

Kurt Lewin Institute Conference 2012
May 10–11, 2012
Conference Centre Woudschoten, Zeist



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Organization

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Drs. Anouk Evers

Conference Program at a Glance

Thursday, May 10

- 9.30 - 10.15 Welcome and coffee, registration
- 10.15 - 10.30 Opening by Scientific Director of KLI: Jens Förster
- 10.30 - 11.30 Keynote Speaker: Alex Haslam
- 11.45 - 13.15 Parallel Themes - Session A
- 13.15 - 14.30 Lunch
- 14.30 - 16.00 Parallel Themes – Session B
- 16.00 - 16.30 Coffee/Tea break
- 16.30 - 17.30 Keynote Speaker: Reinout Wiers
- 17.30 - 19.00 Poster Session with Drinks
- 19.00 Dinner

Friday, May 11

- 10.00 - 11.00 Keynote Speaker: Bernard Nijstad
- 11.15 - 12.45 Parallel Themes – Session C
- 12.45 - 14.00 Lunch
- 14.00 - 15.30 Parallel Themes – Session D
- 15.30 - 16.00 Coffee/Tea break
- 16.00 - 16.45 Best Paper Award and presentation
- 16.45 - 18.00 Drinks and end

Overview Parallel Theme Sessions

Thursday, May 10, 2012

May 10

	Theme 1a: "Power" Chairs: Lindy Greer & Joris Lammers	Theme 2a: "The Self and Company" Chairs: Astrid Homan & Floor Rink	Theme 3a: "Intergroup Conflict" Chairs: Fieke Harinck & Kai Jonas	Theme 4a: "Motivation and Goal Pursuit" Chairs: Nils Jostmann & Esther Papies
Session A				
11.45-12.15	Joris Lammers: <i>How power undermines morality</i>	Maria Dijkstra: <i>Stressed Out by Workplace Conflict: Some Hopeful News</i>	Wolfgang Steinel: <i>What makes a dove being heard? The influence of authenticity and congruency of cooperative minorities within a constituency</i>	Nils Jostmann: <i>Motivational value from bodily feedback</i>
12.15-12.45	Lindy Greer: <i>A dual-pathway model of the effects of shared leadership on team performance as moderated by team power-base diversity</i>	Evert-Jan van Doorn: <i>How instructors' emotional expressions shape learning performance: Effects of anger, happiness and regulatory focus</i>	Özüm Saygi: <i>Can outgroup cooperation worsen intergroup relations? Effects of representative negotiation process on intergroup relations</i>	Athanasios Chasiotis: <i>Why we need culturally informed measures of implicit motives</i>
12.45-13.15	Wilco van Dijk: <i>The power of voice: Connecting social power to paralinguistic behaviour</i>	Erik de Kwaadsteniet: <i>Social information as cues for tacit coordination</i>	Ernestine Gordijn: <i>The influence of communication between and within groups on reactions to the outgroup</i>	Claire Zedelius: <i>Differences between conscious and unconscious reward processing: Consciousness matters for taking into account if and when a reward is attainable</i>

May 10

<p>Theme 1a: "Power"</p> <p>Chairs: Lindy Greer & Joris Lammers</p>	<p>Theme 2a: "The Self and Company"</p> <p>Chairs: Astrid Homan & Floor Rink</p>	<p>Theme 3a: "Intergroup Conflict"</p> <p>Chairs: Fieke Harinck & Kai Jonas</p>	<p>Theme 4a: "Motivation and Goal Pursuit"</p> <p>Chairs: Nils Jostmann & Esther Papies</p>
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Session B

14.30–15.00	Daniel Sligte: <i>Stability and legitimacy of power</i>	Catrin Finkenauer: <i>The role of self-control in interpersonal relationships: Actor and partner effects</i>	Marte Otten: <i>Humiliating experiences influence cognitive control: An EEG study</i>	Kai Epstude: <i>When letting go is difficult: Dysfunctional effects of counterfactual thoughts</i>
15.00–15.30	Marius van Dijke: <i>Power, power motives, and prosocial behavior</i>	Elianne van Steenbergen: <i>Honey, please take your work (engagement) home: Work engagement, relationship maintenance behaviors, and relationship satisfaction</i>	Russell Spears: <i>Nothing to lose: Radical resistance among stable low status and disempowered groups</i>	Rob Holland: <i>Conflict-in(g)-action: On the up-regulation of cognitive resources</i>
15.30–16.00	Gerben van Kleef: <i>The Robin Hood effect: Prosocial norm violations fuel power affordance</i>	Marielle Stel: <i>Going to the max: Remote effects of mimicry</i>	Belle Derks: <i>Do sexist organizational cultures create the Queen Bee?</i>	Colette van Laar: <i>Stigma and motivation</i>

Friday, May 11, 2012

May 11

<p>Theme 1b: "Leadership"</p> <p>Chairs: Lindy Greer & Joris Lammers</p>	<p>Theme 2b: "The Self and the Crowd"</p> <p>Chairs: Astrid Homan & Floor Rink</p>	<p>Theme 3b: "Interventions and Collective Action"</p> <p>Chairs: Fieke Harinck & Kai Jonas</p>	<p>Theme 4: "Self-Regulation and Health"</p> <p>Chairs: Nils Jostmann & Esther Papies</p>
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Session C				
11.15-11.45	<p>Annebel de Hoogh: <i>Male and female narcissistic leaders and effectiveness: A Matter of perception</i></p>	<p>Bianca Beersma: <i>How the grapevine keeps you in line: Prosocial gossip as a means to control against norm violations</i></p>	<p>Esther van Leeuwen: <i>Helping in response to separatism threat</i></p>	<p>Sander Koole: <i>Three ways to healthy living: Regulating emotions, actions, and need fulfillment</i></p>
11.45-12.15	<p>Daan Stam: <i>When the going gets tough: Regulatory focus and leadership in crisis</i></p>	<p>Marco van Bommel: <i>Intervene to be seen: Public self-awareness increases bystander intervention in the presence of others</i></p>	<p>Martijn van Zomeren: <i>The power of participative efficacy in predicting collective action</i></p>	<p>Tila Pronk: <i>Executive control and close relationships</i></p>
12.15-12.45	<p>Janka Stoker: <i>Effects of a crisis on the need for leadership: The strong and masculine type revisited?</i></p>	<p>Eric Rietzschel: <i>Your motivator may be my strain: An interactionist approach to creativity and motivation in organizations</i></p>	<p>Jacqueline van Stekelenburg: <i>The social psychology of street demonstrations</i></p>	<p>Chantal den Daas: <i>Keeping your eyes on the prize: People in impulsive states focus their attention on salient tempting information</i></p>

May 11

<p>Theme 1b: "Leadership"</p> <p>Chairs: Lindy Greer & Joris Lammers</p>	<p>Theme 2b: "The Self and the Crowd"</p> <p>Chairs: Astrid Homan & Floor Rink</p>	<p>Theme 3b: "Interventions and Collective Action"</p> <p>Chairs: Fieke Harinck & Kai Jonas</p>	<p>Theme 4: "Self-Regulation and Health"</p> <p>Chairs: Nils Jostmann & Esther Papies</p>
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Session D

<p>14.00-14.30</p>	<p>Melvyn Hamstra: <i>The social value of leaders: The role of styles, strategies, and leader-follower self-regulatory fit</i></p>	<p>Astrid Homan: <i>The influence of leader diversity construal on diverse group functioning</i></p>	<p>Sabine Otten: <i>Cultural diversity without conflict?</i></p>	<p>Harm Veling: <i>Using behavioral stop signals to change unhealthy eating behavior</i></p>
<p>14.30-15.00</p>	<p>Mark van Vugt: <i>From dominance to leadership: The ambivalence hypothesis of power</i></p>	<p>Marc Heerdink: <i>Inducing conformity with emotions in groups: Effects of anger and happiness</i></p>	<p>Ruth Rexwinkel: <i>De-escalation of value conflict</i></p>	<p>Esther Papies: <i>Mindful attention prevents mindless impulses</i></p>
<p>15.00-15.30</p>	<p>Jennifer Jordan: <i>Something to lose and nothing to gain: The role of stress in the interactive effect of power and stability on risk-taking</i></p>	<p>Floor Rink: <i>Group receptivity to newcomers: Evidence and future research themes</i></p>	<p>Allard Feddes: <i>Extreme ideals without violence: The design, implementation and evaluation of an intervention focused on people with extreme ideals</i></p>	<p>Marret Noordewier: <i>Chaos versus clarity: On the pleasantness of predictability and the shock of surprise</i></p>

Conference Themes

Theme 1: “Power” & “Leadership”

Chairs: Lindy Greer (University of Amsterdam) & Joris Lammers (Tilburg University)

The past decade researchers have done a wealth of research on power and leadership. More and more, these two fields move together. In this track, cutting-edge research on power and leadership is presented to further help the cross-fertilization between these two areas. Speakers represent all areas of social and organizational psychology and utilize a variety of theoretical perspectives and methodological approaches. Emergent themes center on a move towards more complex, socially-embedded, situationally-dependent views of power and leadership than seen in the past. On Thursday speakers will focus in depth on the role of power, including how power can undermine morality (Joris Lammers); how team power composition can determine the effects of shared leadership (Lindred Greer); the relationship between paralinguistic behaviour and social power (Wilco van Dijk); the effects of power legitimacy and stability on approach-oriented behaviors (Daniel Sligte); why people value power (Marius van Dijk); and how prosocial norm violations can fuel power affordance (Gerben van Kleef). On Friday speakers will transition to a focus on leadership in organizations, addressing topics such as the role of gender in determining the effects of narcissistic leadership (Annebel de Hoogh); the role of leader regulatory fit during crisis (Daan Stam); preferred leader stereotypes during crisis (Janka Stoker); how leader regulatory fit can determine the social value of leaders (Melvyn Hamstra); the evolutionary roots of power and leadership in humans (Mark van Vugt); and the effects of power stability on leader risk-taking behavior (Jennifer Jordan).

Theme 2: “The Self and Company” & “The Self and the Crowd”

Chairs: Astrid Homan (VU University Amsterdam) & Floor Rink (University of Groningen)

Our attitudes, cognitions, and behaviors are heavily influenced by others. In studying human behavior it is therefore crucial to take the role of partners, co-workers, groups, and organizations into account. This thematic session presents recent research that deals with social interactions and addresses how individuals are influenced by their social environment. On Thursday speakers will address how people respond to other individuals in dyadic interactions. Maria Dijkstra will discuss factors that influence the relationship between interpersonal conflict at work and stress-related outcomes. Evert-Jan van Doorn's research deals with the interpersonal effects of emotions on learning performance. Erik de Kwaadsteniet discusses how social information can aid tacit coordination. Catrin Finkenauer will present her research on how self-control can influence relationship quality. Elianne van Steenbergen's work highlights how job-satisfaction spills-over to partner interaction and marriage satisfaction. Finally, Marielle Stel will discuss how mimicking others can influence remote behaviors such as political voting and performance on an intelligence test. On Friday, speakers will zoom in on larger collectives and examine the influence of groups and intragroup processes on behavior of individuals and teams. Bianca Beersma will discuss how gossip within groups can control self-serving behaviors of group members. Marco van Bommel examines how public self-awareness can decrease and even reverse the well-known bystander effect. Eric Rietzschel will present an interactionist perspective on creativity in teams and organizations. Astrid Homan will discuss how diversity construal of team members and leaders affects team functioning. Marc Heerdink will show how emotions displayed by group members induce conformity in individuals. Finally, Floor Rink discusses the social-psychological issues surrounding the acceptance and influence of newcomers in groups.

Theme 3: “Intergroup Conflict” & “Interventions and Collective Action”

Chairs: Fieke Harinck (Leiden University) & Kai Jonas (University of Amsterdam)

This thematic session presents research on intergroup conflict in conjunction with studies on collective action and interventions to reduce conflict. On Thursday we start with three presentations on how intragroup dynamics affect intergroup behavior. Wolfgang Steinel will show how intragroup communication affects behavior towards the other group. Özüm Saygi will show how the communication and timing of cooperation and competition of a group representative shape intergroup perceptions. Ernestine Gordijn will discuss how communication within and between groups influences how people react to other groups. Next there will be three presentations discussing how situational or chronic low status affects how people respond to intergroup conflict. Marte Otten will present research on how humiliated people respond to others. Russell Spears will talk about how a stable and powerless position can lead to radicalization. Belle Derks will talk about how successful women in male-dominated groups (so-called Queen Bees) deal with their position. On Friday the focus shifts to the response side of negative or conflictual intergroup relations. The first set of presentations deals with collective action and prosocial behavior in intergroup contexts. Esther van Leeuwen presents a peaceful route to dealing with separatist groups. Martijn van Zomeren will present a new framework to explain why people engage in collective action even though they do not expect that the collective action will work. Jacqueliën van Stekelenburg studies the dynamics of collective action and will zoom in on how to collect reliable and valid data in a boiling crowd. The second set of presentations focuses on intervention research, both on the interpersonal and the intergroup level. Sabine Otten will talk about the psychological and contextual factors that determine whether employees feel included or excluded. Ruth Rexwinkel will demonstrate the effectiveness of different interventions in value conflicts. Finally, Allard Feddes will talk about an intervention to prevent and reverse radicalization.

Theme 4: Motivation and Goal Pursuit & Self-Regulation and Health

Chairs: Nils Jostmann (University of Amsterdam) & Esther Papies (Utrecht University)

This session provides a diverse overview of contemporary motivation research in the Netherlands. In the first session on Thursday, three speakers will address some of the very key processes that underlie human motivation. Nils Jostmann will show that people's motivation increases when they receive subtle bodily feedback that they are highly engaged. Athanasios Chasiotis will argue that people possess deep-rooted motivational systems that can only be assessed through implicit measures and that affect behavior in both universal and culturally diverse ways. Claire Zedelius will discuss the possible function of consciousness in assessing the attainability of rewards during goal pursuit. The second part of the session features three thought-provoking talks on the regulation of goal-pursuit. Kai Epstude will argue that counterfactual thoughts are not always functional but can prevent people from giving up unattainable goals. Rob Holland examines how conflicting situations trigger cognitive control. Colette van Laar shows how a specific source of conflict – social stigma – can actually lead to a motivational boost. On Friday our speakers will present recent advances in the understanding of self-regulation, particularly in the service of long-term mental and physical health. Sander Koole will illustrate the role of action orientation in the regulation of threats and challenges to one's health, including emotions, long-term goals, and need fulfillment. Tila Pronk and Chantal den Daas will zoom in on the regulation of short-term pleasure goals and long-term need fulfillment in the domain of interpersonal relationships. Then, Harm Veling and Esther Papies will discuss novel strategies to reduce unwanted impulses in the domain of eating behavior. Finally, Marret Noordewier will present recent insights in how people regulate the need for predictability, which facilitates effective behavior regulation in a variety of domains.

Abstracts Keynote Speakers

Thursday May 10, 10.30 – 11.30

The New Psychology of Leadership: Identity, Influence and Power

S. Alexander Haslam

University of Exeter

Effective leadership lies at the heart of human progress and it is generally explained in terms of the personal qualities of leaders that set them apart from others — as superior, special, different. In contrast to this view, *The New Psychology of Leadership* argues that effective leadership is grounded in leaders' capacity to embody and promote a social identity that they *share* with others. It argues that leadership is the product of individuals' 'we-ness' rather than of their 'I-ness'. This perspective forces us to see leadership, influence and power not as processes that revolve around individuals acting and thinking in isolation, but as *group processes* in which leaders and followers are joined together — and perceive themselves to be joined together — in shared endeavour. In order for this to succeed, leaders need to represent and champion the group and they also need to create and embed a sense of shared identity. This talk presents evidence of these processes in action, and spells out implications for all-important issues of theory and practice in relation to a range of key topics in contemporary society.

Reference

Haslam, S. A., Reicher, S. D. & Platow, M. J. (2011). *The new psychology of leadership: Identity, influence and power*. New York and Hove: Psychology Press.

Thursday May 10, 16.30 – 17.30

Automatic and Controlled Processes in Addiction and Related Problems:
Models, Methods, and Modification

Reinout W. Wiers

University of Amsterdam

Research on relatively automatic or implicit cognitive processes and addiction has expanded greatly during the past decade. This research area provides new ways to understand why people engage in behaviors that they know are harmful in the long run, and has led to many dual-process models of addiction. In addiction, the balance between impulsive and reflective processes can get (further) disturbed as a result of the effects of the psychoactive substances on the cognitive processes involved. This is related to the notion of reduced “willpower”, traditionally at the heart of definitions of addiction. I will discuss these models, along with some theoretical issues. Next, I will present a number of studies suggesting that implicit cognitive processes are especially important in understanding addiction and related problems (e.g., aggression after alcohol, unsafe sex) in individuals with low executive control abilities (either as a trait or as a state variable). Finally, I will show that this approach has led to new interventions with promising results.

Friday May 11, 10.00 – 11.00

Difficult Decisions

Bernard A. Nijstad

University of Groningen

One of the important unanswered questions in decision making research is the question “What makes a decision difficult?” (Hastie, 2001). Although everyone occasionally has to make a difficult choice, it is largely unknown which factors make decisions difficult. Nonetheless, the question is important, because more resources are invested in difficult rather than easy decisions, because difficult decisions can be stressful, and because people make different choices when a decision is difficult. I present a theory of decision difficulty, consisting of two stages. In the first stage, decision makers attempt to find an alternative that is superior to other alternatives. A decision is difficult when no alternative is sufficiently distinct from other alternatives, which depends on the perceived distinctiveness of alternatives as well as on a certainty threshold which determines *how* superior an alternative must be before it is chosen. In the second stage, decision makers focus on the preferred alternative, and examine whether this alternative is sufficiently attractive. When the preferred alternative has significant downsides and choice cannot be postponed indefinitely, decisions are perceived to be more difficult. I will present a number of laboratory and field studies among both individual and group decision makers in which this theory was tested. I focus on three issues. First, I examine why and when choices among many alternatives are more difficult than choices among fewer alternatives. Second, I examine when and why important decisions are more difficult. Third, at the group level, I examine the consequences of preference diversity for decision difficulty.

Abstracts Theme 1: “Power” & “Leadership”

How Power Undermines Morality

Joris Lammers

Tilburg University

Since the dawn of history, scholars have warned against giving too much power in the hands of single individuals. Politicians who acquire too much power are invariably corrupted by it and turn into dictators and tyrants. In the current talk I show how this works—how power undermines morality. First, I show that power does not invariably undermine morality. In fact, it makes people stricter in their general moral thinking, but more lenient in their thinking about own moral decisions. Second, I show why power has such effects. One reason is that power brings a sense of personal entitlement. But there is also evidence that power has more basic, perceptual effects. This altered perception drives parallel effects on morality, distorting people’s moral reasoning, leading to self-aggrandizement, and a loss of humility.

A Dual-Pathway Model of the Effects of Shared Leadership on Team Performance as
Moderated by Team Power-Base Diversity

Lindred L. Greer

University of Amsterdam

Co-authors: Annebel H.B. de Hoogh (University of Amsterdam), Pankaj C. Patel (Ball State University), Sherry M.B. Thatcher (University of Louisville), and Carsten K.W. De Dreu (University of Amsterdam)

Shared leadership has often been espoused to be beneficial for teams, but shared leadership may also have a dark side. We develop and test a theoretical model which reconciles these divergent findings on shared leadership through the introduction of a dual-pathway model of shared leadership in which shared leadership enhances team performance via voice or impedes team performance via power struggles. We conjecture that team power-base diversity determines whether shared leadership will positively or negatively affect team performance. Team power-base diversity is defined as the degree to which team members' power bases differ from one another. Integrating classical theories on power bases and social comparison with recent work on team power composition, we propose that team power-base diversity will moderate the relationship between shared leadership and team performance, such that shared leadership is positively related to team performance when team power-base diversity is high and negatively related to team performance when team power-base diversity is low. Two multi-source field studies reveal support for our theoretical model.

The Power of Voice: Connecting Social Power to Paralinguistic Behaviour

Wilco van Dijk

Leiden University

Social power, the capacity to control others' resources and outcomes, plays an important role in social life. The effects of social power are pervasive. Apart from the fact that power affects what we do or say, power may also affect our nonverbal behaviors (i.e., how we say it). Results of two studies will be presented that investigated the relation between paralinguistic behaviour (e.g., voice pitch) and social power. In the first study we assessed participants' voice pitch during their pronunciation of words related to either power or powerlessness. In the second study participants were placed in either a high or low power position and their voice pitch during an interpersonal interaction was assessed.

Stability and Legitimacy of Power

Daniel Sligte

University of Amsterdam

Co-authors: Lindred L. Greer and Carsten K. W. de Dreu (University of Amsterdam)

Power hierarchies are ubiquitous in human societies and can improve behavioral coordination, efficiency and individual incentives to climb the hierarchical ladder. However, when hierarchies lack legitimacy or are unstable, power struggles and dysfunctional effects may emerge. Here we examined the interactive effects of legitimacy and stability, and found that under power instability, legitimacy did not alter the creativity of high-power individuals. Under power stability, however, more creative insights were achieved when their power position was legitimate rather than illegitimate. Moreover, we examined the ramifications of being in a low-power position that is either illegitimate, unstable, or both. We report the results of two studies, with converging evidence that under power instability, low-power people are more prone to engage in power struggles, and are more creative, especially when their power position is illegitimate. We discuss implications for current theories of power dynamics.

Power, Power Motives, and Prosocial Behavior

Marius van Dijke

Rotterdam School of Management

Co-authors: Gerben Langendijk (Open University of the Netherlands), David de Cremer (Rotterdam School of Management / London Business School), and Cameron Anderson (Haas School of Business)

People strongly value having power. In fact, recent research suggests that even the selfish and negative behaviors that have often been argued to result from power are observed only when power holders feel that their position is threatened. The present research addressed why people value having power so deeply and whether this can explain why power sometimes facilitates the display of prosocial and cooperative behaviors. Two laboratory experiments indicated that people value power because it facilitates their autonomous functioning. Building on this, we argued that in social collectives, autonomy is often necessary to display cooperative responses to situational influences that feed people's prosocial motivations. Two field studies showed that high power indeed facilitates cooperative and prosocial responses to such situational influences (i.e., fair organizational procedures). This research shows that power in itself does not result in selfish or prosocial behavior, but by stimulating people's autonomous functioning, functions as a catalyst that facilitates acting upon one's goals and intrinsic motivations.

The Robin Hood Effect: Prosocial Norm Violations Fuel Power Affordance

Gerben A. van Kleef

University of Amsterdam

Co-authors: Astrid C. Homan, Catrin Finkenauer, Nancy M. Blaker (all VU University Amsterdam) and Marc W. Heerdink (University of Amsterdam)

The question of what makes people rise to power has a long-standing interest in the social sciences. Here we examined the novel hypothesis that power is afforded to individuals who exhibit prosocial norm violations—i.e., breaking rules for the benefit of others. Three experiments using different methods provide support for this "Robin Hood effect." Individuals who deliberately ignored a prohibition to tilt a bus chair (Study 1; scenario) or to close a window (Study 2; film clip) were afforded more power than individuals who obeyed the rules, but only when the norm violation benefited others (i.e., by giving them more leg space or fresh air). Study 2 further showed that this effect was mediated by perceived social engagement, which was highest among prosocial norm violators. In Study 3 (face-to-face), a confederate who stole coffee from the experimenter's desk was afforded more power than a confederate who took coffee upon invitation, but only when he also offered coffee to the participant. We discuss implications for hierarchy formation, morality, and social engagement.

Male and Female Narcissistic Leaders and Effectiveness:
A Matter of Perception

Annebel de Hoogh

Co-authors: Barbora Nevicka, Deanne Den Hartog, Annelies van Vianen, Femke ten Velden, and Bianca Beersma (University of Amsterdam)

Despite their negative characteristics, such as egocentrism and arrogance, many of the world's leaders appear to be narcissistic. Through the incorporation of a prototypical leader and their extreme overconfidence, narcissists seem to radiate an image of authority and competence and to persuade others to adopt this imago and perceive them as effective leaders. In a series of studies, we find support for this idea; narcissists tend to emerge as leaders in teams and are perceived as innovative and effective. Moreover, in a study on 125 leader-subordinate dyads, we show that gender of the leader and the follower influence these perceptions of effectiveness. Male narcissistic leaders are more likely to incite impressions of effectiveness, particularly from male subordinates. Also, regardless of leader gender, females are more likely to have positive impressions of narcissistic leaders. However, these positive impressions can be false, as results of a group decision task indicate that narcissistic leaders inhibit information sharing between group members and thereby negatively affect group performance.

When the Going Gets Tough:
Regulatory Focus and Leadership in Crisis

Daan Stam

Rotterdam School of Management

Charismatic/transformational leadership theories advocate leaders in crisis to emphasize ideals, focus on a bright future, and convey positive affect (Conger & Kanungo, 1987; Shamir et al., 1993; Shamir & Howell, 1999). These behaviors relate to promotion focus (Kark & van Dijk, 2008), suggesting that promotion-oriented leadership is especially suited for times of crisis. However, regulatory fit theory (Avnet & Higgins, 2006; Cesario, Grant, & Higgins, 2004) argues that crisis, as an aversive state and threat, should induce a prevention focus in followers and, therefore, prevention-oriented leadership should be especially effective in times of crisis. The opposing views of these theories on leadership in crisis are the starting point of this line of research. Using mood management theory, we suggest that regulatory fit effects may not be universal; that there are times when misfit may be more motivating than fit; that crisis may be such a time; and, finally, that crisis may, therefore, actually enhance the effects of promotion-oriented leadership. We empirically investigate this idea using a wide variety of designs, including a scenario experiment, a laboratory experiment, a field survey, and an archival data study.

Effects of a Crisis on the Need for Leadership:
The Strong and Masculine Type Revisited?

Janka I. Stoker

Groningen University

Co-authors: Joris Lammers (Tilburg University) and Floor A. Rink (University of Groningen)

The financial and economic crisis also reveals a crisis in leadership in organizations. This crisis is partly due to risky, competitive and therefore masculine leadership behaviors. Consequently, there seems to be a need for leadership behavior that is characterized by less masculine characteristics, and more by feminine qualities (such as interpersonal skills). However, it is not clear what the effect of the crisis is on the stereotype of the ideal leader: What do people really want from a leader, once the organization is in crisis? Theories point in opposite directions: Evolutionary reasoning leads to a need for more masculine leadership, since men are traditionally seen as best equipped to defend us. Glass cliff theory, however, argues for a female, feminine type in times of crisis, because people realize that the organization needs a type of leader that is good at solving conflicts and can handle interpersonal issues. In both field and experimental studies, we found strong evidence that the kind of crisis determines the stereotype of the ideal leader.

The Social Value of Leaders:
The Role of Styles, Strategies, and Leader-Follower Self-Regulatory Fit

Melvyn R. W. Hamstra

Co-authors: Nico W. van Yperen, Barbara Wisse, and Kai Sassenberg (University of Groningen)

The purpose of the present research was to examine *when* and *why* leaders are perceived as socially valuable, that is, perceived as functioning well in their social role as leaders. In a series of five studies, we demonstrate that perceived social value of transformational and transactional leadership stems from the fit between leadership style-driven encouraged strategies and followers' preferred strategies. Specifically, we found that transformational leaders primarily encourage promotion-focused strategies, and accordingly, provide a regulatory fit for promotion-focused followers. In contrast, transactional leaders tend to encourage prevention-focused strategies, which provide a regulatory fit for prevention-focused followers. Hence, for promotion-focused followers, the social value of transformational leadership is higher, whereas for prevention-focused followers, transactional leaders are more socially valuable. By integrating literature on self-regulation with insights derived from leadership research, the current research contributes to a deeper understanding of the social value of leadership and of the influence of interpersonal context on individual self-regulation.

From Dominance to Leadership:
The Ambivalence Hypothesis of Power

Mark van Vugt

VU University Amsterdam / University of Oxford, UK

Relative to nonhuman primates, power in humans is derived more from prestige (reflecting one's ability to help others) than dominance (reflecting one's ability to harm). Human power relations involve a complex negotiation process in which the powerless effectively decide who they follow, resulting in a reversal of the classic dominance hierarchy. Using game theory I will show that power in humans is more akin to playing an ultimatum game than a dictator game. Yet, being primates, humans in powerful positions always have an inclination to dominate, leading to a fundamental ambivalence in the relations between leaders and followers. This ambivalence hypothesis yields interesting implications for both theory and practice. In order to get others to do what you want you must persuade them to follow – thus effectively showing leadership. Another implication is that humans have evolved a range of anti-dominance strategies to curtail the power of their leaders such as gossip, ridicule, protest, rebellion, and exclusion. I will present evidence for various predictions derived from this ambivalence hypothesis of power using both the social psychological and anthropological literatures.

Something to Lose and Nothing to Gain:
The Role of Stress in the Interactive Effect of Power and Stability on Risk-Taking

Jennifer Jordan

Universiteit van Groningen

Co-authors: Niro Sivanathan (London Business School) and Adam Galinsky
(Northwestern University)

Leaders usually possess power, which varies in its level of stability. They also are placed in positions where they must take risks. This investigation explores how power and stability interact to affect risk-taking. Building off a diverse, interdisciplinary body of research, including work on non-human primates, intergroup status, and childhood social hierarchies, we predict that the unstable powerful and stable powerless will be more risk-taking than the stable powerful and unstable powerless. Across four studies, the unstable powerful and stable powerless preferred probabilistic over certain outcomes and engaged in more risky behaviors in an organizational decision-making scenario, a blackjack game, and a balloon-pumping task compared to the stable powerful and the unstable powerless. These effects appeared to be the result of the increased stress that accompanied states of unstable power and stable powerlessness: These states produced more physiological arousal, a direct manipulation of stress led to greater risk-taking, and stress tolerance moderated the interaction between power and stability on risk-taking. These results have important implications for the way social scientists conceptualize the psychology of power and offer a theoretical framework for understanding factors that affect leaders' risk-taking within diverse contexts.

Abstracts Theme 2: “The Self and Company” & “The Self and the Crowd”

Stressed Out by Workplace Conflict:
Some Hopeful News

Maria T. M. Dijkstra
VU University Amsterdam

The psychological and associated health consequences of interpersonal conflict at work can be devastating. It is therefore not surprising that workplace conflict is seen as one of the most potent work stressors. This is especially unfortunate because conflict, defined as "...being somehow involved with opposing forces..." is among the most common experiences in life and thus work, as is illustrated by managers spending 20 % of their time handling workplace conflict. Moreover, organizations seem to be deprived of practical "tools" to help prevent or mitigate the health problems associated with workplace conflict. Fortunately, during the past years, we have witnessed the development of a body of knowledge focused on the relationship between workplace conflict and stress-related outcomes. From this knowledge, a theoretical framework, which we will here refer to as the "Activity Buffers Conflict-Induced Strain" (ABCIS) model, has now started to emerge. According to the ABCIS model, several moderators of different types, however all facilitating *active* rather than *passive* conflict behavior, can reduce the strain-inducing effects of conflict. Combining stress literature and conflict literature, empirical evidence supporting the ABCIS model will be shown and implications will be discussed.

How Instructors' Emotional Expressions Shape Learning Performance:
Effects of Anger, Happiness and Regulatory Focus.

Evert A. Van Doorn

University of Amsterdam

Co-authors: Gerben A. van Kleef and Joop van der Pligt (University of Amsterdam)

Can the emotional tone with which feedback is given affect learning performance? Although a growing body of research points to the role of emotions as agents of social influence (Van Kleef, Van Doorn, Heerdink, & Koning, in press), little is known about the effects of emotional expressions on learning. In Experiment 1, participants were instructed to memorize a list of word/non-word combinations. After performing a baseline recognition measure, participants received standardized feedback from an instructor via webcam. The feedback was delivered by means of a pre-recorded movie clip, and had either an angry or a happy emotional tone. Following the feedback, participants took the word list home and returned one week later. Participants who had received angry feedback recognized a greater number of combinations than those who had received happy feedback. In Experiment 2, we replicated the effect within a two-hour session, but only among promotion-focused (as opposed to prevention focused) individuals. Contrary to popular beliefs about the ineffectiveness of negative feedback, these studies suggest that expressions of anger can improve learning, especially among individuals with a promotion focus.

Social Information as Cues for Tacit Coordination

Erik W. de Kwaadsteniet

Leiden University

In many situations, people's outcomes are not only dependent on their own decisions, but also on those of others. Therefore, it is important that people coordinate their decisions effectively. However, coordination is often hampered by communication being limited. In those instances, people thus have to tacitly coordinate their decisions. The renowned economist Schelling argued that people are often remarkably good at tacit coordination. He illustrated this claim with the now famous scenario of two friends trying to meet in NYC without being able to communicate. When he presented this scenario to research participants, the majority indicated that they would go to Grand Central Station at 12 noon. Of course, if the two friends would act accordingly, tacit coordination would be highly effective. Based on several such examples, Schelling argued that people can tacitly coordinate by basing their decisions on salient environmental cues. Although Schelling's insights have widely been acknowledged as important, the picture they paint is not at all complete. In a programmatic series of experiments, I show that people may not only use environmental information to tacitly coordinate their decisions, but also information about the people they have to coordinate with (i.e., social information: e.g., social status, social categories).

The Role of Self-control in Interpersonal Relationships: Actor and Partner Effects

Catrin Finkenauer

VU University Amsterdam

Self-control concerns the ability to alter one's own responses to bring them in line with standards such as ideals or social expectations, and to support the pursuit of long-term goals (Baumeister, Vohs, & Tice, 2004). It enables people to inhibit immediate, self-interested reactions and instead consider the long-term implications of their behavior for their partner and the relationship. This ability should function to maintain harmonious, lasting relationships. Consistent with this suggestion, our research shows that self-control is good for relationships, because it has actor and partner effects. Actors with high self-control are good relationship partners who are more forgiving, react more constructively during times of conflict, and are less abusive (Vohs, Finkenauer, & Baumeister, 2011). Partners with high self-control are perceived to be more trustworthy (Righetti & Finkenauer, 2011). Implications for relationship functioning are discussed.

Honey, Please Take your Work (Engagement) Home:
Work Engagement, Relationship Maintenance Behaviors, and Relationship Satisfaction

Elianne F. van Steenbergen

Utrecht University

Co-authors: Esther S. Kluwer (Utrecht University) and Benjamin R. Karney (University of California, Los Angeles)

How does loving your job affect your marriage? Surprisingly, the work-family literature to date does not provide an answer to this question. Prior research has mainly examined how the stresses and strains that workers experience can be carried home, thus negatively affecting partner interaction and satisfaction. The current study aimed to examine how both partners' feelings of *work engagement* related to partner interaction (i.e., relationship maintenance behaviors) and relationship satisfaction. Dyadic data was collected from 215 Dutch dual-earner couples via surveys. The model was tested using structural equation modeling (SEM). Interestingly, the hypotheses were supported for men but not for women. Men carried their work engagement into the home domain as expected: 1) they were happier with their marriage, and 2) because they exhibited more relationship maintenance behaviors according to their wives, wives were happier with the marriage as well. In other words, when male employees have a job they enjoy, this not only makes them better workers, but more loving spouses as well. Women's work engagement did not spill- or crossover to affect their own or their husbands' relationship satisfaction. Future research should examine whether there are specific conditions under which women's work engagement does benefit the home domain.

Going to the Max: Remote Effects of Mimicry

Marielle Stel

Tilburg University

People mimic each other's behaviors continuously in everyday life. From research, we already know that mimicry leads to more understanding and liking for each other. Moreover, mimicry affects people's behaviors even after the interaction in which mimicry occurred. For instance, mimicry leads to being more prosocial to other people in general. Where does it stop? To what extent does mimicry affect attitudes and behaviors that we like to think about as being steady and influenced by our personality and/or principles? In the current talk, I will show how mimicry affects our political voting behavior, our abilities to perform well on an intelligence test, and our belief that the world is a just place.

How the Grapevine Keeps You in Line:
Prosocial Gossip as a Means to Control against Norm Violations

Bianca Beersma

University of Amsterdam

Co-author: Gerben A. van Kleef

Gossip is often characterized as bad and immoral. We challenge this view and propose that gossip can serve prosocial functions by controlling self-serving behavior that harms the group. We present four studies. Survey data showed that, notwithstanding its' reputation, gossip is relatively infrequently used as indirect violence to benefit one's own egoistic outcomes. Moreover, a vignette study showed that the tendency to engage in prosocial gossip - gossip with the aim of protecting one's group against norm violators - increases when a group member purposefully harms group norms and one has the opportunity to discuss this with other group members. A second vignette study demonstrated that recipients of prosocial gossip tend to view this behavior positively, and are unlikely to disapprove of it. Finally, experimental data showed that prosocial gossip is an effective means to control norm violations: When people believed their group members were likely to gossip and their contributions to a group goal were identifiable, they contributed more. Together, results demonstrate that gossip can be used as a prosocial and powerful tool to control self-serving behavior in groups. Indeed, the grapevine keeps group members in line. Although mostly viewed negatively, gossip may thus be essential for groups' survival.

Intervene to be Seen:
Public Self-Awareness Increases Bystander Intervention in the Presence of Others

Marco van Bommel

VU University Amsterdam

& Netherlands Institute for the Study of Crime and Law Enforcement

Co-authors: Jan-Willem van Prooijen, Henk Eeffers (VU University Amsterdam & Netherlands Institute for the Study of Crime and Law Enforcement), and Paul van Lange (VU University Amsterdam)

The bystander effect stipulates that people help others more when they are alone than when there are other bystanders present. We reason that, sometimes, the presence of bystanders can *increase* helping, notably in situations where public self-awareness is increased through the use of accountability cues (e.g., a camera). We tested this line of reasoning in two experiments. In both experiments, participants read online forum messages, soliciting for support. We varied the number of visitors on the forum to create bystander and alone conditions. In Study 1 we introduced an accountability cue by making their screen-name salient, and in Study 2, we used a webcam. As expected, in both studies, the bystander effect was reversed when we introduced an accountability cue. In a third study we tried to generalize these findings to a real world situation. In this experiment, a confederate stole money in front of the participant, and we varied the number of bystanders and the presence of a security camera. Indeed, we found that in the security camera condition, a trend opposite of the bystander effect emerged. This indicates that the bystander effect can be reversed by raising public self-awareness in social settings, in both cyberspace and the real world.

Your Motivator May Be My Strain:
An Interactionist Approach to Creativity and Motivation in Organizations

Eric F. Rietzschel
University of Groningen

Co-authors: Marjette Slijkhuis, Nico W. Van Yperen (University of Groningen), and
Anders Dysvik (BI Norwegian Business School)

Many of us need to show creative and innovative behavior at work. Much research has addressed the way in which different contextual factors, such as a supervisor's feedback style, can stimulate or inhibit these behaviors. In line with an interactionist perspective on organizational creativity (e.g., Woodman, Sawyer, & Griffin, 1993), recent work has shown that job autonomy, an important motivator, is not as motivating for everybody. Specifically, employees' Need for Structure consistently moderates the effects of job autonomy and its correlates on work motivation and creative performance. In this presentation, I will summarize these research findings, address several possible underlying mechanisms, and discuss broader implications for the study of creativity at work.

The Influence of Leader Diversity Construal on Diverse Group Functioning

Astrid C. Homan

VU University Amsterdam

Co-authors: Lindred L. Greer, Annebel de Hoogh, and Deanne den Hartog (University of Amsterdam)

Previous diversity research has shown that similar diversity constellations sometimes aid and sometimes hamper group processes and performance. This research has mostly focused on objective differences, for instance, the number of men and women in a group, variance in age, and distribution of educational backgrounds. Interestingly, theories that try to explain diversity effects are largely based on the idea that people see and experience their differences. The inconsistent diversity effects might indicate that objective differences are not perceived similarly by different teams. Which factors determine how people perceive and respond to objective diversity is largely unknown. In this respect, I will discuss three studies focusing on how leader perceptions of diversity can affect group functioning. In a field study, we show that considerate leaders limit subgroup formation and tend to individuate diverse group members, which in turn positively affects group performance. Two other field studies show that the tendency of the leader to categorize the group members into subgroups can harm or benefit group functioning depending on the dimension of diversity present in the group. Knowing how diversity is construed by the leader of the group is therefore crucial in predicting diversity effects.

Inducing Conformity with Emotions in Groups:
Effects of Anger and Happiness

Marc W. Heerdink

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Co-authors: Gerben A. van Kleef (University of Amsterdam), Astrid C. Homan (VU University Amsterdam), and Agneta H. Fischer (University of Amsterdam)

Emotions are an integral part of group life, but surprisingly little is known about how group members' emotions influence fellow members. The aim of this presentation is to show that emotions can induce conformity by communicating inclusion or exclusion. In Study 1, participants recollected a situation in which they had deviated from the groups' majority position. The majority's emotions, situation characteristics, perceived inclusionary status, and perceived conformity pressure were reported. Angry reactions were associated with feeling excluded, and happiness with feeling included. When they felt excluded, participants reported having experienced pressure to conform. Study 2 was an experimental replication of Study 1. During a simulated group interaction, participants were manipulated to be a peripheral or prototypical member of their group. Then, they evaluated paintings and received either an angry or a happy reaction to their evaluation, which differed from the group's evaluation. Finally, they evaluated the painting again. Results showed that peripheral members showed increased conformity after an angry reaction. The extent to which they felt excluded mediated the effect. We conclude that anger and happiness signal exclusion and inclusion in a group, respectively. Anger can elicit conformity when conformity is a way of gaining (re)acceptance in the group.

Group Receptivity to Newcomers:
Evidence and Future Research Themes

Floor Rink

University of Groningen

Co-authors: Naomi Ellemers (Leiden University), Aimée Kane (Duquesne University, Pittsburgh), and Gerben van der Veegt (University of Groningen)

Change is inevitable in groups, and in some cases a necessity for survival. Yet, at the same time, groups fear the disruption that comes along with it. We present a line of experimental research that provides evidence for this notion. This research examines group receptivity to newcomers, or the willingness of groups to adopt the newcomers' unique contributions and to accept the newcomer as a full team member. Our conceptual framework proposes that group receptivity is influenced by the self-esteem of existing group members (i.e., oldtimers) and by diffuse newcomer characteristics. The first line of studies demonstrates that positional insecurity increases the individual contributions of oldtimers, but jeopardized the group's potential for innovation as oldtimers failed to profit from valid newcomer contributions. The second line of research examined newcomers, and shows that diffuse newcomer characteristics signaling their value for and similarity to the group (e.g., having a temporary vs. permanent position) affects initial newcomer expectations and in this way group receptivity. In our latest line of research, we demonstrate that newcomers themselves can actively overcome the adverse effects of diffuse cues and can increase group receptivity by using an identity influence strategy that signals group concern.

Abstracts Theme 3: “Intergroup Conflict” & “Interventions and Collective Action”

What Makes a Dove Being Heard?

The Influence of Authenticity and Congruency of Cooperative Minorities within a Constituency

Wolfgang Steinel

Leiden University

Co-authors: Lindred L. Greer (University of Amsterdam), Fieke Harinck (Leiden University), and Craig Parks (Washington State University)

Previous research has found that in representative intergroup negotiations, competitive constituency members have more influence on their representative's negotiation behavior than cooperative ones. This study builds on those findings by incorporating differences in perceived power in conflicts about either interests or an evaluative issue. A new paradigm was developed in which participants played the role of a representative of four students who made summaries of lectures and want to sell those to other students. These four students formed a constituency of members who were either competitive (hawkish) or cooperative (dovish). The negotiation issue was either presented as a financial (interest setting) or a moral question (evaluative setting). Experiments 1 replicated the earlier finding that dovish minorities were ignored in interest settings. However, they were influential when they referred to power, and in evaluative settings. Experiment 2 further investigated what makes a dovish minority influential. We compared the influence of doves who referred to morality ("super doves") and doves who referred to power ("doves in arms") to a control condition of "normal" doves (who neither referred to power, nor explicitly mentioned a moral mandate) in interest and evaluative settings, testing whether authenticity or congruency with the situation helps doves being heard.

Can Outgroup Cooperation Worsen Intergroup Relations?
Effects of Representative Negotiation Process on Intergroup Relations

Özüm Saygi

University of Amsterdam

Co-authors: Lindred L. Greer, Gerben A. van Kleef, and Carsten K. W. De Dreu
(University of Amsterdam)

Representative negotiations have a lasting impact on intergroup relations. Here we investigate how the representative negotiation process can affect intergroup relations, irrespective of negotiation outcomes. In Experiment 1, cooperative, as opposed to competitive, communication by the out-group representative increased satisfaction with the outcome and out-group representative, and reduced out-group derogation. In Experiment 2, the timing of cooperation by the out-group representative is shown to be critical. Late, rather than early, cooperation by the out-group representative led to higher satisfaction with the outcome and this effect was explained by reduced outcome expectations. However, late cooperation reduced satisfaction with the out-group representative and increased out-group derogation. The effect of timing of cooperation on out-group derogation was mediated by decreased trust in the out-group. Together, these findings show that cooperative behaviors by a group representative during an intergroup negotiation can enhance intergroup relations, but only when this cooperation occurs early in the negotiation process.

The Influence of Communication between and within Groups on Reactions to the Outgroup

Ernestine Gordijn

University of Groningen

Co-authors: Hedy Greijdanus, Bart de Vos, Susanne Täuber, Martijn van Zomeren, and Tom Postmes (University of Groningen)

In our research we examine how communication within and between groups influences how people react to other groups. We studied how people respond to ingroup information about the outgroup (e.g., gossip), how expected communication with the ingroup about the outgroup influences perceptions (e.g., how do we think about them?), how intragroup communication about the outgroup influences how people react to expected interaction with the outgroup (e.g., how do they think about us?), and how people deal with communication by the out-group about their ingroup (e.g., communication about mistreatment). In general we find that negative information provided by the ingroup about an outgroup increases people's negative reactions, especially when people communicate with ingroup members about this or when they expect to communicate with the outgroup. Further, when people learn how the outgroup feels about one's ingroup, conflicts can escalate depending on the feelings that are communicated: When an outgroup communicates contempt towards one's ingroup, people respond negatively. However, when the outgroup communicates anger people's understanding for the outgroup increases. Together these findings suggest that both communication within and between groups negatively affects intergroup relations, although under some circumstances positive effects can occur.

Humiliating Experiences Influence Cognitive Control:
An EEG Study

Marte Otten

University of Amsterdam

Co-author: Kai Jonas

Humiliation has not been studied extensively but has recently moved into the focus of social psychologists. And rightfully so, since humiliation could very well be one of the strongest negative interpersonal and intergroup experiences, as it leads to strong feelings of deep dysphoria and powerlessness in the victim. Here, we use the electroencephalogram (EEG, the electrical activity of the brain) to explore whether feelings of humiliation influence the way people control impulsive behavior. By studying the activity that is associated with a specific event of action (event related potentials or ERPs), and specifically the N2, an early negative component in the ERP related to impulse inhibition, we show that humiliation directly changes very early, basic cognitive and behavioral processes: Participants that were humiliatingly excluded from a ball-tossing game showed a larger effect of having to withhold a response on the amplitude of the N2, compared to participants who were not humiliated. This indicates that following humiliation people mobilize more resources to control their behavior.

Nothing to Lose:
Radical Resistance among Stable Low Status and Disempowered Groups

Russell Spears
University of Groningen

Co-authors: Daan Scheepers (Leiden University), Martijn van Zomeren, Nicole Tausch,
Julia Becker, Oliver Christ, & Helen Gooch (University of Groningen)

Classical social identity theory predicts that social competition (e.g. conflict, discrimination, collective action) is most likely under conditions that promote insecure social comparisons between disadvantaged (e.g. low status, disempowered) groups and advantaged groups. The classical determinants of this are status instability and illegitimacy, which promote cognitive alternatives to the status quo (Tajfel & Turner, 1979). This raises the question, however, of what happens to groups whose disadvantage is stable or who are powerless? We argue that such disempowered groups do not necessarily sit back and accept their disadvantage. On the contrary, such conditions can sometimes lead to more radical and extreme responses ('desperate circumstances require desperate measures'). We present a series of studies focusing on the role of status stability, and group (in)efficacy as predictors of a provocative strategy we call 'Nothing to lose' in which more extreme group emotion and behavior is expressed, and especially directed at the advantaged outgroup.

Do Sexist Organizational Cultures Create the Queen Bee?

Belle Derks

Leiden University

Co-authors: Colette van Laar, Naomi Ellemers, and Kim de Groot (Leiden University)

'Queen bees' are senior women in male-dominated organizations who achieved success by dissociating themselves from their gender while simultaneously contributing to the gender stereotyping of other women. Although the behavior of queen bees tends to be seen as contributing to gender disparities in career outcomes, we argue that queen bee behavior results from gender bias and social identity threat that women experience at work. In two field studies among women in leadership positions in masculine organizations (e.g., the police force) gender bias experiences were measured (Study 1) or experimentally primed (Study 2). Results revealed that among women with low gender identification experienced gender bias increased queen bee responses (i.e., increased gender-stereotyping of female subordinates, masculine self-descriptions, ingroup distancing, and denial of current gender-discrimination). However, highly gender identified women responded with increased motivation to improve opportunities for other women. These results suggest that gender-biased work environments shape women's behavior, stimulating low identifiers to dissociate from other women and display queen bee responses as a way to achieve individual mobility. Yet, they also highlight the buffering effect of group identification, allowing members of underrepresented groups to remain ambitious without turning away from their group even in the face of discrimination.

Helping in Response to Separatism Threat

Esther van Leeuwen

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Co-author: Ali Mashuri (VU University Amsterdam)

Separatism is the advocacy of a state of separation from the majority group and constitutes a threat to the identity of the majority group. To force the separatist group back in line, the majority group often responds with hostility - however the outcome is typically a strengthening of the separatist group's resolve to continue its course. In the current research we investigated an alternative, peaceful response to separatism threat: by helping the separatist group. Results from two studies provided support for the hypothesis that, through helping, the majority group can signal that it values the separatist group and wants it to remain included. Javanese participants were more willing to help another Indonesian province when this province had expressed high compared to low separatist tendencies, and as a result, viewed the separatist province as more firmly included within the Indonesian archipelago compared to participants who were not given an opportunity to help this province. These findings illustrate an alternative, peaceful route to dealing with intergroup conflict resulting from separatist tendencies. Moreover, as it is the first to investigate separatism as a form of identity threat, it provides valuable new insights into the psychological mechanisms underlying this type of group conflict.

The Power of Participative Efficacy in Predicting Collective Action

Martijn van Zomeren
University of Groningen

Co-authors: Tamar Saguy, Anne Marthe van der Bles, Mark van der Staaij, and Fabian Schellhaas

We propose the novel Efficacy Triad (ET) framework to provide a new solution for the paradox that although rational individuals should not engage in collective action when they do not expect benefits from it, individuals often do act despite having low individual or group efficacy beliefs. It solves this paradox through introducing the notion of participative efficacy beliefs, defined as beliefs that one's actions 'make a difference' in the sense of contributing to the collective efforts aimed at achieving group goals. We propose that participative efficacy beliefs motivate individuals to engage in collective action independent of beliefs in group efficacy. Thus, the ET framework proposes that participative efficacy is an undiscovered and robust predictor of collective action within the larger efficacy triad that also incorporates group and individual efficacy. Moreover, its conceptualization implies that targeting the full efficacy triad will have most impact on mobilizing individuals for collective action. A number of studies provide support for the ET framework. We discuss its value for theorizing on collective action.

The Social Psychology of Street Demonstrations

Jacqueliën van Stekelenburg

VU University Amsterdam

Sociology

Arab Spring, Occupy Wall street, occupy Amsterdam.....Protest is surging throughout the world. Street demonstrations bring intergroup conflicts to the open; they form the visible tip of a larger mass who feels that its interests or values are violated. In a time where conventional political behaviour is down and unconventional political behaviour is up, insight in who participates in street demonstrations and why they do so is increasingly important. Researchers tend to study reported participation in the past (e.g., World Value Survey) or intentions to participate in the future. Both methods are flawed. The former because survey questions usually relate to participation in protest in general rather than in specific protest events and the latter because intentions to participate are weak predictors of actual participation. In our street demonstration project we 'catch' protesters while they protest. Fall 2011 we collected data on more than 60 demonstrations dispersed over 8 countries (The Netherlands, Belgium, Switzerland, Spain, UK, Sweden, Italy and Mexico). The aim of the project is to increase our understanding of the dynamics of protest, of who are the people that take part in protest demonstrations, what reasons they have to participate, and how they are mobilized. In this presentation I will zoom in on the methods—how to collect reliable and valid data in a boiling crowd?—and share some preliminary findings on the social psychology of street demonstrations.

Cultural Diversity without Conflict?
Determinants of Inclusion and Exclusion of Ethnic Minorities in Culturally Diverse
Organizations

Sabine Otten

University of Groningen

(Dept. of Social Psychology/Institute for Integration and Social Efficacy)

There is ample evidence that implementing cultural diversity in organizations can have not only positive, but also (and sometimes even predominantly) negative consequences. One of such negative consequence that has been reported in the literature is an enhanced probability of conflicts between employees. Such conflict may be based on misunderstandings based on language difficulties or due to cultural differences in norms of interaction. However, conflict may also imply that (especially) minority members feel excluded or discriminated against at work. Negative stereotypes may hinder career development, involvement in organizational decision making, access to information, and inclusion in informal social contact opportunities at work. I will present recent research findings addressing the question in how far integration of cultural minorities in Dutch organizations is characterized by a high probability of experiences of exclusion and disadvantage, and/or whether this probability is higher for these minority members as compared to majority members. Moreover, moving more explicitly to the issue of interventions, I will present research indicating psychological and contextual factors determining the extent to which employees feel included rather than excluded in their organization.

De-Escalation of Value Conflict

Ruth Rexwinkel

Leiden University

Co-auteurs: Naomi Ellemers and Fieke Harinck (Leiden University)

Previous research has primarily addressed conflicts concerning the allocation of scarce resources (money, space). However, differences in core values (justice, religion), which often are embedded in people's socio-cultural identities, are also common sources of conflict. Unfortunately, we know very little about the mechanisms involved in the development, escalation and reconciliation of value conflicts. We know they easily escalate but not why and how we should resolve them. In our studies we address this issue, by examining why value conflicts are hard to resolve and by testing the effectiveness of strategies to intervene in value conflicts.

Extreme Ideals without Violence:
The Design, Implementation and Evaluation of an Intervention Focused on People with
Extreme Ideals

Allard R. Feddes

University of Amsterdam

How to design, implement, and evaluate an intervention that aims to prevent, halt, and reverse radicalisation where it moves towards violence? This presentation will provide an overview of quantitative and qualitative research that informs the design of an intervention aimed at people with extreme ideals. For this purpose, recent findings by Doosje, van den Bos, Loseman, Feddes, and Mann (under review) will be described. In this study among Dutch adolescents (N = 1086), the focus was on determinants of the susceptibility for adopting radical right-wing attitudes and behaviours. The results show that personal uncertainty, perceived injustice, perceived group threat, relative deprivation and in-group identification are important determinants of a radical right-wing belief system, which enhances violent intentions. In addition, I will present results of interviews held with former right-wing and Muslim extremists (some of them currently working as first-line professionals). These interviews provide additional insight in the factors that motivate people to become interested in extremist ideologies and the factors that stop the radicalisation process where it moves towards violence. Finally, I will give an outline of ethical concerns, as well as practical and methodological concerns that come up in the process of designing, implementing, and testing such an intervention.

Abstracts Theme 4: “Motivation and Goal Pursuit” & “Self-Regulation and Health”

Motivational Value from Bodily Feedback

Nils Jostmann

University of Amsterdam

Classic theories of motivation emphasize that people are attracted by what delivers pleasure, and are repulsed from things that cause pain. Beyond this hedonic principle, however, motivational value also appears to be influenced by the experience of being intensely engaged in an activity. Strong engagement rather than weak engagement strengthens the initial attraction or repulsion value of an object or an activity - as a great number of research findings from the human and animal literature suggest (Higgins, 2006, 2011). In the present line of research we applied this general idea to the context of physical engagement. Participants worked on mental tasks while they used everyday objects (e.g. clipboards, pens) that were weighed down to make usage more intense. Our studies robustly show that using heavy compared to light objects affects motivation in a broad range of contexts including intrinsic motivation, action orientation, and motivation to behave morally. I will discuss the implications of engagement through bodily feedback for theory and application.

Why We Need Culturally Informed Measures of Implicit Motives

Athanasios Chasiotis

Tilburg University

Methodological and substantial progress has been made in the field of cross-cultural studies on implicit motives in recent years. It is assumed that implicit motives represent the first motivational system to be shaped in a human being's ontogeny and that they have far reaching consequences for individuals' development, their feelings and actions in everyday life across different cultural groups. Applying psychometrically sound measurements cross-culturally, researchers have revealed a number of universal relationships between implicit motives and psychological and behavioral correlates. By reporting results of own recent empirical studies we propose that cross-cultural studies on implicit motives are indispensable to understand universal and culture-specific variations in individuals' mental processes and behavior. We conclude that if we are to do a better job at predicting behavior both within and across cultural groups, we need to supplement our typical reliance on explicit measures with implicit measures of motivation, beliefs, and values.

Differences between Conscious and Unconscious Reward Processing:
Consciousness Matters for Taking into Account If and When a Reward is Attainable

Claire Zedelius

Utrecht University

Co-authors: Harm Veling and Henk Aarts (Utrecht University)

People often become motivated by stimuli perceived outside of awareness. For instance, unconsciously perceived rewards enhance effortful performance, just as conscious rewards do. This raises the question whether consciousness plays a unique role in directing motivated behavior. We address this question by investigating differences between conscious and unconscious reward processing. Research suggests that the perception of valuable rewards spontaneously triggers increased effort investment. This is highly inefficient, however, when rewards are unattainable, or when they are only attainable after a delay. We expected that conscious but not unconscious reward processing allows people to take into account such attainability information. Participants were presented supraliminally or subliminally with high or low value rewards for performance on different, cognitive and physical tasks. In one line of research, we varied whether these rewards were attainable or unattainable. In a second line, rewards were always attainable, but required delayed rather than immediate performance. The results show that consciously perceived rewards lead to efficient allocation of effort in the sense that performance is increased only if and when rewards are attainable. Unconscious rewards, however, improved performance even when unattainable. Furthermore, rewards improved immediate performance even when they were administered for delayed performance.

When Letting Go Is Difficult:
Dysfunctional Effects of Counterfactual Thoughts

Kai Epstude

University of Groningen

Research on the self-regulative functions of counterfactual thoughts often paints a very rosy picture of how people are able to respond to failure. Considering alternative actions and behaviors is supposed to lead to a correction of one's own behavior. However, sometimes the best solution would not be to choose a different means of goal pursuit. Rather the most functional solution would be to give up and disengage from a goal. The present set of studies shows how counterfactual thoughts can hinder disengagement from a goal. Using both response time evidence as well as behavioral indicators of goal engagement/disengagement it will be demonstrated that counterfactuals can indeed have detrimental consequences in some situations. Moreover, an important moderator of this link will be explored, namely the belief in a free will. In contrast to much previous research, a belief in determinism has positive consequences in this kind of situation. Individuals who do not strongly believe in a free will do not show the dysfunctional effect of counterfactuals in situations of unreachable goals. The results will be discussed in relation to functional approaches of counterfactual thoughts, and self-regulation theories in general.

Conflict-in(g)-Action:
On the Up-Regulation of Cognitive Resources

Rob Holland

Radboud University Nijmegen

A crucial element of human functioning is the up and down-regulation of cognitive resources. The processing of conflict seems to do just that. Various studies have shown that when conflict arises (e.g., an inconsistent Stroop trial), more cognitive control is recruited (resulting in enhanced performance on the next trial). Although conflict monitoring and conflict adaptation has been tested in the micro-processes concerning the conflict between two or more motor responses (e.g., within a stroop paradigm), general sources of conflict for the up-regulation of cognitive resources have rarely been studied. In this talk, I will present a series of studies on the up-regulation of cognitive control as a function of psychologically conflicting situations (e.g., avoidance cues, cognitive dissonance, disgusting smells). Furthermore, recent studies from our lab suggest that these general sources of conflict (or absence of conflict) also affect the micro-processes of conflict adaptation. That is, when a general source of conflict is present, conflicting trials (e.g., incongruent trials on a Stroop task) result in stronger adaptation of control compared to situations where a general source of conflict is lacking. Implications are discussed.

Stigma and Motivation

Colette van Laar

Leiden University

This presentation examines the processes by which stigma presents threats and challenges that affect motivation and performance. Members of stigmatized group members pursuing goals face significant threats from higher status outgroups and from the low status and negative image of their group. However, while it is the stigmatized group identity that triggers these threats, identity also forms the source of defense from these threats, protecting motivation and performance. These processes are illustrated through studies with experimental and real groups in the lab and field, testing effects on cognitive and social functioning and on psycho-physiological stress-responses.

Three Ways to Healthy Living:
Regulating Emotions, Actions, and Need Fulfillment

Sander L. Koole

VU University Amsterdam

Adopting a self-regulation perspective, I suggest that healthy living involves three distinct self-regulatory tasks. The first task is emotion regulation and protects us against becoming overwhelmed by various forms of life stress. The second task relates to the implementation of difficult intentions. To enact healthy behaviors, we often need to overcome bad impulses. The third task is concerned with need fulfillment. There are things in life, like food and love, that none of us can do without. We must therefore self-regulate in a manner that addresses our basic needs. My associates and I have related these three forms of self-regulation to individual differences in action versus state orientation. Consistent with the notion that action orientation promotes emotion regulation, action-oriented individuals display less reactive cortisol increases in demanding situations than state-oriented individuals. Consistent with the idea that action orientation facilitates implementation of difficult health behaviors, chronic dieters were more likely to refuse fattening foods when they were action- rather than state-oriented. Finally, consistent with the idea that action orientation considers basic needs, food deprivation is more strongly associated with eating behavior among action- rather than state-oriented individuals. Together, these findings highlight the relevance of self-regulation theory for promoting health.

Executive Control and Close Relationships

Tila Pronk

VU University Amsterdam

Close relationships inevitably get tested from time to time. Conflicts can emerge, in which people may feel the urge to treat their partner badly. Also, partners can meet attractive others, and may find it hard to resist the impulse to get involved with another person. On a more daily base, a partner's individual motives can conflict with the motives of one's partner or relationship. When this happens, self-interested, short-term impulses conflict with the long-term goal of protecting and maintaining the relationship. We argue that the capacity for executive control plays a vital role in successfully dealing with these relationship-threatening situations, and is therefore invaluable in the protection of close relationships. Our main hypothesis is that executive control helps people to deal constructively with relationship threat, by inhibiting relationship destructive tendencies, and facilitating relationship protective tendencies. During this presentation, I will describe three lines of research supporting our main prediction. First, I will discuss how executive control facilitates forgiveness after being hurt by a close relationship partner. Second, I will describe how executive control can help people to stay faithful to their romantic partner. Third, I will discuss how executive control facilitates sacrificial behavior in case of conflicting motives.

Keeping Your Eyes on the Prize:
People in Impulsive States Focus Their Attention on Salient Tempting Information

Chantal den Daas
Utrecht University

People in impulsive states are influenced by the immediate incentive value of temptations. People in reflective states are also influenced by the positive aspects of their long-term goals and the negative consequences of giving in to temptation. Therefore, we hypothesized that in impulsive states people focus their attention on tempting salient information, whereas in reflective states people distribute their attention over the available information. We established, using eye-tracking (Study 1), that people in impulsive states indeed focus their attention on salient information, whereas people in reflective states distribute their attention. Additionally, this attentional difference affects sexual attractiveness judgments (Study 2). Finally, we extend these findings to goal-directed behavior (Study 3). People in impulsive states were preoccupied by salient information, and were unable to perform well on a task unrelated to this information. We conclude that the focused attention of people in impulsive states could contribute to an increased risk propensity.

Using Behavioral Stop Signals to Change Unhealthy Eating Behavior

Harm Veling

Utrecht University

High-fat tasty foods in the environment can unintentionally trigger responses to obtain them, which may interfere with self-control attempts. We tested a strategy to reduce such impulsive responding toward tasty foods that makes use of behavioral stop signals, and we measured whether this method could facilitate healthy eating behavior. Across several experiments, participants performed a go/no-go task in which tasty foods (e.g., chocolate, potato chips) were repeatedly presented with no-go cues (i.e., the behavioral stop signals; no-go condition), or not (control condition). After this manipulation, we assessed reaction times to obtain the foods, choices for the foods, or food consumption. Together, the findings suggest that stop signals reduced the impulse-evoking quality of unhealthy tasty foods, and that changing this proximal cause of impulse behavior can facilitate healthy eating behavior. The present work converges well with recent developments in social cognition suggesting that a focus on changing impulsive determinants of behavior (rather than deliberative determinants of behavior) can be effective in changing behavior that is hard to change through formation of conscious intentions.

Mindful Attention Prevents Mindless Impulses

Esther K. Papies

Utrecht University

Attractive food stimuli often trigger impulsive reactions that can interfere with long-term goals. From the perspective of grounded cognition, these automatic impulses are fueled by spontaneous mental simulations or reenactments of the actual experiences that occur while actually consuming attractive foods. We present a series of studies showing that consciously observing these reactions with mindful attention can effectively attenuate them and thus facilitate successful self-regulation. During mindfulness training, participants learn to observe their mental experiences as such and to watch them arise and disappear. As a result, participants increasingly view memories, thoughts, and emotions as transient mental events, rather than experiencing them as subjectively real events in the moment. Based on this principle, we introduce a brief procedure instructing participants to apply mindfulness while observing their mental experiences in response to external stimuli, including pictures of highly attractive and neutral food. Afterwards, we assessed spontaneous impulses to food and cravings with different measures. Results show that mindful attention eliminates the impulsive reactions elicited by attractive food, even after a distraction period, and also in response to new food stimuli. Our findings suggest that applying mindful attention to one's own mental experiences effectively disrupts impulsive responses, and thus illustrate a powerful method for self-regulation.

Chaos versus Clarity:
On the Pleasantness of Predictability and the Shock of Surprise

Marret K. Noordewier
Leiden University

People have a strong need for predictability, consistency, and structure: It is pleasant to have a sense of what will happen in the near future and it is important to understand one's environment. While many events are clear and as anticipated, sometimes people are confronted with chaotic, surprising, or novel outcomes. The focus of the present talk is on how people deal with these outcomes. Based on theoretical as well as empirical sources, I will discuss *when* something is experienced as chaotic; *what* this chaos feels like; and *how* people can be flexible and move beyond this. Specifically, I will focus on surprise and other threats to the need for predictability and structure; I will argue that chaotic events feel bad; and I will show that flexibility takes time and effort.

When Representatives Sacrifice Themselves:
The Effects of Social Value Orientation and Interest Alignment on Representative
Negotiation

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Co-authors: Carsten K. W. De Dreu, Lindred L. Greer, and Gerben A. Van Kleef

In representative negotiations, the interests of the negotiator are not always aligned with those of the party being represented. The current study investigates under what circumstances representatives sacrifice their self-interest. Past theory on the principal-agent problem, social value orientation, and cooperation in social dilemmas offer different perspectives, which are investigated in two experiments. We propose and find that social value orientation regulates representatives' willingness to sacrifice their self-interests in intergroup negotiations. In Study 1, we find that representatives with a prosocial orientation are the most willing to engage in self-sacrificing behavior to benefit their own ingroup as well as the outgroup (system love). Neither prosocials nor proselfs engage in outgroup love when this is costly for themselves and their ingroup. We extend this finding in Study 2 by demonstrating that prosocial representatives even prefer self- and outgroup costly ingroup love, a.k.a. parochial altruism, above and beyond system love. In contrast to prosocials, proself representatives behaved in a self-interested manner in both studies, regardless of the preferences of their in-group. The current experiments thus demonstrate the importance of social value orientation in regulating the behavior of representatives in intergroup conflicts and the discriminatory nature of prosocials' cooperative behavior.

You Should Be Nice But Your Company Should Be Wise:
Trust in Interpersonal versus Organizational Settings

Daniel Alink

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Co-authors: Frenk van Harreveld and Joop van der Pligt (University of Amsterdam)

Trust is an important facilitator of economic transactions. In many of these transactions one is dealing with both organizations and individual employees at the same time. In three studies we investigated the idea that in economic decision-making, organizations mainly require ability, while individuals mainly require benevolence to be trusted. In the first study, ability and benevolence of a simulated opponent were manipulated in a dyadic trust game. In the second study, a car company's ability and benevolence were manipulated in a written scenario. In the third study we tested both contexts at the same time by portraying a bank as either an organization or an individual employee. Benevolence or ability was then used to elicit a trusting decision. In all studies we found that high benevolence led to more trust in interpersonal settings, while in organizational settings ability was the critical factor.

Helping or Blaming the Victim:
How Approach and Avoidance Motivation Shape Reactions to a BJW Threat

Michèle Bal
Utrecht University

Co-author: Kees van den Bos (Utrecht University)

The belief in a just world (BJW) is fundamental to people's functioning as it helps to keep the world manageable and predictable. A confrontation with injustice threatens this belief and people will want to restore it. Restoring the BJW can be accomplished in two ways: by empathizing with or helping the victim or by blaming or derogating the victim. But what determines whether people will react in a benevolent or a defensive manner to a BJW threat? We developed a process-model in which approach and avoidance motivation are underlying reactions toward innocent victims after a BJW threat. We propose that especially a high BJW threat triggers an avoidance motivation. Furthermore, this avoidance motivation leads to more negative, defensive reactions toward an innocent victim. In contrast, we propose that an approach motivation leads to more positive, benevolent reactions toward an innocent victim. In several studies we test this idea.

Achievement Goals and Performance Attainment:
A Meta-Analytic Review

Monica Blaga

University of Groningen

Co-authors: Nico W. Van Yperen and Tom Postmes (University of Groningen)

In two meta-analyses we explored the relationships between achievement goals from the perspective of the 2 x 2 achievement goal framework and performance attainment. The first meta-analysis focused on personally adopted achievement goals, while the second meta-analysis focused on experimentally manipulated achievement goals. In total, 105 studies, comprising 381 individual effect sizes, and 41,175 participants were coded on several study characteristics (achievement domain, type of scale used to measure achievement goals, anticipation of feedback, and time pressure), and socio-demographic characteristics (age, sex, and nationality). Overall, relative to avoidance goals (either mastery or performance), approach goals (either mastery or performance) facilitated performance attainment. More importantly, several study characteristics (achievement domain, scale type, feedback anticipation, and time pressure) and socio-demographic characteristics were found to substantially moderate the observed relationships between achievement goals and performance attainment. Implications and future directions are discussed.

Carry-Over Effects of Symbolic Threats:
From Distant Symbolic Threats to Local Intolerance

Thijs Bouman

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Co-authors: Martijn van Zomeren and Sabine Otten (University of Groningen)

Every day, individuals get confronted with numerous intergroup threats. Often, however, those threats are imposed by groups most individuals will never encounter (e.g., Al Qaeda). Therefore, an important question is whether reactions to those threats, such as intolerance toward the threatening group, carry over to other groups that individuals actually *do* encounter in their local environment (e.g., Arab Dutch, Turkish Dutch). The goal of our study was to show this carry-over effect. Specifically, we hypothesized that the intangible distant symbolic threats (e.g., to one's worldview) carry over more easily than the tangible and state specific distant realistic threats (e.g., to welfare). We tested this prediction in one correlational and two experimental studies. In the latter we manipulated the two types of threat with bogus newspaper articles. All studies confirmed that distant symbolic threats, more than distant realistic threats, were predictive for intolerance toward local outgroups.

The Grass Isn't Really Greener on the Other Side; It's Just Awfully Brown over Here

Lottie Bullens

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Co-authors: Frenk van Harreveld and Jens Forster (University of Amsterdam)

People generally say they prefer decisions that can be revised at a later point in time. Research has shown, however, that the opportunity to revise actually leads to lower levels of post-choice satisfaction. The goal of the present research was to gain insight into the underlying processes driving this counterintuitive finding. In two experiments we demonstrated that irreversible decision-making increases the accessibility of the positive aspects of the chosen and the negative aspects of the rejected alternatives. Hence, in line with cognitive dissonance theory, irreversible decision-making directs ones attention to those aspects of the decision that optimize choice satisfaction. After reversible decision-making, however, the negative aspects of the chosen and the positive aspects of the rejected alternatives tend to become more accessible. Apparently, reversible decisions direct people's attention to those aspects of the decision that induce regret. We suggest that regulatory motivation may be the driving force behind this effect.

Immoral Eating and Moral Wash Ups:
The Threat of Moral Refusers and the Protective Function of Physical Cleansing

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Co-authors: Eric van Dijk and Daan Scheepers (Utrecht University)

People dislike and reject “moral refusers” – individuals who refuse to perform an act that goes against their moral standards (Monin et al., 2008). I argue that the moral superior behavior of this person threatens one’s self-image. In two studies participants tasted a sausage and were confronted with a person who refused this task out of moral or non-moral reasons. Results show that: (1) Moral refusers evoke threat on cardiovascular (Study 1) and self-report (Study 2) measures; (2) This threat mediates a negative self-image; (3) Moral identity moderates this process, and (4) Physical cleansing reduces threat. The current research hereby provides evidence for the processes underlying the rejection of moral refusers and the embodied nature of moral identity threat, since this threat occurs and can be resolved at a physiological level. Finally, it demonstrates individual variation in this process resulting from the strength of one’s moral identity.

How Morality Framing Influences Whites' Cardiovascular Responses and Attitudes
toward Social Equality

Serena Does

Leiden University

Co-authors: Belle Derks and Naomi Ellemers (Leiden University)

The current research examined the impact of framing equality in terms of moral ideals (i.e., equal treatment) vs. moral obligations (i.e., nondiscrimination) on Whites' (students in Study 1, $N = 44$ and 2, $N = 54$ and employees in Study 3, $N = 67$) attitudes toward social equality measures, as well as on their cardiovascular reactivity (Blascovich & Mendes, 2000; Blascovich & Tomaka, 1996). It was found that participants in the moral ideals condition reported more support for affirmative action (Study 1), exhibited cardiovascular reactivity in line with challenge rather than threat (Study 2), reported less social identity threat, and were more favorable toward cultural diversity (Study 3) than those in the moral obligations condition. Taken together, these data support our central argument that framing equality in terms of moral ideals rather than obligations positively influences how Whites view and pursue a more equal society.

Identification and Music:
The Influence of Background Music in Auditory Health Persuasion

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Persuasive health information can be presented by a voice while no visual cues are available. Besides the voice characteristics, background music can serve as an important peripheral cue. We suggest that music is an aspect of the person's perceived identity. Four to six weeks prior to the actual experiment, participants ($N = 143$) were asked to choose a song they would or would not put on their personal weblog as characterizing them as a person. In the laboratory, they listened to the health message, either accompanied by one of those self-mentioned pieces of music, by a piece of music known to induce a positive mood, or by no background music. Effects on several process variables, such as mood, identification and distraction were found, as well as on the intention to eat more healthily. Multiple mechanisms with regard to the effects of background music seem to be relevant in auditory health persuasion.

Let's Share It Together!
When Group Members Construe Stereotype-Inconsistent Out-Group Information at a
High Level

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When people encounter stereotype-inconsistent information, they usually process this at a local level. However, because stereotypes are abstract, generalized representations, stereotype-inconsistent information should only influence stereotypes when it is processed globally. The aim of the current experiments was to investigate the conditions under which stereotype-inconsistent information is processed globally. Specifically, we expected that global processing is more likely to occur when people expect to interpret the information collectively, because they look for shared knowledge such as general cognitive schemata.

We tested this in two experiments in which participants processed stereotype-(in)consistent behavior of out-group members while anticipating individual or collective interpretation. Results revealed the hypothesized interplay between stereotype-consistency and anticipated intragroup communication. When people process stereotype-inconsistent information individually, they do so at a local level, and hence no generalization to the stereotype takes place. However, when individuals process stereotype-inconsistent information while anticipating communication, they process this globally, thereby enabling stereotype change.

The Color of Power:
Recategorization Diminishes the Pro-White Bias in Leadership categorization

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Co-authors: Astrid C. Homan and Mark van Vugt (VU University Amsterdam)

In the Western world, ethnic minorities are underrepresented in leadership positions. This underrepresentation can, at least partially, be explained through a pro-White bias in leadership categorization (i.e., judgments of who fits the leader-role; Rosette, Leonardelli, & Phillips, 2008). Using three studies, we find support for this bias in a European setting using a Single-Attribute Implicit Association Test (SA-IAT; Penke, Eichstaedt, & Aendorpf, 2006; see also Greenwald, McGhee, & Schwartz, 1998). Moreover, we show that recategorization of the target decreased this association. In study 1, native-Dutch participants' reaction times were significantly longer when ethnic minority names (e.g., Farid) were linked with leadership-related traits than when native-Dutch names (e.g., Jasper) were linked with these traits. In studies 2 and 3, we used pictures of native-Dutch and minority males (instead of names). By changing the t-shirt color of the targets on the pictures (Study 2) and by letting the participants wear t-shirts in the same color as those worn by a target of an ethnic out-group (Study 3), we showed that the implicit bias for White leadership can be diminished through recategorization.

Being Different and Showing it:
Effects of Diversity and Social Identity Formation on Norm Deviance

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Being a group member is often considered to be antagonistic to being a distinctive individual. Others suggest that group norms inform group members whether they can be distinctive or not. But must group members always slavishly conform to group norms? We propose that being different may positively contribute to the formation of a shared social identity, and shared social identity may stimulate norm deviance. Shared social identities are not only formed deductively on the basis of commonalities within the group and distinctiveness from other groups; they are also formed inductively on the basis of expressions of individuality within a group. Two experiments in which diversity and social identity formation are manipulated ($N = 52$, $N = 83$), show that diversity obstructs deductive social identity formation based on commonalities, but strengthens inductive social identity formation based on individuality. They also show that strong shared social identity can stimulate norm deviance.

Conceptualizing Inclusion: The Inclusion Cubicle

Wiebren Jansen

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The concept of organizational inclusion has recently received more attention from diversity scholars (cf. Shore et al., 2011). In spite of this, the literature displays a lack of consensus about what exactly constitutes inclusion. In the current poster we depict a model of the dimensionality of the inclusion concept. Building on optimal distinctiveness theory (Brewer, 1991), we argue that in conceptualizing inclusion it is necessary to distinguish between three dimensions of inclusion. The first dimension reflects what inclusion *is* (the *components* of inclusion, being: belonging, appreciation, and uniqueness). The second dimension refers to *what* is included (the *objects* of inclusion, being: the personal self and the social self). The third dimension determines in *which group* one is being included (e.g., the team, the department, and the organization as a whole). We test the empirical basis of these dimensions in two studies. Results lend support for our conceptualization.

Development of Job-Search and Employability in Compulsory Reemployment Courses:
The Role of Choice, Usefulness, and Quality of Motivation

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To increase unemployed people's chances on finding reemployment, compulsory reemployment courses aim to enhance job-search and employability. Yet, the effects of these courses greatly vary and the compulsory nature causes much debate. This study aimed to explain developmental differences by combining Self-Determination Theory with training effectiveness literature. In a two-wave study among 643 participants of a reemployment course, we assessed people's choice of participation and experienced usefulness, their quality of motivation for finding reemployment, and their development of job-search and employability over one year. Results show that choice of participation only fosters development when people experience a reemployment course as useful for finding reemployment. When they do, people tend to be more autonomously motivated for finding reemployment and increase their job-search and employability. However, choice can backfire when the course is experienced as useless for finding reemployment, leading to a more controlled motivation and less development of job-search and employability.

Source Expertise and Consensus, and the Ability to Achieve Closure

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Co-authors: Emma ter Mors, Naomi Ellemers, and Dancker D. L. Daamen (Leiden University)

This research examines the influence of source characteristics on people's ability to form closed attitudes (i.e., achieve a state of cognitive closure), when they receive information concerning a complex topic. Study 1 ($N = 98$) showed that an expert information source (compared to a non-expert source) increases the perceived ability to achieve cognitive closure concerning the complex topic of Carbon dioxide Capture and Storage (CCS). In Study 2 ($N = 86$) we replicated this effect. However, internal consensus (vs. disagreement) of the information source also enhanced cognitive and behavioral indicators of the ability to achieve cognitive closure regarding CCS in the case of a non-expert source. Consequently, a non-expert information source that expresses strong internal consensus induces a greater ability to achieve closure than an expert source expressing disagreement or consensus. Thus, differences in (perceived) source consensus interact with source expertise to determine the ability to achieve closure.

Conversational Flow and Entitativity:
Differential Effects for High and Low Status Group Members

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Co-authors: Tom Postmes and Ernestine H. Gordijn (University of Groningen)

This research examines whether conversational flow increases perceptions of entitativity for group members of different status. We hypothesized that for low status members flow signals unity, because they feel respected and included. However, for high status group members flow suggests that their distinctive position in the group may not be respected—and therefore subtly undermines the hierarchy and challenges the unity of the group. Data from two experiments support these hypotheses. In Study 1 ($N = 77$) status is manipulated before participants engage in a conversation with confederates. When the conversation has flow (but not when flow is disrupted), low status group members perceive the group to be more entitative than high status group members. Study 2 ($N = 138$) replicates this effect and identifies perceived respect as a mediator. It is concluded that conversational flow influences more than just the quality of interpersonal relations: It signals social unity at the group level.

From Romance to Partnership:
The Effect of the Transition to Parenthood on Relationships

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The transition to parenthood is one of the most challenging events in a relationship, and research shows that relationship quality tends to decrease after first childbirth. We propose that this effect is moderated by pre-birth happiness. Data of a 4-wave longitudinal study showed that the relationships of childless couples fared better than the relationships of first-time parents. As predicted, happy partners reported higher quality relationships after the transition to parenthood than unhappy and even childless couples. Unhappy partners reported lower quality relationships after the transition to parenthood than happy and childless couples. These findings show that, rather than a crisis as has been claimed in the past, the transition to parenthood intensifies both pre-birth vulnerabilities and resources. Having a child is not a cure for relationship problems, but may further solidify bonds that are already strong.

The Threat of a Moral Identity:
Cardiovascular Reactivity during Intragroup Morality (vs. Competence) Evaluations

Romy van der Lee
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Co-authors: Naomi Ellemers and Daan Scheepers (Leiden University)

Morality plays a central role in social identification processes: People want to be considered moral and want to belong to moral groups. The aim of the current research is to investigate how morality affects group members' arousal regulation when pursuing their identity goal. In two experiments, we varied the evaluation dimension (morality vs. competence) of group members' behavior. They were primed with their own prior behavior (Study 1) or with the behavior of an ingroup member (Study 2). During an intragroup interaction we measured cardiovascular indices of threat and challenge following the biopsychosocial model (Blascovich & Tomaka, 1996). As predicted, results of both studies showed that an evaluation of moral behavior induced a cardiovascular threat response, whereas a competence evaluation induced a relative challenge response. These studies support our central notion that behavior indicative of group members' morality is more threatening for the social identity than behavior indicative of competence.

When Laughing Hurts:
Antecedents and Consequences of Experiences of Humiliation

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Humiliation is a complex emotion that is under-researched in Social Psychology. We hypothesize that experiences of humiliation are to a large extent the result of an insult made in public, and that the intensity of the experience depends on the behavior of the public. These ideas were tested in two scenario studies. In the first study ($N = 62$), emotional reactions to a public insult were assessed when the public responded with either laughter or not at all. In a second study ($N = 143$), we manipulated helping behavior of someone in the public as well. Results indicated that, as predicted, humiliation increased when people laughed after the insult. However, when someone in the public showed help after the insult the effects of laughing on humiliation did not decrease. In terms of behavioral consequences, humiliation was positively related to withdrawal tendencies. Implications of these findings are discussed.

Reactions to Negative Feedback:
A Multilevel Study on the Role of Directness and Distrust

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and Kai Sassenberg (Eberhard-Karls-University Tübingen)

Negative feedback, essential to employee learning and development, often elicits destructive reactions in the feedback receiver. Although it has been proposed that less direct framing of negative feedback may attenuate destructive feedback reactions, research results on the influence of negative feedback directness are inconsistent so far. We argue that distrust towards the feedback provider moderates the effects of feedback directness on destructive feedback reactions. In a field study we assessed teachers' ($N = 38$) negative feedback directness, students' ($N = 312$) distrust towards their teachers and students' feedback reactions. Multilevel analysis showed that, as expected, distrust moderated the effects of feedback directness on feedback reactions. Only for students with higher levels of distrust towards their teacher, teachers' feedback directness was positively associated with more negative emotions, less perceived autonomy, less motivation to improve and less use of student positive feedback. Practical implications for the provision of negative feedback are discussed.

Time is Gold:
The Benefits of Choice Delay in Ambivalent Decision-Making

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Co-authors: Frenk van Harreveld, Mark Rotteveel, and Joop van der Pligt (University of Amsterdam)

Experiencing attitudinal ambivalence in decision situations is associated with increased arousal and negative affect. In three studies we investigated choice delay as a way of coping with ambivalent decision situations. In the first two studies we found support for our idea that decisions charged with attitudinal ambivalence are postponed more often and to a later point in time than decisions regarding univalent attitudes. Next we investigated the effectiveness of choice delay as a coping strategy by manipulating the amount of time participants had between the induction of ambivalence and the ambivalent choice. Holders of ambivalent attitudes who were not able to postpone the decision experienced more attitudinal ambivalence after having made a choice than ambivalent participants who were able to postpone the choice and participants in a univalent control group. Results suggest that choice delay can be an effective tool to avoid an unpleasant experience of ambivalence in decision situations.

The Proud Self is Inflated

Yvette van Osch

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Research suggests that pride is adaptive because it results in a more dominant bodily posture and more dominant behavior. Yet, we do not know how this behavior comes about. We present four studies, using innovative implicit and behavioral measures, investigating what is the core psychological process in the experience of pride. The results reveal that pride is characterized by an inflated self, which means that proud people focus more on themselves, draw themselves as larger, perceive objects with which they are associated as larger, and act more on their own preferences. Importantly, pride did not lead people to devalue others, neither did it lead to distancing themselves from others.

Wear the Style That Suits You:
How Leader's Sex and Behavior Determine Perceived Effectiveness

Marleen Redeker

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The present study aims to illuminate how gender stereotypes about leadership are related to stereotypes about the effectiveness of leadership. With a set of three studies, we show that stereotypes might not be as negative for female leaders as the commonly cited 'think-manager-think-male' phenomenon (Schein, 1973; 1975). First, we show that people believe as many styles to be more masculine as there are styles that are more feminine. More communal styles are believed to be more feminine, while more agentic styles are rated as more masculine. Secondly, we show that people perceive styles both high in communion and agency to be more effective, while styles low in both agency and communion are perceived as ineffective. Finally, we show that there is a difference in styles that are perceived to be effective for male and female leaders. Both male and female leaders might benefit from showing gender congruent styles.

What Determines How People Evaluate Their Career Success?
The Joint Effect of Individuals' Career Identity and Self-Constraint on Their Career
Success Perspective

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Two types of career success – *subjective* and *objective* - have been distinguished and studied extensively in the field of career research. However, little attention has been paid to the psychological factors that shape individuals to take either an objective or subjective perspective to evaluate career success. In this study we investigate the joint effect of individuals' career identity and self-construal on their perspective-taking over two types of career success. Two types of career identity were primed by means of vignettes. Individuals' self-construal was measured with a short questionnaire. Afterwards, participants were asked to assess either their own or others' career success. A pilot study showed promising results: When desire for upward mobility is activated, individuals adopt an objective perspective to evaluate career success. Activating work involvement leads to a subjective perspective to evaluate career success, especially when individuals have a strong individual self-construal. More solid findings will be presented during the KLI conference.

On Ethically Bankrupted Leaders:
The Role of Pride and Moral Identity in Predicting Ethical Leader Behavior

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Given the at times blatant lack of ethical conduct on the part of leaders, an increased understanding of the factors that feed into ethical leader behavior seems crucial. Across two studies, one experiment (Study 1) and one field survey (Study 2), we hypothesized and found that pride interacts with moral identity in predicting ethical leader behavior. With higher levels of moral identity, (a) authentically proud leaders are more likely to engage in ethical behavior than hubristically proud leaders (Study 1), (b) authentic pride is positively related to ethical leadership (Study 2), and (c) hubristic pride is negatively related to ethical leadership (Study 2). Moreover, results from our experiment showed that the interactive effect on ethical leader behavior was mediated by leaders' motivation to act selflessly.

One Way and the Other:
Embodied Responses to Attitudinal Ambivalence

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To simultaneously hold positive as well as negative evaluations about one object is referred to as attitudinal ambivalence (Kaplan, 1972). In language, ambivalence is often expressed in terms of motor conflict. Although animal research (e.g., Hinde, 1970) has shown embodied consequences of ambivalence in other animals, no research on humans has experimentally tested the idea that attitudinal ambivalence is associated with specific motor patterns. To empirically investigate this idea, we tracked participants' body movements while they processed ambivalent stimuli. Results revealed that participants showed more lateral alternation in their movements for ambivalent stimuli compared to univalent stimuli. Moreover, these movements are positively correlated with subjective experiences of ambivalence (Study 1). Furthermore, experimentally induced lateral alternation in movements increased ambivalent feelings (Study 2). We tentatively conclude that two-sided thoughts are both cause and consequence of two-sided movements.

Feelings of Revenge Impair Working Memory Performance

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In this research we studied the influence of feelings of revenge on working memory performance. Participants performed two modified 2-back tasks, one with neutral words and one with revenge-related words. In the revenge condition participants were asked to recollect a situation in which they felt feelings of revenge. In the neutral condition participants were asked to recollect a daily situation. Feelings of revenge were found to impair task performance relative to the neutral condition. In the control condition there was a non-significant trend, such that response accuracies were somewhat lower for the revenge-related n-back compared to the neutral n-back task. There were no differences in the revenge condition. These results indicate that feelings of revenge can have an impairing effect on working memory maintenance and processing of information.

How Achievement Goals and Position Power Shape Middle Managers' Reactions to
Creative Input

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Middle managers link vertically related groups and play a pivotal role in detecting new ideas and in mobilizing resources around these new ideas. As such they are important linking pins for integrating creative ideas and suggestions from different hierarchical directions. In the present experimental research, we examined the impact of middle managers' achievement goals in combination with their position power on middle managers' reactions and responses to voiced creative input. As hypothesized, rather than mastery goal middle managers, performance goal middle managers were sensitive to the position power of the creative input sender. We demonstrated that performance goal middle managers were to a lower extent using an integrating approach and used more time to write a reaction in response to the creative input than mastery goal middle managers, but only when a subordinate voiced the creative input and not a superior.

When Power Is Illegitimate, Leaders See Anger and Subordinates See Fear

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Adequate emotion recognition is a prerequisite for successful social adjustment. Integrating social-functional approaches to emotion with theorizing on the reciprocal nature of power, we propose that the accuracy of emotion recognition depends on the legitimacy of the power hierarchy and the specific social signal conveyed by the emotion. Anger signals attack—information that is relevant to high-power individuals who face the threat of losing an illegitimate position. Fear signals vulnerability—information that is relevant to low-power individuals who try to gain control within an illegitimate power hierarchy. Accordingly, when power roles were illegitimately assigned in an experimental setting, leaders were more accurate in recognizing subordinates' anger expressions, and subordinates were more accurate in recognizing leaders' fear expressions, as compared to conditions of legitimate role assignment. Emotion recognition was mediated by the perceivers' affective states. These findings point to the bidirectional nature of power and the functionality of emotion recognition.

Cognitive Strategies towards Tolerance among Ethnic Majority Members:
The Impact of Self-Anchoring and Self-Stereotyping

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An increasing amount of Dutch majority members reject ethnic minorities in the Netherlands. This lack of inclusion has a negative impact on tolerance towards minorities and cultural diversity's perceived potential for team effectiveness. We argue that the type of cognitive relationship between self and group impacts on these tolerance levels. *Self-stereotyping* (projection of group prototypes onto self) is expected to decrease tolerance, because it accentuates a focus on 'us' and 'them' within a diverse group. *Self-anchoring* (projection of personal self onto the group) is expected to foster tolerance, due to its focus on individual differences. We manipulated both cognitive processes via mindset priming among native Dutch majority members in a team situation. In two studies we found higher tolerance towards Moroccan Dutch minority members in the self-anchoring compared to the self-stereotyping condition (Study 1 & 2). Moreover, tolerance mediated the perceived potential of diversity for team effectiveness (Study 2).

How Organizational Communications Affect Consumer Perception of Corporate
Greenwashing

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Companies investing in environmental measures face a dilemma regarding communication of their investment. Expressing environmental concern could elicit positive evaluations but also accusations of corporate greenwashing (i.e., that the company pretends to be more environment-friendly than it actually is). We present three experiments to examine the effects of organizational communications on perceived corporate greenwashing. The results show that consumers tend to perceive an energy company that invests in environmental technologies as greenwashing. Expressing an economic motive for this investment reduces such perceptions, but an environmental motive does not. Furthermore, suspicion of strategic organizational behavior mediates the effect of communicated motive on perceived corporate greenwashing. However, this indirect effect occurs primarily among those who are not by nature very skeptical toward organizational communications in general.

Prime and Probability:
Causal Knowledge Affects Inferential and Predictive Effects on Self-Agency Experiences

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Experiences of having caused a certain outcome may arise from motor predictions based on action-outcome probabilities and causal inferences based on pre-activated outcome representations. However, when and how both indicators combine to affect such self-agency experiences is still unclear. Based on previous research on prediction and inference effects on self-agency, we propose that their (combined) contribution crucially depends on whether people have knowledge about the causal relation between actions and outcomes that is relevant to subsequent self-agency experiences. Therefore, we manipulated causal knowledge that was either relevant or irrelevant by varying the probability of co-occurrence (50% or 80%) of specific actions and outcomes. Afterwards, we measured self-agency experiences in an action-outcome task where outcomes were primed or not. Results showed that motor prediction only affected self-agency when relevant actions and outcomes were learned to be causally related. Interestingly, however, inference effects also occurred when no relevant causal knowledge was acquired.

Reciprocal Mentoring as a Tool for Effective Management of Diversity

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Workforce diversity brings new challenges for organizations. Mentoring is a frequently used tool to counteract attrition within an organization. However, up till now little research has been done regarding the effects of mentoring in a diversity context. We studied, longitudinally, the effects of reciprocal mentoring within the police organization ($N = 37$ dyads). Results of this study showed that perceived personal conflicts of the mentees decreased, while interpersonal trust and the degree to which the mentee is capable of dealing effectively with intercultural situations increased. In addition, we found that the program enhanced the cultural empathy of the mentor. The degree to which the mentor is cultural empathic was beneficial for stronger feelings of inclusion among mentees. Lastly, we found that positive attitudes towards diversity of mentors were beneficial for the empowerment of the mentee in terms of heightened self-esteem, interpersonal trust, social initiative, feelings of belongingness and diminishment of conflict avoidance.

The Influence of Disputants' Power on their Tactics in Integrative and Distributive Negotiations

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In this study we apply *the power situated focus theory* proposed by Guinote (2007, 2009) to negotiation settings, arguing that the influence of disputants' power on their negotiation tactics is subject to negotiation types: The powerful would employ more problem-solving tactics (than the powerless) in integrative tasks, but would choose more contending tactics (than the powerless) in distributive tasks. Power was manipulated with priming and role-assigning in negotiation games. Two types of negotiations were manipulated by means of computer-based bargaining games. Disputants' negotiation tactics were indicated by their first offer, information searching preference, final negotiation deal, and self-reflection on the tactics that they used during the negotiation. We are now in the stage of data collection and the findings will be reported at the KLI conference.