

## Timothy D. Maynes

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### Education

- 2013            Ph.D. Organizational Behavior  
Indiana University  
Kelley School of Business
- 2004            M.S. Accounting  
Brigham Young University  
Marriott School of Management
- 2003            B.S. Accounting  
Brigham Young University  
Marriott School of Management

### Academic Positions

- 2019-Present    *Dean's Faculty Fellow*  
University of Buffalo, The State University of New York
- 2019-Present    *Associate Professor* of Management (with tenure)  
University at Buffalo, The State University of New York
- 2013-2019        *Assistant Professor* of Management  
University at Buffalo, The State University of New York
- 2008-2013        *Associate Instructor/Research Associate*  
Indiana University, Kelley School of Business

### Research

#### Publications

Grijalva, E.J., **Maynes, T.D.**, Badura, K., & Whiting, S.W. (Forthcoming). Examining the "I" in team: A longitudinal investigation of the influence of team narcissism composition on team outcomes in the NBA. *Academy of Management Journal*.

Whiting, S.W. & **Maynes, T.D.** (2016). Selecting team players: Considering the impact of contextual performance and workplace deviance on selection decisions in the National Football League. *Journal of Applied Psychology*, 101, 484-497.

Podsakoff, N.P., **Maynes, T.D.**, Whiting, S.W., & Podsakoff, P.M. (2015). One (Rating) from Many (Observations): Factors Affecting the Individual Assessment of Voice Behavior in Groups. *Journal of Applied Psychology*, 100, 1189-1202.

Podsakoff, N.P., Podsakoff, P.M., MacKenzie, S.B., **Maynes, T.D.**, & Spoelma, T.M. (2014). Consequences of unit-level organizational citizenship behaviors: A review and recommendations for future research. *Journal of Organizational Behavior*. 35, 87-119.

**Maynes, T.D.** & Podsakoff, P.M. (2014). Speaking More Broadly: An Examination of the Nature, Antecedents, and Consequences of an Expanded Set of Employee Voice Behaviors. *Journal of Applied Psychology*, 99, 87-112.

Whiting, S.W., **Maynes, T.D.**, Podsakoff, N.P., & Podsakoff, P.M. (2012). Effects of message, source, and context on evaluations of employee voice behavior. *Journal of Applied Psychology*, 97, 159-182.

### Book Chapters

Podsakoff, N.P., Podsakoff, P.M., MacKenzie, S.B., **Maynes, T.D.**, Whiting, S.W., & Spoelma, T.M. (2017). Multilevel Antecedents of Organizational Citizenship Behavior: A Review and Recommendations for Future Research. In P.M. Podsakoff, S.B. MacKenzie, & N.P. Podsakoff (Eds.), *The Oxford Handbook of Organizational Citizenship Behavior*. Oxford University Press.

### Selected Working Papers

Common source bias in multi-level studies: How obtaining multiple ratings from a single source impacts estimates of within and between variability in work units. With T. Martinez, N.P. Podsakoff, & S.W. Whiting. The results of a meta-analysis (k = 287) and a field study (800 raters and over 4,600 ratees) are reported in this paper. *Preparing for submission to Personnel Psychology*.

Too nice to speak our minds? Communal leadership, harmony climate, and the self-censoring of employee voice. With G.J. Lemoine & A.M. Ehms. Data collected from 223 employees in a health care organization. Manuscript in the writing phase. *Target: Academy of Management Journal*.

“I speak up, therefore I am”: Examining the construction and consequences of a voice identity. With D.W. Newton, C.F. Lam, & D.J. Bluhm. Data collected from 299 independent sales agents in a clothing retailer. Manuscript in the writing phase. *Target: Academy of Management Journal*.

Employee voice and business unit performance: Examining the effects of supportive, constructive, defensive, and destructive voice. With P.M. Podsakoff & N.P. Podsakoff. Data to be collected from approximately 150 locations of a limited menu restaurant chain in June 2019. *Target: Journal of Applied Psychology*.

### Refereed Conference Presentations

Newton, **Maynes**, Lam, & Bluhm (2020). I Speak Up (and Feel Heard), Therefore I Am: The Construction and Consequences of Voice Identity. *The Annual Meetings of the Academy of Management*, Vancouver, British Columbia, Canada.

- Podsakoff, **Maynes**, Martinez, & Whiting (2018). Non-Independence in Employee Performance Ratings: Implications for Individual, Multi-Level, and Unit-Level Research. *The Annual Meetings of the Society for Industrial and Organizational Psychologists*, Chicago, Illinois, United States.
- Jo, Lee, & **Maynes** (2016). A Cry for Improvement from Below: A Loss Aversion and Social Identity Perspective. *The Annual Meetings of the Academy of Management*, Anaheim, California, United States.
- Maynes**, Podsakoff, & Jo. (2015). Employee Voice in Adverse Conditions: Speaking-Up when it's all on the Line. *The Annual Meetings of the Academy of Management*, Vancouver, British Columbia, Canada.
- Maynes** & Jo (2015). Examining the Impact of Employee Voice on Business Unit Outcomes. *The Annual Meetings of the Academy of Management*, Vancouver, British Columbia, Canada.
- Podsakoff, **Maynes**, Podsakoff, & Whiting (2014). Examining Collective Ratings of Individual Voice Behaviors in Groups. *The Annual Meetings of the Society for Industrial and Organizational Psychologists*, Honolulu, Hawaii, United States.
- Krause, **Maynes**, & Semadeni (2013). Identity crisis: Exploring the nested monitoring roles of securities analysts. *Strategic Management Society Conference*, Atlanta, Georgia, United States.
- Maynes** & Podsakoff (2013). Individual-Level Consequences of Supportive, Constructive, Defensive and Destructive Voice Behaviors. *The Annual Meetings of the Academy of Management*, Orlando, Florida, United States.
- Krause, **Maynes**, & Semadeni (2013). First do no harm: An identity salience model of analyst recommendations and corporate governance. *The Annual Meetings of the Academy of Management*, Orlando, FL, United States.
- Maynes**, Whiting, & Podsakoff (2012). Selecting good soldiers versus avoiding bad apples: The moderating impact of interviewer regulatory focus. *The Annual Meetings of the Academy of Management*, Boston, Massachusetts, United States.
- Whiting, **Maynes**, Podsakoff, & Podsakoff (2011). Effects of message, source, and context characteristics on perceptions of employee voice behavior. *The Annual Meetings of the Academy of Management*, San Antonio, Texas, United States.
- Whiting, **Maynes**, & Siegel (2011). The effects of gender on the relationships between OCBs and employee selection decisions. *The Annual Meetings of the Academy of Management*, San Antonio, Texas, United States.
- Podsakoff, Siegel, Whiting, **Maynes**, Podsakoff (2011). Effects of task performance, OCBs, and CWBs on selection decisions. *The Annual Meetings of the Society for Industrial and Organizational Psychologists*, Chicago, Illinois, United States.
- Maynes** (2010). Expanding the conceptual domain of employee voice. *The Annual Meetings of the Academy of Management*, Montreal, Quebec, Canada.

Whiting, **Maynes**, Podsakoff, Podsakoff (2010). Intended to be good, judged to be bad: Positive and negative individual-level consequences of employee voice. *The Annual Meetings of the Academy of Management*, Montreal, Quebec, Canada.

## Teaching

### Courses Taught

	<b>Instructor Rating</b>
<b>University at Buffalo, The State University of New York</b>	
Organizational Behavior (MGB 610/611), MBA, Fall 2018, 51 Students	4.40/5
Organizational Behavior (MGB 610/611), MBA, Fall 2018, 62 Students	4.40/5
Organizational Behavior (MGB 610/611), MBA, Fall 2017, 45 Students	4.50/5
Organizational Behavior (MGB 610/611), MBA, Fall 2017, 47 Students	4.40/5
Organizational Behavior (MGB 610/611), MBA, Fall 2016, 52 Students	4.18/5
Organizational Behavior (MGB 610/611), MBA, Fall 2016, 51 Students	3.38/5
Organizational Behavior (MGB 610/611), MBA, Fall 2015, 60 Students	4.75/5
Organizational Behavior (MGB 610/611), MBA, Fall 2015, 54 Students	4.56/5
Organizational Behavior (MGB 301), UG, Fall 2015, 53 Students	4.75/5
Organizational Behavior (MGB 301), UG, Fall 2015, 42 Students	4.76/5
Organizational Behavior (MGB 301), UG, Spring 2015, 52 Students	4.51/5
Organizational Behavior (MGB 301), UG, Fall 2014, 54 Students	3.62/4*
Organizational Behavior (MGB 301), UG, Fall 2014, 52 Students	3.54/4*
Organizational Behavior (MGB 301), UG, Spring 2014, 54 Students	4.76/5
Organizational Behavior (MGB 301), UG, Spring 2014, 51 Students	4.79/5
Organizational Behavior (MGB 301), UG, Spring 2014, 54 Students	4.67/5
*The University used a 4-point rating system for one year.	
<b>Indiana University</b>	
Organizational Behavior (Z302), Undergraduate, Summer 2012, 54 Students	6.74/7
Organizational Behavior (Z302), Undergraduate, Summer 2012, 60 Students	6.57/7
Organizational Behavior (Z302), Undergraduate, Summer 2011, 47 Students	6.42/7
Organizational Behavior (Z302), Undergraduate, Summer 2010, 49 Students	6.38/7

### Awards

Faculty Honorary Coach Award (University-wide award bestowed by Athletic Department for Distinguished Teaching, Research, and Service), University at Buffalo (2013-14)

Milton Plesur Excellence in Teaching Award (University-Wide), University at Buffalo (2013-14)

Finalist for the Panschar Teaching Excellence Award, Indiana University (2011-12)

## Academic Service

### Ad Hoc Reviewer

Journal of Applied Psychology  
Organizational Behavior and Human Decision Processes

Organization Science  
Personnel Psychology  
Administrative Science Quarterly  
Academy of Management Annual Meetings (*Received "Outstanding Reviewer" Award from the Organizational Behavior Division in 2013, 2014, and 2015*)

### **Symposia Organized & Conference Sessions Chaired**

Examining Voice Outcomes: How Speaking-Up Impacts the Voicer, Peers, and the Organization. (2015). Symposium organized with R.D. Lebel for *The Annual Meetings of the Academy of Management*, Vancouver, British Columbia, Canada.

To Speak Up or to Remain Silent? The Influence of and Reactions from Leaders. (2014). Paper session chaired at *The Annual Meetings of the Academy of Management*, Philadelphia, Pennsylvania, United States.

Developments in Voice Behavior Research: Dimensions, Antecedents, and Outcomes. (2013). Symposium organized with N.P Podsakoff for *The Annual Meetings of the Academy of Management*, Orlando, Florida, United States.

## **University Service**

### **Doctoral Dissertation Committees**

Katie Niblock (May 2019), Committee Member, SUNY Buffalo  
Emily Campion (May 2018), Committee Member, SUNY Buffalo

### **PhD 1st/2nd Year Paper Committee Memberships**

Alex Ehms (second year paper, June 2019), SUNY Buffalo  
Snehal Hora (first year paper, October 2018), SUNY Buffalo  
Alex Ehms (first year paper, October 2018), SUNY Buffalo  
Katie Niblock (second year paper, May 2016), SUNY Buffalo  
Emily Campion (second year paper, May 2016), SUNY Buffalo  
Katie Niblock (first year paper, May 2016), SUNY Buffalo  
Joseph Ramia (second year paper, May 2016), SUNY Buffalo  
Jinhwan Jo (second year paper, May 2015), SUNY Buffalo  
Jinhwan Jo (first year paper, May 2015), SUNY Buffalo

### **Other Committee Memberships and Responsibilities**

Faculty Philanthropy Committee Co-Chair (2019-Present)  
Faculty Director, Full Time MBA Program (2019-Present)  
Master's in Management Program Development Committee (2020-Present)  
MBA curriculum review committee (2018-Present), SUNY Buffalo  
SOM Rankings and Reputation Committee member (2018-Present), SUNY Buffalo  
OHR undergraduate program review committee (2016-Present), SUNY Buffalo  
MBA Committee (2016-Present), SUNY Buffalo  
MBA Admissions Committee (2016-Present), SUNY Buffalo  
OB faculty search committee (2014-Present), SUNY Buffalo  
OB PhD admissions committee (2013-Present), SUNY Buffalo  
Coordinator, OB Brown Bag Series (2013-14), SUNY Buffalo  
Guest lecturer, PhD Professional Development Series, SUNY Buffalo

- Landing an academic job
- How to write a research article
- Developing and validating new survey instruments
- High impact teaching practices
- Managing the dissertation process

MBA Program Leadership coach, SUNY Buffalo

- Coached 4 MBA students in a leadership development program (2013-15)
- Coached 4 MBA students in a leadership development program (2015-17)
- Coached 4 MBA students in a leadership development program (2017-19)

### **Faculty Director, Full-Time MBA Program (2019-2022)**

## **Media Coverage**

Washington Post, article on hiring team players

Chicago Tribune, article on hiring team players

John Murphy Show, interview on making good selection decisions

Academic Minute, interview on hiring team players

The Clarion-Ledger, article on hiring team players

Seattle Times, article on hiring team players

Albuquerque Journal, article on hiring team players

Business News Daily, article on hiring team players

The Virginia Gazette, article on hiring team players

Fast Company, article on speaking-up at work

The Buffalo News, quoted as subject matter expert on personnel changes in top management teams

## **Professional/Industry Engagement**

Center for Leadership and Organizational Effectiveness (SUNY), Leadership Accelerator Program  
(Presentation on leading creativity, innovation, and change), May 2019.

University at Buffalo Alumni Association Webinar, May 2019 (Presentation on how to foster a culture that supports speaking-up in the workplace).

Independent Health, Health Insurance Organization, December 2018 (Presented the results of a leadership and climate survey assessment to the top management team).

Rich Products, SUNY Buffalo, October 2018 (Presentation at "Stay Rich" company event on speaking-up and being heard).

University at Buffalo Alumni Association Webinar, August 2018 (Presentation on common developmental needs of newly promoted leaders).

Annual Center for Leadership and Organizational Effectiveness Conference, SUNY Buffalo, May 2018  
(Presentation on challenges related to leadership development).

Annual Center for Leadership and Organizational Effectiveness Conference, SUNY Buffalo, May 2018  
(Facilitated panel discussion on challenges related to leadership development in professional service firms).

Independent Health, Health Insurance Organization, April 2018 (Presented in a leadership development program).

US Department of State, Passport Agency, February 2018 (Keynote speaker at Consular Day of Leadership).

US Department of Homeland Security, Customs and Border Protection, April 2017 (Presented in a leadership development program).

EWI, Engineering Consultancy, 2016-17 (Assessed the impact of leadership on creativity and developed customized reports for management).

RV Rhodes, Organizational Development Consultancy, 2016-17 (Assessed the validity of a measure of workplace collaboration).

School of Public Health, SUNY Buffalo, April 2016 (Facilitated leadership workshop for faculty and doctoral students).

Post-Acute Partners, Operator of Senior Living Facilities, 2014-16 (Assessed readiness for innovation and change, developed customized reports for management, and facilitated efforts to enhance the climate for innovation).

School of Public Health, SUNY Buffalo, April 2015 (Facilitated leadership workshop for faculty and doctoral students).

School of Management Alumni Association, SUNY Buffalo, May 2015 (Presentation to members on effective hiring practices based on my research involving the NFL draft).

Annual Center for Leadership and Organizational Effectiveness Conference, SUNY Buffalo, May 2014 (Presentation on creativity and innovation).

RREMC Restaurants, 2014-15 (Conducted tests to identify behavioral drivers of balanced score card measures such as profitability, turnover, and customer satisfaction at the restaurant level).

Indianapolis Metropolitan Police Department, 2011-12 (Assessed the impact of perceived constraints and stressors on officer well-being).

## **Selected Professional Experience**

Financial Statement Auditor, Hawkins, Cloward, & Simister, CPAs	2004-2008
Financial Analyst, Brigham Young University	2002-2004
Consulting Intern, Mercer Human Resource Consulting	Summer 2002