



The Influence of Team Mobility on Knowledge Transfer and Innovation Processes within Teams.

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Universiteit Leiden

EU Policy Innovation

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Innovation crucial for growth European economy

↪ Diversity & Mobility key factors

Possible solutions in the Netherlands

Adjustment employment & migration laws



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However, resistance \uparrow : Need for “Flexicurity”

Examine social innovation at micro-level



Team Innovation

Team Innovation

The introduction of ideas, processes, products or procedures within a team that are new and designed to be useful (De Dreu & West, 2001)

↪ Knowledge transfer within teams is crucial



Knowledge Transfer

Team Decision Making

Unique information sharing ↓ (Wittenbaum, Hollingshead & Botero, 2004)

↪ Bias for common information

- Uncertainty reduction
- Need to give meaning to a situation

↪ Search for similarity & team unity

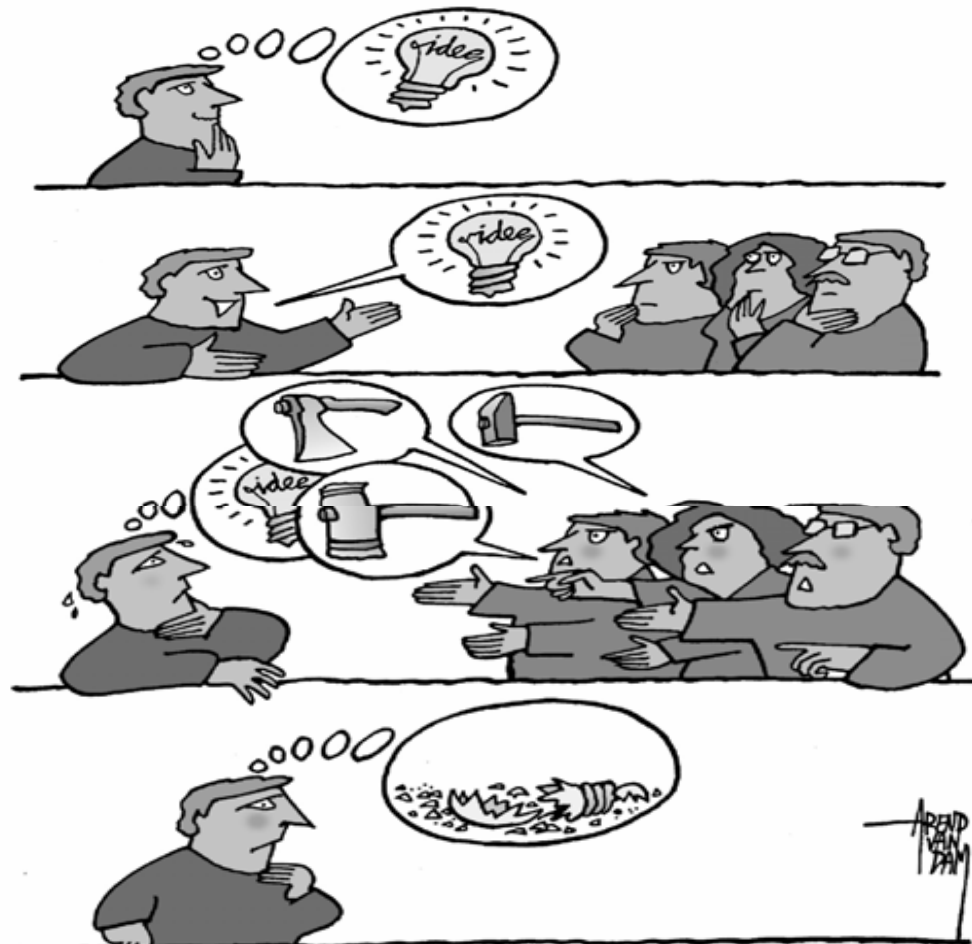
Diversity & mobility: novel insights & unique input



However... Disruption ↑

(Moreland & Levine, 1985)

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Team Accommodation

Newcomer research focuses on assimilation

Team Accommodation

The extent to which a team is willing to accept new knowledge and procedures from a newcomer

Key variables

- Unique information sharing → Team innovation
- Acceptance → Team satisfaction



Newcomers

Central to research:

Internal vs. External newcomer: similar vs. different

Findings inconsistent

Acceptance

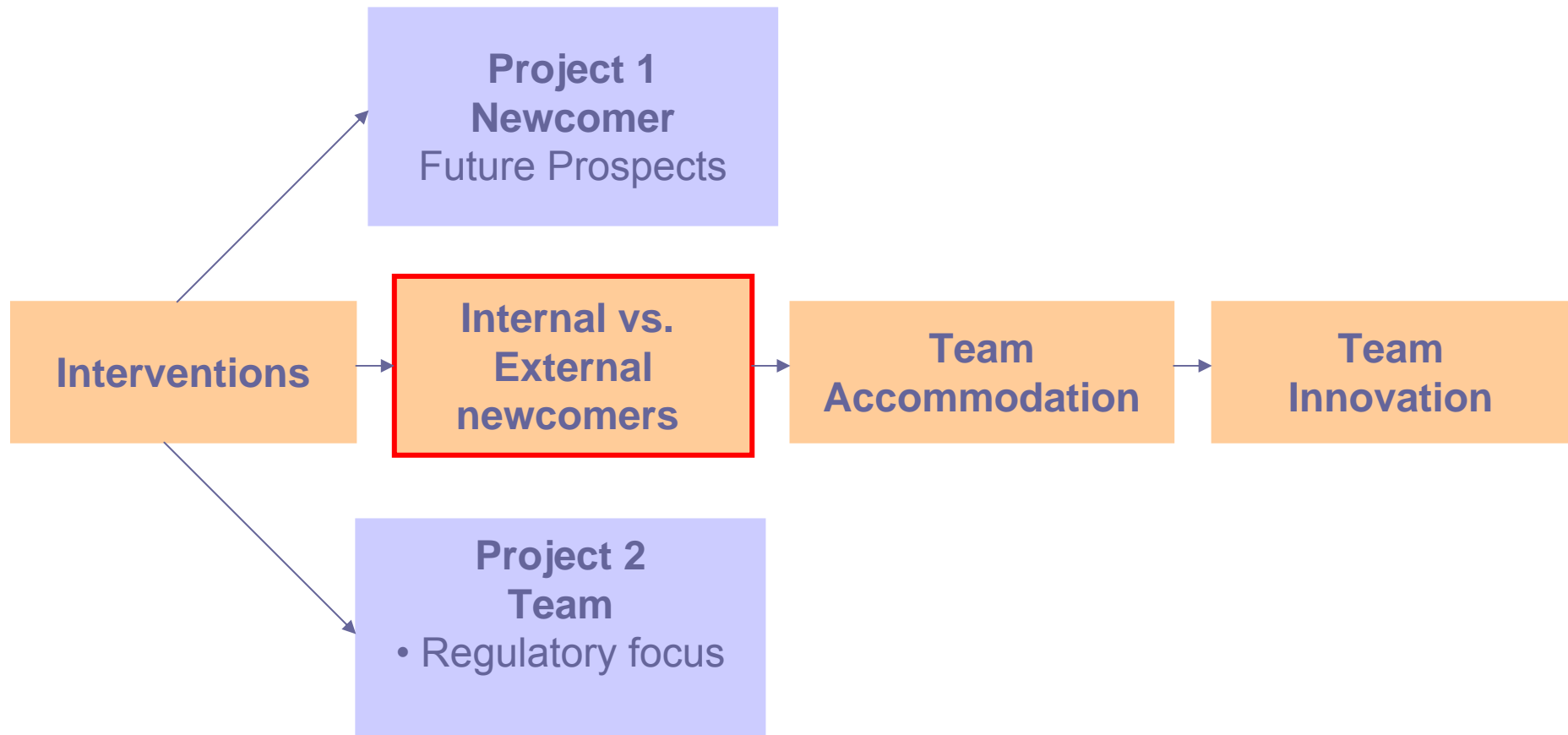
- Internal newcomers > external newcomers (“one of them”)

Unique knowledge

- External newcomers > internal newcomers (“congruency”)



Theoretical Model





Project 1 Future prospects

Permanent vs. Temporary newcomer

- Little research on this topic
- Perspective of newcomer

Team perspective

- Permanent newcomer → Expected to assimilate
- Temporary newcomer → Less pressure to assimilate



Study 1

Three-person student groups

Dyads expected to perform 5 tasks together (in reality 3)
Newcomer entry at task 3.

Temporary vs. Permanent newcomer

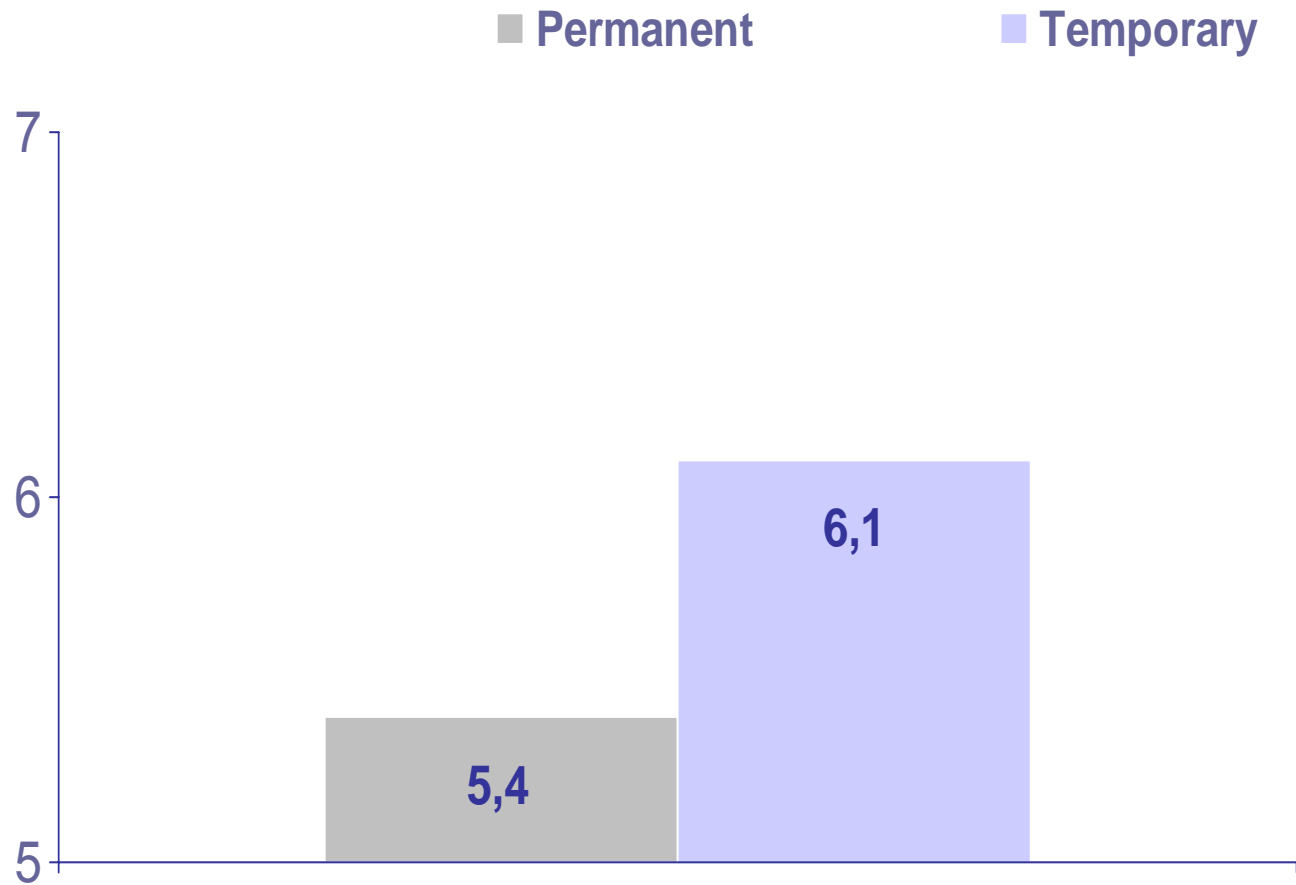
- Future tasks: with or without newcomer

Innovative decision making task

- Newcomer possessed unique information



Newcomer input





Conclusion

Accommodation

Temporary newcomers > permanent newcomers

However...

- Look at acceptance (2nd key variable of accommodation)
- How does internal vs. external position newcomer relate to future prospects?



Study 2

Internal vs. external newcomers & future prospects

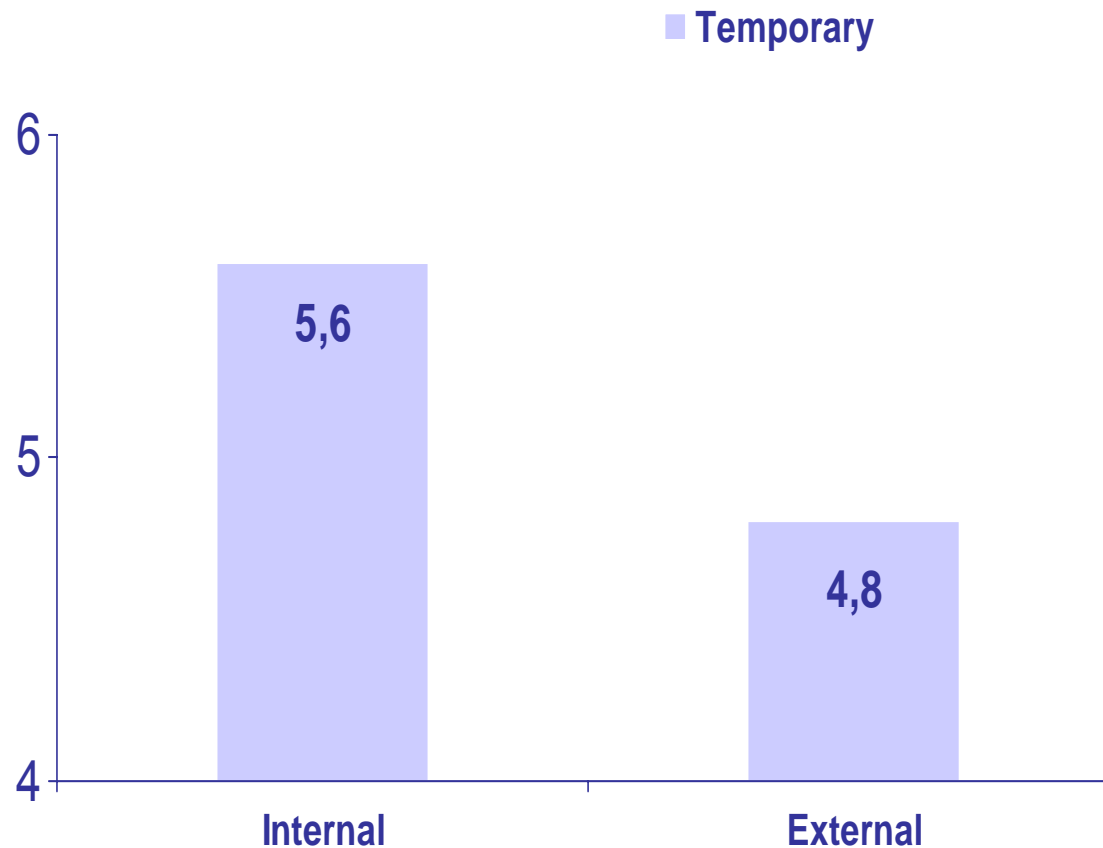
- Internal newcomers more unique input when temporary?
- External newcomers more accepted when temporary?

Internal vs. External newcomer

- Same major vs. different major
- Badges (blue vs. red)



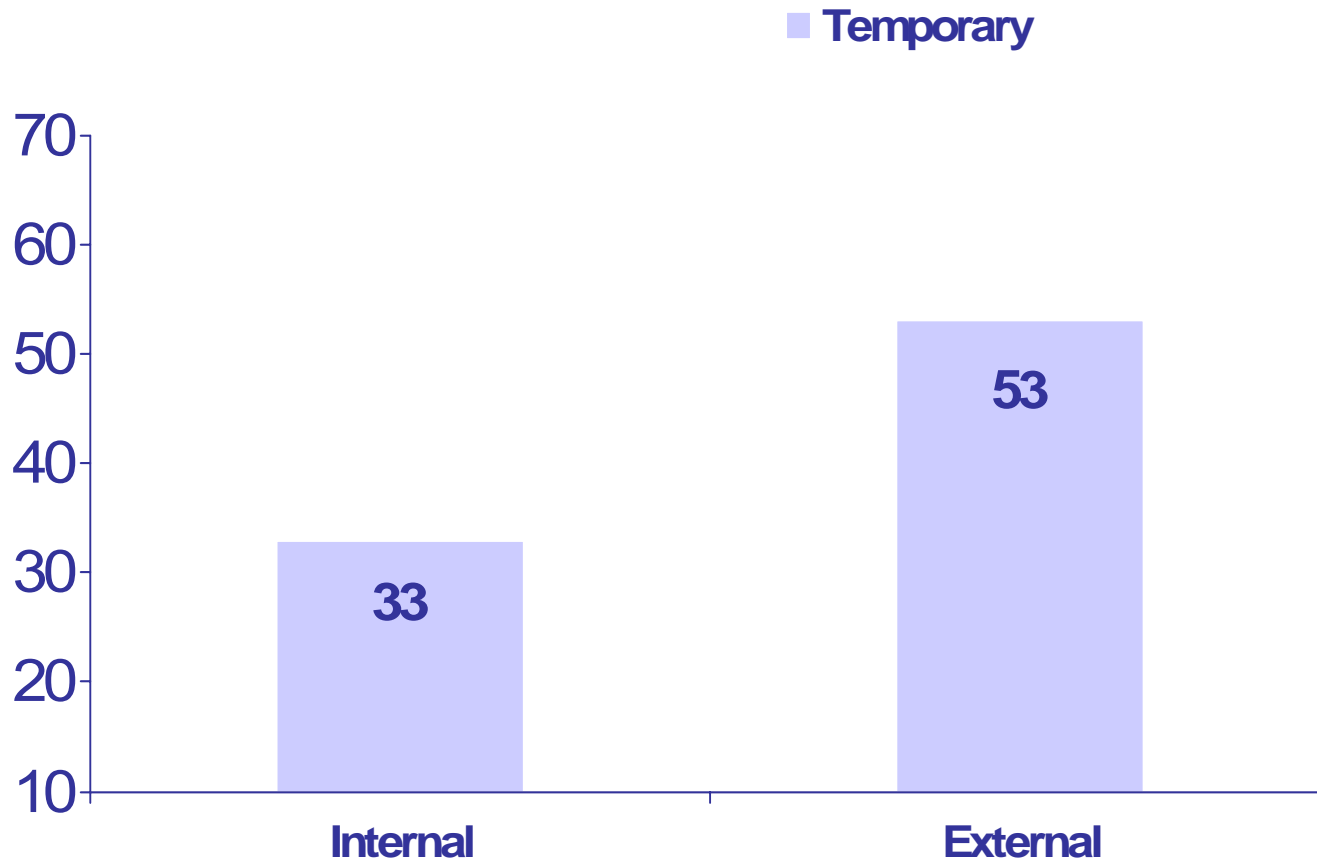
Oldtimers: Acceptance





Performance (%)

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Implications

Unique input from temporary newcomers

- Conflict inevitable? (De Dreu, Nijstad & Anderson, 2004)

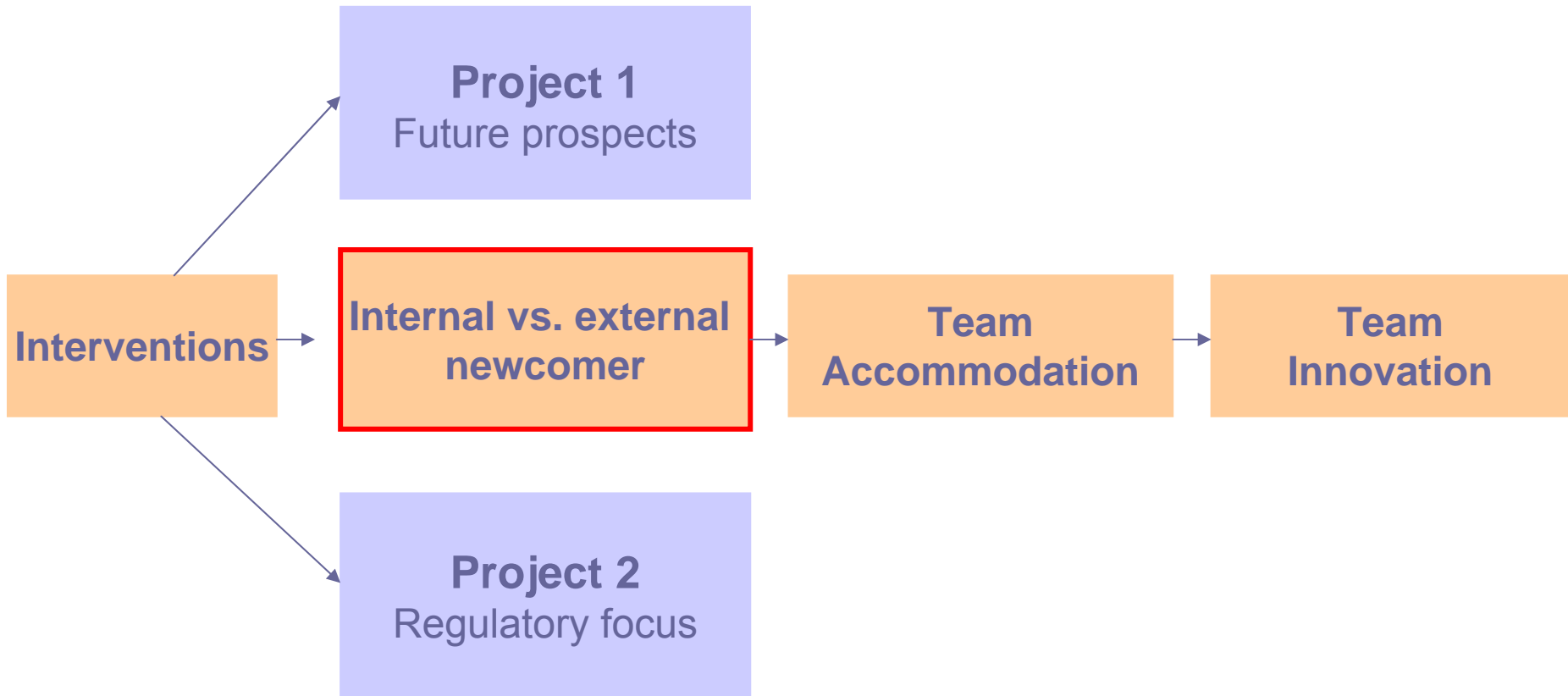
Yet, conflict negative in the long run

- Turnover
- Stress

Determinant: **Team norms**



Theoretical Model





Regulatory Focus

Promotion focus vs. Prevention focus (Higgins, 2001)

Promotion focused teams

- Take risks, goal achievement

Prevention focused teams

- Take responsibility, avoid losses

Promotion focused people more open to new input?



Scenario study 1

Induce promotion vs. prevention focus; mottos

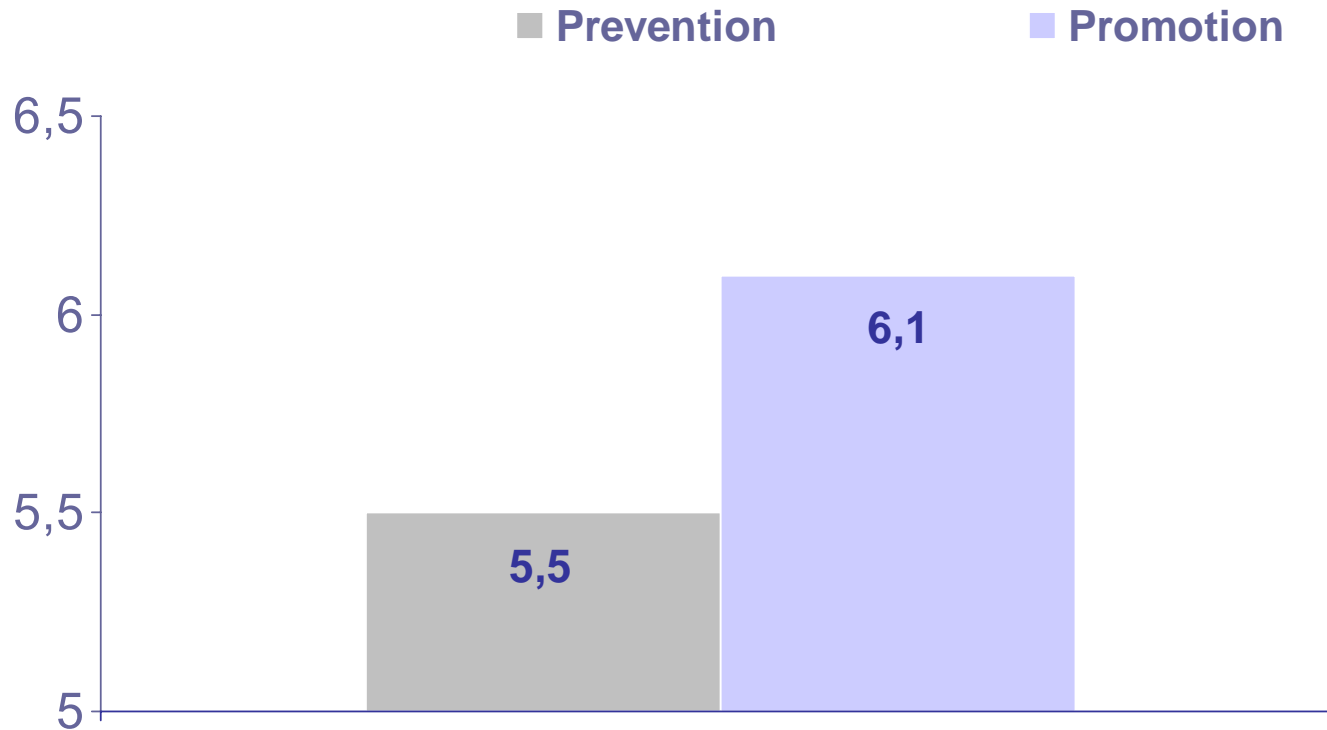
Imagine to be part of team in which an expert newcomer has just entered

Measure

- Newcomer Acceptance



Acceptance





Study 2

Develop regulatory focus at team level

Internal vs. external newcomers & Regulatory focus

- Prevention focus: internal newcomers?
- Promotion focus: external newcomers?



Study 2

Experimental design

Team norm:

“Anything for Success” vs. “Failure is not an Option”

Newcomer:

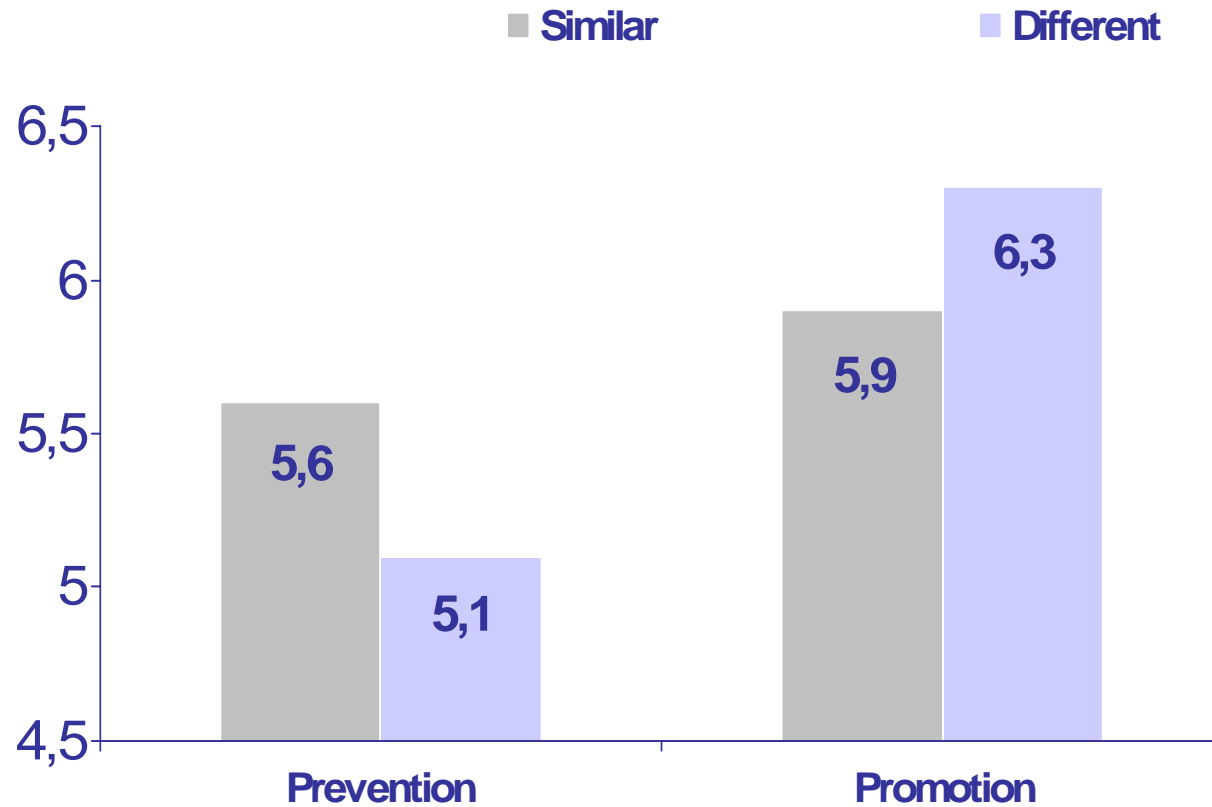
Internal vs. external

Perception Measures

- Acceptance & team performance



Acceptance

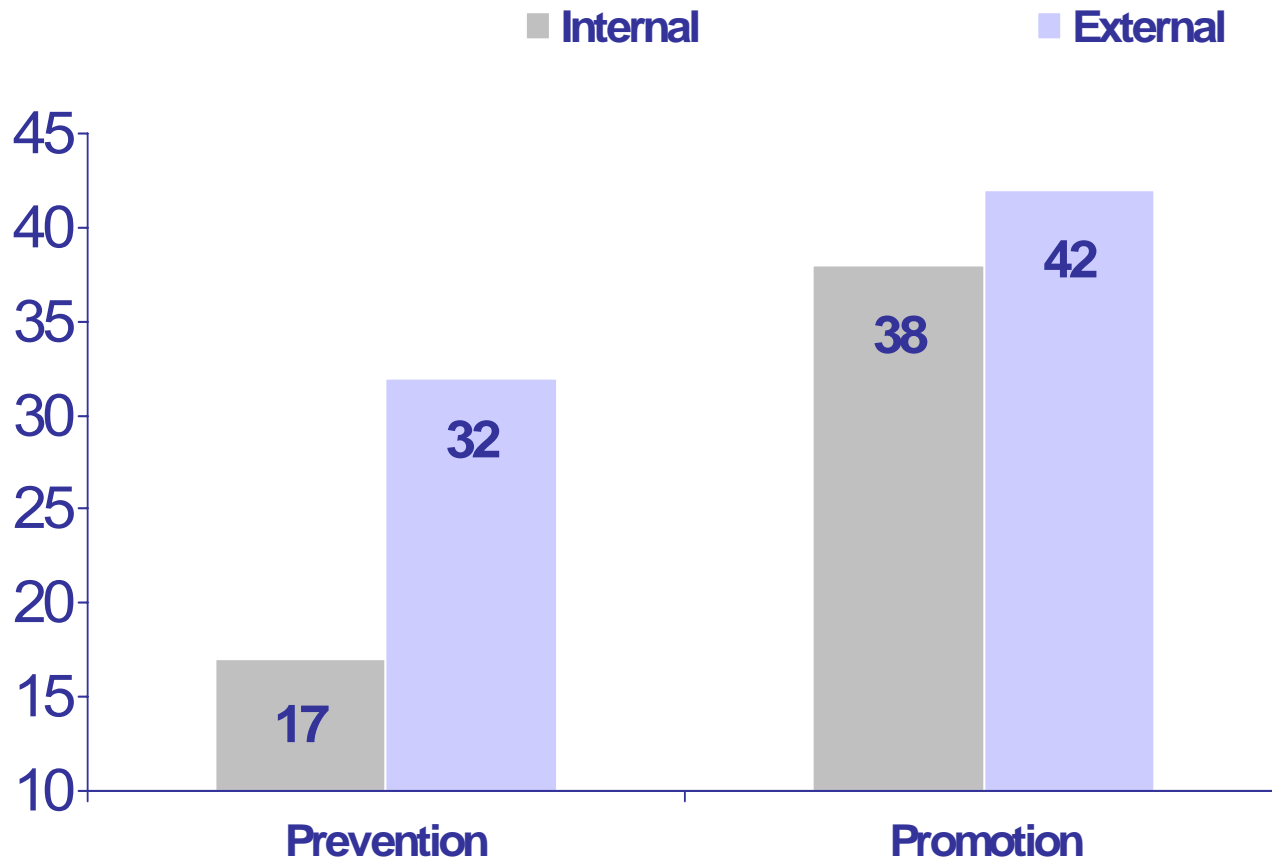




Correct Solution

$p < .001$

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Conclusion

Promotion focused teams > prevention focused teams

- Use unique input of newcomers, regardless of similarities or differences

Enhance promotion focus in teams

- Reward team accomplishments
- Reward team persistence
- Tolerate mistakes (“We fail to succeed”)



General Conclusions

Diversity & Mobility influence team innovation

However...

- Low level of acceptance = problematic

Solutions

- Offer clarity about diversity: congruence
- Stimulate promotion norms in organizations
- Increase security & status position temporary workers



Future Plans

Project 1: Future Prospects

- Future prospects oldtimers (study 3)
- Longevity team (study 4)

Project 2: Regulatory focus

- Phases of innovation: prevention focus better during implementation? (study 5)

Field study