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978-0-521-86660-6 - Interpersonal Networks in Organizations: Cognition, Personality, Dynamics, and Culture

Martin Kilduff and David Krackhardt

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Interpersonal Networks in Organizations

Cognition, Personality, Dynamics, and Culture

This book brings a social network perspective to bear on topics of leadership, decision making, turnover, organizational crises, organizational culture, and other major organizational behavior topics. It offers a new direction for organizational behavior theory and research by drawing from social network ideas. Across diverse research topics, the authors pursue an integrated focus on social ties both as they are represented in the cognitions of individuals and as they operate as constraints and opportunities in organizational settings. The authors bring their twenty years' worth of research experience together to provide a programmatic social network approach to understanding the internal functioning of organizations. By focusing a distinctive research lens on interpersonal networks, they attempt to discover the keys to the whole realm of organizational behavior through the social network approach.

Martin Kilduff is the Kleberg/King Ranch Centennial Professor of Management at the University of Texas at Austin. He is also editor of *Academy of Management Review* (2006–8) and coauthor of *Social Networks and Organizations* (with Wenpin Tsai; 2003). He has served on the faculties of Penn State and INSEAD, and he has been a visiting professor at Cambridge University, London Business School, Keele University, and Hong Kong University of Science and Technology.

David Krackhardt is Professor of Organizations at the Heinz School of Public Policy and Management and at the Tepper School of Business at Carnegie Mellon University. Prior appointments include faculty positions at Cornell's Graduate School of Management, the University of Chicago's Graduate School of Business, INSEAD (France), and the Harvard Business School (Marvin Bower Fellow).

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Mark Granovetter, editor

The series *Structural Analysis in the Social Sciences* presents approaches that explain social behavior and institutions by reference to relations among such concrete entities as persons and organizations. This contrasts with at least four other popular strategies: (a) reductionist attempts to explain by a focus on individuals alone; (b) explanations stressing the causal primacy of such abstract concepts as ideas, values, mental harmonies, and cognitive maps (thus, “structuralism” on the Continent should be distinguished from structural analysis in the present sense); (c) technological and material determination; and (d) explanations using “variables” as the main analytic concepts (as in the “structural equation” models that dominated much of the sociology of the 1970s), where structure is that connecting variables rather than actual social entities.

The social network approach is an important example of the strategy of structural analysis; the series also draws on social science theory and research that is not framed explicitly in network terms but stresses the importance of relations rather than the atomization of reduction or the determination of ideas, technology, or material conditions. Though the structural perspective has become extremely popular and influential in all the social sciences, it does not have a coherent identity, and no series yet pulls together such work under a single rubric. By bringing the achievements of structurally oriented scholars to a wider public, the *Structural Analysis* series hopes to encourage the use of this very fruitful approach.

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and Culture*

MARTIN KILDUFF

University of Texas at Austin

DAVID KRACKHARDT

Carnegie Mellon University



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Cambridge, New York, Melbourne, Madrid, Cape Town, Singapore, São Paulo, Delhi

Cambridge University Press

32 Avenue of the Americas, New York, NY 10013-2473, USA

www.cambridge.org

Information on this title: www.cambridge.org/9780521685580

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First published 2008

Printed in the United States of America

A catalog record for this publication is available from the British Library.

Library of Congress Cataloging in Publication Data

Kilduff, Martin.

Interpersonal networks in organizations: cognition, personality, dynamics, and culture / Martin Kilduff, David Krackhardt.

p. cm. – (Structural analysis in the social sciences)

Includes bibliographical references and index.

ISBN 978-0-521-86660-6 (hardback) – ISBN 978-0-521-68558-0 (pbk.)

1. Organizational behavior – Social aspects. 2. Social networks. 3. Self-perception.

4. Social perception. 5. Power (Social sciences) I. Krackhardt, David. II. Title.

III. Series.

HD58.7.K5256 2008

302.3'5 – dc22 2008001675

ISBN 978-0-521-86660-6 hardback

ISBN 978-0-521-68558-0 paperback

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Acknowledgments

We drew upon a number of published articles in preparing this book. We are happy to acknowledge the sources of these articles here. We thank our coauthors on these articles for their contributions and thank the journals for permission to reuse these materials. We also thank Ranjay Gulati, David A. Harrison, and Ajay Mehra for helpful comments during the preparation of the book.

Chapter 2 draws from Balkundi, P., and Kilduff, M. 2005. The ties that lead: A social network approach to leadership. *Leadership Quarterly*, 16: 941–61. Chapter 3 includes material from Kilduff, M., and Krackhardt, D. 1994. Bringing the individual back in: A structural analysis of the internal market for reputation in organizations. *Academy of Management Journal*, 37: 87–108. Chapter 4 (and parts of Chapter 1) draws from Krackhardt, D., and Kilduff, M. 1999. Whether close or far: Social distance effects on perceived balance in friendship networks. *Journal of Personality and Social Psychology*, 76: 770–82. © 1999 by the American Psychological Association. Adapted with permission. Chapter 5 contains material reprinted from Krackhardt, D., Assessing the political landscape: Structure, cognition, and power in organizations, *Administrative Science Quarterly*, 35 (2) by permission of *Administrative Science Quarterly*, © 1990 Cornell University. Chapter 6 draws from the following three articles: Mehra, A., Kilduff, M., and Brass, D. J. 1998. At the margins: A distinctiveness approach to the social identity and social networks of under-represented groups. *Academy of Management Journal*, 41: 441–52; Kilduff, M. 1990. The interpersonal structure of decision-making: A social comparison approach to organizational choice. *Organizational Behavior and Human Decision Processes*, 47: 270–88; and Kilduff, M. 1992. The friendship network as a decision-making resource: Dispositional moderators of social influences on organizational choice. *Journal of Personality and Social Psychology*, 62: 168–80. © 1992 by the American Psychological Association, adapted with permission. Chapter 7

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contains material reprinted from Mehra, A., Kilduff, M., and Brass, D. J., The social networks of high and low self-monitors: Implications for workplace performance, *Administrative Science Quarterly*, 46 (1) by permission of *Administrative Science Quarterly* © 2001 by Cornell University. Chapter 8 draws from Toegel, G., Anand, N., and Kilduff, M. 2007. Emotion helpers: The role of high positive affectivity and high self-monitoring managers. *Personnel Psychology*, 60: 337–65. Chapter 9 draws upon the following two articles: Krackhardt, D., and Porter, L. T. 1986. The snowball effect: Turnover embedded in communication networks. *Journal of Applied Psychology*, 71: 1–6 © 1986 by the American Psychological Association (adapted with permission); and Krackhardt, D., and Porter, L. T. 1985. When friends leave: A structural analysis of the relationship between turnover and stayers' attitudes. *Administrative Science Quarterly*, 30 (2) © 1985, adapted and reprinted by permission of *Administrative Science Quarterly*, Cornell University. Chapter 10 includes material from Krackhardt, D., and Stern, R. 1988. Informal networks and organizational crises: An experimental simulation. *Social Psychology Quarterly*, 51: 123–40. Chapter 11 draws from two sources: Krackhardt, D., and Kilduff, M. 1990. Friendship patterns and culture: The control of organizational diversity. *American Anthropologist*, 92: 142–54; and Krackhardt, D., and Kilduff, M. 2002. Structure, culture and Simmelian ties in entrepreneurial firms. *Social Networks*, 24: 279–90. Finally, Chapter 12 includes material adapted from the following sources: Ibarra, H., Kilduff, M., and Tsai, W. 2005. Zooming in and out: Connecting individuals and collectivities at the frontiers of organizational network research. *Organization Science*, 16 (4): 359–71. © 2005, the Institute for Operations Research and the Management Sciences, 7240 Parkway Drive, Suite 310, Hanover, MD 21076, USA, reprinted by permission; and Kilduff, M., Tsai, W., and Hanke, R. 2006. A paradigm too far? A dynamic stability reconsideration of the social network research program. *Academy of Management Review*, 31: 1031–48.