

**MICHELLE K. JOHNSTON**  
**LOYOLA UNIVERSITY NEW ORLEANS**  
**6363 ST. CHARLES AVENUE, BOX 15**  
**NEW ORLEANS, LOUISIANA, 70118 (504) 864-7969**  
**MKJOHNST@LOYNO.EDU**

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**ACADEMIC EXPERIENCE**

**Loyola University New Orleans**  
**College of Business**

**Gaston Professor of Business** **2019 -current**

- ◆ Received the “Creative Canvas Course Award” while teaching during COVID-19, Fall 2020

**Professor of Management** 2017-2019

- ◆ Chase Minority Entrepreneurship Professorship of Management

**Associate Professor of Management** 2008 - 2016

- ◆ Awarded the “MBA Association Graduate Teacher of the Year”
- ◆ Received the “40 under 40” honor by Gambit Magazine in recognition of individuals making positive contributions to New Orleans
- ◆ Granted tenure

**Assistant Professor of Management** 1999 - 2008

- ◆ Advising Award, 2007
- ◆ Service Award, 2006
- ◆ Service Award, 2004

*Courses Taught:*

- ◆ MGT 705 Strategic Communication, elective for MBA program
- ◆ BA101 Business Communication, required for undergraduate program
- ◆ MGT/MKT 335 Advanced Business Communication, business elective
- ◆ MGT/MKT420 Leadership and Teambuilding, business elective
- ◆ MGT 245 Organizational Behavior, required course for undergraduate program

**EDUCATION**

**Louisiana State University, Baton Rouge, La**

**Doctorate of Philosophy**

1999

**Department of Communication Studies**

- ◆ Major Area: Communication Theory
- ◆ Minor Area: Organizational Development
- ◆ Dissertation title: “*The Influence of Communication*”

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*Variables on Group Attraction and Group Communication Satisfaction"*

- ◆ Co-Chairs: Dr. Loretta Pecchioni and Renee Edwards
- ◆ **J. I. Brown Award (top student paper)** 1996
- ◆ **Who's Who in the South and Southwest** 1996
- ◆ **Ralph Nichols Award (top-three paper)** 1995

**Auburn University, Auburn, Al**

**Master of Arts** 1994

**Department of Communication**

Thesis Title: "*Can We Talk? Exploring the Impact of Gender-role Self-perceptions on Communication Styles*"

- ◆ Thesis Advisor: James B. Weaver, III
- ◆ **The Bert E. Bradley Excellence Award** 1994
  - *Awarded for academic and teaching excellence*
- ◆ **The Graduate Assistant Service Award** 1994
  - *Awarded for outstanding service*

**Auburn University, Auburn, Al**

**Bachelor of Arts** 1991

**Department of Communication**

- ◆ Major Area: Public Relations
- ◆ Minor Area: Journalism
- ◆ Phi Eta Sigma Honor Society

**REFERRED PUBLICATIONS**

- ◆ Reed, K., Goolsby, J., and Johnston, M. (2016) Listening In and Out: Listening to customers and employees to strengthen an integrated marketed-oriented system. *Journal of Business Research*, 69(9), 3591-3599. **(6-8% Acceptance Rate)**
- ◆ Johnston, M. and Reed, K. (2016). Team Listening Environment. In G. Bodie and D. Worthington (Eds), *Listening Source Book*.
- ◆ Johnston, M., and Reed, K. (2014). "Listening Environment and the Bottom Line: How a Positive Environment Can Improve Financial Outcomes. *International Journal of Listening*. 1-9. **(12-15% Acceptance Rate)**

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- ◆ Reed, J., Goolsby, J., and Johnston, M. (2014). Extracting Meaning and Relevance from Work: The Potential Connection among Listening Environment and Organizational Identification and Commitment. *International Journal of Business Communication*, 53(3), 326-342. **(12-15% Acceptance Rate)**
- ◆ Johnston, M., Reed, K., and Lawrence, K. (2011) Team Listening Environment Scale: Development and Validation. *International Journal of Business Communication*, 42(1). **(12-15% Acceptance Rate)**
- ◆ Joyner, B., Johnston, M.K., Christner, R. (Winter, 2008) Are strategic choices in the wine industry changing public perceptions? Content Analysis. *International Journal of Business and Public Administration*. **(15% Acceptance Rate)**
- ◆ Johnston, M., Reed, K., Lawrence, K. and Onken, M. (Winter, 2007). The link between communication and financial performance in simulated organizational teams. *Journal of Managerial Issues*. **(21-30% Acceptance Rate)**
- ◆ Johnston, M.K. (2007). The influence of communication on group attraction during team activities. *Journal of Organizational Culture, Communication, and Conflict (JOCCC)*. **(21-30% Acceptance Rate)**
- ◆ Johnston, M.K. and Joyner, B. (2005). Leadership and Communication: A Multiple-Perspective Study of Best Practices. *Journal of Organizational Culture, Communication, and Conflict (JOCCC)*. **(21-30% Acceptance Rate)**
- ◆ Kirtley Johnston, M., Weaver, J.B., Watson, K.W., & Barker, L.L. (2000). Listening Styles: Biological or psychological differences? *The International Journal of Listening*. **(25% Acceptance Rate)**
- ◆ Kirtley Johnston, M., Pecchioni, L., & Edwards, R. (2000). The influence of interpersonal communication variables on group communication satisfaction. *Academy of Managerial Communications Journal*. **(21-30% Acceptance Rate)**
- ◆ Kirtley, M. D., & Weaver, J.B. (1999). Exploring the impact of gender role self-perception on communication style. *Women's Studies in Communication*. **(13% Acceptance Rate)**

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- ◆ Kirtley, M. D., & Honeycutt, J. (1996). Listening styles and their correspondence with second-guessing. *Communication Research Reports*, 13 (2), 1 - 9. **(21-30% Acceptance Rate)**
- ◆ Weaver, J. B., & Kirtley, M. D. (1995). Listener preferences and empathic response styles. *The Southern Communication Journal*, 60, 131-140. **(13-18% Acceptance Rate)**

### **PROFESSIONAL PUBLICATIONS**

- ◆ Johnston, M. (October, 2021) *The Seismic Shift in Leadership: How to Thrive in a New Era of Connection*.
- ◆ Johnston, M. & Watson, Kittie (2019). *The Facilitator Guide to the Communication Preference Profile*. Innolect, Inc.
- ◆ (Johnston, M. Barker, L., Watson, K. (2011). *Communication Preference Profile*. Innolect, Inc.
- ◆ Kirtley, M. D. (1996). Win/win negotiating. *Right of Way Magazine*. 43 (3), 10-12.
- ◆ Watson, K. W., & Kirtley, M. D. (1994). The effect of cultural differences on Japanese managers and American employees. *Training and Development*, 48, 71-72.

### **EDITORIAL EXPERIENCE**

*Staff writer and editor of:*

- ◆ Johnston, M. and Adrienne Daly (2014). **MBA Mandatory Writing Guide**. Loyola University New Orleans.
- ◆ Watson, K. W., and Barker, L. B. (1998). Managerial Communication Reference Guidebook. New Orleans, LA: Spectra Inc. Publishers.
- ◆ Barker, L. B., and Watson, K. W. (1995). Listen Up: Learning Activities. San Diego: Pfeiffer & Co. Publishers.

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- ◆ Barker, L. B., Wahler, K., Watson, K.W. (1994). Groups in Progress. Englewood Cliffs, NJ: Prentice Hall.

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## **ACADEMIC PRESENTATIONS**

- ◆ Johnston, M. & Reed, K. (Spring, 2018). Communication Preference Profile: Reliability and Validation. Presented at the Association of Business Research Annual Conference, New Orleans, LA
- ◆ Johnston, M. & Barnes, F. (Fall, 2015). Working Professional MBA: Metacognition Unexpected. Presented at the Association of Business Communication Annual Conference, Seattle, Wa.
- ◆ Johnston, M. & Barnes, F. (Spring, 2012). Using the Communication Preference Profile in the MBA Classroom. Presented at the Southern Association of Business Communication, Tampa, Fl.
- ◆ Johnston, M. (Fall, 2011). Introducing the Communication Preference Profile. Presented at the International Association of Business Communication, Montreal, Canada.
- ◆ Johnston, M. (Spring, 2010) Applying the Checklist Manifesto Theory to Business Communication. Presented at the Association of Business Communication, Birmingham, Al.
- ◆ Johnston, M.K., Reed, K., & Lawrence, K. (Spring, 2009) Does Communication Affect Financial Performance? Absolutely! Presented at the Association of Business Communication, Atlanta, GA.
- ◆ Johnston, M.K., Reed, K., & Lawrence, K. (Fall, 2007) Are you there Team? It's me, Margaret. Development and Validation of the Team Listening Environment (TLE) Scale. Presented at the Association of Business Communication, Washington, D.C.
- ◆ Matherne, B., Johnston, M., Lawrence, K., and Fok, W., (May, 2006). The Express Lane to Recovery: Two Field Study Cases of Recovery after Hurricane Katrina." Presented at the 17<sup>th</sup> Annual Productions and Operations Management Society Conference, Boston, MA.
- ◆ Lawrence, K., Johnston, M., and Matherne, B. (August, 2006). Lessons from Katrina From a Marketing Perspective. Presented at the AMA Summer Educator's Conference, Chicago, IL.

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- ◆ Johnston, M.K., Reed, K., & Lawrence, K. (Fall, 2005) Linking Communication to Performance: How Group Attraction, Processes, and Satisfaction Contribute to Financial Performance. Association of Business Communication (couldn't present b/c of Hurricane Katrina)
- ◆ Joyner, B., Johnston M.K. (presenter), Christner, R., (January, 2004) Strategic Choices in the Wine Industry: Changing Public Perceptions, Presented at the IABPAD Conference, New Orleans, LA.
- ◆ Johnston, M.K., Fisher, C. (March, 2003) Is your business web site communicating effectively with your customers? Creating a model of web site effectiveness. Presented at the Association of Business Communication Regional Conference, New Orleans, LA
- ◆ Joyner, B., Johnston M.K., Christner, R., (July, 2003) Strategic Choices in the Wine Industry: A Study of Health Benefits Marketing, Presented at the Business & Economics Society International (B&ESI), San Francisco, California.
- ◆ Johnston, M.K. (September, 2002). A model of excellence: Exploring communication and customer Service practices of SuperQuinn, Accepted at the annual conference of the Association of Business Education, Key West, FL. **Competitively Selected**
- ◆ Johnston, M.K. (November, 2001). Customer service competencies in a highly competitive service environment: A closer look at the importance of communication skills. Presented at the annual conference of the Association of Business Communication, San Diego, CA. **Competitively Selected**
- ◆ Johnston, M.K. (July, 2001). An analysis of the strategies and core competencies of an exemplary learning organization: Pfizer Pharmaceutical. Presented at the International conference of the Business and Economics Society, Paris, France. **Competitively Selected**
- ◆ Johnston, M.K. (April, 2001). Tools for teaching managers strategic listening. Presented at the annual conference of the Allied Academies, Nashville, TN. **Competitively Selected**

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- ◆ Johnston, M.K. (October, 2000). The Influence of Interpersonal Communication Variables on Group Communication Satisfaction. Presented at the annual conference of the Association of Business Communication, Atlanta, GA. **Competitively Selected**
- ◆ Johnston, M.K. (September, 2000). The Influence of Communication on Group Attraction During Team Activities. Presented at the annual conference of the Association of Business Education, Bermuda. **Competitively Selected**
- ◆ Kirtley Johnston, M. (April, 2000). Tools for Teaching Managers Effective Listening. Presented at the Allied Academies National Conference, Myrtle Beach, S.C. **Competitively Selected**
- ◆ Roberts, C., Kirtley Johnston, M., Watson, Watson K. W., Barker, L. L., (March, 2000). The Revision of the Watson-Barker Listening Test. Presented at the annual convention of the International Listening Association, Virginia Beach, VA. **Competitively Selected**
- ◆ Kirtley, M. D., and Honeycutt, J. (1999). Listening styles and their correspondence with second-guessing. Presented at the annual convention of the International Listening Association, Albuquerque, NM.
- ◆ Kirtley, M. D. (March, 1998). Exploring the Listening Heritage in the Ancient Greek Rhapsodic Tradition. Presented at the annual convention of International Listening Association, Kansas City, MO. **James I. Brown Award for Top Paper.**
- ◆ Edwards, R., Bello, R., Brandau Brown, F., Futch, A., Hollems, D., and Kirtley, M. (April, 1997). Personality and Gender Influence: the Interpretation of Messages. Presented at the annual convention of the Southern States Communication Association, Savannah, GA. **Awarded Top Paper in Communication Theory**
- ◆ Weaver, J. B., Richendoller, N. R., and Kirtley, M. D., (1995, November). Individual Differences in Communication Style. Presented at the annual convention of the Speech Communication Association, San Antonio, TX. **Competitively Selected**



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- ◆ Kirtley, M. D., & Weaver, J. B. (1995, May). Can We Talk? Exploring the Impact of Gender-role Self-perceptions on Communication Styles. Presented at the annual convention of the International Communication Association, Albuquerque, NM. **Competitively Selected**
- ◆ Kirtley, M. D. (1995, April). The Impact of Gender-role Self-perceptions on Occupational Aspirations. Presented at the annual convention of the Southern Speech Communication Association, New Orleans, LA. **Competitively Selected**
- ◆ Weaver, J. B., Kirtley, M. D., Watson, K.W., Barker, L.B. (1995, March). Listener Preferences: Biological or Psychological? Presented at the annual convention of the International Listening Association Convention, Little Rock, AK. **Ralph Nichols Award for Top Three Paper**
- ◆ Weaver, J. B., & Kirtley, M. D. (1994, March). Listener Preferences and Empathic Response Styles. Presented at the annual convention of the International Listening Association Convention, Boston, MA. **Competitively Selected**

**PROFESSIONAL  
KEYNOTE  
PRESENTATIONS/PODCASTS**

- ◆ *Featured speaker, Junior Achievement Empowerment Conference, June, 2021*
- ◆ *Featured speaker at the Women's Leadership Academy, Spring 2020 & Summer, 2021*
- ◆ *Featured speaker on MG100 Podcast, May, 2021*
- ◆ *Featured speaker on Deep Listening Podcast, August 2020*
- ◆ *Authentic Leadership: The Power of Connection*, Presented at the International Association for College Admission Counseling Annual Conference, July, 2018

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- ◆ *The Missing Piece of Leadership*, Presented at Securities America's Annual Conference, Summer, 2018
- ◆ *Compassionate Connections: The Power of You*, Presented at the 75<sup>th</sup> Anniversary of Ochsner Health System's Annual Conference, Summer, 2017
- ◆ *Communicating Smarter, Better, Faster*, Presented at Festivals' Annual Leadership Conference, Summer 2017
- ◆ *Communicating with Impact*, Presented at Bobcat/Doosan's Annual Conference, Summer, 2017
- ◆ *Communicating Smarter, Better, Faster*, Presented to the Young President's Organization (YPO) Annual Meeting, Summer 2015

## SERVICE

- ◆ **College of Business, Loyola University New Orleans**
  - ◆ CBA Rank and Tenure Committee, Currently Chair, 2016-2018, 2013-2015, 2011-2013, 2009-2010, 2004-2005 and 2000-2001
  - ◆ Faculty Senate, 2016-2018
  - ◆ MBA Curriculum Committee, 2016-present
  - ◆ AACSB Committee, 2013-2018
  - ◆ Marketing Search Committee, 2015-present
  - ◆ Management Search Committee, 2012, 2011
  - ◆ *Director of the Executive Mentoring Program (EMP), Fall 2003-2011*
    - Coordinate mentoring program with 30 executives, three professors, and 150 students
    - Enlist executives to be mentors
    - Hold orientation programs for all executive mentors
    - Organize speaker panels and field trips
    - Make numerous presentations about the program throughout the year: CBA freshmen meeting, faculty meetings, International Business Advisory Board meetings, and Visiting Committee meetings
    - Send out surveys to students and executives to assess the program

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- Compile the survey data and facilitate a strategy session to revise the program based on executive and student feedback
- ◆ **Coordinator of Business Communication BA101, Fall 1999-2011**
  - Coordinate all sections of BA101 Business Communication courses (average eight sections per year)
  - Spearheaded a Center where students receive coaching on their oral and written communication skills (Bradley Warshauer now serves as our business writing tutor)
- ◆ CBA Scholarship Committee, 2001-2011
- ◆ MBA Association Faculty Advisor, 1999-2004
- ◆ Narrator of the Coleman Grant's Music Business Video, 2001
- ◆ **University Level**
  - SCCC (Standing Committee on Common Curriculum), 2016-present
  - Centennial Committee, Fall 2009-2012
  - Committee for Faculty Excellence, Fall 2002-2003
  - Undergraduate Curriculum Committee, Spring 2002-2004
  - Writing Across the Curriculum Committee, 1999-2004
- ◆ **Business Community**
  - Reviewer, *Journal of Business Education*, Spring 2002-present
  - Member of the Roundtable Club, existing and emerging Leaders coming together to create a stronger entrepreneurial city
  - Newsletter Editor, Organizational Behavior Teaching Society, Spring 2002

## FACULTY DEVELOPMENT

- ◆ Attended the AACSB Conference on Learning. Tampa, Fl. July 2006.
- ◆ Attended the Professional Organizational Development Meeting, Atlanta, Ga. October, 2002
- ◆ Attended the Organizational Behavior Teaching Society Conference, Harrisonburg, VA, July, 2001
- ◆ Attended the Colleagues in Jesuit Business Education Conference on E-commerce, Scranton, Pa, July, 2000

## TELEVISION APPEARANCES

- ◆ *The Business Report*, with Senator John Johnson, guest speaker, August 2000
- ◆ WDSU Channel Six News, Expert on managing stress at work, 1999

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**AFFILIATIONS**

- ◆ Association of Business Communication
- ◆ Organizational Teaching Society
- ◆ International Listening Association
- ◆ Association of Business Education