

MICHELLE A. BARTON

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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 Business School, Johns Hopkins University

Associate Professor of Practice, 2020 - present

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., and Sutcliffe, K.M. (2023) "Enacting Resilience: Adventure racing as a microcosm of resilience organizing," *Journal of Contingencies and Crisis Management*.
- Sutcliffe, K.M., Mayo, A.T., Myers, C.G., Barton, M.A., and Szanton, S.L. (2022) "Comment on Kunzler et al. (2022) 'Interventions to foster resilience in nursing staff: a systematic review and meta-analyses of pre-pandemic evidence'," *International Journal of Nursing Studies*, Vol. 135 (Nov).
- Barton, Kahn, Maitlis & Sutcliffe, (2022) "Stop Framing Wellness Programs around Self-Care," *Harvard Business Review*, April (Headline article on [HBR.org](https://hbr.org) homepage)
- Christianson, M., and Barton, M.A. (2021) Sensemaking in the Time of COVID-19. *Journal of Management Studies*.
- 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* (authors contributed equally and are listed in alphabetic order)
- 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.

- Reprinted 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 (2020). 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.

TEACHING

Johns Hopkins Carey Business School

Full-time MBA program

Behavioral Science: Leading Change, 2022- 2023

Part-time MBA program – Academic Program Director 2023-present

Leadership and Organizational Behavior (course lead), 2021- present

Foundations of Innovative Leadership (course lead), 2023 - present

Power & Politics, 2020 – 2022

Leadership in Organizations, 2021

Negotiation, 2020

Executive Education

Foundations of Leadership and Management: Navigating Organizational Culture, 2022- present

Academy for Health Care Leadership & Management: Power & Influence, 2021- 2023

Academy for Health Care Leadership & Management: Leading in Times of Uncertainty, 2021- 2023

Strategic Healthcare Leadership Program (asynchronous modules):

- *Power and influence*
- *Creating a culture of resilience*
- *High reliability organizing and leading in uncertain times*

Bentley University

Human Behavior and Organizations (Undergraduate), 2019 - 2020

Questrom School of Business, Boston University

Part-time MBA program

Managing Individuals & Organizations (Course head), 2012-2015.

Managing Career Growth (Course head), 2012-2015.

Executive MBA program

Leadership Development, 2012-2016

Team Learning, 2015-2016

Ross School of Business, University of Michigan

Behavioral Theory of Management (Undergraduate), 2007

Custom Executive Education, Workshops & Seminars

Police Executive Research Forum: Senior Management Institute for Police, 2020 - present

Building for What's NEXT, Career Development Workshop for FTMBA students, Nov 2022

Four Seasons, Lead with Care 2.0 Strategic Workshop, March 2022

King Faisal Specialist Hospital, March 2022

Kingdom of Saudi Arabia Healthcare System, April, May 2021

Chicago Police Department, Executive Leadership Program, Leading in a Volatile Environment, 2019

Boston Police Department, Executive Leadership Program, Leading with Self-Awareness, 2018, 2019

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 - present.

Course Development

Foundations of Innovative Leadership (4-day intensive residency program, Part-time MBA, JHU)

Behavioral Science: Leading Change (Full-time MBA, JHU)

Leadership and Organizational Behavior, (Asynchronous, online core course, Part-time MBA, JHU)

Leadership Development (Part-time EMBA, Boston University)

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

Academy of Management Discoveries – Best Reviewer Award, 2023

\$42K Human Resources Policy Institute Grant, research funding, 2016

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

REFEREED CONFERENCE PRESENTATIONS & ACTIVITIES

Presentations

- Barton, M.A., 2023 Presenter in Panel Symposium on “Situation, Motivations, Cognition: Reconsidering the Fundamentals of Sensemaking.” Accepted for the National Academy of Management Meeting, Boston.
- Barton, M.A., 2023 “Ethnography in extreme contexts.” Facilitator in a Professional Development Workshop on Ethnography. Accepted for the National Academy of Management Meeting, Boston.
- Barton, M.A. 2021 Resilience during Threat Uncertainty: The Unique Potential within Groups. Presented as part of Panel Symposium on “Understanding the workplace consequences of uncertainty through the lens of COVID-19.” National Academy of Management Meeting, online.
- 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.”

Conference activities

Positive Organizational Scholarship Research Conference, Track Leader for Resilience Research Track. June, 2022.

International Symposium on Process Organization Studies, Co-convenor with Hari Tsoukas, Ann Langley, Paula Jarzabkowski and Miguel Pina e Cunha. Greece, June 2024.

INVITED PRESENTATIONS, LECTURES, PANELS & PODCASTS

National Institute of Justice, Topical Engagement session: Applying High Reliability Organization Theory to Forensic Laboratories, January 2024

Health Resources and Services Administration, Crisis Prevention and Response in High Reliability Organizations, September 2023

The Unburdened Leader Podcast, Wellbeing and Resilience in the Workplace, Nov 2022

American Academy of Hospice and Palliative Medicine, Ascend Leadership Forum, Leading Teams for Resilience, October 2022

Nurau Podcast, Mental Health in the Workplace, Aug 2022

Johns Hopkins Otolaryngology Grand Rounds, David W. Eisele, MD Lecture, May 2022

Johns Hopkins University, Cross-School Leadership and Management in Healthcare Seminar Series (Response Panelist), February 2022

Evoke KYNE, "The work of resilience," June 2021

Johns Hopkins University, Patient Safety Conference, Keynote Speaker, 2019

Learning Innovations Laboratory (LILA), Harvard Graduate School of Education, 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 Discoveries, Academy of Management Journal, Academy of Management Review, Administrative Science Quarterly, Health Care Management Review, Journal of Applied Behavioral Science, Journal of Contingencies and Crisis Management, Journal of Management Studies, Journal of Organizational Behavior, Organization Science, Organization Studies, Strategic Management Journal, Strategic Organization.*

Academy of Management service

Cognition-in-the-Rough Facilitator, Managerial & Organizational Cognition Division, 2017- present
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

Johns Hopkins Carey Business School Professional Service

Academic Program Director for FlexMBA Program, 2023 – present
Core Faculty, Center for Innovative Leadership, 2021- present
Teaching and Learning Faculty Advisory Committee, 2021- present
Faculty Online Teaching Mentor, 2022, 2023
Curriculum Subcommittee for Management and Entrepreneurship, 2021 – present
Faculty Search Committee, Practice Track, Management, 2021
Faculty Search Committee, Tenure Track, Management, 2021

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