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ACADEMIC APPOINTMENTS

College of Business, Colorado State University, Fort Collins, CO

Department Chair, Department of Management, 2018 – present
Professor, Department of Management, 2019 - present
Associate Professor, Department of Management, 2013 – present
Assistant Professor, Department of Management, 2007 – 2013

Semester at Sea

Global Teaching Scholar, spring 2017

SRH – Heidelberg, Heidelberg, Germany

Visiting Professor, summer 2016; summer 2018

ISCTE – Instituto Universitario Lisboa, Lisbon, Portugal

Fulbright Scholar, spring 2015

Aalto University – Aalto Science Institute (AScI), Helsinki, Finland

Visiting Professor, summer 2014

Foreign Trade University, Hanoi, Vietnam

Visiting Professor, summer 2012; winter 2017

College of Business, University of Connecticut, Storrs, CT

Instructor & Graduate Research Assistant, Department of Management, 2002-2006

Daniels College of Business, University of Denver, Denver, CO

Graduate Research Assistant, Department of Management, 2000-2002

EDUCATION

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| PhD | 2007 | University of Connecticut Major: Organizational Behavior |
| MBA | 2002 | University of Denver, Daniels College of Business Major: Organizational Behavior |
| BBA | 1993 | The College of William & Mary Major: Accounting |

RESEARCH INTERESTS

My research interests focus on organizational teams and the impact that team processes have in shaping their performance. Additionally, I consider how team composition, leadership and contextual variables influence team processes and performance. Further, I am interested in assessing the differential impact that team psychological or emergent states may have on team performance and the underlying factors that may impact the development of such emergent states. Much of my recent research has been conducted within the dynamic environment of healthcare teams. Seeing how some teams are able to adjust to disruptions in the healthcare context has fostered an interest in understanding the factors that shape team adaptation and I am currently working on several projects on this topic with teams in extreme environments (i.e. spaceflight, oil platforms, expedition racing, etc.).

REFEREED JOURNAL ARTICLES

Wolfson, M. A., Mathieu, J. E., Tannenbaum, S. I., & Maynard, M. T. (In Press). Informal field-based learning and work design. *Journal of Applied Psychology*.

Pina, J., Passos, A., Carvalho, H., & Maynard, M. T. (In Press). To be or not to be an excellent football referee: Different experts' viewpoints. *Journal of Sports Sciences*.

Maynard, M. T., Mathieu, J.E., Gilson, L.L., Sanchez, D., & Dean, M.D. (2019). Do I really know you and does it matter? Unpacking the relationship between familiarity and information elaboration in global virtual teams. *Group & Organization Management*, 44, 3-37.

Maynard, M. T., Conroy, S.A., & Lacerenza, C. (2018). It takes two to tango: The management of academic-industry partnerships requires multiple perspectives. *Industrial & Organizational Psychology*, 11, 625-629.

Maynard, M. T., Kennedy, D. M., & Resick, C. J. (2018). Teamwork in extreme environments: Lessons, challenges, and opportunities. *Journal of Organizational Behavior*, 39, 695-700.

Shuffler, M. L., DiazGranados, D., Maynard, M. T., & Salas, E. (2018). Developing, sustaining, and maximizing team effectiveness: An integrative, temporally driven perspective of team development interventions. *Academy of Management Annals*, 12, 688-724.

Balde, M., Ferreira, A., & Maynard, M. T. (2018). SECI driven creativity: Roles of team trust and motivation. *Journal of Knowledge Management*, 22, 1688-1711.

Luciano, M. M., Bartels, A., D'Innocenzo, L., M. M., Maynard, M. T., & Mathieu, J.E. (2018). Shared team experiences and team effectiveness: Unpacking the contingent effects of entrained rhythms and task characteristics. *Academy of Management Journal*, 61, 1403-1430.

Wolfson, M. A., Tannenbaum, S. I., Mathieu, J. E., & Maynard, M. T. (2018). A cross-level investigation of informal field-based learning and performance improvements. *Journal of Applied Psychology*, 103, 14-36

REFEREED JOURNAL ARTICLES (continued)

Buljac-Samardzic, M., Dekker-van Doom, C., & Maynard, M. T. (2018). Teamwork and teamwork training in healthcare: An integration and a path forward. *Group & Organization Management*, 43, 351-356.

Pina, J., Passos, A., Duarte, A., & Maynard, M. T. (2018). Football refereeing: An integrative review. *Psychology of Sport and Exercise*, 35, 10-26.

Maynard, M. T., Resick, C. J., Cunningham, Q., & DiRenzo, M. S. (2017). Ch-Ch-Ch-changes: How action phase functional leadership, team human capital, and interim vs. permanent leader status impact post-transition team performance. *Journal of Business & Psychology*, 32, 575-593.

❖ Received 2017 Editor Commendation Award - *Journal of Business & Psychology*

Kennedy, D. M., Landon, L., & Maynard, M. T. (2016). Extending the conversation: Employee resilience at the team level. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 9, 466-475.

D’Innocenzo, L., Luciano, M., Mathieu, M. E., Maynard, M. T., & Chen, G. (2016) Empowered to perform: A multi-level investigation of the influence of empowerment on performance in hospital units. *Academy of Management Journal*, 59, 1290-1307.

Maynard, M. T., Kennedy, D. M., & Sommer, S. A. (2015). Team adaptability: A synthesis and framework for how this literature needs to “adapt” going forward. *European Journal of Work & Organizational Psychology*, 24, 652-677.

Gilson, L. L., Maynard, M. T., Jones Young, N., Vartiainen, M., & Hakonen, M. (2015). Virtual teams research: Ten years, ten themes, and ten opportunities. *Journal of Management*, 41, 1313-1337.

❖ Editor’s Choice Collection – *Journal of Management*

Killumets, E., D’Innocenzo, L., Maynard, M.T., & Mathieu, J.E. (2015). A multilevel examination of the impact of team interpersonal processes. *Small Group Research*, 46, 227-259.

Maynard, M. T., Luciano, M., D’Innocenzo, L., Mathieu, J. E., & Dean, M. D. (2014). Modeling time-lagged reciprocal psychological empowerment – performance relationships. *Journal of Applied Psychology*, 99: 1244-1253.

Maynard, M.T., & Gilson, L.L. (2014). The role of shared mental model development in understanding virtual team effectiveness. *Group & Organization Management*, 39: 3-32.

❖ Editor’s Choice Collection – *Group & Organization Management*

Kleiner, C., Link, T., Maynard, M. T., & Halverson-Carpenter, K. (2014). Coaching to improve the quality of communication during briefings and debriefings. *AORN (Association of perioperative Registered Nurses) Journal*, 100, 358-368.

REFEREED JOURNAL ARTICLES (continued)

Gilson, L.L., Maynard, M.T., & Bergiel, E. (2013). Virtual team effectiveness: An experiential activity. *Small Group Research*, 44: 412-427.

Maynard, M.T., Mathieu, J.E., Gilson, L.L., Cigularov, K., & O'Boyle, E. (2013). Drivers and outcomes of team psychological empowerment: A meta-analytic review and model test. *Organizational Psychology Review*, 3: 101-137.

Maynard, M.T., Gilson, L.L., & Mathieu, J.E. (2012). Empowerment – fad or fab? A multi-level review of the last two decades of research. *Journal of Management*, 38: 1231-1281.

Maynard, M.T., Mathieu, J.E., Rapp, T.L., & Gilson, L.L. (2012). Something(s) old and something(s) new: Modeling drivers of global virtual team effectiveness. *Journal of Organizational Behavior*, 33: 342-365.

Mathieu, J.E., Maynard, M.T., Rapp, T.L., Mangos, P.M. (2010). Interactive effects of team and task shared mental models as related to air traffic controllers' teamwork. *Human Performance*, 23: 22-40.

Mathieu, J.E., Maynard, M.T., Rapp, T.L., & Gilson, L.L. (2008). Team effectiveness 1997-2007: A review of recent advancements and a glimpse into the future. *Journal of Management*, 34: 410 - 476.

- ❖ *Journal of Management* Scholarly Impact Award – 2013
- ❖ Editor's Choice Collection – *Journal of Management*
- ❖ Reprinted in: *Readings in organizational behavior*. Wagner, John A., III (Ed.); Hollenbeck, John R. (Ed.); New York, NY, US: Routledge/Taylor & Francis Group, 2010. pp. 321-380.

Mathieu, J.E., Maynard, M.T., Taylor, S., Gilson, L.L., & Ruddy, T. (2007). An examination of the effects of organizational district and team contexts on team processes and performance: A meso-mediational model. *Journal of Organizational Behavior*, 28: 891-910.

Maynard, M.T., Mathieu, J.E., Marsh, W.E., & Ruddy, T. (2007). A multi-level investigation of the influences of employees' resistance to empowerment. *Human Performance*, 20: 147-171.

Martins, L.L., Gilson, L.L., & Maynard, M.T. (2004). Virtual teams: What do we know and where do we go from here? *Journal of Management*, 30: 805-835.

- ❖ *Journal of Management* Best Paper Nominee – 2009
- ❖ Reprinted in: *Sage benchmarks in psychology: Work and organizational psychology (Vol. 1-5)*. London: SAGE Publishers.

CITATION COUNTS ON REFEREED JOURNAL ARTICLES

- ❖ ISI Web of Science: 1,492 (as of May 1, 2018)
- ❖ Google Scholar: 5,272 (as of July 1, 2019)

BOOK CHAPTERS

Maynard, M. T., Gilson, L. L., Jones Young, N., & Vartiainen, M. (2018). Virtual teams. In G. Hertel, D. Stone, R. Johnson, & J. Passmore (Eds.), *The Wiley-Blackwell Handbook of the Psychology of the Internet at Work*. London, UK: Wiley.

Maynard, M. T., & Sanchez, D. (2018). Virtual teams. In Griffin R. (Ed.), *Oxford Bibliographies in Management*. New York: Oxford University Press.

Maynard, M. T., Vartiainen, M., & Sanchez, D. (2017). Virtual teams: Utilizing talent management thinking to assess what we currently know about making virtual teams successful. *Oxford Handbook of Talent Management*. New York: Oxford University Press. Volume 1: 193-214.

Kennedy, D. M. & Maynard (2017). It is about time: temporal considerations of team adaptation. *Team Dynamics Over Time: Advances in Psychological Theory, Methods, and Practice*. *Research on Managing Groups and Teams*, Volume 18: 29-49.

Maynard, M. T., Kennedy, D. M., Sommer, S. A., & Passos, A. M. (2015). Team Cohesion: A theoretical consideration of its reciprocal relationships within the team adaptation nomological network. In E. Salas, *Research on Managing Groups and Teams*, Volume 17: 83-111.

Maynard, M.T., Marshall, D.A., & Dean, M.D. (2013). Crew resource management and teamwork training in healthcare: A review of the literature and recommendations for how to leverage such interventions to enhance patient safety. In Friedman, L. H., Savage, G. T., & Goes, J. *Annual Review of Health Care Management: Strategy and Policy Perspectives on Reforming Health Systems*. *Advances in Health Care Management*, Volume 13: 59-94.

MANUSCRIPTS UNDER REVIEW

Maynard, M. T., Conroy, S., Teams in the wild are not extinct, but challenging to research: A guide for conducting impactful team research in the field. (2nd Review – *Organizational Psychology Review*).

Rapp, T. L., Maynard, M. T., Domingo, M., & Klock, E. Team emergent states: What has emerged in the literature over the past two decades? (1st Review – *Small Group Research*).

WORK IN PROGRESS

Mumford, T., DeTienne, D., & Maynard, M. T. The dynamic leadership advantage: New venture teams and firm survival (Target: *Group & Organization Management*).

Mathieu, J.E., Luciano, M., Maynard, M.T., Farh, C., & Marshall, D.A. Teamwork Training: What is the Impact of Using a Train-the-Trainer Methodology? (Target: *Personnel Psychology*).

WORK IN PROGRESS (continued)

Maynard, M.T., Mathieu, J.E., Gilson, L.L., Rapp, T.L. & Kleiner, C. Team Leader Coaching: An Intervention within Operating Room Teams (Target: *Academy of Management Journal*).

Maynard, M.T., Mathieu, J.E., & Ruddy, T. Detailing multiple forms of team interdependence influences on team context-empowerment-performance relationships. (Target: *Journal of Management*).

Pina, J., Passos, A., Maynard, M.T., & Mathieu, J.E. Keeping the Beautiful Game Beautiful: The Impact of Referee Team Performance (Target: *Academy of Management Journal*).

Mathieu, J.E., Maynard, M.T., Luciano, M., & Marshall, D.A. Cross-Team Communication within a Multi-Team Operating Room Context (Target: *Journal of Applied Psychology*).

CONFERENCE & ACADEMIC PRESENTATIONS

Maynard, M. T., & Gilson, L. (2018). As virtual teams become even more popular, what do we really know about what makes them work? AOM Conference: Chicago, IL.

Van Der Werff, L., Nienaber, A.M., Norback, E. S., Maynard, M. T., & Vartianen, M. A. (2018). Meta-analysis of virtual team characteristics on trust, performance, and job satisfaction. AOM Conference: Chicago, IL.

Maynard, M. T. (2018). Innovations in Teaching Teamwork. AOM Conference: Chicago, IL.

Maynard, M. T., Mathieu, J. E., & Tannenbaum, S. I. (2018). Adapting to uncertainty: An examination of teams in extreme environments. AOM Conference; Chicago, IL.

Kennedy, D. M., Maynard, M. T., Resick, C. J., Kozlowski, S. W. J., Schmutz, J. B., Waller, M. J. (2018). Studying teams in extreme contexts: What changes? INGRoup Annual Conference, Bethesda, MD.

Shuffler, M. L., Verhoeven, D. C., Jimenez-Rodriguez, M., Burke, C. S., Cronin, M. A., DiazGranados, D., & Maynard, M. T., (2018). Ouch, that trust fall hurts! Translating the science of team affect into evidence-based team and multiteam system development interventions. INGRoup Annual Conference, Bethesda, MD.

Buljac, M., Maynard, M.T., & Dekker-van Doorn, C. (2018). What do we really know about crew resource management (CRM) and its effects on teams? A literature review. INGRoup Annual Conference, Bethesda, MD.

Kennedy, D. M., Maynard, M. T., & Landon, L. B. (2017). Team resilience: A theoretical framework leveraging insights from interviews of individuals working in extreme contexts; AOM Conference; Atlanta, GA.

CONFERENCE & ACADEMIC PRESENTATIONS (continued)

Maynard, M. T., Buljac, M. & Dekker-van Doorn, C. (2017). The amazing diversity in the research landscape of team training: What do we know and what is still left to be learned? INGRoup Annual Conference, St. Louis, MO.

Maynard, M. T., Kennedy, D. M., & Landon, L. B. (2017). Team resilience with anecdotal evidence from astronaut training and spaceflight. SIOP Annual Conference; Chicago, IL.

Malinin, L. H., King, H., Leigh, K. E., & Maynard, M. T. (2017). Factors impacting creative performance of interior design student teams. IDEC Annual Conference; Portland, OR.

Luciano, M. M., D’Innocenzo, L., Maynard, M. T., & Mathieu, J. E. (2016). Shared task experience in surgical teams: Exploring the benefits and their boundaries. AOM Conference (HCM Division); Anaheim, CA.

Bell, B. S., Charlier, S. D., Chudoba, K. M., Gibbs, J. L., Hill, N. S., Hoch, J. E., Maynard, M. T., & Wilson, J. M. (2016). Toward a unified approach to conceptualizing and measuring virtuality. AOM Conference (OCIS, OB, & RM Divisions); Anaheim, CA.

Boon, A., Goodwin, G. F., Kennedy, D. M., Maynard, M. T., Resick, C. J., & van der Haar, S. (2016). Teamwork in Extreme Environments. INGRoup Annual Conference, Helsinki, Finland.

Kramer, W., Shuffler, M. L., & Maynard, M. T. (2016). Ideal compositional considerations for virtual team success. INGRoup Annual Conference, Helsinki, Finland.

Pina, J. A., Passos, A. M., Maynard, M. T., & Mathieu, J. E. (2016). Keeping the beautiful game beautiful: The impact of referee team performance. INGRoup Annual Conference, Helsinki, Finland.

Larson, B. Z., Leung, O., & Maynard, M. T. (2015). Large-scale virtual team simulations: A road map for implementation. AOM Conference (TLC Session); Vancouver, Canada.

Maynard, M. T. (2015). Familiar internal team contexts: The effect on knowledge sharing and performance. AOM Conference (OCIS Division); Vancouver, Canada.

Wolfson, M. A., Mathieu, J. E., & Maynard, M. T. (2015). Multilevel interactionist perspective of field-based learning-performance relations. AOM Conference (OB Division); Vancouver, Canada.

D’Innocenzo, L., Luciano, M. M., Mathieu, J. E., & Maynard, M. T. (2015). When past meets present: The influence of temporal factors in surgical teams. AOM Conference (OB, RM, & HR Divisions); Vancouver, Canada.

Frick, S. E., Ramsay, P. S., Bedwell, W. L., Maynard, M. T., Sommer, A., & Summers, J. (2015). Panel: Adaptation from a multilevel perspective. INGRoup Annual Conference; Pittsburgh, PA. **CONFERENCE & ACADEMIC PRESENTATIONS (continued)**

Maynard, M. T., & Kennedy, D. M. (2015). Team adaptation & resilience: A review of the literature with emphasis on isolated, confined, and extreme (ICE) contexts. INGRoup Annual Conference; Pittsburgh, PA.

Kjellsen, K., & Maynard, M. T. (2015). Leading organizational restructuring: A field study of virtual team and individual members' reactions. European Association of Work and Organizational Psychology; Oslo, Norway.

Maynard, M. T., Kennedy, D. M., & Sommer, S. A. (2015). Team adaptation: A review of the literature and a proposed framework for how disruptions or triggers impact the team adaptation process. European Association of Work and Organizational Psychology; Oslo, Norway.

Cunningham, Q., Maynard, M. T., & Resick, C. (2015). Team Leader Change: Do Permanency and Active Leadership Matter? SIOP Annual Meeting; Philadelphia, PA.

Maynard, M. T., Mathieu, J. E., Gilson, L., Sanchez, D., & Dean, M. (2015). Familiarity and information elaboration and performance in global virtual teams. SIOP Annual Meeting; Philadelphia, PA.

Wolfson, M. A., Mathieu, J. E., & Maynard, M. T. (2015). Antecedents and contextual effects on field-based learning and performance. SIOP Annual Meeting; Philadelphia, PA.

Kennedy, D. M., Maynard, M. T., Sommer, S. A., Stillman, A., Thayer, A., & Xu, J. (2014). The effects of disruptions to lean operations: How responding means waste creation. INFORMS; San Francisco, CA.

Maynard, M. T., Kennedy, D. M., & Sommer, S. A. (2014). Team adaptation: A review of the literature and a proposed framework for how disruptions or triggers impact the team adaptation process. EAWOP Small Group Meeting on Dynamics of Team Cognition and Team Adaptation. Lisbon, Portugal.

Luciano, M. M., Maynard, M. T., Mathieu, J. E., Kleiner, C., and Marshall, D. A. (2014). Improving internal and external team briefings: A field-based quasi-experimental teamwork training intervention. AOM Conference (OB & OMT Divisions); Philadelphia, PA.

D'Innocenzo, L. D., Luciano, M. M., Mathieu, J. E., Maynard, M. T., & Chen, G. (2014). Empowered to perform: A multi-level investigation of empowerment on performance in hospital units. AOM Conference (HCM Division); Philadelphia, PA.

- ❖ Selected for Best Paper Proceedings
- ❖ Health Care Management Division Best Paper Award

Cunningham, Q., Maynard, M. T., & Resick, C. (2014). Ch-Ch-Ch-Changes: An examination of the impact of strategic and non-strategic as well as interim vs. full-time leadership changes on team performance. INGRoup Annual Conference; Raleigh, NC.

CONFERENCE & ACADEMIC PRESENTATIONS (continued)

Maynard, M. T., Kennedy, D. M., & Sommer, S. A. (2014). Team adaptation: A fifteen-year synthesis (1998-2013) and framework for how this literature needs to “adapt” going forward. INGRoup Annual Conference; Raleigh, NC.

Litchfield, R. C., Gilson, L. L., Shalley, C. E., Maynard, M. T., & Woldoff, R. A. (2013) The Link Between Spontaneous, Face-to-Face Interaction and Creativity: Myth or Requirement? Southern Management Association Conference (OB Track); New Orleans, LA.

Maynard, M. T., & Gilson, L. L. (2013). Pedagogical Insights for Teaching Teamwork. AOM Conference. (PDW Session); Orlando, FL.

Gilson, L. L., & Maynard, M. T. (2013). Team Member Externalization in Global Virtual Teams. AOM Conference. (OB & HR Divisions); Orlando, FL.

Kennedy, D.M., Sommer, A., & Maynard, M. T. (2013). Triggers and Trajectories: A Framework of Team Disruptions and Recovery. AOM Conference. (ODC); Orlando, FL.

Maynard, M. T., Gilson, L. L., Mathieu, J. E., Rapp, T. L., & Marshall, D. A. (2013). The Impact of a Teamwork Coaching Intervention on Operating Room Team Processes and Performance. INGRoup Annual Conference; Atlanta, GA.

Killumets, E., D’Innocenzo, L. D., Maynard, M. T., & Mathieu, J. E. (2013). A Multi-Level Examination of the Impact of Team Interpersonal Processes. INGRoup Annual Conference; Atlanta, GA.

Sommer, S. A., Maynard, M. T., & Kennedy, D. M. (2013). Leadership in Trans-boundary Crisis: Team Adaptation Across Boundaries. EGOS Annual Conference; Montreal, Canada.

Maynard, M. T., Mathieu, J. E., Luciano, M. M., & Marshall, D. A. (2013). Training Teamwork in Healthcare: Participant, Session, and Contextual Effects. SIOP Annual Meeting; Houston, TX.

Vartiainen, M. & Maynard, M.T. (2013). From Distributed Teams to Collaboration in Fully Virtual Settings. European Association of Work and Organizational Psychology; Münster, Germany.

Horn, Z. N. J., Fiore, S. M., Maynard, M. T., McCormack, R., Shuffler, M. L., & Weise, C. (2013). The digital frontier: Facilitating teamwork through bits and bytes. SIOP Annual Meeting; Houston, TX.

Killumets, E., Maynard, M.T., Mathieu, J.E., & D’Innocenzo, L. (2012). Impact of Interpersonal Processes on Team Effectiveness: A Multi-level Model. British Academy of Management Conference; Cardiff, UK.

CONFERENCE & ACADEMIC PRESENTATIONS (continued)

D’Innocenzo, L., Mathieu, J.E., Maynard, M.T., Chen, G., & Marshall, D.A. (2012). Cross-Level Investigation of Unit-Level Leadership Climate & Processes on Empowerment & Performance. AOM Conference. (OB Division); Boston, MA.

❖ Selected for Best Paper Proceedings

Maynard, M.T., & Gilson, L.L. (2012). Knowledge Sharing in Global Virtual Teams: The Effect on Performance and the Role of Team Familiarity. Academy of Management Conference. (OB, OCIS, HR Divisions); Boston, MA.

Maynard, M.T., & Dean, M.D. (2012). Prior Working Experiences in Teams: An Examination in Financial Audit Teams. INGRoup Annual Conference; Chicago, IL.

Maynard, M.T., Mathieu, J.E., & Ruddy, T. (2011). Detailing multiple forms of team interdependence influences on team context-empowerment-performance relationships. Academy of Management Conference (OB Division); San Antonio, TX.

Mumford, T.V., Maynard, M.T., & Henle, C. (2011). Shared role cognitions as antecedents and consequences of team outcomes. Annual Meeting of the Society of Industrial and Organizational Psychology; Chicago, IL.

Maynard, M.T., Mathieu, J.E., & Gilson, L.L. (2010). The role of familiarity on team processes and performance: An examination in global virtual teams. Annual Meeting of the Society of Industrial and Organizational Psychology; Atlanta, GA.

Bonney, L., Fugate, B., Maynard, M.T., & Petersen, K. (2009). The effects of situational awareness accuracy & sharedness on cross-functional supply chain teams. Front Range Research Seminar (Fall); Boulder, CO.

Maynard, M.T., Rapp, T.L., & Dean, M. (2009). Team creative environment: An expanded view of the nomological network within supply chain teams. Academy of Management Conference (OB Division); Chicago, IL.

Maynard, M.T., & Dean, M. (2009). Are all experiences created equal? The role of shared team experience in project teams. Western Academy of Management Conference; Park City, UT.

Maynard, M.T., Gilson, L.L., & Rapp, T.L. (2007). Ability-based trust development in project teams: The role of diversity, personality, and justice. Academy of Management Conference (OB Division); Philadelphia, PA.

Mathieu, J.E., Maynard, M.T., Rapp, T.L., & Gilson, L.L. (2007). Team effectiveness 1997-2007: A review of recent advancements and a glimpse into the future. Academy of Management Conference (OB Division); Philadelphia, PA.

CONFERENCE & ACADEMIC PRESENTATIONS (continued)

Mathieu, J.E., Maynard, M.T., Rapp, T.L., Mangos, P.M. (2006). Interactive effects of team/task shared mental models as related to air traffic controllers' teamwork. Academy of Management Conference (OB/MOC Divisions); Atlanta, GA.

Maynard, M.T. (2005). Group potency: Are virtual teams at a developmental disadvantage? Academy of Management Conference (OCIS Division); Honolulu, HI.

Maynard, M.T., & Gilson, L.L. (2005). Shared mental model development in virtual teams: A conceptual framework and cognitive bridge. Southern Management Association Conference (OB/OT/OD Track); Charleston, SC.

Maynard, M.T., Mathieu, J.E., Marsh, & W.M. Ruddy, T.M. (2005). A multi-level investigation of the influence of employees' resistance to teams and empowerment. Academy of Management Conference (OB Division); Honolulu, HI.

Mathieu, J.E., Maynard, M.T., Taylor, S., Gilson, L.L., & Ruddy, T. (2005). A meso-mediational model of contextual and work design influences on team processes and performance. Annual Meeting of the Society of Industrial and Organizational Psychology; Los Angeles, CA.

Maynard, M.T., Gilson, L.L., & Ammeter, A.P. (2004). Initial trust formation: An integrative model test in short-term project teams. Southern Management Association Conference (OB/OT/OD Track); San Antonio, TX.

Maynard, M.T. (2004). Shared mental model development: The role of team virtualness. Academy of Management Conference (OCIS Division); New Orleans, LA.

Martins, L.L., Gilson, L.L., & Maynard, M.T. (2004). Virtual teams: A review of the literature and future directions. Academy of Management Conference (OCIS/OB Divisions); New Orleans.

Maynard, M.T. (2003). The ethical implications of virtual team membership. Academy of Management Conference (OCIS Division); Seattle, WA.

Maynard, M.T., & Taylor, S. (2003). Rethinking the team empowerment nomological network. Academy of Management Conference (OB Division); Seattle, WA.

GRANTS, SCHOLARSHIPS & AWARDS

External Grants

Developing and Validating Measures of Army Unit Resilience

Tannenbaum, S.I., Mathieu, J. E., Maynard, M. T., Salas, E., & Watson, D. (The Group for Organizational Effectiveness, Inc.) Army Research Institute. 9/16-9/18.

A Multi-faceted Approach to Examine Team Adaptation & Resilience within Isolated, Confined, and Extreme Environments

Tannenbaum, S. I., Maynard, M. T., & Mathieu, J. E. (The Group for Organizational Effectiveness, Inc.) NASA. 9/16 – 9/19.

Review of Team Adaptation and Resilience Related to Long Duration Exploration

Missions. Maynard, M. T., & Kennedy, D. M. (Safer Healthcare) NASA 9/14 – 9/15.

Internal Grants & Scholarships

Colorado State University College of Business Research Grant, 2007; 2008; 2009; 2012; 2013; 2014; 2016; 2017; 2018

Supply Chain Forum Research Grant (CSU), 2017

Research Travel Grant from the Office of International Programs (CSU), 2011; 2018

Institute for Learning & Teaching Innovation Grant (CSU), 2008

University of Connecticut Doctoral Dissertation Fellowship, 2006

Academy of Management HR Division/SHRM Foundation Dissertation Grant, 2005

Gerald & Paul D'Amour Founders' Scholarship for Academic Excellence, 2005

CIBER Grant, University of Connecticut with John E. Mathieu, 2004

Honors & Awards

CSU College of Business Sonny Lubick Pinnacle Award Winner – 2017

Dean's Distinguished Research Fellow – 2016

Excellence in Research Award – CSU College of Business – 2015

Colorado State University – Global Teaching Scholar, 2015

Fulbright Award – ISCTE Lisbon, Portugal – spring 2015

Researcher of the Year – CSU Department of Management – 2015

Academy of Management Annual Conference (Health Care Management Division) Best Paper Award, 2014

Journal of Management Scholarly Impact Award, 2013

Dean's Scholar for Published Research (CSU), 2008; 2010; 2012; 2013; 2014; 2015; 2016

Selected to Attend CSST Summer Research Institute, 2012

CSU Alumni Association Best Teacher Nominee, 2009; 2011

Journal of Management Best Paper Award Nominee, 2009

Accenture Outstanding Achievement in Teaching Award (CSU), 2007

CSU – Beta Gamma Sigma Most Influential Professor Nominee, 2007

University of Connecticut School of Business Student Hall of Fame Inductee, 2006

University of Connecticut Management Ph.D. Student Teaching Award Nominee, 2005

PROFESSIONAL AFFILIATIONS

Academy of Management, member (OB, HR, HCM, and RM divisions)
Society for Industrial and Organizational Psychology – member
Interdisciplinary Network for Group Research (INGRoup) - member

TECHNICAL REPORTS

Maynard, M. T., & Kennedy, D. M. (2015). Team Adaptation and Resilience: What do We Know and What Can Be Applied to Long-Duration Isolated, Confined, and Extreme Contexts
NASA/TM-2016-218597

APPLIED RESEARCH & CONSULTING ORGANIZATIONAL PARTNERS

- ❖ Connecticut Department of Public Safety
- ❖ Group for Organization Effectiveness
- ❖ INOVA Health System
- ❖ International Business Machines (IBM)
- ❖ Midland Memorial Hospital
- ❖ National Aeronautics and Space Administration (NASA)
- ❖ Prisma Peremarket (Estonia)
- ❖ Safer Healthcare
- ❖ Swedbank (Estonia)
- ❖ University of Colorado Hospital

PROFESSIONAL ACTIVITIES

Colorado State University:

- ❖ Management Department Representative - Graduate Program Committee – 2015 - 2018
- ❖ Faculty Advisor – Dean’s Student Leadership Council – 2016 - present
- ❖ Management Department – Journal List Committee – 2015 - 2016
- ❖ Faculty Representation – Dean’s Faculty Advisory Committee – 2014
- ❖ GSSE Admissions Committee – 2014
- ❖ Dream Scholarship Committee – 2013, 2014
- ❖ Faculty Representative to RamWelcome 2008, 2009, 2010, 2013, 2015
- ❖ OB/HR Faculty Search Committee Member, Dept. of Management, 2007, 2008, 2013
- ❖ Faculty Coordinator – CSU COB/Accenture Case Competition, 2007 – 2013
- ❖ CSU COB Business Leadership Institute Committee Member and Speaker, 2009
- ❖ Coordinator for CARMA Research Webcasts, 2006 – 2009
- ❖ Management Department Chair Search Committee Member, 2008
- ❖ OB Curriculum Ad-hoc Committee Member, Department of Management, 2006 – 2007
- ❖ Workload Document Ad-hoc Committee Member, Department of Management, 2007

PROFESSIONAL ACTIVITIES (continued)

Thesis Committee Member:

Colin Willis (CSU – I/O Psychology) – 2017; Alyssa Marshall (CSU – I/O Psychology) – 2016; Alyssa Marshall – 2016; Hillary Smith – 2016; Cameron Delphia – 2014; Clifford In – 2014; Lauren Garrison – 2013; Paul Rosser – 2013; Jenn Smith – 2013; Susan Visscher – 2013; Erin Crane – 2013; Helen Hawkins – 2012; Rachel Marsh – 2012; Kristi Muldoon – 2012; Susan Visscher - 2011; Tim Wood – 2009; Jenny Pitts – 2008; Martin Lanik – 2007

Dissertation Committee Member:

Scott Freshwater (CSU – Education) – 2018; Colin Willis (CSU – I/O Psychology) – 2018; Christina Grant (CSU – Education) – 2018; Va Hayman Barber (CSU – Education) – 2018; Dea Robinson (CSU – Education) – 2018; Elar Killumetts (Tartu University – Estonia) – 2018; Diana Sanchez (CSU – I/O Psychology) – 2017; Joy Wagner (CSU – Education) – 2016; Daniel Graff (Aalto University – Finland) – 2015; Pedro Marques Quinteiro (ISCTE – Portugal) – 2015; Paul Rosser (CSU – Education) – 2015; Jaclyn Margolis (Drexel University) – 2015; Margaret Luciano (University of Connecticut) – 2015; Lauren Garrison (CSU – I/O Psychology) – 2014; Rachel Marsh (CSU – I/O Psychology) – 2014; Tommy Cavanaugh (CSU – I/O Psychology) – 2014; Helen Hawkins (CSU – Education) – 2014; Lara Summers (CSU – I/O Psychology) – 2013; Steve Charlier (University of Iowa) – 2012; Jenny Pitts (CSU – I/O Psychology) – 2010; Martin Lanik (CSU – I/O Psychology) - 2009

Academic Communities:

- ❖ INGRoup Best Student Paper Award
Committee Member: 2018
- ❖ INGRoup Dissertation Award
Committee Member: 2016
- ❖ Academy of Management HR Division/SHRM Foundation Dissertation Grant
Committee Chair: 2016
- ❖ Academy of Management annual meeting – Session Chair
OB Division: 2007; 2014; 2015
- ❖ Academy of Management annual meeting - Reviewer
OB Division: 2005 – 2008; 2013; 2015-2016
OCIS Division: 2003 – 2008
HR Division: 2008
- ❖ Academy of Management annual meeting – Discussant
OB Division: 2008
- ❖ Academy of Management annual meeting – Facilitator
OB PDW: 2016
OB Division New Member Networking & Research Forum: 2015
- ❖ National Science Foundation – Reviewer: 2016
- ❖ Society for Industrial and Organizational Psychology – Reviewer: 2011, 2012
- ❖ Society for Industrial and Organizational Psychology – Session Chair: 2013

PROFESSIONAL ACTIVITIES (continued)

Academic Communities:

- ❖ Western Academy of Management – Reviewer: 2008
- ❖ Southern Management Association annual meeting
Discussant - OB/OT/OD Track: 2005
Reviewer – OB/OT/OD Track: 2004, 2005, 2013

Practitioner Communities:

- ❖ Certified Public Accountant (State of Virginia & Colorado), 1995 - 2002

Academic Journals:

- ❖ Associated Editor:
2014-present: *Group & Organization Management*
- ❖ Special Issue Editor:
2016-present: *Group & Organization Management*
Topic: Teamwork and Teamwork Training within Health Care
2016-present: *Journal of Organizational Behavior*
Topic: Teamwork in Extreme Environments
- ❖ Ad Hoc Reviewer:
2017: *Journal of Supply Chain Management*
2016: *Organizational Behavior & Human Decision Processes*
2015: *Academy of Management Journal, Journal of Management*
2014: *Journal of Management; Journal of Health & Organization; Academy of Management Journal; Small Group Research*
2013: *Organizational Psychology Review, Group & Organization Management, Human Relations, Journal of Management, Journal of Managerial Psychology*
2012: *Human Relations, MIS Quarterly, Small Group Research*
2011: *MIS Quarterly, Small Group Research*
2010: *Decision Sciences, Human Relations*
2009: *Academy of Management Journal, MIS Quarterly, IEEE Transactions on Professional Communication*
2005: *Information Systems Research*
2004: *Journal of Management*

TEACHING ACTIVITIES

| <u>Colorado State University</u> | Instructor | Course |
|--|-------------------|---------------|
| BUS690, Building & Leading Exceptional Teams Seminar | 5.0/5.0 | 4.9/5.0 |
| BUS 620, Leadership & Motivation (EMBA), Fall 2018 | 4.7/5.0 | 4.3/5.0 |
| MGT411, Leading High Performance Teams, Fall 2017 | 4.8/5.0 | 4.6/5.0 |
| MGT411, Leading High Performance Teams, Fall 2017 | 4.9/5.0 | 4.7/5.0 |
| BUS 620, Leadership & Motivation (EMBA), Fall 2017 | 4.4/5.0 | 4.2/5.0 |
| BUS690, Building & Leading Exceptional Team Seminar | 4.8/5.0 | 4.7/5.0 |
| MGT320, Contemporary Management, Spring 2017 (SAS) | 4.8/5.0 | 4.4/5.0 |
| MGT410, Leadership & OB, Spring 2017 (SAS) | 5.0/5.0 | 4.7/5.0 |
| MGT411, Leading High Perf. Teams, Spring 2017 (SAS) | 4.9/5.0 | 4.6/5.0 |
| MGT411, Leading High Performance Teams, Fall 2016 | 5.0/5.0 | 4.9/5.0 |
| MGT411, Leading High Performance Teams, Fall 2016 | 4.8/5.0 | 4.7/5.0 |
| BUS 620, Leadership & Motivation (EMBA), Fall 2016 | 4.9/5.0 | 4.4/5.0 |
| MGT411, Leading High Performance Teams, Spring 2016 | 5.0/5.0 | 5.0/5.0 |
| MGT411, Leading High Performance Teams, Spring 2016 | 4.9/5.0 | 4.8/5.0 |
| MGT411, Leading High Performance Teams, Fall 2015 | 4.7/5.0 | 4.6/5.0 |
| MGT411, Leading High Performance Teams, Fall 2015 | 4.8/5.0 | 4.6/5.0 |
| BUS 620, Leadership & Motivation (EMBA), Fall 2015 | 8.9/10.0 | 8.8/10.0 |
| BUS690, Building & Leading Exceptional Team Seminar | 4.9/5.0 | 4.9/5.0 |
| MGT411, Leading High Performance Teams, Fall 2014 | 5.0/5.0 | 5.0/5.0 |
| MGT411, Leading High Performance Teams, Fall 2014 | 4.9/5.0 | 4.8/5.0 |
| BUS 620, Leadership & Motivation (EMBA), Fall 2014 | 9.6/10 | 9.7/10 |
| BUS690, Effective Teams (GSSE MBA – 7), Fall 2014 | 4.7/5.0 | 4.2/5.0 |
| MGT411, Leading High Performance Teams, Spring 2014 | 4.9/5.0 | 4.9/5.0 |
| MGT411, Leading High Performance Teams, Spring 2014 | 5.0/5.0 | 4.9/5.0 |
| MGT411, Leading High Performance Teams, Fall 2013 | 4.8/5.0 | 4.7/5.0 |
| MGT411, Leading High Performance Teams, Fall 2013 | 4.9/5.0 | 4.8/5.0 |
| BUS690, Effective Teams (GSSE MBA - 6), Fall 2013 | 4.9/5.0 | 4.6/5.0 |
| BUS690, Effective Teams (GSSE MBA - 7), Fall 2013 | 4.6/5.0 | 4.0/5.0 |
| MGT305, Fundamentals of Management, Summer 2013 | 4.8/5.0 | 4.2/5.0 |
| MGT411, Leading High Performance Teams, Spring 2013 | 4.9/5.0 | 4.8/5.0 |
| MGT411, Leading High Performance Teams, Spring 2013 | 4.8/5.0 | 4.6/5.0 |
| BUS690, Effective Teams (GSSE MBA - 6), Spring 2013 | 4.9/5.0 | 4.7/5.0 |
| MGT411, Leading High Performance Teams, Fall 2012 | 4.8/5.0 | 4.6/5.0 |
| MGT411, Leading High Performance Teams, Fall 2012 | 4.9/5.0 | 4.9/5.0 |
| BUS690, Effective Teams (GSSE MBA - 5), Fall 2012 | 4.7/5.0 | 4.4/5.0 |
| BUS690, Effective Teams (GSSE MBA - 6), Fall 2012 | 4.6/5.0 | 4.2/5.0 |
| MGT411, Leading High Performance Teams, Spring 2012 | 4.9/5.0 | 4.8/5.0 |
| MGT411, Leading High Performance Teams, Spring 2012 | 4.9/5.0 | 4.9/5.0 |
| BUS690, Effective Teams (GSSE MBA - 5), Spring 2012 | 4.5/5.0 | 4.3/5.0 |
| MGT411, Leading High Performance Teams, Fall 2011 | 4.9/5.0 | 4.7/5.0 |
| MGT411, Leading High Performance Teams, Fall 2011 | 4.9/5.0 | 4.8/5.0 |
| BUS690, Effective Teams (GSSE MBA - 5), Fall 2011 | 4.3/5.0 | 3.6/5.0 |
| BUS690, Effective Teams (GSSE MBA - 4), Fall 2011 | 4.6/5.0 | 4.4/5.0 |

TEACHING ACTIVITIES (continued)

| <u>Colorado State University</u> | Instructor | Course |
|---|-------------------|---------------|
| MGT411, Leading High Performance Teams, Spring 2011 | 4.9/5.0 | 4.8/5.0 |
| MGT411, Leading High Performance Teams, Spring 2011 | 5.0/5.0 | 5.0/5.0 |
| BUS690, Effective Teams (GSSE MBA - 4), Spring 2011 | 4.1/5.0 | 3.7/5.0 |
| MGT411, Leading High Performance Teams, Fall 2010 | 4.8/5.0 | 4.8/5.0 |
| MGT411, Leading High Performance Teams, Fall 2010 | 4.9/5.0 | 4.8/5.0 |
| MGT305, Fundamentals of Management, Summer 2010 | 4.8/5.0 | 4.7/5.0 |
| MGT305, Fundamentals of Management, Summer 2010 | 4.6/5.0 | 4.2/5.0 |
| MGT411, Leading High Performance Teams, Spring 2010 | 4.9/5.0 | 4.7/5.0 |
| MGT411, Leading High Performance Teams, Spring 2010 | 4.8/5.0 | 4.7/5.0 |
| MGT411, Leading High Performance Teams, Fall 2009 | 4.7/5.0 | 4.5/5.0 |
| MGT411, Leading High Performance Teams, Fall 2009 | 4.9/5.0 | 4.8/5.0 |
| MGT305, Fundamentals of Management, Summer 2009 | 4.4/5.0 | 4.1/5.0 |
| MGT305, Fundamentals of Management, Summer 2009 | 4.7/5.0 | 4.4/5.0 |
| MGT411, Leading High Performance Teams, Spring 2009 | 4.9/5.0 | 4.6/5.0 |
| MGT411, Leading High Performance Teams, Spring 2009 | 4.9/5.0 | 4.9/5.0 |
| BUS690, Effective Teams (GSSE MBA - 3), Spring 2009 | 4.5/5.0 | 4.4/5.0 |
| MGT411, Leading High Performance Teams, Fall 2008 | 4.8/5.0 | 4.7/5.0 |
| MGT411, Leading High Performance Teams, Fall 2008 | 4.6/5.0 | 4.5/5.0 |
| MGT305, Fundamentals of Management, Summer 2008 | 4.5/5.0 | 4.3/5.0 |
| MGT305, Fundamentals of Management, Summer 2008 | 4.6/5.0 | 4.4/5.0 |
| MGT411, Leadership and Teams Management, Spr. 2008 | 4.9/5.0 | 4.8/5.0 |
| MGT411, Leadership and Teams Management, Spr. 2008 | 4.6/5.0 | 4.5/5.0 |
| MGT411, Leadership and Teams Management, Fall 2007 | 4.8/5.0 | 4.6/5.0 |
| MGT411, Leadership and Teams Management, Fall 2007 | 4.7/5.0 | 4.3/5.0 |
| BN320, Contemporary Management, Summer 2007 | 4.6/5.0 | 4.3/5.0 |
| BN411, Leadership and Teams Management, Fall 2006 | 4.8/5.0 | 4.7/5.0 |
| BN411, Leadership and Teams Management, Fall 2006 | 4.9/5.0 | 4.8/5.0 |

| <u>University of Connecticut</u> | Overall Evaluation |
|--|---------------------------|
| MGMT 201, Managerial and Interpersonal Behavior, Spring 2005 | 9.4/10.0 |
| MGMT 201, Managerial and Interpersonal Behavior, Fall 2004 | 9.4/10.0 |
| MGMT 290, Strategy, Policy, and Planning, Spring 2004 | 8.5/10.0 |
| MGMT 290, Strategy, Policy, and Planning, Fall 2003 | 8.0/10.0 |

INDUSTRY EXPERIENCE

EKS&H (via Two Degrees), Denver, CO

Senior Consultant (1999-2002)

Responsible for managing all aspects of financial audits. Assessed the market value of several businesses as part of acquisition process.

Johnson Lambert & Company, Washington, D.C.

Senior Associate (1993-1998)

Responsible for litigation support and financial audit services, with a focus on insurance companies and financial institutions.