

# Timothy J. Vogus

Owen Graduate School of Management  
Vanderbilt University  
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## EMPLOYMENT

**Assistant Professor of Management and Organization Studies**, Owen Graduate School of Management, Vanderbilt University, August 2004 - Present

## EDUCATION

**Ross School of Business, University of Michigan, Ann Arbor**

Ph.D. in Management and Organizations, 2004

*Dissertation*: “In Search of Mechanisms: How Do HR Practices Affect Organizational Performance?”

**Michigan State University, East Lansing**

Bachelors of Arts in Political Economy and Spanish (with High Honors), 1995  
Honors College

## RESEARCH AND ACADEMIC HONORS

Affiliate, Center for Catastrophic Risk Management, University of California, Berkeley  
Finalist, Best Paper, Western Academy of Management, 2008  
Finalist, Booz Allen Hamilton/SMS Ph.D. Fellowship, 2003  
Horace H. Rackham Graduate School Predoctoral Fellowship, Social Science Division, 2003-2004  
Academy of Management OB/OMT/ODC Doctoral Consortium, 2003  
Thomas William Leabo Memorial Award for Academic Excellence, 2001  
Academy of Management HR Doctoral Consortium, 2001  
Hicks Fellowship, 1999-2003  
Beta Gamma Sigma  
Phi Beta Kappa

## RESEARCH INTERESTS

Mindful organizing, safety culture, high reliability organizations, strategic human resource management, sensemaking, medical error, health care delivery, health care organizations

## PUBLICATIONS

### BOOKS

Vogus, Timothy J. Under Contract for 2013. “First, Do No Harm: Creating Highly Reliable Health Care Organizations.” Stanford University Press. Peer reviewed.

### REFEREED JOURNAL ARTICLES

Singer, Sara J., & Vogus, Timothy J. Forthcoming. “Reducing Hospital Errors.” *Annual Review of Public Health*.  
JCR Impact Factor: 8.61

Vogus, Timothy J., Sutcliffe, K.M., & Weick, K. E. Forthcoming. “Searching for Safety Culture:

An Integration and Path Forward.” *Academy of Management Annals*, 7.  
JCR Impact Factor: 5.44

Vogus, Timothy J. Forthcoming. “The Relationship between Human Resource Practices and Organizational Performance: A Sensegiving and Sensemaking Perspective.” *Research in Personnel/Human Resource Management*.

Vogus, Timothy J, Sutcliffe, Kathleen M., & Weick, Karl E. 2010. “Doing No Harm: Enabling, Enacting, and Embedding a Culture of Safety in Health Care Delivery.” *Academy of Management Perspectives*, 24(4): 60-77.  
JCR Impact Factor: 2.47      Google Scholar Cites: 6

Vogus, Timothy 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*, 45: 997-1002.  
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.”  
JCR Impact Factor: 3.18      Google Scholar Cites: 39      Web of Science Cites: 17

Vogus, Timothy J., & Sutcliffe, Kathleen M. 2007. “The Safety Organizing Scale: Development and Validation of a Behavioral Measure of Safety Culture In Hospital Nursing Units.” *Medical Care*, 45: 46-54.  
JCR Impact Factor: 3.18      Google Scholar Cites: 69      Web of Science Cites: 31

Vogus, Timothy J., & Welbourne, Theresa M. 2003. “Structuring for High Reliability: HR Practices and Mindful Processes in Reliability-Seeking Organizations.” *Journal of Organizational Behavior*, 24: 877-903.  
JCR Impact Factor: 2.35      Google Scholar Cites: 89      Web of Science Cites: 26

#### **REFEREED CONFERENCE PROCEEDINGS**

Vogus, Timothy J., & Sutcliffe, Kathleen M. 2007. “Organizational Resilience: Towards a Theory and a Research Agenda.” IEEE Systems, Man, and Cybernetics 2007 Conference Proceedings: 3418-3422.  
Google Scholar Cites: 15

Vogus, Timothy J. 2006. “What Is It About Relationships? A Behavioral Theory of Social Capital and Organizational Performance.” Proceedings of the 58<sup>th</sup> Annual Meeting of the Labor and Employment Relations Association: 164-173.  
Google Scholar Cites: 7

#### **BOOK CHAPTERS**

Vogus, Timothy, J. 2011.” Mindful Organizing: Establishing and Extending the Foundations of Highly Reliable Performance.” In Cameron, K. and Spreitzer, G. (Eds.), *Handbook of positive organizational scholarship*. Oxford: Oxford University Press.

March, Sal, & Vogus, Timothy J. 2010. “Design Science in the Management Disciplines.” In Havner, A. D. and Chatterjee, S. (Eds.), *Design Research in Information Systems: Theory and Practice*: 195-208. New York: Springer.

- Sutcliffe, Kathleen M., & Vogus, Timothy J. 2008. "The Pragmatics of Resilience." In Hansen, H. and Barry, D. (Eds.), *Handbook of New Approaches in Management and Organization*: 498-500. Thousand Oaks, CA: Sage.
- Vogus, Timothy J., & Davis, Gerald F. 2005. "Elite Mobilizations for Antitakeover Legislation: 1982-1990." In Davis, G.F., McAdam, D., Scott, W.R., and Zald, M.N. (Eds.), *Social Movements and Organization Theory*: 96-121. Cambridge: Cambridge University Press.  
Google Scholar Cites: 22
- Sutcliffe, Kathleen M., & Vogus, Timothy J. 2003. "Organizing for Resilience." In Cameron, K., Dutton, J.E., and Quinn, R.E. (Eds.), *Positive Organizational Scholarship*: 94-110. San Francisco: Berrett-Koehler Publishers.  
Google Scholar Cites: 181

#### **OTHER PUBLICATIONS**

- Vogus, Timothy J., & Welbourne, Theresa M. 2000. "Valuing Employees and Innovation: The Case of the Software Industry." In P.D. Reynolds, E. Autio, C.G. Brush, W.D. Bygrave, S. Manigart, H.J. Sapienza, K.G. Shaver (Eds.), *Frontiers of Entrepreneurship Research 2000*: 543. Babson Park, MA: Center for Entrepreneurial Studies.

#### **PAPERS UNDER REVIEW AND WORKING PAPERS**

- Miller, Toyah, Grimes, Matthew, McMullen, Jeffrey, & Vogus, Timothy J. "Venturing for Others with Heart and Head: How Compassion Encourages Social Entrepreneurship." Under 3<sup>rd</sup> round review at *Academy of Management Review*.
- Vogus, Timothy J., & Sutcliffe, Kathleen M. "Organizational Mindfulness and Mindful Organizing: A Reconciliation and Path Forward." Revised and resubmitted to *Academy of Management Learning & Education*.
- Vogus, Timothy J., Ramanujam, Rangaraj, Tangirala, Subra, & Lehman, David W. "The Antecedents and Consequences of Mindful Organizing in Workgroups." Revision requested at *Journal of Applied Psychology*.
- Maitlis, Sally, Vogus, Timothy J., & Lawrence, Thomas B. "Exploring Three Key Puzzles in Sensemaking Research: The Role of Emotion in Triggering, Shaping, and Concluding Sensemaking." Under review at *Journal of Management Studies*.
- Vogus, Timothy J., Iacobucci, Dawn, & Gardner, Timothy M. "Substantive Symbols: A Sensemaking Perspective on the Effects of HR Practices on Organizational Performance." Under revision for submission to *Academy of Management Journal*.
- Rerup, Claus, Vogus, Timothy J., and Lufkas, John. "Variations in Organizational Mindfulness." Under revision for submission to *Journal of Management Studies*.
- Sonenshein, Scott, & Vogus, Timothy J. "The Role of Local Context in Identity Ambiguity During Change." Under revision for submission to *Academy of Management Journal*.
- Chi, Steve, Friedman Ray A., & Vogus, Timothy J. "Voice behavior after a tragic event: How the target of empathy makes a difference." Under revision for submission.

Vogus, Timothy J., Sutcliffe, Kathleen M., & Parke, Michael. "Functional Diversity Versus "Requisite" Variety in Top Management Teams." Finalist, Booz Allen Hamilton/SMS Ph.D. Fellowship. *Working Paper*. Additional data collection underway.

## **WORK IN PROCESS**

Vogus, Timothy J., Sutcliffe, Kathleen M., & Weick, Karl E. "Towards a Theory of Organizational Resilience." In preparation for submission to *Research in Organizational Behavior*.

Christianson, Marlys K., Vogus, Timothy J., & Sutcliffe, Kathleen M. "Heedful Interrelating in High Reliability Teams." Data collected and analyzed, in preparation for submission to *Administrative Science Quarterly*.

Barton, Michelle, Sutcliffe, Kathleen M., & Vogus, Timothy J. "Leading for high reliability: Evidence from wildland firefighting." Data collected and analyzed, manuscript preparation begun.

Stansbury, Jason M., Vogus, Timothy J., Rohde, John Paul, & Neck, Andrew. Moral distress in the emergency department. Data collected, analyzed, and manuscript in preparation for submission to *Journal of Business Ethics*.

## **CONFERENCE ACTIVITIES**

### **Caucus Organized**

"Organizational Errors and High Reliability" (with Rangaraj Ramanujam).

2011 Annual Academy of Management Meetings, San Antonio, TX.

"Organizational Errors and High Reliability" (with Rangaraj Ramanujam).

2010 Annual Academy of Management Meetings, Montreal, Quebec, Canada.

"Organizational Errors and High Reliability" (with Rangaraj Ramanujam).

2009 Annual Academy of Management Meetings, Chicago, IL.

### **Symposia Organized**

"Organizing Contested Terrain: The Dynamics of Organizational Settlements" (with Klaus Weber).  
2003 Annual Academy of Management Meetings, Seattle, WA.

"Organizing for Resilience: Processes and Prospects." (with Kathleen M. Sutcliffe). Showcase Symposium. 2002 Annual Academy of Management Meetings, Denver, CO.

### **Papers Presented**

"Coordinating Understanding and Action to Become Highly Reliable." 2011 Annual Academy of Management Meetings, San Antonio, TX.

"Searching for Safety: Enabling, Enacting, and Elaborating a Culture of Safety in Health Care Delivery" (with Kathleen Sutcliffe and Karl Weick). 2010 Annual Academy of Management Meetings, Montreal, Quebec, Canada.

"Things Are Not Always as They Seem: Power and Status in Critical Care Departments" (with Brianna Caza, Ariel Avgar, and Matt Grimes). 2010 Annual Academy of Management Meetings, Montreal, Quebec, Canada.

"The Nonlinear Effects of Professional Tenure and Commitment on Mindful Organizing: Evidence from Health Care" (with Ranga Ramanujam and Subra Tangirala). 12<sup>th</sup> Annual HORA Conference, Berkeley, CA.

- “The Emotional Underpinnings of High Reliability Organizing” (with Sally Matilis and Tom Lawrence). 2008 Annual Academy of Management Meetings, Anaheim, CA.
- “Emotion and Sensemaking in Organizations”(with Sally Maitlis and Tom Lawrence). 2008 Annual Western Academy of Management Meetings, Oakland, CA.
- “Emotion and Sensemaking” (with Sally Maitlis). 2007 Annual Academy of Management Meetings, Philadelphia, PA.
- “The Impact of Safety Organizing, Trusted Leadership, and Care Pathways on Reported Medication Errors in Hospital Nursing Units.” 2007 Annual Meetings of the Society for Industrial and Organizational Psychology, New York, NY.
- “Organizing for Patient Safety on Hospital Nursing Units.“ 2007 Annual Meetings of the Labor and Employment Relations Association, Chicago, IL.
- “Appreciating the ‘New’ Weick: Toward A Theory of the Emergence of Mindful Organizing.” Celebration of Karl Weick, ICOS, University of Michigan, December, 2006.
- “HR to the ER, Stat! HR Practices, Voice, and Patient Safety in Hospital Nursing Units.” Mini Conference on “HRM and Knowledge-Related Performance: The Nature, the Outcomes and the Linkages,” Copenhagen Business School, September, 2006.
- “Quality Control: HR Practices, High Quality Connections, and Patient Safety.” 2006 Annual Academy of Management Meetings, Atlanta, GA.
- “What Is It About Relationships? A Behavioral Theory of Social Capital and Organizational Performance.“ 2006 Annual Meetings of the Labor and Employment Relations Association, Boston, MA.
- “To Err Is Human, To Correct Mindful: Toward a Behavioral Theory of High Reliability.” 2005 Annual Academy of Management Meetings, Honolulu, HI.
- “The Relational Fabric of High Quality Patient Care.” 2005 Annual Academy of Management Meetings, Honolulu, HI.
- “Keeping Baby and Bath Water: The Case for "Traditional" Approaches to Studying Patient Safety.” 2005 Annual Academy of Management Meetings, Honolulu, HI.
- “High Performance Human Resource Practices as a Source of Non-Traditional Voice.” 2004 Annual Academy of Management Meetings, New Orleans, LA.

“The Structural and Micro Dynamics of Mindful Organizing.” Presented as part of a Showcase Symposium 2004 Annual Academy of Management Meetings, New Orleans, LA.

“Functional Diversity Versus ‘Requisite’ Variety in Top Management Teams” (with Kathleen M. Sutcliffe). 2003. 23<sup>rd</sup> Annual International Conference of the Strategic Management Society, Baltimore, MD.

“Unraveling Settlements: A Sensemaking Perspective” (with Klaus Weber). 2003 Annual Academy of Management Meetings, Seattle, WA.

“Resilience Processes in Organizations: A Multi-Level Perspective ” (with Kathleen M. Sutcliffe). 2002 Annual Academy of Management Meetings, Denver, CO.

“Emergent Organization and Social Movements: A Sensemaking Perspective” (with Klaus Weber). 2002. 18<sup>th</sup> Colloquium of the European Group of Organization Studies, Barcelona, Spain.

“Elite Mobilization for Antitakeover Legislation, 1982-1990” (with Gerald F. Davis) 2002 Social Movements and Organizations Conference, University of Michigan.

"Elite Mobilization for Antitakeover Legislation, 1985-1991: 'Socialism, Pennsylvania Style'" (with Gerald F. Davis). 2001 Annual Academy of Management Meetings, Washington. D.C.

"On the Road to Mindfulness: Requisite Variety and Firm Performance" (with Kathleen M. Sutcliffe). 2001. Organizational Learning and Knowledge Management 4<sup>th</sup> International Conference, University of Western Ontario.

"A Research-Driven Approach to Reconciling Research Versus Teaching." 2000 Annual Academy of Management Meetings, Toronto, Canada.

"Valuing Employees and Innovation: The Case of the Software Industry" (with Theresa M. Welbourne). 2000. 20<sup>th</sup> Annual Entrepreneurship Research Conference, Babson College, Babson Park, MA.

### **Other Presentations**

Presenter, “Dilemmas of Learning in Organizations: A Research Incubator to Explore Negative Effects of Learning.” 2011 Annual Academy of Management Meetings, San Antonio, TX.

Presenter, “Studying Sensemaking: A Methodological Toolkit.” 2010 Annual Academy of Management Meetings, Montreal, Quebec, Canada.

Presenter, “A Mindfulness Mélange: Developing Skills for Researching Mindfulness in and of Organizations.” 2009 Annual Academy of Management Meetings, Chicago, IL.

Presenter, “Sensemaking research: Where have we been? Where are we going?” 2009 Annual Academy of Management Meetings, Chicago, IL.

Presenter, “‘Weak Signals? But I Thought They Were Noise!’: Highly Reliable Practices in Action.”  
2008 Annual Academy of Management Meetings, Anaheim, CA.

Presenter, “Confronting Risk: Examining Its Acceptability, Short Sightedness, Blind Sightedness,  
and Prevention.” 2008 Annual Academy of Management Meetings, Anaheim, CA.

Discussant, “Sensemaking by Individuals and Collectives.” 2007 Annual Academy of Management  
Meetings, Philadelphia, PA.

Discussant, “Sensemaking Theory: Impact and Extensions.” 2006 Annual Academy of Management  
Meetings, Atlanta, GA.

Discussant, “Resilience and Renewal.” 2004 Annual Academy of Management Meetings,  
New Orleans, LA.

### **INVITED PRESENTATIONS**

2011 – University of Iowa (Health Management and Policy, School of Public Health), Dartmouth  
College (The Dartmouth Center for Health Care Delivery Science)

2009 – University of Illinois (Organizational Behavior and LER School), University of Western Ontario  
(Ivey)

2008 – Boston University, Mayo Clinic, MIT (Institute for Work and Employment Relations),  
University of Michigan (Positive Organizational Scholarship Conference)

2007 – Brandeis University, Wharton (Macro HR Mini Conference), Wharton (Wharton Research  
Advisory Group/Healthcare Human Resources Forum)

2006 – Darden School, University of Virginia

2005 – Simon Fraser University (Conference on Innovation and Change in Healthcare Organizations),  
Vanderbilt University Medical Center (Patient Safety Seminar Series)

2004 – Duke University, (Fuqua School), Harvard Business School (Organizational Behavior),  
University of Illinois (Organizational Behavior), University of Iowa (Management and Organization),  
University of Toronto (Organizational Behavior and Human Resource Management), and Vanderbilt  
University (Owen Graduate School of Management)

2003 - Georgia State University (Management), University of British Columbia (Organizational  
Behavior and Human Resources), University of Texas – Austin (Management)

### **RESEARCH GRANTS**

Cal Turner Program for Moral Leadership Research Grant, 2007 (2 Grants)

Cal Turner Program for Moral Leadership Research Grant, 2006

Blue Cross Blue Shield of Michigan Foundation Research Grant, 2003.

Rackham Discretionary Research Grant, University of Michigan, 2003.

Doctoral Studies Office Research Grant, University of Michigan, 2003

## **TEACHING INTERESTS**

Strategic Human Resource Management, Organizational Behavior, Negotiation, Health Care Management, Quality and Safety in Health Care Organizations, Organization Theory

## **TEACHING EXPERIENCE**

### **Vanderbilt Owen Graduate School of Management, MBA Core**

#### **MGT 342: Leading Teams and Organizations**

Instructor Evaluation (2 sections, Fall 2011): 4.66/5.00

Highest rating for core courses

Instructor Evaluation (1 section, Fall 2010): 4.78/5.00

Instructor Evaluation (1 section, Fall 2009): 4.74/5.00

Highest rating for core courses

Average Instructor Evaluation (3 sections, Fall 2008): 4.77/5.00

Highest rating for core courses

Average Instructor Evaluation (2 sections, Fall 2007): 4.52/5.00

Average Instructor Evaluation (2 sections, Fall 2006): 4.57/5.00

Highest rating for core courses

Average Instructor Evaluation (3 sections, Fall 2005): 4.42/5.00

Highest rating for core courses

Average Instructor Evaluation (2 sections, Fall 2004): 4.31/5.00

### **Vanderbilt Owen Graduate School of Management, MBA Elective**

#### **MGT 448: Negotiation**

Average Instructor Evaluation (2 sections, Spring 2011): 4.79/5.00

Average Instructor Evaluation (2 sections, Spring 2010): 4.83/5.00

Instructor Evaluation (Fall 2008): 4.91/5.00

Instructor Evaluation (Fall 2007): 4.74/5.00

Average Instructor Evaluation (2 sections, Fall 2006): 4.50/5.00

Instructor Evaluation (Spring 2006): 4.74/5.00

Instructor Evaluation (Fall 2004): 4.35/5.00

### **Vanderbilt Owen Graduate School of Management, EMBA Elective**

#### **MGT 758: Negotiation**

Instructor Evaluation (Summer 2011): 4.82/5.00

Instructor Evaluation (Spring 2010): 4.70/5.00

### **University of Michigan Business School, Fall 2001**

#### **OBHRM 300: Human Behavior in Organizations**

Required course for first-year (junior) BBA students.

Instructor Evaluation: 4.83/5.00

## **TEACHING AWARDS**

Recipient of the James A. Webb, Jr. Award for Excellence in Teaching, 2007

This award is "presented annually to the Owen faculty member judged by each graduating class to be its most outstanding teacher."

Finalist for the James A. Webb, Jr. Award for Excellence in Teaching, 2006, 2008, 2009, 2010, and 2011.

Gerald and Lillian Dykstra Fellowship for Teaching Excellence, University of Michigan, 2002-2003

## **PROFFESIONAL SERVICE**

### **Academy of Management**

Managerial and Organizational Cognition Division, Archivist/Historian, August 2007 – September 2010

### **Reviewing**

**Editorial Board Member:** *Organization Science*, 2008 – Present

**Judge:** INFORMS/Organization Science Dissertation Proposal Competition, 2008

**Ad Hoc Reviewer:** *Administrative Science Quarterly, Academy of Management Journal, Academy of Management Review, Human Relations, Human Resource Management, International Journal of Quality in Health Care, Industrial and Labor Relations Review, Journal of Applied Behavioral Science, Journal of Positive Psychology, Management Science, Medical Care, Organization Studies, Strategic Management Journal, American Behavioral Scientist*

**Academy of Management Meetings**, HR, MOC, and OMT divisions

### **Vanderbilt University, Owen Graduate School of Management**

**Health Care Programs Committee**, Committee Member, 2010-Present

**Student Achievement Committee**, Committee Member, 2008 - Present

**Organization Studies Faculty Search**, Committee Member, 2006-2007

**Advising**, Current Dissertation Committee Member (Matt Grimes, Jason Stansbury, Kip Rollins [George Washington University], Sarah Glynn [Vanderbilt Sociology]), Completed Dissertation (Kimberly Bess, Nathan Goates, Wu Liu)

### **University of Michigan**

**Student organizer** for the University of Michigan conference on Positive Organizational Scholarship, 2001

**Student organizer** for the University of Michigan conference on Social Movements and Organizations, 2001

**Ph.D. Admissions Committee** University of Michigan Organizational Behavior, 2000

## **PROFFESIONAL SERVICE AWARDS**

Unsung Leadership Award, Owen Graduate School of Management, 2006-07, 2007-08

MOC Division Reviewer Service Award, Academy of Management, 2007

MOC Division Top Reviewer, Academy of Management Meetings, 2002, 2003, 2005, 2006, 2007

## **PROFFESIONAL MEMBERSHIPS**

Academy of Management; Labor and Employment Relations Association.

## **OTHER PROFESSIONAL EXPERIENCE**

### **Ford Motor Company, Dearborn, MI**

Human Resources/Healthcare Management, June 1999-August 1999

### **Cornell University, Program for Employment and Workplace Systems, Ithaca, NY**

Research Assistant, August 1998-May 1999

### **Andersen Consulting (now Accenture), Detroit, MI**

Business Process Analyst, Systems Implementation and Administration, February 1996-July 1998

### **Public Sector Consultants, Inc., Lansing, MI**

Economics Research Assistant, September-December 1995

**Senate Majority Policy Office, Lansing, MI**  
Labor Policy Analyst, January-May 1995