

## **MARLYS K. CHRISTIANSON**

Assistant Professor of OB/HRM  
Rotman School of Management  
University of Toronto

105 St. George St  
Room 543  
Toronto, ON M5S 3E6

Office: 416-978-0250  
Fax: 416-978-4629

marlys.christianson@rotman.utoronto.ca

### **ACADEMIC APPOINTMENTS AND PROFESSIONAL EXPERIENCE**

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#### **UNIVERSITY OF TORONTO CENTRE FOR PATIENT SAFETY**

Core Faculty Member, 2010–present

**COLLABORATIVE FOR HEALTH SECTOR STRATEGY**, Associate, 2009–present

#### **ROTMAN SCHOOL OF MANAGEMENT, UNIVERSITY OF TORONTO**

Assistant Professor of Organizational Behaviour & Human Resource Management, 2009–present

#### **OLMSTED MEDICAL CENTER HOSPITAL (Rochester, MN)**

Chief of Hospital Medical Staff, 2001-2003

- Oversaw the physician hospital activities of multi-specialty primary care group (approximately 100 providers between the main campus and 10 satellite clinics)

Chair – Patient Safety Committee, 2001-2003

- Founded committee following the IOM report. Committee work included developing non-punitive reporting structure, safe medication processes (e.g. high hazard drugs and abbreviations), and staff and patient education tools.

Assistant Medical Director for Quality, 2000-2003

- Led quality improvement activities throughout the organization, including clinical guidelines and pathway development. Main work focused on building infrastructure to facilitate quality improvement: was the lead investigator in sentinel event analysis; the team lead for Change Management Action Group (ICSI); and the systems lead for Advanced Access initiative across several primary care specialties and practice sites

Family Physician, 1998-2003

- Certified by both the College of Family Physicians of Canada and American Board of Family Medicine.

### **EDUCATION**

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#### **STEPHEN M. ROSS SCHOOL OF BUSINESS, UNIVERSITY OF MICHIGAN**

PhD in Business Administration (Management & Organizations), 2009

#### **UNIVERSITY OF SASKATCHEWAN**

Family Medicine Residency, 1996-1998

MD *with distinction*, 1996

### **AWARDS and GRANTS**

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2010 Emeritus Award, Ross School of Business, University of Michigan

Annually awarded to the graduating doctoral student with the best dissertation

Finalist, ProQuest Distinguished Dissertation Awards, 2009, University of Michigan

Runner-up, INFORMS Organization Science Dissertation Proposal Competition, 2008

Finalist, *Academy of Management Perspectives* Best Paper Award, 2008

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

Rackham Predoctoral Fellowship, University of Michigan, 2007-2008

Outstanding Reviewer (Organizational Behavior Division), Academy of Management, 2007

Gerald and Lillian Dykstra Fellowship for Teaching Excellence (Ross School of Business), 2006-2007

Thomas William Leabo Memorial Award (Ross School of Business), 2005-2006  
(Awarded to a third year doctoral student at the Ross School Business for academic achievement)

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)

Medical school awards (University of Saskatchewan), 1992-1996

- Professor's Prize in Obstetrics and Gynecology
- Dr. G. Ernst McBrien Award in Family Medicine
- Dr. Vince Matthew Award in Community Health and Epidemiology

Undergraduate awards (University of Saskatchewan), 1990-92

- Multiple undergraduate awards including the Hewlett Packard Science Award and NSERC Summer Research Scholarship (National Research Council of Canada)

## **PUBLICATIONS**

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### **REFEREED ARTICLES**

- 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: 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*, 21:51-63.
- Blatt, R.\*, Christianson, M. K.\*, Sutcliffe, K. M.\*, & Rosenthal, M. M. 2006. A sensemaking lens on reliability. *Journal of Organizational Behavior*, 27: 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*, 15:102-113.

## BOOK CHAPTERS

- 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. Leadership, voice, and silence. 2009. In Greenberg, J. & M.S. Edwards (Eds.), *Voice and Silence in Organizations*: 175-201. Bingley, UK: Emerald Publishing Group

## WORKS IN PROGRESS

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“Organizing to increase mindful interactions: Lessons from healthcare.” with Kathie Sutcliffe

*Revising manuscript*

“Using simulation to explore and improve resilient behavior in healthcare”

Pending AHRQ R01 grant application with Mary Patterson, Kathie Sutcliffe, Mary Waller, Derek Wheeler, & Robert Wears.

## TEACHING

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### University of Toronto Courses

Spring 2010 RSM260 Organizational Behaviour (L0201, L0401, L0501)

### Instructor ratings

pending

Dec 2009 Executive Education: The Scarborough Hospital Learning Institute

pending

### University of Michigan Courses

Winter 2006 MO 300 Behavioral Theory of Management  
(Required BBA course, 70 students)

4.88/5.00

## REFEREED CONFERENCE PRESENTATIONS

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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 include 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**

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2010: University of Michigan (Management & Organizations)

2009: Boston University  
Boston College  
University of Toronto  
University of Texas-Austin

2008: University of Pennsylvania, New Bolton Center  
Havemeyer Foundation Lecture in Infectious Disease and Behavior  
Presented “Human transmission of infection: The problem of hand washing”

2006: MPRO Quality Expo (a state-wide conference on quality and safety in healthcare)  
Presented “Reliability and safety in healthcare”

2003: ICSI/IHI Colloquium for Clinical Quality Improvement, Minneapolis, MN:  
Presented “A change journey: Improving utilization of a clinical pathway” (with Cally Vinz)

## **PROFESSIONAL SERVICE**

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### EDITORIAL BOARD MEMBER

*Journal of Management Inquiry* (2009 – present)

### AD-HOC REVIEWER

*Organization Science*

*The Journal of Applied Behavioral Science*

*Academy of Management Perspectives*

Academy of Management Organizational Behavior and Health Care Management divisions

### COMMITTEE MEMBERSHIPS

Management & Organizations Faculty Recruiting Committee, PhD student representative, 2006-2007

Health Care Management Division PhD Student Representative (Academy of Management), 2006-2009

President, PhD Forum at the Ross School of Business, 2005-2006

Management & Organization PhD Admissions Committee, 2004

Positive Organizational Scholarship (POS) Conference Planning Committee, 2003

OTHER

Resilience Conference Co-organizer (held at the University of Michigan), 2005

Planned an interdisciplinary working conference on resilience that was attended by 45 scholars  
(organized conference with Kathleen Sutcliffe and Dan Gruber)