Participants were given two types of tasks to complete. Both had components that required individual as well as group performance to do well. The first task was considered a “tight” task: participants did not have a lot of freedom in the choices they made to accomplish the task successfully. The task itself needed to be important. “It’s like assembly line work, where there are tight constraints and low opportunity for individualism,” Meyer said.

The second task was considered more “loose”: it had room for individual inputs and lower constraints, “more like writing a paper or a novel,” Meyer said. In both tasks, speed and accuracy were recorded.

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Next, the researchers looked at how performance was affected by the way the teams were structured: tight or loose interdependence on other team members. They hypothesized that the tighter the interdependence, the less individualism would manifest in the teams.

While they found that there was no difference when the interdependence was strong, they did find that it was an important predictor when it was weaker or loose. In that instance, both individualism and collectivism had better performance.

Meyer wants to do further research into how the factors can combine to show other possible ways to enhance a team’s performance.

“We do so much work in teams, even self-appointed teams,” he said. “That’s the way work is moving. And what this research shows is that while we need people who work well in a collective setting, we need people to be individuals as well to get the maximum performance.”

Meyer also hopes that organizations will look to research the most practical and successful ways to structure teams.

“We can have such a big impact on outcomes if we put the time in at the beginning,” he said. “Think of sports teams. The really successful ones have made a conscious, sometimes very long-term effort to get just the right people into just the right positions. Business has to start thinking more that way, too.”


INDIVIDUALISM, COLLECTIVISM AND TEAM PERFORMANCE cont.

Successful research often starts with a belief that you will discover something that will make a difference. With business schools spending millions of dollars a year to support faculty research, our findings should matter, and at Baylor University’s Hankamer School of Business, we have conducted studies that matter for decades.

As professors dedicate years to research, a crowning accomplishment is for their findings to reach others through publication. This issue of Focus features our faculty research that has been included in top publications such as the Journal of Business Ethics, the Journal of Organizational Behavior, the Journal of the Academy of Marketing Science, and MIS Quarterly.

The publication of academic research is a conduit for showcasing potential impact of research, but its actual impact is measured after the research is widely disseminated. This thought leadership has inspired change within corporations, industry-supported studies, and practitioners’ adoption and implementation of research ideas.

As they judge research with impact, The Association to Advance Collegiate Schools of Business (AACSB) assesses an international accrediting organization for business schools and defines effective research as diverse, highly visible and accessible to the public at large.

www.baylor.edu/business/research

THESE FACTORS PROVIDE MEASUREMENTS TO DETERMINE RESEARCH WITH IMPACT:
• the number of times a published article is cited
• the number of awards its authors receive
• testimony before a government or other policy-making body
• changes in business practice
• requests to present papers at important gatherings
• sales numbers of books

This issue of Focus also features two events and an ongoing program that have served as catalysts to research through the collaborations of international scholars and researchers. Baylor’s Center for Professional Selling holds research symposiums, with more than 80 attendees from around the world, in conjunction with its 25th anniversary celebration. The annual Transformative Consumer Research conference provided a dialogue for researchers thinking how to transform the world by eliminating barriers between social change and business research. Baylor’s Mc tốc Fellowship Program continues to facilitate the exchange of ideas between faculty members and UNM faculty on an international level.

By participating in research-based events and programs and consistently publishing significant research, the faculty of the Hankamer School of Business will continue to play a fundamental role in the shaping of our business world.

TERRY S. MANESS
Dean, Hankamer School of Business
customer orientation was the most consistent driver of value firms to give insight into what their company values from United States evaluated a key technology provider for their businesses in 19 industries and across five countries, asking “Proactive Customer Orientation and its Role for Creating a future-oriented perspective worldwide. The paper’s title is Marketing Science, discuss how value creation has taken on Responding to customers’ needs, though important, has become the status quo. Today’s customers, however, are stayIng a steP ahead wIth that field is uncluttered, says Christopher Blocker has studied customer value—a concept that is emerging as the central idea in the field of marketing—“if you are a spectrum of cross-cutting concerns. This recent findings, published in the Journal of the Academy of Marketing Science, discuss how value creation has taken on a focus-oriented perspective worldwide. The paper’s title is “Proactive Customer Orientation and its Role for Creating Customer Value” by Global Marketers.” Blocker and co-authors Daniel Flenn and Matthew Myers of the University of Tennessee and St. Mary of Colorado State University explains how in customer orientation reflects the leading-edge of customer value creation “If you have a sustainable advantage in your markets into the future, this is where you have to invest,” Blocker said. “It’s a where a do go mean? kind of dialogue that sophisticated companies are driving forward with their customers.” Using phone and online surveys, Blocker examined 800 businesses in 19 industries and across five countries, asking managers about the nature and importance of proactive orientation in their business relationships. Managers in India, Singapore, Sweden, the United Kingdom and the United States evaluated a key technology provider for their time to gain insight into what their company values from important business relationships. “So when you understand the landscape of customer value drivers in the global marketplace,” he said. “The real surprise came when we found that proactive customer orientation was the most consistent driver of value within each country across the five-country data set”.

This showed Blocker that highly responsive suppliers go beyond responding effectively to requests. Rather, “leading providers engage in proactive customer orientation by really studying their customers, getting inside their worlds, understanding their industries and strategies, and by constantly looking for clues that might reveal changes in what they value.” They don’t stop at just talk; they successfully translate this learning and dialogue into innovative solutions.

Blocker presented statements like “This provider excels at anticipating changes before we even ask.” In addition, below conducting the quantitative study, Blocker conducted a qualitative inquiry by interviewing 10 managers to discover their views and develop an understanding of proactive customer orientation. Over the course of several interviews, managers described how their best providers helped them address their firm’s evolving needs. “You really have to have these conversations and hear it from their voices,” he said. This qualitative discovery helped Blocker create an effective measure for proactive customer orientation that would inter-penetrate manager’s day-to-day experience.

He also discovered that most firms are not proactive with customers. Blocker said at least, most are not fully responsive. That’s partly because providers misunderstand or underestimate what proactivity means to customers. Some even believe they have better things to do.

It takes a lot of work to understand a customer well enough to discover and anticipate their needs.” Blocker said.” Good marketers are always trying to figure out what’s next and what their customers need to put on a manager’s agenda.”

HITTING THE FOCUS BUTTON

Two events, one in 2010 and another in 2012, “honed that focus to a fine point.”" And an ongoing program at the McBride Center for International Business continues to bring international scholars to Baylor and send Baylor scholars abroad.

T he 2010 event was a five-day symposium to celebrate the 25th anniversary of Baylor University’s Center for Professional Selling. The event was a research symposium like no other, with teams of scholars embarking on projects advancing the field of sales education.

About 50 attendees came from around the world for the event, which alumni contributed funds. Another two dozen participants served as reviewers for research projects. Ten teams each included at least one international faculty member as well as a young scholar, an older scholar and a senior researcher. During the five days, the faculty developed research questions and outlines for articles, and Bob Tanner, associate dean of Research and Faculty Development.

The twin goals were to advance the center's mission to catalyze scholarship in sales and to strengthen the faculty's research outputs. They presented working papers at a May 2011 event hosted by the Academy of Marketing Science, and heard feedback after standing-room-only sessions. The symposium took aim at planning and will produce teams of results. Andreas Drexler, executive director of the Center for Professional Selling, began planning the symposium about a year in advance to achieve the goals.

Tanner said several things encouraged the research. “First, you are bringing people together who develop common interests and continue to collaborate,” he said. Also, because each team includes veteran scholars, younger researchers receive continuous leadership on focus. Finally, the special anniversary issue of the Journal of Personal Selling and Sales Management, which is publishing the work, “is likely to be influential because of the content.”

Another event was this year’s Transformative Consumer Research conference (TCR), which encourages scholars to “change the world,” said Brendan Davis, an associate professor of marketing who led bringing the event to Baylor. The conference allowed the university to invite 10 attendees to 2012 attendees also included international researchers who study how to transform the world by eliminating barriers between social change and business research.

Down and those who follow the movement founded by David Milch of the University of Virginia challenge the ivory tower reputation of academics. “We believe in the value of theory at a high level,” Davis said. “We believe theory can be used and developed with the purpose of applying business principles to some of the world’s biggest social problems.”

Davis said both individuals and businesses are genuinely interested for TCR, and research journals are interested in the work. “We hope this research is widely seen and people with ideas of content have contractual,” he said. One of those is the Journal of Business Research. “It’s not focused on social marketing or transformative marketing,” Davis said. “It is interested in what we have to say to everyone, not just to smaller circles.”

Twin-year McBride Fellowships continue to encourage international PhD students to study with professors to complete their dissertations. The program has produced more than a dozen co-authored papers with former McBride Fellows or their dissertation supervisors. International student体制机制 by assigning Baylor faculty and PhD students to their universities.

“This collaboration has blossomed into really strong relationships,” Tanner said. One TCR attendee is returning to Baylor as a McBride Fellow. Ten Fellows have gone through the program since 2005.

These activities set the agenda for research with an important international component. “We are using this time to develop relationships that our research can have more global,” Tanner said. “You put it in the ground that we think these are important areas of research.”
When it comes to new technologies, associate professor of Information Systems Hope Koch is always looking at how new technologies can help practitioners and how to minimize the struggles that often accompany change. This is what motivated her research into corporate procurement practices, which began a decade ago when companies began exploring how technology could be used in corporate purchasing.

ExAmInInG tHe cONFlicted MIddLe And B2b e-MArkeTPlaCes

Energy X emerged itself as a supply-chain expert. Its focus shifted to concentrating low on technology and spending about 75 percent of its time on taking the cost out of the supply chain. “This is a common situation for practitioners,” Koch said. “Many times new technology becomes available, but before they really jump into it, we have to look at the real business value and figure out how best to use it.”

Energy X was one of the first companies to adopt electronic purchasing as a strategy to prepare for energy deregulation. Their research resulted in “Stuck in the Conflicted Middle: A Role-Theoretic Perspective on B2B E-Markets,” which was published in the top journal in the information systems field, MIS Quarterly.

“When we began exploring the implications of Internet purchasing in business situations, it was obvious that there were advantages to maintaining face-to-face relationships,” Koch said. “While a purchaser may get better prices by looking for products in an online marketplace, like the corporate equivalent of eBay, they don’t build the social capital that can become necessary when the purchaser needs a favor.”

To understand the situation more fully, Koch spent years researching procurement practices in the making, packaged goods and utility industries. She interviewed buyers, sellers and creators of electronic marketplaces. One of the most interesting cases was the utility industry’s efforts to adapt electronic purchasing as a strategy to prepare for energy deregulation.

“Before deregulation, the answer for the utility companies was, literally, to keep the lights on,” Koch said. “Because they were regulated, they didn’t worry much about price because they could pass the cost on to the customers. After deregulation, they had to start thinking more about competitive pricing to be more cost competitive.”

Energy X sought to help the utilities prepare for deregulation by creating an electronic marketplace with electronic catalogs and reverse auctions. While creating a marketplace to facilitate comparison-shopping seemed like a great strategy for reducing costs, the electronic marketplace did not account for the value of past relationships.

“While management was pushing the buyers to purchase at the lowest cost on the electronic marketplace, the buyers were concerned about maintaining relationships with suppliers that could help them during an emergency,” Koch said. “It was important for the purchasers to know that if there was a hurricane, the supplier could deliver things, like wooden utility poles, in a hurry.”

In the beginning, Energy X faced tremendous reluctance both from the utilities and the suppliers who did not want to be compared openly against their competitors. Some suppliers refused to join altogether. Other utilities used the nascent system, but then followed up with contacting former vendors (in some cases the same ones they were getting bids from through Energy X). To survive, the utility e-marketplace modeled its business model to accommodate personal relationships.

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To view Koch’s article in MIS Quarterly, visit: www.misq.org/contents-35-1

EMpLOYeES WHO PRACTICE REGULAR ACTs OF DeCEPTION TO MIsLEAD THEIR BossES — and recent Baylor research shows 90 percent admit to deception at least sometimes— SHOULD BE PREPARED FOR NEGATIVE CONSEQUENCES.

That’s because the boss is likely to see through the deception, especially if it becomes woven into a long-term relationship. And when the boss does recognize it, the outcome may be the opposite of what the employee hoped would happen.

When John Carlson, associate professor of Information Systems, began studying deception in the workplace, he was not surprised to find it. “We know deception occurs in everyday social conversation,” he said. “To think it does not occur at work would be naive.”

His co-author—Dawn Carlson, professor of Management and the H.B. Gibson Chair in Management Development, and Meredith Ferguson, assistant professor of Management—have worked on similar organizational issues. Dawn Carlson has studied deviance with behaviors, and Ferguson’s primary research is in two areas: the dark side of organizations, or “bad employee behavior that managers would love to do away with,” and issues related to the work-family interface.

But studying impression management through the lens of deception was a new idea for all three. “Deception has been a topic of interest for several years,” John Carlson said. “We don’t know everything about it, and that is the first paper to really look at these issues together.”

He understood that employees might be tempted to employ deception when success is vital to their livelihood. But he wanted to discover whether the behavior paid off. “The short answer is no—mainly because too many lies must be managed and reinforced over the duration of a relationship,” he writes in the paper published in the Journal of Business Ethics, “Deceptive Impression Management: Does Deception Pay in Established Workplace Relationships?”

The line between deceptive and non-deceptive impression management is one fine, but does exist. “Impression management can be completely real,” John Carlson said. “There are all sorts of impression management behaviors that we all engage in without thought or intentionality.” Impression management can include such positive behaviors as arriving at work before the boss or smiling frequently.

But studying impression management through the lens of deception was a new area for all three. But studying impression management through the lens of deception was a new area for all three. “This is what we call the conflicted middle,” Koch said. “Business-to-business e-marketplaces evolved from a vision of an e-marketplace like an Amazon or eBay to a hybrid structure that supports both electronic purchasing and relationships.”

THE tANGLeD wEb oF DeCEPTION
To collect data, the researchers surveyed 59 supervisors at a state agency. Each leader completed a survey on up to five subordinates. Each subordinate received, by mail, a survey to complete. The results include 171 surveys in which employees were asked to rate the following six statements on a five-point scale, with “never” on one end and “almost always” on the other:

- Show futility that you share higher enthusiasm about his/her new idea even when you don’t actually like it.
- Smile frequently to express enthusiasm about something he/she is interested in even if you do not like it.
- Agree with your immediate supervisor’s major opinions outwardly even when you disagree inwardly.
- Make up an excuse when your supervisor described an event to your supervisor so that it appears more positive than it really is.
- Describe your actions to your boss so that you get more credit for an outcome than you deserve.
- Describe an event to your supervisor so that it appears more positive than it really is.

Because deceptive impression management involves two difficult aspects—the deception (both the lie itself and reinforcing it over a period of time) and the impression management activity—resulting from them is unlikely.

“Let us start thinking about this the past that was as an of two categories,” Meyer said. “It says that people are other individuals or collectivists, and that is based almost entirely on their cultural background.”

For example, people who grow up in the United States are thought to be individuals, motivated by what is good for them personally, and independent and self-reliant. People who grow up in China (or most Asian cultures), on the other hand, are thought to be collectivists, motivated by the good of the group, relying on others and placing priority on the group rather than self.

“But when I start talking about this with my colleagues, I realized that I don’t have that,” Meyer said. “I don’t think I’m entirely one category or another. By the cultural definition, I would be considered an individualist. But I care about my family; I have friends that I look out for. And that’s not unique. I just don’t buy that we are either only individuals or only collectivists.”

He began discussing his thoughts with colleagues John Wagner and John Hollenbeck from Michigan State University, and Stephen Humphrey, from Pennsylvania State University. Four eventually collaborated to write a paper, “Individualism–Collectivism and Team Member Performance: Another Look,” which was published in the Journal of Organizational Behavior.

“Together we came up with the idea that people can be ontological individualists or collectivists—that is, they define themselves as an individual or as part of a group—or utilitarian individuals or collectivists—for the task at hand they desire to work as individuals or collectivists,” Meyer said. “While there is a cultural aspect to this, it also your deep seeded belief structure.”

Ontological individuals see personal aspirations and concerns through individual lenses. Utilitarian collectivists see life as an effort by members of a collective to fulfill shared desires through joint pursuits. Ontological individualists believe that the individual is the primary concern in society and use social groups as secondary. Ontological collectivists view groups as the basic unit of humanity.

“We started thinking about how many organizations use work groups in businesses today, and about the research that such groups perform better and complete tasks more efficiently if the people in them are collectivists.” Meyer said. “But we disagreed that collectivists do better. We know that most tasks take both individual and collective motivation to get done. So if you have a mix of people with both traits, from both ends of the spectrum, we wondered if you would get a better outcome.”

The researchers then set out to develop a measure, based on previous work, to determine if a person’s outlook was more ontological or collectivistic. They tested graduate students at Michigan State University and chose participants for their study.
Participants were given two types of tasks to complete. Both had components that required individual as well as group performance to do well. The first task was considered a “right” task: participants did not have a lot of freedom in the choices they made to accomplish the task successfully. The task itself needed to be important. “It’s like assembly line work, where there are tight constraints and low opportunity for individualism,” Meyer said.

The second task was considered more “loose”: it had room for individual inputs and fewer constraints, “more like writing a paper or a novel,” Meyer said.

In both tasks, speed and accuracy were recorded. “Our prediction was that if you had teams with diversity of traits, you would have a better outcome,” he said. While their hypothesis was supported for speed (the more diverse teams did better), it was not for accuracy.

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Next, the researchers looked at how performance was affected by the way the teams were structured: tight or loose interdependence. In other team members. They hypothesized that the tighter the interdependence, the less individualism would matter to the outcome.

While they found that there was no difference when the interdependence was strong, they did find that when it was weaker or loose. In that instance, both individualists and collectivists had better performance.

Meyer wants to do further research into how the factors can combine to show other possible ways to enhance a team’s performance.

“We do so much work in teams, even self-appointed teams,” he said. “That’s the way work is moving. And what this research shows is that while we need people who work well in a collective setting, we need people to be individuals as well to get the maximum performance.”

Meyer also hopes that organizations will look to research to see what type of team they may need. “We don’t take enough time to think about how we form our teams. We just throw people together and hope for the best,” he said. “But we’re expecting chance to give us a better outcome when we can build teams that will work better. It takes time and effort, but if we fill positions and create teams based on what we know, we can get a better outcome.”

Meyer believes that employee retention and satisfaction can also be affected by his findings. “If we know people have different motivations, we need to reward them in different ways, too,” he said. “In the best case scenarios, you’ve got a variety of types on your team, so they need to be rewarded in a variety of ways, too. Especially in teams, we need to forget that people need to be recognized and rewarded as individuals, too.”

In the future, Meyer hopes to find additional ways to help organizations by continuing research on how to get the most practical and successful ways to encourage teams.

“We can have such a big impact on outcomes if we put the time in at the beginning,” he said. “Think of sports teams. The really successful ones have made a conscious, sometimes very long-term effort to get just the right people into just the right positions. Business has to start thinking more that way, too.”


Judging Research with Impact

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