

## MARK MORTENSEN

MIT-Sloan School of Management  
50 Memorial Drive, E52-553  
Cambridge, MA 02142-1347

Tel: (617) 252-1427  
Fax: (617) 253-2660  
markm@mit.edu  
<http://mitsloan.mit.edu/faculty/markm/>

### ACADEMIC POSITIONS

---

07/2009 – Present	Visiting Professor, Organizational Behavior Area, INSEAD	Fontainebleau, (France)
07/2005 – Present	Assistant Professor, Richard S. Leghorn (1939) Career Development Professorship in Management of Technological Innovation, [since 07/2007] MIT-Sloan School of Management, Massachusetts Institute of Technology	Cambridge, MA (USA)
08/2003 – 06/2006 (on leave '05-'06)	Assistant Professor, Faculty of Management, McGill University	Montreal, QC (Canada)

### EDUCATION

---

06/1998 – 06/2003	Doctor of Philosophy, Department of Management Science and Engineering, Stanford University ( <i>Focus: Organizational Studies</i> )	Stanford, CA (USA)
08/1996 – 06/1998	Master of Science, Department of Computer Science, Stanford University ( <i>Focus: Human-Computer Interaction</i> )	Stanford, CA (USA)
08/1992 – 06/1996	Bachelor of Arts, Department of Math and Computer Science, Colby College	Waterville, ME (USA)

### RESEARCH INTERESTS

---

Mark Mortensen studies the changing structure of team 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.

## HONORS AND DISTINCTIONS

---

Chaired professorship (awarded 2007): Richard S. Leghorn (1939) Career Development Professor in Management of Technological Innovation

William H. Newman Award for outstanding paper based on a recent dissertation (2004)  
– Academy of Management

Best Dissertation-Based Paper Award (2004)  
– Academy of Management, Organizational Behavior (OB) division

Runner-Up Best Paper Award (2001)  
– Academy of Management, Organizational Communication and Information Systems (OCIS) division

## PUBLICATIONS

---

O’Leary, M. & Mortensen, M. (forthcoming) Go (Con)figure: The role of competing subgroups in geographically dispersed *Teams* Organization Science.

[<http://orgsci.journal.informs.org/cgi/content/abstract/orsc.1090.0434v1>]

O’Leary, M. B. & Mortensen, M. (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/>]

Mortensen, M., Woolley, A. W., & O’Leary, M. B. (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/>]

Hinds, P. and Mortensen, M. (2005) *Understanding conflict in geographically distributed teams: An empirical investigation* Organization Science. 16(3), 290-307.

[<http://orgsci.journal.informs.org/cgi/content/abstract/16/3/290>]

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*. International Journal of Conflict Management, 12(3), 212-238.
- Mortensen, M., & Hinds, P. (2001). *Conflict and shared identity in geographically distributed teams*. Academy of Management Best Paper Proceedings.

## **WORKING PAPERS / UNDER REVIEW**

---

- Mortensen, M. & Beyene, T. *Firsthand Experience and the Subsequent Role of Reflected Knowledge in Cultivating Trust in Global Collaboration*  
[MIT working paper: <http://papers.ssrn.com/abstract=1395732>]
- Mortensen, M., Caya, O., Pinsonneault, A. *Understanding Virtual Teams: An Integrative Model and Synthesis of research on the Effect of Virtual context, Emergent Processes, and Emergent States on Performance*  
[MIT working paper: <http://papers.ssrn.com/abstract=1282095>]
- O'Leary, M., Woolley, A. W., & Mortensen, M. *Multiple team membership: Productivity and learning effects for individuals, teams, and organizations*  
[MIT working paper: <http://papers.ssrn.com/abstract=1474336>]
- Wilson, J. M., Crisp, C. B., Mortensen, M. *Extending Construal Level Theory to Distributed Teams*  
[MIT working paper: <http://papers.ssrn.com/abstract=1448826>]
- Mortensen, M. *Fuzzy Teams: Why do teams disagree on their boundaries and what does it mean?*  
[MIT working paper: <http://papers.ssrn.com/abstract=1096160>]
- Mortensen, M. *The death of the traditional team: New team forms and their impact on interpersonal dynamics*  
[MIT working paper: <http://papers.ssrn.com/abstract=TBD>]

## **PRESENTATIONS**

---

### **Invited Talks**

- "Firsthand Experience and the subsequent role of reflected knowledge in cultivating trust in global collaborations"*  
(with T. Beyene)  
Organizational Behavior Seminar, London Business School, (11/2009)  
Department of Management Seminar Series, Wharton Business School, University of Pennsylvania, (09/2009)  
Organizational Behavior Seminar, INSEAD, (09/2009)
- "Walking a mile in their shoes: First-hand experience and reflexive knowledge as determinants of effective global collaboration"* (with T. Beyene)  
OBT Seminar, Tepper School of Business, Carnegie Mellon University (01/2009)  
IOMS Seminar, Stern School of Business, New York University (10/2008)
- "Go (Con)figure: The Roles of Subgroups, Imbalance, and Isolates in Geographically Dispersed Teams"* (with M. O'Leary)

Organizations and Markets Workshop, Booth Graduate School of Business, University of Chicago (10/2008)

*“Bridging distances and divides: The role of expatriate assignments in overcoming the perils and pitfalls of distributed work”* (with T. Beyene)

Human Resources and Organizational Behavior Colloquium, Anderson School of Management, University of California Los Angeles (04/2008)

Organizational Studies Group, Sloan School of Management, Massachusetts Institute of Technology (04/2008)

*“Friends and Enemies Within: The Roles of Subgroups, Imbalance, and Isolates in Geographically Dispersed Teams”* (with M. O’Leary)

Strategic Management Speaker Series, Carlson School of Management, University of Minnesota (02/2008)

*“Globally Distributed Teams: Pathways and Barriers to Performance”*

MIT ILP-EPOCH Taiwan Symposium; Taipei, Taiwan (01/2008)

Tenth Annual MIT Japan Conference; Tokyo, Japan (01/2008)

*“Globally Distributed Teams: Pathways and Barriers to Innovation and Effectiveness.”*

Achieving Growth Through Strategic Innovation II Conference; Brussels, Belgium (03/2007)

*“The enemies within: The role of competing subgroups in geographically dispersed teams”* (with M. O’Leary)

Center for Work, Technology and Organization 10<sup>th</sup> Anniversary Conference; Stanford, CA; (09/2006)

*“Managing Identities in Effective Distributed Teams”*

WTO-Sun Workshop on 'Teaming and Collaboration in the Distributed Workplace' (2006)

*“Fuzzy Teams: Why do teams disagree on their membership, and what does it mean?”*

Organizational Studies Group, Sloan School of Management, Massachusetts Institute of Technology (2005)

Organizational Behavior Group, Harvard Business School, Harvard University (2005)

Organizational Behavior Area, INSEAD (2005)

School of Information, University of Michigan (2005)

*“Understanding conflict in geographically distributed teams; An empirical investigation”* (with P. Hinds)

Operations & Information Technology Batten Conference, College of William and Mary (2004)

*“Antecedents and Consequences of Team Boundary Disagreement”*

Information, Systems Research Seminar Series, Leonard N. Stern School of Business, New York University (2004)

*“Distributed Work and Boundary Disagreement”*

Innovation Consortium, Faculty of Management, McGill University (2003)

Organizational Behavior Area, Faculty of Management, McGill University (2003)

*“Antecedents of Boundary Disagreement in Distributed and Collocated Teams”*

Information Systems Area, Faculty of Management, McGill University (2003)

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

*“Fuzzy Teams”* (with P. Hinds)

Carmel Workshop on Distributed Work, Carmel, CA (2000)

**Conference presentations**

*“Extending Construal Level Theory to Distributed Teams”* (with J. Wilson and C. B. Crisp)

Academy of Management; Chicago, IL; Aug 7-11, 2009.

*“Rethinking the team: The changing nature of teams and its effects on individuals, teams, organizations, and society”*

European Group for Organizational Studies Conference, Barcelona, Spain; Jul 2-4, 2009.

*“Why Do Cross-Site Visits and International Assignments Matter in Global Collaboration?”* (with T. Beyene)

European Group for Organizational Studies Conference, Barcelona, Spain; Jul 2-4, 2009.

*“Wearing many hats: The multiple roles of expatriates in globally distributed contexts”* (with T. Beyene)

Academy of Management; Anaheim, CA; Aug 8-13, 2008.

European Group for Organizational Studies Conference, Amsterdam, Netherlands; Jul 10-12, 2008.

*“Multiple team membership: Productivity and learning effects for individuals, teams, and organizations”*  
(with M. O’Leary & A. Williams Woolley)

Academy of Management; Anaheim, CA; Aug 8-13, 2008.

European Group for Organizational Studies Conference, Amsterdam, Netherlands; Jul 10-12, 2008.

*“Fuzzy Teams: Boundary disagreement in project-based teams, its antecedents, and its consequences”*

European Group for Organizational Studies Conference, Amsterdam, Netherlands; Jul 10-12, 2008.

*“Achieving Coordination in Distributed Work”* (with M. Maloney, K. Srikanth, F. Taube, T. Koehler, & P. van Fenema)

Academy of Management; Philadelphia, PA; Aug 3-8, 2007.

*“Projects, Priorities, and Possibilities: A Multi-Level Look at Multiple Team Membership”* (with M. O’Leary & A. Williams Woolley)

Academy of Management; Philadelphia, PA; Aug 3-8, 2007.

IFIP Working Group 8.2: Conference on Virtuality and Virtualization; Portland, OR; Jul 29-31.

INGroup Conference; Lansing, MI; Jul 12-14, 2007.

*“Divided Loyalties, Conflicting Priorities: The Benefits and Challenges of Multiple Team Membership”* [poster]  
(with M. O’Leary & A. Williams Woolley)

Organization Science Winter Conference; Steamboat Springs, CO Feb 8-11, 2007

“*The enemies within: The role of competing subgroups in geographically dispersed teams*” (with M. O’Leary)

12<sup>th</sup> Annual Wharton Organizational Behavior Conference; Philadelphia, PA; Nov 10-12, 2006.

“*Isolation and ambiguity: Subgroup members’ perceptions of local and distant teammates in geographically distributed teams*” (with M. O’Leary)

INGroup Conference; Pittsburgh, PA; Jul 27-29, 2006.

“*Subgroups with attitude: Imbalance and isolation in geographically dispersed teams*” (with M. O’Leary)

Academy of Management; Honolulu, HI; Aug 5-10, 2005.

“*Understanding people, information technology, and task within virtual teams*” (with O. Caya & A. Pinsonneault)

Academy of Management; Honolulu, HI; Aug 5-10, 2005.

INGroup Conference; Pittsburgh, PA; Jul 27-29, 2006

“*Exploring social context: Emic and etic perspectives*” (with B. Lawrence, M. Higgins, & C. Jones)

Academy of Management; Honolulu, HI; Aug 5-10, 2005.

“*Antecedents and consequences of team boundary disagreement*”

Academy of Management; New Orleans, LA; Aug. 6-11, 2004.

“*Understanding conflict in geographically distributed teams: An empirical investigation*” (with P. Hinds)

Academy of Management; New Orleans, LA; Aug. 6-11, 2004.

“*Understanding conflict in geographically dispersed teams*” (with P. Hinds)

International Conference on Information Systems; Barcelona, Spain; Dec. 15-18, 2002.

“*Conflict and distributed groups*”

INFORMS; San Jose, CA; Nov. 17-20, 2002.

“*Conflict and shared identity in geographically distributed teams*” (with P. Hinds)

Academy of Management; Washington, DC; Aug. 3-8, 2001.

“*Real evidence from virtual teams: Five mechanisms for overcoming physical distance*” (with J. Cummings, M. Haas, M. O’Leary, & J. Wilson).

Academy of Management; Washington, DC; Aug. 3-8, 2001.

### **Discussant / Facilitator / Session Chair**

*Social Capital and Social Networks* (Session Chair)

Academy of Management; Chicago, IL; Aug 7-11, 2009.

*Working with THEM!?!: Trust and Adaptation Across Cultural Boundaries* (Discussant)

Academy of Management; Chicago, IL; Aug 7-11, 2009.

*Work in Virtual and Distributed Teams* (Discussant)

Academy of Management; Anaheim, CA; Aug 8-13, 2008.

*Distributed Teams* (Session Facilitator)

INGroup; Kansas City, MO; Jul 8-19, 2008.

“*The lens and language of power: Sense-making and communication in the aftermath of hurricane Katrina*”  
(Discussant)

13<sup>th</sup> Annual Wharton Organization Behavior Conference; Philadelphia, PA; Nov. 9-10, 2007.

*Communication in Globally Distributed Work Teams: Evidence from the Field* (Discussant)

International Workshop on Intercultural Collaboration; Kyoto, Japan; Jan. 25-26, 2007.

*Ubiquitous Media* (Session Chair)

Academy of Management; Atlanta, GA; Aug. 11-16, 2006.

*Models of Innovation* (Facilitator)

Academy of Management; New Orleans, LA; Aug. 6-11, 2004.

*E-working* (Discussant)

Academy of Management; Denver, CO, Aug. 11-14, 2002.

## 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 / INTERVIEWS

---

*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.

## TEACHING EXPERIENCE

---

### Graduate

*Organizational Processes*, MIT-Sloan School of Management, Massachusetts Institute of Technology  
*Managing Teams in Organizations*, Faculty of Management, McGill University  
*McGill MBA China Study Tour* Faculty of Management, McGill University  
*Human Factors / Team Dynamics Advisor*, MBA<sup>3</sup> program Faculty of Management, McGill University  
*Contextual and Organizational Issues in Human Computer Interaction Design*, Department of Management Science & Engineering (cross-listed in Computer Science), Stanford University

### Undergraduate

*Managing Organizational Teams*, McGill University, Faculty of Management

### Executive

*International Management Program*, MIT-Sloan Executive Education, MIT  
*Product Development and Design Management*, MIT-Sloan Executive Education, MIT  
*Managing High Performing Teams*, McGill International Executive Institute, McGill University  
*Creating Effective Teams* (module of *Essential Management Skills*), McGill International Executive Institute, McGill University  
*Making the Most of Your Teams*, The Governor General's Canadian Leadership Conference  
*New Venture Laboratory*, AeA / Stanford Executive Institute, Stanford University  
*Business Simulation*, AeA / Stanford Executive Institute, Stanford University

## UNIVERSITY SERVICE

---

### University committees

PhD Program committee (2003-2005) McGill University, Faculty of Management  
Faculty of Management Research Council (2004-2005) McGill University, Faculty of Management  
BCom Redesign Task Force (2005) McGill University, Faculty of Management

### Doctoral Committees

Olivier Caya; Information Systems Area, McGill University, Faculty of Management  
Jean-Baptiste Litrico; Organizational Behavior Area, McGill University, Faculty of Management

## PROFESSIONAL ACTIVITIES

---

### Editorial Review Boards:

*Organization Science*: 2007-present



**Professional Service:**

Board of Directors, Interdisciplinary Network of Groups Researchers (INGRoup), 2009-2012

Representative-at-Large. Organizational Communication and Information Systems Division,  
Academy of Management, 2006-2009

Division Best Competitive Paper Award Committee: Organizational Behavior Division, 2009  
Academy of Management Conference

Program Committee. *International Workshop on Intercultural Collaboration (IWIC2009)*.

Associate Editor: Organizational Communication and Information Systems Division, 2008 Academy  
of Management Conference.

Chair, Doctoral Dissertation Award Committee: Organizational Communication and Information  
Systems Division, 2005 Academy of Management Conference.

**Ad Hoc Reviewer:**

Journals

Academy of Management Journal

Academy of Management Learning and  
Education

Communications of the Association for  
Computing Machinery

Administrative Science Quarterly

Human Relations

Journal of Applied Social Psychology

Journal of Engineering and Technology  
Management

Management Information Systems  
Quarterly

Management Science

Organization Science

Organizational Behavior and Human  
Decision Processes

Small Group Research

Government agencies:

National Science Foundation

Conferences:

Academy of Management Conference

Organizational Behavior division

Organizational Communication and Information Systems division

International Conference on Information Systems

Organization, Decision-Making, and Knowledge division

**Professional Development:**

Junior Faculty Workshop: Organizational Communication and Information Systems division,  
Academy of Management Conference; Honolulu, HI; Aug. 5-8, 2005.

Junior Faculty Workshop: Organizational Behavior division, Academy of Management Conference;  
New Orleans, LA; Aug. 6-11, 2004.

Doctoral Consortium: International Conference on Information Systems (ICIS); Barcelona, Spain;  
Dec. 15-18, 2002.

Doctoral Consortium: Organizational Communication and Information Systems / Technology and  
Innovation Management divisions, Academy of Management Conference; Denver, CO, Aug. 11-  
14, 2002.

Doctoral Consortium: Organizational Communication and Information Systems / Technology and  
Innovation Management divisions, Academy of Management Conference; Washington, DC;  
Aug. 3-8, 2001.

**Professional association memberships:**

Academy of Management

Organizational Communication and Information Systems division (OCIS)

Organizational Behavior division (OB)

Technology and Innovation Management division (TIM)

INFORMS

**LANGUAGES**

---

French (working knowledge)