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A New Era for Group Research: The Formation of INGroup

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A New Era for Group Research

The Formation of INGRoup

One hundred and fifty-three scholars interested in group research gathered in Pittsburgh, Pennsylvania, on July 27 to 29, 2006. The occasion: To attend the inaugural conference of the Interdisciplinary Network for Group Research (INGRoup). INGRoup was formed to unite scholars across disciplines to improve the understanding of human behavior, dynamics, and outcomes in groups. Scholars who study groups and teams are scattered across many disciplines, such as communication, education, history, information systems, nursing, organizational behavior, philosophy, psychology, political science, public health, and sociology. INGRoup provides a place for scholars to (a) communicate about group research across fields and nations, (b) advance understanding about group dynamics through research, (c) advance theory and methods for understanding groups, and (d) promote interdisciplinary research. By all indicators, the first INGRoup conference was successful in accomplishing these goals.

The inaugural INGRoup conference attracted participants from 80 academic institutions spanning at least eight disciplines (communication, history, industrial science, information systems, organizational behavior, philosophy, psychology, and sociology). Of the participants, 71% were faculty, 26% were students, and 3% were professionals. Although 82% of participants came from the United States, the conference attracted participants from as far away as Canada, Germany, the Netherlands, Portugal, Singapore, South Korea, Switzerland, and the United Kingdom. Participants shared ideas during formal paper sessions, an interactive poster session, and communal meals. Formal paper sessions, in most cases, included a combination of papers from scholars in different disciplines. In addition, each of the two plenary sessions included a mix of invited senior scholars from different fields to address two questions: How do different disciplines approach the study of groups? and What methodological approaches are used in these fields to do so? What may not have been apparent to the inaugural INGRoup participants is how many years it took to create this initial forum.

History of INGRoup

The initiative to form INGRoup began at the end of a small conference on the topic, Small Group Decision Making: Motivation and Cognition, sponsored by the European Association of Experimental Social Psychology and organized by Bianca Beersma, Carsten de Dreu, Bernard Nijstad, and Daan van Knippenberg. On September 5, 2003, the final conference dinner at In de Waag, an Amsterdam restaurant, enabled the remaining group of largely social psychologists to reflect on their conference experience. In recent years, the study of small groups in the field of social psychology had become less popular and had migrated to other fields with an organizational interest. The lingering crowd at dinner that night longed to partially replicate what they had just experienced: a conference where group research is central yet one that occurs annually and attracts scholars across disciplinary boundaries. From this original discussion group emerged an ad hoc committee consisting of Verlin Hinsz, Andrea Hollingshead, Bernard Nijstad, Laurie Weingart, and Gwen Wittenbaum. Their initial plan was to host an inaugural conference in July 2005—a goal that proved to be a bit too ambitious.

The seeds for INGRoup were planted well before the Amsterdam conference. Richard Moreland, Joe McGrath, M. Scott Poole, and John Rohrbach initiated two National Science Foundation-sponsored meetings (the first in College Station, Texas, in October 2001 and a second in Cleveland, Ohio, in November 2002). These meetings united group scholars across disciplines to discuss theoretical perspectives for understanding groups (at the first meeting) and avenues for future research directions (at the second meeting). The first meeting resulted in a 2005 book *Theories of Small Groups: Interdisciplinary Perspectives* (M. Scott Poole and Andrea Hollingshead, editors). In addition, versions of chapters from this book appeared in two different issues of *Small Group Research* in 2004 (Volume 35, Issues 1 and 3). Three members of the INGRoup organizing committee (Gwen Wittenbaum, Joann Keyton, and Richard Kettner-Polley) participated in these meetings. Clearly, the desire to promote interdisciplinary scholarship to understand behavior, dynamics, and outcomes in groups has been around for a while. After all of these years, the time was ripe for the formation of INGRoup.

The years following the grant-sponsored meetings were spent assessing interest for an annual interdisciplinary groups conference, developing momentum, and forming a group to move the initiative forward. Reception within the fields of psychology, management, and communication was

positive, potential drawbacks notwithstanding (e.g., reduced presence of group scholars within their home fields). Remaining from the initial discussion group in Amsterdam were Laurie Weingart and Gwen Wittenbaum, who invited Joann Keyton, Richard Kettner-Polley, and Franziska Tschan to form an organizing committee to create what would become INGRoup and its associated conference. These five scholars met in Ludington, Michigan, from July 6 to 8, 2005 (in part to include Joe McGrath, who planned to stay nearby in Baldwin, Michigan; unfortunately, he was not able to join the committee). Across two intense days, this committee discussed ideas, made decisions, and generated plans that became INGRoup, including the name of the organization and its associated acronym. The committee's goal was to hold the first INGRoup conference in July 2006, with the expectation that 50 to 75 participants would attend. Clearly, the inaugural INGRoup conference ended up becoming more popular than anticipated.

2006 INGRoup Conference

The inaugural INGRoup conference held an abundance of riches—emerging and classic lines of research, methodological insights, and theoretical review and integration. To preserve the content of the inaugural conference, the titles of presentations are listed below (alphabetically by first author). We believe that this list documents the depth and breadth of the presentations at the first annual INGRoup conference but also confirms the value of bringing diverse scholars together to discuss and advance group research. Additional information about INGRoup and its conferences can be found at its Web site: www.ingroup.info.

Presentations

- Ancona, D. *X-teams and the road from theory to practice.*
- Antoni, C. H., & Gushorst, S. *Furthering and hindering effects of group cohesion on common group goal commitment of interdependent groups.*
- Austin, J. R., & Hanke, R. *Transactive memory: Slowing down to take stock of where we are and where we need to go.*
- Baumann, M. R., & Bonner, B. L. *Effects of temporal perspective on the development of transactive memory systems.*
- Beenen, G. *From we to me: Group identity and egocentric bias in work teams.*
- Bell, C. S., Olivera, F., & Campeau, D. R. *Efficient or distracted? Perceptions of multitaskers in groups.*
- Bezrukova, K., Thatcher, S. M. B., & Jehn, K. A. *Consistency matters! The multilevel effects of group and organizational climates on the faultline-outcomes link.*

- Bhappu, A. D., Salvador, R. O., & Zellmer-Bruhn, M. E. *Evidence of the anchoring and adjustment heuristic: Perceived similarity in diverse teams.*
- Blee, K. M. *Transition points in social movement group dynamics.*
- Blount, S., Waller, M. J., Kaplan, S., Sanchez-Burks, J., & Phillips, S. *Interpersonal synchrony: Understanding the link between the experience of temporal alignment and team performance.*
- Bogenstätter, Y., Tschan, F., & Marsch, S. *Acting on what one knows: Predicting the accuracy of information provided to incoming group members in a medical emergency situation.*
- Bolinger, A. R., Okhuysen, G. A., & Bonner, B. L. *Elements of group effectiveness.*
- Bonito, J. A., & DeCamp, M. H. *The multidimensional character of knowledge for decision-making tasks: An empirical investigation.*
- Boos, M. *Correlates and effects of the conversational coherence of group discussions.*
- Carpenter, S. *A measure of entitativity: The "groupness" of groups and teams.*
- Caya, O., Pinsonneault, A., & Mortensen, M. *Understanding virtual team performance: An integrative synthesis of research on group, information technology, and virtual context.*
- Cronin, M. A., & Weingart, L. R. *Cognitive functions in group problem solving.*
- Curseu, P. L., & Rus, D. *The cognitive complexity of groups: A critical look at team cognition research.*
- DeChurch, L. A., & Resick, C. J. *Task interdependence in multitask systems: Examining differences in critical leader functions.*
- Facchin, S., & Tschan, F. *Team reflexivity and team effectiveness: The moderating effect of task type and decision latitude.*
- Fine, G. A. *Small groups and collective memory.*
- Fiore, S. M., & McDaniel, R. *Building narrative theory for distributed teams.*
- Fisher, C. M., Wageman, R., & Hackman, J. R. *What team leaders see: Towards an understanding of the timing of team leader interventions.*
- Gastil, J., Burkhalter, S., & Black, L. *Group deliberation in the courthouse: Predicting deliberation, participation, and satisfaction in municipal juries.*
- Gockel, C., & Kerr, N. L. *Indispensability vs. group identification as a source of talk motivation.*
- Gray, B., Susman, G. I., & Ren, H. *Brokers as conflict handlers in knowledge management teams.*
- Gurtner, A., Tschan, F., Semmer, N. K., & Nägele, C. *Strategy development, shared mental models, and coordinated performance: Enhancing teamwork through individual and group reflexivity.*
- Hansen, T., & Levine, J. M. *Newcomer innovation in work teams.*
- Heinze, P. *Application of Tavistock group relations principles.*
- Henningsen, D. D., & Henningsen, M. L. M. *Communication apprehension and group decision-making: Reconciling conflicting findings.*
- Henningsen, M. L. M., & Henningsen, D. D. *Perceiving influence in group discussion: Perceptions and statements of normative and informational influence.*
- Henningsen, M. L. M., Henningsen, D. D., Braz, M. E., & Borton, I. M. *Influence statements and attraction in decision-making groups.*
- Hewes, D. E. *Re-imagining the role of communication in groups: Dual-level connectionist models with negative analogies.*
- Hinsz, V. B. *Out of bounds: Group judgments outside of the members' initial preferences.*
- Hollingshead, A. B. *A look at groups from the functional perspective.*
- Karau, S. J., & Michalisin, M. D. *Group processes and strategic management: Theoretical and methodological linkages.*
- Katz, N. *Applying network theory to small groups.*

- Kauffeld, S. *Mood linkage in work groups—A sequential examination of interaction processes when completing optimization tasks.*
- Kerr, N. L. *The experimental study of group motivation gains: Overview and critique of the study of the Köhler effect.*
- Kerschreiter, R., & Frey, D. *Social identity and social exchange: Interactive effects of work-group identification and perceived workgroup support on withdrawal from the job.*
- Kettner-Polley, R. B. *Psychodynamic perspectives on small groups.*
- Keyton, J., Beck, S., Dennis, M., & Kunkel, A. *Double duty in breast cancer support groups: Enacting social support and managing group process.*
- Klocke, U. *How to improve decision making in small groups: Dissent, preference-consistency, and unshared information.*
- Köhler, T., Cramton, C. D., & Hinds, P. J. *Design and validation strategies for qualitative study of international teams.*
- Köhler, T. *Methodological challenges of the study of group norms in internationally distributed teams.*
- Kolbe, M., & Boos, M. *Coordination of decision-making groups.*
- Konieczka, S. *Talking in circles: Group interaction, communication, and deliberative democracy.*
- Kraut, R., Ling, K., Burke, M., Butler, B., Wang, X., & Joyce, L. *Determining success in online groups.*
- Larson, J. R., Jr. *Cognitive diversity and strong synergy: Modeling the impact of variability in members' problem-solving strategies on group problem-solving performance.*
- Lei, Z. *Trust but verify: Error identification and correction in teams.*
- Littlepage, G., Drake, L., Littlepage, A., & Hollingshead, A. *Impact of communication and specificity of knowledge allocation on the utility of transactive memory.*
- Mannarelli, T., & Soll, J. *Group decision-making and creativity of choice versus creativity of options.*
- Marks, M. A. *An interdisciplinary look at the group processes we study.*
- Mathieu, J. *Measurement alternatives for studying group processes.*
- Mathieu, J. *Toward a dynamic team composition framework.*
- McGlynn, R. P., Harding, D. J., & Cottle, J. L. *Group-on-individual interactions: Exploring the discontinuity effect.*
- McMinn, J. G., & Moreland, R. L. *Reflection and performance in small groups.*
- Meyers, R. A. *Investigating groups from a feminist perspective.*
- Mohammed, S., & Harrison, D. A. *Examining time and teams from a multilevel perspective.*
- Moore, D. A., Swift, S. A., & DeVito, L. *Correspondence bias in group selection decisions: Why grade inflation works.*
- Mortensen, M., & O'Leary, M. B. *Isolation and ambiguity: Subgroup members' perceptions of local and distant teammates in geographically distributed teams.*
- Nembhard, I. M. *When will we learn from each other? Insights on interorganizational learning from health care collaborative teams.*
- Nijstad, B. A. *Decision refusal in groups: The role of time pressure and leadership.*
- Phillips, K. W., Loyd, D. L., Thomas-Hunt, M., & Whitson, J. *Can low status experts be influential? An examination of the impact of confidence and timing.*
- Plummer, E. *Integrating dynamical systems theory and integrative conflict resolution strategies to manage conflict in groups.*
- Poole, M. S. *Time, change, and development: Temporal perspectives in groups.*
- Priest, H. A., Burke, C. S., & Salas, E. *Culture and training for teams: A framework for application.*

- Proença, M. T. *Cooperation in different forms of self-managed work teams: Evidence from Portugal.*
- Rack, O., Konradt, U., & Hertel, G. *Effects of team-based rewards in computer-mediated groups.*
- Radzevick, J. R., & Moore, D. A. *Myopic biases in competitions: Implications for strategic decision making.*
- Raes, A. M. L., Glunk, U., Heijltjes, M. G., & Roe, R. A. *Images of leadership in a top management team: A qualitative and longitudinal investigation*
- Ren, Y. C. *Project decisions and team member selection strategies: Revisiting the exploration and exploitation argument.*
- Ren, Y. C., & Kraut, R. *Modeling member motivation and participation in online groups.*
- Resick, C. J., DeChurch, L. A., & Randall, K. K. *Personality and intra-team relations: Examining the mediating role of motivation.*
- Rink, F., & Ellemers, N. *The acceptance of newcomers in groups: Collective regulatory focus and newcomers' social category membership.*
- Rosen, M. A., Fiore, S. M., & Salas, E. *The memetics of team problem solving.*
- Rosen, M. A., Guthrie, J. W., & Salas, E. *Teams and technology: A review of the effects of computer-mediation on team performance.*
- Seibold, D. R., & Meyers, R. A. *Structurational group argument research: Review and critique.*
- Sell, J. *Conflict, power, and status in groups.*
- Shuffler, M., & Connaughton, S. *Multinational distributed teams: Characteristics and assumptions.*
- Sline, R. W. *The social construction of team commitment: A bona fide group perspective.*
- Swaab, R., & Postmes, T. *Shared cognition meta-analysis: Effects on group performance and group solidarity.*
- Tindale, R. S., Morgan, P., Dykema-Engblade, A., Meisenhelder, H., Wittkowski, E., Stawiski, S., & Jacobs, E. *Further explorations of the individual-group discontinuity effect.*
- Tschan, F., Bogenstätter, Y., Semmer, N., Arametti, M., & Marsch, S. *Groups on the fly: Implications for coordination requirements.*
- Turner, G. A., & Schober, M. F. *How feedback on collaborative skills in a studio design chat-room affects the discourse.*
- Van Swol, L. M. *Do extreme members talk more and talk earlier in group discussions?*
- Weingart, L. R. *Challenges of measuring group processes.*
- Wilson, K. A., Guthrie, J. W., Salas, E., & Burke, C. S. *Dyads and triads at 35,000 feet: A look 20 years later.*
- Wittenbaum, G. M., Gockel, C., Hollingshead, A. B., & Raile, A. *Disentangling two explanations for biased information exchange in mixed-motive decision-making groups.*
- Woolley, A. W., & Hackman, J. R. *The conditions enabling effectiveness in analytic teams.*
- Yoon, K. *Expertise recognition and socio-emotional experiences in multi-cultural groups.*
- Zaccaro, S. J., Hildebrand, K., & Herman, J. L. *The role of leadership processes in team adaptation.*

Plenary Presentations

- Amy C. Edmondson, professor, business administration, Harvard Business School. *Methodological fit in group research: Collecting qualitative data, quantitative data, or both?*
- J. Richard Hackman, Edgar Pierce Professor of Social and Organizational Psychology, Harvard University. *Conditions, levels, and processes: Three imperatives for new perspectives.*

David Krackhardt, professor of organizations, Heinz School of Public Policy and Management and Tepper School of Business, Carnegie Mellon University. *Dimensions and questions for network analysis of group structure.*

John M. Levine, professor, psychology, University of Pittsburgh. *Experimental research on groups.*

Renee Meyers, professor, communication, University of Wisconsin, Milwaukee. *Analyzing group interaction: Passion, patience, and persistence required!*

Richard L. Moreland, professor, psychology, University of Pittsburgh. *Social psychological theories about small groups: Another revolution is coming.*

Scott Poole, professor, communication, University of Illinois. *The communication tradition in small group theory and research.*

Eduardo Salas, trustee chair and professor of psychology, University of Central Florida. *Work teams in organizations: It takes a village.*

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