

JEFFREY HANS PEO

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EDUCATION

University of Oxford – Saïd Business School

Oxford, UK

Doctor of Philosophy (DPhil) in Management, expected Fall 2026

Thesis title: How Artificial Intelligence Reshapes Knowledge Work: Evidence from Management Consulting
Supervised by Mari Sako and Matthias Holweg

University of Virginia – Darden Graduate School of Business Administration

Charlottesville, VA

Master of Business Administration

University of Pennsylvania – School of Engineering & Applied Science

Philadelphia, PA

Master of Science in Electrical Engineering

Trinity College

Hartford, CT

Bachelor of Science in Physics & Engineering

RESEARCH INTERESTS

Organizational Capabilities • Expertise • Technology & Organizations • Artificial Intelligence

RESEARCH OVERVIEW

My research uses quantitative methods to explain how organizations build and renew capabilities when technological change introduces new forms of expertise. I focus on knowledge-intensive firms, where integrating data science and artificial intelligence requires organizations to adapt the relationships, career systems, and authority structures through which expertise is coordinated and deployed.

My three-essay dissertation examines these dynamics in the context of a global management consultancy that incorporated data science expertise into its traditional client-service work. Drawing on ten years of linked project, personnel, and client-engagement data, I study how professionals spanning management and data science sustain collaboration across knowledge domains, how client demand reallocates work and authority between data scientists and domain professionals, and how staffing choices shape the retention and advancement of highly portable technical human capital. Together, these studies show how organizational choices about collaboration, careers, and authority determine whether new expertise becomes a durable source of organizational capability.

PUBLICATIONS & WORKING PAPERS

Journal Articles

1. Sako, M. and Peo, J., 2025. “Leveraging or Overcoming Distance? Global Strategy and Structure of Professional Services Firms.” *The Journal of Applied Behavioral Science*, 61(2), pp.225-250.

Book Chapters

2. Smets, M., Rodgers, I., Peo, J. (2023). “Innovation in Professional Service Firms.” In Gallouj, F., Gallouj, C., Monnoyer, M.C. and Rubalcaba, L. eds., *Elgar Encyclopedia of Services*. Edward Elgar Publishing.

Working Papers

3. Peo, J. “Getting Familiar: Epistemic Hybrids and the Reproduction of Collaboration.” Job Market Paper.
4. Peo, J. “Shifting Boundaries: External Valuation and the Reshaping of Internal Jurisdiction.” Recipient of the 2025 EGOS Best Student Paper Award.
5. Peo, J. “Embedding Portable Expertise: Retention and Advancement among Data Scientists in Professional Service Firms.”. Manuscript in preparation.

AWARDS & RECOGNITION

- **2025 EGOS Best Student Paper Award** (€2,000 prize; presented at the 2026 EGOS Colloquium, Bergamo)
- **Saïd Foundation Scholarship** – Covering full fees and living expenses for the duration of the DPhil program
- **Green Templeton College Scholarship** – For academic excellence and contributions to the college community
- **Presidential Fellow, Trinity College** – Selected as the top scholar in Physics
- **First-Year Writing Award, Trinity College** – Awarded to students who produced the best papers in their first year of study

CONFERENCE PRESENTATIONS

Getting Familiar: Epistemic Hybrids and the Reproduction of Collaboration

- Wharton People & Organizations Philadelphia, September 2026 (forthcoming)
- Academy of Management Philadelphia, August 2026
- EGOS 42nd Colloquium Bergamo, July 2026
- Work2025 Turku, August 2025

Shifting Boundaries: External Valuation and the Reshaping of Internal Jurisdiction

- Academy of Management Copenhagen, July 2025
- EGOS 41st Colloquium Athens, July 2025

INVITED PRESENTATIONS & WORKSHOPS

- Laboratory for Innovation Science at Harvard (LISH) Boston, September 2024–May 2025
Invited participant in weekly lab meetings and invited working-paper presenter
- Organization Science Winter Conference Los Angeles, February 2025
Invited Doctoral Consortium participant
- Oxford Future of Professions Seminar Series Oxford, May 2024
Invited working paper presentation
- OECD Strategic Foresight for Long-Term AI Futures Oxford, June 2023
Invited workshop contributor

TEACHING

University of Oxford – Saïd Business School

Oxford, UK

- **Executive Education** – Facilitator: Oxford Scenario Planning Programme (2023)
Facilitated an intensive week-long program for seven executive participants.
Mean teaching evaluation: 4.7/5.0
- **MBA** – Teaching Assistant: Predictive Analytics Elective (2022)
Taught R programming to 36 MBA students during the lab session of the course.
- **Undergraduate** – Tutor: Strategic Management Course (2022)
Led weekly tutorials for groups of four Economics & Management students.
Assessed essays and mock examinations.

Boston University – Questrom School of Business

Boston, MA

- **MBA** – Invited Speaker (2019)
Developed materials for and led a 90-minute MBA class on data strategy and analytics.

SELECTED SERVICE & ACTIVITIES

- DPhil in Management Student Representative (2024-2025)
- Co-founder and organizer of the STAR (Sharing Termlly Achievements in Research) seminar series
- Founding member of the Generative AI reading group
- Member of the Oxford AI Society
- AOM reviewer (STR and OMT divisions)
- AOM Career Services Volunteer (2025)
- Professional Service Firms Annual Conference, conference facilitator & session chair (2021, 2023)
- Oxford Future of Professions Conference, co-organizer, session chair, and presenter (2024)

FUNDED & COMMISSIONED RESEARCH INITIATIVES

- **The Oxford Venture Analytics Initiative:** Co-organized three stakeholder workshops and recruited, hired, and managed a team of ten research assistants supporting the development of a taxonomy and AI-powered classification system for the UK AI startup ecosystem. Funded by the Economic and Social Research Council Impact Acceleration Fund and led by Professor Mari Sako.
- **Tech Transformation Roundtables:** Supported a commissioned series of roundtables involving lawyers, technologists, and policymakers; managed workshop documentation and drafted the initial version of the final report. Commissioned by the City of London Corporation and led by Professor Michael Smets.

METHODS & TECHNICAL SKILLS

Quantitative Methods: Longitudinal and panel-data analysis; event-history analysis; social network analysis; multilevel and clustered-data models

Programming: Python, R

INDUSTRY EXPERIENCE (SELECTED)

OpenAI | AI Trainer **2024 | Remote**
Part of a team of subject matter experts contracted to develop and refine novel and complex questions to serve as benchmarks for OpenAI's large language models.

Walkli | Co-founder & CEO **2016–2020 | Boston, MA**
Walkli was a web-based SaaS platform startup that connected destination marketing organizations and other commercial travel stakeholders with tourists. Selected for the 2018 MassChallenge cohort.

ZS Associates | Consultant, Manager, Project Lead **2010–2016; 2021 | Boston, MA**
ZS Associates is a global management consulting firm. I led local, remote, and offshore project teams to deliver client work across a variety of practice areas.

REFERENCES

Mari Sako
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Michelle Rogan
Professor of Strategy
Saïd Business School
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Michael Smets
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