

MICHELLE A. BARTON

Carey School of Business • Johns Hopkins University
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EDUCATION

University of Michigan, Ann Arbor, MI

Ph.D. in Business Administration (Management & Organizations), 2010

Pomona College, Claremont, CA

B.A. in Psychology, Magna Cum Laude, 1992

EMPLOYMENT

Carey School of Business, Johns Hopkins University

Associate Professor of Practice, 2020 -

Bentley University, Boston, MA

Visiting Associate Professor, Management, 2019 – 2020

Boston University, Questrom School of Business, Boston, MA

Assistant Professor, Organizational Behavior, 2010 – 2019

Harvard Business School Publishing, Boston, MA

Product Director, eLearning, 2001-2004

Producer/Project Manager, eLearning 1994-2000

Boston Consulting Group, Boston, MA

Associate, 1992-1994

RESEARCH INTERESTS

I study how groups manage dynamic and uncertain situations as they are unfolding. Specifically, I consider how coordination processes and relational dynamics impact sensemaking, learning and resilience. I also explore the role and limitations of expertise in these situations. Most recently, I've focused on team resilience and how groups work together to make sense of, mitigate and recover from adverse contexts and events.

PUBLICATIONS

Articles

Barton, M.A., Christianson, M., Myers, C.G., and Sutcliffe, K. (2020), Resilience in action: leading for resilience in response to COVID-19. *BMJ Leader*

Barton, M.A. & Kahn, W. (2019), Group resilience: The place and meaning of relational pauses. *Organization Studies*, 40 (9), 1409-1429.

Kahn, W., Barton, M., Fisher, C., Heaphy, E., Reid, E. & Rouse, E. (2018), The geography of strain: organizational resilience as a function of intergroup dynamics. *Academy of Management Review*, 43 (3), 1-21.

- Finalist for *Academy of Management Review* Best Paper of 2019.

Barton, M.A., Sutcliffe, K., Vogus, T., and DeWitt, T. (2015), Performing under uncertainty: Contextualized engagement in wildland firefighting. *Journal of Contingencies and Crisis Management*, 23 (2), 74-83.

Barton, M.A., & Bunderson, J.S. (2014). Assessing member expertise in groups: An expertise dependence perspective, *Organizational Psychology Review*, 4 (3), 228 – 257.

- Also in the Best Paper Proceedings of the International Academy of Management, 2009.

Kahn, W., Barton, M.A., & Fellows, S. (2013). Organizational Crises and the Disturbance of Relational Systems. *Academy of Management Review*.

- Leonard, D., Barton, G.B., & Barton, M.A. (2013). Make Yourself an Expert – How to pull knowledge from the people around you. *Harvard Business Review*, April.
- Selected for inclusion in *HBR Guide to Your Professional Growth* (2019)
- Barton, M.A. & Sutcliffe, K., (2010). Learning when to stop momentum, *MIT Sloan Management Review*, 51 (3), 69-76.
- Finalist for Outstanding Practitioner-Oriented Publication in OB, *Academy of Management*.
- Barton, M.A. & Sutcliffe, K., (2009). Overcoming dysfunctional momentum: Organizational safety as a social achievement. *Human Relations*. Vol. 62 (9), 1327-1356.
- Black, A.E., Sutcliffe, K., and Barton, M., (2009). After-action reviews – Who conducts them? *Fire Management Today*, 69(3), 15-17.
- Barton, M. & Sutcliffe, K., (2008). Mindfulness as an organizational capability: Evidence from wildland firefighting. *Revue für postheroisches Management*, Vol. 3, 24-35.
- Black, A., Sutcliffe, K, Barton, M., and Dether, D., (2008). Assessing high reliability practices in the wildland fire community, *Fire Management Today*, 68 (2), 45-48.
- Thompson, S., and Barton, M., (1994). Ecocentric and anthropocentric attitudes toward the environment. *Journal of Environmental Psychology*, 14(2), 149-157.

Book Chapters

- Caza, Barton, Christianson & Sutcliffe (forthcoming). Conceptualizing the who, what, when, where, why and how of resilience in organizations. In E. Powley, B. Caza, & A. Caza (Eds.), *Handbook of Organizational Resilience*: Edward Elgar Publishing.
- Leonard, D. & Barton, M. (2015) Deep Smarts as the Underpinnings of Dynamic Capabilities. In D. Teece & S. Leih (Eds.). In *The Oxford Handbook of Dynamic Capabilities*: Oxford University Press.
- Leonard, D. & Barton, M. (2013) Knowledge and the Management of Creativity and Innovation. In M. Dodgson, D. Gann and N. Phillips (Eds.). In *Handbook of Innovation Management*. Oxford University Press.
- Barton, M.A., (2011) Entering Wonderland: Connecting through Negative Capability. In A. Carlsen and J. Dutton (Eds.). In *Research Alive. Exploring Generative Moments in Doing Qualitative Research*, Copenhagen: Copenhagen Business School Press.
- Bunderson, J.S. & Barton, M.A. (2010). Status cues and expertise assessment in groups: How group members size one another up ... and why it matters. In J. Pearce (Ed.), *Status in Management and Organizations*. Cambridge University Press.
- Ashford, S.J. & Barton, M.A. (2007). Identity based issue-selling. In A. Bartel, S. Blader & A. Wrzesniewski (Eds.), *Identity and the modern organization*. Mahwah, NJ: Lawrence Erlbaum.

WORKS IN PROGRESS

- Barton, M.A. & Sutcliffe, K. "Dynamics of team resilience: Managing drift and communal coping in adventure racing" Empirical study. Revise and resubmit at *Administrative Science Quarterly*.
- Barton, M.A. & Williams, T. "Balancing efficiency and adaptability in entrepreneurial pivots: the role of sensemaking." Qualitative and quantitative study of high-tech entrepreneurs. Revising draft.
- Barton, M.A. "Productive Disruptions: Military handoffs as opportunities for mindful sensemaking." Empirical study of US Security Forces Advisory Team. Revising draft.

TEACHING

2019 - 2020 Human Behavior and Organizations (Undergraduate, Bentley University)

2010- 2019 Managing Individuals & Organizations (MBA, Questrom School of Business), *Course head 2012-2015. Average teaching ratings: 4.9/5.0*

2010- 2019 Managing Career Growth (MBA, Questrom School of Business), *Course head 2012-2015. Average teaching ratings: 4.9/5.0*

2012 –2016 Leadership Development (Exec. MBA, Questrom School of Business), *designed & taught*

2015 – 2016 Team Learning (Executive MBA, Questrom School of Business)

Winter 2007 Behavioral Theory of Management (Undergraduate core, Ross School of Business)

August 2010 Attended Harvard Business School Publishing Case Method Teaching Seminar

Winner of the Boston University School of Management Broderick Award for Outstanding Teaching, 2014

Graduate Student Supervision

Robert Diehl, Boston University School of Education, Counseling Psychology, Dissertation Committee, 2018

Lan Wang, Questrom School of Business, Second Year Paper Committee, 2015

Guy Sack, Questrom School of Business, Doctoral Independent Study, Second Year Paper Committee, 2015

Elana Feldman, Questrom School of Business, Second Year Paper Committee, 2012

COMPETITIVE AWARDS AND GRANTS

\$42K Human Resources Policy Institute Grant, research funding

Winner of the Boston University School of Management Broderick Award for Outstanding Teaching, 2014

Outstanding Reviewer Award, Managerial and Organizational Cognition Division, Academy of Management, 2012.

Rackham Predoctoral Fellowship, University of Michigan, 2009-2010 (12 month fellowship awarded to top doctoral candidates in the University)

Doctoral Research Grant, Ross School of Business, 2009

Kauffman Fellowship, Seminar in Entrepreneurship, Case Western Reserve, 2008

Clarence J. Hicks Memorial Fellowship, Ross School of Business (awarded to a doctoral student in Management and Organizations for academic achievement), 2008

Nominated for Ross School of Business Class of 2008 BBA Teaching Excellence Award (one of 4 nominations across all business school faculty), 2008

Robert D. and Janet E. Neary Scholarship, Ross School of Business (academic achievement), 2007 & 2008

James and Ruth Close Scholarship, Ross School of Business (academic achievement), 2006

Selected professional awards:

HR Executive Annual Top Training Products – *HBSP, Managing Difficult Conversations*, 2003

Training Media Review's Top 10 Best Online Products – *HBSP, Productive Business Dialogue*, 2003

International CINDY Awards – Gold, Training General: *HBSP, Managing Change*, 2003

International CINDY Awards – Gold: *HBSP, Coaching for Results* and *HBSP, Managing Virtual Teams*, 2000

International CINDY Awards – Gold: *HBSP, Coaching*, 1998

International CINDY Awards – Gold: *HBSP, Teams that Work*, 1997

REFEREED CONFERENCE PRESENTATIONS

- Barton, M.A. 2018. Invited discussant for paper session "Recovery, Resilience and Growth." National Academy of Management Meeting, Boston, MA.
- Barton, M.A., & Kahn, W. 2018, Group resilience: The place and meaning of relational pauses. National Academy of Management Meeting, Chicago, IL.
- Barton, M.A. & Sutcliffe, K.M., 2017, Resilience in Interaction. Presented as part of the symposium "Making the case for relational resilience" at the National Academy of Management Meeting, Atlanta, GA.
- Barton, M.A. & Sutcliffe, K.M., 2017, Contextualized engagement as resilience-in-action. European Group for Organizational Studies (EGOS) Colloquium, Copenhagen.
- Barton, M.A. & Fellows, S., 2013, Productive Disruptions: Military handoffs as opportunities for mindful sensemaking. National Academy of Management Meeting, Orlando, FL.
- Barton, M.A., 2012, Efficient realignment: Managing uncertainty and equivocality in the entrepreneurial process. National Academy of Management Meeting, Boston, MA.
- Barton, M.A., Vogus, T., and Sutcliffe, K., 2012, Enabling fluid awareness for resilient performance. Fourth International Symposium on Process Organization Studies. Kos, Greece.
- Barton, M.A., 2011, Shaping entrepreneurial opportunities. National Academy of Management Meeting, San Antonio, TX. Presented as part of the symposium "Transitions in understanding: Exploring how understanding evolves in dynamic contexts."
- Barton, M.A. & Bunderson, J.S., 2009. Assessing relative member expertise in groups: An expertise dependence perspective. National Academy of Management Meeting, Chicago, IL. *Best Paper Proceedings of the Academy of Management.*
- Barton M.A., 2009. The Emergence of entrepreneurial opportunities. National Academy of Management Meeting, Chicago, IL. Presented as part of a symposium on "Emergent Creativity and Innovation in Organizations." Co-organizer of symposium with Brent Rosso.
- Bunderson, J.S. & Barton, M.A., 2009. Status and expertise in groups. Society for Industrial and Organizational Psychology Conference, New Orleans, LA.
- Barton, M.A. & Christianson, M., 2008. Studying complex interdependent work: A methodological toolkit. PDW. National Academy of Management Meeting, Anaheim, CA.
- Barton, M.A. & Sutcliffe, K., 2008. Overcoming dysfunctional momentum. National Academy of Management Meeting, Anaheim, CA.
- Barton, M.A., 2007. Attributing task expertise in temporary teams. National Academy of Management Meeting, Philadelphia, PA.
- Barton, M.A., 2006. Resilient response: The role of collective knowledge. National Academy of Management Meeting, Atlanta, GA. Presented as part of a symposium on "Organizational Resilience: A Social Mechanisms Perspective."

INVITED PRESENTATIONS

- Johns Hopkins University, Patient Safety Conference, Keynote Speaker, 2019
- NASA, Johnson Space Center, Mission Control, August 2018
- Children's Hospital Association, Patient Safety Conference, August 2018
- Learning Innovations Laboratory (LILA), Harvard Graduate School of Education, 2018
- Boston Club Corporate Salute, 2017
- Learning Innovations Laboratory (LILA), Harvard Graduate School of Education, 2015

Harvard Business Publishing, Corporate Learning Partners Meeting, 2015
Davis Conference on Qualitative Research, March, 2014
United States Military Academy, West Point, Center for Advancement of Leader Development and Organizational Learning, March, 2013
Boston Medical Center, Surgery/Anesthesiology Grand Rounds, July, 2012
Senior Leader Conference, Army Northern Regional Medical Command, May, 2011
International High Reliability Organizing Workshop, New Orleans, January, 2010
Department of Homeland Security, Immigration and Customs Enforcement – Innovation Summit, 2007
The Future of eLearning. Boston, MA; Tec De Monterrey, Mexico, 2004

PROFESSIONAL SERVICE

External Professional Service

Editorial board *Human Relations* (2014 to present)
Ad hoc reviewer *Academy of Management Journal, Administrative Science Quarterly, Organization Science, Human Relations, Journal of Applied Behavioral Science, Journal of Contingencies and Crisis Management, Journal of Organizational Behavior, Organization Studies, Strategic Management Journal, Strategic Organizing*

Academy of Management service

Cognition-in-the-Rough Facilitator, Managerial & Organizational Cognition Division, 2017, 2018, 2019, 2020
Representative-at Large, Managerial & Organizational Cognition Division, 2012-2015
Top Reviewers Award, Managerial & Organizational Cognition Division, 2012, 2017
Reviewer for OB Division and MOC Division

Questrom School of Business Professional Service

Seminar Series Committee, Organizational Behavior Department, 2016-2017
Course Head, Managing Individuals and Organizations, PEMBA Program, 2012 -2015
Course Head, Managing Career Growth, PEMBA Program, 2012 -2015
Senior Faculty Recruiting Committee, Organizational Behavior Department, 2011-2012, 2014
Junior Faculty Recruiting Committee, Organizational Behavior Department, 2011 – 2012; 2012 – 2013
PhD Admissions Committee, Organizational Behavior Department, 2010-2011, 2011- 2012

University of Michigan Professional Service

Faculty Recruiting Committee, Management & Organizations Department, 2007, 2008
PhD Admissions Committee, Management & Organizations Department, 2005
PhD Mentoring Committee and Mentor, Management & Organizations Department, 2005-2007

Selected Executive Workshops

Chicago Police Department, Executive Leadership Program, Leading in a Volatile Environment, 2019
Boston Police Department, Executive Leadership Program, Leading with Self-Awareness, 2018
Seminarium International: Persuasion and Influence Workshop, Miami, Florida, 2016, 2017
LBG Knowledge Sharing Solutions: facilitated Knowledge Transfer Workshops, Train-the-trainer and Trainer Certification Workshops (multiple global clients), 2014 to present.