

## ***GAIL FANN THOMAS***

Associate Professor, Graduate School of Business and Public Policy  
I-319 Ingersoll Hall  
Naval Postgraduate School  
Monterey, CA 93943  
Office phone: 831-656-2756  
gthomas@nps.edu  
US Citizen

### ***Education***

Ed.D. in Business Education, Arizona State University, 1986

M.Ed. in Business Education, Arizona State University, 1979  
Delta Pi Epsilon Honor Society, 1979

BS in Business Education, Arizona State University, 1976  
Phi Kappa Pi honor society, 1976  
Beta Gamma Sigma honor society, 1976

### ***Academic Concentrations and Research Interests***

Communication dilemmas facing mid-level and senior managers/leaders. Recent work focuses on building interagency collaborative capacity and strategic communication. Applications include: US Navy enterprise, military operations, acquisition, homeland security, and international defense organizations.

### ***Professional History***

1982 – 1984, *President and Joint Owner*, Info Center, Inc.

Startup and management of a full-service computer organization; conducted systems analysis, training, and customer support for micro and super-mini computers

1984 - 1986, *Consultant*, Ray Ryan and Associates, Phoenix, Arizona

Designed training programs for manufacturing of TOW and Maverick missiles

1985 - 1986, *Faculty Associate*, Department of General Business, Arizona State University, Tempe, Arizona

Taught undergraduate business communication.

1986 - 1989, *Assistant Professor*, Department of General Business, Arizona State University, Tempe, Arizona

Undergraduate and master's teaching and research in management communication; undergraduate and PhD teaching and research in entrepreneurship; supervised the Department's 12 graduate assistants; Advisory Committee for Center for Innovation.

1989 – present, *Associate Professor*, Graduate School of Business and Public Policy, Naval Postgraduate School, Monterey, California  
Associate Chair for Instruction, 1995-2000  
Tenured 1995

2006- present, Program Manager, Strategic Communication, Executive Learning Office for the US Navy. Design, facilitate, teach, and lead Strategic Communication Workshops for senior leaders in Department of the Navy and the larger Department of Defense including participants from Combatant Commands, State Department and NATO.

2001, *Visiting Senior Research Fellow*, King's College, University of London, England (Sabbatical)

### ***Referred Publications***

Thomas, G.F., Zolin, R., and Hartman, J., "The Central Role of Communication in Developing Trust and Its Effect on Employee Involvement," Journal of Business Communication, forthcoming 2009.

Thomas, K.W., Thomas, G.F., and Schaubhut, N., "Conflict Styles of Men and Women at Six Organizational Levels," International Journal of Conflict Management, 2(14), pp. 148-166, June 2008.

Thomas, G.F. "How Can We Make Our Research More Relevant? Bridging the Gap Between Business Communication and Research," Journal of Business Communication, 44(2), pp. 283-296, 2007.

Thomas, G.F. and King, C.L., "Reconceptualizing Electronic Mail Overload," Journal of Business and Technical Communication, 20(3), pp. 1-36, 2007.

Hocevar, S.P., Thomas, G.F., and Jansen, E., "Building Collaborative Capacity: An Innovative Strategy for Homeland Security Preparedness," in Beyerlein, Beyerlein & Kennedy (Eds) *Advances in Interdisciplinary Studies of Work Teams: Innovation Through Collaboration*, Volume 12, pp. 255-274. Elsevier JAI Press, 2006.

Nissen, M.E., Jones, C., Jansen, E., and Thomas, G.F. "Contextual Criticality of Knowledge-Flow Dynamics: Understanding a U.S. Tragedy of Friendly Fire," Defense & Security Analysis, 20(3), pp. 209-228, 2005.

Thomas, G.F., "Individual and Organizational Learning: A Developmental Perspective on Gildsorf, Rymer, and ABC," Journal of Business Communication, 39(3), pp. 279-387, 2002.

Thomas, G.F. "Forging Our Own Path: Building Synergy From Opposing Forces," Journal of Business Communication, 64(1), pp. 24-29, 2001.

Thomas, G.F. "Research Think Tank: Complexifying International Communication and Communication Technology," Business Communication Quarterly, 60(4), pp. 105-111, 1997.

Thomas, G.F. "Business Communication and Diversity in the Workplace: A Guest Editorial," Journal of Business Communication, 33(4), pp. 371-374, 1996. (Guest Editorial for Special Issue).

Barrett, F., Thomas, G.F., and Hocevar, S.P. "The Central Role of Discourse in Large-Scale Change: A Social Construction Perspective." Journal of Applied Behavioral Science, 31(3), pp. 352-372, 1995.

Pearson, J.R., Smeltzer, L.R., and Thomas, G.F. "Relationship Between Planning and Information Source/Media Used By Small Firms," Journal of Small Business Strategy, 6(1), 35-52, 1995.

Thomas, G.F., Tymon, W.G., and Thomas, K.W. "Communication Apprehension, Interpretive Styles, Preparation, and Performance in Oral Briefing." Journal of Business Communication, 31(4), pp. 1-15, 1994.

Smeltzer, L.R. and Thomas, G.F. "A MetaAnalysis of Writing in Organizations." Journal of Business and Technical Communication, 8(2), pp. 186-211, 1994.

Fann, G. and Smeltzer L. "The Use of Information From Competitors and About Competitors in Small Business Management." Entrepreneurship: Theory and Practice, 13(4), pp. 35-46, 1989.

Smeltzer, L. and Fann, G. "The Relationship among Organizational Climate, Communication Apprehension, and Locus of Control." Psychological Reports, 64, pp. 1143-1146, 1989.

Fann, G. and Smeltzer, L. "Communication Attributes Used by Small Business Owner/Managers for Operational Decision Making," Journal of Business Communication, 26(4), pp. 305-321, 1989.

Smeltzer, L. and Fann, G. "Gender Differences in External Networks of Small Business Owners/ Managers," Journal of Small Business Management, 27(2), pp. 25-32, 1989.

Smeltzer, L. and Fann, G. "Comparison of Managerial Communication Patterns in Small Entrepreneurial and Large, Mature Organizations," Group and Organizational Studies, 14(2), pp. 198-215, 1989.

Fann, G. and Lynch, D. "A Longitudinal Study of Attitudes Toward the Microcomputer as a Writing Tool," Office Systems Research Journal, 1989.

Smeltzer, L., Fann, G., and Nikolaisen, N. "Environmental Scanning Practices in Small Business." Journal of Small Business Management, 26(3), pp. 55-62, 1988.

Fann, G., Lynch, D., and Murranka, P. "Integrating Technology: Attitudes as a Determinant of the Use of the Microcomputer in Business Communication," Journal of Educational Technology Systems, 17(4), pp. 307-317, 1988.

### ***Booklet***

Thomas, K.W. and Thomas, G.F., *Introduction to Conflict and Teams*, Consulting Psychologist Press, 2004.

### ***Refereed conference papers***

Crawford, A., Thomas G., and Wood, F. "Career Perspectives of Women Surface Warfare Officers: A Matter of Balance or More?" Proceedings of the Inter-University Seminar on Armed Forces & Society, Chicago, IL, October 2007.

Thomas, K.W., Thomas, G.F., and Hocesvar, S.P. "Values Implicit in the Word 'Empowerment': Historical Analysis and an Interview Study in a U.S. Organization," Proceedings of the 6<sup>th</sup> International Conference on Work Values and Behavior, pp. 347-351, Istanbul, Turkey, July 1998.

Thomas, G.F., Thomas, K.W., and Williams, T.B. "Communication Apprehension and Performance in Oral Briefings: Identifying Dysfunctional Thought Patterns," Proceedings of the 56th Annual Convention of the Association for Business Communication, pp. 81-94, April 1992.

Smeltzer, L. and Fann, G. "Analysis of Competitors as a Source of Information in Small Business Management," Nominated *for Best Paper Award*, Western Academy of Management Meeting Proceedings; Big Sky, Montana, March 25, 1988.

### ***Selected Conference Presentations***

Thomas, G.F. and King, C. "Reconceptualizing E-Mail Overload," INFORMS. Invited presentation. Seattle, Washington, 2007.

Crawford, A., Thomas G., and Wood, F. "Career Perspectives of Women Surface Warfare Officers: A Matter of Balance or More?" Inter-University Seminar on Armed Forces & Society. Chicago, IL, October 2007.

Thomas, G.F. "The Process of Building Capacity for Interagency Collaboration." European Association of Work and Organizational Psychology (EAWOP). Stockholm, Sweden, May 2007.

Hocevar, S.P., Jansen, E., and Thomas, G.F. "Developing Collaborative Capacity: A Diagnostic Model." Acquisition Research Conference. Monterey, CA, May 16-17, 2007.

Thomas, G.F. "A Strategic Communication Framework." CNE-C6F Navy Europe Strategic Communication Summit. Invited presentation. Naples, Italy, February 6-8, 2007.

Thomas, G.F. "Strategic Communication." 10<sup>th</sup> Annual Conference on Corporate Communication. Invited presentation. Notre Dame, September 2006.

Thomas, G.F. and Thomas, K.W. "Building Theory in Business Communication." The Association for Business Communication, 71<sup>st</sup> Annual Convention. San Antonio, TX, October 2006.

Thomas, G.F. and King, C. "Reconceptualizing E-Mail Overload." The Association for Business Communication. San Antonio, TX, October 2006.

Thomas, G.F., Jansen, E., and Hocevar, S. "Building Collaborative Capacity in the Interagency Context." 3rd Annual Acquisition Research Symposium. Monterey, CA, May 2006.

Thomas, G.F. "The Role of Communication in Implementing Strategic Plans." Management Communication Association. University of Southern California, Los Angeles, CA, May 2006.

Thomas, G.F. and Thomas, K.W. "Complex Elements of Effective Conflict Management in Teams: It's More Than Collaboration." The Association for Business Communication, Asian Conference. Tokyo, Japan, March 2005.

Thomas, G.F. "A Study of E-mail Challenges Faced by Senior Level Executives." The Association for Business Communication, European Convention. Copenhagen, Denmark, May 2005.

Thomas, G.F. "The Role of Communication in Inter-organizational Collaboration: A Case Study of a Successful Collaboration in the Transportation Industry." The Association for Business Communication. New Orleans, LA, October 2005.

Thomas, G.F. and Thomas, K.W. "Not Everybody is Collaborative: Complex Elements of Effective Conflict Management in Teams." The Association for Business Communication. Boston, Massachusetts, 27-30 October, 2004.

Thomas, G.F. "The Effect of Communication Technology on Organizational Design and Its Implications for Managerial Communication," Management Communication Association Conference. Tucson, Arizona, 24-27 April 2003.

Thomas, G.F. "Managerial Communication in Networked Organizations," The Association for Business Communication European Convention. University of Lugano, Switzerland, May 29-31, 2003.

Thomas, G.F. "Mapping Distinctive Communication Competencies to Seven Levels of Managerial Work," The Association of Business Communication. Albuquerque, California, 23-25 October, 2003.

Thomas, G.F. "Constructing Meanings of Empowerment for Self-Managed Teams in a Large-Scale Organizational Change," 5<sup>th</sup> International Conference on Organizational Discourse, King's College, University of London, July 24-26, 2002.

Thomas, G.F., Reinsch, L., Ralston, S. and Turner, J., "New Directions in Communication for Business," panel presented at The Association of Business Communication, October 2002.

Thomas, G.F. "A Discursive Perspective of Innovation in Organizations," Association for Business Communication European Regional Conference. Dresden, Germany, April 2001.

Thomas, G.F. "Using Discourse Analysis for Exploring Managerial Communication," The Association for Business Communication. San Diego, CA, November 2001.

Thomas, G.F. "Teaching and Research: Opposing Camps or a Synergistic Opportunity?" Organizer and moderator for panel discussion at The Association for Business Communication. San Diego, CA, November 2001.

Thomas, G.F. "A Developmental Perspective of Academic Careers and Professional Organizations," plenary session response at The Association for Business Communication. San Diego, CA, November 2001.

Thomas, G.F. "Managerial Communications in the Virtual Age," The Association for Business Communication. Atlanta, GA, October 18-21, 2000.

Thomas, G.F. "Sages, Soothsayers, and Scholars: A Look at the 21<sup>st</sup> Century and the Implications for Managerial Communication," Western Regional Conference for The Association for Business Communication. Fullerton, CA, May 2000.

Thomas, G.F. "Knowledge Management and Business Communication," The Association for Business Communication. Los Angeles, CA, November 2-5, 1999.

Thomas, G.F. "Leadership Development," International Organizational Behavior Teaching Conference. Milan, Italy, July 14-17, 1999.

Thomas, G.F. "Rethinking Business and Managerial Communication for the New Millennium," Western Regional Conference for The Association for Business Communication. Tucson, Arizona, March 22-24, 1999.

Thomas, G.F. and Thomas, K.W. "Values Implicit in the Word 'Empowerment': Historical Analysis and an Interview Study in a U.S. Organization," 6<sup>th</sup> International Conference on Work Values and Behavior. Istanbul, Turkey, 12-15 July 1998.

Zak, M. and Thomas, G.F. "Drawing on Our Strengths in Narrative Analysis: Using the Learning Organization as a Pedagogical Tool for Management Communication," The Association for Business Communication. San Antonio, TX, November 1998.

Thomas, G.F. "Strategic Issues for Executive Briefings: A Case Analysis," The Association for Business Communication, San Antonio, TX, November 1998.

Thomas, G.F. "Reshaping Organizational Values Through Stories: An Action Research Project." The Association for Business Communication. Washington DC, November 1997.

Thomas, G.F. and Zak, M. "Whose Brooms Sweep Whose Webs of Significance," The Association for Business Communication. Chicago, IL, November 1996.

Thomas, K., Hocevar, S. and Thomas, G.F. "Self-Managed Work Teams: A Field Study for the Public Sector," Western Academy of Management. Banff, Canada, March 1996.

Thomas, G.F. "Multiple Perspectives of Communicating Large-Scale Organizational Change," The Association for Business Communication. Orlando, FL, November 1995.

Thomas, G.F. "Experiential Learning Process: Integrating Skills in Coaching, Listening, Teaming, Feedback, and Speaking," The Association for Business Communication, Western Regional Meeting. Palm Springs, AZ, April 1995.

Thomas, G.F. "Communication Related to Diversity in the Workplace," organized, moderated and presented, panel discussion, The Association for Business Communication, November 1994.

Thomas, G.F. "Communicating Across Team Boundaries," The Association for Business Communication, November 1994.

Barrett, F. and Thomas, G.F. "The Negation of Femininity in a Hyper-Masculine Organization," paper presented at the Academy of Management Meeting, August 1994.

Thomas, G.F. "Qualitative Data Analysis," panel discussant, Western Association for Business Communication, April 1994.

Thomas, G.F. "The Construction of Femininity in a Hyper-Masculine Organization: The US Navy," The Association for Business Communication. Montreal, November 1993.

Thomas, G.F. "The Construction of Gender in the US Navy," Western Association for Business Communication. San Francisco, March 1993.

Thomas, G.F. "What We Know and Don't Know About Managers as Communicators in Work Groups," The Association for Business Communication. New Orleans, November 1992.

Thomas, G.F. "Empirical Evidence and Research about Managers as Communicators," Western Association for Business Communication. San Diego, April 1992.

Thomas, G.F. "Communicating Large Scale Organizational Change," The Association for Business Communication. Honolulu, November 1991.

Thomas, G.F. "Information Sources Used for Decision Making," The Academy of Management Meeting. San Francisco, August 1990.

Thomas, G.F. "Qualitative Research," at Public Sector Division preconference workshop at the Academy of Management Meeting. San Francisco, August 1990.

Thomas, G.F. "The Relationship between Managerial Communication and Organizational Politics." The Association for Business Communication. Las Vegas, November 1989.

Thomas, G.F. "A Model for Managerial Communication." The Association for Business Communication. Las Vegas, November 1989.

Thomas, G.F. and Pearson, J. "Strategic Planning and Performance in Small Electronic Firms," Strategic Management Society Conference, San Francisco, October 1989.

### ***Technical reports***

Thomas, G.F., Jansen, E., and Hocevar, S.P. *Field Validation of Collaborative Capacity Audit*. Acquisition Research Sponsored Report Series. September 30, 2007.

Crawford, A.M., Thomas, G.F., Mehay, S.L., and Bowman, W.R. *Successful Women in the US Navy Surface Warfare Community: Is the Navy Losing in the War for Talent?* NPS Technical Report. December 2006.

Thomas, G.F., Hocevar, S.P., and Jansen, E. *A Diagnostic Approach to Building Collaborative Capacity in an Interagency Context*. NPS Technical Report (NPS-PM-06-026). Naval Postgraduate School. Monterey, CA, 2006.

Hocevar, S.P., Jansen, E., and Thomas, G.F. *Building Collaborative Capacity for Homeland Security*. NPS Technical Report (NPS-GSBPP-04-008). Naval Postgraduate School. Monterey, CA 2004.

Crawford, A., Thomas, G.F., and Estrada, A.X. *Best Practices at Junior Reserve Officers Training Corp Units*, NPS-GSBPP-04-005, 2004.

Hocevar, S., Jansen, E., and Thomas, G.F. *Building Collaborative Capacity for Homeland Security*. NPS-GSBPP-04-008, 2004.

Nissen, M.E., Jones, C., Jansen, E., and Thomas, G.F. *Contextual Criticality of Knowledge-Flow Dynamics: The Tragedy of Friendly Fire*. NPS-GSBPP-03-002, September 2003.

Thomas, G.F., *Innovation in Organizations: A Discursive Perspective*, NPS Technical Report, December 15, 2002.

Smith, C., Roberts, N., Thomas, G.F., and Pawlowski, B. *An Assessment of Knowledge and Skill Requirements of Navy Shore-Based Installation Management*. NPS-SM-004, December 1996.

Hocevar, S.P., Barrett, F., and Thomas, G.F. *Organizational Assessment for Naval Air Warfare Center-Aircraft Division*, NPS Project Report, October 1994.

Hocevar, S.P., Thomas, G.F., Thomas, K.W., and Barrett, F. *Developing High Performing Self-Managed Teams at NAWC-ADI*, NPS Project Report, October 1994.

Thomas, K.W., Hocevar, S.P., Thomas, G.F., and Barrett, F. *Profile of an Effective Engineering Manager*, NPS Technical Report, December 1991.

### ***DOD Presentations***

Thomas, G.F. "A Strategic Communication Framework." CNE-C6F Navy Europe Strategic Communication Summit, February 6-8, 2007, Naples, Italy.

Hocevar, S. and Thomas, G.F. "Values in Action: Culture Survey and Action Planning." 1 ½ day workshop for Military Sealift Command Executive Team, MSC Headquarters, Washington DC, September 1996.

Hocevar, S., Thomas, G.F., and Wargo, L. “Defining Values for a Reinvented MSC.” 1 ½ day workshop for Military Sealift Command Executive Team, Andrulic Research Center, Alexandria, Virginia, February 1996.

Thomas, G.F. and Wargo, L. “Culture Study for Military Sealift Command: Qualitative Data Analysis of 4 MSC Installations.” Internal paper presented to MSC Executive Team, February 1996.

### ***Funded Projects (PI or Co-PI)***

1989-1991	<i>Communication Strategies Used for Implementing Organizational Change</i>
1992	<i>Study of Sexual Harassment in the US Navy</i>
1993	<i>Study of Self-Managed Teams and A Case Study of Organizational Change at NAWC-ADI</i>
1993-1994	<i>Study of Gender Issues in the US Navy</i>
2003-2004	<i>Building Collaborative Capacity for Homeland Security</i>
2004-2005	<i>Assessment for Building Collaborative Capacity</i>
2006	<i>A Diagnostic Approach to Building Collaborative Capacity in Interagency Context</i>
2007	<i>Field Validation of Collaborative Capacity as Applied to Inter-agency Work in Acquisition</i>
2008	<i>Strategic Communication for Navy Enterprise</i>
2008-2009	<i>Strategic Communication for International Managers</i>
2009	<i>Strategic Communication at SOUTHCOM</i>

### **Research Associate:**

- Naval Air Warfare Center, Indianapolis, *Assessment of Communication and Organizational Change*. 1992-1993.
- Bureau of Navy Medicine, Executive Management Education for Senior Medical Personnel. 1993.
- Military Sealift Command, Reinventing MSC—Developing a Change Strategy and Communicating Change. 1994-1995.
- Military Sealift Command, Reinventing MSC—Culture and Values Study, 1995-1996.
- Base Installation Management Needs Assessment, 1996-1997.
- *JROTC Comprehensive Review Project* sponsored by OSD, 2001-2004.
- *Retention of Women in Surface Warfare Officer Community*, 2006.

### ***External Professional and Service Activities***

#### ***DOD***

- 2<sup>nd</sup> Worldwide Symposium on Strategic Communication, Marshall Center, Washington DC. Collected and presented to Strategic Communication Directors’ meeting about status of Strategic Communication worldwide, September 2008.
- Advisor to Deputy Assistant Secretary of Defense (Joint Communication), 2006-present – Consult on Strategic Communication. Client for DOD SC Workshops.

- Core Member, DASD(JC) Strategic Communication Education Group, 2008.
- Advised, Strategic Communication, Combined Joint Force Team deploying to Horn of Africa, 2008.
- Academic Advisor, DOD Strategic Communication Directors' Group, Washington, DC.
- Presentation about DOD/USN Strategic Communication Education to Fortune 500 Executive Learning Officers; Louisville, Kentucky; 2008.
- Strategic Communication Directors' Symposium for DASD(JC). Led design of a one-day symposium for SC Directors in Washington DC. March 2007.
- Strategic Communication Worldwide Conference for DASD(JC). Designed survey and gathered data from participants at SC Worldwide Conference. Presented data and gave presentation with USC partners at SC Directors' meeting, July 2007.

#### *US Navy*

- Academic Advisor, Strategic Communication Integration Group – Coordinating body for Strategic Communication throughout US Navy, 2007.
- Academic Advisor, Navy Enterprise, 2007. Provided advice to CNO's Chief of Staff for Navy Enterprise.
- Advisor, NAVAIR, AIRSPEED change team, 2005-2006.
- Advisor, Joint Fleet Forces, Sonar Team, 2007.
- Advisor and presenter, 6<sup>th</sup> Fleet. Advised design of Navy Europe's Strategic Communication Summit which led to the Strategic Communication Process for CNE-6F, February 2007, Naples, Italy.
- Designed and led a Strategic Communication session at a semi-annual management conference for *VADM Conway, Command Naval Installation Command (CNIC)* in Washington DC. About 75 COs from US Navy installations attended the session. December 2007.

#### ***External Professional Activities***

- The Association for Business Communication
  - Guest Editor, *Journal of Business Communication*, Special Issue: Diversity in the Workplace; October 1996.
  - Board of Directors for Association for Business Communication, 1996-2007.
  - Associate Editor, *Journal of Business Communication*, 1994-1997; 2001-2005.
  - Chair, Association for Business Communication, Research Committee, 1997-2004; Co-chair, 2000-2001 & 2004-2005.
  - Revitalized and organized *ABC Research Forum 2003*.
  - ABC Executive Director Selection Committee, 2006.
  - Co-organized PhD colloquium for ABC European Convention.
  - Co-organized research methods workshop for annual meeting of the Association for Business Communication.
  - Editorial Board, *Journal of Business Communication*, 2005-present.

- Journal Reviewer
  - Journal of Business Communication*
  - Journal of Business and Technical Communication*
  - Journal of Change Management*
  - Academy of Management Review (ad hoc)*

**Teaching** (1989-present)

Naval Postgraduate School

- Management Communication (MBA)
- Strategic Communication (ELO Executive Education)
- Teams (BUMED Executive Education)
- Executive Communication (BUMED Executive Education)
- Management Communication (MS – Distance learning)
- High-performing Teams (MBA & EMBA)
- Leadership Development (Masters level)
- Qualitative Research Methods (Masters level)
- Interagency Collaboration (Masters)

**Awards**

- NPS Richard W. Hamming Excellence in Teaching Award, 2005.
- Association for Business Communication Outstanding Researcher Award, 2005. *This award honors a scholar who has made an outstanding contribution to the advancement of knowledge in the business communication discipline.*
- Association for Business Communication Distinguished Member Award, 2004. *This award identifies excellence in areas important to the teaching of communication as well as advancing the discipline.*
- US Navy Meritorious Civilian Service Medal, 1999.
- Special Act Awards: August 1999, July 1999, May 2000, August 2005, September 2008.

**Professional Certifications**

Certified PDI 360-degree coach.