

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-Voskuil, 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

FTE	wp1	wp2	wp3	Total
Full professors (HL)	1.05			1.05
Associate professors (UHD)	0.53	1.53		2.05
Assistant professors (UD)	3.33		0.50	3.83
Other tenured research staff				0.00
<i>Total tenured research staff</i>	<i>4.90</i>	<i>1.53</i>	<i>0.50</i>	6.93
Non-tenured research staff	0.20			0.20
Ph.D. students	2.81	2.17	1.33	6.31
Research assistants	0.74		0.64	1.38
<i>Total non-tenured research staff</i>	<i>3.74</i>	<i>2.17</i>	<i>1.97</i>	7.88
Total	8.64	3.70	2.47	14.81

RESEARCH OUTPUT

1. Academic publications

1.a.1 In refereed journals issued in English

- Baas, M., Dreu, C. K. W. de, & Nijstad, B. A. (2008). A meta-analysis of 25 years of mood-creativity research: Hedonic tone, activation, or regulatory focus? *Psychological Bulletin*, *134*, 779-806.
- Dijkstra, P. D., & Preenen, P. T. Y. (2008). No effect of blue on winning contests in judo. *Proceedings of the Royal Society of London. Series B-Biological Sciences*, *275*, 1157-1162.
- Dreu, C. K. W. de (2008). The vice en virtue of workplace conflict: Food for (pessimistic) thought. *Journal of Organizational Behavior*, *29*, 5-18.
- Dreu, C. K. W. de, Baas, M., & Nijstad, B. A. (2008). Hedonic tone and activation in the mood-creativity link: Towards a dual pathway to creativity model. *Journal of Personality and Social Psychology*, *94*, 739-756.
- Dreu, C. K. W. de, Kluwer, E. S., & Nauta, A. (2008). The structure and management of conflict: Fighting or defending the status quo. *Group processes and Intergroup Relations*, *11*, 331-353.
- Dreu, C. K. W. de, & Nijstad, B. A. (2008). Conflict and creativity: Threat-rigidity or motivated focus. *Journal of Personality and Social Psychology*, *95*, 648-661.
- Dreu, C. K. W. de, Nijstad, B. A., Baas, M., & Bechtoldt, M. N. (2008). The creating force of minority dissent: A motivated information processing perspective. *Social Influence*, *3*, 267-285.
- Dreu, C. K. W. de, Nijstad, B. A., & Knippenberg, D. van (2008). Motivated information processing in group judgement and decision making. *Personality and Social Psychology Review*, *12*, 22-49.
- Evers, A., Rasche, J., & Schabracq, M. J. (2008). High sensory-processing sensitivity at work. *International Journal of Stress Management*, *15*, 189-198.
- Greer, L. L., Jehn, K. A., & Mannix, E. A. (2008). Conflict transformation: A longitudinal investigation of the relationships between different types of intragroup conflict and the moderating role of conflict resolution. *Small Group Research*, *39*, 278-302.
- Handgraaf, M. J. J., Dijk, E. van, Vermunt, R. C., Wilke, H. A. M., & Dreu, C. K. W. de (2008). Less power or powerless? Egocentric empathy gaps and the irony of having little versus no power in social decision making. *Journal of Personality and Social Psychology*, *95*, 1136-1149.

- Harinck, F., & Dreu, C. K. W. de (2008). Take a break! Or not? The impact of mindsets during breaks on negotiation processes and outcomes. *Journal of Experimental Social Psychology, 44*, 397-404.
- Heinsman, H., Hoogh, A. H. B. de, Koopman, P. L., & Muijen, J. J. van (2008). Commitment, control, and the use of competency management. *Personnel Review, 37*, 609-628.
- Hoogh, A. H. B. de, & Hartog, D. N. den (2008). Ethical and despotic leadership, relationships with leader's social responsibility, top management team effectiveness and subordinates' optimism: A multi-method study. *Leadership Quarterly, 19*, 297-311.
- Jehn, K. A., Greer, 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.
- Johnson, W., Nijenhuis, J. te, & Bouchard, T. J. Jr. (2008). Still just 1 g: Consistent results from five test batteries. *Intelligence, 36*, 81-95.
- Klehe, U. -C., König, C. J., Kleinmann, M., Richter, G. M., & Melchers, K. G. (2008). Transparency in structured selection interviews. *Human Performance, 21*, 107-137.
- Klehe, U. -C., & Latham, G. P. (2008). Could or would: Predicting typical and maximum performance with measures of motivation and abilities. *Psychologica Belgica, 48*, 67-91.
- Myors, B., Lievens, F., Schollaert, E., Hoye, G. van, Cronshaw, S. F., Mladinic, A., Rodriguez, V., Aguinis, H., Steiner, D. D., Rolland, F., Schuler, H., Frintrup, A., Nikolaou, I., Tomprou, M., Subramony, S., Raj, S. B., Tzafir, S., Bamberger, P., Bertolino, M., Mariani, M., Fraccaroli, F., Sekiguchi, T., Onyura, B., Yang, H., Anderson, N. R., Evers, A., Chernyshenko, O., Englert, P., Kriek, H. J., Joubert, T., Salgado, J. F., König, C. J., Thommen, L. A., Chuang, A., Sinangil, H. K., Bayazit, M., Cook, M., Shen, W., & Sackett, P. R. (2008). International perspectives on the legal environment for selection. *Industrial and Organizational Psychology: Perspectives on Science and Practice, 1*, 206-246.
- Nijstad, B. A. (2008). Choosing none of the above: Persistence of negativity after group discussion and group decision refusal. *Group Processes and Intergroup Relations, 11*, 525-538.
- Nijstad, B. A., & Kaps, S. C. (2008). Taking the easy way out: Preference diversity, decision strategies, and decision refusal in groups. *Journal of Personality and Social Psychology, 94*, 860-870.
- Pietroni, D., Kleef, G. A. van, & Dreu, C. K. W. de (2008). Response modes in negotiation. *Group Decision and Negotiation, 17*, 31-49.

- Pietroni, D., Kleef, G. A. van, Dreu, C. K. W. de, & Pagliaro, S. (2008). Emotions as strategic information: Effects of other's emotional expressions on fixed-pie perception, demands, and integrative behavior in negotiation. *Journal of Experimental Social Psychology*, *44*, 1444-1454.
- Schei, V., Rognes, J. K., & Dreu, C. K. W. de (2008). Are individualistic orientations collectively valuable in group negotiation? *Group processes and Intergroup Relations*, *11*, 371-385.
- Thatcher, S. M. B., & Greer, L. L. (2008). Does it really matter if you recognize who I am? The implications of identity comprehension for individuals in work teams. *Journal of management*, *34*, 5-24.
- Vianen, A. E. M. van, Nijstad, B. A., & Voskuil, O. F. (2008). A person-environment fit approach to volunteerism: Volunteer personality-fit and culture-fit as predictors of affective outcomes. *Basic and Applied Social Psychology*, *30*, 153-166.
- Vrugt, A., & Oort, F. J. (2008). Metacognition, achievement goals, study strategies and academic achievement: Pathways to achievement. *Metacognition and Learning*, *30*, 123-146.

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

- Heinsman, H., Hoogh, A. H. B. de, Koopman, L. L., & Muijen, J. J. van (2008). Competenties en effectiviteit: Het perspectief van verschillende beoordelaars. *Gedrag & Organisatie*, *21*, 406-429.
- Klehe, U. -C. (2008). Die DIN 33430 – Eine komplexe Norm für eine komplexe Welt [DIN 33430 – A complex norm for a complex world]. *Zeitschrift für Personalpsychologie*, *7*, 183-188.

1.b In other journals

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1.c Book chapters

- Bechtoldt, M. N. (2008). Emotional intelligence, professional qualifications, and the psychologists' need for gender research. In N. Karafyllis & G. Ulshöfer (Eds.), *Sexualized brains* (pp. 117-130). Cambridge, MA: MIT-Press.
- Jehn, K. A., Greer, L. L., & Rupert, J. (2008). Diversity, conflict, and their consequences. In A. P. Brief (Ed.), *Diversity at work (Cambridge companions to management)* (pp. 127-174). Cambridge, UK: Cambridge University Press.

1.d Edited books

Karremans, J., Beersma, B., Custers, R., Harreveld, F. van, & Rijswijk, W. van (Eds.). (2008). *Jaarboek sociale psychologie 2007*. Groningen, the Netherlands: ASPO Pers.

2. Monographs

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

Velden, F. S. ten (April 2008). *Negotiation in dyads and groups: The effects of social and epistemic motives* (pp. 150). Universiteit van Amsterdam.
Promotor: C. K. W. de Dreu; co-promotor: B. Beersma.

3.b Externally prepared

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

Heinsman, H. (February 2008). *The competency concept revealed: Its nature, relevance, and practice* (pp.141). Vrije Universiteit Amsterdam. Promotores: P. L. Koopman, J. J. van Muijen; co-promotor: A. H. B. de Hoogh.

4. Professional publications

Cremers, M., Nijenhuis, J. te, & Hendriks, A. B. (2008). Psychologische selectie van defensiepersoneel: Integriteitsmeting als instrument [Psychological selection of military personnel: Integrity measurement as an instrument]. *Militaire Spectator*, 177, 632-641.

Drabbe, J. P., Drost, R., Klehe, U. -C., Vianen, A. E. M. van, & Boendermaker, W. (2008). *Personeelsselectie in Nederland. Aanbevelingen voor selectie van personeel in tijden van krapte*. Diemen: Yacht M&C.

Evers, A., Lucassen, W., & Wiegersma, S. (2008). *BIT Beroepen InteresseTest. Herzien handleiding 2008 met hernieuwde normen*. Amsterdam: Harcourt Test Publishers.

Koen, J., Klehe, U. -C., & Vianen, A. E. M. van (2008). *Competentieontwikkeling & re-integreerbaarheid van DWI klanten. Eindrapportage*. Amsterdam: Dienst, werk en inkomen, Gemeente Amsterdam.

Nauta, A. (2008). Algemeen eigenbelang: Ruilen, het betere werk. *Gids Voor Personeelsmanagement*, 87(4), 22-25.

- Nauta, A. (2008). Gebrek aan competenties: Hoe ondernemingsraadsleden hun rol ervaren. *Zeggenschap, september*, 36-39.
- Nauta, A. (2008). Inzetten op employability: Naar een nieuw psychologisch contract. *Zeggenschap, maart*, 32-33.
- Nauta, A., Dessing, R., & Kooiman, Th. (2008). Carrière met kikkersprongen. Met succes werken aan inzetbaarheid. *Gids Voor Personeelsmanagement*, 87(10), 29-32.
- Nauta, A., Eeuwema, M., Krijger, L., Schoonhoven, R., & Pehlke, B. (2008). *Expedities in sociale innovatie: Hoe ondernemingsraadsleden hun rol beleven en uitoefenen*. NCSI working paper (Ext. rep. 1). Amsterdam: NCSI.
- Nijstad, B. A., & Knippenberg, D. van (2008). The psychology of groups: Basic principles. In M. Hewstone, W. Stroebe & K. Jonas (Eds.), *Introduction to social psychology (4th edition)* (pp. 244-262). Oxford: Blackwell.
- Oeij, P. R. A., Hoedt, M. den, Leede, J. de, & Nauta, A. (2008). Praten, passen en meten. Met dialoog meer maatwerk in de arbeidsrelatie. *Gids Voor Personeelsmanagement*, 87(4), 28-31.
- Resing, W. C. M., Evers, A., Koomen, H. M. Y., Pameijer, N. K., & Bleichrodt, N. (2008). *Indicatiestelling speciaal onderwijs en leerlinggebonden financiering: Conditie en instrumentarium (derde herziene druk)*. Amsterdam: Boom Test Uitgevers.
- Vianen, A. van (2008). Certificering: Een kwestie van kwaliteitszorg. *Loopbaan, Tijdschrift voor Loopbaanadviseurs en -Begeleiders*, 13(7), 28-29.
- Vianen, A. E. M. van (2008). Heden en toekomst van loopbaanadvies en coaching. *NSVP Journaal*, 4(1), 7.
- Vianen, A. E. M. van, Pater, I. E. de, & Preenen, P. T. Y. (2008). Career management: Taking control of the quality of work experiences. In J. A. Athanasou & R. van Esbroeck (Eds.), *International handbook of career guidance* (pp. 283-301). Leusden: Springer Science and Business Media.
- Voskuil, O. F., & Evers, A. (2008). Job analysis and competency modeling. In S. Cartwright & C. L. Cooper (Eds.), *The Oxford handbook of personnel psychology* (pp. 139-162). Oxford, UK: Oxford University Press.
- Willemsen, T. M., & Vianen, A. E. M. van (2008). Gender issues in work and organizations. In L. Steg, A. P. Buunk & J. A. Rothengatter (Eds.), *Applied social psychology: Understanding and managing social problems* (pp. 206-225). Cambridge, UK: Cambridge University Press.

5. Popular publications

- Bechtoldt, M. N. (2008). Managen van diversiteit. *NSVP Journaal*, 4(3), 7.
- Dreu, C. K. W. de (2008). Competitie. *Werk Motivatie en Inspiratie*, 2, 53.
- Dreu, C. K. W. de (2008). Topinkomens. *Management & Consulting*, 5, 33.
- Nauta, A. (2008). Vertrouwen op flexibiliteit. In *Sociaal Vertrouwen. Eerste Verwey-Jonker/SER lezing* (pp. 24-32). Den Haag/Utrecht: SER/Verwey-Jonker Instituut.
- Nijenhuis, J. te (2008). Een explosie van hoogbegaafdheid?: Een exclusief interview met James Flynn [An explosion of giftedness?: An exclusive interview with James Flynn]. *Talent*, 10, 15-17.
- Nijenhuis, J. te (2008). De Minnesota Twin Study: 'Hoogbegaafden creëren hun eigen omgeving' (Interview met gedragsgeneticus Tom Bouchard Jr) [The Minnesota Twin Study: 'Gifted create their own environment' (An interview with behavioral geneticist Tom Bouchard Jr.)]. *Talent*, 10, 224-26.
- Preenen, P. (2008). Personeel behouden door uitdaging te bieden. *NSVP Journaal*, 4(2), 7.

OTHER PROOFS OF PRODUCTIVITY

6. Editorships

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

7. Organisation of conferences and symposia

- Baas, M., & Dreu, C. K. W. de (2008). Organisation of the symposium *Creativity* for the 15th General Meeting of the European Association of Experimental Social Psychology, Opatija, Croatia, June.
- 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.
- Hirt, E., & Dreu, C. K. W. de (2008). Organisation of a symposium on *Creativity* for the Annual Meeting of the Society of Experimental Social Psychology, Sacramento, USA, 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 (June 2008). Invited keynote address, NWO-Conflict and Security Inaugural Conference, The Hague, The Netherlands.

Dreu, C. K. W. de (November 2008). Keynote address, NIP-lustrum congress, Haarlem, The Netherlands.

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

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

Nijstad, B. A. (November 2008). Invited keynote lecture Finnish Association for Social Psychology meetings, Helsinki.

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.

Nauta, A. (April 2008). New employment relations [Nieuwe arbeidsrelaties]. Invited address at the RPMS Congress on Plaats- en Tijdonafhankelijk Werken [Place and Time-independent Work], Utrecht.

Nijenhuis, J. te (Oktober 2008). "Test training, test coaching, Headstart, adoption, and the Flynn effect: Can soldiers get smarter?" Keynote speech at International Military Testing Association (IMTA) 50th Convention, Amsterdam, the Netherlands.

10. Collaborations

Bechtoldt, M. N. (2007 - present). Collaboration with Choi, H.-C.; Sungkyuankwan University, Seoul, Republic of Korea. *Motivated Information Processing and Group Creativity*.

Beersma, B. (2000 - present). Collaboration with Harinck, F. S.; Department of Social and Organizational Psychology, Leiden University. *Honor cultures and conflict*.

- Beersma, B. (2000 - present). Collaboration with Hollenbeck, J. R.; Department of Management, Michigan State University, East Lansing, USA. *Predictors of successful team performance.*
- Beersma, B. (2000 - present). Collaboration with Kleef, G. A. van; Department of Social Psychology, University of Amsterdam. *Gossip in organizations.*
- Beersma, B. (2008 - present). Collaboration with Dijkstra, M. T. M.; Department of Organizational Sciences, VU University, Amsterdam. *Conflict perceptions and well-being.*
- Dreu, C. K. W. de (2007 – present). Collaboration with Giacomantonio, M.; Department of Psychology, Universite “Sapienza” Rome. *Construal Level and Negotiation.*
- Dreu, C. K. W. de (2007 – present). Collaboration with Demoulin, S.; Department of Psychology, Universite Catholique de Louvain, Louvain-la-Neuve, Belgium. *Intergroup Negotiation.*
- Evers, A. (2007 - present). Collaboration with Lucassen, W.; Meurs Personeelsadvies, Woerden, the Netherlands, Meijer, R.; Rijksuniversiteit Groningen, the Netherlands, and Sijtsma, K.; Universiteit van Tilburg. *Ontwikkeling van een nieuw beoordelingsstelsel voor testkwaliteit.*
- Evers, A. (2008 - present). Collaboration with Muñiz, J.; Facultad de Psicología, Universidad de Oviedo, Spain, and Bartram, D.; SHL Group, Thames Ditton, England. *Test attitudes in Europe.*
- Greer, L. L. (2004 - present). Collaboration with Thatcher, S. M. B.; Department of Management, University of Louisville, Louisville, KY, USA. *Identity, conflict, and diversity.*
- Greer, L. L. (2004 - present). Collaboration with Jehn, K. A.; Social & Organizational Psychology, Leiden University, Leiden, The Netherlands. *Team composition and conflict.*
- 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.*
- Greer, L. L. (2006 - present). Collaboration with Conlon, D.; Management Department, Eli Broad College of Business, Michigan State University, East Lansing, MI, USA. *Diversity in punk rock bands.*
- Greer, L. L. (2006 - present). Collaboration with Rispens, S.; Industrial Engineering & Innovation Sciences, Technische Universiteit Eindhoven, Eindhoven, The Netherlands. *Conflict in teams.*

- Greer, L. L. (2006 - present). Collaboration with Beest, I. van; Social & Organizational Psychology, Leiden University, Leiden, The Netherlands. *Status and power – it's in the numbers.*
- Greer, L. L. (2007 - present). Collaboration with Homan, A. C.; Work and Organizational Psychology, University of Amsterdam, Amsterdam, The Netherlands. *Diversity Beliefs.*
- Greer, L. L. (2008 - present). Collaboration with Euwema, M.; Work, Organizational, and Personnel Psychology, Katholieke Universiteit Leuven, Leuven, Belgium.
- Greer, L. L. (2008 - present). Collaboration with Lytle, A.; Organisation and Management, Australian School of Business, University of New South Wales, Sydney, Australia. *Team conflict involvement.*
- Greer, L. L. (2008 - present). Collaboration with Kleef, G. A. van; Social Psychology, University of Amsterdam, Amsterdam, The Netherlands. *Power diversity.*
- Greer, L. L. (2009 - present). Collaboration with Smith, P.; Social Psychology, Nijmegen University, Nijmegen, The Netherlands. *Power and individual performance.*
- Handgraaf, M. J. J. (1997 - present). Collaboration with Dijk, E. van; Social & Organizational Psychology, Leiden University, Netherlands. *Power in Ultimatum Bargaining.*
- Handgraaf, M. J. J. (2006 - present). Collaboration with Murphy, R. O.; Center for Decision Sciences, Columbia University, New York, USA. *Measuring Social Value Orientation.*
- Handgraaf, M. J. J. (2007 - present). Collaboration with Weber, E. U., Higgins, E. T., Krantz, D., Appelt, K., Milch, K., Smith, J. & Yoskowitz, N.; all at Center for Research on Environmental Decisions (CRED), Columbia University, New York. *Environmental decision making by Groups and Individuals.*
- Handgraaf, M. J. J. (2007 - present). Collaboration with Weber, E. U, Appelt, K. & Milch, K.; all at Center for Research on Environmental Decisions (CRED); Columbia University, New York. *Individual differences measures and their predictive value in decision making research.*
- Handgraaf, M. J. J. (2007 - present). Postdoctoral Fellow at Center for Research on Environmental Decisions (CRED), Columbia University, New York, USA.
- Handgraaf, M. J. J. (2008 - present). Collaboration with Inzlicht, M.; Department of Psychology, University of Toronto, Toronto, Canada; and

- Derks, B., Social & Organizational Psychology, Leiden University, Netherlands. *Stigma and Decision making*.
- Handgraaf, M. J. J. (2008 - present). Collaboration with Lake, V.; Rothman Business School, University of Toronto, Toronto, Canada. *Reasons for helping: a cross-cultural study*.
- Hooff, M. L. M. van (2008 - present). Collaboration with Geurts, S. A. E.; Radboud University Nijmegen. *Recovery after work*.
- Hoogh, A. H. B. de (2000 - present). Collaboration with Global Leadership and Organizational Behavior Effectiveness (GLOBE) Research Project Members (over 200 social scientists), GLOBE President and CEO; Mansour Javidan, Thunderbird School of Global Management. Glendale, Arizona. *Long-term programmatic series of cross-cultural leadership studies*.
- Hoogh, A. H. B. de (2004 - present). Collaboration with Hartog, D. N. den; University of Amsterdam Business School, Amsterdam. *Leadership*.
- Hoogh, A. H. B. de (2006 - present). Collaboration with Kalshoven, K.; University of Amsterdam Business School, Amsterdam. *Ethical leadership*.
- Hoogh, A. H. B. de (2007 - present). Collaboration with Vries, R. E. de; VU University Amsterdam. *Egoism and the Hexaco model of Personality*.
- Hoogh, A. H. B. de (2007 - present). Collaboration with Breukelen, J. van; Nyenrode University, The Netherlands. *Leadership learning styles*.
- Klehe, U. (2000 - present). Collaboration with Latham, G. P.; Rotman School of Management, University of Toronto, Canada. *Structured selection interviews and the prediction of typical versus maximum performance*.
- Klehe, U. (2004 - present). Collaboration with Kleinmann, M., Melchers, K. & König, C.; Universität Zürich, Switzerland, and Lievens, F.; Ghent University, Belgium. *The ability to identify criteria in personnel selection procedures*.
- Klehe, U. (2004 - present). Collaboration with König, C. & Kleinmann, M.; Universität Zürich, Switzerland. *Reasons explaining the science-practitioner gap in personnel selection*.
- Klehe, U. (2004 - present). Collaboration with Zikic, J.; York University, Toronto, Canada. *Career adaptability in the face of job-insecurity and job-loss*.
- Nauta, A. (2006 - present). Collaboration with Jehn, K. A.; Social & Organizational Psychology, Leiden University, Leiden, The Netherlands. *Asymmetric Conflict*.
- Nauta, A. (2007 - present). Collaboration with Euwema, M.; Work, Organizational, and Personnel Psychology, Katholieke Universiteit Leuven, Leuven, Belgium. *Empowerment of Works council members*.

- Nauta, A. (2007 - present). Collaboration with Dam, K. van; University of Tilburg. *Employability*.
- 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*.
- Nauta, A. (2008 - present). Collaboration with Lange, A. H. de; University of Groningen. *Age-sensitive HRM*.
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