The Emerald Handbook of Group and Team Communication Research

This page intentionally left blank

The Emerald Handbook of Group and Team Communication Research

EDITED BY

STEPHENSON J. BECK
North Dakota State University, USA

JOANN KEYTON
North Carolina State University, USA

And

MARSHALL SCOTT POOLE
University of Illinois at Urbana-Champaign, USA

United Kingdom – North America – Japan – India – Malaysia – China

Emerald Publishing Limited
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2022

Copyright © 2022 by Emerald Publishing Limited

Reprints and permissions service
Contact: permissions@emeraldinsight.com

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. Any opinions expressed in the chapters are those of the authors. Whilst Emerald makes every effort to ensure the quality and accuracy of its content, Emerald makes no representation implied or otherwise, as to the chapters' suitability and application and disclaims any warranties, express or implied, to their use.

British Library Cataloging in Publication Data
A catalog record for this book is available from the British Library

ISBN: 978-1-80043-501-8 (Print)
ISBN: 978-1-80043-500-1 (Online)
ISBN: 978-1-80043-502-5 (Epub)

ISOQAR certified Management System, awarded to Emerald for adherence to Environmental standard ISO 14001:2004.

Certificate Number 1985
ISO 14001

INVESTOR IN PEOPLE

To Renee Meyers, who we miss dearly.

This page intentionally left blank

Table of Contents

List of Figures and Tables *xiii*

About the Contributors *xv*

Chapter 1 Introduction to the Emerald Handbook of Group and Team Communication Research *1*
Stephenson J. Beck

Fundamentals of Group Communication

Chapter 2 Group Communication: A Continued Evolution *7*
Joann Keyton, Stephenson J. Beck, Marshall Scott Poole and Dennis S. Gouran

Chapter 3 Defining Groups *25*
Joann Keyton

Chapter 4 The Use of the Word *Context* in Group Communication Research *33*
Stephenson J. Beck and Ryan Goke

Chapter 5 Group Communication Theory: New Theories and Perspectives *45*
Marshall Scott Poole, Melissa A. Dobosh and Joann Keyton

Group Communication Methodology

Chapter 6 Quantitative Analysis of Group Data: Multilevel Latent Variable Models 55
Joseph A. Bonito

Chapter 7 Qualitative Methods for Studying Group Communication 73
Michael W. Kramer and Alaina C. Zanin

Chapter 8 A Network Approach to Studying Team Functioning 89
Justin M. Jones, Dorothy R. Carter and Noshir S. Contractor

Chapter 9 Computational Methods for Studying Group Communication 109
Andrew Pilny

Chapter 10 Interaction Pattern and Trajectory Analysis for Studying Group Communication 135
Mary J. Waller, Sjir Uitdewilligen, Ramón Rico and Marie S. Thommes

Group Communication Processes

Chapter 11 Inside the Black Box: Group Processes and the Role of Communication 157
Lyn M. van Swol and Paul Hangsan Ahn

Chapter 12 Communicating Group Leadership: How Do Different Leadership Processes Influence Group Interaction? 171
Margarete Boos

Chapter 13 Communication and Group Decision making Processes 191
Randy Y. Hirokawa and Ashley Laybon

Chapter 14 Technologies for Improving Group Decision making 209
Etiënne A. J. A. Rouwette and L. Alberto Franco

Chapter 15 Work Processes in Teams 229
Nicole A. Ploeger-Lyons and Joann Keyton

Chapter 16 Group Conflict *245*
Johny T. Garner

Chapter 17 Group Deliberation: Weighing Options *261*
Laura W. Black, Anna W. Wolfe, Carson S. Kay and Jed Chalupa

Chapter 18 Persuasion and Social Influence in Groups *275*
David Dryden Henningsen and Mary Lynn Miller Henningsen

Chapter 19 Creating and Maintaining Group Relationships *289*
Emily A. Paskewitz

Chapter 20 Communicating Knowledge in Groups *303*
Gwen M. Wittenbaum, Kay Yoon and Andrea B. Hollingshead

Chapter 21 Time and Temporality in Groups *323*
Dawna I. Ballard and Dron M. Mandhana

Structural Influences on Group Communication

Chapter 22 Group Composition as a Cause, a Consequence, and a Process: A Communication-centered Perspective *339*
Kay Yoon and Young Ji Kim

Chapter 23 Interaction in Group Networks *357*
Aaron Schecter

Chapter 24 How Has Technology Changed Group Communication? A Keyword Analysis of Research on Groups and Technology *373*
Wang Liao, Natalya N. Bazarova, Y. Connie Yuan and Poppy L. McLeod

Chapter 25 Diversity and Team Communication: A Critical Review and Call for Broadened Representation *391*
Poppy L. McLeod and Y. Connie Yuan

Chapter 26 Multicommunicating in Teams: Concept, Review, and Future Directions *407*
Keri K. Stephens, Anastazja G. Harris and Yaguang Zhu

Communication in Group Contexts

Chapter 27 Work Groups and Action Teams: Distinguishing Among Task-oriented Groups *429*
Jennifer N. Ervin

Chapter 28 Group Talk During Jury Decision making *443*
SunWolf

Chapter 29 Communication in Online Support Groups *461*
Kevin Wright

Chapter 30 Communicating in Medical Teams and Groups: Examining Psychological Safety and Simulation Training *475*
Kevin Real, Leanna Hartsough and Lisa C. Huddleston

Chapter 31 Emergency Team Communication: Adaptive Sensemaking in Turbulent Environments *493*
Clifton Scott

Chapter 32 Communicating in Sports Teams *505*
Andrew W. Ishak

Chapter 33 Hidden Groups: A Multilevel Perspective *519*
Craig R. Scott and Katie K. Kang

The Trajectory of Group Communication

Chapter 34 Foregrounding Practices: Cultivating Stronger Groups and Teams *533*
Karen Tracy

Chapter 35 What Methodologies Are Needed to Study Group Communication? A Bounded Rationality Perspective *545*
Torsten Reimer, Kirstin Dolick, Hayden Barber and Jeonghyun Oh

Chapter 36 Moving Forward: Research Funding and International and Interdisciplinary Group Research *559*
Joann Keyton

Index *571*

This page intentionally left blank

List of Figures and Tables

Figure 6.1.	SEM Mediation Model.	57
Figure 6.2.	Unconstrained MSEM.	59
Figure 6.3.	Invariant MSEM.	60
Figure 6.4.	Shared/Invariant MSEM.	61
Figure 6.5.	Within Cluster MSEM.	62
Figure 6.6.	Between Cluster MSEM.	62
Figure 8.1.	Articles Published Using Network Methodologies.	91
Figure 9.1.	Example of Cellular Automata (a) Iteration 0; (b) Iteration 1; (c) Iteration 2.	113
Figure 9.2.	Voting Rule Simulation via Cellular Automation (a) Iteration 0; (b) Iteration 26.	114
Figure 9.3.	Example Screenshot of Multi-agent System.	115
Figure 9.4.	Comparing Distribution of Infection over Time via Number of Contacts.	116
Figure 9.5.	Demonstration of Individual-level and Whole-level Network Metrics.	121
Figure 9.6.	Overview of Machine Learning Methodology Flow.	123
Figure 10.1.	Lag Sequential Analysis Example.	139
Figure 10.2.	T-pattern Analysis.	140
Figure 10.3.	Trajectory Examples.	141
Figure 10.4.	Time Anchor Examples.	143
Figure 10.5.	Transition Adaptation Example.	145
Figure 12.1.	Systematization and History of Leadership Research.	172
Figure 12.2.	Dynamic Roles in Leader–Follower Interactions.	182
Figure 24.1.	Percentage Distributions of Group-related Research Across Journals and Years.	377

Figure 24.2.	Overall Trends of Technology Words and the Words Started With *tech** as Keywords in Group-related Papers.	378
Figure 24.3.	Top 20 Group-Support Technology Words from 2008 to 2019.	379
Figure 28.1.	The Emergence of *Anticipated Decisional Regret* by a Juror During Deliberations.	452
Table 7.1.	Comparison of Coding Phases in Qualitative Analyses.	81
Table 9.1.	Document-by-term Matrix Using Inverse Document Frequency Weighting.	119
Table 9.2.	Big Data Methodological Approaches.	126
Table 14.1.	Group Decision Support Traditions, Technologies, and Some Examples. Examples are selected from overview papers (Fjermestad & Hiltz, 1998; Franco & Montibeller, 2010; Morton et al., 2003; Shirky, 2005) with recent technologies added.	212
Table 14.2.	Central Theories in Research on the Impact of Technologies on Group Decision Making.	219
Table 20.1.	Ten Main Findings Across the Three Research Streams.	314
Table 23.1.	A Comparison of Group Interaction Methodologies.	364
Table 23.2.	Comparison of Network Methodologies.	365
Table 26.1.	Differences between Multicommunicating and Similar Concepts.	409
Table 28.1.	Theoretical Lenses That Illuminate Jury Communication in Deliberations.	451
Table 30.1.	Assessment of Communication and Teamwork, Exemplary Studies.	477
Table 34.1.	Overview of Judicial Committee Hearings.	538
Table 36.1.	Universities with Doctoral Programs in Communication Conferring 10+ Doctorates, 2019.	561

About the Contributors

Paul Hangsan Ahn (MA, University of Wisconsin-Madison) is a PhD candidate in Communication at the University of Wisconsin, Madison. His research focuses on the cognitive, affective, and socionormative dimensions of creativity. His dissertation investigates if and how the norms of reasoning in innovative organizations deviate from certainty-seeking deductive and inductive reasoning norms.

Dawna I. Ballard (PhD, University of California, Santa Barbara) is an Associate Professor of Communication Studies at the University of Texas, Austin. She researches what drives our pace of life and its impact on the communication practices and long-term vitality of organizations, communities, and individuals.

Hayden Barber is a PhD candidate in the Lamb School of Communication at Purdue University working with the Communication and Cognition Lab. His research focuses on the perception of emotion in messages and the role of emotions in social interactions, especially in sociotechnical contexts.

Natalya N. Bazarova (PhD, Cornell University) is an Associate Professor of Communication at Cornell University. Her research focuses on social behavior and technology, the impact of communication technology on well-being, and developing interventions that encourage prosocial behaviors. Her current projects are concerned with digital literacy interventions, bystander interventions in cyberbullying, content moderation in online communities, mental health and social media, and privacy and self-disclosure in online communication.

Stephenson J. Beck (PhD, University of Kansas) is a Professor and Chair of Communication at North Dakota State University. His research focuses on meeting facilitation, strategic interaction, and social support. His current projects investigate ways to improve meeting facilitation in special education teams, as well as how technology influences meeting interaction.

Laura W. Black (PhD, University of Washington) is a Professor of Communication Studies at Ohio University. Her research focuses on understanding communication across difference and helping groups engage in dialogue and deliberation to address difficult, divisive issues. Her current projects explore group facilitation practices, interaction design, and the discursive construction of identity in community conversations about racism.

Joseph A. Bonito (PhD, University of Illinois at Urbana-Champaign) is a Professor of Communication at the University of Arizona. His research focuses on group interaction processes and decision making, with an emphasis on interdependence and mutual influence. He is also interested in the development and application of statistical models to interdependent group processes.

Margarete Boos (PhD, University of Bonn) is a Professor of Economic and Social Psychology at the University of Göttingen. Her research focuses on group psychology, especially coordination and leadership, and on methods of interaction analysis. Her current projects investigate collaboration in distributed teams, as well as communication and performance in medical teams.

Dorothy R. Carter (PhD, Georgia Institute of Technology) is an Associate Professor in the Industrial-Organizational Psychology program at the University of Georgia. Dr. Carter's research seeks to uncover the factors that enable leaders, teams, and larger systems to tackle complex challenges in organizational contexts including the military, medicine, corporations, scientific institutions, and long-duration space exploration.

Jed Chalupa (MA, Colorado State University) is a Doctoral Student in the Department of Communication Studies at Texas A&M University. His research brings a critical lens to facilitation and identity within public forums. His current projects explore strategies used by facilitators when their role in the public forum comes into tension with personal identities and positionalities as citizens.

Noshir S. Contractor (PhD, University of Southern California) is the Jane S. & William J. White Professor of Behavioral Sciences at Northwestern University. He investigates how networks form and perform. He is a Fellow of the International Communication Association, American Association for the Advancement of Science, and Association for Computing Machinery.

Melissa A. Dobosh (PhD, University of Illinois at Urbana-Champaign) is an Associate Professor of Communication at the University of Northern Iowa. Her research explores how teams use technology, navigate friendship and task relationships, and develop communication competence to improve collaboration.

Kirstin Dolick is a Doctoral Candidate in the Lamb School of Communication at Purdue University. Her research focuses on consumer judgment and decision making and information sharing dynamics specifically related to science, health, and innovation issues.

Jennifer N. Ervin (PhD, University of Arizona) is a Research Fellow and Clinical Lecturer at the University of Michigan. Her research focuses on ways to improve health and well-being by promoting efficient, equitable, and effective communication among stakeholders in complex care settings.

L. Alberto Franco (PhD, London School of Economics and Political Science) is a Professor of Management Sciences at Loughborough University, United Kingdom. His research focuses on facilitation, problem framing, and group decision support. His current projects investigate ways to improve group decision

support practice by unpacking the intricacies and situated specifics of using group decision aids in the field.

Johny T. Garner (PhD, Texas A&M University) is a Professor of Communication Studies at Texas Christian University. His research focuses on organizational and group dissent as well as communication in nonprofit organizations and churches. His current projects include examinations of workgroup dynamics in the midst of organizational change, volunteer resilience in nonprofit organizations, and dissent movements in faith-based organizing.

Ryan Goke (MA, Murray State University) is a PhD student in the Department of Communication at North Dakota State University. His research focuses on points of tension and conflict in the workplace, specifically how relational and organizational dynamics affect outcomes such as satisfaction and productivity.

Dennis S. Gouran (PhD, University of Iowa) is Professor Emeritus in Labor and Employment Relations and Communication Arts and Sciences at Pennsylvania State University.

Anastazja G. Harris (MA, University of Texas at Austin) is a PhD candidate in Communication Studies. Her research focuses on workplace technology, team communication, and organizational hiring practices. Her current projects address how individuals' knowledge of artificial intelligence (AI) impacts their behavior and decision making during human–AI interactions.

Leanna Hartsough (MA, Youngstown State University) is a PhD student and Instructor at the University of Kentucky. Her research focuses on training and development in organizations. Her current projects (1) investigate how mindful organizing and organizational mindfulness influence organizational members' satisfaction and online engagement and (2) assess face-to-face, hybrid, and virtual mindful communication and leadership training.

David Dryden Henningsen (JD, PhD, University of Wisconsin) is a Professor in the Department of Communication at Northern Illinois University. His research interests include brainstorming and creativity in groups, group decision making, groupthink, and social influence in groups. He employs primarily an experimental approach to studying groups. His other research interests include advertising, interpersonal, and organizational communication.

Mary Lynn Miller Henningsen (PhD, University of Wisconsin) is a Professor in the Department of Communication at Northern Illinois University. She studies social influence, interpersonal goals, decision making, and faculty–student interaction. Her current investigations focus on the influence of norms in higher education classrooms.

Randy Y. Hirokawa (PhD, University of Washington) is a Professor of Communication at the University of Hawaii at Hilo. His research focuses on group communication and decision making and problem-solving efficacy. His recent projects investigate the role that communication plays in healthcare teams and public health groups.

Andrea B. Hollingshead (PhD, University of Illinois at Urbana-Champaign) is a Professor of Communication in the Annenberg School of Communication at the University of Southern California. Much of her research examines how group members communicate expertise and share knowledge. Her current projects investigate team well-being, online incivility, and human-machine teaming.

Lisa C. Huddleston (MA, Northern Kentucky University) is a Doctoral Student and Instructor of Communication at the University of Kentucky. Her research focuses on how healthcare providers use organizational and interpersonal approaches to achieve optimal patient experiences.

Andrew W. Ishak (PhD, University of Texas at Austin) is a Lecturer of Communication at Santa Clara University in California. He has researched the process of teams that work in high-pressure environments, such as sports teams and fire crews. His current film projects examine culture, communication, and time.

Justin M. Jones is a PhD student in Industrial-Organizational Psychology at the University of Georgia. His research focuses on complexity and computational social science. His current projects investigate ways to better understand team and individual function through the application of complexity science and advancement of quantitative methods.

Katie K. Kang (PhD, Rutgers, The State University of New Jersey) is an Assistant Professor of Communication Studies at West Virginia University. Her research examines how anonymous communication is practiced and experienced in stigmatized organizations. She currently investigates hidden organizing in the context of 12-step support groups and harm reduction programs.

Carson S. Kay (PhD, Ohio University) is a Lecturer of Communication Studies at Washburn University. Her research focuses on political and politicized identity construction in contentious US spaces and conversations. Her current projects explore the social rhetoric that influences political identity expression and fosters communicative (dis)engagement.

Joann Keyton (PhD, Ohio State University) is a Distinguished Professor Emerita of Communication, North Carolina State University. Her research examines collaborative processes and relational aspects of teams and language use in team meetings. She was a Co-Editor of *Small Group Research* (2008–2021). She is a founder of the Interdisciplinary Network for Group Research.

Young Ji Kim (PhD, University of Southern California) is an Assistant Professor of Communication at the University of California, Santa Barbara. Her research focuses on collective intelligence, team cognition, and technology. Her current projects examine the implications of emerging technologies and dynamic teamwork environments for collective intelligence and transactive memory.

Michael W. Kramer (PhD, University of Texas at Austin) is Professor Emeritus and Retired Chair of the Department of Communication at the University of Oklahoma. His organizational research examines employee experiences during transitions, including newcomers, transfers, mergers, and exit. His group

research examines membership, leadership, and decision making in nonprofit organizations.

Ashley Laybon (BA, University of Hawaii at Hilo) is a Graduate Teaching Assistant in the Department of Communication at the University of Arizona. Her research interest focuses on the Native Hawaiian cultural influences on communication in public health groups.

Wang Liao (PhD, Cornell University) is an Assistant Professor of Communication at University of California, Davis. His research focuses on communication dynamics and technologies in group and interpersonal processes. His current projects investigate social influence in mediated conversations, status processes in small groups and networks, and interaction rituals among online crowds.

Dron M. Mandhana (PhD, University of Texas at Austin) is an Assistant Professor of Communication at Villanova University. His research focuses on how everyday communication practices bound by space and time – from communication overload and media choice to unplanned conversations in teams – constitute effective organizing in workplaces.

Poppy L. McLeod (PhD, Harvard University) is a Professor of Communication at Cornell University. Her research focuses on social influence, emotions, and social identity in groups and on how people learn teamwork skills. Her current projects investigate ways to use group processes to influence pro-environmental behaviors and ways to help college students develop transferable teamwork skills.

Jeonghyun Oh is a Doctoral Candidate in the Lamb School of Communication at Purdue University. Her research focuses on social influence in groups. Specifically, her current projects investigate group dynamics in relation to group decision making and emergent leadership.

Emily A. Paskewitz (PhD, North Dakota State University) is an Assistant Professor of Communication Studies at the University of Tennessee. Her research focuses on relational dynamics in groups and group conflict and appears in *Small Group Research*, *Computers in Human Behavior*, and *Journal of Applied Communication Research.*

Andrew Pilny (PhD, University of Illinois) is an Associate Professor at the University of Kentucky. His research focuses on the relationship between network interaction patterns and team outcomes. His current research involves leveraging computational methods (i.e., network science, machine learning, text analytics) to the study of small groups and teams.

Nicole A. Ploeger-Lyons (PhD, University of Oklahoma) is an Associate Professor of Business Communication at the University of Wisconsin, Eau Claire. Her research focuses on organizational ethics and workplace relationships.

Marshall Scott Poole (PhD, University of Wisconsin-Madison) is David L. Swanson Professor of Communication, Director of the Institute for Computing in the Humanities Arts, and Social Sciences, and Senior Research Scientist at the

National Center for Supercomputing Application at the University of Illinois at Urbana-Champaign.

Kevin Real (PhD, Texas A&M University) is a Professor of Communication at the University of Kentucky. His research focuses on communication in healthcare organizations, emphasizing communication and healthcare design in hospitals, healthcare teams, and patient safety. His current research examines the relationship between healthcare built environments, communication, and patient care processes.

Torsten Reimer (PhD, Free University of Berlin) is a Professor of Communication and Psychology and Director of the Communication and Cognition lab at Purdue University. His research explores the bounded rationality of decision making processes in individuals, social groups, and organizations. Current projects focus on a novel theory, the Probabilistic Persuasion Theory.

Ramón Rico (PhD, Universidad Autónoma de Madrid) is a Professor of Organizational Behavior at Carlos III University of Madrid. His research focuses on team adaptation, leadership, team diversity, and multiteam systems effectiveness. His current projects investigate adaptive leadership, team coordination processes, and team motivation.

Etiënne A. J. A. Rouwette (PhD, Radboud University) is a Professor in Research and Intervention Methodology at Radboud University, the Netherlands. His research focuses on group decision support, system dynamics, and stakeholder involvement. He is currently applying these methods to complex issues in healthcare, security, and sustainability.

Aaron Schecter (PhD, Northwestern University) is an Assistant Professor of Management Information Systems at the University of Georgia. His research focus is on social network analysis in the context of teams, organizations, and online communities. He is particularly interested in developing and applying quantitative research methods.

Clifton Scott (PhD, Arizona State University) is a Professor of Communication Studies and Organizational Science at the University of North Carolina, Charlotte. His research examines how communication among first responders enables and constrains their capacity to learn from emergency incidents and to continuously improve the safety and reliability of their operations.

Craig R. Scott (PhD, Arizona State University) is a Professor of Communication Studies at the University of Texas at Austin. His research focuses on issues of identity/identification and anonymity in various group and organizational contexts. His current research examines hidden organizations and group and the concealment strategies they use.

Keri K. Stephens (PhD, University of Texas at Austin) is a Professor of Organizational Communication and Technology, a Distinguished Teaching Professor, and a Co-Director of TIPI in the Moody College of Communication at the University of Texas at Austin. Her research program examines the role of

technology in organizational practices and organizing processes, especially in contexts of work, crisis, disaster, and health.

SunWolf (JD, University of Denver; PhD, University of California, Santa Barbara) is a Professor of Communication at Santa Clara University. She studies jury deliberation, persuasion, childhood peer groups, effects of multicultural storytelling, and the science of happiness. She is writing about the dark side of gift-giving and the pedagogy of African Dilemma tales.

Marie S. Thommes (PhD, Maastricht University) is a Postdoctoral Researcher in the Department of Work and Social Psychology at Maastricht University. In her research, she makes use of behavioral observation methods to study team interaction and effectiveness over time. Her research interests include team adaptation, leader–follower dynamics, and trust in teams.

Karen Tracy (PhD, University of Wisconsin) is an Emeritus Professor of Communication at the University of Colorado. She investigates face and identity problems in institutional sites of justice and governance. Her current project is examining the challenges jurors face from voir dire through courtroom sensemaking to group deliberation.

Sjir Uitdewilligen (PhD, Maastricht University) is an Associate Professor of Work and Organizational Psychology at Maastricht University. His research focuses on team adaptation, leadership, and longitudinal analysis of organizational phenomena. His current projects investigate adaptive leadership and team communication processes.

Lyn M. van Swol (PhD, University of Illinois at Urbana, Champaign) is a Professor of Communication at the University of Wisconsin, Madison. Her research focuses on information sharing and language use in group discussion and factors affecting advice utilization. Her current projects investigate how identity and cohesion in groups can facilitate consensus on difficult political issues and how advice from opponents can increase decision accuracy.

Mary J. Waller (PhD, University of Texas at Austin) is a Senior Research Scholar, Colorado State University, and a Professor Emerita, York University, Toronto. Her program of research focuses on understanding team effectiveness in critical situations and explores numerous team-level dynamics including emergent states, shared cognition, and adaptive interaction patterns.

Gwen M. Wittenbaum (PhD, Miami University) is an Associate Professor of Communication at Michigan State University. Her research interests span social influence and communication in dyads and groups. Her recent projects examine knowledge sharing in decision making groups, communication in exercise partnerships, and social ostracism and sense of belonging in work groups.

Anna W. Wolfe (PhD, Ohio University) is an Associate Professor of Communication at Texas A&M University. Her research focuses on collective identity building across and against perceived differences. Current projects examine how

stigma, sin, and difference are constituted in interaction and how these discourses create and challenge entrenched group boundaries.

Kevin Wright (PhD, University of Oklahoma) is a Professor of Communication at George Mason University. His research examines community-based social media health interventions, online social support community communication processes, health-related stigma, and the relationship of these areas/concepts to key health outcomes, such as stress and depression.

Kay Yoon (PhD, University of Illinois at Urbana, Champaign) is an Associate Professor in the Department of Communication at University of Colorado at Colorado Springs. Her research focuses on team knowledge sharing, communication technologies, and team diversity. Her current research investigates how transactive memory systems develop in virtual teams, with a special attention to the impact of social media use and dynamic team boundaries.

Y. Connie Yuan (PhD, University of Southern California) is a Professor of Communication and Global Development at Cornell University. Her research focuses on intercultural collaboration, technology use in organizations, and social networks. Her current projects investigate cultural differences in communication styles, expertise judgment, and decision making styles, as well as interventions to support intercultural collaboration.

Alaina C. Zanin (PhD, University of Oklahoma) is an Assistant Professor of Organizational and Health Communication at Arizona State University. Her research interests include resistance, empowerment, and identity negotiation in nontraditional organizational contexts like life enrichment groups, athletic teams, and nonprofit organizations.

Yaguang Zhu (PhD, University of Texas at Austin) is an Assistant Professor of Communication at the University of Arkansas. His research interests include health information technology, organizational communication, and data analytics. His recent work explores organizing and technology-related issues and processes in healthcare organizations and professions.