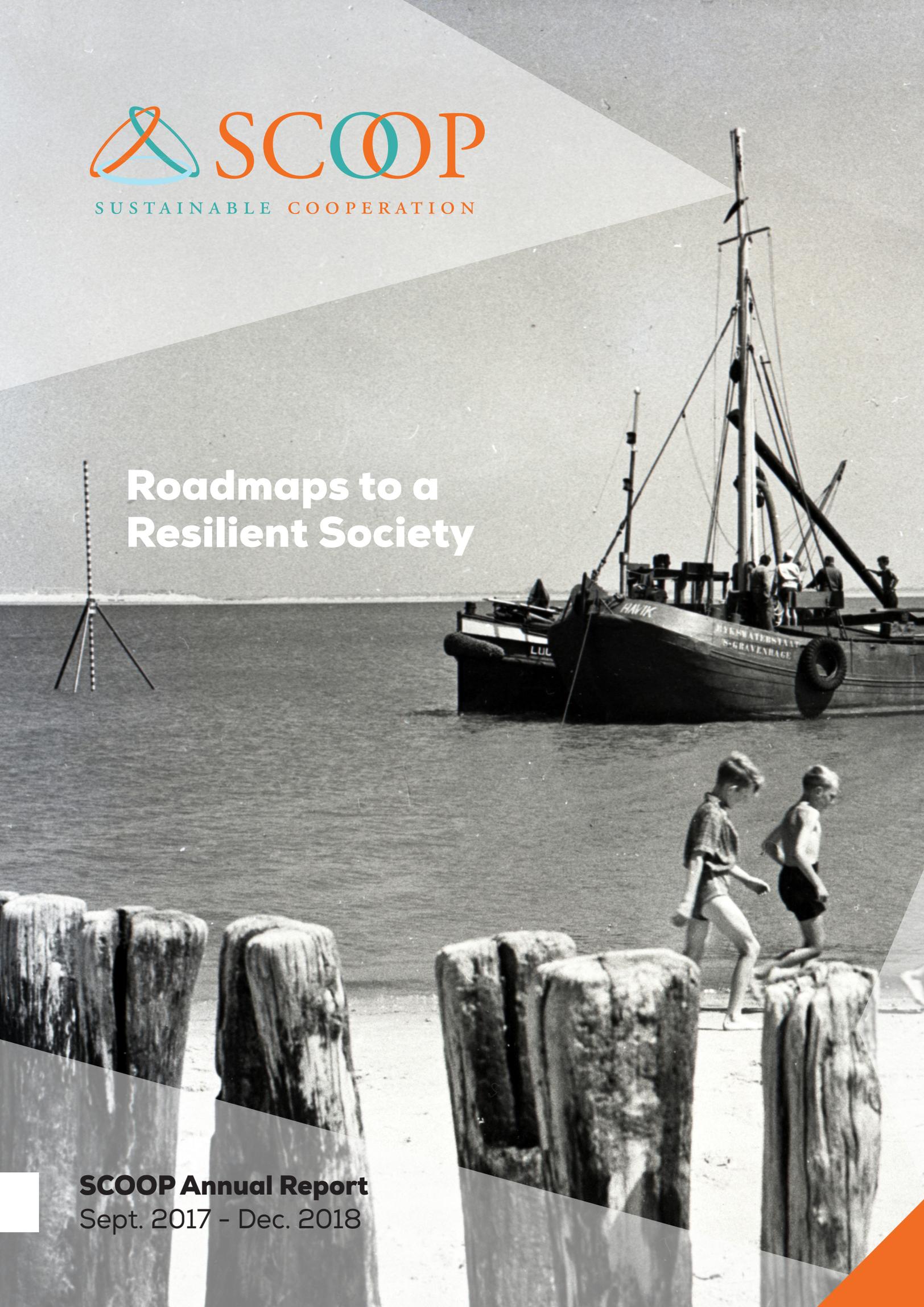




SUSTAINABLE COOPERATION

# Roadmaps to a Resilient Society

**SCOOP Annual Report**  
Sept. 2017 - Dec. 2018





**Photo front page: <https://beeldbank.rws.nl>, Rijkswaterstaat**

The picture was taken during the preparations of the Dutch Delta Works, at the Vrouwenpolder. The Delta Works are a large scale project consisting of the construction of a series of dykes, dams, and storm barriers, ensuring long-term protection of The Netherlands against flooding.

**Layout & Design: Steen Bentall 2019**

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# Program Details

# Program Details

## ■ **Name**

Sustainable Cooperation – Roadmaps to Resilient Societies (SCOOP)

## ■ **Main objective**

SCOOP is a research and training centre dedicated to the interdisciplinary study of sustainable cooperation as a key feature of resilient societies.

## ■ **Participating universities and disciplines**

SCOOP is a joint initiative by the University of Groningen (Strategic Theme Sustainable Society) and Utrecht University (Strategic Theme Institutions for Open Societies), and also involves researchers from VU Amsterdam,

Erasmus University Rotterdam, and Radboud University Nijmegen. The centre connects research groups from sociology, psychology, history, philosophy, public administration, research methods, and statistics.

## ■ **Start and end date**

1 September 2017 – 31 August 2027 with a midterm review in 2021.

## ■ **Funding**

The project is part of the Gravitation programme, which is funded by the Dutch Ministry of Education, Culture and Science. The Netherlands Organisation for Scientific Research (NWO) advises on the selection of teams of researchers.

## ■ **Grant Code**

NWO 024.003.025

## ■ **Budget**

€18,8 million divided over two periods:

- **2017 - 2021:**            **€9.138.651**
- **2022 - 2027:**            **€9.661.349**  
(after a positive evaluation in the midterm review)

The HR budget comprises of funding for 50 four-year PhD projects and 5 two-year Postdoc projects, next to 16 co-funded PhD projects and postdoc projects.

- Commissioner & Project Leader
- Commissioner ("Penvoerder") is the Faculty of Behavioral and Social Sciences, University of Groningen
- Project leader is Prof. dr. Rafael Wittek, Department of Sociology, Faculty of Behavioral and Social Sciences, University of Groningen



# Mission & Goals

The launch of the 10-year research and training program Sustainable Cooperation – Roadmaps to Resilient Societies (SCOOP) marks a unique milestone not only for the Social Sciences and Humanities (SSH) in (Dutch) academia, but also for society at large. For the first time in the history of Dutch science policy, a grant of this size has been awarded to a consortium uniting junior and senior scholars from sociology, psychology, social and economic history, philosophy, and statistics.

This award goes way beyond supporting a very large number



*What keeps cooperation going?*

of innovative research projects. It signals the timeliness and importance of the joint mission that this program tries to achieve.

**This mission has at least four main ambitions:**

## ***Unraveling the puzzle of sustainable cooperation***

In order to understand the conditions for societal resilience, past and present.

## ***Using and refining a common overarching analytical framework***

A framework that integrates insights and perspectives from different disciplines.

## ***Training a new generation of transdisciplinary scholars***

Bright and passionate minds who are not afraid of crossing disciplinary boundaries, and who will be equipped with the theoretical and methodological tools that are necessary for collaborative problem solving.

## ***Engaging with society***

Among others by fostering the development of evidence-based policies and interventions addressing some of society's most pressing challenges.



# Program History 2017-2018

# Program History 2017 - 2018



**In 2012, the initiative was taken to gather a group of researchers from the humanities and social sciences to brainstorm about a Gravitation application about sustainable cooperation.**

## ■ 2017

- SCOOP was awarded a Gravitation grant of 18,8 million euro by the Dutch Government in the Spring of 2017 to pursue its research agenda into sustainable cooperation.
- In September 2017, the program formally became operational and six PhD projects started. Three co-funded PhD projects had already started.

## ■ 2018

- In 2018 two selection rounds for PhD projects were held, leading to the hiring of five PhD students in the first round, and eight in the second.
- On 1 September, Liesbet Heyse succeeded secretary to the SCOOP Board Rie Bosman.
- The first PhD Training Day was held on October 5, 2018, in Groningen, in combination with a meeting of the whole SCOOP consortium.
- By the end of December 2018, 25 SCOOP PhD projects had started or were about to start, next to 3 Postdoc projects, 28 projects in total.



# Program Facts and Figures

# Program Facts & Figures

**The SCOOP program is structured along four work packages and three types of external threats to sustainable cooperation (see table 1).**

A resilient society is characterized by its ability to sustain cooperation over time and through changing circumstances. Societal resilience is subject to different threats.

**First, external shocks** – such as natural disasters or mass migration – may test the ability of existing arrangements and institutions to organize cooperation.

**Second, negative spillover** effects occur when one form of cooperation is achieved at the expense of others (as when work commitments reduce provision of informal care).

**Third,** optimizing short-term cooperation goals can elicit self-defeating **feedback cycles** that destroy cooperation over time. This gravitation program will develop concrete solutions to address these three sustainability threats.

The key to societal resilience is **sustainable cooperation**. Cooperation, or the joint production of mutual benefits, is fundamental for human societies to function and flourish. However, cooperation can be vulnerable due to changing circumstances, or diverging needs and interests. The puzzle of cooperation itself is so confounding

that in 2005 the journal Science placed it atop its list of the most compelling scientific questions to be solved.



The main aim of the SCOOP program is to understand the conditions under which cooperation is developed and sustained over time, despite changing circumstances.

This understanding can be found in key domains where cooperation takes place: in **families, communities, and organizations**.

To overcome the limitations of prior research, this program is organized in **four multidisciplinary work packages** (WPs). These break with the tradition to focus on a single domain of cooperation at a time because interventions that secure cooperation sustainability need to take into account the implications that they have for cooperation in other domains.

## Work Packages:

### WP1



targets solutions for **care** that go beyond the tradition of seeking these in the family domain alone.

### WP2



focuses on solutions for **inclusion** that incorporate characteristics of different communities as well as how these are affected by and impact on families and work organizations.

### WP3



identifies solutions for **work** typically found in the organizational domain, but also considers the ways in which families and communities can contribute to such solutions.

### WP4



specifies and extends the SCOOP approach, which both feeds and draws on the solutions WPs (WP1- 3). It also integrates the resulting insights with basic research and **theory synthesis and formation**.

	External Shocks	Spillovers	Feedbacks
WP1: Care (4 projects)	<b>1:</b> Reshaping Care	<b>2:</b> Facilitating Work-Life Balance (4)	<b>3:</b> Creating Caring Communities
WP2: Inclusion (4 projects)	<b>4:</b> Accommodating Newcomers (2)	<b>5:</b> Connecting Communities (2)	<b>6:</b> Dealing with Diversity
WP3: Work (10 projects)	<b>7:</b> Reshaping Organizational Forms (6)	<b>8:</b> Reconfiguring Roles & Relations (1)	<b>9:</b> Reconciling Stakeholder Interests (3)
WP4: Theory Synthesis (10 projects)	<b>10:</b> Network Co-Evolution (1)	<b>11:</b> Identity Flexibility (6)	<b>12:</b> Shared Responsibility (3)

**Table 1:** *The structure of the SCOOP research program*

**Note:** *The numbers in brackets represent the number of projects per work package and challenge*

 Work package	 Care	 Inclusion	 Work	 Theory synthesis
<b>No. of projects</b>	4 1 co-funded project at Utrecht University	4	10 6 co-funded projects at University of Groningen	10 3 post docs 4 co-funded projects at University of Groningen
<b>Challenge (no. of projects)</b>	Facilitating Work-Balance (4)	Accommodating Newcomers (2)  Connecting Communities (2)	Reshaping Organizational Forms (6)  Reconfiguring roles & responsibilities (1)  Reconciling stakeholder interests (3)	Network co-evolution (1)  Identity Flexibility (6)  Shared responsibility (3)
<b>Locations (no. of projects)</b>	Utrecht University (3)  Radboud University Nijmegen (1)	Utrecht University (3)  University of Groningen (1)	Utrecht University (4)  University of Groningen (6)	Utrecht University (1)  University of Groningen (9)
<b>Interdisciplinarity (no. of projects)</b>	Social Psychology & Sociology (2)  Sociology & Social Psychology (2)	Social Psychology & History (1)  Sociology & Social Psychology (1)  Social Psychology & Philosophy (1)  Philosophy & Social Psychology (1)	Sociology & Social Psychology (5)  History & Sociology (2)  History & Social Psychology (1)*	Philosophy & Sociology (2)  Social Psychology & Sociology (4)  Sociology & Social Psychology (2)  Social Psychology & Philosophy (1)

**Table 2:** Overview of Current Projects per Work Package (Per Feb 1, 2019)

Table 2 presents an overview of the projects divided by work packages, challenges, location and interdisciplinarity. In these projects, 13 male and 15 female researchers are employed. There are 14 Dutch researchers and 14 non-Dutch researchers with a variety of nationalities (i.e. German, Ukrainian, Indian, Spanish, Portuguese, etc).

See also <https://www.scoop-program.org/program-projects>



# Organizational Structure



## ■ **SCOOP board**

Six main applicants applied for the program. These six main applicants form the SCOOP board in which all major decisions concerning the planning, finances, coordination, implementation

and monitoring of the program are made. The board decides about the following matters, amongst others:

- Programmatic matters regarding the contents of the program
- Financial matters, including the funding of PhD and postdocs projects
- Opening of new projects (timing, location and contents)
- Recruitment and selection of PhD students and post docs
- Contents of the PhD training program
- Outreach (conferences, SCOOP publications, etc)
- Data management

In addition, the board monitors the progress of the program and is responsible for safeguarding coordination of the various projects. The board members meet once every month to discuss the progress and management of the program. See the collaboration agreement for more information on formal governance of the consortium. Board members are:

<b>Prof.dr. Rafael Wittek</b> <i>Project leader &amp; scientific director</i>	<b>Sociology</b>	<i>University of Groningen</i>
<b>Prof.dr. Naomi Ellemers</b> <i>Chair</i>	<b>Social Psychology</b>	<i>Utrecht University</i>
<b>Prof. dr. Bas van Bavel</b>	<b>Social &amp; Economic History</b>	<i>Utrecht University</i>
<b>Prof. dr. Martin van Hees</b>	<b>Philosophy</b>	<i>VU Amsterdam</i>
<b>Prof.dr.ir. Tanja van der Lippe</b>	<b>Sociology</b>	<i>Utrecht University</i>
<b>Prof. dr. Russell Spears</b>	<b>Social Psychology</b>	<i>University of Groningen</i>

See also [https://www.scoop-program.org/core-group-scoop?filter\\_tag\[0\]=](https://www.scoop-program.org/core-group-scoop?filter_tag[0]=)

The board is supported by a Secretary to the Board: **dr. Liesbet Heyse**.

## ■ **International Scientific Advisory Board**

The SCOOP program has an Advisory Board consisting of:

- Prof. Christina Bicchieri (University of Pennsylvania)
- Prof. Andreas Diekmann (ETH Zurich)
- Prof. John Dovidio (Yale University)
- Prof. Phyllis Moen (University of Minnesota)
- Prof. Joel Mogyk (Northwestern University)
- Prof. Robert Sampson (Harvard University)

See <https://www.scoop-program.org/advisory-board>

## ■ **SCOOP members**

There are twelve co-applicants. These form the group of SCOOP members. On invitation of the SCOOP board, SCOOP members can initiate new projects and act as promoters of PhDs and supervisors of Postdocs.

Prof. dr. Agnes Akkerman	Sociology	University of Groningen/ Radboud University Nijmegen
Prof. dr. Mark Bovens	Public Administration	Utrecht University
Prof. dr. Belle Derks	Social & Organizational Psychology	Utrecht University
Prof. dr. Pearl Dykstra	Sociology	Erasmus University Rotterdam
Prof. dr. Andreas Flache	Sociology	University of Groningen
Prof. dr. Pauline Kleingeld	Philosophy	University of Groningen
Prof. dr. Tine De Moor	Social & Economic History	Utrecht University
Prof. dr. Jan-Willem Romeijn	Philosophy	University of Groningen
Prof. Peer Scheepers	Sociology	Radboud University Nijmegen
Prof. dr. Linda Steg	Social Psychology	University of Groningen
Prof. dr. Frank van Tubergen	Sociology	Utrecht University
Prof. dr. Jan Luiten van Zanden	Social & Economic History	Utrecht University/ University of Groningen

See also <https://www.scoop-program.org/consortium-members>

## ■ **Fellows**

SCOOP fellows are colleagues from the research groups of the main applicants (board members) who are not main or co-applicants and who co-supervise PhD or Postdoc projects. For an overview of SCOOP fellows, see table 3 and <https://www.scoop-program.org/fellows>

## ■ **Office**

The SCOOP office is located in Groningen at the Department of Sociology in the Faculty of Behavioral and Social Sciences.

See also <https://www.scoop-program.org/contacts>

### The SCOOP office consists of a:

- **Scientific director (0,2 fte)**

**Prof. dr. Rafael Wittek** – Department of Sociology – University of Groningen

*The Scientific Director is responsible for the day-to-day management of the program.*

- **Secretary to the SCOOP Board (0,4 fte)**

**Dr. Liesbet Heyse** – Department of Sociology – University of Groningen

*The secretary to the board supports the SCOOP board and assists the project leader with the daily management and implementation of the SCOOP program.*

- **Secretary (1,0 fte)**

**Saskia Simon** – Department of Sociology – University of Groningen

*The SCOOP secretary assists the project leader and secretary to the board with the daily implementation of the SCOOP program.*

- **Project controller**

**Karin Lagerwaard** (until 1/4/2019) – Faculty of Behavioral and Social Sciences – University of Groningen

- **PhD training coordinator**

**Dr. Geetha Reddy** – Department of Sociology – University of Groningen

*The PhD training coordinator assists and supports the SCOOP board with the design and implementation of the SCOOP PhD training program.*

Prof. dr. Vincent Buskens  
 Dr. Rense Corten  
 Dr. Jacob Dijkstra  
 Dr. Francesca Giardini  
 Dr. Nina Hansen  
 Dr. Liesbet Heyse  
 Prof. dr. Frank Hindriks  
 Dr. Eva Jaspers  
 Prof. dr. Gerbert Kraaykamp  
 Prof. dr. Marco van Leeuwen  
 Dr. Zoltán Lippényi  
 Prof. dr. Marcel Lubbers  
 Dr. Michael Maes  
 Prof.dr. Sabine Otten  
 Dr. Anne-Rigt Poortman  
 Prof. dr. Maarten Prak  
 Prof. dr. Arnout van de Rijt  
 Dr. Tobias Stark  
 Dr. Ellen Verbakel  
 Prof. dr. Maikel Verkuyten  
 Dr. Gerarda Westerhuis  
 Prof. dr. Martijn v. Zomeren

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**Table 3:** Overview of SCOOP fellows



# PhD Training Program



# PhD Training Program

One of the innovative components of the SCOOP initiative consists in designing and implementing a novel transdisciplinary training program for PhD-candidates. All SCOOP PhD

students follow the SCOOP PhD training program as part of their overall PhD training, in addition to the PhD training provided by their disciplinary research school.

## ■ **Aims and format of the program**

Transdisciplinarity strives for interdisciplinary problem-solving through collaboration between different academic disciplines and societal stakeholders. The program is designed to be complementary to the disciplinary training trajectories followed by each SCOOP PhD-candidate.

The core format of each course will be Training Days taking place at one of the SCOOP locations. We envision 13 of such training days, spread over the period of a PhD trajectory. For each training day, PhD students are expected to prepare assignments in advance and to reflect afterwards on each course day in relation to their project.

## ■ **ECTS and course overview**

The SCOOP PhD training program is a 7,5 ECTS program divided over three courses given in year 1, 2 and 3 of their project. In total 13 training days are planned. In addition, PhD students are expected to attend at least one SCOOP Masterclass during their project as well as three SCOOP plenary events.

The first year course - *Sustainable Cooperation: A Transdisciplinary Approach* - is currently under development. The course aims to familiarize participants with SCOOP's analytical framework and its various components. The course is structured as follows:

<b>Training day 1:</b>	Introduction
<b>Training day 2:</b>	Sustainable cooperation I: Stability
<b>Training day 3:</b>	Sustainable cooperation II: Ideals and values
<b>Training day 4:</b>	Sustainable cooperation III: Institutional and behavioral explanations – The state of the art
<b>Training day 5:</b>	Resilience in work, care & inclusion: transdisciplinary diagnosis
<b>Training day 6:</b>	Transdisciplinarity in theory and empirical research



## ■ **Teaching team**

The SCOOP team taking the lead in developing this course, in close cooperation with the SCOOP board, are Geetha Reddy (coordinator), Russell Spears, and Rafael Wittek. The team is supported by dr. Ellen Jansen, an expert on

didactics of higher education at the Faculty of Behavioral and Social Sciences, University of Groningen. The course development is part of a generous teaching innovation grant awarded to SCOOP by UG's Faculty of Behavioral and Social

Sciences, and also involves the creation of a Professional Learning Community on Teaching in Transdisciplinary Contexts.

For background information, check out the SCOOP website, and Geetha Reddy's trailer.



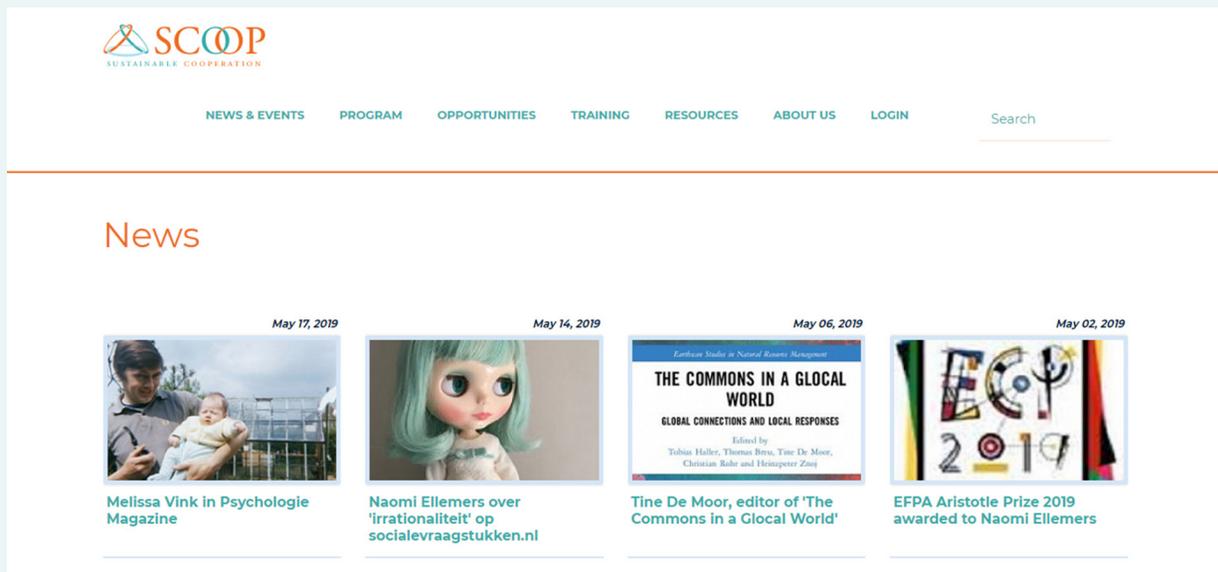


# Communication and Outreach

# Communication & Outreach

## ■ Website

SCOOP communicates externally via the website ([www.scoop-program.org](http://www.scoop-program.org)) and via the dossier at *Sociale Vraagstukken* (see below).



## ■ Newsletter

SCOOP communicates internally via a quarterly Newsletter as well as news updates via email with the aim to share the most important board decisions. Target audiences for these

communications are SCOOP members, SCOOP fellows, deans and managing directors of involved faculties, as well as managers and controllers of involved departments.



## ■ **Documentary**

Professional director Erik Heuvelink and his film crew follow SCOOP from its start. The purpose of the resulting documentaries is to highlight the research program's key scientific

puzzles, to illustrate the challenges of setting up a large scale transdisciplinary research program to solve these puzzles, and to make the program's discoveries accessible to a wider audience.

## ■ **Dossier at Sociale Vraagstukken**

SCOOP academics regularly contribute to Sociale Vraagstukken, a Dutch website at which researchers, academics and experts publish and discuss about

societal issues. SCOOP has a special section on the website where you can find contributions of SCOOP academics.



The screenshot shows the website 'Sociale Vraagstukken' with a navigation bar including 'Home', 'Dossiers', 'Rubrieken', 'Dragers van het debat', 'Over deze site', and 'Online tijdschrift'. The main content area features two article previews. The first article is titled 'COLUMN Probeer irrationaliteit toch te begrijpen' by Naomi Ellemers, dated 26 April 2019, with a 'Cedrag' tag. The second article is titled 'Laat het oor niet hangen naar een televisiepresentator' and includes a 'Cedrag' tag. Both articles have accompanying images: a woman in a red dress speaking at a podium and a group of people sitting on the floor in a meeting.

In 2017-2018 seven contributions to the Dossier were written with a total of about 22.000 views (reference date: 21 February 2019).

Auteur	Titel bijdrage	Views
Belle Derks, Melissa Vink, Lianne Aarntzen, Larisa Riedijk	De keuze van vrouwen voor deeltijd is minder vrij dan we denken	13.918
Martin van Hees	Morele blikvernaauwing ontnemt zicht op ongelijkheid	1.124
Lauren Antonides, Charlotte Witte, Tine de Moor	Alleen inspraak organiseren is niet meer genoeg	1.378
Naomi Ellemers, Rafael Wittek	Werknemers op de nullijn? Dan de hoogste baas ook	unknown
Tanja van der Lippe	Pas op: straks lopen collega's niet meer bij elkaar binnen	791
Bas van Bavel	Onze poldertraditie is aan herwaardering toe – juist nu	1.100
Naomi Ellemers	Diversiteit op de werkvloer heeft pas meerwaarde als verschil er mag zijn	3.176
Total number of views		21.487

**Table 4:** Overview of contributions to SCOOP dossier Sociale Vraagstukken



# Scientific Output

# Scientific Output

## ■ **Examples of scientific output of SCOOP participants in 2017 and 2018**

Boele, A., & **De Moor, T.** (2018). 'Because family and friends got easily weary of taking care': a new perspective on the specialization in the elderly care sector in early modern Holland. *The Economic History Review*, 71(2), 437-463.

Braham, M., & **Van Hees, M.** (2018). Voids or fragmentation: Moral responsibility for collective outcomes. *The Economic Journal*, 128(612), F95-F113.

Bubritzki, S., **van Tubergen, F.**, Weesie, J., & Smith, S. (2018). Ethnic composition of the school class and interethnic attitudes: a multi-group perspective. *Journal of Ethnic and Migration Studies*, 44(3), 482-502.

**Buskens, V.**, Frey, V., & Raub, W. (2018). Trust Games. *The Oxford Handbook of Social and Political Trust*, 305.

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## ■ ANNEX – PROJECT DESCRIPTIONS

<p><b>WP1</b> Care (4 projects)</p>	<p>➤</p>	<p><b>1:</b> Reshaping Care</p>	<p><b>2:</b> <b>Facilitating Work-Life Balance</b> (4)</p>	<p><b>3:</b> Creating Caring Communities</p>
<p><b>WP2</b> Inclusion (4 projects)</p>	<p>➤</p>	<p><b>4:</b> <b>Accommodating Newcomers</b> (2)</p>	<p><b>5:</b> <b>Connecting Communities</b> (2)</p>	<p><b>6:</b> Dealing with Diversity</p>
<p><b>WP3</b> Work (10 projects)</p>	<p>➤</p>	<p><b>7:</b> Reshaping work (6)</p>	<p><b>8:</b> Reconfiguring Roles &amp; Relations (1)</p>	<p><b>9:</b> Reconciling Stakeholder Interests (3)</p>
<p><b>WP4</b> Theory Synthesis (10 projects)</p>	<p>➤</p>	<p><b>10:</b> Network Co-Evolution (1)</p>	<p><b>11:</b> Identity Flexibility (6)</p>	<p><b>12:</b> Shared Responsibility (3)</p>

The number of projects per challenge is presented in brackets (..).

**Note 1:**

Challenges in bold already have projects running.

**Note 2:**

## WORK PACKAGE 1: Solutions for Care

### • RELEVANCE

Many countries attempt to tackle rising costs and declining quality of care through reforms. For example, the Dutch government embarked on a large-scale decentralization of its arrangements. For a large variety of care tasks (e.g. for older citizens, children, or individuals with a handicap), the national government transferred budgetary autonomy to the local community level. At the same time, those in need were asked to rely more strongly on the help of close relatives

and other members of their own network, like their neighbors. With this initiative, the Netherlands joined a large group of countries that had already embarked on similar decentralizing “care in the community” initiatives. These developments illustrate the urgency of our key question: in the provision of care, how can cooperation within and between families, communities, and work environments contribute to a resilient society?

### • CHALLENGES

To answer this question, three challenges will be addressed in WP1. The first, Reshaping Care, focuses on the impact of the retreat of the welfare state on the interface between families and communities. This external shock will lead to a new division of care between family members, the (local) community, and formal organizations with consequences for wellbeing for both the family and society. The second challenge, Facilitating Work-Life Balance, targets spillover effects at the interface between families and organizations. Facilitating

work and life balance is a topical issue: family arrangements and obligations affect solidarity at work and vice versa. The third challenge, Creating Caring Communities, deals with feedback effects at the community-organization interface. The past decades have seen the emergence of a wide range of new and alternative forms of caring communities, and the proliferation of an ever more complex organizational field of caring organizations, but its sustainability remains a question.

### **CHALLENGE 1: RESHAPING CARE**

Caring for others is a cooperative act and individuals differ in their inclination to invest time and energy in care tasks. Institutional arrangements, including solidarity norms, strongly influence the willingness to help. The retreat of the welfare state increases the demand for care by kin and non-kin, but at the same time, changing family structures and later retirement limit the supply of care. How can the provision of care be reshaped in order to guarantee both

individual and societal wellbeing? So far, research has mainly concentrated on how individuals and families deal with the increasing demand for care. Whereas an increase of caregiving sometimes leads to positive experiences, it also undermines wellbeing. Reshaping Care puts the focus on parties other than the family. To date, the major focus has been on the importance of country-level institutions, but little on community-level institutions.

### **CHALLENGE 2: FACILITATING WORK-LIFE BALANCE**

A key challenge in the care domain relates to the interaction between different cooperative roles. Individuals can have a stable and mutually satisfying cooperative relation both with their family at home and colleagues at work. Yet the sustainability of these relations may be challenged when these domains interfere with each other. The

competing demands of work and family place increasing pressure on sustainable cooperation in all family structures, but particularly in dual-earner households with children and blended families. How can balancing work and life be facilitated so as not to jeopardize the sustainability of cooperative relations with family members and at work?

### **CHALLENGE 3: CREATING CARING COMMUNITIES**

The retreat of the welfare state goes hand in hand with the emergence of local self-governing institutions, so called caring communities. We are just beginning to understand how cooperation within caring communities functions. In recent times many predicted that the retreat would have negative feedback effects because local governments lack the

necessary expertise and resources to coordinate the multiple stakeholders operating in complex organizational fields. The key question of this challenge is which institutional mechanisms should societies develop to make caring communities inclusive and accessible to all.

## Challenge 2

### Facilitating Work-Life Balance

#### Project 2.1

#### **Dual Identities and Cooperation Between Partners: Facilitating Work-Life Balance**

● **WP1**

- **Aim of the project**

Examine conditions under which intimate partners achieve relationship stability and satisfaction. What is the influence of life events such as the birth of a child, and of changes at work of the partners?

Under what condition does behavior at work lead to positive spillover in the relationship between partners? Why are family and work ideals different from actual behavior?

- **Theoretical background**

A key challenge in the care domain relates to the interaction between different cooperative roles of partners in family and work. With important life events, such as the birth of a first child, the cooperation between partners is likely to shift and spillover effects (between partners, between family and work) will be observed. Changes might

vary by (1) processes of identity, (2) expectations and ideals, (3) pressure from the social environment (4) and the work environment. Also feelings of fairness play a role. Negotiations that take place before the birth of a child may help to counteract retreating towards traditional roles.

- **Research design**

Firstly, data are used from the Mom in Balance Study, a longitudinal study among female professionals in the Netherlands who are expecting their first child. The study consists of 3 waves (3 months before birth, 3 months after birth and year after birth). Measurements consist of developments in implicit gender roles, work-family balance, division of work and care with partner.

Secondly, this study will be expanded to a number of countries in Europe (Austria, France, Germany, Sweden, Norway), the USA and Asia (Singapore, Japan) to test for context effects (institutional arrangements, differences in national gender equality). Thirdly, an intervention will be formulated and tested to help increase relationship stability between partners.

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#### **Period**

September 1, 2018 - August 31, 2022

#### **Funding**

SCOOP

- **Aim of the project**

The project aims at a detailed description and understanding of biological parents' child involvement across diverse family

structures in the Netherlands, and of the importance of fairness thereby.

- **Theoretical background**

The organization of childrearing has become less self-evident over the last decades due to the increase in women's labor market position and the increase in complex families due to the rise in divorce and remarriage. Most research so far focused on intact families with most attention being paid to the division of household labor, and not so much to the division of childcare. The organization of childrearing in more complex families following divorce has received less attention. Moreover, how principles of fairness regulate perceptions about parenting and parenting behavior is overlooked, particularly in case of complex families.

We argue that insights from sociology and philosophy are necessary to get a better understanding of childrearing. The organization of childrearing in intact and complex families will be studied, with the latter being divided in different household structures based on residence arrangement of the child after divorce (mother residence, father residence, or shared residence) and marital status of the parent after divorce (single or cohabiting/married). In addition, parents' perceptions of fairness of the organization of childrearing and their relation with parenting behavior is examined in both intact and complex families.

- **Research design**

New Families in the Netherlands is a unique survey to use for this project, because it includes a large sample of complex families as well as intact families and contains detailed information about parents' fairness judgements regarding childrearing and parents' childrearing behavior. Moreover, in the sample of intact families, often both parents

participated in the survey (couple-level approach), whereas other datasets mainly include only one parent. An experiment will be designed to test the determinants of parents' judgements of fairness regarding the division of childrearing in complex and intact families.

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**Funding**

SCOOP

- **Aim of the project**

To explain the extent and under which conditions family characteristics affect prosocial behavior. Prosocial behavior includes individual voluntary activities for the broader community, such as caring for elderly or disabled people,

participation in pro-environmental activities, or voluntary work in an organization. The aim is to track conditions in the family domain that have spill-over effects to these prosocial behaviors.

- **Theoretical background**

Processes of individualization usually underscore an increased focus on individual well-being, rather than on the functioning or well-being of communities/societies. Current developments in Dutch policy however emphasize the need for a reversal of this trend: in current-day society, people are expected to actively engage in societal organizations, and to provide care for close-relatives in need. More generally speaking: there is a demand for more sustainable prosocial behavior. We argue that family characteristics are key in understanding why some people show more social behavior than others. Theoretically, the family (parents, partners, children) provides relevant resources and restrictions that set the conditions under which community

involvement may be nurtured. We expect that spillover mechanisms play a role in the extent to which a person is active to the good of community, indicated by (i) time resources, (ii) economic opportunities, (iii) normative guidance and (iv) family identities. Time availability depends on the contribution to paid labor and housework by a person, and a possible partner. Economic resources are typically pooled in the household. Normative guidance stems from socialization processes (i.e., in the family of origin) and normative influence by important others, notably the partner. Family identity characteristics relate to the way of relation to other family members. Institutional conditions may affect the ways in which families are able to perform in the social domain.

- **Research design**

Firstly, the Family Survey Dutch Population of 2000, 2009 and 2017 will be used, that contain information on both partners' time investments in paid work and household work, income, family of origin, civic engagement, and prosocial behavior. Secondly, an experiment will be implemented in the LISS-panel or SCOOP-survey to test

the importance of family factors for community involvement. Thirdly, panel studies from other nations are available (GSOEP, Pairfam, BHPS), and EU-SILC data may be used to deal with country's institutional contexts possibly influencing ways in which family members are able to provide solidarity to community.

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**Funding**

SCOOP

**Project 2.6****Women Who Work and Men Who Care****WP1**

- Project Summary**

In order to stimulate gender equality in the workplace, many interventions are invented that focus on the career opportunities of women (e.g., female networks, appointing female role models). However, the outcomes of gender inequality for men are often neglected. Gender roles might not only limit the career opportunities of women, they might also limit men to take up their family role (e.g., requesting a parental

leave). We thus argue that sustainable cooperation between women and men at work is most effective by achieving gender equality within both the work & family domain. The current project will examine how to stimulate the work roles of women in order to achieve career success, but also acknowledge the family roles of men within work settings.

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**Period**

September 1, 2015 - August 31, 2018

**Funding**

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## Work Package 2: Solutions for Inclusion

### • RELEVANCE

Cooperation in families, communities, and organizations can only be sustained when different individuals and groups are included. Inclusion refers to subjective feelings of acceptance and belongingness, which are anchored in access to key collective resources (housing, healthcare) for different individuals and groups, opportunities to participate in important activities (education, work), or voice in determining the rules and regulations that govern the distribution of these collective outcomes. If individuals and groups do not benefit from such central collective resources – and thus feel excluded – they are no longer inclined to cooperate in facilitating their joint production. This

is a recipe for social unrest and political destabilization.

Institutional arrangements aim to secure fair access to collective resources and activities. As such they address the inherent tension between gain motives (maximizing desirable outcomes and opportunities for the self and one's own ethnic group, work team or family) and solidarity motives. External shocks, spillover effects and negative feedback cycles may call for a re-calibration of these arrangements. How can families, communities and organizations adapt to changing realities, so that individuals and groups continue to cooperate in the maintenance and prudent use of collective resources?

### • CHALLENGES

To answer this question, three challenges will be addressed in WP2. The first, Accommodating Newcomers focuses on the impact of migrants entering into families, communities and organizations. This external shock tests the ability of existing arrangements to take advantage of the unique inputs newcomers have to offer, and to accommodate their specific needs. The second challenge, Connecting Communities targets the

spillover effects of diverging networks, value systems, and interdependence expectations that can either enhance or undermine commitment to the provision and protection of collective outcomes. The third, Dealing with Diversity focuses on the feedback cycles that elicit cooperative benefits from differences between individuals and groups, or lead them to segregate and 'opt out'.

#### **CHALLENGE 4: CREATING CARING COMMUNITIES**

We conceive of newcomer entry as an “external shock” to the community or organization. When newcomers (e.g. refugees, international students, migrant workers) arrive, the standard approach is to try to include them by inviting them to participate in existing activities, and make contact with others. This approach, ‘integration’, in fact expects newcomers to assimilate into existing structures and initiatives, without considering

the possibility that they have diverging needs or can offer complementary contributions. It relies on the assumption that there is implicit agreement on joint needs and who should contribute what. This form of contact and ‘integration’ can only intensify mutual distrust and misunderstanding if it is not supported by the explicit development of shared goals and common values.

#### **CHALLENGE 5: CONNECTING COMMUNITIES**

Including people and securing their contributions and access to collective outcomes is more complicated when the same individual can be considered as part of different communities, which only partially overlap (i.e. Moroccan Dutch, gay employees) due to the possibility of negative spillover effects. Social inclusion requires that people

who live or work together develop joint guidelines for acceptable behavior, and investment of time and resources in collective outcomes. When it is no longer self-evident that one’s networks, goals, and identities align, it becomes difficult to decide which values and ideals to adhere to, and how to behave towards neighbors, colleagues, or customers.

#### **CHALLENGE 6: DEALING WITH DIVERSITY**

The Netherlands has a strong tradition in providing separate provisions for the education, sports, and entertainment of each religious group (“verzuiling”). While this has played a role in the emancipation of different groups, it has also resulted in tensions and conflicts between them. Such initiatives to offer members of each community their own

provisions and outcomes can elicit a negative feedback cycle, where they increasingly withdraw their cooperation from any initiatives that do not target their specific community. Being less well represented in turn reduces the likelihood that broader provisions cater for their community’s needs.

## Challenge 4

### Accommodating Newcomers

#### Project 4.1

#### **Caring communities: Integrating newcomers into the labour market**

● **WP2**

- **Aim of the project**

Project 4.1 will examine historical periods in which newcomers arrived in communities (e.g. religious refugees, migrant workers) to assess which institutional provisions that invited, allowed, or benefitted from the arrival of newcomers predict the success of their inclusion in terms of the development

of economic and social equality over subsequent generations.

The key characteristics thus identified, will be further examined with contemporary panel data comparing social participation vs. protest in different communities.

- **Theoretical background**

Although the EU preaches free movement of people, recognition of professional qualifications, and access to large parts of the labour market are actually regulated by organisations of the most important stakeholders: employers and employees. It has been so for many centuries. These organisations play an ambiguous role vis-à-vis newcomers. At times they have welcomed migrants, for example to

relieve acute shortages or to relieve the indigenous workers from unattractive jobs (1960s), at other times they have tried to keep migrants out. This project will examine how distinctive reactions to migrants relate to organizational level or broader societal arrangements. It will also assess how different approaches to migrant workers impact upon their motivation to integrate into (vs segregate from) the host community.

- **Research design**

This project integrates a historical analysis with psychological data examining the impact of different arrangements that can be found in history on the motivation of migrants to integrate into the host society. For instance, formal acknowledgment of one's professional ability and connecting with fellow professionals (in guilds in pre-modern ages, or in modern labour unions) can empower incoming professionals and foster their integration. Some argue however that guilds functioned as rent-seeking

organisations, which excluded 'weak' social groups, such as women and migrants, in favour of the established masters and their families. Likewise, modern labour unions may privilege the interests of specific groups of workers and fail to accommodate the needs of newcomers.

Historical analyses will focus on local industries and organisations, to uncover variables of interest that relate to integration of new groups of workers.

Psychological experiments can further examine the causal impact of these variables by manipulating (a) formal membership rules (and how these benefit specific groups), (b) informal obstacles that create divisions within the labour force (preventing or promoting

efficiency, fairness, equity, equality), and (c) clarity or explicitness of social norms and rules specifying what the labour organization expects from workers and what workers expect from the labour organization.

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### Period

September 1, 2018 - August 31, 2022

### Funding

SCOOP

## Project 4.2

### *Sustainability of Public Goods in a Changing Society*

### ● WP2

- **Aim of the project**

Examining the conditions for the sustainability of public good provisions under changing group compositions,

by specifying the role of social norm formation and social norm conflict.

- **Theoretical background**

The sustainability of cooperation crucially depends on whether people are willing to invest in the provision of joint outcomes when the composition of the group changes over time, or when institutional arrangements shift. This is put to the test when newcomers enter the group, without being aware of what is expected of them. For instance, can sports clubs that rely on volunteer participation of parents (e.g. as referees and coaches, for transportation or bar duty) continue to offer sports facilities for children whose parents are not aware that they should contribute in

this way? Maintaining cooperation under changing circumstances is particularly challenging when groups of people that initially might have different norms or incentives come together and have to produce public goods jointly. Is it possible to maintain community provisions, that no longer cater for the needs of all community members (e.g. putting up Christmas decorations in public spaces)? The aim of this project is to systematically examine the causal impact of key variables of interest on the continued provision of public goods.

- **Research design**

This project will start with a theoretical analysis to develop a model that specifies how changing group memberships and the resulting heterogeneity of participants are likely to impact on public good production. The relations between model variables will be tested in experimental designs, which consist of variations on 'public good games'. Experimental games will be modeled after real life issues (community provisions, sports clubs, 'vreedzame school'), to incorporate different variables of interest including:

a) clarity or explicitness of social norms for newcomers vs. existing community members, b) social vs. material punishments or rewards for (lack of) cooperation, c) relevance of different types of public goods for different community members, d) endorsement of different rationales for contributing to the public good, etc.. This approach also offers a way to develop and test the effectiveness of specific interventions targeting real communities struggling with these issues, such as neighborhoods, sports clubs etc.

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**Period**

September 1, 2018 - August 31, 2022

**Funding**

SCOOP

## Challenge 5

### Connecting Communities

#### Project 5.2

#### **Connecting Organizational Stakeholders: Corporate Values and Business Practices**

#### ● **WP2**

- **Aim of the project**

This project will examine how organizations can be stimulated to engage with programmes of corporate social responsibility (CSR) and invest in sustainable cooperation with the communities in which they are embedded. It will establish whether the common tendency in discussions

about CSR to appeal to abstract formulations of moral principles and values has backlash effects. And if so, might it be more effective to target concrete practices to connect different stakeholders and -eventually- their core value domains to achieve sustainable cooperation?

- **Theoretical background**

Despite the many discussions about corporate social responsibility (CSR) and the many organizational activities that supposedly express CSR, many organizations still are criticized for failing to genuinely take into account the interests of important stakeholders, such as customers, employees, local communities, and future generations. In those organizations, management, but also individual employees, are accused of being immoral or at least as lacking important values and are said to overemphasize profit motives. Appeals to change the policy of such firms are therefore often couched in moral terms that do not refer to economic consequences. From this perspective, legislation, external supervision, and public outrage communicated in the media, are all seen as valid attempts to question the values endorsed by these organizations and the people

working there and to stimulate the organization in question to engage with CSR. The implicit assumption is that appeals to the values of CSR will prompt organisations to change their standard business practices.

The general tendency to motivate people to change their day-to-day behaviours by trying to modify their global attitudes and dispositions may be widespread but is not backed up by empirical research. Force of habit, social norms, and practical obstacles are only a few factors standing in the way of translating abstract principles into concrete behaviors. Further, we know from empirical research that criticizing people for the moral values they endorse is extremely threatening and tends to raise defensive responses instead of instigating change.

This project will examine whether a more fruitful approach might be to target the behavioral change that is desired at a very concrete level, and then assess whether over time this raises processes of positive self-perception (I am a good person) and self-efficacy (I can do this) that makes the actors in question more willing to reconsider how their behavior relates to their relevant values.

- **Research design**

Organizational statements about values and the importance of CSR (in written text specifying important values, on websites, in mission statements and annual reports) will be compared with the concrete practices (in onboarding programs, HR performance evaluation and promotion criteria, mentoring and leadership programs). We examine how different (internal and external) stakeholders perceive these practices as communicating the values the organization subscribes to.

For the normative discussion about CSR, the results of the empirical analysis will be used to compare the relevance of virtue-ethical approaches, in which dispositions

We will compare the effectiveness of top-down (moving from abstractly formulated values to their realization in concrete practices) vs. bottom-up (from concrete practices to values) change attempts, and assess the impact of individual and organizational self-views and efficacy ratings.

and habituation play an import role, with more top-down deontological or consequentialist approaches. We will also collect interview/survey data among different groups of employees (top management, senior employees, incoming hires) in organizations, and conduct experimental simulations of behavioral change trajectories using psychophysiological measures of employees and managers to indicate negative threat vs positive challenge, as a result of addressing abstract values vs concrete behaviors. We will compare whether the same mechanisms occur for positive (moral elevation) vs. negative (slippery slope) behavioral change.

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Psychology, Philosophy

**Period**

January 1, 2019 - December 31, 2023

**Funding**

SCOOP

- **Aim of the project**

To investigate whether and how abstract values – that are more likely to be shared than concrete ways of enacting them –

can serve to resolve identity conflicts between groups in order to secure sustainable cooperation.

- **Theoretical background**

Justice and respect provide the foundation of liberal democracies. Thus, a liberal society is a fair system of cooperation that is tolerant regarding different identities. However, differences between group identities can create animosity and undermine cooperation. Hence, diversity can pose a threat both to respect and justice. Whereas it is often assumed that the state should resolve this threat, ordinary citizens are responsible for this as well. The current project examines these responsibilities as well as the role that values can play in meeting them in order to create and maintain toleration and justice between and within diverse groups.

individual's 'true identity'. Yet it also makes it more difficult to connect different communities. Attempts to resolve value conflicts between groups as well as tensions experienced by individuals with dual identities may be thwarted by insisting that diverging practices must indicate incompatible underlying values. In such situations, emphasizing overarching shared values may be conducive to sustainable cooperation, while focusing on differences in enacting those values may be counterproductive.

Finding common ground in the face of diversity is a pressing and challenging issue because diversity can give rise to conflict. Group norms are often celebrated and emphasized as a way to establish and protect a distinct group identity. Adherence to characteristic practices is then seen as a sign of group loyalty that tests and reveals the

Thus, the current project examines (1) which responsibilities people have in treating those with other identities in a respectful and fair manner and (2) whether and how values can facilitate this by resolving intergroup conflicts, enhancing intergroup cooperation, and thereby contributing to a sustainable society. In doing so, it takes into account the comparative strength of people's values and the impact of situational factors that make such values salient.



- **Research design**

The project provides a philosophical analysis of the moral responsibilities that citizens with different identities have for promoting a just and tolerant society and investigates the roles that abstract values can play in achieving this. It features experimental studies to

examine how conflicts between norms affect cooperative behaviour among different groups, and to test how shared values can serve to enhance sustainable cooperation across groups and through time.

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Philosophy, Psychology

**Period**

October 1, 2018 - September 30, 2022

**Funding**

SCOOP



## Work Package 3: Solutions for Work

- **RELEVANCE**

Current arrangements for work are subject to major transformations. Many European countries have witnessed dramatic changes in labor conditions during the past years. These have to do with flexible forms of employment, outsourcing, long distance collaboration, equal opportunity legislation, and shifts in pension age. Business firms and their various stakeholders attempt to adapt to these changing circumstances through corporate restructuring, delayering, and

reorganizations. In public organizations, market principles were introduced into state bureaucracies, fundamentally transforming their structures and functioning. At the same time, increased employee diversity, flexibility, and professionalization also imply that successful cooperation has become more dependent on individual feelings of identification with one's colleagues and a commitment to shared goals.

- **CHALLENGES**

To understand how these changes affect the ability and willingness of people to cooperate in work contexts, three challenges must be addressed. The first, Reshaping Organizational Forms studies to what degree are (emerging) alternative formal organizational structures able to cope with external shocks. Second, Reconfiguring Roles and Relationships focuses on the insecurity about long term prospects in employment and the risk of reducing identification with and commitment to the place of work: how can family roles and community relationships be reconfigured such

that cooperative behaviors in both domains create positive spillovers between them? The third, Reconciling Stakeholder Interests addresses the way work organizations relate to local communities and customers as relevant stakeholders. Knowledge is needed on how self-undermining processes can be prevented and reversed by reconciling (diverging or complementary) interests of different external and internal stakeholders. These sustainability threats illustrate the urgency of our key question: under what conditions can cooperation in work become sustainable and contribute to a resilient society?

## **CHALLENGE 7: RESHAPING ORGANIZATIONAL FORMS**

Organizations thrive if their members are willing “to walk the extra mile”, like working unpaid overtime, or helping a colleague to finalize a difficult task even if this is not their formal responsibilities. Consequently, organizations attempt to shape their structures such that they effectively elicit this kind of intelligent effort and (extra-role) organizational citizenship behavior (OCB). With mount-

ing external pressures towards flexibility and short-term employment contracts, employees no longer have traditional long-term expectations that formed the basis of sustainable cooperation in many organizations. Several waves of corporate restructuring and the invention of “new organizational forms” aim to secure cooperation in different ways.

## **CHALLENGE 8: RECONFIGURING ROLES AND RELATIONSHIPS**

Employee mobility, outsourcing and long-distance cooperation in virtual teams have loosened the ties among employees and their place of work. As a result, commitment to one’s family or community more easily reduces cooperation at work, for instance when this requires relocation or irregular work hours. The pull of different allegiances and identities can elicit spillover effects that undermine work commitment. State of the Art.

The double-edged nature of employee heterogeneity as a potential source of innovation on the one hand and a source of conflict and loss of commitment on the other is well documented. When people differ from each other in multiple ways, for instance because differences in career prospects or professions converge with ethno-religious background, gender, and age, faultlines emerge that undermine cooperation.

## **CHALLENGE 9: RECONCILING STAKEHOLDER INTERESTS**

Changing institutional arrangements for work shift the balances among the complex web of organizational stakeholders, and can, thereby, affect cooperation. Companies are no longer seen as working communities but as possessions of shareholders, who deal with them as their own interests dictate. The primary concern of shareholders

is not to create employment, but to maximize return on equity. However, a focus on short-term gains (e.g. asset stripping) can jeopardize the sustainability of organizations over time, and harm the interests of other stakeholders, such as unions, employees, self-employed contractors, consumers or clients, and communities.

## Challenge 7

### Reshaping Organizational Forms

#### Project 7.5

#### **Urban Collective Living Arrangements: Golden Key to Sustainable Communities?**

#### ● **WP3**

- **Aim of the project**

In light of increasing single-person households, patchwork families and loneliness, citizens turn towards alternative living arrangements for social support and wellbeing. The proposed research investigates the potential of Urban Collective Living Arrangements (UCLAs) – living communities empha-

sizing sharing and a common group identity – to create sustainable communities. We investigate the mechanisms behind the internal viability and external impact of UCLAs on their environment, proposing that theories of social control and motivation provide the necessary insight.

- **Theoretical background**

Sustained cooperation is a vital precondition for the viability and impact of UCLAs. An UCLA's internal viability is its ongoing ability to produce material (task based) and immaterial (relation based) collective goods and services that could not be produced without joint effort (e.g. tasks like joint building cleaning initiatives or relation-based actions like emotional support through frequent contact between members). Cooperation is also necessary for an UCLA to have external impact, because initiatives like setting up an UCLA movie theatre require joint effort from its members. But how can this cooperation be sustained?

According to the influential altruistic punishment hypothesis, which assumes a natural inclination in humans to punish free-riders, the presence of sanctioning opportunities constitutes a

necessary and sufficient condition for sustaining collective good production. But more recent contributions come to the opposite conclusion. According to the anti-social punishment hypothesis, sanctioning opportunities undermine cooperation if free-riders use them to punish cooperators. The competing claims from these experimental studies indicate that the complex feedback processes linking social control, cooperation, and their outcomes are still insufficiently understood. The project contributes to close this gap by disentangling different mechanisms of social control. Since research on vicious and virtuous cycles of social control in organizations has amply documented and contextualized the role of sanctioning regimes, four influential process theories of intra-organizational social control will serve as a point of departure for this endeavor.

- **Research Design and Data**

The main research site is a large and diverse living community in the Netherlands. In order to unravel the complex interplay of social mechanisms and their outcomes, ethnographic and case study techniques will be applied in

a longitudinal research design. Critical incidents or trouble cases form the core of ethnographic data collection. Analytical methods include event structure analysis and ethnoarrays.

**PhD**

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**Discipline**

Sociology

**Period**

December 1, 2017 – November 30, 2021

**Funding**

University of Groningen

**Project 7.6**

***Informal Social Networks and Organizational Inclusion: The Invisible Minority's Dilemma***

● **WP3**

- **Aim of the project**

To describe and explain how informal social networks and organizational policies affect workplace inclusion

of minorities with a concealeable stigmatized identity.

- **Theoretical background**

Discriminatory behaviours against minorities of all kinds are common in many organizations. This may negatively affect e.g. their individual well-being and work performance. How can the inclusion of minorities at the workplace be safeguarded? Specifically, we are interested in those employees who possess a concealable stigmatized identity, and, thus, in principle have the option to not share this characteristic with others within the workplace. The

particular minority group we study are lesbian women, gay men, and bisexual people (LGBs). This project investigates the interplay between informal social networks, organizational policies, and inclusion of invisible minorities at work. We focus on two aspects of inclusion – perceptions of belongingness and opportunities for authenticity – and their impact on work-related outcomes, for the individual and organization alike.

- **Research Design and Data**

A multi-method approach will be used to address several sub-projects. First, we will collect mixed-method (semi-structured interview and ego-network) data on LGBs within their workplace, in order to assess their workplace experiences, perceptions of inclusion, and informal social networks. Insights gathered from this project may lead us to formulating new hypotheses, as well as inform further data collection later on in the project. In another sub-project, we will make use of newly collected survey data to establish the extent to which LGBs' needs for belonging and authenticity are satisfied within their

workplace, as well as organizational characteristics facilitating or hampering their inclusion. Making use of the same data, we will also take a closer look at current activities, aimed at increasing inclusion of LGBs, undertaken within organizations, the degree to which these are successful, and the role heterosexual allies play in this regard. Thirdly, we are investigating the possibility of conducting an experiment or a vignette study, in order to provide us with new insights on how deeply entrenched heterosexism is in our work and society.

**PhD**

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**Disciplines**

Sociology, Psychology

**Period**

September 1, 2017 - August 31, 2021

**Funding**

University of Groningen

**Project 7.7**

***Sustainable Labor Market Integration of First Generation Migrant Groups: The Quest for the 'Migrant-Organization Fit'***

● **WP3**

- **Aim of the project**

The project explains how combination(s) of individual and organizational factors facilitate the successful recruitment and

retention (R&R) of migrant employees in European labor markets.

- **Theoretical background**

Europe is experiencing a substantial influx of first time migrants. In 2015, 2.6 million first residence permits to third country nationals were granted<sup>1</sup>, whereas in 2016, 1.2 million first time asylum seekers were registered, many of whom are expected to be granted asylum. Many call to speedily integrate these migrants in the labor market, for social and moral reasons, and to counterbalance host societies' costs for reception and integration, estimated to range between 17 and 22 billion Euros in 2016 in the EU. However, migrants experience barriers in entering the labor market and in their career trajectories. Studies show that migrant

group characteristics influence their chances in the labor market and that diversity management approaches to migrant workers in organizations differ. Nevertheless, little is known about which combination(s) of individual and organizational factors facilitate the successful recruitment and retention (R&R) of migrant employees in European labor markets. This PhD project aims to fill this gap by combining sociological knowledge on (in)formal diversity management practices in organizations with social psychological knowledge focusing on cultural differences of first generation migrants.

- **Research Design and Data**

Multiple case studies (organizations), different samples (ethnicity, migrants' length of stay in host society), and mixed method research. Studies 1 and 2 are qualitative: document analysis and qualitative semi-structured interviews with HRM managers (N=2-6); middle managers (N=84); and first generation migrant and native employees (N=30)

in 8 teams. Both studies will analyze the cultural distance of managers and native employees compared to those of first time migrant employees to identify combinations of organizational and individual determinants of the migrant-organization fit. Studies 3 and 4 are predominantly quantitative.

**PhD**

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**Disciplines**

Sociology, Psychology

**Period**

October 1, 2017 - September 30, 2021

**Funding**

Innovation Fund, Faculty of Behavioral and Social Sciences, University of Groningen

- **Aim of the project**

The project aims to describe and explain under which conditions the deliberate creation of collaborative networks

fosters sustainable cooperation and value creation in a multilevel organizational field.

- **Theoretical background**

Many contemporary industrialized societies attempt to face the challenges posed by population aging and other socio-economic pressures by substantial welfare-state reform, with large-scale administrative and political decentralization being a frequently used instrument. The success of such policies depends on the active participation of a growing numbers of multiple stakeholders, ranging from individuals (e.g. citizens, consumers, clients, professionals, patients etc.), to private, public and non-governmental

organizations (suppliers, regulators, producers etc.). Many see collaborative networks as one of the most promising tools for sustainable value creation in such multilevel organizational fields. In a collaborative network, a heterogeneous set of autonomous organizations and individuals interact, often supported by Internet based tools, with the intention to achieve some common objective. However, as of yet, relatively little is known about the conditions under which such collaborative networks become sustainable, or decay. This project addresses this gap.

- **Research Design and Data**

Modeling the evolution of collaborative networks in a multilevel organizational field puts a heavy burden on the research design, since it requires the longitudinal collection of sociometric and attribute data at the level of both individuals and organizations. The present project capitalizes on a unique opportunity to collect such data in 50 so-called interdisciplinary learning

networks, to be established in the Northern part of the Netherlands as part of a government funded large-scale regional initiative pioneered by the ZON, a network organization specialized in bringing together both health care providers and health care educators to coordinate educational matters in their sector (<http://www.netwerkzon.nl/nl/>).

**PhD**

Thomas Teekens

**Supervisors**

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Dr. Francesca Giardini

**Discipline**

Sociology

**Period**

September 1, 2017 - August 31, 2021

**Funding**

Netwerk ZON (50%)

Department of Sociology, University of Groningen (50%)

**Project 7.9*****Cross-border network governance for sustainable training in health care*****● WP3****• Aim of project**

The project aims to describe and explain under which conditions cross-border collaborative networks contribute to the

creation of innovative and sustainable learning in the health care sector.

**• Theoretical background**

The project aims to describe and explain under which conditions cross-border collaborative networks contribute to the creation of innovative and sustainable learning in the health care sector. Many contemporary industrialized societies face labor market shortages in the health care sector due to - amongst others - increased demand caused by population aging. One way to address the rising demand for health care professionals is the recruitment of these professionals from other countries in order to create sustainable labor markets in the sector. However, cross-border recruitment is not a straightforward task due to the fact that each country has unique health care and education system

characteristics. Along with different skill and competency requirements and diplomas tailored to the specifics of the national health care context, there are also differences in clients' expectations and institutional arrangements across countries. The success of cross-country recruitment of health care professionals thus depends on the establishment of a productive and effective collaboration regarding learning opportunities, employment policies, job profiles, and education programs by multiple stakeholders in both the health care and education sector, such as nursing schools, hospitals, recruiters and professional associations, on both sides of the border.

For several decades now, collaborative networks between public organizations have proven their value as a tool to improve the service provision in the health and education sectors within

- **Research Design and Data**

This project capitalizes on a unique opportunity to collect longitudinal data in a large cross-border collaborative network in the Northern part of the Netherlands and Germany. Modeling the evolution of collaborative networks in a multilevel organizational field with more than 50 participating organizations and hundreds of health care students requires a mixed method research design, combining both quantitative and qualitative data collection. The first stage consists of mapping the stakeholders involved in a specific internship trajectory

many European countries. An increasing number of such collaborative networks represent cross-border collaboration (CBC) initiatives. But do such networks really work?

and the inter-organizational networks and their multilevel governance structure. In a second step, multilevel longitudinal sociometric and attribute data will be collected on (changes in) the overarching network structure and the tasks implemented in the network (i.e., internship provision and supervision, learning trajectories, recruitment efforts, and adjusting educational materials). Specific attention will also be devoted to identify the threats to sustainable cooperation and the related solutions in terms of network governance.

**PhD**

Aliona Ignatieva

**Supervisors**

Prof. dr. Rafael Wittek

Dr. Liesbet Heyse

**Discipline**

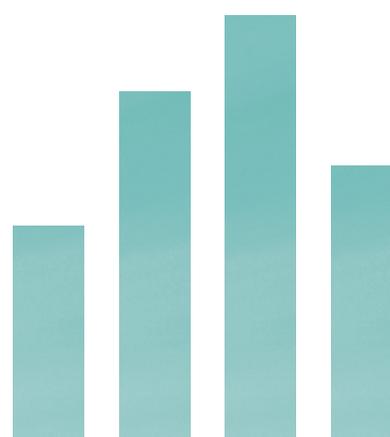
Sociology

**Period**

September 1, 2017 - August 31, 2021

**Funding**

Netwerk ZON (50%) + Department of Sociology, University of Groningen (50%)



- **Aim of the project**

This project aims at mapping the conditions under which the spread of reputational (i.e. third-party or second-hand) information through affects the

dynamics of interpersonal relations in the workplace (who befriends whom, and who stays friends with whom over time).

- **Theoretical background**

Reputation constitutes a crucial factor in the formation and subsequent evolution of interpersonal relations. Reputations often spread through gossip during casual conversations. From the point of view of the person who receives the information, what is known about others helps navigating social environments – even if the information is based on someone else’s prior experience.

gossip receiver and target are already connected to each other, there is still room for reputation-based effects on their relationship: hearing gossip about one’s contact may either lead to corrections of person perceptions or reinforce existing predispositions.

Lab experiments showed that gossip indeed has an impact on the creation of relationships. For instance, positive reputation tends to encourage partner-selection, whilst negative reputation may trigger avoidance and ostracism. Other research showed that even when

This project elucidates under which circumstances workplace gossip triggers the creation and sustains the maintenance of interpersonal relations in organizations, taking into consideration the multidimensional nature of reputation, organizational context conditions like workplace culture, and the co-evolution of gossip and social networks.

- **Research design**

A mixed methods research design is used, combining analyses of existing

longitudinal sociometric three-way data with newly designed lab experiments.

**PhD**

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**Supervisors**

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**Location**

University of Groningen, Faculty of Behavioural and Social Sciences, Department of Sociology

**Discipline**

Sociology

**Period**

September 15, 2017 - August 14, 2021

**Funding**

“la Caixa” Foundation (50%)

University of Groningen (50%)

## Challenge 8

### Social Network and Prosocial Work Behaviour of Men and Women

#### Project 8.5

#### **Social Network and Prosocial Work Behaviour of Men and Women**

#### ● **WP3**

- **Aim of the project**

This project examines how social networks for men and women relate to cooperative and uncooperative

behaviour at work leading to profitable career outcomes for individuals, and stable, efficient work teams.

- **Theoretical background**

In our present day and age, women still lag behind men in their occupational career. One of the reasons being that women are less able than men to profit from their social networks at work. Two mechanisms have been shown to influence how women's on-the-job networks of women may undermine their careers: both the 'quality' of on the job contacts lags behind that of their male counterparts, as does the profit men and women are able to take away from these contacts. The networks of men and women at work differ in quality of the contacts, as both genders tend to have networks that comprise of mainly same gender co-workers. Since male co-workers more often occupy managerial positions, women may profit less from their work networks. Furthermore, even when women invest in high quality work networks, they tend to receive smaller returns on this social capital (Son & Lin, 2012). Women's attempts to become part of the networks of male co-workers may also face sanctions from female co-workers who question their loyalty to their

own gender group. Conversely, men may sometimes exclude women from their networks (or include them less).

This project addresses with whom and why men and women cooperate and with whom and why they have conflicts. Both psychological and sociological perspectives are taken into account in order to explain key characteristics of on-the-job networks of female and male employees, and how these networks influence their careers. Networks at work can offer advice, task support and information, as well as emotional or social support. However, on-the-job networks are not merely sources of support, but they may also be a source of conflicts and for relationships to turn sour.

One hypothesis to be explored in this project is that on-the-job networks providing inclusive identities might benefit women more than men, although evidence is inconclusive.

Some studies suggest that the network structures that benefit men and women are different. For instance, it has been argued that only men profit from occupying so-called brokerage positions in sparse networks, and that women need sponsors in higher positions. However, in the movie industry it was shown that women's careers profit from more open and diverse networks,

whereas men do better in dense and cohesive networks (Lutter, 2015). We will study what the optimal team looks like for both men and women, how institutional variables (like gender imbalance and masculine work domain) affect both the composition as well as the returns of the networks of male and female employees and which networks offer them optimal opportunities to realise their ambitions.

- **Research design**

Firstly, the project will use the European Sustainable Workforce Survey (ESWS). The ESWS is unique because (a) it is a recent, large-scale survey among 11,011 employees (wave 1/2016 and wave 2/2018) nested in 869 teams in 259 organisations in 9 European countries (UK, Sweden, Germany, the Netherlands, Finland, Spain, Portugal, Hungary and Bulgaria), (b) contains longitudinal information about cooperation and work career of the employee (c) has detailed information on formal and informal contacts within the work

team and conflict between colleagues, and (d) contains information about institutional variables that may predict network composition. Also managers provide information about cooperation and conflict in their teams. To better understand conflict and cooperation at the workplace, we also undertake a field experiment in one or two firms to gain more insight in contacts in teams and differences therein between men and women.

**PhD**

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**Disciplines**

History, Sociology, Psychology

**Period**

December 1, 2018 - November 30, 2022

**Funding**

SCOOP

## Challenge 9

### Reconciling Stakeholder Interests

#### Project 9.1

#### *The CEO and the Employee: A Widening Gap?*

#### ● WP3

- **Aim of the project**

The project aims to describe and explain (1) to what degree listed companies in the Netherlands, the United Kingdom and Germany shifted towards shareholder primacy as the dominant model of

corporate governance in the period from 1960 to 2000, and (2) how this shift affected the relationship between CEOs, employees, and Boards.

- **Theoretical background**

Between the 1970s and the 1990s many Western countries saw companies shifting from being working communities to becoming asset bundles, and from adhering to a stakeholder principle to a shareholder dominance. Many scholars and practitioners welcome this development. They argue that shareholder primacy represents a superior form of corporate governance. It rests on the assumption that interest alignment between CEO and shareholders fosters firm efficiency. A board of directors (or Supervisory Board in a two-tier system) that is maximally independent from the CEO constitutes a key element of firms operating under principles of shareholder primacy. Independence, so the reasoning, efficiently reduces both agency costs and conflicts of interest between the CEO and the Board. This account has been challenged both on theoretical and empirical grounds. Whereas board

independence may reduce conflicts of interest, it also widens the information gap between the board and the CEO, thereby weakening a board's effective control.

The present research project focuses on the position of the CEO and how this position shifted with the transition from stakeholder to shareholder primacy as the dominant governance principle. A working hypothesis for this project is that the board's role vis a vis the CEO transformed from a *primus inter pares* in the process of strategy formulation, to a relationship of control. A growing gap between CEO, Board and employees should be the result. This gap, in turn, is expected to undermine cooperative relations between the involved stakeholders, and ultimately have a negative impact on the firm's value creation.

- **Research design**

This process will be investigated for the period 1960–2000, for listed companies in three countries (the Netherlands, the United Kingdom and Germany), with each their own characteristics in business organization and national context (e.g. legislation). The comparison allows for identifying the crucial elements in this development and its effects.

The sources are annual reports, newspapers, minutes and other archival sources. Annual reports of Dutch listed firms are digital available at Utrecht University for the period 1975–2008. The annual reports for UK and German firms are online mainly for the period 2000 up to the most recent year. The website [delpher.nl/nl/kranten](http://delpher.nl/nl/kranten) allows for searching in Dutch newspapers over time. Minutes of meetings can be consulted on a case basis (see e.g. [archieven.nl](http://archieven.nl)). The sources are investigated by historical methods, possibly combined with network analysis.

In order to assess the widening gap and erosion of cooperative relations

between CEO, Board, and employees, indicators will be constructed based on, among others, the wording of annual reports of companies, the practices of consultation between board and employees, their mutual and overlapping relations, the practices of collective labour agreements, the differential in pay between CEO and average employees, and the shares of company profits allocated to real investments, shareholders and employees.

To measure the effects of these changes we look at cases of corporate failure and/or M&A over time and analyze the changing influence of the CEO, Board and employees on the process. For example in the Netherlands managers and supervisors are legally obliged to balance the interests of all stakeholders, including the employees'. In practice, with Dutch firms increasingly in the hands of foreign investors, the influence of the employees seem to have diminished though.

**PhD**

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**Disciplines**

History, Sociology

**Period**

October 1, 2018 - September 30, 2022

**Funding**

SCOOP

- **Aim of the project**

This project aims to specify how the value orientation of smaller family businesses differs from stock market listed corporations, and how this relates to the way these businesses consider

different stakeholders as well as their external reputation, which may affect the sustainability of these businesses and their functioning.

- **Theoretical background**

Businesses can be characterized in terms of the specific narratives, choices and institutional arrangements that define who relevant stakeholders are (employees, customers, shareholders), and how they wish to cooperate with these stakeholders. Comparing different types of businesses along these dimensions can reveal the nature of the perceived responsibilities involved and, more generally, the more fundamental normative presuppositions underlying them. Prior research has compared family businesses and non-family businesses. Results of such comparisons appear inconsistent at first sight. On the one hand, family businesses are less likely to have formal ethics guidelines in place, or to formally monitor ethics compliance. On the other hand, family

businesses offer more informal ethics guidance (e.g. in the form of role modeling). Compared to non-family businesses, family businesses actually display less ethically dubious behavior (e.g. engagement in aggressive tax policies), and incur less reputational problems to the extent that the family is more explicitly involved in the leadership of the business. Due to the specific nature and aims of family businesses we hypothesize that they tend to endorse different values and prioritize different types of activities and stakeholders than non-family businesses. We further propose that this has beneficial effects for the reputation for the organization, which is relevant for broader stakeholder relations and community support.

- **Research design**

This project will compare family businesses and non-family businesses over time, to document how varieties in capitalism (including shifts from the dominance of shareholder interests to stakeholder interests and back again), define which values, interests, and stakeholders receive priority.

The project combines historical, psychological and normative perspectives. The historical analysis will focus on archival data (1950-2010), of different types of businesses, combining a cross-temporal analysis with a comparison of different national/ economic contexts.

The normative focus will draw on the distinction between ethical theories that formulate general accounts of responsibility and those that emphasize the context-dependent nature of obligations. Connecting these observations to survey data pertaining to present day organizations

allows us to examine how this relates to relevant factors in the reputation of the organization (attractiveness for employees, customer loyalty, community support) and how this contributes to the sustainability of the business and to a more inclusive functioning of the business.

### PhD

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### Disciplines

History, Psychology

### Period

September 1, 2018 - August 31, 2022

### Funding

SCOOP

## Project 9.6

### ***Platform Cooperatives: Are User-Owned and User-Governed Platforms Viable?***

● **WP3**

#### • **Aim of the project**

The project aims to describe and explain if -and under what conditions- platform cooperatives can be a viable and

scalable alternative to current forms of independent worker organizations.

#### • **Theoretical background**

Commercial platforms such as Airbnb, Uber and TaskRabbit, reshape traditional organizations by connecting large crowds of (private) supply and demand by the use of apps, algorithms and reviewing mechanisms. Platforms may not only pose a threat to traditional business with respect their revenues and autonomy, they are also disruptive social-economically: their focus on servicing precarious professions erode standard social protection, minimum earnings and working conditions of suppliers. More-over, commercial platforms threaten public values

such as consumer safety and privacy. As a response, alternative forms of organizing platforms arise: platform cooperatives. Owned, democratically controlled and managed by their users, cooperative platforms aim at sustainable cooperation between suppliers and users, and tending the needs of their members, in particular those who are dependent on the platform in acquiring their main income, such as taxi drivers and cleaners. This project aims to systematically identify the conditions under which platform cooperatives can be viable alternative

to commercial platforms with regard to their success, which we define as (a) their survival in the long-run, in comparison to traditional platforms, and (b) their ability to provide and safeguard customers, and 'decent work'.

Theories explaining traditional (worker) cooperatives success allow for at least three hypotheses on the variation in success between platformcoops. First, given the rigidity of organization structures and governance, platformcoops founded during recession are better adapted to harsh economic circumstances than those founded during abundant economic periods, and therefore more successful.

Second, given that cooperatives have less financial flexibility than (large) commercial businesses, platformcoops are likely to be more successful in stable markets, and less resource-intensive sectors, such as services and transport. Third, given that membership stability is crucial for members' investments, commitment and democratic involvement, success

- **Research design**

The project develops and tests hypotheses on the effect of platformcoops characteristics, such as founding date, business, type of work; b. platformcoops governance characteristics (e.g. democratic involvement of members) and c. technology use. The project combines the collection of a midsize N data set of platformcoops and a wide

is more likely for platformcoops servicing professions that have fewer (attractive) opportunities for regular employment or self-employment (e.g. taxi drivers, cleaners). Platformcoops in creative industries may suffer instable membership because their members use platformcoops as stepping-stones for their own company.

Finally, one of the major advantages but at the same time also vulnerabilities of traditional, democratically controlled (workers)cooperatives - the high involvement of members in decision making - allows for a hypothesis on the variation of success between traditional and platformcoops: Technology eases these demands by allowing for less time consuming virtual involvement. Though platformcoops are likely to be more successful in democratic governance (and conforming norms on decent work and consumer rights) than traditional cooperatives because of the role of technology, they may also suffer from lesser direct social control due to the technological interface.

range of relevant characteristics with three comparative case studies:

**Comparing platformcoops:**

**1a.** The landscape of platformcoops will be mapped by constructing a systematic database. Preliminary work (funded by seed money under the strategic area "Institutions" at Utrecht University) has

now lead to 150 platformcoop initiatives worldwide. The database includes success factors (survival, brand name recognition, number of users, technology use) allowing us to explain success by both business model characteristics and platform governance characteristics.

**1b.** In depth case studies of about 10 platform coops will be conducted with a focus on local services sector (taxi, cleaning, courier, etc.) to get an understanding of the success factors, (including providing decent work to suppliers and consumer rights) and motivations behind these initiatives. The case studies allow for a comparison across sectors and countries while also

contributing to theory development by contrasting problems as well as success.

### *Comparing platformcoops with traditional cooperatives:*

**2.** A comparison between platformcoops and cooperatives. This comparison will focus on the influence of technology use and the degree of membership involvement in decision making and the ability to provide decent work for suppliers of work and coherence of safety and privacy norms for consumers. Keeping contextual factors constant, this comparative case study will focus on (platform) cooperatives in the sectors like insurance and agriculture, in which sufficient traditional cooperatives exist.

#### **PhD**

Damion Bunders

#### **Supervisors**

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#### **Disciplines**

History, Sociology

#### **Period**

November 1, 2018 - October 31, 2022

#### **Funding**

SCOOP

## Work Package 4: Synthesis

- **RELEVANCE**

Cooperation is determined by behavioral mechanisms and by institutions, and its sustainability depends on which ideals and values it realizes. The behavioral mechanisms refer to the various ways in which social goals are formed or subscribed to, the formation of shared identities, and the development and sustenance of networks. Of course, these mechanisms are not independent from each other. Different factors may determine whether a balance can be found between one's personal interests and different social goals, and these factors include the existence of shared social identities as well as of the nature and quality of the social networks of which we form part.

Institutions can sustain cooperation or undermine it. Three important sources of institutional failures are: path dependencies, institutional incompatibilities, and unintended policy side effects. Path dependencies concern situations in which decisions one has taken in the past restrain

- **CHALLENGES**

WP4 further develops the theory and methods of the SCOOP-approach. The main focus is on advancing our insights on the interplay between sustainability threats, sustainable cooperation, and the three key elements of the SCOOP Approach: behavioral mechanisms, institutions, and ideals and values. Each of the three theoretical challenges

current ones. A notable example of institutional incompatibilities is when informal conventions and norms are at odds with deliberately designed formal institutions, policies, and interventions. Policies may also fail because of unintended side effects.

To say that cooperation is sustainable is to make a value judgment: cooperation is only sustainable if it contributes to the realization of certain ideals and values. SCOOP focuses on three values in particular: justice, responsibility, and diversity. Justice refers to the principles that should be satisfied in a fair system of social cooperation between free and equal citizens. The assignment of responsibility is a value in itself but also functions as a feedback mechanism for ensuring the stability of cooperation: when cooperation fails or when it has undesired side effects agents are held responsible and sanctions are imposed. Finally, diversity within a group or community affects the quality of the cooperation and its resulting outcomes.

of this WP is again devoted to one of the sustainability threats. Challenge 10 examines the dynamic interplay between external shocks, cooperation networks and institutional change. Both institutions and networks are known to have a strong impact on cooperation, and both are subject to change.

Understanding how they co-evolve in response to external disruptions therefore is essential for modeling societal resilience. Challenge 11 turns to spillover problems as they may result from multiple social identities and group memberships. Understanding under which conditions identity flexibility can counter the deeply ingrained psychological processes of implicit in-group/out-group categorization is one

of the major theoretical challenges for the social psychology of cooperation. Finally, Challenge 12 studies feedback cycles arising from the interplay between the (mis)allocation of responsibility and cooperation failure. Responsibility problems are particularly virulent in all situations of joint production. Here, the challenge is to devise forms of shared responsibility that still allow for some degree of individual accountability.

### **CHALLENGE 10: NETWORK CO-EVOLUTION AND SUSTAINABLE COOPERATION**

Changes in external conditions can severely impact the quality, scope, and sustainability of cooperative relations. Some changes are caused by disasters in the broader technological (e.g. the Fukushima meltdown), natural (e.g. earthquake), political (e.g. 9/11),

or economic (e.g. financial crises) environment. Other exogenous “shocks” may be situated in the more immediate institutional environment of the involved parties and be smaller in scope (e.g. changes in rules, authority lines, or the composition of one’s team).

### **CHALLENGE 11: IDENTITY FLEXIBILITY AND SUSTAINABLE COOPERATION**

Shared identities that secure cooperation are typically defined by categorizing others into ‘ingroup’ and ‘out-group’ members. Such categorizations also determine whether people have positive or negative expectations of others, for instance concerning the likelihood that they can be trusted to reciprocate cooperative efforts. However, the same individual that is

considered an in-group member in the work context can be seen as an out-group member in a community context. Thus, when examining cooperation in multiple domains, it becomes clear that social categorization and identification processes can cause negative spillover effects that reduce the possibility of achieving cooperation sustainability across different life domains.

### **CHALLENGE 12: SHARED RESPONSIBILITY AND SUSTAINABLE COOPERATION**

The assignment of responsibility is an important feedback mechanism for ensuring the stability of cooperation: when cooperation fails or when it has undesired side effects, agents are held responsible and sanctions are imposed. Questions arise as how to deal with failures of these mechanisms.

One important failure is the problem of how to allocate responsibility. This is particularly difficult in so-called many hand problems, i.e., situations in which many members of group or organizations made some small but non-trivial causal contribution to an outcome.

## Challenge 10

### Network Co-evolution

#### Project 10.3

#### ***The Link between Cooperation and Social Networks: Exclusion or Stimulation of Defectors?***

#### ● **WP4**

- **Aim of the project**

The main research question is: How do selection, influence, and social value

orientation jointly relate to cooperation in (students') social networks over time?

- **Theoretical Background**

Understanding how cooperation can spread is of importance for thriving societies, theory, and policy. Scholars identified several key features affecting cooperation. We highlight two fundamental ways that link networks to cooperation: mutual selection of cooperative actors, and influence from cooperators on defectors. The presence of ties can be a channel for enforcing cooperation (influence) through, e.g., learning, imitation, and sanctioning, but the possibility to endogenously create and sever ties can be an enforcement mechanism as well (selection). As selection changes the network, thus affecting the scope for influence processes, we need a dynamic approach to account for both mechanisms simultaneously that hitherto has not been addressed. Most work in that regard has been done with static network, however, social networks are not static but dynamic

in nature. Yet, whether and how social networks affect cooperative behaviour and vice versa depends on personality characteristics, most prominently social value orientation (SVO). Broadly, SVO distinguishes prosocial, individualistic and competitive types. Prosocial actors assign more value to collectively beneficial outcomes and therefore are more likely to cooperate than individualistic types. We study how configurations of social relations, cooperative behaviour and individuals' SVOs co-evolve from one point of time to another. The scope of this project is twofold: accounting for factors 'outside' (selection and influence) and 'inside' of the individual (SVO). This project moves beyond existing research in the field of cooperation in two ways: (1) it integrates selection and influence processes in a dynamic perspective, and (2) it tests how both processes are moderated by individuals' SVO.

- **Research Design and Data**

To answer the research questions, we propose to test influence, selection, SVO, and cooperation with a triangulation of methods to fill the knowledge

gap in the literature: (1) a 4 wave longitudinal field study in the context of students which allows to study the co-evolution of social relations, perceived

cooperativeness, and SVO; (2) public good game experiments with influence and/or selection manipulations to isolate external factors and explicate

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cooperation behaviour in the face of social dilemmas; and (3) agent-based modelling to study more complex conditions.

**Discipline**

Sociology

**Period**

September 1, 2018 - August 31, 2022

**Funding**

Faculty Fund Behavioural and Social Sciences, University of Groningen

## Challenge 11

Identity Flexibility

**Project 11.1**

***Identities and Networks: Partners in Sustainable Cooperation***

● **WP4**

- **Aim of the project**

A key threat to sustainable cooperation is created by boundaries between groups that lead to potential intergroup competition and conflict. The project aims to identify under which conditions network relations (e.g. friendships)

cutting across group boundaries reinforce or hinder the emergence of inclusive group identities, how group identities help or hinder the formation of such network relations, and how these both foster sustainable cooperation

- **Theoretical background**

Social relations (e.g. friendships) that cut across the boundaries between groups can potentially soften the effect of category boundaries, but network dynamics have also been found to be a source of emergent segmentation of networks across category lines, due to the tendency of ethnic homophily in friendship formation occurring in many contexts. For example research by Dixon and colleagues in post-Apartheid South Africa shows that interactions and

network relations continue along largely “racial” spatial lines. Group identities are not only the basis of boundaries that cause conflict and competition but, more positively, they can define possibilities for inclusion and reciprocity across boundaries. In short, both identities and networks can impede as well as enable cooperation. Negative spillover effects and vicious cycles are both relevant threats that have their positive and virtuous counterparts.

One key to sustainable cooperation therefore involves shifting the relation between identities and networks so that they mutually enable rather than hinder each other, but in a more inclusive mode. However the relationship between social identities and social networks remains largely unexplored, despite first studies addressing this link. Research suggests group identities are not just determined top down by category labels but they can also emerge from networks bottom up (deductive vs. inductive routes to group formation), and as the examples cited show group identities also influence network relations. The central aim of this project is to investigate how network dynamics and identity processes can influence each other and interact to aid cooperation and render it sustainable. In particular, we will study the conditions under which a virtuous cycle of

increasingly inclusive group identities and increasingly integrated network structure can arise in a diverse setting, like in a school class or work group.

Specifically this project aims to examine 1) how network relations can soften existing group boundaries, 2) how networks create new group identities characterized by flexible and permeable group boundaries, 3) how identities can strengthen cooperative network connections, 4) how multiple, cross-cutting and overlapping group memberships can strengthen cross-group network connections and foster more inclusive identities, 5) the critical role of members at group boundaries and their network connections, and 6) how such processes develop over time to strengthen rather than undermine cooperation.

- **Research Design and Data**

This research will involve both experimental lab studies, and field studies using existing data sets as well as new field data to be collected within the SCOOP framework (using groups in the community or in organizations). Lab studies will investigate inter alia whether network relations can temper impediments to cooperation and help to create a common ingroup and more inclusive identities (e.g., status and distinctiveness threat, ingroup projection). Existing field data that can be used in this project stem from several

large-scale longitudinal survey studies measuring complete networks as well as indicators of ethnic group identification in classroom settings (TASS, CILS4EU). We also have access to large organizations addressing issues of diversity in the workplace (e.g., Nationale Integratie Fonds) that provide contexts for the fieldwork. Statistical methods suitable for modelling interdependent change of network and actor characteristics will be used (e.g. stochastic actor based models).

**PhD**

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**Disciplines**

Psychology, Sociology

**Period**

November 1, 2018 - October 31, 2022

**Funding**

SCOOP

- **Aim of the project**

To examine whether more sustainable and cooperative patterns of energy consumption can be driven by group concerns that are internally and/or

intrinsically motivated transcending the need to impose (socially and economically) costly forms of incentives or surveillance.

- **Theoretical background**

Wasteful energy consumption can be beneficial for individual consumers, but threaten environmental sustainability. Promoting sustainable energy use is a key challenge in current societies. Often external systems of incentive or sanction are implemented to ensure that people adopt consumption patterns that serve the collective good in the longer term. However these often require costly surveillance and sanction systems to ensure prosocial behavior. A solution resides in developing personal norms that are intrinsically motivated and do not require external regulation. However, one problem is how to bring about this change in intrinsic motivation and behavior, especially as the personal interests and habits that feed into the social dilemma are unlikely to change spontaneously. One obvious bridge to the collective level is the group itself, but this is typically seen as external to self and thus beyond self-regulation. Self-categorization theory is relevant here because it proposes that group identity can form a part of self, for whom adopting group norms reflects an internal process rather than one that is externally

imposed. But key problems remain. First, group norms cannot be assumed to operate for the greater collective good. Being a member of a motorcycle club may go against environmental concerns, and nations may eschew international climate accords. Second, despite recent attempts to integrate intrinsic motivation with (pro) social identities, questions arise about whether group motivated behavior is “intrinsic” in the sense of implicating a (universal) moral injunction, or rather simply internal (reflecting group importance; Milovanovic, 2018). This distinction is not clear in self-determination theory. Moreover injunctive norms can even be experienced as imposed and “external” rather than emanating from within. Thus moving to the group level is not a panacea that resolves the social dilemma between individual and collective interests, and our analyses need to take into account a “thee cornered” contest between individual interests and motives, intrinsic motivation and group interests and motives (which may conflict with the intrinsic/moral dimension: spillover).

In short, trying to escape externalised behavior regulation (incentives, surveillance, etc.) by moving to the group level raises new questions: namely 1) To what extent are group norms in the broader collective interest; 2) To what extent do such norms reflect internal

rather than intrinsic internal motivations, that weaken or even cut across the moral dimensions guiding behavior, and 3) Under what conditions might group identities and norms become intrinsically as well as internally motivated.

- **Research design**

This project will develop and test theory integrating intrinsic motivation with internal motivation associated with group membership, and combine laboratory experiments, field studies and philosophical analyses. The philosophical literature on intrinsic values will be used to give further content to the notion of intrinsic motivation. In lab studies we will study the conditions under which membership of certain groups promote sustainable energy behavior that is linked to individual costs (e.g., reduced comfort), creating a social dilemma. Level of identification with the group, identity content, group norms, group values, the extent to which choices are voluntarily made,

and the visibility of the behavior will be measured or manipulated. Field studies among members (vs. non-members) of local renewable energy initiatives will test effects of strategies to strengthen group identification and group norms of sustainable consumption (the key outcome).

A further factor concerns the relation between group identification and autonomy: group identification can be either supportive of or detrimental to self-determination (autonomous decision-making is valuable in itself). Normative analysis will be used to shed light on the impact it has on the moral quality of the choices people make.

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**Period**

September 1, 2018 - August 31, 2022

**Funding**

SCOOP

- **Aim of the project**

The project investigates how social identities and honest signaling affect

cooperation sustainability and trust recovery after a breach of trust.

- **Theoretical background**

The project develops an identity signaling approach, integrating two theoretical frameworks: signaling research as studied in economics and sociology, and social identity research from social psychology. Both approaches consider the role of the trustee's (i.e. the person to be trusted) identity for trust decisions. However, both have difficulties explaining why perceptions of trustworthiness are sometimes robust

over time - to the point that individuals trust a person even after repeated breaches of trust - and why some other cooperative relations do not recover from trust breaches. It is argued that in order to explain this variation, we need to disentangle the different mechanisms behind identity signalling by focusing on the cognitions and motivations of the receiver of the signal.

- **Research design and data**

Laboratory experiments are carried out based on the repeated trust game paradigm. Manipulations include social

identities, prosocial signals, and trust breach.

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**Period**

September 1, 2013 - August 31, 2017

**Funding**

University of Groningen

- **Aim of the project**

The goal of this project is to examine the processes through which disadvantaged groups develop resilience to cope with

the social devaluation they face, such as prejudice and discrimination.

- **Theoretical background**

The project will incorporate three different levels of analysis: the neuro-cognitive level, the individual level, and the community level, an approach we believe has important integrative potential. Resilience in the face of social disadvantage is an important predictor of psychological health, social functioning, and general well-being, and as such this topic has considerable societal importance. In Sociology, resilience has been studied as a feature of groups and social networks that enables them to cope with resource challenges. Research in Social Psychology has identified group identities as a source of resilience, through the solidarity, efficacy, social support they provide. Finally, at the

micro level, Experimental Psychology studies resilience in terms of an individual's ability to control the effects of stress on information processing and attention. In sum, though the concept of resilience has received substantial research attention, this research is currently fragmented and lacks systematic integration. The proposed project provides an interdisciplinary perspective across the different levels of analysis, and systematically studies the contribution of each to resilience amongst members of disadvantaged groups. We believe the combination of EEG methods with identity and network methods is a particular strength of this project.

- **Research Design and Data**

3 behavioural studies, and 1 EEG study. The methodology of the studies will be primarily experimental, and proceed in two phases. In the first phase (1 year), we will examine the factors that distinguish those with greater resilience from those with lower resilience, focusing specifically on the relationships between contributing factors at macro and micro levels of analysis.

Across different studies, we will focus on different societal groups that face disadvantage, such as ethnic groups, and those with non-heterosexual orientations. In the second phase (9 months) we will attempt to encourage resilience amongst those members of disadvantaged groups who would not normally show it, by manipulating the crucial aspects identified during the first phase.

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**Period**

March 1, 2018 - September 30, 2020

**Funding**

Innovation Fund, Faculty of Behavioral and Social Sciences, University of Groningen

**Project 11.6****Mobilizing Households for a Sustainable Energy Transition**● **WP4**● **Aim of the project**

Understanding the conditions under which residents can be successfully mobilized to partake in the energy

transition by promoting sustainable cooperation in neighborhoods.

● **Theoretical background**

For the Netherlands to be able to reach their climate goals, as agreed upon in the Paris Climate Accord, Dutch residents have to transition away from the use of natural gas, which is key to realise “the energy transition”. For a large part, this requires that individuals residing in existing buildings using natural gas agree to significant changes to their homes required for switching them over to a sustainable energy alternative. Existing policy approaches are based on the provision of information and financial incentives (e.g. subsidies) to encourage this transition. The present project explores a novel alternative approach that relies on social influence (Steg, 2016). This approach has its

origins in sociology and network science and involves the deliberate initiation and catalyzation of a social diffusion process: A policymaker helps to propagate pro-transition behavior through local social networks connecting residents. The idea is that a sufficient policy shock, combining financial incentives with social influence, can disrupt the existing vicious cycle in which the inertia among neighbors reinforces one’s own inertia, by setting in motion a positive feedback loop of behavior. In this way, we aim at moving whole neighborhoods to a new equilibrium state based on more environmentally sustainable consumption patterns.

- **Research Design**

This project integrates theoretical approaches with roots in psychology, sociology and network science that harness the power of social influence for energizing sustainable behavior.

Empirically, the project combines observational studies of centrally organized renewable energy initiatives with laboratory and field experiments that systematically vary institutional conditions. In each case, of interest is the extent to which conditions convincing residents of apartment buildings or neighborhoods to jointly agree on an energy transition away from the use of gas. Field studies among citizens of municipalities promoting renewable energy transitions will test effects of

institutions that strengthen group norms of sustainable consumption and network propagation of such norms. In lab studies we examine the network and institutional conditions that can promote such groups norms and propagate related behaviors. Finally, in field experiments, we seek to jumpstart cascades of transition behavior in residential blocks, schools, and religious organizations. This facilitates studying how top-down policy approaches can use existing social network structures to sustainably change individuals behavior and facilitate sustainable cooperation such that all individuals in the social network contribute more to general environmental goals.

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Sociology, Psychology

**Period**

November 1, 2018 - October 31, 2022

**Funding**

SCOOP

## Challenge 12

### Shared Responsibility

#### Project 12.1

#### Decision Making and Responsibility Allocation

#### ● WP4

- **Aim of the project**

This project will investigate the relation between decision making in groups and the attribution of responsibility to members of the group. The aim is to determine how collective decision making and responsibility allocation

can be aligned, to come to terms with the role of computer systems in teams, and to foster better understanding and perception of responsibility among the agents.

- **Theoretical background**

When it comes to making collective decisions, an important component of a group's functioning is in the information exchange that obtains between the group members.

The formation of a shared opinion, or at least of an opinion that all group members are willing to subscribe to, is often required for successful collective decision making. The recognition of a commonly shared belief by group members is also a first step in sharing a responsibility for the actions that were taken on the basis of the beliefs subscribed to, certainly if these actions are themselves epistemic in nature, e.g., when scientists collectively pronounce on a matter of general interest.

Also when the group's actions cannot be seen as based on a shared belief, the exchange of information within the group is a crucial factor. The specifics of the exchange might prevent information to arrive at the relevant agents, and this may lead to a dramatic reduction in the quality of group decisions, with all its associated problems of responsibility allocation and blame, as in "how could I have known?", "you should have told me", and so on. Accordingly, to allocate responsibility it is important to get clear on the organization of the information exchange within a group. And when we hope to improve the sense of responsibility within a group, much can be gained by organizing the information exchange appropriately.

- **Research Design**

First and foremost, the project involves studying the systematic dependency between the communication structure within a group, e.g., its network properties, and failures of information exchange, e.g., cases of polarization, shared information bias, and the like. This part of the research is carried out by means of philosophical, mathematical, and computational methods, drawing on network analysis in sociology, recent advances in philosophy of science that are concerned with how scientific communities function, and methods from argumentation theory. Additionally, the research will bring in empirical insights from sociology and

social psychology, both of which offer important constraints on how agents might interact and exchange information. The project is designed to be carried out in conjunction with project 6.4 on the value of diversity. Another cross-over is with project 8.6 on interventions in social networks. Potential applications of the insights are ready to hand. The researchers can freely use the experimental and applied environment offered by DelphiCloud B.V., a company that specializes in improving information exchange within organizations. Another live domain of application is in the structured deliberations among judges.

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Philosophy, Sociology

**Period**

February 1, 2019 - January 31, 2023

**Funding**

SCOOP

- **Aim of the project**

An exploration of alternative forms of digital peer-to-peer value creation, bolstered by a critical discussion of the disruptive backlash following the rapid advance of commercial peer-to-peer platforms.

- **Theoretical background**

Over the past decade, a rising number of major online 'peer-to-peer' platforms have succeeded in (radically) transforming the societal and economic dynamics within and across countries around the world. Epitomizing the third phase of internet history, these platforms' activities are governed by a vigorous brand of innovation that has "allowed the digital realm to expand into the physical one", thereby opening up a whole new realm of possibilities, not least for cultivating trailblazing business models.

In the course of their swift advancement within the arena of the world economy, digital peer-to-peer platforms such as Uber and Airbnb have outmoded the 'archaic' métier of their predecessors—the digital bulletin boards that passively facilitate matches between supply and demand. In fact, these new generation of platforms have come to "structure behavior and remuneration of individuals" and, accordingly, obtained a "growing influence on the substance and organization of social transactions". It is

Subsequently, a comprehensive assessment of different governance structures and corresponding assignments of responsibility that these alternative forms may choose to adopt.

this observation, in addition to the fact that these platforms' activities involve the orchestration of basic services like temporary housing or transportation that has led several commentators to characterize them as new institutional forms.

Ironically, however, it is the bypassing of institutions that forms a key business strategy of many peer-to-peer platforms. Their economic achievements are for a considerable part due to their "steamroller approach to laws and regulations". On the whole, while western societies used to be governed by institutional bodies intent on social welfare maximization, nowadays people's livelihoods are increasingly being shaped by commercial entities primarily driven by private revenue maximization. As (negative) externalities and redistributive concerns are typically excluded from the latter's objective function, it is hardly surprising that this new socio-economic paradigm is marked by a host of problems and agitations.

Without being exhaustive, topics of concern include: unfair competition, excessive nuisance, tax evasion, income deprivation, rising house prices, social and economic exclusion, hazardous situations due to lack of safety precautions, and pervasive labor market precarization.

Premised on the undesirability of this 'uberization of society', the pivotal question becomes whether, and if so, how we can turn the tide—and push back against the unsettling backlash of the peer-to-peer economy. The first attempts to do so have already exposed the challenging nature of this endeavor, the complexity of which stems from the absence of a reliable architecture of accountability as well as uncertainty about the allocation of (individual) responsibility within the context of the peer-to-peer economy.

Notably, the online reputation mechanisms that serve as trust proxies offer no solace in this respect. The environment of hyper-accountability that these ubiquitous digital rating systems produce not only exacerbate the "perfect storm of bad incentives", captivating the peer-to-peer economy. The mirage of risk elimination simultaneously functions

- **Research Design**

This project will involve in-depth reviews of both qualitative and analytical literature from multiple disciplines for the purposes of a comprehensive inquiry into the functioning of the peer-to-peer economy in its present state. This will also include a historical

as an ethical smoke screen, covering up the underlying abuses and wrongs.

"[Platform] capitalism turns out to be amazingly ineffective in watching out for people," as Trebor Scholz (2017) observes. It was Georg Hegel who already famously proclaimed in his *Elements of the Philosophy of Right* that within a realm strictly governed by economic incentives—void of institutional market barriers—responsibility and charity are too volatile to structurally persist.

All things considered, therefore, shifting our critical focus from platform capitalism toward alternative forms of peer-to-peer value creation seems to be a more viable strategy. This venture currently takes shape in the form of platform cooperatives, which Niels van Doorn (2017) describes as "grassroots, community-based initiatives that mobilize platforms for more egalitarian and equitable modes of value creation and distribution". As democratic ownership and collective decision-making are core elements of these new initiatives, a clear account of responsibility as well as a fair and transparent mechanism for its assignment, will be essential ingredients of their success.

overview and a taxonomy of peer-to-peer platforms, as well as a discussion of their socio-economic repercussions of the disruptions they effectuate. The ensuing analysis of online reputation mechanisms will also be informed by (philosophical) literature on the

assignment/adoption of responsibility within a strictly (orthodox, neoliberal) economic realm. This methodological framework will then be applied to the assessment of alternative (i.e. cooperative) forms of peer-to-peer

value creation—in terms of feasibility (i.e. the ability to foster steady cooperation among members); viability (hinging on scalability, public awareness and attractiveness); and credibility (i.e. the likelihood of living up to promises made).

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**Period**

February 1, 2019 - January 31, 2023

**Funding**

SCOOP

**Project 12.PD**  
 (postdoc)

***Addressing Intergroup Inequality by Invoking the Moral Responsibility of the Powerful: Co-option and Sustainable Cooperation in Response to Collective Action***

● **WP4**

● **Aim of the project**

This project examines the conditions under which advantaged group members are most likely to accept change in response to social protest (collective action by disadvantaged

groups to address their disadvantage). A key theme that concerns appealing to the agency and moral responsibility of the advantaged.

● **Theoretical background**

A central obstacle to sustainable cooperation is social inequality as highlighted in many recent social justice campaigns (occupy, me-too, time's up, black lives matter, etc.). Social inequality and injustice present a chronic threat to sustainable cooperation and other positive social indicators. Major theories of intergroup relations in social psychology and sociology predict intergroup conflict in response to social

inequality, often manifested in collective action by disadvantaged groups. How such intergroup conflicts unfold over time is of crucial importance because there is as much scope for escalation, intransigence, and hardening of interests (negative feedback cycles) as there is for conciliation and cooperation. So how can such apparent conflict facilitate sustainable cooperation between groups in the longer run?

Given the conflicting interests cooperation between parties might seem inherently unstable. We consider a factor that could render this sustainable: the case where the powerful group is co-opted as an active and willing partner in change. But if the high power group stands to lose (power, status, resources) why might they co-operate? One answer lies in their moral stake, as a party ostensibly responsible for the status quo and also having the power to change it. However, recent research within sociology suggest that action from the disadvantaged can lead to a backlash against the advantaged and social psychological research suggests this can also result in a backlash among the advantaged, who react defensively to the threats to their moral image.

A range of moderating factors could have the positive effects of including

- **Research Design**

We propose a combination of lab and “modelled” field experiments, using repeated measures and longitudinal designs to capture the temporal dimension of the dynamic between the protesting disadvantaged groups and advantaged parties. In the basic paradigm, advantaged group members will be confronted with a protest/collective action (sometimes as part of an on-going campaign) that vary from moderate to more extreme in their actions/content. The main measures tap how the advantaged react to these campaigns and whether they are prepared to engage in allied action/solidarity/ support (“co-option”) to

the advantaged groups as part of the solution (“co-option”), while allowing them to overcome the obstacle of conflicted interests and identity concerns. These include: 1) Highlighting advantaged groups’ active role in the change process (e.g., through voice in campaigns and implementation of equality policies); 2) Framing change in a “safe way” by underlying its benefits for the disadvantaged and society in general instead of the potential loss for the advantaged; 3) A focus on the present inequality and on advantaged groups’ responsibility for change in the future instead of their responsibility for creation of inequality in the past. These conditions should 1) decrease the sense of threat to resources and/or identity among the advantaged and 2) promote a sense of inclusion in a larger group defined by its stance against inequality.

addresses grievances. The degree to which the interests and social image/reputation of the advantaged group is threatened are predicted to be key mediators, together with the emotions associated with these (e.g., anger, moral outrage and guilt vs. contempt and shame) and the level of perceived inclusion of both groups in an superordinate category.

By using repeated measures and longitudinal designs we can assess how the intergroup relation develops over time, and whether the intergroup conflict escalates and hardens or leads to co-option and cooperation.

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**Disciplines**

Psychology, Sociology

**Period**

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