

# THE HONG KONG POLYTECHNIC UNIVERSITY DEPARTMENT OF MANAGEMENT AND MARKETING

## Departmental Research Seminar

How Voice Helps Teams Cope with Change:  
Differential Effects of Promotive  
and Prohibitive Voice  
By



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Date : 27 Jun 2019 (THU)  
Time : 10:30 am – 12:00 nn  
Venue : M802

### Abstract

Change events can present dangers as well as opportunities for teams. Such events can unsettle existing routines and lead to an immediate dip in team performance. At the same time, they can provide opportunities for teams to reset the status-quo and put themselves on a path toward higher effectiveness over time. We posit that voice from members can help teams better navigate this change process. That is, voice can stem disruptions to team performance caused by change as well as enhance teams' ability to recover and initiate a positive performance trajectory after change. Specifically, we make a case that prohibitive voice that allows teams to manage errors better is instrumental for preventing performance losses in the early post-change period (disruption stage). By contrast, promotive voice, which can allow teams to innovate internal processes, can facilitate performance gains over time at later post-change periods (recovery stage). We also propose that voice is especially functional for teams that confront higher degree of change intensity and thereby highlight that voice is particularly important when teams face greater turbulence rather than stability in their operating environment. We test our theory in a sample of 172 production teams that experienced a major exogenous change event. We discuss how our theory and findings extend literatures on voice, team adaptation and resilience.

**Prof. Subra Tangirala** is a Professor of Management & Organization. He teaches the leadership course in the MBA program. His research focuses on interpersonal communication in organizations. Specifically, he explores reasons why employees often remain silent despite having information, concerns, or suggestions to share, and what organizations can do to facilitate candid exchange of ideas at the workplace. His research has been published in journals such as the *Academy of Management Journal*, *Journal of Applied Psychology*, *Organizational Science*, *Organizational Behavior and Human Decision Processes*, and *Personnel Psychology*. He received his PhD in organizational behavior and human resources from Purdue University. Prior to his doctoral studies, he worked for several years as a human resources manager.

**All interested are welcome.**



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