

Alberto Monti

Fixed-term assistant professor

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Education and training

2010

Ph.D. in Management

Social Identity and Social Network in Organizations A Conceptual and Empirical Examination - Excellent

University of Bologna - Bologna - IT

2004

Master of Science in Business Management

The Role of Emotions in the PersonOrganization Relationship Empirical Evidence and Implication. The case of Ferretti Group (Luxury Motorboat Industry) - 110/110 summa cum laude

University of Bologna - Bologna - IT

Academic experience

2022 - ONGOING

Assistant Professor of Organization Theory and Behavior

Univerisity of Genova - Genova - IT

Research and teaching activities related to the topics of organization Theory and Behaviors

2010 - 2014

Post-doctoral research fellow

Bocconi University - Milano - IT

Research and teaching activities related to the topics of organization Theory and Behaviors

2019 - ONGOING

Adjunct Professor

Bocconi University - Milan - IT

Teaching course named 'Behavioral skills Seminars'

2019 - ONGOING

Adjunct Professor

IESEG business school - Paris - FR

Teaching course named 'Creativity design thinking'

2017 - ONGOING

Adjunct Professor

Catholic University - Milan - IT

Teaching course named 'Social Network Theory and Analysis for the Cultural Sector'

2014 - ONGOING

Adjunct Professor

Bocconi University - Milan - IT

Teaching course named 'Leadership and Managerial Skills Seminar'

2016 - 2022

Adjunct Professor

Bocconi University - Milan - IT

Teaching course named 'Managing Creativity'

2017 - 2021

Adjunct Professor

Bocconi University - Milan - IT

Teaching course named 'Organization Theory'

2016 - 2019

Adjunct Professor

IESEG Business School - Paris - FR

Teaching Course named 'Leadership and Negotiation'

2016 - 2017

Adjunct Professor

Università della Svizzera Italiana - Lugano - CH

Teaching a course named 'Organizational Behavior'

2014 - 2018

Adjunct Professor

Franklin University - Lugano - CH

Teaching a course named 'Cross-Cultural Negotiation'

2014 - 2016

Adjunct Professor

Bologna Business School - Bologna - IT

Teaching a course named 'Leading People and Organization'

Work experience

2018 - ONGOING

Co-founder and Head of Research Unit

Tondo aps (non profit Organization) - Milano - IT

Design and coordination of research related to the diffusion and impact of the circular economy. Members of the board of directors and trustees and of the international advisory committee

2002 - 2006

Chief Executive Officer

Food Import F.lli Monti - Corropoli - IT

Planning of the family business generational change after a discontinuity crisis and of a 5-years strategic plan to manage the transformation of the family business from mere import and distribution of codfish and stockfish to food processing.

2021

Research consultant leader

Fondazione Brodolini (Non profit sector) - Torino - IT

Assessment and alignment of the organizational identity perceptions by employees and stakeholders of three nonprofit organizations in Turin participating to the second phase of a Next Generation You program sponsored by Fondazione Compagnia San Paolo. Support in developing a strategic plan coherent with the objectives and identity of the company.

2020 - 2021

Scientific responsible and research consultant leader

SIAE (Creative Industries) - Rome - IT

project on the impact of COVID-19 on live entertainment activities and the construction of an econometric model predicting the variation in performance of organizations belonging to different categories of live entertainment

2017

Research consultant

ERICSSON (TLC industry) - Napoli - IT

Organizational identity and of informal social relationships and their impact on project team knowledge sharing and performance

2017

Research consultant leader

DALLARA (automotive industry) - Parma - IT

Analysis of climate and of informal social relations with the aim of isolating main drivers and potential threads to knowledge sharing in the organization. Co-design of organizational practices to foster knowledge sharing and cooperation within and across functions

2016

Research consultant

PRYSMIAN (manufacturing industry) - Milan - IT

Analysis of organizational climate and their impact on individual-BU performance

2014

Research consultant leader

BERTOLI (manufacturing and engine industry) - Parma - IT

Analysis of climate organizational identity and of informal social

relationships and their impact on knowledge exchange and satisfaction

Language skills

Italian **English**
Mother tongue Proficient

Teaching activity

My teaching interests are informed by my research interests and span the broad areas of organization theory and organizational behaviors with a growing focus on specific aspects such as creativity, negotiation, and leadership. No matter the size of classes their composition in terms of background and the subject to be taught I believe that the major learning objectives are: 1) to understand, compare and integrate the fundamental concepts of the subject; 2) to develop analytic and critical thinking; 3) to apply such concepts in the everyday life; 4) to respect and help develop each student's talents and way of learning making connections between the different subjects and the student's personal life, values, and experiences. To reach these goals I try to combine different approaches such as lectures, simulations, case-based discussions, group activities (i.e., team projects; small group work), peer feedback, and teacher timely feedback. I also try to integrate my research and more generally the novel findings offered by the academic research into my teaching activities.

To do so I think that is important to first show the relevance of the topics to their lives and to create an open environment in which I encourage the students to share their thoughts, respect each other positions, and ask questions. Mutual respect is fostered by showing my genuine concern for the students by briefly introducing themselves at the beginning of the course. I also encourage face-to-face interaction after class not only for questions related to the course but also for anything they want to discuss. I then use what I come to know about my students linking their experiences and interests to various aspects of the subjects.

To give an illustration taken from my Negotiation classes, I introduce the importance of negotiation by sharing a personal anecdote. That is when I needed to negotiate with my cousins, my family share buy-out after my father's death. I use this experience to link different aspects (I will touch upon during the course) able to impact negotiation and how they are interrelated such as emotion and ethical motivations etc. In this way, I show the importance of being able to integrate and apply different pieces of knowledge and the relevance of negotiation also in terms of personal values. Moreover, I expose myself by talking about my personal experience setting the norm for openness.

An example of how to help students to develop analytic and critical thinking is taken from my course on Organization Theory. In this course, I ask the students to read in advance some articles that talk about Scientific Management and to analyze and summarize what are the principles and the aims of this approach. In class, I ask students to get together in groups to discuss their main findings in order to list those on the blackboard. Then I

let them read a brief extract of Taylor's process to listen to the direct voice of the protagonist about his approach. Finally, I ask the students to discuss the differences in how researchers and practitioners interpreted Taylor's ideas and how they evolved over time. The clear message is to dig deep into the original idea (direct source), if possible, and to develop their own thoughts about an issue using several sources.

In terms of applying concepts to everyday life, I use different approaches. An example is the use of movies as a learning tool. In my Organization Theory class, I ask students to watch at home the "Jonas Family" and to find and describe scenes in which the characters use "social influence technics".

In sum, I do not think there are easy answers, and thus a "list of things that fits all" is important to be able to ask the right questions. Therefore, I try to challenge students to do their best 1) to enhance their self-awareness and critical understanding of the people and situations around them and 2) to be able to face a higher degree of uncertainty in exchange for my commitment to do the sam

Research interests

The overarching theme of my research program is the analysis of the interplay between social identity theory (SIT) and social network analysis (SNA) and their effects on individual and organizational behavior. In particular, I investigate both the boundary conditions and the underlying mechanisms underpinning the reciprocal influence between core variables in the SIT and SNA literature and their joint impact on behaviors such as individuals' decision-making, knowledge sharing, and pro-social and creative behaviors. I am also interested in the context of creative industries and in particular in the application of the main concepts of organization theory in this context. More specifically, the role of governance and diversity and its impact on organizational and individual performance; and how the emergence of new categories and the consecration of careers in the artistic field unfold. Finally, how culture and sustainability affect the subjective well-being of citizens within cities.

Main Area Organization Theory & Organizational Behavior

Specific Interests Social Identity and Categorization Theory, Social Network Analysis, Knowledge Sharing, Cooperation, Decision Making, Leadership, Creativity, Sustainability.

1st Stream: *Social Identity, Social Networks and their impact on individual's and organizational behaviors*

To strengthen the validity of the models proposed in my dissertation, and already tested in two of the published papers, two new data collection will be performed replicating the original questionnaire both within the same company (data collected in May 2017) and in another company (data collected in June 2017). Papers published in *RSO, AMBPP and at Creativity and Innovation Management, Management Decision* and other conferences' proceedings can be considered the output of this stream. A new data collection is expected in December 2022. The study wants to explore the role of identification and informal relationships, as well as other context

variables, on the subjective well-being within the organization and the sharing of knowledge.

2nd Stream: Innovation, category emergence and consecration in creative industries

A first project investigates (with Paola Dubini of Bocconi University) the role of Opera Houses' board members' composition, inter-organizational relationships, and position on their innovation in terms of programming. An original dataset with information on theatres, programs, conductors, and directors for each opera played in each theatre for the period 2010-2013 at the global level was developed. Additional information for the Italian dataset on board compositions, performances, and co-production for the period 2006-2013 is already collected. A first descriptive analysis of the data was presented in May at the Opera Europa International Conference (dedicated to professionals of the sectors). The first paper of this larger project was published in a special issue launched by the *International Journal of Arts Management*. Other two articles have been published in the proceedings of EURAM and AOM on the role of diversity of boards in museums and the impact of gender diversity on artists' careers. Recently, with both a qualitative and quantitative approach, we are analyzing the role of temporary events and their impact on sustainability and inclusion within cities (article recently accepted for a Book Chapter in a volume indexed in SCOPUS) and on culture and sustainability at the city level (paper published in *Sustainability*).

I also explore (with Antonio Giuliani of IESEG and Vitaliano Barberio of WU), the role of narrative identity work in serial entrepreneurship in a cultural setting. In particular, we will approach the problem with a longitudinal mixed-method case study using semantic network analysis to analyze patterns of consistency and flexibility established and sustained by serial entrepreneurs in managing different identities related to different ventures. A first version of the paper was a finalist for the best paper at the EGOS conference and published in the NBER conference proceedings. **Status:** To be submitted to *Organization Science* (expected in November)

Editorial activity

Editorial position

2020 – present **Topic editor** for *Sustainability* (ISSN 2071-1050)
https://www.mdpi.com/journal/sustainability/topic_editors

Ad hoc Reviewer

2020 – oggi	European Management Journal
2020 – oggi	Creativity and Innovation Management
2020 – oggi	Sustainability
2017 - present	International Journal of Arts Management
2016 - present	Management Decision
2014 – present	Organization Science
2013 – 2015	Strategic Management Journal
	European Management Review
2012 – 2013	Scandinavian Management Review

Assignments abroad

2019-present, *Creativity & design thinking*, IESEG UNIVERSITY, PARIS (FRANCE)

2021-22, *BUS 305 Introduction to Business Systems*, FRANKLIN UNIVERSITY (SWITZERLAND)

2018-2019, *MGT 601-602 Practical Experience*, FRANKLIN UNIVERSITY (SWITZERLAND)

2016-2019, *Leadership and Negotiation*, IESEG UNIVERSITY, PARIS (FRANCE)

2016-2017, *Organizational Behavior*, UNIVERSITA' DELLA SVIZZERA ITALIANA, (SWITZERLAND)

2014-2018, *Cross-Cultural Negotiation*, FRANKLIN UNIVERSITY (SWITZERLAND)

Other professional activities

2021 **Fondazione Brodolini** (Non profit sector)

Assessment and alignment of the organizational identity perceptions by employees and stakeholders of three nonprofit organizations in Turin participating to the second phase of a Next Generation You program sponsored by Fondazione Compagnia San Paolo. Support in developing a strategic plan coherent with the objectives and identity of the company.

Role: ***research consultant leader***

2020-21 **SIAE** (Creative Industries)

Scientific responsible for a project on the impact of COVID-19 on live entertainment activities and the construction of an econometric model predicting the variation in performance of organizations belonging to different categories of live entertainment. Role: ***Scientific responsible and research consultant leader***

2018- **TONDO APS** (non-profit association)

I am co-founder and scientific director of TONDO non-profit association, which aims to promote and disseminate knowledge of the circular economy (CE). Two researches related to the diffusion and impact of the circular economy were carried out. One on innovative startups in the CE field (about to be published); One on the diffusion of the CE in the textile and fashion sector in Northern Italy (published

<https://docsend.com/view/zbhfcu97zibu2qtq>). Role: ***Scientific director***

2017 **ERICSSON** (TLC industry)

Organizational identity and of informal social relationships and their impact on project team knowledge sharing and performance. Role: ***adjunct research consultant***.

2016 **PRYSMIAN** (manufacturing industry)

Analysis of climate and their impact on individual-BU performance. Role: ***research consultant***.

2014 **BERTOLI** (manufacturing and engine industry)

Analysis of climate, organizational identity and of informal social

relationships and their impact on knowledge exchange and satisfaction.
Role: *research consultant leader*.

2012 **LAGO** (manufacturing and design industry)
Analysis of the organizational climate and of misalignment between formal and informal structure of the white-collar group. Suggested practices to avoid potential threads. Role: *research leader*.

2010-11 **ENI** (energy industry)
The system of industrial relations in Eni and the protection of employee and human rights: mapping, benchmarking and the definition of best practices. Role: *adjunct research consultant*.

2010 **COESIA GROUP** (packaging industry)
Assessment of the alignment and participation of the top management to the new strategic vision, identity and behaviors promoted by the corporate headquarter. Role: *adjunct research consultant*.

2009-17 **DALLARA** (automotive industry)
Analysis of climate and of informal social relations with the aim of isolating main drivers and potential threads to knowledge sharing in the organization. Co-design of organizational practices to foster knowledge sharing and cooperation within and across functions. Role: *research consultant leader*.

2007-8 **SEAT PAGINE GIALLE** (service industry)
A 2-phases project concerning the evaluation of the impact of the organizational changes on member's attitude and behaviors and co-design of the organizational identity related to the new headquarters relocations. Role: *executive research leader*.