**Deborah Ancona**

Seley Distinguished Professor of Management

Sloan School of Management, E52-585

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## Education

B.A., Psychology, University of Pennsylvania, 1976

M.S., Psychology, University of Pennsylvania, 1977

Ph.D., Management, Columbia University, 1982

Thesis: Process-Performance Relationships in Task Groups

# **Academic Employment**

Assistant Professor, Tuck School of Management 1982-1985

Visiting Assistant Professor, MIT Sloan School of Management 1985-1986

Assistant Professor, MIT Sloan School of Management 1986-1990

Associate Professor, MIT Sloan School of Management 1990-1992

Visiting Associate Professor, Harvard Business School 1994-1995

Tenured Associate Professor, MIT Sloan School of Management 1992-1998

Seley Distinguished Professor of Management, MIT Sloan School of Management 1998-Present

Director of the MIT Leadership Center 2003-Present

Visiting Scholar, Center for Public Leadership, Harvard University 2010-2011

#### Research Interests

Team Process and Performance, Boundary Management in Teams, Entrainment and Temporal Processes, Distributed Leadership

#### Teaching

Masters Courses: Organizational Processes (Core Course), Individuals and Teams, X-Teams, Team Management, Leadership and Change, Distributed Leadership Workshop, Organizational Change Workshop, Leadership Signature.

PhD Courses: Teams and Organizations, Organizational Behavior.

#### Books

Hanlon, M., Nadler, D., and Gladstein, D. *Attempting Work Reform: The Case of Parkside Hospital,* New York: Wiley, Inc., 1985.

Ancona, D., Kochan, T., Maureen, S., Van Maanen, J., and Westney, E. *Managing for the Future: Organizational Behavior and Processes*. South-Western College Publishing, 1996, 1999 (2nd Ed.), 2005 (3rd Ed.).

Ancona, D., and Bresman, H. *x-teams: how to build teams that lead, innovate, and*

*succeed.* Harvard Business School Press, 2007. Translated into Chinese, Japanese, Korean

and Russian, 2009.

### **Articles**

Referred Journal Articles:

Gladstein, D. and Hanlon, M. “Improving the Quality of Work Life in Hospitals: A Case Study,” *Hospital and Health Sciences Administration*, 1984, 29: 94-107.

Gladstein, D. “Groups in Context: A Model of Task Group Effectiveness.” *Administrative*

*Science Quarterly,* 1984, 29: 499-517.

Gladstein, D. and Reilly, N. “Group Decision Making Under Threat: The Tycoon Game.”

*Academy of Management Journal*, 1985, 28: 613-627.

Ancona, D. and Caldwell, D. “Boundary Management in New Product Teams.” *Academy of*

*Management Proceedings*, 1985.

Ancona D. and Caldwell, D. “Beyond Task and Maintenance: Defining External Functions in Groups.” *Group and Organization Studies*, 1988, 13: 468-494.

Ancona, D. and Caldwell, D. “Beyond Boundary Spanning: Managing External Dependence in Product Development Teams.” *Journal of High-Technology Management Research*, 1990,1: 119-135.

Ancona, D. and Caldwell, D. “Improving the Performance of New Product Teams” *Research Technology Management*. March-April 1990.

Ancona, D. Outward Bound: “Strategies for Team Survival in the Organization.”

*Academy of Management Journal*, June 1990, 33(2): 334-365. Winner of Best Paper

Award for 1990, Organization Behavior Division, Academy of Management, 1991.

Ancona, D., Friedman, R., and Kolb, D. “The Group and What Happens on the Way to‘Yes’.” *The Negotiation Journal*, 1991, 7: 155-174.

Ancona, D. and Caldwell, D. “Performance Strategies for Interdependent Organizational

Teams, Best Papers Proceedings,” *Academy of Management,* 1991.

Ancona, D. and Caldwell, D. “Demography and Design: Predictors of New Product Team

Performance.” *Organization Science*, 1992, 3(3): 321-341.

Ancona, D. and Chong, C. “Timing is Everything: Entrainment and Performance in

Organizational Theory,” *Best Paper Proceedings, Academy of Management*, August,

1992.

Ancona, D. and Caldwell, D. “Bridging the Boundary: External Activity and Performance in Organizational Teams,” *Administrative Science Quarterly*, December 1992, 37: 634-665.

Ancona, D. and Chong, C. “Entrainment: Pace, Cycle, and Rhythm in Organizational Behavior,” *Research in Organizational Behavior*, 1996, 18: 251-284.

Ancona, D., Goodman, P., Lawrence, B., and Tushman, M. “Time: A New Research

Lens.” *Academy of Management Review*, October 2001, 26: 645-663.

Ancona, D., Okhuysen, G., and Perlow, L. “Taking Time to Integrate Temporal

Research.” *Academy of Management Review*, October 2001, 26: 512-529.

Ancona, D., Peterson, R., Jehn, K., Wittenbaum, G.M., Hollingshead, A.B. Paulus, P., Hirokawa, R., and Yoon, K. “The functional perspective as a lens for understanding groups.” 2004. *Small Group Research*, 35:1, 17-43.

Ancona D.G and Caldwell, D. “Improving the Performance of New Product Teams.” *Research Technology Management*, September-October 2007, Vol. 50 No. 5.

Ancona, D., Bresman, H. and Caldwell, D. “The X-Factor: Six Steps to Leading High-Performing Teams.” *Organizational Dynamics*, Elsevier Press, 2009.

Book Chapters:

Gladstein, D. and Quinn, J.B. “Making Decisions and Producing Action: The Two Faces of

Strategy.” *Organizational Strategy and Change.* H. Pennings (Ed.), Jossey–Bass, 1985.

Ancona, D. and Caldwell, D. “Management Issues in New Product Teams in High Technology Companies” *Advances in Industrial Relations*, Greenwich, CT: JAI Press, Inc., 1987.

Ancona, D. Groups in Organizations: “Extending Laboratory Models.” *Annual Review of Personality and Social Psychology: Group Processes and Intergroup Relations.* C. Hendrick

(Ed.), Beverly Hills, CA: Sage Publications, Ltd., 1987.

Ancona, D. and Caldwell, D. “Managing New Product Teams in High Technology Companies,” *Managing the High Technology Firm Proceedings*, University of Colorado, 1988.

Ancona, D. “Top Management Teams: Preparing for the Revolution.” *Applied Social Psychology and Organization Settings.* J. Carroll (Ed.), Lawrence Erlbaum Associates, 1990.

Ancona, D. and Caldwell, D. “Information Technology and Work Groups: The Case of the

New Product Teams.” *Intellectual Teamwork: Social and Technological Foundations of Cooperative Work*. J. Galagher (Ed.), Lawrence Erlbaum Associates, 1990, 173-190.

Ancona, D. and Caldwell, D. “Cross Functional Teams: Blessing or Curse for New Product

Development.” *Transforming Organizations.* T. Kochan and M. Useem (Eds.), Oxford

University Press, 1992, 154-168. Reprinted in MIT Management, Spring 1991, 11-16.

Ancona, D. “The Classics and the Contemporary: A New Blend of Small Group Theory.” *Social Psychology in Organizations: Advances in Theory and Research*. K. Murnighan (Ed.), Prentice Hall, 1993, 225-243.

Ancona, D. and Caldwell, D. “Making Teamwork Work: Boundary Management in Product Development Teams.” *Managing Strategic Innovation and Change, A Collection of Readings,* M.L. Tushman and P. Anderson, New York: Oxford University Press, 1997.

Ancona, D. and Caldwell, D. “Rethinking Team Composition From the Outside.” *Research on Managing in Groups and Teams*. E. Mannix and M. Neale (eds.), Volume 1, Greenwich, CT: JAI Press Inc., 1998.

Ancona, D. “Teams at the Top: Managing the Madness.” *Navigating Change*, D.C. Hambrick, D.A. Nadler, and M.L. Tushman (eds.), Harvard Business School

Press, 1998.

Ancona, D. and Chong, C. “Cycles and Synchrony: The Temporal Role of Context in Team Behavior.” *Research on Managing in Groups and Teams*, E. Mannix and M. Neale (eds.),Volume 2, Greenwich, CT: JAI Press Inc., 1999.

Ancona, D., and Degrood J. “Effects of external contacts and internal make-up on entrepreneurial team performance” *Frontiers of Entrepreneurship Research*, pp. 1-15, 1999.

Ancona, D., Hollingshead, A.B., Wittenbaum, G.M., Paulus, P., Hirokawa, R., Peterson, R., Jehn, K., and Yoon, K. “A Look at Groups from a Functional Perspective." *Theories of Small Groups: Interdisciplinary Perspectives.* M. S. Poole & A. B. Hollingshead (Eds.), Thousand Oaks, CA: Sage Publications Inc, 2004.

Ancona, D., Waller, M.J., and Zellmer Bruhn, M.E. “The Effect of Temporal Entrainment on the Ability of Teams to Change their Routines”. *Research on Managing Groups and Teams: Time in Groups*, 2004, Volume 6, 135-158, Greenwich CT: JAI Press Inc.

Ancona, D., and Cumming, J. N. The Functional Perspective.” *The Handbook of Group Research and Practice.* S. Wheelan (ed.), Sage Publications, Inc. 2005.

Ancona, D. “Leadership in an Age of Uncertainty”. *Managing for the Future: Organizational Behavior and Processes*. Ancona, D., Kochan, T., Scully, M., Van Maanen, J., and Westney, E. (Eds.) South-Western College Publishing, 2005.

Ancona, D. and Bresman, H. “Begging, Borrowing, and Building on Ideas from the Outside to Create Pulsed Innovation Inside Teams.” *Creativity and Innovation in Organizational Teams*. L. Thompson, H.S. Choi (eds.), Lawrence Erlbaum Associates, 2006.

Ancona, D. and Isaacs, B. “Structural Relations in Teams.” *Exploring Positive Relationships at Work: Building a Theoretical and Research Foundation.* J. Dutton, B.R. Ragins (eds.), Lawrence Erlbaum Associates, 2007.

Ancona D.G. and Waller, M.J. "The Dance of Entrainment: Temporally Navigating across Multiple Pacers," *Research in the Sociology of Work*, B. A. Rubin (ed.), Amsterdam: JAI, Elsevier Press, 2007.

Ancona, D. and Caldwell, D. “Compose Teams to Assure Successful Boundary

Activity.” *Basic Principles of Organizational Behavior: A Handbook*, E.A. Locke (ed.), Blackwell Publishers, rev. 2009 (2000).

Ancona D.G. and Caldwell, D. “Building an External Focus: Avoiding the Difficulties of an In-Grown Team.” *Handbook for Working with Difficult Groups*, S. Schuman (ed.), San Francisco: Jossey-Bass/Wiley, 2010.

Ancona, D. “Sensemaking: A Core Leadership Capability. “*Handbook of Leadership Education*, S. Scott, N. Nohria, R. Khurana (eds.), Sage, , 2011.

Ancona, D., Caldwell, D, & Bresman, H. “Teamwork from the Inside Out.” *Contemporary Organizational Behavior in Action*, K. Elsbach, Kayes, and Kayes (eds), Pearson, Prentice Hall, 2012.

Practitioner Articles:

Ancona, D. and Nadler, D. “Top Hats and Executive Tales: Designing the Senior Team.”

*Sloan Management Review*, Fall 1989, Vol. 31, pp.19-28.

Ancona, D., Bresman, H., & Kaufer, K. “The Comparative Advantage of X-Teams.” *Sloan Management Review*, Spring 2002, Vol. 43, No.3, pp.33-39.

-----Reprinted in Malone, T., Laubacher, R., and Morton M.S. (Eds.) *Inventing the Organizations of the 21st Century*, Cambridge, MA, MIT Press. 2003.

Ancona, D. “Tune Up Your Leadership”. Compass: *A Journal of Leadership*, 2003, Volume 1, 46-47.

Ancona, D., Malone, T.W., Orlikowski, W.J., and Senge, P.M. “In Praise of the Incomplete Leader.” *Harvard Business Review*, 2011 (2007), Vol. 85, No. 2.

Ancona, D. G. and Bresman, H. “The X-team.” *World Business*, May 2007.

Ancona, D. and Bresman, H. “X-Teams.” *Business Digest: Theories et Pratiques Innovantes en Management et Strategie* (in French), no. 178, October 2007.

Ancona, D. and Bresman, H. “X-Teams for Innovation.” *ASK* Magazine (Academy Sharing Knowledge) The NASA Source for Project Management and Engineering Excellence/APPEL, issue #30, Spring 2008.

Ancona, D., Backman, E., and Bresman, H. “X-Teams: New Ways of Leading in a New World” Ivey Business Journal, May/June 2008.

Ancona, D. and Bresman, H. “X-Teams.” PKU Magazine (Peking University, in Chinese), July 2009.

Ancona, D., Backman, E. “Distributed Leadership: Going from Pyramids to Networks.” *Leadership Excellence*, Vol. 27, No. 1, January 2010.

Ancona, D., Bresman, H. “On the inside looking out: Why teams need to complement their internal focus with external networking.” The FOCUS online, Egon Zehnder International, January 2010.

Ancona, D., Malone, T., Orlikowski, W., Senge, P. “Leadership Capabilities: Exercise them to develop a signature style.” *Leadership Excellence*, February 2010.

## Recent Corporate Engagements

SAP CEO Conference, part of a panel on Distributed Leadership with CEO of P & G. Miami, March 2012.

Center for Human Capital Innovation (CHCI), Generating Bold Ideas in Senior Executive Leadership Roundtable, Arlington, VA, July 2011

Bristol Myers Squibb, Distributed Leadership in Action,Plainsboro, NJ, May 2011

GE, Sensemaking in a Global World, Crotonville, NY, May 2011

Greater Boston Chamber of Commerce Executive Leadership Institute, Leadership in Uncertain Times, Cambridge, MA, March 2011

Li & Fung, Cambridge, MA, Executive Leadership Workshops, 2010-present

Department of Energy, Environmental Management, Leadership Workshop and X-team engagement, 2010-Present

BP Projects and Engineering Academy, Cambridge, MA, 24 Executive Leadership Workshops, 2004-present

Transforming Your Leadership Strategy, Open Enrollment, two-day workshop given three times per year, commencing 2009

Swedish Management Group, Swedish Leadership and Management Program, Cambridge, MA, June 2009

## Recent Academic Presentations

Distributed Leadership: Practices, Processes, and Culture. Wharton Leadership Conference: New Directions in Leadership, Philadelphia, Wharton, UPenn, June 2012.

Relational Leadership: New Developments in Theory and Practice, Academy of Management, Boston, August, 2012.

Coaching using the 4-CAP Leadership Model. Keynote Address at the Harvard Medical School Coaching in Leadership and Healthcare Conference, Boston, September, 2012.

Distributed Leadership: Practices, Processes, and Culture, Groups Group Research Seminar, Psychology Department, Harvard University, December, 2011.

Distributed Leadership: Practices, Processes, and Culture. Johnson Graduate School of Management (JGSM) ILR M&O Workshop, Cornell University, Ithaca, NY, April 2011

“Distributed Leadership: Practices, Structures, and Culture” OB Group Seminar Series, Olin Business School, Washington University, St. Louis, Mo, February 2011

“Distributed Leadership: Practices, Structures, and Culture” Research Group Seminar, Center for Public Leadership, Harvard University, February, 2011.

“Distributed Leadership: Practices, Structures, and Culture” Interdisciplinary Committee on Organizational Studies (ICOS), University of Michigan, Ann Arbor, MI, January 2011

“Distributed Leadership: Practices, Structures, and Culture” Robert H. Smith School of Business, University of Maryland, College Park, MD, October 2010

### “Sensemaking as a Leadership Capability” How Can Leadership Be Taught: The 2nd Annual Colloquium on Advancing the Intellectual Discipline of Leadership, Harvard Business School, Cambridge, MA, June 2009

“Distributed Leadership: Practices, Structures, and Cultures” New Directions in Leadership Research Conference, Fuqua School of Business, Duke University, Durham, NC, May 2009

“Distributed, Shared or Collective Leadership: A New Leadership Model for the Collaborative Era?” Academy of Management, Anaheim, CA, August 2008

“X-Teams: The External Route to Agility and Innovation” Stanford Breakfast Briefings, Stanford, CA, June 2008

“X-Teams: Cultivating Extraordinary Teams that Lead, Innovate, and Enable” Center for Positive Organizational Scholarship, Positive Links Session, University of Michigan, Ann Arbor, MI, February 2008

“Temporal Norms in Teams and Organizations” with M. Waller, INGroup Conference, Michigan State University, Michigan, IL, July 2007

“Distributed Leadership: Theory and Practice” INSEAD, Organizational Behavior Seminar, Fontainebleau, France, May 2007

“X-Teams and the Road from Theory to Practice” INGRoup Conference, Carnegie Mellon University, Pittsburgh, PA, July 2006

“X-Teams: The External Route to Team Performance” LIE Conference, MIT, Cambridge, MA, May 2006

“The Art of Dialogue: The Four Player Model for Effective Teams” Conference on Exploring Positive Relationships at Work: Building a Theoretical and Research Foundation, University of Michigan, Michigan, IL, September 2004

“X-Teams: A New Model of Team Effectiveness” Organizational Behavior Colloquium, Cornell University, Ithaca, NY, May 2004

“The Dance of Entrainment in Software Development Teams” Society of Experimental Social Psychology Conference, Boston, MA, October 2003

“Begging, Borrowing, and Building on Ideas from the Outside to Create Pulsed Innovation Inside Teams” Conference on Creativity and Innovation in Organizations, Northwestern University, Chicago, IL, June 2003

“The Dance of Entrainment in Software Development Teams” Organizational Behavior Colloquium, Carnegie Mellon University, Pittsburgh, PA, April 2003

## Recent Professional Presentations

“Leadership in an Age of Uncertainty” Chamber of Commerce, India, talk sponsored by Chamber and the EILM and HILM Universities, New Delhi, March, 2012.

“Distributed Leadership: Individuals, Teams, and Organizations” NeuroLeadership Summit, Boston, MA, October 2010

“X-Teams and Distributed Leadership” MIT Center for Energy and Environmental Policy Research, Cambridge, MA December 2009

“Leading in Uncertain Times,” Women’s World Banking Global Conference, “Leading Through a Crisis,” New York, April 2009

“Leading in an Age of Uncertainty: What do I do now?” MIT Alumni Club of New York, New York, NY, April, 2009

“X-Teams: How to Build Teams that Lead, Innovate, and Succeed” Northeast Home Health Leadership Summit, Boston, MA, January 2009

“X-Teams” Leadership for Collective Intelligence (LCI), Chatham, MA, November 2008

“X-Teams” Hewlett Packard Leadership Forum, Boston, MA, November 2008

“X-Teams: How to Build Teams that Lead, Innovate, and Succeed” Management Roundtable, Audio Session, August 2008

“X-Teams” Hewlett Packard, Palo Alto, CA, June 2008

“X-Teams” Front End Innovation Conference, Boston, MA, May 2008

“X-Teams” BT Global Services, Vital Vision Conference, Cambridge, MA, May 2008

“X-Teams” Yankee Chapter of the International Association of Business Communicators, Boston, MA, January 2008

“X-Teams: How to Build Teams that Lead, Innovate, and Succeed” book discussion, Business and Public Policy Book Discussion Group and Downtown Club Author Series, Boston, MA, December, 2007

“The Incomplete Leader” and roundtable discussion on the Future of Leadership Development, EDA Networks ELDN Fall Classic, Boston, MA, November, 2007

“Teams & Leadership Development” Council of Scientific Society Presidents, Washington, DC, May 2007

“Leadership in an Age of Uncertainty” MIT Dept. of Urban Studies & Planning, Urban Leadership Forum, Cambridge, MA, November, 2006

“Leadership Development in University Settings” Colombian Institutional Leadership Conference, MIT, Cambridge, MA, October 2006,

“X-Team: Leadership in Action” MIT Alumni Association, New York, NY, June 2006

## Professional Associations and Activities

Member: Academy of Management

Society for Organizational Learning

Reviewer: Organization Science, Administrative Science Quarterly, Academy of Management Review, Academy of Management Journal

Editorial Board: Leadership Quarterly, 2005-2012