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Benefits of Being a Resilient Individual Who's Part of a Resilient Group

Collective resilience is a construct that has generated growing interest in the past decade, as it represents a group or community's capacity to overcome challenges or adversity. The authors of the current article suggest that much of the research to date has involved qualitative methodologies (e.g., interviews, observations) and approximate measures of collective resilience. Consequently, the primary purpose of this study was to develop a valid and reliable measure of collective resilience that could be utilized for a variety of groups (e.g., families, work groups, sport teams). Conceptualized as comprising agency (i.e., the capacity to engage in planned action to manipulate the group environment or circumstance) and adaptability (i.e., the ability to adequately adapt to new situations or circumstances), the authors argue that although there are numerous ways to assess or interpret collective resilience, group member perceptions are likely the best indicator. In addition, a salient outcome emanating from resilient groups is the health and well-being of its members, and this relationship is likely to be mediated by individual member resilience. Therefore, the secondary aim was to assess the relationships between belonging to a resilient group and individual well-being—with an additional analysis involving individual resilience as a mediator. To address these aims, the authors developed the Fletcher-Lyons Collective Resilience Scale. A total of 420 Australian adults (M_{age} = 36.9, SD = 14.3; 74.5% female) completed the questionnaires that were subject to exploratory and confirmatory factor analysis. Of those, 54 completed the questionnaires 1 month later to determine test–retest reliability. As a general summary of the results, the exploratory factor analysis demonstrated a single factor solution best represented by five items. The model fit for this five-item scale was supported through confirmatory factor analysis (χ^2 = 6.99, p = .22; comparative fit index = .99; standardized root mean square residual = .02; root mean square error of approximation = .03), as well as through interitem reliability and test–retest reliability. Similarly, concurrent validity was evidenced through significant correlations with theoretically related approximate measures of collective resilience. Finally, and specifically pertaining to the secondary purpose, greater perceptions of collective resilience were related to lower psychological distress and more positive mental health, life satisfaction, and individual resilience. Furthermore, the associations between collective resilience and mental health and life satisfaction were fully mediated by individual resilience. Despite certain limitations (e.g., age restricted to >18 years, cross-sectional design, convenience sample recruited through Facebook), the Fletcher-Lyons Collective Resilience Scale represents a valid and reliable instrument that can be utilized to assess collective resilience in various groups—something that would be of interest to sport and exercise psychology researchers.

Lyons, A., Fletcher, G., & Bariola, E. (2016). Assessing the well-being benefits of belonging to resilient groups and communities: Development and testing of the Fletcher-Lyons Collective Resilience Scale (FLCRS). *Group Dynamics: Theory, Research, and Practice, 20*, 65–77. doi:10.1037/gdn0000041

Journal website: http://www.apa.org/pubs/journals/gdn/
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Athlete Selection: Considerations for Contextual Performance and Workplace Deviance

Given the tendency for organizations to utilize teams to accomplish their objectives, it is not surprising that employers seek team-related skills when recruiting new employees. Interestingly, however, there is a dearth of research pertaining to selection practices, and by extension, a lack of understanding as to what employers specifically seek when making selection decisions. Consequently, in the current article, the authors utilized the National Football League (NFL) entry draft to determine the extent to which organizational insiders (i.e., coaches and managers employed by NFL teams) and outsiders (i.e., individuals who create draft rankings, but have no team affiliation) emphasized previous (a) task performance (e.g., objective indicators of sport performance), (b) contextual performance (e.g., work ethic, helping coworkers solve problems), and (c) workplace deviance (e.g., behaviors that violate team norms) during their selections. In addition, the authors assessed the relationships between these variables and subsequent NFL performance. Data utilized for the analyses were taken from the NFL draft (2006–2012), specifically for the wide receivers (n = 218) and linebackers (n = 222) selected. Contextual performance and workplace deviance were assessed via content analysis through newspaper articles spanning the athlete's collegiate career. Task performance was determined by the number of receptions (wide receivers) and tackles (linebackers) made the year preceding the draft. Insider evaluations were composed of the actual draft rank and the first-year salary, whereas the outsider evaluations were a composite score involving expert rankings from espn.com and draftscout.com. Finally, to facilitate comparison across teams and

positions for subsequent NFL performance, a metric developed by pro-football-reference.com was used. The findings indicated that insider evaluations were superior for athletes exhibiting greater task and contextual performance; however, workplace deviance did not affect the evaluations. In relation to outsider evaluations, only task performance was a significant predictor, which also reinforced the authors' hypothesis that insiders would be more motivated to learn about contextual and workplace deviance information. Finally, both task and contextual performance significantly predicted eventual NHL performance, but workplace deviance did not. Although the authors introduce numerous implications and conclusions, several worthy of note are (a) the predictability of prior task performance for eventual NFL performance, (b) that insiders are more concerned with contextual factors than outsiders, and that the number of reported incidents could influence an athlete's starting salary, and (c) that insiders made more accurate judgments about eventual achievement than did outsiders. This is indicative of the situation-specific insider information, whereby they know their team needs and the type of athletes that are likely to succeed in their organizations.

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Journal website: http://www.apa.org/pubs/journals/apl/
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I'm a Leader . . . Don't Make Me Follow

Most people find themselves in subordinate roles (rather than leadership roles) in organizations, and research highlights the important impact that such roles have for organizational functioning. Consequently, there is a need to understand the factors that contribute to an individual's willingness to accept subordinate roles. One such factor is narcissism, which could be problematic as it can disrupt group functioning. Narcissists are characterized by entitlement, disregard for others, and a desire to display superiority and are generally attracted to high-status positions. The current article involves four studies, with the first three examining whether narcissism affects responses to being assigned to a low-status (vs. high-status) role, and the fourth extending this work in a naturalistic sport setting. Generally, Study 1 demonstrated that those high in narcissism were less satisfied with their role assignment (to an employee role vs. a manager role; i.e., low vs. high status) and perceived the test utilized for assignment to be inaccurate. Narcissistic individuals assigned the project manager role also took greater responsibility for the assignment compared with those in the employee role. Including an evaluative component for role assignment may have contributed to narcissistic negative reactions, so the second study

involved the same procedure, yet participants were told that role assignment was random. Narcissists reacted negatively to low-status role assignment even when randomly chosen, and were more satisfied and felt it better reflected their personality when assigned (albeit randomly) to a management role. Similarly, Study 2 demonstrated that role assignment influenced narcissistic self-interest motives, whereby those assigned to an employee role were more self-interested than those assigned to a management role. Study 3 extended these findings by examining the degree to which role assignment would affect narcissists' willingness to contribute (i.e., extra-role behaviors) to the group. As expected, people high in narcissism were less willing to engage in extra-role behaviors when assigned to lower status roles. Importantly, these individuals may have been less likely to extend themselves to assist the group because roles seemed final. In a naturalistic setting, roles change and there are opportunities for position advancement. In Study 4, the authors assessed athlete role status, accuracy, and satisfaction, desirable extra-role behaviors, and narcissism. Narcissists were less satisfied with their roles, thought their roles were inaccurate in relation to their abilities, and reported engaging in fewer extra-role behaviors when occupying low-status roles. These results highlight the significance of individual differences in terms of reactions to role assignments, which is vital considering the importance of role satisfaction and performance for team functioning.

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Journal website: http://journals.sagepub.com/home/psp
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Walking Group Promotes Physical Activity in Communities With Poor Health and Socioeconomic Profiles

The purpose of this study was to explore the process of a volunteer-led walking group in a community in England with poor reported physical activity, health, and socioeconomic indicators. Walk Norwich was a community-wide intervention funded by the Department of Health to encourage walking initiatives. The walking program provided 185 group walks, each approximately one mile long and designed for those who were inactive; 691 people attended the walks. Each walk was led by a Walking Champion. A process evaluation was conducted, which included semistructured interviews with nine Walking Champions and 12 stakeholders, who were responsible for the design, implementation, and sustainability of the walking program. The interviews were used to identify factors that presented barriers to and facilitated implementation and sustainability of the