams. Effects of the briefing were tested in 14 hospitals, two countries and three language regions.

Multiple Team Membership: A Meta-Analysis

Damian Zivic¹, Michael Nugent¹, Tammy Rapp², Jaclyn Margolis³, Ozias Moore⁴, Ernest O'Boyle¹, Saleem Mistry⁵

¹Indiana University, Indiana, USA; ²Ohio University, Ohio, USA; ³Pepperdine University, California, USA; ⁴Lehigh University, Pennsylvania, USA; ⁵University of Delaware, Delaware, USA

We meta-analyzed 140 studies (N = 116,896) to clarify how multiple team membership (MTM) relates to employee experiences. MTM number was associated with higher demands and performance but lower resources, well-being, and attitudes, with mixed withdrawal effects. MTM structure, gender, profession, and culture meaningfully shaped these relationships.

The Structural Foundations of Congruent Leadership in Multiteam Membership Contexts

Megan Chan¹, Lindsay Larson², Diego Gomez-Zara³, Leslie DeChurch¹, Noshir Contractor¹

¹Northwestern University, United States of America; ²Carnegie Mellon University, United States of America; ³Notre Dame University, United States of America

In multiteam membership (MTM) settings, parallel identities complicate perceptual alignment about who should lead and follow. Integrating leader identity construction theory with network approaches, we develop and test a relational model of congruent leadership—leadership ties that are both claimed by leaders and granted by followers.

Learning about MTM: A Simulation for Students and Professionals

Kelly Fadel¹, Lydia Wright¹, Bhavna Hariharan², Elisa Mattarelli²

¹Utah State University, United States of America; ²San Jose State University, United States of America

As organizations increasingly require employees to work on multiple teams simultaneously, a key question is how individuals and teams can develop the skills to thrive in such settings. We propose a platform-based experiential approach that simulates Multiple Team Membership (MTM) and integrates structured reflection to foster effective multiteam collaboration.

Friday B4: Interactive discussion session: Location: Room 2202

Designing Interventions to Foster Critical Thinking in Collaborative Contexts: Beyond Project Management Toward Cause-Based Research Collaboration

Paul Consalvi

The University of Tokyo, Graduate School of Frontier Science, Japan

This interactive session examines how group theory can inform the design of structured interventions for ambitious, cause-based interdisciplinary collaborations. Distinguishing transactional project management from mission-driven research initiatives, participants will analyze collaborative micro-interactions and co-design deliberation protocols that advance theory and inform platform-based experimentation in group research.

Friday B5: Team Cognition: Location: Room 2110

Gaze Transition Networks as Windows into Team Cognition: Visual Attention Dynamics in VR-Based Clinical Training

Vitaliy Popov

University of Michigan, United States of America

Using eye-tracking data from 40 clinicians in VR-based cardiac arrest simulations, we apply Transition Network Analysis to construct gaze transition networks across four clinical roles. Diverging entropy and self-loop metrics reveal that team situational awareness is dynamically redistributed across roles, especially during impasse and recovery moments.

The roofline model of team performance

Daniel Griffin

University of South Florida, United States of America

Team performance is a constrained optimization problem. This paper introduces a parallel processing model in which teams allocate effort across action and transition phases. Performance is bounded by action-limited and transition-limited constraints. The roofline framework identifies optimal operational intensity and clarifies how interventions shift structural limits to improve output.

Leveraging Gaps in Relational Strategies with Team Intellectual Humility

Michal Lehmann¹, Laurie Weingart¹, Ella Miron-Spektor²

¹Carnegie Mellon University, United States of America; ²INSEAD

Divergent beliefs regarding how team members should engage with one another (relational strategy rGaps) can undermine team effectiveness. Results demonstrate that team intellectual humility acts as "social oil," mitigating (and even reversing) these negative effects, suggesting it as a vital resource for managing representational gaps within teams.

Copresence is Not Just in Your Head: A Group-Level Theory

Shivani Patel, Anita Blanchard

University of North Carolina at Charlotte, United States of America

Copresence – the sense of being together – has been theorized as critical for group interaction, yet shows inconsistent empirical support. We reconceptualize copresence as a group-level phenomenon rather than individual perception. An experiment manipulating cameras in video meetings tests whether shared mutual awareness affects entitativity, similarity perceptions, and satisfaction.

10:45 - 11:00am

Coffee Break

Masters Commons

Friday C1: Interactive discussion session Location: Room 2112

Advancing our Understanding of the “Dark Side” of Groups and Teams

Trevor Spoelma¹, Kyle Emich², Amanda Ferguson³

¹University of Iowa, United States of America; ²University of Delaware, United States of America; ³Northern Illinois University, United States of America

To fully understand groups and teams, we must examine not only performance but also collective wrongdoing. The goal of this session is to bring together researchers to expand how we conceptualize and measure the morally tenuous phenomena that often occur in groups and teams, like unethical behavior, greed, and conflict.

Friday C3: Technology-Mediated Teams: Location: Room 2118

Model of Collective Judgement Formation for Sequential Teams in Information-Dense Scenarios

Rohit Mallick¹, Susannah Paletz¹, Aimée Kane², Kimberly Do¹, Adam Porter¹, Madeline Diep³, Ciara Fabian¹

¹University of Maryland, College Park; ²Duquesne University; ³Fraunhofer USA Center Mid-Atlantic

Collective judgement formation (CJF) is a set of complex, interdependent, cognitive and social team processes. In these processes, disparate information merges into a comprehensive mosaic of the team's understanding of a situation. We present a model of CJF for sequential interdependent work, such as with intelligence analysis.

Collective Sense making and Narrative Sense giving in Voluntary Innovation Contexts: AI Engagement in Rural Entrepreneurial Ecosystems

Winifred Chibuko

Ohio State University, United States of America

In voluntary innovation contexts, AI engagement hinges on collective legitimacy rather than hierarchical mandate. This study examines how narrative sensegiving shapes shared interpretations and coordinated participation within a rural entrepreneurial ecosystem. Using a qualitative-dominant case study with participation data, the research advances understanding of group-level adaptation to technological uncertainty.

The Sensemaking Delegation Trap: When GenAI Helps Developers Ship Faster but Makes Them Feel Less Competent—and More Replaceable

Erfan Bayat

The Ohio State University, United States of America

Using 2025 Stack Overflow survey data (N=23,340 employed developers), we distinguish delegating GenAI for production vs sensemaking (debugging, learning, comprehension). Sensemaking delegation predicts epistemic insecurity (lower problem-solving confidence), especially for less experienced developers, which increases perceived AI job threat and lowers job satisfaction.

Friday C4: Symposium: Location: Room 2202

Team reconstitution and reassembly in dynamic and uncertain environments

Alexander Wind¹, Peter Wang¹, Dorothy Carter², Marissa Shuffler³, Lauren Landon⁴, Caton Weinberger², Christine Habeeb⁵, Zac Domire⁵, Christopher Vowels¹, Daniel Agate⁶

¹U.S. Army Research Institute for the Behavioral and Social Sciences; ²Michigan State University; ³Clemson University; ⁴NASA; ⁵East Carolina University; ⁶Consortium of Universities of the Washington Metropolitan Area

Situations that call for reconstitution and reassembly of teams are often within critical events and newly-formed teams must perform immediately. This symposium brings together researchers focused on newly formed teams to further flesh out this special case of team formation.

Friday C5: Team Biology and Conversational Dynamics: Location: Room 2110

Cognitively Versatile Members and Emotional Burnout

Ella Glikson¹, Ishani Aggarwal², Bianca Sá²

¹Bar Ilan University; ²FGV EBAPE

Working in geographically dispersed and culturally diverse teams is demanding and may lead to emotional depletion. The presence of cognitively versatile members counteracts this dynamic. In a study with 87 multicultural virtual teams, we investigate the effect of cognitive versatile team members on team burnout through trust.

Organizing Conversation: The Temporal Dynamics of Turn-Taking, Discursive Structure, and Team Performance

Megan Chan¹, Shraeya Iyer¹, Jeffrey Tu¹, Isabel Su¹, Alina Lungeanu², Leslie DeChurch¹, Noshir Contractor¹

¹Northwestern University, United States of America; ²Northeastern University, United States of America

To reach high-quality decisions, teams must balance divergent thinking with convergent understanding. This study uses 281 observations from a single team performing a problem solving task collected regularly from a 240-day space analog mission. We identified communication-based measures which were most strongly associated with team performance over time.

Don't Hit That Snooze Button! Sleep Quality Matters to Meeting Experiences

Michael Campbell, Joseph Allen

The University of Utah, United States of America

Using a stratified random U.S. sample of working adults, we tested whether meeting load moderates the relationship between sleep quality, meeting satisfaction, and recovery. Hierarchical regressions supported main effects of sleep quality and significant interactions, showing stronger associations under high versus low meeting load and the percentage of meetings led.

The Power of My Teammates' Words: Examining How Conversations Mediate the Effects of Team Diversity on Team Outcomes

Jiarui Xia¹, Noshir Contractor², Diego Gomez-Zara¹

¹University of Notre Dame, United States of America; ²Northwestern University

We examine how communication moderates the effects of team diversity on performance and cohesion. In a controlled experiment with 75 teams (N=297), we analyze linguistic features and interaction patterns in team transcripts. Results show that sentiment, word choice, and responsiveness differentially shape outcomes across high- and low-diversity teams.

12:15pm - 1:30pm	Lunch	Simmons Auditorium
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**1:30pm - 2:45pm: Mara Waller McGrath Award Fireside Chat:
Location: Simmons Auditorium**



2:45pm - 3:00pm Afternoon Coffee: Location: Masters Commons

Friday D1: Conflict in Applied Settings: Location: Room 2112

The Apprenticeship Paradox: Why Masters Withhold Information in the Tattoo Industry

Kileigh Smith, Kathryn Coll, Annie Eunhee Kim
University of Nevada, Reno, United States of America

Although apprenticeships presume generous knowledge transfer, tattoo masters often strategically withhold information. Using 41 face-to-face interviews and grounded theory techniques, we theorize dyadic withholding in status-asymmetric relationships. Motivations span pedagogical philosophy, craft and institution protection, competitive fear, and power maintenance. We aim to extend knowledge hiding research.

Seen Fighting, Judged Creatively? Conflict Observability and Team Creativity Evaluations

Jamie Martin, Lynne Vincent
Syracuse University, United States of America

Drawing on signaling theory, we propose that visible intragroup conflict functions as a functionally ambiguous signal to external observers evaluating team creativity. A team's track record and the conflict's perceived costliness determine whether observers construe conflict as task- versus person-focused, producing opposite evaluative consequences from identical observable behavior.

Conflict During Financial Crisis: The Impact of External Pressure on Conflict Persistence and Turn-Taking in Board Meetings

Sasmira Matta¹, Ray Friedman², Steven Currall³, Tove Hammer⁴

¹Florida State University; ²Vanderbilt University; ³Harvard University; ⁴Cornell University

This study analyzes how financial pressure shapes conversational dynamics after affective conflict on a corporate board, using 31 meetings over five years. Affective conflict increases conflict recurrence and turn-taking, with high pressure amplifying individual participation but dampening subgroup turn-taking, thereby intensifying conflict cycles and limiting cross-subgroup engagement.

When Disagreement Emerges and When It Integrates: A Two-Layer Model of Intragroup Conflict

Maryam Mahdavienejad, Yuito Miyake, Toshio Murase
Waseda University, Japan

Research on intragroup conflict shows inconsistent performance effects. We propose a two-layer model distinguishing perceived conflict emergence from structural disagreement utilization. In a team experiment (N = 45), prior cognitive resource distribution and cognitive fatigue jointly shaped conflict perception and integration effectiveness, clarifying when disagreement becomes productive.

Friday D2: Semin Park: Early Career Award Presentation: Location: Room 2111

Friday D3: Novel Team Assessment: Location: Room 2118

Reconceptualizing Team Boundary Management: A Three-Dimensional Framework for Theory Development

Zhiya {Alice} Guo¹, Mikhail Wolfson², John Hollenbeck³

¹Utah State University; ²University of Kentucky; ³Michigan State University

This integrative conceptual review addresses fragmentation in team boundary management (TBM) research by consolidating prior taxonomies into a three-dimensional framework. By integrating episodic and structural team theories, we also specify when TBM activities are most effective and how structural features enable or constrain them.

Unearthing the Locus of Social Support in Work Teams: A Variance Decomposition Approach

Pri Pradhan Shah², Stephen Jones¹, Elizabeth Campbell³, Debra Shapiro⁴

¹University of Minnesota, United States of America; ²University of Washington, Bothell; ³University of Minnesota, United States of America; ⁴University of Maryland

In two field studies we investigated whether social support in teams is primarily due to characteristics of the provider, recipient, their dyadic relationship or the team in which they reside. We find that social support is primarily driven by team characteristics rather than by providers' traits, recipients' needs, or their dyadic relationships.

Beyond Consensus: A Framework for Understanding Sharedness in Teams Through Dyadic Convergence

Blair Evans, Alex Benson
Western University, Canada

Shared variance between teammates is a crucial element of team phenomena, yet groups researchers have few tools to explore patterns in this variability. We introduce a novel framework that defines dyadic convergence (and theorizes about its drivers) to help explore with whom teammates share variance in how they experience teams.

Evidence Centered Design and Validity Considerations for Designing Educational Team Assessments

Monica M. Cuddy, Marcia L. Winward
National Board of Medical Examiners, United States of America

Evidence centered design (ECD) embeds validity into the development of team assessments via a systematic process of specifying purposes, claims, evidence, tasks, and data. In this manner, the approach supports defensible inferences about individual and team performance across formative and summative contexts while addressing contextual variability and key design challenges.

Friday D4: Shared Leadership: Location: Room 2202

Inclusive Leadership Against Invisibility by Design in AI-Mediated Workplaces

Brooke Gazdag
Kühne Logistics University Gmbh, Germany

Generative AI is reshaping not only productivity but the social microdynamics of work. This integrative review synthesizes evidence on how AI assistants reroute help-seeking and collaboration, reducing relational visibility and threatening belonging and uniqueness. We propose inclusive leadership as a countermeasure that deliberately engineers human touchpoints, recognition, and shared sensemaking.

Perceived Knowledge Hiding in Requester–Provider Dyads: Formal Rank and Relationship Change Over Time

Tongtong Zhao, Jacoba Oedzes, Marco Kleine, Floor Rink
The University of Groningen, Netherlands

We examine how requesters' perceived knowledge hiding by providers shapes dyadic relationship change. In a three-wave round-robin study, perceived hiding predicts declines in requesters' trust and knowledge sharing beyond providers' actual hiding. Formal rank conditions these changes: higher-rank requesters show stronger trust and competition shifts; lower-rank requesters reduce sharing more.

Under which conditions do groups make more accurate judgements? A systematic review and meta-analysis of “wisdom-of-crowds” research

Tassia Oswald

University of Melbourne, Australia

Wisdom-of-crowds (WoC) research examines the accuracy of collective judgments on tasks with known correct answers, providing insight into the conditions under which collective accuracy can be optimised. We conducted a multi-disciplinary systematic review and meta-analysis of wisdom-of-crowds research, with no language or time restrictions.

Friday D5: Remote and Hybrid Work: Location: Room 2110

Closing the Distance: Collaborative Creativity Within Virtual Groups

Jake Jennings, Jonali Baruah, Tyler Rider, Mikayla Moore

Tarleton State University, United States of America

The current study examines the effects virtual meeting modalities on creativity and mental well-being across three tasks—idea generation, selection and implementation. Results revealed significant improvement for elaboration of ideas to make them suitable for implementation. The findings of this study provide practical results applicable to academic and professional landscapes.

Performance in Remote Work Teams: Aligning Academic Research with Practitioner Experience and Organizational Needs

Seth Kaplan¹, Madeline Wonders¹, Philseok Lee¹, Eric Lovine¹, Jon Willford²

¹George Mason University, United States of America; ²Dropbox

This paper connects the science and practice of remote team performance by juxtaposing the academic literature with survey results from 60 Human Resource professionals supporting remote teams. Thematic coding of benefits and challenges of remote teamwork, along with strategies to manage performance, revealed opportunities for translational research.

RateR: A Shiny browser-based app to reduce errors and simplify human coding tasks

Laura Marusich^{1,2}, Jared Kenworthy², Jade Chacon², Jonathan Bakdash³

¹U.S. DEVCOM Army Research Laboratory, United States of America; ²Department of Psychology, University of Texas at Arlington; ³Department of Computer Science, University of Texas at Dallas

This paper introduces rateR, a tool for human coding and rating tasks. rateR is a free, browser-based app, for multiple independent coders/raters. It is designed to simplify the process of human coding, making the workflow less burdensome while also reducing errors and improving consistency and reliability.

Demonstrating Expertise in the Remote and Hybrid Era: The Effect of Team Configuration on Team Performance

Tyler Talbot¹, Olivia Newton¹, Bryan Bonner²

¹University of Montana, United States of America; ²The University of Utah

Team performance improves when members successfully demonstrate expertise. Little is known about how hybrid teamwork boundaries like spatial distance and asymmetric communication mediums affect expertise demonstration. Though hybrid teams are theorized as moderately virtual, matched virtuality configurations (face-to-face and remote) showed higher demonstrability and performance than mixed virtuality hybrid configurations.

4:15 - 5:15 pm: Grad Business Meeting: Location: Room 2119

**5:30pm – 5:45 pm INGRoup Photo
2nd Floor**

Main Atrium

**5:40pm – 9:30 pm Friday Night Event: Location: Phipps Conservatory
and Botanical Gardens**

Saturday, July 25, 2026

8:00am - 4:00pm

Conference Registration

Todd Kniola Lobby

Saturday E1: Interactive discussion session: Location: Room 2112

New Teammates, Familiar Problems? What Virtual Team Research Can Teach Us About Human-AI Teams

N. Sharon Hill¹, Lindsay Larson², Rohit Mallick³, Lionel Robert⁴

¹The George Washington University, United States of America; ²Carnegie Mellon University; ³University of Maryland, College Park; ⁴University of Michigan

The growing implementation of AI as a teammate raises urgent questions about how to theorize and study human-AI teams (HATs). HATs have been described as the next generation of virtual teamwork. This interactive discussion examines how decades of research on virtual collaboration can inform HAT scholarship.

Saturday E2: Status and Mobility: Location: Room 2111

Same Voice, Different Evaluations: How Group Gender Representation Shapes Status Consequences of Speaking Up

Jenny Oh¹, Catherine Shea¹, Sarah Doyle², Emma Zhao³

¹Carnegie Mellon University Tepper School of Business, United States of America; ²University of Arizona Eller College of Management, United States of America; ³University of Virginia McIntire School of Commerce, United States of America

Existing research demonstrates that women face status penalties for speaking up, but these findings emerge almost exclusively from male-dominated contexts. Through two studies, we find that group gender composition remains important as women experience less peer backlash and, subsequently, attain higher status over time for voicing in female-dominant groups.

The Hidden Cost of Internal Mobility: Performance Declines and Recovery Following Membership Changes

Yezi Kang¹, Daisuke Nakama²

¹University of Groningen, Netherlands; ²Recruit Management Solutions, Japan

Internal mobility is often portrayed as uniformly beneficial. Using archival data from 3,131 movers in a Japanese firm, we show movers produce short-term performance declines followed by recovery. Co-movers mitigate initial drops, while shared prior affiliations with incumbents accelerate recovery, highlighting relational resources as critical to post-transfer adaptation.

Shared Experiences in Teams: The Effect of Pre-Existing Relationships on Performance

Emma Zhao¹, Catherine Shea², Siyuan Li³

¹University of Virginia, United States of America; ²Carnegie Mellon University, United States of America; ³William & Mary, United States of America

As employee mobility increases, colleagues may join new teams together. Using archival data from the National Basketball Association, we find that pre-existing relationships contribute to individual newcomer performance but undermine team performance. These team-level drawbacks diminish after one year, revealing a multilevel tradeoff when hiring employees who share pre-existing relationships.

Saturday E3: Conflict & Team Intervention: Location: Room 2118

LLM-Enabled Emotion Regulation Intervention on Newcomers Improves Socialization Outcomes and Its Spillover Effects on Team Conflict

Yajun Cao¹, Hengchen Dai², Wen Wu³, Amit Goldenberg¹

¹Harvard Business School; ²University of California, Los Angeles; ³Beijing Jiaotong University

Organizational entry inevitably triggers negative emotions that hinder newcomer adjustment and fuel team conflicts. Drawing on 9-month longitudinal surveys and a preregistered, LLM-enabled field experiment, we showed that improving newcomers' emotion regulation can enhance socialization outcomes and generate spillover effects that reduce veterans' negative emotions and team conflict.

From Friction to Function: A Systematic Review of Team Conflict Management Interventions

David Moore, Cora Dodson, Alyssa Davenport, Gabrielle Rufrano, Elizabeth Bell, Ally Wentworth, Aleksander Roehl, Allison Traylor, Marissa Shuffler
Clemson University, United States of America

A systematic review of 43 studies found that team conflict management interventions largely succeed in reducing conflict and improving related outcomes. However, findings reveal a gap between current interventions and theoretical advancements in conflict literature, highlighting the need for more theoretically aligned approaches to managing team conflict effectively.

What Really Drives Team Problems? An Empirical Examination of Structural vs. Dynamic Sources of Conflict

Tuck Pescosolido

University of New Hampshire, United States of America

This study examines whether team conflict stems from structural design features or interpersonal dynamics. Analyses of 108 teams show that goal clarity, team norms, and composition significantly predict task, process, and relational conflict, as well as psychological safety. Leaders, however, primarily attribute problems to dynamics, revealing a problem attribution gap.

When Conflict Is Not Reciprocal: Introducing Conflict Imbalance in Teams

Matthew Angelo Diabes¹, Kori Krueger²

¹New York University, United States of America; ²Morgan State University, United States of America

Intrateam conflict research largely assumes symmetric responsibility among parties. We introduce “conflict imbalance” and argue that many workplace conflicts are structurally imbalanced, sustained primarily by an instigator. Under such conditions, traditional interventions may misdiagnose and exacerbate conflict and injustice perceptions. We outline diagnostic implications for managing imbalanced conflict in teams.

Saturday E4: Interactive discussion session: Location: Room 2202

Converging across Disciplines to Innovate Groups and Teams Research

Aimee Kane¹, Kyle Emich², Nale Lehmann-Willenbrock³, Susannah Paletz⁴, Lyn van Swol⁵

¹Duquesne University; ²University of Delaware; ³University of Hamburg; ⁴University of Maryland, College Park; ⁵University of Wisconsin-Madison

Interdisciplinary approaches are central to advancing group research, yet integration of concepts and methods across disciplines presents intellectual and institutional challenges. This panel of scholars with considerable cross-boundary experience and expertise will reflect on theoretical gains, identify tensions, and discuss pathways for conducting convergent, interdisciplinary research that makes an impact. **What**

Saturday E5: Leadership: Location: Room 2110

Off The Beaten Path: Solo Exploration in Managerial Decision Making

Tianyu He¹, JD Fontes Duarte², Pino Audia³

¹National University of Singapore, Singapore; ²Maastricht University; ³Tuck School of Business, Dartmouth

When do individuals prioritize independent search over social learning? Across three studies (N=1,363), we show that while failure triggers exploration, positive social feedback restores confidence, driving members to deviate from others' advice toward solo search. This process is amplified by narcissism, highlighting how social interpretations and personality shape group learning.

Spotlighting: The Role of Public, Informal Recognition in Teams

Coco Liu, Elizabeth Tenney
University of Utah, United States of America

We introduce and define the concept of spotlighting (i.e., drawing positive attention to another's knowledge and personal qualities) as a mechanism that may help members uncover and assess expertise within teams. We examine the relationship between spotlighting and team processes.

Social Balance and Leader-Member Exchange in a Dual-Leadership Context

Damian Zivic
Indiana University, United States of America

By surveying 915 members of an underexplored organizational triad, which I call the member-dual-leader triad, I find support for my hypotheses predicting the structural balance of the triad. However, I provide evidence that the quantity (LMX theory), and not the balancing (Social Balance Theory), of relationships predict more desirable outcomes.

Social Identity, Leadership, and Power: Values Drift to Accommodate Group Legitimacy and Influence

Heidi Davis
Consortium of Universities of the Washington Area, United States of America

This research examines how leaders use the values of the group to maintain influence by framing them to justify or retract legitimacy. Using a social identity model, values are used to increase or decrease the distance to prototypicality and delineate group boundaries.

9:15am - 9:30am	Coffee Break	Masters Commons
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Saturday F1: Interactive discussion session: Location: Room 2112

AI in Teams: Author Panel from an Emerald Book

Susannah B. F. Paletz¹, Joseph A. Allen², Mark A. Clark³, Aimee A. Kane⁴, Susan Simkins⁵, Amanda L. Thayer⁶, Samantha Dubrow⁷

¹University of Maryland, College Park; ²University of Utah; ³American University; ⁴Duquesne University; ⁵Pennsylvania State University; ⁶Florida Institute of Technology; ⁷MITRE Foundation

Members of INGRoup contributed to a book, AI in Teams, that will be published summer 2026. Moderated by an editor, five chapters' authors provide highlights and engage in Q&A and audience discussion of the topics around AI and team cognition, meetings, team design, human-AI team trust, and action teams.

Saturday F2: Team Composition 1: Location: Room 2111

Implicit Teammate Theories: Integrating Cognitive Schemas in Team Composition Theory

Alexandra Harris-Watson¹, Jeffrey Masser¹, Madison Romero², Tiffany Bisbey²

¹Purdue University; ²The George Washington University

We introduce a theory of Implicit Teammate Theories (ITTs), which are cognitive schemas of effective teammate attributes that serve as an intermediary mechanism linking personality traits to team outcomes. Across four studies, we validate a 5-factor measure of ITTs and examine how ITT alignment predicts team-relevant outcomes.

Expertise Evaluation: A Dimensional Framework for Broad-Based Theory Building

Maartje E Schouten¹, Aman Kabra², Stephen E Humphrey²

¹Erasmus University Rotterdam, Netherlands, The; ²Pennsylvania State University

Expertise evaluation, the interpersonal assessment of others' domain-specific knowledge, skills, and abilities, is critical for leveraging knowledge. Research on expertise evaluation is fragmented across disciplines, plagued by construct proliferation, and hampered by inconsistent terminology. To address this challenge, we propose a three-dimensional framework that captures core assumptions underlying expertise evaluation.

Coordinating Generalists and Specialists: Orchestrating Expertise in eSports

Jerry Guo¹, Dimitrija Kalanoski²

¹Frankfurt School of Finance & Management; ²Alliance Manchester Business School

In interdependent teams, knowledge specialization often lowers performance by increasing coordination demands. We argue this penalty weakens when knowledge specialists hold coordinating roles that integrate expertise, reconciling mixed evidence on specialization and performance. Using fine-grained digital trace data from 18,699 League of Legends matches, we test these predictions.

Unlocking “Hidden Assets” in Neurodiverse Teams: How Autistic Individuals Negotiate Autonomy, Anxiety, and Attention in Teamwork

Young Ji Kim, Anusha Srinivas, Ella Cabigting, Rebecca Foster, Margot Plunkett

University of California, Santa Barbara, United States of America

Research shows diversity enhances creativity and problem-solving, but neurodiversity remains understudied in teams. Drawing on interviews and focus groups with 36 autistic adults, we identify three structural barriers—autonomy, anxiety, and attention—that constrain access to neurodiverse teamwork and offer implications for team cognition and diversity as well as neuroinclusive team design.

Saturday F3: Entrepreneurial Teams: Location: Room 2118

When Teams Decide Who Gets Funded: Gender, Influence, and Bias in Entrepreneurial Investment

Kashika Sud², Neharika Vohra¹, Amit Nandkeolyar¹

¹Indian Institute of Management, India; ²Masters' Union School of Business

Early-stage funding decisions often occur in teams. In a pre-registered experiment with 622 participants, we examine how founder gender and investor team composition shape evaluations. Despite similar participation, female founders and investors were perceived as less influential and received worse outcomes, revealing interactional roots of funding inequality.

Profiles of Investor Participation and Influence in Startup Funding Decisions: A Latent Class Approach

Kashika Sud², Kathan Shukla¹

¹Indian Institute of Management, India; ²Masters' Union School of Business

Person-centered mixture modeling captures heterogeneity in team participation. Using a finite mixture model with behavioral and expertise, we identify three participation profiles in 622 members across 137 teams. Profiles predict decision consistency and relate to gender composition. The approach advances methods for studying team dynamics, influence, and decision quality.

Saturday F4: Interactive discussion session: Location: Room 2202

Do Our Neighbors Need to Know About Teams?: Discussing a Scalable Framework for Teamwork Education

Kyle Christenson¹, Esther Sackett², Martijn van der Kamp³, Margo Janssens⁴, Amelia Emery⁵

¹Oregon State University; ²Santa Clara University; ³Monash University; ⁴Tillburg University; ⁵Northwestern University

What should learners, educators, and organizational leaders know about teams? And how does that change with the time we have available to teach? This interactive session engages attendees in structured breakout groups to collaboratively tackle these questions, building on three years of INGRoup Education Resource Committee work on teamwork education.

Saturday F5: Temporal Dynamics: Location: Room 2110

A Lifespan Perspective on Decision-Making in Groups

Luke Adam Dye, Poppy L. McLeod

Cornell University, United States of America

We apply a lifespan perspective to understanding group decision-making processes. The lifespan perspective draws attention to age-related developments in cognition, linguistics, communication competency, and social relationships communication. In this paper we introduce this perspective to the study of group interaction in general, and decision-making processes specifically.

The effect of icebreakers on initial perceptions and team dynamics

Kristine Yhap, Lee Spitzley
University at Albany, United States of America

Using focus groups, this study builds on small talk research and explores the effect of social icebreakers on team dynamics and team members. Preliminary results show that icebreakers increase initial warmth and competence attributions and may reduce reliance on stereotypes and biases during initial group interactions.

Authority Redistribution as Event-Triggered Trajectory: Evidence of Unidirectional Flow in Teams Under Adversity

Farzaneh Fouladi¹, S.R. Aurora²

¹The University of Texas Rio Grande Valley, United States of America; ²The University of Texas Rio Grande Valley, United States of America

Drawing on Event System Theory, we analyzed 268 NASA aviation crises. Strong events triggered concentrated, unidirectional shifts from hierarchical to distributed authority at peak intensity, with no reversals. Event strength predicted switching, while commitment, psychological safety, transactive memory, and routines stabilized the new structure.

Examining the Roles of Linear vs. Cyclical Brainstorming and Turn-Taking on Creative Group Outcomes

Jared Bowden Kenworthy¹, Laura Marusich^{1,2}, Jade Chacon¹, Abu Jaed¹, Joel Roberts¹, Khaled Alharbi¹, Michael Lyssy¹, Paul Paulus¹

¹University of Texas - Arlington, United States of America; ²U.S. Army DEVCOM Army Research Laboratory

We examined the effect of a linear or cyclical brainstorming structure on turn-taking in the idea selection phase of a group creativity session. Turn-taking was modeled as a mediating process between the experimental conditions and the quality of group creative outcomes. Partial mediation was observed.

10:45am - 11:00am

Coffee Break

Masters Commons

Saturday G1: Coordination in Human-AI collaboration: Location: Room 2112

Generative AI and the reconfiguration of collaboration ties in knowledge-intensive work

Jessica Reif
Duke University, Fuqua School of Business

This study examines how collaboration among employees shifts following generative AI adoption in a knowledge-intensive firm. In a sixteen-month field study, I find that AI adoption is associated with reduced collaboration among same-expertise colleagues and increased collaboration across expertise boundaries, suggesting a reconfiguration of collaborative relationships within the firm.

When AI Becomes Them: Reframing Human–AI Collaboration Through Intergroup Leadership Theory

Christian Troester¹, Niels Van Quaquebeke^{1,2}

¹Kuehne Logistics University, Germany; ²University of Exeter Business School

As AI becomes socially salient at work, employees experience AI as an outgroup, not a neutral tool. Drawing on CASA and intergroup leadership theory, we argue AI triggers distinctiveness, comparative, and value-based identity threats that undermine adoption. Effective integration therefore requires intergroup leadership that legitimizes AI as a complementary partner.

Safe to Talk: Psychological Safety and Conversational AI at Work

Allen S. Brown¹, Christopher R. Dishop², Andrew Kuznetsov¹, Anita Williams Woolley¹

¹Carnegie Mellon University, United States of America; ²Auburn University, United States of America

Evaluative asymmetry in conversational AI collaboration may undermine psychological safety at work. Across two preregistered experiments, we show that AI reduces psychological safety under evaluative ambiguity by diminishing autonomy. Autonomy-supportive design eliminates this effect, demonstrating that psychological risks posed by conversational AI are context-dependent and design-sensitive.

Beyond the Dyad – A Meta Analysis of Team Performance during Team-AI Collaboration

Abu Jaed, Jared Kenworthy

University of Texas at Arlington, United States of America

Despite AI's ubiquity, its role in team performance during team-AI collaboration is yet to be quantitatively synthesized. This meta-analysis compares the performance outcomes of human teams ($N \geq 2$) working with AI against human-only teams. We investigate how moderators, such as task type and AI type, influence the collective outcomes.

Saturday G2: Interactive discussion session: Location: Room 2111

Making a Career as a Team Scholar in Europe

Josette Gevers¹, Marvin Grabowski², Nale Lehmann-Willenbrock², Randall S. Peterson³, Zhike Lei⁴

¹Eindhoven University of Technology; ²University of Hamburg; ³London Business School; ⁴International Institute for Management Development, Switzerland

European career paths for team scholars vary widely across countries and disciplines. This session will help early-career scholars navigate this complexity. Through panelist presentations and roundtable discussions, we will uncover hiring, evaluation, and funding practices, as well as typical career pathways and strategies across core job markets in Europe.

Saturday G3: Symposium Paper Session: Location: Room 2118

Dysfunctional Behaviors in Teams

Maximilian Watson¹, Margaret Luciano¹, Alexandra Rheinhardt Beer², Binyamin Cooper⁴, Kori Krueger⁴, Nathan Fulham³, John Mathieu², Kyoungjo Oh², Faye Schlake², Laurie Weingart³

¹Pennsylvania State University; ²University of Connecticut; ³Carnegie Mellon University; ⁴Morgan State University

This symposium takes an integrative perspective to explore dysfunctional behavior in teams, incorporating research on workplace ghosting, teasing, and protection to the team context. The papers in this symposium use qualitative, quantitative, and theory-building approaches to examine how diverse forms of dysfunction shape team processes and behavioral responses.

Saturday G4: Linh Bui Hackman Dissertation Award Presentation: Location: Room 2202

Saturday G5: Team Composition II: Location: Room 2110

Reaction to High Performers in Task Groups: Extending the Model of Pro-Group Intent

J. Lukas Thürmer^{1,2,3}

¹Department of Psychology, University of Salzburg, Austria; ²Economic Psychology, Seeburg Castle University, Austria; ³Salzburg Center for European Union Studies, University of Salzburg, Austria

Groups typically benefit from high performer contributions but sometimes reject them. As predicted in the poor performer Model of Pro-Group Intent (M-PGI), high effort produced more positive reactions than high ability, mediated by ascriptions of pro-group intent (total N = 1582). Contributions to generalized theories of performance deviants are discussed.

When In Doubt, Tune Out: Political Identity Avoidance at Work

Tyler Salley, Felix Danbold

University College London, United Kingdom

We challenge the assumption that identity uncertainty triggers information-seeking. In highly interdependent teams, ambiguous political cues can create a strategic preference not to know, especially with suspected outgroup members. Across high-powered experiments, outgroup cues reduce political-identity information preferences, approach intentions, and knowledge sharing, with asymmetric effects and distinct partisan mechanisms.

Multicultural Experience as a Collective Resource: Peer Effects on Learning in Culturally Diverse Teams

Longjiao Li¹, Julija Mell¹, Sujin Jang², Andre Calmon³

¹Rotterdam School of Management, Erasmus University; ²INSEAD; ³Scheller College of Business, Georgia Institute of Technology

Multicultural experience has been recognized as a valuable individual resource. Drawing on Experiential Learning Theory, we extend this view by proposing that members with prior multicultural experience can enhance peers' learning in culturally diverse teams. Two studies support multicultural experience as a collective team resource beyond an individual asset.

Toxic or Transformative? The Double Life of Derailer Composition in Team Dynamics

Younsung Cho

University of Alabama, United States of America

This paper examines when and why socially difficult personalities become consequential in teams by integrating social network analysis. Using three-wave data from 90 self-managed teams, I show that personality derailer configurations shape distinct emergent interaction patterns, especially reciprocity, which in turn enables or constrains team learning processes over time.

12:15pm - 1:30pm	Lunch	Simmons Auditorium A
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**1:30pm - 2:45pm Randall Peterson McGrath Award Lecture:
Location: Simmons Auditorium B**

There's more than one way to crack an egg: Building a career you love



2:45pm - 3:00pm	Coffee Break	Masters Commons
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H1: Field Teams: Location: Room 2112

Synchronizing Care: Observational Study on Communication Patterns between Surgeons and Anesthetists.

Lilien Schewski^{1,3}, Stefano Maria Arigoni², Guido Beldi^{1,3}, Sandra Keller^{1,3}

¹University of Bern, Department for Biomedical Research; ²University Hospital Bern, Department of Anaesthesiology and Pain Medicine; ³University Hospital Bern, Department of Visceral Surgery and Medicine

Communication between surgical and anesthesia teams in the operating room is critical for patient safety, yet remains challenging and underexplored. Using audio-video recordings of 30 operations, we explored dynamic patterns of verbal information exchange and anesthetists' observational behavior to better understand real-time interprofessional teamwork in the operating room.

Crisis Ambiguity & Team Interaction Patterns: Evidence From Cockpit Voice Recorders

Mara {Mary} Waller¹, Seth Kaplan², Ashley Haygood², Amber Bartlett², Lauren Campbell²

¹Colorado State University; ²George Mason University

Research suggests teams successful in managing simulated crises exhibit interaction patterns that differ from other teams. Here, we examined the cockpit voice recordings of 16 actual crisis events. Results show as situation ambiguity rose, so did the inefficient patterns identified in simulation research. We discuss implications for research and training.

Capturing Conversation to Predict Contribution: A Semi-Field Experimental Approach to Studying Longitudinal Team Processes in Real Time

Kenneth Goh, Yuko Huang

Singapore Management University, Singapore

Team processes unfold over time yet remain difficult to capture. We introduce a platform for semi-field experiments that records real-time interaction under high-stakes collaboration. Preliminary analyses show linguistic markers predict peer-rated collaboration and analytical thinking beyond GPA. The platform enables scalable, multi-level study of emergent team dynamics in realistic environments.

Studying Transdisciplinary Science Teams in the Field

Stephen Fiore¹, Deborah DiazGranados², Troy Hartley³

¹University of Central Florida, United States of America; ²Virginia Commonwealth University; ³Renewable Energy Wildlife Institute

This field study examines a transdisciplinary team science training program integrating conceptual framework development and structured team reflexivity. Graduate science teams showed significant improvements in collaboration processes, and gains in relational and adaptive behaviors predicted expert-rated scientific proposal quality. Findings link teamwork development to objective research outcomes in transdisciplinary science.

Saturday H2: Conflict & Forgiveness: Location: Room 2111

How Conflict Expression Affects Actor and Partner Outcomes

Kori Krueger¹, Matthew Diabes², Nicole Vershov³

¹Morgan State University, United States of America; ²New York University, United States of America; ³Carnegie Mellon University, United States of America

We examine how conflict expression (the way people express themselves in conflict) shapes psychological and mental health outcomes. Using a dyadic design with full-time working adults, we test how individuals' own conflict expression (actor effects) and their partners' conflict expression (partner effects) affect one's own (the actor's) outcomes.

Virtue on Display: Prestige Orientation and Reputational Value of Forgiveness Expression

Jin Wook Chang

Korea University, Republic of (South Korea)

This research examines how reputational concerns shape forgiveness expression following interpersonal offenses. Across three studies, individuals high in prestige orientation were more likely to express forgiveness, anticipating reputational benefits, particularly when their responses were visible to others. Findings highlight reputational motives as key drivers of forgiveness expression in group contexts.

Mismatches, Duels, Factions, and Schisms: Mapping and Managing the Microfoundations of Team Conflict

Stephen L. Jones¹, Amanda J. Ferguson², Randall S. Peterson³, Priti P. Shah⁴

¹University of Washington Bothell; ²Northern Illinois University; ³London Business School; ⁴University of Minnesota

We develop a typology of team conflict patterns that integrates branches of the new microfoundations perspective. Our four patterns—mismatches, duels, factions, and schisms—predict conflict level, asymmetry, risks, opportunities, and effective management strategies by delineating the social-psychological experiences that power and social support create during team conflicts.

Saturday H3: Paper session: Team Innovation: Location: Room 2118

Collectivistic Independence Promotes Newcomer Innovation in Workgroups

Jeewon Hyun, Hoon-Seok Choi

Department of Psychology, Sungkyunkwan University, Republic of Korea

Using two scenario-based experiments, this study demonstrates that the combination of a collectivistic value orientation and an independent self-concept promotes newcomer innovation, and this effect is attenuated if the newcomer anticipates low team receptivity for his/her ideas, suggesting that newcomer innovation depends on both newcomer factors and the team climate.

Identity Resources in Medical Device Innovation Teams

Tyler Talbot¹, Devin Rapp², Olivia Newton³

¹University of Montana, United States of America; ²San Diego State University; ³University of Montana, United States of America

Using grounded theory, we investigate the role of self-concepts in teams navigating the creative process of a medical device innovation competition. We find that self-concepts guide initial ideas and help team members navigate idea handoffs in response to external feedback.

Hierarchy-induced Competition and Team Innovation: The Moderating Role of Hierarchy Mutability

Shao-Yi Huang

University of Oldenburg, Germany

Analyzing 121 German work teams, I show that strong hierarchies stimulate innovation through competitive climate, but only when hierarchy mutability is low. When mutability is high, this indirect effect disappears. These findings advance theory by clarifying hierarchy's multidimensional and contingent role in team innovation.

Beyond Flatter is Better: A Contingency Perspective on Hierarchy Perceptions and Team Creativity

Shao-Yi Huang

University of Oldenburg, Germany

Challenging “flatter is better” assumptions, we examine how team hierarchy shapes creativity. Across 121 teams, flat hierarchies foster team creativity through support for innovation only when creativity requirements are high. Ladder- and pyramid-shaped hierarchies show no consistent effects. Findings highlight the multidimensional role of hierarchy in team creative processes.

H4: Diversity: Location: Room 2202

Does Making it Easier to Find Qualified Racial Minorities Increase Organizational Diversity? A Field Experiment with Academic Seminars in STEM

Jose Cervantez¹, McKenzie Preston², Katherine Milkman¹

¹University of Pennsylvania, United States of America; ²New York University

Racial minorities are underrepresented in STEM. We randomized organizers of 1,881 seminars at 146 top U.S. universities to receive either a database of qualified URM faculty speakers or department-website links. The database didn't significantly raise overall URM speakers, but increased seminars with a Black speaker by 40% (+0.73pp).

Different, Together: Relational Microemancipation in Cross-Difference Work Partnerships

Jennifer Wiseman¹, Amelia Stillwell¹, Jared Poole²

¹University of Utah; ²UMass Boston

This qualitative study of NCAA athletics administrators examines how positive workplace relationships across race and gender differences enable partners' mutual liberation from hierarchical constraints—relational microemancipations. Drawing on interviews, embedded observation, and archival data, we outline how these relational practices sustain and strengthen diverse relationships, helping fulfill partners' relational needs.

Untangling the Diversity Paradox in New Ventures: How Capability Alignment and Equity Allocation Shape Team Performance

Sharon Levite-Vvaknin, Raveh Harush, Eyal Yaniv

Bar Ilan University, Israel

This study examines how founding team cognitive capability configurations and equity allocation shape early venture performance. Drawing on attribute alignment theory and university accelerator data, we show concentrated capabilities outperform dispersed ones—but only under equal equity ownership—revealing equity's role in promoting diversity for collective action.

Nepotism Threat and Outcomes for “Beneficiary” Team Members in Family Businesses

Baylee Boring¹, Alexander R Bolinger²

¹Idaho State University, United States of America; ²Idaho State University, United States of America

In two studies using thematic analysis and open-ended interviews, we inductively explore the concept of “nepotism threat.” Defined as fear of others' perceptions of perceived favoritism, we investigate how nepotism threat may lead team leaders to make decisions that disadvantage family members on the team in family business contexts.

H5: Virtual Team Dynamics: Location: Room 2110

From Pixels to Presence: Psychological Distance and Groupness in Virtual Workspaces

Shivani Patel¹, Sayoni Ghosh¹, Penda Sow¹, Marvin Grabowski², Ella Gorstein¹, Anita Blanchard¹, Joseph Allen³

¹University of North Carolina at Charlotte, United States of America; ²University of Hamburg, Germany; ³University of Utah, United States of America

Using the Gather platform, we examined how workspace personalization affects group dynamics via construal-level theory. In a longitudinal study of student teams (N = 90), greater personalization predicted higher engagement, lower psychological distance predicted stronger entitativity, which enhanced group identification and concrete construals — effects standard video conferencing platforms cannot achieve

Neurodiversity, Zoom Fatigue, & Meeting Recovery

Gracie Winder, Joseph Allen
University of Utah, United States of America

We tested whether social camouflaging predicts Zoom fatigue and meeting recovery among neurodivergent adults. Hierarchical regressions predicted exhaustion and recovery time from camouflaging intensity and autistic traits, controlling for age, gender, occupation, and meeting length. We examined whether autistic trait levels moderate the camouflaging-fatigue relationship

Identifying Verbal Markers of Cohesion in Virtual Teams

Sadie Hogge, Christopher Wiese, Kingston Barber, Matilyn Carlee, Hailey Demakis, Calista Yap
Georgia Institute of Technology, United States of America

The shift to online work has made virtual teams increasingly common, yet research on how cohesion translates to virtual settings remains limited. Little is known about how cohesion is objectively observed in virtual teams. The current study addresses this gap by investigating whether verbal communication is an indicator of cohesion.

3:45pm – 4:00pm	Coffee Break	Masters Commons
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4:15pm – 5:15pm INGRoup Business Meeting: Location: Room 2119

5:30pm - 6:30pm John Levine Memorial: Location: PNC Rooms

7:00pm – 9:30 pm: Saturday Night: Dine Around Pittsburgh

Join us at some of Pittsburgh's best restaurants! See the registration desk for information. (*Attendees cover the cost of their own meals*).

Sign up at the Registration Desk by 11:30am Saturday morning.

Conference Venue

Main venue:

Tepper School of Business, Carnegie Mellon University

Pittsburgh, Pennsylvania



Address: 5000 Forbes Avenue, Pittsburgh, PA 15213

Directions from the hotel:

