

# PEDRO MONTEIRO

Copenhagen Business School  
Kilen, Kilevej 14 A, Room K.4.41  
Frederiksberg, Denmark

[monteiropedro.com](http://monteiropedro.com)  
[mail@monteiropedro.com](mailto:mail@monteiropedro.com)

## RESEARCH INTERESTS

---

Bureaucracy; organizational forms; collaboration across specialist domains; managing expert work; meso-level organization theory; qualitative methods; ethnography; product development; cyber security.

## ACADEMIC POSITIONS

---

2020-current Assistant Professor, Department of Organization, Copenhagen Business School  
2018-2020 Post-Doctoral Fellow, EM Lyon Business School  
2017-2018 Early-Career Fellow, Institute of Advanced Study, Warwick University

## EDUCATION

---

### Ph.D. Business & Management

The University of Warwick, Warwick Business School, 2018

Dissertation: *Heavier Than Air. The Enabling Role of Bureaucracy in Cross-Expertise Collaboration*

Supervisors: Prof. Davide Nicolini and Prof. Hari Tsoukas

Examiners: Prof. Deborah Dougherty and Prof. Gerry McGivern

*Winner of the Grigor McClelland Dissertation Award 2018*

### M.A. Management and Organizational Analysis, *with Distinction*

The University of Warwick, Warwick Business School, 2011

### B.A. Sociology, awarded with maximum grade (110 out of 110), *Cum Laude*

University of Urbino Carlo Bo, 2010

## VISITING POSITIONS

---

NYU-Stern, Visiting Student, Spring 2016

Department of Management and Organizations

Rutgers University, Visiting Student, Fall 2009

Departments: Sociology; Labour Studies & Employment Relations.

## PUBLICATIONS

---

### Peer-Reviewed Articles

Monteiro, P., & Adler, P. S. (2022). "Bureaucracy for the 21st century: Clarifying and expanding our view of bureaucratic organization." *Academy of Management Annals*, 16(2), 427-475.

Reay, T., Zafar, A., Monteiro, P., & Glaser, V. (2019). "Presenting Findings from Qualitative Research: One Size Does Not Fit All!." In *Research in the Sociology of Organizations*. 59: 201-216.

Monteiro, P. & Nicolini, D. (2015). "Recovering Materiality in Institutional Work: Prizes as an Assemblage of Human and Material Entities." *Journal of Management Inquiry*, 24: 61-81

## Book Chapters

Nicolini, D., Lippi, A., & Monteiro, P. (2019). "Systematic Heterogeneity in the Adaptation Process of Management Innovations." In Reay, T., Zilber, T., Langley, A., & Tsoukas, H. (Eds.). *Institutions and Organizations: A Process View*. Oxford University Press.

Nicolini, D. & Monteiro, P. (2017). "The Practice Approach: For a Praxeology of Organizational and Management Studies." In Tsoukas, H., & Langley, A. *The SAGE Handbook of Process Organization Studies*.

## Reports

Monteiro, P., Nicolini, D., & Maple, C. (2019). *Learning from Digital Incidents: Insights from a UK scoping study*. Research report, University of Warwick.

## WORK IN PROGRESS

---

Monteiro, P. Paper on expertise, knowledge specialization and organization structure Empirical manuscript, 3<sup>rd</sup> R&R review at *Journal of Management Studies*. [Best paper proceedings AOM 2021].

Monteiro, P. Paper on cross-domain collaboration in bureaucratic organizations. Empirical manuscript. Currently re-writing manuscript for re-submission to *Administrative Science Quarterly* after "reject and resubmit" (decline to send to review). [Winner of Louis PONDY Award and Max Boisot Award].

Monteiro, P. Paper on Formalization. Submitted to *Organization Theory*.

Monteiro, P. Paper on peripheral roles and organizational change. Empirical manuscript. Currently being re-written. Target: *Organization Science*.

Monteiro, P. & Huising, R. Paper on the challenges of peripheral roles with social or environmental mandates in organizations. Currently being written.

Monteiro, P. & Lee, M. Paper on the emergence of formalization in flat organizations. Early-stage.

Monteiro, P. Paper on (mis)coordination causes of the Boeing 737 MAX Disaster. Early-stage.

## GRANTS AND FELLOWSHIPS

---

*CBS Head of Department Development Fund, 2020 (20,000 DKK)*

Departmental funding for knowledge dissemination of research from Copenhagen Business School.

*SAMS Developing the Management Community Grant, 2017 (£2,300)*

Funding from the Society for the Advancement of Management Studies for a symposium on Work and Management in the Gig Economy in December 2018

*ESRC Overseas Institutional Visit Grant, 2014 (£2,840)*

Funding from the Warwick ESRC DTC to visit NYU Stern in Spring 2016

*ESRC Overseas Fieldwork Grant, 2013 (£4,800)*

Funding from the Warwick ESRC DTC to carry out fieldwork for Ph.D. dissertation, 2013

*Warwick Chancellor's Scholarship, 2012 (£40,770)*

University of Warwick funding all costs associated with the Ph.D. program at the Warwick Business School, 2012

## **AWARDS AND HONORS**

---

*Finalist DSEB Research Dissemination Award 2022*

*Best Paper, Davis Conference on Qualitative Research 2022*

*Recipient OMT ABCD Award 2018, 2020, 2021*

*Annual Award in Honour of Max Boisot 2019*

*Grigor McClelland Best Dissertation Award 2018*

*Finalist William H. Newman Award 2018*

*Louis Pondy Best Paper Award 2018*

## **TEACHING EXPERIENCE**

---

Supervision of Bachelor and Master Thesis, Spring 2021, Spring 2022  
Copenhagen Business School

Organization Behaviour, Fall 2020, Fall 2021, Fall 2022  
Lecturer, Undergraduate Level. Copenhagen Business School

Know your Classics, Fall 2019  
Lecturer. Ph.D. Level. Emlyon Business School.

Organizational Analysis. Fall 2016  
Seminar Tutor. Undergraduate Level. Warwick Business School.

Critical Issues in Law and Management, Spring 2013  
Seminar Tutor. Undergraduate Level. Warwick Business School.

## **CONFERENCES AND INVITED PRESENTATIONS**

---

*"Sustaining Complex Collaboration."* Southern Denmark University, November 2022.

*"Sustaining Complex Collaboration."* Danish Junior Faculty Consortium, August 2022.

*"The Art of Form: Re-thinking Formalization in Organizations."* AOM 2022.

Participation in Symposium Management History across the Academy, AOM 2022.

*"Staff and Line Revisited: How Management Specialists Promote Ideas,"* AOM 2022.

*"Sustaining Complex Collaboration."* IOA-Sciences Po Workshop, Paris, May 2022.

*"Sustaining Complex Collaboration."* Ethnography Atelier Seminar, May 2022.

*"Sustaining Complex Collaboration."* IESEG Seminars, April 2022.

*"Sustaining Complex Collaboration."* Davis Qualitative Research Conference, University of California Davis, March 2022.

"The Art of Form: Re-thinking Formalization in Organizations." Imagine... Research Centre at CBS. November, 2021.

"Bureaucratic cartographies of expertise: understanding the organization of specialist areas in complex settings." Academy of Management Meeting, OMT Division, 2021.

"Bureaucracy is Dead, Long Live Bureaucracy. Taking Stock and Moving Forward." AOM Academy of Management Meeting, OMT Division, 2021.

"The Art of Form." European Group of Organization Studies Colloquium, Amsterdam, July 2021.

"Orchestrating Collaboration in Complex Environments." European Group of Organization Studies Colloquium, Hamburg, July 2020.

"The Bureaucratic Infrastructure of Knowledge." European Group of Organization Studies Colloquium, Edinburgh, July 2019.

"Formal Organization as the Infrastructure of Knowledge and Expertise." European Theory Development Workshop (ETDW), Cass Business School, London, June 2019.

"Bureaucratized Knowledge Work in Aeronautical Product Development." emlyon business school, QRSS seminar, March 2019.

"Bureaucratizing Knowledge and Knowledge Work." Copenhagen Business School, VELUX & POVI Seminar, March 2019.

"The Contribution of Organization Studies to Cyber Security." Warwick Manufacturing Group, Cyber Security Global Research Priorities Seminar, February 2019.

"The Enabling Roles of Bureaucracy in Cross-Expertise Collaboration." Academy of Management Meeting, OMT Division, Chicago, August 2018.

"Back to The Future? Unveiling the Enabling Roles of Bureaucracy in Collaborative Knowledge Work." European Group of Organization Studies Colloquium, Tallinn, July 2018.

"The Staff Within the Line: The Enabling-Yet-Unsung Work of Staff Employees in Product Development." Academy of Management Meeting, OMT Division, Anaheim, August 2016.

"Towards a Processual Understanding of Boundaries: Architects, Engineers, and Construction Experts Designing a Building." Academy of Management Meeting, OMT Division, Anaheim, 2016.

"Why Organizations Adopt Management Ideas." Organizational, Learning, Knowledge, and Capabilities, Oslo, 2014.

"Mapping Meaning Multiplicity: Institutional Sources of Meaning Variation in The Consumption of Management Ideas." European Group of Organization Studies Colloquium, Montreal, 2013.

"Interpretive Flexibility, Fields, and Management Ideas: Institutionally Embedded Meanings and Interests in the Process of Adoption and Variation." Management Learning Conference, Lancaster, 2013.

"From Configuring Fields to The Promotion of Bandwagons: Prizes and the Circulation of Knowledge." 8<sup>th</sup> New Institutionalism Workshop, Barcelona, 2012.

## **PARTICIPATION IN CONSORTIA**

---

Junior Faculty Consortium OMT Division, AoM Annual Meeting, August 2021.

OMT Doing Research Around the World Workshop, AoM Annual Meeting, Chicago, August 2019.

12<sup>th</sup> EMLYON Ph.D. and Post-Doc Seminar in Chamonix, France, March 2019.

EGOS Post-Doc Workshop, EGOS Colloquium, Tallinn, July 2018.

10<sup>th</sup> Medici Summer School, Bologna Business School, Italy, June 2018.

OMT Paper Development Workshop, Sabanci University, Istanbul, Turkey, June 2013.

## **MEDIA AND DISSEMINATION**

---

Bureaucracy cannot curb Boris Johnson's chaotic culture, *Financial Times*, 6 February 2022

Bureaucracy: The Necessity We Love to Hate, *AOM Insights*, 23 February 2022

"Maslow's pyramid" is based on an elitist misreading of the psychologist's work, *Quartz at Work*, 10 April 2019.

*Talking about Organizations Podcast*, since 2015. This is a monthly podcast which disseminates organization and management research.

## **ACADEMIC SERVICE**

---

Reviewer for *Organization Science; Organization Studies; Strategic Organization; Organization, Information and Organization; Research in the Sociology of Organization*

Reviewer for the *European Research Council*.

Reviewer for the *Academy of Management Annual Meeting*, OMT division (since 2016).

Editorial Review Board for *Organization Studies* 2022-

Incoming Rep-at-large OMT, AOM, 2022-2015

Founding social media officer for the European Group of Organization Studies, 2019-2022.

Founder of a standing AOM PDW on Classics of Management and Organization Theory. First edition in 2018, second edition 2019, third edition 2021, fourth edition 2022.

Co-founder of the Ethnography Atelier podcast ([ethnographyatelier.org/podcast](http://ethnographyatelier.org/podcast)) with Ruthanne Huising at emlyon business school, October 2018.

Co-founder and Host of the Talking About Organizations Podcast ([talkingaboutorganizations.com](http://talkingaboutorganizations.com)) since 2015. Currently podcast audience: +18,000 listeners.

Co-Convenor of sub-theme in EGOS 2019 on "Formal Organization Today: The Light of the Classics".

Co-organizer of the Summer School on Practice-Based Studies. Warwick University, July 2018.

Co-organizer of Symposium on Work, Management, and the Gig Economy at Sussex University, 2017

Co-organizer of "The Ethnography Circle" 2016/2017 and 2017/2018. A series of meetings on ethnographic research methods for a university-level audience at the University of Warwick.

## **LANGUAGES**

---

Portuguese: Native

English & Italian: Fluent

Spanish: Writing (Basic), Speaking (Basic), Reading (Intermediate)

German & French: Writing (Basic), Speaking (Basic), Reading (Basic)

## **HOBBIES/INTERESTS**

---

Piano; Contemporary dance; Modern and Contemporary visual art; Baking.

## **ACADEMIC REFERENCES**

---

Prof. Davide Nicolini (Professor of Organizational Studies)

University of Warwick, Warwick Business School, CV4 7AL, Coventry, UK

Email: [Davide.Nicolini@wbs.ac.uk](mailto:Davide.Nicolini@wbs.ac.uk)

Prof. Ruthanne Huising (Professor of Management and Organizations)

EM Lyon Business School, 23 Avenue Guy de Collongue, 69130 Écully

Email: [huising@em-lyon.com](mailto:huising@em-lyon.com)

Prof. Paul Adler (Professor of Management and Organization)

University of Southern California, Marshall School of Business, Hoffman Hall 516. Los Angeles, CA

Email: [padler@marshall.usc.edu](mailto:padler@marshall.usc.edu)