

HANIEH MOHAMMADI

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Education

MCGILL UNIVERSITY, Desautels School of Management Montreal, QC

Ph.D. Candidate in Strategy and Organization, 2019- Present

Thesis: Structural Serendipity-Unleashing Spontaneity for Innovation in Cross-Occupational Teams

HARVARD UNIVERSITY, John F. Kennedy School of Government Cambridge, MA

Master's in Public Administration in International Development (MPA/ID), May 2015

Thesis: Modeling supply, demand and price for the oil market and analyzing its application for OPEC

SHARIF UNIVERSITY OF TECHNOLOGY Tehran, Iran

Master of Science in Management, Distinction (ranked fourth among 100 students), **June 2012**

Thesis: Dynamic Capabilities in Action: Navigating New Product Development within Team Environments

Bachelor of Science, Mechanical Engineering and Physics (Dual Degree), Distinction (ranked tenth among 800 students), **June 2009**

Thesis: The impact of investment in renewable energy in rural Iran

Research Interest

My research interest is centered on understanding how authority dynamics, coordination issues, and jurisdictional disputes within cross-occupational teams impact collaborative efforts in sustainability innovations. I investigate the intricate factors that both facilitate and hinder effective teamwork in the context of complex sustainability challenges.

Publications and Presentations

Mohammadi, H. (2023). When management trickles up: How to facilitate innovative knowledge work among multiple organizations with diffused power and divergent objectives [Conference presentation]. The 29th EGOS Conference, Cagliari, Italy.

Mohammadi, H., & Naghavi, M. H. (2021). Create competitive advantage by building communities across boundaries. In *Academy of Management Proceedings* (Vol. 2021, No. 1, p. 13683). Briarcliff Manor, NY 10510: Academy of Management.

Mohammadi, Hanieh; Arasti, Mohammadreza; Mashayekhi, Ali N. (2012). Technology management as a dynamic capability strategic management -Dynamic capabilities and dynamic flexibility. In 5th Annual Conference of the Euromed Academy of Business

Mohammadi, Hanieh; Arasti, Mohammadreza; Mashayekhi, Ali N. (2012). A framework for identification of dynamic capabilities. In 5th Annual Conference of the Euromed Academy of Business

Mohammadi, H., Kazemi, R., Maghsoudloo, H., Mehregan, E., & Mashayekhi, A. (2010, July). System dynamic approach for analyzing cyclic mechanism in land market and their effect on house market fluctuations. In *Proceedings of the 29th International Conference of the System Dynamics Society*, July (Vol. 25, p. 29).

Mashayekhi, A. N., Mohammadi, H., Mirasadollahi, K., & Kamranianfar, A. (2010). Modeling sustainability of renewable energies in rural areas: A case study for Iran. In *International Conference of the System Dynamics Society*, Seoul, Korea.

Working papers

Mohammadi, H. Structural Serendipity: Unleashing Spontaneity for Innovation in Cross-Occupational Teams.

The research introduces the concept of structural serendipity and crafts typology for this concept from a comparative ethnography, emphasizing the role of interaction between the team and the organization in providing the necessary conditions for spontaneity and as a result, innovation.

Mohammadi, H. When management trickles up: How to facilitate innovative knowledge work among multiple organizations with diffused power and divergent objectives.

In this three-year ethnographic study, I delve into why and how innovation happened in an unexpected situation in a team encompassing various government institutions and ministries. Chosen based on their strong self-efficacy regarding the project, these professionals collaborated on deploying a novel policy system.

Mohammadi, H., Karunakaran A. Management in the cloud: How managers can contribute to the cross occupational conflicts and hamper collaboration when interdependent tasks are done remotely

This is an 18-month study of a medium-sized tech startup that went through a significant shift in its team coordination mechanisms. We elaborate on how this shift disrupted managerial conflict resolution practices, pushing managers towards employing formal conflict resolution processes instead of informal ones.

Mohammadi, H, Naqavi, M.H, Inspired by Purpose: How Social Imperatives Drive Cross-Industry Collaborations

In this interview-based and historical research study, we delve into the collaborative forces behind the birth of the biopharmaceutical industry in a developing country. Through analyzing the innovation-driven synergies between universities, government, and the private sector, the research illuminates how a shared social purpose can drive diverse sectors of society to unite and give rise to an entirely new industry.

Ongoing projects

Dialogues with the Future: Assessing the Synergistic Influence of Conversational AI on Managerial and Team-driven Innovation Strategies.

In this ethnographic study, I explore the integration of conversational AI within team environments, focusing on its impact on team dynamics and managerial relationships in the context of sustainability innovation. By dissecting the complex interactions between managers, conversational AI, and team members, I aim to uncover how these technologies influence collaborative efforts toward sustainable outcomes. The study examines the potential of conversational AI to either align with or disrupt existing team structures and decision-making processes, which are critical in developing sustainable solutions. Through this lens, I intend to reveal how conversational AI can transform traditional management approaches and enhance the innovative capacities of teams working on sustainability challenges.

The Innovation Dialectic: Analyzing Quebec's Language Law's Influence on Managerial Attitudes, Team Interactions, and Organizational Outcomes.

In this ethnographic study, I turn the lens on how Quebec's language law influences social cohesion and inclusion within teams tasked with innovation in sustainability. By examining the repercussions of legally mandated language practices, I aim to unravel the often subtle dynamics that contribute to or detract from a team's collaborative spirit and inclusive culture. The study seeks to illuminate how such regulations affect not only communication but also the deeper layers of social integration, potentially reshaping the fabric of teamwork and impacting the collective pursuit of sustainable solutions.

Teaching

MCGILL UNIVERSITY, DESAUTELS SCHOOL OF MANAGEMENT

Montreal, QC

Lecturer-Sustainability and System Thinking, Sep 23 – Dec 23

- Modified the pedagogy and adapted it to three different modes of delivery (online, hybrid and in-person)
- Designed course materials in accordance with recent technological and political trends such as Bitcoin.
- Trained students in critical thinking skills and ran a debate-based class.

MCGILL UNIVERSITY, DESAUTELS SCHOOL OF MANAGEMENT

Montreal, QC

Lecturer-Social Context of Business, May 22 – Dec 23

- Modified the pedagogy and adapted it to three different modes of delivery (online, hybrid and in-person)
- Designed course materials in accordance with recent technological and political trends such as Bitcoin.
- Trained students in critical thinking skills and ran a debate-based class.

HARVARD KENNEDY SCHOOL-EXECUTIVE EDUCATION

Cambridge, MA

Teaching Assistant-Program Evaluation and Leadership, Sep 14 – May 16

- Led a team of 6 teaching fellows
- Designed course materials and coached over 40 mid-career students to learn leadership skills
- Taught program evaluation and their applications in projects

EXECUTIVE SHORT WORKSHOPS

Tehran, Iran

Facilitator and Designer, Sep 12 – May 19

- Designed multiple workshops for executives and government officials.
- Facilitated and held high-level policy and strategy-oriented workshops at the country level.
- Trained executives on innovative learning tools such as reflection notebooks.

- Services**
- MCGILL UNIVERSITY, DESAUTELS SCHOOL OF MANAGEMENT** Montreal, QC
Ph.D. Student Representative-Member of DDSS, Sep 23 – Dec 23
- Advocated for student funding and teaching format.
 - Worked with the Ph.D. office to change the student life by bringing needed equipment for them.
 - Coached students on the procedures.
- MCGILL UNIVERSITY, DESAUTELS SCHOOL OF MANAGEMENT** Montreal, QC
Ph.D. Student Research Enhancement Workshops, Sep 23 – Dec 23
- Organized student presentation sessions frequently with the faculty members to get necessary feedback on their research.
 - Designed writing groups to boost the productivity of the late-stage student.
 - Coached peers on the method problems.
- Work Experience**
- THE UNITED NATIONS** Tehran, Iran
Independent Economic and Policy Consultant, Sep 16 – August 19
- PROJECT 1: EMPLOYMENT POLICY**
- Drafted national employment policy, engaged more than 15 ministries and related institutions
 - Led a team of analysts to produce different analytical reports on employment issues
 - Prepared and presented policy papers for high-level officials
- PROJECT 2: TOURISM POLICY**
- Advised on the development of a new strategy for policy interventions, which led to a totally new approach to boosting the entrepreneurship ecosystem in the tourism industry
 - Coordinated a team of 17 mid-managers of the Tourism Organization to support the innovative implementation of policy interventions
 - Prepared and presented policy papers for high-level officials
- PROJECT 3: LABOUR MARKET INFORMATION AND ANALYSIS SYSTEM**
- Coordinated several analytical reports with the support of ILO's (Internal Labour Organization) consultant
 - Managed multiple public sector stakeholders to harmonize and prepare labour market data
 - Designed new methodologies to gather sector specific skill related data
- NOVEL MANAGING SCHOOL** Tehran, Iran
Co-Founder, Jun 18 – Jun 21
- Forged global partnerships to elevate NMS's training programs
 - Created cutting-edge leadership courses that set industry standards
 - Boosted client satisfaction, solidifying NMS as a top training provider
- JOUR GALLERY** Tehran, Iran
Founder and CEO, Jun 18 – Jun 21
- Connected local artisans to global markets, generating \$500K in two years
 - Employed 30 rural women, providing them with marketable skills
 - Managed inventory in Europe and Asia, optimizing costs
- MINISTRY OF ECONOMY, GOVERNMENT OF ALBANIA** Tirana, Albania
Consultant, May 14 – Jul 14
- Led a team, including the Deputy Minister of Economy, to analyze and design a growth strategy for FASON (Processing Industry) sector, which accounts for 60% of Albania's export share
 - Designed the operating model for a technology fund to increase high-skill employment by 40%
 - Reported project outcomes to the Prime Minister and the Minister of Economy
- AROMA AIRCONDITIONING CO.** Tehran, Iran
Founder and Board Member, Mar 13 – Jul 14
- Book Value: \$1m, 20 employees, Annual Revenues: \$2.5m
 - Developed original business concept and business plan and attracted \$2 million investment
 - Managed logistics and trade department with 15 employees

- Initiated business and oversaw its growth to revenues of \$1 million

TOSEA SANAYE TASISATI IRAN

Tehran, Iran

Manager of Energy Department, Jul 11 – Mar 13

- Book Value: \$15m, 600 employees, Annual Revenues: \$200m
- Negotiated international contracts and purchases of up to \$5 million
- Established new department for clean energy, a big shift in the company’s strategic vision
- Presented project outcomes (CCHP power plant projects) to public and private clients

Fellowships, Scholarships and Awards

Ph.D. Student Teaching Excellence Award, 2022, awarded based on excellent performance on formal course evaluations and the relative standing of an instructor compared to their peers and their specific area department.

McGill Faculty of Management, Center for Strategic Studies thesis grant, 2022-2023, awarded to support the execution and dissemination of high-quality research in strategy and organization studies.

Mintzberg Graduate Award, 2019-2023, awarded to a Ph.D. student with exceptional academic achievements.

Bashir Al-Haffar Public Service Fellowship, awarded to women from the Middle East to contribute to public policy issues in the region, **2013-2014**

Chen Family Foundation Fellowship, part of the HAND Foundation scholarship program, awarded to young economists who contribute to positive economic relations between China, the United States, and Iran in the decades to come, **2013**

Middle East Initiative Research Grant, awarded to the students whose research has contributed to the economic issues of the Middle East, **2015**

Harvard Kennedy School Degree Program Research Grant, awarded to the successful second-year policy analysis in MPA/ID program, **2015**

National Talented Student Government Grant, awarded to the top 0.05% of college students in Iran because of their academic merits, **2005-2009**

Languages Farsi (native), English (fluent), French (intermediate)

Technical STATA, VENSIM, C++, Python