

The Team Causes and Consequences of Team Membership Change: A Temporal Perspective[2]

Abstract

Membership change—adding, replacing, and losing members—is a common phenomenon in work teams and charts a different theoretical space from prior team research that has assumed stable team membership and shared team properties. Based on a comprehensive review of 133 empirical studies on team membership change since 1948, we propose a temporal framework pertaining to the causes and consequences of membership change. Three key theoretical insights emerge from our evidence-based integration: (a) Membership change first disrupts team cognitive, behavioral, and interpersonal processes and states (e.g., transactive memory systems, coordination) but can benefit team performance after teams adapt to form new processes and states; (b) whether and to what extent team performance benefits from membership change is contingent on the magnitude of membership change, requirements of team communication, member adaptation-related attributes, change in team knowledge, skills, abilities, and other characteristics (KSAOs), and team knowledge work; and (c) poor team experiences motivate member departure and may make it challenging for newcomers to join and teams to adapt to membership change. Our review moves team research into new avenues that do not presume stable team membership and shared team properties in understanding team functioning and performance, and outlines key directions to advance integrative theory.

Summary

This article discusses causes of change but focuses on their disruption and how long it takes for the teams to become productive again.

Some key findings that could be related to the research:

Integrative Conclusions about the Causes of Team Membership Change - When members have unpleasant experiences they would like to leave the team, when members have pleasant experiences they would like to stay.

What remains unclear in all this is the role of “team agency.” would be highly worthwhile for future research to more systematically explore the active role teams may play in seeking to remove, add, or replace members, unexplored team decisions that concern potential value in team composition change (e.g., with a focus on member KSAOs)

Team dynamics that drive value-driven decisions and actions about membership change remain unexplored.

It discusses magnitude of change - proportion and if they are key or peripheral members. When discussing it talks about disruption not necessarily identity change. This means that members are more likely to leave the team, that more members are likely to leave the team (i.e., magnitude of membership change)

Team KASO change - The findings that membership change increasing KSAO level has less negative or more positive effects directly follow from the former. Greater increases in team KSAOs may require greater magnitude of membership change, for example

Data

No data, this is an extensive literature review

Methods

Lit review

From being diverse to becoming diverse: A dynamic team diversity theory[3]

Abstract

On the basis of the literature of open systems and team diversity, we present a new dynamic team diversity theory that explains the effect of change in team diversity on team functioning and performance in the context of dynamic team composition. Building upon the conceptualization of teams as open systems, we describe the enlargement and decline of team variety, separation, and disparity through member addition, subtraction, and substitution. Then, focusing on diversity enlargement, we theorize the contemporaneous and lasting effects of team diversity change on team performance change and on team processes and states leading to them. Dynamic team diversity theory expands the focus of team diversity research from teams' being more diverse than others to teams' becoming more diverse than before. It aims to advance team diversity research to be better aligned with the organizational reality of dynamic team composition. We also discuss methodological considerations in subsequent empirical testing of the theory and highlight how the theory and future research may help to guide organizational practice in recomposing work teams.

Summary

This paper proposes a new theory: theory suggests that team diversity in and of itself is a dynamic phenomenon and can enlarge or decline as teams add, subtract, and substitute members. **What they do argue is that any membership change implies some change in skills, knowledge, and abilities.**

With a dynamic team composition, team variety, separation, and disparity can enlarge or decline after team members are added, substituted, and subtracted in the team. Breaks the team changes into addition - new skills, substitution - replacing a skill, or subtraction - skill leaves.

It is likely that in the context of member substitution, team variety enlargement primarily disturbs established cognitive team states - what level of change disrupts a team to where they become "new"

They make propositions:

Proposition 1a. Team variety enlargement is negatively related to similarity of new TMMs developed in the same episode as variety enlargement (contemporaneous impact): The more team variety enlarges, the less similar new TMMs will be.

Proposition 1b. Similarity of new TMMs mediates the negative impact of team variety enlargement on change in team performance in the same episode (contemporaneous impact): The more team variety enlarges, the less similar new TMMs are, and hence, the more team performance will decline.

Proposition 1c. Team variety enlargement is positively related to subsequent changes in team performance in the following episodes after variety enlargement (lasting impact): The more team variety enlarges, the more team performance will improve in the new equilibrium.

Data

None

Methods

literature review

Beyond Team Types and Taxonomies: A Dimensional Scaling Conceptualization for Team Description[1]

Abstract

Summary

Data

Methods

References

- [1] John Hollenbeck, Bianca Beersma, and Maartje Schouten. Beyond team types and taxonomies: A dimensional scaling conceptualization for team description. *Academy of Management Review*, 37:82–106, 01 2012.
- [2] Jia Li and Daan Knippenberg. The team causes and consequences of team membership change: A temporal perspective. *Academy of Management Annals*, 15, 05 2021.
- [3] Jia Li, Bertolt Meyer, Meir Shemla, and Jürgen Wegge. From being diverse to becoming diverse: A dynamic team diversity theory. *Journal of Organizational Behavior*, 39(8):956–970, 2018.