

# BRANDI MARTIN PEARCE, PhD

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## EDUCATION

Carnegie Mellon University, Ph.D., Organizational Behavior

University of California, Santa Barbara, B.A. Business Economics

Danish International Study Program – Copenhagen, Denmark

## RESEARCH

My research focuses on high impact teaming, collaborative dynamics, and new forms of organizing. Specifically, my work explores how organizational, cultural, and spatial boundaries within global organizations impact, collaborative dynamics, identity formation, team effectiveness, and creativity. My dissertation establishes and extends theory to illuminate the importance of the relational qualities of the alliance context in influencing collaborative dynamics between boundary-spanners. This work deepens our understanding of alliance partner effectiveness from the perspective of team members responsible for the project-based activities within alliance partnerships.

## RESEARCH PROJECTS

2012-Present *High Impact Teaming*. The study utilizes a mix of qualitative and quantitative survey methods to develop a model of high impact teaming in complex global settings. The goal of the study is to expand the current base of knowledge regarding the key drivers of team performance in dynamic and multiplex contexts.

2013-Present *Place Identity Formation*. The study is a longitudinal study utilizing a mix of qualitative and quantitative methods to explore the mechanisms impacting work engagement during the implementation of new office space in a multinational organization. Specifically, the study aims to understand how the social processes that accompany the implementation of new office space influences the development of place identity and work engagement.

2009-2015 *Alliance Context, Collaborative Dynamics, and Partner Effectiveness*. My dissertation establishes and extends theory to illuminate the importance of the relational qualities of the alliance context in influencing collaborative dynamics between boundary-spanners. This work deepens our understanding of alliance partner effectiveness from the perspective of team members responsible for the project-based activities within alliance partnerships. My dissertation research was developed under the advisement of Laurie M. Weingart, (CMU), Pamela J. Hinds (Stanford), and Laura Dabbish (CMU).

- 2011-2015 *Transferring innovation Practices in Global Organizations*. The study utilizes ethnographic methods to examine the transfer of work practices and a new spatial office design across and within multi-national organizational sites in India, China, Germany, and the United States. The aim of the study is to understand how spatial design impacts innovation and creativity. As part of this study, I am working with a team of researchers and Pamela J. Hinds.
- 2003 *AutoCAD Productivity Study*. Worked with a team of researchers from the College of Environmental Design to quantitatively and qualitatively evaluate the productivity of AutoCAD design software. The study involved measurement and testing of the software's interface, collaborative functionality, and overall performance.
- 2003 *Decentralized Nursing Study*. Worked with a team of researchers from the College of Environmental Design to examine both the design and organizational implications of decentralizing nursing workstations.

## PUBLICATIONS

- Pearce, B.M., Hinds, P., Altman, H., Varlander, S, Thomason, B. (2019). What Happened to My Office? The Role of Place Identity. *Academy of Management Discoveries* (in review).
- Pearce, B. & Hinds, P. (2018). How to make sure people won't hate your new open office plan. *Harvard Business Review*.
- Varlander, S., Hinds, P., Thomason, B., Pearce, B., Altman, H. (2015). Enacting a Constellation of Logics: How Employees Recontextualize Practices in a Global Organization. *Academy of Management Discoveries*.
- Espinosa, J.A., Cummings, J.N., Wilson, J.M., Pearce, B.M. (2003). Team Boundary Issues Across Multiple Global Firms. *Journal of Management Information Systems*, 19, 159-192.

## INVITED PAPERS

- Wilson, J.M., Goodman, P.S. & Pearce, B.M. (2001). Learning in exocentric teams. Paper presented at the Florida Workshop on Distributed Collaboration, Key Largo.

## REFEREED CONFERENCE PRESENTATIONS

- Pearce, B.M. (2017). At the Interface of the Firm: Alliance Context & Boundary Spanner Collaborative Dynamics. Academy of Management, Atlanta, GA.
- Pearce, B.M., Hinds, P., Altman, H. Thomason, B., Varlander, S., Li, K. (2016). What Happened to My Office? The Role of Place Identity in Collaborative Work. Academy of Management, Anaheim, CA.
- Hinds, P., Pearce, B.M., Mortensen M., Altman, H. Mell, J., Van der Kamp, M. (2016). Methodological Challenges in the Empirical Investigation of Amorphous Teams. Symposium at INGroup Helsinki, Finland.
- Pearce, B.M. (2014). Bridging the Organizational Boundary: A multi-level examination of interdependent activity within inter-organizational arrangements. Presented at INGroup conference, Raleigh Durham, North Carolina.
- Thomason, B., Hinds, P. Pearce, B.M., Varlander, S. (2014). Understanding the Dynamics of Global Teams. Presented at Academy of Management, Philadelphia, PA. Nominated Emerald Best International Symposium.

Värlander, S., Hinds, P., Pearce, B.M. and Thomason, B. (2013) Socio-material work practices and cross-national appropriation. Presented at Organizations, Artifacts and Practices Workshop, London School of Economics, June 2013.

Värlander, S., Hinds, P., Pearce, B.M and Thomason, B. (2013). The transfer of organizational space in global organizations: Organizational members' diverse experiences across national sites. Paper presented at EGOS, Montreal, Canada.

Thomason, B., Hinds, P., Pearce, B.M., Varlander, S. (2013) It Takes Two to Translate: Understanding the Steps Cultural Liaisons Make (and Don't Make). Presentation for the Symposium Entitled Collocated and Global Multicultural Teams at Academy of Management, Orlando, Florida. Nominated Emerald Best International Symposium.

Pearce, B.M. (2009). Inter-Organizational Groups: A New Context for Examining the Triggers of Group Conflict. Paper presented at the INGroup conference, Colorado Springs, CO.

Pearce, B.M., Rousseau, D.M., Shortell, S.M., Gillies, R.R. (2001). Conflict Management and Group Performance: The Effects of Technological Sophistication and Task Diversity. Paper presented at the Academy of Management, Washington, D.C.

## **REFEREED CONFERENCE PROCEEDINGS**

Espinosa, J.A., Cummings, J.N, Wilson, J.M., Pearce, B.M. (2002). Research on Teams with Multiple Boundaries. Hawaii International Conference on System Sciences, January 7 – 10, 2002, Big Island, Hawaii.

Goodman, P.S., Pearce, B.M. & Wilson, J.M. (2001). Conceptualizing group learning. In M. Crossan & F. Olivera (Eds.) Organizational learning and knowledge management: New directions. Richard Ivey School of Business, 227-244.

## **WORKING PAPERS**

Pearce, B., Collaborative Dynamics Driving Team Innovation vs. Team Efficiency.

Pearce, B., Alliance Context, Collaborative Dynamics, and Partner Effectiveness.

Pearce, B., Hinds, P., Varlander, S. Thomason, B., Li, K. What Happened to My Office? The Role of Place Identity in Collaborative Work.

Thomason, B., Hinds, P., Varlander, S., Pearce, B. Boundary-Spanners as Transformers in the Global Transfer of Work Practices.

## TEACHING EXPERIENCE

### Leading High Impact Teams

- 2017-Present University of California, Berkeley. *Leading High Impact Teams* (UGBA157 & MBS257). The goal of the course is to equip students with a deeper understanding of what enhances team effectiveness as well as hands-on-experiences designed to explore strategies for leading and supporting teamwork. By the end of this course, students better understand how to successfully launch a team, diagnose team dynamics, recognize and manage different forms of conflict, support teams in reflection and feedback, as well as facilitate team communication towards making better collective decisions. The primary objective is for students to feel more confident and capable participating as a member of a team as well as more prepared to support the teams they lead.
- 2012-present University of California, Berkeley. *High Impact Teaming and Research* (FTMBA, EWMBA, EMBA). Designed, deliver, and execute the Teams@Haas Program at the Haas School of Business. This curriculum is delivered to over 1000 students annually. A critical strategic objective of the Haas School of Business is the development of impactful leaders – through culture, specific capabilities, and experiential learning. A key component of the Haas curriculum is to provide students with the opportunity to develop a disciplined approach to teamwork. Under this umbrella, I have developed mobile teaching modules, which I deliver in the Full-Time, Evening-Weekend MBA, and Executive MBA core and Applied Innovation-based courses. Topics include successfully launching a team, giving and receiving feedback, diagnosing team dynamics, achieving alignment, cultivating collaborative climates conducive for innovation, and knowledge sharing and transfer.
- 2013 University of California, Berkeley. *Problem-Solving, Problem Finding* (MBA). Co-taught as part of a twelve-person teaching team in which I was responsible for integrating Teams@Haas modules to aid students in building team capabilities to support the PFPS process. *Problem-Solving, Problem Finding* is an experiential course designed to introduce students to a basic set of tools and principals that support students in understanding how to frame and solve problems by drawing upon theory from critical, design, and systems thinking. Throughout the term students worked on a team-based project in which, through theory and practice, they were able to hone and develop both their collaboration and innovative thinking capabilities.
- 2000-2001 Carnegie Mellon University. *Managing the Virtual Enterprise* (MBA). Co-developed and taught this MBA-level course with Denise M. Rousseau. The course focused on the management of conflict, trust, and collaboration in virtual teams. As part of the course, I developed an original case study to help students understand the critical issues in working across firm boundaries.
- 2000 Carnegie Mellon University. Teaching Assistant for *Organizational Change* with Professor Paul S. Goodman (MBA). The course involved a group project, case studies, and lectures. The goal of the course was to provide students with frameworks and tools for effectively introducing and sustaining organizational change. My role involved case study facilitation and administrative assistance.
- 2000 Carnegie Mellon University. Teaching Assistant for *Human Behavior in Organizations* with Professor Denise M. Rousseau & Professor Laurie R. Weingart (MBA). The course focused on individual and group behavior in organizations. One of the primary goals of the course was to prepare students to work effectively on real-world interdisciplinary teams.

1999 Carnegie Mellon University. Teaching Assistant for *Organizational Behavior* with Professor Ray Reagans (MBA). The course focused on the core theories of organizational behavior, including performance, group effectiveness, coordination, conflict, trust, and networks.

#### Cross-Cultural

1999 Carnegie Mellon University. Teaching Assistant for International Management with Professor Bill McEvily (MBA). The course focused on managing in a global environment and how teams can overcome difficulties presented when working across distance, national culture, and language differences. As part of the course, I facilitated a group exercise in cross-cultural communication and understanding.

1994 Taught English as a second language. Chris English Masters, Kyoto, Japan.

## **PROFESSIONAL EXPERIENCE**

Oracle Corporation - Redwood Shores, CA.

Principal Product Manager & Team Lead, IBM Products Division. 1997-1998.

Team lead for the IBM Products Division. Responsibilities included: coordinating a team of product managers who were responsible for product positioning, competitive analysis, program management, product launches, coordination of technical and marketing resources. Required collaboration across multiple groups and organizations. The role entailed supervisory skills to hire, train, provide feedback and guidance to team members.

Product Manager, IBM Products Division. 1996-1997.

Managed Oracle Integration Technologies for the IBM platform. Organized and led a cross-functional product team that included members from software development, marketing, customer support and technical documentation. Responsible for tracking technical requirements from multiple constituents and managing partner relationships. Served as the product line spokesperson to communicate product directions and joint marketing activities

Project Manger, Product Line Operations. 1994-1996.

Project lead for the Product and Platform Technologies Division. Responsibilities included: leading cross-organizational project teams, coordinating software development, internal marketing, user support, and technical documentation.

## **HONORS**

Nominee - Emerald Best International Symposium Award Academy of Management Conference, 2014

Nominee - Emerald Best International Symposium Award Academy of Management Conference, 2013

Nominee – Best Paper Hawaii International Conference on Systems Science, 2002

National Science Foundation Fellowship. Grant # DGE-9354995, “Groups, Technology and Organizational Effectiveness.”

Alpha Lambda Delta - National Scholastic Honor Society, top 20% of freshman class

## **PROFESSIONAL SERVICE**

WIL Conference Speaker, 2019, Berkeley-Haas, "Our Journey Cultivating a Collaborative Career."

High Impact Teaming Workshosp for local non-profits including Change a Path and Project Open Hand.

Ad hoc reviewer for Organization Science, Journal of Organizational Behavior, Organizational Behavior and Human Decision Processes, California Management Review, and Group Dynamics: Theory, Research, & Practice

AOM Program Chair, 2017, Information Sharing and Leadership in Multiteam and Networked Organizations, 2017.