

School/Department:	Rotterdam School of Management / Department of Organizational and Personnel Management
Project Title:	Managing dynamic diversity in teams
Abstract:	<p>Globalization has made the modern workforce more dynamic and diverse than ever before. Because complex and innovative tasks in companies are organized on the team basis, research on how teams manage talents with diverse expertise and from diverse backgrounds has provided valuable insights to guide managerial practice. Yet, this body of knowledge has rarely taken into the possibility that team boundary can change as new members join and/or existing members leave the team (Mathieu, Hollenbeck, van Knippenberg, & Ilgen, 2017; Mathieu, Tannenbaum., Donsbach, & Alliger, 2014). Virtually unknown is how teams manage changes in the diverse talents and deal with the dual challenges of dynamics and diversity in the team.</p> <p>This PhD project is aimed to advance team diversity research from the scope of stable to dynamic team composition. It is built upon the vast knowledge of team informational diversity (e.g., Hoeffer, Zhou, & van Knippenberg, 2018; Nederveen Pieterse, van Knippenberg, & van Ginkel, 2011; van Ginkel, & van Knippenberg, 2008; 2009; van Knippenberg, De Dreu, & Homan, 2004; van Knippenberg & Schippers, 2007) and a new theoretical framework of dynamic team diversity (Li, Meyer, Shemla, & Wegge, 2018). The project focuses on the phenomenon of team informational diversification (homogenization), that is, a process in which members' differences in task-relevant knowledge, skills, and competences (KSAs) are becoming more (less) diverse after teams add, replace, or remove members. It will test the core mediating mechanisms of disruption and restoration of team cognition, coordination, and communication and the key contingencies of team reflexivity and task interdependence.</p> <p>The project primarily consists of three laboratory experiments of team decision-making tasks. Depending on the candidate's background and interest, there is a possibility of the 4th study of field work teams (archive and/or surveys). Expected tangible outputs of this project are 3 publications at top-tier management or applied psychology journals.</p>

	<p>References</p> <p>Hoever, I. J., Zhou, J., & van Knippenberg, D. (2018). Different strokes for different teams: The contingent effects of positive and negative feedback on the creativity of informationally homogeneous and diverse teams. <i>Academy of Management Journal</i>, 61, 2159-2181</p> <p>Li, J., Meyer, B., Shemla, M. & Wegge, J. (2018). From being diverse to becoming diverse: A dynamic team diversity theory. <i>Journal of Organizational Behavior</i>, 39(8), 956-970.</p> <p>Mathieu, J.E., Hollenbeck J.R., van Knippenberg, D. & Ilgen, D.R. (2017). A century of work groups in the Journal of Applied Psychology. <i>Journal of Applied Psychology</i>, 102(3), 452-467.</p> <p>Mathieu, J.E., Tannenbaum, S.I., Donsbach, J.S., & Alliger, G.M. (2014). A review and integration of team composition models: Moving toward a dynamic and temporal framework. <i>Journal of Management</i>, 40(1), 130-160. doi:10.1177/0149206313503014</p> <p>Nederveen Pieterse, A., van Knippenberg, D., & van Ginkel, W.P. (2011). Diversity in goal orientation, team reflexivity, and team performance. <i>Organizational Behavior and Human Decision Processes</i>, 2, 153–164. doi.org/10.1016/j.obhdp.2010.11.003</p> <p>van Ginkel, W.P., & van Knippenberg, D. (2008). Group information elaboration and group decision making: The role of shared task representations. <i>Organizational Behavior and Human Decision Processes</i>, 105, 82–97. doi.org/10.1016/j.obhdp.2007.08.005</p> <p>van Ginkel, W. P., & van Knippenberg, D. (2009). Knowledge about the distribution of information and group decision making: When and why does it work? <i>Organizational Behavior and Human Decision Processes</i>, 108, 218–229. doi.org/10.1016/j.obhdp.2008.10.003</p> <p>van Knippenberg, D., De Dreu, C.W., & Homan, A. C. (2004). Work group diversity and group performance: An integrative model and research agenda. <i>Journal of Applied Psychology</i>, 89(6), 1008–1022. doi.org/10.1037/0021-9010.89.6.1008</p> <p>van Knippenberg, D., & Schippers, M. C. (2007). Work group diversity. <i>Annual Review of Psychology</i>, 58(1), 515–541. doi.org/10.1146/annurev.psych.58.110405.085546</p>
<p>Requirements of candidate:</p>	<p>Candidates are expected to have background in management / business administration (with a specialization in organizational behavior, industrial and organizational psychology, or social psychology. Research experience (e.g., laboratory experiments, surveys) and statistical skills (e.g., [M]ANOVA, regressions, structural equation modeling) are highly commendable. Candidates are expected to have excellent communication skills in both written and spoken English. Preferably, they are the top academic performers in the class and demonstrate integrity, initiative, and interest in the</p>

	<p>scientific work.</p> <p>Master's degree: Yes</p> <p>EUR requirement: IELTS: 7.5 (min. 6.0 for all subsections) or TOEFL: 100 (internet) or 600 (paper); GMAT-test or GRE-test: 85%.</p>
Supervisor information:	<p>Prof. Dr. Daan van Knippenberg (promotor) dlv39@drexel.edu https://www.rsm.nl/people/daan-van-knippenberg/</p> <p>Publications in last two years</p> <ol style="list-style-type: none"> 1. Porck, J.P., van Knippenberg, D.L., Tarakci, M., Ates, N.Y., Groenen, P.J.F., & de Haas, M. (2019). Do Group and Organizational Identification Help or Hurt Intergruop Strategic Consensus? <i>Journal of Management</i>, doi: 10.1177/0149206318788434 2. Venus, M., Stam, D.A., & van Knippenberg, D.L. (2019). Visions of change as visions of continuity. <i>Academy of Management Journal</i>, doi: 10.5465/amj.2015.1196 3. Acar, O.A., Tarakci, M., & van Knippenberg, D.L. (2019). Creativity and Innovation under Constraints: A Cross-disciplinary Integrative Review. <i>Journal of Management</i>, 45 (1), 96-121. doi: 10.1177/0149206318805832 4. Ates, N.Y., Tarakci, M., Porck, J.P., van Knippenberg, D.L., & Groenen, P.J. F. (2019). The Dark Side of Visionary Leadership in Strategy Implementation: Strategic Alignment, Strategic Consensus and Commitment. <i>Journal of Management</i>. doi: 10.1177/0149206318811567 5. Khattab, J., van Knippenberg, D.L., Nederveen Pieterse, A., & Hernandez, M. (2019). A network utilization perspective on the leadership advancement of minorities. <i>Academy of Management Review</i>, doi: 10.5465/amr.2015.0399 6. Troster, C., van Knippenberg, D.L., Parker, A., & Sahlmuller, B. (2019). The coevolution of social networks and thoughts of quitting. <i>Academy of Management Journal</i>, 62 (1), 22-43. doi: 10.5465/amj.2016.0914 7. Kearney, E., Shemla, M., van Knippenberg, D.L., & Scholz, F. (2019). A Paradox Perspective on the Interactive Effects of Visionary and Empowering Leadership. <i>Organizational Behavior and Human Decision Processes</i>, doi: 10.1016/j.obhdp.2019.01.001 8. Hirst, G., van Knippenberg, D.L., Zhou, Q., Zhu, C.J. & Tsai, P.C.F. (2018). Exploitation and exploration climates' influence on performance and creativity: Diminishing returns as function of self-efficacy. <i>Journal of Management</i>, 44 (3), 870-891. doi: 10.1177/0149206315596814

	<p>9. Hoeber, I.J., Zhou, J. & van Knippenberg, D. (2018). Different strokes for different teams: The contingent effects of positive and negative feedback on the creativity of informationally homogeneous and diverse teams. <i>Academy of Management Journal</i>, 61 (6), 2159-2181. doi: 10.5465/amj.2016.0642</p> <p>10. Fritz, C. & van Knippenberg, D.L. (2018). Gender and leadership aspiration: The impact of work-life initiatives. <i>Human Resource Management</i>, 57 (4), 855-868. doi: 10.1002/hrm.21875</p> <p>11. Elsbach, K.D., & van Knippenberg, D.L. (2018). The Academy of Management Annals: Looking back, looking forward. <i>The Academy of Management Annals</i>, 12 (1), 1-4. doi: 10.5465/annals.2016.0167</p> <p>12. Stam, D.A., van Knippenberg, D.L., Wisse, B. & Nederveen Pieterse, A. (2018). Motivation in words: promotion- and prevention-oriented leader communication in times of crisis. <i>Journal of Management</i>, 44 (7), 2859-2887. doi: 10.1177/0149206316654543</p>
	<p>Dr. Anne Nederveen Pieterse (daily supervisor) anederveenpieterse@rsm.nl https://www.rsm.nl/people/anne-nederveen-pieterse/</p> <p>Publications</p> <ol style="list-style-type: none"> 1. Khattab, J., van Knippenberg, D.L., Nederveen Pieterse, A. & Hernandez, M. (2019). A network utilization perspective on the leadership advancement of minorities. <i>Academy of Management Review</i>, doi: 10.5465/amr.2015.0399 2. Stam, D.A., van Knippenberg, D.L., Wisse, B. & Nederveen Pieterse, A. (2018). Motivation in words: promotion- and prevention-oriented leader communication in times of crisis. <i>Journal of Management</i>, 44 (7), 2859-2887. doi: 10.1177/0149206316654543 3. Steffens, N.K., Fonseca, M.A., Ryan, M.K., Rink, F.A., Stoker, J.I., & Nederveen Pieterse, A. (2018). How feedback about leadership potential impacts ambition, organizational commitment, and performance. <i>The Leadership Quarterly</i>, 29 (6), 637-647. doi: 10.1016/j.leaqua.2018.06.001 4. Nederveen Pieterse, A., van Knippenberg, D. & Van Dierendonck, D. (2013). Cultural diversity and team performance: The role of team member goal orientation. <i>Academy of Management Journal</i>, 56 (3), 782-804. doi: 10.5465/amj.2010.0992 5. Nederveen Pieterse, A., van Knippenberg, D., & van Ginkel, W.P. (2011). Diversity in goal orientation, team reflexivity, and team performance. <i>Organizational Behavior and Human Decision Processes</i>, 114 (2), 153-164. doi: 10.1016/j.obhdp.2010.11.003 6. Nederveen Pieterse, A., van Knippenberg, D., Schippers, M.C., & Stam, D.A. (2010). Transformational and transactional leadership and innovative behavior: The moderating role of psychological

	<p>empowerment. <i>Journal of Organizational Behavior</i>, 31 (4), 609-623. doi: 10.1002/job.650</p> <p>Dr. Jia Li (external supervisor) j.li@tue.nl</p> <p>Publications</p> <ol style="list-style-type: none"> 1. Gevers, J.M.P., Li, J., Rutte, C.G., & van Eerde W. (2019) How dynamics in perceptual shared cognition and team potency predict team performance, <i>Journal of Occupational and Organizational Psychology</i>, doi.org/10.1111/joop.12287 2. Li, J., Meyer, B., Shemla, M., & Wegge, J. (2018). From being diverse to becoming diverse: A dynamic team diversity theory. <i>Journal of Organizational Behavior</i>, 39(8), 956-970. 3. Li, J., & Gevers, J.M.P. (2018). Dynamics between member replacement and team performance: The role of members' relative attributes. <i>Applied Psychology: An International Review</i>, 67(1), 61-90. 4. Gevers, J.M.P., Rispens, S., & Li, J. (2016). Pacing style diversity and team collaboration: The moderating effects of temporal familiarity and action planning. <i>Group Dynamics: Theory, Research, and Practice</i>, 20(2), 78-92. 5. Meyer, B., Shemla, M., Li, J. & Wegge, J. (2015). On the same side of the faultline: Inclusion in the leader's subgroup and employee performance. <i>Journal of Management Studies</i>, 52(2), 354-380. 6. van der Haar, S., Li, J., Segers, M., Jehn, K.E., & van den Bossche, P. (2015). Evolving team cognition: The impact of team situation models on team effectiveness. <i>European Journal of Work and Organizational Psychology</i>, 24(4), 596-610. 7. Li, J. & Roe, R.A. (2012) Introducing an intra-team longitudinal approach in the study of team process dynamics. <i>European Journal of Work and Organizational Psychology</i>, 21(5), 718-748.
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