

MICHAEL Y. LEE

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ACADEMIC POSITIONS

2019 - Present **INSEAD** Fontainebleau, France
Assistant Professor of Organisational Behaviour

EDUCATION

2013 - 2019 **Harvard Business School** Cambridge, MA
Doctorate in Management
Dissertation: *Self-Managing Organizations: Exploring the Dynamics and Consequences of Radically Decentralizing Authority*
Committee: Teresa Amabile, Amy Edmondson (chair) & Leslie Perlow

2007-2009 **University of California at Berkeley** Berkeley, CA
Walter A. Haas School of Business, MBA

1998-2003 **Harvard University** Cambridge, MA
A.B. Magna Cum Laude in Social Studies

RESEARCH INTERESTS & METHODS

My research investigates efforts to organize in ways that distribute authority, decision making, and voice more widely than in conventional hierarchical structures. I study these efforts through immersive longitudinal field work in organizations, employing both ethnographic methods as well as field experiments.

Keywords: Organizational structure and design; Future of work; Decentralization; Flexible and empowered hierarchies; Team dynamics and collaboration

PUBLICATIONS

[1] Lee, Michael Y., Mazmanian, Melissa & Perlow, Leslie A. (2020) Fostering Positive Relational Team Dynamics: The power of interaction scripts, embedded in spaces, as a resource for change. *Academy of Management Journal*. 63(1): 96-123.

[2] Batillana, Julie B.*, Fuerstein, Michael* & Lee, Michael Y.* New Prospects for Organizational Democracy?: How the Joint Pursuit of Social and Financial Goals Challenges Traditional Organizational Designs. (2018). In Rangan, Subramanian (Ed), *Capitalism Beyond Mutuality*. Oxford University Press.

[3] Lee, Michael Y. & Edmondson, Amy. (2017). Self-Managing Organizations: Exploring the limits of less hierarchical organizing. *Research in Organizational Behavior*. 37: 35-58.

* Denotes equal co-authorship

WORKS IN PROGRESS

[4] Lee, Michael Y. Going Horizontal: Developing a Role-Based Authority Infrastructure as a Mechanism for Establishing Less Hierarchical Ways of Working (Provisionally accepted, *Administrative Science Quarterly*; solo-authored)

[5] Constitutional Systems of Authority: Enabling Legitimate Centralization in Decentralized Organizations (Revise and Resubmit, *Administrative Science Quarterly*; with Trevor Young-Hyman, University of Pittsburgh)

[6] Is Flat for Everyone? Evidence From a Randomized Field Experiment of Structural Decentralization (Preparing for submission; with Paul I. Green Jr., University of Texas at Austin; Target and Sujin Jang, INSEAD)

[7] Controlling the Narrative: How a Centralized Social Structure Supports the Maintenance of an Organizational Identity of “Liberation” (Manuscript development; with Alaric Bourgoin, HEC Montreal, and Alexis Laszczuk, ESSCA)

[8] The Role of Hierarchies in Managing Communities: Examining Tensions in the Governance of Decentralized Autonomous Organizations (Data collection; with Vivianna He, ETH Zurich)

[9] Revealing the Chaos: How Decentralized Design Supports Organizational Clarity (Data analysis; with Pedro Monteiro, Copenhagen Business School)

PRACTITIONER PUBLICATIONS

[10] Bernstein, Ethan*, Lee, Michael Y.* & Joost Minnaur*. (2022). How Companies Are Using Tech to Give Employees More Autonomy. Published online on January 28, 2022. <https://hbr.org/2022/01/how-companies-are-using-tech-to-give-employees-more-autonomy>

[11] Lee, Michael Y. & Veltman, Koen. (2020) The Great COVID-Driven Teamwork Divide. *INSEAD Working Knowledge*. Published online on October 15, 2020. <https://knowledge.insead.edu/blog/insead-blog/the-great-covid-driven-teamwork-divide-15391>

[12] Bernstein, Ethan*, Bunch, John*, Canner, Niko* & Lee, Michael Y.* (2016). Beyond the Holacracy Hype: The Overwrought Claims—and Actual Promise—of the Next Generation of Self-Managed Teams. *Harvard Business Review*. 94(7-8, Big Idea Feature): 38-49. <https://hbr.org/2016/07/beyond-the-holacracy-hype>

TEACHING MATERIALS

Haier: Organizing to Build a Smart Ecosystem Brand. *INSEAD Case*. Lee, Michael Y., Koo, Wesley & Joost Minnaur. Publication forthcoming.

TEACHING IMPACT

Teaching Programs

Organizational Behavior 2 (INSEAD MBA Course), 2019 to present.

- Teach core organizational behavior course for the full time MBA program covering topics including leadership, organization design, culture, organization change, power, networks, and routines.
- Dean's Commendation for Excellence in MBA Teaching – 5 times.
- 4.7/5 instructor rating
- Developed organizational design teaching case: "Haier: Organizing to Deliver Smart Products and Services"

Collaborative Leadership: Building the Organization of the Future (Harvard Division of Continuing Education Professional Development Program), 2018 - 2023

- Designed and co-taught 2-day executive education course (April and June, 2018)
- 100% of participants would recommend the course to colleagues
- 4.7 / 5 instructor rating

INSEAD Executive Education, 2021 to present.

- Teach and coach in various company specific and open enrollment programs
- Designed and teach modules on the future of work and leadership

Teaching Materials

Haier: Organizing to Build a Smart Ecosystem Brand. 2021. *INSEAD Case*. Lee, Michael Y., Koo, Wesley & Joost Minnaur.

AWARDS & DISTINCTIONS

2021	Emerging Scholar Award in Employee Participation and Ownership – AOM HR Division
2020	Thinkers50 Radar List Grigor McClelland Dissertation Award Finalist
2018	Organization Science / INFORMS Dissertation Proposal Competition Finalist Wyss Award for Outstanding Doctoral Research, Harvard Business School Bill and Connie Nobles Fellowship, Rutgers University School of Management and Labor Relations Selected to the 2018 Medici Summer School
2016	Graduate Student Scholarship, Society for Industrial and Organizational Psychology (SIOP)
2015	Distinction of Excellence, DBA Special Field Examination, Harvard Business School
2003-04	Coro Fellowship
1998-2002	John Harvard Scholarship, Academic Achievement of Highest Distinction

1998 Westinghouse / Intel Science Talent Search Finalist for original mathematics research in number theory

INVITED TALKS, CONFERENCE PRESENTATIONS & ORGANIZED SYMPOSIA

- 2023 1st Annual Decentralization in Organizations Conference. Imperial College London. Conference Co-Organizer & Presenter.
AOM Annual Meeting Symposium (STR): Designing Purpose-Driven Organizations. Organizer.
AOM Annual Meeting PDW (STR): Publishing Organization Design Papers: An Editor and Author Perspective. Organizer.
- 2022 Wharton OB Conference
Positive Organizational Scholarship Conference. Presenter.
Revisiting the 'Fragility Thesis': Examining the resilience of decentralized structures during crisis
AOM Annual Meeting Showcase Symposium (OMT). Overcoming the Challenges of Scale in Less-Hierarchical Organizing. Organizer.
- 2021 AOM Annual Meeting Showcase Symposium (OMT). Bounded Bosses or Dysfunctional Directors. The Role of Managers in Less Hierarchical Organizations. Organizer.
- 2020 AOM Annual Meeting Symposium (OMT, OB, SMT). Beneath the Surface of Less-Hierarchical Organizing. Presenter and organizer.
Is Self-Management for Everyone?: Exploring the factors that predict who thrives in decentralized authority structures
36th EGOS Colloquium. Presenter.
Is Self-Management for Everyone?: Exploring the factors that predict who thrives in decentralized authority structures
- 2018 Distances in Organizations Workshop: McGill University. Presenter.
Decoupling Structure and Hierarchy: Fostering non-hierarchical control and employee autonomy through dynamic formalization
HEC Montreal, Invited talk.
Decoupling Structure and Hierarchy: Fostering non-hierarchical control and employee autonomy through dynamic formalized roles
Kelso Fellows Workshop, Rutgers School of Management and Labor Relations. Presenter.
Self-Managing Organizations: Exploring the limits of less-hierarchical organizing
Learning Innovations Laboratory, Harvard Graduate School of Education. Invited talk.
Self-Managing Organizations: Exploring the limits of less-hierarchical organizing
- 2017 Wharton People and Organizations Conference. Presenter.
Decoupling Structure and Hierarchy: Fostering control and autonomy through dynamic formal roles
Princeton Ethnography in Entrepreneurship Conference. Presenter.
Decoupling Structure and Hierarchy: Fostering control and autonomy through dynamic formal roles
AOM Annual Meeting Symposium (OMT, OCIS, HCM). New Developments in Coordination Theory and Practice. Presenter and organizer.
Exploring Coordination in Self-Managing Organizations

- Boston College Work, Identity & Meaning Group. Presenter.
Dynamic Clarity: Achieving clarity and flexibility through formalization
- 2016 AOM Annual Meeting Showcase Symposium (OMT, OB, MOC). Hierarchy on Trial: Learning and coordination in authority-based versus boss-less organizations. Presenter and organizer.
Coordination through clarity in self-managed organizations
- 2015 Organization Science Winter Conference. Presenter.
Dynamic Clarity: Revisiting the Impact of Formal Structure on Organizational Flexibility and Innovation

PROFESSIONAL ACTIVITIES

Memberships

- Academy of Management OB, OMT, and ODC divisions
- Organizational Design Community

Ad-hoc Reviewing

- Administrative Science Quarterly
- Organization Science
- Human Relations
- Journal of Organization Design
- INFORMS Dissertation Proposal Competition
- M@n@gement
- Academy of Management Annual Meeting, OB and OMT division

INDUSTRY EXPERIENCE

2009-2013	The Parthenon Group <i>Principal & Case Team Leader</i>	San Francisco, CA
2004-2006	LaFrance Associates (LFA) <i>Associate Consultant</i>	San Francisco, CA

PERSONAL / HOBBIES

Vipassana meditation; OKC Thunder; Politics blogs and podcasts; Teaching my dog Henry new tricks