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
Program director: Annelies van Vianen

3. Members of the group
Senior staff
Bianca Beersma, Carsten de Dreu, Arne Evers, Lindred Greer, Michel Handgraaf, Madelon van Hooff, Annebel de Hoogh, 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, Jessie Koen, Katharina Lürken, Ilona McNeill, Barbara Nevicky, Paul Preenen, Marieke Roskes, Shaul Shalvi, Daniel Sligte

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
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 attraction and commitment, group affective tone, work motivation), cooperation and coordination among individuals and groups (e.g., organizational citizenship behavior, conflict management), individual and group decision making (e.g., task, career, and personnel decisions, negotiated agreement, decision failures), and individual and group performance (creativity and innovation).

Our research covers a broad array of research themes that are all highly relevant for the functioning of individuals and groups at work. At the individual level
these themes concern: career development, personnel selection, and work and health. At the team level and at the interface of individuals and teams our main research themes concern: negotiating and decision making, team composition and processes, creativity and innovation, and leadership.

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 employs laboratory experiments, cross-sectional and longitudinal field studies, and meta-analytic reviews to build and test theory.

We do engage in applied work but our emphasis is on theory development and testing. 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.

6. Program development

In 2008, Marc Schabracq left the group and Madelon van Hooff, Annebel de Hoogh, and Lindred Greer were appointed as assistant professors. Madelon van Hooff (starting August 2008) is involved in research related to work and health, but also issues of work-home interferences. Annebel de Hoogh (starting February 2008) performs research on leadership, particularly charismatic and ethical leadership. Lindred Greer (starting January 2008) studies group composition, conflict, and power structure of teams. Her research employs a variety of methods, including field, laboratory, and archival research. The new staff has further strengthened the breadth of the program’s research and teaching profile and its focus on the multi-level multi-method approach of research.
### 7. Composition of research input of academic staff in 2008

<table>
<thead>
<tr>
<th>FTE</th>
<th>wp1</th>
<th>wp2</th>
<th>wp3</th>
<th>Total</th>
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<tbody>
<tr>
<td>Full professors (HL)</td>
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<tr>
<td>Associate professors (UHD)</td>
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<td>1.53</td>
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<td>2.05</td>
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<td>Assistant professors (UD)</td>
<td>3.33</td>
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<tr>
<td>Other tenured research staff</td>
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<tr>
<td><strong>Total tenured research staff</strong></td>
<td>4.90</td>
<td>1.53</td>
<td>0.50</td>
<td>6.93</td>
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<tr>
<td>Non-tenured research staff</td>
<td></td>
<td></td>
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<td>0.20</td>
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<tr>
<td>Ph.D. students</td>
<td>2.81</td>
<td>2.17</td>
<td>1.33</td>
<td>6.31</td>
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<tr>
<td>Research assistants</td>
<td>0.74</td>
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<td>0.64</td>
<td>1.38</td>
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<tr>
<td><strong>Total non-tenured research staff</strong></td>
<td>3.74</td>
<td>2.17</td>
<td>1.97</td>
<td>7.88</td>
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<tr>
<td><strong>Total</strong></td>
<td>8.64</td>
<td>3.70</td>
<td>2.47</td>
<td>14.81</td>
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RESEARCH OUTPUT

1. Academic publications

1.a.1 In refereed journals issued in English


Johnson, W., Nijenhuis, J. te, & Bouchard, T. J. Jr. (2008). Still just 1 g: Consistent results from five test batteries. *Intelligence, 36*, 81-95.


1.a.2 In refereed journals issued in other languages


1.b In other journals

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1.c Book chapters


1.d Edited books

2. Monographs

3. Ph.D. Theses
3.a Internally prepared

3.b Externally prepared

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

4. Professional publications


5. Popular publications


OTHER PROOFS OF PRODUCTIVITY

6. Editorships

Nijstad, B. A.
Associate editor *Gedrag en Organisatie*

7. Organisation of conferences and symposia


Bechtoldt, M.N. & Dreu, C.K.W. de (2008) *Understanding and Managing Diversity*. Symposium at the Universiteit van Amsterdam, supported by the Nederlandse Stichting voor Psychotechniek (NSvP), Amsterdam, October.


Nijenhuis, J. te (2008). Chair of “New directions in research on the Flynn Effect”. Symposium conducted at International Society of Intelligence Research (ISIR) ninth conference, Decatur, Georgia, USA.
8. Research grants
Vianen, A. E. M. van, Klehe, U. C., & Koen, J. (01.03.2008-31.08.2008). Grant DWI Gemeente Amsterdam, project ‘Voortgang Meetbaar Maken. Het volgen van DWI reïntegratieklanten’.

Vianen, A. E. M. van, Klehe, U. C., & Koen, J. (01.09.2008-31.08.2012). Grant DWI Gemeente Amsterdam, PhD project ‘(The lack of) job-search behavior among the unemployed’.

9. Keynote speeches at conferences


Dreu, C. K. W. de (February 2008). Invited address at the Groups Pre-Conference of the 11th Society for Personality and Social Psychology Conference, Alberqurque, USA.

Handgraaf, M. J. J. (May 2008). Framing of environmental decisions by groups. Keynote at the CRED annual meeting; Columbia University, NY, USA.


Nauta, A. (August 2008). Flexible employment relations. [Los-vaste arbeidsverhoudingen]. Invited address at the Unisys Congress 2008, for board members of large Dutch corporations, Saint-Paul-de-Vence, France.


10. Collaborations


Greer, L. L. (2005 - present). Collaboration with Mannix, E. A.; Department of Management and Organizations, Graduate School of Management, Cornell University, Ithaca, NY, USA. *Conflict in teams.*

Greer, L. L. (2006 - present). Collaboration with Caruso, H. M.; Graduate School of Business, University of Chicago, Chicago, IL, USA. *Teams and power.*


Handgraaf, M. J. J. (2008 - present). Collaboration with Inzlicht, M.; Department of Psychology, University of Toronto, Toronto, Canada; and


Nauta, A. (2007 - present). Collaboration with Heijden, B. I. J. M. van der; University of Twente, Department HRM & Maastricht School of Management, Dept. of OB& HRM, and Open University of the Netherlands. *Employability*.


Nijenhuis, J. te (1992 - present). Collaboration with Flier, H. van der; Work and Organizational Psychology, Free University, Amsterdam, the Netherlands. *Intelligence, personality, Flynn Effect, selection and assessment, psychometric meta-analysis*.

Nijenhuis, J. te (2005 - present). Collaboration with Tomic, W.; Psychology, Open University, Heerlen, the Netherlands. *Intelligence*.


Nijenhuis, J. te (2007 - present). Collaboration with Linden, D. van der; Radboud University Nijmegen, Behavioural Science Institute, the Netherlands. *Personality*.


