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Dissent in Group Decision Making:
Contrary Effects of **Interpersonal Liking**

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Overview

- Existing research on similar variables
- Integrative theoretical model:
Contrary effects of **liking** on **dissent** and group decision making
- Three experiments
 1. Anticipated interaction, judgmental task
 2. Anticipated interaction, intellectual task
 3. Real group interaction
- **New** integrative theoretical model:
Contrary effects of **liking** on **dissent** and group decision making
- Conclusions

Interpersonal Liking and Group Decision Making

- Some team building interventions focus on improving **interpersonal relationships**
- But:
 - No effect of team building aimed at improving **interpersonal relationships** on team performance (Metaanalysis by Salas, Rozell, Mullen, & Driskell, 1999)
 - Negative correlation of **interpersonal attraction** and **decision quality** (Metaanalysis by Mullen, Anthony, Salas, & Driskell, 1994, for a meta-analysis)

Dissent and Group Decision Making

- **Dissent** (divergent opinions) can improve group decision quality
 - even when no member initially prefers correct solution (Klocke, 2007; Schulz-Hardt, Brodbeck, Mojzisch, Kerschreiter, & Frey, 2006)
 - because it intensifies discussion of available information (Schulz-Hardt et al., 2006).
 - Less optimistic results in field studies (De Dreu & Weingart, 2003, meta-analysis on task and relationship conflict)
- ⇒ Search for moderating variables
- Moderators often related to (quality of) relationship between group members (**interpersonal liking**)

Dissent x Liking \Rightarrow Decision Quality?

Existing Research is Inconclusive

1. Field studies of organizational teams

- **Dissent / informational diversity** x **friendship / team identification / loyalty within teams** (e.g., Dooley & Fryxell, 1999; Shah, Dirks, & Chervany, 2006; Van Der Vegt & Bunderson, 2005)

\Rightarrow Positive interaction effects on performance

2. Laboratory experiments on individual persuasion

- **Counterattitudinal messages** x **communicator's likability / attractiveness / shared social identity** (e.g., Chaiken & Eagly, 1983; David & Turner, 2001; Mackie, Gastardo-Conaco, & Skelly, 1992; Puckett, Petty, Cacioppo, & Fischer, 1983; Wilder, 1990; Ziegler, Diehl, & Ruther, 2002)

\Rightarrow Mainly positive (interaction) effects on systematic processing

Dissent x Liking \Rightarrow Decision Quality?

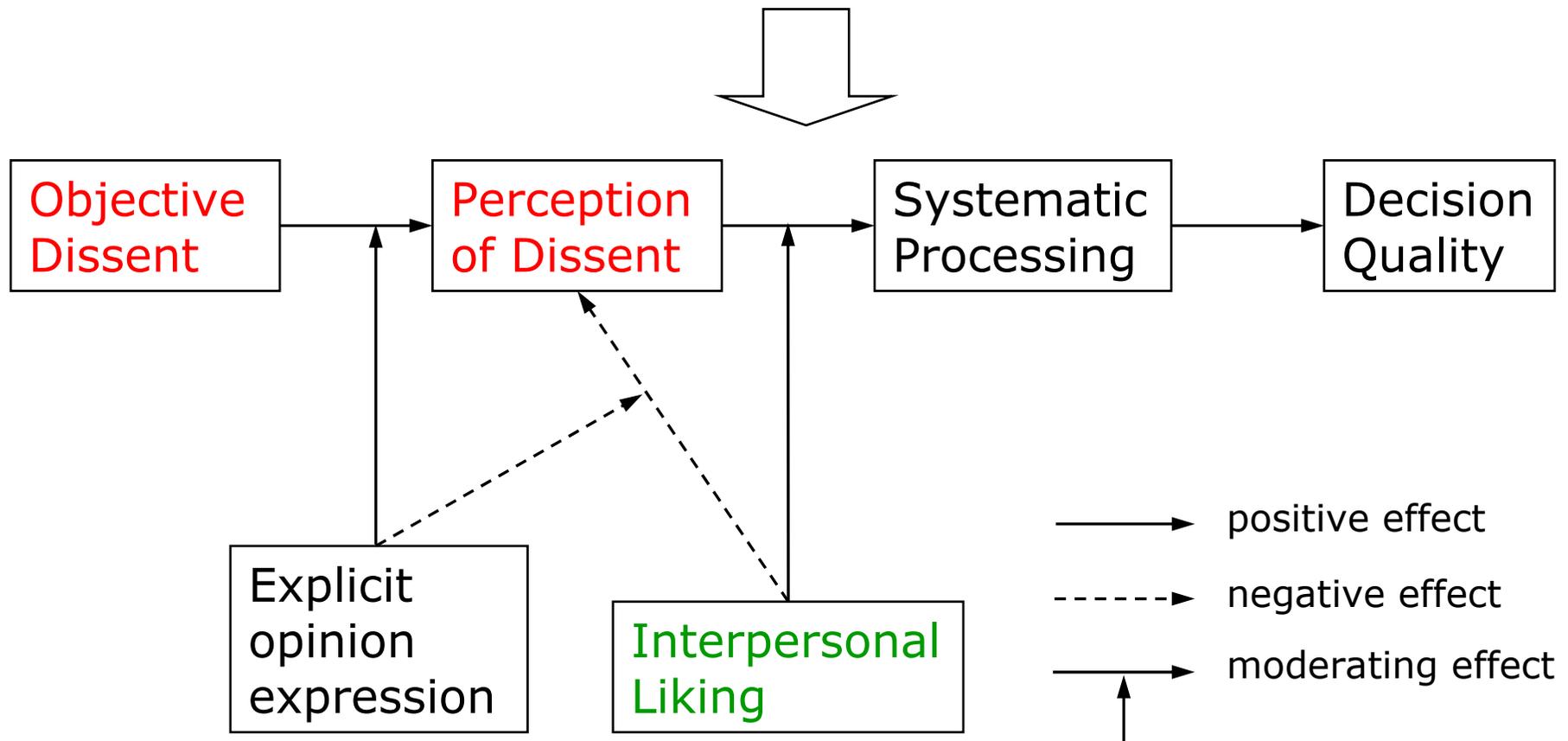
Existing Research is Inconclusive

3. Laboratory experiments of interacting small groups

- **Unshared information / dissent** x **shared social identity / familiarity** (Gruenfeld, Mannix, Williams, & Neale, 1996; Homan, van Knippenberg, van Kleef, & De Dreu, *subm.*; Phillips, 2003; Phillips & Loyd, 2006; Phillips, Mannix, Neale, & Gruenfeld, 2004; Rink & Ellemers, 2005; Sawyer, Houlette, & Yeagley, 2006; Thomas-Hunt, Ogden, & Neale, 2003)
- \Rightarrow Some studies: *Congruence* between **sharedness of information or opinion** and **sharedness of social identity** is advantageous.
- \Rightarrow Negative interaction effect of **dissent** and **liking** on information exchange and decision quality ??

Integrative Theoretical Model: *Contrary* Effects of Liking on Dissent and GDM

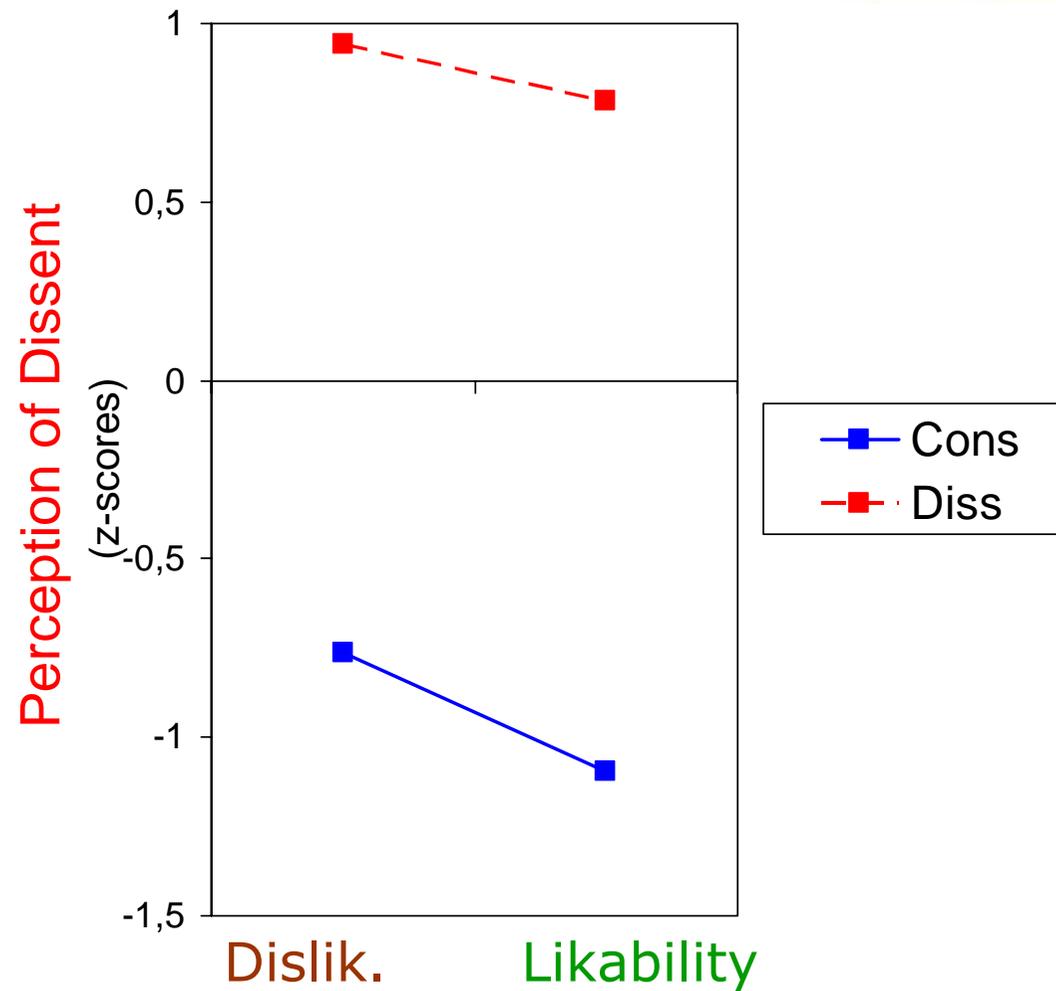
1. basic assumption: bounded cognitive capacity
2. basic assumption: motive for cognitive consistency



Experiment 1: Anticipated Interaction, Judgmental Task

1. Manipulation of *likability* (vs. *dislikability*) of “discussion partner” in “first experiment on person perception”
 2. Anticipation of joint decision with partner about introduction of tuition fees
 3. Manipulation of *dissent* vs. *consensus* by “initial audio-statement of partner”
 4. Measurement of *perception of dissent* by questionnaire
- ⇒ N = 77 (after exclusion of 22 disbelievers)

Exp. 1: Likability Reduced Perception of Dissent



	η^2
Likability	* .08
Dissent	** .83
Lik x Diss	.01

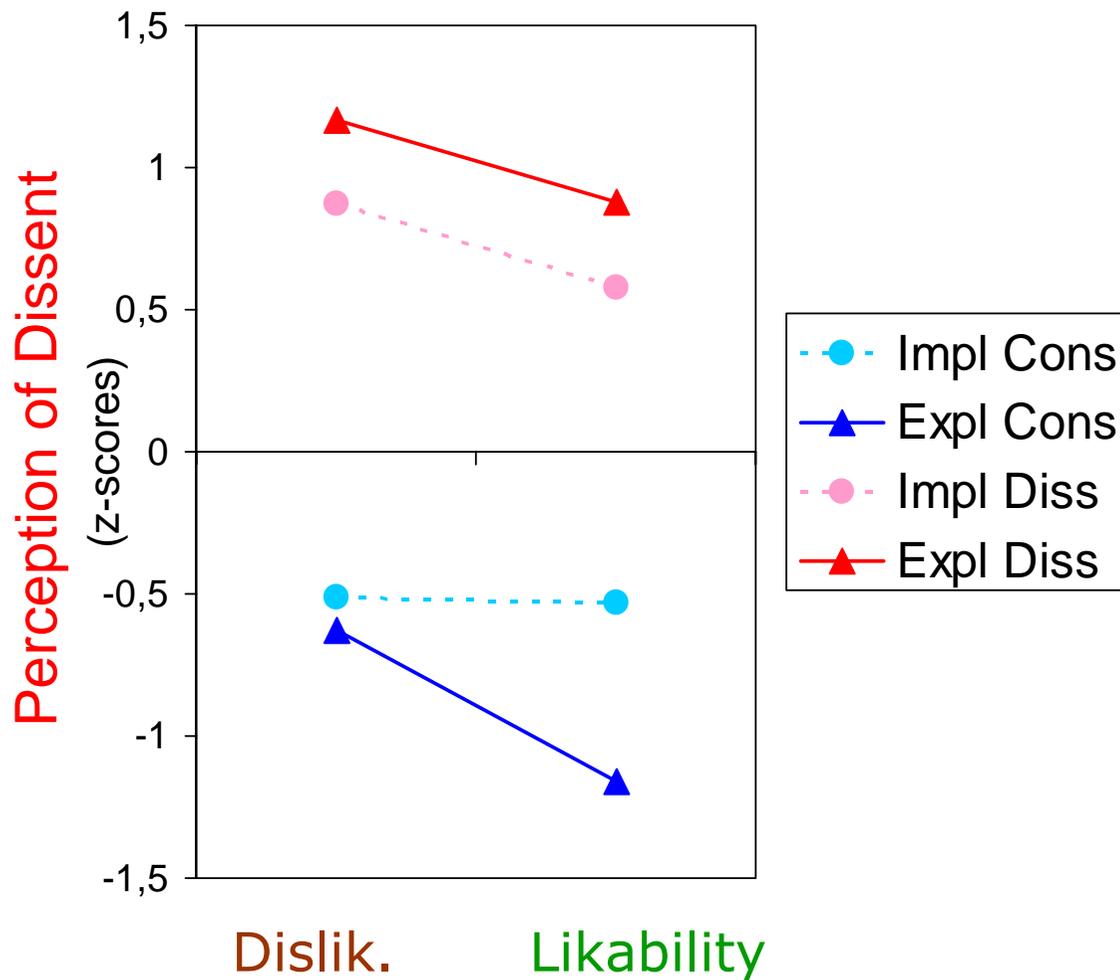
* $p < .05$

** $p < .01$

Experiment 2: Anticipated Interaction, Intellective Task

1. Manipulation of *likability* as in experiment 1
 2. Anticipation of joint decision with partner about best qualified candidate for a travel agency (Mojzisch, 2003)
 3. Own initial decision based on subset of information (misleading = hidden profile)
 4. Manipulation of *dissent* and *explicitness of opinion expression* by „initial audio-statement of partner“
 5. Measurement of *perception of dissent* by questionnaire
 6. Measurement of *systematic processing* by time for second decision, number of words and number of evaluative signs on note paper
 7. Measurement of *decision quality* by reversed rank position of best candidate
- ⇒ N = 123 (after exclusion of 17 disbelievers)

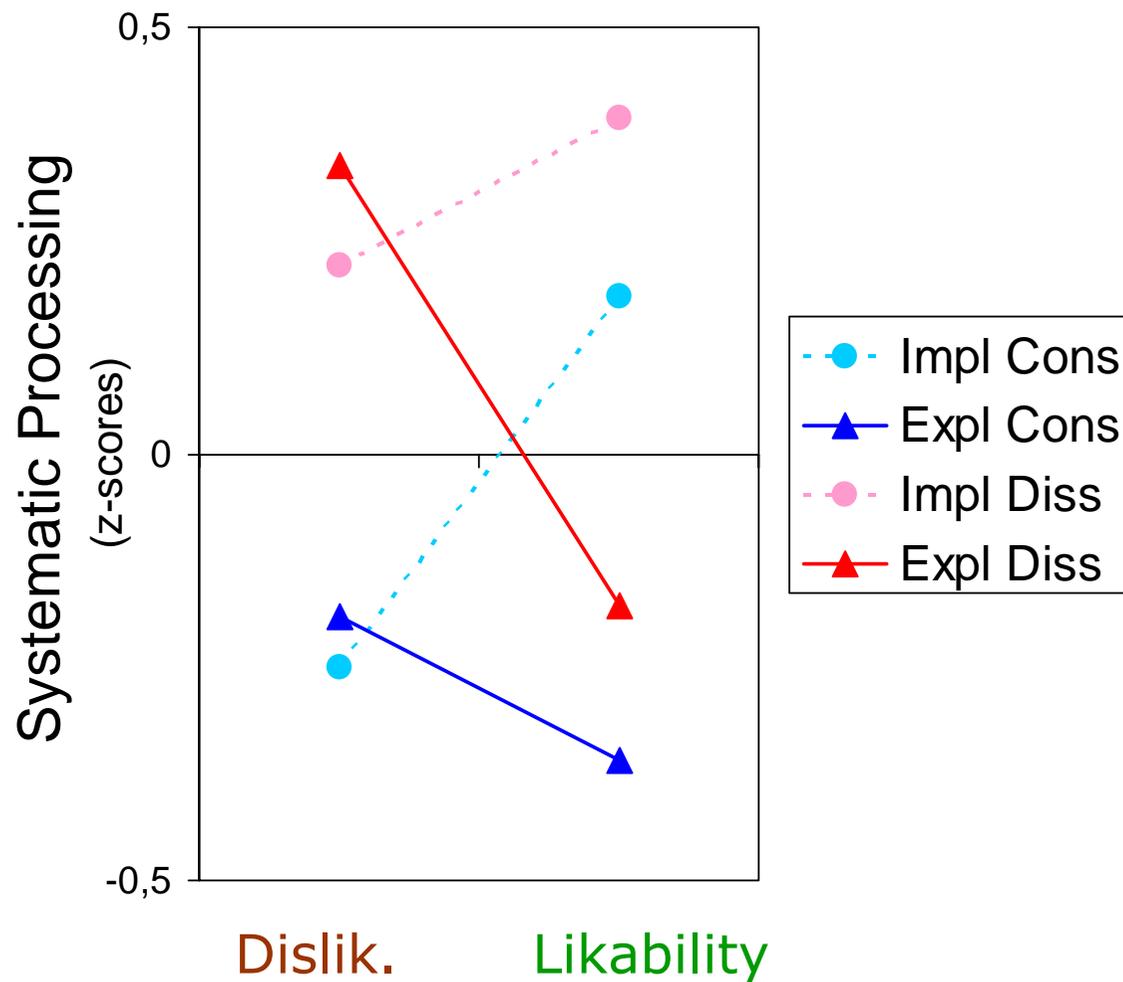
Exp. 2: Likability Reduced Perception of Dissent



	η^2
Likability	** .07
Dissent	** .71
Explicitness	.00
Lik x Diss	.00
Lik x Expl	.02
Diss x Expl.	** .10
Lik x Dis x Exp	.02

** p < .01

Exp. 2: Explicitness Reduced Syst. Processing When Partner is Likable



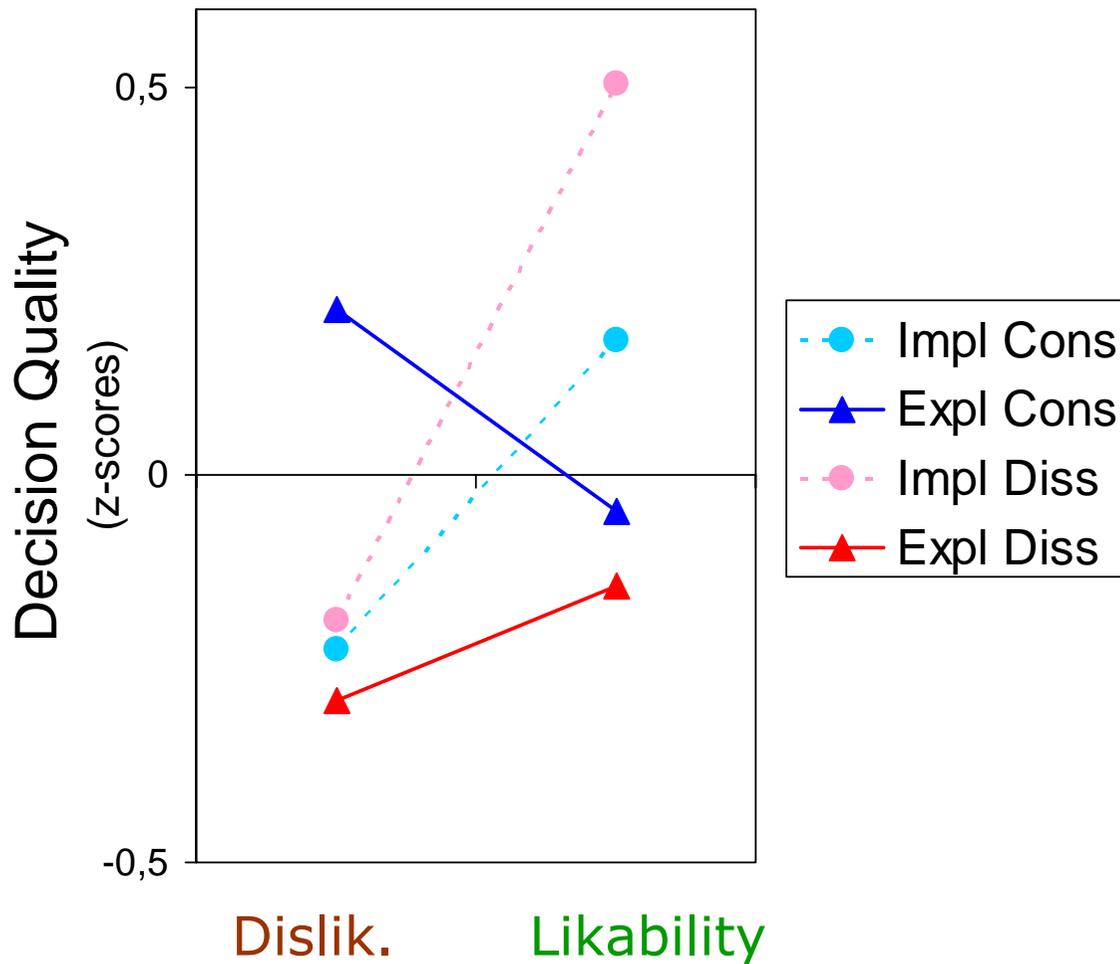
Ordinal Regression with z-standardized predictors:

	Estimates
Likability	.02
Dissent	** .47
Explicitness	** -.47
Lik x Diss	-.07
Lik x Expl	* -.39
Diss x Expl.	.22
Lik x Dis x Exp	.08

* $p < .05$

** $p < .01$

Exp. 2: Explicitness Reduced Decision Quality When Partner is Likable



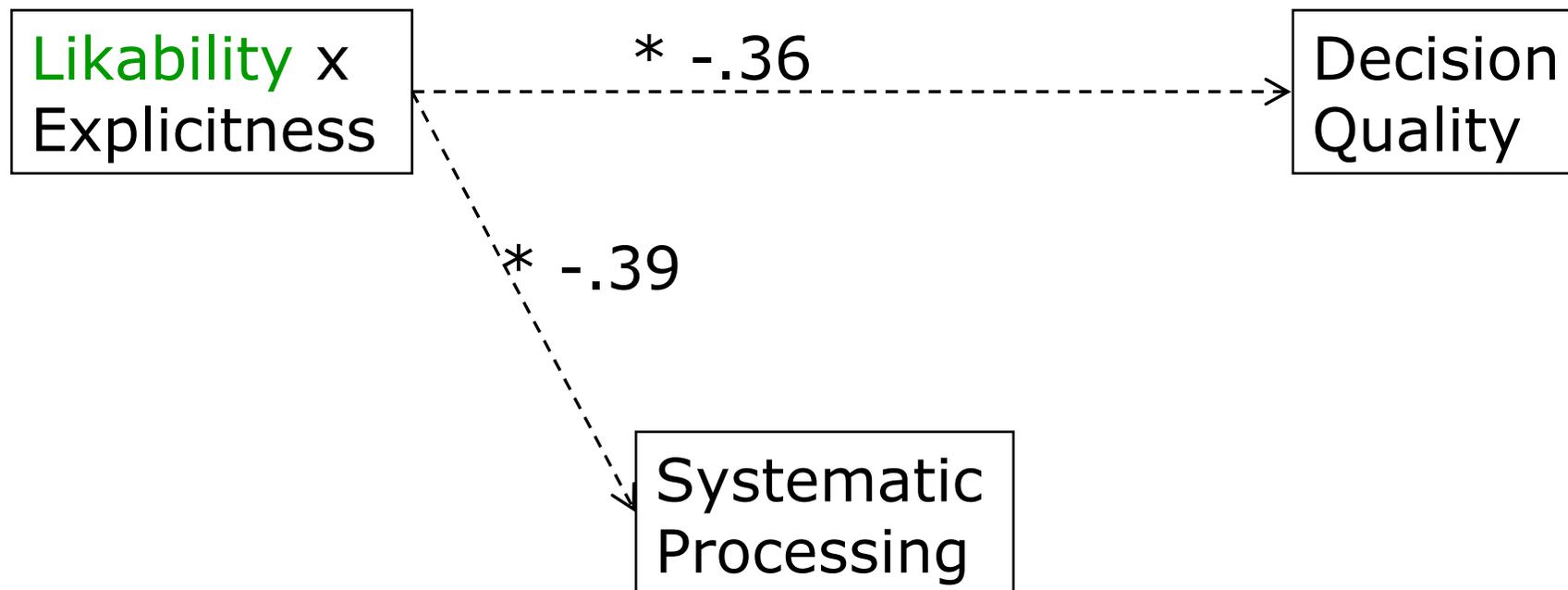
Ordinal Regression with z-standardized predictors:

	Estimates
Likability	.22
Dissent	-.07
Explicitness	-.11
Lik x Diss	.20
Lik x Expl	* -.36
Diss x Expl.	-.24
Lik x Dis x Exp	.02

* $p < .05$

Exp. 2: Mediator Analysis 1: Likab. x Expl. \Rightarrow Syst. Process. \Rightarrow Dec. Quality

Ordinal regressions with z-standardized predictors

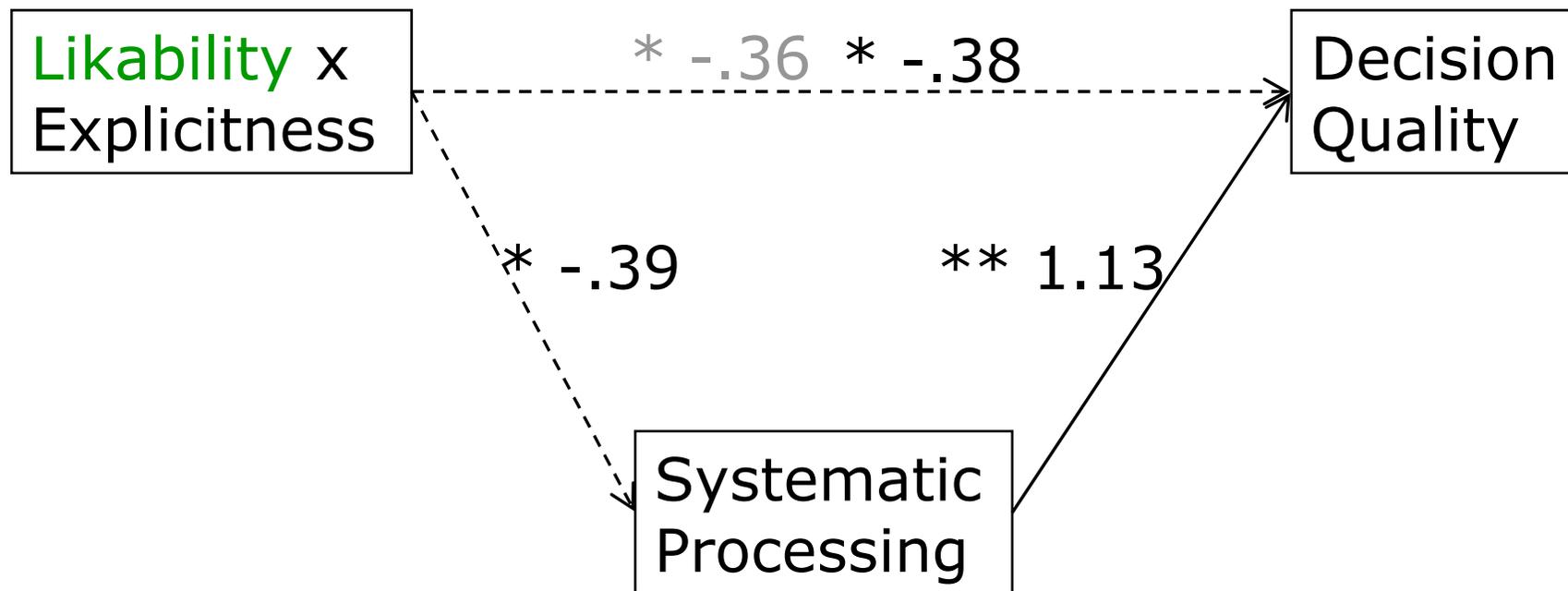


* $p < .05$

Exp. 2: Mediator Analysis 1:

Likab. x Expl. \Rightarrow Syst. Process. \Rightarrow Dec. Quality

Ordinal regressions with z-standardized predictors



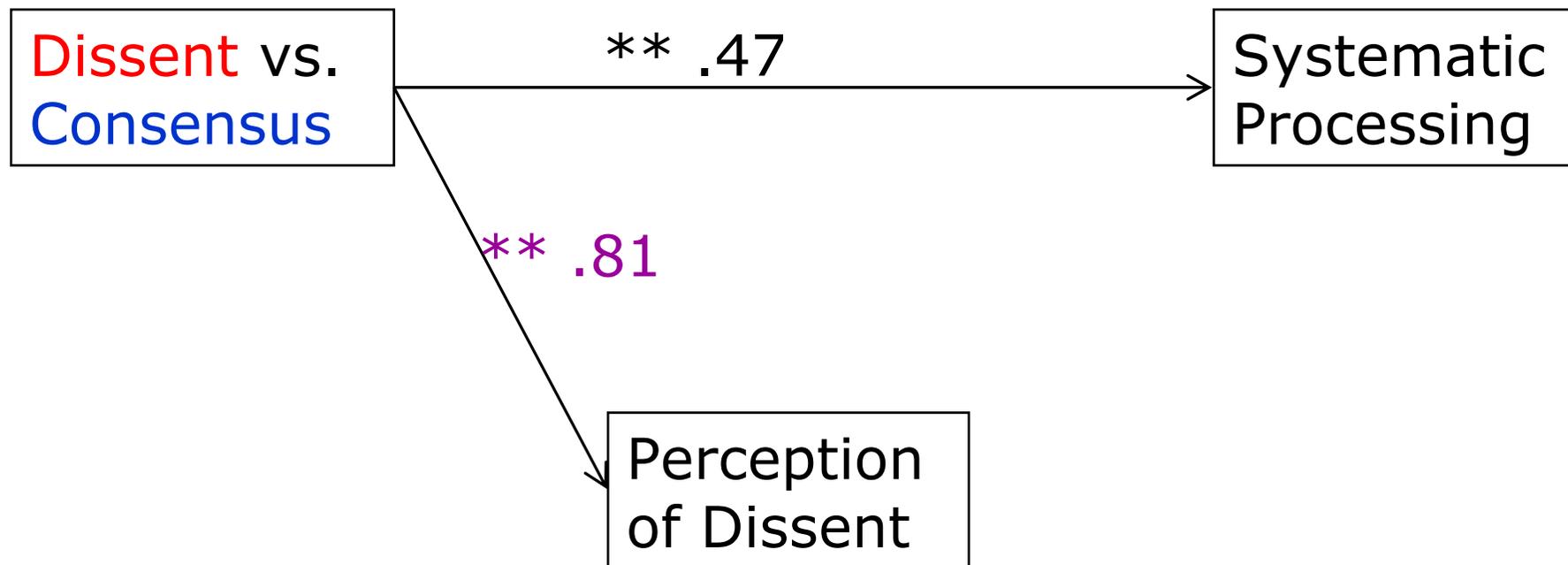
* $p < .05$

** $p < .01$

Exp. 2: Mediator Analysis 2:

Expr. Dissent \Rightarrow Percep. Dissent \Rightarrow Syst. Proc.

Ordinal regressions with z-standardized predictors and multiple regression

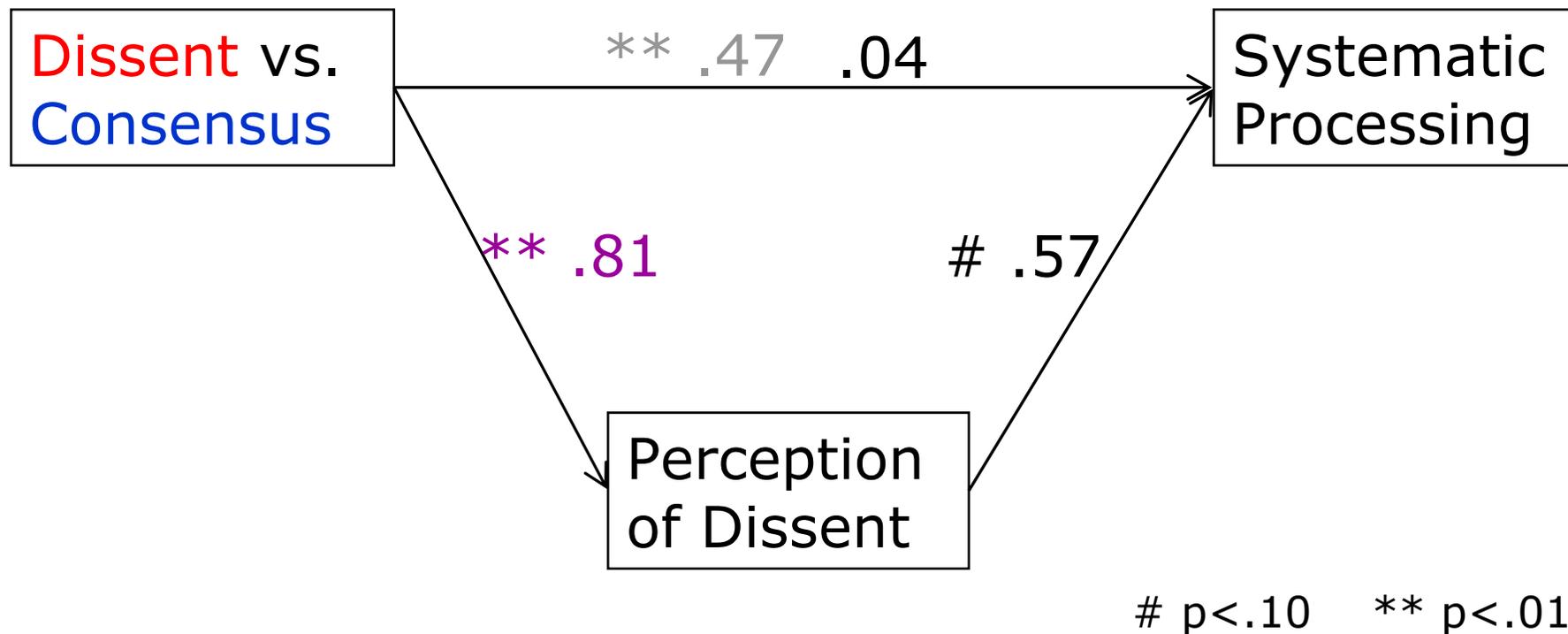


** $p < .01$

Exp. 2: Mediator Analysis 2:

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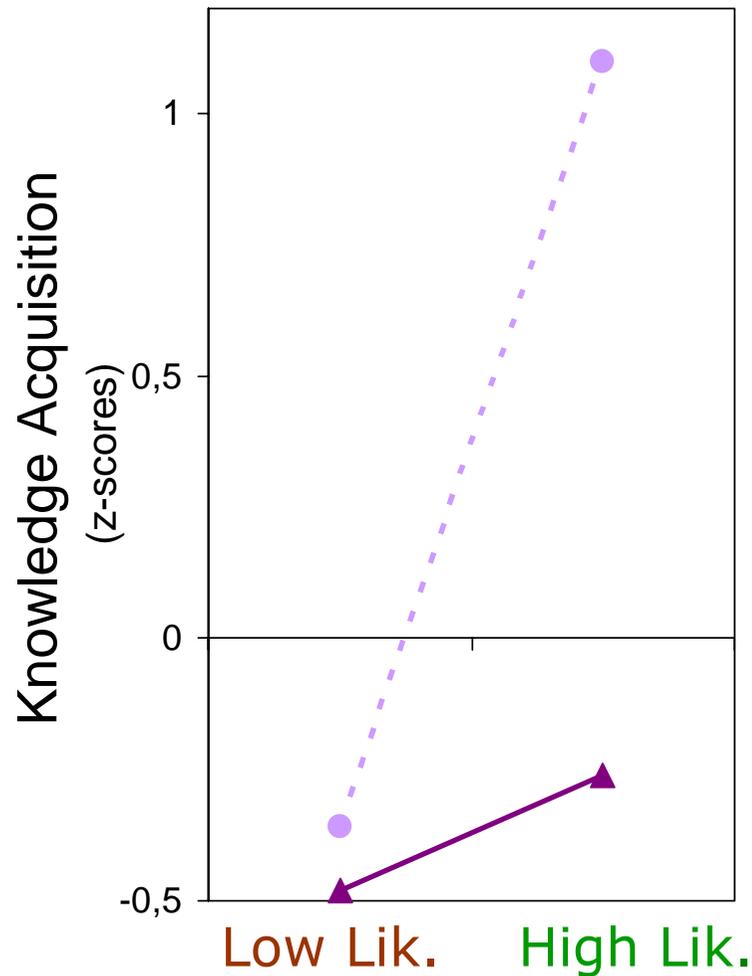
Ordinal regressions with z-standardized predictors and multiple regression



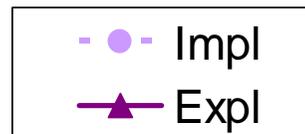
Experiment 3 (Reanalysis of Existing Data): Real Group Interaction, Intellectualive Task

- N = 30 groups x 3 familiar members
- Hidden-profile task: choose one candidate out of four as pilot for long distance flights (adapted from Schulz-Hardt et al., 2006)
- Experimental manipulations not of interest here
- Measurements
 - *Interpersonal liking* before discussion (seven evaluative adjectives e.g. pleasant-unpleasant)
 - *Explicitness of opinion expression* (1. proportion of opinion expressions to all expressions, 2. information expressed before first opinion expression [reversed])
 - *Systematic processing* = knowledge acquisition (free recall of new information after discussion)

Exp. 3: Explicitness Reduced Syst. Processing especially when Members Like Each Other



Interactions plotted by procedures of Aiken and West (1991)

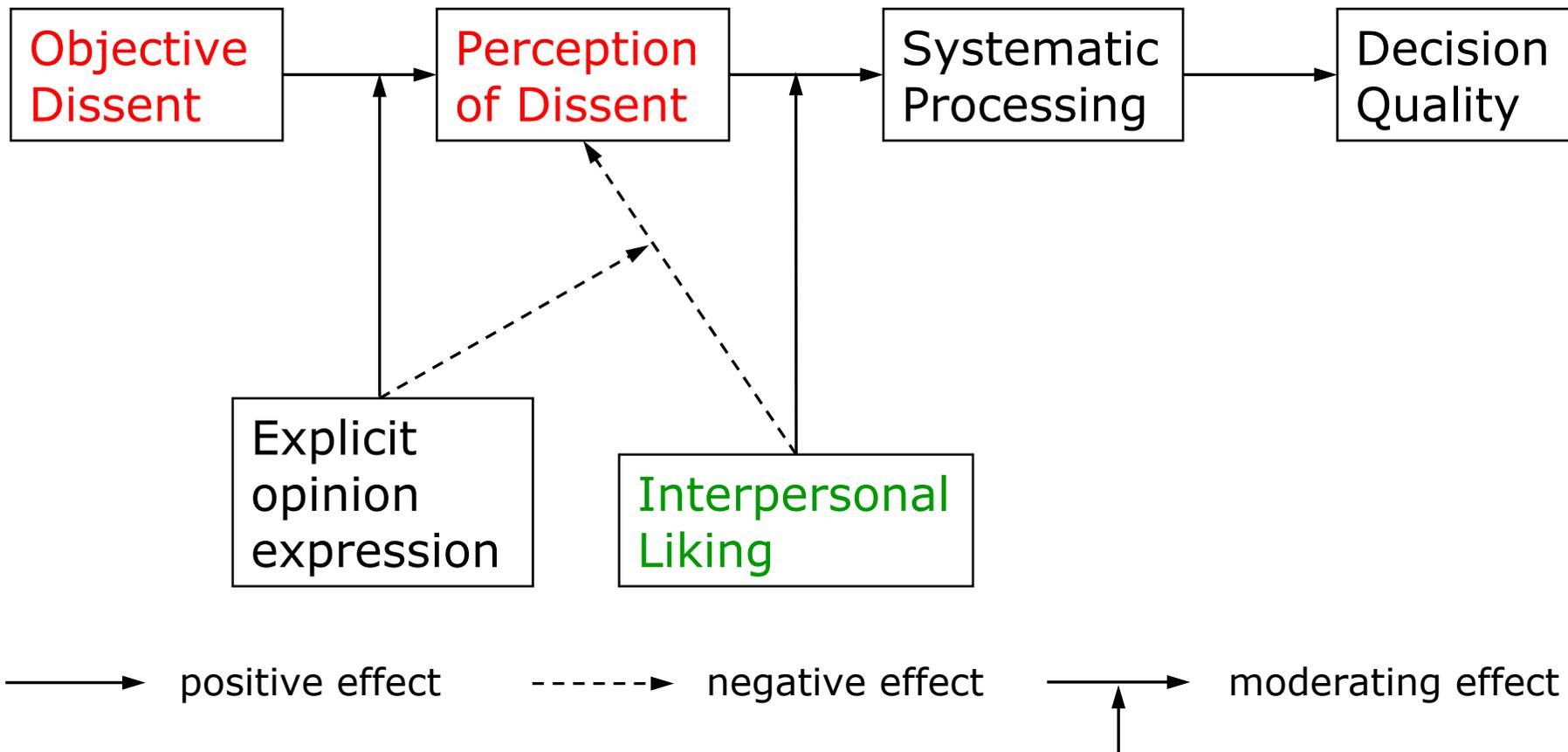


	β
Liking	* .41
Explicitness	* -.37
Lik x Expl	* -.31

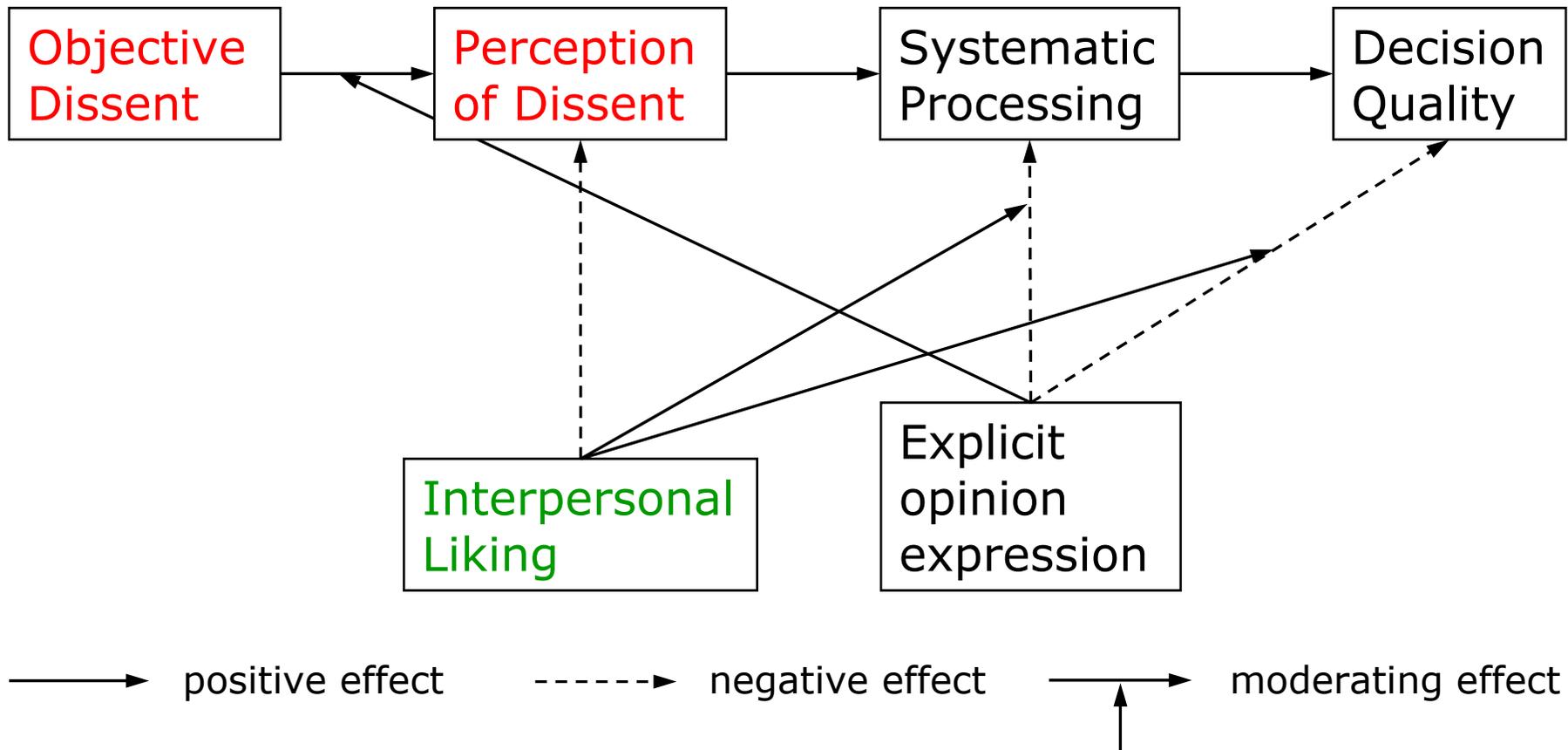
* $p < .05$

** $p < .01$

Initial Integrative Theoretical Model: Contrary Effects of Liking on Dissent and GDM



New Integrative Theoretical Model: Contrary Effects of Liking on Dissent and GDM



Conclusion

- Early explicit opinion expression in group discussion ⇒ less systematic processing ⇒ less decision quality (see also Gigone & Hastie 1993; Mojzisch & Schulz-Hardt, 2008)
- ... especially when **group members like each other !!**
 - ⇒ Quick adaptation to *explicit* messages (Chaiken, 1980; Chaiken & Eagly, 1983; Fleming & Petty, 2000)
 - ⇒ Interest in other's opinion ⇒ motivation to process *implicit* messages (Mackie et al., 1992, McLaughlin, 1971)
 - ⇒ Prevent explicit opinion exchange especially in cohesive groups!
- **Liking** reduces **perception of dissent**
 - ⇒ Disruption of promotional dissent effects on decision making is possible (groupthink)

Thank you very much for your attention!

Questions?

Comments?