

Articles Included in Systematic Review After Applying Inclusion Criteria

Sorted by Domain as Defined in Okhuysen and Bechky (2009)

Coordination (broadly)

- Kraut, R., Fussell, S., Lerch, F., & Espinosa, A. (2005). Coordination in teams: Evidence from a simulated management game.
- Pinto, M. E. (1993). Antecedents and consequences of project team cross-functional cooperation. *Management Science*, 39(10), 1281–1297.

Integrating Conditions

Accountability

- Graetz, I., Reed, M., Shortell, S. M., Rundall, T. G., Bellows, J., & Hsu, J. (2014). The association between EHRs and care coordination varies by team cohesion. *Health Services Research*, 49(1, pt. 2), 438–452.
- Temkin-Greener, H., Gross, D., Kunitz, S. J., & Mukamel, D. (2004). Measuring interdisciplinary team performance in a long-term care setting. *Medical Care*, 42(5), 472–481.

Common Understanding

- Edmondson, A. (1999). Psychological safety and learning behavior in work teams. *Administrative Science Quarterly*, 44(2), 350–383.
- Hoegl, M., & Germuenden, H. G. (2001). Teamwork quality and the success of innovative projects. *Organization Science*, 12(4), 435–449.
- Pearce, C. L., & Sims Jr., H. P. (2002). Vertical versus shared leadership as predictors of the effectiveness of change management teams: An examination of aversive, directive, transactional, transformational, and empowering leader behaviors. *Group Dynamics: Theory, Research, and Practice*, 6(2), 172.
- Temkin-Greener, H., Gross, D., Kunitz, S. J., & Mukamel, D. (2004). Measuring interdisciplinary team performance in a long-term care setting. *Medical Care*, 42(5), 472–481.

Coordinating Mechanisms

Objects and Representations

- Bontis, N., Crossan, M. M., & Hulland, J. (2002). Managing an organizational learning system by aligning stocks and flows. *Journal of Management Studies*, 39(4), 437–469.
- Faraj, S., & Sproull, L. (2000). Coordinating expertise in software development teams. *Management Science*, 46(12), 1554–1568.
- Graetz, I., Reed, M., Shortell, S. M., Rundall, T. G., Bellows, J., & Hsu, J. (2014). The association between EHRs and care coordination varies by team cohesion. *Health Services Research*, 49(1, pt. 2), 438–452.

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Pinto, M. E. (1993). Antecedents and consequences of project team cross-functional cooperation. *Management Science*, 39(10), 1281–1297.

Plans and Rules

- Chen, Z., Takeuchi, R., & Shum, C. (2013). A social information processing perspective of coworker influence on a focal employee. *Organization Science*, 24(6), 1618–1639.
- De Jong, B. A., & Elfring, T. (2010). How does trust affect the performance of ongoing teams? The mediating role of reflexivity, monitoring, and effort. *Academy of Management Journal*, 53(3), 535–549.
- Hu, J., & Liden, R. C. (2011). Antecedents of team potency and team effectiveness: An examination of goal and process clarity and servant leadership. *Journal of Applied Psychology*, 96(4), 851.
- Kerr, S., & Jermier, J. M. (1978). Substitutes for leadership: Their meaning and measurement. *Organizational Behavior and Human Performance*, 22(3), 375–403.
- Parker, S. K., Johnson, A., Collins, C., & Nguyen, H. (2013). Making the most of structural support: Moderating influence of employees' clarity and negative affect. *Academy of Management Journal*, 56(3), 867–892.
- Pearce, C. L., & Sims Jr., H. P. (2002). Vertical versus shared leadership as predictors of the effectiveness of change management teams: An examination of aversive, directive, transactional, transformational, and empowering leader behaviors. *Group Dynamics: Theory, Research, and Practice*, 6(2), 172.
- Sawyer, J. E. (1992). Goal and process clarity: Specification of multiple constructs of role ambiguity and a structural equation model of their antecedents and consequences. *Journal of Applied Psychology*, 77(2), 130.
- Temkin-Greener, H., Gross, D., Kunitz, S. J., & Mukamel, D. (2004). Measuring interdisciplinary team performance in a long-term care setting. *Medical Care*, 42(5), 472–481.
- Vandenberghe, C., Panaccio, A., Bentein, K., Mignonac, K., & Roussel, P. (2011). Assessing longitudinal change of and dynamic relationships among role stressors, job attitudes, turnover intention, and well-being in neophyte newcomers. *Journal of Organizational Behavior*, 32(4), 652–671.
- Weldon, E., & Yun, S. (2000). The effects of proximal and distal goalson goal level, strategy development, and group performance. *Journal of Applied Behavioral Science*, 36(3), 336–344.

Predictability

Kerr, S., & Jermier, J. M. (1978). Substitutes for leadership: Their meaning and measurement. *Organizational Behavior and Human Performance*, 22(3), 375–403.

Proximity

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- Anand, S., Vidyarthi, P. R., Liden, R. C., & Rousseau, D. M. (2010). Good citizens in poor-quality relationships: Idiosyncratic deals as a substitute for relationship quality. *Academy of Management Journal*, 53(5), 970–988.
- Anderson, N. R., & West, M. A. (1998). Measuring climate for work group innovation: Development and validation of the team climate inventory. *Journal of Organizational Behavior*, 19(3), 235–258.
- De Jong, B. A., & Elfring, T. (2010). How does trust affect the performance of ongoing teams? The mediating role of reflexivity, monitoring, and effort. *Academy of Management Journal*, 53(3), 535–549.
- Edmondson, A. (1999). Psychological safety and learning behavior in work teams. *Administrative Science Quarterly*, 44(2), 350–383.
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- Fisher, D. M., Bell, S. T., Dierdorff, E. C., & Belohlav, J. A. (2012). Facet personality and surface-level diversity as team mental model antecedents: Implications for implicit coordination. *Journal of Applied Psychology*, 97(4), 825.
- Guinan, P. J., Coopridge, J. G., & Faraj, S. (1998). Enabling software development team performance during requirements definition: A behavioral versus technical approach. *Information Systems Research*, 9(2), 101–125.
- Hoegl, M., & Germuenden, H. G. (2001). Teamwork quality and the success of innovative projects. *Organization Science*, 12(4) 435–449.
- Ilies, R., Johnson, M. D., Judge, T. A., & Keeney, J. (2011). A within-individual study of interpersonal conflict as a work stressor: Dispositional and situational moderators. *Journal of Organizational Behavior*, 32(1), 44–64.
- Kearney, E., & Gebert, D. (2009). Managing diversity and enhancing team outcomes: The promise of transformational leadership. *Journal of Applied Psychology*, 94(1), 77.
- Liao, H., Liu, D., & Loi, R. (2010). Looking at both sides of the social exchange coin: A social cognitive perspective on the joint effects of relationship quality and differentiation on creativity. *Academy of Management Journal*, 53(5), 1090–1109.
- Marques-Quinteiro, P., Curral, L., Passos, A. M., & Lewis, K. (2013). And now what do we do? The role of transactive memory systems and task coordination in action teams. *Group Dynamics: Theory, Research, and Practice*, 17(3), 194.
- Maynard, M. T., Mathieu, J. E., Rapp, T. L., & Gilson, L. L. (2012). Something(s) old and something(s) new: Modeling drivers of global virtual team effectiveness. *Journal of Organizational Behavior*, 33(3), 342–365.
- McAllister, D. J. (1995). Affect- and cognition-based trust as foundations for interpersonal cooperation in organizations. *Academy of Management Journal*, 38(1), 24–59.
- Neubert, M. J., Kacmar, K. M., Carlson, D. S., Chonko, L. B., & Roberts, J. A. (2008). Regulatory focus as a mediator of the influence of initiating structure and servant leadership on employee behavior. *Journal of Applied Psychology*, 93(6), 1220.
- Pearce, C. L., & Sims Jr., H. P. (2002). Vertical versus shared leadership as predictors of the effectiveness of change management teams: An examination of aversive, directive, transactional, transformational, and empowering leader behaviors. *Group Dynamics: Theory, Research, and Practice*, 6(2), 172.

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- Pearsall, M. J., Ellis, A. P., & Bell, B. S. (2010). Building the infrastructure: The effects of role identification behaviors on team cognition development and performance. *Journal of Applied Psychology, 95*(1), 192.
- Pinto, M. E. (1993). Antecedents and consequences of project team cross-functional cooperation. *Management Science, 39*(10), 1281–1297.
- Swift, M. L., & Virick, M. (2013). Perceived support, knowledge tacitness, and provider knowledge sharing. *Group & Organization Management, 38*(6), 717–742.
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Roles

- Anand, S., Vidyarthi, P. R., Liden, R. C., & Rousseau, D. M. (2010). Good citizens in poor-quality relationships: Idiosyncratic deals as a substitute for relationship quality. *Academy of Management Journal, 53*(5), 970–988.
- Carter, M. Z., Armenakis, A. A., Feild, H. S., & Mossholder, K. W. (2013). Transformational leadership, relationship quality, and employee performance during continuous incremental organizational change. *Journal of Organizational Behavior, 34*(7), 942–958.
- Liao, H., Liu, D., & Loi, R. (2010). Looking at both sides of the social exchange coin: A social cognitive perspective on the joint effects of relationship quality and differentiation on creativity. *Academy of Management Journal, 53*(5), 1090–1109.

Routines

- Graetz, I., Reed, M., Shortell, S. M., Rundall, T. G., Bellows, J., & Hsu, J. (2014). The association between EHRs and care coordination varies by team cohesion. *Health Services Research, 49*(1, pt. 2), 438–452.
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- Weldon, E., & Yun, S. (2000). The effects of proximal and distal goalson goal level, strategy development, and group performance. *Journal of Applied Behavioral Science, 36*(3), 336–344.