

MARY J. WALLER, PH.D.

Senior Research Scholar, College of Business, Colorado State University

Professor Emerita, York University, Toronto, Ontario, Canada

Associate Editor, *Organizational Psychology Review*

mary.waller@colostate.edu

Education

Ph.D., Management (Organization Science), University of Texas at Austin

M.S., Management Science (Info. Systems), University of Colorado - Denver

B.B.A., Management (Petroleum Land Management), University of Oklahoma - Norman

Languages: English (native), German (Zertifikat Deutsch)

Citizenship: USA and Canada

Research Interests

Adaptive leadership and effectiveness in critical contexts, nonlinear team dynamics, crisis management in organizations, individual and team temporal diversity, human factors and safety in complex technological systems.

Teaching Interests

Leading team dynamics, crisis management in organizations, organizational behavior and theory, negotiation, human factors and safety in complex contexts.

Professional Experience

Colorado State University, 2021-present, Senior Research Scholar, College of Business.

Texas Christian University, 2017-2020, M.J. Neeley Professor of Management; joint appointment, TCU & Univ. of N. Texas Health Science Center School of Medicine, Professor of Medical Education

York University, 2008-2017, Professor of Organization Studies; 2018-on, Professor Emerita

University of Maastricht, 2005-2008, Professor & Research Chair in Team Dynamics

Tulane University, 2002-2005, Associate Professor of Organizational Behavior

University of Illinois at Urbana-Champaign, 1998-2002, Assistant Professor, Management

University of Wisconsin - Madison, 1995-1998, Assistant Professor, Management

University of Texas at Austin, 1990-1995, Research Assistant/Assistant Instructor, Management

Columbine Systems, 1988-1990, Software Management Supervisor

Delta Air Lines, 1987-1988, Systems Instructor

Amoco Corporation, 1982-1986, Petroleum Landman (Mineral Rights Management)

Publications

- Waller, M.J., Uitdewilligen, S., Rico, R., & Thommes, M. Forthcoming. Interaction pattern and trajectory analysis for studying group communication. In J. Keyton, M.S. Poole, & S. Beck (Eds.), *Handbook of Group and Team Communication Research*.
- Paoletti, J., Bisbey, T., Zajac, S., Waller, M., & Salas, E. Forthcoming. Looking to the middle of the qualitative-quantitative spectrum for integrated mixed methods. *Small Group Research*.
- Su, L., Kaplan, S., & Waller, M. J. Forthcoming. Optimizing ECMO teams: What every ECMO educator needs to know about the latest advances in team science. In L. Johnston and L. Su (Eds.), *Comprehensive Healthcare Simulation: ECMO Simulation* (pp. 99-105). Springer.
- Uitdewilligen, S., Rico, R., Thommes, M., & Waller, M.J. Forthcoming. A pandemic is dynamic: Viewing COVID-19 through an adaptation lens. Commentary on Rudolph et al., (2020). *Industrial and Organizational Psychology*.
- Franklin, A.E., Thielke, L., Gilbert, G., & Waller, M.J. 2020. TIDES: Examining the influence of temporal individual differences on multitasking in educational simulation. *Advances in Simulation*.
- Waller, M.J., Franklin, A.E., & Parcher, D.B. 2020. Time perspective balance and team adaptation in dynamic task contexts. *Journal of Organizational Behavior*.
- Stephens, K., Waller, M.J., & Sohrab, S. 2019. Over-emoting and perceptions of sincerity: Effects of nuanced displays of emotions and chosen words on credibility perceptions during a crisis. *Public Relations Review*, doi.org/10.1016/j.pubrev.2019.101841. **Winner, Top Paper Award, Public Relations Division, National Communication Association annual meeting.**
- Cunningham, Q., Diaz-Granados, D, Dodoiu, G., Kaplan, S., Keyton, J., Larson, N., LeNoble, C., Marsch, S., McLeod, P., O'Neill, T., Hendrickson Parker, S., Semmer, N., Shuffler, M., Su, L., Tschan, F., Waller, M., Wang, Y. 2019. Hacking teamwork in healthcare: Addressing adverse effects of ad hoc team composition in critical care medicine. *Health Care Management Review*. doi: 10.1097/HMR.0000000000000265
- Grote, G., Kolbe, M., & Waller, M.J. 2018. The dual nature of adaptive coordination in teams: Balancing demands for flexibility and stability. *Organizational Psychology Review*, doi: 10.1177/2041386618790112
- Uitdewilligen, S., & Waller, M.J. 2018. Information sharing and decision making in multidisciplinary crisis management teams. *Journal of Organizational Behavior*, doi: 10.1002/job.2301
- Kaplan, S.A., & Waller, M.J. 2018. Reliability through resilience in organizational teams. In R. Ramanujam & K. Roberts (eds.), *Organizing for reliability: A guide for research and practice*. Stanford, CA: Stanford University Press.
- Uitdewilligen, S., Rico, R., & Waller, M. 2018. Fluid stability: Dynamics of team action patterns and adaptive outcomes. *Journal of Organizational Behavior*, doi: 10.1002/job.2267
- Su, L., Kaplan, S., Burd, R., Winslow, C. Hargrove, A., & Waller, M. 2017. Trauma resuscitation: Can team behaviors in the pre-arrival period predict resuscitation performance? *British Medical Journal: Simulation & Technology Enhanced Learning*. doi: 10.1136/bmjstel-2016-000143

- Wang, L., Doucet, L.M., Waller, M.J., Phillips, S., & Sanders, K. 2016. A laughing matter: Patterns of laughter and the effectiveness of working dyads. *Organization Science*, 27: 1142-1160. doi: <http://dx.doi.org/10.1287/orsc.2016.1082>
- Waller, M.J., & Kaplan, S. 2016. Systematic behavioral observation for emergent team phenomena: Key considerations for quantitative video-based approaches. *Organizational Research Methods*. doi: 10.1177/1094428116647785
- Waller, M.J., Okhuysen, G.A., & Saghafian, M. 2016. Conceptualizing emergent states: A strategy to advance the study of group dynamics. *Academy of Management Annals*, v.10 (1): 561-598. doi: 10.1080/19416520.2016.1120958
- Lei, Z., Waller, M.J., Hagen, J., & Kaplan, S. 2016. Team adaptiveness in dynamic contexts: Contextualizing the roles of interaction patterns and in-process planning. *Group & Organization Management*, 41: 491-525. doi:10.1177/1059601115615246 **Winner, Best Paper Award, Group & Organization Management Journal.**
- Waller, M.J. 2015. Organizational behavior: A brief overview and safety orientation. *Current Problems in Pediatric and Adolescent Health Care*, 45: 378-381.
- Sohrab, S., Waller, M.J., & Kaplan, S. 2015. Exploring the hidden profile paradigm: A literature review and analysis. *Small Group Research*, 46, 489-535.
- Su, L., Waller, M., Kaplan, S., Watson, A., Jones, M., & Wessel, D. 2015. Cardiac resuscitation events: One eyewitness is not enough. *Pediatric Critical Care Medicine*, 16: 335-342.
- Kolbe, M., Grote, G., Waller, M., Wacker, J., Grande, B., Burtscher, M., & Spahn, D. 2014. Monitoring and talking to the room: Autochthonous coordination patterns in team interaction and performance. *Journal of Applied Psychology*, 99: 1254-1267.
- Waller, M.J., Lei, Z., & Pratten, R. 2014. Exploring the role of crisis management teams in crisis management education. *Academy of Management Learning & Education*, 13: 208-221.
- Waller, M.J., Sohrab, G., & Ma, B.K. 2013. Beyond 12 Angry Men: Thin-slicing film to illustrate group dynamics. *Small Group Research*, 44: 446-465.
- Uitdewilligen, S., Waller, M.J., & Pitariu, A. 2013. Mental model updating and team adaptation. *Small Group Research*, 44: 127-158.
- Waller, M.J. 2013. Interdisciplinary conversations and chocolate consumption. *Small Group Research*, 44: 199-204.
- Waller, M.J., & Uitdewilligen, S. 2012. Transitions in action teams. In G. Graen & J. Graen (eds.), *Management of Teams in Extreme Context*, pp. 167-195. Charlotte, NC: Information Age Publishing.
- Kaplan, S., LaPort, K., & Waller, M.J. 2012. The role of positive affect in team performance during crises. *Journal of Organizational Behavior*, 34: 473-491.
- Zijlstra, F., Waller, M.J., & Phillips, S. 2012. Setting the tone: Early interaction patterns in swift starting teams as a predictor of effectiveness. *European Journal of Work and Organizational Psychology*, 21: 749-777.
- Kouchaki, M., Okhuysen, G., Waller, M.J., & Tajeddin, G. 2012. The treatment of the relationship between groups and their environments: A review and critical examination of common assumptions in research. *Group & Organization Management*, 37: 171-203.

- Uitdewilligen, S., & Waller, M.J. 2012. Adaptation in multiteam systems: The role of temporal semistructures. In S. Zaccaro, M. Marks, & L. DeChurch (Eds.), *Multiteam Systems: An Organizational Form for Dynamic and Complex Environments*, pp. 365-401. New York: Routledge.
- Uitdewilligen, S., Waller, M.J., & Zijlstra, F. 2010. Team cognition and adaptability in dynamic settings. A review of pertinent work. In G.P. Hodgkinson and J.K. Ford (Eds.), *International Review of Industrial and Organizational Psychology*, v. 25, pp. 293-354. Chichester, UK: Wiley.
- König, C.J., & Waller, M.J. 2010. Time for reflection: A critical examination of polychronicity. *Human Performance*, 23: 173-190.
- Stachowski, A.A., Kaplan, S.A., & Waller, M.J. 2009. The benefits of flexible team interaction during crises. *Journal of Applied Psychology*, 94: 1536-1543.
- Ballard, D.I., Tschan, F., & Waller, M.J. 2008. All in the timing: Considering time at multiple stages of group research. *Small Group Research*, 39: 328-351.
- Waller, M.J., & Uitdewilligen, S. 2008. Talking to the room: Collective sensemaking during crisis situations. In Roe, R., Waller, M., & Clegg, S. (Eds.), *Time in Organizations – Approaches and Methods*. London: Routledge.
- Gibson, C.B., Waller M.J., Carpenter, M.A., & Conte, J.M. 2007. Antecedents, consequences, and moderators of time perspective heterogeneity for knowledge management in MNO teams. *Journal of Organizational Behavior*, 28: 1005-1034.
- Spink, A., Cole, C., & Waller, M.J. 2007. Multitasking behavior. In B. Cronin (Ed.), *Annual Review of Information Science and Technology*, v. 42, pp. 93-118. Information Today/Elsevier.
- Waller, M.J. 2007. Preferences, behaviors, and strategies in multiple task performance. In F. Yammarino and F. Dansereau (Eds.), *Research in Multi-Level Issues*. v. 6, pp. 239-247. JAI/Elsevier.
- Ancona, D.G., & Waller, M.J. 2007. The dance of entrainment: Temporally navigating across multiple pacers. In R. Hodson and B. Rubin (Eds.), *Research in the Sociology of Work*, v. 17, pp. 115-146. JAI/ Elsevier.
- Bluedorn, A.C., & Waller, M.J. 2006. The stewardship of the temporal commons. In B. Staw (Ed.), *Research in Organizational Behavior*, v. 27, pp. 365-406. JAI/Elsevier.
- Blount, S., Waller, M.J., Leroy, S. 2005. The effects of temporal uncertainty on temporal coordination in organizations. In W. Starbuck and M. Farjoun (eds.), *Organization at the Limit: Lessons from the Columbia Disaster*, pp. 122-139, Oxford: Blackwell Publishing.
- Waller, M.J., Gupta, N., & Giambatista, R. 2004. Effects of adaptive behaviors and shared mental model development on control crew performance. *Management Science*, 50: 1534-1544.
- Kirton, B., Okhuysen, G.A., & Waller, M.J. 2004. A glossary of temporal terms relating to groups and organizations. In S. Blount (Ed.), *Research on Managing Groups and Teams*, v. 6: 236-266.

- Zellmer-Bruhn, M., Waller, M.J., & Ancona, D.G. 2004. The effect of temporal entrainment on the ability of teams to change their routines. In S. Blount (Ed.), *Research on Managing Groups and Teams*, v. 6: 135-158.
- Waller, M.J., & Roberts, K.H. 2003. High reliability and organizational behavior: Finally the twain must meet. *Journal of Organizational Behavior*, 24: 813-814.
- Waller, M.J., Zellmer-Bruhn, M., & Giambatista, R.C. 2002. Watching the clock: Team pacing behaviors under deadlines. *Academy of Management Journal*, 45: 1046-1055.
- Okhuysen, G., & Waller, M.J. 2002. Focusing on midpoint transitions: An analysis of boundary conditions. *Academy of Management Journal*, 45: 1056-1065.
- Waller, M.J., Conte, J.M., Gibson, C.B., & Carpenter, M.A. 2001. The effect of individual perceptions of deadlines on team performance. *Academy of Management Review*, 26: 586-600.
- Waller, M.J. 2000. All in the timing: Team pacing behaviors in dynamic conditions. In C. Cooper & D. Rousseau (Eds.), *Trends in Organizational Behavior*, v. 7: 37-44.
- Waller, M.J., & Jehn, K.A. 2000. Multiple system interfaces and resource conflict: Human and technological group coordination and performance. In T. Griffith (Ed.), *Research on Managing Groups and Teams*, v. 3: 115-132.
- Waller, M.J. 1999. The timing of adaptive group responses to nonroutine events. *Academy of Management Journal*, 42: 127-137.
- Waller, M.J., Giambatista, R.C., & Zellmer-Bruhn, M. 1999. The effects of individual time urgency on group polychronicity. *Journal of Managerial Psychology*, 14: 244-256.
- Dukerich, J.M., Waller, M.J., George, E., & Huber, G.P. 1999. Moral intensity in managerial problem solving. *Journal of Business Ethics*, 24: 29-38.
- Waller, M.J. 1997. Keeping the pins in the air: How work groups juggle multiple tasks. In M. Beyerlein (Ed.), *Interdisciplinary Studies of Work Teams*, v. 4: 217-247. Greenwich, CN: JAI Press.
- Waller, M.J., Huber, G.P. & Glick, W.H. 1995. Functional background as a determinant of executives' selective perception. *Academy of Management Journal*, 38: 943-974.
- Waller, M.J. 1994. Multitasking work groups in aviation. In N. Johnson (Ed.), *Applications in Aviation Psychology*. London: European Association for Aviation Psychology, Avebury Publishers.

Work in Progress - redacted for blind review; please contact for more information

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Books, Book Reviews, Published Abstracts, Conference Proceedings, & Podcasts

Waller, M.J. 2020. Teaching crisis management in the COVID-19 era. Harvard Business School Press Podcast. [Teaching Crisis Management in the COVID-19 Era](#)

Waller, M.J. 2020. [Finding Success in Tough Times with Dr. Mary Waller](#). Podcast with LeddinGroup/FranklinCovey.

Saghafian, M., & Waller, M.J. 2020. Trajectory of the interplay between team cognitive processes and collective emotions during crisis. *Academy of Management Proceedings*.

Thommes, M., Uitdewilligen, S., Rico, R., & Waller, M. 2020. Adaptive followership in a dynamic context: Examining the effect of entrainment to a previous leader. *Academy of Management Proceedings - Best Papers*.

Rood, C., Graber, K., Waller, M., & Allan, C. 2020. Use of simulated ECMO events to describe communication patterns within and across microteams. *Critical Care Medicine*, 48(1): 1549.

Neubert, M.J., Dyck, B., Waller, M.J., & Medcof, T. 2016. *Organizational behaviour*. Hoboken, NJ: John Wiley & Sons.

Lei, Z., Waller, M.J., Hagen, J., & Kaplan, S. 2014. Team adaptiveness in dynamic contexts: The roles of planning and patterns. *Academy of Management Proceedings*, 10777.

- Su, L., Kaplan, S., Burd, R., Hargrove, A., Winslow, C., & Waller, M. 2013. The best trauma teams demonstrate teamwork patterns similar to the best nuclear power plant teams. *Critical Care Medicine*, 41: A123.
- Roe, R., Waller, M., & Clegg, S. (Eds.). 2008. *Time in Organizations – Approaches and Methods*. London: Routledge.
- Waller, M.J. 2006. Putting panic in perspective. *Darden Executive Briefing Series on Crisis Management*. University of Virginia: Darden Business School Press.
- Waller, M.J. 2004. The human organization of time: Temporal realities and experiences. Book review. *Academy of Management Review*, 29: 137-139.
- Waller, M.J. 1996. Multiple-task performance in groups. *Best Papers Proceedings*, Academy of Management, Cincinnati, OH.
- Waller, M.J., Huber, G.P., & Glick, W.H. 1994. Functional background as a determinant of what executives notice. *Best Papers Proceedings*, Academy of Management, Dallas, TX.

Selected Conference Presentations

- Waller, M.J. 2020. Agreement isn't everything: Managing group decision making and conflict. Pediatric Cardiac Intensive Care Society 16th Annual International Meeting, Online.
- Waller, M.J. 2020. Optimizing team functioning during VUCA (Volatility, Uncertainty, Complexity, Ambiguity). Pediatric Cardiac Intensive Care Society 16th Annual International Meeting, Online.
- Ballard, D.I., Mandhana, D.M., Waller, M.J., McGlone, M.S., Aguilar, A.M., & Inman-Ramgolam, D. 2020. All action and no talk: A multimethod investigation of routinized adaptation in interprofessional critical teams. Presented at the National Communication Association annual meeting, Indianapolis, IN. ***Winner, Top Paper Award, Group Communication Division.***
- Saghafian, M., & Waller, M.J. 2020. Trajectory of the interplay between team cognitive processes and collective emotions during crisis. Presented at the Academy of Management annual meeting, Vancouver, BC, Canada.
- Thommes, M., Uitdewilligen, S., Rico, R., & Waller, M. 2020. Adaptive followership in a dynamic context: Examining the effect of entrainment to a previous leader. Presented at the Academy of Management annual meeting, Vancouver, BC, Canada.
- Raetze, S., Duchek, S., Burke, C.S., Zaccaro, S., Maynard, M.T., Wiese, C.W., Szabo, K., Moavero, J., Halfman, T., Uitdewilligen, S., Thommes, M., Rico, R., & Waller, M.J. 2020. Team resilience and team adaptation; Panel discussion. Presented at Interdisciplinary Network for Group Research (INGRoup) annual meeting, Bellevue, WA.
- Paoletti, J., Bisbey, T. M., Zajac, S., Waller, M. J., & Salas, E. 2020. Best of both worlds? Using the middle of the qualitative-quantitative spectrum for inherently mixed methods research on teams. Presented at Interdisciplinary Network for Group Research (INGRoup) annual meeting, Bellevue, WA.

- Waller, M.J., & Kaplan, S.A., Torres, E., & Shulman, M. 2020. The advantages of going slow to speed team outcomes in critical contexts. Presented at Interdisciplinary Network for Group Research (INGRoup) annual meeting, Bellevue, WA.
- Campbell, L.N., Kaplan, S., Waller, M.J., Fernandes, A. 2020. Different normative team communication patterns across crisis types: Evidence from blackbox transcripts. Presented at Interdisciplinary Network for Group Research (INGRoup) annual meeting, Bellevue, WA.
- Rood, C., Graber, K., Waller, M., & Allan, C. 2020. Use of simulated ECMO events to describe communication patterns within and across microteams. Presented at *International Pediatric Simulations Symposium & Workshop (IPSSW)* annual meeting, Tampa, FL.
- Rood, C., Graber, K., Waller, M., & Allan, C. 2020. Use of simulated ECMO events to describe communication patterns within and across microteams. Presented at *Society of Critical Care Medicine (SCCM)* annual meeting, Orlando, FL.
- Stephens, K., Waller, M.J., & Sohrab, S. 2019 Surviving a crisis by not over-emoting: Effects of nuanced displays of emotions and chosen words on credibility perceptions. Presented at the National Communication Association annual meeting, Baltimore, MD. **Winner, Top Paper Award, Public Relations Division.**
- Uitdewilligen, S., Rico, R., & Waller, M.J. 2019. Switching gears: The effect of adaptive leadership on team transitions between simple and complex situations. Presented at the INGRoup annual meeting, Lisbon, Portugal.
- Franklin, A.E., & Waller, M.J. 2019. TIDES: Examining the influence of temporal individual differences on multitasking in educational simulation. Presented at International Pediatric Simulation Symposia and Workshops, Toronto, Canada.
- Krause, R., Waller, M.J., & Carter, S. 2019. Getting inside the (simulated) black box: Using team simulations to study behavioral dynamics on boards. Presented at Strategic Management Society, Special Conference, Las Vegas, NV.
- Christianson, M., Sohrab, S., & Waller, M.J. 2018. Managing an unexpected event: Trajectories of routine and non-routine activities. Academy of Management annual meeting, Chicago IL.
- Uitdewilligen, S., Waller, M.J., & Rico, R. 2018. Fluid and stable mapping: Trajectories of team action patterns & adaptive outcomes. Academy of Management annual meeting, Chicago, IL.
- Saghafian, M., Waller, M.J., Kaplan, S.A., & Reid, W. 2018. Behind the curtain: Tracking the nested trajectories of stage management teams. Academy of Management annual meeting, Chicago, IL.
- Waller, M.J., Uitdewilligen, S., & Rico, R. 2018. Switching gears: Adaptive leadership in teams facing dynamic contexts. Interdisciplinary Network for Group Research (INGRoup) annual meeting, Bethesda, MD.
- Thommes, M., Uitdewilligen, S., Rico, R., & Waller, M.J. 2018. Adaptive followership in dynamic environments. Interdisciplinary Network for Group Research (INGRoup) annual meeting, Bethesda, MD.

- Krause, R., Waller, M.J., & Carter, S. 2018. A split decision: Emotional and rational appeals during CEO/board chair separation deliberations in boards of directors. Interdisciplinary Network for Group Research (INGRoup) annual meeting, Bethesda, MD.
- Waller, M.J., Kaplan, S.A., & Lei, Z. 2017. Explicit coordination in teams facing critical events. Academy of Management annual meeting, Atlanta.
- Sohrab, G., Tasa, K., & Waller, M.J. 2015. Leadership style and team adaptation to loss of the leader. INGroup annual meeting, Pittsburgh, PA.
- Fernandez, R. Patterson, M. Su, L. Grand, J. Waller, M., & Parker, S. 2015. Adaptive action teams: Theory, research and practice. Panel presentation, INGRoup annual meeting, Pittsburgh, PA.
- Adler, P., Ireland, D., McGahan, A., Shapiro, D., Tsui, A., & Waller, M. 2015. Opening governance for diversity and inclusion in the Academy. Professional development workshop, Academy of Management annual meeting, Vancouver, BC.
- Waller, M.J., & Kaplan, S. 2015. Toward building resilience in organizational crisis teams. Academy of Management annual meeting, Vancouver, BC.
- Waller, M.J., & Kaplan, S. 2015. Life on the edge: Dynamic boundary spanning in mine rescue teams. Academy of Management annual meeting, Vancouver, BC.
- Saghafian, M., & Waller, M.J. 2015. The head, the heart, and the crisis: Cognitive and affective dynamics of mine rescue teams. INGRoup annual meeting, Pittsburgh, PA.
- Waller, M.J., Okhuysen, G.A., & Saghafian, M. 2014. Emergent states and group dynamics: Leveraging the mechanics. Academy of Management annual meeting, Philadelphia, PA.
- Sohrab, G., & Waller, M.J. 2014. Team interaction under asymmetric information distribution conditions. Interdisciplinary Network for Group Research (INGRoup) annual meeting, Raleigh, NC.
- Waller, M.J. 2013. Interaction patterns in mine rescue teams. International Mine Rescue Body conference, Niagara, ON, Canada.
- Christianson, M.K., & Waller, M.J. 2013. Reconciling conflicting accounts and taking action: Interplay of sensemaking and attention on 9/11. Academy of Management annual meeting, Orlando, FL.
- Tobah, B., & Waller, M.J. 2013. The effects of temporal diversity on conflict and creativity in teams. Academy of Management annual meeting, Orlando, FL.
- Saghafian, M., Waller, M.J., & Reid, W. 2013. The development of routines in teams: A shared script perspective. Interdisciplinary Network for Group Research (INGRoup) annual meeting, Atlanta, GA.
- Waller, M.J. 2012. Team interaction patterns in dynamic settings. German Psychological Society (Deutsche Gesellschaft für Psychologie), 2012, keynote address, 48th Annual Meeting, Bielefeld, Germany.
- Waller, M.J. 2012. Information-laden processes under complexity and uncertainty: Individual and team perspectives. Discussant, Academy of Management annual meeting, Boston, MA.

- Waller, M.J. Salvador, R., & Sutcliffe, K. 2012. Adaptation to discontinuous nonroutine events: Dual threats and the mediator of fear. Academy of Management annual meeting, Boston, MA.
- Su, L., Kaplan, S., & Waller, M.J. 2012. Variability in effective interaction patterns in medical trauma teams. Academy of Management annual meeting, Boston, MA.
- Grote, G., Kolbe, M., & Waller, M.J. 2012. Team adaptation and flexibility. Academy of Management annual meeting, Boston, MA.
- Lei, Z., Waller, M.J., & Hagen, J. 2012. Examining meta-patterns of interaction in teams. Interdisciplinary Network for Group Research (INGRoup) annual meeting, Chicago, IL.
- Waller, M.J. 2011. Emergent processes in teams (and other moving targets). Keynote address, Fifth International Workshop on Behavioral Science Applied to Acute Care Teams, Zurich, Switzerland.
- Christianson, M., Waller, M.J., & Uitdewilligen, S. 2011. The emergence of shared understanding during unexpected events: An example from 9/11. Academy of Management annual meeting, San Antonio, TX.
- Waller, M.J. 2011. Operationalizing team-level constructs: What lies beyond aggregations? Academy of Management annual meeting, San Antonio, TX.
- Uitdewilligen, S., & Waller, M.J. 2011. Adaptation in multiteam systems: The role of temporal semistructures. Academy of Management annual meeting, San Antonio, TX.
- Waller, M.J. 2010. Interaction process analysis: Pattern recognition and Theme[®]. Academy of Management annual meeting, Montréal, QC.
- Waller, M.J., & Schneidmüller, B. 2010. Beyond 12 Angry Men: Using film to illustrate team dynamics. Interdisciplinary Network for Group Research (INGRoup) annual meeting, Washington, DC.
- Fredette, C., Waller, M.J., & Oliver, C. 2010. When the rules change: Adaptation in team communication patterns during non-routine events. Society for Industrial/Organizational Psychology annual meeting, Atlanta, GA.
- König, C., & Waller, M.J. 2009. Time for reflection: A critical examination of polychronicity. Society for Industrial/Organizational Psychology annual meeting, New Orleans, LA.
- Waller, M.J. 2009. The cutting edge: Expanding the temporal lens of team research. Discussant, Society for Industrial/Organizational Psychology annual meeting, New Orleans, LA.
- Tajeddin, G., & Waller, M.J. 2009. Serial multi-teaming in organizations. Interdisciplinary Network for Group Research (INGRoup) annual meeting, Colorado Springs, CO.
- Tajeddin, G., Waller, M.J., Doucet, L.M., Wang, L., & Phillips, S. 2009. The effects of laughter on team member affect under stress. Academy of Management annual meeting, Chicago, IL.
- Van Gils, A., & Waller, M.J. 2008. Faultlines and families: The role of faultlines in family business top management teams. Academy of Management annual meeting, Anaheim, CA.
- Waller, M.J., & Uitdewilligen, S. 2008. Talking to the room: Examining patterns of collective sensemaking during crisis situations. Society for Industrial/Organizational Psychology annual meeting, San Francisco, CA.

- Waller, M.J., Roe, R., Gevers, J., Raes, A., & Kaplan, S. 2007. Rolling with punches: How control teams manage critical events. Interdisciplinary Network for Group Research (INGRoup) annual meeting, Lansing, MI.
- Zijlstra, F., Waller, M.J., & Phillips, S. 2006 Setting the tone: The effect of pre-flight communication on flight crew performance. European Association for Aviation Psychology annual meeting, Berlin, Germany.
- Waller, M.J., Roe, R., Gevers, J.M.P., & Raes, A. 2006. Team effectiveness in crisis situations. Academy of Management annual meeting, Atlanta, GA.
- Waller, M.J., & Salvador, R. 2005. Temporal aspects of panic in organizations. Academy of Management annual meeting, Honolulu, HI.
- Waller, M.J., Roe, R., Gevers, J., & Raes, A. 2005. Team effectiveness in crisis situations: A bifurcation model. NATO Human in Command Workshop, Soesterberg, The Netherlands.
- Waller, M.J., & Gupta, N. 2000. Adaptive behavior and shared cognition effects on control crew performance. Academy of Management annual meeting, Toronto, ON.
- Ancona, D.G., & Waller, M.J. 2000. Entrainment and entrepreneurial teams: Temporally navigating through threat and opportunity. Academy of Management annual meeting, Toronto, ON.
- Zellmer-Bruhn, M., Giambatista, R.C., & Waller, M.J. 2000. Can they keep pace?: The effects of ambiguous deadlines on group behaviors. Academy of Management annual meeting, Toronto, ON.
- Waller, M.J., Gibson, C.B., & Carpenter, M.P. 1999. Time's arrow: The impact of time perception on knowledge management speed in groups. Academy of Management annual meeting, Chicago, IL.
- Waller, M.J., Gibson, C.B., & Carpenter, M.P. 1998. Time's arrow: The impact of time perception on knowledge processes in a multicultural context. Academy of International Business annual meeting, Vienna, Austria.
- Waller, M.J., Giambatista, R.C., & Zellmer, M. 1997. Catalyzing or crying wolf?: The effects of time vigilance on group performance. Academy of Management annual meeting, Boston, MA.
- Waller, M.J., Zellmer, M., & Giambatista, R.C. 1997. The effects of shifting deadlines on timing in groups. Academy of Management annual meeting, Boston, MA.
- Waller, M.J. 1996. Multiple-task performance in groups. Academy of Management annual meeting, Cincinnati, OH.
- Waller, M.J., Huber, G.P., & Ammeter, T.P. 1995. Team effectiveness as a function of team configuration and organizational structure. Academy of Management annual meeting, Vancouver, BC.
- Davis-Blake, A., Waller, M.J., & Ammeter, T.P. 1995. The effects of temporary worker use on commitment and satisfaction of permanent employees in small firms. Academy of Management annual meeting, Vancouver, BC.
- Waller, M.J. 1994. Keeping the pins in the air: How work groups juggle multiple tasks under deadline conditions. Academy of Management annual meeting, Dallas, TX.

- Waller, M.J. 1994. Multitasking work groups in aviation. European Association for Aviation Psychology annual meeting, Dublin, Ireland.
- Waller, M.J., Huber, G.P., & Glick, W.H. 1994. Functional background as a determinant of what executives notice. Academy of Management annual meeting, Dallas, TX.
- Davis-Blake A., & Waller, M.J. 1993. Do “outsiders” help organizations adapt?: How external hiring affects organizational responsiveness to the external environment. Academy of Management annual meeting, Atlanta, GA.
- Dukerich, J.M., Waller, M.J., George, E., & Huber, G.P. 1993. Moral intensity in group problem solving. Academy of Management annual meeting, Atlanta, GA.

Grants and Awards

- National Communication Association, Group Communication Division, 2020, Top Paper Award; Ballard, D.I., Mandhana, D.M., Waller, M.J., McGlone, M.S., Aguilar, A.M., & Inman-Ramgolam, D. All action and no talk: A multimethod investigation of routinized adaptation in interprofessional critical teams.
- France-Stanford Center for Interdisciplinary Studies, 2020-2021, for development of conference titled “Deconstructing informed consent in medicine: What patient consent really means”, with L. Su (Stanford) and G. Islam (Grenoble), \$8802.
- National Communication Association, Public Relations Division, 2019, Top Paper Award; Stephens, K., Waller, M.J., & Sohrab, S. Surviving a crisis by not over-emoting: Effects of nuanced displays of emotions and chosen words on credibility perceptions.
- University of Florida Clinical and Translational Science Institute, 2018-2019, for development and validation of team adaptation measurement system (Project Expert with PI R. Fernandez, MD, et al.), \$25,000.
- Texas Christian University, 2017-2018, Instructional Development Award, \$1799
- Group & Organization Management* Journal Best Paper Award, 2016, for Lei, Z., Waller, M.J., Hagen, J., & Kaplan, S. Team adaptiveness in dynamic contexts: Contextualizing the roles of interaction patterns and in-process planning.
- York University, 2016-2017, York Research Chair Nominee
- Army Research Institute, 2016-2022, for research program on adaptive leader behavior in teams, \$1,048,447 USD (Co-PI with PI S. Uitdewilligen, Maastricht U., and Co-PI R. Rico, U. of W. Australia)
- York University, 2015-2016, York Research Chair Nominee
- York University, 2015-2016, Schulich School of Business Research Fellowship
- Social Science and Humanities Research Council of Canada (SSHRC), 2015-2018, for study of 9/11 military team communication, \$99,506 (with M. Christianson, U. of Toronto)
- Social Science and Humanities Research Council of Canada (SSHRC), 2015-2018, for study of team negotiation, \$86,850 (with K. Tasa, York U.)
- York University, 2014-2015, York Research Chair Nominee
- York University, 2013-2014, Schulich School of Business Research Fellowship

Social Science and Humanities Research Council of Canada (SSHRC), 2011-2013, for study of mine rescue teams, \$71,585
York University, Schulich School of Business, 2009, Faculty Merit Award
Maastricht University, 2006, Chair in Team Dynamics, €100,000 research fund
Tulane University, 2005, Erich Sternberg Faculty Research Excellence Award, \$5000
Tulane University, 2004, LaValle Research Excellence Award, \$5000
Academy of Management, 2000, OB Division, Best Paper in OB for 1999, 2nd Place
Nuclear Regulatory Commission, 1997-1998, for nuclear power crew study, \$76,000
University of Wisconsin Graduate School Research Award, 1997-1998, for further study of shifting deadline effects on group performance, \$30,050
University of Wisconsin Center for Human Performance in Complex Systems, 1996-1997, for study of nuclear power plant control room crews, \$19,000
Academy of Management, 1996, Best Paper Based on a Dissertation Award – Organizational Behavior Division
University of Wisconsin Larson Curriculum Development Awards, 1996 & 1997
American Psychological Association, 1995, Best Dissertation Research Award – Group Psychology and Group Psychotherapy Division
University of Texas at Austin, 1993-1994, University Fellow

Teaching Awards

Texas Christian University, May 2020, voted Favorite Professor by Professional MBA students
Texas Christian University, Dec. 2019, voted Favorite Professor by Professional MBA students
Texas Christian University, May 2019, voted Favorite Professor by Professional MBA students
York University, 2016, Schulich MBA Teaching Excellence Top-Ten Award Nominee
York University, 2016, President's University-Wide Teaching Award Nominee
York University, 2015, Schulich MBA Teaching Excellence Award Winner
York University, 2014, President's University-Wide Teaching Award Nominee
York University, 2013, Schulich MBA Teaching Excellence Top-Ten Award
York University, 2010, Schulich MBA Teaching Excellence Award Winner
Tulane University, 2004, Provost's Award for Faculty/Student Involvement
University of Illinois, 2002, Excellent Teacher Designee (Undergraduate)
University of Wisconsin-Madison, 1998, MBA Teacher of the Year Nominee

Courses Taught

Essentials of Negotiation (MBA), TCU*
Essentials of Motivation (MBA), TCU*
Leadership & Organizations (EMBA), York*
Graduate Colloquium in Management (Ph.D.), York*
Crisis Management (MBA), York, TCU*
Managing Team Dynamics (MBA), York, TCU*
Organizational Behavior (MBA), York

Meso Organizational Behavior (Ph.D.), York*
Organizational Behavior (undergraduate), Texas, Illinois, Maastricht
Organizational Theory (undergraduate), Maastricht
Group Dynamics (Ph.D.), Tulane, Wisconsin*
Leadership (Executive MBA, MBA, MA), Tulane, Maastricht
Crew Resource Management (undergraduate), Illinois (with Sybil Phillips)*
Management of Technology (undergraduate & MBA), Illinois, Wisconsin
Project Management (undergraduate & MBA), Wisconsin, Tulane*
Business Information Systems (undergraduate), Colorado

*=developed and taught course

Dissertation Committees

Danny Johnson, 1998, Univ. of Wisconsin at Madison, Operations Management
Robert Giambatista, 1999, Univ. of Wisconsin at Madison, Organizational Behavior
Piyusha Paradkar, 1999, Univ. of Wisconsin at Madison, Industrial Engineering
Mary Zellmer-Bruhn, 1999, Univ. of Wisconsin at Madison, Organizational Behavior
Adam Barsky, 2005, Tulane Univ., Industrial/Organizational Psychology
Gazi Islam, 2005, Tulane Univ., Organizational Behavior (chair)
Jill Bradley, 2006, Tulane Univ., Industrial/Organizational Psychology
Seth Kaplan, 2006, Tulane Univ., Industrial/Organizational Psychology (chair)
Michael Zyphur, 2006, Tulane Univ., Industrial/Organizational Psychology
Piet Van den Bossche, 2007, Maastricht Univ., Organizational Learning
Esther Oprins, 2008, Maastricht Univ., Organizational Behavior
Sjir Uitdewilligen, 2011, Maastricht Univ., Organizational Behavior (chair)
Golchehreh Sohrab*, 2014, York University, Organizational Behavior (chair)
Golnaz Tajeddin, 2014, York University, Organizational Behavior (chair)
Marzieh Saghafian*, 2018, York University, Organizational Behavior (chair)
Alperen Manisaligil, 2019, Case Western Reserve Univ., Management
Alicia Walkowiak, 2020, Maastricht University, Work & Organizational Psychology

*=nominated for university-wide dissertation award

Professional Service Activities

Editorial Review Board member, *Academy of Management Discoveries*, August 2020-present.
TCU Faculty Senate, April-December 2020
Editorial Review Board member, *Small Group Research*, January 2020-present.
Associate Editor, *Organizational Psychology Review*, December 2019-present.
Advisory Board, 2014-2020, *Academy of Management Discoveries* journal
Chair, Best Paper Committee, 2019, *Academy of Management Discoveries* journal
Media Editor, 2015-2018, *Academy of Management Discoveries* journal

Board of Governors, Academy of Management, Representative-at-Large (elected), 2012-2015;
Chair, Journals Committee, 2013-2014; Chair, State of the Profession Committee,
2014-2015.

Program Chair, 2010-2011, Teams and Workgroups Track, European Association for Work and
Organizational Psychology (EAWOP)

Program Chair, 2010-2011, Interdisciplinary Network for Group Research (INGRoup)

Division Chair, 2005-2006, Academy of Management, Managerial and Organizational Cognition
Division (PDW Chair, 2004-2005; Program Chair, 2003-2004; Program Chair-Elect,
2002-2003)

Representative-at-Large (elected), 2001-2004, Academy of Management, Organizational
Behavior Division

Grant Application Reviewer, 2014, U.S. National Science Foundation

Grant Application Reviewer, 2011, 2013, 2014, 2019, 2020, Swiss National Science Foundation

Editorial Review Board member, 2002-2016, *Organization Science*

Editorial Review Board member, 2002-2008, *Academy of Management Review*

Co-Guest Editor (with Karlene Roberts), *Journal of Organizational Behavior* special issue on
Organizational Behavior in High Reliability Organizations, 2003.

Ad-hoc referee for: *Academy of Management Journal*, *Academy of Management Review*,
European Journal for Work and Organizational Psychology, *Human Relations*, *Journal of
Applied Psychology*, *Small Group Research*, Academy of Management OB and OMT
Divisions, SIOP, INGRoup.

Local Service Activities

Research Committee, 2019-2020, TCU/Neeley

Texas Division of Emergency Mgmt., 2019, Research & Practice Integration Group

UNT Health Sciences Center, 2019, Public Health Law Negotiation guest judge

Team Dynamics Workshop, Creation & Delivery, 2018, 2019, TCU/UNT School of Medicine

Executive Education, Adaptive Leadership Speaker, 2018, TCU/Neeley

MBA Orientation Speaker, 2018, TCU/Neeley

EMBA In Residence Speaker, 2017-2018, TCU/Neeley

Neeley Fellows Colloquium Speaker, 2018, TCU/Neeley

PMBA Experience Guest Lecturer, 2018, 2019, TCU/Neeley

Strategic Plan Review Committee, 2018, TCU/Neeley

Teaching Award Committee, 2017, TCU/Neeley

Organizational Behavior Recruiting Committee, 2017, TCU/Neeley

Lead, Experiential Education, January 2016, York/Schulich

Director, Schulich Centre for Teaching Excellence, July 2015-2017, York/Schulich

Undergraduate, MBA, and Operating Committees, July 2015-2017, York/Schulich

PhD Coordinator, Organization Studies Area, 2009-2015, York/Schulich

External Examiner, 2010, 2013, York/Department of Psychology

MBA Committee, 2008-2009, York/Schulich

Organizational Behavior Area Coordinator, 2003-2005, Tulane
Faculty Grievance Committee, 2003-2005, Tulane
Executive MBA Curriculum Committee, 2003-2005, Tulane
MBA Core Faculty Committee, 2002-2005, Tulane
Aviation Research Laboratory Member, 1999-2001, Illinois

Speaking Engagements

Invited address, 2020, Women's Energy Network, Dallas/Ft. Worth, Texas
Invited address, 2018, University of Neuchatel, Neuchatel, Switzerland
Invited address, 2018, Mays School of Business, Texas A&M University
Invited address, 2018, Cox School of Business, Southern Methodist University
Invited address, 2018, Harvard University, Learning Innovations Laboratory, Cambridge, MA
Invited address, 2016, The Nielsen Company, Toronto, Ontario
Invited address, 2016, Canadian Medical Association, Canadian Conference, Toronto, Ontario
Invited address, 2015, HEC Paris
Grand Rounds, 2015, Children's National Health Systems, Grand Rounds, Washington, DC
Invited address, 2015, Harvard University, Learning Innovations Laboratory, Cambridge, MA
Invited address, 2013, International Mine Rescue Body Conference, Niagara, Ontario
Invited address, 2013, St. Michael's Hospital, Toronto, Ontario
Invited address, 2013, Workplace Safety North, Mining Safety Conference, Sudbury, Ontario
Keynote address, 2020, International Pediatric Simulation Society, Tampa, FL (online)
Keynote address, 2018, ACM International Conference on Multimodal Interaction, Boulder, CO
Keynote address, 2012, German Psychological Society (Deutsche Gesellschaft für Psychologie)
Keynote address, 2012, Children's Aid Society of Toronto, Annual General Meeting, Toronto
Keynote address, 2011, Fifth International Workshop on Acute Care Teams, Zurich
Keynote address, 2000, Archer Daniels Midland, Annual Sales Meeting, Decatur, IL

Selected Consulting

Amoco/BP, 1990-1992; NASA/Johnson Space Center, 1998; Archer Daniels Midland, 2000; Dominion Energy, 2004; U.S. Nuclear Regulatory Commission, 2004; Children's National Health System (U.S.), 2012-2015; U.S. Department of Homeland Security, 2014; LifeLike Learning (Brazil), 2014; Manulife, 2015-2016; Ontario Arts Council, 2015, UT-Austin/Children's Advocacy Centers of Texas, 2016-2017, University of Florida Clinical and Translational Research, 2018-2020.