

## Timothy D. Maynes

Associate Professor of Organizational Behavior  
University at Buffalo, The State University of New York  
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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    *Associate Professor* of Management (with tenure)  
University at Buffalo, The State University of New York
- 2019-2024       *Dean's Faculty Fellow*  
University of Buffalo, The State University of New York
- 2019-2023       *Academic Director*, Full-Time MBA Program  
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

- Maynes, T.D.**, Podsakoff, P.M., Podsakoff, N.P. & Yoo, A.N. (2024). Harnessing the power of employee voice for individual and organizational effectiveness. *Business Horizons*.
- Grijalva, E.J., **Maynes, T.D.**, Badura, K., & Whiting, S.W. (2020). 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*, 63, 7-33.

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.

### **Refereed Conference Presentations**

Newton, **Maynes**, Lam, Cooney, Bluhm, & Wen (2025). A Dual-Pathway Model of Voice Identity Construction and its Consequences. *The Annual Meetings of the Academy of Management*, Copenhagen, Denmark.

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

University at Buffalo, The State University of New York	Instructor Rating
Organizational Behavior (MGB 610/611), MBA, Fall 2024, 36 Students	4.60/5
Organizational Behavior (MGB 610/611), MBA, Fall 2024, 36 Students	4.90/5
Leadership and Motivation (MGB 607), PMBA, Spring 2024, 31 Students	4.45/5

Leadership and Motivation (MGB 607), PMBA, Spring 2023, 29 Students	4.80/5
Organizational Behavior (MGB 610/611), MBA, Fall 2023, 26 Students	5.00/5
Organizational Behavior (MGB 610/611), MBA, Fall 2023, 25 Students	4.70/5
Research Methods (MGG 700), PhD, Spring 2022, 8 Students	5.00/5
Leadership and Motivation (MGB 607), PMBA, Spring 2022, 29 Students	4.80/5
Team Mentoring (MGB 620), MBA, Fall 2022, 10 Students	5.00/5
Organizational Behavior (MGB 610/611), MBA, Fall 2022, 38 Students	4.90/5
Organizational Behavior (MGB 610/611), MBA, Fall 2022, 39 Students	4.90/5
Research Methods (MGG 700), PhD, Spring 2022, 5 Students	NA
Leadership and Motivation (MGB 607), PMBA, Spring 2022, 17 Students	4.90/5
Team Mentoring (MGB 620), MBA, Fall 2021, 10 Students	5.00/5
Organizational Behavior (MGB 610/611), MBA, Fall 2021, 45 Students	4.90/5
Organizational Behavior (MGB 610/611), MBA, Fall 2021, 43 Students	4.90/5
Research Methods (MGG 700), PhD, Spring 2021, 8 Students	5.00/5
Leadership and Motivation (MGB 607), EMBA, Spring 2021, 18 Students	4.11/5
Team Mentoring (MGB 620), MBA, Fall 2020, 8 Students	5.00/5
Organizational Behavior (MGB 610/611), MBA, Fall 2020, 49 Students	5.00/5
Organizational Behavior (MGB 610/611), MBA, Fall 2020, 49 Students	4.90/5
Research Methods (MGG 700), PhD, Spring 2020, 4 Students	5.00/5
Organizational Behavior (MGB 610/611), MBA, Fall 2019, 40 Students	4.34/5
Organizational Behavior (MGB 610/611), MBA, Fall 2019, 41 Students	4.28/5
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.

### **Indiana University**

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**

Philip B. Wels Outstanding Service Award (University-wide award granted by the Alumni Association to the members of the SOM Faculty Philanthropy Committee)

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

Journal of Management

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**

Alex Ehms (August 2022), Committee Chair, SUNY Buffalo

Snehal Hora (April 2022), Committee Member, SUNY Buffalo

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

## **Committee Memberships and Other Responsibilities**

### OHR Selection Committee

- Chair. Full Professor, Endowed Chair, and Department Chair Position (2023)
- Chair. Director of MS in Management, LeaderCORE, and Clinical Professor (2023)
- Member. Assistant Research Professor (2019)
- Member. Full Professor, Endowed Chair, and Department Chair Position (2018)
- Member. Assistant Research Professor (2018)
- Member. Associate Research Professor (2015)
- Member. Assistant Research Professor (2014)
- Member. Assistant Research Professor (2013)

### Faculty Philanthropy Committee Co-Chair (2019-Present)

- Recognized with Philip B. Wels award for contributions that significantly advance the mission of the University at Buffalo (June 2022).

### Master's in Management Program Development Committee (2020-2022)

### MBA curriculum review committee (2018-2022), SUNY Buffalo

### SOM Rankings and Reputation Committee member (2018-2023), SUNY Buffalo

### OHR undergraduate program review committee (2016-2017), SUNY Buffalo

### MS/MBA Committee (2016-2019), SUNY Buffalo

### MBA Admissions Committee (2016-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
- Writing a research article: A structural perspective
- 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)

## **Academic Director, Full-Time MBA Program (2019-2023)**

## **Media Coverage**

CNBC, article on Washington Post, article on firing bad apples

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**

Buffalo-Niagara Partnership, Leadership Development Organization. March 2025 (Presented on leading creativity, innovation, and change).

Seneca Gaming, Gaming and Entertainment Organization. April 2025 (Presented on leadership that invites voice behavior).

Center for Leadership and Organizational Effectiveness (SUNY), Global Leadership Program (Presentation on leading creativity, innovation, and change), May 2025.

Lornamead, Cosmetics Organization, December 2024 (Presented on empowering leadership in a leadership development program).

Center for Leadership and Organizational Effectiveness (SUNY), Leadership Accelerator Program (Presentation on leading creativity, innovation, and change), March 2024.

Seneca Gaming, Gaming and Entertainment Organization, 15 presentations February-April 2024 (Presented on leadership that invites voice behavior).

Global Leadership (SUNY). Leadership development program run by the School of Management (Presentation on leading creativity, innovation, and change), August 2023.

UB Dental School, Presentation on Change Leadership, July 2023.

UB Dental School, Presentation on Leadership that Fosters Growth, November 2023. Center for Leadership and Organizational Effectiveness (SUNY), Leadership Accelerator Program (Presentation on leading creativity, innovation, and change), May 2023.

Seneca Gaming, Gaming and Entertainment Organization, April 2023 (Presented on leading creativity, innovation, and change in a leadership development program).

Lornamead, Cosmetics Organization, December 2022 (Presented on leading creativity, innovation, and change in a leadership development program).

Center for Leadership and Organizational Effectiveness (SUNY), 52 Weeks of Leadership (Podcast interview with Kevin Nephew, CEO Seneca Gaming), November 2022.

Center for Leadership and Organizational Effectiveness (SUNY), 52 Weeks of Leadership (Podcast interview with Rick Kennedy, Managing Partner Hodgson Russ), April 2022.

Center for Leadership and Organizational Effectiveness (SUNY), 52 Weeks of Leadership (Presentation on strategic leadership), December 2021.

Greenpac Mill, Cardboard Recycling Organization, September 2020 (Presented on leadership and conflict management in a leadership development program).

Greenpac Mill, Cardboard Recycling Organization, January 2020 (Presented on leadership and conflict management in a leadership development program).

Greenpac Mill, Cardboard Recycling Organization, October 2019 (Presented on leadership and conflict management in a leadership development program).

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