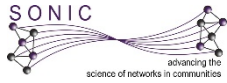**Noshir S. Contractor**, Professor & SONIC Director
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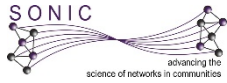
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SONIC and ATLAS Presentations at AOM 2017
77th Annual Meeting of the Academy of Management: At the Interface

August 5-8, 2017

Session	Title	Authors
Saturday, August 5		
8:30am - 12:00pm Atlanta Marriott Marquis: Marquis Salon D	**Workshop: Teaching Social Networks**	*Presenters:* **Noshir Contractor,** Martin Gargiulo,Herminia Ibarra, Marissa King, Brandy Aven, Sharique Hasan
Monday, August 7		
9:45am - 11:15am Hyatt Regency Atlanta: The Learning Center	**Information Sharing and Leadership in Multiteam and Networked Organizations** *(Paper Session) - (OCIS)*	
	The Antecedents and Implications of Information Sharing Processes in Multiteam Systems	Aaron Schecter Julija Mell
	The Social Forces Behind Leadership Network Formation in Multiteam Systems	Ashley Niler, Zachary Gibson, Leslie A. DeChurch
	Language and Leadership in Multiteam Systems	Lindsay Larson, Benjamin Jones, Zachary Gibson, Leslie A. DeChurch
3:00pm - 4:30pm Hyatt Regency Atlanta: Embassy Hall	**Social Media within the Enterprise**	
	Teaming at the Limit: Enhancing Team Effectiveness with Enterprise Social Media Affordances	Jacqueline Ng, Paul Leonardi, Noshir Contractor

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The Antecedents and Implications of Information Sharing Processes in Multiteam Systems

Aaron Schecter, Julija Mell

Abstract

Sharing information is a critical component of team and organizational functioning. Information is a resource which must be effectively distributed between individuals and subsequently synthesized. The process of sharing information becomes more complicated when individuals must transcend the boundaries of teams or work units to deliver knowledge to other teams. As such, it is critical to effectively control the flow of information, and understand what motivates this behavior. To better understand how the information sharing process impacts performance in systems of interlocked teams, we advance a two-tiered approach. First, we propose two measurable qualities, volume and accuracy, as predictors of performance. Second, we inductively analyze the sharing patterns of teams in an organization and discriminate between those that are successful and those that are not. To test our hypotheses, we use data collected from 22 multiteam systems comprised of four, five-person teams (440 individuals) engaged in an information processing task, with communication between participants coded for information content and tracked throughout each session. Our findings suggest that teams who share both accurately and frequently are most successful, and that these teams have distinct behavioral patterns.

The Social Forces Behind Leadership Network Formation in Multiteam Systems

Ashley Niler, Zach Gibson, Leslie A. DeChurch

Abstract

Leadership is pivotal to the success of teams and multiteam systems (MTSs). MTSs require leadership bridges be built within and between teams, some of whom have competing interests. We explore three types of social forces that shape leadership ties in MTSs: social norms, social differentiators, and team cognitive factors. Social network analysis conducted on 120 individuals working in 10 multiteam networks suggests leadership ties form to support hierarchy, balance, popularity, homophily, propinquity, and cognitive similarity. The functional and dysfunctional consequences of these self-organizing leadership tendencies for team and system performance are discussed.

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Language and Leadership in Multiteam Systems

Lindsay Elizabeth Larson, Benjamin Jones, Zachary Gibson, Leslie A. DeChurch

Abstract

We advance multiteam systems research, examining how leaders emerge within the complex branches of a cross-functional and distributed system of teams. We posit and test the idea that MTS members whose self-concept and communicative behavior align with superordinate goals will be more likely to both claim and be granted a leadership identity. Ideas were tested in a sample of 96 NASA space space exploration analog participants; the task involved one of four crews living and working in a habitat for 30 days to work with a pool of ground-based mission controllers. A social network analysis of leadership ties reveals the: (a) strength of identification with the MTS, (b) use of collective language, and (b) use of collective language that references the MTS superordinate goal all predict the ***claiming*** of leadership in MTSs. However, only when collective language was used to refer to the MTS goal was leadership ***granted***.

Teaming at the Limit: Enhancing Team Effectiveness with Enterprise Social Media Affordances

Jacqueline Ng, Paul Leonardi, Noshir Contractor

Abstract

Social media are increasingly being implemented in work organizations as tools facilitating communication and collaboration among employees, enabling individuals to team up in new ways. This paper provides a theoretical framework, based on the concept of affordances, to explain how social media technologies can potentially enhance team processes and effectiveness.