

Author Index

Acton, B., 618

Adams, L., 671

Agnew, C. R., 326

Aksoy-Burkert, F., 7

Albon, R., 526

Allen, J. A., 3–6, 7, 8, 9, 10, 12–17, 49–50, 59, 70, 158–159, 165, 307, 310–311, 373, 382, 523, 620, 738, 740

Allison, B., 9

Ambady, N., 461

Amrhein, P., 417, 424

Anderson, A. H., 133, 134, 135, 664–665

Anderson, N., 525, 589

Andriessen, J. H. E., 668

Anson, R., 51

Arafeh, J. M., 624

Argote, L., 365

Arrow, H., 517

Asmuß, B., 7, 257, 262–263, 284–285

Aycan, Z., 194–195

Bachmann, M., 80

Backhouse, C. D., 674–675

Badzinski, D. M., 308

Bakker, A. B., 211, 672

Bales, R. F., 271, 306, 309–310, 327, 426

Balkundi, P., 365

Bandura, A., 78

Bang, H., 54

Baran, B. E., 70, 79, 108, 382, 620

Barber, B. R., 571

Barkema, H. G., 592

Barnes, R., 260

Barsade, S. G., 457, 459–461, 462, 463, 473

Bartel, C. A., 459–460

Bartlett, C. J., 382, 384

Bass, B. M., 383–384

Bauer, G. B., 78

Baumann, M. R., 541

Beal, D. J., 442

Beatty, J., 568, 576

Beavin, J., 309–310

Beck, S. J., 7–8, 140–141, 308, 310, 311, 314, 315, 318

Becker, M. C., 52

Beersma, B., 464

Beghetto, R. A., 587

Berdohl, J., 517

Berenst, J., 262–263

Berger, R. M., 594, 595

Bhatla, A., 668

Black, L., 312

Bluedorn, A. C., 57, 63

Boden, D., 50–51, 224, 225, 257, 566

Bonilla, D. L., 620

Bonito, J. A., 523

Bonner, B. L., 541

Bostrom, R. P., 51

Bourdieu, P., 226–227, 564

Bourland, H., 671

Bramesfeld, K. D., 459

Brand, M., 387

Brandt, V., 665, 673

Brannen, M. Y., 132, 135, 136

Brass, D. J., 366

Briggs, R. O., 8, 487, 592

Brodeur, C. W., 8, 509–510, 518, 525

Broome, B. J., 58

Brown, V., 592

Browning, L. D., 30, 652

Bruch, H., 459, 465

Bruder, M., 96

Brummelhuis, L. L., 672

Bryan, W. L., 710

Buckenmyer, J., 668

Buengeler, C., 7

Burke, C. S., 507, 508–509, 516, 518

Burnett, A., 308

Burnfield, J. L., 75, 180, 204, 486

Burns, N. J., 674–675

Burt, R. S., 366–367

Buttny, R., 308–309

Bynum, W., 668

Cacioppo, J., 163

Calic, C., 716

Campbell, E. M., 384

Cannon-Bowers, J., 595, 627

Carletta, J., 133, 664–665

Carlozzi, C. L., 53

Carlston, D. E., 326	Dyer, B., 602
Caruso, H. M., 537	Dyer, L., 163
Caruth, G. D., 718	
Caruth, R. L., 718	Earley, P., 109, 692
Cerasoli, C. P., 621–622, 626	Eddy, E. R., 617, 621
Cervone, D., 78	Edelson, D. P., 626
Checkland, P., 224	Eder, D., 652
Cheung, S., 600	Edmondson, A., 539, 599, 600–601
Churchill, E., 671	Eilertsen, D. E., 54
Cichomska, K., 9, 664, 665, 667, 670, 672, 744	Eisenberg, E. M., 568
Clark, T., 59	Eisenkraft, N., 462
Clarke, I., 311	Ekman, P., 472
Clawson, V. K., 51	Elfenbein, H. A., 462
Clifton, J., 259–262	Elsayed-Elkhoully, S. M., 58, 59–60
Cohen, J. R., 308–309	Emmitt, S., 101
Cohen, M. A., 55, 56, 57, 59, 63–64, 74, 75, 179, 180, 193, 196	England, W., 665
Cole, M. S., 459	Ensley, M., 590
Conger, J. A., 384	Eom, S., 668
Connaughton, S. L., 197	Epitropaki, O., 386
Conrad, C., 23–24	Eriksen, J., 163
Cook, H. M., 136	Ervin, J., 523
Cooke, N. J., 627	
Cooren, F., 228, 230–231	Fan, J., 592
Coskun, H., 592	Farh, J. L., 602
Côté, S., 464	Faullant, R., 485
Cramton, C. D., 119	Fetterman, J. D., 326
Crawford, E. R., 367	Fichman, M., 365
Cronin, M. A., 471	Fisher, C. D., 385
Cropanzano, R., 464	Flagg, J. J., 326
Cross, B. J., 129	Floyd, S., 590–591
Cummings, J. N., 539	Fong, C. T., 461
Curseu, P. L., 525, 674	Ford, C. E., 7, 286, 288, 571
	Foster, R., 516
Daim, T. U., 668, 673, 675	Foti, R. J., 385, 525
Dalton, M., 735	France, E. F., 134
Dani, S. S., 674–675	Francis, K., 7, 738
De Dreu, C., 602	Friday, R. A., 132
De Vreede, G. J., 8, 487, 500, 592	Friesen, W. V., 472
De Witt, C., 672	Frost, P., 33
DeChurch, L. A., 595	Fuglesang, S. L., 54
Deetz, S. A., 30, 35	Fuller, J., 485
Deppermann, A., 282, 284, 298	
DeSimone, J. A., 676	Gardner, M., 134
DeStephen, R., 560	Garfinkel, H., 248–249, 270–271
Di Salvo, V. S., 49	Garovich, L., 96
Dibattista, P., 594	Gasper, K., 459
Dibbern, J., 132	Gastil, J., 311, 312, 523
Dimock, A., 27, 64, 307, 442	Gautam, K., 430, 433
Djordjilovic, O., 258, 286	Geimer, J. L., 676
Djursaa, M., 134	Geister, S., 672
Doherty, R. W., 461–462	Genkova, P., 132
Dorff, R. H., 571–572	George, J. M., 458–459, 464
Dow, G. T., 587	Gerpott, F., 7, 739
Drucker, P. F., 205	Gersick, C. J., 162
Duffy, M., 7, 740	Gibson, C. B., 459
Dufresne, R. L., 624	Gibson, D. E., 462
Dunn, A., 9	Gibson, D. R., 578
	Giddens, A., 308

Giebels, E., 602–603	Holt, D. T., 432
Giger, K. P., 60–62	Holtbrügge, D., 182
Gilbert, M., 568–569	Holton, J. A., 693
Gilson, L. L., 590	Homan, A. C., 464
Glynn, M. A., 207	Horwitz, I. B., 104
Goffman, E., 248–249, 270–271	Horwitz, S. K., 104
Goh, K. T., 131, 342	Huang, J., 600
Golsorkhi, D., 298	Huang, S., 539
Gölz, M., 7	Hughes, B., 668
Gong, Y., 600	Huisman, M., 259–261, 262
Goodman, P. S., 342	Hulsheger, U. R., 525
Goodwin, C., 280, 282, 288	Hulsheger, V., 589, 599, 602
Goodwin, G. F., 508–509	Humphrey, S. E., 536
Goodwin, M. H., 249	Huth, P., 545
Gordon, A., 384	Hutter, K., 485
Gorse, C. A., 101	Hymes, D., 270–271, 736
Gratton, L., 668, 674	
Graziano, W. G., 326	Ilgen, D. R., 385
Gregory, M., 9	Ilies, R., 462
Gronewold, K., 308, 314	
Grosse, C. U., 672–673, 675, 695	Jablokow, K. W., 509
Guilford, J. P., 585	Jackson, D., 309–310
Gumperz, J., 270–271	Janis, I. L., 545
	Janssen, O., 602–603
Ha, A., 668	Jarvenpaa, S. L., 674
Haas, C., 595	Jarzabkowski, P., 134–135, 416, 430–431
Haas, J., 78	Jay, A., 711
Hackman, J. R., 517, 536, 543–544	Jefferson, G., 248, 251, 279, 288
Hall, E. T., 182, 193, 674–675	Jewels, T., 526
Hallett, T., 652	Johnson, D. W., 574, 575
Hansen, J., 7, 740	Johnson, F. P., 574, 575
Hareli, S., 465	Johnson, P., 666, 670, 671
Harger, B., 652	Jolton, J., 694
Harrison, D. A., 365	Jordan, P. J., 101
Harvey, S., 593–594, 596	Joshi, A., 104, 110
Hatch, M. J., 208	Julian, J. W., 406
Hatfield, E., 163	
Haug, C., 8, 562	Kahn, W. A., 690
Haynes, M., 23–24	Kangasharju, H., 258, 310
Hedderich, N., 131, 132, 133	Kaplan, S., 516
Heimann, V., 666	Kauffeld, S., 8, 77, 100, 271, 307, 310–311, 312, 339, 340–341, 368–369, 372, 373, 431, 466, 510, 517, 523, 526, 539, 542, 543, 598–599, 738
Heinzl, A., 132	Keever, D. B., 58
Hendry, J., 51	Keller, R., 597
Henschel, A., 311	Kellerman, K., 313, 314
Herbert, D., 78	Kellermanns, F. W., 565
Herbert, D. J., 78	Kellermanns, H., 590–591
Herek, G., 545	Kello, A., 6
Heritage, J., 260	Kello, J., 9, 23
Hertel, G., 672	Kelly, J. R., 309, 326
Hetland, J., 672	Kelshaw, T., 311
Hewlin, P. F., 540	Kemp, L. J., 728–729
Hinds, P. J., 119	Kennedy, J. K., Jr., 385–386
Hirokawa, R. Y., 560	Kerres, M., 672
Hoegl, M., 596	Keulemans, L., 672
Hoffman, L. R., 544	Keyton, J., 7–8, 308, 310, 311, 315
Hofstede, G. H., 181, 182, 674, 727	
Hollander, E. P., 406	
Holmes, J., 156, 159, 311	

Kirkman, B. L., 368, 670, 683, 687, 697	Lundby, K., 694
Kirtton, M. J., 527	Luong, A., 26
Kittler, M. G., 196	
Kleinmann, M., 7, 60–62, 80, 738	Magee, J. C., 461
Klonek, F. E., 8, 738	Malouff, J., 56, 716
Knight, A., 457	Mannix, E., 94
Kockhar, A. K., 674–675	Mannor, M. J., 536
Kocsis, D., 8	March, J., 739, 740, 743–744
Köhler, T., 7, 119, 120–123, 127–128, 131, 132, 133, 136–137, 310–311, 691–692	Mark, G., 667, 673
Kolfschoten, G. L., 500	Markman, K. M., 258
König, C. J., 7, 60–62, 80, 738	Markóczy, L., 559
Koning, L., 540	Marks, M., 342, 595
Konradt, U., 672	Marra, M., 311
Kooij-de Bode, H. J. M., 459	Marshall, A., 9
Kotlarsky, J., 667	Marta, S., 595
Kou, C. Y., 593–594, 596	Martin, R., 386
Kratzer, J., 597, 598, 602	Martin, S. L., 384
Kubany, E. S., 78	Maslow, A., 526
Kucakaslan, A., 673	Mathieu, J. E., 617, 621, 670, 683, 687, 697
Kurland, N., 155	Matthews, G., 164–165
Kwon, W., 311	Maurer, T. J., 402
	Mayaskovsky, L., 542
Labianca, G., 366	Mazeland, H., 262–263
Lacerenza, C., 9	McEwan, R., 133, 664–665
Lane, V. R., 207	McGrath, J. E., 517
Larsen, H. H., 666	McGrory, C. M., 716
Latour, B., 230–231	McIntyre, H. H., 517–525
Lawrence, S. A., 101	McKinlay, A., 258, 262–263
Leach, D. J., 9, 36, 55–57, 58, 59, 72, 75, 131, 132, 180, 204, 486, 676, 744	McPhail, C., 405
Leach, D. K., 575, 579	McPhee, R. D., 30
Leavitt, H. J., 365	McPherson, J. A., 618
LeBaron, C., 280, 282	McVittie, C., 258, 262–263
Leenders, R., 597, 598, 602	Meadows, D. H., 224
Lehmann-Willenbrock, N., 3–6, 7, 8, 10, 12–17, 100, 271, 307, 310–311, 312, 339, 341, 358, 373, 431, 510, 517, 523, 526, 542, 543, 598–599, 739	Meinecke, A. L., 8, 358, 373
Lei, Z., 8	Meyer, B., 108
Leidner, D. E., 674	Meyer, H.-D., 133
Leigher, J., 312	Meyers, R. A., 77, 308, 309, 340–341, 466, 523, 598
Lenton, A. P., 96	Milanovich, D., 595
LePine, J. A., 367	Miller, L., 129, 131, 135–136
Lepsinger, R., 384	Milliken, F. J., 540
Lewin, K., 427–428, 516	Mirivel, J. C., 32, 59, 154–156, 157, 309
Lewis, C. S., 456	Mondada, L., 284, 285, 286, 298
Li, S. S., 312	Monroe, C., 49
Liao, H., 384	Montoya, M. M., 668
Li-Ping Tang, T., 108	Moore, A., 576–577
Lipman-Blumen, J., 365	Moreland, R. L., 326, 541–542
Litchfield, R. C., 592	Moreno, J. L., 364–365
Littlepage, G. E., 8, 56, 546, 740	Morgan, G., 33
Lord, R. G., 385, 386, 402	Morgan, T., 383
Lounsbury, M., 207	Morgeson, F. P., 536
Lovelace, K., 598, 602	Morrison, E. W., 540
Lueptow, L. B., 96	Mortensen, K., 282
Lueptow, M. B., 96	Mosakowski, E., 109, 692
	Mott, P. E., 527
	Mumford, M. D., 590, 593–594, 596
	Muraoka, M. Y., 78
	Murata, K., 136

Murphy, D., 620	Poole, J. R., 546
Murrell, R. L., 716	Preget, L., 416
Mykytyn, P. P., 675	Price, A. D. F., 134
	Pritzlaff, T., 567–568
Nam, C. S., 100	
Neale, M. A., 94	Qudrat-Ullah, H., 626–627
Neininger, A., 311	
Nelson-Gray, R., 78	Rackham, N., 383
Nembhard, I. M., 600–601	Raclaw, J., 7, 288
Newcomb, T. M., 559, 565	Raemer, D. B., 624
Niederman, F., 56, 59, 60, 64, 75, 132	Rafaeli, A., 465
Nijholt, A., 671	Raghuram, S., 666
Nijstad, B. A., 593	Rapson, R. L., 163
Nikkel, E., 49	Reiter-Palmon, R., 8–9, 589, 655, 738–739
Nikko, T., 258, 310	Reutiman, S., 668
Nixon, C. T., 56	Richard, D. C., 78
Nunamaker, J. F., Jr., 49, 55, 197, 487	Rienks, R., 383
	Rivard, P., 624
Ochieng, E. G., 134	Robert, H. M., 562, 573–574, 737–738
Odermatt, I., 7, 60–62, 80, 738	Roberts, K., 228
O’Doherty, K., 576–577	Röder, H., 80
O’Donnell-Trujillo, N., 31	Roe, V., 9, 744
Offermann, L. R., 385–386	Rogelberg, S. G., 3–4, 6, 10, 12–14, 17, 23, 26,
Olien, J., 6, 12–17	27, 36, 37, 58–59, 64, 70, 74–75, 108,
Olsen, J., 739, 740, 743–744	119–120, 123, 140–141, 180, 181, 193, 204,
Olson, G. M., 673	381, 382, 442, 486, 676, 730
Olson, J. S., 673	Rogers, H., 182
O’Neill, K., 666	Roh, H., 104, 110
O’Neill, O. A., 463	Rollof, J., 599–600
Orlikowski, W. J., 120, 128	Romano, B., 78
Orloff, 285	Romano, N. C., 49, 55, 197
O’Rourke, B., 7, 740	Ronchi, D., 366–367
Osborn, A. F., 592	Rosen, B., 368
Oshima, S., 284–285	Rudolph, J. W., 624, 627
Oshri, I., 667	Rygl, D., 196
Osvaldsson, K., 258, 262–263	
Ovesen, M. R., 54	Saavedra, R., 459–460, 464
	Sacks, H., 248, 251, 278, 279, 280–281
Pacanowsky, M. E., 31	Saft, S., 258–259
Page, S. E., 505, 516, 517	Sagie, A., 194–195
Pantic, M., 671	Salas, E., 9, 84, 508–509, 518, 526, 595, 627
Parson, T., 249	Salgado, J., 525, 589
Paskewitz, E., 7–8	Salk, J. E., 132, 135, 136
Pathak, U., 668	Samarah, I., 675
Paul, S., 675	Sands, S., 8–9, 738–739
Paulsen, H., 8, 738	Santanen, E. L., 592
Paulus, P., 592	Sauer, N. C., 8, 368–369, 372, 373, 539
Pearce, C., 384, 590	Schalk, R., 674
Pearson, A., 590–591	Schaufeli, W. B., 211
Pelled, L., 155	Scheerhorn, D., 318
Perakyla, A., 271	Scheff, T. J., 560
Pescosolido, A. T., 464	Schegloff, E. A., 248, 251, 279
Phillips, J. S., 385	Schermuly, C. C., 108
Picard, R. W., 472	Schmitt, R., 284, 298
Pickens, R. G., 405	Schmitz, P., 80
Plucker, J. A., 587	Schneider, B., 458
Pomerantz, A., 265	Scholes, J., 224
Pondy, L., 33	Schruijer, S. G. L., 525

Schultz, M., 208	Tollison, P., 108
Schutte, N. S., 716	Toma, C., 540
Schwartzman, H. B., 4, 5, 9, 12, 13, 27, 36, 50–51, 225, 227, 235, 306, 578	Toomey, L., 671
Scott, C., 6, 9, 16, 23, 70, 108, 620	Totterdell, P., 462, 465–466
Scott, S. G., 207	Tracy, K., 27, 32, 59, 64, 154–156, 157, 306, 307, 309, 312, 442
Sedikides, C., 96	Tropman, J. E., 56
Seetharaman, P., 675	Troth, A. C., 101
Seibold, D. R., 308, 309	Tschan, F., 342
Seidl, D., 51, 134–135, 416, 430–431	Tse, H. M., 101
Senge, P., 507, 513, 526	Tsoukas, H., 224–225, 626
Shachaf, P., 674, 675	Turner, J. D. F., 460–461
Shalley, C., 590	Turner, M. E., 365
Shannon, C. E., 76, 78–79	
Shanock, L., 70, 108, 443, 448	Urfalino, P., 556, 561, 563, 567–568, 569, 570
Shapiro, D., 598	Utz, S., 540
Sherwood, J., 592	
Shondrick, S. J., 382, 386, 403	Van de Vliert, E., 99
Shore, B., 129	Van der Vegt, G. S., 99
Shuffler-Porter, M., 9, 197	Van Der Weide, J. G., 405
Sidnell, J., 282	Van Eerde, W., 7
Simon, R., 624	Van Engelen, J., 597, 598, 602
Sims, D. E., 518	Van Ginkel, W. P., 459, 544, 590, 591, 592
Sinangil, H. K., 673	Van Kleef, G., 464, 474–475
Smith, R. L., 405	Van Knippenberg, D., 459, 464, 544, 590, 591, 592
Smith-Jentsch, K. A., 618, 626	Van Vree, W., 4–5, 178, 209
Song, M., 602	Vartiainen, M., 668
Sonnenfeld, J. A., 460–461	Verisk Analytics, 498
Sonnentag, S., 310, 536	Vinciarelli, A., 671
Spector, P. E., 181	Vladimirov, E., 626
Spencer, B., 590–591	Vöge, M., 133, 258
Spoor, J. R., 309	Volkema, R. J., 56, 59, 60, 64, 75, 132
Strull, T. K., 385	Volmer, J., 536
Stachowski, A. A., 342	Von Bertalanffy, L., 224, 507
Stagl, K. C., 508–509	Vroom, V. H., 534
Steinel, W., 540	Vuerola, T., 134
Steiner, I. D., 534–535	
Steiner, J., 571–572	Wageman, R., 543–544
Stevens, G. W., 432	Wall, S., 384
Stickle, T., 286	Wallace, A., 9
Stivers, T., 282	Walter, F., 459, 465
Stough, S., 668, 670	Walton, S., 207
Stout, R., 595, 627	Wang, M., 600
Streeck, J., 280, 282	Ward, A. J., 460–461
Streibel, B. J., 53	Ward, S., 665
Sutton, R. I., 461	Ware, J., 666, 667
Svennevig, J., 257, 283, 284	Warr, P. B., 75, 180, 184, 204, 486, 676
Swanenburg, K. L., 326	Wasson, C., 579, 665–666
Sy, T., 464	Watson, D. R., 260
	Watzlawick, P., 309–310
Taber, T., 384	Weaver, W., 76, 78–79
Tannenbaum, S. I., 617, 621–622, 625, 626	Wegge, J., 107
Taylor, M. S., 385	Weick, K., 225, 226, 228
Ten Have, P., 280	Weingart, L., 342, 595, 598
Thieme, R., 602	Weisbuch, M., 461
Thomas, J., 8	Weiss, H. M., 464
Tiedens, L. Z., 461	Weldon, A., 182
Tobia, P. M., 52	

Wessel, I., 674	Wyer, R. S., 385
Wherry, R. J., Sr., 382, 384	
Whiteside, H. D., 108	Xu, H., 99
Wilderom, C., 8	
Willcocks, L. P., 667	Yasui, E., 285–286
Williams, E., 9	Yates, J., 120, 128
Williams, P., 728–729	Yoerger, M. A., 7, 738
Winkler, J. K., 132	Yukl, G., 384, 402–403
Wirtz, P. W., 385–386	
Wodak, R., 311	Zeisig, R. L., 618
Woolley, A. W., 537, 543, 595	Zohar, D., 26

Subject Index

- AARs. *See* after action reviews
 - absenteeism, 63, 80, 81, 231–232, 459, 463
 - acclaimed consensus, 572, 573, 577
 - accomplishment striving, 27
 - act4teams coding scheme, 329–333, 339
 - compared to change talk coding scheme, 424–426
 - training coders in, 334–335, 337
 - action plans, 82–83, 101
 - action-oriented communication, 331
 - change-related communication, 416, 425–426
 - information utilization, 545
 - internal communication, 525
 - risk mitigation, 213–214
 - action points
 - cross-cultural meeting research, 183, 186, 188
 - virtual meetings, 695, 696–697
 - action sequencing, 251–254, 271
 - action-oriented communication, 77, 101, 330, 331, 332–333, 599
 - active listening, 78, 79, 331, 433
 - activity regulation theory, 26
 - adaptability
 - competencies related to team and task work, 524, 527
 - implementation planning, 595
 - adaptive structuration theory, 63
 - adjacency pairs, 252
 - affect
 - defined, 309, 457–458
 - dispositional, 458
 - group affect, defined, 457–458
 - negative affectivity and emotion regulation, 445–446
 - strategic meeting interaction, 309–310
 - affect cycles, 465–466
 - affective context, 462–464
 - affective convergence, 458–460, 465, 467, 472
 - affective divergence, 460–461, 465, 467, 472
 - affective dynamics, 8, 456–475
 - compositional view of group affect, 457, 458–464
 - affective context, 462–464
 - affective convergence, 458–460
 - affective divergence, 460–461
 - personality, attitudinal and demographic differences, 461–462
 - defining affect, 457–458
 - dynamical view of group affect, 464–468
 - affect cycles, 465–466
 - emergent mood, 466–468
 - peer affective influence, 467
 - affective events theory, 181, 442, 464
 - environmental factors, 57
 - meetings as stressors, 37
- after action reviews (AARs), 9, 36, 634–655
 - defined, 635
 - future research directions, 654–655
 - inputs, 639–645
 - assembly rules, 643–645, 655
 - assessment, 641
 - best practices related to, 644–645
 - established checklists, 643, 644, 645
 - individual incident narratives, 642
 - known and unknown uncertainties, 642–643, 644
 - practices to avoid, 645
 - tacit and explicit knowledge, 641–642, 644
 - training, 641
 - outputs, 651–654
 - best practices related to, 654
 - feedback to training and assessment, 653
 - formal incident narratives, 651–652, 654
 - informal storytelling, 652–653
 - practices to avoid, 654
 - refined tacit and explicit knowledge, 653
 - previous research on, 634–635
 - processes, 645–651
 - best practices related to, 651
 - cultural representation, 648
 - as enactment, 646
 - facilitation, 647–648
 - goal setting, 650–651
 - practices to avoid, 651
 - as retention, 647
 - as selection, 646–647
 - synthesis, 649–650
 - uncertainty management, 649

- purpose of, 634
- retrospective discussion, 636–640
- agendas, 60, 61, 74–75
 - as artefacts, 284
 - cross-cultural meeting research, 183, 186, 188
 - effects of using, 55–56
 - ensuring effective meetings, 722–723
 - meetings as collaboration technology, 30
 - virtual meetings, 690–691
- agreement and disagreement production, 251, 252–253, 258, 262, 263, 265–270
- American Psychological Association (APA), 710
- American Telemedicine Association (ATA), 489–498
- Anglo countries (GLOBE classification), 177, 181, 182–183, 184, 198–199
 - action point usage, 188, 192, 193
 - anxiety/comfort levels, 190–192, 195
 - late endings, 189
 - meeting duration, 185, 192, 193
 - time spent in meetings, 188, 192
- antecedent-focused emotion regulation, 441
- anxiety/comfort levels, 181, 184, 186, 190–192, 195
- APA (American Psychological Association), 710
- Arab countries, 178, 728–729
- argumentation, 308–309
- artefacts in meetings, 283–285, 290–293
 - agendas, 60, 61, 74–75, 284
 - cross-cultural meeting research, 183, 186, 188
 - effects of using, 55–56
 - ensuring effective meetings, 722–723
 - meetings as collaboration technology, 30
 - virtual meetings, 690–691
 - computer-projected presentations, 284–285, 290
 - work-related documents, 284
- assembly rules, 39, 643–645, 655
- ATA (American Telemedicine Association), 489–498
- attendee orientation, 80
- Australia, 125–127, 198–199. *See also* Anglo countries (GLOBE classification)
- Austria, 198–199. *See also* Germanic countries (GLOBE classification)
- backup behavior, 524, 526–527, 623
- basic consensus, 573, 574, 577
- BBC, 205
- behavioral concordance model, 445, 446
- behavioral leader questionnaire (BLQ), 392–395
- Belgium, 198–199. *See also* Germanic countries (GLOBE classification)
- BLQ (behavioral leader questionnaire), 392–395
- Bosnia Herzegovina, 198–199. *See also* Eastern European countries (GLOBE classification)
- BucketSummary ThinkLet, 492, 493–495
- Build Consensus pattern of collaboration, 487, 489, 492, 495
- Bulgaria, 198–199. *See also* Eastern European countries (GLOBE classification)
- The Business of Talk* (Boden), 257
- CA. *See* conversation analysis
- CACS (Conversational Argument Coding Scheme), 308
- Canada, 198–199. *See also* Anglo countries (GLOBE classification)
- Caribbean countries, 178
- Categorization Theory, 383, 385, 401, 402
- CCO (Communicative Constitution of Organization) approach, 225
- change-related communication, 8, 413–417, 435
 - coding scheme for, 417, 420–422, 424–427
 - compared to act4teams, 424–426, 434
 - compared to Interaction Process Analysis, 426–427
 - defined, 415, 417
 - motivational interviewing, 416–417
 - practical implications of, 432–434
 - directive listening, 433–434
 - for practitioners and facilitators, 433
 - sustain talk as sign of communication trap, 433
 - relationship between meetings and organizational changes, 415–416
 - researching temporal dynamics of, 417–424
 - coding of meetings, 420–422
 - computation of R-scores, 422
 - graphing scores, 422–424
 - recording meetings, 420
 - temporal dynamics, 418, 422–424
- charismatic authority, 215
- China, 64, 125–127, 198–199. *See also* Confucian Asian countries (GLOBE classification)
- CKTs (Collective Knowledge Teams), 506–507, 511. *See also* complexity of meeting process
- Clarify pattern of collaboration, 487, 488, 492, 493–495
- clustered artefacts, 233
- CMM. *See* Complex Meeting Model, complexity of meeting process
- codified best facilitation practices, 8, 483–501
 - case study, 489–498
 - process application, 495–498
 - process design, 490–495
 - setting, 489–490
 - co-creation meetings, 484, 485
 - challenges for, 484
 - nature of work and collaboration, 485
 - patterns of collaboration in, 487
 - professional facilitators, 484

- codified best facilitation practices (*cont.*)
 - facilitation in group settings, 486–487
 - benefits of, 486
 - defined, 486
 - future research directions, 500–501
 - limitations of, 500
 - ThinkLets pattern language, 487–489
 - application of, 498–500
 - components of, 488
 - defined, 484–485, 487–488
 - examples of common, 488–489
 - productivity gains and transferability of, 496–498
 - cognitive judgment approach, 161
 - cognitive style, 514, 520, 521–522
 - Cohen’s kappa, 337
 - collaboration technology, meetings as, 25, 28–31, 37–38
 - agendas, 30
 - future research directions, 30–31
 - naturalization, 29
 - neutralization, 29–30
 - order and structure, 29
 - outcomes as more than sum of participants, 29
 - purposeful interactions, 28–29
 - collective belonging, 208
 - Collective Knowledge Teams (CKTs), 506–507, 511. *See also* complexity of meeting process
 - collective mind and minding, 39, 139, 228, 237
 - collectivism
 - collective belonging, 208
 - pre-meeting talk, 167
 - virtual teams and communication, 674
 - communication
 - action-oriented, 101, 330, 331, 332–333, 599
 - active listening, 78
 - closed-loop, 525
 - competencies related to team and task work, 523–524, 525
 - creative performance and, 597–599
 - external, 513–514, 525, 597–598
 - feedback, 78
 - “I” messages, 78
 - internal, 514, 525, 597–598
 - meetings as collaboration technology, 28–31
 - open-ended questions, 78
 - problem-focused, 76, 101, 329, 330, 332–333, 344–346, 598
 - procedural, 76, 101, 102, 329–330, 331, 332–333, 344–346, 598–599
 - skills for leaders, 76–79
 - socioemotional, 76–77, 101–102, 330, 331, 332–333, 344–346
 - SPEAKING model, 736–737
 - in systems theory, 225
 - training in skills for, 76–79
 - types of, 76–77, 101–102
 - virtual meetings, 671–673, 684, 691–692
 - willingness to communicate, 166
 - Communicative Constitution of Organization (CCO) approach, 225
 - complaining, 77, 339, 373, 466
 - strategic meeting interaction, 310, 311
 - support for negative behavior, 101
 - triggering further complaining, 340–341
 - Complex Meeting Model (CMM), 509–510, 511.
 - See also* complexity of meeting process
 - initial phase, 512
 - input phase, 512–513
 - process phase, 513–514
 - solution phase, 514–515
 - transition phase, 515
 - verification phase, 515
 - complexity of meeting process, 8, 504–528
 - awareness of, 505
 - Collective Knowledge Teams (CKTs), 506–507, 511, 512–514
 - developing, 516–518
 - competencies related to team and task work, 523–527
 - adaptability, 524, 527
 - backup behavior, 524, 526–527
 - communication, 523–524, 525
 - Mutual Performance Monitoring, 524, 526
 - mutual trust, 524, 525
 - negotiation, 524, 527
 - shared leadership, 524, 525
 - shared mental model, 524, 525–526
 - shared vision, 524, 526
 - team orientation, 524, 525
 - Complex Meeting Model, 509–510, 511
 - initial phase, 512
 - input phase, 512–513
 - process phase, 513–514
 - solution phase, 514–515
 - transition phase, 515
 - verification phase, 515
 - feedback loops, 507–508, 510, 511, 514, 515
 - interconnectedness of, 505–506
 - linear meeting process models, 508–509
 - technology and, 505
 - types of diversity, 518–523
 - cognitive style diversity, 520
 - deep-level diversity, 519–520
 - describing cognitive style, 521–522
 - paradox of structure, 522–523
 - surface-level diversity, 519
 - worldview and, 506
- Confucian Asian countries (GLOBE classification), 177, 181, 182–183, 184, 194, 198–199
 - action point usage, 188, 192, 193
 - meeting size, 185–187, 192, 193
- conscientiousness, 719–728
 - action point usage, 697

- disconnect behaviors, 720
- information utilization, 537
- pre-meeting talk and, 165
- wasted time and, 720
- consensus decision-making, 8, 556–579
 - conceptual traditions of, 559–566
 - differences between, 563–566
 - interactional consensus, 561–563
 - mental consensus, 559–561
 - confusion and controversy regarding, 557–558
 - rule of non-opposition, 561, 562, 563, 564–565, 567–570
 - types of, 570–577
 - acclaimed consensus, 572, 573, 577
 - basic consensus, 573, 574, 577
 - deliberative consensus, 574, 577
 - imposed consensus, 570, 572, 577
 - unanimity, 566–570
- contingency planning, 545, 594–595
- control-by-proxy, 232
- conversation analysis (CA), 7, 247–272
 - central studies from, 282–287
 - artefacts in meetings, 283–285, 290–293
 - participation in meetings, 285–287
 - co-constructing interaction, 250–259
 - action sequencing, 251–254
 - adjacency pairs, 252
 - agreement and disagreement practices, 251
 - multi-unit turns, 253
 - negotiating of meeting order, 254–257
 - preference organization, 253
 - repair work, 251
 - sequence organization, 251
 - turn-taking, 251–254
- conducting multimodal, 287–289
 - data analysis, 289
 - data collection, 281, 287
 - data transcription, 288–290
 - performance appraisal interviews, 293–297
 - strategy meetings, artefacts in, 290–293
- decision-making, 259–270
 - practices for, 259–263
 - real-time actions as source for
 - interpretations, 249–250
 - reciprocal nature of context and interaction, 279
 - transcription symbols, 250
 - turn-by-turn organizing principle, 279–280
- Conversational Argument Coding Scheme (CACS), 308
- counter change talk. *See* sustain talk
- creative performance, 8–9, 585–605
 - cognitive processes in meetings, 588–596
 - idea evaluation and selection, 593–594
 - idea generation and brainstorming, 592–593
 - implementation planning, 594–596
 - information exchange/information sharing, 591–592
 - problem identification and construction, 589–591
- defining creativity, 587–588
- interest and past research in, 585–586
 - innovation versus creativity, 587
 - meeting versus non-meeting work, 588
- social processes in meetings, 596–604
 - communication, 597–599
 - conflict, 601–603
 - support for innovation, 601
 - trust and psychological safety, 599–601
- Croatia, 198–199. *See also* Eastern European countries (GLOBE classification)
- cross-cultural issues and research, 7, 64, 119–137, 143, 177–198, 727–729
 - American meeting characteristics, 129–132
 - content, 122, 130, 131, 137
 - purpose, 122, 129, 130, 137
 - roles, 123, 130, 132
 - structure, 122, 130, 131, 137
 - timing, 130, 131, 137
 - British meeting characteristics, 133–135
 - content, 130, 134
 - purpose, 130, 133–134
 - roles, 130, 135
 - structure, 130, 134–135
 - timing, 130, 134
- coding of studies, 124–129
 - coder agreement, 128–129
 - coding of meeting characteristics, 127–128
 - study characteristics, 124–127
- communication and coordination behaviors, 373
- comparison of, 136–137
- compilation of published studies, 123–127
- country clustering, 184
- data analysis, 184–185
- discussion, 192–194
- existing research, 119–120, 121
 - boundaries of, 139–140
- frameworks employed in study of, 181–183
- future research directions, 140–141, 197
- German meeting characteristics, 132–133
 - content, 122, 130, 133, 137
 - purpose, 122, 130, 132, 137
 - roles, 123, 130, 133
 - structure, 122, 130, 133, 137
 - timing, 122–123, 130, 132–133, 137
- importance of, 178
- interaction patterns, 310–311, 341
- Japanese meeting characteristics, 135–136
 - content, 130, 135–136
 - purpose, 130, 135, 137
 - roles, 130, 136
 - structure, 130, 136
 - timing, 130, 135
- limitations of, 196–197
- meaning of, 137–139

- cross-cultural issues and research (*cont.*)
 - practical implications of, 141–143, 196
- pre-meeting talk, 167–169
 - individualism versus collectivism, 167
 - monochronic versus polychronic behaviors, 167–168
- psychological characteristics, 180–181, 189–192
 - anxiety/comfort, 181, 184, 186, 190–192, 195
 - depression/enthusiasm, 181, 184, 186, 192
 - measures of, 184
 - participation, 180–181, 184, 186, 189, 194–195
 - satisfaction, 181, 184, 186, 189–190
- sample, 183
- structural characteristics, 179–180, 185–189
 - action point usage, 180, 183, 186, 188
 - agenda usage, 180, 183, 186, 188
 - duration, 180, 183, 185, 186
 - ending late, 180, 183, 186, 189
 - frequency, 183, 186, 188
 - measures of, 183
 - size, 179, 183, 185–186, 187, 196
 - starting late, 180, 183, 186, 189
 - time spent, 183, 186, 188
- study variables, 179
- theoretical framework for research into,
 - 121–123
 - content, 122
 - location, 128
 - purpose, 122
 - roles, 123
 - structure, 122
 - timing, 122–123
- theoretical implications of, 194–195
- virtual meetings, 673–675, 676, 691–692, 694–695
- CrowBar ThinkLet, 492, 495
- cultural issues and research. *See* cross-cultural issues and research
- Cyprus, 196, 198–199. *See also* Latin European countries (GLOBE classification)
- Czech Republic, 198–199. *See also* Eastern European countries (GLOBE classification)
- “dancing” in meetings, 741
- DebriefNow, 621
- debriefs, 9, 617–630
 - after action reviews versus, 619
 - applications for, 619–620
 - before, 620–622
 - climate of learning support, 621
 - strategies to match team mission, 621–622
 - training for, 622
- benefits of, 618
- defined, 619–620
- during, 622–624
 - designated facilitators, 623
 - dimensional structure, 623
 - discussion of positive and negative behaviors, 623–624
 - promoting participation, 624
 - video playback, 624
- following, 624–626
 - correcting process issues, 625
 - planning future debriefs, 625–626
 - record of content, 624–625
 - reflecting on content and conclusions, 625
- outcomes of, 626–628
 - increased performance, 626–627
 - shared mental models, 627
 - teamwork processes, 628
 - steps for effective, 629–630
- deep-level diversity, 519–520
- deliberate planning, 595
- deliberative consensus, 574, 577
- Delphi method, 560–561
- Denmark, 125–127, 198–199. *See also* Nordic countries (GLOBE classification)
- depression/enthusiasm levels, 181, 184, 186, 192
- Directions in Sociolinguistics* (Gumperz and Hymes), 270
- directive listening, 433–434
- disconnect behaviors, 720
- dispositional approach, 161
- dissensus, 560
- Diversity and Complexity* (Page), 516
- dominant communication behavior, 80
- duration of meetings, 59, 75
 - cross-cultural meeting research, 183, 185, 186
 - ensuring effectiveness, 723–724
 - virtual meetings, 689–690
- dynamic capabilities, 212
- dynamics and processes of meetings, 7–8
- dysfunctional interaction processes, 100–102, 105–106, 107, 108, 109, 338–339
- Eastern European countries (GLOBE classification), 177, 182–183, 184, 185, 192, 193, 194, 198–199
- Egypt, 198–199. *See also* Middle Eastern countries (GLOBE classification)
- embodied interaction, 282. *See also* multimodal interaction
- emergence concept (in systems theory), 224, 339–340
- emergent mood, 466–468, 469
- emotion amplification, 442
- emotion regulation, 8, 440–451
 - antecedent-focused, 441
 - contributions to theory, 449
 - defined, 440

- future research directions, 449–450
- group psychological safety climate and, 447–448
- importance of, 440
- individual differences and, 445–447
 - negative affectivity, 445–446
 - neuroticism, 446
 - self-monitoring, 446–447
- meetings as performance episodes, 442–443
- outcomes of, 448
- practical implications of, 449
- relative status and, 443–445
 - effects of, 444–445
 - expertise, 444
 - hierarchical status, 444
 - response-focused, 441–442
- emotion suppression, 442
- emotional contagion, 163–164, 341
 - group affect, 459–460, 461–462, 464
- employee engagement, 211
- Estonia, 198–199. *See also* Nordic countries (GLOBE classification)
- Ethnography in Organizations* (Schwartzman), 736
- European Union, increasing diversity in workforce of, 94
- Evaluate pattern of collaboration, 487, 489, 492, 495
- event-driven approaches, 343
- expectation states theory, 444–445, 449
- explicit knowledge, 641–642, 644, 646, 653
- external communication, 513–514, 525, 597–598
- Facebook, 210
- facilitators and facilitation, 311. *See also* codified
 - best facilitation practices
 - change-related communication, 433
 - co-creation meetings, 484, 486–487
 - cross-cultural issues, 196
 - debriefs, 622, 623
 - facilitative communication processes, 542
 - meeting preparation, 52–53
 - meeting size and, 75
 - ThinkLets pattern language, 498–500
 - virtual meetings, 685–686
- false consensus, 560
- FastFocus ThinkLet, 488
- feedback, 78, 726–727
 - feedback loops, 507–508, 510, 511, 514, 515
 - to training and assessment, 653
- Finland, 125–127, 198–199. *See also* Nordic countries (GLOBE classification)
- firm size, 208–209
- formal versus informal meetings, 50–51, 248
 - in Japan, 130, 135, 136
 - scheduling of meetings, 27
- Foundations in Sociolinguistics: An Ethnographic Approach* (Hymes), 736
- France, 125–127, 198–199. *See also* Latin European countries (GLOBE classification)
- FreeBrainstorm ThinkLet, 488
- frequency of meetings
 - cross-cultural meeting research, 183, 186, 188
 - increasing, 713, 717
 - perception of meetings as interruption and, 27
 - virtual meetings, 684, 690
- Full Range of Leadership Theory, 383, 387
- functional interaction processes, 100–102, 105–106, 107, 108, 109
- Generate pattern of collaboration, 487, 488, 492, 493, 494
- generative mechanisms, 308
- Georgia, 198–199. *See also* Eastern European countries (GLOBE classification)
- Germanic countries (GLOBE classification), 177, 182–183, 184, 198–199
 - anxiety/comfort levels, 190–192, 195
 - time spent in meetings, 188, 192
- Germany, 125–127, 128, 178, 198–199, 691–692, 728. *See also* Germanic countries (GLOBE classification)
 - communication and coordination behaviors, 373
 - interaction patterns, 310–311, 341
 - meeting characteristics in, 132–133
 - content, 122, 130, 133, 137
 - purpose, 122, 130, 132, 137
 - roles, 123, 130, 133
 - structure, 122, 130, 133, 137
 - timing, 122–123, 130, 132–133, 137
 - pre-meeting talk, 167
- gist formulations, 260–261, 262, 263, 266–267, 268–269, 270
- global virtual teams (GVTs), 663. *See also* virtual and hybrid meetings
- GLOBE (Global Leadership and Organizational Behavior Effectiveness Research) country cluster classification, 182–183, 184
- Google, 205
- Greece, 125–127, 196, 198–199. *See also* Eastern European countries (GLOBE classification)
- ground rules for meetings, 63–64, 73, 74–75, 449, 691–692
- group affective tone, 458–459
- Group for Organizational Effectiveness, 621
- group support systems (GSSs), 486, 495–496
- GSEQ software, 337
- GVTs (global virtual teams), 663. *See also* virtual and hybrid meetings
- heedfulness
 - defined, 228
 - heedful conduct of meetings, 240
 - heedfully connecting meetings, 239–240

- Heimann, V., 666
HHMI (Howard Hughes Medical Institute), 498
high context behaviors, 182, 184, 674–675
high space behaviors, 182, 184
homophily, 365, 372
Hong Kong, 125–127, 198–199. *See also*
 Confucian Asian countries (GLOBE
 classification)
“hot groups”, 365
Howard Hughes Medical Institute (HHMI), 498
humor and laughter, 101, 122, 136, 258, 263, 310
Hungary, 198–199. *See also* Eastern European
 countries (GLOBE classification)
hybrid meetings. *See* virtual and hybrid meetings
Hymes, D., 270–271, 736
- “I” messages, 78
immutable mobiles, 230–231
implicit affect theory, 469
Implicit Leadership Theory, 383, 401, 402, 406
imposed consensus, 570, 572, 577
inappropriate verbal statements, 80
India, 125–127
indifferents, 311
individualism
 pre-meeting talk, 167
 virtual teams and communication, 674
information display, 58
information utilization, 8, 533–548
 appropriateness of meetings, 533–534
 checklist, 548
 disruptive communication processes, 543
 facilitative communication processes, 542
 guidelines for improving, 546–548
 information sharing, 538–540
 lack of open communication, 540
 uneven distribution of participation, 538–540
 unique information, 540
meeting composition, 534–538
 availability of expertise, 536–537
 costs of additional participants, 535–536
 effectiveness of outcomes and, 534–535
 member personality, 537–538
meeting procedures, 543–546
 action plans, 545
 idea generation, 544
 problem analysis, 543–544
 solution evaluation and choice, 544–545
member preparation, 538
temporal issues, 546
utilization of information, 541–542
 Eureka versus non-Eureka problems, 541
 promotion of, 541–542
 recognition of expertise, 541
 status and, 541
information/decision-making perspective of
 diversity, 98–99
ING Group, 499
- initial stage-problem stage-goal stage model, 508
input-process-output (IPO) model, 51, 94–95, 508
 after action reviews, 636, 637
 change-readiness
 antecedents of, 430–431
 consequences of, 431
 creative performance, 586
Interact software, 335–336, 337, 342, 420
“Interaction in Workplace Meetings”
 (Svennevig), 283
Interaction Process Analysis (IPA), 271, 306, 318,
 319, 327, 329, 426–427
interactional consensus, 561–563
 mental consensus versus, 563–566
 types of, 570–577
 unanimity versus, 566–570
interactional justice, 79
internal communication, 514, 525, 597–598
interruptions, perception of meetings as, 26–28
 activity regulation theory, 26
 quality of meeting experience and, 27
interruptions framework, 13–14
interval-driven approaches, 343
interventions, meetings as, 25, 35–37, 39
 change management, 35–36
 formats of, 36
 future research directions, 36–37
 meeting design characteristics, 36
IPA (Interaction Process Analysis), 271, 306, 318,
 319, 327, 329, 426–427
IPO. *See* input-process-output model
Italy, 125–127, 198–199. *See also* Latin European
 countries (GLOBE classification)
- Japan, 125–127, 128, 198–199. *See also*
 Confucian Asian countries (GLOBE
 classification)
 avoidance approach, 181
 meeting characteristics in, 135–136
 content, 130, 135–136
 purpose, 130, 135, 137
 roles, 130, 136
 structure, 130, 136
 timing, 130, 135
 meeting participation, 194–195
- KAI (Kirton’s Adaption-Innovation) theory, 507,
 512
Kenya, 125–127
Kirton’s Adaption-Innovation (KAI) theory, 507,
 512
knowledge transfer, 211–212, 360
 risk mitigation and, 213–214
 storytelling culture, 207–208
known uncertainties, 642–643
- lag sequential analysis, 340–341
lamination concept, 224

- Latin European countries (GLOBE classification), 177, 182–183, 184, 198–199
 anxiety/comfort levels, 190–192, 195
 meeting frequency, 188
- Latvia, 198–199. *See also* Nordic countries (GLOBE classification)
- layered structure (in systems theory), 224
- leader behavioral analysis, 8, 381–406
 discussion, 401–404
 future research directions, 405–406
 limitations of, 405
 practical implications of, 404
 studies comparing observed versus recalled behavior, 386–401
 measures, 386–389, 392–395
 results, 389–391, 395–401
 sample and data collection, 386–389, 391
 theoretical foundations for
 leader and follower behaviors, 383–384
 observed behavior versus behavioral recall ratings, 384–386
- leadership. *See also* leader behavioral analysis
 affective dynamics, 473, 475
 discursive strategies for, 311
 effects of, 715–716
 ensuring effective meetings, 719–728
 failure to understand complexity, 504
 group affective context and, 464
 meeting organization by leaders, 59–62
 participants as co-leaders, 716–718
 popular practice literature on, 719
 as target for training concept, 70
 terminology for meeting leaders, 52–53
- LeafHopper ThinkLet, 492, 493, 494
- Lewin’s change theory of driving and hindering forces, 427–428
- Libya, 198–199. *See also* Middle Eastern countries (GLOBE classification)
- Likert scales, 403
- Lithuania, 198–199. *See also* Nordic countries (GLOBE classification)
- “local sense”, 742–743
- low context behaviors, 182, 184
- low space behaviors, 182, 184
- M4 project, 671
- Macedonia, 198–199. *See also* Eastern European countries (GLOBE classification)
- Mackinnon, A., 196
- macro level context, 24
 meeting theory development, 23–24, 29, 36, 37–39
- Magnusson’s T-pattern, 342
- managerial legitimacy, 214–216
- MCI, 712, 713, 720
- mediating mechanisms, 105–106
- meeting design characteristics, 53–59
 agenda usage, 55–56
 attendees, 54–55, 75
 breaks, 59
 duration, 59
 envrionmental, 57–58, 74
 as input factors, 51
 meeting minutes, 56–57
 procedural, 74–75
 punctuality, 58–59
 purpose and goals, 53–54, 61–64
 size, 55
 temporal, 75
 meeting flows, 229, 230, 235, 238–239
 The Meeting: Gatherings in Organizations and Communities (Schwartzman), 736, 742
 meeting minutes, 56–57, 60, 82, 230–231, 695–696
 meeting preparation and design, 7, 49–65
 characteristics of, 49
 conceptual frameworks for studying, 50–52
 future research directions, 62–64
 pre-meeting activities, 50, 56
 responsibility for, 52–53
 surveys of meeting organizers and leaders, 59–62
 meeting preparatory talk, 154, 155, 157
 openness to experience and, 165
 ripple effect of, 160
 meeting science, 3–6, 9, 10, 12–17, 709–731
 danger of imposing artificial boundaries, 15
 defined, 13
 defining meetings, 4, 5, 12–13, 50–51, 93, 123, 177, 204, 306, 709
 ensuring effective meetings, 719–728
 agendas, 722–723
 clarifying purpose, 720–721
 concluding meetings, 726–727
 in-process management, 725–726
 location and configuration of space, 724–725
 meeting size, 721–722
 relevance for participants, 721
 timing and duration of meetings, 723–724
 financial cost of meetings, 712–713, 717
 future research directions, 743–744
 importance of meetings, 305
 increasing frequency of meetings, 713, 717
 integration of science and practice, 710–711
 interdisciplinary nature of, 6, 14
 leadership effects, 715–716, 717
 need for more, 15–16
 number of meetings, 15–16, 23, 204, 450, 711–712
 origins and development of, 4–5, 13–14
 participants as co-leaders, 716–718
 perception of meetings as unproductive, 713–714, 717
 role of meeting scientists, 14
 team science versus, 14–15

- meeting science (*cont.*)
 - time spent in meetings, 15–16, 23, 69, 450, 711–712, 717
 - trends leading to growth in meeting activity, 23
 - wider impact of meetings, 715, 717
 - meeting theory development, 20–40
 - collaboration technology, 22, 25, 28–31, 37–38
 - contemporary significance of meetings, 23–24
 - interventions, 22, 25, 35–37, 39
 - number of and time spent in meetings, 23
 - public meetings, 22
 - rituals, 22, 25, 31–33, 38–39
 - sensemaking episodes, 22, 25, 33–35, 39
 - sparse nature of research in, 20–22
 - stressors, 22, 25, 26–28, 37
 - meeting training course concept, 7, 69–85
 - caveats regarding, 85
 - duration of course, 70
 - Follow-Up Event, 83–84
 - learning objectives, 83
 - schedule, 83
 - scientific background for, 84
 - training description, 84
 - group size and composition, 70
 - Module 1 (prevalent meeting culture), 71–73
 - learning objectives, 71
 - schedule, 72
 - scientific background for, 71–72
 - training description, 73
 - Module 2 (meeting preparation), 74–76
 - learning objectives, 74
 - schedule, 72
 - scientific background for, 74–75
 - training description, 75–76
 - Module 3 (communication skills for leaders), 76–79
 - learning objectives, 76
 - schedule, 77
 - scientific background for, 76–78
 - training description, 78–79
 - Module 4 (meeting techniques and skills), 79–82
 - learning objectives, 79
 - schedule, 77
 - scientific background for, 79–80
 - training description, 80–82
 - worksheet, 81
 - Module 5 (resolutions and follow-up), 82–83
 - learning objectives, 82
 - schedule, 77
 - scientific background for, 82
 - training description, 82–83
 - room arrangement, 71
 - target group for, 70
 - training methods, 71
 - meeting types, 27, 72, 73
 - Men Who Manage* (Dalton), 735
 - mental consensus, 559–561, 563–566, 576
 - meso level context, 24, 39
 - metalinguistic formulations (formulations), 260–270
 - MI (motivational interviewing), 416–417
 - micro level context, 24
 - meeting theory development, 23–24, 36, 37–39
 - microethnography, 282
 - Middle Eastern countries (GLOBE classification), 177, 182–183, 184, 198–199
 - anxiety/comfort levels, 190–192, 195
 - late endings, 189
 - late starts, 189, 192, 193
 - mindfulness
 - collective mind and minding, 228
 - defined, 228
 - mindful conduct of meetings, 240
 - mindful disposition towards meetings, 238–239
 - MLQ (Multi-factor Leadership Questionnaire), 392
 - monochronic behaviors, 167–168, 182, 184
 - monolithic consensus, 560
 - motivational interviewing (MI), 416–417
 - MPM (Mutual Performance Monitoring), 524, 526
 - Multi-factor Leadership Questionnaire (MLQ), 392
 - multimodal interaction, 7, 277–299
 - basic assumptions of conversation analysis, 278–280
 - naturally occurring data, 280
 - “order at all points”, 278
 - reciprocal nature of context and interaction, 279
 - turn-by-turn organizing principle, 279–280
 - central studies from, 282–287
 - artefacts in meetings, 283–285
 - participation in meetings, 285–287
 - conducting multimodal analysis, 287–289
 - data analysis, 289
 - data collection, 281, 287
 - data transcription, 288–290
 - data analysis, 290–297
 - performance appraisal interviews, 293–297
 - strategy meetings, artefacts in, 290–293
- “Multimodal Interaction from a Conversation Analytic Perspective” (Deppermann), 283
- multi-unit turns, 253
- Mutual Performance Monitoring (MPM), 524, 526
- mutual trust, 524, 525
- negotiation, 343, 514, 524, 527
- Netherlands, 178, 198–199. *See also* Germanic countries (GLOBE classification)
 - cross-cultural meeting research, 125–127
 - meeting participation, 194–195
- network externalities, 210

- network perspective. *See* social network analysis
- New Zealand, 125–127
- Noldus Observer software, 335
- Nominal Group Technique, 561
- nonparticipation, 80
- Nordic countries (GLOBE classification), 177, 182–183, 184, 194, 198–199
- Norway, 198–199. *See also* Nordic countries (GLOBE classification)
- open-ended questions, 78
- order-disorder dynamic, 735–744
 - disorder and meetings, 741–743
 - order and meetings, 737–741
- SPEAKING model of communication, 736–737
- organizational meeting orientation, 7, 203–218
 - defining meeting orientation, 204–205
 - effects on performance, 210–212
 - dynamic capabilities, 212
 - employee engagement, 211
 - knowledge transfer, 211–212
 - factors influencing effects of, 213–216
 - managerial legitimacy, 214–216
 - risk management, 213–214
 - firm characteristics that influence development of, 206–210
 - cultural, 207–208
 - resource development, 209–210
 - structural, 208–209
 - future research directions, 216–217
 - measures of, 206
 - other orientations versus, 203
 - positive and negative views of, 204–205
 - purposes of organizational meetings, 204
 - reasons for, 203–204
- Organize pattern of collaboration, 487, 488–489
- participation in meetings, 285–287
 - absent participants, 231–232
 - alignment and affiliation, 285–286
 - control-by-proxy, 232
 - cross-cultural issues, 180–181, 184, 186, 189, 194–195
 - immutable mobiles, 230–231
 - information utilization, 539–540
 - language shift, 286
 - meeting size and, 721–722
 - national identity, 286
 - nonparticipation, 80
 - pre-meeting talk and, 160
 - public meetings, 22, 140–141, 311–312
 - role of chairman, 285
 - securing reciprocity, 286
 - social network analysis, 368–369
 - team identity, 286
 - trans-participants, 230
 - turn-taking overlap, 285
- pattern analysis, 339–340
 - applying, 346–348
 - overview of, 341–342
- peer affective influence, 467, 473
- person-process-press-product model, 508
- pluralistic ignorance, 560
- PMT. *See* pre-meeting talk
- Poland, 198–199. *See also* Eastern European countries (GLOBE classification)
- polychromic behaviors, 167–168, 182, 184
- PopcornSort ThinkLet, 488–489
- Portugal, 198–199. *See also* Latin European countries (GLOBE classification)
- power distance, 180–181, 182, 194–195
- preference organization, 253
- prehension, 226–227
 - direct, 235–236
 - indirect, 235–236
- pre-meeting activities and context, 6–7
 - macro level context, 7
 - meeting composition (meso/group level context), 7
 - meeting setup (micro level context), 6–7
- pre-meeting talk (PMT), 7, 59, 62, 153–169, 318
 - cultural significance of, 32
 - defined, 153
 - future research directions, 166, 168–169
 - group mood and, 309
 - influence of across cultures, 167–169
 - individualism versus collectivism, 167
 - monochronic versus polychromic behaviors, 167–168
 - kinds of, 153, 154
 - meeting preparatory talk, 154, 155, 157, 160, 165
 - shop talk, 154, 155, 156–157, 161
 - small talk, 154–155, 156–157, 158, 159–160, 164, 165–166, 167
 - work talk, 154, 155–157, 161
- personality and, 164–166, 168
 - agreeableness, 165–166
 - conscientiousness, 165
 - extraversion/introversion, 158, 165
 - neuroticism, 166
 - openness to experience, 165
- possible damaging effects of, 169
- previous research on, 153, 156–160
 - relationship between PMT and meeting effectiveness, 158–159
 - small talk as specific form of PMT, 159–160
- theoretical support for effects of, 153, 154, 160–164
 - affective events theory, 161–162
 - emotional contagion, 163–164
 - ripple effect, 160–161
 - setting tone in group and team contexts, 162–163
- previous arguments, 308–309

- problem analysts, 311
- problem-focused communication, 76, 101, 329, 330, 332–333, 344–346, 598
- procedural communication, 76, 101, 102, 329–330, 331, 332–333, 344–346, 542, 598–599
- procedural facilitators, 311
- process concept (in systems theory), 224–225
- process management focus, 209
- projectability, 251
- psychological safety, 447–448, 472, 539, 546, 547, 599–601
- public meetings, 22, 140–141, 311–312
- punctuality, 58–59, 75
 - ending late, 183, 186, 189
 - starting late, 183, 186, 189
 - virtual meetings, 690
- rational-legal authority, 214–215
- RBV (resource-based view), 206–208, 209
- reactive planning, 595
- Red-Light-Green-Light ThinkLet, 489
- Reduce pattern of collaboration, 487, 488, 492, 493–495
- reflexivity, 350, 595
- relations-oriented behavior, 384, 387, 389–390, 404
- relations-oriented diversity, 93, 95–97
 - attendees’ diversity attitudes, 106–107
 - future research directions, 109–110
 - meeting effectiveness, 103–105
 - meeting motivation, 108
- repair work, 251, 261–262, 267
- Resistance/Readiness to change (R-scores). *See* change-related communication
- resource specialization, 209–210
- resource-based view (RBV), 206–208, 209
- response-focused emotion regulation, 441–442
- retrospection, 226–227
 - direct, 233–234
 - indirect, 234
- risk management, 213–214
 - risk avoidance, 213
 - risk mitigation, 213–214
- rituals, meetings as, 25, 31–33, 38–39
 - avoidance of certain topics, 31–32
 - future research directions, 32–33
 - institutional identity work, 32
 - ongoing socialization of members, 32
- “river of discourse”, 225, 235
- Robert’s Rules of Order* (Robert), 737–738
- Romania, 198–199. *See also* Eastern European countries (GLOBE classification)
- R-scores (Resistance/Readiness to change). *See* change-related communication
- rule of non-opposition, 561, 562, 563, 564–565, 567–570
- Russia, 125–127, 198–199. *See also* Eastern European countries (GLOBE classification)
- Saudi Arabia, 198–199. *See also* Middle Eastern countries (GLOBE classification)
- sensemaking
 - after action reviews, 637–639
 - prehensive, 226–227
 - direct, 235–236
 - indirect, 235–236
 - retrospective, 226–227
 - direct, 233–234
 - indirect, 234
 - sensegiving, 226
- sensemaking episodes, meetings as, 25, 33–35, 39, 306
 - ambiguity management, 33, 34–35
 - future research directions, 35
 - “subjectification of experience”, 35
 - uncertainty reduction, 34
- sequencing, 251–254
- Serbia, 198–199. *See also* Eastern European countries (GLOBE classification)
- shared leadership, 524, 525
- shared mental models (SMMs)
 - as task/teamwork skill, 524, 525–526
 - creative performance, 590–591, 595, 596
 - debriefs, 627
- shared vision, 524, 526
- shop talk, 154, 155
 - evolution of, 156–157
 - ripple effect of, 161
- Singapore, 198–199. *See also* Confucian Asian countries (GLOBE classification)
- size of meetings, 55
 - cross-cultural meeting research, 183, 185–186, 187, 196
 - ensuring effectiveness, 721–722
 - facilitators and, 75
- Slovakia, 198–199. *See also* Eastern European countries (GLOBE classification)
- small talk, 154–155, 157
 - agreeableness and, 165–166
 - emotional contagion and, 164
 - evolution of, 156–157
 - extraversion/introversion and, 165
 - individualism versus collectivism, 167
 - meeting effectiveness and, 158
 - openness to experience and, 165
 - ripple effect of, 160
 - variety of purposes served by, 159–160
- SMM. *See* Systemic Meetings Model
- SMMs. *See* shared mental models
- social capital, 360, 363
- social dynamics research, 8, 325–350
 - application of, 343–348
 - behavioral frequencies in different meeting phases, 344–346

- pattern analysis, 346–348
- basis for, 325–326
- findings from, 338–343
 - emergent behavioral patterns, 339–340
 - functional and dysfunctional behaviors, 338–339
 - lag sequential analysis, 340–341
 - pattern analysis, 341–342
 - temporal phases in team meetings, 342–343
- future research directions, 349–350
- limitations of, 348–349
- meeting interaction analysis process, 327–338
 - act4teams coding scheme, 329–333
 - coding scheme, 328–329
 - combining data with other variables, 338
 - defining behavior variables of interest, 327–328
 - defining phenomenon of interest, 327
 - detecting behavioral sequences, 337
 - establishing inter-rater reliability, 335–337
 - gathering behavioral data, 331–334
 - reducing data to summarize, 337–338
 - training coders, 334–336
 - unitizing, 328
- social identity (categorization) theory, 97–98
- social influences approach, 161
- social network analysis, 8, 357–376
 - application of (team meetings), 368–369
 - benefits of, 370–374
 - focus on content, 371, 373
 - focus on context, 371, 373–374
 - focus on dynamics, 371, 374
 - focus on overall structure, 371, 372–373
 - focus on position, 371, 372
 - focus on subgroups, 371, 372
 - challenges for, 369–370
 - defining social networks, 357–358
 - focus of, 358
 - future research directions, 370–374
 - measures of, 361–364
 - assortativity metric, 362, 363
 - betweenness metric, 362–363
 - centrality metric, 362
 - centralization metric, 364
 - cliques metric, 363
 - closeness metric, 362–363
 - components metric, 363
 - coreness metric, 364
 - core-periphery model metric, 364
 - degree metric, 362
 - distance metric, 364
 - effective size metric, 362, 363
 - indegree metric, 362
 - outdegree metric, 362
 - overall structure, 364
 - structural equivalence metric, 363–364
 - structural positions, 362–363
 - subgroups, 363–364
 - transitivity metric, 364
- meetings as networks, 358–359
- multidisciplinary nature of, 361
- nodes, 359–360
- practical implications of, 374–375
- principles of, 359–361
- research into, 364–368
 - external ties, 366
 - homophily, 365
 - subgroup formation, 366
 - task- and teamwork interaction, 367
 - team leadership, 366–367
- ties, 359–360
- Social Signal Processing Network (SSPNet), 671
- socioemotional communication, 76–77, 101–102, 330, 331, 332–333, 344–346
- solution seekers, 311
- South Africa, 198–199. *See also* Anglo countries (GLOBE classification)
- Spain, 125–127, 198–199. *See also* Latin European countries (GLOBE classification)
- SPEAKING model of communication, 736–737
- SSPNet (Social Signal Processing Network), 671
- stages of change model (Transtheoretical Model [TTM]), 415–416, 428–429
- stand-up meetings, 57, 74, 205
- storytelling culture, 207–208
- strategic meeting interaction, 7–8, 305–320
 - example of approach, 318–319
 - future research directions, 316–319
 - literature review, 307–312
 - affect, 309–310
 - argumentation, 308–309
 - message function, 307–308
 - outcomes, 312
 - roles and structure, 310–312
 - meeting messages, 312
 - all strategic, 313–314, 319
 - interdependent nature of, 310
 - meeting context and influence of, 316, 318, 319, 320
 - questions, 307–308
 - sequential nature of, 307
 - speaker assessment of context, 315–316, 317–318, 319, 320
 - speaker intent and, 314, 317–318, 319, 320
 - team cognition and, 314–315, 317–318, 319, 320
- strategy as practice, 298
- StrawPoll ThinkLet, 489, 492, 495
- stressors, meetings as, 25, 26–28, 37
 - accomplishment striving, 27
 - activity regulation theory, 26
 - frequency of meetings, 27
 - future research directions, 27–28
 - quality of meeting experience, 27
- structural holes, 363
- surface-level diversity, 519

- sustain talk (counter change talk), 416–417
 - coding scheme for, 417, 420–422
 - defined, 417
 - as sign of communication trap, 433
 - temporal dynamics, 418, 422–424
- Sweden, 125–127, 198–199. *See also* Nordic countries (GLOBE classification)
- Switzerland, 198–199. *See also* Germanic countries (GLOBE classification)
- synchronicity, 668–670
- system of multiple-level observation of groups (SYMLOG), 329
- Systemic Meetings Model (SMM), 7, 223–241
 - absence of systemic connection, 234–235
 - connections between meetings, 229–232, 236–237
 - absent participants, 231–232
 - clustered artefacts, 233
 - control-by-proxy, 232
 - immutable mobiles, 230–231
 - temporal markers, 233
 - trans-participants, 230
 - data set, 229
 - extending direct connections, 235
 - implications for practice, 237–240
 - heedfully connecting meetings, 239–240
 - mindful and heedful conduct of meetings, 240
 - mindful disposition towards meetings, 238–239
 - prehension
 - direct, 235–236
 - indirect, 235–236
 - retrospection
 - direct, 233–234
 - indirect, 234
 - theoretical foundations for, 224–228
 - collective mind and minding, 228
 - sensegiving, 226
 - sensemaking, 225
 - systems of care meetings, 36
- tacit knowledge, 212, 641–642, 644, 646, 653
- tag-teamed arguments, 309
- Taiwan, 125–127, 198–199. *See also* Confucian Asian countries (GLOBE classification)
- task-oriented behavior
 - leader behavior, 77, 80, 384, 387, 389–390, 401, 402–403, 404
 - meeting preparation, 54, 62
- task-oriented diversity, 93, 95–97, 98, 99, 100
 - attendees' diversity attitudes, 106–107
 - functional meeting communication, 101
 - future research directions, 109–110
 - interaction processes, 105–106
 - meeting effectiveness, 103–105
 - meeting motivation, 108
- TCUs (turn constructional units), 251, 253
- team charters, 692–693
- team cognition, 314–315, 596
- team diversity, 7, 93–110
 - conceptual model, 102–108
 - diversity attitudes, 106–107
 - mediating mechanisms, 105–106
 - meeting effectiveness, 103–105
 - motivation as a contingency factor, 108
 - contingency perspective of, 99–100
 - defined, 93, 95–96
 - as double-edged sword, 94, 97–100
 - dyadic and organizational diversity versus, 95
 - future research directions, 109–110
 - increasing diversity in workforce, 93–95
 - information/decision-making perspective of, 98–99
 - interaction processes, 100–102
 - relations- and task-oriented characteristics, 93, 95–97
 - social identity (categorization) perspective of, 97–98
- team orientation, 524, 525
- team science, 14–15
- telework (telecommuting), 667
- TEMPO (time-by-event-by-member pattern observation), 329
- temporal markers, 233
- temporal phases in team meetings, 342–343
- TheLobbyist ThinkLet, 488
- ThinkLets pattern language, 487–489. *See also* codified best facilitation practices
 - application of, 498–500
 - case study, 489–498
 - components of, 488
 - defined, 484–485, 487–488
 - examples of common, 488–489
 - productivity gains and transferability of, 496–498
- ThinkTank, 495–496, 499
- time-by-event-by-member pattern observation (TEMPO), 329
- total quality management (TQM), 209
- Toyota, 205
- TQM (total quality management), 209
- traditional authority, 214
- trait theory, 445, 446
- transactional leadership, 383–384, 392, 400–402
- transactive memory, 541–542
- transformational leadership, 383–384, 392, 400–401, 402–403, 404
- transition probabilities, 340
- transitive triads, 372
- trans-participants, 230
- Transtheoretical Model (TTM; stages of change model), 415–416, 428–429
- TTM (Transtheoretical Model; stages of change model), 415–416, 428–429

- Turkey, 196, 198–199. *See also* Middle Eastern countries (GLOBE classification)
- turn allocation, 251–252
- turn constructional units (TCUs), 251, 253
- TurnTaker ThinkLet, 492
- UAE (United Arab Emirates), 125–127, 198–199. *See also* Middle Eastern countries (GLOBE classification)
- UK. *See* Anglo countries (GLOBE classification), United Kingdom
- uncivil meeting behaviors (UMBs), 80, 81–82
- United Arab Emirates (UAE), 125–127, 198–199. *See also* Middle Eastern countries (GLOBE classification)
- United Kingdom (UK), 125–127, 128, 198–199. *See also* Anglo countries (GLOBE classification)
- meeting characteristics in, 133–135
- content, 130, 134
- purpose, 130, 133–134
- roles, 130, 135
- structure, 130, 134–135
- timing, 130, 134
- meeting duration, 185
- United States (US), 125–127, 128, 198–199, 691–692, 728. *See also* Anglo countries (GLOBE classification)
- agenda usage, 193
- approach orientation, 181
- communication and coordination behaviors, 373
- interaction patterns, 310–311, 341
- meeting characteristics in, 129–132
- content, 122, 130, 131, 137
- purpose, 122, 129, 130, 137
- roles, 123, 130, 132
- structure, 122, 130, 131, 137
- timing, 130, 131, 137
- meeting duration, 193
- meeting size, 193
- pre-meeting talk, 167
- punctuality, 193
- unknown uncertainties, 642–643
- unrelated activities, 80
- upshot formulations, 260, 263, 266–267
- US. *See* Anglo countries (GLOBE classification), United States
- U.S. Army, 641, 643
- U.S. Bureau of Labor Statistics, 94
- Verisk Analytics, 498
- virtual and hybrid meetings, 9, 663–677, 680–699
- attendee goals and, 665–666
- cross-cultural differences, 673–675, 676
- effective communication and team relationships, 671–673
- future research directions, 675–677, 697–698
- global developments leading to, 663
- guidelines for successful facilitation of, 683–697
- acknowledgment of differences, 681, 684, 694–695
- action items, 684, 695, 696–697
- agendas, 684, 690–691
- communication and behavior norms, 684, 691–692
- facilitator selection, 681, 684, 685–686
- meeting frequency, 684, 690
- meeting minutes, 695–696
- meeting timing, 684, 689–690
- role clarification, 693–694
- role setting and reinforcement, 684, 692
- team charters, 692–693
- technology choice, 684, 686–688
- technology implementation, 688–689
- initial face-to-face meetings, 682–683
- meeting purpose and, 665
- meeting type and, 664–666
- meeting venues and attendee location, 666–668
- technology choice and, 664–665, 668–671
- availability, 670
- degrees of virtuality, 669
- informational value, 670
- synchronicity, 668–670
- technophobia, 670
- virtual meetings, 197, 258
- virtual teams (VTs). *See* virtual and hybrid meetings
- voting, 567–570, 576–577
- VTs (virtual teams). *See* virtual and hybrid meetings
- work talk, 154, 155–156
- evolution of, 156–157
- ripple effect of, 161