

# **Michelle L. Buck**

Management & Organizations Department  
Kellogg School of Management  
2001 Sheridan Road  
Evanston, IL 60208  
Phone: 847-467-7048  
Fax: 847-491-8896  
[m-buck@kellogg.northwestern.edu](mailto:m-buck@kellogg.northwestern.edu)

## **Academic Positions**

- 2001-Present      Clinical Professor of Management and Organizations  
Director of Leadership Initiatives  
Academic Director of Executive Education (through 2009)  
Kellogg School of Management  
Northwestern University, Evanston, Illinois
- 1995-2001        Assistant Professor of Organizational Behavior  
Faculty of Management  
McGill University, Montreal, Quebec, Canada
- 1994-1995        Visiting Assistant Professor of Organizational Behavior  
John M. Olin School of Business  
Washington University, St. Louis, Missouri
- 1992-1994        Visiting Assistant Professor of Organization Behavior  
Post-Doctoral Fellow, Dispute Resolution Research Center  
Kellogg Graduate School of Management  
Northwestern University, Evanston, Illinois

## **Education**

- Ph.D.              Princeton University, Social Psychology, 1993
- M.A.                Princeton University, Social Psychology, 1990
- A.B.                University of Michigan, Psychology, with High Distinction, 1988

## **Courses/Areas of Teaching Focus**

### Leadership

- Leadership and Organizational Communication: Inspiring and Engaging Others
- The Leader's Journey: What's Your Story?
- Leadership as Relationship: The Dynamics of Leading and Following
- Designing Your Life as a Leader: Reflection, Engagement, and Action
- Arts-Based Teaching of Leadership and Collaboration
  - Use of Argentine tango, jazz, photography, storytelling, visual arts, and improv to address competencies of innovative leadership

### Negotiations

- Negotiations as creative problem solving and communications to transform conflict and differences into new opportunities

## **Teaching Experience**

### Kellogg School of Management, Northwestern University

- Managerial Leadership (MBA elective, 2003-present, Full Time and Part Time Programs)
- Negotiations (MBA elective, 2002-2006 and 1993-1994, Full Time and Part Time Programs)
- Strategies for Leading and Managing Organizations (core MBA course, Fall 2001)
- Numerous open-enrollment and custom executive programs (2001-present)
  - Advanced Executive Program, Baloise, Capacity Building, Chicago Public Schools Leading for Change, Eisai, Energizing People for Performance, Ernst & Young, EXCEL: IC Executive Leadership Program, Executive Development Program (EDP), Exelon, Full Engagement, GE Marketing, Illinois Agricultural Leadership Program, Indian School of Business Global Advanced Management Programme, Kellogg Post-MBA Program (formerly Renaissance Program), Kellogg-FDC Post-MBA Program, Kellogg Management Institute, Leading Strategic Change, Navigating Strategic Change, New Directions Alumni Executive Program, Pinnacle, Seyfarth Shaw Leadership Program, STC (Skills, Tools, and Competencies), Soul of Leadership, Strategic Leadership (Public Non Profit Program), USG, Women's Senior Leadership Program

### Faculty of Management, McGill University

- Managerial Negotiations (MBA elective, 1995-2001)
- Negotiations (Executive Development Course, McGill Executive Institute, 1997-2001)

- Organizational Behavior (MBA core course, in Montreal, and in MBA Japan Program in Tokyo, 1995-2001)
- Integrative Core (required MBA course, 1995-1996)
- Module Director (“The Reflective Mindset”) for the McGill-McConnell Executive Program for National Voluntary Sector Leaders

Olin School of Business, Washington University in St. Louis

- Negotiations (Undergraduate and MBA elective course, 1994-1995)

Department of Psychology, Princeton University

- Psychology of Justice (Graduate Teaching Assistant, 1992)
- Introduction to Social Psychology (Graduate Teaching Assistant, 1991)
- Introduction to Psychology (Lab Instructor, 1988)

**Executive Programs: Academic Direction in Kellogg Executive Programs**

- STC (Skills, Tools, and Competencies) Executive Program, in alliance with Fundacao dom Cabral, Brazil (2002-2009)
- Kellogg-FDC Post-MBA Program, in alliance with Fundacao dom Cabral (2002-2009)
- Seyfarth Shaw Leadership Program (2003-2007)
- The Soul of Leadership (2003-present)
- Full Engagement: Maximizing Performance in Business and in Life (2005-2007)
- CEO Management Program, in alliance with Seminarium Internacional (2002-2006)
- Kellogg on Marketing, in alliance with Seminarium Internacional (2005)
- ISB/Kellogg Global Advanced Management Programme (2002-2004)
- Illinois Agricultural Leadership Program (2001, 2003, 2005)

**Training, Speaking Engagements, or Consulting**

- Banco de Mexico
- Canadian Council for International Cooperation
- Ernst & Young: Women’s Summit 2007
- Gore Mutual
- Governor General’s Canadian Study Conference 2000
- Hewlett Packard
- HSBC Bank
- Human Resources Management Association of Chicago
- Laird Norton
- Loyola University Chicago and Archdiocese of Chicago: INSPIRE Project

- Merck Frosst Canada
- Mitsui & Company, Tokyo
- National Research Council of Canada
- Petro Canada
- Pratt & Whitney
- Quebec Library Association
- YPO

## **Honors and Awards**

### Teaching

- Faculty of Management Distinguished Teaching Award for Graduate Teaching, McGill University, 2000-2001
- Faculty of Management Distinguished Teaching Award for Graduate Teaching, McGill University, 1995-1996
- Teacher of the Year, Reid Teaching Award, John M. Olin School of Business, Washington University in St. Louis, 1994-1995

### Professional

- Fellow of the World Business Academy

### Research

- Article “Contextual factors in the success of reduced-load work arrangements among managers and professionals” identified as one of the top 20 articles published in 2002 as part of the 2003 Rosabeth Moss Kanter Award for Excellence in Work-Family Research
- Article “Organizational paradigms of reduced load-work: Accommodation, elaboration, transformation” identified as one of the top 20 articles published in 2000 in connection with the 2001 Rosabeth Moss Kanter Award for Excellence in Work-Family Research
- Recipient of the 1996-1997 University Edition Looking Glass, Inc. Research Grant from the Center for Creative Leadership, Greensboro, North Carolina (with Laura Poppo)

### University/Academic

- National Science Foundation Graduate Fellowship (1989-1992)
- University of Michigan Honors Program
- Louise A. Fairman Alumnae Scholarship, University of Michigan (1986-1988)
- Michigan Annual Giving Scholar Award (1984-1985)
- DDB Needham Worldwide Academic Scholarship
- Chicago Tribune Academic Scholarship (1984-1988)

### **Publications: Cases and Commentaries**

Buck, M.L. (2004). What kind of succession plan should the board adopt? Case commentary for HBR Case Study "Succession and Failure" (R0406A), Harvard Business Review, June, 2004.

### **Publications: Articles**

Lee, M.D., MacDermid, S.M., Williams, M.L., Buck, M.L., Leiba-O'Sullivan, S. (2002), Contextual factors in the success of reduced-load work arrangements among managers and professionals. Human Resource Management, v. 41, no. 2, 2002, pp. 209-223.

MacDermid, S.M., Lee, M.D., & Buck, M.L., & Williams, M.L. (2001). Alternate work arrangements among professionals and managers: Rethinking career development and success. Journal of Management Development, 20 (4): 305-317.

Lee, M.D., MacDermid, S.M., & Buck, M.L. (2000). Organizational paradigms of reduced load work: Accommodation, elaboration, transformation. Academy of Management Journal, 43(6): 1211-1226.

Buck, M.L. & Miller, D.T. (1994). Reactions to incongruous negative life events. Social Justice Research, 7, 29-46.

Miller, D.T., Taylor, B., & Buck, M.L. (1991). Gender gaps: Who needs to be explained? Journal of Personality and Social Psychology, 61, 5-12.

### **Publications: Chapters**

Buck, M.L., Lee, M.D., & MacDermid, S.M. (2002). Creative careers and creative lives: Designing reduced-load work arrangements. In M. Peiperl, M. Arthur, R. Goffee, and N. Anand (Eds.), Career creativity: Explorations in the remaking of work, pp. 77-99. Oxford: Oxford University Press.

Lee, M.D., MacDermid, S.M., & Buck, M.L. (2002). Reduced load work arrangements: Response to stress or quest for integrity of functioning. In D.L. Nelson and R.J. Burke (Eds.), Gender, work stress, and health, p. 169-190. Washington, D.C. American Psychological Association.

Buck, M.L., Lee, M.D., MacDermid, S.M., & Smith, S. (2000). "Reduced load work and the experience of time among professionals and managers: Implications for personal and organizational life." In C.L. Cooper & D. Rousseau (Eds.), Time in organizational behavior: Trends in Organizational Behavior, 7:13-36. Toronto: John Wiley & Sons.

## **Publications: Reviews**

Buck, M.L. (forthcoming, June 2011). Book review of *Leadership Insight* by Nancy J. Adler, *Academy of Management Learning and Education*.

## **Reports**

Lee, M.D., MacDermid, S.M., Williams, M., Buck, M.L., Schreiber, C., Borrelli, L., Leiba-O'Sullivan, S., Smith, S., Bernstein, M., Dohring, P. 1999. Reconceptualizing professional and managerial careers. Technical report prepared for the Alfred P. Sloan Foundation, New York.

Lee, M.D. & MacDermid, S.M., et al. 1998. Improvising new careers: Accommodation, elaboration, & transformation. Executive Feedback Report prepared for study participants. Montreal: Faculty of Management, McGill University: [www.management.mcgill.ca/faculty/report/mdlee.html](http://www.management.mcgill.ca/faculty/report/mdlee.html) and West Lafayette, IN: The Center for Families at Purdue University.

## **Projects in Progress**

- Leadership as relationship: The dynamics of leading and following
- INSPIRE: A proposal for arts-based learning in innovative leadership
- Courageous conversations
- Visions and Aspirations for the Future and Alignment with Everyday Action
- Safety vs. comfort in the domain of leadership

## **Conference Presentations and Participation**

Buck, M.L. (2010). Invitation to participate in "The Leaders' Studio: Conversations with the Future," a leadership learning lab event at the Banff Centre, Banff, Alberta.

Buck, M.L. (2008). Invited commentator for All-Academy Symposium "Managing with passion: A dialogue in tango and art." Academy of Management Annual Meeting, Anaheim, California, August 2008.

Buck, M.L. (2007). Seasons of leadership: Resilience, transformation, and insight. Presentation at Kellogg Leadership Conference, October, 2007.

Buck, M.L. (2007). Engaging spirit and energy in professional work. Presentation at Global Mindchange Forum, World Business Academy, Sao Paulo, Brazil, June 2007.

Buck, M.L. (2007). Critical skills for leading in the 21<sup>st</sup> century. Telefonica Fifth Annual Leadership Conference for Latin America. Miami, April 2007.

Buck, M.L. (2006). World peace: One courageous conversation at a time. Alliance for a New Humanity Annual Conference, Puerto Rico, December 2006.

Buck, M.L. (2006). Engaging spirit and energy in professional work. Presentation at Global Mindchange Forum, World Business Academy, Evanston, Illinois, October 2006.

Buck, M.L. (2006). The path of extraordinary leadership. Presentation at YPO (Young Presidents' Organization) Latin American Leadership Seminar, Guatemala, October 2006.

Buck, M.L. (2006). Spirituality and leadership from a professional perspective. Presentation at Spirituality and Leadership Conference, Loyola University Chicago, June 2006.

Buck, M.L. (2003). The leader's journey: What's your story? Presentation at ExpoManagement, Sao Paulo, Brazil, November 2003.

Buck, M.L., & Ford, L., Co-Chairs. Time use, flexibility, and identity: Challenging traditional schedules and career structures in organizations. "Showcase Symposium" for the Annual Meeting of the Academy of Management, August, 2000, Toronto, Ontario.

MacDermid, S.M., Lee, M.D., & Buck, M.L. The developmental implications of voluntary part-time work. Paper presented at the Annual Meeting of the Academy of Management, August, 2000, Toronto, Ontario.

Buck, M.L., Lee, M.D., & MacDermid, S.M. Designing creative careers and creative lives: The cases of professionals and managers in reduced load work arrangements. Paper presented at The Conference on Creative Careers, Centre for Organizational Research at London Business School, March, 2000.

Buck, M.L., Leiba-O'Sullivan, S., Lee, M.D., & MacDermid, S.M. Individual negotiations as catalysts for organizational change: The case of negotiating alternative work arrangements. Paper presented at the Annual Meeting of the International Association of Conflict Management, San Sebastian-Donostia, Spain, June, 1999.

Buck, M.L., Friedman, S., MacDermid, S., & Rousseau, D. Implications of alternative work arrangements for management research and education. Paper presented at the 1998 Annual Meetings of the Academy of Management, San Diego, CA, August, 1998.

Buck, M.L., and Williams, M. What matters most: Alternative work arrangements and changing definitions of professional and managerial work. Symposium accepted for "All-Academy Symposium" Status for presentation at the 1998 Annual Meetings of the Academy of Management, San Diego, CA, August, 1998

Buck, M.L., & Poppo, L. Participating scholars selected for the Academy of Management's Mid-year Conference on "Organizational Learning: Moving from Theory to Research." Ashburn, VA, March, 1998.

Buck, M.L., & Thibault, B.A. Learning from experience: The functional value of counterfactual thinking in conflict management training. Paper presented at the Annual Meeting of the International Association of Conflict Management, Bonn, Germany, June, 1997.

Buck, M.L. Thinking about alternative outcomes: Processes of counterfactual thinking and consequences for organizations. Paper presented at the 1996 Annual Meeting of the Academy of Management, Cincinnati, August, 1996.

Buck, M.L., & Morris, M.W. Thinking about what might have been: Functional and dysfunctional consequences of counterfactual thinking in organizations. Symposium organized for the Organizational Behavior Division and the Managerial and Organizational Cognition Interest Group at the 1996 Annual Meetings of the Academy of Management, Cincinnati, August, 1996.

Buck, M.L., & Lytle, A. Who's going to change? Perceptions of group differences and implications for concessionary behavior in Chinese-American disputes. Paper presented at the Annual Meetings of the International Association of Conflict Management, Ithaca, New York, June, 1996.

Buck, M.L. Perceptions of cross-cultural differences in conflict resolution and expectations of how they will change. Paper presented at the Seventh International Conference on Socio-Economics, Washington D.C., April, 1995.

Buck, M.L., & Crosby, F.J. Gender, deservingness, and the sea change. Paper presented at the meeting of the International Society of Political Psychology, Santiago de Compostela, Spain, July, 1994.

Messick, D., Polzer, J., Dickmann, K., Rutte, C., & Buck, M.L. Stimulus features that promote or inhibit the detection of discrimination. Paper presented at the Fifth Annual International Conference of the Society for the Advancement of Socioeconomics, New York, March, 1993.

Downs, J., Miller, D.T., Prentice, D.A., Buck, M.L., & Bailis, D.S. Identity vs. similarity as dimensions of interpersonal attachment. Paper presented at the meeting of the Eastern Psychological Association, Boston, April, 1992.

Buck, M.L. Negative consequences of explaining group differences. Invited seminar, Department of Psychology, Rutgers University at Camden, NJ, March, 1992.

Buck, M.L., Taylor, B., & Miller, D.T. Gender gaps: Who needs to be explained? Paper presented at the meeting of the Midwestern Psychological Association, Chicago, IL, May, 1991.

Buck, M.L., & Miller, D.T. Reactions to representative and unrepresentative members of victim categories. Paper presented at the meeting of the Eastern Psychological Association, New York, NY, April, 1991.

## **Media Mentions**

- “Back to (Business) School,” Today’s Chicago Woman, August 2007
- “Striking a Deal: A Few Minutes with Michelle Buck, “ Realtor Magazine, June 2006
- Deepak Chopra’s Wellness Radio on Sirius Satellite Radio, January and September 2007

## **Memberships and Professional Associations**

- Academy of Management
- Chicago Council on Global Affairs