

Cover Page



Universiteit Leiden



The handle <http://hdl.handle.net/1887/20566> holds various files of this Leiden University dissertation.

Author: Wit, Frank R.C. de

Title: The paradox of intragroup conflict

Issue Date: 2013-02-28

References

References marked with an asterisk indicate studies included in the meta-analysis.

- *Acuña, S. T., Gómez, M., & Juristo, N. (2009). How do personality, team processes and task characteristics relate to job satisfaction and software quality? *Information and Software Technology, 51*, 627-639.
- Adair, W., Brett, J., Lempereur, A., Okumura, T., Shikhirev, P., Tinsley, C., & Lytle, A. (2004). Culture and negotiation strategy. *Negotiation Journal, 20*, 87-111.
- Adair, W. L., Okumura, T., & Brett, J. M. (2001). Negotiation behavior when cultures collide: The United States and Japan. *Journal of Applied Psychology, 86*, 371-385.
- Aiken, L. S., & West, S. G. (1991). *Multiple regression: Testing and interpretation interactions*. Thousand Oaks: Sage.
- *Amason, A. C. (1996). Distinguishing the effects of functional and dysfunctional conflict on strategic decision making: Resolving a paradox for top management teams. *Academy of Management Journal, 39*, 123-148.
- *Amason, A. C., & Mooney, A. C. (1999). The effects of past performance on top management team conflict in strategic decision making. *International Journal of Conflict Management, 10*, 340-359.
- Amason, A. C., & Sapienza, H. J. (1997). The effects of top management team size and interaction norms on cognitive and affective conflict. *Journal of Management, 23*, 495-516.
- Amason, A. C., Thompson, K. R., Hochwater, W. A., & Harrison, A. W. (1995). Conflict: An important dimension in successful management teams. *Organizational Dynamics, 24*, 20-35.
- Ancona, D. G., & Caldwell, D. F. (1992). Demography and design: Predictors of new product team performance. *Organization Science, 3*, 321-341.
- Argyris, C. (1962). *Interpersonal competence and organizational effectiveness*. Homewood, IL: Dorsey.
- Arvey, R. D., & Murphy, K. R. (1998). Performance evaluation in work settings. *Annual Review of Psychology, 49*, 141-168.
- Ashby, W. R. (1956). *An introduction to cybernetics*. London, England: Methuen.
- *Ayoko, O. B., Callen, V. J., & Härtel, C. E. J. (2008). The influence of emotional climate on conflict and team members' reactions to climate. *Small Group Research, 39*, 121-149.
- Balkundi, P., & Harrison, D. A. (2006). Ties, leaders, and time in teams: Strong inference about network structure's effects on team viability and performance. *Academy of Management Journal, 49*, 49-68.
- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research. Conceptual, strategic, and

- statistical considerations. *Journal of Personality and Social Psychology*, 51, 1173-1182.
- *Barrick, M., Stewart, G., Neubert, M., & Mount, M. (1998). Relating member ability and personality to work-team processes and team effectiveness. *Journal of Applied Psychology*, 83, 377-391.
- *Barsade, S. G., Ward, A. J., Turner, J. D. F., & Sonnenfeld, J. A. (2000). To your heart's content: A model of affective diversity in top management teams. *Administrative Science Quarterly*, 45, 802-836.
- Baumeister, R. (1998). The self. In D. T. Gilbert, S. T. Fiske, & G. Lindzey (Eds.), *The handbook of social psychology* (4th ed., Vol. 1, pp. 680-740). Boston, MA: McGraw-Hill.
- Baumeister, R. F., Smart, L., & Boden, J. M. (1996). Relation of threatened egotism to violence and aggression: The dark side of self-esteem. *Psychological Review*, 103, 5-33.
- *Bayazit, M., & Mannix, E. A. (2003). Should I stay or should I go? Predicting team members' intent to remain in the team. *Small Group Research*, 34, 290-321.
- Becker, B. J. (1992). Using results from replicated studies to estimate linear models. *Journal of Educational Statistics*, 17, 341-362
- *Beersma, B., Hollenbeck, J. R., Conlon, D. E., Humphrey, S. E., Moon, H., & Ilgen, D. R. (2009). Cutthroat cooperation: The effects of team role decisions on adaptation to alternative reward structures. *Organizational Behavior and Human Decision Processes*, 108, 131-142.
- Behfar, K. J., Mannix, E. A., Peterson, R. S., & Trochim, W. M. K. (2002, June). *A multi-faceted approach to intragroup conflict issues of theory and measurement*. Paper presented at the 15th Annual Conference of the International Association for Conflict Management, Salt Lake City, UT.
- Behfar, K. J., Mannix, E. A., Peterson, R. S., & Trochim, W. M. K. (2011). Conflict in small groups: The meaning and consequences of process conflict. *Small Group Research*, 42, 127-146.
- Behfar, K., & Thompson, L. (2007). Conflict within and between organizational groups: Functional dysfunctional and quasi-functional perspectives. In L. Thompson & K. Behfar (Eds.), *Conflict in teams* (pp. 3-35). Evanston, IL: Northwestern University Press.
- *Bendersky, C., & Hays, N. (2012). Status conflict in groups. *Organization Science*, 23, 323-340.
- *Bierly, P. E., III, Stark, E. M., & Kessler, E. H. (2009). The moderating effects of virtuality on the antecedents and outcome of NPD team trust. *Journal of Product Innovation Management*, 26, 551-565.
- Blake, R. R., & Mouton, J. S. (1984). *Solving costly organizational conflicts*. San Francisco, CA: Jossey-Bass.
- Blascovich, J. (2000). Psychophysiological methods. In H.T. Reis, H., & C.M. Judd (Eds.). *Handbook of research methods in social psychology* (pp. 117-137). Cambridge UK: Cambridge University Press.

- Blascovich, J. (2008). Challenge and threat. In A. J. Elliott (Ed.), *Handbook of approach and avoidance motivation* (pp. 431-445). New York: Psychology Press.
- Blascovich, J., & Katkin, E. S. (1993). Cardiovascular reactivity to psychological stress and disease: Conclusions. In: J. Blascovich & E. S. Katkin (Eds.), *Cardiovascular reactivity to psychological stress and disease* (pp. 225-238). Washington, DC: American Psychological Association.
- Blascovich, J., & Mendes, W. B. (2000). Challenge and threat appraisals: The role of affective cues. In J. Forgas, (Ed.), *Feeling and thinking: The role of affect in social cognition* (pp. 59-82). Cambridge, England: Cambridge University Press.
- Blascovich, J. & Mendes, W. B. (2010). Social psychophysiology and embodiment. In: S. T. Fiske, Gilbert, D. T., Lindzey, G. (Eds.). *The handbook of social psychology*, 5th Edition (pp. 194-227). New York, NY: John Wiley & Sons Inc.
- Blascovich, J., Mendes, W. B., Hunter, S. B., Lickel, B., & Kowai-Bell, N. (2001). Perceiver threat in social interactions with stigmatized others. *Journal of Personality and Social Psychology*, 80, 253-267.
- Blascovich, J., & Tomaka, J. (1996). The biopsychosocial model of arousal regulation. In M. P. Zanna (Ed.), *Advances in experimental social psychology* (Vol. 29, pp. 1-51). New York: Academic Press.
- Blascovich, J., Seery, M. D., Mugridge, C. A., Norris, R. K., & Weisbuch, M. (2004). Predicting athletic performance from cardiovascular indexes of challenge and threat. *Journal of Experimental Social Psychology*, 40, 683-688.
- Bonaccio, S., & Dalal, R. S. (2006). Advice taking and advice giving in decision making: An integrative review of the literature. *Organizational Behavior and Human Decision Processes*, 101, 127-151.
- Bradford, K. (1999). *Conflict management in buyer-seller relationships* (Unpublished doctoral dissertation). University of Florida, Gainesville, FL.
- *Bradford, K. D., Stringfellow, A., & Weitz, B. (2007). *The effect of conflict and knowledge distribution on knowledge work team performance*. Unpublished manuscript, Department of Marketing, University of Notre Dame, Notre Dame, IN.
- *Bradford, K. D., Stringfellow, A., & Weitz, B. A. (2004). Managing conflict to improve the effectiveness of retail networks. *Journal of Retailing*, 80, 181-195.
- Bradley, B. H., Postlethwaite, B. E., Klotz, A. C., Hamdani, M. R., & Brown, K. G. (2012). Reaping the benefits of task conflict in teams: The critical role of team psychological safety climate. *Journal of Applied Psychology*, 97, 151-158.
- *Brauckmann, C. M. B. (2007). *Some kind of monster: A multilevel analysis of the moderating effect of commitment, on the relationship between conflict and individual outcomes* (Unpublished master's thesis). Leiden University, Leiden, the Netherlands.

- Brehmer, B. (1976). Social judgment theory and the analysis of interpersonal conflict. *Psychological Bulletin*, *83*, 985-1003.
- Brett, J. M., Adair, W., Lempereur, A., Okumura, T., Shikhiru, P., Tinsley, C., & Lytle, A. (1998). Culture and joint gains in negotiation. *Negotiation Journal*, *14*, 61-86.
- Brief, A. P., & Weiss, H. M. (2002). Organizational behavior: Affect in the workplace. *Annual Review of Psychology*, *53*, 279-307.
- Brodbeck, F. C., Kerschreiter, R., Mojzisch, A., & Schulz-Hardt, S. (2007). Group decision-making under conditions of distributed knowledge: The information asymmetries model. *Academy of Management Review*, *32*, 459-479.
- Brown, L. R. (1983). *Managing conflict at organizational interfaces*. Reading, MA: Addison-Wesley.
- Bushman, B. J., & Baumeister, R. F. (1998). Threatened egotism, narcissism, self-esteem, and direct and displaced aggression: Does self-love or self-hate lead to violence? *Journal of Personality and Social Psychology*, *75*, 219-229.
- Cai, D. A., & Fink, E. L. (2002). Conflict style differences between individualists and collectivists. *Communication Monographs*, *69*, 67-87.
- Cammalleri, J. A., Hendrick, H. W., Pittman, W. C., Blout, H. D., & Prather, D. C. (1973). Effects of different leadership styles on group accuracy. *Journal of Applied Psychology*, *57*, 32-37.
- Carli, L. L., Lafleur, S. J., & Loeber, C. C. (1995). Nonverbal behavior, gender, and influence. *Journal of Personality and Social Psychology*, *68*, 1030-1041.
- Carnevale, P. J., & Probst, T. M. (1998). Social values and social conflict in creative problem solving and categorization. *Journal of Personality and Social Psychology*, *74*, 1300-1309.
- Chalabaev, A., Major, B., Cury, F., & Sarrazin, P. (2009). Physiological markers of challenge and threat mediate the effects of performance-based goals on performance. *Journal of Experimental Social Psychology*, *45*, 991-994.
- *Chatman, J. A., Polzer, J. T., Barsade, S. G., & Neale, M. A. (1998). Being different yet feeling similar: The influence of demographic composition and organizational culture on work processes and outcomes. *Administrative Science Quarterly*, *43*, 749-780
- Cheung, M. W. L. (2010). metaSEM: Meta-analysis—A structural equation modeling approach, R package Version 0.5-1 [Computer software]. Retrieved from <http://courses.nus.edu.sg/course/psycwlm/Internet/>
- Cheung, M. W. L., & Chan, W. (2005). Meta-analytic structural equation modeling: A two-stage approach. *Psychological Methods*, *10*, 40-64.
- *Choi, J. N., & Sy, T. (2010). Group-level organizational citizenship behavior: Effects of demographic faultlines and conflict in small groups. *Journal of Organizational Behavior*, *31*, 1032-1054.

- *Conlon, D. E., & Jehn, K. A. (2007). *Behind the music: Conflict, performance effectiveness, and behavioral outcomes in punk and new wave rock bands*. Unpublished manuscript.
- Conrada, R. J., Cather, C., & O'Leary, A. (1999). Personality and health: Dispositions and processes in disease susceptibility and adaptation to illness. In: L. A. Pervin & O. P. John (Eds.), *Handbook of personality: Theory and research* (2nd ed., pp. 576-604). New York: Guilford.
- Cooper, H. M. (1998). *Synthesizing research: A guide for literature reviews* (3rd ed.). Thousand Oaks, CA: Sage.
- Cosier, R. A., & Rose, G. L. (1977). Cognitive performance and goal conflict effects on task performance. *Organizational Behavior and Human Performance*, 19, 378-391.
- Cosier, R. A., & Schwenk, C. R. (1990). Agreement and thinking alike: Ingredients for poor decisions. *Academy of Management Executive*, 4, 69-74.
- CPP Inc. (2008). *Workplace conflict and how businesses can harness it to thrive: CPP Global Human Capital Report*. Consulting Psychologists Press, Mountainview, CA.
- *Cunningham, G. B., & Waltemyer, D. S. (2007). *The moderating effect of outcome interdependence on the relationship between task conflict and group performance*. Unpublished manuscript, Department of Health and Kinesiology, Texas A&M University, College Station, TX.
- *Cusŕue, P. L., & Schrujier, S. G. L. (2010). Does conflict shatter trust or does trust obliterate conflict? Revisiting the relationships between team diversity, conflict, and trust. *Group Dynamics: Theory, Research, and Practice*, 14, 66-79.
- *DeChurch, L. A., & Marks, M. A. (2001). Maximizing the benefits of task conflict: The role of conflict management. *International Journal of Conflict Management*, 12, 4-22.
- *De Dreu, C. K. W. (2006). When too little or too much hurts: Evidence for a curvilinear relationship between task conflict and innovation in teams. *Journal of Management*, 32, 83-107.
- De Dreu, C. K. W. (2008). The virtue and vice of workplace conflict: Food for (pessimistic) thought. *Journal of Organizational Behavior*, 29, 5-18.
- De Dreu, C. K. W., & Gelfand, M. J. (2008). Conflict in the workplace: Sources, functions, and dynamics across multiple levels of analysis. In C. K. W. De Dreu & M. J. Gelfand (Eds.), *The psychology of conflict and conflict management in organizations* (pp. 3-54). New York, NY: Erlbaum.
- De Dreu, C. K. W., Koole, S., & Oldersma, F. L. (1999). On the seizing and freezing of negotiator inferences: need for cognitive closure moderates the use of heuristics in negotiation. *Personality and Social Psychology Bulletin*, 25, 348-362.
- De Dreu, C. K. W., Nijstad, B. A., & van Knippenberg, D. (2008). Motivated information processing in group judgment and decision making. *Personality and Social Psychology Review*, 12, 22-49.

- De Dreu, C. K. W., & Van Knippenberg, D. (2005). The possessive self as a barrier to conflict resolution: Effects of mere ownership, process accountability, and self-concept clarity on competitive cognitions and behavior. *Journal of Personality and Social Psychology*, *89*, 345-357.
- *De Dreu, C. K. W., & Van Vianen, A. E. M. (2001). Managing relationship conflict and the effectiveness of organizational teams. *Journal of Organizational Behavior*, *22*, 309-328.
- De Dreu, C. K. W., & Weingart, L. R. (2003a). A contingency theory of task conflict and performance in groups and organizational teams. In M. West, D. Tjosvold, & K. G. Smith (Eds.), *International handbook of organizational teamwork and cooperative working* (pp. 151-166). Chichester, England: Wiley.
- De Dreu, C. K. W., & Weingart, L. R. (2003b). Task versus relationship conflict, team effectiveness, and team member satisfaction: A meta-analysis. *Journal of Applied Psychology*, *88*, 741-749.
- De Dreu, C. K. W., Weingart, L. R., & Kwon, S. (2000). Influence of social motives on integrative negotiation: A meta-analytic review and test of two theories. *Journal of Personality and Social Psychology*, *78*, 889-905.
- *De Dreu, C. K. W., & West, M. A. (2001). Minority dissent and team innovation: The importance of participation in decision making. *Journal of Applied Psychology*, *86*, 1191-1201.
- Dembroski, T. M., Schmidt, T. H., & Blumchen, G. (1983). *Biobehavioral bases of behavior*. New York: Karger.
- *Desivilya, H. S., & Yagil, D. (2005). The role of emotions in conflict management: The case of work teams. *International Journal of Conflict Management*, *16*, 55-69. doi: 10.1108/eb022923
- *De Vries, B. (1998). *Interdependentie en conflict: Het belang voor interne communicatie en teamproductiviteit* [Interdependence and conflict: The relevance for internal communication and team productivity] (Unpublished master's thesis). University of Amsterdam, Amsterdam, the Netherlands.
- De Wit, F. R. C., Greer, L. L., & Jehn, K. A. (2012). The Paradox of Intragroup Conflict: A Meta-Analysis. *Journal of Applied Psychology*, *97*, 360-390.
- De Wit, F. R. C., Jehn, K. A., & Scheepers, D. (2012). *Coping with intragroup conflict: Why a threat state during a task conflict may be detrimental for group decision-making*. Unpublished manuscript, Institute for Psychological Research, Leiden University, Leiden, the Netherlands.
- De Wit, F. R. C., Scheepers, D. T., & Jehn, K. A. (2012). Cardiovascular reactivity and resistance to opposing viewpoints during intragroup conflict. *Psychophysiology*, *49*, 1691-1699.
- Deutsch, M. (1973). *The resolution of conflict: Constructive and destructive processes*. Yale University Press, New Haven, CT.
- Digital Signal Processing Committee (1979). *Programs for digital signal processing*. New York: IEEE Press.

- Dijkstra, M. T. M., Van Dierendonck, D., & Evers, A. (2005). Responding to conflict at work and individual well-being: The mediating role of flight behaviour and feelings of helplessness. *European Journal of Work and Organizational Psychology*, *14*, 119-135.
- Drake, L. (1995). Negotiation styles in intercultural communication. *International Journal of Conflict Management*, *6*, 72-90.
- Duffy, M. K., Shaw, J. D., & Stark, E. M. (2000). Performance and satisfaction in conflicted interdependent groups: When and how does self-esteem make a difference? *Academy of Management Journal*, *43*, 772-782.
- Edmondson, A. C. (1999). Psychological safety and learning behavior in work teams. *Administrative Science Quarterly*, *44*, 350-383.
- Eisenhardt, K. M., Kahwajy, J. L., & Bourgeois, L. J. (1997). How management teams can have a good fight. *Harvard Business Review*, *75*, 77-85.
- Eisenhardt, K. M., & Schoonhoven, C. B. (1990). Organizational growth: Linking founding team, strategy, environment, and growth among US semiconductor ventures, 1978-1988. *Administrative Science Quarterly*, *35*, 504-529.
- *Elron, E. (1997). Top management teams within multinational corporations: Effects of cultural heterogeneity. *Leadership Quarterly*, *8*, 393-412.
- *Ensley, M. (2006). Family businesses can out-compete: As long as they are willing to question the chosen path. *Entrepreneurship Theory and Practice*, *30*, 747-754.
- *Ensley, M. D., & Hmieleski, K. A. (2005). A comparative study of new venture top management team composition, dynamics and performance between university-based and independent start-ups. *Research Policy*, *34*, 1091-1105.
- *Ensley, M. D., Pearson, A. W., & Amason, A. C. (2002). Understanding the dynamics of new venture top management teams: Cohesion, conflict and new venture performance. *Journal of Business Venturing*, *17*, 365-386.
- *Ensley, M. D., Pearson, A. W., & Sardeshmukh, S. R. (2007). The negative consequences of pay dispersion in family and non-family top management teams: An exploratory analysis of new venture, high-growth firms. *Journal of Business Research*, *60*, 1039-104
- Evan, W. (1965). Conflict and performance in R&D organizations. *Industrial Management Review*, *7*, 37-46.
- *Farh, J. L., Lee, C., & Farh, C. I. C. (2010). Task conflict and team creativity: A question of how much and when. *Journal of Applied Psychology*, *95*, 1173-1180.
- Ferris, G. R., Judge, T. A., Rowland, K. M., & Fitzgibbons, D. E. (1994). Subordinate influence and the performance evaluation process: Test of a model. *Organizational Behavior and Human Decision Processes*, *58*, 101-135.
- Fischer, P., Kastenmüller, A., Greitemeyer, T., Fischer, J., Frey, D., & Crelley, D. (2011). Threat and Selective Exposure: The Moderating Role of Threat

- and Decision Context on Confirmatory Information Search after Decisions. *Journal of Experimental Psychology: General*, *140*, 1, 51-62.
- Fisher, R., & Ury, W. (1981). *Getting to yes: Negotiating agreement without giving in*. Boston: Houghton Mifflin.
- Frijda, N. H. (1993). The place of appraisal in emotion. *Cognition and Emotion*, *7*, 357-387.
- Fu, J. H. Y., Morris, M. W., Lee, S. L., Chao, M., Chiu, C. Y., & Hong, Y. Y. (2007). Epistemic motives and cultural conformity: Need for closure, culture, and context as determinants of conflict judgments. *Journal of Personality and Social Psychology*, *92*, 191-207.
- Gabrielidis, C., Stephan, W. G., Ybarra, O., Pearson, V. M. D., & Villareal, L. (1997). Preferred styles of conflict resolution: Mexico and the United States. *Journal of Cross-Cultural Psychology*, *28*, 661-677.
- Galbraith, J. R. (1973). *Designing complex organizations*. Reading, MA: Addison-Wesley.
- *Gamero, N., González-Romá, V., & Peiró, J. M. (2008). The influence of intra-team conflict on work teams' affective climate: A longitudinal study. *Journal of Occupational and Organizational Psychology*, *81*, 47-69.
- Gardner, D. B. (1998). *Effects of conflict types and power style use among health professionals in interdisciplinary team collaboration* (Unpublished doctoral dissertation). George Mason University, Fairfax, VA.
- Gelfand, M. J., Nishii, L. H., Holcombe, K., Dyer, N., Ohbuchi, K., & Fukumo, M. (2001). Cultural influences on cognitive representations of conflict: Interpretations of conflict episodes in the United States and Japan. *Journal of Applied Psychology*, *86*, 1059-1074.
- Gersick, C. J. G. (1988). Time and transition in work teams: Toward a new model of group development. *Academy of Management Journal*, *31*, 9-41.
- Gladstein, D. L. (1984). A model of task group effectiveness. *Administrative Science Quarterly*, *29*, 499-517.
- Gladstein, D. B., & Reilly, N. P. (1985). Group decision-making under threat: The tycoon game. *Academy of Management Journal*, *28*, 613-627.
- Gino, F., & Moore, D. A. (2007). Effects of task difficulty on use of advice. *Journal of Behavioral Decision Making*, *20*, 21-35.
- *Goncalo, J. A., Polman, E., & Maslach, C. (2010). Can confidence come too soon? Collective efficacy, conflict and group performance over time. *Organizational Behavior and Human Decision Processes*, *113*, 13-24.
- Greer, L. L., Caruso, H. M., & Jehn, K. A. (2011). The bigger they are, the harder they fall: Linking team power, conflict, congruence, and team performance. *Organizational Behavior and Human Decision Processes*, *116*, 116-128
- Greer, L. L., & Jehn, K. A. (2007). The pivotal role of emotion in intragroup process conflict: An examination of the nature, causes, and effects of process conflict. *Research on Managing Groups and Teams*, *10*, 23-45.

- *Greer, L. L., Jehn, K. A., & Lytle, A. (2009, August). *Who's fighting? The effects of intragroup conflict involvement on team outcomes*. Paper presented at the conference of the Academy of Management, Chicago, IL.
- Greer, L. L., Jehn, K. A., & Mannix, E. A. (2008). Conflict transformation: An exploration of the inter-relationships between task, relationship, and process conflict. *Small Group Research*, *39*, 278-302.
- *Greer, L. L., Jehn, K. A., & Thatcher, S. M. B. (2011). *Faultline token-splits: Effects on conflict and performance*. Unpublished manuscript, Work and Organizational Psychology, University of Amsterdam, Amsterdam, the Netherlands.
- *Greer, L. L., Jehn, K. A., Thatcher, S. M. B., & Mannix, E. A. (2011). *The effect of trust on conflict and performance in groups split by demographic faultlines*. Unpublished manuscript, Work and Organizational Psychology, University of Amsterdam, Amsterdam, The Netherlands.
- Greer, L. L., & van Kleef, G. A. (2010). Equality versus differentiation: The effects of power dispersion on social interaction. *Journal of Applied Psychology*, *95*, 1032-1044.
- Greitemeyer, T., & Schulz-Hardt, S. (2003). Preference-consistent evaluation of information in the hidden profile paradigm: Beyond group-level explanations for the dominance of shared information in group decisions. *Journal of Personality and Social Psychology*, *84*, 322-339.
- Guetzkow, H., & Gyr, J. (1954). An analysis of conflict in decision-making groups. *Human Relations*, *7*, 367-381.
- Hackman, J. R., & Wageman, R. (2005). A theory of team coaching. *Academy of Management Review*, *30*, 269-287.
- Halevy, N., Chou, E., Galinsky, A.D. (2012). Exhausting or exhilarating? Conflict as threat to interests, relationships and identities. *Journal of Experimental Social Psychology*, *48*, 530-537.
- Hambrick, D. C. (1994). Top management groups: A conceptual integration and reconsideration of the "team" label. In L. L. Cummings & B. M. Staw (Eds.), *Research in organizational behavior* (Vol. 16, pp. 171-213). Greenwich, CT: JAI Press.
- Harrington, R., Lemak, D., & Kendall, K. W. (2002). The threat-rigidity thesis in newly formed teams: An empirical test. *Journal of Business and Management*, *8*, 127-145.
- Hart, W., Albarracín, D., Eagly, A. H., Lindberg, M. J., Merrill, L., & Brechan, I. (2009). Feeling validated versus being correct: A meta-analysis of selective exposure to information. *Psychological Bulletin*, *135*, 555-588.
- Harvey, N., & Fischer, I. (1997). Taking advice: Accepting help, improving judgment, and sharing responsibility. *Organizational Behavior and Human Decision Processes*, *70*, 117- 133.
- Hedges, L. V., & Olkin, I. (1985). *Statistical methods for meta-analysis*. San Diego, CA: Academic Press.

- Herbert, T. T., & Estes, R. W. (1977). Improving executive decisions by formalizing dissent: the corporate devil's advocate. *Academy of Management Review*, 2, 662-667.
- Heugens, P. P. M. A. R., & Lander, M. W. (2009). Structure! Agency! (and other quarrels): A meta-analysis of institutional theories of organization. *Academy of Management Journal*, 52, 61-85.
- *Hinds, P. J., & Mortensen, M. (2005). Understanding conflict in geographically distributed teams: The moderating effects of shared identity, shared context, and spontaneous communication. *Organization Science*, 16, 290-307.
- Hofstede, G. (2001). *Culture's consequences: Comparing, values, behaviors, institutions, and organizations across nations* (2nd ed.). Thousand Oaks, CA: Sage.
- *Homan, A. C., Van Knippenberg, D., Van Kleef, G. A., & De Dreu, C. K. W. (2007). Interacting dimensions of diversity: Cross-categorization and the functioning of diverse work groups. *Group Dynamics: Theory, Research, and Practice*, 11, 79-94.
- *Hsu, J.-L., Chou, H.-W., Hwang, W.-Y., & Chou, S.-B. (2008). A two-dimension process in explaining learners' collaborative behaviors in CSCL. *Educational Technology & Society*, 11, 66-80.
- Hunter, S. B. (2001). *Performance under pressure: The impact of challenge and threat states on information processing* (Doctoral dissertation, University of California, Santa Barbara, 2001). Dissertation Abstracts International, 61, 6187.
- Hunter, J. E., & Schmidt, F. L. (1990). *Methods of meta-analysis: Correcting error and bias in research findings*. Beverly Hills, CA: Sage.
- Hunter, J. E., & Schmidt, F. L. (2000). Fixed effects vs. random effects meta-analysis models: Implications for cumulative knowledge in psychology. *International Journal of Selection Assessment*, 8, 275-292.
- Hunter, J. E., & Schmidt, F. L. (2004). *Methods of meta-analysis: Correcting error and bias in research findings* (2nd ed.). Thousand Oaks, CA: Sage.
- Isen, A. M., Shalke, T. E., Clark, M. S., & Karp, L. (1978). Affect, accessibility of material in memory, and behavior: A cognitive loop? *Journal of Personality and Social Psychology*, 36, 1-12.
- Janis, I. L. (1972). *Victims of groupthink*. Boston, MA: Houghton-Mifflin.
- *Janssen, O., Van de Vliert, E., & Veenstra, C. (1999). How task and person conflict shape the role of positive interdependence in management groups. *Journal of Management*, 25, 117-141.
- *Jehn, K. A. (1994). Enhancing effectiveness: An investigation of advantages and disadvantages of value-based intragroup conflict. *International Journal of Conflict Management*, 5, 223-238.
- Jehn, K. A. (1995). A multimethod examination of the benefits and detriments of intragroup conflict. *Administrative Science Quarterly*, 40, 256-282.
- Jehn, K. A. (1997). Qualitative analysis of conflict types and dimensions in organizational groups. *Administrative Science Quarterly*, 42, 530-557.

- Jehn, K. A., & Bendersky, C. (2003). Intragroup conflict in organizations: A contingency perspective. *Research in Organizational Behavior*, 25, 189-244.
- *Jehn, K. A., & Bezrukova, K. (2007). *The effects of faultline activation on coalition formation, conflict, and group outcomes*. Unpublished manuscript, Institute for Psychological Research, Leiden University, Leiden, the Netherlands.
- *Jehn, K. A., Chadwick, C., & Thatcher, S. M. B. (1997). To agree or not agree: The effects of value congruence, member diversity, and conflict on workgroup outcomes. *International Journal of Conflict Management*, 8, 287-305.
- Jehn, K. A., & Chatman, J. A. (2000). The influence of proportional and perceptual conflict composition on team performance. *The International Journal of Conflict Management*, 11, 56-73.
- *Jehn, K. A., Greer, L. L., Levine, S., & Szulanski, G. (2008). The effects of conflict types, dimensions, and emergent states on group outcomes. *Group Decision and Negotiation*, 17, 465-495.
- *Jehn, K. A., & Mannix, E. A. (2001). The dynamic nature of conflict: A longitudinal study of intragroup conflict and group performance. *Academy of Management Journal*, 44, 238-251.
- *Jehn, K. A., Northcraft, G., & Neale, M. A. (1999). Why differences make a difference: A field study of diversity, conflict, and performance in workgroups. *Administrative Science Quarterly*, 44, 741-763.
- Jehn, K. A., Rispens, S., & Thatcher, S. (2010). The effects of conflict asymmetry on workgroup and individual outcomes. *Academy of Management Journal*, 53, 596-616.
- *Jordan, P. J., & Troth, A. C. (2004). Managing emotions during team problem solving: Emotional intelligence and conflict resolution. *Human Performance*, 17, 195-218.
- *Jules, C. (2007). *Diversity of member composition and team learning in organizations* (Unpublished doctoral dissertation). Case Western Reserve University, Cleveland, OH.
- Kamphuis, W. (2010). *Teams under threat: Uncovering and overcoming rigidity effects* (Unpublished dissertation), Tilburg University, Tilburg, The Netherlands.
- Kamphuis, W., Gaillard, A. W. K., & Vogelaar, A. L. W. (2011). The effects of physical threat on team processes during complex task performance. *Small Group Research*, 42, 700-729.
- Kassam, K. S., Koslov, K., & Mendes, W. B. (2009). Decisions under distress: Stress profiles influence anchoring and adjustment. *Psychological Science*, 20, 1394-1399.
- Klein, J. (2008, June 18). Obama's Team of Rivals. *Time Magazine*. Retrieved from <http://www.time.com/time/politics/article/0,8599,1815849,00.html>.
- *Konradt, U., Andreßen, P., & Ellwart, T. (2009). Self leadership in organizational teams: A multilevel analysis of moderators and mediators. *European Journal of Work and Organizational Psychology*, 18, 322-346.
- Korsgaard, A. M., Jeong, S. S., Mahony, D. M., & Pitariu, A. H. (2008). A multilevel view of intragroup conflict. *Journal of Management*, 34, 1222-1252.

- Kramer, R.M. (1998). Revisiting the Bay of Pigs and Vietnam decisions 25 years later: How well has the Groupthink hypothesis stood the test of time? *Organizational Behavior and Human Decision Processes*, 73, 236-271.
- Kubicek, W. G., Karnegis, J. N., Patterson, R. P., Witsoe, D. A., & Mattson, R. H. (1966). Development and evaluation of an impedance cardiograph system. *Aerospace Medicine*, 37, 1208-1212.
- *Kurtzberg, T. R. (2000). *Creative styles and teamwork: Effects of coordination and conflict on group outcomes* (Unpublished doctoral dissertation). Northwestern University, Evanston, IL.
- *Langfred, C. W. (2007). The downside of self-management: A longitudinal study of the effects of conflict on trust, autonomy, and task interdependence. *Academy of Management Journal*, 50, 1217-1234.
- Lau, R. S., & Cobb, A. T. (2010). Understanding the connections between relationship conflict and performance: The intervening roles of trust and exchange. *Journal of Organizational Behavior*, 31, 898-917.
- *Lau, D., & Murnighan, J. K. (2005). Interaction within teams and subgroups: The effects of demographic faultlines. *Academy of Management Journal*, 48, 645-659.
- Lazarus, R. S. (1966). *Psychological stress and the coping process*. New York: McGraw-Hill.
- Lazarus, R. S., & Folkman, S. (1984). *Stress, appraisal and coping*. New York, NY: Springer.
- Lazear, E. P., & Rosen, S. (1981). Rank-order tournaments as optimum labor contracts. *Journal of Political Economy*, 89, 841-864.
- *Leslie, L. M. (2007). *Putting differences in context: Incorporating the role of status and cooperation into work unit ethnic composition research* (Unpublished doctoral dissertation). University of Maryland, College Park, MD.
- Leung, K., Bond, M. H., Carment, D. W., Krishnan, L., & Liebrand, W. B. G. (1990). Effects of cultural femininity on preference for methods of conflict processing: A cross-cultural study. *Journal of Experimental Social Psychology*, 26, 373-388.
- *Li, J. T., & Hambrick, D. C. (2005). Factional groups: A new vantage on demographic faultlines, conflict, and disintegration in work teams. *Academy of Management Journal*, 48, 794-813.
- *Liang, T. P., Liu, C. C., Lin, T. M., & Lin, B. (2007). Effect of team diversity on software project performance. *Industrial Management & Data Systems*, 107, 636-653.
- Lipsey, M. W., & Wilson, D. B. (2001). *Practical meta-analysis*. Thousand Oaks, CA: Sage.
- *Lira, E. M., Ripoll, P., Peiró, J. M., & González, P. (2007). The roles of group potency and information and communication technologies in the relationship between task conflict and team effectiveness: A longitudinal study. *Computers in Human Behavior*, 23, 2888-2903.

- *Liu, J., Fu, P., & Liu, S. (2009). Conflict in top management teams and team/firm outcomes: The moderating effect of conflict-handling approaches. *International Journal of Conflict Management*, *20*, 228-250.
- *Lovelace, K., Shapiro, D. L., & Weingart, L. R. (2001). Maximizing cross-functional new product teams' innovativeness and constraint adherence: A conflict communications perspective. *Academy of Management Journal*, *44*, 779-783.
- Lozano, D. L., Norman, G., Knox, D., Wood, B. L., Miller, B. D., Emery, C. F., et al. (2007). Where to b in dz/dt. *Psychophysiology*, *44*, 113-117.
- Lücken, M., & Simon, B. (2005). Cognitive and affective experiences of minority and majority members: The role of group size, status, and power. *Journal of Experimental Social Psychology*, *41*, 396-413.
- *Mannes, A. E. (2009). *An integrative solution to the conflict over conflict* (Unpublished doctoral dissertation). Duke University, Durham, NC.
- Markman, H. J., Renick, M. J., Floyd, F. J., Stanley, S. M., & Clements, M. (1993). Preventing marital distress through communication and conflict management training: A 4- and 5-year follow-up. *Journal of Consulting and Clinical Psychology*, *61*, 70-77.
- Marks, M. A., Mathieu, J. E., & Zaccaro, S. J. (2001). A temporally based framework and taxonomy of team processes. *Academy of Management Review*, *26*, 356-376.
- Markus, H. R., & Kitayama, S. (1991). Culture and the self: Implications for cognition, emotions and motivation. *Psychological Review*, *98*, 224-253.
- *Martinez-Moreno, E., González-Navarro, P., Zornoza, A., & Ripoll, P. (2009). Relationship, task and process conflicts on team performance: The moderating role of communication media. *International Journal of Conflict Management*, *20*, 251-268.
- Matsuo, M. (2006). Customer orientation, conflict, and innovativeness in Japanese sales departments. *Journal of Business Research*, *59*, 242-250.
- Mayer, J. D., Gaschke, Y. N., Braverman, D. L., & Evans, T. W. (1992). Mood-congruent judgment is a general effect. *Journal of Personality and Social Psychology*, *63*, 119-132.
- McGrath, J. E. (1984). *Groups: Interaction and performance*. Englewood Cliffs, NJ: Prentice-Hall.
- Mendes, W. B., Blascovich, J., Hunter, S., Lickel, B., & Jost, J. T. (2007). Threatened by the unexpected: Physiological responses during social interactions with expectancy-violating partners. *Journal of Personality and Social Psychology*, *92*, 698-716.
- Mendes, W. B., Reis, H.T., Seery, M., & Blascovich, J. (2003). Cardiovascular correlates of emotional disclosure and suppression: Do content and gender context matter. *Journal of Personality and Social Psychology*, *84*, 771-792.
- *Menon, A., Bharadwaj, S. G., & Howell, R. (1996). The quality and effectiveness of marketing strategy: Effects of functional and dysfunctional conflict in intraorganizational relationships. *Journal of the Academy of Marketing Science*, *244*, 299-313.

- *Minichilli, A., Zattoni, A., & Zona, F. (2008). Making boards effective: An empirical examination of board task performance. *British Journal of Management*, *20*, 55-74.
- Mintzberg, H., Raisinghani, D., & Theoret, A. (1976). The structure of "unstructured" decision processes. *Administrative Science Quarterly*, *21*, 246-275.
- *Mohammed, S., & Angell, L. C. (2004). Surface- and deep-level diversity in workgroups: Examining the moderating effects of team orientation and team process on relationship conflict. *Journal of Organizational Behavior*, *25*, 1015-1039.
- Mooney, A. C., Holahan, P. J., & Amason, A. C. (2007). Don't take it personally: Exploring cognitive conflict as a mediator of affective conflict. *Journal of Management Studies*, *44*, 733-758.
- *Mortensen, M. (2004). *Antecedents and consequences of team boundary disagreement*. Unpublished manuscript, Faculty of Management, McGill University, Montreal, Quebec, Canada.
- *Mortensen, M., & Hinds, P. J. (2001). Conflict and shared identity in geographically distributed teams. *International Journal of Conflict Management*, *123*, 212-238.
- *Moye, N. A., & Langfred, C. W. (2004). Information sharing and group conflict: Going beyond decision making to understand the effects of information sharing on group performance. *International Journal of Conflict Management*, *154*, 381-410.
- Mullen, B., Anthony, T., Salas, E. & Driskell, J.E. (1994). Group cohesiveness and quality of decision making: An integration of tests of the groupthink hypothesis. *Small Group Research*, *25*, 189-204.
- Murnighan, J. K., & Conlon, D. J. (1991). The dynamics of intense work groups: A study of British string quartets. *Administrative Science Quarterly*, *36*, 165-186.
- Nauta, A., & Molleman, E. (2001). *Team conflict and team performance*. Unpublished raw data.
- Narayanan, L., Menon, S., & Spector, P. E. (1999b). Stress in the workplace: A comparison of gender and occupations. *Journal of Organizational Behavior*, *20*, 63-73.
- Nembhard, I. M., & Edmondson, A. C. (2006). Making it safe: The effects of leader inclusiveness and professional status on psychological safety and improvement efforts in health care teams. *Journal of Organizational Behavior*, *27*, 941-966.
- Nemeth, C. (1995). Dissent as driving cognition, attitudes and judgments. *Social Cognition*, *13*, 273-291.
- Newton, T. L., & Sanford, J. M. (2003). Conflict structure moderates associations between cardiovascular reactivity and negative marital interaction. *Health Psychology*, *22*, 270-278.

- *Nguyen, R. V. (2007). *Conflict in functionally diverse teams* (Unpublished doctoral dissertation). Claremont Graduate University, Claremont, CA.
- *Nibler, R., & Harris, K. L. (2003). The effects of culture and cohesiveness on intragroup conflict and effectiveness. *Journal of Social Psychology, 143*, 613-631.
- Nijdam, N. E. (1998). *The functioning of work teams* (Unpublished master's thesis). University of Amsterdam, Amsterdam, the Netherlands.
- *Okhuysen, G. A., & Jehn, K. (2000, August). *The interplay of conflict types, group process, and group task: An examination of the temporal effects of intra-group conflict*. Paper presented at the conference of the Academy of Management, Washington, DC.
- *Oliver, J., Poling, T. L., & Woehr, D. J. (2008, August). *A multilevel examination of the relationship of intra-team conflict with team viability*. Paper presented at the conference of the Academy of Management, Anaheim, CA.
- Olson, B. J., Parayitam, S., & Bao, Y. (2007). Strategic decision making: The effects of cognitive diversity, conflict, and trust on decision outcomes. *Journal of Management, 33*, 196-222.
- *Papenhausen, C. (2006). Half full or half empty: The effects of top managers' dispositional optimism on strategic decision-making and firm performance. *Journal of Behavioral and Applied Management, 7*, 103-115.
- *Parayitam, S., & Dooley, R. S. (2007). The relationship between conflict and decision outcomes: Moderating effects of cognitive- and affect-based trust in strategic decision-making teams. *International Journal of Conflict Management, 18*, 42-73.
- *Parayitam, S., Olson, B. J., & Bao, Y. (2010). Task conflict, relationship conflict and agreement seeking behavior in Chinese top management teams. *International Journal of Conflict Management, 21*, 94-116.
- Park, W. W. (1990). A review of research on groupthink. *Journal of Behavioral Decision Making, 3*, 229-245.
- *Parry, M. E., Song, M., & Spekman, R. E. (2008). Task conflict, integrative potential, and conflict management strategies in joint ventures. *IEEE Transactions on Engineering Management, 55*, 201-218.
- *Passos, A., & Cactano, A. (2005). Exploring the effects of intragroup conflict and past performance feedback on team effectiveness. *Journal of Managerial Psychology, 20*, 231-244.
- *Patrick, R. R. (1997). *Teams and conflict management style: The moderating effect of conflict management style on the relationship between the type of conflict and team effectiveness in continuous work teams* (Unpublished doctoral dissertation). University of Nebraska, Lincoln, NE.
- Paulus, P. B., & Dzindolet, M. T. (1993). Social Influence Processes in Group Brainstorming. *Journal of Personality and Social Psychology, 64*, 575-586.
- Pelled, L. H. (1996). Demographic diversity, conflict, and work team outcomes: An intervening process theory. *Organization Science, 7*, 615-631.

- *Pelled, L. H., Eisenhardt, K. M., & Xin, K. R. (1999). Exploring the black box: An analysis of work team diversity, conflict, and performance. *Administrative Science Quarterly*, *44*, 1-28.
- *Peterson, R. S., & Behfar, K. J. (2003). The dynamic relationship between performance feedback, trust, and conflict in groups: A longitudinal study. *Organizational Behavior and Human Decision Processes*, *92*, 102-112.
- Pinkley R. L. (1990). Dimensions of conflict frame: disputant interpretations of conflict. *Journal of Applied Psychology*, *75*, 117-26.
- *Polzer, J. T., Crisp, C. B., Jarvenpaa, S. L., & Kim, J. W. (2006). Extending the faultline model to geographically dispersed teams: How co-located subgroups can impair group functioning. *Academy of Management Journal*, *49*, 679-692.
- *Polzer, J. T., Milton, L. P., & Swann, W. B. (2002). Capitalizing on diversity: Interpersonal congruence in small work groups. *Administrative Science Quarterly*, *47*, 296-324.
- Pondy, L. R. (1967). Organizational conflict: Concepts and models. *Administrative Science Quarterly*, *12*, 296-320.
- *Porter, T. W., & Lilly, B. S. (1996). The effects of conflict, trust, and task commitment on project team performance. *International Journal of Conflict Management*, *7*, 361-376.
- Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior Research Methods, Instruments, & Computers*, *36*, 717-731.
- Priem, R., & Price, K. (1991). Process and outcome expectations for the dialectical inquiry, devil's advocacy, and consensus techniques of strategic decision making. *Group and Organization Studies*, *16*, 206-225.
- *Quigley, N. R., Tekleab, A. G., & Tesluk, P. E. (2007). Comparing consensus- and aggregation-based methods of measuring team-level variables: The role of relationship conflict and conflict management processes. *Organizational Research Methods*, *10*, 589-608.
- Rahim, M. A. (1983). A measure of styles of handling interpersonal conflict. *Academy of Management Journal*, *26*, 368-376.
- *Raver, J. L., & Gelfand, M. J. (2005). Beyond the individual victim: Linking sexual harassment, team processes, and team performance. *Academy of Management Journal*, *48*, 387-400.
- *Raver, J. L., & van Knippenberg, D. (2007, April). Openness to diversity and the informational benefits of gender diversity. In J. L. Raver & D. van Knippenberg (Chairs), *Work group diversity: Sophisticated conceptualizations, task-relevant characteristics, and multilevel perspectives*. Symposium conducted at the annual conference of the Society for Industrial and Organizational Psychology, New York, NY.
- Ricketta, M. (2008). The causal relation between job attitudes and performance: A meta-analysis of panel studies. *Journal of Applied Psychology*, *93*, 472-481.

- *Rispens, S., Greer, L. L., & Jehn, K. A. (2007). It could be worse: A study on the alleviating roles of trust and connectedness in intragroup conflicts. *International Journal of Conflict Management*, 18, 325-344.
- *Rispens, S., Greer, L. L., Jehn, K. A., & Thatcher, S. M. B. (2007). *Bring it on! The positive influence of liking and understanding in relationship conflicts*. Unpublished manuscript, Institute for Psychological Research, Leiden University, Leiden, the Netherlands.
- Rispens, S., Greer, L., Jehn, K. A. and Thatcher, S. M. B. (2011). Not so bad after all: How relational closeness buffers the association between relationship conflict and helpful and deviant group behaviors. *Negotiation and Conflict Management Research*, 4, 277-296.
- Robinson, W. (1950). Ecological correlations and the behavior of individuals. *American Sociological Review*, 15, 351-357.
- Rothstein, H. R., Sutton, A. J., & Borenstein, M. (2005). *Publication bias in meta-analysis: Prevention, assessment and adjustments*. Sussex, England: Wiley.
- Rubin, J. Z., Pruitt, D. G., & Kim, S. H. (1994). *Social conflict; Escalation, stalemate, and settlement* (2nd ed.). New York: McGraw-Hill, Inc..
- *Rupert, J., & Jehn, K. A. (2009a, August). *Subgroup perceptions, conflict, and team learning*. Paper presented at the conference of the International Association of Conflict Management, Chicago, IL.
- *Rupert, J., & Jehn, K. A. (2009b). *When subgroups fuse and divide: Effects of faultlines on team learning and performance*. Unpublished manuscript, Institute for Psychological Research, Leiden University, Leiden, the Netherlands.
- *Rupert, J., & Meurs, B. (2007). *Is het geheel meer dan de som der delen? De invloed van sociaal categorische en informatiele breuklijnen op de prestatie van professionele voetbalteams* [Is the whole more than the sum of the parts? The influence of social category and informational faultlines on the performance of professional soccer teams] (Unpublished master's thesis). Leiden University, Leiden, the Netherlands.
- Rutjens, B. T., Van Harreveld, F., & Van der Pligt, J. (2010). Yes we can: belief in progress as compensatory control. *Social Psychological and Personality Science*, 1, 246-252.
- Sanchez-Burks, J., Neuman, E. J., Ybarra, O., Kopelman, S., Park, H., & Goh, K. (2008). Folk wisdom about the effects of relationship conflict. *Negotiation and Conflict Management Research*, 1, 53-76.
- Schaer, M., Bodenmann, G., & Klink, T. (2008). Balancing work and relationship: Couples coping enhancement training (CCET) in the workplace. *Applied Psychology: An International Review*, 57, 71-89.
- Schmidt, F. L., & Le, H. (2004). *Software for the Hunter-Schmidt meta-analysis methods*. Iowa City: Department of Management and Organization, University of Iowa.
- Schneider, T. R. (2004). The role of neuroticism on psychological and physiological stress responses. *Journal of Experimental Social Psychology*, 40, 795-804.

- Scholten, L., Van Knippenberg, D., Nijstad, B. A., & De Dreu, C. K.W. (2007). Motivated information processing and group decision-making: Effects of process accountability and information dissemination. *Journal of Experimental Social Psychology, 43*, 539-552.
- Schulz-Hardt, S., Brodbeck, F. C., Mojzisch, A., Kerschreiter, R., & Frey, D. (2006). Group decision-making in hidden profile situations: Dissent as a facilitator for decision quality. *Journal of Personality and Social Psychology, 91*, 1080-1093.
- Schwarz, N., & Bohner, G. (1996). Feelings and their motivational implications: Moods and the action sequence. In P. M. Gollwitzer & J. A. Bargh (Eds.), *The psychology of action: Linking cognition and motivation to behavior* (pp. 119-145). New York, NY:
- Schweiger, D., Sandberg, W., & Ragan, J. (1986). Group approaches for improving strategic decision making: A comparative analysis of dialectical inquiry, devil's advocacy, and consensus approaches to strategic decision making. *Academy of Management Journal, 29*, 51-71.
- Schweiger, D. M., Sandberg, W. R., & Rechner, P. L. (1989). Experiential effects of dialectical inquiry, devil's advocacy, and consensus approaches to strategic decision making. *Academy of Management Journal, 32*, 745-772.
- Schwenk, C. R. (1984). Devil's advocacy in managerial decision making. *Journal of Management Studies, 21*, 153-168.
- Schwenk, C. R. (1990). Effects of devil's advocacy and dialectical inquiry on decision making: A meta-analysis. *Organizational Behavior and Human Decision Processes, 47*, 161-176.
- Schwenk, C. R., & Cosier, R. A. (1993). The effects of consensus and devil's advocacy on strategic decision-making. *Journal of Applied Social Psychology, 23*, 126-139.
- Schwenk, C. R., & Valacich, J. S. (1994). Effects of devil's advocacy and dialectical inquiry on individuals versus groups. *Organizational Behavior and Human Decision Processes, 59*, 210-222.
- See, K. E., Morrison, E. W., Rothman, N. B. & Soll, J. B. (in press). The detrimental effects of power on confidence, advice taking, and accuracy. *Organizational Behavior and Human Decision Processes, 116*, 272-285
- Seery, M. D., Weisbuch, M., Hetenyi, M. A., & Blascovich, J. (2010). Cardiovascular measures independently predict performance in a university course. *Psychophysiology, 47*, 535-539.
- *Sempere, J., González-Romá, V., & Peiró, J. M. (2007, May). *Diversity and performance in work teams: Testing some hypotheses from the categorization-elaboration*. Poster session presented at the 13th European Congress of Work and Organizational Psychology
- *Sessa, V. I. (1993). *Conflict within small decision-making and problem solving teams: A process model* (Unpublished doctoral dissertation). New York University, New York, NY.

- Shaw, J. D., Zhu, J., Duffy, M. K., Scott, K. L., Shih, H. A., & Susanto, E. (2011). A contingency model of conflict and team effectiveness. *Journal of Applied Psychology, 96*, 391-400.
- Sherwood, A., Allen, M. T., Fahrenberg, J., Kelsey, R. M., Lovallo, W. R., & van Dooren, L. J. P. (1990). Methodological guidelines for impedance cardiography. *Psychophysiology, 27*, 1-23.
- Shrout, P. E., & Bolger, N. (2002). Mediation in experimental and nonexperimental studies: New procedures and recommendations. *Psychological Methods, 7*, 422-445.
- *Simons, T., Pelled, L. H., & Smith, K. A. (1999). Making use of difference: Diversity, debate, and decision comprehensiveness in top management teams. *Academy of Management Journal, 42*, 662-673.
- *Simons, T. L., & Peterson, R. S. (2000). Task conflict and relationship conflict in top management teams: The pivotal role of intragroup trust. *Journal of Applied Psychology, 85*, 102-111.
- Sniezek, J. A., & Van Swol, L. M. (2001). Trust, confidence, and expertise in a judge-advisor system. *Organizational Behavior and Human Decision Processes, 84*, 288-307.
- Spector, P. E., & Jex, S. M. (1998). Development of four self-report measures of job stressors and strain: Interpersonal Conflict at Work Scale, Organizational Constraints Scale, Quantitative Workload Inventory, and Physical Symptoms Inventory. *Journal of Occupational Health Psychology, 3*, 356-367.
- *Stalmeijer, R. E., Gijssels, W. H., Wolfhagen, I. H. A. P., Harendza, S., & Scherpbier, A. J. J. A. (2007). How interdisciplinary teams can create multi-disciplinary education: The interplay between team processes and educational quality. *Medical Education, 41*, 1059-1066.
- *Stark, E. M., & Bierly, P. E., III. (2009). An analysis of predictors of team satisfaction in product development teams with differing levels of virtualness. *R&D Management, 39*, 461-472.
- Stasser, G. (1992). Pooling of unshared information during group discussion. In S. Worchel, W. Wood, & A. Simpson (Eds.), *Group process and productivity* (pp. 48-67). Newbury Park, CA: Sage.
- Stasser, G., & Titus, W. (1985). Pooling of unshared information in group decision-making: Biased information sampling during discussion. *Journal of Personality and Social Psychology, 48*, 1467-1478.
- Staw, B. M., Sandelands, L. E., & Dutton, J. E. (1981). Threat-rigidity effects in organizational behavior: A multilevel analysis. *Administrative Science Quarterly, 26*, 501-524.
- Steel, P. D., & Kammeyer-Mueller, J. D. (2002). Comparing meta analytic moderator estimation techniques under realistic conditions. *Journal of Applied Psychology, 87*, 96-111.
- Stucke, T. S., & Spore, S. L. (2002). When a grandiose self-image is threatened: Narcissism and self-concept clarity as predictors of negative

- emotions and aggression following ego-threat. *Journal of Personality*, 70, 509-532.
- Suedfeld, P., Tetlock, P. E., & Streufert, S. (1992). Conceptual/integrative complexity. In C. P. Smith, J. W. Atkinson, D. C. McClelland, & J. Veroff (Eds.), *Motivation and personality: Handbook of thematic content analysis* (pp. 393-400). New York: Cambridge University Press.
- Swann, W. B., Jr., Polzer, J. T., Seyle, D. C., & Ko, S. J. (2004). Finding value in diversity: Verification of personal and social self-views in diverse groups. *Academy of Management Review*, 29, 9-27.
- *Talaular, T., Grunde, J., & van Werder, A. (2005). Strategic decision making in start-ups: The effect of top management team organization and processes on speed and comprehensiveness. *Journal of Business Venturing*, 20, 519-541.
- Tekleab, A. G., Quigley, N. R., & Tesluk, P. E. (2009). A longitudinal study of team conflict, conflict management, cohesion, and team effectiveness. *Group & Organizational Management*, 34, 170-205.
- *Thatcher, S. M. B., Jehn, K. A., & Chadwick, C. (2007). *What makes a difference? The impact of individual demographic differences, group diversity, and conflict on individual performance*. Unpublished manuscript, Management Information Systems Department
- *Thatcher, S. M. B., Jehn, K. A., & Zanutto, E. (2003). Cracks in diversity research: The effects of diversity faultlines on conflict and performance. *Group Decision and Negotiation*, 12, 217-241.
- Thórisdóttir, H., & Jost, J. T. (2011). Motivated Closed-Mindedness Mediates the Effect of Threat on Political Conservatism. *Political Psychology*, 32, 785-811.
- Tjosvold, D. (1998). Cooperative and competitive goal approach to conflict: Accomplishments and challenges. *Applied Psychology: An International Review*, 46, 285-342.
- Tjosvold, D. (2008). The conflict-positive organization: It depends upon us. *Journal of Organizational Behavior*, 29, 19-28.
- *Tjosvold, D., Law, K. S., & Sun, H. (2006). Conflict in Chinese teams: Conflict types and conflict management approaches. *Management and Organization Review*, 2, 231-252.
- Toma, C., & Butera, F. (2009). Hidden profiles and concealed information: Strategic information sharing and use in group decision-making. *Personality and Social Psychology Bulletin*, 35, 793-806.
- Tomaka, J., Blascovich, J., Kelsey, R. M., & Leitten, C. L. (1993). Subjective, physiological, and behavioral effects of threat and challenge appraisal. *Journal of Personality and Social Psychology*, 18, 616-624.
- Torrance, E. P. (1957). Group decision-making and disagreement. *Social Forces*, 35, 314-318.

- Turner, M.E. & Pratkanis, A.R. (1998). Theoretical perspectives on Groupthink: A twenty-fifth anniversary appraisal. *Organizational Behavior and Human Decision Processes*, 73, 103-104.
- Tushman, M. L., & Nadler, D. A. (1978). Information processing as an integrating concept in organizational design. *Academy of Management Review*, 3, 613-624.
- Uchino, B. N. (2006). Social Support and Health: A Review of Physiological Processes Potentially Underlying Links to Disease Outcomes. *Journal of Behavioral Medicine*, 29, 377-387.
- Van Kleef, G. A., & De Dreu, C. K. W. (2002). Social value orientation and impression formation: A test of two competing hypotheses about information search in negotiation. *International Journal of Conflict Management*, 13, 59-77.
- Van der Vegt, G. S., & Bunderson, J. S. (2005). Learning and performance in multidisciplinary teams: The importance of collective team identification. *Academy of Management Journal*, 48, 532-547.
- Van de Vliert, E., & De Dreu, C. K. W. (1994). Optimizing performance by conflict simulation. *International Journal of Conflict Management*, 5, 211-222.
- *Van Woerkom, M., & Van Engen, M. L. (2009). Learning from conflicts? The relations between task and relationship conflicts, team learning, and team performance. *European Journal of Work and Organizational Psychology*, 18, 381-404.
- *Vermeul, L. (1996). *Het functioneren van werkteams in organisaties: Een onderzoek naar de relatie tussen groepscohesie, conflict, prestatie en satisfactie* [The functioning of workteams in organizations: A study into the relations between group cohesion conflict, performance, and satisfaction] (Unpublished master's thesis). University of Amsterdam, Amsterdam, the Netherlands.
- Viechtbauer, W. (2007). Accounting for heterogeneity via random-effects models and moderator analyses in meta-analysis. *Journal of Psychology*, 215, 104-121.
- Viechtbauer, W. (2010a). Conducting meta-analyses in R with the metafor package. *Journal of Statistical Software*, 36, 1-48.
- Viechtbauer, W. (2010b). Metafor meta-analysis package for R, Version 1.4-0 [Computer software]. Retrieved from <http://CRAN.R-project.org/package=metafor>.
- Viechtbauer, W., & Cheung, M. (2010). Outlier and influence diagnostics for meta-analysis. *Research Synthesis Methods*, 1, 112-125.
- Viswesvaran, C., & Ones, D. S. (1995). Theory testing: Combining psychometric meta-analysis and structural equations modeling. *Personnel Psychology*, 48, 865-885.
- Viswesvaran, C., & Sanchez, J. I. (1998). Moderator search in meta-analysis: A review and cautionary note on existing approaches. *Educational and Psychological Measurement*, 58, 77-87.

- *Vodosek, M. (2007). Intragroup conflict as a mediator between cultural diversity and work group outcomes. *International Journal of Conflict Management*, 18, 345-375.
- *Wakefield, R. L., Leidner, D. E., & Garrison, G. (2008). A model of conflict, leadership, and performance in virtual teams. *Information Systems Research*, 19, 434-455.
- Wall, V. & Nolan, L. (1986). Perceptions of inequity, satisfaction, and conflict in task-oriented groups. *Human Relations*, 39, 1033-1052.
- *Wan, D., & Ong, C. H. (2005). Board structure, process and performance: Evidence from public-listed companies in Singapore. *Corporate Governance: An International Review*, 13, 277-290.
- *Watson, W., Cooper, D., Torres, M. A. J. L. N., & Boyd, N. G. (2008). Team processes, team conflict, team outcomes, and gender: An examination of U.S. and Mexican learning teams. *International Journal of Intercultural Relations*, 32, 524-537.
- *Weingart, L. R., Todorova, G., & Cronin, M. A. (2008, August). *Representational gaps, team integration, and team creativity*. Paper presented at the conference of the Academy of Management, Anaheim, CA.
- Whitener, E. M. (1990). Confusion of confidence intervals and credibility intervals in meta-analysis. *Journal of Applied Psychology*, 75, 315-321.
- *Wilkins, R., & London, M. (2006). Relationships between climate, process, and performance in continuous quality improvement groups. *Journal of Vocational Behavior*, 69, 510-523.
- Wilson, D. B. (2005). Meta-analysis macros for SAS, SPSS, and Stata[Computer software]. Retrieved from <http://mason.gmu.edu/~dwilsonb/ma.html>
- Winters, N. (1997). *Conflict, information sharing, and goal-setting in teams* (Unpublished master's thesis). University of Amsterdam, Amsterdam, the Netherlands.
- Wittenbaum, G. M., & Stasser, G. (1996). Management of information in small groups. In J. L. Nye, & A. M. Brower (Eds.), *What's social about social cognition: Research on socially shared cognition in small groups* (pp. 3-28). Thousand Oaks, CA: Sage.
- *Wolfe, C. J., & Murthy, U. S. (2005). Negotiation support systems in budget negotiations: An experimental analysis. *Journal of Management Information Systems*, 22, 351-381.
- Yang, J., & Mossholder, K. W. (2004). Decoupling task and relationship conflict: The role of intragroup emotional processing. *Journal of Organizational Behavior*, 25, 589-605.
- *Yeh, Y. J., & Chou, H. W. (2005). Team composition and learning behaviors in cross-functional teams. *Social Behavior and Personality*, 33, 391-402.
- *Zhang, Z. X., Hempel, P. S., & Han, Y. L. (2008). *Can innovation strategy and decentralization guarantee team performance? Type of conflict matters*. Paper

presented at the conference of the Academy of Management, Anaheim, CA.

*Zhu, J., Shaw, J. D., & Scott, K. L. (2008, August). *A contingency model of conflict and team effectiveness*. Paper presented at the conference of the Academy of Management, Anaheim, CA.

*Zona, F., & Zattoni, A. (2007). Beyond the black box of demography: Board processes and task effectiveness within Italian firms. *Corporate Governance*, 15, 852-864.

