

## The Underlying Structure of Diverse Work Groups: A Literature Review on Faultlines and Diversity Outcomes

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Diversity can be seen everywhere, as either a readily observable trait of people, such as gender and ethnicity, or as a hidden set of abilities, such work skills and personality traits. Organizations consider that work-teams with a diverse composition outperform homogeneous work-teams. Although this is often the case, there can be specific types of diversity composition that are detrimental for organizational outcomes. Usually this occurs in situations where members of a team align on more than one diversity attribute, thus creating a diversity faultline. As of yet, however, the literature is lacking a systematic overview as to whether diversity faultlines are always associated with poor organizational outcomes. To address this issue we conducted a literature review in which we sought to unravel the different underlying structures of diversity faultlines and their association with organizational outcomes. We distinguished between affective outcomes and productive outcomes. The findings indicate that faultlines can be categorized as based on social category aspects, information/ decision-making aspects, or a combination of the two attributes. Furthermore, the results suggest that there is no straightforward relationship between the various faultlines and outcomes. We argue that this is potentially due to the fact that these studies have not addressed the normative fit of faultlines. Our review also hints at the necessity of researchers to reach a consensus on how to operationalize some diversity traits.

Keywords: diversity faultlines, normative fit, affective and productive outcomes.

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### Introduction

Social diversity is an intrinsic part of the modern society. People are diverse according to readily observable traits or hidden sets of abilities. Organizations increasingly rely on teams composed of members with diverse attributes. Although diverse teams usually outperform homogeneous teams, some studies indicate that diversity is not always beneficial for organizational outcomes (e.g. Homan, van Knippenberg, Van Kleef, & De Dreu, 2007; van Knippenberg, De Dreu, & Homan, 2004). To explain these inconsistencies, researchers have proposed (among others) two theoretical models: the Categorization-Elaboration Model (CEM, van Knippenberg et al., 2004) and Faultline theory (Lau & Murnighan, 1998). Essentially these theories suggest that the nature of organizational outcomes is partially determined by the type of diversity composition of teams. A core argument is that team members can align on more than one diversity attribute, thus forming a diversity faultline. Indeed, empirical evidence suggests that a diversity faultline is

associated with higher levels of tension among members of a team and poorer performance. However, the literature is lacking an overview as to whether there are distinct types of diversity faultlines and whether the potential distinction can help further explain the inconsistent diversity outcomes. To address this gap we conducted a review of existing literature and sought to identify different diversity faultlines and the nature of their association with either affective outcomes (e.g. intergroup relations) or productive outcomes (e.g. performance).

### *Diversity paradigms*

Diversity refers to disparities between individuals on any attribute that may lead to the perception that another person is dissimilar from the self (van Knippenberg et al., 2004). Differences may occur on social category aspects, such as gender and ethnicity (social traits), or on informational/ decision-making aspects, such as skills and educational background (information traits) (Jehn, Northcraft, Neale, 1999; Joshi & Roh, 2009). Social traits are often associated with negative organizational outcomes

(cf. van Knippenberg et al., 2004). More specifically, similarities and differences on social traits represent the basis for social categorization (Williams & O'Reilly, 1998) which usually implies that one's own ingroups are preferred over outgroups (Tajfel & Turner, 1979; Turner, Hogg, Oakes, Reicher, & Wetherell, 1987). On the one hand, a common consequence of categorization is that problematic relations emerge that can disrupt the good functioning among distinct groups. On the other hand, information traits are usually associated with positive organizational outcomes (cf. van Knippenberg et al., 2004). Essentially, diverse information traits emphasize that people have unique task-relevant knowledge or abilities. This creates a large pool of resources that can be accessed towards completion of tasks. In work groups this implies that members of the group interact among each other and consequently the quality of work is usually better than in homogeneous teams (Bantel & Jackson, 1989; Cox, Lobel, McLeod, 1991).

In an attempt to unite the two perspectives, the CEM proposes that, among other factors, the degree to which diversity is detrimental or beneficial depends on the salience of the social traits (van Knippenberg et al., 2004). According to the CEM, diversity is detrimental for organizational outcomes solely in situations where a social trait clearly defines similarities and differences among members of work groups. In other words, diversity is detrimental if a social trait has comparative fit. Consider multinational teams that have members with varying nationality backgrounds. Since nationality tends to be highly heterogeneous in this case, the social trait (nationality) is not an intuitive cue for categorization among members of the team. However, in this situation another social trait may be more evident, for instance gender. Since gender can differentiate between only two groups – male and female – this social trait is an intuitive cue for categorization. The CEM then predicts that when nationality is emphasized, diversity is beneficial since categorization into subgroups does not disrupt communication among team members. In contrast, when gender is emphasized, diversity is detrimental since categorization can disrupt communication among team members.

#### *Structure of Diversity Faultlines*

Similarities and differences among members of a work team can be identified in a more comprehensive manner when members of the team align on more than one diversity attribute, forming a diversity faultline (Lau & Murnighan, 1998). Formally, diversity faultlines are hypothetical lines that split a group into relatively homogeneous subgroups based on distributions of social traits (Lau & Murnighan, 1998; Thatcher & Patel, 2011). However, alignment of individuals can occur not only on social traits but also on information traits or even on any combination of the two (cf. Lau & Murnighan, 1998, p. 646). Each type of diversity faultline has specific and necessary pre-conditions. Specifically, faultlines based on social traits emerge fairly easily due to the readily observable nature of the diversity traits. Faultlines based on information traits emerge only after repeated observations (Lau & Murnighan, 1998). An example of an information based faultline occurs through the convergence of the skills and expertise of a team's members. Faultlines based on a combination of the two diversity traits also emerge only

after repeated observations. An example of a mixed-trait faultline occurs through the convergence of gender and expertise of a team's members.

#### *Diversity Outcomes*

The CEM also suggests that there are two possible diversity outcomes, namely affective and productive (van Knippenberg et al., 2004). Affective outcomes pertain to the nature of social relations such as evaluation of team members and team cohesion. In contrast, productive outcomes pertain to the quality of work-related results. Research has shown that affective outcomes precede productive outcomes (Horwitz & Horwitz, 2007). Diversity can elicit specific types of relations (affective outcomes) that are indicative of the level of performance within a team (productive outcomes). The quality of productive outcomes is likely to be lower in teams whose members form subgroups than in homogeneous groups. In other words, positive affective outcomes lead to positive productive outcomes whereas negative affective outcomes lead to negative productive outcomes.

#### *The present study*

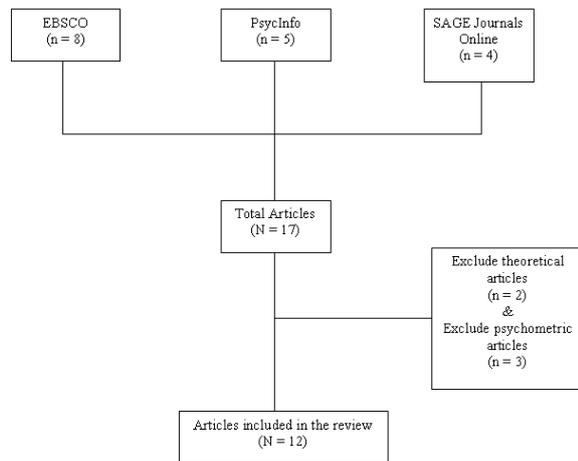
Although there are theoretical hints in the literature regarding faultlines based on social traits, on information traits, and on mixed social-information traits, there is no clear overview as to whether there are differences in how they relate to diversity outcomes. Thus, one goal of this paper is to provide a systematic overview of existent literature in order to document the characteristics of each type of diversity faultline. Another goal of this paper is to examine whether diversity faultlines based on social traits, information traits or mixed-traits have varying outcomes. We expect that faultlines based on social traits are associated with poor affective and productive outcomes (Hypothesis 1). Furthermore, we expect that faultlines based on information traits are associated with satisfactory affective and productive outcomes (Hypothesis 2). Since there is limited theoretical development regarding faultlines based on mixed-traits, we expect either a negative (Hypothesis 3a) or positive association with affective and productive outcomes (Hypothesis 3b).

## **Method**

To identify relevant literature, we conducted a search in three online platforms which are respected within the community of psychological research: EBSCO, PsychInfo, and SAGE Journals online (see Figure 1). Only full text articles that were subject to a peer-review publication process were considered. This was done to ensure that we only considered quality research that met the international standards of research practices. We decided to exclude dissertations from our analyses. As differing publication policies exist across universities, a common evaluation of publication ethics remains problematic, therefore leading us to this choice. Furthermore, since the concept of diversity faultlines is relatively new, we included all articles that were published at the time of data collection in the literature search (no restrictions based on year of publication).

We performed the literature search using the following keywords: diversity faultline, faultline, convergent diversity, diversity dimensions & age, gender, tenure, ethnicity, nationality, skills, knowledge, functional

background, and convergence of diversity dimensions & age and skills, age & tenure (i.e. any combination of diversity traits). For the review we selected solely the articles which met the following selection criteria: a) reported effects of faultlines on group performance, information elaboration, or intergroup bias (i.e. indicators for diversity outcomes), b) experimental approach or survey approach where a faultline computation formula was assessed. We had to exclude papers from the review that had a theoretical approach (Lau & Murningham 1998; Thatcher & Patel, 2011) and that focused on psychometric aspects of the concept (Shaw, 2004; Thatcher, Jehn, & Zanutto, 2003; Trezzini, 2006). Twelve papers met our selection criteria for the actual review (see Appendix).



**Figure 1.** Flow diagram depicting the selection process of articles included in the review. *Note:* n, N = articles that met the selection requirements and are unique to the specific criterion.

## Results

### *Faultlines Based on Social Traits*

**Faultlines and diversity outcomes.** A total of seven articles report findings regarding diversity faultlines based on social traits. While all seven articles report on the association between faultlines and productive outcomes, only four articles indicate a relationship between faultlines and affective outcomes. There is heterogeneity among the articles regarding the direction of these associations. With regard to productive outcomes, whereas some studies report that faultlines are negatively associated with performance (Bezrukova, Jehn, Zanutto, & Thatcher, 2009; Homan, Hollenbeck, Humphrey, van Knippenberg, Ilgen, & Van Kleef, 2008; Homan, van Knippenberg, Van Kleef, De Dreu, 2007; van Knippenberg, Dawson, West, & Homan, 2011; van Oudenhoven-van der Zee, Paulus, Vos, & Parthasarathy, 2009), other studies do not identify a relationship (Bezrukova et al., 2009, Lau & Murningham, 2005, Meyer, Shemla, & Schermuly, 2011, van Knippenberg et al., 2011).

Considering the affective outcomes, studies are also inconclusive. Some indicate that faultlines elicit higher relationship conflict, less satisfaction and team cohesion (Homan et al., 2007, Molleman, 2005, van Oudenhoven-van der Zee et al., 2009) while others report the opposite (Lau & Murningham, 2005).

**Types of social traits researched.** There is limited heterogeneity in terms of the social traits utilized as an indicator of team composition possessing diversity faultlines based on social traits. Gender is the most frequently utilized trait by far (Bezrukova et al., 2009; Homan et al., 2007, 2008; Meyer et al., 2011; Lau & Murningham, 2005; Molleman, 2005; van Knippenberg et al., 2011; van Oudenhoven-van der Zee, 2009). Other less frequent traits are demographic attributes such as ethnicity and tenure (Bezrukova et al., 2009; Homan et al., 2008; Lau & Murningham, 2005; Molleman, 2005; van Knippenberg et al., 2011; van Oudenhoven-van der Zee et al., 2009) and ad-hoc created traits such as seating and the colour of a baseball cap (Homan et al., 2007; Meyer et al., 2011).

**Summary.** The findings only partially support our first hypothesis that faultlines based on social traits are always associated with poor outcomes. These faultlines are often, but not always, associated with poor diversity outcomes. Considering the distinction between affective and productive outcomes, this result can clarify (at least partially) why some studies failed to identify the hypothesized relation. For instance, according to some studies, faultlines based on social traits seem to positively relate to affective outcomes.

### *Faultlines Based on Information Traits*

**Faultlines and diversity outcomes.** Compared to articles addressing faultlines based on social traits, there are four papers that report on faultlines based on information traits. The studies that are reported in these articles show empirical evidence about faultlines and both productive outcomes (n = 3) and affective outcomes (n = 2). The results based on these studies are inconsistent. For instance, with regard to productive outcomes, Bezrukova, Thatcher, Jehn, and Spell (2011) show that faultlines are associated with poor performance. However, another study by Bezrukova, Jehn, Zanutto, and Thatcher (2009) indicates that there is no association between faultlines and productive outcomes. A similar inconsistency applies to affective outcomes as well. Rink and Ellemers (2010) report that faultlines are positively associated with commitment to the team and satisfaction with the decisions that the team makes. Conversely, a study by Molleman (2005) suggests that faultlines are not associated with affective outcomes.

**Types of information traits researched.** There is one conceptual discrepancy in terms of how traits are operationalized. Since the operationalization of a trait as either social or information is core to comparing findings across articles, we report this conceptual discrepancy. In studies by Bezrukova and colleagues (2009, 2011), the diversity trait “tenure” is operationalized as an information trait. In contrast, in a study by Van Knippenberg and colleagues (2011), this trait is considered a social trait. Although there is evidence for both perspectives, agreeing that faultlines that consider tenure as a diversity trait do not associate with productive outcomes, one study shows a negative association between faultlines and productivity (Bezrukova et al., 2011). In the discussion section we suggest potential sources of bias that can be caused by this conceptual issue.

**Summary.** Results suggest that faultlines based on information traits are positively associated with affective outcomes but negatively associated with productive

outcomes. This indicates that our second hypothesis is only partially supported. In addition, some studies failed to report an association between faultlines and outcomes. We note that there are some conceptual inconsistencies with respect to the operationalization of diversity traits. We address this concern in the discussion section.

#### *Faultlines Based on Mixed Social-Information Traits*

*Faultlines and diversity outcomes.* Only two papers met our selection criteria regarding faultlines based on mixed social-information traits. Both articles report on the association between faultlines and productive outcomes and only one provides evidence about faultlines and affective outcomes. The papers are inconsistent with respect to the direction of findings. In a study on the effects of diversity faultlines on decision quality, Rico, Molleman, Sanchez-Manzanares, and van der Vegt (2007, 2008) report that faultlines are associated with poor productive and affective outcomes. In contrast, in a study on comparing various faultline structures, Sawyer, Houlette, and Yeagley (2006) indicate that there is no difference in performance between groups with a faultline composition compared to homogeneous groups.

*Types of diversity traits researched.* A more thorough investigation of the structure of faultlines yields again a conceptual concern. More specifically, Rico and colleagues (2007, 2008) considered educational background as a social trait. However, educational background is traditionally considered to be an information trait (e.g. van Knippenberg et al., 2004). This discrepancy could potentially explain the inconsistent association between faultlines and diversity outcomes. We further address this conceptual concern in the discussion section.

*Summary.* There is scarce literature on faultlines based on mixed social-information traits. There is no clear evidence for any of the third hypotheses (Hypothesis 3a and Hypothesis 3b). As in the case of faultlines based on information traits, we note that there are some conceptual inconsistencies with respect to how diversity traits are conceptualized across articles.

### **Discussion**

There is evidence that diversity faultlines are not always associated with poor organizational outcomes. In a review of existent literature, we were able to propose an overview of how three types of diversity faultlines associated with organizational outcomes were considered either productive or affective. The findings of the present study are based on limited evidence. As a consequence it makes it difficult to draw conclusions as to whether there are specific situations that can undermine or enhance organizational outcomes in teams with a diverse faultline composition. Furthermore, since research on diversity faultlines is relatively new, instead of elaborating on the findings per se, we focus on two recurring themes that can be responsible for the inconsistent results in the following sections.

#### *Conceptual concerns*

It is surprising that the operationalization of some diversity traits is inconsistent across studies. Such discrepancies may have occurred either due to chance or due to disagreement among authors. Although it is by no means an encompassing issue, we suggest that this inconsistency could lead to unreliable theories. It implies

that future researchers could, for example, make predictions on tenure diversity either from the perspective of social traits or information traits, depending on his or her expectations. To illustrate, on the one hand, if one expects that tenure is positively associated with conflicts within a diverse team, then one might make predictions based on the social trait perspective. On the other hand, if one hypothesises that tenure is positively associated with performance, one might make predictions based on the information trait perspective.

#### *The Importance of Considering the Normative Fit of Faultlines*

The concept of comparative fit can be used to make predictions about diversity faultlines (van Knippenberg et al., 2004). This indicates that the alignment of individuals on more than one social trait of diversity increases the likelihood of forming sub-groups within a work team. As a consequence it can be expected that in these situations organizational outcomes may be poorer in comparison with homogeneous groups. An extension of this argument can be made for information traits. Alignment of individuals on more than one information trait emphasizes the heterogeneity of skills and expertise of each individual. This provides a more stable pool of informative resources that can be beneficial for organizational outcomes. Our literature review, however, indicates that these statements are only partially valid.

One explanation for these inconsistencies could be the lack of normative fit of diversity traits. Normally, normative fit indicates the degree to which the categorization based on certain diversity traits makes sense for one's system of beliefs (Van Knippenberg et al., 2004). The more a diversity trait is meaningful in a given circumstance, the more likely sub-group categorization will emerge (for social traits) and the more likely unique knowledge will be used (for information traits). This implies that diversity traits influence organizational outcomes only to the degree to which a diversity trait is a) reliable in assessing differences and b) matches one system of beliefs.

Similar to comparative fit, the notion of normative fit can be applied to faultlines. Alignment of individuals on more than one diversity trait (social and/or information) may not be in line with the system of beliefs of all members of a work group. Consider, say, two cases of faultlines based on social traits; one is a mixture of tenure and functional background while the other is a mixture of gender and functional background (cf. van Knippenberg et al., 2011). A work team that has two engineers with low tenure and two human resources people with high tenure can be an example for the former situation. A work team that has two male engineers and two female human resources employees can be an example of the latter situation. Although in both cases the comparative fit is high due to the convergence of diversity traits, the normative fit differs. It is known that engineers are more likely to be men and human resource managers are more likely to be women (Aros, Henly, & Curtis, 1998). Conversely, a distinction between engineers and human resources people is not as reliable if tenure is emphasized. This implies that a convergence between the former two diversity traits makes sense for one's system of beliefs whereas a convergence between the latter two diversity traits makes less sense. A similar rationale may be applied

for faultlines based on information traits. These examples illustrate that associations between poor organizational outcomes and faultlines based on social traits are more likely to be identified when faultlines have comparative and normative fit. Moreover, the examples also indicate that associations between good organizational outcomes and faultlines based on information traits are more likely to be noticed when faultlines have comparative and normative fit. Results reported by van Knippenberg and colleagues (2011) hint at this possibility. They indicate that faultlines based on gender and functional background (social trait and information trait) are negatively associated with performance but failed to report a relationship between faultlines based on tenure and functional background and performance (see however section Conceptual Concerns).

#### *A Fourth Type of Diversity Faultline: Stereotype Based Faultline*

Acknowledging the paradigm of normative fit as an important characteristic of faultlines provides a stepping-stone for conceptualizing a fourth faultline structure. More specifically, the underlying presumption of normative fit posits that one's system of beliefs can translate perceptions of diversity into attitudes and behaviour (van Knippenberg et al., 2004). For example, it implies that whether one endorses stereotypes with regard to a specific diversity trait is important for organizational outcomes (Fiske, 1998). Stereotypes often occur for distinct diversity traits (Chatman, Polzer, Barsade, & Neale, 1998; Phillips, 2003; Phillips, Northcraft, & Neale, 2006). For instance, alignment of individuals based on gender and expertise may result in a group that is polarised as two men with a stereotypically male expertise and two women that have a stereotypically female expertise (e.g. Stanciu, 2015). An alternative composition is two men with a stereotypically female expertise and two women with a stereotypically male expertise. In both cases diversity traits facilitate categorization with ease; they have comparative fit. However, in the latter case the normative fit is low due to the fact that the convergence between the two diversity traits does not have a direct mapping into one's system of beliefs; is not stereotypically intuitive. In the former instance, diversity traits have normative fit since convergence between them is stereotypically intuitive.

#### *Limitations and Future Research Directions*

We indicate that the paper has at least two limitations. First, we included only peer-reviewed articles published in international journals that use English as the writing language in our review. As a result we excluded other types of published materials such as articles written in other languages and dissertations. Although the exclusion of these alternate materials is frequent, in our case it has restricted the sample of materials that we could review. One possible course of action by which to solve this limitation is to extend the inclusion criteria to articles written in a different language and to include dissertations as well. While there are evident shortcomings for both of the alternative sources of material, we believe that it might provide a more comprehensive overview of research on diversity faultlines. In future research, bi-lingual scientists could conduct a similar review of literature in a language that they master well enough. In terms of including dissertations, future research could identify a quality assessment system that is reliable across universities and

that could be used to sample any potential dissertations on diversity faultlines.

Second, in the present study we focused solely on the direct association of faultlines with diversity outcomes. However, factors that are independent of faultlines may provide a better understanding of the nature of the association between a group's composition and outcomes. Under certain circumstances the effects of faultlines on outcomes may change from negative to positive or vice versa (e.g. Bezrukova et al., 2009; Molleman, 2005). We hence consider that prospective studies should disclose the effects of moderators and mediators on the associations between faultlines and outcomes. One potential direction could be to conduct a meta-analysis on all empirical studies that report associations between diversity faultlines and organizational outcomes.

#### *Conclusions*

The present study aimed to provide a systematic overview of research on diversity faultlines. The findings reveal that there are three types of diversity faultlines: those based on social traits, information traits, and mixed social-information traits. Furthermore, the results indicate that there is not a straightforward association between the various types of faultlines and diversity outcomes. We argued that such inconsistency could be due to the degree to which a diversity trait is meaningful for one's system of beliefs. In addition, we identified some conceptual inconsistencies and we suggested directions for future research.

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**Appendix**  
Detailed Description of Papers on Diversity Faultlines

Article	Type of study	Faultline structure	Mechanism	Mediator/ moderator	DVs	Results
Homan et al., 2008	Experiment	Social category -propose a faultline between sex and reward structure *reward structure is assessed as the subteam an individual belongs to	-combination of Social Identity Theory and Similarity attraction paradigm by considering <i>comparative fit</i> of categorization	-openness to experience (of the five personality traits) - moderator -information elaboration - mediator	-team performance	-faultline associates with lowest performance compared with cross categorization and superordinate identity -high openness to experience buffers the negative impact of faultline of performance -information elaboration mediates the relationship between faultline and performance
Homan et al., 2007	Experiment	Social category -propose a faultline based on gender, bogus personality feedback, colour of baseball caps, and seating	-hinted towards a combination of Social Identity Theory and Similarity attraction paradigm by considering <i>comparative fit</i> of categorization	-information elaboration – as converging with faultline or cross-cutting the faultline	-information elaboration -team climate -satisfaction -relationship conflict -task conflict	-faultline associates with less satisfaction, higher relationship conflict, higher task conflict, and less information elaboration -information dimension mitigates the effects of faultline of the dvs
Meyer et al., 2011	Experiment	Social category -propose a faultline based on gender, bogus personality feedback, coloured cardboards, and seating	-hinted towards a combination of Social Identity Theory and Similarity attraction paradigm by considering <i>comparative fit</i> of categorization	-social category salience	-information elaboration	-faultline does not associate with information elaboration -social category salience moderates the relationship between faultline and information elaboration => the no effect of faultline is explained by the social category salience
Rico et al., 2007 + Rico et al., 2007 erratum	Experiment	Social category & information/decision-making -propose a faultline based on education background and team conscientiousness for team dynamics and performance – i.e. personality trait -it is not specified whether team conscientiousness is or not information/decision-making characteristic	-combination of social identity theory and self-categorization theory	-team task autonomy	-performance (decision quality) -social integration	-strong faultline associates with less performance and less social integration compared to weak faultline -team task autonomy moderates the effect of faultline on DVs
Van Knippenberg	Experiment	Social category -propose various faultlines based on	-combination of similarity attraction	-shared objective - moderator	-performance *productivity	-faultline based on tenure & functional background does not associate with

Diversity faultlines

et al., 2011		gender, tenure, and functional background -tenure & functional background -gender & functional background -gender & tenure -gender & tenure & functional background	paradigm and self-categorization theory		*profitability	performance -faultline based on gender & functional background negatively associates with performance -faultline based on gender & tenure does not associate with performance -faultline based on gender & tenure & functional background does not associate with performance -shared objectives moderates the effects of faultline on performance
Van Oudenhoven-van der Zee et al., 2009 (study 2)	Experiment	Social category -investigates the perception of a faultline -proposes a faultline based on race and gender	-combination of similarity attraction paradigm and social identity theory	-attitudes towards diversity (ADWS)-moderator	-anticipated outcomes (thought as representing a good indication for the actual outcomes) *affective *productive	-faultline associates with lower affective anticipated outcomes -faultline associates with lower productive anticipated outcomes -ADWS moderates the faultline-anticipated outcomes relationship
Rink & Ellemers, 2010	Experiment	Information/decision making -not used the “faultline” terminology but the conceptualization hints for it (convergence between two information/decision-making characteristics and no-convergence) -propose a “faultline” between task information and decision rules (i.e. individual mental models or schemes on how to perform a decision-making task)	-combination of similarity paradigm and SIT -assumes that the differences on the information/ decision-making dimension are elicited by the mere presence of social category dimension	-perception of common interests - mediator	-commitment to team -satisfaction with the final decision	-faultline (i.e. congruence) associates with higher commitment to the team -faultline (i.e. congruence) associates with higher satisfaction with the final decision -perception of common interests mediates the relationship of faultline with task satisfaction
Molleman, 2005	Correlation	1.Social category 2.Information/ decision-making) -faultline was calculated (FAU score, Thatcher et al., 2003) not manipulated -demographic faultline based on age, gender, and having a job -ability faultline based on final exams score at languages, sciences, and	-Demographic faultline – combination of similarity attraction paradigm and social categorization theory -ability faultline – social categorization theory - personality faultline –	-task autonomy	-team cohesion -team conflict	-demographic faultline negatively associates with team cohesion and positively associates with team conflict -ability faultline does not associate with neither team cohesion nor team conflict -personality faultline does not associate with neither team cohesion nor team conflict -ability faultline negatively associate

		human & social sciences -personality faultline based on the Five-Personality trait index	combination of similarity attraction paradigm and social identity theory			with team cohesion as moderated by team autonomy
Bezrukova et al., 2009	Correlation	Within dimension 1.social category 2.information/ decision- making -faultline was calculated (FAU score, Thatcher et al., 2003) not manipulated -social category faultline based on age and gender -information/ decision-making faultline based on level of education and tenure)	-social category faultline – combination of social identity theory and social categorization theory -information/ decision-making faultline – the availability of information paradigm	-faultline distance	-actual performance (i.e. team discretionary awards) -perceived team performance	-social category faultline negatively associates with actual performance and does not associate with perceived performance -information/ decision-making faultline does not associate with neither actual performance nor perceived performance -faultline distance moderates the relationship of faultline (both) with actual and perceived performance
Bezrukova et al., 2011	Correlation	Information/ decision-making -faultline was calculated (FAU score, Thatcher et al., 2003) not manipulated -faultline based on education, tenure, and functional background (or expertise)	-not specified	-cultural alignment	-group performance	-faultline negatively associates with performance
Lau & Murnighan, 2005	Pseudo-experiment	Social category -faultline based on ethnicity and gender -“according to our model, other, less immediately obvious variables might also lead to faultlines, but only after repeated observations” (p.646)	-combination of similarity attraction paradigm and Social Identity Theory	-	-relationship conflict -psychological safety -ingroup satisfaction -expected group performance	-faultlines associates with less relationship conflict -faultlines associates with higher psychological safety and ingroup satisfaction -faultlines does not associate with expected group performance
Sawyer et al., 2006	Experiment	Social category & information/ decision-making -faultline based on race and job-function	-combination of similarity attraction paradigm and Social Identity Theory	-	-performance (i.e. decision accuracy)	-no difference on performance between faultlines and homogeneous groups