A Configural Approach to Understanding Voice Behavior in Teams

Proposition 1. With a more group prototypical leader, perceived similarity in one's own and coworkers' relationship with the leader is more positively related to leader-directed voice (Chapter 2).

Proposition 2. With a less group prototypical leader, more favorable relationship with the leader compared to coworkers' is more positively related to leader-directed voice (Chapter 2).

Proposition 3. The cross-expertise voice, or voice that occurs between team members who have different expertise backgrounds, facilitates team performance by creating relational energy for team members (Chapter 3).

Proposition 4. Teams with higher openness to experience or conscientiousness are better able to place more competent members in central speaking roles (Chapter 4).

Proposition 5. A country would cope with the COVID-19 more effectively if they gave more airtime to the real experts and followed their suggestions early on.

Proposition 6. A relatively centralized distribution of power can be functional for a team if such distribution creates an order that facilitates coordination within the team.

Proposition 7. Value congruence affects the extent to which an individual can deliver one's idea to the target.

Proposition 8. To more effectively sell issues to others, particularly those from the out-group, one needs to rely on motivational mechanism apart from informational mechanism.

Proposition 9. When a follower perceives a sense of power that stems from leader's dependency on him or her, the follower can be constructive or destructive in expressing his or her opinions, depending on his or her concern for others vs. self.

Proposition 10. The constraints in a context may stimulate an individual to creatively think about and adopt an appropriate framing strategy so as to get his or her ideas endorsed.

Proposition 11. The configural approach can provide a more nuanced and accurate understanding of how team member proactive behavior exerts influences in teams than the traditional additive or average approach.