Teamwork in Organizations: A Multi-Faceted Program of Research

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Travis Maynard teaches team effectiveness and leadership classes at both the undergraduate and graduate (Denver Executive MBA and Global Social & Sustainable Enterprise MBA) levels at CSU where he has been nominated for a variety of teaching awards. Additionally, Travis has provided numerous talks to industry members on tactics they can employ to improve their team’s performance levels. In addition to teaching, Travis has also conducted extensive research in the areas of team effectiveness and leadership. Specifically, his research interests include the role that team contextual variables have on team interactions and outcomes.

Recent research endeavors have focused on the effect of team members interacting via technology (virtual teams), and the impact that organizational climate has on team dynamics and performance. He is currently conducting large scale data collection efforts focused on team dynamics across multiple healthcare facilities in the United States. He has received several research awards for his publications in the Journal of Management, and has also published in the Journal of Applied Psychology, Journal of Organizational Behavior, Group & Organization Management, Small Group Research, Organizational Psychology Review, and Human Performance.

[Abstract] Employee psychological empowerment is widely accepted as a means for organizations to compete in increasingly dynamic environments. Previous empirical research and meta-analyses have demonstrated that employee psychological empowerment is positively related to several attitudinal and behavioral outcomes including job performance. While this research positions psychological empowerment as an antecedent influencing such outcomes, a close examination of the literature reveals that this relationship is primarily based on cross-sectional research. Notably, evidence supporting the presumed benefits of empowerment has failed to account for potential reciprocal relationships and endogeneity effects. Accordingly, using a multiwave, time-lagged design, we model reciprocal relationships between psychological empowerment and job performance using a sample of 441 nurses from 5 hospitals. Incorporating temporal effects in a staggered research design and using structural equation modeling techniques, our findings provide support for the conventional positive correlation between empowerment and subsequent performance. Moreover, accounting for the temporal stability of variables over time, we found support for empowerment levels as positive influences on subsequent changes in performance. Finally, we also found support for the reciprocal relationship, as performance levels were shown to relate positively to changes in empowerment over time. Theoretical and practical implications of the reciprocal psychological empowerment–performance relationships are discussed.

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