Team Knowledge Representation: A Network Perspective

October 30, 2015, 14h30, ISCTE-IUL, Auditorium ONE1 (Building I)

Mark Clark
Associate Professor & MBA Director at the Kogod School of Business, American University Washington, DC

Mark Clark has expertise in high performing teams, leadership, diversity, and strategic human capital. He is an active researcher, and his work has been presented at numerous national and international conferences and workshops. He has published in top academic outlets, including the Academy of Management Journal, Journal of Applied Psychology, Human Resource Management, and Group Dynamics. His current research projects include work in social entrepreneurship, medical innovation teams, team knowledge architecture, and corporate socialization processes.

[Abstract]

Objective: We propose a network perspective of team knowledge that offers both conceptual and methodological advantages, expanding explanatory value through representation and measurement of component structure and content.

Background: Team knowledge has typically been conceptualized and measured with relatively simple aggregates, without fully accounting for differing knowledge configurations among team members. Teams with similar aggregate values of team knowledge may have very different team dynamics depending on how knowledge isolates, cliques, and densities are distributed across the team; which members are the most knowledgeable; who shares knowledge with whom; and how knowledge clusters are distributed.

Method: We illustrate our proposed network approach through a sample of 57 teams, including how to compute, analyze, and visually represent team knowledge.

Results: Team knowledge network structures (isolation, centrality) are associated with outcomes of, respectively, task coordination, strategy coordination, and the proportion of team knowledge cliques, all after controlling for shared team knowledge.

Conclusion: Network analysis helps to represent, measure, and understand the relationship of team knowledge to outcomes of interest to team researchers, members, and managers. Our approach complements existing team knowledge measures.

Application: Researchers and managers can apply network concepts and measures to help understand where team knowledge is held within a team and how this relational structure may influence team coordination, cohesion, and performance.