



## RESEARCH SEMINAR

*NIDA Business School cordially invites you to*

### **Teaming through Crisis: Interaction Patterns, Voice, and Adaptive Performance**



*By*

**Zhike Lei**

*McDonough School of Business*

*Georgetown University*

**16 March 2016 (Wednesday)**

**6pm to 8pm**

*NIDA Business School (Room 812)*

### **Abstract**

In a contemporary business environment characterized by disruptions and challenges, ranging from human errors, to operational failures, to crisis events, why do some individuals and teams perform so much better than others? Are there behavioral patterns and strategies that distinguish the better-performing agents (e.g., individuals or their teams, units) under these circumstances? If so, what explains these differences? To address these questions, we integrate knowledge from crisis management and error management models with team dynamics theories. Using behavioral data collected from airline flight crews working in a high-fidelity training simulator, we find that different interaction pattern characteristics are related to team adaptive performance, and that the relationship between in-process team planning and subsequent team adaptiveness is curvilinear (inverted U-shaped). Moreover, we find that the amount of captain directed inquiry, but not first officer speaking up behavior, was directly linked to the quality of crew decisions in high-fidelity situations. However, first officer's earlier speaking up behavior contributed to captain's subsequent directed inquiry. Taken together, we suggest the hallmark of team adaptation to disruptions is a dynamic, relational process of matching behavioral patterns and task situations

### **About the Speaker**

Zhike Lei is a visiting faculty at the McDonough School of Business, Georgetown University, while holding an Associate Professor position at European School of Management and Technology (ESMT) in Berlin, Germany. Her research focuses on understanding the dynamic processes through which organizational actors (individuals, teams, units) adapt, innovate, and learn, especially in complex, time-pressured situations. She has published her scholarly work in *Journal of Applied Psychology*, *Journal of Management*, the *Annual Review of Organizational Psychology and Organizational Behavior*, the *Academy of Management Learning and Education*, *Group & Organizational Management*, and *Harvard Business Manager*, among others. Her research has also won award and support from prestigious research foundations, including the European Commission's Marie Skłodowska-Curie Research and Innovation Staff Exchange (RISE), the Robert Wood Johnson Foundation, Juran Center for Leadership in Quality at the University of Minnesota, and the Peter Curtius Foundation. She received her Ph.D. in Organizational Behavior from Kenan-Flagler Business School at the University of North Carolina (UNC)–Chapel Hill.

### **Registration**

*Kindly make your reservation by 14 March 2016 by sending an email to Ms. Intira Jedsadapitak at [ijesadapitak@gmail.com](mailto:ijesadapitak@gmail.com) or at 02-727-3937. We look forward to seeing you at this event!*

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