Karen Jehn

List of Publications by Year
in descending order

126 papers	17,770 citations	71004 43 h-index	43601 95 g-index
134 all docs	134 docs citations	134 times ranked	7928 citing authors

#	Article	IF	Citations
1	A Multimethod Examination of the Benefits and Detriments of Intragroup Conflict. Administrative Science Quarterly, 1995, 40, 256.	4.8	2,836
2	Why Differences Make a Difference: A Field Study of Diversity, Conflict, and Performance in Workgroups. Administrative Science Quarterly, 1999, 44, 741.	4.8	2,353
3	A Qualitative Analysis of Conflict Types and Dimensions in Organizational Groups. Administrative Science Quarterly, 1997, 42, 530.	4.8	1,558
4	The paradox of intragroup conflict: A meta-analysis.. Journal of Applied Psychology, 2012, 97, 360-390.	4.2	867
5	The effects of diversity on business performance: Report of the diversity research network. Human Resource Management, 2003, 42, 3-21.	3.5	771
6	INTRAGROUP CONFLICT IN ORGANIZATIONS: A CONTINGENCY PERSPECTIVE ON THE CONFLICT-OUTCOME RELATIONSHIP. Research in Organizational Behavior, 2003, 25, 187-242.	0.9	631
7	ENHANCING EFFECTIVENESS: AN INVESTIGATION OF ADVANTAGES AND DISADVANTAGES OF VALUEâ€BASED INTRAGROUP CONFLICT. International Journal of Conflict Management, 1994, 5, 223-238.	1.0	619
8	TO AGREE OR NOT TO AGREE: THE EFFECTS OF VALUE CONGRUENCE, INDIVIDUAL DEMOGRAPHIC DISSIMILARITY, AND CONFLICT ON WORKGROUP OUTCOMES. International Journal of Conflict Management, 1997, 8, 287-305.	1.0	447
9	The Dynamic Nature of Conflict: A Longitudinal Study of Intragroup Conflict and Group Performance. Academy of Management Journal, 2001, 44, 238-251.	4.3	443
10	ASSESSING THE RELATIONSHIP BETWEEN INDUSTRY CHARACTERISTICS AND ORGANIZATIONAL CULTURE: HOW DIFFERENT CAN YOU BE?. Academy of Management Journal, 1994, 37, 522-553.	4.3	436
11	Interpersonal relationships and task performance: An examination of mediation processes in friendship and acquaintance groups.. Journal of Personality and Social Psychology, 1997, 72, 775-790.	2.6	394
12	Do Workgroup Faultlines Help or Hurt? A Moderated Model of Faultlines, Team Identification, and Group Performance. Organization Science, 2009, 20, 35-50.	3.0	344
13	A meta-analytical integration of over 40 years of research on diversity training evaluation.. Psychological Bulletin, 2016, 142, 1227-1274.	5.5	341
14	Cracks in Diversity Research: The Effects of Diversity Faultlines on Conflict and Performance. Group Decision and Negotiation, 2003, 12, 217-241.	2.0	320
15	The Effects of Conflict Types, Dimensions, and Emergent States on Group Outcomes. Group Decision and Negotiation, 2008, 17, 465-495.	2.0	271
16	THE INFLUENCE OF PROPORTIONAL AND PERCEPTUAL CONFLICT COMPOSITION ON TEAM PERFORMANCE. International Journal of Conflict Management, 2000, 11, 56-73.	1.0	262
17	Using triangulation to validate themes in qualitative studies. Qualitative Research in Organizations and Management, 2009, 4, 123-150.	0.6	252
18	Do friends perform better than acquaintances? the interaction of friendship, conflict, and task. Group Decision and Negotiation, 1993, 2, 149-165.	2.0	249

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19	A field study of group diversity, workgroup context, and performance. Journal of Organizational Behavior, 2004, 25, 703-729.	2.9	237
20	The faultline activation process and the effects of activated faultlines on coalition formation, conflict, and group outcomes. Organizational Behavior and Human Decision Processes, 2010, 112, 24-42.	1.4	226
21	The Effects of Conflict Asymmetry on Work Group and Individual Outcomes. Academy of Management Journal, 2010, 53, 596-616.	4.3	222
22	Differential effects of strain on two forms of work performance: individual employee sales and creativity. Journal of Organizational Behavior, 2002, 23, 57-74.	2.9	216
23	Conflict Transformation. Small Group Research, 2008, 39, 278-302.	1.8	201
24	Reviewing Diversity Training: Where We Have Been and Where We Should Go. Academy of Management Learning and Education, 2012, 11, 207-227.	1.6	201
25	Assessing the Relationship between Industry Characteristics and Organizational Culture: How Different can You Be?. Academy of Management Journal, 1994, 37, 522-553.	4.3	163
26	Processes that mediate the relationship between a group goal and improved group performance.. Journal of Personality and Social Psychology, 1991, 61, 555-569.	2.6	147
27	Understanding the physical environment of work and employee behavior: An affective events perspective. Journal of Organizational Behavior, 2014, 35, 1169-1184.	2.9	134
28	Task conflict, information processing, and decision-making: The damaging effect of relationship conflict. Organizational Behavior and Human Decision Processes, 2013, 122, 177-189.	1.4	132
29	A review of perceived diversity in teams: Does how members perceive their team's composition affect team processes and outcomes?. Journal of Organizational Behavior, 2016, 37, S89.	2.9	132
30	The effects of alignments: Examining group faultlines, organizational cultures, and performance.. Journal of Applied Psychology, 2012, 97, 77-92.	4.2	115
31	Affective and Cognitive Conflict in Work Groups: Increasing Performance Through Value-Based Intragroup Conflict. , 1997, , 87-100.		103
32	The bigger they are, the harder they fall: Linking team power, team conflict, and performance. Organizational Behavior and Human Decision Processes, 2011, 116, 116-128.	1.4	102
33	The Directness and Oppositional Intensity of Conflict Expression. Academy of Management Review, 2015, 40, 235-262.	7.4	102
34	What is happening under the surface? Power, conflict and the performance of medical teams. Medical Education, 2012, 46, 838-849.	1.1	101
35	In the Short Term We Divide, in the Long Term We Unite: Demographic Crisscrossing and the Effects of Faultlines on Subgroup Polarization. Organization Science, 2013, 24, 716-736.	3.0	86
36	Feeling Misidentified: The Consequences of Internal Identity Asymmetries for Individuals at Work. Academy of Management Review, 2014, 39, 488-512.	7.4	72

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37	Conflict contagion: a temporal perspective on the development of conflict within teams. International Journal of Conflict Management, 2013, 24, 352-373.	1.0	69
38	It could be worse. International Journal of Conflict Management, 2007, 18, 325-344.	1.0	65
39	Analyzing harsh words in a sensitive setting: American expatriates in communist China. Journal of Organizational Behavior, 1997, 18, 559-582.	2.9	64
40	The effects of conflict asymmetry on mediation outcomes. International Journal of Conflict Management, 2006, 17, 96-109.	1.0	59
41	Identities under scrutiny: How women leaders navigate feeling misidentified at work. Leadership Quarterly, 2017, 28, 672-690.	3.6	56
42	Person-Job Fit Applied to Teamwork. Small Group Research, 2004, 35, 515-539.	1.8	55
43	The Directness and Oppositional Intensity of Conflict Expression. Academy of Management Review, 2015, 40, 235-262.	7.4	48
44	Not So Bad After All: How Relational Closeness Buffers the Association Between Relationship Conflict and Helpful and Deviant Group Behaviors. Negotiation and Conflict Management Research, 2011, 4, 277-296.	1.0	45
45	Revisiting faultline conceptualization: measuring faultline strength and distance. Quality and Quantity, 2011, 45, 701-714.	2.0	45
46	When Employees Stop Talking and Start Fighting: The Detrimental Effects of Pseudo Voice in Organizations. Journal of Business Ethics, 2012, 105, 221-230.	3.7	43
47	A Multimethod Approach to the Study of Sensitive Organizational Issues. Journal of Mixed Methods Research, 2010, 4, 313-341.	1.8	38
48	Embedding the Organizational Culture Profile Into Schwartzâ€™s Theory of Universals in Values. Journal of Personnel Psychology, 2011, 10, 1-12.	1.1	38
49	National diversity and conflict in multinational workgroups. International Journal of Conflict Management, 2006, 17, 181-202.	1.0	33
50	Chapter 2 The Pivotal Role of Negative Affect in Understanding the Effects of Process Conflict on Group Performance. Research on Managing Groups and Teams, 0, , 21-43.	0.6	33
51	Personality traits and conflict management styles in predicting job performance and conflict. International Journal of Conflict Management, 2017, 28, 671-694.	1.0	33
52	EXAMINING CROSSâ€CULTURAL DIFFERENCES IN CONFLICT MANAGEMENT BEHAVIOR: A STRATEGY FOR FUTURE RESEARCH. International Journal of Conflict Management, 1995, 6, 387-403.	1.0	32
53	Commitment of Cultural Minorities in Organizations: Effects of Leadership and Pressure to Conform. Journal of Business and Psychology, 2010, 25, 25-37.	2.5	31
54	Investigating the Relation Between Team Learning and the Team Situation Model. Small Group Research, 2015, 46, 50-82.	1.8	31

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55	Towards a contextualized model of team learning processes and outcomes. Educational Research Review, 2013, 10, 1-12.	4.1	30
56	A Look at Groups from the Functional Perspective. , 2005, , 21-62.		30
57	Perceptions of Deception: Making Sense of Responses to Employee Deceit. Journal of Business Ethics, 2008, 80, 327-347.	3.7	29
58	Cardiovascular reactivity and resistance to opposing viewpoints during intragroup conflict. Psychophysiology, 2012, 49, 1691-1699.	1.2	29
59	Being Different, But Close: How and When Faultlines Enhance Team Learning. European Management Review, 2016, 13, 275-290.	2.2	29
60	Crossâ€cultural differences in conflict management. International Journal of Conflict Management, 2009, 20, 355-376.	1.0	27
61	Task conflict asymmetries: effects on expectations and performance. International Journal of Conflict Management, 2015, 26, 172-191.	1.0	25
62	Ranking Rank Behaviors. Business and Society, 1999, 38, 296-325.	4.2	23
63	Instigating, Engaging in, and Managing Group Conflict: A Review of the Literature Addressing the Critical Role of the Leader in Group Conflict. Academy of Management Annals, 2019, 13, 112-147.	5.8	23
64	From the outside in: The negative spillover effects of boundary spanners' relations with members of other organizations. Journal of Organizational Behavior, 2011, 32, 886-905.	2.9	22
65	Diversity, Conflict, and Team Performances Summary of Program of Research. Performance Improvement Quarterly, 1999, 12, 6-19.	0.4	20
66	RELATIONSHIP BETWEEN PEACEKEEPERS AND NGO WORKERS: THE ROLE OF TRAINING AND CONFLICT MANAGEMENT STYLES IN INTERNATIONAL PEACEKEEPING. International Journal of Conflict Management, 2004, 15, 167-191.	1.0	19
67	Diversity, conflict, and their consequences. , 2008, , 127-174.		17
68	Reciprocal Expertise Affirmation and Shared Expertise Perceptions in Work Teams: Their Implications for Coordinated Action and Team Performance. Applied Psychology, 2013, 62, 359-381.	4.4	17
69	When diversity helps performance. International Journal of Conflict Management, 2014, 25, 189-212.	1.0	17
70	Conflict Management Style Asymmetry in Short-Term Project Groups. Small Group Research, 2021, 52, 220-242.	1.8	16
71	Multiple Stakeholder Judgments of Employee Behaviors: A Contingent Prototype Model of Dishonesty. Journal of Business Ethics, 2003, 46, 235-250.	3.7	15
72	Work Goals and Work-related Beliefs among Managers and Professionals in the United States and the People's Republic of China. Asia Pacific Journal of Human Resources, 1993, 31, 57-70.	2.5	14

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73	Crooked Conflicts: The Effects of Conflict Asymmetry in Mediation. Negotiation and Conflict Management Research, 2010, 3, 338-357.	1.0	14
74	Analyzing harsh words in a sensitive setting: American expatriates in communist China. Journal of Organizational Behavior, 1997, 18, 559-582.	2.9	12
75	Exploring Pandora's Box; The Impact of Diversity and Conflict on Work Group Performance. Performance Improvement Quarterly, 1999, 12, 113-126.	0.4	12
76	Towards a model for team learning in multidisciplinary crisis management teams. International Journal of Emergency Management, 2008, 5, 195.	0.2	12
77	The Effect of Trust on Conflict and Performance in Groups Split by Demographic Faultlines. SSRN Electronic Journal, 0, , .	0.4	11
78	High reliability teams: new directions for disaster management and conflict. International Journal of Conflict Management, 2014, 25, 407-430.	1.0	11
79	Conflict in Workgroups. , 2008, , 262-276.		11
80	Faultline Deactivation: Dealing with Activated Faultlines and Conflicts in Global Teams. , 2015, , 269-293.		10
81	Developing Categories from Interview Data: Text Analysis and Multidimensional Scaling. Part 1. CAM Journal, 1996, 8, 15-16.	0.2	9
82	Exploring diversity effects: nationality composition and nationality context in workgroups. European Journal of Work and Organizational Psychology, 2018, 27, 616-628.	2.2	9
83	Managing Conflict in Groups and Teams: Conflict about Conflict. Research on Managing Groups and Teams, 2012, , 133-159.	0.6	8
84	Evolving team cognition: The impact of team situation models on team effectiveness. European Journal of Work and Organizational Psychology, 2015, 24, 596-610.	2.2	8
85	WHERE PERCEPTION MEETS REALITY: THE EFFECTS OF DIFFERENT TYPES OF FAULTLINE PERCEPTIONS, ASYMMETRIES, AND REALITIES ON INTERSUBGROUP CONFLICT AND WORKGROUP OUTCOMES.. Proceedings - Academy of Management, 2007, 2007, 1-6.	0.0	7
86	Identifying gaps between the conceptualization of conflict and its measurement. , 2014, , .		7
87	Developing Categories for Interview Data: Consequences of Different Coding and Analysis Strategies in Understanding Text: Part 2. CAM Journal, 1997, 9, 1-7.	0.2	6
88	A Field Study of Group Faultlines, Team Identity, Conflict, and Performance in Organizational Groups. SSRN Electronic Journal, 2002, , .	0.4	6
89	LETâ€™S NORM AND STORM, BUT NOT RIGHT NOW: INTEGRATING MODELS OF GROUP DEVELOPMENT AND PERFORMANCE. Research on Managing Groups and Teams, 0, , 11-37.	0.6	6
90	Diversity Composition and Team Learning: The Moderating Role of Error Culture. Group Decision and Negotiation, 2019, 28, 695-722.	2.0	6

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91	The Moderating Influence of Nationalism on the Relationship Between National Diversity and Conflict. Negotiation and Conflict Management Research, 2010, 3, 249-275.	1.0	5
92	Revisiting the Dimensions of Intra-Group Conflict: Theoretical and Psychometric Construct Refinement. SSRN Electronic Journal, 2010, , .	0.4	5
93	Individual Task Conflict Asymmetry and Peer Ratings of Member Effectiveness. Small Group Research, 2020, 51, 402-426.	1.8	5
94	Approaches to the study of employees' territoriality, conflict, emotions and well-being. , 2014, , .		5
95	Examining Ethnic Faultlines in Groups: A Multimethod Study of Demographic Alignment, Leadership Profiles, Coalition Formation, Intersubgroup Conflict and Group Outcomes. SSRN Electronic Journal, 2003, , .	0.4	4
96	The Effects of Faultline Solo Splits on Relationship Conflict Asymmetry and Performance. SSRN Electronic Journal, 2007, , .	0.4	4
97	Lies in the Sky: Effects of Employee Dishonesty on Organizational Reputation in the Airline Industry. Business and Society Review, 2015, 120, 115-136.	0.9	4
98	Types of conflict: The history and future of conflict definitions and typologies. , 2014, , .		4
99	The Diversity Scenario in Pakistani Organizations. , 2010, , .		4
100	Subgroup Perceptions, Conflict, and Team Learning. SSRN Electronic Journal, 0, , .	0.4	4
101	Workplace Territorial Behaviors: A Conceptual Model of the Impact of Employees' Territorial Behaviors on Conflict and Outcomes in Diverse Teams. SSRN Electronic Journal, 0, , .	0.4	3
102	Are Lifestyle Differences Beneficial? The Effects of Marital Diversity on Group Outcomes. Small Group Research, 2018, 49, 429-451.	1.8	3
103	The Effects of Cross-Level Conflict: The Moderating Effects of Conflict Culture on the Group Faultlines - Performance Link. SSRN Electronic Journal, 0, , .	0.4	3
104	Multiple system interfaces and task-based conflict: Technological and human factors in control crew performance. Research on Managing Groups and Teams, 0, , 115-131.	0.6	2
105	Do Faultlines Hurt or Help? Exploring Distance, Identity, Task Conflict, and Individual Performance in Diverse Groups. SSRN Electronic Journal, 2005, , .	0.4	2
106	Faultline Activation and Deactivation and Their Effect on Conflict. SSRN Electronic Journal, 0, , .	0.4	2
107	The Rise and Fall of Subgroups and Conflict in Teams: Faultline Activation and Deactivation. SSRN Electronic Journal, 0, , .	0.4	2
108	Reporting on a survey of peer-reviewed publishing in cultural materials conservation: perceptions, preferences, and decision-making. Studies in Conservation, 2017, 62, 354-370.	0.6	2

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109	Creating Constructive Task Conflict: Reward Structures and Group Process Training. SSRN Electronic Journal, 2005, , .	0.4	1
110	The Moderating Influence of Nationalism on the Relationship between National Diversity and Conflict. SSRN Electronic Journal, 2007, , .	0.4	1
111	Conflict Asymmetries: Effects on Motivation, Attitudes and Performance. SSRN Electronic Journal, 0, , .	0.4	1
112	Crooked Conflicts: The Effects of Conflict Asymmetry in Mediation. SSRN Electronic Journal, 0, , .	0.4	1
113	The Effects of Conflict Asymmetry on Mediation Outcomes: Linking Theory and Practice. SSRN Electronic Journal, 0, , .	0.4	1
114	Coping with intragroup conflict. , 2014, , .		1
115	Exploring Faultlines, Conflict, Satisfaction, and Stress in Groups of Peacekeepers. SSRN Electronic Journal, 2002, , .	0.4	0
116	The Role of Group Values in the Relationship Between Group Faultlines and Performance. SSRN Electronic Journal, 2003, , .	0.4	0
117	National Diversity and Conflict in Multinational Workgroups: The Moderating Effect of Nationalism. SSRN Electronic Journal, 2006, , .	0.4	0
118	The Bigger They are, the Harder They Fall: Linking Team Power to Conflict, Congruence and Collective Decision-Making Performance. SSRN Electronic Journal, 0, , .	0.4	0
119	Asymmetry in Dual Career and Commuting Couples. SSRN Electronic Journal, 2010, , .	0.4	0
120	Chapter 9 Negotiating within Groups: A Psychophysiological Approach. Research on Managing Groups and Teams, 2011, , 207-238.	0.6	0
121	Internal Identity Asymmetry and the Perception of Conflict. SSRN Electronic Journal, 2012, , .	0.4	0
122	Leading across factional faultlines and conflict spirals in IJV management. Proceedings - Academy of Management, 2021, 2021, 13157.	0.0	0
123	Persistence and Visibility of Group Faultlines: A Theoretical Model of the Effect of Group Culture and Team Identity on the Group Faultlines-Organizational Conflict Link. SSRN Electronic Journal, 0, , .	0.4	0
124	Commitment of Minorities in Organizations: Effects of Leadership and Pressure to Conform. SSRN Electronic Journal, 0, , .	0.4	0
125	Conflict Contagion: A Temporal, Multi-Level Perspective on the Spread of Interpersonal Conflicts within Teams. SSRN Electronic Journal, 0, , .	0.4	0
126	Believing is Seeing? How Diversity Beliefs Shape the Perception of Diversity in Groups. SSRN Electronic Journal, 0, , .	0.4	0