Most organizations have adopted two practices as mainstays. First, business and human resource leaders pursue “the best and the brightest,” recruiting high performers to drive success within their organizations. Second, organizations increasingly adopt job designs that rely on workgroups and teams to accomplish goals. At the nexus of these trends seems an important puzzle; leaders recruit “standouts,” yet want them to seamlessly embed within workgroup and teams. I am intrigued to address what seems a critical disconnect. Specifically, high performers offer benefits but also spark unfavorable dynamics. In three essays, my dissertation developed and tested a theory of consequences of high performance—examining consequences for high performers, their peers, and their teams. In Essay 1, I offered a theoretical and empirical account of how peers behave toward higher performers. In Essay 2, I examined how the presence of a high performer affects peer motivation and inhibition. In Essay 3, I investigated how differentiation of member performance can prove paradoxical to team innovation: constraining creativity while facilitating coordination needed for effective idea implementation.

Committee: Hui Liao (chair), Kathryn M. Bartol (co-chair), Rellie Derfler-Rozin, Paul Hanges, and Debra L. Shapiro.

REFERENCES

   - *Denotes equal authorship contribution

   - Based on undergraduate thesis.

   - Awarded 2008 Best Published Scholarly Article, Center for Positive Organizational Scholarship

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**PAPERS UNDER REVIEW OR REVISION**


  - NSF sponsored research

**WORKING PAPERS**

*Denotes equal authorship contribution || † Denotes student co-author

  - Dissertation, Essay 2


- **Campbell, E. M.** When differences create deference: Pros and cons of member performance disparity for team innovation. Status: Study 1 data analysis; Study 2 data collection.
  - Dissertation, Essay 3
  ○ NSF sponsored research

**RESEARCH IN PROGRESS**


• (With Brady M. Firth). Therein lies the difference: Patterns of variance as performance predictors in action teams. Status: Study 1 data analysis and model refinement; Study 2 data collection. Target: *Academy of Management Journal.*

• (With Debra L. Shapiro). Actions speak softer than words: The effect of status on enactment and appraisal of proactivity. Status: Study 1, complete. Study 2, data analysis; Study 3, data collection. Target: *Organizational Behavior and Human Decision Processes.*

**REFEREED CONFERENCE PRESENTATIONS**


• Campbell, E. M., & Firth, B. M. (2014). Therein lies the difference: Patterns of proactivity that predict team functioning. In Campbell, E. M. & Firth, B. M. (Co-Chairs) and Crawford, E. (Discussant), Lateral, Distributed, and Configural Influence in Teams. Symposium conducted at the 29th Annual Conference of the Society for Industrial and Organizational Psychology, Oahu, HI.


  ○ Showcase Symposium of the 71st Annual Meeting of the Academy of Management.
• Martin, S., Liao, H, & **Campbell-Bush, E. M.**, A field experiment comparing directive to empowering leadership in the Middle East. Symposium at the at the 2011 Annual Meeting of the Academy of Management, San Antonio, TX.
  o *Showcase Symposium of the 70th Annual Meeting of the Academy of Management.*


**HONORS AND AWARDS**

• **Allen Nash Award for Outstanding Doctoral Student**, Robert H. Smith School of Business (college-level award for excellence in research, teaching, and service contributions, 2013)
• **OB Division Most Innovative Student Paper**, Academy of Management (2012)
• **Emerald Management Reviews Citation of Excellence** (2008)
• **Best Published Scholarly Article**, Center for Positive Organizational Scholarship (2008)
• **High Honors in Senior Thesis**, University of Michigan Honors College (2005)

**INVITED PRESENTATIONS**

2013-2014
• Cornell University, Johnson Graduate School of Business
• London Business School
• University of Arizona, Eller College of Management
• University of Maryland, Psychology, Decision Sciences Cross-Disciplinary Consortium
• University of Minnesota, Carlson School of Management
• University of Texas, McCombs School of Business
• University of Washington, Foster School of Business
• Vanderbilt, Owen Graduate School of Management

**TEACHING EXPERIENCE**

**UNIVERSITY OF MINNESOTA**

• *Contemporary Management (MGMT 1001, Spring 2015)*
  Undergraduate core management course.

• *Leadership & Personal Development (HRIR 6545, Spring 2015)*
  Elective MBA and MA in HRIR course.

**INSTRUCTOR RATINGS**

TBD

**UNIVERSITY OF MARYLAND**

• *Management & Organizational Theory (BMGT 364, Summer 2013)*
  Undergraduate core management course. Syllabus linked here.

  3.7 of 4.0

• *Management & Organizational Theory (BMGT 364, Summer 2012)*
  Undergraduate core management course. Syllabus linked here.

  4.0 of 4.0

**DELOITTE CONSULTING**


  4.9 of 5.0
  ○ Highest rated plenary session in history of national program

UNIVERSITY OF MICHIGAN
• Teaching Assistant (for Gretchen Spreitzer), MO314 Managing Organizational Change University of Michigan Ross School of Business. Fall 2004.

ACADEMIC SERVICE
Field-related
• Ad hoc reviewer, Academy of Management Journal (2014 – present)
• Ad hoc reviewer, Groups and Organization Management (2014)
• Ad hoc reviewer, Journal of Applied Psychology (2014 – present)
• Ad hoc reviewer, Academy of Management’s OB Division (2012 – present)
• Ad hoc reviewer, Academy of Management’s HR Division (2013 – present)
• Ad hoc reviewer, Society of Industrial and Organizational Psychology (2013 – present)

University of Minnesota, Carlson School of Management
• PhD Committee, Department of Work and Organizations (2014)

University of Maryland, Smith School of Business
• President, Association for Doctoral Students, R.H. Smith School of Business (2011-2012; nominated by peers out of 94 students)
• Co-led (with B. Firth and G. Chen) Greater Washington D.C. Teams Conference (2012)

PROFESSIONAL AFFILIATIONS
• Academy of Management (2006-present)
• American Psychological Association (2013-present)
• Deloitte Alumni Network (2009-present)
• Society of Industrial and Organizational Psychology (2010-present)
• University of Michigan Alumni Club (2005-present)
• City Year Service Mentor (2007-2009)
• International Association of Business Communicators (2006-2009)

RELEVANT EXPERIENCE
DELOITTE CONSULTING, ORGANIZATION & TALENT PRACTICE
• Trinity Health (2009). Led organizational design, workforce planning, and change management plan to facilitate establishment new financial shared services center in an effort to streamline and to gain transparency across financial processes. (Org. and job design; org. change; business process redesign).
• **State of Ohio Office of Budget and Management** (2008). Led development of change management plan to support transition to shared services center—a flatter, centralized, metric-driven organization charge with the state’s financial management. Co-led development of communications strategy and end-to-end training strategy for 15,000 impacted employees and an engagement strategy for statewide leaders. (Large scale org. change; training & development; impact assessment; job design).

• **Land Vegas Sands Corporation** (2008). Co-led re-design of global finance organization to respond to rapid growth, geographic expansion, and increased regulatory pressures. (Org. and job design).

• **MasterCard** (2008) Developed competency models for global BU’s and training and communications to catalyze shift in career management approach. (Competency modeling; perf. management)

• **Deloitte Services** (2007-2008). Selected as national Deloitte Research Fellow to conduct research and developed the firm’s methodology on culture change and leadership development. (Research; writing)

• **Internal Revenue Service** (2006-2008): Conducted org. assessment, designed project management organization; developed new governance and staffing models; developed and delivered team building sessions and leadership summits; project earned the Division an increased improvement budget of $1,200,000 annually. (Org change; culture change; leadership development; org. design)

• **Nationwide Insurance** (2005-2006) Designed, developed, and delivered blended training courses to mitigate end-user productivity dips and resistance to change among finance professionals resulting from finance transformation and PeopleSoft upgrade. (Training; communications; instructional design)

**PERSONAL INTERESTS**

• Continuously learning, collaborating with people who find joy in the research process, trivia, traveling, running, hiking, & yoga.