KATHLEEN M. SUTCLIFFE
Stephen M. Ross School of Business
University of Michigan
Ann Arbor, MI 48109-1234
Tel: 734.764.2312 / Fax: 734.936.8716
ksutclif@umich.edu

EDUCATION

PhD   University of Texas, Austin, Texas
MN   University of Washington, Seattle, Washington
BS   University of Alaska, Anchorage, Alaska
AB   University of Michigan, Ann Arbor, Michigan

ACADEMIC APPOINTMENTS

- Ross School of Business, University of Michigan

    - Gilbert and Ruth Whitaker Professor of Business Administration, 9/2006 – present
    - Associate Dean for Faculty Development and Research, 7/2006 – 6/2010
    - Professor of Management and Organizations, 9/2005 – present
    - 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

Journals, Annuals, Monographs

Vogus, T.J., Rothman, N.B., Sutcliffe, K.M., & Weick, K.E. 2014. The affective foundations of high-reliability organizing. **Journal of Organizational Behavior**. In press.

Sutcliffe, K.M. Sensemaking. 2013. In D. Teece & M. Augier (Eds.), **Palgrave Encyclopedia of Strategic Management**. London: Palgrave Macmillan.

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, 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 Best Practice Paper of the year by the AOM]

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.

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 positive. **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 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.

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 Journa**l, 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

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.

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.

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. To appear in R. Wuestenhagen & R. Wuebker (Eds), **Handbook of Energy Entrepreneurship**. London: Elgar.

Ashford, S.J., Sutcliffe, K.M., & Christianson, M.K. 2009. Leadership, voice, and silence. In Greenberg, J., Edwards. M.S., & C.T. Brinsfeld (Eds.), **Voice and Silence in Organizations.** UK: Emerald, 175-203.

Christianson, M., & Sutcliffe, K.M. 2009. Sensemaking, high reliability organizing, and resilience. In P. Croskerry, K. Crosby, S. Schenkel, & R.L. Wears (Eds.), **Patient Safety in Emergency Medicine.** Lippincott, Williams, & Wilkins: Philadelphia, PA, 27-33.

Browning, L.B., Greene, R., Sitkin, S.B., Sutcliffe, K.M., & Obstfeld, D. 2009. Constitutive complexity: Military entrepreneurs and the synthetic character of communication flows. In L Putnam & A. Nicotera (Eds.), **Building Theories of Organization: The Constitutive Role of Communication**. New York: Routledge, 89-116.

Sutcliffe, Kathleen M., & Vogus, Timothy J. 2008. "The pragmatics of resilience." In H. Hansen & D. Barry, D. (Eds.), **Handbook of New Approaches in Management and Organization**. Thousand Oaks, CA: Sage, 498-500.

Weick, K.E. & Sutcliffe, K.M. 2008. Organizing for higher reliability: Lessons learned from wildland firefighters. **Fire Management Today**, Spring.

Sutcliffe, K.M., & Weick, K.E. 2008. Information Overload Revisited. In G. Hodgkinson & W. Starbuck (Eds.), **Handbook of Organizational Decision Making**. Oxford UK: Oxford University Press, 56-76.

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

Vogus, Timothy J., & Sutcliffe, Kathleen M. 2007. Organizational Resilience: Towards a Theory and a Research Agenda. **IEEE Systems, Man, and Cybernetics 2007 Proceeding**s, 3418-3422.

Sutcliffe, K.M. 2007. Book review essay: From Pablo to Osama. **International Public Management Journal**, 10(4), 447-451.

Spreitzer, G., & Sutcliffe, K.M. 2007. Thriving in Organizations. In C. Cooper & D. Nelson, (eds.), **Positive Organizational Behavior: Accentuating the Positive at Work.** Beverly Hills: Sage.

Sutcliffe K.M., & Wintermute, T. 2006. Commentary: Gladwell as Sensegiver. **Journal of Management Inquiry**, 15, pp. 404-405.

Sutcliffe, K.M. 2006. Unleashing Change: A Study of Renewal in Government. **Academy of Management Review**, 31 (3), 769-773

Sutcliffe, K.M. 2005. Book review essay: Ethics, the Heart of Leadership. **Academy of Management Review**, 30(4), 869-871.

Murphy, A.G., Eisenberg, E.M., Sutcliffe, K.M., Schenkel, S. 2004. The patient in 4: Framing and sense-making in emergency medicine. In E. B. Ray (Ed), **Health Communication in Practice**, 285-297, 2nd ed. Mahwah, NJ: Erlbaum Press.

Sutcliffe, K.M. 2004. Transitions revisited: An unexpected evocation. In R. Stablein & P.J. Frost (Eds.), **Renewing Research Practice: Lessons From Scholar's Journeys.** Palo Alto, CA: Stanford University Press, 171-175.

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

Wears, R.L., & Sutcliffe, K.M. 2003. Promoting heedful interrelating and collective competence in the emergency department. In L. Zipperer (ed.), **Focus on Patient Safety**, 6(3): 4-5.

Sutcliffe, K.M., & Vogus, T. 2003. Organizing for resilience. In K.S. Cameron, J.E. Dutton, & R.E. Quinn (Eds.), **Positive Organizational Scholarship.** San Francisco: Berrett-Koehler, 94-110.

Rosenthal, M.M. & Sutcliffe, K.M. 2002. Struggling to act: Struggling to understand. In M.M. Rosenthal & K.M. Sutcliffe (eds.), **Medical Error: What Do We Know? What Do We Do?** San Francisco: Jossey-Bass, 237-266.

Sutcliffe, K.M. 2000. Organizational environments and organizational information processing. In F. Jablin & L. Putnam (Eds.), **Handbook of Organizational Communication: Advances in Theory, Research and Method**s. Beverly Hills: Sage, 197-230.

Weick, K.E., & Sutcliffe, K.M. 2000. High reliability: The power of mindfulness. **Leader to Leader**, 33-38. San Francisco: Drucker Foundation/Jossey-Bass.

   Reprinted in 2002 in F. Hesselbein & R. Johnston (Eds.), **On High Performance Organizations**. San Francisco: Jossey-Bass.

Browning, L. D., Sutcliffe, K. M., Sitkin, S., Obstfeld, D. & Greene, R. 2000. Keep 'em flying: The constitutive dynamics of an organizational change in the U. S. Air Force. **Electronic Journal of Communication/La Revue Electronique de Communication (EJC/REC**), Vol. 10(1).

Sutcliffe, K.M. 2000. Motivational preconditions and intra-organizational barriers to learning in organizational settings. In T.Lant & Z. Shapira (Eds.), **Managerial and Organizational Cognition**. Mahwah, NJ: Lawrence Erlbaum, 147-153.

Sutcliffe, K.M., Sitkin, S.B., & Browning, L. 1999. Tailoring process management to situational requirements. Beyond the control and exploration dichotomy. In R. Cole & R. Scott (Eds.) **The Quality Movement and Organizational Theory.** Thousand Oaks, CA: Sage, 315-331.

Browning, L., Sutcliffe, K.M., Sitkin, S.B., Obstfeld, D., & Shetler, J. 1999. Task effectiveness and the implementation of process methods: Organizations in the dual pursuit of control and learning. In M. Beyerlein (Ed.), **Advances in the Interdisciplinary Studies of Work Teams.** Greenwich, CT: JAI, 203-245.

Vodosek, M., & Sutcliffe, K.M. 1999. Overemphasis on analysis: Decision making dilemmas in the age of speed. In R.E. Quinn, L. St. Clair, & R.M. O'Neill (Eds.), **The Pressing Problems of Modern Organizations: Transforming the Agenda for Research and Practice.** San Francisco: The New Lexington Press, 153-174.

Sitkin, S.B., Sutcliffe, K.M., & Weick, K.W. 1998. Organizational learning. In R. Dorf (Ed.), **The Technology Management Handbook.** , Boca Raton, FL: CRC Press, Chap. 7, 70-76.

Sutcliffe, K.M., Sitkin, S.B., & Browning, L.D. 1997. Perspectives on process management: Implications for research on 21st century organizations. In C.Cooper & S. Jackson (Eds.), **Creating Tomorrow's Organizations: A Handbook for Future Research in Organizational Behavior.** New York: John Wiley, 207-230.

Sutcliffe, K.M. 1997. The nuances of learning. In J.Walsh & A.Huff (Eds.), **Advances in Strategic Management.** Greenwich, CT: JAI, 331-336.

Huber, G.P., Sutcliffe, K.M., Miller, C.C. & Glick, W.H. 1993. Understanding and predicting organizational change. In G. Huber & W. Glick (Eds.), **Organizational Change and Redesign: Ideas and insights for improving managerial performance**. New York: Oxford University Press.

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.

Books

Committee on the Department of Homeland Security Workforce Resilience. 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.

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

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

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

Sutcliffe, K.M. 2014. Sensemaking and resilient performance. Invited speaker The Eighth International High Reliability Organizing Conference, 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, Brugg, Switzerland.

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

Sutcliffe, K.M. 2013. Mindful organizing to patient safety. Invited speaker Johns Hopkins University, 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 14th 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 Paitent 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 sensemkaing: 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 5th 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 6th 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 TIMS 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
    Fundamentals of Management

Graduate degree program courses:
    Human Behavior and Organizations (MBA day core course, Global MBA core course, MBA evening core course)
    Leading Change (EMBA core course, Ann Arbor & LA cohorts)
    Management and Organizations for Lawyers (Law School Elective)
    Management and Organizational Behavior (MBA core course)
    Mechanisms of Theory (PhD course)
    Multidisciplinary Action Project (MBA required course)
    The Management of Change (MBA core course)
    Organizational Behavior and Managerial Analysis (MBA elective)
    Sensemaking in Organizations (Ph.D. elective)

Executive education
    Bank of America Leadership Program
    HR Network (Vienna)
    Seminarium HR Program (Chile, Costa Rica, Panama,)
    ATKearney MBA Essentials Program
    Management of Managers Program
    National Intelligence Service (Washington, DC)
    Strategic Quality Management Program

INSTITUTIONAL SERVICE

2012	Chair doctoral dissertation committee Matt Karlesky
2012	Chair doctoral dissertation committee Chris Meyers
2013	Member doctoral dissertation committee Elias Samuels
2013	Member doctoral dissertation committee Kristin Alvarez
2013	Member doctoral dissertation committee Amanda Fore
2013	Member doctoral dissertation committee Kelly McMahon
2012	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 prelimIERP 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

AWARDS AND RECOGNITION

2012	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 of the University of Michigan, $999,337)
2010	Awarded grant by the Robert Wood Johnson Foundation to conduct a study of the medicalization of patient safety (co-primary investigator Dr. Robert Wears of the University of Florida Medical School, $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. Marilynn 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

Editorial Review Board Member: *Academy of Management Annals Advisory Board*, *Academy of Management Discoveries, International Public Management Journal, Academy of Management Journal (1999-2004)*, *Organization Science (1999-2013), Organization Studies (Senior Editor-2003-2009)*
Ad Hoc Reviewer: *Academy of Management Review*, *Academy of Management Journal*, *Administrative Science Quarterly*, *British Journal of Management, Human Factors, Management Science*, *Medical Care, Journal of Management Studies*, *BMJ Quality and Safety in Healthcare*, *Safety Science*, *Strategic Management Journal*
Academy of Management:
- Past Chair of the Managerial and Organizational Cognition Division of the Academy of Management
- Ad Hoc Program Reviewer annually for the MOC, OB, OMT, and BPS Divisions

OTHER EMPLOYMENT

- 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): Analysis Group, Marathon Oil Company, Fire Department of New York, Department of Interior, United States Forest Service, Cincinnati Children's Hospital and Medical Center, ThyssenKrupp, SABIC, General Electric, Hewlett Packard, Target, Motorola, Xerox, Applied Materials, the State of Alaska, the US Bureau of Mines.