

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

Knowledge Work • Artificial Intelligence • Expertise • Professions & Occupations • Future of Work

RESEARCH OVERVIEW

My research uses quantitative methods to examine how artificial intelligence reshapes knowledge work within organizations, with particular attention to the epistemic tensions between data science and established forms of professional expertise.

My three-essay thesis examines how external audiences' valuation of expertise reshapes internal jurisdiction over domain-specific work, how collaboration is sustained across management and data science domains, and how firms embed workers with portable technical expertise into traditional career systems. More broadly, my research agenda centers on how AI changes the creation, evaluation, and deployment of knowledge in organizations, with implications for innovation, decision-making, and performance.

PUBLICATIONS & WORKING PAPERS

Journal Articles

1. Sako, M., and Peo, J. (2024). Leveraging or Overcoming Distance? Global Strategy and Structure of Professional Services Firms. *The Journal of Applied Behavioral Science*

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. Presented at Work2025; accepted for presentation at AOM and EGOS, 2026. Under review at *Organization Science*
4. Peo, J. *Shifting Boundaries: External Valuation and the Reshaping of Internal Jurisdiction*. Thesis chapter. Accepted and presented at AOM and EGOS, 2025. Winner EGOS 41st Colloquium Best Student Paper Award. Manuscript in preparation for *Academy of Management Journal*
5. Peo, J. *Embedding Portable Expertise: Retention and Advancement among Data Scientists in Professional Service Firms*. Thesis chapter. Manuscript in preparation.
6. Peo, J. *Firm Capabilities and Identity*. Data collection in progress.

AWARDS & RECOGNITION

- **Best Student Paper Award** – EGOS 41st Colloquium, Athens, Greece
- **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** – Awarded to the top scholar in each department; awarded for 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

- 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
Invited working paper presentation
- Oxford Future of Professions Seminar Series Oxford, May 2024
Invited working paper presentation
- Organization Science Winter Conference Los Angeles, February 2025
Invited Doctoral Consortium participant
- OECD Strategic Foresight for Long-Term AI Futures Oxford, June 2023
Invited workshop contributor

TEACHING

Pedagogically, I am influenced by the Case Method which I experienced as an MBA student at the Darden School of Business and by the undergraduate tutorial system, in which I taught while at Oxford. Both approaches rely on discussion rather than lecture and emphasize the development of critical thinking and communication skills.

University of Oxford – Saïd Business School

Oxford, UK

- **Executive Education** – Facilitator: Oxford Scenario Planning Programme (2023)
Supported the learning of a group of seven participants during an intensive week-long course.
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)
Weekly hour-long tutorial sessions for groups of four Economics & Management students
Marked essays and collections (mock exams).

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-Creator 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) and 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

In addition to my thesis and independent research, I contributed to two Oxford-led initiatives:

- **The Oxford Venture Analytics Initiative:** Contributed to the development of a taxonomy and AI-powered classification system for the UK AI startup ecosystem to support founders, funders, and policymakers. Funded by the Economic and Social Research Council Impact Acceleration Fund and led by Professor Mari Sako.
- **Tech Transformation Roundtables:** Contributed to a series of roundtables that brought together lawyers, technologists, and policymakers to facilitate the 'missing conversations' about the future of law in the era of artificial intelligence. The project was commissioned by the City of London Corporation and led by Professor Michael Smets.

TECHNICAL TRAINING

Applied Data Science with Python & Statistics with Python

University of Michigan, Coursera Specializations

Combined 8-course program in Python-based data science, machine learning, text analysis, data visualization, social network analysis, and statistical modeling.

Data Science Specialization (using R)

Johns Hopkins University, Coursera Specialization

10-course program in data cleaning, exploratory analysis, statistical inference, regression, machine learning, and producing reproducible data products.

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. Part of the MassChallenge 2018 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

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Michael Smets

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