

Team and Leadership Research

MURASE, Toshio

1. Area of expertise, research area, or current themes in his/her research

I have been investigating mechanisms in teamwork and leadership. In particular, my research centers on one of the mechanisms in teamwork called shared mental models which define the degree to which people's knowledge structures on teamwork, strategies, and goal prioritization are similar to each other. I investigate how shared mental models develop over time within the team and enable the team to function. The other stream of research is on leadership. To unleash the potential of teamwork, members must have great leaders. What leaders can develop shared mental models, and how could they do so to make their team work better? These are the questions I have been investigating.

2. Supervision Policy

1. My mentoring philosophy is as follows. A) You will read a lot of articles in English. By doing so, you are expected to build a fundamental knowledge base. We will read assigned articles as well as you will do so by yourself. Based on articles you read, you will understand the state of science on leadership and teams that have been built so far, and will develop questions about what has not been understood; B) you will be expected to study methodological and statistical techniques. Without collecting data and running analyses, you cannot draw a strong inference on relationships among the phenomena of interest. However, there is no guarantee that you will find a causal relationship just because you collect data. You will learn what data you need to collect, and how, in order to obtain the right data to capture the concepts of interest. Only when you collect the right data in the right manner, you will have data that enable you to answer your research questions right. Additionally, you will be asked to learn statistics; C) You will join my research projects. Through collaboration on a project, you and I will share the same interests, and will share everything including joy as well as difficult times together. Through collaborative work between you and me, you will learn better methodologies, statistics, data, and concepts.

3. Advice to prospective students

I am looking for students who find research on teams and leadership exciting. Research is extremely exciting, but also give us many challenges. By working together, we can overcome many challenges in the future and push the current boundaries of knowledge on teams and leadership.

If you fit the above profile, and want to publish papers at US and European top journals, you are the one I have been looking for!

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