Guidelines and Criteria for the Submission of Short Papers at EGOS Colloquia

Short papers should focus on the main ideas of the later full paper, i.e. they should explain the purpose of the paper, theoretical background, the research gap that is addressed, the approach taken, the methods of analysis (in empirical papers), main findings and contributions. In addition, it is useful to indicate clearly how the paper links with the sub-theme and the overall theme of the Colloquium, although not all papers need to focus on the overall theme. Creativity, innovativeness, theoretical grounding and critical thinking are typical characteristics of EGOS papers.

Your short paper should comprise **around 3,000 words** (inc. references, appendices, and other material).

Submission deadline for short papers for the (main) 42nd EGOS online Colloquium hosted by the University of Bergamo, July 9–11, 2026:

- Tuesday, January 7, 2026, **12:00 CET**

The deadline is unchangeable and therefore **extensions can not be granted**!

Formatting your short paper

Your short paper should comprise **around 3,000 words**, according to the following format:

- Font: 12 pt, Arial or Times New Roman

- Margin left/right: 2.5 cm

- Line spacing: 1.5

- Use APA style for your citations

Do not use capital letters in your paper's title, unless they are proper nouns (e.g. "London", "Thomas"), quoted titles, or if it is the first word after a colon or hyphen. For example: *Mark Twain's "The Adventures of Huckleberry Finn": Summary, analyses, and quotations.* Do not write your title in ALL CAPS.

Please **state your name** (and that of your co-author/s, if applicable) + affiliation + email at the top of your short paper (because no [single/double blind] peer review).

Short papers should be submitted as a **pdf or docx file**. Please do not upload txt files!

Steps prior to uploading your short paper

- To upload a short paper, you must be a **registered user** on the EGOS website.

  If you have never been an EGOS member, never uploaded a short paper for one of the previous EGOS Colloquia, or never attended an EGOS Colloquium before, you need to **register on the EGOS website**. Click here and follow the instructions. Once you have an EGOS member number and password, please **log in to the member area** "MyEGOS" and follow the instructions for uploading your short paper listed below.

- If you are an active (or former) EGOS member, **log in to "MyEGOS"** using your email [or your EGOS member number] and your password.

Uploading your short paper

You can **only upload one short paper** with your EGOS member number! If your short paper is co-authored and you have already submitted a (single-authored) short paper to another sub-theme, then your co-author (one of your co-authors, respectively) has to upload this co-authored short paper by using their EGOS member number. Please note: You may only appear as **co-author in a maximum of TWO further short papers**!

- In the MyEGOS section of the website, click on **Submit your short paper**.

- Fill in the form.

  Do not use ALL CAPS for your paper title.

  As the uploader, you are the main author. Add all co-authors (can also be added when submitting your full paper).

  Upload your paper as pdf or docx.

- If you want to re-upload you short paper because you submitted it to the wrong sub-theme or have an updated version, you can do so until the deadline:

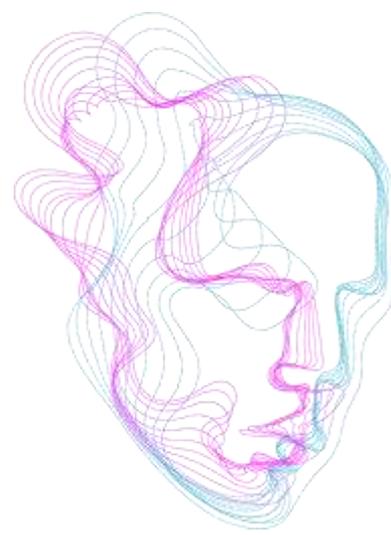 In MyEGOS, you will see Status: Edit your short paper

  Click delete your short paper application.

  Submit your short paper again.

If you have any further questions, please contact the EGOS Executive Secretariat.

Sub-theme 54: Rethinking Teamwork in a Fluid and Digital World

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Call for Papers

Research on teamwork has a long-standing and robust tradition (e.g., Hackman, 1987; Cohen & Bailey, 1997; Stewart, 2006; Bell et al., 2011; Wageman et al., 2012; Koslowski & Chao, 2018; Rapp et al., 2021). However, recent technological advancements and evolving organizational practices challenge many of the foundational assumptions about how teams function. The traditional paradigms that have guided teamwork research are being disrupted by contemporary teams' dynamic boundaries, the increasing complexity in team membership, and the integration of new technologies. This sub-theme seeks to explore these changes, inviting innovative theoretical and empirical contributions that push the boundaries of what we know about teamwork.

First, much of the traditional research on teams assumes that boundaries between a team and its external environment are relatively clear, even if permeable (Dibble & Gibson, 2018; Wimmer et al., 2019). However, contemporary teams often exist in a state of constant flux, with members joining and leaving dynamically (Bushe & Chu, 2011; Mortensen & Haas, 2018).

Moreover, the limited opportunities for face-to-face interactions among globally distributed team members, as well as employees in hybrid or remote work arrangements, can lead to varying perceptions and interpretations of who belongs to the "team", further complicating the definition of team boundaries (e.g., Mortensen, 2014; Mattarelli et al., 2022). How can we reconceptualize team boundaries in light of these shifts?

Second, the majority of existing literature focuses on optimizing the effectiveness of a single team in isolation. Yet, team members increasingly participate in multiple teams simultaneously, navigating a variety of team contexts, such as differing tasks, roles, and norms, often alongside low temporal stability in their membership (e.g., O'Leary et al., 2011; Bertolotti et al., 2015; Margolis, 2020; Incerti et al., 2020; Rishani et al., 2024). Research on how such variety influences individual-level outcomes such as exhaustion, turnover, or overall performance (van de Brake et al., 2024) is still in its infancy. At a broader level, the optimization of teamwork must account for the complex web of interdependencies that span across teams (O'Leary et al., 2011; Rishani et al., 2024), which can cause delays in completing team tasks and increase conflicts. How do team members' overlapping roles and responsibilities, frequent team switches, and low temporal stability impact performance, collaboration, and conflict at both individual, team and organizational levels?

Third, emerging technologies, particularly artificial intelligence (AI), are reshaping the way teams collaborate. The very notion of a "team member" is being challenged, with Gen and conversational AI agents now functioning as integral contributors (Larson & DeChurch, 2020; Seeber et al., 2020; Harris-Watsin et al., 2023; Bankins et al., 2024). Additionally, as AI algorithms are increasingly fine-tuned and tailored to the specific needs of various organizational roles and professions, their potential to enhance coordination and productivity continues to grow (e.g., Jarrahi, 2018; Bankins et al., 2024; Anthony et al., 2023). However, these technologies may also introduce unintended consequences. For instance, AI might reduce the necessity for human collaboration, undermining team dynamics, or alternatively, increase expectations and exacerbate conflict. How do these technologies influence team functioning, and what does it mean to be a "team" in this context?

Finally, new work arrangements, such as online labor platforms and gig work, challenge the traditional notions of teamwork. Online labor platforms are increasingly providing access to teams of experts to perform complex tasks (Bellesia et al., 2024). Hence, freelancers and gig workers now form and disband "flash teams" at unprecedented speeds, guided by client needs and controlled by algorithms (Retelny et al., 2014; Ai et al., 2023; Kadolkar et al., 2024). What does teamwork look like in these rapidly forming, ephemeral structures? How do trust, collaboration, and coordination evolve in such contexts?

These trends collectively challenge four key assumptions that have traditionally underpinned teamwork research:

- that team boundaries are fixed and well-defined and team membership is somehow stable;

- that the effectiveness of a single team can be optimized in isolation;

- that team members are exclusively human;

- that trust and collaboration are prerequisites for effective teamwork.

We invite scholars to challenge and expand our understanding of teamwork and to rethink the fundamental principles of teamwork in response to the changing technological and organizational landscape. This sub-theme aims to stimulate dialogue and innovation, fostering a deeper understanding of the evolving nature of teamwork in today's organizations. Through rigorous exploration, we hope to uncover new insights that will advance both theory and practice in this vital area of research.

Both theoretical and empirical contributions are welcome. Potential questions and topics include, but are not limited to:

- How do individuals navigate and negotiate fluid team boundaries?

- How can we address the empirical challenges of studying teams with fluid boundaries?

- How do hybrid work arrangements affect how team members perceive their teammates and teamwork dynamics?

- What frameworks can address the interdependencies of multiple team memberships?

- How do individuals who are members of multiple teams simultaneously make sense of their memberships?

- How do individuals navigate the context variety of the teams they belong to?

- How can organizations optimize teamwork and promote wellbeing when employees are members of multiple teams simultaneously?

- What are the implications of AI and other technologies on team structure, processes, and outcomes?

- What does being a team member mean in the age of AI?

- What are the supporting or hindering factors in considering AI as a team member?

- How are AI and other technologies integrated in a team's activities?

- How does the use of AI affect team dynamics?

- How do ephemeral "flash teams" impact our understanding of trust and collaboration in online labor platforms?

- How do gig workers interact with algorithms to form temporary teams? When are teams likely to turn into stable teams?

- What novel methodologies can be used to study these emergent phenomena?

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