Team diversity, team processes, and team performance: The moderating role of leader mood

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Drawing on the Categorization-Elaboration (CEM; van Knippenberg, De Dreu, & Homan, 2004) and the Emotions-as-Social-Information models (Van Kleef, 2009), we hypothesized that leader mood will impact the respective relationships between team diversity and collective team identification and elaboration of task-relevant information. We further hypothesized that the association between elaboration and objective team performance will be moderated by team identification. Testing these hypotheses with data collected from 59 teams, we found that, given high levels of leader positive mood, diversity was positively related to team identification and negatively associated with elaboration. In contrast, given high levels of leader negative mood, diversity was negatively related to team identification and positively associated with elaboration. Such incongruence between identification and elaboration poses an intriguing challenge with respect to predictions based on previous research. Also in contrast to previous research, we found that elaboration was conducive to team performance only when team identification was high.