

## MARY ZELLMER-BRUHN

### Academic Rank

Associate Professor Carlson School of Management Department of Work and Organizations

### Education

B.A.	University of Wisconsin - Madison Business, Marketing. With Honors	1987
M.S.	University of Wisconsin - Madison Management	1993
Ph.D.	University of Wisconsin - Madison Organizational Behavior Advisor: Dr. Ramon Aldag	1999

### Employment

University of Minnesota, Twin Cities <i>Associate Professor</i>	2006-present
<i>Assistant Professor</i>	1999-2006
Trek Bicycle Corporation <i>Marketing &amp; Promotions, Sales</i>	1987-1992

### Current Membership in Professional Organizations

Academy of Management  
Academy of International Business  
Interdisciplinary Network on Groups Research (INGROUP)  
International Organizations Network  
INFORMS College on Organization Science

### HONORS AND AWARDS

#### *University of Minnesota*

2012	Carlson School of Management Outstanding Service Award
2005	Carlson School of Management Outstanding Honors Faculty Award
2004	Carlson School of Management Excellence in Teaching Award

#### *External Sources*

2017	Best OB/HR/OT Paper, International Management Division, Academy of Management.
2013	Best Poster Award, Interdisciplinary Network on Groups Research Conference
2010-13	Executive Committee, College on Organization Science, INFORMS
2009	<i>Organization Science</i> Award for Extraordinary Editorial Board Service
2004	Outstanding Reviewer Academy of Management International Management Division
1998	INFORMS Dissertation Proposal Competition Finalist
1993	Outstanding Master's Student Award, University of Wisconsin Madison
1993	Arthur Wadsworth Scholarship, University of Wisconsin Madison

## Visiting Scholar Positions

- 2011 Visiting Research Scholar, European School of Management and Technology (ESMT), Berlin, Germany. January – July.
- 2007 Visiting Research Scholar, Maastricht University, Maastricht Netherlands. August.

## RESEARCH, SCHOLARSHIP, AND CREATIVE WORK

### Grants

#### External Sources

- 2003 NSF Innovation and Organizational Change Division Grant, Co-PI, \$354,664

#### University Sources

- 2016 Carlson School Dean's Small Research Grants, \$1230 and \$1584
- 2015 Carlson School Deans' Small Research Grant, \$4490
- 2013 Carlson School Dean's Small Research Grant, \$1,500
- 2013 Carlson School CIBER Grant, \$2800
- 2010 Carlson School Dean's Small Research Grant, \$1,500.
- 2010 Carlson School CIBER Grant, \$8,000.
- 2008 Carlson School Dean's Small Research Grant, \$9,000.
- 2006 Carlson School Business & Economics Research Grant, \$13,077.
- 2005 Carlson School McKnight Business & Economics Research Grant, \$17,040.
- 2003 U of MN Grant-in-Aid of Research, Artistry and Scholarship. \$10,936.00.  
Carlson School McKnight Business and Economics Research Grant. \$25,211.
- 1999 U of MN Grant-in-Aid of Research, Artistry and Scholarship. \$26,833.
- 1995 IBM Total Quality Curriculum Grant, \$1000.

## Publications

### Refereed Journal Articles

1. Yu, L. & Zellmer-Bruhn, M.\* 2017. Introducing team mindfulness and considering its safeguard role against conflict transformation and social undermining. *Academy of Management Journal*, April 17, 2017. \*Authorship alphabetical.
2. Stahl, G. K., Tung, R. L., Kostova, T., & Zellmer-Bruhn, M. (2016). Widening the lens: Rethinking distance, diversity, and foreignness in international business research through positive organizational scholarship. *Journal of International Business Studies*, 47(6), 621-630.
3. Maloney, M., Bresman, H., Zellmer-Bruhn, M. & Beaver, G. (2016). "Contextualizing team research: A look back and a path forward." *Academy of Management Annals*, 10(1), 891-942.
4. Zheng, Y., DeVaughn, M., & Zellmer-Bruhn, M. E. (2016). "Shared and shared alike? Founders' Prior Shared Experience and Performance of Newly Founded Banks" *Strategic Management Journal*. 37(12), 2503-2520.
5. Bresman, H., & Zellmer-Bruhn, M. (2013). The Structural Context of Team Learning: Effects of Organizational and Team Structure on Internal and External Learning. *Organization Science*, 24(4), 1120-1139.
6. Wholey, D. R., Zhu, X., Knoke, D., Shah, P., Zellmer-Bruhn, M. E., & Witheridge, T. (2012). The Teamwork in Assertive Community Treatment (TACT) Scale: Development and Validation. *Psychological Services*. 63(11): 1108-1117.
7. Borchert, P.S., Zellmer-Bruhn, M. (2010). "Great expectations: The influence of human and relational capital on the magnitude of new venture goals." *Journal of Applied Management and Entrepreneurship*, 15(4): 53-72.

8. Maloney, M. M., Johnson, S. G., & Zellmer-Bruhn, M. E. (2010). "Assessing group-level constructs under missing data conditions: A Monte Carlo simulation." *Small Group Research*, 41(3), 281-307.
  - a. Finalist. Small Group Research Best Paper of 2009/2010 Award.
9. Zellmer-Bruhn, M. E., Maloney, M. M., Bhappu, A., & Salvador, R. (2008). "When and how do differences matter: An exploration of perceived similarity in teams." *Organizational Behavior and Human Decision Processes*. 107(1): 41-59.
  - a. Nominated for the International Association for Conflict Management's Best Paper Published in 2008 Award. Received 3<sup>rd</sup> place award.
10. Zellmer-Bruhn, M.E. & Gibson, C. B. (2006). "Multinational Organization Context: Implications for Team Learning and Performance. *Academy of Management Journal*, 49(3): 501-518.
11. Maloney, M. M. & Zellmer-Bruhn, M. E. (2006). "Building bridges, windows, and cultures: Mediating mechanisms between heterogeneity and performance in global teams. *Management International Review*. 46(6):697-720.
12. Forbes, D. P., Borchert, P., Zellmer-Bruhn, M. E., & Sapienza, H.J. (2006). "Entrepreneurial team formation: An exploration of new member addition." *Entrepreneurship Theory and Practice*, March, 225-248.
13. Anand, V., Clark, M., and Zellmer-Bruhn, M. (2003) "Team Knowledge Structures: Matching Task to Information Environment. *Journal of Managerial Issues*. Vol. XV, 1, 15-31.
14. Gibson, C. B., Zellmer-Bruhn, M. E. & Schwab, D. P. (2003) "Team effectiveness in multinational organizations: Evaluation across contexts." *Group and Organization Management*. 28(4), 444-474.
15. Zellmer-Bruhn, M. E. (2003). "Interruptive events and team knowledge acquisition." *Management Science*, 49(4), 514-528.
16. Waller, M. J., Zellmer-Bruhn, M. E. & Giambatista, R. C. (2002). "Watching the clock: Group pacing behavior under dynamic deadlines" *The Academy of Management Journal* 45(5), 1046-1055.
17. Gibson, C. B. & Zellmer-Bruhn, M. E. (2002). "Minding your metaphors: applying the concept of teamwork metaphors to the management of teams in multicultural contexts." *Organizational Dynamics*. 31(2), 101-116.
18. Gibson, C. B. & Zellmer-Bruhn, M. E. (2001). "Metaphors and meaning: An intercultural analysis of the concept of teamwork." *Administrative Science Quarterly*, 46: 274-303.
19. Waller, M. J., Giambatista, R. C. & Zellmer-Bruhn, M. E. (1999). "The effects of individual time urgency on group polychronicity." *The Journal of Managerial Psychology*. April. 14(3), 244-256.

***Non-refereed Journal Articles, Essays, or Book Chapters***

1. Zellmer-Bruhn, M., Caligiuri, P., & Thomas, D. C. (2016). From the Editors: Experimental designs in international business research. *Journal of International Business Studies*, 47(4), 399-407.
2. Maloney, M. M., Zellmer-Bruhn, M., & Shah, P. P. (2015). "Spillover Coordination from Global Teams." Chapter 9 in: *The Future of Global Organizing*. Eds. Drogendijk, Rian, Rob van Tulder and Alain Verbeke. Vol. 10. *Progress in International Business Research*: Emerald Group Publishing Limited, 2015. 245-79.
3. Zellmer-Bruhn, M. E. & Yu. L. (2015). Cross-cultural Management. *Wiley Encyclopedia of Management*. 6:1-7.
4. Zellmer-Bruhn, M. E., & Gibson, C.B. (2013). How Does Culture Matter? A Contextual View of Intercultural Interaction in Groups. In Masaki Yuki and Marilyn Brewer (Eds.) *Culture and Group Processes*. Oxford University Press Masaki Yuki and Marilyn Brewer, Oxford University Press.
5. Kara, A., & Zellmer-Bruhn, M. (2011). The role of organizational culture and underlying ideologies in the success of globally distributed teams. Chapter 30 in *The Handbook of Organizational Culture and Climate*, In Ashkanasy, N., Wilderom, C. & Peterson, M. (eds), pp. 538-560. Thousand Oaks, CA: Sage.
6. Zellmer-Bruhn, M. E., Waller, M. J., & Ancona, D. G. (2004). "The Effect of Temporal Entrainment on the Ability of Teams to Change Their Routines." *Research on Managing Groups and Teams. Time in Groups*. Volume 6, 135-158.

7. Bhappu, A. D., Zellmer-Bruhn, M., & Anand, V. (2002). The effects of demographic diversity and virtual work environments on knowledge processing in teams. *Advances in Interdisciplinary Study of Work Teams*, Vol. 8, pp. 145-161.
8. Zellmer-Bruhn, M. E., Gibson, C. B. & Aldag, R. J. (2001). Time flies like an arrow: Tracing antecedents and consequences of temporal elements of organizational culture. Pp. 21-52 in Cooper, C. L. & Earley, C. (eds.) *Handbook of Organizational Culture and Climate*, John Wiley & Sons, Ltd. West Sussex, England.

### **Refereed Conference Proceedings**

1. Tenzer, H., Pudelko, M., Zellmer-Bruhn, M. & Maloney, M. (2017). "How language diversity affects knowledge processing in multinational teams." *Academy of Management Proceedings*. Refereed.
2. Maloney, M., Shah, P. & Zellmer-Bruhn, M. (2010). "The lasting imprint of teams" *Academy of Management Proceedings*. Authorship is alphabetical. Refereed.
3. Villanueva, J., Forbes, D., Zellmer-Bruhn, M., & Sapienza, H. (2005). "The Entrepreneurial Intentions of Academic Scientist-Inventors" *Frontiers of Entrepreneurship Research*, proceedings of the Babson Kauffman Entrepreneurship Research Conference. Refereed.

### **Working papers**

1. Zhu, J. Zellmer-Bruhn, M. & Wanberg, C. "Understanding the Formation and Utilization of Transactive Memory Systems: A Contingent Approach" Revise and Resubmit at *Academy of Management Journal*.
2. Tenzer, H., Pudelko, M., Zellmer-Bruhn, M.E. & Maloney, M. M. "Evident and Hidden Language Barriers to Knowledge Processing in Multilingual Teams," Under Second Review: *Journal of Management Studies*.
  - Won Best OB/HR/OT Paper, International Management Division, Academy of Management Annual Conference 2017.
3. Maloney,\* M. M., Shah, P. P., & Zellmer-Bruhn, M. E. "The lasting benefits of teamwork? Vitality of dyadic connections after teams disband." \*Authorship is alphabetical. Revise and Resubmit at *Organization Science*.
4. Schoelmerich, F., Shermley, C. & Zellmer-Bruhn, M. "That's what beliefs are for: Diversity beliefs as drivers of leaders' motivation and planning behavior in teams with strong faultlines." Under review at *Journal of Applied Psychology*.
5. Zellmer-Bruhn, M.E., Forbes, D.P., Sapienza, H.J. & Borchert, P. S. "Formation-stage entrepreneurial team design: Insights from academic entrepreneurs." Under review: *Journal of Business Venturing*.
6. Zellmer-Bruhn, M.E., Maloney, M. M., Bhappu, A. & Meyer, B. "The subjective experience of diversity: Examining changes in individuals' perceived similarity to their team over time." Target: *Small Group Research*.
7. Uitdewilligen, S., Savelsbergh, C., & Zellmer-Bruhn, M. E. "Team adaptation to disruptive events: Moderating effects of functional leadership and team learning." Target: *Organization Science*.
8. Zellmer-Bruhn, M., Maloney, B. & Meyer, B. "What gets noticed, and does it matter? Examining diversity salience in teams." Target: *Small Group Research*.

### **Presentations, Posters, and Exhibits**

#### ***Invited Presentations at other Universities, Professional Meetings, and Conferences***

October 2017                      Teaming Inside and Out: Avante-Garde Research on Teams. Invited presentation: "The lasting benefits of teamwork? Vitality of dyadic connections after teams disband." Hosted by HEC Montreal and Harvard Business School. Montreal Canada.

June 2017 New Developments in Leadership Research Conference. INSEAD France. Hosted by INSEAD, Duke & Erasmus University. Invited Panelist: "Where is leadership scholarship and where should it be going?"

December 2016 European International Business Academy Conference. Conference Plenary Speaker: Liabilities of foreignness vs. the value of diversity. "Cultural Diversity and Distance in Global Teams." Vienna, Austria.

July 2016 Panelist and Table Leader: JIBS Paper Development Workshop AIB Annual Meeting, New Orleans, LA.

July 2015 Panelist and Table Leader: JIBS Paper Development Workshop AIB Annual Meeting, Bangalore, India.

August 2014 Panelist: IM Division Doctoral Consortium, Academy of Management Annual Meeting, Philadelphia, PA.

July 2014 Panelist. JIBS Paper Development Workshop AIB Annual Meeting, Vancouver, Canada.

February 2014 Richard Ivey School of Business, Western Ontario University. "The subjective experience of diversity: Examining changes in individuals' perceived similarity to their team over time."

October 2013 Tilburg School of Economics and Management, Department of Organization and Strategy, Tilburg University, the Netherlands. "The subjective experience of diversity: Examining changes in individuals' perceived similarity to their team over time."

October 2013 Keynote Speech for the 11<sup>th</sup> Workshop on International Management, European Institute for Advanced Studies in Management (EIASM), Berlin, Germany.

April 2013 Schulich School of Business, York University. Toronto, Canada. "Birds of a different feather: Project teams generating unlikely and persistent ties."

October 2012 European School of Management and Technology, Berlin, Germany. "Am I more or less like them? Examining individuals' perceptions of similarity to their team change over time."

April 2011 Keynote Speech for Inauguration of the Viadrina and German Graduate School of Management and Law PhD Program in Dynamic Capabilities and Relationships. "Doctoral Training in Business Administration as a Dynamic Capability." Europa-University Viadrina, Frankfurt (Oder), Germany.

University of Zurich, Institute of Psychology, Zurich, Switzerland. "Are We Who I Thought We Were? Examining Individual Perceptions of Similarity to Their Team over Time"

German Graduate School of Management and Law, Heilbronn, Germany. "The Lasting Imprint of Teams: Project Teams and Intra-Organizational Network Formation"

March 2011 University of Lausanne, Lausanne, Switzerland. "The Lasting Imprint of Teams: Project Teams and Intra-Organizational Network Formation"

February 2011 European School of Management and Technology, Berlin, Germany. "The Lasting Imprint of Teams: Project Teams and Intra-Organizational Network Formation."

- University of Wisconsin, Madison, Wisconsin. "Creating the Connections for Opportunity: How Project Teams Shape Social Capital Mobilization."
- January 2011 Technical University, Dresden, Germany. "The Lasting Imprint of Teams: Project Teams and Intra-Organizational Network Formation"
- August 2010 Panelist. IM Division Doctoral Consortium, Academy of Management Annual Meeting, Montreal, Canada.
- July 2009 Panelist: AIB Doctoral Consortium, AIB Annual Meeting, San Diego.
- June 2008 Wisconsin Conference on Technology Innovation and Entrepreneurship. University of Wisconsin, Madison.
- June 2007 Carnegie Mellon University, Carnegie Bosch Identity, Innovation, and Organizational Learning Conference, June 8 – 9, 2007, Pittsburgh, PA. "Sources and content of academic entrepreneurs' mental models about management teams."
- May 2007 Wisconsin Conference on Technology Innovation and Entrepreneurship. University of Wisconsin, Madison.
- March 2007 INSEAD. Fontainebleau, France. "Sources and content of academic entrepreneurs' mental models about management teams."
- Jan 2006 University of Wisconsin School of Business, Initiative for Studies in Technology Entrepreneurship. "Sources and content of academic entrepreneurs' mental models about management teams."
- March 2005 University of Southern California Greif Research Symposium. "Cognitive frames in academic entrepreneurs and their effects on new venture team formation."
- March 2004 University of Arkansas, Sam Walton School of Business. "Beyond demographic heterogeneity: An exploration of perceived similarity in teams."

***Contributed Papers and Posters Presented at Professional Meetings and Conferences***

- Tenzer, H., Pudelko, M., Zellmer-Bruhn, M.E. & Maloney, M. M. "Evident and Hidden Language Barriers to Knowledge Processing in Multilingual Teams," Paper presented at the 2017 Academy of Management Annual Conference, Atlanta, GA.
- Won Best OB/HR/OT Paper, International Management Division, Academy of Management Annual Conference 2017.
- Zellmer-Bruhn, M.E. & Maloney, M.M. "Language Barriers and Team Knowledge Processes." Paper presented at the 2017 INGROUP Annual Conference, St. Louis, MO.
- Maloney, M. M. & Zellmer-Bruhn, M. E. The Benefits of Global Teams for International Organizations. European International Business Association Annual Conference, Vienna, Austria. December 2016.
- Yu, L. & Zellmer-Bruhn, M. "Preventing the barrel from going bad: Team mindfulness as a safeguard against conflict transformation and spillovers in teams" Presented at the 11<sup>th</sup> Annual INGroup Conference, Helsinki, Finland. July 2016.
- Zellmer-Bruhn, M.E., Chandrasekaran, A. & Linderman, K. "Use of Know-How in High Tech Projects: A multi-level examination of trade-offs between project performance and organizational." Presented at the *Organization Science* Winter Conference, Park City Utah, February 2015.

- Zellmer-Bruhn, M. E. "Innovations for developing intercultural competencies in business school students." International Management Division Professional Development Workshop, Academy of Management Annual Conference, Philadelphia, PA. August, 2014.
- Yu, Lingtao, & Zellmer-Bruhn, M.E. "Team mindfulness. Theoretical development of a new collective construct." Paper presented at the Academy of Management Annual Conference, Philadelphia, PA. August, 2014.
- Maloney, M., Bresman, H. & Zellmer-Bruhn, M.E. "Contextualizing teams research. A look back and a path forward." Paper presented at the Academy of Management Annual Conference, Philadelphia, PA. August, 2014.
- Zellmer-Bruhn, M.E., Yu, Lingtao, Maloney, M. M. & Bresman, H. "Language and Knowledge Processes in Multicultural Teams." Paper presented at the Academy of Management Annual Conference, Philadelphia, PA. August, 2014.
- Yu, Lingtao, & Zellmer-Bruhn, M.E. "Team Mindfulness: Construct Development and Validation." Poster presentation at the INGROUP Annual Conference, Atlanta, GA.
- "Best Poster" Award.
- Zellmer-Bruhn, M. E., Maloney, M. M., Bhappu, A.E. & Meyer, B. "Am I more or less like them? Examining individuals' perceptions of similarity to their team change over time. INFORMS, 2012, Phoenix, AZ.
- Zellmer-Bruhn, M. E., Maloney, M. M., Bhappu, A.E. "Are We Who I Thought We Were? Examining Individual Perceptions of Similarity to Their Team over Time." 6<sup>th</sup> Annual INGRoup Conference, Minneapolis, MN, July 2011.
- Maloney,\* M. M., Shah, P. P., & Zellmer-Bruhn, M. E. "The Lasting Imprint of Teams: Project Teams and Intra-Organizational Network Formation" \*Authorship is alphabetical. Academy of Management Annual Meeting: Montreal Canada, August 2010
- Bresman, H. & Zellmer-Bruhn, M. E. "Differential effects of micro and macro structure on internal and external learning behaviors in teams." Interdisciplinary Research Network on Groups Annual Conference, Washington, D.C., 2010.
- Maloney, M. M., Shah, P. P., & Zellmer-Bruhn, "Network creation: A neglected benefit of teams." Interdisciplinary Research Network on Groups Annual Conference, Kansas City, KS. 2008.
- Zellmer-Bruhn, M.E., Gibson, C. B. & Sun, K. "Cultural Diversity and Psychological Safety: Uneven Learning Effects in Multicultural Teams." Presented at the Academy of Management Annual Conference, Philadelphia, PA, August, 2007.
- Zellmer-Bruhn, M.E., Gibson, C. B. & Sun, K. "Cultural Diversity and Psychological Safety: Uneven Learning Effects in Multicultural Teams." Presented at the 2<sup>nd</sup> Annual Interdisciplinary Research on Groups Conference (INGroup), July 2007, East Lansing, MI.
- Zellmer-Bruhn, M. E., Forbes, D. P., & Sapienza, H. J. "Sources and content of academic entrepreneurs mental models about management teams." Presented at the Academy of Management Annual Conference, Atlanta, GA. August, 2006
- Salvador, R., Bhappu, A., Zellmer-Bruhn, M. E. "The anchoring and adjustment heuristic: Perceived similarity in diverse teams." INGroup, Pittsburgh, July 2006.
- Villanueva, J., Forbes, D., Zellmer-Bruhn, M. E. & Sapienza, H. "The entrepreneurial intentions of academic scientist-inventors." Presented at the Babson Conference on Entrepreneurship, June 2005.
- Zellmer-Bruhn, M. E. & Maloney, M. M. "Global teams as bridges: Spanning organizational and theoretical divides." Presented at the Academy of International Business Annual Meeting, Stockholm, Sweden, July 9, 2004.
- Johnson, S., Zellmer-Bruhn, M. E., and Schnatterly, K. "How do boards get to be the way they are? Composition dynamics in boards of directors." Presented at the Strategic Management Society annual meeting, November, 2003, Baltimore, MD.

- Zellmer-Bruhn, M.E., Waller, M. J., and Ancona, D. "An exploration of the effects of temporal entrainment on the ability of teams to change their routines. Presented at the "Research on Managing Groups and Teams: Time in Groups" conference at Stanford University, Palo Alto, CA. May 10 – 11, 2002.
- Zellmer-Bruhn, M. E. , Gibson, C. B. & Earley, P. C. "Which differences matter when? An exploration of heterogeneity hierarchies and the mediating role of time and task in work teams" Presented at the Academy of Management Annual Conference, Denver, August 2002. Zellmer-Bruhn, M. E. & Maloney, M. M. "Is what you see what you get? An exploration of the impact of demographic versus perceived heterogeneity in teams" Presented at the Academy of Management Annual Conference, Denver, August 2002.
- Aldag, R. J., Zellmer-Bruhn, M. E., & Brothers, L. "Prison, Orchestra, Gambler, Mouse: Exploration of an Organizational Metaphor Scale." Presented at the American Psychological Association Annual Conference, New Orleans, June 2002.
- Zellmer-Bruhn, M.E. & Gibson, C. B. "Global Mind-set Heterogeneity: A Critical Multinational Team Attribute. Presented at the Academy of International Business Annual Conference, San Juan Puerto Rico, June 2002.
- Maloney, M. M. & Zellmer-Bruhn, M. E. "Building bridges, windows and cultures: Mediating mechanisms between team heterogeneity and performance in transnational product development teams" Presented at the Academy of International Business Annual Conference, San Juan Puerto Rico, June 2002.
- Zellmer-Bruhn, M. E., "Interruptive events and team knowledge acquisition" Presented at the Carnegie-Bosch/Management Science Conference on Managing Knowledge in Organizations: Creating, Retaining, and Transferring Knowledge. September 7 – 9, 2001, Pittsburgh, PA.
- Zellmer-Bruhn, M. E., Giambatista, R. C., & Waller, M. J. "Can they keep pace: Group performance under ambiguous deadlines." Presented at the Academy of Management Annual Conference, Toronto. August, 2000.
- Bhappu, A. D., Zellmer-Bruhn, M. E. & Anand, V. The effects of demographic diversity and virtual work environments on knowledge processing in teams. Presented at The 7th Annual Symposium on Individual, Team, and Organizational Effectiveness. The University of Texas, Dallas. May 2000.
- Zellmer-Bruhn, M. E. & Gibson, C. B. "Sources and consequences of team integrative-responsiveness pressures." Presented at Academy of International Business Annual Conference, Charleston, SC, November 1999.
- Zellmer-Bruhn, M.E. & Gibson, C.B. "Inter-team transfer of knowledge: An exploratory study of the facilitators and impediments to sharing practices between teams." Presented at the 1998 Annual Conference of the Academy of Management, Business Policy and Strategy Division, San Diego, CA.
- Zellmer-Bruhn, M. E. & Gibson, C. B. "Team level strategic context: Effects on innovation and performance." Academy of International Business Annual Conference, Vienna, Austria. October 1998.
- Gibson, C. B., Zellmer-Bruhn, M. E. & Schwab, D. P. "Team assessment in multinational organizations: Development and validation of effective systems across cultures." Presented at the Western Academy of Management Annual Conference, Istanbul Turkey, June 1998.



- Giambatista, R. C., Waller, M. J. & Zellmer-Bruhn, M. E. "The effects of shifting deadlines on task behaviors in groups." Presented at the Center for Human Performance in Complex Systems, Madison, Wisconsin, May 1998.
- Gibson, C.B. & Zellmer, M.E. "A cross-cultural analysis of the meaning of teamwork. Presented at the 1997 Academy of International Business Annual Conference, Monterrey, Mexico.
- Waller, M.J., Zellmer, M.E. & Giambatista, R.C. "The effects of shifting deadlines on timing in groups." Presented at the 1997 Annual Conference of the Academy of Management, Boston.
- Waller, M.J., Giambatista, R. C. & Zellmer, M.E. "Catalyzing or crying wolf: The effects of individual time hyper vigilance on polychronicity and group performance." Presented at the 1997 Annual Conference of the Academy of Management, Boston.

## TEACHING AND CURRICULUM DEVELOPMENT

### University of Minnesota Courses Taught

#### Credit-Bearing Teaching

De novo courses I developed are identified with (\*) in the list below. New courses added since promotion denoted in bold.

#### *PhD*

- HRIR 8820** Special Topics Seminar, 2015.  
 MGMT 8301 Organizational Behavior Seminar, 2000, 2003, 2005.

#### *Executive MBA*

- CEMBA 5613** Core Organizational Behavior (aka, 5513), 2006, 2007, 2011, 2012, 2013, 2014, 2015, 2016, 2017.

#### *MBA*

- MBA 6110** Core Leading Others (aka, Org. Behavior), 2014, 2015, 2016.  
**MGMT 6310\*** Cross-Cultural Management (FTMBA/PTMBA), 2015, 2016, 2017.  
 MGMT 6084\* Managing Groups (FTMBA, PTMBA), 2002, 2003, 2004, 2005, 2006, 2007.  
 MBA 002\* Core Team Development Workshops (FTMBA), 2002, 2003, 2004.

#### *Undergraduate*

- MGMT 1001\*** Contemporary Management, 2008, 2009, 2010, 2011, 2012, 2013.  
**MGMT 1001H\*** Honors Contemporary Management, 2008, 2009, 2010, 2011, 2012, 2013.  
 BA 3990H\* High Performance Teams (Undergraduate Honors Seminar) 2003, 2004, 2005.  
 MGMT 3001 Fundamentals of Management 2000, 2001, 2002, 2007.

#### *Global/International*

- Carlson Vienna Program,\* WU, Vienna Austria, August 2004.  
 BA 3100,\* Interpersonal Challenges in Multinational Organizations (Undergraduate Global Seminar) University of Minnesota (Taught in Berlin, Germany), May Intersession 2000, May Intersession 2002.

#### Non-Credit Teaching

#### *University of Minnesota*

- U of MN Athletic Department, Head Coaches Leadership and Teaming. 2015
- CTSI "Leading Scientific Teams" 2016

- Medical Device Center Innovation Fellows, High Performance Teams, 2016, 2017

#### *Carlson Programs*

- PhD Practicum WORG, 2012, 2013, 2014, 2015, 2016
- CEMBA Year 1 Core Team Training, 2010, 2011, 2013, 2014, 2015, 2016
- CEMBA Year 1 Core Team Refresher. New in 2014. 2015, 2016
- CEMBA Year 2 Core Team Training, 2010, 2011, 2012, 2013, 2014, 2015, 2016
- FTMBA Year 1 Core Team Training, 2002, 2003, 2004, 2007, 2009, 2010, 2011, 2012, 2013  
ENT in Action, High Performance Teamwork. 2011, 2012, 2013, 2014, 2015, 2016, 2017 Sogang  
Residency, Cross-Cultural Management, 2012
- Carlson Summer Business Academy University of Minnesota, June 2003

#### *Carlson Executive Education*

##### Open Enrollment Programs

- Executive Presence, 2016
- Generating Value Through Relationships, 2015
- LEAP Leadership Development Program, 2015
- Global Executive Certificate, 2015
- Leading Effective Change, 2007, 2008, 2009, 2010x2, 2011, 2012, 2015
- MMI Change Management. 2008, 2009, 2010, 2012, 2013

##### Custom Programs

- Syngenta, Leadership and Influence, 2017
- Smiths Medical, Leading Change in a Global Organization 2016, 2017
- Anderson Windows, Enterprise Collaboration. 2015x2, 2017
- Anderson Windows, Leading Organizational Change. 2015
- Polaris, Global Mindset. 2012, 2013, 2014
- HB Fuller, Leading Globally, 2013
- TATA Consulting, Leading Globally, 2013
- Datacard, High Performance Teams, 2013
- General Mills ITQ, High Performing Teams
- General Mills ITQ, Global Mindset. 2011
- United Health Group, Change Management. 2009x2
- Children's Hospitals, Change Teams. 2009
- Carlson Executive Education, Organizational Culture in Mergers & Acquisitions. 2004

### **University of Minnesota Curriculum Development**

#### *Curriculum Development*

- New Courses
  - BA 3100 Global Seminar Berlin, BA3990H High Performance Teams Honors Seminar, MGMT 1001, Contemporary Management, MGMT 1001H Honors Contemporary Management, MGMT 6084 MBA Managing Teams, 6310 MBA Cross-Cultural Management, HRIR 8820 Culture in Organizational Behavior PhD Special Topics Seminar
- Curriculum Planning and Governance
  - Member. Carlson International Programs intercultural development initiative. 2014-2015

- Member. Full-time MBA Leadership Curriculum Initiative, 2014-2015
- Chair. Undergraduate International Business Major Redesign Committee, Spring, 2009
- Learning Management Support Search Committee
- Member. Carlson School of Management Learning Excellence Executive Committee, 2006-2007
- Member. Carlson School of Management Learning Excellence Committee. 2003-2005
- Member. Carlson School of Management International Business major redesign committee. 2003-2004, 2004-2005
- Member. SMO curriculum coordination committee. 2000-2001, 2001-2002. University of Minnesota, Carlson School of Management

#### Teaching Innovation

- MGMT 6310 Intercultural Competence Assessments and Feedback & Cultural Immersion Assignments
- CEMBA 5613 and MBA 6110 Pre-Class Survey
- CEMBA 5613 Online Quizzes
- CEMBA 5613 Organizational Behavior Audit Group Project
- MGMT 1001 Honors Grand Challenges Interdisciplinary Project
- MGMT 1001H Schedule Redesign and Flipped Classroom
- MGMT 1001 Clicker Implementation
- MGMT 1001 Book Club Project
- Global Scavenger Hunt Exercise
- Virtual Team Exercise with Harvard and Dartmouth
- Expatriate Interview Project

#### Collaborative Efforts and Activities

- MGMT 1001 Course Coordination
- MGMT 1001 Honors Grand Challenges Interdisciplinary Project (Joint with CSE)
- Peer Reviews in FTMBA Core Teams
- Team Development Advisor Program
- FTMBA Capstone Case competition
- Electronic Course Pack Initiative

### **ADVISING AND MENTORING**

#### **PhD Advisor**

- Greg Beaver, Work and Organization
- Jing Zhu, Human Resources and Industrial Relations, Co-Advisor (Hong Kong University of Science and Technology)
- Mary M. Maloney, Strategic Management and Organization, Co-Advisor (U. of St. Thomas, Minnesota)

#### **PhD Committee Member**

- Franziska Schölmerich, PhD Luephana University, Germany
- Sjir Uitdewilligen, PhD Maastricht University, Netherlands (Maastricht)
- Tae Youn Park, Human Resources and Industrial Relations, PhD Candidate Carlson School of Management, University of Minnesota (Vanderbilt)
- Amit Kramer, Human Resources and Industrial Relations (School of Labor and Employment Relations, University of Illinois, Urbana-Champaign)
- Aravind Chandrasekaran, Operations and Management Science (Ohio State)

- Patricia Borchert, Strategic Management & Organization (University of Minnesota--Duluth)
- Jonathan Booth, Human Resources and Industrial Relations (London School of Economics and Political Science)
- Jisun Yu (Concordia University, Montreal, Canada)
- Freyr Haldorsson, Human Resources and Industrial Relations (Public sector & Reykjavik University, Iceland)
- Kelly Slaughter, Information Systems and Decision Sciences (IBM)
- Deborah Mullen, Health Care Management (HealthPartners, MN)
- Scott Reynolds, Strategic Management and Organization (University of Washington)
- Chris Papenhausen, Strategic Management and Organization (UMASS-Dartmouth)
- Sarah Ferguson, School of Social Work, University of Minnesota (Augsburg College)

### **Masters Committees**

- Brandon Thrasher Pierce, University of Minnesota Civil Engineering. July, 2003.
- Katherine Pyle, University of Minnesota HRIR Plan B Paper. February, 2000.
- Karla Hoffman, University of Minnesota HRIR Plan B Paper. May, 2000.

### **Undergraduate Student Activities**

- Honors Thesis, Avery Moe
- President's Distinguished Faculty Mentor, Marshall Davis
- UROP Advisor, Roshni Muralidharan
- Honors Thesis Reader: Elizabeth Degefe

### **Other Mentoring Activities**

- Faculty Mentor, Assistant Professor Sophie Leroy
- Faculty Advisor for Delta Sigma Pi undergraduate business fraternity (2000-2003).

## **SERVICE AND PUBLIC OUTREACH**

### **Service To The Discipline/Profession**

#### **Editorships**

- Area Editor, *Journal of International Business Studies* (2013 – 2016)
- Co-Editor, Special Issue on Positive Organizational Scholarship in IB, *Journal of International Business Studies*

#### **Editorial Boards**

- *Academy of Management Review*
- *Organization Science*
- *Journal of International Business Studies*
- *Journal of Management*
- *Management International Review*
- *Journal of World Business*

#### **Ad hoc Reviewer**

*Academy of Management, Academy of Management Review, Administrative Science Quarterly, Field Methods, Group and Organization Management, Journal of Applied Psychology, Journal of Organizational Behavior, Journal of Management, Journal of Management Inquiry, Management*

*Science, Journal of Public Administration and Theory, Journal of Management Studies, National Science Foundation, Small Group Research*

### **Grant Reviews**

National Science Foundation (US), Social Sciences and Humanities Research Council of Canada, the Swiss National Science Foundation, and the German Academic Exchange Service (DAAD)

### **Tenure Reviews**

University of Miami, Carnegie Mellon University (Tepper), George Washington University.

### **Dissertation Award Competitions:**

- Hackman Award (2017) Interdisciplinary Network on Groups Research (INGROUP). INGROUP is the foremost association and conference for teams scholars. This prestigious award is given in honor of Richard Hackman, one of the foremost scholars in research on teams. I was invited to be a part of the committee to review dissertations nominated, and choose the award winner
- Committee member for two years, and then Chaired the 2009 Farmer Dissertation Award competition for the Academy of International Business. I judged the finals in 2007 and 2008
- Chaired the INFORMS Organization Science Dissertation Proposal Competition in 2010, was a committee member in 2009, Judged the finals in 2006, and served as a reviewer for the INFORMS Dissertation Proposal Competition multiple times

### **Professional Committee memberships and Association Leadership:**

- Research Director on the board of the International Organizations Network (2009-2010)
- Executive Committee, College on Organization Science, INFORMS (2010-2013). Chair (2013), Vice Chair (2012), Program Director (2011), Dissertation Competition Chair (2010)

### **Professional Organization of conferences, workshops, panels, symposia**

- Local Arrangements Chair, INGROUP. In this role I organized the 2010 Interdisciplinary Network on Groups Research annual conference to Minneapolis and the Carlson School of Management. This conference is the foremost conference for scholars across disciplines who specialize in teams research. This conference brought over 100 leading researchers from around the world to the University of Minnesota
- Events and consortia at major international conferences, including:
  - Chair: 2015 JIBS Paper Development Workshop. AIB-Latin, Santiago, Chile
  - Chair: 2009 IM Division Junior Faculty Consortium for the Academy of Management Conference, Chicago
  - Chair: 2009 Research Sessions International Organizations Network Annual Meeting

### **U of MN Service**

#### *Governance and Oversight*

- Carlson School Faculty Consultative Committee (FCC) Member. 2014-2017, 2009-2012, Alternate 2006-2007
- Carlson Dean Search Committee. 2011-2012
- Center for German and European Studies (CGES) Faculty Advisory Committee. 2014-2016
- Carlson Executive Education Dean Search. 2008
- Reading committees for 4<sup>th</sup> year and tenure reviews

#### *Curriculum Planning and Governance*

- Member. Carlson International Programs intercultural development initiative. 2014-2015

- Member. Full-time MBA Leadership Initiative, 2014-2015
- Member. WOrg prelim committee. 2014
- Chair. Undergraduate International Business Major Redesign Committee, Spring, 2009
- Member. Carlson School of Management Learning Excellence Executive Committee, 2006-2007
- Member. Carlson School of Management Learning Excellence Committee. 2003-2005
- Member. Undergraduate Core Council. 2000/2001, 2001/2002 University of Minnesota, Carlson School of Management
- Member. Carlson School of Management International Business major redesign committee. 2003-2004, 2004-2005
- Member. SMO curriculum coordination committee. 2000-2001, 2001-2002. University of Minnesota, Carlson School of Management

#### *Recruiting*

- Member. WOrg Faculty Search Committee, Fall 2012
- Member. Carlson School Dean Search Committee, 2011-2012
- Member. Strategic Management & Organization Department Chair Search Committee, Spring 2007
- Chair. Strategic Management & Organization Faculty Recruiting Committee. 2006 – 2007
- Member. Strategic Management & Organization Faculty Recruiting Committee. 2005- 2006
- Member. Learning Management Supervisor search committee, 2004
- Member. SMO Faculty recruiting committee. 2001-2002. University of Minnesota, Carlson School of Management

#### *Engagement*

- Attended the Carlson School Alumni Annual New York City Summer Social at the *Central Park Boathouse*, August 2017, NY, NY.
- Presented on “Executive Presence” Carlson Executive Education Leadership Board. Spring 2016
- Chair. Carlson School OB Research Group, 2007- 2014
- Panelist. Inside the Boardroom with Thia Breen, Este Lauder. April 2009
- Panelist. Inside the Boardroom with Susan Marvin, Marvin Windows. Nov. 2009
- Co-leader. SMRC Colloquium Series Committee. 2000-2003
- Invited Presenter, U of MN Twin Cities Deans. 2009
- Invited Presenter, Carlson Board of Overseers Meeting. 2007
- Session Chair: National Association for Women MBA Conference. 2006
- U of MN Women’s Faculty Cabinet events
- Regular participation in events for programs in the Carlson School (e.g. Faculty judge FT MBA case competition, CEMBA women’s mentoring lunch; CEMBA graduation, CGI receptions; Freshman Honors Welcome Banquet) and readily and regularly meet with current and former students

#### **Public and Other Service**

- Elected Member (3 year term). School Board, Twin Cities German Immersion School. 2008-2009, Vice Chair: 2009/2010 School year
- Member. Finance Committee, Twin Cities German Immersion School, 2008-present