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Rotman School of Management
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ACADEMIC APPOINTMENTS AND PROFESSIONAL EXPERIENCE

- 2017 - Associate Professor of Organizational Behavior (with tenure)
Rotman School of Management, University of Toronto
- 2009 - 2017 Assistant Professor of Organizational Behavior
Rotman School of Management, University of Toronto
- 2010 - Centre for Quality Improvement and Patient Safety, Affiliate Member
- 2009 - Centre for Health Sector Strategy, Member
- 1998–2003 Olmsted Medical Center, Rochester, MN
Chief of Hospital Medical Staff, 2001-2003
Assistant Medical Director for Quality, 2000-2003
Family Physician, 1998-2003

EDUCATION

- 2009 Ph.D., Management & Organizations; University of Michigan, Ann Arbor, MI
- 1996–1998 Family Medicine Residency, University of Saskatchewan
- 1996 MD, University of Saskatchewan
Graduated with distinction

PEER-REVIEWED PUBLICATIONS

Christianson, M.K. In press. Mapping the terrain: The use of video-based research in top-tier organizational journals. *Organizational Research Methods*.

LeBaron, C.D*, Christianson, M.K.*, Garrett, L., & Ilan, R. 2016. Coordinating flexible performance during everyday work: An ethnomethodological study of handoff routines. *Organization Science*, 27(3): 514-534.

(* = shared lead authorship)

- Lead article

Maitlis, S. & Christianson, M.K. 2014. Sensemaking in organizations: Taking stock and moving forward. *The Academy of Management Annals*, 8(1): 57-125.

- Web of Science “Highly Cited” paper
- Consistently in the top five “most read” *Academy of Management Annals* articles
- Featured in an online article collection consisting of the top three most downloaded articles in 2014 in each Routledge Social Sciences journal

Christianson, M.K., Ilan, R. 2013. End-of-round time compression in physician handoff sessions – Reply. *JAMA Internal Medicine* (formerly *Archives of Internal Medicine*), 173(11):1034.

Cohen, M.D., Ilan, R., Garrett, L., LeBaron, C.D., & Christianson, M.K. 2012. The earlier the longer: Disproportionate time allocated to patients discussed early in attending physician handoff sessions. *Archives of Internal Medicine*, 172(22): 1762-1764.

Ilan, R., LeBaron, C.D., Christianson, M.K., Heyland, D.K., Day, A., & Cohen, M.D. 2012. Handover patterns: An observational study of critical care physicians. *BMC Health Services Research*, 12(11): 1-10.

Christianson, M.K., Sutcliffe, K.M., Miller, M.A., & Iwashnya, T.J. 2011. Becoming a high reliability organization. *Critical Care*, 15(314): 1-5.

Christianson, M.K., Farkas, M.T., Sutcliffe, K.M., & Weick, K.E. 2009. Learning through rare events: Significant interruptions at the Baltimore & Ohio Railroad Museum. *Organization Science*, 20(5): 846-860.

Grant, A.M., Christianson, M.K., & Price, R.H. 2007. Happiness, health, or relationships? Managerial practices and employee well-being tradeoffs. *Academy of Management Perspectives*, 21(3):51-63.

- Finalist for the *Academy of Management Perspectives* 2007 Best Paper Award (one of three papers nominated)

Blatt, R.*, Christianson, M.K.*, Sutcliffe, K.M.*, & Rosenthal, M.M. 2006. A sensemaking lens on reliability. *Journal of Organizational Behavior*, 27(7): 897-917. (* = shared lead authorship)

Anderson, P.J.J., Blatt, R., Christianson, M.K., Grant, A.M., Marquis, C., Neuman, E.J., Sonenshein, S., & Sutcliffe, K.M. 2006. Understanding mechanisms in organizational research: Reflections from a collective journey. *Journal of Management Inquiry*, 15(2):102-113. (authors are listed in alphabetical order; all contributions equal)

CHAPTERS IN EDITED VOLUMES

Sutcliffe, K.M., & Christianson, M.K. 2011. Managing the unexpected. In G. Spreitzer, & K.S. Cameron (Eds.), *Handbook of Positive Organizational Scholarship*: 843-854. Oxford: Oxford University Press.

Christianson, M.K. 2011. Using surprise as a guide: “Aha” moments of confirmation and disconfirmation. In J.E. Dutton & A. Carlsen (Eds.), *Research Alive: Exploring Generative Moments in Doing Qualitative Research*. 38-41. Copenhagen: Copenhagen Business School Publishing.

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

Ashford, S.J., Sutcliffe, K.M., & Christianson, M.K. 2009. Speaking up and speaking out: The leadership dynamics of voice in organizations. In Greenberg, J. & M.S. Edwards (Eds.), *Voice and Silence in Organizations*: 175-201. Bingley, UK: Emerald Publishing Group.

TEACHING

University of Toronto Courses		Instructor ratings
Spring 2016	RSM260 Organizational Behavior (L0101) BCom core Organizational Behaviour class; 1 section	4.7/5.0
Fall 2015	RSM260 Organizational Behavior (L0101) BCom core Organizational Behaviour class; 1 section	4.6/5.0
Fall 2014	RSM260 Organizational Behaviour (L0101, L0201, and L0301) BCom core Organizational Behaviour class; 3 sections	4.8, 4.9, 4.8/5.0
Fall 2013	RSM260 Organizational Behaviour (L0101, L0201) BCom core Organizational Behaviour class; 2 sections	4.5, 4.3/5.0
	OBHRM PhD Meso Organizational Behavior (RSM 3065H.1)	(no ratings)
Spring 2013	RSM260 Organizational Behaviour (L0101, L0201, L0301) BCom core Organizational Behaviour class; 3 sections	4.5, 4.5, 4.4/5.0
Spring 2012	RSM260 Organizational Behaviour (L0101, L0201, L0301) BCom core Organizational Behaviour class; 3 sections	6.6, 6.6, 6.8/7.0
Spring 2011	RSM260 Organizational Behaviour (L0101, L0301) BCom core Organizational Behaviour class; 2 sections	6.4, 6.5/7.0
Fall 2010	RSM2020 Health Sector Strategy and Organization MBA Healthcare elective (27 students)	6.7/7.0
Spring 2010	RSM260 Organizational Behaviour (L0201, L0401, L0501) BCom core Organizational Behaviour class; 3 sections	6.2, 6.8, 6.9/7.0
University of Michigan Courses		
Winter 2006	MO 300 Behavioral Theory of Management (Required BBA course, 70 students)	4.9/5.0

GRADUATE STUDENT SUPERVISION

Amy Akers, external examiner, dissertation defense (Queen's University)	2015
Leahora Rotteau, external examiner, proposal defense (IHPME, University of Toronto)	2015
Usman Lakshami, MBA independent study	2011
Matthew Ramenaden, MBA independent study	2010

GRANTS

Social Science and Humanities Research Council (SSHRC) Insight Grant, 2015-2018, \$99,506 Grant # 435-2015-0619. "The emergence and updating of shared understanding in teams during unexpected events" Co-PI with Mary Waller, York University.

Connaught New Researcher Award, University of Toronto, 2011-2012, \$10,000

Ross School of Business Doctoral Research Grant, 2008, \$2,000

Quality of Life Interdisciplinary Forum. Rackham Interdisciplinary Workshop, 2003-2005, \$9,000

Blue Cross Blue Shield of Michigan Foundation Student Award Program Grant, 2003, \$3000

REFEREED CONFERENCE PRESENTATIONS

Christianson, M.K. 2015. Discussant for symposium on macro adaptive sensemaking, organized by Claus Rerup at National Academy of Management Meeting, Vancouver, BC, Aug 5-11. (other participants include Yanfei Hu, Callen Anthony, Lee Watkiss, Claus Rerup, Mark Zbaracki, Joe Porac, Sally Maitlis, Woody Powell).

Christianson, M.K. 2015. Presented "Looking for synergies, learning from others" at National Academy of Management Meeting, Vancouver, BC, Aug 5-11. (part of a symposium on sensemaking; other participants include Tim Hoff, Gerardo Patriotta and Claus Rerup).

Christianson, M.K. (with Curtis LeBaron, Lyndon Garrett, Roy Ilan, and Michael Cohen). 2014. "Microcycling: The dynamic interplay between lists and stories within handoff routines" at the Organization Science Winter Conference in Steamboat Springs, CO, Feb 6-9, 2014. Presented as part of the opening plenary panel, "More than 'dead habits': Exploring the dynamic interplay within and between consequential routines" (co-organized with Curtis LeBaron. Other participants included Silke Bucher, Ann Langley, Melissa Valentine, Arie Lewin, Silvia Massini, and Brian Hilligoss).

Christianson, M.K. (with Mary Waller). 2013. Presented "Reconciling conflicting accounts and taking action: The interplay of sensemaking and attention on 9/11" at National Academy of Management Meeting, Orlando, FL, Aug 9-13. (part of a symposium on sensemaking and attention; other participants include Willie Ocasio, Sally Maitlis, Claus Rerup, Mark Zbaracki, Joe Porac, Ann Frost, and Jeannette Eberhard).

Christianson, M.K. (with Curtis LeBaron, Lyndon Garrett, and Michael Cohen), 2012. Paper presented by LeBaron. "Maintaining an organizational routine: A video-based study of physician handovers" at National Academy of Management Meeting, Boston, MA. Part of a symposium on "Exploring How individuals shape, coordinate, and maintain organizational routines" (co-organized symposium with Curtis LeBaron, other participants in symposium include Markus Becker, Claus Rerup, Carlo Salvato, and Daniel Levinthal).

Christianson, M.K. (with Curtis LeBaron, Lyndon Garrett, and Michael Cohen), 2012. Paper presented by LeBaron. "Routines as coauthored events: Interdependent maintenance of routines through reinforcement and repairs" at the Fourth International Symposium on Process Organization Studies. Kos, Greece, June 20-23.

Christianson, M.K. 2012. Presented "Sensemaking and updating" at the High Reliability Organization Research Workshop. Invitation only. Nashville, TN, May 3-5.

- Christianson, M.K. & Waller, M. 2011. Presented "The emergence of shared understanding during unexpected events: An example from 9/11." National Academy of Management Meeting, San Antonio, TX. Part of a symposium on "Transitions in understanding: Exploring how understanding evolves in dynamic contexts" (co-organized symposium with Mary Waller, other participants included Michelle Barton, John Carroll, Michelle Williams, Claus Rerup, Sjr Uitdewilligen, and Kathie Sutcliffe).
- Christianson, M.K. 2011. Presented "Practice makes perfect: Using simulation to help teams learn to coordinate" Part of a symposium on "Learning to coordinate: The dynamic interplay between relationships and structures" organized by JP Stephens and Jody Hoffer Gittel.
- Christianson, M.K. 2011. Presented "'It doesn't feel right'": Exploring how updating is shaped through interaction." at the Third International Symposium on Process Organization Studies. Corfu, Greece, June 15-18.
- Christianson, M.K. 2010. Presented "Gaining insight into diagnostic error: Observing how physicians detect and correct misdiagnoses in real time" at Diagnostic Errors in Medicine Conference, Oct 2010. Toronto, ON.
- Christianson, M.K. 2010. Organized PDW for National Academy of Management Meeting, Montreal, QC. "Studying sensemaking: A methodological toolkit." (presenters included Sally Maitlis, Claus Rerup, Jenny Rudolph, Tim Vogus, and Mary Waller).
- Christianson, M.K. 2010. Participated in PDW at National Academy of Management Meeting, Montreal, QC. PDW organized by Jane Dutton and Arne Carlsen: "Unleashing generativity: A workshop on moments of aliveness, inspiration and imagination in qualitative research."
- Christianson, M.K. 2010. Presented, "Sensemaking, error detection and correction, and handoffs. ACM Conference on Computer Supported Collaborative Work, Savannah, GA. Presented as part of a session on "Handoffs and handovers: Collaborating in turns," organized by Michael Cohen, Emily Patterson, Brian Hilligoss, and Nikhil Sharma.
- Christianson, M.K & Barton, M. 2008. Organized PDW for the National Academy of Management Meeting, Anaheim, CA: "Studying complex interdependent work: A methodological toolkit." (presenters included Curtis LeBaron, David Obstfeld, Mary Waller, and J. Stuart Bunderson).
- Christianson, M.K. 2007. "'Aha' and 'oops': The role of surprise in updating." National Academy of Management Meeting, Philadelphia, PA. Presented in a Showcase Symposium on "Organizational surprise" organized by Beth Bechky and Dan Gruber.
- Christianson, M.K. 2006. "Making sense of the patient's symptoms: Resilient organizing in the emergency department. National Academy of Management Meeting, Atlanta, GA. Presented as part of a symposium on "Organizational resilience: A social mechanisms perspective" (co-organized symposium with Michelle Barton).
- Christianson, M.K. & Sutcliffe, K.M. 2005. "Organizing to increasing mindful interaction: Lessons from healthcare." National Academy of Management Meeting, Honolulu, HI. Presented as part of a symposium on "Building capabilities: Reconceptualizing organizational resources" (co-organized symposium with Kathleen Sutcliffe).
- Christianson, M.K., Spreitzer, G.M., Sutcliffe, K.M. & Grant, A.M. 2005. "An empirical examination of thriving at work." National Academy of Management Meeting, Honolulu, HI.

Christianson, M.K., Grant, A.M., & Price, R.H. 2005. "Tradeoffs in well-being at work: Toward an integrated understanding." National Academy of Management Meeting, Honolulu, HI.

Christianson, M.K., Blatt, R., & Sutcliffe, K.M. 2004. "Relational dynamics of silence and voice: Lessons from medical errors." National Academy of Management Meeting, New Orleans, LA. Presented as part of a symposium "Remaining silent: The challenges of voice in dynamic settings" (co-organized symposium with Ruth Blatt and Kathleen Sutcliffe).

INVITED PRESENTATIONS

2017 TOPOS Research Seminar, Said Business School, Oxford University
Research Seminar Series, Johns Hopkins Carey Business School

2016 Surgical Grand Rounds, Toronto General Hospital, Toronto ON

2015 Wharton School Seminar on the Evolution of Organizations and Industries
Organizational Behavior Seminar Series, Queen's School of Business, Queen's University
Institute for Work & Health, Toronto, ON

2013 ICOS University of Michigan

2012 18th Annual Wharton OB Conference
4th Annual University of Toronto Centre for Patient Safety Symposium
Ivey Research Series, University of Western Ontario
OBHR Division Seminar Series, Sauder School of Business, University of British Columbia
Centre for Health Care Management, University of British Columbia
Grand Rounds, SickKids Hospital, Toronto, ON

2011 Harvard's Center for Medical Simulation

2010 University of Michigan (Management & Organizations)

2009 Boston University
Boston College
University of Toronto
University of Texas at Austin

ACADEMIC HONORS AND AWARDS

2016 Rotman School of Management Teaching Award

2015 Rotman School of Management Teaching Award

2015 Outstanding Reviewer (Managerial and Organizational Cognition), Academy of Management

2014 Outstanding Reviewer (Managerial and Organizational Cognition), Academy of Management

2014 Ross School of Business Distinguished PhD Alumni Award, University of Michigan

2013 Excellence in Teaching Award (BCom), Rotman School of Management

2012 Excellence in Teaching Award (BCom), Rotman School of Management

2011 Excellence in Teaching Award (BCom), Rotman School of Management

2010 Excellence in Teaching Award (BCom, MBA), Rotman School of Management

2010 Outstanding Reviewer (Health Care Management), Academy of Management

2010 Emeritus Award, Ross School of Business, University of Michigan
(Awarded to the graduating doctoral student judged to have the best dissertation)

2009 Finalist, ProQuest Distinguished Dissertation Awards, University of Michigan
2008 Runner-up, INFORMS Organization Science Dissertation Proposal Competition
2007 Outstanding Reviewer (Organizational Behavior Division), Academy of Management
2007 Finalist for the Academy of Management Perspectives Best Paper Award
(one of three papers nominated)
2007 Rackham Predoctoral Fellowship, University of Michigan
2006 Gerald and Lillian Dykstra Fellowship for Teaching Excellence (Ross School of Business)
2005 Thomas William Leabo Memorial Award (Ross School of Business),
(Awarded to a third year doctoral student at the Ross School Business for academic achievement)

EXTERNAL PROFESSIONAL SERVICE

Associate editor *Academy of Management Discoveries* (2017 – 2020)

Editorial board *Academy of Management Discoveries* (2014 - 2017)
Administrative Science Quarterly (2017-2018)
Organization Science (2013– present)
Journal of Management Inquiry (2009–present)

Ad hoc reviewer *Academy of Management Journal*
Academy of Management Review
Human Relations
Management Science
Organization Studies
Strategic Management Journal

Academy of Management service

Representative-at Large, Managerial and Organizational Cognition Division, 2011–2014
PhD Student Representative, Health Care Management Division, 2006–2009

Managerial and Organizational Cognition Division, Best Student Paper Award Committee, 2015
Organizational Behavior Division, Best Symposium Award Committee, 2013

INTERNAL PROFESSIONAL SERVICE

OBHRM Selection and Recruitment Committee, 2017-2018

Executive Committee, Rotman School of Management, 2012–2016

OBHRM Selection and Recruitment Committee (both junior and senior faculty searches), 2013–2014

BIC Advisory Committee, 2014–present

Rotman Commerce

RSM260 Course Coordinator, 2013–present

Rotman Commerce Management Program Specialist Info Session presenter, 2016

Research brown bag (“Lunch and learn”) presenter, 2011