Groups and individuals at work

1. Full title
   The functioning and performance of individuals and groups in organizations

2. Research group
   Work and Organizational Psychology
   Director: Carsten de Dreu

3. Members of the group
   Senior staff
   Bianca Beersma, Carsten de Dreu, Arne Evers, Ute-Christine Klehe, Aukje Nauta, Jan te Nijenhuis, Bernard Nijstad, Irene de Pater, Marc Schabracq, Olga Smit-Voskuijl, Annelies van Vianen
   Postdoctoral fellows
   Myriam Bechtoldt, Michel Handgraaf
   PhD’s
   Matthijs Baas, Maria Dijkstra, Astrid Homan, Ilona McNeill, Paul Preenen, Sonja Schinkel, Lotte Scholten, Femke ten Velden

4. Membership Research Schools and other Research Institutes
   Research of the group is embedded in two research schools, the Kurt Lewin Institute, and IOPS.

5. Research topics
   In today’s world of team-based work, boundaryless careers, rapidly changing and exceedingly competitive markets, and increasingly diverse workforces, it is vital to understand how individuals and groups make choices, arrive at decisions, and work together to create new products, goods and services. How do people work together, manage their conflicts and are affected by them? What leads groups towards high quality decisions, and why do individuals so often fail to produce creative ideas and problem solutions? What does it take to manage one’s career, and what predicts individual learning and development? How do we select and socialize newcomers into groups and organizations, and with what effect – why do some newcomers stick around and others not?
   It is these and related questions that our research program “individuals and groups at work” is concerned with. Our goal is to develop and test theory that explains how psychological processes and principles at the individual and
group-level alone and in interaction predict *motivational and affective states* (e.g., organizational commitment, group affective tone, work motivation), *cooperation and coordination* among individuals and groups (e.g., organizational citizenship behavior, conflict management), and *individual and group performance* (e.g., task and career decisions, creativity and innovation, negotiated agreement, decision failures).

We do engage in applied work but our emphasis is on theory development and testing. In our research we explicitly take a multi-level multi-method approach, assuming that work-related processes can often be better understood when taking into account both individual and group levels of analysis, and by assuming that each method has its vices and virtues. Thus, our work focuses on individual and group-level principles and processes, and employs laboratory experiments, cross-sectional and longitudinal field studies, and meta-analytic reviews to build and test theory.

Because our primary focus is on basic psychological theory that applies to work-related processes and phenomena relevant to organizations, our work is published in and discussed with colleagues both within as well as outside (organizational) psychology. Thus, we seek to contribute to organizational, personnel and social psychology journals and societies. PhD training takes place in the Kurt Lewin Institute and the Amsterdam Graduate School of Psychology.

6. **Program development**

In 2006 Aukje Nauta was appointed full professor by the Van der Gaag Foundation to study the “social and organizational psychology of pro-social behaviour.” This adjunct position serves to strengthen the program’s focus on cooperation and coordination in the workplace with a specific emphasis on a scientist-practitioner orientation. In addition, Femke ten Velden and Michel Handgraaf were appointed as assistant professors to further strengthen basic research on group processes and performance (both starting January 1, 2007).
7. Composition of research input of academic staff in 2006

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RESEARCH OUTPUT

1. Ph.D. Theses
   1.a Internally prepared

   Homan, A. (July 2006). *Harvesting the value in diversity: Examining the effects of diversity beliefs, cross-categorization, and superordinate identities on the functioning of diverse work groups* (pp. 144). Promotor: C. K. W. de Dreu; Co-Promotor: D. van Knippenberg.

2. Academic Publications
   2.1 In refereed journals issued in English


2.2 Abstracts in refereed journals

2.3 In refereed journals issued in other languages


### 2.4 Other academic publications


3. **Professional Publications**


4. **Congress proceedings**


5. **Popular publications**


**OTHER PROOFS OF PRODUCTIVITY**

6. **Editorial positions**

6.1 **Editorships**

de Dreu, C. K. W.

*Personality and Social Psychology Bulletin* (Associate Editor)

6.2 **Memberships of editorial boards**

Beersma, B.

*International Public Management Journal*
*Journal of Management*
*Negotiation and Conflict Management Research*

de Dreu, C. K. W.

*European Journal of Work and Organizational Psychology*
*Group Processes and Intergroup Relations*
*Journal of Behavioral Decision Making*
*Journal of Experimental Social Psychology*
*Journal of Personality and Social Psychology*
*Organizational Behavior and Human Decision Processes*
*Personnel Psychology*

Evers, A.

*International Journal for Educational and Vocational Guidance*
*Suvremena Psihologija*

Klehe, U.-C.

*Journal of Managerial Psychology*

Nijstad, B. A.

*Gedrag en Organisatie*

te Nijenhuis, J.

*Intelligence*

*International Journal of Selection and Assessment*

van Vianen, A. E. M.

*Gedrag en Organisatie*
*Personnel Psychology*
7. **Organisation of conferences and symposia**


8. **Scientific Awards**


van Vianen, A. E. M. *Supervisor of winner of the David van Lennep scriptieprijs (best doctoral thesis prize)*.

9. **Research Grants**
10. Memberships of Scientific Committees

de Dreu, C. K. W.

Amsterdam Center for Conflict Studies, Co-director
European Association for Experimental Social Psychology, Treasurer
Kurt Lewin Institute, Scientific Director
Nederlandse Stichting voor Psychotechniek, Board Member
NWO referenten college
NWO Verkenningcommissie “Conflict,” Chair

Evers, A.

Committee on Test Affairs of the Dutch Association of Psychologists (COTAN)
Representative, Department of Psychology of the UvA.
European Federation of Professional Psychological Associations (EFPPA)
Member, Standing Committee on Tests and Testing
International Test Commission, Dutch representative

van Vianen, A. E. M.

Amsterdam Institute for Advanced Studies (AIAS), Board

11. Other products

Bechtoldt, M. N.

Anti-Mobbingkurse fuer Chefs. Interview in Frankfurter Rundschau, March.
Mobbing am Arbeitsplatz. Interview with RTL-Radio, March.
Mobbing – Wenn alle Gesprache ploetzlich verstummen. Interview in
Frankfurter Rundschau, July.
Kontaktfreudig und verlaesslich – Emotionale Intelligenz ist schwer zu fassen.
Interview in Frankfurter Rundschau, September.

De Dreu, C. K. W.

Leiderschap in organisaties. Interview Algemeen Dagblad, oktober
Samenwerking en conflict. Interview NRC-next, december

Nauta, A.

Jobzitten. Interview in Esta, 18, p. 8.
Mythes over ouderen. Interview in Binnenlands Bestuur, February 24.
Remedie tegen het vastroesten. Interview in De Volkskrant, June 16.
Seniorendagen mogen toch. Interview in Het Financieele Dagblad, April 24.
Nijstad, B. A.

Keuzeprocessen in de studie. Interview Brabants Dagblad, november.
Moeilijkheden in het keuzeproces. Interview Intermediair, oktober.

Schabracq, M. J.

TV-optreden over het non-verbale gedrag van J. P. Balkenende itw Volkskrant
over het nonverbale gedrag van alle “oude” ministers, september.

12. Visiting professorships and invited lectures

Visiting professorships

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Keynote speeches and invited lectures at conferences

Bechtoldt, M. N. Emotionale Intelligenz, Gender und Arbeitsqualifikationen.
Invited talk at the Gender-Symposium on Emotionale Intelligenz, Gender
und Elite, Ev. Akademie Arnoldshain/Templeton Research Lectures,
University of Frankfurt, Frankfurt, May.

Bechtoldt, M. N. Die Bedeutung Sozialer Kompetenz fuer die Bewaeltigung
interpersoneller Stress-Situationen am Arbeitsplatz. Invited talk at the BAD-
Expertentagung Stressmanagement, Hannover, September.

Bechtoldt, M. N. Mobbing am Arbeitsplatz. Invited talk at the
Dienstrechtstagung, Luzern, University of St. Gallen, November.

Evers, A. Toepassingen van intelligentietests bij allochtonen in het kader van de
personeelsselectie: Problemen (en oplossingen)? Symposium “Intelligent
testing”, organized by PITS Test Services, Amsterdam, September.

Evers, A. Testkwaliteit: Europees en Nederlands perspectief. NIP-symposium,
Utrecht, November.

Klehe, U.-C., & König, C. J. The ability to identify evaluation criteria in
personnel selection situations. Invited presentation at the University of
Houston, Houston, May.

Nijstad, B. A. Kenniscafé “kennis achter keuzes”. Georganiseerd door De
Volkskrant en TUMULT, Utrecht, January.

Nijstad, B. A. Keuzestress en psychologie. PLATO symposium keuzestress,
Universiteit van Tilburg, November.

van Vianen, A. E. M. De maakbaarheid van loopbanen (Making careers).
NSVP loopbaancongres, IJsselstein, November.

Invited lectures at universities

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