PEDRO MONTEIRO

Copenhagen Business School
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ACADEMIC POSITIONS

2026-Present Associate Professor, Department of Organization, Copenhagen Business School
2020-2026 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, 2017
Supervisors: Davide Nicolini and Hari Tsoukas
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

2023 Stanford University, SCANCOR Center, Visiting Scholar, Winter and Spring
2016 NYU Stern Business School, Department of Management & Organizations, Visiting PhD, Spring

PUBLICATIONS

Peer-Reviewed Papers

Monteiro, P. (2025a). "Generating, Grading, and Ghosting: How Organizational Structures Shape Expertise." *Journal of Management Studies*, 62 (1): 381-407.

Monteiro, P. (2025b). "Hiding in Plain Sight: Expertise (In)Visibilities and (Mis)matches in Modern Organizational Structures". In K. T. Elmholdt, R. Huising, & E. I. Mäkinen (Eds.), Expertise in and Around Organizations: The Changing Constitution and Ecology of Expertise. *Research in the Sociology of Organizations*, 97, 319–343.

Monteiro, P., Nicolini, D., Erickson, I. Cohen, L., Dokko, G., Corporaal, G., Karunakaran, A., Bechky, B., O'Mahony, S. (2025). "Beyond the Buzz: Scholarly Approaches to the Study of Work." *Journal of Management Inquiry,* 34(1), 19-40.

Monteiro, P. (2024). "How Not to Organize In-House Experts: Lessons From Boeing." *MIT Sloan Management Review*.

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* (pp. 194-226). Oxford: Oxford University Press.

Nicolini, D., & Monteiro, P. (2016). "The Practice Approach: For a Praxeology of Organisational and Management Studies." In *The SAGE Handbook of Process Organization Studies* (pp. 110-126). SAGE.

Reports

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

SELECTED WORK IN PROGRESS (titles withheld to preserve the anonymity of peer review)

Empirical paper on collaboration across expertise domains in bureaucratic organizations. Re-writing manuscript for *Administrative Science Quarterly* after "reject and resubmit." (single-authored)

Empirical paper on how experts translate management ideas into practice. 1st Review and resubmit, *Journal of Management* (special call for qualitative papers). (single-authored)

Methodological paper on doing research in the Global South and theorizing with respect. 1st Review and resubmit at the *Academy of Management Journal* (with Anna Kim).

Collective essay on collaboration in academia. In review, *Journal of Management Inquiry* (with Marjolaine Roustain, Samantha Ortiz, Pauli Pakarinen; and also Felipe Massa, Payal Sharma, Gianpiero Petriglieri, Jennifer Petriglieri, Erin Reid, Trish Ruebottom, Lakshmi Ramarajan, and Madeline Toubiana).

Conceptual paper introducing a virtual special issue on bureaucracy (perspective article). Proposal accepted, in writing, to be submitted to *Organization Studies*. (single-authored)

Empirical paper on the emergence of formalization in bureaucratic and holacratic organizations. In writing, to be submitted to *Organization Science* (with Mike Lee).

Book "Expertise, Work, & Organization." Manuscript submitted for "Cambridge Elements in Organization Theory." (with Davide Nicolini, Kasper Elmholdt, and Mohammad Rezazade).

AWARDS AND HONORS

2025 Outstanding Leadership as Representative-at-large, OMT Division (Recipient)
2024 Poets and Quants 50 Best Undergraduate Business Professors (Selected)
2023 DSEB Education Award (Finalist)
2023 Best Article Academy of Management Annals Award (Winner)
2022 DSEB Research Dissemination Award (Finalist)
2022 Best Paper Davis Conference on Qualitative Research (Winner)
2021 ABCD Award, OMT Division (Recipient)
2020 ABCD Award, OMT Division (Recipient)
2019 Annual Award in Honour of Max Boisot (Winner)
2018 OMT ABCD Award, OMT Division (Recipient)
2018 Grigor McClelland Best Dissertation Award (Winner)
2018 William H. Newman Award (Finalist)
2018 Louis Pondy Best Paper Award, OMT Division (Winner)

GRANTS AND FELLOWSHIPS

2026 AURORA Collaborative Research (€20,000)
2026 AURORA Mobility Grant (DKK 20,000) [≈€2,676]
2026 EUTOPIA Seed Funding (SEK 98,000) [≈€8,768]
2025 AURORA Seed Collaboration Fund (with Oddný Helgadóttir) (DKK 100,000) [≈€13,379]
2024 Malmsten Early Career Scholar Fellowship (SEK 300,000) [≈€26,842]
2024 CBS Head of Department Fund (with Oddný Helgadóttir) (DKK 43,000) [≈€5,753]
2022 Otto Mønsted Research Stay Grant (DKK 56,240) [≈€7,524]
2020 CBS Head of Department Fund (DKK 20,000) [≈€2,676]
2017 SAMS Developing the Management Community Grant (£2,300) [≈€2,744]
2014 ESRC Overseas Institutional Visit Grant (£2,840) [≈€3,388]
2013 ESRC Overseas Fieldwork Grant (£4,800) [≈€5,726]
2012 Warwick Chancellor's Scholarship (£40,770) [≈€48,637]
2012 European Youth Forum Research Grant (with Tina Miedtank) (€2,000)

TEACHING EXPERIENCE

Average teaching evaluation score: 4.4/5.0

Organization Behaviour, Fall 2020-Present, BSc in International Business, CBS
Course coordination and main lecturer

Business Project, Spring 2021-Present, MSc Strategy, Organization & Leadership, CBS
Course coordination and main lecturer

Theorizing & Enacting Social Impact, Fall 2025-Present, PhD course, CBS
Class on "Impact as a Collective Process"

Expertise & Emerging Technologies, Fall 2024-Present, PhD course, Aalborg University
Class on "Organization Design and Expertise"

Leadership, Fall 2026-Present, MBA course, CBS
Class on "Leading Experts"

Supervision of 11 Internships, 3 Bachelor's, and 7 Master's Theses, Spring 2021-Present, CBS
Programs include BSc in International Business; MSc in Strategy, Organization and Leadership; MSc in General Management and Analytics; and MSc in Digital Business

PhD Education
Clemens Mungenast, 2021-2025, Royal Holloway London (Co-Supervisor). Placement: IMF
Francesco Caccioni, 2024, CBS (Work-in-Progress Committee Member)

PARTICIPATION IN CONSORTIA

2023 CASBS Summer Institute Organization and Their Effectiveness, Stanford University, USA
2022 OMT Paper Development Workshop, IAE Business School, Argentina
2022 Danish Consortium for Assistant Professors, Denmark
2021 Junior Faculty Consortium OMT Division, AOM Annual Meeting, online
2019 OMT Doing Research Around the World Workshop, AOM Annual Meeting, USA
2019 EMLYON Ph.D. and Post-Doc Seminar in Chamonix, France
2018 EGOS Post-Doc Workshop, EGOS Colloquium, Estonia
2018 Medici Summer School, Bologna Business School, Italy
2013 OMT Paper Development Workshop, Sabanci University, Turkey

MEDIA CITATIONS AND RESEARCH DISSEMINATION

Talking about Organizations Podcast, 2015-Present
Co-founder of a monthly podcast on organization theory with over 1,000,000 downloads.

Charts took the guesswork out of organisations, *Financial Times*, 3 May 2025.
What if Bureaucracy is… Good?, *Bloomberg*, 30 April 2025.
Have America's industrial giants forgotten what they are for?, *Financial Times,* 4 February 2025.
Remember, bosses come in all shapes and sizes, *Financial Times,* 14 January 2025.
Bureaucracy cannot curb Boris Johnson's chaotic culture, *Financial Times*, 6 February 2022

KEYNOTES AND SELECTED RESERCH PRESENTATIONS

"Inverting the Map: Research Practices for Global Inquiry"
Keynote Latin American Practice and Process Research Clinics, 2025

"Live Your Theories: Mobilizing Organization Theory and Teaching Students to Enact It"
Keynote SCANCOR Norway Workshop on Organization Theory, Oslo University, 2024

"The Work of Organization Design" (with Mike Lee)
Organization Science Winter Conference, 2026

"Theorizing the Global South with Respect" (with Anna Kim)
Warwick University, 2026
Universidade de San Andrés, 2025

"Sustaining Complex Collaboration."
Gothenburg University, 2024
Saïd Business School, Oxford University, 2024
Academy of Management Meeting, OMT Division, Boston, 2023
Southern Denmark University, November 2022
Danish Junior Faculty Consortium, August 2022
IOA-Sciences Po Workshop, Paris, May 2022
Ethnography Atelier Seminar, online, May 2022
IESEG Seminars, online, April 2022
Davis Qualitative Research Conference, University of California Davis, March 2022
European Group of Organization Studies Colloquium, Hamburg, July 2020

"The Art of Form: Re-thinking Formalization in Organizations"
SCANCOR, Stanford University, March 2023
Academy of Management Meeting, OMT Division, August 2022
European Group of Organization Studies Colloquium, Amsterdam, July 2021

"The Bureaucratic Infrastructure of Expert Knowledge"
Academy of Management Meeting, OMT Division, 2021
European Group of Organization Studies Colloquium, Edinburgh, July 2019
European Theory Development Workshop (ETDW), Bayes Business School, June 2019
EM Lyon Business School, QRSS seminar, March 2019
Copenhagen Business School, VELUX & POVI Seminar, March 2019

"Bureaucracy is Dead, Long Live Bureaucracy. Taking Stock and Moving Forward" (with Paul Adler)
AOM Academy of Management Meeting, AOM, OMT Division, August 2021
OCE, EM Lyon Business School, 2019

"The Contribution of Organization Studies to Cyber Security" (with Davide Nicolini)
Warwick Manufacturing Group, Cyber Security Global Research Priorities, 2019

"Back to The Future? The Enabling Roles of Bureaucracy in Collaborative Knowledge Work"
Academy of Management Meeting, OMT Division, Chicago, August 2018
European Group of Organization Studies Colloquium, Tallinn, July 2018

"The Staff Within the Line: The Work of Staff Employees in Product Development"
VU Amsterdam, Symposium Changing Nature of Work, May 2018
Academy of Management Meeting, OMT Division, Anaheim, August 2016

ACADEMIC SERVICE

Editorial Service	*Administrative Science Quarterly*, Communications Editor, 2024– *Organization Science, 2023-Present (review board)* *Organization Studies, 2022-Present (review board)*
Journal Reviewing	*Nature*; *Administrative Science Quarterly*; *Journal of Management Studies*; *Information and Organization; Strategic Organization; Strategic Entrepreneurship Journal; Research in the Sociology of Organization; Academy of Management Learning and Education; Journal of Business Ethics; Revista de Administração de Empresas*
Grants Reviewing	European Research Council, 2022
Conference Reviewing	Academy of Management Annual Meeting OMT Division, 2016-Present
Professional Associations	OMT Program Associate Editor, AOM 2026 OMT Research Committee, AOM, 2022-2025 OMT Representative-at-Large AOM, 2022-2025 EGOS Social Media Officer, 2019-2022
Networks Organization	Ethnography Atelier, 2018-Present EGOS SWG on Expertise in & around Organizations, 2025-2028
Events Organization	Program Committee, Organization Science Conference, 2026 CBS Leadership Center Event: Leading Experts: Organizing Careers and Knowledge in Complex Industries, 2025 Seminars Committee, Department of Organization, CBS, 2022-2023 PDW on Classics of Management and Organization Theory AOM, 2018, 2019, 2021, 2022 EGOS Sub-theme "Formal Organization Today," 2019 Summer School on Practice Theory, Warwick University, 2018 The Ethnography Circle, Warwick University, 2016-2018

PROFESSIONAL MEMBERSHIP

Academy of Management (OMT, ODC, RM), 2016-Present
European Group for Organization Studies, 2013-Present

LANGUAGES

Portuguese: Native
English: Fluent
Italian: Fluent
French: Writing (Basic), Speaking (Basic), Reading (Intermediate)
Spanish: Writing (Basic), Speaking (Basic), Reading (Intermediate)
German: Writing (Basic), Speaking (Basic), Reading (Basic)

ACADEMIC REFERENCES (For letters of reference, please contact the referees marked with *)

* Prof. Davide Nicolini, Professor of Organizational Studies (davide.nicolini@wbs.ac.uk)
University of Warwick, Warwick Business School, CV4 7AL, Coventry, UK

* Prof. Beth Bechky, Stephen G. Newberry Chair in Leadership (bbechky@ucdavis.edu)
UC Davis Graduate School of Management, 540 Alumni Ln, Davis, CA, USA

* Prof. Paul Adler, Professor of Management and Organization (padler@marshall.usc.edu)
University of Southern California, Marshall School of Business, Hoffman Hall 516. CA, USA

Prof. Ruthanne Huising, Professor of Management (huising@essec.edu)
ESSEC Business School, 3 Avenue Bernard Hirsch, 95000 Cergy, France

Prof. Silviya Svejenova, Professor of Leadership and Innovation (ssve.ioa@cbs.dk)
Copenhagen Business School, Solbjerg Plads 3, 2000 Frederiksberg, Denmark