Variation into Elevation: Diversity Paradigms for Explaining Team and Organizational Outcomes

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Abstract: Scholarship on diversity holds a relatively unique position in organizational research, as its main tenets propose that the variance of an antecedent, X (beyond the mean of X), will effect a subsequent mean on an outcome, Y. I will discuss this paradigm in depth, highlighting the forms of diversity on X that are studied most often -- with a particular emphasis on different conceptual mechanisms through which team composition can have an impact on team effectiveness. In addition, I will note the forms of measurement that are proper operationalizations of these paradigms, and the analytic procedures for using them appropriately.

Bio: Dr. Harrison is the Charles and Elizabeth Prothro Regents Chair of Business Administration at the University of Texas, Austin. He earned a doctorate in social, organizational, and individual differences psychology, along with masters' degrees in psychology and in applied statistics, from the University of Illinois at Urbana-Champaign. Honors include the 2007 Scholarly Achievement Award from the Human Resources Division of the Academy, the 2008 and 2009 Owens Scholarly Achievement Awards from the Society of Industrial-Organizational Psychology (SIOP), and the 2011 Sage Career Scholarly Contributions Award from the GDO Division of the Academy. He has been Editor-in-Chief and Associate Editor of Organizational Behavior and Human Decision Processes. Other editorial board memberships have included Academy of Management Journal, Academy of Management Review, Personnel Psychology, Journal of Applied Psychology, Journal of Management, and Organizational Research Methods.