

## MARK MORTENSEN

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Organisational Behaviour Area  
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### ACADEMIC POSITIONS

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#### INSEAD

- Associate Professor, Organisational Behaviour (2014-present)
  - Area Chair, Organisational Behaviour (2016-present)
- Assistant Professor, Organisational Behaviour (2011-2014)
- 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

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**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

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**INSEAD**; Deans' Commendation for Excellence in MBA Teaching (2011, 2013, 2018)

**INGRoup**; Best Paper Award Finalist, INGRoup 2013 Conference (2013)

**MIT-Sloan**; Richard S. Leghorn (1939) Career Development Professorship (2007-2010)  
in the Management of Technological Innovation

**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**; Best Paper Award Runner-Up  
Organizational Communication and Information Systems (OCIS) division (2001)

## PEER-REVIEWED PUBLICATIONS

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1. **Mortensen, M.,** Haas, M. (2018) *Perspective – Rethinking teams: From bounded membership to dynamic participation.* Organization Science  
- *An earlier version of this paper was a Best Paper Award Finalist at the 2013 INGRoup conference*
2. **Mortensen, M.** (2014) *Constructing the team: Why do teams disagree on their boundaries and what does it mean?* Organization Science, 25(3), 909-931.  
- *A version of this paper won the AoM-wide Newman, and the OB-Area Awards for the Best Dissertation-Based Paper at the 2004 AoM conference*
3. Caya, O., **Mortensen, M.,** Pinsonneault, A. (2013) *Virtual teams demystified: An integrative framework for understanding virtual teams;* International Journal of E-Collaboration, 9(2), 1-33.  
- *Selected by the editorial board as the best article published in 2013.*
4. **Mortensen, M.** & Neeley, T. B. (2012) *Reflected knowledge and trust in global collaboration,* Management Science, 58(12), 2207–2224.
5. Wilson, J. M., Crisp, C. B., **Mortensen, M.** (2012) *Extending construal level theory to distributed groups: Understanding the effects of virtuality,* Organization Science, 24(2) 629-644.
6. Wageman, R., Gardner, H., **Mortensen, M.** (2012) *The changing ecology of teams: New directions for teams research,* Journal of Organizational Behavior, 33(3), 15-25.<sup>1</sup>
7. Wageman, R., Gardner, H., **Mortensen, M.** (2012) *Teams have changed: Catching up to the future;* Industrial and Organizational Psychology, 5(1), 48-52.
8. 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.
9. O’Leary, M. & **Mortensen, M.** (2010) *Go (con)figure: The role of competing subgroups in geographically dispersed teams,* Organization Science, 21(1), 115-131.<sup>1</sup>
10. Hinds, P. and **Mortensen, M.** (2005) *Understanding conflict in geographically distributed teams: An empirical investigation,* Organization Science, 16(3), 290-310.  
- *A version of this paper was the runner up for the OCIS-Division Best Paper Award 2001 AoM Conference*
11. **Mortensen, M.,** & Hinds, P. (2001). *Conflict and shared identity in geographically distributed teams.* International Journal of Conflict Management, 12(3), 212-238.

## WORKS IN EDITED VOLUMES & CONFERENCE PROCEEDINGS

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12. Bertolotti, F., Mattarelli, E., **Mortensen, M.,** O’Leary, M., & Incerti, V. (2013) *How many teams should we manage at once? The effect of Multiple Team Membership, collaborative technologies, and polychronicity on team performance.* Proceedings of International Conference on Information Systems.
13. O’Leary, M., Woolley, A. W., & **Mortensen, M.**<sup>1</sup> (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.
14. **Mortensen, M.,** Woolley, A. W., & O’Leary, M. B.<sup>1</sup> (2007). *Conditions enabling effective Multiple team membership.* In K. Crowston & S. Sieber & E. Wynn (Eds.), Virtuality and Virtualization, Vol. 236: 215-228. Boston: Springer.
15. **Mortensen, M.** (2004). *Antecedents and consequences of team boundary disagreement.* Academy of Management Best Papers Proceedings.
16. **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.

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<sup>1</sup> Authors contributed equally

17. **Mortensen, M., & Hinds, P.** (2001). *Conflict and shared identity in geographically distributed teams*. Academy of Management Best Paper Proceedings.

## MANUSCRIPTS SUBMITTED FOR PUBLICATION AND PROJECTS IN PROGRESS

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18. Bernstein, E., Leonardi, P., **Mortensen, M.** *Work relationships unbounded: Building an attention driven model of productivity in organizations* [revise & resubmit]
19. Wimmer, J., Hoegl, M., **Mortensen, M.**, Backmann, J., Peus, C. *Work-Work-Balance: How multiple team membership regulates demands in daily work life* [Data collected, manuscript in preparation]
20. Incerti, V., Mell, J.A., Yucesan, E., Jang, S., **Mortensen, M.** *An agent-based simulation of Multiple Team Membership structures* [System implemented, manuscript in preparation]

## PRACTITIONER PUBLICATIONS & POPULAR PRESS

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21. *How to stay focused if you're assigned to multiple projects at once*, HBR Digital Article Nov. 07, 2017  
(<https://hbr.org/2017/11/how-to-stay-focused-if-youre-assigned-to-multiple-projects-at-once>)
22. *The overcommitted organization*, Harvard Business Review, Sep. 2017  
- Cover story of the print edition and  
- Republished in HBR's 10 must reads 2019  
(selected by HBR editors as one of top 10 most influential articles of the year)
23. *How to fix "Team creep"*, HBR IdeaCast Sep. 2017
24. *The secrets of great teamwork*, Harvard Business Review, Jun. 2016
25. *Leading teams of lawyers, in an increasingly global and virtual world*, 2015  
In Gardner, H. and Normand-Hochman R. (Eds.) Leadership for Lawyers
26. *Resolve a Fight with a Remote Colleague*, HBR Digital Article Nov. 30, 2015  
(<https://hbr.org/2015/11/resolve-a-fight-with-a-remote-colleague>)
27. *A First-Time Manager's Guide to Leading Virtual Teams*, HBR Digital Article Sep. 25, 2015  
(<https://hbr.org/2015/09/a-first-time-managers-guide-to-leading-virtual-teams>)
28. *When you have to coach remotely*, HBR Digital Article Apr. 20, 2015  
(<https://hbr.org/2015/04/when-you-have-to-coach-remotely>)
29. *Technology alone won't solve our collaboration problems*, HBR Digital Article Mar. 26, 2015  
(<https://hbr.org/2015/03/technology-alone-wont-solve-our-collaboration-problems>)
30. *Successful teams need two things: One is trust*, Globe and Mail Talking Management Mar 17, 2015  
(<http://www.theglobeandmail.com/report-on-business/video/video-successful-teams-need-two-things-one-is-trust/article23473671/>)
31. *Leadership: Pack your suitcase, catch a flight and meet the team*, Financial Times Feb 23, 2015  
(<http://on.ft.com/1z7pSSL>)
32. *How to manage remote direct reports*, HBR Digital Article Feb 10, 2015  
(<https://hbr.org/2015/02/how-to-manage-remote-direct-reports>)
33. *Teamwork doesn't mean what it used to*, Globe and Mail Report on Business Oct 9, 2014  
(<http://www.theglobeandmail.com/report-on-business/video/video-teamwork-doesnt-mean-what-it-used-to/article20945129/>)
34. *How teams are changing*, Globe and Mail Report on Business Oct 15, 2013  
(<http://www.theglobeandmail.com/report-on-business/video/video-why-its-harder-today-to-build-trust-on-teams/article14995376/>)

35. *The team unbound: Unpacking the real implications of the shift to global, dynamic, and overlapping teams*, 2013  
In R. Wageman (Ed.), Team Effectiveness, Henry Stewart Talks Ltd, London  
(<http://bstalks.com/?t=MM1713618-Mortensen>)
36. *Managing a virtual team*, HBR Digital Article, Apr16, 2012  
(<https://hbr.org/2012/04/how-to-manage-a-virtual-team/>)
37. *Working together effectively before it all goes downhill*, IESE Insight, 21(1), 115-131. 2010
38. *It's official: business travel broadens the mind*, Economist.com, Jun 25, 2009  
([http://www.economist.com/blogs/gulliver/2009/06/its\\_official\\_business\\_travel\\_b](http://www.economist.com/blogs/gulliver/2009/06/its_official_business_travel_b))
39. *Why cutting business travel could be a false economy*, CNN.com International, May 9, 2009  
([http://edition.cnn.com/2009/BUSINESS/05/07/exceed.travel/index.html?eref=rss\\_latest](http://edition.cnn.com/2009/BUSINESS/05/07/exceed.travel/index.html?eref=rss_latest))
40. *Profs: Keep those corporate road warriors flying*, Boston Globe May 6, 2009
41. *A surprising truth about geographically distributed teams*, Sloan Management Review, 49(4), 5-6. 2008
42. *Being part of the team*, Montreal Gazette Apr 30, 2005
43. *Early bird gets the praise*, Montreal Gazette Sept. 11, 2004
44. *You've got soliloquy*, Globe and Mail Sept. 24, 2002

## PRESENTATIONS

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### Academic Institutions

Carnegie Mellon University (2009), College of William and Mary (2004) ESSEC (2009), Harvard Business School (2005), INSEAD (2005, 2009, 2010), London Business School (2009), Ludwig-Maximilians-Universität München (2017), Massachusetts Institute of Technology (2005, 2007, 2008), McGill University (2003), New York University (2004, 2008, 2014), Northwestern (2010), Rotterdam School of Management (2015), Stanford University (2003), Technische Universität München (2014), University of Bologna (2010), UCLA (2008), University of Chicago (2008), University of Michigan (2005), University of Minnesota (2008), University of Pennsylvania (2009), University of Sussex (2015), University of Toronto (2013)

### Academic Conferences and Workshops

Academy of Management Conference (2001-2010, 2013-2014, 2016, 2017, 2018), INGRoup Conference (2006-2008, 2010, 2013-2014, 2016), EGOS Conference (2008-2010, 2012), IFIP Working Group 8.2 (2007), Madrid Workshop on Work and Organizations (2014), Organization Science Winter Conference (2007), Wharton OB Conference (2006), Center for Work, Technology and Organization 10<sup>th</sup> Anniversary Conference (2006), International Conference on Information Systems (2002, 2013), INFORMS Conference (2002), Carmel Workshop on Distributed Work (2001)

### Industry Conferences

INSEAD Digital Summit (2016), MIT ILP Research and Development Conference (2010), MIT ILP-EPOCH Taiwan Symposium (2008), MIT Japan Conference (2008), MIT ILP Achieving Growth Through Strategic Innovation II Conference (2007), WTO-Sun Workshop on Teaming and Collaboration in the Distributed Workplace (2006), Governor General's Canadian Leadership Conference (2003)

## GRANTS AWARDED

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**Incerti, V.** (2018) [advisor] Prestige fellowship

**Mortensen, M.** (2017) "Investigating Multi-Level Effects of Multiple Team Membership through Agent-Based Modeling". INSEAD research grant €40,150 EUR

**Mortensen, M.** (2012) Globalizing "OilCo". INSEAD research grant €12,200 EUR

**Mortensen, M.** (2012) Global Code. INSEAD research grant €16,600 EUR

- 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

## SERVICE & PROFESSIONAL ACTIVITIES

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### Editorial Boards

- *Academy of Management Discoveries* (2015-present)
- *Academy of Management Journal* (reappointed 2016) (2013-present)
- *Organization Science* (reappointed 2009 & 2011) (2007-2017)

### Professional Service

- Associate Editor: AoM OCIS Division (2008-2015)
- 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)
- Chair, Doctoral Dissertation Award Committee: AoM OCIS Division (2005)

### Institutional Service

- Area Chair, Insead OB Area (2016-present)
- R&D Committee (2015-2016)
- Recruiting Committee, INSEAD OB Area (2011, 2012, 2014)
- Doctoral Committee, INSEAD OB Area (2012, 2013)
- 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

- Amer Madi (Committee member) INSEAD
- Beth Devine (Advisor)
- Olivier Caya; Information Systems Area, Faculty of Management, McGill University

## TEACHING EXPERIENCE

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### INSEAD

**MBA:** *Organizational Behavior II: Leading Organizations* [Eval.: 4.4/5]

**Executive (open-enrolment):** *Achieving Outstanding Performance, Consulting and Coaching for Change, INSEAD Global Executive MBA, Managing Global Virtual Teams, Manufacturing in a Global Network, Strategic R&D Management* [Eval.: 4.4/5]

**Executive (company-specific):** Associated British Foods, Astellas pharmaceuticals, Bayer and Bayer Crop Science, DNV GL, Janssen pharmaceuticals, Kimberly Clark, KONE, Lundbeck A/S, Maersk Oil, Manulife Financial, Holcim Ltd., Merck KGaA, Merck Millipore, Ma'aden, MetInvest Holdings, Oliver Wyman Consulting, pwc, Takeda pharmaceuticals, United Technologies corporation, Voith Turbo, World Economic Forum (Directors & Fellows) [Eval.: 4.5/5]

**Program Development and Direction:** Det Norsk Veritas, Voith Turbo [Eval.: 4.5/5]

#### **MIT-Sloan School of Management**

**MBA:** *Organizational Processes*

**Executive:** *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* [MBA<sup>3</sup> program]

**Executive:** *Managing High Performing Teams, Essential Management Skills*

#### **Stanford University School of Engineering**

**Masters:** *Contextual and Organizational Issues in Human Computer Interaction Design*

**Executive:** *New Venture Laboratory and Business Simulation*

#### **LANGUAGES**

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English (native), French (conversational)

## RESEARCH STATEMENT

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Mark Mortensen studies the changing nature of collaboration. Moving beyond traditional models of hierarchical organizational structure and the more recent emphasis on teams, his research explores new structures that do not fit historical models, yet are increasingly prevalent in today's globally-dispersed, fast-moving economy. In particular, his research focuses on global virtual work and complex interdependent membership structures.

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; 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; the role of construal level in determining perceptions of distant collaborators, and the relationship between first-hand experience on cross-site knowledge in global collaborations.

In his second stream of research, he studies the effects of the increasingly complex structure of team membership. Fewer individuals work in the traditional “one-person, one-team” context – as most individuals work on multiple, partially overlapping, fluidly shifting projects – which raises questions about the applicability and relevance of traditional models of team dynamics and processes. His research in this area has discovered and explored the phenomenon of *Membership Model Divergence* – wherein team members hold mis-aligned models of their teams' membership – finding strong effects on performance and cognitive structures. He has also explored the effects of *Multiple Team Membership* or *Multi-teaming* – working on multiple teams simultaneously – on both productivity and learning.