

Capturing positive relationships at work: A methods workshop and research incubator
Short title: Measuring Work Relationships

Primary Sponsor:
Organizational Behavior (OB)

Other Potential Sponsors:
Managerial and Organizational Cognition (MOC)
Careers (CAR)

Keywords: Positive relationships; Relationships at work; Measuring relationships

PDW Organizers (in alphabetical order)

Melissa Chamberlin

PhD Student, Organizational Behavior
W.P. Carey School of Business
Arizona State University
Tempe, AZ 85287
Email: mchamberlin@asu.edu

Kerry Roberts Gibson

Assistant Professor, Organizational
Behavior
Management Division
Babson College
Babson Park, MA 02457
Email: kgibson@babson.edu

Lyndon Garrett

PhD Student, Management & Organizations
Stephen M. Ross School of Business
University of Michigan
Ann Arbor, MI 48109
Email: lyndon@umich.edu

Beth Schinoff

PhD Student, Organizational Behavior
W.P. Carey School of Business
Arizona State University
Tempe, AZ 85287
Email: beth.schinoff@asu.edu

Presenters (in alphabetical order)

Ryan Gottfredson

Assistant Professor
Mihaylo College of Business and Economics
California State University, Fullerton
Fullerton, CA 92831
Email: rgottfredson@fullerton.edu

Sarah Wright

Senior Lecturer in Organizational Behaviour
Management, Marketing, and
Entrepreneurship
University of Canterbury
Christchurch 8140 New Zealand
Email: sarah.wright@canterbury.ac.nz

Jessica Methot

Assistant Professor
School of Management and Labor Relations
Rutgers University
Piscataway, NJ 08854
Email: jmethot@smlr.rutgers.edu

Jelena Zikic

Associate Professor
School of Human Resource Management
York University
Toronto, ON M3J 1P3
Email: Jelenaz@yurku.ca

Michele Williams

Assistant Professor of Organizational
Behavior
Industrial and Labor Relations School
Cornell University
Ithaca, NY 14853
Email: mwilliams@cornell.edu

ABSTRACT

The PDW “Capturing positive relationships at work: A methods workshop and research incubator” strives to continue the energy and success of similar PDWs supported by the Positive Relationships at Work (PRW) Microcommunity (an outgrowth of the Positive Organizational Scholarship – POS – community) during the past four Academy of Management Meetings. The proposed session has two distinct goals: (1) to bring awareness to and synthesize how scholars across various literatures are studying relationships at work and (2) to foster research ideas in the domain of positive relationships at work. It is thus a hybrid PDW featuring both presentations and interactive discussions. In the first half of the session, our presenters will introduce distinct ways of studying relationships, including social network analysis, qualitative methods, and scale development. The latter portion of the PDW will include a research seed incubator in which participants will have the opportunity to discuss fledgling research ideas and receive helpful feedback and energy from like-minded scholars. It is our hope that the proposed session will spark generative future research ideas and collaborations and allow scholars interested in positive relationships at work to connect with one another.

OVERVIEW OF THE WORKSHOP

Positive relationships at work play a critical role in how work gets done within organizations (Creary, Caza, & Roberts, 2015; Dutton and Ragins, 2007; Ferris et al., 2009). They also have a tremendous impact on the well-being of employees (Dutton & Heaphy, 2003; Heaphy & Dutton, 2008). Not surprisingly, this area of inquiry has been and continues to be an important focus for organizational behavior scholars (Carmeli & Russo, 2015; Creary et al., 2015; Methot, LePine, Podsakoff, & Christian, 2015; Schermuly & Meyer, 2015). To create a community around this burgeoning research area, the Positive Relationships at Work (PRW) Microcommunity was revitalized in 2011 as an off-shoot of the broader Positive Organizational Scholarship (POS) Community.

Over the past few years, the PRW Microcommunity has successfully held four PDWs addressing topics that help scholars better their own scholarly work and create connections with each other (e.g., “What relationships are, what relationships do, how relationships feel” and “New research directions for positive relationships at work”). Each year, attendance at the PDW has exceeded 60 participants. Anecdotal evidence suggests that the annual PDW has increased collaboration and knowledge creation on how positive relationships at work emerge, develop, and thrive. Building on these sessions, this year’s proposal seeks to address the variety of ways in which positive relationships at work are measured. Simultaneously, it also aims to provide time for participants to collaborate on emerging research ideas as part of an informal research idea incubator.

Though scholars often employ a variety of methods for understanding positive relationships at work, feedback from sessions over the years has highlighted that much remains to be done in accurately capturing relationships at the individual, dyadic, and collective levels.

Furthermore, we have repeatedly heard calls from participants on the utility of understanding how extant work has measured relationships at work in an integrated and coherent fashion. This session aims to address both concerns – it will highlight useful tools that already exist and hopefully generate additional, novel ways of measuring relationships at work. Because capturing phenomena in a way that is valid and accurate is central to moving a field of research forward, we believe that this PDW is a timely opportunity for relationships scholars to come together in-person and make sense of the field given the recent work that has creatively approached the measurement of relationships at work (e.g. Carmeli & Russo, 2015; Schermuly & Meyer 2015). The proposed session aims to do so through four presentations by prominent scholars (see short biographies under “Description of Workshop Format”) who have approached the study of relationships at work in unique ways. Our scholars have assessed relationships by taking a social network lens, captured relationships through rich, qualitative data and published scales in the Academy’s top journals that measure relationships. We are also fortunate to have a final presentation by scholars currently working on a review in this area of scholarship who will integrate the presentations and push participants to think about additional techniques.

A second and equally important motivation for this PDW is to provide participants with the opportunity to strengthen their own research ideas through a research idea incubator. As scholars of relationships, we are keenly aware of the benefits of collaborating with others in order to enhance the work that we do (Gersick, Bartunek, & Dutton, 2000). The Academy of Management’s Annual Meeting provides a unique space in which research ideas can be invigorated and connections can be made. In order to capitalize on these benefits, the proposed session includes a designated amount of time for individuals to discuss nascent research ideas with one another, sharing insights and knowledge from their own research or areas of expertise,

with the ideal byproduct being future collaborations. Additionally, because the first half of our session will be focused on methodology, we will encourage participants in the second half to consider study design – which method(s) may be most appropriate for examining their particular research questions – as they grow and develop their ideas.

Background on Various Methods for Studying Relationships at Work

In this section, we dive into the various methods our presenters will address in the first half of the proposed session. Each method captures relationships at work from a different vantage point, providing participants of the session with a holistic understanding of the ways in which scholars approach relationships methodologically.

Social network analysis. One of the ways scholars have examined positive relationships in the workplace is through social network analysis. Social network analysis allows researchers to operationalize relationships in terms of structured links between individuals (Wasserman & Faust, 2009). These structured links are known as ties, and in the workplace, two types of ties between individuals are particularly relevant. Instrumental ties describe relationships formed as a means of fulfilling job tasks (Ibarra, 1993; Tichy, 1981), and expressive ties capture relationships based on interpersonal affect between individuals (Ibarra, 1993; Tichy, 1981). Additionally, relationships between individuals can include multiple types of bonds, known as a multiplex ties (Burt & Schøtt 1985, Crawford & LePine, 2013, Ibarra, 1992). Social network analysis allows scholars to understand the structure of relationships at work by shedding light on how and with whom individuals form different types of ties.

By understanding the types of ties employees form at work, scholars can consider research questions that would be challenging or difficult to examine empirically using other forms of statistical analysis (Wasserman & Faust, 2009). For example, social network analysis

allows scholars to study how individual actions or behaviors may be influenced by relationship structures. As Sparrowe and colleagues (2001) found with regard to sharing advice and task-related information, individuals who were more central, or had more ties with others, were more likely to have higher job performance. In addition, scholars can use social network analysis to examine patterns of relationships among individuals within groups or organizations. For instance, Balkundi & Harrison (2006) found that groups with a high density, or interconnectedness, of instrumental and expressive ties among members were more likely to be sustainable over time. In sum, social network analysis uses information on relationship ties and the structure of those ties to test theories that examine how various relationship structures ultimately affect individual and collective outcomes (Wasserman & Faust, 2009).

Qualitative methodology. Although social network analysis can provide a quantitative measurement of relationship networks at work, not all research questions lend themselves to a deductive empirical analysis. Building, maintaining, and ending relationships at work are processes that involve multiple individuals, and the way in which individuals, dyads, and groups understand their relations with others, particularly in the workplace, may not be easily captured quantitatively. That is, understanding how individuals subjectively construct and understand the experience of relationships, and observing the relationships in action, may be more relevant than measurable occurrences (Gioia, Corley, & Hamilton, 2013). In this regard, a qualitative research approach offers a unique perspective for understanding relationships in the workplace.

Qualitative research methods can be defined more specifically in terms of the specific types of data they utilize, such as ethnography (e.g., Pratt, 2000), or analytic approach they employ, like case study (Eisenhardt, 1989; Eisenhardt & Graebner, 2007) or grounded theory (Glaser & Strauss, 1967; Charmaz, 2006). Because each method is quite varied, we will describe

these three (arguably the most widely used in management research) in more detail. An ethnographic method offers a rich and holistic description of a group of people based on a researcher's interactions and experiences of being immersed within the group (Goodall, 2000; Patton, 2002), and can provide insight into the norms and values placed on workplace relationships within work groups or the organization more broadly. Case study analysis is a focused examination of the dynamics within a single – or multiple – setting(s) (Eisenhardt, 1989; Eisenhardt & Graebner, 2007) whereby relationships scholars can truly discern the impact of context on relational processes by delving deeply into the similarities or differences within a single organization or across multiple. Finally, a grounded theory design provides relationship scholars with a specific collection of analytic tools to build theory from data (Glaser & Strauss, 1967) using a systematic and flexible set of guidelines for analysis of data collected through interviews and observations (Charmaz, 2006). Using a grounded theory approach can enable researchers to develop theories that emerge from and accurately portray the phenomena (e.g., Suddaby, 2006). In sum, qualitative methodology can provide scholars with a deeper understanding of how individuals construct and experience relationships within the workplace, phenomena perhaps not captured as richly through other empirical means.

Scale development. Outside of social network analysis or qualitative methodologies, scholars have studied relationships using empirical methods such as OLS regression or structural equation modeling. A key component of these studies is the development of new constructs to describe workplace relationships and their corresponding scales which effectively measure these constructs. As Hinkin (1998) suggests, the development of a new scale measure is a multistep process that requires not only clearly defining and grounding the new construct within the

existing literature, but also generating items that have content validity and demonstrate reliability in evaluation of the construct.

In spite of the potential challenges in developing new scales, scholars have effectively utilized this process to offer fresh insight to relationships at work. For example, Williams and Polman (2015) developed a scale of interpersonal sensitivity, or respectful treatment of others, to examine gender differences in relational behaviors towards men and women in professional settings. Similarly, a study by Baer et al. (2015) introduced a measure of reputation maintenance concerns, or an employee's desire to sustain a positive image among coworkers, to explore unique facets of relationship dynamics in the workplace. In sum, the emergence of new constructs to describe workplace relationships has been frequently accompanied by the development of measures to evaluate these concepts, and creating validated, reliable scales is of critical importance to the advancement of knowledge on workplace relationships.

Goals of the Proposed PDW

As the above overview suggests, scholars have made great strides in developing and utilizing methods that appropriately and adequately capture the multifaceted aspects of relationships in the workplace, particularly through social network analysis, qualitative methods, and scale development. At the same time, however, there is no cohesive literature that specifically addresses how to study relationships at work, leaving open questions such as when one method might be more applicable over another, what assumptions underlie different methods, the benefits or pitfalls of a certain approach, or how to overcome the potential challenges of a particular methodology. Furthermore, we feel it is important to offer attendees with an outlet to discuss their own research in its formative stages with others steeped in similar (and perhaps also divergent) literatures. Providing this opportunity after the presentations on the

methods described above will allow participants to solidify the learning that has occurred in the first-half of the PDW by applying it to their own work in the second-half.

As a result, this session has a number of both short-term and long-term goals for positive relationships at work scholars and the community we have built and continue to foster.

Short-term goals of the PDW:

1. Introduce and synthesize the diverse methodological tools that scholars have available to them to study relationships at work.
2. Generate dialogue on relationships at work among scholars whose research spans a diverse set of methodological approaches, theoretical lenses, and disciplines.
3. Provide interactive, stimulating and developmental discussions where participants can seek feedback on research ideas and generate new project ideas situated in the relationships at work domain.

Long-term goals of the PDW:

4. Energize a more strongly connected community of scholars interested in positive relationships at work.
5. Develop lasting partnerships and collaborations on research projects, publications, and conference presentations.
6. Provide opportunities to develop connections with and facilitate contributions to the relationships at work literature and the Positive Relationships at Work Microcommunity.

INTEREST TO DIVISIONS

Primary: Organizational Behavior Division (OB)

This PDW aligns with the Organizational Behavior division's mission in several ways. First, research on relationships at work informs many of the topics included in the division's domain statement, most notably interpersonal processes and outcomes, such as leadership, trust, teamwork, socialization, cohesion, and development. The diversity of research methods presented in this workshop will serve the division's aim of developing scholars and scholarship by providing participants with a better understanding of how to approach studying relational phenomena. Also, by inviting scholars from a broad range of methodological backgrounds, this PDW will attract a diverse audience (as it has in the past), leading to unique interactive dialogue that generates novel ideas.

Other potential sponsors: Managerial and Organizational Cognition (MOC) and Research Methods (RM)

We believe this PDW also fits well with the Managerial and Organizational Cognition (MOC) and the Research Methods (RM) divisions. This session may be of interest to the **MOC Division** because work relationships play an important role in how individuals come to socially construct their jobs (Blustein, Schultheiss, & Flum, 2004; Lent, Brown, & Hackett, 2002), the meaning of their work (e.g., Rosso, Dekas, & Wrzesniewski, 2011), and their personal identities (Ibarra & Barbulescu, 2010). Moreover, MOC's focus on mental models is an important overlap with this session as work relationships serve as relational schema that guide individuals' social expectations (Andersen & Chen, 2002; Sluss & Ashforth, 2007). Finally, this PDW is also an obvious fit for the **RM Division** with the focus being on methodological approaches to studying positive relationships. Studying relationships, particularly when the relationship is the unit of analysis, presents some unique methodological challenges. By hearing from experts on a variety

of methods, and then having time to discuss specific research ideas in small groups, participants should leave the PDW better equipped to design studies suitable for understanding relational phenomena.

DESCRIPTION OF WORKSHOP FORMAT

As illustrated in Table 1, the proposed PDW structure includes multiple activities to attain the session's goals. By blending scholarly presentations, a networking component, and research incubator, our hybrid session design allows for stimulating learning, connecting, and interactive discussions. There are two main components to the session: (1) presentations from scholarly experts on the various methodologies that scholars have used to measure relationships and (2) a research seed incubator in which individuals will have the opportunity to vet fledgling idea(s) on the topic of relationships at work with other scholars who have knowledge in the content area. The session will also include time for informal networking in order to continue to foster the community of scholars interested in positive relationships at work. This hybrid design allows us to lay the theoretical and empirical foundation of various measurement strategies through the structured learning offered in our presentations, and then the application of these concepts to participants' own research ideas. Each portion is discussed in more detail below.

Presentations from scholarly experts

Our PDW will begin with a brief overview of the session and an introduction to the PRW Microcommunity. The introduction will present the PRW Microcommunity to those individuals who are unfamiliar with the group, as we anticipate this year's theme will draw relationship scholars from multiple disciplines. We will also facilitate an icebreaker to both infuse energy into the room as well as to provide a brief opportunity for participants to engage with each other. Following the icebreaker, scholars with extensive knowledge of their respective relational

research domains will present on the topic of measuring relationships at work. Our presenters include:

- *Jessica Methot, Rutgers University.* Jessica will present on how scholars have applied social network analysis to the study of relationships in organizations. Dr. Methot's research is at the intersection of workplace relationships and social network dynamics, making her the ideal presenter for this topic. She primarily focuses on the analysis of informal employee networks, specifically, the effects of interpersonal and supportive workplace relationships on employee job performance. Her research has appeared in *Academy of Management Review*, *Personnel Psychology*, *Human Resource Management Review*, and *Journal of Business and Psychology*. She serves as an ad-hoc reviewer for many Academy journals and has also written multiple book chapters on relationships at work.
- *Jelena Zikic, York University.* Jelena will present on how scholars have approached the study of relationships at work through qualitative methods. In particular, Dr. Zikic will present her insights from an extensive qualitative study of high quality mentoring relationships with special emphasis on understanding relational dynamics within each category along the Continuum of Quality in Mentoring. Dr. Zikic's research program and expertise centers on in-depth understanding of coping processes involved in diverse career transitions (e.g., unemployment, self-employment, retirement, migration) and most recently the role of relationships during these stressful times. Her work has appeared in a number of top management such as *Human Relations*, *Journal of Organizational Behavior*, *Journal of Managerial Psychology* and others.

- *Michele Williams, Cornell University.* Drawing on past and current work, Michele will present on the topic of developing scale measures of relationships at work. Dr. Williams' research focuses on the emotion-laden, micro-foundations of trusting relationships, collaboration and equity among team members and boundary spanners from diverse groups and organizations. The processes she investigates include intergroup affect, social categorization, affective perspective taking and emotion regulation. She has developed measures of perspective taking, interpersonal sensitivity, emotional closeness and the perception of being trusted. With collaborators, she is currently developing measures of (1) feeling understood and (2) propensity to trust in the context of different types of relationships. Her work has appeared in a number of top management journals and she is the co-author of *The Four Capabilities Leadership Assessment*, a multi-rater survey instrument for executive development.
- *Sarah Wright, University of Canterbury.* Dr. Wright will present with coauthor Ryan Gottfredson on their recent review of empirical work on relationships at work, drawing connections between our other presenters and offering broader insight to the extant literature on measuring relationships at work. Dr. Wright's research interests include the study of social relationships in organizations with a particular focus on the experience of loneliness and alienation at work. Dr. Wright is currently working on a paper on loneliness, narcissism and leadership, and she is involved in a broader research review project on the measurement of high quality relationships. Her work has been published in multiple management journals, and she has recently published a book chapter in *Addressing Loneliness: Coping, Prevention and Clinical Interventions* (1 ed.).

- *Ryan Gottfredson, California State University, Fullerton.* Dr. Gottfredson will present with coauthor Sarah Wright on their recent review of empirical work on relationships at work, drawing connections between our other presenters and offering broader insight to the extant literature on measuring relationships at work. Dr. Gottfredson received his Ph.D. in Organizational Behavior/Human Resources from Indiana University. Dr. Gottfredson's primary research focus is on leadership, with specific topics including leader-follower relationships, leader-follower outcomes, and leadership behaviors (measurement & theory). He has published in *Journal of Management*, *Journal of Organizational Behavior*, *Academy of Management Learning and Education*, *Journal of Leadership and Organizational Studies*, and *Business Horizons*.

Following each presentation, we will allow time for Q&A directed to each presenter. We have also allotted time for Q&A following all four presentations to give participants the opportunity to receive multiple, diverse perspectives in response to their questions.

Research incubator

Subsequent to the presentations, we will have a short, informal networking break. One of the main goals of this PDW each year is to continue to strengthen the scholarly community around positive relationships at work. Based on feedback we have heard throughout the years of planning this session, dedicated time for building connections and rekindling old connections is a much desired and fundamental part of the workshop. We will also ask our presenters to be available at this time for those who may not have an opportunity to ask a question during the Q&A portion of the presentations. However, this break will be brief to allow adequate time for the second major component of the proposed PDW, the research incubator.

Participants in prior positive relationship at work PDWs have frequently commented that one of the biggest benefits of the workshop is the surge of energy around starting new research ideas or resurrecting old ones that they walk away from the session with. Aimed directly at harnessing this energy and creating momentum during the Academy of Management Annual Meeting, the proposed research incubator will give participants the opportunity to meet in small groups (maximum of four people) of scholars who have an interest in studying relationships at work. The research incubator will be divided into 2 sessions that are each 30 minutes in length, allowing participants to share and develop their ideas with two completely different sets of colleagues. Unlike many other research incubators at the annual meeting, we will not require a pre-submission detailing participants' research ideas. In the name of inclusivity, we will instead require pre-registration (with the only cap being the size of the room) for the session and will reach out to participants in advance in order to remind them to bring at least one research idea with them to be "incubated."

At the end of the small-group incubator discussions, members of the organizing committee will conclude the session by thanking presenters and summarizing the highlights of the PDW.

ORGANIZERS' DECLARATION

We, Melissa Chamberlin, Lyndon Garrett, Kerry Gibson, and Beth Schinoff, certify that all organizers and speakers have stated that they agree to participate in this workshop if it is accepted, and that they are not in violation of the Rule of Three + Three. We understand that if this submission is accepted, all of the listed participants must be registered for the meeting to fulfill their role in the session. We understand that the scheduling and audio-visual requests are

requests only. If our proposal is accepted, the PDW chair will let us know whether our requests are approved.

REFERENCES

- Andersen, S. M., & Chen, S. 2002. The relational self: An interpersonal social-cognitive theory. *Psychological Review*, 109: 619–645.
- Baer, M. D., Dhensa-Kahlon, R. K., Colquitt, J. a., Rodell, J. B., Outlaw, R., et al. 2015. Uneasy lies the head that bears the trust: The effects of feeling trusted on emotional exhaustion. *Academy of Management Journal*, 58: 1637–1657.
- Balkundi, P., & Harrison, D. A. 2006. Ties, leaders, and time in teams: Strong inference about network structure's effects on team viability and performance. *Academy of Management Journal*, 49: 49–68.
- Blustein, D. L., Schultheiss, D. E. P., & Flum, H. 2004. Toward a relational perspective of the psychology of careers and working: A social constructionist analysis. *Journal of Vocational Behavior*, 64: 423–440.
- Burt, R. S., & Schøtt, T. 1985. Relation contents in multiple networks. *Social Science Research*, 14: 287–308.
- Carmeli, A., & Russo, M. 2015. The power of micro-moves in cultivating regardful relationships: Implications for work–home enrichment and thriving. *Human Resource Management Review*, In press.
- Charmaz, K. 2006. *Constructing grounded theory*. Thousand Oaks, CA: Sage.
- Crawford, E. R., & LePine, J. A. 2013. A configural theory of team processes: Accounting for the structure of taskwork and teamwork. *Academy of Management Review*, 38: 32–48.
- Creary, S. J., Caza, B. B., & Roberts, L. M. 2015. Out of the box? How managing a subordinate's multiple identities affects the quality of a manager-subordinate relationship. *Academy of Management Review*, 40: 538–562.
- Dutton, J. E., & Heaphy, E. D. 2003. The power of high quality connections. In K. S. Cameron, J. E. Dutton, & R. E. Quinn (Eds.), *Positive organizational scholarship: Foundations of a new discipline*: 263–278. San Francisco: Berrett-Koheler.
- Dutton, J. E., & Ragins, B. R. 2007. *Exploring positive relationships at work*. Mahwah, NJ: Lawrence Erlbaum Associates.
- Eisenhardt, K. M. 1989. Building theories from case study research. *Academy of Management Review*, 14: 532–550.
- Eisenhardt, K. M., & Graebner, M. E. 2007. Theory Building From Cases: Opportunities and Challenges. *Academy of Management Journal*, 50: 25–32.

- Ferris, G. R., Liden, R. C., Munyon, T. P., Summers, J. K., Basik, K. J., et al. 2009. Relationships at work: Toward a multidimensional conceptualization of dyadic work relationships. *Journal of Management*, 35: 1379–1403.
- Gersick, C. J. G., Bartunek, J. M., & Dutton, J. E. 2000. Learning from academia: The importance of relationships in professional life. *Academy of Management Journal*, 43: 1026–1044.
- Gioia, D. A., Corley, K. G., & Hamilton, A. L. 2012. Seeking qualitative rigor in inductive research: Notes on the Gioia methodology. *Organizational Research Methods*, 16: 15–31.
- Glaser, B. G., & Strauss, A. L. 1967. *The discovery of grounded theory: Strategies for qualitative research*. New Brunswick: Aldine Transaction.
- Heaphy, E. D., & Dutton, J. E. 2008. Positive social interactions and the human body at work: Linking organizations and physiology. *Academy of Management Review*, 33: 137–162.
- Hinkin, T. R. 1998. A brief tutorial on the development of measures for use in survey questionnaires. *Organizational Research Methods*, 1: 104–121.
- Ibarra, H. 1992. Homophily and differential returns: Sex differences in network structure and access in an advertising firm. *Administrative Science Quarterly*, 37: 422–447.
- Ibarra, H. 1993. Personal Networks of women and minorities in management: A conceptual framework. *Academy of Management Review*, 18: 56-87.
- Ibarra, H., & Barbulescu, R. 2010. Identity as narrative: Prevalence, effectiveness, and consequences of narrative identity work in macro work role transitions. *Academy of Management Review*, 35: 135–154.
- Lent, R. W., Brown, S. D., & Hackett, G. 2002. Social cognitive career theory. In D. Brown (Ed.), *Career choice and development* (4th ed.): 255–311. San Francisco: John Wiley & Sons.
- Methot, J., Lepine, J. A., Podsakoff, N. P., & Christian, J. S. 2015. Are workplace friendships a mixed blessing? Exploring tradeoffs and associations with job performance. *Personnel Psychology*, In press.
- Rosso, B. D., Dekas, K. H., & Wrzesniewski, A. 2010. On the meaning of work: A theoretical integration and review. *Research in Organizational Behavior*, 30: 91–127.
- Schermuly, C. C., & Meyer. 2015. Good relationships at work: The effect of Leader-Member Exchange and Team-Member Exchange on psychological empowerment, emotional exhaustion, and depression. *Journal of Organizational Behavior*, In Press.

- Sluss, D. M., & Ashforth, B. E. 2007. Relational identity and identification: Defining ourselves through work relationships. *Academy of Management Review*, 32: 9–32.
- Sparrowe, R. T., Liden, R. C., Wayne, S. J., & Kraimer, M. L. 2001. Social networks and the performance of individuals and groups. *Academy of Management Journal*, 44: 316–325.
- Tichy, N. M. 1981. Networks in organizations. In P. C. Nystrom & W. H. Starbuck (Eds.), *Handbook of organization design*. vol. 2: 225-248. New York: Oxford University Press.
- Umphress, E. E., Labianca, G. J., Brass, D. J., Kass, E. E., Giuseppe, U., et al. 2003. The role of instrumental and expressive social ties in employees' perceptions of organizational justice. *Organization Science*, 14: 738–753.
- Wasserman, S., & Faust, K. 2009. *Social Network Analysis: Methods and Applications*. New York: Cambridge University Press.
- Williams, M., & Polman, E. 2015. Is it me or her? How gender composition evokes interpersonally sensitive behavior on collaborative cross-boundary projects. *Organization Science*, 26: 334–355.

Table 1: PDW Format

Session overview and Estimated Timing (Total time: 180 min.)

Topic	Description	Time Allocation
1. Welcome, introductions, and overview of Microcommunity		5 minutes
2. Icebreaker	Individuals will get to know each other and their respective research interests	10 minutes
3. Presentations (including introduction and transition time)	Introduction of four expert scholars and 10 minute presentations by each on a type of measurement used to study relationships at work (i.e., social networks qualitative methods, scale development). Time allocated includes Q&A and speaker introductions.	68 minutes
4. General Q&A	Time for audience members to ask question to all presenters or follow-up questions to individual presenters	12 minutes
5. Coffee break	A time for informal networking and discussions with presenters and community members	15 minutes
6. Research incubator	Individuals will spend 30 minutes each in two small groups of four discussing their prepared research ideas.	65 minutes
7. Closing	As part of closing, session organizers will ask audience to share some of their learnings from their time in groups.	5 minutes