

MARK MORTENSEN

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ACADEMIC POSITIONS

INSEAD

- Assistant Professor, Organisational Behaviour (2011-Present)
- Visiting Professor, Organisational Behaviour (2009-2010)

MIT-Sloan School of Management, Massachusetts Institute of Technology

- Assistant Professor, Organization Studies (2005-2011)

Faculty of Management, McGill University

- Assistant Professor, Organizational Behavior (2003-2006)
(on leave 2005-2006)

EDUCATION

Ph.D. Stanford University, Department of Management Science and Engineering (2003)

- Dissertation: *Antecedents of boundary disagreement in distributed and collocated teams*
Committee: Pamela Hinds (chair), Stephen Barley, Robert Sutton

M.S. Stanford University, Department of Computer Science (1998)

- Focus: Human Computer Interaction
Advisor: Terry Winograd

B.A. Colby College, Department of Math and Computer Science (1996)

- Major: Computer science, Minors: Anthropology, Administrative Science

SELECTED HONORS AND DISTINCTIONS

- **INSEAD;** Deans' Commendation for Excellence in MBA Teaching (2011)
- **MIT-Sloan;** Richard S. Leghorn (1939) Career Development Professorship in the Management of Technological Innovation (2007-2010)
- **Academy of Management;** William H. Newman Award, Academy-wide award for outstanding paper based on a recent dissertation (2004)
- **Academy of Management;** Best Dissertation-Based Paper Award, Organizational Behavior (OB) division (2004)
- **Academy of Management;** Runner-Up Best Paper Award, Organizational Communication and Information Systems (OCIS) division (2001)

PEER-REVIEWED PUBLICATIONS

- **Mortensen, M.** & Neeley, T. B. (Forthcoming) *Reflected Knowledge and Trust in Global Collaboration* [<http://papers.ssrn.com/abstract=1395732>], Management Science
- Wilson, J. M., Crisp, C. B., **Mortensen, M.**¹ (Forthcoming) *Extending Construal Level Theory to Distributed Groups, Understanding the Effects of Virtuality*, Organization Science [http://www.insead.edu/facultyresearch/research/details_papers_fm?id=29609]
- Wageman, R., Gardner, H., **Mortensen, M.** (Forthcoming) *The Changing Ecology of Teams: New Directions for Teams Research*, Journal of Organizational Behavior, 15-25. [<http://URL TBD>]
- Caya, O., **Mortensen, M.**, Pinsonneault, A. (Forthcoming) *Virtual Teams Demystified: An Integrative Framework for Understanding Virtual Teams*; International Journal of E-Collaboration
- Wageman, R., Gardner, H., **Mortensen, M.** (2012) *Teams have changed: Catching up to the Future*; Industrial and Organizational Psychology, 5(1), 48-52. [<http://onlinelibrary.wiley.com/doi/10.1111/j.1754-9434.2011.01404.x/full>]
- O'Leary, M., **Mortensen, M.**, & Woolley, A. W. (2011) *Multiple Team Membership: A Theoretical Model of Its Effects on Productivity and Learning for Individuals and Teams*, Academy of Management Review, 36(3), 461-478. [<http://aom.metapress.com/link.asp?id=f525f2317r87x6u7>]
- O'Leary, M. & **Mortensen, M.**¹ (2010) Go (Con)figure: The role of competing subgroups in geographically dispersed Teams, Organization Science, 21(1), 115-131. [<http://orgsci.journal.informs.org/cgi/reprint/21/1/115>]
- Hinds, P. and **Mortensen, M.** (2005) *Understanding conflict in geographically distributed teams: An empirical investigation*, Organization Science, 16(3), 290-310. [<http://orgsci.journal.informs.org/cgi/content/abstract/16/3/290>]
- **Mortensen, M.**, & Hinds, P. (2001). *Conflict and shared identity in geographically distributed teams*. International Journal of Conflict Management, 12(3), 212-238.

EDITED VOLUMES

- O'Leary, M., Woolley, A. W., & **Mortensen, M.**¹ (2011) *Multiple team membership: MTM in Multi-team Systems*, In S. Zaccaro, M. Marks, and L. De Church (Eds.), Multi-Team Systems: An Organization Form for Dynamic and Complex Environments. Psychology Press. [<http://www.psypress.com/multiteam-systems-9781848728691>]
- **Mortensen, M.**, Woolley, A. W., & O'Leary, M. B.¹ (2007). *Conditions Enabling Effective Multiple Team Membership*. In K. Crowston & S. Sieber & E. Wynn (Eds.), Virtuality and Virtualization, Vol. 236: 215-228. Boston: Springer. [<http://www.springerlink.com/content/n6pj0674v788404p/>]
- **Mortensen, M.** (2004). *Antecedents and consequences of team boundary disagreement*. Academy of Management Best Papers Proceedings.
- **Mortensen, M.** & Hinds, P. (2002). *Fuzzy teams: Boundary disagreement in distributed and collocated teams*. In P. Hinds, & S. Kiesler (Eds.), Distributed Work. Cambridge, MA: MIT Press.
- **Mortensen, M.**, & Hinds, P. (2001). *Conflict and shared identity in geographically distributed teams*. Academy of Management Best Paper Proceedings.

PRACTITIONER PUBLICATIONS

- O'Leary, M. & **Mortensen, M.**, Woolley, A.¹ (2010) Working together effectively before it all goes downhill, IESE Insight, 21(1), 115-131. [<http://www.iesep.com/fichaproducoint.aspx?sigla=ART-1819-E&idioma=2>]
- O'Leary, M. B. & **Mortensen, M.**¹ (2008) *A surprising truth about geographically distributed teams*, Sloan Management Review, 49(4), 5-6. [<http://sloanreview.mit.edu/the-magazine/articles/2008/summer/49403/a-surprising-truth-about-geographically-dispersed-teams/>]

¹ Authors contributed equally

WORKING PAPERS (*Available upon request*)

- **Mortensen, M.** *From teams to recombinant collaboration: Understanding the evolution of organizational work* [INSEAD working paper: <http://papers.ssrn.com/abstract=1980698>]
- **Mortensen, M.** *Constructing the Teams: Why do teams disagree on their boundaries and what does it mean?* [INSEAD working paper: <http://papers.ssrn.com/abstract=1980689>]
- Cavaretta, F. & **Mortensen, M.** *Linking Triumphs and Tragedies: Variability in Teams Outcomes and a Re-Examination of the Diversity-Performance Link*

PRESENTATIONS

Invited Talks

Carnegie Mellon University (2009), College of William and Mary (2004) ESSEC (2009), Harvard Business School (2005), INSEAD (2005, 2009, 2010), London Business School (2009), Massachusetts Institute of Technology (2005, 2007, 2008), McGill University (2003), New York University (2004, 2008), Northwestern (2010), Stanford University (2003), University of Bologna (2010), UCLA (2008), University of Chicago (2008), University of Michigan (2005), University of Minnesota (2008), University of Pennsylvania (2009)

Academic Conference and Workshop Presentations

Academy of Management Conference (2001-2010), INGRoup Conference (2006-2008, 2010), EGOS Conference (2008-2010), IFIP Working Group 8.2 (2007), Organization Science Winter Conference (2007), Wharton OB Conference (2006), Center for Work, Technology and Organization 10th Anniversary Conference (2006), International Conference on Information Systems (2002), INFORMS Conference (2002), Carmel Workshop on Distributed Work (2001)

Industry Conference Presentations

Governor General's Canadian Leadership Conference (2003), MIT ILP Achieving Growth Through Strategic Innovation II Conference (2007), MIT ILP-EPOCH Taiwan Symposium (2008), MIT ILP Research and Development Conference (2010), MIT Japan Conference (2008), WTO-Sun Workshop on Teaming and Collaboration in the Distributed Workplace (2006)

Company Presentations:

Maersk Oil (2011), Merck KGaA (2008), SAP (2003)

GRANTS AWARDED

- **Mortensen, M.**, O'Leary, M., Williams Woolley, A. (2007) Unrestricted gift in support of research on Multiple-Team Membership. Intel Corporation \$30,000 USD
- **Mortensen, M.**, O'Leary, M., (2007) Boston College, Carroll School of Management Research grant in support of research on geographically dispersed team structure. Boston College Kelly Grant \$8,257 USD
- **Mortensen, M.** (2005-2008) Exploring team boundary disagreement; what causes it, how it occurs, and what it means. Social Sciences and Humanities Research Council of Canada (SSHRC) \$85,520 CAD
- **Mortensen, M.** (2005-2008) Expérimentation et étude sur le terrain des effets d'un déséquilibre structurel dans les équipes géographiquement réparties. Fonds québécois de la recherche sur la société et la culture (FQRSC) \$39,000 CAD
- Pinsonneault, A., Bassellier, G.; **Mortensen, M.** [MIT]; Oh, W.; Lapointe, L; Barki, H. [HEC-Montreal], Beaudry, A. [Concordia] Maximiser la valeur d'affaire des technologies de l'information: un programme de recherche intégré. Fonds québécois de la recherche sur la société et la culture (FQRSC) \$465,800 CAD [all investigators at McGill University unless noted]

POPULAR PRESS

- *It's official: business travel broadens the mind*, Economist.com, June 25, 2009

- *Why cutting business travel could be a false economy*, CNN.com International, May 9, 2009
- *Profs: Keep those corporate road warriors flying*, Boston Globe, Boston May 6, 2009
- *Being part of the team*, Montreal Gazette, Montreal, April 30, 2005.
- *Early bird gets the praise*, Montreal Gazette, Montreal, Sept. 11, 2004.
- *You've got soliloquy*, Globe and Mail, Toronto, Sept. 24, 2002.

SERVICE & PROFESSIONAL ACTIVITIES

Professional Service

- Board of Directors, Interdisciplinary Network of Groups Researchers (INGRoup) (2009-2012)
- Representative-at-Large. AoM OCIS Division (2006-2009)
- Division Best Competitive Paper Award Committee: Organizational Behavior Division (2009)
- Program Committee. *International Workshop on Intercultural Collaboration* (2009)
- Associate Editor: AoM OCIS Division (2008)
- Chair, Doctoral Dissertation Award Committee: AoM OCIS Division (2005)

Editorial Boards

- *Organization Science* (reappointed 2009 & 2011) (2007-)

Institutional Service

- Recruiting Committee, INSEAD OB Area (2011)
- PhD Program committee, McGill Faculty of Management (2003-2005)
- Faculty of Management Research Council, McGill Faculty of Management (2004-2005)
- BCom Redesign Task Force, McGill Faculty of Management (2005)

Doctoral Committees

- Melissa Valentine; Harvard Business School, Harvard University
- Olivier Caya; Information Systems Area, Faculty of Management, McGill University

TEACHING EXPERIENCE

INSEAD

MBA: Organizational Behavior II: Leading Organizations

Exec (open-enrolment): Consulting and Coaching for Change, Managing Global Virtual Teams, Strategic R&D Management, Managing in a Global Network

Exec (company-specific): Astellas, Lundbeck, Maersk Oil, Takeda, World Economic Forum

MIT-Sloan School of Management

MBA: Organizational Processes

Exec: International Management Program, Product Development and Design Management

McGill University Faculty of Management

Undergraduate: Managing Teams in Organizations [undergraduate]

MBA: Managing Teams in Organizations, McGill MBA China Study Tour, Team Dynamics Advisor [MBA³ program]

Exec: Managing High Performing Teams, Essential Management Skills

Stanford University School of Engineering

Masters: Contextual and Organizational Issues in Human Computer Interaction Design

Exec: New Venture Laboratory and Business Simulation

RESEARCH STATEMENT

Mark Mortensen studies the changing structure of teams and collaborative work. Moving beyond traditional models of hierarchical organizational structure and the more recent emphasis on teams, his research explores new team structures that do not fit historical models of team dynamics, yet are increasingly prevalent in today's globally-dispersed, fast-moving economy. In particular, his research focuses on two such structures through the examination of both globally distributed and project-based work.

In his first stream of research, he studies the effects of geographic dispersion and technology mediation on interpersonal interaction. Moving beyond our traditional understanding of teams as collocated individuals, his research explores the effects of physical, temporal, technological, and configurational distance on team dynamics. He has studied the differing nature of conflict in geographically collocated and distributed teams – in particular, the intervening effects of shared identity, shared context, and spontaneous communication on the relationship between distribution and conflict. He has also examining the impact of structure on team effectiveness through a series of related studies examining the roles of imbalanced subgroups and geographic isolates on individual and team dynamics. In addition to continuing these prior streams, he is currently conducting research on the relationship between first-hand experience on cross-site knowledge in global collaborations.

In his second stream of research, he studies the effects of project-based work on our traditional understanding of team dynamics. It is becoming increasingly difficult to find individuals working in the traditional “one-person, one-team” context – as most individuals work on multiple, partially overlapping, fluidly shifting projects. This raises numerous questions about the applicability and relevance of traditional models of team dynamics and processes. His recent research in this area has discovered and explored the phenomenon of team boundary disagreement, wherein team members disagree on the membership of their teams. His research has identified key antecedents and effects on team level outcomes including performance, conflict, and knowledge management. He has also studied the individual, team, and organization-level effects of concurrent membership in multiple teams.

LANGUAGES

English, French