(Mis-)Perceptions of the Importance of Team Composition and Team Governance in Non-Routine Analytical Tasks

Dominik Grothe[a]

(joint work with Florian Englmaier[a], David Schindler[b] and Simeon Schudy[a])

[a]University of Munich
[b]Tilburg University

January 2022

Abstract

Abstract

Team-based organizational structures have become the building block of modern firms and scholars widely agree that teamwork is an important component of economic success and innovation. The most pressing question for managers (and scholars alike) is what renders teamwork in complex problems successful. Only when forming the right expectations about the main drivers of performance, teams can cost-effectively succeed. This study elicits expectations about the relative importance of team composition (team size, gender composition, experience) and team governance structures (monetary and non-monetary team incentives and leadership) for team performance in a non-routine task in a representative sample (n=1,500) using an incentivized discrete choice experiment. We exploit the unique opportunity to contrast these expectations with actual performance data from 1,358 teams working on the non-routine tasks for which the expectations were elicited. We collected the performance data in a series of large-scale field experiments in which the respective team characteristics and team governance structures varied. Our results reveal that participants correctly perceive gender diversity in teams and experienced team members as an important driver of team success and they (also correctly) expect monetary incentives (team bonuses and tournaments with prizes) to be highly effective in fostering performance. However, participants misperceive the efficacy of important elements of team governance: First, participants overestimate the efficacy of tournaments without prizes (i.e. rank / status incentives). Second, they substantially underestimate the important role of leadership for team performance. Participants' socio-economic background characteristics and participants' leadership and teamwork experiences do not fully mitigate the observed misperceptions.

Work tasks in the old days...

Work tasks today...

Categories of tasks

Four broad categories of tasks (Autor et al., 2003)

- Routine manual tasks
- Routine cognitive tasks
- Non-routine manual tasks
- Non-routine analytical and interpersonal tasks

Main finding

- Strong and persistent increase in prominence of non-routine analytical and interpersonal tasks since the 60ies (Autor et al., 2003; Autor and Price, 2013)

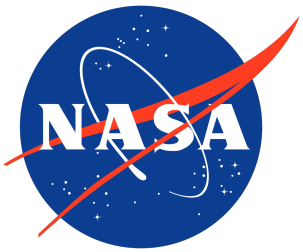
→ **What makes a team effective in non-routine analytical tasks?**

Diversity and team performance

Evidence on the impact of diversity on team performance is mixed

- Team organization improves performance for workers from the same country; diverse teams have difficulty communicating (Lyons, 2017)
- Face-to-face communication particularly effective for more homogenous (age and gender) teammates (Battiston et al., 2017)
- Horizontal ethnic diversity decreases and vertical ethnic diversity increases team performance (Marx et al., 2021)
- Mixed-gender teams perform better (start-up setting) than male-dominated teams (Hoogendoorn et al., 2013)
- Performance (start-up setting) first increases and then decreases with cognitive ability dispersion (Hoogendoorn et al., 2017)
- The impact of surface-level (deep-level) diversity gets weaker (stronger) over time (Bell et al., 1998)

Insights from NASA and Google



- Sense of humor
- Pull everyone together
- Build bridges
- Boost morale
- ‘Clowning around’

- Psychological safety
- Dependability
- Structure and clarity
- Meaning
- Impact

→ **Who is on the team? How does the team work together?**

Non-routine analytical team tasks

What makes an effective team?

- Team composition
- Team governance
  - Bonus incentives
  - Tournaments with rank incentive
  - Tournaments with prize incentive
  - Leadership

Analyzing perceptions of the importance of team composition and team governance and comparing it to actual performances could deliver insights on **how to make teams more effective**.

Research questions

Perceptions

- Do people expect team composition and team governance to be important factors for team performance?
- Do participant characteristics matter for perceptions?

→ Conducted a **discrete choice experiment (1,500 subjects)**.

Misperceptions

- Do people have the right expectations?
- Do people systematically underestimate the effect of team composition or team governance?
- Do participant characteristics predict such misperceptions?

→ Comparison to data from **three field experiments (1,358 teams)**.

The setting

We cooperate with a provider of real-life escape games.

- Challenging non-routine analytical team task. Teams ‘escape’ from a room (e.g. by solving a series complex tasks to find the door code).
- Participants try to complete a challenge within a given time limit (providing an objective quantitative performance measure).
- Our partner allows us to randomly allocate different treatment conditions to a large number of teams.

The task

Source: http://boredinvancouver.com/listing/escape-game-room-experience-vancouver/

To achieve their goal, they have to **find clues, combine information, think out of the box, and make unusual use of objects**.

▸ Task perception

Your expectations?

Which team governance structure is most effective?

- **Bonus:** Monetary reward (50€) for solving the task in 45 minutes instead of 60 minutes.
- **Ranking:** Publishing a ranking on Facebook (with team names according to finishing times).
- **Prize:** Prize (150€) for the best team of the week and publishing a ranking on Facebook (with team names according to finishing times).
- **Leadership:** Choice of a person, who is taking over the leading role.
- **Control:** Participation without an incentive / intervention.

Overview Summary Composition Governance

Perceptions

Discrete choice experiment

Discrete Choice Experiment

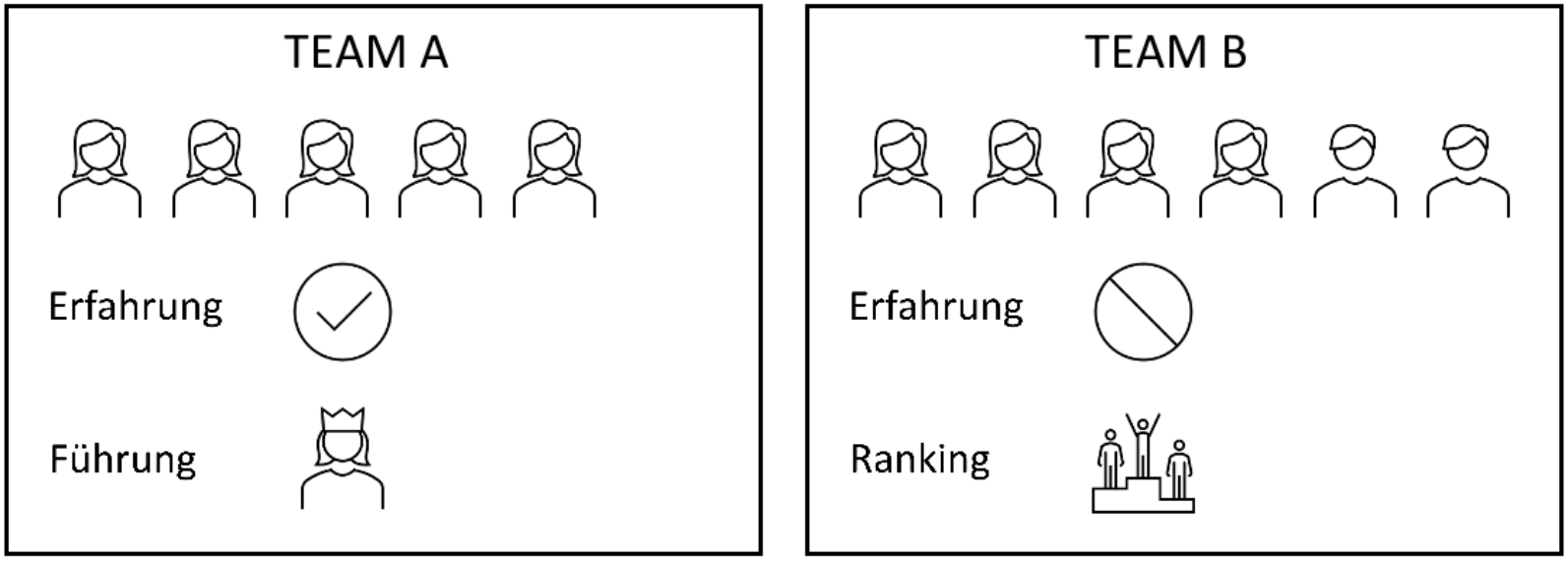
Basic idea

- Method to elicit stated preferences (here: team composition and team governance)
- Participants choose between two options with varying attributes
- Two data points per comparison: chosen (1) and not chosen (0)
- Conditional logit model (taking compared option into account) to analyze the relative importance of attributes

Trade-off

- Maximize statistical efficiency (many difficult trade-off questions)
- Maximize response efficiency (reduce cognitive burden) (Bech et al., 2011)

Attributes



- Group size [4, 5, 6]
- Gender composition (share of males $\in (0, 1)$)
- Experience [0, 1]
- Governance [Bonus, Rank, Prize, Female / Male Leader, Control]

Comparisons

Choice of comparisons

- 204 combinations of attributes $\rightarrow \frac{204 \cdot 203}{2} = 20,706$ comparisons
- Maximize statistical efficiency by using 'dcreate' (Stata)
- 13 comparisons per questionnaire (reduce cognitive burden)
  - 12 comparisons (maximizing statistical efficiency)
  - 1 comparison is randomly chosen from field experiments (indistinguishable from the other comparisons)
- 15 different questionnaires x $\sim$ 100 participants per questionnaire = 1,500 participants
- 180 (15 x 12) + 15 (15 x 1) = 195 (15 x 13) different comparisons / choice sets

Sample

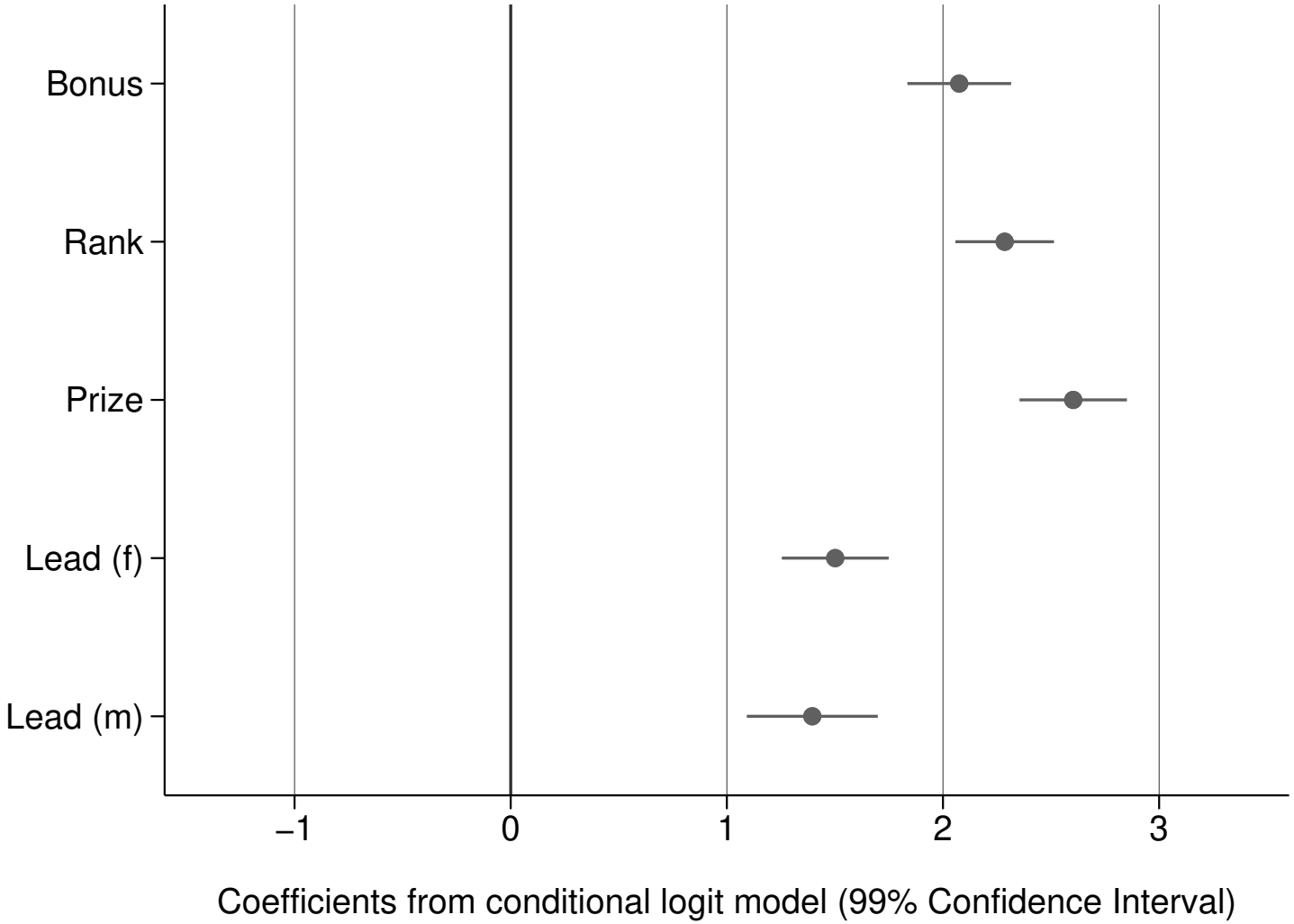
Sample

- 1,500 participants (working population in Germany, representative with respect to age, gender and federal state; recruited via Cint)
- Choices are **incentivized (100€)**: field comparison is payoff-relevant (if participant was selected and chose the better team)
- Total: 1,500 x 13 = 19,500 (comparisons) $\rightarrow$ 39,000 (data points)

Sample characteristics

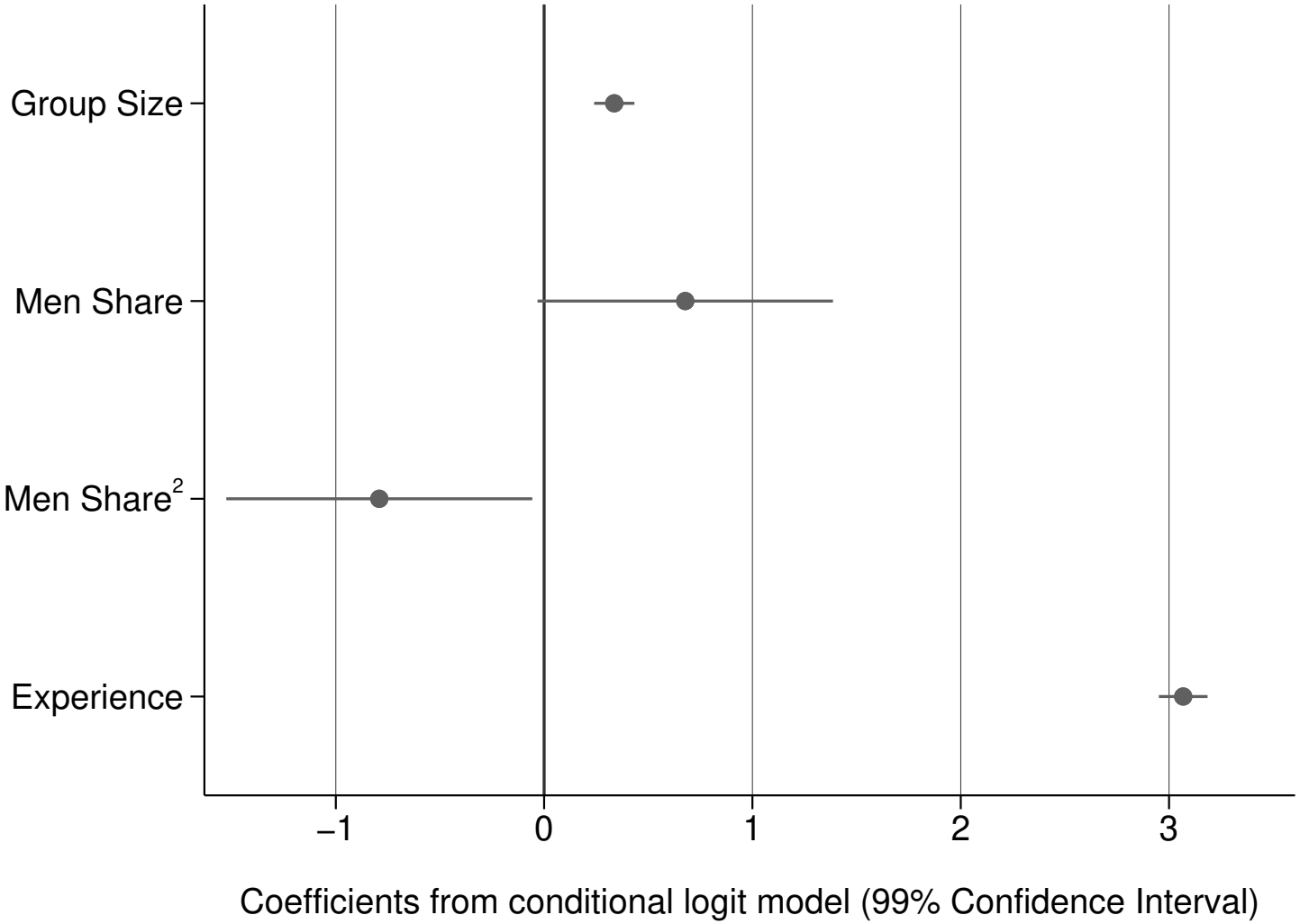
Sample [n = 1,500]				
Gender	Female	Male	Other	
	50.47%	49.33%	0.002%	
Age	18 - 25	26 - 35	36 - 50	50+
	13.67%	21.47%	37.87%	27.00%
Education	University	High school	Other	No degree
	34.47%	35.07%	30.00%	0.47%
Experience with escape games	No	Yes		
	73.60%	26.40%		
Employment status	Full-time	Part-time		
	75.13%	24.87%		
Job characteristics	No	Rather no	Rather yes	Yes
Non-routine	5.27%	17.93%	40.00%	28.80%
Analytical	8.80%	27.47%	44.93%	18.80%
Team-based	8.9 3%	13.47%	34.33%	43.27%
Leadership role	21.60%	23.47%	29.80%	25.13%

Discrete choice - Team governance



▸ Pairwise comparison

Discrete choice - Team composition



▸ Interaction

Discrete choice - Heterogeneity (Control)

		Conditional logit (McFadden's): Choice				
	Control	Bonus	Rank	Prize	Lead (f)	Lead (m)
Constant	base alternative	1.246*** (0.191)	1.332*** (0.207)	1.098*** (0.223)	1.013*** (0.221)	0.754*** (0.213)
Female		0.026 (0.065)	-0.044 (0.076)	0.129 (0.087)	**-0.145* (0.082)**	**-0.152* (0.086)**
Age		0.034 (0.042)	0.058 (0.039)	0.079** (0.039)	0.002 (0.040)	0.015 (0.045)
Education		-0.026 (0.044)	-0.107** (0.043)	-0.029 (0.040)	-0.003 (0.047)	0.018 (0.047)
Fulltime		0.134 (0.087)	-0.001 (0.095)	0.047 (0.099)	-0.160 (0.099)	-0.048 (0.100)
Non-routine		0.013 (0.051)	0.085* (0.051)	0.093 (0.059)	0.008 (0.056)	0.064 (0.057)
Analytical		-0.122*** (0.037)	-0.101* (0.052)	-0.108** (0.049)	-0.052 (0.057)	-0.135** (0.053)
Team-based		**-0.085** (0.041)**	-0.024 (0.041)	0.024 (0.048)	0.006 (0.041)	-0.002 (0.043)
Leadership role		0.034 (0.041)	0.013 (0.038)	-0.005 (0.043)	0.006 (0.039)	0.072* (0.042)
Observations	39,000	39,000	39,000	39,000	39,000	39,000

Notes: The table displays results from a Conditional logit (McFadden's) choice model (Control as base alternative). Constant indicates whether subjects are more or less likely to pick another alternative (Bonus, Rank, Prize, Lead (f), Lead (m)). Characteristics (gender, age, education, employment status, job characteristics: non-routine, analytical, team, leadership) indicate whether subjects with a certain characteristic are more or less likely to pick this alternative over the base alternative. Standard errors in parentheses are clustered on the choice set level, with * = $p < 0.10$, ** = $p < 0.05$ and *** = $p < 0.01$.

▸ Bonus ▸ Rank ▸ Prize ▸ Lead (f) ▸ Lead (m)

Misperceptions

Comparison to actual performance

Field experiments

Field data

Three field experiments (1,358 teams) to analyze the impact of incentives (bonus, rank, prize) and leadership on team performance in real-life escape challenges:

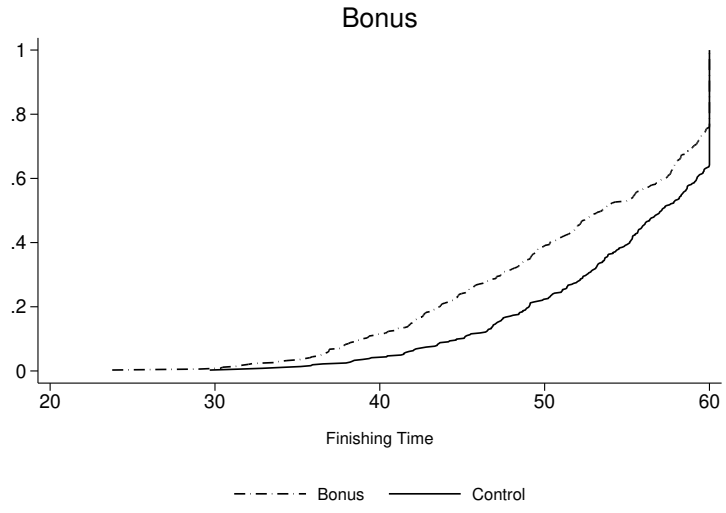
- **Bonus**: Monetary reward of 50€ for finishing the task within 45 minutes (bonus). Robustness check: reference point without any monetary incentive.
- **Tournament**: Tournament incentives via a weekly ranking on Facebook fanpage without (rank) or with an additional prize incentive of 150€ for the best team of the week (prize).
- **Leadership**: Encouraging teams to endogenously choose a leader (leadership).

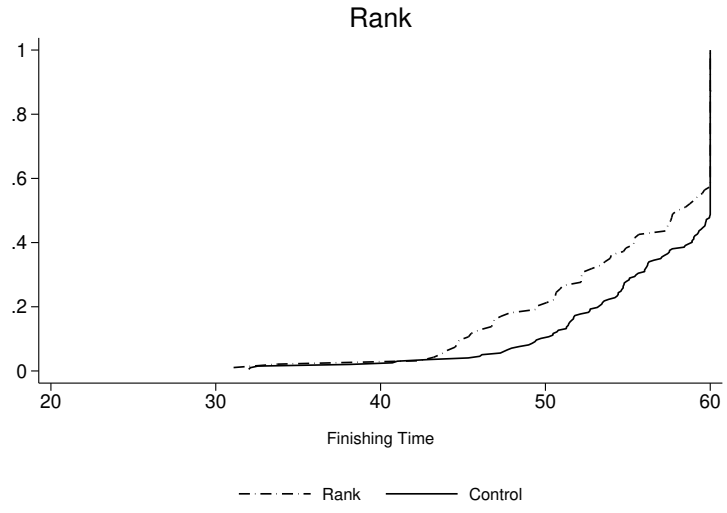
Field experiments - Data

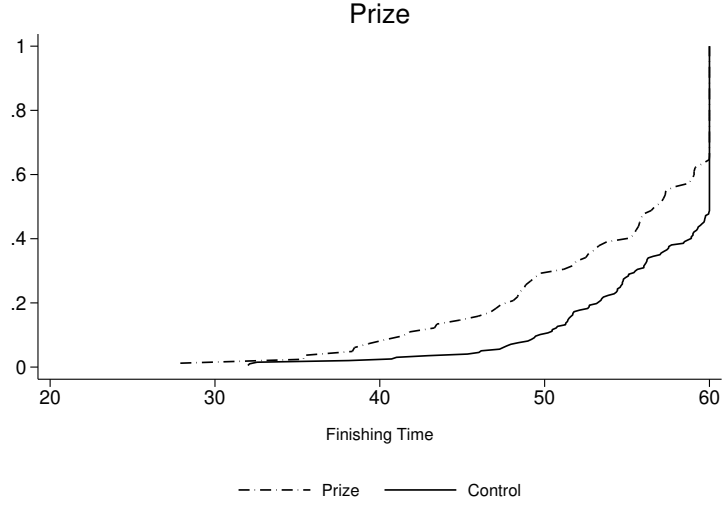
- **Bonus**: bonus incentive
- **Rank (Tournament)**: rank incentive
- **Prize (Tournament)**: prize incentive
- **Leadership**: endogenous choice of a leader

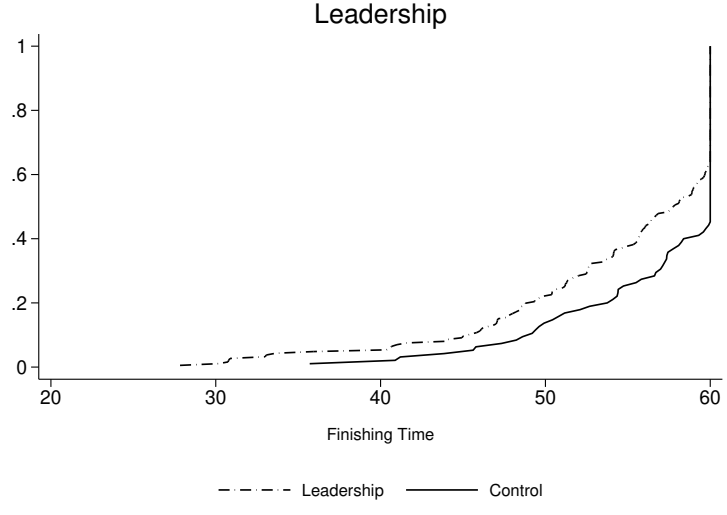
	Bonus	Rank	Prize	Leadership	Control	
Bonus	340	-	-	-	364	704
Tournament	-	94	82	-	197	373
Leadership	-	-	-	186	95	281
	340	94	82	186	702	1,358

CDFs of finishing times









▸ Completion ▸ Finishing time ▸ Lasso

Comparison to field data

- Based on predictions using our field data, we include an **'expert' decision for each comparison** (195 comparisons, 390 data points)
- Participants choose the 'expert' option in 9.66 (74.31%) cases
- In cases where subjects did not choose the 'expert' option, the winning team would win on average by a (predicted) margin of: **2.67 minutes (5% of average finishing time)** ▸ Winning margin
- Individual characteristics as well as duration do not predict 'better' performance (choosing the 'expert' option more often)

Comparison to field data - Team governance

	Conditional logit (McFadden's): Choice					
	Control	Bonus	Rank	Prize	Lead (f)	Lead (m)
Constant	base alternative	1.054***	1.161***	1.323***	0.765***	0.709***
		(0.047)	(0.045)	(0.049)	(0.049)	(0.060)
Expert		0.286	-0.310	0.087	1.270***	0.642*
		(0.310)	(0.328)	(0.351)	(0.363)	(0.332)
Constant		base alternative	0.107**	0.269***	-0.289***	-0.345***
			(0.045)	(0.050)	(0.050)	(0.061)
Expert			-0.595**	-0.199	0.984***	0.357
			(0.302)	(0.342)	(0.345)	(0.295)
Constant			base alternative	0.162***	-0.396***	-0.452***
				(0.041)	(0.043)	(0.054)
Expert				0.397	1.580***	0.952***
				(0.326)	(0.341)	(0.305)
Constant				base alternative	-0.558***	-0.613***
					(0.047)	(0.063)
Expert					1.183***	0.555*
					(0.347)	(0.314)
Constant					base alternative	-0.055
						(0.064)
Expert						-0.628*
						(0.332)
Observations	39,390	39,390	39,390	39,390	39,390	39,390

Notes: The table displays results from a Conditional logit (McFadden's) choice model (base alternative as labelled). Constant indicates whether subjects are more or less likely to pick another alternative. Expert indicates differences to the predictions using our field data. Standard errors in parentheses are clustered on the choice set level, with * = $p < 0.10$, ** = $p < 0.05$ and *** = $p < 0.01$.

Comparison to field data - Team composition

	Conditional logit (McFadden's): Choice				
	Group Size [4]	Group Size [5]	Group Size [6]	No experience	Experience
Constant	base alternative	0.257*** (0.037)	0.377*** (0.040)		
Field		0.694*** (0.262)	0.870*** (0.259)		
Constant	-0.257*** (0.037)	base alternative	0.120*** (0.026)		
Field	-0.694*** (0.262)		0.176 (0.190)		
Constant				base alternative	1.549*** (0.023)
Field					0.450** (0.203)
Observations	39,390	39,390	39,390	39,390	39,390

Notes: The table displays results from a Conditional logit (McFadden's) choice model (base alternative as labelled). Constant indicates whether subjects are more or less likely to pick another alternative (other group size or experience). Expert indicates differences to the predictions using our field data. Standard errors in parentheses are clustered on the choice set level, with * = $p < 0.10$, ** = $p < 0.05$ and *** = $p < 0.01$.

▸ Conditional logit

Summary

Perceptions

- (Correctly) perceive gender diversity in teams and experienced team members as important drivers of team success
- (Correctly) expect monetary incentives (team bonuses, tournaments with prizes) to be highly effective in fostering performance

Misperceptions

- Overestimate the efficacy of tournaments without prizes (i.e. rank / status incentives)
- Underestimate the important role of leadership for team performance (substantially)
- Socio-economic background characteristics, leadership and teamwork experiences do not fully mitigate observed misperceptions

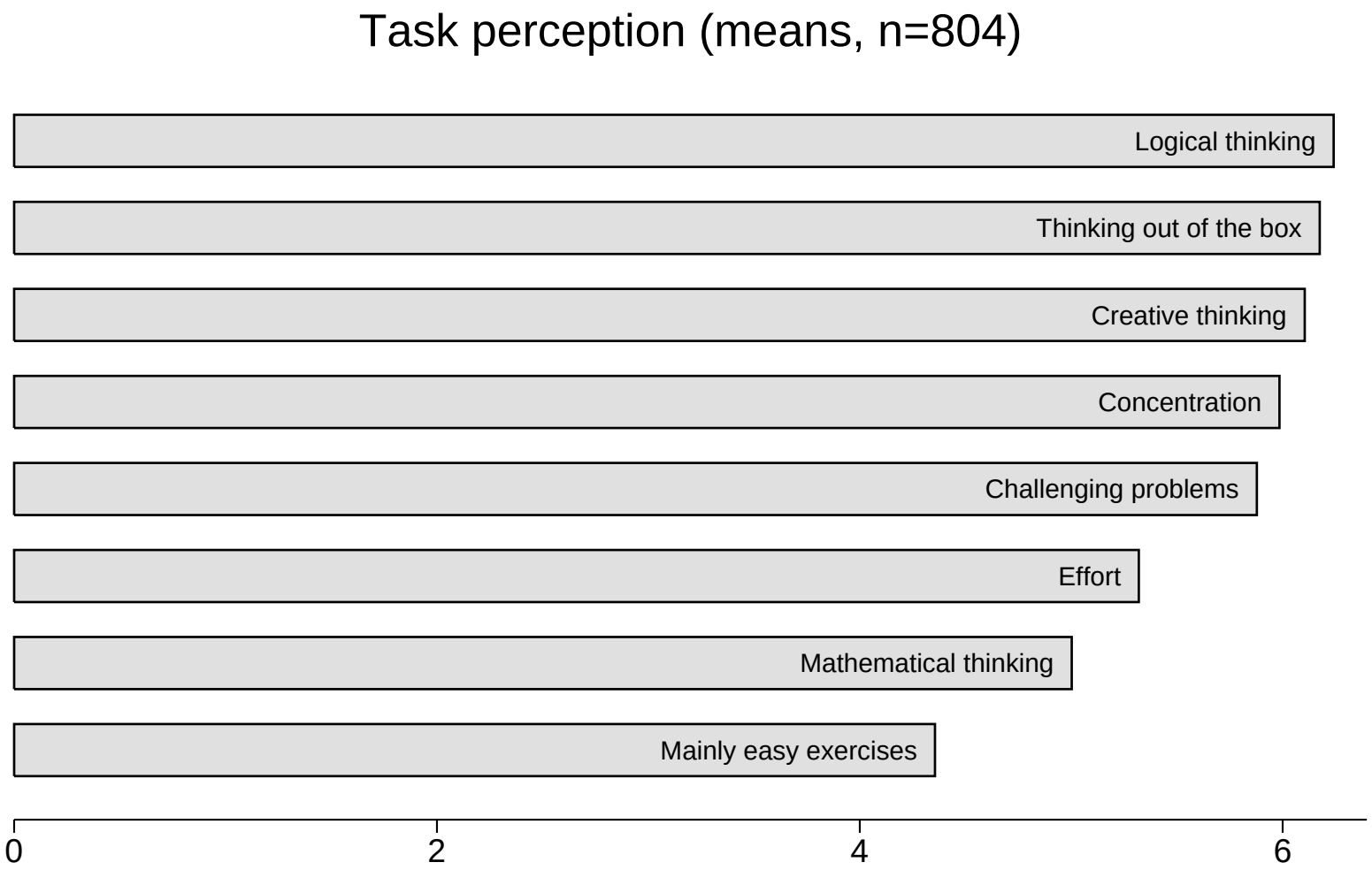
Questions / Comments

Thank you!

dominik.grothe@econ.lmu.de

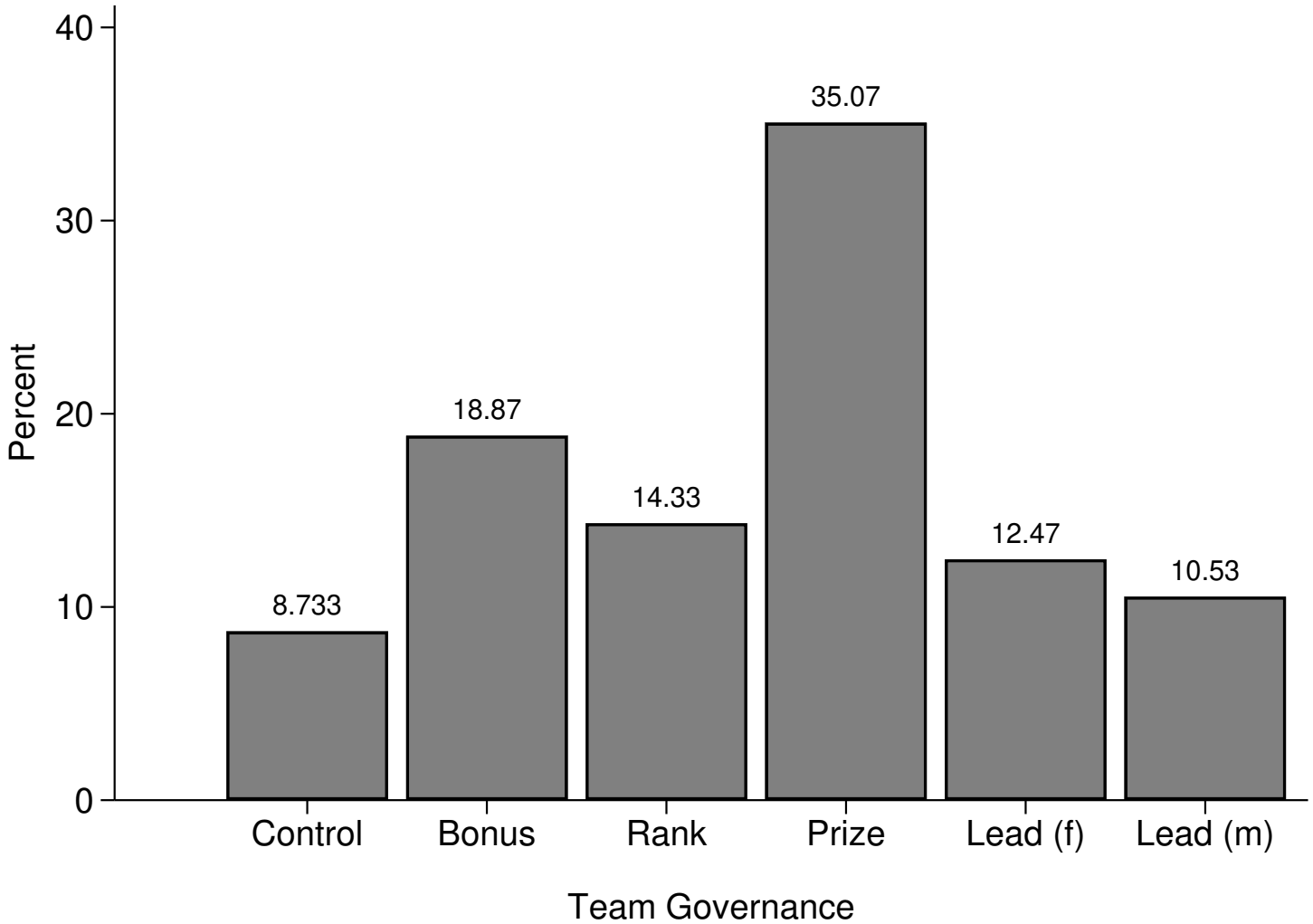
Appendix

The setting



back

Ideal team - Overview



back

Ideal team - Summary statistics

	Group Size (SD)	Men Share (SD)	Experience (SD)	Choices (Share)
Control	4.954 (0.773)	0.494 (0.087)	0.939 (0.240)	131 (8.73%)
Bonus	5.191 (0.683)	0.497 (0.114)	0.982 (0.132)	283 (18.87%)
Rank	5.237 (0.680)	0.495 (0.118)	0.977 (0.151)	215 (14.33%)
Prize	5.154 (0.713)	0.514 (0.125)	0.968 (0.177)	526 (35.07%)
Lead (f)	5.016 (0.643)	0.440 (0.088)	0.973 (0.162)	187 (12.47%)
Lead (m)	5.165 (0.637)	0.574 (0.148)	1.000 (0.000)	158 (10.53%)
Total	5.139 (0.696)	0.503 (0.122)	0.973 (0.161)	1500 (100.00%)

Notes: Rows report means on the chosen treatment level. Group size denotes the number of team members. Experience is a dummy for teams with at least one member who experienced an escape game before. Men Share refers to the share of male team members. Standard deviations in parentheses.

▸ back

Ideal team - Team composition

	Group Size (1)	Men Share (2)	Experience (3)
Female	0.042	-0.042***	-0.001
	(0.038)	(0.007)	(0.009)
Age	0.011	-0.006*	-0.006*
	(0.019)	(0.003)	(0.004)
Education	0.006	0.006*	-0.001
	(0.023)	(0.004)	(0.005)
Fulltime	0.014	-0.007	-0.005
	(0.045)	(0.007)	(0.010)
Non-routine	0.000	-0.007*	-0.004
	(0.025)	(0.004)	(0.005)
Analytical	-0.014	-0.002	0.007
	(0.023)	(0.004)	(0.005)
Team-based	0.013	0.006*	0.000
	(0.020)	(0.003)	(0.005)
Leadership role	0.016	0.003	-0.001
	(0.018)	(0.003)	(0.004)
Observations	1,500	1,500	1,500

Notes: The table displays results from OLS regressions on the choice of the ideal team composition. Group size denotes the number of team members. Experience is a dummy for teams with at least one member who experienced an escape game before. Men Share refers to the share of male team members. Robust standard errors in parentheses, with * = $p < 0.10$, ** = $p < 0.05$ and *** = $p < 0.01$.

back

Ideal team - Team governance (Control)

		Conditional logit (McFadden's): Choice				
	Control	Bonus	Rank	Prize	Lead (f)	Lead (m)
Constant	base alternative	1.459*** (0.548)	1.093* (0.577)	2.433*** (0.510)	0.339 (0.599)	1.110* (0.612)
Female		0.280 (0.228)	-0.179 (0.239)	0.161 (0.212)	0.135 (0.245)	-0.908*** (0.266)
Age		-0.459*** (0.119)	-0.254** (0.126)	-0.503*** (0.112)	-0.101 (0.131)	-0.213 (0.134)
Education		-0.087 (0.133)	-0.232* (0.139)	-0.218* (0.123)	-0.196 (0.142)	-0.159 (0.150)
Fulltime		0.284 (0.253)	0.434 (0.275)	0.037 (0.232)	0.289 (0.276)	0.307 (0.304)
Non-routine		-0.180 (0.147)	-0.290* (0.154)	-0.224 (0.137)	-0.209 (0.159)	-0.403** (0.164)
Analytical		0.060 (0.133)	0.112 (0.140)	0.173 (0.123)	0.220 (0.144)	0.069 (0.151)
Team-based		-0.050 (0.117)	0.047 (0.124)	-0.003 (0.109)	-0.034 (0.125)	0.005 (0.132)
Leadership role		0.266** (0.106)	0.308*** (0.111)	0.284*** (0.098)	0.324*** (0.114)	0.425*** (0.121)
Observations	9,000	9,000	9,000	9,000	9,000	9,000

Notes: The table displays results from a Conditional logit (McFadden's) choice model (Control as base alternative). Constant indicates whether subjects are more or less likely to pick another alternative (Bonus, Rank, Prize, Lead (f), Lead (m)). Characteristics (gender, age, education, employment status, job characteristics: non-routine, analytical, team, leadership) indicate whether subjects with a certain characteristic are more or less likely to pick this alternative over the base alternative. Standard errors in parentheses are clustered on the subject level, with * = $p < 0.10$, ** = $p < 0.05$ and *** = $p < 0.01$.

▸ back ▸ Bonus ▸ Rank ▸ Prize ▸ Lead (f) ▸ Lead (m)

Ideal team - Team governance (Bonus)

	Conditional logit (McFadden's): Choice					
	Control	Bonus	Rank	Prize	Lead (f)	Lead (m)
Constant	-1.459***	base	-0.365	0.974***	-1.120**	-0.349
	(0.548)	alternative	(0.455)	(0.362)	(0.484)	(0.497)
Female	-0.280		-0.459**	-0.119	-0.145	-1.188***
	(0.228)		(0.192)	(0.156)	(0.200)	(0.225)
Age	0.459***		0.204**	-0.045	0.358***	0.246**
	(0.119)		(0.096)	(0.076)	(0.103)	(0.106)
Education	0.087		-0.145	-0.131	-0.109	-0.072
	(0.133)		(0.115)	(0.094)	(0.119)	(0.128)
Fulltime	-0.284		0.151	-0.246	0.005	0.023
	(0.253)		(0.234)	(0.178)	(0.236)	(0.268)
Non-routine	0.180		-0.110	-0.045	-0.029	-0.223
	(0.147)		(0.123)	(0.100)	(0.130)	(0.136)
Analytical	-0.060		0.052	0.113	0.160	0.009
	(0.133)		(0.116)	(0.094)	(0.122)	(0.129)
Team-based	0.050		0.097	0.048	0.016	0.056
	(0.117)		(0.102)	(0.082)	(0.105)	(0.111)
Leadership role	-0.266**		0.042	0.019	0.058	0.160
	(0.106)		(0.092)	(0.075)	(0.095)	(0.103)
Observations	9,000	9,000	9,000	9,000	9,000	9,000

Notes: The table displays results from a Conditional logit (McFadden's) choice model (Bonus as base alternative). Constant indicates whether subjects are more or less likely to pick another alternative (Control, Rank, Prize, Lead (f), Lead (m)). Characteristics (gender, age, education, employment status, job characteristics: non-routine, analytical, team, leadership) indicate whether subjects with a certain characteristic are more or less likely to pick this alternative over the base alternative. Standard errors in parentheses are clustered on the subject level, with * = $p < 0.10$, ** = $p < 0.05$ and *** = $p < 0.01$.

back

Ideal team - Team governance (Rank)

	Conditional logit (McFadden's): Choice					
	Control	Bonus	Rank	Prize	Lead (f)	Lead (m)
Constant	-1.093*	0.365	base	1.340***	-0.754	0.016
	(0.577)	(0.455)	alternative	(0.407)	(0.516)	(0.526)
Female	0.179	0.459**		0.340**	0.314	-0.729***
	(0.239)	(0.192)		(0.172)	(0.212)	(0.236)
Age	0.254**	-0.204**		-0.249***	0.154	0.042
	(0.126)	(0.096)		(0.086)	(0.110)	(0.113)
Education	0.232*	0.145		0.014	0.036	0.073
	(0.139)	(0.115)		(0.103)	(0.126)	(0.133)
Fulltime	-0.434	-0.151		-0.397*	-0.146	-0.128
	(0.275)	(0.234)		(0.210)	(0.259)	(0.287)
Non-routine	0.290*	0.110		0.066	0.081	-0.112
	(0.154)	(0.123)		(0.110)	(0.137)	(0.142)
Analytical	-0.112	-0.052		0.061	0.108	-0.043
	(0.140)	(0.116)		(0.104)	(0.129)	(0.135)
Team-based	-0.047	-0.097		-0.050	-0.081	-0.042
	(0.124)	(0.102)		(0.092)	(0.112)	(0.118)
Leadership role	-0.308***	-0.042		-0.023	0.016	0.118
	(0.111)	(0.092)		(0.082)	(0.101)	(0.108)
Observations	9,000	9,000	9,000	9,000	9,000	9,000

Notes: The table displays results from a Conditional logit (McFadden's) choice model (Rank as base alternative). Constant indicates whether subjects are more or less likely to pick another alternative (Control, Bonus, Prize, Lead (f), Lead (m)). Characteristics (gender, age, education, employment status, job characteristics: non-routine, analytical, team, leadership) indicate whether subjects with a certain characteristic are more or less likely to pick this alternative over the base alternative. Standard errors in parentheses are clustered on the subject level, with * = $p < 0.10$, ** = $p < 0.05$ and *** = $p < 0.01$.

back

Ideal team - Team governance (Prize)

	Conditional logit (McFadden's): Choice					
	Control	Bonus	Rank	Prize	Lead (f)	Lead (m)
Constant	-2.433***	-0.974***	-1.340***	base	-2.094***	-1.323***
	(0.510)	(0.362)	(0.407)	alternative	(0.440)	(0.453)
Female	-0.161	0.119	-0.340**		-0.026	-1.069***
	(0.212)	(0.156)	(0.172)		(0.182)	(0.208)
Age	0.503***	0.045	0.249***		0.403***	0.290***
	(0.112)	(0.076)	(0.086)		(0.094)	(0.098)
Education	0.218*	0.131	-0.014		0.021	0.058
	(0.123)	(0.094)	(0.103)		(0.108)	(0.117)
Fulltime	-0.037	0.246	0.397*		0.251	0.270
	(0.232)	(0.178)	(0.210)		(0.212)	(0.247)
Non-routine	0.224	0.045	-0.066		0.015	-0.178
	(0.137)	(0.100)	(0.110)		(0.118)	(0.124)
Analytical	-0.173	-0.113	-0.061		0.047	-0.104
	(0.123)	(0.094)	(0.104)		(0.111)	(0.118)
Team-based	0.003	-0.048	0.050		-0.032	0.008
	(0.109)	(0.082)	(0.092)		(0.095)	(0.102)
Leadership role	-0.284***	-0.019	0.023		0.039	0.141
	(0.098)	(0.075)	(0.082)		(0.086)	(0.095)
Observations	9,000	9,000	9,000	9,000	9,000	9,000

Notes: The table displays results from a Conditional logit (McFadden's) choice model (Prize as base alternative). Constant indicates whether subjects are more or less likely to pick another alternative (Control, Bonus, Rank, Lead (f), Lead (m)). Characteristics (gender, age, education, employment status, job characteristics: non-routine, analytical, team, leadership) indicate whether subjects with a certain characteristic are more or less likely to pick this alternative over the base alternative. Standard errors in parentheses are clustered on the subject level, with * = $p < 0.10$, ** = $p < 0.05$ and *** = $p < 0.01$.

back

Ideal team - Team governance (Lead (f))

	Conditional logit (McFadden's): Choice					
	Control	Bonus	Rank	Prize	Lead (f)	Lead (m)
Constant	-0.339	1.120**	0.754	2.094***	base	0.771
	(0.599)	(0.484)	(0.516)	(0.440)	alternative	(0.553)
Female	-0.135	0.145	-0.314	0.026		-1.043***
	(0.245)	(0.200)	(0.212)	(0.182)		(0.243)
Age	0.101	-0.358***	-0.154	-0.403***		-0.112
	(0.131)	(0.103)	(0.110)	(0.094)		(0.119)
Education	0.196	0.109	-0.036	-0.021		0.037
	(0.142)	(0.119)	(0.126)	(0.108)		(0.137)
Fulltime	-0.289	-0.005	0.146	-0.251		0.018
	(0.276)	(0.236)	(0.259)	(0.212)		(0.289)
Non-routine	0.209	0.029	-0.081	-0.015		-0.194
	(0.159)	(0.130)	(0.137)	(0.118)		(0.148)
Analytical	-0.220	-0.160	-0.108	-0.047		-0.151
	(0.144)	(0.122)	(0.129)	(0.111)		(0.140)
Team-based	0.034	-0.016	0.081	0.032		0.040
	(0.125)	(0.105)	(0.112)	(0.095)		(0.120)
Leadership role	-0.324***	-0.058	-0.016	-0.039		0.102
	(0.114)	(0.095)	(0.101)	(0.086)		(0.111)
Observations	9,000	9,000	9,000	9,000	9,000	9,000

Notes: The table displays results from a Conditional logit (McFadden's) choice model (Lead (f) as base alternative). Constant indicates whether subjects are more or less likely to pick another alternative (Control, Bonus, Rank, Prize, Lead (m)). Characteristics (gender, age, education, employment status, job characteristics: non-routine, analytical, team, leadership) indicate whether subjects with a certain characteristic are more or less likely to pick this alternative over the base alternative. Standard errors in parentheses are clustered on the subject level, with * = $p < 0.10$, ** = $p < 0.05$ and *** = $p < 0.01$.

back

Ideal team - Team governance (Lead (m))

	Conditional logit (McFadden's): Choice					
	Control	Bonus	Rank	Prize	Lead (f)	Lead (m)
Constant	-1.110*	0.349	-0.016	1.323***	-0.771	base
	(0.612)	(0.497)	(0.526)	(0.453)	(0.553)	alternative
Female	0.908***	1.188***	0.729***	1.069***	1.043***	
	(0.266)	(0.225)	(0.236)	(0.208)	(0.243)	
Age	0.213	-0.246**	-0.042	-0.290***	0.112	
	(0.134)	(0.106)	(0.113)	(0.098)	(0.119)	
Education	0.159	0.072	-0.073	-0.058	-0.037	
	(0.150)	(0.128)	(0.133)	(0.117)	(0.137)	
Fulltime	-0.307	-0.023	0.128	-0.270	-0.018	
	(0.304)	(0.268)	(0.287)	(0.247)	(0.289)	
Non-routine	0.403**	0.223	0.112	0.178	0.194	
	(0.164)	(0.136)	(0.142)	(0.124)	(0.148)	
Analytical	-0.069	-0.009	0.043	0.104	0.151	
	(0.151)	(0.129)	(0.135)	(0.118)	(0.140)	
Team-based	-0.005	-0.056	0.042	-0.008	-0.040	
	(0.132)	(0.111)	(0.118)	(0.102)	(0.120)	
Leadership role	-0.425***	-0.160	-0.118	-0.141	-0.102	
	(0.121)	(0.103)	(0.108)	(0.095)	(0.111)	
Observations	9,000	9,000	9,000	9,000	9,000	9,000

Notes: The table displays results from a Conditional logit (McFadden's) choice model (Lead (m) as base alternative). Constant indicates whether subjects are more or less likely to pick another alternative (Control, Bonus, Rank, Prize, Lead (f)). Characteristics (gender, age, education, employment status, job characteristics: non-routine, analytical, team, leadership) indicate whether subjects with a certain characteristic are more or less likely to pick this alternative over the base alternative. Standard errors in parentheses are clustered on the subject level, with * = $p < 0.10$, ** = $p < 0.05$ and *** = $p < 0.01$.

back

Discrete choice - Team governance (pairwise comparison)

	Conditional logit: Choice					
	Control	Bonus	Rank	Prize	Lead (f)	Lead (m)
Constant	base alternative	2.075*** (0.093)	2.286*** (0.089)	2.603*** (0.096)	1.502*** (0.096)	1.395*** (0.118)
Constant		base alternative	0.210** (0.089)	0.527*** (0.098)	-0.574*** (0.098)	-0.680*** (0.120)
Constant			base alternative	0.317*** (0.079)	-0.784*** (0.084)	-0.890*** (0.105)
Constant				base alternative	-1.101*** (0.091)	-1.207*** (0.122)
Constant					base alternative	-0.106 (0.127)
Observations	39,000	39,000	39,000	39,000	39,000	39,000

Notes: The table displays results from a Conditional logit choice model (base alternative as labelled). Constant indicates whether subjects are more or less likely to pick another alternative (Control, Bonus, Rank, Prize, Lead (f), Lead (m)). We control for team composition (group size, share of males, experience). Standard errors are clustered on the choice set level (with * = $p < 0.10$, ** = $p < 0.05$ and *** = $p < 0.01$).

▸ back

Discrete choice - Team composition interaction (1/3)

	Conditional logit: Choice			
	(1)	(2)	(3)	(4)
Bonus	2.075***	1.492**	1.780***	2.169***
	(0.093)	(0.694)	(0.188)	(0.176)
Rank	2.286***	2.980***	2.341***	2.426***
	(0.089)	(0.665)	(0.192)	(0.145)
Prize	2.603***	2.470***	2.589***	2.841***
	(0.096)	(0.792)	(0.190)	(0.153)
Lead (f)	1.502***	2.738***	1.491***	1.447***
	(0.096)	(0.799)	(0.214)	(0.158)
Lead (m)	1.395***	2.105**	1.385***	1.378***
	(0.118)	(1.054)	(0.492)	(0.197)
Group Size	0.337***	0.399***	0.339***	0.331***
	(0.038)	(0.102)	(0.037)	(0.037)
Men Share	0.678**	0.717***	0.087	0.649**
	(0.275)	(0.260)	(0.635)	(0.267)
Men Share^2	-0.791***	-0.830***	-0.074	-0.752***
	(0.285)	(0.275)	(0.597)	(0.274)
Experience	3.068***	3.074***	3.073***	3.186***
	(0.045)	(0.045)	(0.044)	(0.162)

... continued on next slide

Discrete choice - Team composition interaction (2/3)

	(1)	(2)	(3)	(4)
Group Size x Bonus		0.113		
		(0.136)		
Men Share x Bonus			1.973**	
			(0.930)	
Men Share^2 x Bonus			-1.884**	
			(0.899)	
Experience x Bonus				-0.117
				(0.249)
Group Size x Rank		-0.136		
		(0.127)		
Men Share x Rank			0.922	
			(0.841)	
Men Share^2 x Rank			-1.367*	
			(0.795)	
Experience x Rank				-0.248
				(0.215)
Group Size x Prize		0.021		
		(0.149)		
Men Share x Prize			1.055	
			(0.941)	
Men Share^2 x Prize			-1.378	
			(0.989)	
Experience x Prize				-0.552**
				(0.224)

... continued on next slide

Discrete choice - Team composition interaction (3/3)

	(1)	(2)	(3)	(4)
Group Size x Lead (f)		-0.235		
		(0.154)		
Men Share x Lead (f)			0.979	
			(1.133)	
Men Share^2 x Lead (f)			-1.563	
			(1.295)	
Experience x Lead (f)				0.160
				(0.247)
Group Size x Lead (m)		-0.136		
		(0.198)		
Men Share x Lead (m)			-0.271	
			(1.892)	
Men Share^2 x Lead (m)			0.411	
			(1.560)	
Experience x Lead (m)				0.047
				(0.272)
Observations	39,000	39,000	39,000	39,000

Notes: The table displays results from a Conditional logit choice model. The regressions include team governance indicators (with Control as base alternative), team composition (group size, share of males, experience) and interaction terms (team governance and team composition). Standard errors are clustered on the choice set level (with * = $p < 0.10$, ** = $p < 0.05$ and *** = $p < 0.01$).

back

Discrete choice - Heterogeneity (Bonus)

	Conditional logit (McFadden's): Choice					
	Control	Bonus	Rank	Prize	Lead (f)	Lead (m)
Constant	-1.246***	base	0.086	-0.148	-0.233	-0.492**
	(0.191)	alternative	(0.195)	(0.220)	(0.203)	(0.208)
Female	-0.026		-0.070	0.103	-0.171**	-0.178**
	(0.065)		(0.079)	(0.092)	(0.082)	(0.090)
Age	-0.034		0.024	0.045	-0.032	-0.019
	(0.042)		(0.040)	(0.041)	(0.042)	(0.044)
Education	0.026		-0.081*	-0.004	0.023	0.044
	(0.044)		(0.046)	(0.045)	(0.050)	(0.048)
Fulltime	-0.134		-0.135	-0.086	-0.294***	-0.181*
	(0.087)		(0.104)	(0.102)	(0.103)	(0.104)
Non-routine	-0.013		0.072	0.080	-0.005	0.050
	(0.051)		(0.054)	(0.061)	(0.060)	(0.058)
Analytical	0.122***		0.022	0.015	0.070	-0.012
	(0.037)		(0.049)	(0.047)	(0.055)	(0.053)
Team-based	0.085**		0.061	0.109**	0.091**	0.083*
	(0.041)		(0.044)	(0.050)	(0.039)	(0.046)
Leadership role	-0.034		-0.021	-0.039	-0.028	0.039
	(0.041)		(0.043)	(0.047)	(0.045)	(0.046)
Observations	39,000	39,000	39,000	39,000	39,000	39,000

Notes: The table displays results from a Conditional logit (McFadden's) choice model (Bonus as base alternative). Constant indicates whether subjects are more or less likely to pick another alternative (Control, Rank, Prize, Lead (f), Lead (m)). Characteristics (gender, age, education, employment status, job characteristics: non-routine, analytical, team, leadership) indicate whether subjects with a certain characteristic are more or less likely to pick this alternative over the base alternative. Standard errors in parentheses are clustered on the choice set level, with * = $p < 0.10$, ** = $p < 0.05$ and *** = $p < 0.01$.

back

Discrete choice - Heterogeneity (Rank)

	Conditional logit (McFadden's): Choice					
	Control	Bonus	Rank	Prize	Lead (f)	Lead (m)
Constant	-1.332***	-0.086	base	-0.234	-0.319	-0.578***
	(0.207)	(0.195)	alternative	(0.211)	(0.214)	(0.216)
Female	0.044	0.070		0.174*	-0.101	-0.107
	(0.076)	(0.079)		(0.089)	(0.094)	(0.089)
Age	-0.058	-0.024		0.021	-0.056	-0.043
	(0.039)	(0.040)		(0.037)	(0.039)	(0.042)
Education	0.107**	0.081*		0.077*	0.104**	0.125**
	(0.043)	(0.046)		(0.045)	(0.049)	(0.051)
Fulltime	0.001	0.135		0.049	-0.159	-0.046
	(0.095)	(0.104)		(0.106)	(0.121)	(0.104)
Non-routine	-0.085*	-0.072		0.008	-0.077	-0.021
	(0.051)	(0.054)		(0.061)	(0.059)	(0.059)
Analytical	0.101*	-0.022		-0.007	0.049	-0.034
	(0.052)	(0.049)		(0.056)	(0.067)	(0.065)
Team-based	0.024	-0.061		0.048	0.029	0.022
	(0.041)	(0.044)		(0.047)	(0.041)	(0.041)
Leadership role	-0.013	0.021		-0.018	-0.007	0.059
	(0.038)	(0.043)		(0.044)	(0.040)	(0.042)
Observations	39,000	39,000	39,000	39,000	39,000	39,000

Notes: The table displays results from a Conditional logit (McFadden's) choice model (Rank as base alternative). Constant indicates whether subjects are more or less likely to pick another alternative (Control, Bonus, Prize, Lead (f), Lead (m)). Characteristics (gender, age, education, employment status, job characteristics: non-routine, analytical, team, leadership) indicate whether subjects with a certain characteristic are more or less likely to pick this alternative over the base alternative. Standard errors in parentheses are clustered on the choice set level, with * = $p < 0.10$, ** = $p < 0.05$ and *** = $p < 0.01$.

back

Discrete choice - Heterogeneity (Prize)

	Conditional logit (McFadden's): Choice					
	Control	Bonus	Rank	Prize	Lead (f)	Lead (m)
Constant	-1.098***	0.148	0.234	base	-0.085	-0.344
	(0.223)	(0.220)	(0.211)	alternative	(0.227)	(0.232)
Female	-0.129	-0.103	-0.174*		-0.275***	-0.281***
	(0.087)	(0.092)	(0.089)		(0.104)	(0.105)
Age	-0.079**	-0.045	-0.021		-0.078*	-0.064
	(0.039)	(0.041)	(0.037)		(0.040)	(0.040)
Education	0.029	0.004	-0.077*		0.026	0.047
	(0.040)	(0.045)	(0.045)		(0.045)	(0.044)
Fulltime	-0.047	0.086	-0.049		-0.207*	-0.095
	(0.099)	(0.102)	(0.106)		(0.109)	(0.110)
Non-routine	-0.093	-0.080	-0.008		-0.085	-0.029
	(0.059)	(0.061)	(0.061)		(0.067)	(0.065)
Analytical	0.108**	-0.015	0.007		0.056	-0.027
	(0.049)	(0.047)	(0.056)		(0.066)	(0.058)
Team-based	-0.024	-0.109**	-0.048		-0.018	-0.026
	(0.048)	(0.050)	(0.047)		(0.044)	(0.046)
Leadership role	0.005	0.039	0.018		0.011	0.077
	(0.043)	(0.047)	(0.044)		(0.042)	(0.048)
Observations	39,000	39,000	39,000	39,000	39,000	39,000

Notes: The table displays results from a Conditional logit (McFadden's) choice model (Prize as base alternative). Constant indicates whether subjects are more or less likely to pick another alternative (Control, Bonus, Rank, Lead (f), Lead (m)). Characteristics (gender, age, education, employment status, job characteristics: non-routine, analytical, team, leadership) indicate whether subjects with a certain characteristic are more or less likely to pick this alternative over the base alternative. Standard errors in parentheses are clustered on the choice set level, with * = $p < 0.10$, ** = $p < 0.05$ and *** = $p < 0.01$.

back

Discrete choice - Heterogeneity (Lead (f))

	Conditional logit (McFadden's): Choice					
	Control	Bonus	Rank	Prize	Lead (f)	Lead (m)
Constant	-1.013***	0.233	0.319	0.085	base	-0.259
	(0.221)	(0.203)	(0.214)	(0.227)	alternative	(0.219)
Female	0.145*	0.171**	0.101	0.275***		-0.006
	(0.082)	(0.082)	(0.094)	(0.104)		(0.095)
Age	-0.002	0.032	0.056	0.078*		0.013
	(0.040)	(0.042)	(0.039)	(0.040)		(0.042)
Education	0.003	-0.023	-0.104**	-0.026		0.021
	(0.047)	(0.050)	(0.049)	(0.045)		(0.051)
Fulltime	0.160	0.294***	0.159	0.207*		0.112
	(0.099)	(0.103)	(0.121)	(0.109)		(0.113)
Non-routine	-0.008	0.005	0.077	0.085		0.056
	(0.056)	(0.060)	(0.059)	(0.067)		(0.062)
Analytical	0.052	-0.070	-0.049	-0.056		-0.083
	(0.057)	(0.055)	(0.067)	(0.066)		(0.062)
Team-based	-0.006	-0.091**	-0.029	0.018		-0.008
	(0.041)	(0.039)	(0.041)	(0.044)		(0.039)
Leadership role	-0.006	0.028	0.007	-0.011		0.066
	(0.039)	(0.045)	(0.040)	(0.042)		(0.041)
Observations	39,000	39,000	39,000	39,000	39,000	39,000

Notes: The table displays results from a Conditional logit (McFadden's) choice model (Lead (f) as base alternative). Constant indicates whether subjects are more or less likely to pick another alternative (Control, Bonus, Rank, Prize, Lead (m)). Characteristics (gender, age, education, employment status, job characteristics: non-routine, analytical, team, leadership) indicate whether subjects with a certain characteristic are more or less likely to pick this alternative over the base alternative. Standard errors in parentheses are clustered on the choice set level, with * = $p < 0.10$, ** = $p < 0.05$ and *** = $p < 0.01$.

back

Discrete choice - Heterogeneity (Lead (m))

	Conditional logit (McFadden's): Choice					
	Control	Bonus	Rank	Prize	Lead (f)	Lead (m)
Constant	-0.754***	0.492**	0.578***	0.344	0.259	base
	(0.213)	(0.208)	(0.216)	(0.232)	(0.219)	alternative
Female	0.152*	0.178**	0.107	0.281***	0.006	
	(0.086)	(0.090)	(0.089)	(0.105)	(0.095)	
Age	-0.015	0.019	0.043	0.064	-0.013	
	(0.045)	(0.044)	(0.042)	(0.040)	(0.042)	
Education	-0.018	-0.044	-0.125**	-0.047	-0.021	
	(0.047)	(0.048)	(0.051)	(0.044)	(0.051)	
Fulltime	0.048	0.181*	0.046	0.095	-0.112	
	(0.100)	(0.104)	(0.104)	(0.110)	(0.113)	
Non-routine	-0.064	-0.050	0.021	0.029	-0.056	
	(0.057)	(0.058)	(0.059)	(0.065)	(0.062)	
Analytical	0.135**	0.012	0.034	0.027	0.083	
	(0.053)	(0.053)	(0.065)	(0.058)	(0.062)	
Team-based	0.002	-0.083*	-0.022	0.026	0.008	
	(0.043)	(0.046)	(0.041)	(0.046)	(0.039)	
Leadership role	-0.072*	-0.039	-0.059	-0.077	-0.066	
	(0.042)	(0.046)	(0.042)	(0.048)	(0.041)	
Observations	39,000	39,000	39,000	39,000	39,000	39,000

Notes: The table displays results from a Conditional logit (McFadden's) choice model (Lead (m) as base alternative). Constant indicates whether subjects are more or less likely to pick another alternative (Control, Bonus, Rank, Prize, Lead (f)). Characteristics (gender, age, education, employment status, job characteristics: non-routine, analytical, team, leadership) indicate whether subjects with a certain characteristic are more or less likely to pick this alternative over the base alternative. Standard errors in parentheses are clustered on the choice set level, with * = $p < 0.10$, ** = $p < 0.05$ and *** = $p < 0.01$.

back

Extensive margin - Completed within 60 minutes

	Completed within 60min			
	(1)	(2)	(3)	(4)
Bonus	0.126***	0.144***	0.147***	0.150***
	(0.036)	(0.037)	(0.038)	(0.039)
Rank	0.075	0.062	0.044	0.041
	(0.053)	(0.051)	(0.048)	(0.049)
Prize	0.153***	0.145***	0.123***	0.124***
	(0.039)	(0.037)	(0.043)	(0.042)
Leadership	0.173***	0.153***	0.143***	0.140***
	(0.051)	(0.048)	(0.045)	(0.045)
Bonus = Rank	0.429	0.190	0.093	0.080
Bonus = Prize	0.603	0.991	0.678	0.649
Bonus = Leadership	0.444	0.887	0.953	0.865
Rank = Prize	0.117	0.083	0.118	0.098
Rank = Leadership	0.180	0.197	0.133	0.134
Prize = Leadership	0.757	0.895	0.743	0.794
Observations	1,358	1,358	1,358	1,358
Room FE	No	Yes	Yes	Yes
Team Controls	No	No	Yes	Yes
Weekday FE	No	No	No	Yes

Notes: The table displays average marginal effects from Probit regressions of whether a team solved the task within 60 minutes on our treatment indicator (with Control as base category). Room fixed effects, team controls (group size, share of males, experience, median age, language, type (private, team building, lab)) and weekday fixed effects are step-wise included. Study fixed effects are included in all specifications. Standard errors in parentheses are clustered on the date level, with * = $p < 0.10$, ** = $p < 0.05$ and *** = $p < 0.01$.

back

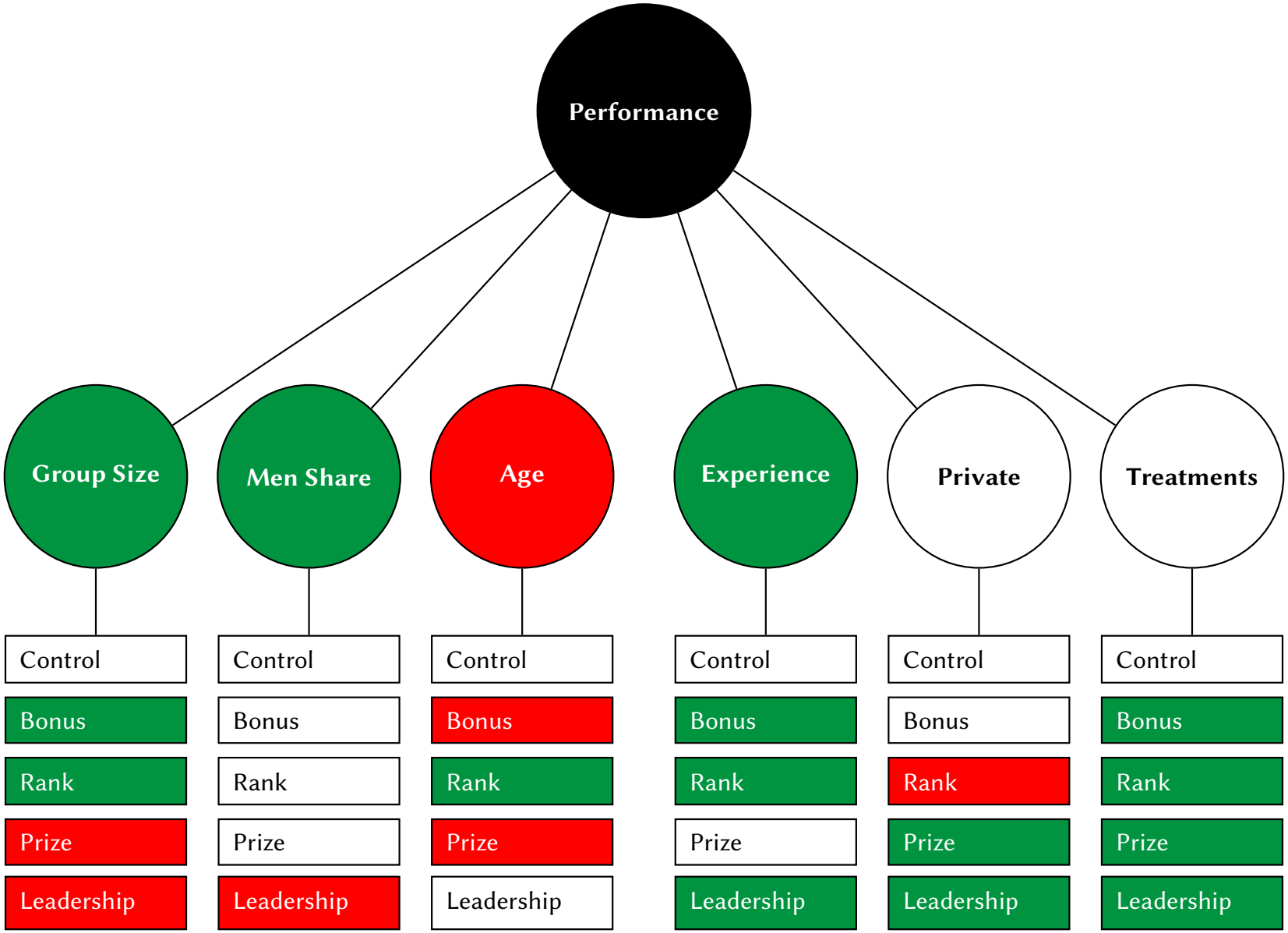
Intensive margin - Finishing time

	Finishing time			
	(1)	(2)	(3)	(4)
Bonus	-3.925***	-4.608***	-4.577***	-4.576***
	(0.737)	(0.861)	(0.871)	(0.864)
Rank	-2.751*	-2.323*	-1.664	-1.573
	(1.404)	(1.333)	(1.169)	(1.157)
Prize	-4.820***	-4.461***	-3.908***	-3.978***
	(1.133)	(1.052)	(1.114)	(1.122)
Leadership	-4.496***	-3.887***	-3.593***	-3.547***
	(1.191)	(1.083)	(1.024)	(1.075)
Bonus = Rank	0.459	0.149	0.045	0.039
Bonus = Prize	0.507	0.913	0.632	0.668
Bonus = Leadership	0.683	0.603	0.461	0.455
Rank = Prize	0.158	0.122	0.086	0.068
Rank = Leadership	0.343	0.363	0.216	0.211
Prize = Leadership	0.844	0.703	0.833	0.780
Observations	1,358	1,358	1,358	1,358
Room FE	No	Yes	Yes	Yes
Team Controls	No	No	Yes	Yes
Weekday FE	No	No	No	Yes

Notes: The table displays coefficients from Tobit regressions of finishing times on our treatment indicator (with Control as base category). Room fixed effects, team controls (group size, share of males, experience, median age, language, type (private, team building, lab)) and weekday fixed effects are step-wise included. Study fixed effects are included in all specifications. Standard errors in parentheses are clustered on the date level, with * = $p < 0.10$, ** = $p < 0.05$ and *** = $p < 0.01$.

▸ back ▸ Originality ▸ Originality (timing) ▸ Group size ▸ Men share ▸ Median age

Intensive margin - Finishing time (lasso)



back

Originality - Number of hints

	Number of hints			
	(1)	(2)	(3)	(4)
Bonus	0.082	0.006	0.026	0.012
	(0.124)	(0.135)	(0.137)	(0.137)
Rank	-0.072	-0.020	0.044	0.043
	(0.214)	(0.203)	(0.181)	(0.177)
Prize	-0.198	-0.154	-0.127	-0.120
	(0.179)	(0.169)	(0.179)	(0.185)
Leadership	-0.201	-0.117	-0.122	-0.115
	(0.232)	(0.226)	(0.213)	(0.212)
Bonus = Rank	0.534	0.915	0.937	0.890
Bonus = Prize	0.201	0.464	0.498	0.563
Bonus = Leadership	0.285	0.641	0.558	0.615
Rank = Prize	0.569	0.526	0.422	0.452
Rank = Leadership	0.685	0.750	0.551	0.568
Prize = Leadership	0.992	0.897	0.987	0.986
Observations	1,358	1,358	1,358	1,358
Room FE	No	Yes	Yes	Yes
Team Controls	No	No	Yes	Yes
Weekday FE	No	No	No	Yes

Notes: The table displays coefficients from OLS regressions of the number of hints on our treatment indicator (with Control as base category). Room fixed effects, team controls (group size, share of males, experience, median age, language, type (private, team building, lab)) and weekday fixed effects are step-wise included. Study fixed effects are included in all specifications. Standard errors in parentheses are clustered on the date level, with * = $p < 0.10$, ** = $p < 0.05$ and *** = $p < 0.01$.

back

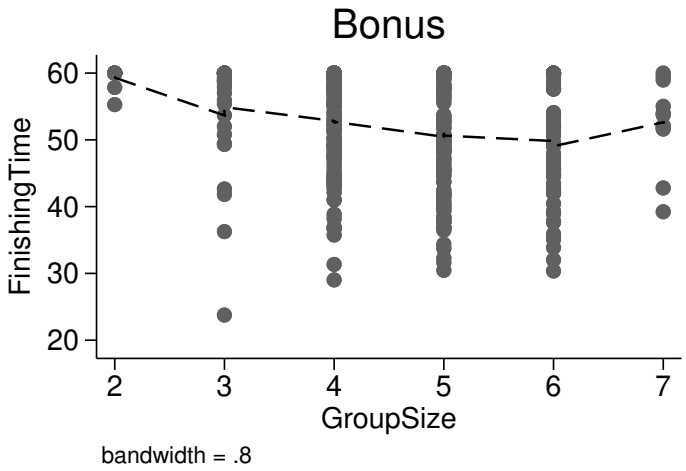
Originality - Time until first hint

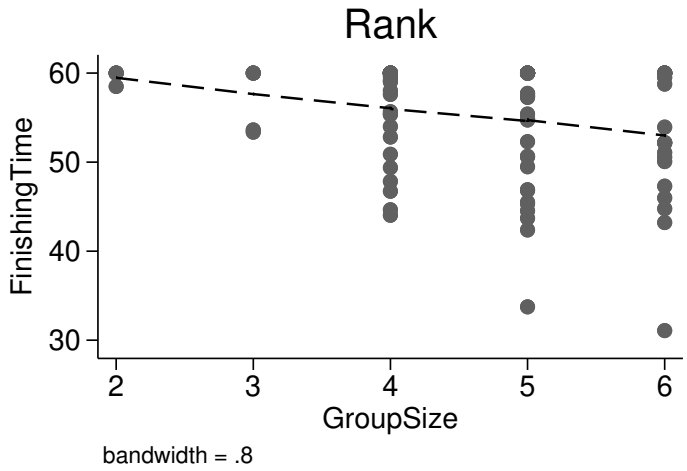
	Time until first hint			
	(1)	(2)	(3)	(4)
Bonus	-2.121*	-1.835	-2.065	-2.004
	(1.260)	(1.313)	(1.283)	(1.273)
Rank	0.121	-0.226	-0.620	-0.653
	(1.714)	(1.653)	(1.578)	(1.498)
Prize	-1.244	-1.449	-1.451	-1.579
	(1.502)	(1.478)	(1.350)	(1.319)
Leadership	2.875**	2.290*	2.522*	2.436*
	(1.281)	(1.272)	(1.324)	(1.328)
Bonus = Rank	0.292	0.443	0.470	0.482
Bonus = Prize	0.655	0.845	0.740	0.817
Bonus = Leadership	0.006	0.025	0.012	0.015
Rank = Prize	0.449	0.487	0.607	0.538
Rank = Leadership	0.198	0.227	0.123	0.119
Prize = Leadership	0.037	0.054	0.033	0.028
Observations	1,358	1,358	1,358	1,358
Room FE	No	Yes	Yes	Yes
Team Controls	No	No	Yes	Yes
Weekday FE	No	No	No	Yes

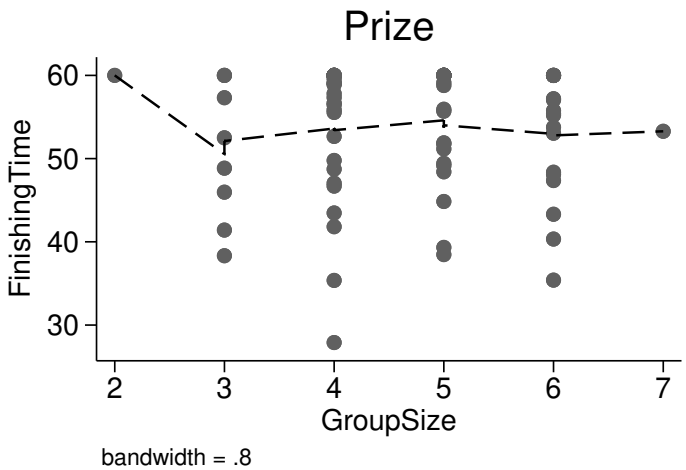
Notes: The table displays coefficients from Tobit regressions of the time until first requested hint on our treatment indicator (with Control as base category). Room fixed effects, team controls (group size, share of males, experience, median age, language, type (private, team building, lab)) and weekday fixed effects are step-wise included. Study fixed effects are included in all specifications. Standard errors in parentheses are clustered on the date level, with * = $p < 0.10$, ** = $p < 0.05$ and *** = $p < 0.01$.

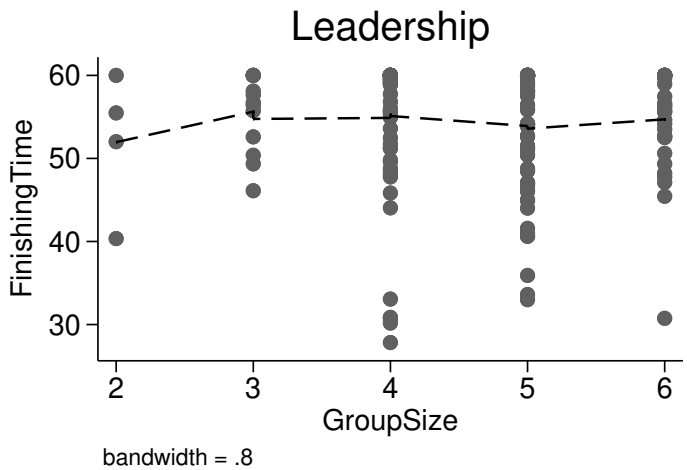
back

Team performance - Heterogeneity (group size)



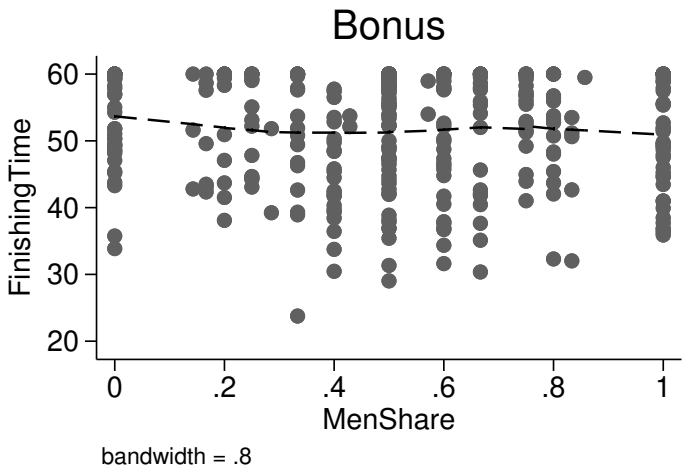


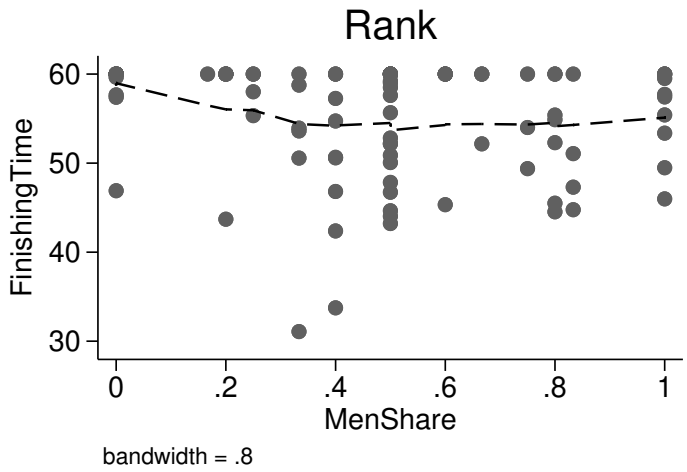


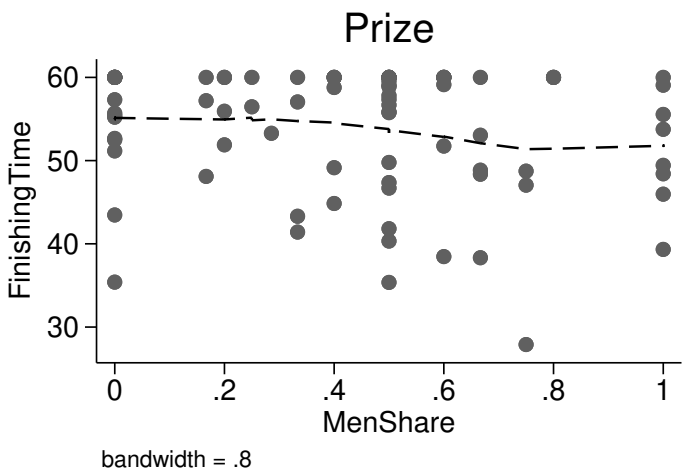


back

Team performance - Heterogeneity (men share)

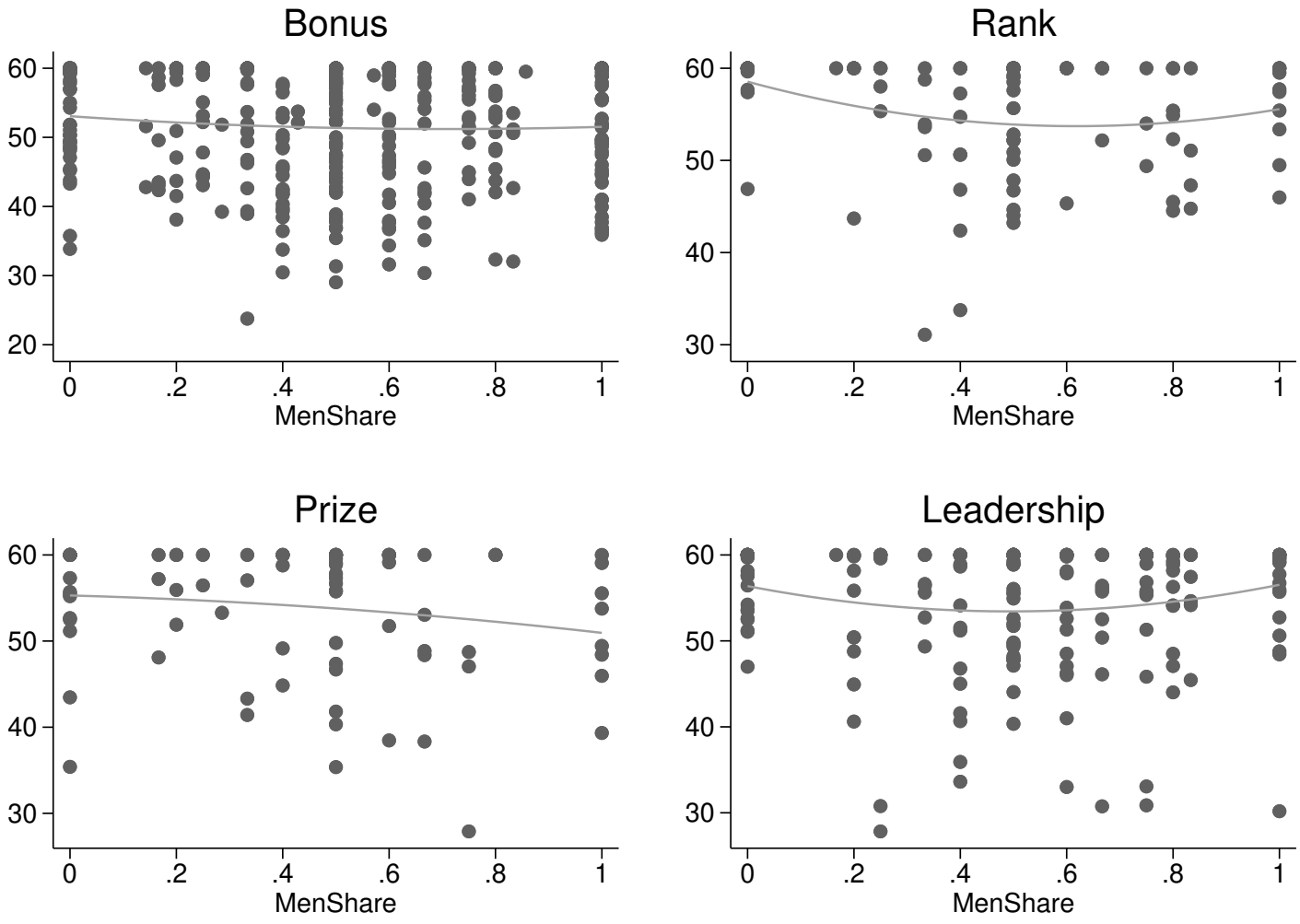






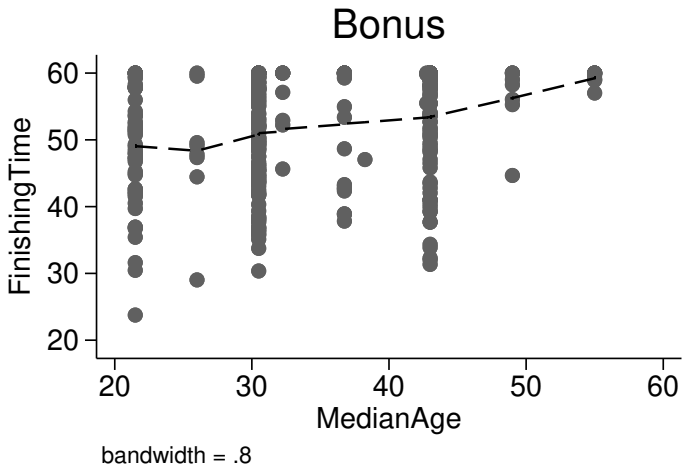
▸ alternative

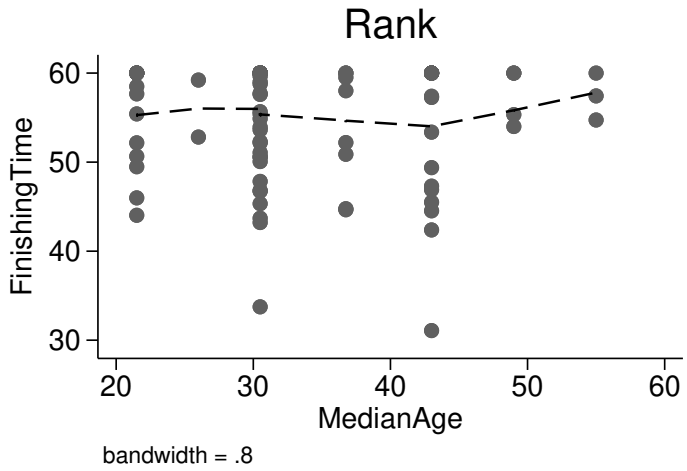
Team performance - Men share (qfit)

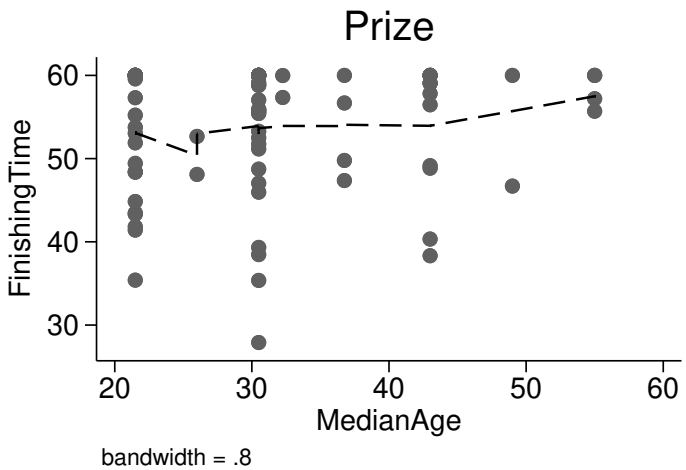


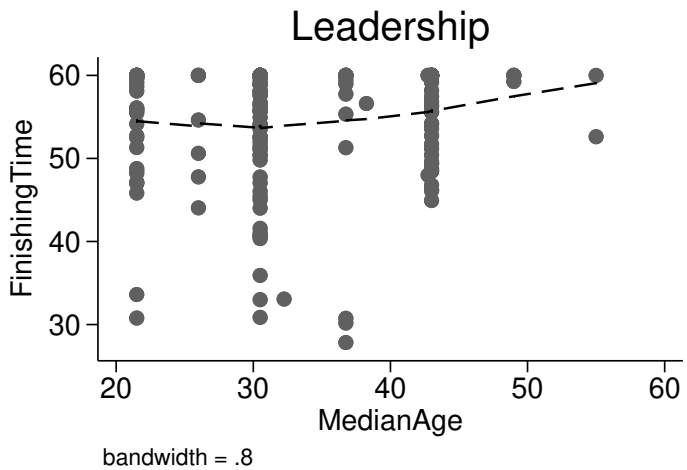
back

Team performance - Heterogeneity (median age)



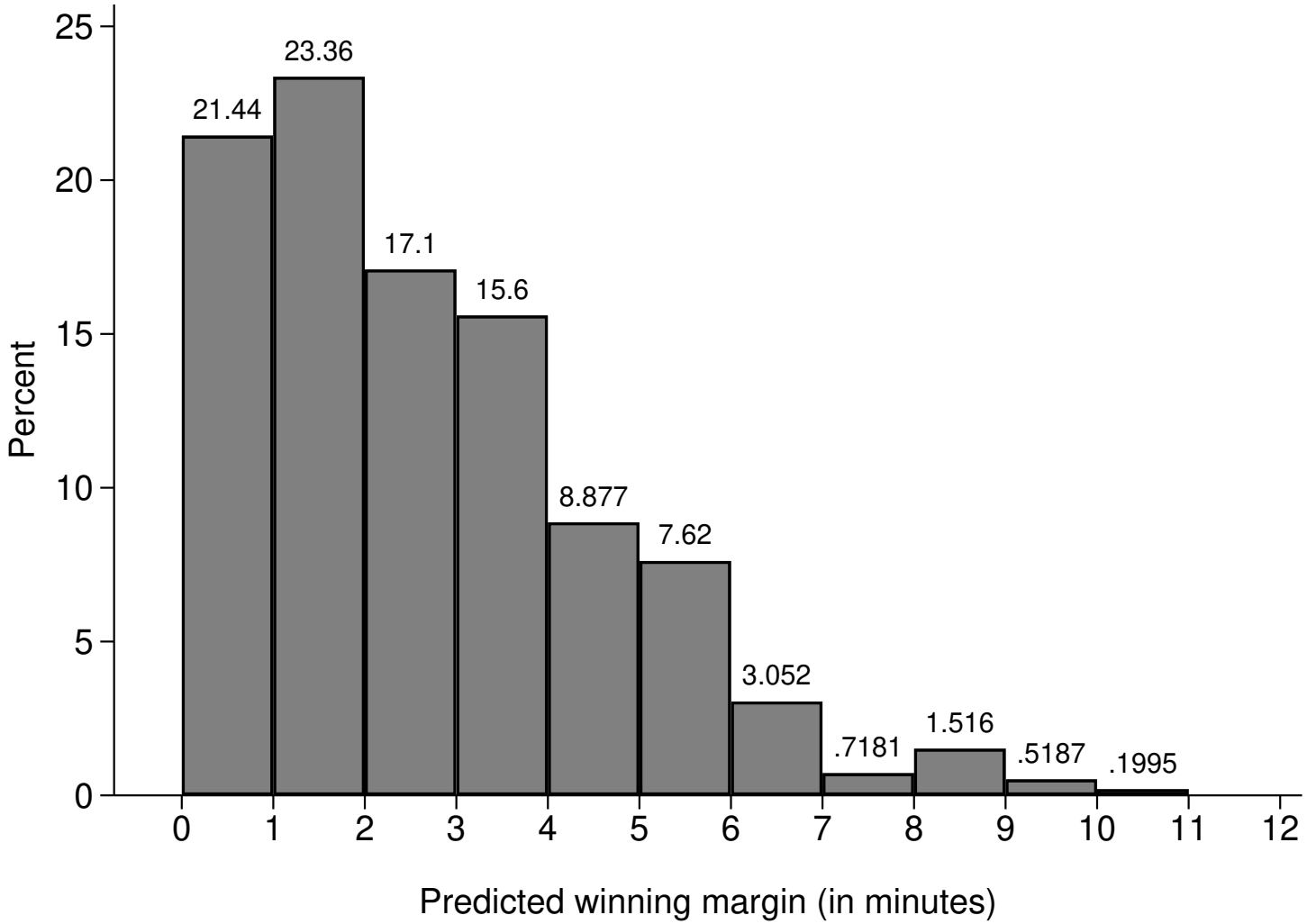






back

Comparison to field data - Predicted winning margin



back

Comparison to field data - Team composition

	Conditional logit: Choice			
	(1)	(2)	(3)	(4)
Group Size	0.344***	0.339***	0.345***	0.344***
	(0.038)	(0.038)	(0.038)	(0.038)
Men Share	0.740***	0.740***	0.695**	0.741***
	(0.274)	(0.274)	(0.275)	(0.275)
Men Share^2	-0.823***	-0.823***	-0.798***	-0.823***
	(0.284)	(0.284)	(0.285)	(0.284)
Experience	3.079***	3.080***	3.082***	3.071***
	(0.045)	(0.045)	(0.045)	(0.046)
Group Size x Expert		0.542***		
		(0.177)		
Men Share x Expert			4.763***	
			(1.107)	
Men Share^2 x Expert			-2.693***	
			(1.006)	
Experience x Expert				0.895**
				(0.405)
Observations	39,390	39,390	39,390	39,390

Notes: The table displays results from a Conditional logit choice model. Team characteristics (group size, share of males, experience) indicate whether subjects are more or less likely to pick larger teams, teams with a higher men share or experienced teams. Expert indicates differences to the predictions using our field data. We control for team governance (Bonus, Rank, Prize, Lead (f), Lead (m)). Standard errors are clustered on the choice set level (with * = $p < 0.10$, ** = $p < 0.05$ and *** = $p < 0.01$).

back