

CURRICULUM VITAE

CAROLE K. BARNETT

Home Address:
45 Willard Avenue
Portsmouth, NH 03801 USA
Phone: 603-431-5864

Office Address:
University of New Hampshire
Peter T. Paul College of Business
and Economics
Department of Management
10 Garrison Avenue
Durham, NH 03824 USA
Phone: 603-862-3307 (direct)
Phone: 603-862-3371 (department)
FAX: 603-862-3383
carole.barnett@unh.edu

EDUCATION

- Ph.D. Psychology
University of Michigan, 1994
Dissertation: *Organizational Learning and Continuous Quality Improvement in an Automotive Manufacturing Organization*
Dissertation Committee: Kim S. Cameron (Chair), Michael D. Cohen, Thomas A. Finholt, Noel M. Tichy, Karl E. Weick
- M.A. Psychology (Organizational)
University of Michigan, 1992
- B.A. Psychology, with Distinction
University of Michigan, 1989

PROFESSIONAL EXPERIENCE

Associate Professor of Management, Peter T. Paul College of Business and Economics (previously Whittemore School of Business and Economics through 2012), University of New Hampshire. July 2000 – present.

Assistant Professor of Management, Whittemore School of Business and Economics, University of New Hampshire. August 1994 – June 2000.

Instructor, School of Business Administration, University of Michigan, Ann Arbor. September 1993 – April 1994. Courses: OBHRM 300 "Organizational Behavior" (core undergraduate course) and OBHRM 351 "Human Resources Administration and Strategies" (elective undergraduate course).

Teaching Assistant, Department of Psychology, University of Michigan, Ann Arbor. September 1989 - April 1992. Course: PSY 363 "Organizational Psychology" (core undergraduate course). Assisted Professors Lance Sandelands, Anat Rafaeli, Thomas Finholt and James Carlopio. Designed and taught 2 recitation sections per semester. Fall 1991 Course Coordinator (for 360 students and 6 T.A.s).

TEACHING ACTIVITIES

Graduate Courses:

ADMN 953 “The Social Power of Leadership in the 21st Century” (Multidisciplinary, PhD and Master level, elective)

ADMN 952 “Organizations, Leadership, and External Environments” (MBA level, core)

ADMN 985 “Organizational Structure and External Environments” (Executive MBA level, core)

ADMN 898 “Organizational Change and Transformation” (Master level, elective)

Undergraduate Courses:

MGT 614 “Organizational Leadership and Structure” (Management Option, required)

ADMN 575 “Organizational Behavior” (core; formerly ADMN 611, “Organizational Behavior”)

MGT 898 “Leadership and Group Dynamics”

Executive Development and Education Programs:

Founding Program Director of the *Leadership “Executive Institute” for BAE Systems Inc.* at the University of New Hampshire; 3.5-day intensive program, 28 sessions, 900+ participants); 2001-2010.

Program Director for the “Authentic Leadership Development Program 2012” - Designed and Delivered under the auspices of UNH/ School of Business and Economics for **Unum, Inc.** at the Unum Corporate Campus, Portland, ME; June 6-7 for Unum Professionals Development Program; June 19 and August 19 for Unum Actuarials Development Program.

Instructor in the “Women’s Leadership Development 3-day Program” - under the auspices of UNH/Paul College of Business and Economics, Directed by Dr. Vanessa Urch Druskat, September 2013.

Co-Director of the “Women’s Leadership Development 1-day Intensive Program” – under the auspices of UNH/Paul College of Business and Economics; co-directed with Dr. Vanessa Urch Druskat, October 2014, May 2015.

RESEARCH ACTIVITIES

Books

Hirschhorn, L., & Barnett, C. K. (Eds.) 1993. *The Psychodynamics of Organizations*. Philadelphia, PA: Temple University Press.

Pucik, V., Tichy, N. M., & Barnett, C. K. (Eds.) 1992. *Globalizing Management: Creating and Leading the Competitive Organization*. New York, NY: John Wiley & Sons.

Refereed Journal Articles

Barnett, C.K. & Shore, B. 2009. Reinventing Program Design: Challenges in Leading Sustainable Institutional Change. *Leadership and Organization Development Journal*, 30(1): 16-35.

Barnett, C.K., & Tichy, N.M. 2000. Rapid cycle CEO development: how new leaders learn to take charge. *Organizational Dynamics*, 29(1): 16-32.

Barnett, C.K., & Pratt, M. G. 2000. From threat-rigidity to flexibility: Toward a learning model of autogenic crisis in organizations. *Journal of Organizational Change Management*, 13(1): 74-88.

Barnett, C.K., Krell, T.C., & Sendry, J. 2000. Learning to learn about spirituality: A categorical approach to introducing the topic into management courses. *Journal of Management Education*, 24(5): 554-571.

Pratt, M.G., & Barnett, C.K. 1997. Emotions and unlearning in Amway recruiting techniques: Promoting change through "safe" ambivalence. *Management Learning*, 28(1): 65-88.

Barnett, C. K. 1990. The Michigan global agenda for research and teaching in the 1990s. *Human Resource Management Journal*, 29(1): 5-26.

Borucki, C., & Barnett, C. K. 1990. Restructuring for self-renewal: Navistar International Corporation. *The Academy of Management Executive*, 4(1): 36-49.

Tichy, N. M., & Barnett, C. K. 1985. Profiles in change: Revitalizing the automotive industry. *Human Resource Management Journal*, 24(4): 467-502.

Non-refereed Journal Articles

Barnett, C. K. 1987. Men and Women of the Corporation Revisited: Interview with Rosabeth Moss Kanter. *Human Resource Management Journal*, 26(2): 257-264.

Chapters in Edited Volumes

Cameron, K. S., & Barnett, C.K. 2000. Organizational quality as a cultural variable: An empirical investigation of quality culture, processes, and outcomes. In R.E. Cole & W.R. Scott (Eds.) *The Quality Movement and Organizational Theory*. Sponsored by National Academy of Sciences, National Science Foundation, and Air Force Office of Scientific Research. Thousand Oaks, CA: Sage Publications.

Barnett, C. K. 1992. The global agenda for research and teaching in the 1990s. In V. Pucik, N. M. Tichy, & C. K. Barnett (Eds.), *Globalizing Management: Creating and Leading the Competitive Organization*. New York, NY: John Wiley & Sons: 319-339.

Book Reviews

Review of Cohen, Michael D., & Sproull, Lee S. (Editors) *Organizational Learning*, 1998. Appeared in *Administrative Science Quarterly*, March 1998: 208-213.

Review of H. S. Baum, *Organizational Membership: Personal Development in the Workplace*, 1992. Appeared in *Contemporary Psychology*, 37(6): 586-587.

Published Case Studies

Barnett, C.K. & Tichy, N.M. 1999. *Polaris Industries Inc.: We Ride!* Joint University of New Hampshire/Whittemore School of Business and Economics and University of Michigan/School of Business Administration, Durham, NH.

Barnett, C.K., & Packard, R. 1996. *ValuJet Airlines, Inc.* University of New Hampshire, Whittemore School of Business and Economics, Durham, NH.

Barnett, C. K. 1990. *The GE Lighting/Tungsrham acquisition: A case profile for human resources.* General Electric Management Development Center, Crotonville, NY

Barnett, C. K., & Fortinberry, R. 1990. *The GE Capital/Gelco Corporation acquisition: A case profile for human resources.* General Electric Management Development Center, Crotonville, New York.

Barnett, C. K., & Fortinberry, R. 1990. *The GE Medical Systems/CGR acquisition: A case profile for human resources.* General Electric Management Development Center, Crotonville, New York.

Barnett, C. K., & Fortinberry, R. 1990. *The GE Plastics/Borg-Warner Chemicals acquisition: A case profile for human resources.* General Electric Management Development Center, Crotonville, New York.

Work Under Review/Revision/In Progress

Book Proposal in Development: *Authentic Leadership: Becoming Fearless*

Barnett, C.K. Rethinking organizational learning theories: A synthetic review of the primary literature (manuscript under revision for applied journal based on review from the *Academy of Management Review*).

Zald, M.N., & Barnett, C.K. History, metanarratives, and organizational theory. (Under revision for applied journal based on review from the *Academy of Management Review*, Special Topic Forum on "History and Organization Studies: Toward a Creative Synthesis").

Presentations (refereed):

Barnett, C.K., Schlesinger, L.A., & Tichy, N.M. "Judgment – The Essence of Leadership and Victoria's Dirty Secret." Presented at the Annual Meeting of the Organizational Behavior Teaching Society, Babson College, Wellesley, MA, June 11-14, 2008.

Barnett, C.K. & McCarthy, John F. "New Dogs, Old Tricks: The Miracle of 360-degree Learning When Your Past Students Serve as Leader-Teachers in Today's Classroom." Presented at the Annual Meeting of the Organizational Behavior Teaching Society, Babson College, Wellesley, MA, June 11-14, 2008.

Barnett, C.K., & Shore, B. "IT-Mediated Senior Leader and Team Development: An Action Research Approach to Organizational Change and Development." Paper presented at the Annual Meeting of the Global Information Technology Management Association, Naples, Italy, June 17-19, 2007.

Barnett, C.K., & Krell, T.C. "Faculty-Driven Personalized Use of the World Wide Web for Classroom Learning: What to Do, How to Do It, and Free Resources." Paper presented

at the Annual Meeting of the Eastern Academy of Management, New Haven, Connecticut, May 1-4, 2002.

Barnett, C.K., & Krell, T.C. "The Courage To Teach: Cultivating a Pedagogy of Passion, Innovation, and Renewal." Presented at the Annual Meeting of the Organizational Behavior Teaching Society, Orange, California, June 19-22, 2002.

Barnett, C.K. Organizational learning theories: A review and synthesis of the primary literature. Paper prepared for Theory Development Workshop at the 59th Annual Meeting of the Academy of Management, Chicago, Illinois, August 1999.

Barnett, C.K. "Helping students learn how to learn: A contracts and portfolio approach." Presented at the Annual Meeting of the Organizational Behavior Teaching Society, Las Cruces, New Mexico, June 8-13, 1999.

Barnett, C.K. Chair. Symposium on "Special OB Topics in Asia Studies." Presented at the Annual Meeting of the Northeast Decision Sciences Institute, Newport, Rhode Island, March 1999.

Barnett, C.K. Discussant. "A Study of Re-engineering at the Corporate Level in Taiwan" by Sung-Puo Chen. Symposium on "Strategies and Evaluation: Taiwan Products and Industries," presented at the Annual Meeting of the Northeast Decision Sciences Institute, Newport, Rhode Island, March 1999.

Barnett, C.K. Chair. All-Academy Symposium on "Juxtaposing Chaos and Order: Unusual Moments and Events when Organizational Learning Is Possible." Presented at the Fifty-sixth Annual Meeting of the Academy of Management, Cincinnati, Ohio, August 1996.

Barnett, C.K., & Pratt, M.G. From threat-rigidity to flexibility: Toward a model of autogenic crisis in organizations. Paper presented at the Fifty-sixth Annual Meeting of the Academy of Management, Cincinnati, Ohio, August 1996.

Barnett, C. K. Teaching future managers how to collaborate: Team-based essay exams in the OB classroom. Presented at the Organizational Behavior Teaching Society National Meeting, Keene, New Hampshire, June 1996.

Barnett, C.K. Chair and Moderator. Panel with Chris Argyris and Ella Bell on: Getting some hot issues on the table. Organizational Behavior Teaching Society National Meeting, Keene, New Hampshire, June 1996.

Barnett, C.K. Chair. Panel with Noel Tichy and Alan Lafley on: Envisioning a new genre of OB partnerships with business, government, and community. Organizational Behavior Teaching Society National Meeting, Keene, New Hampshire, June 1996.

Barnett, C.K., & Choi, T.Y. (Co-chairs). Symposium on: Organizational learning--empirical studies. Institute for Operations Research and the Management Sciences National Meeting, New Orleans, Louisiana, October 1995.

Barnett, C.K. Linking continuous quality improvement practices and performance through vicarious and direct organizational learning. Paper presented at the Thirty-ninth

Institute for Operations Research and the Management Sciences National Meeting, New Orleans, Louisiana, October 1995.

Weathersby, R.P., & Barnett, C.K. Lifelong managerial learning as a key variable in organizational competitive advantage. Paper presented at the International Symposium on Globalization and Competitiveness, Agadir, Morocco, May 1995.

Barnett, C.K. Theoretical perspectives on organizational learning: Synthesis and new directions for research. Paper presented at the Thirty-eighth Operations Research Society of America/The Institute of Management Sciences Joint National Meeting, Detroit, Michigan, October 1994.

Barnett, C.K., & Choi, T.Y. (Co-chairs). Symposium on: The hypocrisy of organizational learning: Can talking the talk be as useful as walking the walk? Fifty-fourth Annual Meeting of the Academy of Management, Dallas, Texas, August 1994.

Choi, T.Y., & Barnett, C.K. Institutional hypocrisy and organizational learning: Why some American companies are becoming disenchanted with Japanese techniques. Paper presented at the Fifty-fourth Annual Meeting of the Academy of Management, Dallas, Texas, August 1994.

Barnett, C. K., Kent, T. E., & Ernst, T. F. Organizational decline: The challenge of institutional and individual renewal at Navistar International Corporation. Paper presented at the Forty-seventh Annual Meeting of the Academy of Management, New Orleans, Louisiana, August 1987.

PROFESSIONAL MEMBERSHIPS

Academy of Management
Association for Psychological Science
American Sociological Association
Eastern Academy of Management
International Society for the Psychodynamic Study of Organizations (1992-2012)
Management and Organizational Behavior Teaching Society

PROFESSIONAL SERVICE

Member, Editorial Board, *Human Resource Management*, 2004 to present
Member, Editorial Board, *Leadership and Organization Development Journal*, 2005 to present
Member, Editorial Board, *Management Learning*, 2005-2011
Member, Leadership Advisory Council, Stoneleigh-Burnham School, Greenfield MA, February 2014-2015
Member, Robert C. Wray Scholarship Committee, Stoneleigh-Burnham School, Greenfield MA, 2014
Treasurer/Secretary of the Management, Spirituality, and Religion Interest Group of the Academy of Management, 2001-2003
Ad Hoc Reviewer: *Academy of Management Journal*, *Academy of Management Review*, *Academy of Management Learning & Education*, *Human Relations*, *Journal of Business & Economic Studies*, *Journal of Management Education*, *Organization Science*, *Organization Studies*, and *Qualitative Sociology*.

Reviewer: Academy of Management Annual Meetings – OMT and MOCG Divisions
Member, Membership and Service Committee of the Organizational Behavior Teaching Society, 1999-2001
Member, National Program Planning Committee of the Organizational Behavior Teaching Society Conference at University of New Hampshire's Keene State College, 1995-96

UNIVERSITY SERVICE

Member, University of New Hampshire Faculty Senate's Professional Standards Committee, (elected) 2012-2015, 2016-2018
Member, University of New Hampshire Faculty Senate, (elected) May 2016-2018
Member, University of New Hampshire Faculty Senate's Academic Affairs Committee (2016-18)
Member, University Curriculum and Academic Policies Committee (UCAPC), (elected) 2013-16
Member, University of New Hampshire Faculty Awards Committee, (appointed) 2012-14
Chair, Paul College of Business and Economics Policies and Procedures Committee, 2014-2015 and Whittemore School of Business and Economics 2008-2011.
Faculty Coordinator and Advisor, *Student Designed Option*, B.S.B.A. Program, Peter T. Paul College of Business and Economics and previously the Whittemore School of Business and Economics (2001 to present)
Chair, Peter T. Paul College of Business and Economics Structural Review Task Force, April – October 2013 (6 months including summer)
Co-Chair, Whittemore School of Business & Economics, Department of Management Faculty Search Committee (Organization Theory Tenure Track Position), 2012-13
Director of the M.B.A. Program, Whittemore School of Business & Economics; March 3, 2009 to June 30, 2012 (3.25 years)
Chair, Whittemore School of Business & Economics Curriculum Committee (Combined Undergraduate and Graduate Programs), 2002-2008.
Course Coordinator, ADMN614, 2-5 sections per year of the *Management Option* undergraduate core elective, "Organizational Leadership and Structure," 2004-2008
Faculty Marshal, University of New Hampshire Commencement Services, 1997-2007
Faculty Fellow, University Honors Committee, 2006-07
Member, Whittemore School of Business and Economics Dean Search Committee, 2006-07
Member, University of New Hampshire "Diversity Celebration Committee" 2006, 2007
Member, Whittemore School of Business & Economics, Focus of Excellence Committee, 2003-2004
Member, Promotion and Tenure Committee, Whittemore School of Business & Economics, 2002-2004
Chair, Faculty Search Committee, Whittemore School of Business & Economics, Department of Management, Organizational Behavior Group: 2001-02, 2002-03, 2004-05
Member, Faculty Search Committee, Whittemore School of Business & Economics, Department of Management, Organizational Behavior Group, 2006-07
Course Coordinator, ADM985, 3 Sections per Year of the Graduate Core Course in "Organization Structure and Environments" (full-time MBA, part-time MBA, and

Executive MBA programs), appointed by the Department of Management, September 2002-2005

Member, University of New Hampshire Graduate Council, (elected) 2001-2004

Chair, University of New Hampshire Academic Planning Steering Committee's "Subcommittee on Community Building," December 2003-2005

Co-Chair, University of New Hampshire Academic Planning Steering Committee's "Subcommittee on Community Building" (with Bruce Mallory), appointed by the Dean of the Graduate School, 2001-2002

Member, University of New Hampshire General Education Study Committee, appointed by the Dean of the Whittemore School of Business & Economics, January 2001 to May 2002

Member, University of New Hampshire Academic Planning Steering Committee, appointed by the Provost, January 2000-2001

Web Site Manager, Department of Management, 2000-2007.

Course Coordinator, MGT/ADMN611, 10 Sections per Year of the Undergraduate Core Course in "Organizational Behavior," appointed by the Department of Management, September 1999 to June 2006

Course Coordinator, ADM925, 3 Sections per Year of the Graduate Core Course in "Organization Theory" (full-time MBA, part-time MBA, and Executive MBA programs), appointed by the Department of Management, September 1999 to May 2002

Member, Whittemore School of Business & Economics Curriculum Committee (Undergraduate and Graduate Programs), 1995-2001, appointed by the Department of Management

Member, Whittemore School of Business & Economics Search Committee for the Director of Undergraduate Advising and Student Services Center, appointed by Interim Dean Michael J. Merenda, 1998

Member, Whittemore School of Business & Economics Task Force on Faculty Development, appointed by Interim Dean J. Bonnie Newman, 1997-1998

Member, Whittemore School's Undergraduate Programs Review Committee, January 1995 to June 1996 (18 months), appointed by Dean Lyndon E. Goodridge

HONORS AND AWARDS

Executive MBA Class of 2015 "The Above and Beyond Award," Paul College of Business and Economics, University of New Hampshire

2008 Summer Research Fellowship, Whittemore School of Business & Economics, University of New Hampshire

Full-time MBA Class of 2008 Teaching Excellence Award, Whittemore School of Business & Economics, University of New Hampshire

Jean Brierley Teaching Excellence Award, University System of New Hampshire, 2004-05

Full-time and Part-time MBA Class of 2003 Teaching Excellence Award, Whittemore School of Business & Economics, University of New Hampshire

Class of 1938 Professorship, University of New Hampshire, awarded for academic years 2001, 2002, & 2003

2001 Research Grant, University of New Hampshire's Vice President for Research Discretionary Fund

2001 Faculty Development Grant, University of New Hampshire

1999 Teaching Excellence Award, Whittemore School of Business & Economics, University of New Hampshire

Full-time MBA Class of 1999 Teaching Excellence Award, Whittemore School of Business & Economics, University of New Hampshire
1999 Faculty Development Grant, University of New Hampshire
1999 Faculty Development Grant, Whittemore School of Business & Economics, University of New Hampshire
Junior Faculty Consortium of the Combined OMT/OB/ODC Divisions, Fifty-seventh Annual Meeting of the Academy of Management, Boston, Massachusetts, August 1997
University of Michigan, Organizational Psychology Dissertation Grant, 1993 and 1994
Academy of Management, OMT/OB/ODC Doctoral Consortium, 1993
University of Minnesota, Process Research Methods Workshop, 1993, Representative of the University of Michigan/Rackham Graduate School's Interdisciplinary Organizational Studies Program

RESEARCH INTERESTS:

Organizational leadership and learning, organization theory; organizational design; organizational development, change, and transformation; organizational culture.

TEACHING INTERESTS:

Organizational design and theory; organizational leadership; organizational learning, change, and development; organizational diagnosis/analysis; organizational behavior; group dynamics; organizational psychology.