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, Michel Handgraaf, Ute-Christine Klehe, Aukje Nauta, Jan te Nijenhuis, Bernard Nijstad, Irene de Pater, Marc Schabracq, Olga Smit-Voskuijl, Femke ten Velden, Annelies van Vianen
   Postdoctoral fellows
   Myriam Bechtoldt
   PhD’s
   Matthijs Baas, Bram Duyx, Marije de Goede, Ilona McNeill, Paul Preenen, Shaul Shalvi, 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 2007 Annelies van Vianen was appointed full professor Organizational Psychology. This position strengthens the program’s focus on the multi-level multi-method approach of research in the realm of careers, learning and development, and person-environment fit. Bianca Beersma was appointed as associate professor (starting August 2007) which strengthens the program’s research on teamprocesses.
7. Composition of research input of academic staff in 2007

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RESEARCH OUTPUT

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

   1.b Externally prepared

   1.c Doctorates at other faculties/universities, co-supervised by program members

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


te Nijenhuis, J. (2007). Hersenen van hoogbegaafden rijpen vier jaar langer; Interview met hersenonderzoeker Philip Shaw [Brains of gifted persons
mature four years longer; An interview with brain researcher Philip Shaw].
Talent: Tijdschrift over Hoogbegaafdheid, 9(1), 27-29.


OTHER PROOFS OF PRODUCTIVITY

6. Editorial positions

6.1 Editorships

de Dreu, C. K. W.

Personality and Social Psychology Bulletin (Associate Editor)

Klehe, U.-C.

Human Performance (lead guest editor, Special Issue on typical versus maximum performance)

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.

*Applied Psychology: An International Review.*
*Group Processes and Intergroup Relations*
*Journal of Behavioral Decision Making*
*Journal of Experimental Social Psychology*
*Journal of Personality and Social Psychology*
*Negotiation and Conflict Management Research*
*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 & Organisatie*

van Vianen, A. E. M.

*Academy of Management Journal*
*Gedrag & Organisatie*
*International Journal of Selection and Assessment*
*Personnel Psychology*

7. **Organisation of conferences and symposia**


22nd annual meeting of the Society of Industrial and Organizational Psychology, New York, NY, May.

8. Scientific Awards


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 Verkenningscommissie ‘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

Nauta, A.
Nederlandse Stichting voor Psychotechniek, Board Member

Nijstad, B. A.
Ad hoc member of VENI board (NWO).

van Vianen, A. E. M.
Amsterdam Institute for Advanced Studies (AIAS), Board Member

11. Visiting professorships and invited lectures

Visiting professorships
Handgraaf, M. J. J. Postdoctoral Fellow at the Center for Research on
Environmental Decisions (CRED) at Columbia University, New York,
augustus 2006 - heden.
(http://www.cred.columbia.edu/about/people/handgraaf/)

Keynote speeches and invited lectures at conferences
Bechtoldt, M. N. Mobbing am Arbeitsplatz (Mobbing in the workplace). Invited
talk at the 5th Schweizer Angestelltentag (5th conference of Swiss unions for
employees working in public service), Solothurn, August.

Beersma, B. Flexibility and rigidity in teams. Invited address to the 100-years of
Psychology in Amsterdam conference, Amsterdam, November.

de Dreu, C. K. W. Conflicten op het werk. Invited address to the Alumni
Universiteitstag, Amsterdam, August.

de Dreu, C. K. W. Motivated information processing in group decision making.
Keynote address to the Tilburg Institute Behavioral Economic Research
(TIBER) Inaugural conference, Tilburg, August.

de Dreu, C. K. W. Happy campers, lone wolves, and sad loners: Who is more
creative and why? Invited address to the 100-years of Psychology in
Amsterdam conference, Amsterdam, November.

Nauta, A. Sociale innovatie en vergrijzing. [Social innovation and ageing.]
Presentation for all HR-professionals at the Netherlands Railways, January.

Nauta, A. Het psychologisch contract als middel voor verzuimpreventie.
[Psychological contract as a means for preventing absenteeism.]
Masterclass for ‘Werkgeversforum’, August.


Nauta, A. *Sociale innovatie.* [Social innovation]. Presentation for (HR-) managers in the public sector, September.

van Vianen, A. E. M. *Adaptable careers: Deciding less and exploring more.* Invited keynote lecture IAEVG International Conference, Padova, Italy, September.

*Invited lectures at universities*

Bechtoldt, M. N. *Mobbing am Arbeitsplatz (Mobbing in the workplace).* Invited talk at the University of Basel, Switzerland, October.


Nauta, A. ‘*How to pursue a career outside science*’, at the Kurt Lewin Institute, Leiden University, October.

Nauta, A. *Conflictreguleringsmechanismen.* Two invited lectures at the Schouten & Nelissen University, Utrecht, November.

Nijstad, B. A. *Negativity bias, decision strategies, and decision refusal in groups.* Colloquium, Loyola University of Chicago, October.