**Supplemental Materials**

**A Century of Work Teams in the *Journal of Applied Psychology***

**by J. Mathieu et al., 2017, *Journal of Applied Psychology***

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Artifact Supplement

*JAP* Article Search Information

A key word search of the Journal of Applied Psychology (*JAP*) from 1917 through December 2015, using the terms “Work Group” or “Team” in the article title, yielded 203 hits. A second search based solely on the term “group” in the article titles yielded another 375 hits. We reviewed each of the identified articles and eliminated “corrections” and ones that were not about work groups, such as an early article by Hull (1923) entitled “Teams of Aptitude tests” and another by Flanders (1918) entitled “Mental tests of a group of employed men showing correlations with estimates furnished by employer.” All totaled, this process winnowed the search down to 402 *JAP* articles as applicable for this review. A graph of article frequencies per five-year periods appears in Table 1 in the article, and a word cloud created based on the key terms and abstracts of those 402 articles appears below in Figure S1.

Interestingly, the first work group focused article to appear in *JAP* was in 1949 by Bass entitled “An analysis of the leaderless group discussion.” Team research began to show up in *JAP* in the 1950s, with foci such as leaderless group discussions, members’ physical abilities, and group decision making. By the 1960s emphases shifted more toward training, workload, structure and leadership. Variables associated with the effectiveness of brain storming techniques were popular. The frequency of work group related articles waned in the 1970s and 1980s although topics appearing included team composition in terms on non-physical ability attributes, leadership, problem solving, decision making and motivational related variables. The 1990s saw a resurgence of interest in work groups and teams which only has accelerated since with an explosion of articles in the 21st century. The topics have proliferated as well, and become more complex and nuanced. These include dynamic processes and states, structural contingency theory, forms of shared cognition, various types of leadership, and complex arrangements of team compositions. The last 15 years has also embraced a multi-level framework and investigated contextual influences on team variables, and also consider teams as a context that impact individuals. Regulatory and other episodic frameworks have been advanced, and unconventional contexts such as arrangements, and dangerous and otherwise “extreme environments” have been featured.

Tables S1-S3 list representative *JAP* articles and elsewhere concerning team tasks and structure, member characteristics and team composition, and processes and emergent states, respectively. Notably, each table is portioned into three eras that correspond to heydays of teams research in social psychology (circa < 1965), the waning of interest and diffuse appearance of teams research in general (circa 1965-1990), and a resurgence of interest in teams – but since mostly appearing in I/O psychology and Organizational Behavior outlets such as *JAP* (circa after 1990). We have selected these studies because we believe them to be particularly illustrative of the team research domain per topic and era. We admittedly are showcasing *JAP* work in particular, but we make note of instances when important research appeared elsewhere.

These topical tables are followed by Figures S1-S4 which show word clouds derived from key terms and abstracts of work group and team articles appearing in the *JAP*. The first covers the entire century, and the following three detail the eras detailed above. Each figure is followed by a chronological listing of the corresponding articles for that period.

Table S1. Team Task & Structure Representation Over Time

Historical Eras

Team Tasks & Structure < 1965 1965-1990 1990-2015

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Tasks

Task Scope Briggs and Naylor (1965) Bouchard et al. (1974) Le Blanc et al. (2007)

Task Complexity Pepinsky et al. (1960) Michaelson et al. (1989) Faraj & Yan (2009)

Team Structure Comrey et al. (1955) O'Reilly & Roberts (1977) Hollenbeck et al. (2002)

Authority Differentiation Kidd and Christy (1961) Cooper & Wood (1974) Chen et al. 2007)

Skill Differentiation Ziller & Behringer (1959) Libby et al. (1987) Zhang et al. (2007)

Structural Contingencies Ziller (1958) Kabanoff & O'Brian (1979) Dimotakis et al (2012)

External Leadership Anderson & Fiedler (1964) Schriesheim (1980) Morgeson (2005)

Shared Leadership *Follett, 1924* Fine, 1971 Wang et al., 2014

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Note. Italicized reference is not from *JAP*.

Table S2. Member Characteristics & Team Composition Representation Over Time

Historical Eras

Composition Topics < 1965 1965-1990 1990-2015

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Knowledge, Skills & Abilities Triandis et al., 1963 Libby et al., 1987 LePine, 2003

Personality Comrey & Deskin, 1954 Bouchard et al., 1974 Barrick et al., 1998

Diversities

Demographic *Kent & McGrath, 1969* Bantel & Jackson, 1989 Pearsall et al., 2008

Functional/informational *Triandis et al., 1965* London, 1977 Hoever et al., 2012

Attitudinal/personality *Hoffman & Maier, 1961*  Reddy & Byrnes, 1972 Humphrey et al., 2007

Churn / Turnover / Member Replacement Ziller et al., 1961 Walker, 1973 *Kane et al.., 2005*

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Note. Italicized references are not from *JAP*.

Table S3. Team Processes & Emergent States Representation Over Time

Historical Eras

Processes & Emergent States < 1965 1965-1990 1990-2015

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Processes

Transition Torrance, 1953 Sperry, 1974 Mathieu & Rapp, 2009

Action *Lanzetta & Roby, 1956*  Johnston, 1966 Barnes et al., 2008

Interpersonal Ziller, 1958 George, 1990 Behar et al., 2008

Information Sharing/Elaboration Lawrence & Smith, 1955 London, 1977 Homan et al., 2007

Decision Making / Problem Solving Dunnette et al., 1963 O'Reilly, 1977 Lam, 2000

Creativity Anderson & Fiedler, 1964 Stone, 1971 Hoever et al., 2012

Boundary Spanning *Harvey et al., 1961*  *Ancona & Caldwell, 1988* Faraj & Yan, 2009

Emergent States

Cohesion Cohen et al., 1960 Tziner & Vardi, 1982 Beal et al., 2003

Empowerment *Herbst, 1962* *Cummings, 1978* Chen et al., 2007

Shared Mental Models *Macy et al., 1953* *Cannon-Bowers & Salas, 1990* Mathieu et al., 2000

Conflict Darley et al., 1952 Cafferty & Streufert, 1974 DeDreu & Weingart, 2003

Trust *Zelst, 1952*  Kilimoski & Karol, 1976 Schaubroeck et al., 2011

Motivation Jerdee, 1964 Pritchard et al., 1988 Druskat & Wolff, 1999

Blended Dynamics

Adaptation *Gunderson & Nelson, 1963* Fine, 1971 Randall et al., 2011

Transactive Memory Systems *Yuker, 1955* Libby et al., 1987 Lewis, 2003

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Figure S1. A word cloud derived from key terms and abstracts of work group and team articles appearing in the Journal of Applied Psychology 1917-2015



Complete list of Articles Included

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Figure S2. A word cloud derived from key terms and abstracts of work group and team articles appearing in the Journal of Applied Psychology prior to 1965





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Figure S3. A word cloud derived from key terms and abstracts of work group and team articles appearing in the Journal of Applied Psychology 1965-1990



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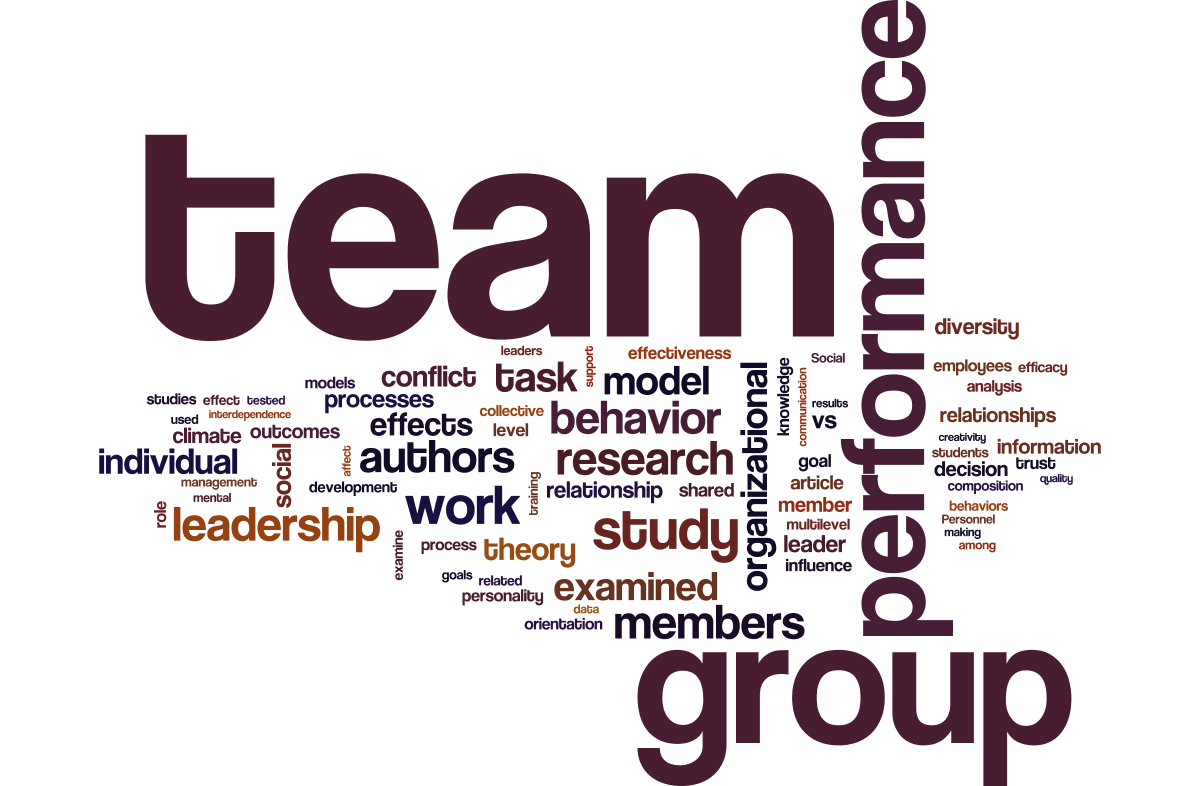
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Figure S4. A word cloud derived from key terms and abstracts of work group and team articles appearing in the Journal of Applied Psychology 1990-2015

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