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**EDUCATION**

PhD 1991, Organization Theory and Behavior, University of Texas, Austin, Texas  
MN 1981, Community Health Systems, University of Washington, Seattle, Washington  
BS 1978, Nursing Science, University of Alaska, Anchorage, Alaska  
AB 1971, Education, University of Michigan, Ann Arbor, Michigan

**ACADEMIC APPOINTMENTS**

- Johns Hopkins University, Carey Business School, School of Medicine, School of Nursing, Bloomberg School of Public Health
  - Bloomberg Distinguished Professor, 6/2014-present
  - Faculty Fellow Armstrong Institute, 2014-present
- Ross School of Business, University of Michigan
  - Gilbert and Ruth Whitaker Professor Emerita of Business Administration, 6/2014-present
  - Professor Emerita of Management and Organizations, 6/2014-present
  - Gilbert and Ruth Whitaker Professor of Business Administration, 9/2006 – 6/2014
  - Associate Dean for Faculty Development and Research, 7/2006 – 6/2010
  - Professor of Management and Organizations, 9/2005 – 6/2014
  - Associate Professor of Organizational Behavior and Human Resource Management, 9/2001 – 8/2005
  - Assistant Professor of Organizational Behavior and Human Resource Management, 9/1994 – 8/2001
  - NBD Bancorp Assistant Professorship, 1996 - 1997
  - Faculty Fellow Tauber Manufacturing Institute, 1996 - 1998
- University of Minnesota Carlson School of Management
  - Assistant Professor of Organizational Behavior, 9/1991-8/1994

**PUBLICATIONS**

***Books***

Committee on Emerging Trends in Aviation Safety (National Academies of Science, Engineering and Medicine TRB). 2022. **Emerging Hazards in Commercial Aviation: Initial Assessment of Safety Data and Analysis Process**. Washington, DC: The National Academies Press.

Wears, R. & Sutcliffe, K.M. 2020. **Still Not Safe: Patient Safety and the Middle Managing of American Medicine**. New York: Oxford University Press.

Hoff, T.J., Sutcliffe, K.M., & Young, G. 2016. **The Healthcare Professional Workforce: Understanding Human Capital in a Changing Industry**. New York: Oxford University Press.

Weick, K.E. & Sutcliffe, K.M. 2015. **Managing the Unexpected: Sustainable Performance in a Complex World**, Third Edition. San Francisco: Jossey-Bass.

Committee on the Department of Homeland Security Workforce Resilience (National Academies of Science, Engineering, and Medicine). 2013. **A Ready and Resilient Workforce for the Department of Homeland Security: Protecting America's Front Line**. Washington, DC: The National Academies Press.

Weick, K.E., & Sutcliffe, K.M. 2007. **Managing the Unexpected: Resilient Performance in an Age of Uncertainty**. San Francisco: Jossey-Bass.

Rosenthal, M.M., & Sutcliffe, K.M. 2002. **Medical Error: What Do We Know? What Do We Do?** San Francisco: Jossey-Bass.

Weick, K.E., & Sutcliffe, K.M. 2001. **Managing the Unexpected: Assuring High Performance in an Age of Complexity**. University of Michigan Pressing Problem Series. San Francisco: Jossey-Bass.

### ***Journals, Annuals, Monographs***

Sutcliffe, K.M. 2023. Building cultures of high reliability: Lessons from the High Reliability Organization paradigm. **Anesthesiology Clinics**,41:707-717.<https://doi.org/10.1016/j.anclin.2023.03.012>.

French, J. & Sutcliffe, K.M. 2023. How organizational culture can improve the safety of anaesthesia care. **Australasian Anaesthesia** 2023 (aka "The Blue Book"). DOI:org/10.60115/11055/1188.

Young, R.A., Gurses, A.P., Fulda, K.G., Espinoza, A., Daniel, K.M., Hendrix, Z.N., Sutcliffe, K.M., & Xiao, Y. 2023. Primary care teams' reported actions to improve medication safety: a qualitative study with insights in high reliability organizing. **BMJ Open Quality**, 12: e002350. DOI:101136/bmjjoq-2023-002350.

Barton, M. & Sutcliffe, K.M. 2023. Enacting resilience: Adventure racing as microcosm of resilience organizing. **Journal of Contingencies and Crisis Management**, Sep 2023, Vol. 31 Issue 3, p560-574. 15p. DOI: 10.1111/1468-5973.12459.

Sutcliffe, K.M., Mayo, A.T., Myers, C.G., Barton, M., & Szanton, S. 2023. 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**, 138, 104393. DOI: 10.1016/j.ijnurstu.2022.104393-0020-7489.

Myers, C.G., & Sutcliffe, K.M. 2022. High reliability organising in healthcare: still a long way left to go. **BMJ Quality & Safety**, 31: 845-849. DOI: 10.1136/bmjqs-2021-01414.

Balaguru, L., Dun, C., MHS<sup>1</sup>, Meyer, A., Hennayake, S., Walsh, C., Kung, C., Cary, B., Migliarese, F., Dai, T., Bai, G., Sutcliffe, K., Makary, M. 2022. NIH Funding of COVID-19 Research in 2020. **BMJ Open**, 12:e059041. DOI:10.1136/bmjopen-2021-059041.

Barton, M., Kahn, B., Maitlis, S., & Sutcliffe, K.M. 2022. Stop framing wellness programs around self-care. **Harvard Business Review** (online edition), April 4.

French, J., & Sutcliffe, K.M. 2022. Patient safety: What's culture got to do with it? **The Medical Journal of Australia-Insight**, 7, 28 February.

Yousef, E.A., Sutcliffe, K.M., McDonald, K.M., Newman-Toker, D.E. 2022. Crossing academic boundaries for diagnostic safety: 10 complex challenges and potential solutions from clinical perspectives and high-reliability organizing principles. **Human Factors**, 64(1), 6-20. DOI:10.1177/0018720821996187.

Gunia, B.C., Adler, A.B., Bliese, P.D., & Sutcliffe, K.M. 2021. How are you sleeping? Leadership support, sleep health, and work relevant outcomes. **Occupational Health Science**, 5, 563–580. DOI.org/10.1007/s41542-021-00100-w.

Myers, C., Mayo, A.T., Kachalia, A., Polsky, D., & Sutcliffe, K.M. 2021. Covid-19 has made it clear why all physicians need to know about the business of healthcare. **Journal of Patient Safety and Risk Management**, 26(2), 51-55. DOI: 10.1177/2516043521990255.

Mayo, A.T., Myers, C.G., & Sutcliffe, K.M. 2021. Organizational science and health care. **Academy of Management Annals**, 15(2), 537-576.

Tsoukas, H., Patriotta, G., Sutcliffe, K.M., & Maitlis, S. 2020. Introduction to the Special Issue ‘On the way to Ithaca: Commemorating the 50th Anniversary of the Publication of Karl E. Weick’s *The Social Psychology of Organizing*.’ **Journal of Management Studies**, 57(7), 1315-1330.

Helzer, E.G., Myers, C.G., Fahim, C., Sutcliffe, K.M., & Abernathy, J.H. 2020. Gender bias in collaborative medical decision making: Emergent evidence. **Academic Medicine**, 95(10), 1524-1529.

Barton, M., Christianson, M., Myers, C., & Sutcliffe, K. 2020. Resilience in action: Leading for resilience in response to Covid-19. **BMJ Leader**, Published Online First: 27 May 2020. doi: 10.1136/leader-2020-000260

Myers, C., Sutcliffe, K.M., & Ferrari, B. 2019. Treating the “Not-Invented-Here Syndrome” in medical leadership: Learning from the insights of outside disciplines. **Academic Medicine**, 94(10), 1416-1418.

Dixon-Woods, M., Campbell, A., Martin, G., Willars, J., Tarrant, C., Aveling, E.L., Sutcliffe K., Clements, J., Carlstrom, M., Pronovost, P. 2019. Improving employee voice about transgressive or disruptive behavior: A case study. **Academic Medicine**, 94(4), 579-585. DOI:10.1097/ACM.0000000000002447.

Myers, C.G., Sutcliffe, K.M. 2018. How discrimination against female doctors hurts patients. **Harvard Business Review** (online edition), August 30.

Mathews, S.C., Sutcliffe, K.M., Garrett, M.R., Pronovost, P.J., & Paine, L.A. 2018. A framework for operationalizing risk. **Journal of Healthcare Risk Management**, 38(1),38-46. DOI: 10.1002/jhrm.21317 (2018 journal “Author Excellence” Award).

Day, R., Demski, R., Pronovost, P., Sutcliffe, K., Kasda, E., Maragakis, L., Paine, L., Sawyer, M., Winner, L. 2018. Operating management system for high reliability: Leadership, accountability, learning and innovation in healthcare. **Journal of Patient Safety and Risk Management**, 23(4), 155-166. DOI:10.1177/2516043518790720.

Paine, L.A., Holzmueller, C.G., Elliott, R., Kasda, E., Pronovost, P.J., Weaver, S.J., Sutcliffe, K.M., Mathews, S. 2018. Latent risk assessment tool for health care leaders. **Journal of Healthcare Risk Management**, 38(2), 36-46. DOI: 10.1002/jhrm.21316.

Pronovost, P.J., Mathews, S.C., Marsteller, J.A., & Sutcliffe, K.M. 2018. Integrating traditional biomedical and high reliability organisation approaches: Solving puzzles and problems. **BMJ Leader**, 1(4) 64-65.

Williams, T.A., Gruber, D.A., Sutcliffe, K.M., Shepherd, D.A., & Zhao, E.Y. 2017. Organizational response to adversity: Fusing crisis management and resilience research streams. **Academy of Management Annals**, Vol 11 (2), 733-769.

Vogus, T.J., Sutcliffe, K.M. 2017. Commentary on 'Mindfulness in Action.' **Academy of Management Discoveries**, 3, 324-326.

Pronovost, P.J., Berry, S. A., Sutcliffe, K.M. 2017. Finding Balance: Standardizing Practice is Corseting Physician Judgement. **American Journal of Medical Quality**, April 27, 1-3.

Pronovost, P.J., Sutcliffe, K.M., Basu, L., Dixon-Woods, M. 2017. Change the story, change the results. **Bulletin of the World Health Organization**, 95, 478-480.

Aguinis, H., Davis, J., Detert, J.D., Glynn, M., Jackson, S.E., Kochan, T., Kossek, E.E., Leana, C., Lee, T.W., Morrison, E., Pearce, J., Pfeffer, J., Rousseau, D., Sutcliffe, K.M. 2017. Using organizational science research to address U.S. Federal Agencies' management and labor needs. **Behavioral Science and Policy**, Vol 2 (2), 67-78.

Frimpong, J.A., Myers, C.G., Sutcliffe, K.M., Lu-Myers, Y. 2017. When healthcare providers look at problems from multiple perspectives, patients benefit. **Harvard Business Review** (online edition), June 23.

Sutcliffe, K.M., Paine, L., Pronovost, P.J. 2017. Re-examining high reliability: Actively organizing for safety. **BMJ Quality and Safety**, 26, 248-251.

Ghaferi, A.A., Myers, C.G., Sutcliffe, K.M., & Pronovost, P.J. 2016. The next wave of hospital innovation to make patients safer. **Harvard Business Review** (online edition), August 8.

Sutcliffe, K.M., Vogus, T.J., Dane, E. 2016. Mindfulness in organizations: A cross-level review. **Annual Review of Organizational Psychology and Organizational Behavior**, 3, 55-81.

Barton, M., Sutcliffe, K.M., Vogus, T.J., & Dewitt, T. 2015. Performing under uncertainty: Contextualized engagement in wildland firefighting. **Journal of Contingencies and Crisis Management**. 23(2), 74-89. DOI 10.1111/1468-5973.12076

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Friese, C.R., Mendelsohn-Victor, K., Wen, B., Sun, D., Sutcliffe, K.M., Yang, J.J., Ronis, D.L., McCullagh, M.C. 2015. DEFENS - Drug exposure feedback and education for nurses' safety: Study protocol for a randomized controlled trial. **Trials**. 16 (171), 1-10. DOI 10.1186/s13063-015-0674-5

Friese, C.R., McCullagh, M.C., Sutcliffe, K.M. 2015. Handle with care: The known and unknown risks to nurses who handle hazardous drugs. **American Nurse Today**, 10(1), 41-42.

- Vogus, T.J., Rothman, N.B., Sutcliffe, K.M., & Weick, K.E. 2014. The affective foundations of high-reliability organizing. **Journal of Organizational Behavior**, 35(4): 592-596.
- Sutcliffe, K.M. Sensemaking. 2013. In D. Teece & M. Augier (Eds.), **Palgrave Encyclopedia of Strategic Management**. London: Palgrave Macmillan: 1-4.
- Goldenhar, L.M., Brady, P.W., Sutcliffe, K.M., and Muething, S.E. 2013. Huddling for high reliability and situation awareness. **BMJ Quality and Safety**, 22, 899-906.
- Niedner, M.F., Muething, S., & Sutcliffe, K.M. 2013. The high-reliability pediatric intensive care unit. **Pediatric Clinics of North America**, 60, 563-580.
- Sutcliffe, K.M. 2013. Organizational culture. In E.H. Kessler (Ed), **Encyclopedia of Management Theory**, 530-535. Los Angeles: Sage.
- Sonenshein, S., Dutton, J.E., Grant, A., Spreitzer, G., & Sutcliffe, K.M. 2013. Growing at work: Employees' interpretations of progressive self-change in organizations. **Organization Science**, 24(2), 552-570.
- Vogus, T., & Sutcliffe, K.M. 2012. Organizational mindfulness and mindful organizing: A reconciliation and path forward. **Academy of Management Learning and Education**, 11(4), 722-735.
- Christianson, M.K., Sutcliffe, K.M., Miller, M.A., & Iwashyna, T.J. 2012. Becoming a high reliability organization. **Critical Care**, 15(6), 314-323.
- Shannon F.L., Fazzalari F.L., Theurer P.F., Bell G.F., Sutcliffe K.M., & Prager R.L. 2012. A method to evaluate cardiac surgery mortality: Phase of care mortality analysis. **Annals of Thoracic Surgery**, 93(1), 36-43.
- Goodman, P.S., Ramanujam, R., Carroll, J.S., Edmondson, A.C., Hofmann, D.A, Sutcliffe, K.M. 2011. Organizational errors: Directions for future research. **Research in Organizational Behavior**, 31, 151-176.
- Sutcliffe, K.M. 2011. High reliability organizations (HROs). **Best Practice & Research Clinical Anaesthesiology**, 25(2), 133-144.
- Shepherd, D.A. & Sutcliffe, K.M. 2011. Inductive top down theorizing: A source of new theories of organization. **Academy of Management Review**, 36(2), 361-381.
- Vogus, T.J., Sutcliffe, K.M., & Weick, K.E. 2010. Doing no harm: Enabling, enacting, and elaborating a culture of safety in health care. **Academy of Management Perspectives**, 24(4), 60-78.
- Barton, M. & Sutcliffe, K.M. 2010. Learning when to stop momentum. **Sloan Management Review**, 52(3), 69-77. [Runner up for the AOM Best Practice Paper of the year]
- Christianson, M., Farkas, M., Sutcliffe, K.M., & Weick, K.E. 2009. Learning through rare events: Significant interruptions at the Baltimore and Ohio Railroad museum. **Organization Science**, 20(5), 846-860.
- Barton, M. & Sutcliffe, K.M. 2009. Overcoming dysfunctional momentum. **Human Relations**, 62(9), 1327-1356.

Black, A.E., Sutcliffe, K.M., Barton, M.A. 2009. After-action reviews—Who conducts them? **Fire Management Today**, 69(3), 15-16.

Black, A.E., Sutcliffe, K.M., Barton, M.A., Dether, D. 2008. Assessing high reliability practices in the wildland fire community. **Fire Management Today**, 68(2), 45-48.

Vogus, T.J., & Sutcliffe, K.M. 2007. The impact of safety organizing, trusted leadership, and care pathways on reported medication errors in hospital nursing units. **Medical Care**, 41(10), 992-1002.

Reprinted in *Journal of Nursing Administration*, 41(7/8): S25-S30. Special Issue on “Positive Practice Environments: State of the Science: A Commitment to Optimal Practice Environments.”

Dimov, D.P., Shepherd, D.A., & Sutcliffe, K.M. 2007. Requisite expertise, firm reputation and status in venture capital investment allocation decisions. **Journal of Business Venturing**, 22, 481-502.

Vogus, T.J., & Sutcliffe K.M. 2007. The safety organizing scale: Development and validation of a behavioral measure of safety culture in hospital nursing units. **Medical Care**, 41(1), 45-54.

Blatt, R., Christianson, M., Sutcliffe, K & Rosenthal, M. 2006. A sensemaking lens on reliability. **Journal of Organizational Behavior**, 27, 897-917.

Weick, K.E., Sutcliffe, K.M. Mindfulness and the quality of attention. 2006. **Organization Science**, 17(4), 514-525.

Anderson, P., Blatt, R., Christianson, M., Grant, A., Marquis, C., Neuman, E., Sonenshein, S., & Sutcliffe, K. 2006. Understanding mechanisms in organizational research: Reflections from a collective journey. **Journal of Management Inquiry**, 15(2), 102-114.

Wheatley, K.K., Bhattacharya, M., Doty, D.H., & Sutcliffe, K.M. 2006. “Perceptual” and “objective” measures of the environment: Different measures, different constructs, or divergence? **Journal of Business Research**, 59(2), 268-277.

Engel, K., Rosenthal, M.M., Sutcliffe, K.M. 2006. Residents’ responses to medical error: Coping, learning, and change. **Academic Medicine**, 81(1), 86-93.

Hoff, T., & Sutcliffe, K.M. 2006. Studying patient safety in healthcare organizations: Accentuate the qualitative. **Joint Commission Journal on Quality and Patient Safety**, 32, 5-15.

Sutcliffe, K. Information handling difficulties in complex systems. (2005). **International Public Management Journal**, 8(3), 417-424.

Weick, K.E., Sutcliffe, K.M., & Obstfeld, D. 2005. Organizing and the process of sensemaking. **Organization Science**, 16(4), 409-421.

Reprinted in 2014 in M. Shamiyeh, **Driving Desired Futures: Turning Design Thinking into Real Innovation**. Basel, Birkhauser Verlag GmbH.

Reprinted in 2010 in P. C. Nutt & D. C. Wilson, **Handbook of Decision Making**. San Francisco, Wiley.

Reprinted in 2009 in K.E. Weick, **Making Sense of the Organization**. Oxford: Blackwell.

Spreitzer, G., Sutcliffe, K., Dutton, J., Sonenshein, S., & Grant, A. 2005. A socially embedded model of thriving at work. **Organization Science**, 16(5), 537-550.

Eisenberg, E., Murphy, A., Sutcliffe, K., Wears, R., Schenkel, S., Perry, S., & Vanderhoef, M. 2005. Communication in Emergency Medicine: Implications for Patient Safety. **Communication Monographs**, 72(4), 390-413.

Rosenthal, M.M., Cornett, P., & Sutcliffe, K.M. 2005. Beyond the medical record: Other modes of error acknowledgement. **Journal of General Internal Medicine**, 20(5): 404-410.

Wears, R., Perry, S., Sutcliffe, K.M. 2005. The medicalization of patient safety. **Journal of Patient Safety**, 1(1): 4-6.

Sutcliffe, K.M., Lewton, E., & Rosenthal, M.M. 2004. Communication failures: An insidious contributor to medical mistakes. **Academic Medicine**, 79: 186-195.

Sutcliffe, K.M. 2004. Defining and classifying medical error: Lessons for learning. **Quality and Safety in Health Care**, 13: 8-9.

Sutcliffe, K.M., Brown, A.D., Putnam, L.L. 2004. Making sense of organizing: A special issue in honor of Karl Weick. **Organization Studies**, 25(5), 870-873.

Schenkel, S.M., Khare, R., Sutcliffe, K.M., & Rosenthal, M.M. 2003. Resident perceptions of medical errors in the Emergency Department. **Academic Emergency Medicine**, 10: 1318-1324.

Bunderson, J.S., & Sutcliffe, K.M. 2003. Management team learning orientation and business unit performance. **Journal of Applied Psychology**, 88(3): 552-560.

Sutcliffe, K.M., & Weber, K. 2003. The high cost of accurate knowledge. **Harvard Business Review**, May: 74-87.

Weick, K.E., & Sutcliffe, K.M. 2003. Hospitals as cultures of entrapment. **California Management Review**, 45(2): 73-84 [Nominated by the CMR editorial board as one of three best papers of 2003.]

Reprinted in 2009 in K.E. Weick, **Making Sense of the Organization**. Oxford: Blackwell.

Bunderson, J.S., & Sutcliffe, K.M. 2003. When to put the brakes on learning. **Harvard Business Review**, February: 20-21.

Bunderson, J.S., & Sutcliffe, K.M. 2002. Comparing alternative conceptualizations of functional diversity in management teams: Process and performance effects. **Academy of Management Journal**, 45(5): 875-893.

Vince, R., Sutcliffe, K.M., & Olivera, F. 2002. Organizational learning and knowledge management: New directions. **British Journal of Management**, 13: S1-S6.

Bunderson, J.S., & Sutcliffe, K.M. 2002. Why some teams emphasize learning more than others: Evidence from business unit management teams. In M. Neal, E. Mannix, & H. Sondak (Eds.), **Research on Managing Groups and Teams**, 4: 49-84. NY: Elsevier Science Ltd.

Sutcliffe, K.M., & McNamara, G. 2001. Controlling decision making practice in organizations. **Organization Science**, 12(4): 484-501.

Dillard, C., Browning, L.D., Sitkin, S.B., & Sutcliffe, K.M. 2000. Impression management and the use of procedures at the Ritz-Carlton: Moral standards and dramaturgical discipline. **Communication Studies**, 51(4): 404-414.

Vincent, C., Simon, R., Sutcliffe, K.M., Adams, J.G., Biros, M.H., & Wears, R.L. 2000. Errors in emergency medicine. **Academic Emergency Medicine**, 7: 1180-1184.

Weick, K.E., Sutcliffe, K.M., & Obstfeld, D. 1999. Organizing for high reliability: Processes of collective mindfulness. In R. Sutton & B. Staw (Eds.), **Research in Organizational Behavior**, 81- 124. Greenwich, CT: JAI.

Reprinted in 2008 in A. Boin, **Crisis Management**: Sage.

Sutcliffe, K.M. & G. Huber. 1998. Firm and industry as determinants of executive perceptions of the environment. **Strategic Management Journal**, 19(8): 793-807.

Sutcliffe, K.M. & A. Zaheer. 1998. Uncertainty in the transaction environment: An empirical test. **Strategic Management Journal**, 19(1): 1-23. [Paper received ANBAR Electronic Intelligence's Citation of Excellence – Highest Quality Rating.]

Sutcliffe, K.M. 1994. What executives notice: Accurate perceptions in top management teams. **Academy of Management Journal**, 37(5): 1360-1378.

Sitkin, S.B., Sutcliffe, K.M., & Schroeder, R.G. 1994. Distinguishing control from learning in total quality management: A contingency perspective. **Academy of Management Review**, 18(3): 537-564.

Marcus, A., Sutcliffe, K.M., & McEvily, S. 1994. Prolonged gestation: Energy efficiency and renewable energy businesses. **Business Strategy and the Environment**, 3(2), Summer: 68-81.

Sitkin, S.B., Sutcliffe, K.M., & Reed, G.L. 1993. Prescriptions for justice: Using social accounts to legitimate the exercise of professional control. **Social Justice Research**, 6(1): 87-111.

Sitkin, S.B., Sutcliffe, K.M., & Barrios-Choplin, J.R. 1992. A dual-capacity model of communication media choice in organizations. **Human Communication Research**, 18(4): 563-598.

Sitkin, S.B. & Sutcliffe, K.M. 1991. Dispensing legitimacy: Professional, organizational, and legal influences on pharmacist behavior. **Research in the Sociology of Organizations**, 8: 269-295.

Glick, W.H., Huber, G.P., Miller, C.C., Doty, D.H., & Sutcliffe, K.M. 1990. Studying changes in organization design and effectiveness: Retrospective event histories and periodic assessments. **Organization Science**, 1(3): 293-312.

Reprinted in 1995 in G.P. Huber and A. H. Van de Ven (Eds.), **Longitudinal Field Research Methods: Studying Processes of Organizational Change** (pp. 126-155). Thousand Oaks, CA: Sage, 1995.

Reprinted in 1993 in G. P. Huber and W. H. Glick (Eds.), **Organizational Change and Redesign: Ideas and Insights for Improving Performance**. Oxford: Oxford University Press.

### ***Scholarly Chapters and Other Publications***



- Waller, M., Salvador, R., & Sutcliffe, K.M. 2024. Adaptation to discontinuous nonroutine events: Dual threats and mediator of fear. In Grote, G. and M. A. Griffin (eds), **Oxford Handbook of Uncertainty Management in Work Organizations**, doi.org/10.1093/oxfordhb/9780197501061.013.21.
- Myers, C., Mandel, K., & Sutcliffe, K.M. 2023. Correspondence: Safety in healthcare in the inpatient setting. **New England Journal of Medicine**, 388(16)-April 20, 1535-36.
- Sutcliffe, K.M. 2021. From resistance to resilience. In M.S. Poole and A.H. Van de Ven (Eds), **Oxford Handbook of Organizational Change and Innovation**, 2<sup>nd</sup> Edition, Ch. 32, 839-847.
- Caza, B., Barton, M., Christianson, M., & Sutcliffe, K. 2021. Conceptualizing the who, what, when, where, why, and how of resilience in organizations. In Powley, N., Caza, B., & Caza, A. (Eds), **Handbook of Organizational Resilience**. Cheltenham, UK: Edward Elgar Press, 338-358.
- Sutcliffe, K.M. 2019. Managing for the future: A commentary on crisis management research. In R. Gephart, C. Miller, & K. Helgesson (Eds.), **The Routledge Companion to Risk, Crisis, and Emergency Management**, Oxon, UK: Taylor & Francis, 486-490.
- Sutcliffe, K.M. 2018. Seeing with ceremony. In R. Rumie, **Tejiendo Calle**, Bogota, Columbia: Villegas Editores, 172-184.
- Sutcliffe, K.M. 2018. Mindful organizing. In R. Ramanujam and K. Roberts (Eds.), **From High Reliability to Reliable Organizing**. Palo Alto, CA: Stanford University Press, 61-90.
- Gunia, B., Kim, S., & Sutcliffe, K.M. 2018. Trust in safety critical contexts. In R. Searle, A Nienaber, & S. Sitkin, **Routledge Companion to Trust**, Oxon, UK: Taylor & Francis, 423-438.
- Sutcliffe, K.M. 2017. Organizational and cultural determinants of safety. In J.A. Sanchez, P. Barach, J.K. Johnson, J.P. Jacobs (Eds.), **Surgical Patient Care: Improving Safety, Quality and Value**. NY, NY: Springer, 145-157.
- Wears, R.L., Sutcliffe, K.M., & Van Rite, E. 2014. Patient safety: A brief but spirited history. In L. Zipperer (Ed), **Patient safety: Perspectives on evidence, information and knowledge transfer**, Farnham, UK: Gower, 3-21.
- Sutcliffe, K.M., & Vogus, T. 2014. Organizing for mindfulness. In A. Ie, T. Ngnoumen, & E. Langer (Eds), **The Wiley-Blackwell Handbook of Mindfulness**, Oxford, UK: Wiley-Blackwell, 407-423.
- Sutcliffe, K.M., & Weick, K.E. 2013. Mindful organizing and resilient healthcare. In E. Hollnagel, J. Braithwaite, & R.L. Wears (Eds), **Resilient Healthcare**. London, UK: Ashgate, 145-158.
- Sutcliffe, K.M., & Christianson, M.K. 2011. Managing the unexpected. In K. Cameron & G. Spreitzer (Eds), **Handbook of Positive Organizational Scholarship**. Oxford, UK: Oxford University Press, 843-855.
- Marcus, A., Anderson, M., Cohen, S. & Sutcliffe, K.M. 2011. Prolonged gestation and commitment to an emerging organizational field: Energy efficiency and renewable energy business in Minnesota 1993-2009. In R. Wuestenhagen & R. Wuebker (Eds), **Handbook of Energy Entrepreneurship**. London: Elgar.
- Marcus, A., Cohen, S., and Sutcliffe, K.M. 2011. Why some managers expect to benefit from public policies and others do not. In A. Marcus, P. Shrivastava, S. Sharma, and S. Pogutz (Eds.), **Cross-Sector**

**Leadership for the Green Economy: Integrating Research and Practice on Sustainable Enterprise.** London: Palgrave MacMillan.

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**Tomorrow's Organizations: A Handbook for Future Research in Organizational Behavior.** New York: John Wiley, 207-230.

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*Refereed Proceedings*

Sutcliffe, K.M., & Weick, K.E. 1999. The reduction of medical error through systemic mindfulness. Conference Proceedings, **Enhancing Patient Safety and Reducing Errors in Health Care:** 147-151.

Bunderson, J.S. & Sutcliffe, K.M. 1995. Work history and selective perception: Fine-tuning what we know. **Academy of Management Best Papers Proceedings:** 458-464.

McEvily, S., Sutcliffe, K.M., & Marcus, A. 1994. Explaining preferences for public policy: Strategic and contextual determinants. **Academy of Management Best Papers Proceedings:** 319-323.  
*Technical Reports*

Huber, G.P., Glick, W.H., Miller, C.C., Doty, D.H., and Sutcliffe, K.M. This series of technical reports describes the research design, methodology, and instrumentation of the Changes in Organization Design and Effectiveness project, University of Texas. Order of authorship varies.

## **REFEREED CONFERENCE PAPERS AND INVITED PRESENTATIONS**

Sutcliffe, K.M. 2024. What are high reliability organizations and high reliability organizing? Invited speaker conference on high reliability, National Institute of Justice, Office of Investigative and Forensic Sciences, January, Washington, DC.

Sutcliffe, K.M. 2024. Still not safe. Invited speaker UK National Health Service Safety Specialists Meeting, January (virtual).

Sutcliffe, K.M. 2023. Organizational errors: Updating the research agenda. 83<sup>rd</sup> Annual Meetings of the Academy of Management, August, Boston, MA.

Abernathy, J.H., Boss, E.F., Koka, R., Mayo, A., Myers, C.G., Najjar, P., Rosen, M.A., Suffredini, G.C., Sutcliffe, K.M., Yuan, C.T. 2023. Temporary multiteam systems. 83<sup>rd</sup> Annual Meetings of the Academy of Management, August, Boston, MA.

Dionysiou, D., Tsoukas, H. & Sutcliffe, K.M. 2023. Tasks and routines in organizations and institutions. 83<sup>rd</sup> Annual Meetings of the Academy of Management, August, Boston, MA.

Sutcliffe, K.M. 2023. Quality and safety: Glancing back and looking forward. Invited Grand Rounds Speaker Johns Hopkins Dept. of GYN-OB, March.

Sutcliffe, K.M. 2023. Organizational resilience: Some leadership basics. Invited speaker University of Florida Gainesville School of Medicine, March, Gainesville, FL.

Sutcliffe, K.M. 2023. Scholarship of problems and the problems of scholarship. Invited speaker Washington State University SON-Collaboration for Interprofessional Health Education Research & Scholarship (CIPHERS) ASPEN Mentoring Seminar Series, February (virtual).

Sutcliffe, K.M. 2022. Invited discussant for symposium titled “Relationships and resilience in the COVID-19 Pandemic”. 82<sup>nd</sup> Annual meetings of the Academy of Management, August. Seattle, WA.

Sutcliffe, K.M. 2022. Invited discussant for symposium titled “Organizing for resilience: How to organize in a world of adversity and flux”. 82<sup>nd</sup> Annual meetings of the Academy of Management, August. Seattle, WA.

Sutcliffe, K.M. 2022. Invited discussant for symposium titled “Practice perspectives on grand challenges: Insights from SAP and routine dynamics research”. 82<sup>nd</sup> Annual meetings of the Academy of Management, August. Seattle, WA.

Sutcliffe, K.M. 2022. Patient safety’s future through the lens of an organization scientist. Invited speaker Julius Scher Lecture, Jefferson Health System, April, Philadelphia, PA.

Sutcliffe, K.M. 2022. Organizational resilience: Some leadership basics. Invited speaker The Navy Lewis E. Angelo Professional Symposium (LEAPS) at the annual meeting of the American College of Health Care Executives, March, Chicago, IL.

Sutcliffe, K.M. 2022. Organizational theory and health care. Invited seminar Interdisciplinary Consortium on Organization Studies (ICOS) University of Michigan, January, Ann Arbor, MI.

Sutcliffe, K.M. 2021. Organizational resilience: Some academic basics. Invited speaker pediatric grand rounds Johns Hopkins University School of Medicine, December, Baltimore, MD. (virtual)

Sutcliffe, K.M. 2021. Patient safety through the lens of an organizational theorist. Invited speaker, Human Factors in Patient Safety Inaugural Conference, Royal College of Surgeons in Ireland (RCSI), September. (virtual)

Sutcliffe, K.M. 2021. A more nuanced view of crisis theorizing. Panelist in session “Facing the profitability-people dilemma during a crisis”. 81<sup>st</sup> Annual meetings of the Academy of Management, August. (virtual)

Sutcliffe, K.M. 2021. Invited discussant for symposium titled Understanding the workplace consequences of uncertainty through the lens of Covid-19. 81<sup>st</sup> Annual meetings of the Academy of Management, August. (virtual)

Sutcliffe, K.M. 2021. Crises, expectations, and entrepreneurs. Panelist in session “Adaptation, learning and survival during an unprecedented shock: The pandemic and entrepreneurship”. 81<sup>st</sup> Annual meetings of the Academy of Management, August. (virtual)

Sutcliffe, K.M. 2021. Patient safety’s future through the lens of an organization scientist. Invited speaker, Stanford Medicine Center for Improvement, June, San Francisco, CA (virtual)

Sutcliffe, K.M. 2021. High reliability organizing and the next wave of innovation in patient safety. Invited speaker, Massachusetts General Hospital and Clinics, April, Boston, MA (virtual).

Sutcliffe, K.M. 2021. The next wave of innovation in patient safety. Invited speaker Health Services Resource Administration (HRSA), March, Washington, DC (virtual).

Sutcliffe, K.M. 2021. Organizational resilience: Academic basics and organizing implications. Invited speaker combined anesthesiology/surgery grand rounds, Johns Hopkins University School of Medicine, February, Baltimore, MD (virtual).

Sutcliffe, K.M. 2021. The next wave of innovation in patient safety. Invited speaker Trinity Health System, February, Southfield, MI (virtual).

Sutcliffe, K.M. 2020. Stepping into uncertainty: Taking stock and setting a future research agenda. Invited discussant for paper session "Uncertainty in management research." Annual meetings of the Southern Management Association of the AOM, October, St. Petersburg, FL (virtual).

Sutcliffe, K.M. 2020. Organizing for high reliability. Invited presentation Embry-Riddle Aeronautical University, August, FL (virtual).

Sutcliffe, K.M. 2020. The role of organizing in extreme contexts. Co-convenor and speaker with M. Hallgren & M. de Rond, Annual Meetings of the European Group on Organization Studies, July, Hamburg, Germany (virtual).

Sutcliffe, K.M. 2020. Coping and resilience during Covid-19. Invited presenter in "AOM-MOC thinking about..." series, May, cohosted by John Hopkins Carey Business School, Baltimore (virtual).

Sutcliffe, K.M. 2019. Organizational resilience: Academic basics and organizing implications. Invited keynote speaker (Think@Ashburn evening), George Washington University, Human and Organizational Learning, December, Washington, DC.

Sutcliffe, K.M. 2019. Achieving a culture of safety. Annual meetings of the Society for Risk Analysis, December, Arlington, VA.

Sutcliffe, K.M. 2019. On the knife's edge: Lessons from corporate America for the OR. Invited presentation to Johns Hopkins University Board of Trustees, December, Baltimore, MD.

Sutcliffe, K.M. 2019. The next wave of innovation to keep patients safe. Invited keynote speaker Maryland Patient Safety Center, October, Anne Arundel County, MD.

Sutcliffe, K.M. 2019. High reliability organizing: A crash course. Invited speaker Healthcare Event Reporting Collaborative Meeting, October, Baltimore, Armstrong Institute.

Sutcliffe, K.M. 2019. Managing the unexpected: Resilience in an age of uncertainty. Invited keynote speaker, University of Alaska Anchorage Homecoming Breakfast, October, Anchorage, AK.

Sutcliffe, K.M. 2019. The next wave of innovation to keep patients safe. Invited keynote speaker 16<sup>th</sup> annual multidisciplinary Cardiovascular and Thoracic Critical Care Conference, Society for Thoracic Surgeons, September, Baltimore, MD.

Sutcliffe, K.M. 2019. Organizational resilience: Some academic basics. Invited keynote speaker Robson Conference on Resilience, Emory University and The Carter Center, September, Atlanta, GA.

Sutcliffe, K.M. 2019. Invited discussant for paper session "Searching for social order in extreme contexts." Annual meetings of the Academy of Management, August, Boston, MA.

Dionysiou, D. & Sutcliffe, KM. 2019. Unpacking organizational routines. Paper presentation at the Annual meetings of the Academy of Management, August, Boston, MA.

Sutcliffe, K.M. and Hoff, T. 2019. Facilitator Hot topics in healthcare management research. Annual meetings of the Academy of Management, August, Boston, MA.

Sutcliffe, K.M. 2019. Facilitator Cognition in the Rough Workshop. Annual meetings of the Academy of Management, August, Boston, MA.

Sutcliffe, K.M. 2019. Reflections on patient safety. Invited speaker 2<sup>nd</sup> Johns Hopkins Symposium on Healthcare Operations, April, Baltimore, MD.

Sutcliffe, K.M. 2019. The next wave of innovation in patient safety. Invited keynote speaker, Johns Hopkins Bayview Patient Safety Summit, March, Baltimore, MD.

Sutcliffe, K.M. 2018. Scholarship of problems and the problems of scholarship. Invited keynote speaker, University of Texas Annual PhD Conference, November, Austin, TX.

Sutcliffe, K.M. 2018. Patient safety through the lens of an organizational theorist. Invited speaker JHU Provost's Bloomberg Professors Speakers Series, November, Baltimore, MD.

Sutcliffe, K.M. 2018. Basics of leading change. Invited speaker US Secretary of the Navy, November, Pentagon City, Washington DC.

Sutcliffe, K.M. 2018. Organizing for resilience. Invited keynote speaker Suburban Hospital Patient Safety and quality Forum, November, Bethesda, MD.

Sutcliffe, K.M. 2018. High reliability organizing. Invited keynote speaker, Kaiser-Permanente Leadership Development Institute, August, Riverside, CA.

Sutcliffe, K.M. 2018. Invited discussant for paper session "Errors in Organizations." Annual meetings of the Academy of Management, August, Chicago, IL.

Sutcliffe, K.M. 2018. Invited discussant for paper session "Positive Emotions." Annual meetings of the Academy of Management, August, Chicago, IL.

Sutcliffe, K.M. 2018. Prospective sensemaking in organizations. Presentation at the annual meetings of the Academy of Management, August, Chicago, IL.

Sutcliffe, K.M. 2018. Revisiting trust: New reviews, directions and emergent challenges. PDW presentation at the annual meetings of the Academy of Management, August, Chicago, IL.

Sutcliffe, K.M. 2018. Resilience in action. Invited keynote speaker, Council for Advancement and Support in Education Annual Conference, June, Alexandria, VA.

Sutcliffe, K.M. 2018. Organizing for reliability in healthcare. Invited keynote speaker, Munson Healthcare, June, Traverse City, MI.

Sutcliffe, K.M. 2018. Resilience in healthcare. Invited speaker, Frontiers in Patient Safety Conference, Centre for Quality, University of Southern Denmark, April, Odense, Denmark.

Sutcliffe, K.M. 2018. Organizational mindfulness: A reflection. Invited speaker, Witten/Herdecke University Mindful Leadership Conference, March, Stuttgart, Germany

Sutcliffe, K.M. 2018. Resilience in (inter)action. Invited speaker, Duke-Fuqua School of Business, February, Raleigh-Durham, NC.

Sutcliffe, K.M. 2018. Organizational resilience. Invited keynote speaker, International Conference on Infrastructure Resilience, ETH University, February, Zurich, Switzerland.

Sutcliffe, K.M. 2018. High reliability organizing and patient safety. Invited speaker UniversitätsSpital Zürich, February, Zurich, Switzerland.

Sutcliffe, K.M. 2018. The next wave of innovation to make patients safe. Invited panelist/speaker, 2018 Society for Thoracic Surgeons annual meeting, January, Fort Lauderdale, FL.

Sutcliffe, K.M. 2018. Resilience in inter-action. Invited speaker University of Toronto Rotman School of Business, January, Toronto, Canada.

Sutcliffe, K.M. 2017. High reliability organizing: A model for patient safety. Invited key note speaker, 2017 Carilion Quality Conference, December, Roanoke, VA.

Sutcliffe, K.M. 2017. Perspectives on risk, safety, and resilience. Invited panelist/speaker, Society for Risk Analysis Annual Meeting, December, Arlington, VA.

Sutcliffe, K.M. 2017. High reliability organizations. Invited key note speaker, Sibley Patient Safety Forum, Sibley Memorial Hospital, November, Washington DC.

Sutcliffe, K.M. 2017. Resilience-in-(inter)-action. Invited keynote speaker, Risk – Resilience Festival, University of Twente, November, Enschede, Netherlands.

Sutcliffe, K.M. 2017. Women in STEM. Invited discussant Broadening perspectives on women in work: An interdisciplinary conference, Johns Hopkins Carey Business School, October, Baltimore, MD.

Sutcliffe, K.M. 2017. Habits for high reliability. Invited moderator and panelist Johns Hopkins Medicine Eighth Annual Patient Safety Summit, October, Baltimore, MD.

Sutcliffe, K.M. 2017. HROs a spirited history and roads ahead. Invited keynote speaker, 2017 High Reliability Summit, September, Washington DC.

Barton, M., & Sutcliffe, K.M. 2017. Making the case for relational resilience: A study of expedition racing. Paper presentation at the annual meeting of the Academy of Management, August, Atlanta, GA.

Sutcliffe, K.M. 2017. Revisiting trust: New reviews, directions and emergent challenges. PDW paper presentation at the annual meetings of the Academy of Management, August, Atlanta, GA.

Barton, M., & Sutcliffe, K.M. 2017. Contextualized engagement as resilience-in-action: A study of expedition racing. Paper presentation at the annual meeting of EGOS, July, Copenhagen, Denmark.

Sutcliffe, K.M., Meyers, C., Frimpong, J., Paine, L., & Rosen, M. 2017. Strengthening culture at JHH: Inquiry versus advocacy. Invited speakers Johns Hopkins Medicine Multidisciplinary Grand Rounds. March, Baltimore, MD.

Sutcliffe, K.M. 2017. Managing the unexpected. Invited keynote speaker Johns Hopkins University Rising to the Challenge Development Alumni Relations Leadership Conference. March, Baltimore, MD.

Sutcliffe, K.M. 2016. High reliability healthcare. Invited keynote speaker Northwestern University Medicine Improvement Day. November, Chicago, IL.

Sutcliffe, K.M. 2016. High reliability healthcare. Invited keynote speaker World Health Organization Setting Priorities for Global Patient Safety Conference. September, Florence, Italy.



Sutcliffe, K.M., & Meyers, C. 2016. Strengthening culture at JHH: Trust, communication and handoffs. Invited speakers Johns Hopkins Medicine Multidisciplinary Grand Rounds. September, Baltimore, MD.

Sutcliffe, K.M. 2016. Power, sensemaking and organizing. Co-convenor and speaker with S. Maitlis & G. Patriotta for EGOS conference. July, Naples, Italy.

Sutcliffe, K.M. 2016. Compassion practices, nurse well-being and ambulatory patient experience ratings. Invited discussant at the annual meeting of the Organizational Theory in Healthcare Association. June, Nashville, TN.

Sutcliffe, K.M. 2016. Building a resilient organization. Invited keynote speaker Johns Hopkins Carey Business School Global Health Care Symposium-Pursuing Productive Care. March, Shanghai, China.

Sutcliffe, K.M. 2016. Managing the unexpected. Invited keynote speaker Georgia Pacific Process Safety Annual Conference, February, Atlanta, GA.

Sutcliffe, K.M. 2016. Transforming culture. Invited keynote speaker Johns Hopkins High Reliability Healthcare Summit. February, Baltimore, MD.

Sutcliffe, K.M. 2016. High reliability organizing. Invited keynote speaker Johns Hopkins High Reliability Healthcare Summit. February, Baltimore, MD.

Sutcliffe, K.M. 2016. Transforming culture. Invited keynote speaker Johns Hopkins High Reliability Healthcare Summit. February, Dhahran, Saudi Arabia.

Sutcliffe, K.M. 2016. High reliability organizing: A model for patient safety. Invited keynote speaker Johns Hopkins Aramco Healthcare Patient Safety Symposium. February, Dhahran, Saudi Arabia.

Sutcliffe, K.M. 2015. Organizing for high reliability in health care. Invited keynote speaker Air Force Medical Service Senior Leadership Conference, November, Leesburg, VA.

Sutcliffe, K.M. 2015. Managing the unexpected. Invited keynote speaker Georgia Pacific Process Safety Knowledge Share Conference, September, Atlanta, GA.

Gruber, D., & Sutcliffe, K.M. 2015. Repositioning crisis management: The role of resilience. Symposium organizers for the Annual Meetings of the Academy of Management, August, Vancouver, BC.

Sutcliffe, K.M. 2015. MOC scholar reflections. Invited keynote (MOC Scholar Award and Address) at the Annual Meetings of the Academy of Management, August, Vancouver, BC.

Sutcliffe, K.M. 2015. High reliability organizing: A model for patient safety. Keynote speaker SCL Health System/State of CO Patient Safety Conference, June, Denver, CO.

Sutcliffe, K.M. 2015. Transforming culture. Keynote speaker SCL Health System/State of CO Patient Safety Conference, June, Denver, CO.

Sutcliffe, K.M. 2015. High reliability organizing: A model of patient safety. Keynote speaker SCL Health System/State of CO Patient Safety Conference, June, Denver, CO.

Sutcliffe, K.M. 2015. Organizational change and transformation. Keynote speaker Barnes Jewish Patient Safety Conference, February, St. Louis, MO.

Sutcliffe, K.M. 2015. High reliability organizing: A model for patient safety. Keynote speaker Barnes Jewish Patient Safety Conference, February, St. Louis, MO.

Sutcliffe, K.M. 2014. Transforming culture. Keynote speaker Johns Hopkins Medicine Leadership Conference, October, Baltimore, MD.

Sutcliffe, K.M. 2014. Leadership and safety culture. Invited expert testimony at the Defense Nuclear Facilities Safety Board Safety Culture Public Meeting and Hearing, August 23, Washington DC.

Dionysiou, D. & Sutcliffe, K.M. 2014. Perceptual uncertainty and the creation and evolution of routines. Paper presentation at the Annual Meetings of the Academy of Management, August, Philadelphia, PA.

Sutcliffe, K.M. & DeWitt, T. 2014. Weak signals, sensemaking, and learning. Paper presentation at the Annual Meetings of the Academy of Management, August, Philadelphia, PA.

Sutcliffe, K.M. 2014. Performing under uncertainty: Contextualized engagement in wildland firefighting. Paper presentation Annual Meetings of EGOS, July, Rotterdam, Netherlands.

Sutcliffe, K.M. 2014. High reliability organizing as a model for patient safety. Keynote speaker St. John Providence Health System Research Day, May, Southfield, MI.

Sutcliffe, K.M. 2014. High reliability organizing as a model for patient safety. UM Patient Safety and Quality Leadership Scholars Program. April, University of Michigan, Ann Arbor, MI.

Sutcliffe, K.M. 2014. Enabling fluid awareness for resilient performance. Invited speaker VA National Center for Patient Safety, April, Ann Arbor, MI.

Sutcliffe, K.M. 2014. Sensemaking and resilient performance. Invited speaker The Eighth International High Reliability Organizing Conference, March, Fort Worth, TX.

Sutcliffe, K.M. 2014. Enabling fluid awareness for resilient performance. Invited speaker Swiss Federal Nuclear Safety Inspectorate international conference on human performance under extreme conditions with respect to a resilient organization, February, Brugg, Switzerland.

Sutcliffe, K.M. 2013. Culture and safety: The role of high reliability organizing. Healthcare Administration Scholars Program, University of Michigan Medical School, October, Ann Arbor, MI.

Sutcliffe, K.M. 2013. Mindful organizing to patient safety. Invited speaker Johns Hopkins University, October, Baltimore, MD.

Sutcliffe, K.M. 2013. High reliability organizing: A model for patient safety. Keynote speaker patient safety conference, Tri City Medical, San Diego, CA.

Sutcliffe, K.M. 2013. Resilience and patient safety: High reliability organizing as a model. UM Patient Safety and Quality Leadership Scholars Program. University of Michigan, Ann Arbor, MI.

Sutcliffe, K.M. 2013. High reliability organizing and patient safety. Keynote speaker Grand Rounds Medstar Health, Columbia, MD.

Sutcliffe, K.M. 2012. Organizing for reliability: Pathways of safer care. Keynote speaker Veterans Health Administration NE Nurse Executive Annual Meeting, Portland, ME.

Sutcliffe, K.M. 2012. Routines in hot situations: The role of routines in handling crisis. Discussant for paper session at the Annual Meetings of the Academy of Management, Boston, MA.

Sutcliffe, K.M. 2012. Overload in hospitals: Theory and its application to improve patient safety. Paper presentation at the Annual Meetings of the Academy of Management, Boston, MA.

Waller, M.J. & Sutcliffe, K.M. 2012. Adaptation to discontinuous nonroutine events: Dual threats and the mediator of fear. Paper presentation at the Annual Meetings of the Academy of Management, Boston, MA.

Sutcliffe, K.M. 2012. Managing for the unexpected/Organizing for resilience. Invited speaker International Atomic Energy Agency technical meeting on managing the unexpected from the perspective of the interaction between individuals, technology, and organization, Vienna, Austria.

Barton, M.A., Sutcliffe, K.M., Vogus, T.J. 2012. Enabling Fluid Organizational Awareness under Dynamic Uncertainty. Paper presentation at the Fourth International Symposium on Process Organization Studies, Kos, Greece.

Sutcliffe, K.M. 2012. Safety: Complex but manageable/Pathways to reliability. Invited speaker System Safety Society Meeting of Canada, Ottawa, Canada.

Sutcliffe, K.M. 2012. Outcome tradeoffs: Lessons from HROs. Invited speaker 2012 Fifth International (HRO) Conference: Seeking reliability through operations, attitudes, and measuring success, Chicago, IL.

Sutcliffe, K.M. 2012. Commentary on the evolution of HRO. Invited speaker Organizational Reliability conference. Vanderbilt University, Nashville, TN.

Sutcliffe, K.M. 2012. Organizing for mindfulness and high reliability. Invited speaker Ohio Childrens' Hospitals Collaboratory on Patient Safety, Cleveland, OH.

Sutcliffe, K.M. 2011. High reliability in healthcare: A call to action. Invited speaker Swiss Patient Safety Foundation Conference on Patient Safety. Basel, Switzerland.

Sutcliffe, K.M. 2011. Organizing for high reliability. Invited speaker HRO conference, The Hague University, Netherlands.

Sutcliffe, K.M. 2011. Mindful organizing for reliability: Pathways to resilience. Invited speaker University of Windsor, Ontario, Canada.

Sutcliffe, K.M. 2011. Transitions in understanding: Exploring how understanding evolves in dynamic contexts. Discussant for paper session at the annual meetings of the Academy of Management, San Antonio, TX.

Sutcliffe, K.M. 2011. Dilemmas of learning in organizations: Exploring negative effects of learning. Paper presentation at the annual meetings of the Academy of Management. San Antonio, TX.

Sutcliffe, K.M. 2011. The "medicalization" of patient safety: A sensemaking/sensegiving perspective. Paper presentation at the annual meetings of the Academy of Management. San Antonio, TX.

Sutcliffe, K.M. 2011. Invited speaker California Sanitation Risk Management Association, San Diego, CA.

Sutcliffe, K.M. 2011. Invited speaker US Department of the Interior University, Washington DC.

Sutcliffe, K.M. 2011. Grand Rounds, DeVos Children's Hospital, Grand Rapids, MI.

Sutcliffe, K.M. 2011. Invited speaker, Veterans Health Administration Enterprise Risk Management Conference, Ann Arbor, MI.

Sutcliffe, K.M. 2011. Three studies on patient safety. Invited presentation to the Robert Wood Johnson Fellows, University of Michigan Medical School, Ann Arbor, MI.

Sutcliffe, K.M. 2011. From wildland firefighting to patient safety. MO brownbag presentation, University of Michigan, Ann Arbor, MI.

Sutcliffe, K.M. 2011. Invited speaker Ross Health and Life Sciences club/IHI open university, University of Michigan, Ann Arbor, MI.

Sutcliffe, K.M. 2011. Organizational resilience. Paper presentation at Resilience 2011, Arizona State University, Phoenix, AZ.

Sutcliffe, K.M. 2010. Mindfulness and organizational adaptation. Paper presentation at the 2010 INFORMS meeting, Austin, TX.

Sutcliffe, K.M. 2010. Invited speaker, The Canadian Healthcare Safety Symposium Halifax Series, Halifax, Nova Scotia, Canada.

Sutcliffe, K.M. 2010. Keynote speaker, Great Lakes Forest Fire Compact annual meeting, Lewiston, MI.

Sutcliffe, K.M. 2010. Grand Rounds, SUNY Stony Brook, Stony Brook, NY.

Vogus, T., Sutcliffe, K.M., Weick, K.E. 2010. Doing no harm: Enabling, enacting, and elaborating a culture of safety in health care. Paper presentation at the 2010 annual meetings of the Academy of Management, Montreal, Quebec, Canada.

Sutcliffe, K.M. 2010. Invited presentation to the FDNY Commissioner and Chiefs, New York City.

Sutcliffe, K.M. 2010. Grand Rounds, Cincinnati Children's Hospital and Medical Center/University of Cincinnati Medical School, OH.

Sutcliffe, K.M. 2010. Keynote panelist, Canadian Anesthesiology Society, Montreal Canada.

Sutcliffe, K.M. 2010. Invited speaker, European Society for Anaesthesiology, Helsinki, Finland.

Sutcliffe, K.M. 2010. Problem finding: Insights from HROs. Harvard SOE/Business School, Learning Innovations Conference, April, Boston, MA.

Sutcliffe, K.M. 2010. Keynote speaker, Agency for Healthcare Research and Quality HRO Consensus Conference, Washington DC.

Sutcliffe, K.M. 2010. Grand Rounds, New York University Medical School, Dept of Anesthesiology, NY, NY.

Sutcliffe, K.M. 2009. Organizing for resilience. Keynote speaker the Canadian Healthcare Safety Symposium 9: Human Performance and Healthcare Safety. Montreal, Canada.

Sutcliffe, K.M. 2009. Keynote speaker 14<sup>th</sup> Annual Mayo Clinic Conference on Quality, Safety and Service, Rochester, MN.

Sutcliffe, K.M. 2009. Knowledge, expertise, creativity and innovation. Discussant for paper session at the annual meetings of the Academy of Management, Chicago, IL.

Stevens, F. & Sutcliffe, K.M. 2009. Cracks in top management teams. Paper presentation at the 2009 annual meetings of the Academy of Management, Chicago, IL.

Sutcliffe, K.M. 2009. Keynote speaker Michigan Society of Thoracic and Cardiovascular Surgeons, Traverse City, MI.

Sutcliffe, K.M. 2009. Keynote speaker International Symposium on Process Organization Studies: Sensemaking and Organizing, Pissouri, Cyprus.

Sutcliffe, K.M. 2009. Keynote speaker Health Services Research Day, University of Toronto, Toronto, Canada.

Sutcliffe, K.M. 2009. Keynote speaker Protecting our Patients, Protecting Ourselves: Recognizing the Human Factor in Patient Care, Philadelphia (Malvern), PA.

Sutcliffe, K.M. 2009. Mindful organizing and reliable performance: Implications from three studies. Invited presentation University of Houston Business School, Houston, TX.

Sutcliffe, K.M. 2009. Mindful organizing and reliable performance: Implications from three studies. Invited presentation Case Western Reserve Business School, Columbus, OH.

Sutcliffe, K.M. 2008. Keynote speaker, Safety Standdown (aviation industry conference), Kansas City, Mo.

Sutcliffe, K.M. 2008. Keynote speaker Human Factors in Healthcare: Practical Applications to Improve Patient Safety, Mayo Clinic, Rochester, MN.

Sutcliffe, K.M. 2008. The quest to resilience: Examining the role of emotions and relationships. Discussant for paper session annual meetings of the Academy of Management, Philadelphia, PA.

Sutcliffe, K.M. 2008. Information overload revisited. Paper presentation at the 2008 annual meetings of the Academy of Management, Anaheim, CA.

Barton, M. A., & Sutcliffe, K.M. 2008. Overcoming dysfunctional momentum. Paper presentation at the 2008 annual meetings of the Academy of Management, Anaheim, CA.

Sutcliffe, K.M. 2008. Organizing for resilience. Keynote speaker Beacon Collaborative, San Francisco, CA.

Sutcliffe, K.M. 2008. Organizing for resilience. Keynote speaker Hawaiian Medical Society, Honolulu, HI.

Sutcliffe, K.M. 2007. Organizing for resilience. Keynote speaker X Organisationen, Universitaet Witten/Herdecke, Berlin, Germany.

Sutcliffe, K.M. 2007. Keynote speaker, Safety Standdown (aviation industry conference), Wichita, KS.

Sutcliffe, K.M. 2007. The next generation: MOC best papers. Discussant for paper session annual meetings of the Academy of Management, Philadelphia, PA.

Sutcliffe, K.M. 2007. Screams, SWAT teams, and states of emergency. Understanding organizational surprise. Discussant for paper session annual meetings of the Academy of Management, Philadelphia, PA.

- Sutcliffe, K.M. 2007. Organizing for resilience. Invited speaker National Patient Safety Foundation Annual Conference, Washington DC.
- Sutcliffe, K.M. 2007. Information overload revisited. Invited presentation ICOS, University of Michigan, Ann Arbor, MI.
- Sutcliffe, K.M. 2006. To err is organizational: Reducing medical error through mindful organizing. Hosmer presentation, Ross School of Business, Ann Arbor, MI.
- Sutcliffe, K.M. 2006. Mindful organizing and reliable performance in healthcare: Inferences from three studies. Invited presentation Harvard Business School, Boston, MA.
- Sutcliffe, K.M. 2006. Keynote speaker, Safety Standdown (aviation industry conference), Wichita, KS.
- Sutcliffe, K.M. 2006. Organizational resilience: A social mechanisms perspective. Discussant for paper session annual meetings of the Academy of Management, Atlanta, GA.
- Sutcliffe, K.M., Spreitzer, G., Dekas, K. 2006. Beyond the bottom line: What really matters in organizations. All Academy symposium chair and paper presentation at the annual meetings of the Academy of Management, Atlanta, GA.
- Sutcliffe, K.M. 2006. Using organizational culture theory and measures to guide change in the delivery of health care. Paper presentation at the 2006 annual meetings of the Academy of Management, Atlanta, GA.
- Ashford, S.J., Sutcliffe, K.M., & Morrison, E.W. 2006. Pressures of position: Leadership and the problem of staying open to voice from below. Paper presentation at the 2006 annual meetings of the Academy of Management, Atlanta, GA.
- Gruber, D., & Sutcliffe, K.M. 2006. Newsbreaking and sensemaking: An orienting analysis of theory and practice in newsrooms. All Academy symposium chair and paper presentation at the annual meetings of the Academy of Management, Atlanta, GA.
- Sutcliffe, K.M. 2006. Organizing for resilience. Invited presentation, Michigan Difference Seminar (top donors to UM), University of Michigan, Ann Arbor, MI.
- Sutcliffe, K.M. 2006. Situationally self-serving: The role of context in shaping executives' attributions. Invited presentation Kellogg School of Management, Northwestern University, Evanston, IL.
- Sutcliffe, K.M. 2006. Mindfully organizing for safety. Paper presented at the Berkeley Conference on High Reliability Organizations, Ontario, CA.
- Sutcliffe, K.M. 2006. Information acquisition, perceptual acuity and firm performance: A dynamic capabilities perspective. Hosmer Speaker Series, Ross School of Business at the University of Michigan.
- Sutcliffe, K.M. 2006. Information acquisition, perceptual acuity and firm performance: A dynamic capabilities perspective. Invited presentation, Ivey Business School, London, Ontario, Canada.
- Christianson, M., & Sutcliffe, K.M. 2005. Building capabilities: Reconceptualizing organizational resources. Symposium chair and paper presentation at the 2005 annual meetings of the Academy of Management, Honolulu, HI.

Christianson, M.K., Spreitzer, G.M., Sutcliffe, K.M., & Grant, A.M. 2005. An empirical examination of thriving at work. Paper presented at the 2005 annual meetings of the Academy of Management, Honolulu, HI.

Sutcliffe, K.M. 2005. Organizing for resilience. Keynote speaker, CESSE Annual Meetings (Council of Engineering and Scientific Societies), Portland, OR.

Sutcliffe, K.M. 2005. Organizing for highly reliable performance in healthcare. Keynote speaker, Kaiser Permanente Perinatal Patient Safety Conference, San Francisco, CA.

Sutcliffe, K.M. 2005. Organizing for high reliability in healthcare. Invited presentation, INSEAD, Fontainebleau, France.

Sutcliffe, K.M. 2005. An empirical examination of thriving at work. Invited presentation, University of Illinois School of Business, Urbana Champaign, IL.

Sutcliffe, K.M. 2005. Executive information search, environmental perception and firm performance. Invited presentation, MIT Sloan School of Business, Boston, MA.

Sutcliffe, K.M. 2004. Organizing for high reliability performance in health care. Invited speaker, Trinity Health System Annual Conference: Leading, Healing, Transforming, Dearborn, MI.

Sutcliffe, K.M. 2004. Organizational underpinnings of patient safety: Organizing for resilience. Invited keynote speaker, Mayo Health System Patient Safety Forum: Leading the Way, Rochester, MN.

Christianson, M., Blatt, R., Sutcliffe, K.M. 2004. Relational dynamics of silence and voice: Lessons from medical error. Paper presented at the 2004 annual meetings of the Academy of Management, New Orleans, LA.

Sutcliffe, K.M. 2004. Collective competence in the emergency department: Mindfulness through heedful interrelating and heedful attending. Paper presented at the 2004 annual meetings of the Academy of Management, New Orleans, LA.

Sutcliffe, K.M. 2004. Organizing for resilience: The mechanisms of medical mistakes. Invited keynote speaker, Patient Safety Learning Pilots Centers for Medicare and Medicaid. Alexandria, VA.

Vogus, T., & Sutcliffe, K.M. 2003. Functional diversity versus requisite variety in top management teams. Strategic Management Society, Baltimore, MD.

Sutcliffe, K.M. 2003. Functional diversity versus requisite variety in top management teams. Invited presentation Michigan State University, East Lansing, MI.

Sutcliffe, K.M. 2003. Understanding the mechanisms of medical mistakes. Paper presented at the 2003 annual meetings of the Academy of Management, Seattle, WA.

Sutcliffe, K.M. 2003. Leadership: Social exchange, cognition, and attribution. Invited discussant annual meetings of the Academy of Management, Seattle, WA.

Sutcliffe, K.M. 2003. Cultures of entrapment: A reanalysis of the Bristol Royal Infirmary. Invited speaker Health Care Organizations Conference 5, University of Michigan School of Public Health, Ann Arbor, MI.

Sutcliffe, K.M. 2003. Managerial cognition. Invited speaker Stern School of Business, New York University. New York, NY.

- Sutcliffe, K.M. 2003. Organizing for the unexpected: Different challenges for information scholars. Invited speaker Katz School of Business University of Pittsburgh, Pittsburgh, PA.
- Wears, R., Sutcliffe, K.M., & Perry, S., Murphy, L., Eisenberg, E., Strongbow, R., & Schenkel, S. 2003. Understanding errors in emergency departments. Paper presented at the 5<sup>th</sup> Annual NPSF Patient Safety Congress, Let's Get Results. Washington, DC.
- Sutcliffe, K.M. 2002. Organizational underpinnings of medical errors: Organizing for resilience. Invited keynote speaker at the California Medical Association 6<sup>th</sup> Annual Leadership Academy, Palm Springs, CA.
- Vogus, T. & Sutcliffe, K.M. 2002. Resilience processes in organizational behavior: A multi-level perspective. Paper presented at the 2002 annual meetings of the Academy of Management, Denver CO.
- Sutcliffe, K.M., & Vogus, T. 2002. Organizing for resilience: Processes and prospects. Co-chair symposium presentation at the 2002 annual meetings of the Academy of Management, Denver CO.
- Wooten, M., & Sutcliffe, K.M. 2002. The impact of race and gender on organizational effectiveness: Toward a more encompassing theory. Paper presented at the 2002 annual meetings of the Academy of Management, Denver CO.
- Sutcliffe, K.M., Wears, R.L. 2002. Understanding errors in the emergency department. Annenberg IV Conference of the National Patient Safety Foundation. Indianapolis, IN.
- Sutcliffe, K.M. 2001. Theories of organizational safety. Paper presented at the AHRQ funded conference titled Creating an organizational infrastructure for patient safety: Needs assessment, research base, and research opportunities. University of Michigan Business School, Ann Arbor, MI.
- Sutcliffe, K.M., & Tamuz, M. 2001. To err is organizational: Blindspots in research on adverse medical events. Co-chair, symposium presentation at the 2001 annual meetings of the Academy of Management, Washington D.C.
- Sutcliffe, K.M., Rosenthal, M., & Lewton, E. 2001. Insight in hindsight: Confronting challenges of studying medical mishaps in retrospect. Paper presented at the annual meetings of the Academy of Management, Washington D.C.
- Vogus, T. & Sutcliffe, K.M. 2001. On the road to mindfulness: Requisite variety and firm performance. Refereed invited presentation at the Organizational Learning and Knowledge Management Conference, Ivey School of Business, University of Western Ontario, London, Ontario, Canada.
- Sutcliffe, K.M. 2001. How medical residents experience mishaps: Implications for learning in context. Refereed invited presentation at the Organizational Learning and Knowledge Management Conference, Ivey School of Business, University of Western Ontario, London, Ontario, Canada.
- Sutcliffe, K.M. 2000. Faulty perceptions and strong performance: Management by interpretation. Invited presentation. Stern School of Business, New York University, New York.
- Sutcliffe, K.M. 2000. Executive team assessment of the business environment: Does accuracy matter. Invited presentation Hosmer Lunch series, University of Michigan Business School, Ann Arbor, MI.
- Sutcliffe, K.M. 2000. Medical residents and medical mishaps: The re-embedding of practice. Invited presentation Darden Business School, Charlottesville, VA.



- Sutcliffe, K.M. 2000. Medical residents and medical mishaps: The re-embedding of practice. Adverse medical events: The resurrection of systems theory. Invited presentation ICOS, University of Michigan, Ann Arbor, MI.
- Sutcliffe, K.M., Morris, I., Sitkin, S.B., Obstfeld, D., & Browning, L. 2000. Tailoring management tactics to situational requirements. Paper presented at the annual meetings of the Academy of Management, Toronto.
- Bunderson, J.S. & Sutcliffe, K.M. 2000. Functional heterogeneity in management teams: Implications for process and performance. Paper presented at the annual meetings of the Academy of Management, Toronto.
- Sutcliffe, K.M., & Weber, K. 2000. Environmental misperception and firm performance. Paper presented at the annual meetings of the Academy of Management, Toronto.
- Sutcliffe, K.M. 2000. Organizational approaches to patient safety. Society for Academic Emergency Medicine, San Francisco.
- Sutcliffe, K.M. 2000. Organizational approaches to patient safety. Paper presented to University of Florida Health Services Management Team and Department of Emergency Medicine, Jacksonville.
- Sutcliffe, K.M. 2000. Learning and performance in management teams. Invited presentation Darden Business School, Charlottesville, VA.
- Sutcliffe, K.M. 2000. Learning and performance in management teams. Paper presented to the School of Nursing, Department of Organization Systems, University of Michigan, Ann Arbor, MI.
- Sutcliffe, K.M. 1999. A mindful infrastructure for organizational reliability. Paper presented at the annual meetings of the Academy of Management, Chicago, IL.
- Weber, K. & Sutcliffe, K.M. 1999. Positive mindsets and exaggerated beliefs: Interpretive frames and firm performance. Paper presented at the annual meetings of the Academy of Management, Chicago, IL.
- Sutcliffe, K.M., Vodosek, M., & Bunderson, J.S. 1999. Network interaction at the top: The emergence of top management team beliefs. Paper presented at the annual meetings of the Academy of Management, Chicago, IL.
- Sutcliffe, K.M. 1999. Investigating a decision process in context. Paper presented to the Decision Consortium, University of Michigan, Ann Arbor, MI.
- Sutcliffe, K.M. 1998. Learning and performance in top management teams: The role of norms, composition, and network interaction. Invited presentation Carnegie-Mellon University, Pittsburgh, PA.
- Sutcliffe, K.M. & Weick, K.E. 1998. The reduction of medical error through systemic mindfulness. Paper presented at the Conference on Enhancing Patient Safety and Reducing Errors in Health Care. Rancho El Mirage, CA.
- Sutcliffe, K.M. 1998. Accounting for change: Exploring executives' attributions in context. Paper presented to the Organizational Psychology Brown Bag, University of Michigan, Ann Arbor, MI.
- Browning, L., Sitkin, S.B., & Sutcliffe, K.M. 1998. A structuration analysis of control and learning in TQM using organizations: The presence of feature and spirit in the reports of the use of procedures. Paper presented at the International Communication Association Annual Meeting, Jerusalem, Israel. Winner of the Top 3 best papers award.

Sutcliffe, K.M. 1998. Managers in the Middle: The importance of managerial cognition for organizational outcomes. Discussion presented at the annual meetings of the Academy of Management, San Diego.

Sitkin, S., Sutcliffe, K.M., & Browning, L. 1998. Balancing seemingly antithetical process management approaches: Rediscovering formalization's role in effective innovation. Paper presented at the annual meetings of the Academy of Management, San Diego.

Sutcliffe, K.M. 1998. Critical perspectives on organizational learning. Invited presentation, Managerial and organizational cognition: Implications for entrepreneurship, decision making and knowledge management, Stern School of Business, New York University, New York, NY.

Sutcliffe, K.M. 1998. Organizing for high reliability: Creating an infrastructure for quality management. Invited presentation, April meeting of the LQIN, Brighton, MI.

Sutcliffe, K.M. 1997. Learning organizations and organizational learning: Separating the wheat from the chaff. Paper presented at the annual meetings of the Weed Science Society, Louisville, KY.

Sutcliffe, K.M. 1997. Decisions, decisions, decisions. Commentary presented at the annual meetings of the Academy of Management, Boston, MA.

Sutcliffe, K.M., Sitkin, S.B., Browning, L., & Obstfeld, D. 1997. Balance for competitive advantage: Control, learning, and quality management. Paper presented at the annual meetings of the Academy of Management, Boston, MA.

Sutcliffe, K.M. 1997. Organizing for high reliability: The organizational aspects of manufacturing. Invited presentation, University of Michigan, College of Engineering, Ann Arbor, MI.

Sutcliffe, K.M. 1997. Building capabilities: Learning processes in market unit teams. Invited presentation Duke University Fuqua School of Business, Durham, NC.

Sutcliffe, K.M. 1996. Developmental processes in management teams. Invited presentation University of Wisconsin School of Business, Madison, WI.

Sutcliffe, K.M. 1996. Managing change in a changing industry. Invited presentation at the second Precision Agriculture Conference, University of Minnesota, Minneapolis, MN (September).

Sutcliffe, K.M., & Sitkin, S.B. 1996. Balancing control and learning in total quality organizations. Invited presentation at the National Research Council Commission on Behavioral and Social Sciences and Education Workshop on Improving Theory and Research on Quality Enhancement in Organizations, Washington, DC.

Sutcliffe, K.M., & Bunderson, S.J. 1996. Competence learned: Developmental processes in organizational teams. Paper presented at the annual meetings of the Academy of Management, Cincinnati, OH.

Obstfeld, D., & Sutcliffe, K.M. 1996. Everyday reliability in traditional organizations: Learning from high reliability organizations. Paper presented at the annual meetings of the Academy of Management, Cincinnati, OH.

Sutcliffe, K.M. 1996. Rethinking the relationship between work history and selective perception. Invited presentation at the University of Utah, School of Business Administration, Salt Lake City, UT.

Sutcliffe, K.M. 1996. Initiating change in the agricultural industry. Invited presentation at Precision Agriculture Conference, University of Minnesota, Minneapolis, MN (February).

- Sitkin, S.B., Sutcliffe, K.M., & Browning, LB. 1996. Distinguishing control from learning in Total Quality Management. Paper presented at the annual meetings of the NSF Design and Manufacturing Grantees Conference, Albuquerque, NM.
- Sutcliffe, K.M. and Zaheer, A. 1995. Uncertainty in the transaction environment: An empirical test. Paper presented at the annual meetings of the Academy of Management, Vancouver, BC.
- Sutcliffe, K.M. 1995. TQM as an organizing construct for the conduct of significant research. Paper presented in a symposium entitled "Interdisciplinary research as a tool for transforming work and organizations for the 21st Century: Lessons learned from TQM" at the annual meetings of the Academy of Management, Vancouver, B.C.
- Bunderson, J.S. & Sutcliffe, K.M. 1995. Work history and selective perception: Fine-tuning what we know. Paper presented at the 1995 annual meetings of the Academy of Management, Vancouver, BC.
- Sutcliffe, K.M. 1995. Rethinking the relationship between work history and selective perception. Invited paper presentation, Nanyang Technological University, Singapore.
- Sutcliffe, K.M. 1995. Action taking and learning from action in complex environments. Paper presented at the annual international meeting of ORSA/TMS, Singapore.
- Sutcliffe, K.M. 1994. Coping with environmental complexity: Surprise, sensemaking, and strategic learning. Paper presented at the annual national meeting of ORSA/TIMS, Detroit, MI.
- Sutcliffe, K.M., Waller, M.J., & Huber, G.P. 1994. Accounting for change: Exploring the antecedents of causal attributions. Paper presented at the annual meetings of the Academy of Management, Dallas, TX.
- McEvily, S., Sutcliffe, K.M., & Marcus, A. 1994. Explaining preferences for public policy: Strategic and contextual determinants. Paper presented at the annual meetings of the Academy of Management, Dallas, TX.
- McNamara, G., & Sutcliffe, K.M. 1994. Justifying risk-rating decisions in commercial lending: The influence of routines, organization change, and uncertainty. Paper presented at the annual meetings of the Academy of Management, Dallas, TX.
- McEvily, S., Sutcliffe, K.M. 1994. Explaining preferences for environmental regulation. Paper presented at the TMS XXXII conference, Anchorage, AK.
- Sutcliffe, K.M. Accurate perceptions in top management teams: Antecedents, consequences, and future research directions. Invited presentation, University of Calgary, Faculty of Management, November, 1993.
- Sutcliffe, K.M. The role of managerial interpretations in influencing strategic adaptation. Paper presented at the 1993 meetings of the Strategic Management Society, Chicago, IL.
- Sutcliffe, K.M. Perceptual paradox: The perils and promises of misperceiving the environment. Chair, symposium presentation at the 1993 annual meetings of the Academy of Management, Atlanta, GA.
- Sutcliffe, K.M. What executives notice: Accurate perceptions in top management teams. Paper presented at the 1993 annual meetings of the Academy of Management, Atlanta, GA.
- Sitkin, S. B., Sutcliffe, K. M., & Reed, G.L. 1992. Prescriptions for justice: Using social accounts to legitimate the exercise of professional control. Paper presented at the annual meeting of the International Association for Conflict Management in Minneapolis, MN.

Huber, G.P., Sutcliffe, K.M., Miller, C.C., & Glick, W.H. 1991. Determinants of organizational changes: A comparison of their relative impact. Paper presented at the annual meetings of the Academy of Management, Miami Beach, Florida.

Sitkin, S. B., Barrios-Choplin, J. R., & Sutcliffe, K. M. 1990. Employee responses to acquisitions: The effect of perceived change, uncertainty, equivocality, and acquiring firm ethical values on employee stress. Paper presented at the annual meetings of the Academy of Management, San Francisco.

Huber, G. P., Sutcliffe, K. M., & Glick, W. H. 1989. Environmental determinism and strategic choice: Empirical analyses of their relationships and subcomponent relationships. Paper presented at the annual meetings of the Academy of Management, Washington, D.C.

Sitkin, S. B., & Sutcliffe, K. M. 1989. Dispensing legitimacy: Professional, managerial, and legal influences on pharmacist use of social accounts. Paper presented at the annual meetings of the Academy of Management, Washington, D.C.

Huber, G. P., Sutcliffe, K. M., & Glick, W. H. 1988. An empirical examination of strategic choice and environmental determinism as determinants of strategic organizational changes. Paper presented at the annual meetings of the Academy of Management, Anaheim, California.

Sitkin, S. B., Barrios-Choplin, J. R., & Sutcliffe, K. M. 1988. Interpreting communication media: Employee responses to a merger. Paper presented at the annual meetings of the Academy of Management, Anaheim, California.

Sutcliffe, K. M. 1987. Organizational justifications across the life cycle. Paper presented at the annual meetings of the Academy of Management, New Orleans, Louisiana.

Sitkin, S. B., Reed, L., & Sutcliffe, K. M. 1987. Organizational and legal justifications for disclosive and non-disclosive behavior: An empirical study of pharmacist use of social accounts. Paper presented at the annual meetings of the Academy of Management, New Orleans, Louisiana.

Sutcliffe, K.M. 1985. The movement from colonialism to community based care in rural Alaska. Paper presented at the 1985 Annual Conference of the American Public Health Association, Washington, D.C.

Sutcliffe, K. M., & Burrelle, R. K. 1985. The value of self-care programs for rural elderly. Paper presented at the 1985 Annual Conference of the National Council on Aging, San Francisco, California.

## **TEACHING**

Undergraduate degree program courses:

- Behavioral Theory in Management (University of Michigan)
- Fundamentals of Management (University of Minnesota)

Graduate degree program courses:

- Power and Politics (MBA) (Johns Hopkins University)
- Leading Strategic Change (E/MBA) (Johns Hopkins University, University of Michigan)
- Human Behavior and Organizations (MBA day core course, Global MBA core course, MBA evening core course) (University of Michigan)
- Leading Change (EMBA core course, University of Michigan Ann Arbor & LA cohorts)
- Management and Organizations for Lawyers (University of Michigan Law School Elective)
- Management and Organizational Behavior (University of Michigan MBA core course)
- Mechanisms of Theory (University of Michigan PhD course)
- Multidisciplinary Action Project (University of Michigan MBA required course)
- The Management of Change (University of Minnesota MBA core course)

Organizational Behavior and Managerial Analysis (University of Minnesota MBA elective)  
Sensemaking in Organizations (University of Minnesota Ph.D. elective)

#### Executive education

Armstrong Institute Patient Safety and Quality Leadership Academy  
Bloomberg Philanthropies City Data Alliance Inaugural Mayoral Class  
Kingdom of Saudi Arabia (KSA) – Healthcare Leadership Development (Johns Hopkins Carey Business School)  
Executive Certificate – Academy for Healthcare Leadership and Management (Johns Hopkins Carey Business School)  
High Reliability Leadership (Johns Hopkins Carey Business School)  
Intelligence Learning Network (University of Michigan)  
Bank of America Leadership Program (University of Michigan)  
HR Network (Vienna) (University of Michigan)  
Seminarium HR Program (Chile, Costa Rica, Panama) (University of Michigan)  
ATKearney MBA Essentials Program (University of Michigan)  
Management of Managers Program (University of Michigan)  
National Intelligence Service (Washington, DC) (University of Michigan)  
Strategic Quality Management Program (University of Michigan)

#### INSTITUTIONAL SERVICE

2020-present	Member of the JHU Tenure Advisory Committee (TAC)
2018-present	Member Carey School APT and Academic Board
2023-2024	Chair Carey MO Faculty Recruiting Committee
2023-2024	Member Carey Governance Committee
2023-2024	Member Carey PhD Program Exploration Committee
2023-2024	Chair Carey Business School M&O Faculty recruiting committee
2022-2023	Member doctoral dissertation committee for So Yeon Kang, JHU Bloomberg School of Public Health
2022-2023	Chair Carey Business School Carey Distinguished Professorship faculty recruiting committee
2021-2023	Member of the Carey Distinguished Professorship faculty recruiting committee
2022-2023	Chair doctoral dissertation committee Rebecca Ojo, JHU Bloomberg School of Public Health
2022	Chair Carey Business School Vice-Dean Search committee
2021-2022	Member of the Carey Special Committee of the PhD Program
2021-2022	Co-chair Carey Business School M&O Faculty recruiting committee
2020-2021	Member of the JHU University Pandemic Academic Advisory Committee (UPAAC)
2019	Chair Carey Business School M&O Faculty recruiting committee
2017-2019	Member doctoral dissertation committee Teddy DeWitt University of Michigan
2019	Member Carey School Dean Search Committee
2017-2019	Chair doctoral dissertation committee Alden Lai, JHU Bloomberg School of Public Health
2018	Chair Carey Business School Postdoctoral Fellow MO/Healthcare recruiting committee
2018	External doctoral dissertation examiner Vibeke Milch, Norwegian University of Science and Technology, Trondheim Norway
2018	External doctoral dissertation examiner Bettina Ravnborg Thude, University of Southern Denmark, Odense, Denmark
2017-2018	Chair Carey Business School Marketing search committee
2016-2017	Chair doctoral dissertation committee Lori Paine
2015-2016	External doctoral dissertation examiner Gunhild Saetren, Norwegian University of Science and Technology, Trondheim Norway

2013-2015 Member doctoral dissertation committee Kristin Alvarez  
 2012-2015 Chair doctoral dissertation committee Matt Karlesky  
 2012-2015 Chair doctoral dissertation committee Chris Meyers  
 2013 Member doctoral dissertation committee Amanda Fore  
 2013-2015 Member doctoral dissertation committee Lok-Sze Wong  
 2013-2015 Member doctoral dissertation committee Kelly McMahon  
 2013-2015 Member doctoral dissertation committee Elias Samuels  
 2012-2014 Member doctoral dissertation committee Johan Chu  
 2012-2014 Co-chair doctoral dissertation committee Laura Rees  
 2013-2014 Member doctoral dissertation committee Heather Beasely  
 2012-2013 Member University Search Committee for Executive Director of Safety and Security  
 2012-2013 Chair ZLI Executive Director Recruiting Committee  
 2010-2012 Co-chair doctoral dissertation committee Maria Farkas  
 2010-2012 Member dissertation committee Na-Eun Cho  
 2010-2012 Member dissertation committee Flannery Stevens  
 2010-2011 Member dissertation committee Adam Cobb  
 2010-2014 Member dissertation committee Viticia Thames  
 2009-2012 Member dissertation committee Seneca Rosenberg  
 2008-2012 Member dissertation committee Christine Neumerski  
 2010-2011 Member dissertation committee Francesca Forzani  
 2008-2011 Member dissertation committee Deleise Wilson  
 2008-2010 Chair doctoral dissertation committee Michelle Barton  
 2006-2009 Co-chair doctoral dissertation committee Dan Gruber  
 2006-2009 Chair doctoral dissertation committee Marlys Christianson  
 2006-2009 Member dissertation committee Olenka Kacperczyk  
 2006-2007 Member doctoral dissertation committee Sean Delaney  
 2006-2007 Undergraduate Honors Thesis Advisor for Melissa Kamin  
 2006 External examiner for doctoral exam University of Calgary  
 2005-2007 Member Ross School Executive Committee  
 2005-2007 Member doctoral dissertation committee Brianna Barker Caza  
 2005-2006 Member prelim/IERP committee Olenka Kacperczyk  
 2005-2006 Member prelim/IERP committee Dan Gruber  
 2005-2006 Member prelim/IERP committees Michelle Barton  
 2003-2005 Chair doctoral studies committee UMBS  
 2003-2005 M&O doctoral studies coordinator  
 2004-2005 Undergraduate Honors Thesis Advisor for Elizabeth Campbell  
 2004-2005 Member prelim/IERP committees Marlys Christianson  
 2004-2007 Member doctoral dissertation committee Scott Sonenshein  
 2004-2008 Member doctoral dissertation committee Ruth Blatt  
 2004-2007 Member doctoral dissertation committee Aran Caza  
 2004-2006 Member doctoral dissertation committee Melissa Wooten  
 2003-2006 Member of the Domestic Corps Advisory Committee  
 2003-2005 Member doctoral dissertation committee Dana Tschannen  
 2003-2004 Member doctoral dissertation committee Jane Zhao  
 2002-2004 Chair doctoral dissertation committee for Tim Vogus  
 2001-2004 Member doctoral dissertation committee for Elizabeth McCance  
 2002-2003 Member of prelim committee for Melissa Wooten  
 2001-2003 Member doctoral dissertation committee for Klaus Weber  
 2001-2003 Member doctoral dissertation committee for Ryan Quinn  
 2001-2002 Member doctoral dissertation committee for Samina Karim  
 2001-2002 Member of UMBS EE Advisory committee  
 2001-2002 Chair, OBHRM Recruiting committee  
 2000-2001 Member of UMBS research committee  
 2000-2001 MBA OBHRM core course coordinator

1997-2001	Member doctoral dissertation committee for David Obstfeld
1998-2001	Member doctoral dissertation committee for Valter Moreno
1999-2000	Member of doctoral dissertation committee for Thomas Sy
1999-2000	Member of doctoral dissertation committee for Darryl Wahlstrom
1999-2000	Member of prelim exam committee for Ryan Quinn
1998-1999	Member faculty recruiting committee
1998-2000	Member doctoral dissertation committee for Jin Nam Choi
1998-2002	Member doctoral dissertation committee for Randy VanWagoner
1998-2000	Member doctoral dissertation committee for Michael Metzger
1997-1998	MBA OBHRM core course coordinator
1997-1998	Member doctoral dissertation committee for Diane Norris
1995-1998	Member doctoral dissertation committee for Caroline Bartel
1996-1997	Member faculty recruiting committee
1995-1998	Member doctoral dissertation committee for Vince Linder
1995-1996	Member doctoral student recruitment committee
1994-1995	Member doctoral student recruitment committee
1994-1996	Member doctoral dissertation committee for Melinda Spencer
1994-1995	Member doctoral dissertation committee for Patricia Benson
1994-2003	Member doctoral dissertation committee for Sheherezade Taylor
1994-1996	Member doctoral dissertation committee for Sharon Manceor

## HONORS, AWARDS AND RECOGNITION

2024	Appointed Kenan Institute Distinguished Research Fellow for 2024
2021-present	Appointed by the National Academies of Science, Engineering and Medicine Transportation Research Board to a Committee on Emerging Trends in Aviation Safety.
2020	Elected Fellow of the International Academy of Quality and Safety in Health Care (IAQS)
2019	Reviewer, National Academy of Sciences, Engineering, and Medicine, Gulf Research Program, Safer Offshore Energy Systems Grants
2018	McCombs School of Business Distinguished PhD Alumnus Award
2018	Elected Fellow of the Academy of Management (AOM)
2016	Awarded Rockefeller Foundation Bellagio Residency Fellowship July-August
2015	Awarded the MOC Distinguished Scholar Award by the Managerial and Organizational Cognition Division of the Academy of Management.
2012-2015	Appointed by the National Academy of Sciences Institute of Medicine to a research panel charged with studying and providing recommendations related to workforce resilience to the Department of Homeland Security.
2012	Awarded grant by the National Institute of Health to conduct a study to understand variation in failure to rescue in the elderly (co-primary investigator Dr. John Birkmeyer et al, University of Michigan, \$999,337)
2010-2014	Awarded Robert Wood Johnson Foundation Investigator Award (co-primary investigator Dr. Robert Wears, University of Florida, \$335,000)
2006	Awarded Researcher of the Year Award, Ross School of Business, University of Michigan
2006	Awarded Ross School of Business Research Grant (\$5000)
2005	Faculty OMT/MOC Doctoral Consortium, Academy of Management Meetings
2005	Awarded grants by the Ross School of Business, and the University of Michigan Office of the Vice President for Research for a conference on “resilience” (\$5000, \$10000).
2004	Awarded grant by the University of Michigan ICOS for a conference on “resilience” (\$5000).

- 2003 Awarded grant by the University of Michigan Office of the Vice President for research to conduct a narrative study of “thriving” (co-investigator Dr. Jane Dutton, Dr. Gretchen Spreitzer, University of Michigan, \$7800).
- 2003 Top ten paper (co-authored with Tim Vogus) Strategic Management Society
- 2003 Top three paper (co-authored with Karl Weick) California Management Review
- 2001 Awarded grant by the Agency for Healthcare Research and Quality to conduct a working conference to develop a multidisciplinary research direction for studying errors in HCOs (co-primary investigators Dr. Robert Wears, University of Florida Medical School and Dr. Saul Weingart, Harvard University, \$50,000)
- 2001 Awarded grant by the National Patient Safety Foundation for a two-year multi-method study of errors in emergency departments (co-primary investigator Dr. Robert Wears, University of Florida Medical School, \$110,000)
- 2000 Best paper award by the International Communication Association, Seattle, Washington
- 2000 Awarded grant by the University of Michigan Office of the Vice President for research to investigate the organizational factors associated with medical mishaps (co-investigator Dr. Marilyn Rosenthal, University of Michigan, \$15,000).
- 1999 Best paper award by the International Communication Association, San Francisco, CA.
- 1998 Best paper award by the International Communication Association, Jerusalem, Israel.
- 1996-1998 GE Lighting Faculty Fellowship awarded by the Tauber Manufacturing Institute, University of Michigan
- 1996-1997 NBD Bancorp Award for Junior Faculty Achievement, University of Michigan Business School, 1996.
- 1995 Best paper award by the Management and Organizational Cognition Interest Group of the Academy of Management.
- 1995 Awarded grant by the Center for International Business Education, University of Michigan to conduct a comparative research project into the joint information processing behaviors of firms in Singapore (\$3,000).
- 1995-1998 Awarded National Science Foundation research grant for three-year study of quality in American firms (co-primary investigator with Sim Sitkin, Duke University, \$420,000).
- 1993-1994 Awarded University of Minnesota Graduate School research grant (\$14,000).
- 1992-1993 Awarded University of Minnesota Graduate School research grant (\$10,000).
- 1992-1993 Bush Faculty Development Program on Excellence and Diversity in Teaching, University of Minnesota.
- 1992-1993 Awarded \$20000 research grant by the McKnight Foundation (with A. Marcus) to study the Minnesota energy efficiency and renewable fuels industry.
- 1992 Academy of Management OB/OT/OD new faculty consortium.

## PROFESSIONAL SERVICE/MEMBERSHIPS

- Editorial Review Board Member: *Academy of Management Discoveries*, *Academy of Management Perspectives*, *International Public Management Journal*, *Academy of Management Journal* (1999-2004), *Organization Science* (1999-2013), *Organization Studies* (Senior Editor- 2003-2009), *Academy of Management Annals Advisory Board* (2013-present), *Journal of Management Studies* Special Issue Commemorating the 50th Anniversary of the Publication of Karl E. Weick’s *The Social Psychology of Organizing* (2018-2020), Special Issue on *Academy of Management Review* Special Issue on the New Normal (2020-present), Special Issue on *Journal of Management Studies* Special Issue on Extreme Contexts (2021-present)
- Ad Hoc Reviewer: *Academy of Management Discoveries*, *Academy of Management Review*, *Academy of Management Journal*, *Administrative Science Quarterly*, *BMJ Leader*, *BMJ Quality and Safety in Healthcare*, *British Journal of Management*, *Human Relations*, *Journal of Management Studies*, *Management Science*, *Medical Care*, *Organization Science*, *Organization Studies*, *Safety Science*, *Strategic Management Journal*



Academy of Management:

- Past Chair of the Managerial and Organizational Cognition Division of the Academy of Management (1998-2002)
- Ad Hoc Program Reviewer (e.g., MOC, OB, OMT, and BPS)
- Best Paper Award Reviewer (e.g., AOM Fellows RRIM award, AMJ, Annals) (ongoing)
- AOM meetings Research in the Rough (for MOC and HCM) (ongoing)

Professional Memberships

- Academy of Management (AOM)
- European Group for Organization Studies (EGOS)
- Institute for Operations Research and Management Science (INFORMS)
- Strategic Management Society

**OTHER EMPLOYMENT/CONSULTING**

- Director Health and Social Services (Aleutian/ Pribilof Islands Association, Anchorage, Alaska), 1983-1986; Program Consultant (State of Alaska, Dept. of Health and Social Services, Juneau, Alaska), 1981-1983; Instructor, Community Health Care (University of Washington, Seattle, Washington), 1980; Public Health Nurse Practitioner (Iliuliuk Family and Health Services, Unalaska, Alaska), 1978-1979.
- Various consulting engagements (some examples): Previous consulting with the Analysis Group, Fire Department of New York, Georgia Pacific, Goldman Sachs, Marathon Oil Company, Secretary of the Navy, Navy Surgeon General, Air Force Surgeon General, Department of Interior, United States Forest Service, Cincinnati Children's Hospital and Medical Center, ThyssenKrupp, SABIC, ProRail, General Electric, Hewlett Packard, Target, Motorola, Xerox, Applied Materials, the State of Alaska, and the US Bureau of Mines.