

MICHAEL Y. LEE

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EDUCATION

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|-------------|--|-------------------|
| 2013 - 2018 | Harvard Business School
Doctoral Candidate in Management
Dissertation: <i>Exploring the Dynamics and Consequences of Less-Hierarchical Organizing</i>
Committee: Teresa Amabile, Amy Edmondson (chair) & Leslie Perlow | Cambridge, MA |
| 2007-2009 | University of California at Berkeley
Walter A. Haas School of Business, MBA
Net Impact Chapter President | Berkeley, CA |
| 2003-2004 | Coro Center for Civic Leadership
Coro Fellow in Public Affairs | San Francisco, CA |
| 1998-2003 | Harvard University
A.B. Magna Cum Laude in Social Studies
Senior Honors Thesis: <i>Lionel Robbins and the Disappearance of Equity from Welfare Economics</i> | Cambridge, MA |

RESEARCH INTERESTS

My research seeks to deepen our understanding of the dynamics and consequences of less-hierarchical organizing and how formal structures can enable positive outcomes in teams and organizations. Much of my research explores less-hierarchical organizing at its extremes by studying organizations that eliminate managerial authority altogether, which I label *self-managing organizations*. I employ a range of methods to study this phenomenon, including inductive qualitative, field experiments, and computer simulation modeling.

A core insight of my research stream on self-managing organizations is the enabling role that formal structure can play in fostering non-hierarchical control while also enhancing employee autonomy. This insight challenges existing notions of organizational structure that assume flatter hierarchies imply structurelessness. A second related research stream expands on this insight, exploring how, and in what ways, formal structure can enable positive change in teams and organizations.

TEACHING INTERESTS

Leadership & Organizational Behavior; Organization Design; Future of Work / Future of Organizations; Power & Politics; Teams; Strategic Management

PUBLICATIONS

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.

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

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.

* Denotes equal co-authorship

WORKING PAPERS

Lee, Michael Y., Mazmanian, Melissa & Perlow, Leslie A. Fostering Positive Relational Team Dynamics: The power of interaction scripts, embedded in spaces, as a resource for change. (Under 3rd round review, *Academy of Management Journal*)

Lee, Michael Y. Empowering Bureaucracy: Achieving non-hierarchical control and employee autonomy through dynamic formalized roles. (Preparing for submission)

WORKS IN PROGRESS

Weakening Group Bonds While Strengthening Organizational Bonds: The conflicting impact of flattening hierarchies on affiliation and commitment. (Field experiment; Data analysis)

Dynamic Clarity: Aligning and coordinating cognitions about work responsibilities in organizations (Qualitative case study; Data analysis)

Scale Limits and Contingencies of Self-Managing Organizational Designs (Computer simulation modeling; Model development; with Alicia DeSantola, Harvard Business School)

SELECT PRESENTATIONS

- 2018 Distances in Organizations Workshop: Desautels School of Business, McGill University
 HEC Montreal (Invited talk)
 OMT Paper Development and Reviewing Workshop, University of British Columbia
 Kelso Fellows Workshop, Rutgers School of Management and Labor Relations
 Learning Innovations Laboratory, Harvard Graduate School of Education
- 2017 Wharton People and Organizations Conference
 Princeton Ethnography in Entrepreneurship Conference
 AOM Annual Meeting Symposium (OMT, OCIS, HCM). New Developments in
 Coordination Theory and Practice. Participants: Jody Hoffer Gittel, Samer Faraj, Linda
 Argote, Martha Feldman, Monica Worline, Elisabeth Okrant Anastasia Sergeeva, Marleen
 Huysman
 Boston College Work, Identity & Meaning Group
- 2016 AOM Annual Meeting Showcase Symposium (OMT, OB, MOC). Hierarchy on Trial:
 Learning and coordination in authority-based versus boss-less organizations. Participants:

Paul Adler, Melissa Valentine, Lindred Greer, Hayagreeva Rao, Paul Green, Jennifer Dannels

2015 Organization Science Winter Conference

TEACHING EXPERIENCE

Harvard Division of Continuing Education (Boston, MA)

- Designed and co-taught 2-day professional development course for managers titled “*Collaborative Leadership: Building the Organization of the Future*” (April and June, 2018)
- 100% of participants would recommend the course to colleagues
- 4.5 / 5 instructor rating

Harvard Business School (Boston, MA)

- Completed Case Method Teaching workshop (2018)
- Designed and taught “*Mindfulness for Managers*”, a three-part series for HBS MBA students with didactic presentations and guided meditation practice (2014)

Coro Community Fellows Program (San Francisco, CA)

- Led trainings in large group meeting design, group facilitation, and consensus-based decision-making (2006)

AWARDS & DISTINCTIONS

2018 Bill and Connie Nobles Fellowship, Rutgers University School of Management and Labor Relations
Selected to the 2018 Medici Summer School
Selected to the Academy of Management OB Doctoral Consortium

2017 Selected to Academy of Management OMT Doctoral Consortium

2016 Graduate Student Scholarship, Society for Industrial and Organizational Psychology (SIOP)
Showcase Symposium, Academy of Management Annual Meeting, OMT, OB, and MOC Divisions. Presenter and Organizer.
Selected to Academy of Management OMT Dissertation Proposal Workshop

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

PROFESSIONAL ACTIVITIES

Memberships

- Academy of Management, OMT, OB, OCIS and MOC divisions
- INGRoup
- Society for Industrial and Organizational Psychology

- Organizational Design Community
- Boston Field Researchers group

Reviewing

- Academy of Management Annual Meeting, OMT and OB division
- M@n@gement (Ad hoc reviewer)

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; Crossfit; Teaching my dog Henry new tricks

REFERENCES

Teresa M. Amabile, Baker Foundation Professor & Edsel Bryant Ford Professor of Business Administration, Emerita, Harvard Business School, tamabile@hbs.edu, (617) 495-6871

Amy C. Edmondson, Novartis Professor of Leadership and Management, Harvard Business School, aedmondson@hbs.edu, (617) 495-6732

Leslie A. Perlow, Konosuke Matsushita Professor of Leadership, Harvard Business School, lperlow@hbs.edu, (617) 495-6173