

References

- S. Ghoshal and C. Bartlett, *The Individualized Corporation: A Fundamentally New Approach to Management* (New York: Collins Business, 1999).
- H. Mintzberg, *The Nature of Managerial Work* (New York: Harper & Row, 1973).
- <http://www.google.com/intl/en/corporate/tenthings.html> (accessed October 15, 2008)
- The social scientific study of leadership: Quo Vadis? *Journal of Management*, 23, 409–473; Ilies, R., Gerhardt, M. W., & Huy, L. (2004).
- International Journal of Selection and Assessment*, 12, 207–219; Lord, R. G., De Vader, C. L., & Alliger, G. M. (1986).
- Journal of Applied Psychology*, 71, 402–410; Taggar, S., Hackett, R., & Saha, S. (1999).
- Personnel Psychology*, 52, 899–926
- Goleman, D. (2004, January). What makes a leader? *Harvard Business Review*, 82(1), 82–91.
- Karlgaard, R. (2/18/2002). Vote Carly, *Forbes*, 169(4), 37.
- Atwater, L. E., Dionne, S. D., Camobreco, J. F., Avolio, B. J., & Lau, A. (1998). Individual attributes and leadership style: Predicting the use of punishment and its effects. *Journal of Organizational Behavior*, 19, 559–576
- Niebuhr, R. E., & Davis, K. R. (1984). Self-esteem: Relationship with leader behaviour perceptions as moderated by the duration of the superior-subordinate dyad association, *Personality and Social Psychology Bulletin*, 10, 51–59.
- Judge, T. A., & Cable, D. M. (2004). The effect of physical height on workplace success and income: Preliminary test of a theoretical model. *Journal of Applied Psychology*, 89, 428–441.
- Farrell, G., & Davidson, P. (2007, July 13). Whole Foods' CEO was a busy guy online. *USA Today*, Section: Money, 04B.
- Reave, L. (2005). Spiritual values and practices related to leadership effectiveness. *Leadership Quarterly*, 16, 655–687
- J. R., & Wageman, R. (2007). Asking the right questions about leadership: discussion and conclusions. *American Psychologist*, 62, 43–47.
- Judge, T. A., Bono, J. E., Ilies, R., & Gerhardt, M. W. (2002). Personality and leadership: A qualitative and quantitative review. *Journal of Applied Psychology*, 87, 765–780.
- House, R. J., & Aditya, R. N. (1997). The social scientific study of leadership: Quo Vadis? *Journal of Management*, 23, 409–473.
- Nystrom, P. C. (1978). Managers and the hi-hi leader myth. *Academy of Management Journal*, 21, 325–331.
- Seltzer, J., & Numerof, R. E. (1988). Supervisory leadership and subordinate burnout. *Academy of Management Journal*, 31, 439–446.

Judge, T. A., Piccolo, R. F., & Ilies, R. (2004). The forgotten ones? The validity of consideration and initiating structure in leadership research. *Journal of Applied Psychology*, 89, 36–51

- Miles, R. H., & Petty, M. M. (1977). Leader effectiveness in small bureaucracies. *Academy of Management Journal*, 20, 238–250
- Miller, K. I., & Monge, P. R. (1986). Participation, satisfaction, and productivity: A meta-analytic review. *Academy of Management Journal*, 29, 727–753.
- Baumgartel, H. (1957). Leadership style as a variable in research administration. *Administrative Science Quarterly*, 2, 344–360.
- Vroom, V. H., & Mann, F. C. (1960). Leader authoritarianism and employee attitudes. *Personnel Psychology*, 13, 125–140.
- Deutschman, A. (2004, September). Googling for courage. *Fast Company*, 86, 58–59;
- Welch, D., Kiley, D., & Ihlwan, M. (2008, March 17). My way or the highway at Hyundai. *Business Week*, 4075, 48–51.
- Skogstad, A., Einarsen, S., Torsheim, T., Aasland, M. S., & Hetland, H. (2007). The destructiveness of laissez-faire leadership behaviors. *Journal of Occupational Health Psychology*, 12, 80–92.
- Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. *Journal of Applied Psychology*, 89, 755–768.
- Fiedler, F. E. (1964). A contingency model of leader effectiveness. In L. Berkowitz (ed.), *Advances in experimental social psychology* (Vol. 1, 149–190). New York: Academic Press
- Peters, L. H., Hartke, D. D., & Pohlmann, J. T. (1985). Fiedler's contingency theory of leadership: An application of the meta-analysis procedures of Schmidt and Hunter. *Psychological Bulletin*, 97, 274–285;
- Strube, M. J., & Garcia, J. E. (1981). A meta-analytic investigation of Fiedler's contingency model of leadership effectiveness. *Psychological Bulletin*, 90, 307–321
- Vecchio, R. P. (1983). Assessing the validity of Fiedler's contingency model of leadership effectiveness: A closer look at Strube and Garcia. *Psychological Bulletin*, 93, 404–408.
- Hersey, P.H., Blanchard, K.H., ' Johnson, D.E. (2007). *Management of Organizational Behavior: Leadership human resources*. Upper Saddle River, NJ: Prentice Hall
- Blank, W., Green, S.G., ' Weitzel, J.R. (1990). A test of the situational leadership theory. *Personnel Psychology*, 43, 579–597;
- Graeff, C. L. (1983). The situational leadership theory: A critical review. *Academy of Management Review*, 8, 285–291
- Fernandez, C.F., ' Vecchio, R.P. (2002). Situational leadership theory revisited: A test of an across-jobs perspective. *Leadership Quarterly*, 8, 67–84.
- House, R. J. (1971). A path-goal theory of leader effectiveness. *Administrative Science Quarterly*, 16(3), 321–338

House, R. J. (1996). Path-goal theory of leadership: Lessons, legacy, and a reformulated theory. *Leadership Quarterly*, 7, 323–352

House, R. J., & Mitchell, T. R. (1974). Path-goal theory of leadership. *Journal of Contemporary Business*, 3, 81–97.

House, R. J., & Aditya, R. N. (1997). The social scientific study of leadership: Quo Vadis? *Journal of Management*, 23, 409–473

Stinson, J. E., & Johnson, T. W. (1975). The path-goal theory of leadership: A partial test and suggested refinement. *Academy of Management Journal*, 18, 242–252

Wofford, J. C., & Liska, L. Z. (1993). Path-goal theories of leadership: A meta-analysis. *Journal of Management*, 19, 857–876.

Vroom, V. H. (2000). Leadership and the decision making process. *Organizational Dynamics*, 68, 82–94

Vroom, V. H., & Yetton, P. W. (1973). *Leadership and Decision-Making*. Pittsburgh: University of Pittsburgh Press

Jago, A., & Vroom, V. H. (1980). An evaluation of two alternatives to the Vroom/Yetton Normative Model. *Academy of Management Journal*, 23, 347–355;

Vroom, V. H., & Jago, A. G. 1988. *The new leadership: Managing participation in organizations*. Englewood Cliffs, NJ: Prentice Hall

Vroom, V. H., & Jago, G. (1978). On the validity of the Vroom Yetton model. *Journal of Applied Psychology*, 63, 151–162.

Bass, B. M. (1985). *Leadership and performance beyond expectations*. New York: Free Press

Burns, J. M. (1978). *Leadership*. New York: Harper & Row

Bycio, P., Hackett, R. D., & Allen, J. S. (1995). Further assessment of Bass's (1985) conceptualization of transactional and transformational leadership. *Journal of Applied Psychology*, 80, 468–478

Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. *Journal of Applied Psychology*, 89, 755–768.

Shamir, B., House, R. J., & Arthur, M. B. (1993). The motivational effects of charismatic leadership: A self-concept-based theory. *Organization Science*, 4, 577–594

Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. *Journal of Applied Psychology*, 89, 755–768

Herold, D. M., Fedor, D. B., Caldwell, S., Liu, Y. (2008). The effects of transformational and change leadership on employees' commitment to a change: A multilevel study. *Journal of Applied Psychology*, 93, 346–357

- Piccolo, R. F., & Colquitt, J. A. (2006). Transformational leadership and job behaviors: The mediating role of core job characteristics. *Academy of Management Journal*, 49, 327–340
- Schaubroeck, J., Lam, S. K., & Cha, S. E. (2007). Embracing transformational leadership: Team values and the impact of leader behavior on team performance. *Journal of Applied Psychology*, 92, 1020–1030
- Shin, S. J., & Zhou, J. (2003). Transformational leadership, conservation, and creativity: Evidence from Korea. *Academy of Management Journal*, 46, 703–714
- Wang, H., Law, K. S., Hackett, R. D., Duanxu, W., Zhen, X. C. (2005). Leader-member exchange as a mediator of the relationship between transformational leadership and followers' performance and organizational citizenship behavior. *Academy of Management Journal*, 48, 420–432.
- Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. *Journal of Applied Psychology*, 89, 755–768.
- Dirks, K. T., & Ferrin, D. L. (2002). Trust in leadership: Meta-analytic findings and implications for research and practice. *Journal of Applied Psychology*, 87, 611–628.
- Bono, J. E., & Judge, T. A. (2004). Personality and transformational and transactional leadership: A meta-analysis. *Journal of Applied Psychology*, 89, 901–910
- Barling, J., Weber, T., & Kelloway, E. K. (1996). Effects of transformational leadership training on attitudinal and financial outcomes: A field experiment. *Journal of Applied Psychology*, 81, 827–832
- Dvir, T., Eden, D., Avolio, B. J., & Shamir, B. (2002). Impact of transformational leadership on follower development and performance: A field experiment. *Academy of Management Journal*, 45, 735–744
- Frese, M., Beimeel, S., & Schoenborg, S. (2003). Action training for charismatic leadership: Two evaluations of studies of a commercial training module on inspirational communication of a vision. *Personnel Psychology*, 56, 671–697.
- Khurana, R. (September 2002). The curse of the superstar CEO. *Harvard Business Review*, 80(9), 60–66.
- Agle, B. R., Nagarajan, N. J., Sonnenfeld, J. A., & Srinivasan, D. (2006). Does CEO charisma matter? An empirical analysis of the relationships among organizational performance, environmental uncertainty, and top management team perceptions of CEO charisma. *Academy of Management Journal*, 49, 161–174.
- Dansereau, F., Jr., Graen, G., & Haga, W. J. (1975). A vertical dyad linkage approach to leadership within formal organizations: A longitudinal investigation of the role making process. *Organizational Behavior & Human Performance*, 13(1), 46–78
- Erdogan, B., & Liden, R. C. (2002). Social exchanges in the workplace: A review of recent developments and future research directions in leader-member exchange theory. In L. L. Neider & C. A. Schriesheim (Eds.), *Leadership* (pp. 65–114). Greenwich, CT: Information Age Press
- Gerstner, C. R., & Day, D. V. (1997). Meta-analytic review of leader-member exchange theory: Correlates and construct issues. *Journal of Applied Psychology*, 82, 827–844

Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory over 25 years: Applying a multi-level multi-domain perspective. *Leadership Quarterly*, 6(2), 219–247

Liden, R. C., & Maslyn, J. M. (1998). Multidimensionality of leader-member exchange: An empirical assessment through scale development. *Journal of Management*, 24, 43–72.

Gerstner, C. R., & Day, D. V. (1997). Meta-analytic review of leader-member exchange theory: Correlates and construct issues. *Journal of Applied Psychology*, 82, 827–844

Hui, C., Law, K. S., & Chen, Z. X. (1999). A structural equation model of the effects of negative affectivity, leader-member exchange, and perceived job mobility on in-role and extra-role performance: A Chinese case. *Organizational Behavior and Human Decision Processes*, 77, 3–21

Kraimer, M. L., Wayne, S. J., & Jaworski, R. A. (2001). Sources of support and expatriate performance: The mediating role of expatriate adjustment. *Personnel Psychology*, 54, 71–99

Liden, R. C., Wayne, S. J., & Sparrowe, R. T. (2000). An examination of the mediating role of psychological empowerment on the relations between the job, interpersonal relationships, and work outcomes. *Journal of Applied Psychology*, 85, 407–416

Settoon, R. P., Bennett, N., & Liden, R. C. (1996). Social exchange in organizations: Perceived organizational support, leader-member exchange, and employee reciprocity. *Journal of Applied Psychology*, 81, 219–227

Tierney, P., Farmer, S. M., & Graen, G. B. (1999). An examination of leadership and employee creativity: The relevance of traits and relationships. *Personnel Psychology*, 52, 591–620

Wayne, S. J., Shore, L. M., & Liden, R. C. (1997). Perceived organizational support and leader-member exchange: A social exchange perspective. *Academy of Management Journal*, 40, 82–111

Chen, Z., Lam, W., & Zhong, J. A. (2007). Leader-member exchange and member performance: A new look at individual-level negative feedback seeking behavior and team-level empowerment climate. *Journal of Applied Psychology*, 92, 202–212

Ilies, R., Nahrgang, J. D., & Morgeson, F. P. (2007). Leader-member exchange and citizenship behaviors: A meta-analysis. *Journal of Applied Psychology*, 92, 269–277

Bauer, T. N., Erdogan, B., Liden, R. C., & Wayne, S. J. (2006). A longitudinal study of the moderating role of extraversion: Leader-member exchange, performance, and turnover during new executive development. *Journal of Applied Psychology*, 91, 298–310

Erdogan, B., Kraimer, M. L., & Liden, R. C. (2004). Work value congruence and intrinsic career success. *Personnel Psychology*, 57, 305–332.

- Major, D. A., Kozlowski, S. W., Chao, G. T., Gardner, P. D. (1995). A longitudinal investigation of newcomer expectations, early socialization outcomes, and the moderating effects of role development factors. *Journal of Applied Psychology, 80*, 418–431
- Ferris, G. R. (1985). Role of leadership in the employee withdrawal process: A constructive replication. *Journal of Applied Psychology, 70*, 777–781
- Graen, G. B., Liden, R. C., & Hoel, W. (1982). Role of leadership in the employee withdrawal process. *Journal of Applied Psychology, 67*, 868–872.
- Masterson, S. S., Lewis, K., Goldman, B. M., & Taylor, M. S. (2000). Integrating justice and social exchange: The differing effects of fair procedures and treatment on work relationships. *Academy of Management Journal, 43*, 738–748
- Bauer, T. N., & Green, S. G. (1996). Development of a leader-member exchange: A longitudinal test. *Academy of Management Journal, 39*, 1538–1567
- Colella, A., & Varma, A. (2001). The impact of subordinate disability on leader-member exchange relationships. *Academy of Management Journal, 44*, 304–315
- Maslyn, J. M., & Uhl-Bien, M. (2001). Leader-member exchange and its dimensions: Effects of self-effort and other's effort on relationship quality. *Journal of Applied Psychology, 86*, 697–708
- Janssen, O., & Van Yperen, N. W. (2004). Employees' goal orientations, the quality of leader-member exchange, and the outcomes of job performance and job satisfaction. *Academy of Management Journal, 47*, 368–384
- Wing, L., Xu, H., & Snape, E. (2007). Feedback-seeking behavior and leader-member exchange: Do supervisor-attributed motives matter? *Academy of Management Journal, 50*, 348–363.
- Engle, E. M., & Lord, R. G. (1997). Implicit theories, self-schemas, and leader-member exchange. *Academy of Management Journal, 40*, 988–1010
- Liden, R. C., Wayne, S. J., & Stilwell, D. (1993). A longitudinal study on the early development of leader-member exchanges. *Journal of Applied Psychology, 78*, 662–674
- Wayne, S. J., Shore, L. M., & Liden, R. C. (1997). Perceived organizational support and leader-member exchange: A social exchange perspective. *Academy of Management Journal, 40*, 82–111
- Erdogan, B., Liden, R. C., & Kraimer, M. L. (2006). Justice and leader-member exchange: The moderating role of organizational culture. *Academy of Management Journal, 49*, 395–406.
- Duarte, N. T., Goodson, J. R., & Klich, N. R. (1994). Effects of dyadic quality and duration on performance appraisal. *Academy of Management Journal, 37*, 499–521
- Heneman, R. L., Greenberger, D. B., & Anonyuo, C. (1989). Attributions and exchanges: The effects of interpersonal factors on the diagnosis of employee performance. *Academy of Management Journal, 32*, 466–476

- Erdogan, B., & Enders, J. (2007). Support from the top: Supervisors' perceived organizational support as a moderator of leader-member exchange to satisfaction and performance relationships. *Journal of Applied Psychology, 92*, 321–330
- Sparrowe, R. T., & Liden, R. C. (2005). Two routes to influence: Integrating leader-member exchange and social network perspectives. *Administrative Science Quarterly, 50*, 505–535
- Tangirala, S., Green, S. G., & Ramanujam, R. (2007). In the shadow of the boss's boss: Effects of supervisors' upward exchange relationships on employees. *Journal of Applied Psychology, 92*, 309–320.
- Frese, M., Beimeel, S., & Schoenborg, S. (2003). Action training for charismatic leadership: Two evaluations of studies of a commercial training module on inspirational communication of a vision. *Personnel Psychology, 56*, 671–697
- Shamir, B., House, R. J., & Arthur, M. B. (1993). The motivational effects of charismatic leadership: A self-concept based theory. *Organization Science, 4*, 577–594.
- Buchanan, L. (May 2007). In praise of selflessness: Why the best leaders are servants. *Inc, 29*(5), 33–35
- Douglas, M. E. (2005, March). Service to others. *Supervision, 66*(3), 6–9;
- Ramsey, R. D. (2005, October). The new buzz word. *Supervision, 66*(10), 3–5.
- Elfenbein, H. A., & Ambady, N. (2002). Is there an in-group advantage in emotion recognition? *Psychological Bulletin, 128*, 243–249.
- Weiss, H. M., & Cropanzano, R. (1996). Affective events theory: A theoretical discussion of the structure, causes and consequences of affective experiences at work. *Research in Organizational Behavior, 18*, 1–74
- Fisher, C. D. (2002). Real-time effect at work: A neglected phenomenon in organizational behaviour. *Australian Journal of Management, 27*, 1–10.
- Lee, R. T., & Ashforth, B. E. (1996). A meta-analytic examination of the correlates of three dimensions of job burnout. *Journal of Applied Psychology, 81*, 123–133
- Maslach, C. (1982). *Burnout: The cost of caring*. Englewood Cliffs, NJ: Prentice Hall
- Maslach, C., & Jackson, S. E. (1981). The measurement of experienced burnout. *Journal of Occupational Behavior, 2*, 99–113
- Lewandowski, C. A. (2003, December 1). Organizational factors contributing to worker frustration: The precursor to burnout. *Journal of Sociology & Social Welfare, 30*, 175–185.
- Grandey, A. (2000). Emotional regulations in the workplace: A new way to conceptualize emotional labor. *Journal of Occupational Health Psychology, 5*, 95–110
- Hochschild, A. (1983). *The managed heart*. Berkeley, CA: University of California Press.

Beal, D. J., Trougakos, J. P., Weiss, H. M., & Green, S. G. (2006). Episodic processes in emotional labour: Perceptions of affective delivery and regulation strategies. *Journal of Applied Psychology*, 91, 1053–1065

Grandey, A. A. (2003). When “the show must go on”: Surface acting and deep acting as determinants of emotional exhaustion and peer-rated service delivery. *Academy of Management Journal*, 46, 86–96.

Glomb, T. M., Kammeyer-Mueller, J. D., & Rotundo, M. (2004). Emotional labour demands and compensating wage differentials. *Journal of Applied Psychology*, 89, 700–714

Rupp, D. E., & Sharmin, S. (2006). When customers lash out: The effects of customer interactional injustice on emotional labour and the mediating role of discrete emotions. *Journal of Applied Psychology*, 91, 971–978

Beal, D. J., Green, S. G., & Weiss, H. (2008). Making the break count: An episodic examination of recovery activities, emotional experiences, and positive affective displays. *Academy of Management Journal*, 51, 131–146

Grandey, A. A., Fisk, G. M., & Steiner, D. D. (2005). Must “service with a smile” be stressful? The moderating role of personal control for American and French employees. *Journal of Applied Psychology*, 90, 893–904.

Zapf, D. (2006). On the positive and negative effects of emotion work in organizations. *European Journal of Work and Organizational Psychology*, 15, 1–28.

Carmeli, A. (2003). The relationship between emotional intelligence and work attitudes, behaviour and outcomes: An examination among senior managers. *Journal of Managerial Psychology*, 18, 788–813.

Elfenbein, H. A., & Ambady, N. (2002). Predicting workplace outcomes from the ability to eavesdrop on feelings. *Journal of Applied Psychology*, 87, 963–971

Weisinger, H. (1998). *Emotional intelligence at work*. San Francisco: Jossey-Bass.

Goleman, D. (1995). *Emotional intelligence*. New York: Bantam Books

Goleman, D. (1998). *Working with emotional intelligence*. New York: Bantam Books

Law, K. S., Wong, C., & Song, L. J. (2004). The construct and criterion validity of emotional intelligence and its potential utility for management studies. *Journal of Applied Psychology*, 89, 483–496

Mikolajczak, M., & Luminet, O. (2008). Trait emotional intelligence and the cognitive appraisal of stressful events: An exploratory study. *Personality and Individual Differences*, 44, 1445–1453.

Konrad, A. M. (2006, March/April). Engaging employees through high-involvement work practices. *Ivey Business Journal Online*, 1–6. Retrieved January 30, 2009, from <http://www.iveybusinessjournal.com>.

Youndt, M., Snell, S., Dean, J., & Lepak, K. (1996). Human resource management, manufacturing strategy, and firm performance. *Academy of Management Journal*, 39, 836–866

Delery, J., & Doty, H. (1996). Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions. *Academy of Management Journal* 39, 802–835

- Huselid, M., Jackson, S., and Schuler, R. (1997). Technical and strategic human resource management effectiveness as determinants of firm performance. *Academy of Management Journal* 40, 171–188.
- Fey, C., Bjorkman, I., & Pavlovskaya, A. (2000). The effect of human resource management practices on firm performance in Russia. *International Journal of Human Resource Management*, 11, 1–18.
- Shih, H.-A., Chiang, Y.-H., & Hsu, C.-C. (2006, August). Can high-performance work systems really lead to better performance? *International Journal of Manpower*, 27(8), 741–763
- Magnan, M., & St-Onge, S. (1998). Profit sharing and firm performance: A comparative and longitudinal analysis. Presented at the Academy of Management Conference, August 9–12.
- Buhler, P. M. (2008, March). Managing in the new millennium; succession planning: not just for the c suite. *Supervision*, 69(3), 19
- Marquez, J. (2007, September 10). On the front line; A quintet of 2006's highest-paid HR leaders discuss how they are confronting myriad talent management challenges as well as obstacles to being viewed by their organizations as strategic business partners. *Workforce Management*, 86(5), 22.
- Damast, A. (2008, August 11). Narrowing the nonprofit gap. *BusinessWeek*, p. 58.
- Tuckman, B. (1965). Developmental sequence in small groups. *Psychological Bulletin*, 63, 384–399.
- Karriker, J. H. (2005). Cyclical group development and interaction-based leadership emergence in autonomous teams: An integrated model. *Journal of Leadership & Organizational Studies*, 11, 54–64
- Gersick, C. J. G. (1991). Revolutionary change theories: A multilevel exploration of the punctuated equilibrium paradigm. *Academy of Management Review*, 16, 10–36.
- Beal, D. J., Cohen, R. R., Burke, M. J., & McLendon, C. L. (2003). Cohesion and performance in groups: A meta-analytic clarification of construct relations. *Journal of Applied Psychology*, 88, 989–1004
- Evans, C. R., & Dion, K. L. (1991). Group cohesion and performance: A meta-analysis. *Small-Group Research*, 22, 175–186
- Janis, I. L. (1972). *Victims of Groupthink*. New York: Houghton Mifflin.
- Goodman, P. S., Ravlin, E., & Schminke, M. (1987). Understanding groups in organizations. *Research in Organizational Behavior*, 9, 121–173.
- Karau, S. J., & Williams, K. D. (1993). Social loafing: A meta-analytic review and theoretical integration. *Journal of Personality and Social Psychology*, 65, 681–706.
- Gabrenya, W. L., Latane, B., & Wang, Y. (1983). Social loafing in cross-cultural perspective. *Journal of Cross-Cultural Perspective*, 14, 368–384

- Harkins, S., & Petty, R. E. (1982). Effects of task difficulty and task uniqueness on social loafing. *Journal of Personality and Social Psychology*, 43, 1214–1229
- Taylor, D. W., & Faust, W. L. (1952). Twenty questions: Efficiency of problem-solving as a function of the size of the group. *Journal of Experimental Psychology*, 44, 360–363
- Ziller, R. C. (1957). Four techniques of group decision-making under uncertainty. *Journal of Applied Psychology*, 41, 384–388
- Price, K. H., Harrison, D. A., & Gavin, J. H. (2006). Withholding inputs in team contexts: Member composition, interaction processes, evaluation structure, and social loafing. *Journal of Applied Psychology*, 91, 1375–1384
- Bandura, A. (1997). *Self-efficacy: The exercise of control*. San Francisco: Jossey-Bass.
- Gully, S. M., Incalcaterra, K. A., Joshi, A., & Beaubien, J. M. (2002). A meta-analysis of team-efficacy, potency, and performance: Interdependence and level of analysis as moderators of observed relationships. *Journal of Applied Psychology*, 87, 819–832;
- Porter, C. O. L. H. (2005). Goal orientation: Effects on backing up behaviour, performance, efficacy, and commitment in teams. *Journal of Applied Psychology*, 90, 811–818;
- Tasa, K., Taggar, S., & Seijts, G. H. (2007). The development of collective efficacy in teams: A multilevel and longitudinal perspective. *Journal of Applied Psychology*, 92, 17–27
- Katzenbach, J. R., & Smith, D. K. (1993). *The wisdom of teams: Creating the high-performance organization*. Boston: Harvard Business School.
- Welins, R., Byham, W., & Dixon, G. (1994). *Inside teams*. San Francisco: Jossey-Bass
- Moskal, B. (1988, June 20). Supervisors, begone! *Industry Week Newsletter*
- Cannon-Bowers, J. A., & Salas, E. (2001, February). Team effectiveness and competencies. In W. Karwowski (Ed.), *International encyclopedia of ergonomics and human factors* (p. 1383). Boca Raton, FL: CRC Press
- Rees, F. (1997). *Teamwork from start to finish*. San Francisco: Jossey-Bass.
- De Dreu, C. K. W. (2007). Cooperative outcome interdependence, task reflexivity, and team effectiveness: A motivated information processing perspective. *Journal of Applied Psychology*, 92, 628–638
- Hackman, J. R. (1976). Group influences on individuals. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology*. Chicago, IL: Rand-McNally.
- Langfred, C. W. (2005). Autonomy and performance in teams: The multilevel moderating effect of task interdependence. *Journal of Management*, 31, 513–529
- Liden, R. C., Wayne, S. J., & Bradway, L. K. (1997). Task interdependence as a moderator of the relation between group control and performance. *Human Relations*, 50, 169–181

- Sutton, R. (2009, January 18). Miracle on the Hudson: The group dynamics angle. Work matters. Retrieved January 19, 2009, from http://bobsutton.typepad.com/my_weblog/2009/01/miracle-on-the-hudson-the-group-dynamics-angle.html.
- Caruso, D. B. (2009, January 18). 5 white-knuckled minutes aboard Flight 1549. Yahoo! News. Retrieved January 19, 2009, from http://news.yahoo.com/s/ap/20090118/ap_on_re_us/plane_splashdown_cockpit_drama
- Mumford, T. V., Van Iddekinge, C. H., Morgeson, F. P., & Campion, M. A. (2008). The Team Role Test: Development and validation of a team role knowledge situational judgment test. *Journal of Applied Psychology*, 93, 250–267
- Kozlowski, S. W. J., Gully, S. M., McHugh, P. P., Salas, E., & Cannon-Bowers, J. A. (1996). A dynamic theory of leadership and team effectiveness: Developmental and task contingent roles. In G. Ferris (Ed.), *Research in personnel and human resource management*, 14 (pp. 253–305). Greenwich, CT: JAI Press
- Kozlowski, S. W. J., Gully, S. M., Salas, E., & Cannon-Bowers, J. A. (1996). Team leadership and development: Theory, principles, and guidelines for training leaders and teams. In M. M. Beyerlein, D. A. Johnson, & S. T. Beyerlein (Eds.), *Advances in interdisciplinary studies of work teams*, vol. 3 (pp. 253–291). Greenwich, CT: JAI Press
- Bales, R. F. (1950). *Interaction process analysis: A method for the study of small groups*. Cambridge, MA: Addison-Wesley
- Benne, K. D., & Sheats, P. (1948). Functional roles of group members. *Journal of Social Issues*, 4, 41–49
- Belbin, R. M. (1993). *Management teams: Why they succeed or fail*. Oxford, England: Butterworth-Heinemann.
- Ellis, A. P. J., Hollenbeck, J. R., Ilgen, D. R., Porter, C. O. L. H., West, B. J., & Moon, H. (2003). Team learning: Collectively connecting the dots. *Journal of Applied Psychology*, 88, 821–835.
- Anaconda, D. G. (1990). Outward bound: Strategies for team survival in an organization. *Academy of Management Journal*, 33, 334–365
- Anaconda, D. G. (1992). Bridging the boundary: External activity and performance in organizational teams. *Administrative Science Quarterly*, 37, 634–665
- Druskat, V. U., & Wheeler, J. V. (2003). Managing from the boundary: The effective leadership of self-managing work teams. *Academy of Management Journal*, 46, 435–457
- Marrone, J. A., Tesluk, P. E., & Carson, J. B. (2007). A multi-level investigation of antecedents and consequences of team member boundary-spanning behaviour. *Academy of Management Journal*, 50, 1423–1439
- Gordon, J. (1992). Work teams: How far have they come? *Training*, 29, 59–62.
- Alexander, S. (2000, November 10). Virtual teams going global. Infoworld. Retrieved August 1, 2008, from <http://www.infoworld.com/articles/ca/xml/00/11/13/001113cavirtual.html>.
- Ahuja, M., & Galvin, J. (2003). Socialization in a virtual group. *Journal of Management*, 29, 161–185

Kirkman, B. L., Rosen, B., Gibson, C. B., Tesluk, P. E., & McPherson, S. O. (2002). Five challenges to virtual team success: Lessons from Sabre, Inc. *Academy of Management Executive*, 16, 67–79.

Montoya-Weiss, M. M., Massey, A. P., & Song, M. (2001). Getting it together: Temporal coordination and conflict management in global virtual teams. *Academy of Management Journal*, 44, 1251–1262

- Kirkman, B. L., & Rosen, B. (2000). Powering up teams. *Organizational Dynamics*, 48–66
- Mathieu, J. E., Gilson, L. L., & Ruddy, T. M. (2006). Empowerment and team effectiveness: An empirical test of an integrated model. *Journal of Applied Psychology*, 91, 97–108.
- Carpenter, M. A., Geletkanycz, M. A., & Sanders, W. G. (2004). The upper echelons revisited: The antecedents, elements, and consequences of TMT composition. *Journal of Management*, 30, 749–778.
- Welins, R., Byham, W., & Dixon, G. (1994). *Inside teams*. San Francisco: Jossey-Bass.
- Alper, S., Tjosvold, D., & Law, K. S. (2000). Conflict management, efficacy, and performance in organizational teams. *Personnel Psychology*, 53, 625–642
- Langfred, C. W. (2007). The downside of self-management: A longitudinal study of the effects of conflict on trust, autonomy, and task interdependence in self-managing teams. *Academy of Management Journal*, 50, 885–900.
- Morgeson, F. P. (2005). The external leadership of self-managing teams: Intervening in the context of novel and disruptive events. *Journal of Applied Psychology*, 90, 497–508
- Parker, G. (1994). *Crossfunctional teams*. San Francisco: Jossey-Bass
- Humphrey, S. E., Hollenbeck, J. R., Meyer, C. J., & Ilgen, D. R. (2007). Trait configurations in self-managed teams: A conceptual examination of the use of seeding for maximizing and minimizing trait variance in teams. *Journal of Applied Psychology*, 92, 885–892
- Hirschfeld, R. R., Jordan, M. H., Field, H. S., Giles, W. F., & Armenakis, A. A. (2006). Becoming team players: Team members' mastery of teamwork knowledge as a predictor of team task proficiency and observed teamwork effectiveness. *Journal of Applied Psychology*, 91, 467–474
- Stevens, M. J., & Campion, M. A. (1999). Staffing work teams: Development and validation of a selection test for teamwork settings. *Journal of Management*, 25, 207–228.
- McGrath, J. E. (1984). *Groups: Interaction and performance*. Englewood Cliffs, NJ: Prentice Hall;
- Solomon, H. (1960). *Mathematical thinking in the measurement of behavior*. Glencoe, IL: Free Press
- Gratton, L., & Erickson, T. J. (2007, November). 8 ways to build collaborative teams. *Harvard Business Review*, 101–109.
- Campion, M. A., Medsker, G. J., & Higgs, A. C. (1993). Relations between work group characteristics and effectiveness: Implications for designing effective workgroups. *Personnel Psychology*, 46, 823–850
- Magjuka, R. J., & Baldwin, T. T. (1991). Team-based employee involvement programs: Effects of design and administration. *Personnel Psychology*, 44, 793–812
- Vinokur-Kaplan, D. (1995). Treatment teams that work (and those that don't): An application of Hackman's group effectiveness model to interdisciplinary teams in psychiatric hospitals. *Journal of Applied Behavioral Science*, 31, 303–327

- Jackson, S. E., Joshi, A., & Erhardt, N. L. (2003). Recent research on team and organizational diversity: SWOT analysis and implications. *Journal of Management*, 29, 801–830
- van Knippenberg, D., De Dreu, C. K. W., & Homan, A. C. (2004). Workgroup diversity and group performance: An integrative model and research agenda. *Journal of Applied Psychology*, 89, 1008–1022
- Homan, A. C., van Knippenberg, D., Van Kleef, G. A., & De Dreu, C. K. W. (2007). Bridging faultlines by valuing diversity: Diversity beliefs, information elaboration, and performance in diverse work groups. *Journal of Applied Psychology*, 92, 1189–1199
- Surowiecki, J. (2005). *The wisdom of crowds*. New York: Anchor Books.
- Eisenhardt, K. M., & Tabrizi, B. N. (1995). Accelerating adaptive processes: Product innovation in the global computer industry. *Science Quarterly*, 4, 84–110
- Shin, S. J., & Zhou, J. (2007). When is educational specialization heterogeneity related to creativity in research and development teams? Transformational leadership as a moderator. *Journal of Applied Psychology*, 92, 1709–1721.
- Katzenback, J. R., & Smith, D. K. (1993). *The wisdom of teams*. Boston, MA: Harvard Business School
- 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.
- Haynes, M. E. (1997). *Effective meeting skills*. Menlo Park, CA: Crisp.
- Bluedorn, A. C., Turban, D. B., & Love, M. S. (1999). The effects of stand-up and sit-down meeting formats on meeting outcomes. *Journal of Applied Psychology*, 84, 277–285.
- Jackson, C. L., & LePine, J. A. (2003). Peer responses to a team's weakest link: A test and extension of LePine and Van Dyne's model. *Journal of Applied Psychology*, 88, 459–475
- Colquitt, J. A. (2004). Does the justice of the one interact with the justice of the many? Reactions to procedural justice in teams. *Journal of Applied Psychology*, 89, 633–646
- Y.Scholtes, P. (1988). *The team handbook*. Madison, WI: Joiner Associates.
- Barker, J. R. (1993, September). Tightening the iron cage: Concertive control in self-managing teams. *Administrative Science Quarterly*, 38, 408–437
- DiModica, P. (2008, March 13). Managing sales team ethics and sales morality. Value Forward Group. Retrieved August 1, 2008, from <http://www.valueforward.com/20080313.html>.
- Javidan, M., Dorfman, P., Sully de Luque, M., & House, R. (2006, February). In the eye of the beholder: Cross-cultural lessons in leadership from Project GLOBE. *Academy of Management Perspectives*, 20, 67–90.
- Harrison, G. L., McKinnon, J. L., Wu, A., & Chow, C. W. (2000). Cultural influences on adaptation to fluid workgroups and teams. *Journal of International Business Studies*, 31(3), 489–505

Gomez, C., Kirkman, B. L., & Shapiro, D. L. (2000). The impact of collectivism and in-group/out-group membership on the evaluation generosity of team members. *Academy of Management Journal*, 43(6), 1097–1106

Gibson, C. B., & Zellmer-Bruhn, M. E. (2001). Metaphors and meaning: An intercultural analysis of the concept of teamwork. *Administrative Science Quarterly*, 46(2), 274–303.