

MELISSA VALENTINE
Management Science & Engineering
Stanford University
475 Via Ortega office 210
Stanford, CA 94305
mav@stanford.edu

ACADEMIC APPOINTMENT

2013 Assistant Professor, Management Science & Engineering
Stanford University

EDUCATION

PhD Harvard University/Harvard Business School, 2013
MPA New York University, 2008
BA Stanford University, 2004

HONORS AND AWARDS

2020 Teaching Award, Tau Beta Pi Engineering Honor Society
2019 National Science Foundation CAREER Award
2017 Best Paper, SIGCHI Conference on Human Factors in Computing Systems
2017 Best Student Paper Award Finalist, Faculty Co-author, OCIS Division, AOM
2015 Graduate Teaching Award, Stanford University
2014 Best Paper, ACM symposium on User Interface Software and Technology
2013 Wyss Award for Excellence in Doctoral Research, Harvard Business School
2012 Winner, Organization Science/INFORMS Dissertation Proposal Competition
2012 Outstanding Paper with Practical Implications, OB Division of Academy of Management
2010 Susan G. Cohen Award for Doctoral Research

RESEARCH INTERESTS

Organizational design, crowdsourcing and work, algorithms and work

PUBLICATIONS

Refereed Journal Publications in Press/Accepted

1. **Rahman, H.**, Valentine, M.A. (Forthcoming). How Client Managers Use Collaborative Leniency to Keep Control: Evidence from Technologically-Mediated 'Gigs' *Organization Science*.
 - Best Student Paper Award Finalist, Faculty Co-author, Organizational Communication and Information Systems Division, Academy of Management 2018
2. Kellogg, K., Valentine, M.A., Christin, A. 2020. Algorithms at Work: The New Frontier of Organizational Control. *Academy of Management Annals*. 14 (1): 366-410.
3. Valentine, M. A., Tan, T., Staats, B. R., Edmondson, A. C. 2019. Fluid Teams and Knowledge Retrieval: Scaling Service Operations. *Manufacturing & Service Operations Management*. 21(2): 346–60.

4. Holdsworth, L. M., Zionts, D. L., De Sola-Smith, K. M., Valentine, M., Winget, M. D., Asch, S. M. 2019. Beyond satisfaction scores: exploring emotionally adverse patient experiences. *The American Journal of Managed Care*. 25(5):e145–e152.
5. Valentine, M. A. 2018. Renegotiating Spheres of Obligation: The Role of Hierarchy in Organizational Learning. *Administrative Science Quarterly* 63(3): 570–606.
6. Valentine, M.A. 2018. When Equity Seems Unfair: The Role of Justice Enforceability in Temporary Team Coordination. *Academy of Management Journal*. 61(6): 2081–2105.
7. Valentine, M.A., Edmondson, A.C. 2015. Team Scaffolds: How Meso-level Structures Enable Role-based Coordination in Temporary Groups. *Organization Science*, 26(2): 405–422.
 - Outstanding Paper with Practical Implications, Organizational Behavior Division, Academy of Management Conference 2012
8. Valentine, M.A., Nembhard, I.M., Edmondson, A.C. 2015. Measuring Teamwork in Health Care Settings: A Review of Survey Instruments. *Medical Care*, 53(4):e16–e30

Working Papers Under Review, Drafts Available

1. Valentine, M.A., Asch, S., Ahn, E. 2020. Who Pays the Cancer Tax? Patients' Narratives in a Movement to Reduce their Invisible Work. (Third R&R at *Organization Science*)
2. Valentine, M.A., Bernstein, M.B. 2020. Backstage Repair as an Occasion for Producing Authority: Evidence from Flash Organizations. (Second R&R at *Administrative Science Quarterly*)
3. **Lix, K.**, Goldberg, A., Srivastava, S., Valentine, M.A. 2020. Discursive Diversity and Team Performance. (R&R at *Management Science*)
4. Kim, S., Song, H., Valentine, M.A., 2020 Team Familiarity and Performance in Emergency Departments. (R&R at *Organization Science*)
5. **Hinds, R.**, Valentine, M.A., 'The System Says...': Exploring the Nature of Organizational Learning When Interdependencies are Encoded in Software. (Under Review at *Academy of Management Journal*)
6. **Lix, K.**, Valentine, M.A. 2020. When a Bot Scores your Karma: Algorithmic Ranking Systems as Uncertainty Reducers in Platform Gig Work. (Jan 2021 re-submission to *Academy of Management Journal* after recent rejection from *ASQ*)
7. **Hinds, R.**, Valentine, M.A., Berg, J., DeCelles, K. 2020. Suddenly Seen: How Virtual Employees Experienced Newfound Equality and Visibility. (Jan 2021 re-submission to *Administrative Science Quarterly* after recent reject from *AMJ*)
8. Valentine, M.A., Hinds, R., Algorithms and the Org Chart. (Preparing submission to *Administrative Science Quarterly*)

Refereed Conference/Symposia Proceedings in Press/Accepted

1. Whiting, M. E., Blaising, A., Barreau, C., Fiuza, L., Marda, N., Valentine, M.A., & Bernstein, M.S. 2019. Did It Have To End This Way? Understanding the Consistency of Team Fracture. *CSCW 2019: ACM Conference on Computer-Supported Cooperative Work*.
2. **Zhou, S.**, Valentine, M.A., Bernstein, M.S., 2018. In Search of the Dream Team: Temporally Constrained Multi-Armed Bandits for Identifying Effective Team Structures. *CHI 2018: SIGCHI Conference on Human Factors in Computing Systems*.
3. Valentine, M.A., **Retelny D.R., To A., Rahmati, N.**, Bernstein, M.S., 2017. Flash Organizations: Crowdsourcing Complex Work via Reconfigurable Organizational Structures. *CHI 2017: SIGCHI Conference on Human Factors in Computing Systems*.
 - Best Paper Award
4. **Salehi, N., McCabe, A.**, Valentine, M.A., and Bernstein, M.S., Huddler: Convening Stable and Familiar Crowd Teams Despite Unpredictable Availability. *CSCW 2017: ACM Conference on Computer-Supported Cooperative Work*
5. **Retelny, D., Robaszkiewicz, R., To, A., Lasecki, W. S., Patel, J., Rahmati, N., Doshi, T.**, Valentine, M.A., & Bernstein, M.S. 2014. Expert Crowdsourcing with Flash Teams. *Proceedings of 27th ACM symposium on User interface software and technology*: 75-85.
 - Best Paper Award

Book Chapters in Print

1. Gardner, H., Valentine, M.A., 2015. Collaboration among Highly Autonomous Professionals: Costs, Costs, Benefits and Future Research Directions. In Shane Thyre, Edward Lawler (Ed.) *Advances in Group Processes* Emerald Group Publishing, pg. 209-242.

GRANTS

NSF CAREER: Computational work design: How networked, intelligent technologies are changing organizational design and worker experience. 2019. *National Science Foundation*. \$475,000.

Design Team Fracture. 2019. *Hasso Plattner Design Thinking Research Program*. \$125,000. Co-PI: Michael Bernstein

Computational approaches to improving team dynamics and outcomes. 2019. *RISE Thailand*. \$155,000. Co-PI: Michael Bernstein

Exploring the Social Enactment and Predictive Potential of Cyber Systems in Health Care Organizations. 2015. *Stanford Cyber Initiative*. \$150,000. Co-PIs: Mohsen Bayati

Cyber Work: The Future of Networked Labor. 2015. *Stanford Cyber Initiative*. \$150,000. Co-PIs: Michael Bernstein, Ramesh Johari, Margaret Levy

Design of South Bay Cancer Center. 2014. *Hellman Faculty Scholars Fund*. \$50,000.

Cancer Center Transformation. 2013. *Stanford Health Care*. \$650,000. PIs: Steve Asch, Marcy Winget

Virtual Teams, Knowledge Management, and Team Performance. Virtual Organizations as Sociotechnical Systems (VOSS). 2009. *National Science Foundation* \$375,000
Co-PIs: Brad Staats, Amy Edmondson, and Katherine Milkman

PRESENTATIONS

Invited Plenary Talks and Distinguished Lectures

1. Plenary Speaker. The Choice: Market, Organization, Algorithm, Democracy, or Community? Ross Business School, University of Michigan. December 2019.
2. Plenary Panelist. Microsoft Research Faculty Summit: The Future of Work. Workers of the World, Connect! Tech Innovations and Organizational Change for the Future of Work(ers). July 2019.
3. Keynote Speaker. Human Computer Interaction Conference (HCIC). The Futures of Work. Watsonville, CA. June 2019.
4. Keynote Speaker. Boston Field Research Conference. Field Work in Digital Contexts. Boston, MA, June 2018.
5. Keynote Speaker. Cloud & Crowd Conference. Flash Organizations. Frankfurt, Germany. April 2018.
6. Plenary Speaker. Flash Organizations. MIT Innovation Lab Workshop. Boston, MA. April 2018.
7. Plenary Panelist. Organization Science Winter Conference. The Impact of Technological Transformation on Organization and Workplace. Park City, UT, February 2018.
8. Keynote Speaker. Brigham Young University, Annual Marriott School Organizational Behavior/Human Resources Conference. Flash Organizations, Provo, UT, October 2017.
9. Plenary Speaker. Plenary Praxity Global Conference. Smart Collaboration, October 2017.
10. Keynote Speaker. Kaiser Permanente Annual Worker Safety Conference. Smart Collaboration, February 2017.
11. Keynote Speaker. Harvard Business School, Open Innovation Conference. Flash Organizations, Cambridge, MA, August 2016.
12. Valentine, M.A., "The Role of Hierarchy in Organization Learning." Deans Speech, Vanderbilt University, Nashville, TN, November 2014.

Other Invited Presentations

1. Valentine, M.A., "Algorithms and the Org Chart." Future of Work Research Seminar, New York University, New York, NY, February 2020.
2. Valentine, M.A., "Algorithms and the Org Chart." Field Experiments in Strategy / Innovation / Entrepreneurship Conference, Duke University, Raleigh, NC, January 2020.

3. Valentine, M.A., "Algorithms and the Org Chart." Graduate School of Business, Stanford University, Stanford, CA, May 2019.
4. Valentine, M.A., "Algorithms and the Org Chart." University of California Irvine, Irvine, CA, May 2019.
5. Valentine, M.A., "Algorithms and the Org Chart." School of Management, Yale University, New Haven, CT, April 2019.
6. Valentine, M.A., "Algorithms and the Org Chart." Organization Studies Seminar, Massachusetts Institute of Technology, Boston, MA, April 2019.
7. Valentine, M.A., "The Cancer Tax." Robert Wagner School, New York University. New York, NY, April 2019.
8. Valentine, M.A., "Algorithms and the Org Chart." SCANCOR, Stanford University, Stanford, CA, April 2019.
9. Valentine, M.A., "Algorithms and the Org Chart." Harvard Business School. Boston, CA, January 2019.
10. Valentine, M.A., "Algorithms and the Org Chart." University of California Riverside. Riverside, CA, December 2018.
11. Valentine, M.A., "Flash Organizations." University of Southern California. Los Angeles, CA, May 2018.
12. Valentine, M.A., "Flash Teams." Bridging Intra- and Inter-group Research. Stanford Graduate School of Business. Stanford, CA, April 2018.
13. Valentine, M.A., "Flash Organizations." UC Davis Qualitative Research Conference. Davis, CA, February 2018.
14. Valentine, M.A., "Flash Organizations." Washington University in St. Louis, St. Louis, MO, November 2017.
15. Valentine, M.A., "Flash Organizations." University of Toronto, Toronto, Canada, September 2017.
16. Valentine, M.A., "Flash Organizations." Northwestern University, Evanston, IL, September 2017.
17. Valentine, M.A., "Flash Organizations." Economic Sociology Stanford University, Stanford, CA, September 2017.
18. Valentine, M.A., "The Role of Hierarchy in Organization Learning." Carnegie School Organizational Learning Conference, May 2017.
19. Valentine, M.A., "Flash Organizations." Carnegie Mellon University, Pittsburgh, PA, February 2017.

20. Valentine, M.A., “Flash Organizations.” Dean’s Circle, Stanford School of Engineering, November 2016.
21. Valentine, M.A., “Flash Organizations.” University of California Berkeley, November 2016.
22. Valentine, M.A., “Flash Organizations.” Harvard Business School, Boston, MA, November 2016.
23. Valentine, M.A., “Flash Organizations.” University of California Santa Barbara, October 2016.
24. Valentine, M.A., “Team Scaffolds.” Stanford Hospital Annual Lean Conference, Stanford, CA, August 2016.
25. Valentine, M.A., “Flash Organizations.” Duke Strategy Conference, Duke University, Durham, NC, November 2015.
26. Valentine, M.A., “Team Scaffolds.” Santa Clara University, Santa Clara, CA, May 2014.
27. Valentine, M.A., “The Role of Hierarchy in Organization Learning.” Brigham Young University, Marriott School, Provo, UT, April 2014.
28. Valentine, M.A., “Team Scaffolds.” Stanford University, January 2013.
29. Valentine, M.A., “Team Scaffolds.” Pennsylvania State University, December 2012.
30. Valentine, M.A., “Team Scaffolds.” Harvard University, Cambridge, MA, December 2012.
31. Valentine, M.A., “Team Scaffolds.” Boston University, Boston, MA, November 2012.
32. Valentine, M.A., “Team Scaffolds.” Yale University, New Haven, CT, November 2012.
33. Valentine, M.A., “Team Scaffolds.” New York University, November 2012.

Contributed Conference Presentations

1. Valentine, M.A., “The Role of Hierarchy in Organizational Learning.” Academy of Management Conference, Atlanta, GA, August 2017.
2. Bauman, O., Joseph, J., Stieglitz, N., and Valentine, M.A., “Current Research in Organizational Design: Topics, Tools, and Triumphs.” Academy of Management Conference, Atlanta, GA, August 2017.
3. Lee, M., and Valentine, M.A., “Hierarchy on Trial: Learning and Coordination in Authority-based vs. Bossless Organizations.” Academy of Management Conference, Anaheim, CA, August 2016.
4. **Rahman, H.**, and Valentine, M.A., “Online Labor Markets: Fad, Fringe, or Future of Work.” Academy of Management Conference, Anaheim, CA, August 2016.

5. Valentine, M.A., **Retelny, D.R.**, and Bernstein, M.B., “Flash Organizations: Crowdsourcing Complex Work via Reconfigurable Organizational Structures.” Collective Intelligence Conference, New York University, June 2016.
6. Valentine, M.A., and Bernstein, E., “Crowds, Collaborations, and Complexities: What Projects Teach Us About New Organizational Forms.” Organization Science Winter Conference, Park City, UT, February 2015.
7. Thomason, B., and Valentine, M.A., “Leadership in Flux.” Academy of Management Conference, Vancouver, Canada, August 2015.
8. Valentine, M.A., “How Strong and Weak Forms of Collective Responsibility Shape Team Processes.” Academy of Management Conference, Philadelphia, PA, August 2014.
9. Gardiner, H.K., and Valentine, M.A., “Instrumental Collaboration: Why Autonomous Professionals Collaborate and How They Benefit.” Academy of Management Conference, Philadelphia, PA, August 2014.

STUDENTS AND POST-DOCS

Current Post-doctoral Scholars

1. Jennifer Rhymer
Research: “Remote Work”
Anticipated date of graduation: 2023

Current PhD Students

2. Katharina Lix
Thesis: “Computational Linguistic Analyses of Flash Teams”
Anticipated date of graduation: 2021
3. Abisola Kusimo
Thesis: “Non-Traditional Ways of Producing Technical Expertise”
Anticipated date of graduation: 2022
4. Ryan Stice-Lusvardi
Thesis: “Data Analytics”
Co-advised with Pam Hinds
Anticipated date of graduation: 2023
5. Rebecca Hinds
Thesis: “Pending”
Anticipated date of graduation: 2024

Former PhD Students

1. Hatim Rahman
Thesis: “Understanding Social Dynamics in the Digital Economy: An Inductive Analysis of Relationships in an Online Labor Market”

- Co-advised with Steve Barley
Graduated: 2019
Current Employment: Northwestern University
2. Ece Kaynak
Thesis: “New Training Models for the Digital Workforce: The Case of Coding Bootcamps”
Co-advised with Steve Barley
Graduated: 2019
Current Employment: City University of London
 3. Daniela Retelny
Thesis: “Expert Crowdsourcing With Flash Teams and Organizations”
Co-advised with Michael Bernstein
Graduated: 2017
Current Employment: B12
 4. Zach Rodgers
Thesis: “The Overriding Power of Ought Nots: Evidence from Microfinance for Why Some Types of Hybrid Organizations Fail to Achieve Comprehensive Performance”
Co-advised with Steve Barley
Graduated: 2017
Current Employment: HEC Paris Business School

PROFESSIONAL ACTIVITIES

Institute for Operations Research and the Management Sciences (INFORMS)/College of Organization Science Dissertation Proposal Competition
Program Chair (2016)
Program Committee (2017-2019)
Judge (2020)

Collective Intelligence Conference: Program Chair (2019)

Professional Memberships: *Academy of Management, Institute for Operations Research and the Management Sciences (INFORMS)*

UNIVERSITY AND DEPARTMENTAL SERVICE

Diversity, Equity & Inclusion Committee, member, 2020
Center for Work, Technology & Organization (WTO), co-director, 2017-present
PhD Committee, member 2017, 2018, 2019
Search Committee, member, 2016, 2018, 2019, 2020
Department Vision Committee, member, 2015
Department Visitors (Visiting Scholars) Committee, member, 2014