

## MARK MORTENSEN

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### POSITIONS HELD

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#### Global Works Consulting

- Owner and Principal consultant (2012-present)

#### 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

## MANAGEMENT & POPULAR PRESS

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- *The Secrets of Great Teamwork*, *Harvard Business Review*, Jun 2016 Jun. 2016  
(<https://hbr.org/2016/06/the-secrets-of-great-teamwork>)
- *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>)
- *Leading teams of lawyers, in an increasingly global and virtual world*, 2015  
In Gardner, H. and Normand-Hochman R. (Eds.) *Leadership for Lawyers*
- *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>)
- *When you have to coach remotely*, HBR Digital Article Apr. 20, 2015  
(<https://hbr.org/2015/04/when-you-have-to-coach-remotely>)
- *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>)
- *Successful teams need two things: One is trust*, *Globe and Mail* Mar 17, 2015  
(<http://www.theglobeandmail.com/report-on-business/video/video-successful-teams-need-two-things-one-is-trust/article23473671/>)
- *Leadership: Pack your suitcase, catch a flight and meet the team*, *Financial Times* Feb 23, 2015  
(<http://on.ft.com/1zspSSL>)
- *How to manage remote direct reports*, HBR Digital Article Feb 10, 2015  
(<https://hbr.org/2015/02/how-to-manage-remote-direct-reports>)
- *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/>)
- *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/>)
- *The team unbound: Unpacking the real implications of the shift to global, dynamic, and overlapping teams*, 2013  
In R. Wageman (Ed.), *Team Effectiveness*, The Marketing & Management Collection, Henry Stewart Talks Ltd, London
- *Managing a virtual team*, HBR Digital Article, Apr16, 2012  
(<https://hbr.org/2012/04/how-to-manage-a-virtual-team/>)
- *Working together effectively before it all goes downhill*, *IESE Insight*, 21(1), 115-131. 2010
- *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>)
- *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))
- *Profs: Keep those corporate road warriors flying*, *Boston Globe* May 6, 2009
- *A surprising truth about geographically distributed teams*, 2008  
*Sloan Management Review*, 49(4), 5-6
- *Being part of the team*, *Montreal Gazette* Apr 30, 2005
- *Early bird gets the praise*, *Montreal Gazette* Sept. 11, 2004
- *You've got soliloquy*, *Globe and Mail* Sept. 24, 2002

## PEER-REVIEWED ACADEMIC PUBLICATIONS

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1. **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*
2. 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.*

3. **Mortensen, M.** & Neeley, T. B. (2012) *Reflected knowledge and trust in global collaboration*, Management Science, 58(12), 2207–2224.
4. 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.
5. 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>
6. Wageman, R., Gardner, H., **Mortensen, M.** (2012) *Teams have changed: Catching up to the future*; Industrial and Organizational Psychology, 5(1), 48-52.
7. 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.
8. 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>
9. 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*
10. **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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11. 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.
12. 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.
13. **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.
14. **Mortensen, M.** (2004). *Antecedents and consequences of team boundary disagreement*. Academy of Management Best Papers Proceedings.
15. **Mortensen, M.** & Hinds, P. (2002). *Fussy teams: Boundary disagreement in distributed and collocated teams*. In P. Hinds, & S. Kiesler (Eds.), Distributed Work. Cambridge, MA: MIT Press.
16. **Mortensen, M.**, & Hinds, P. (2001). *Conflict and shared identity in geographically distributed teams*. Academy of Management Best Paper Proceedings.

## SELECTED HONORS AND DISTINCTIONS

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### Awards

<b>INGRoup</b> ; Best Paper Award Finalist, INGRoup 2013 Conference	(2013)
<b>INSEAD</b> ; Deans’ Commendation for Excellence in MBA Teaching	(2011, 2013)
<b>MIT-Sloan</b> ; Richard S. Leghorn (1939) Career Development Professorship in the Management of Technological Innovation	(2007-2010)
<b>Academy of Management</b> ; William H. Newman Award, Academy-wide award for outstanding paper based on a recent dissertation	(2004)
<b>Academy of Management</b> ; Best Dissertation-Based Paper Award, Organizational Behavior (OB) division	(2004)

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<sup>1</sup> Authors contributed equally

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

### Editorial Board Memberships

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

### Professional Service

- Associate Editor: AoM OCIS Division (2008-present)
- 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)

## 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), Massachusetts Institute of Technology (2005, 2007, 2008), McGill University (2003), New York University (2004, 2008, 2014), Northwestern (2010), 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), INGroup Conference (2006-2008, 2010, 2013-2014), 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

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)

### Corporations

Generalized Reinsurance (2012), Goldman Sachs (2013), Maersk Oil (2011), Merck KGaA (2008), SAP (2003)

## TEACHING / EXECUTIVE DEVELOPMENT EXPERIENCE

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### INSEAD

**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, MiSK, Oliver Wyman Consulting, pwc, Takeda pharmaceuticals, United Technologies corporation, Voith Turbo, World Economic Forum (Directors & Fellows) [Avg. Eval.: 4.5/5]

**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* [Avg. Eval.: 4.4/5]

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

**MBA:** *Organizational Behavior II: Leading Organizations*

### 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)