

## Jason Jesurum Jay

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### EDUCATION

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**Graduate study:** *MIT Sloan School of Management* Cambridge, MA

- Ph.D. in Organization Studies received August, 2010. GPA: 5.0 / 5.0.
- Secondary emphasis in System Dynamics.
- Dissertation title: *Paradoxes of hybrid organizing in the Cambridge Energy Alliance.*
- Dissertation committee: Wanda Orlikowski, Richard Locke, Susan Silbey.

**Graduate study:** *Harvard Graduate School of Education* Cambridge, MA

- M.Ed. in Technology in Education received in June, 2003. GPA 3.96 / 4.0.
- Coursework on leadership, adult development, the role of media and culture in learning, and qualitative research methods in schools and communities.

**Undergraduate study:** *Harvard College* Cambridge, MA

- BA in Psychology 1999, with Cum Laude honors distinction. GPA: 3.85 / 4.0.
- John Harvard Scholarship for academic excellence all four years.
- Coursework: Psychology, Computer Science, Biology, Neuroscience, Mathematics, Economics, and Statistics.

### COMPETITIVE AWARDS AND FELLOWSHIPS

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Switzer Environmental Fellowship, 2009-10  
Martin Family Society of Fellows for Sustainability, 2008-09

### RESEARCH STATEMENT

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My research is problem driven: what are the organizational structures and processes that can more effectively promote environmentally sustainable business practices? I have examined this question in firms, in value chains that span firms, and in cross-sectoral collaborations between firms, NGO's, and government agencies. I employ qualitative field research that allows me to build grounded theory from rich, complex phenomena. My work engages multiple disciplinary fields, with an emphasis on organization and management theories and economic sociology.

My dissertation research focuses on public private partnerships to promote energy efficiency and greenhouse gas reduction at the municipal level. It explores the paradoxes and unique leadership challenges of such hybrid organizing. I have conducted this research, and my work on sustainable value chains, as part of the MIT Sloan Sustainability Research Group, which I now lead as a postdoctoral researcher and Lecturer.

## CURRENT MANUSCRIPTS

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Jay, J. "Paradox and transformation in a hybrid organization: Sensemaking amid competing institutional logics." (under review at *Academy of Management Journal*)

Jay, J., Wokutch, R., Zeitzmann, H., & Johansen, J. "Cross sectoral collaboration for promoting energy efficiency." (under review at *Organization Studies*).

Jay, J. "Metastructuring Moves: Synthesizing deliberate and emergent organizational change." (under revision for *Organization Science*)

Jay, J., Hamilton, H., Landry, C., Malin, D., Seville, D., Sweitzer, S., Senge, P., & Murphy, A. 2008. Innovations for healthy value chains: Cases, tools, and methods. Hartland, VT: Sustainable Food Lab.

Jay, J. and Lundy, M. "The Juan Francisco Project - Costco and CIAT's exploration of Guatemalan green beans," in *Innovations for Healthy Value Chains*. 2008: pp. 51-60.

Jay, J. "Certifying Lipton Tea: Unilever and the Rainforest Alliance," in *Innovations for Healthy Value Chains*. 2008: pp. 51-60.

Susskind, L., Araujo, L., Jay, J., Dosa, Z., Jain, M. "Green Technology Innovation at Scale: Why the Usual Approach Won't Work." (under review at *Technological Forecasting and Social Change*).

## CONFERENCE PRESENTATIONS AND WORKSHOPS

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Jay, J., Wokutch, R., Zeitzmann, H., & Johansen, J. Cross sectoral collaboration for promoting energy efficiency. *Paper presented at the Academy of Management Annual Meeting*, Montreal, QC. August 10, 2010.

Jay, J. Balancing Acts: Paradoxes of legitimacy and public service in hybrid organizing. *Paper presented at the Academy of Management Annual Meeting*, Montreal, QC. August 9, 2010.

Jay, J. 2009. Paradoxes of Hybrid Organizations. *Paper presented at the Ivey Sustainability Academy*, London, ON. October 25, 2009.

Jay, J., Senge, P., Locke, R., & Clay, J. 2009. The art and science of sustainable value chains. Symposium for *Greening Management Matters All Academy Theme*, *Academy of Management Annual Meeting*, August 9, 2009. (Coordinator, speaker, and facilitator of symposium).

Malin, D., Jay, J. 2009. From problem to solution: What are the opportunities for agriculture in mitigating climate change? *Growing a 21st Century Agricultural Revolution*. Lansdowne, VA, March 19, 2009.

- Vogt, M., Lanou, S., & Jay, J. 2009. Generating change at universities for reducing CO2 and ecological footprint. *Alliance for Global Sustainability, 2009 Annual Meeting*. January 27, 2009. (Presentation and about MIT Generator and workshop facilitation)
- Jay, J. 2008. "Metastructuring Moves: Synthesizing deliberate and emergent organizational change." *Paper presented at Academy of Management Annual Meeting, Anaheim, CA*. August 12, 2008.
- Jay, J. 2008. "Metastructuring Moves: Synthesizing deliberate and emergent organizational change." *Paper presented at American Sociological Association annual meeting, Boston, MA*. August 3, 2008.
- Jay, J. 2007. "Manufacturing change: Enacting reliability as a systemic ideal." *MIT/Albany/WPI System Dynamics Ph.D. Colloquium, Cambridge, MA*. November 16, 2007
- Jay, J. & Roth, G. 2007. "From continuous improvement to centralized information: The life and time of a systems thinking intervention." *System Dynamics Society conference, Boston, MA*. July 30, 2007.
- Lanou, S., Graham, A., Jay, J., Kunselman, S., Hill, Y. 2007. Partnering for success: Collaborative campus energy management initiatives. *Smart and sustainable campuses conference, University Park, MD*. April 19, 2007.

## TEACHING EXPERIENCE

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**Lecturer**, MIT Sloan School of Management. September, 2010-May, 2011

- Organizing and facilitating the *Professional Seminar in Sustainability*, in which students pursuing MIT Sloan's Sustainability Certificate engage in discussions with a wide range of professionals from industry, non-profit organizations, and the public sector.
- Co-teaching the *Strategies for Sustainable Business* course with Professors Rick Locke and John Sterman. Curriculum involves a mix of case studies, conceptual lectures, and interactive simulations.
- Coordinating, co-teaching, and coaching student teams for *S-Lab: Laboratory for Sustainable Business* course, in which students work on hands-on consulting projects with partner organizations tackling sustainability challenges. Developing the portfolio of projects from which students will choose.

**Teaching Assistant**, *Leadership Lab: Leading Sustainable Systems*. MIT Sloan School of Management. June, 2009-February, 2010

- Helped revise and improve 4.5 month course on leadership across boundaries for sustainability, with two professors, Peter Senge and Wanda Orlikowski. Participants included mid-career Sloan Fellows, MBA, and masters level urban planning, public policy, and engineering students.
- Developed six of the sixteen projects with partner organizations available to students, three of which were chosen (Carbon Trust/PepsiCo, Sustainable Food Lab, and Oxfam)

America) for intensive student team work. Served as project coach and facilitator for these three student teams plus one with Starbucks.

- Led two in-class workshop sessions on process consultation and difficult conversations.

**Teaching Assistant, Leadership Lab: Creating Systemic Change Across Value Chains.** MIT Sloan School of Management. September, 2008-February, 2009

- Co-designed 4.5 month course on leadership across boundaries for sustainability, with two professors, Peter Senge and Wanda Orlikowski. Participants included mid-career Sloan Fellows, MBA, and masters level engineering and urban planning students.
- Developed three of the seven projects with partner organizations (WWF, MIT Procurement, and Cambridge Housing Authority) for intensive student team work. Served as project coach and facilitator for four student teams.

**Co-organizer and facilitator, Health Value Chains workshop.** Convened jointly by Sustainability Institute, Sustainable Food Lab, World Wildlife Fund, and MIT Sloan School of Management. June, 2008.

- Conducted case studies of efforts to improve sustainability in global supply chains. Wrote case studies on Costco and Unilever's collaboration with NGOs and supply chain partners.
- Coordinated production of *Innovations for Healthy Value Chains: Cases, Tools, and Methods*.
- Co-facilitated workshop for company and NGO leaders in the food and home care industries based on the document, June 11-13, 2008.

**Guest Lecturer, Laboratory for Sustainable Business.** MIT Sloan School of Management, March 2008.

- Delivered guest lecture to MBA-level students on company-NGO collaboration for sustainability in global supply chains.

**Simulation Developer, Technology Strategy.** MIT Sloan School of Management, Spring 2007.

- Built *WBB Enterprises* management flight simulator from system dynamics model by Nelson Repenning. Helped deploy this simulator in the *Technology Strategy* MBA course taught by Rebecca Henderson.

## **ORGANIZATIONAL SERVICE ACTIVITIES**

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Sep, 2009 – Present	Co-organizer, MIT Sloan Sustainability Research Group seminar and "Made On Earth" research initiative.
Feb, 2007 – Feb, 2010	Graduate student representative, MITEI Campus Energy Task Force
Jun, 2006 – May, 2007	Co-organizer, MIT Sloan Organization Studies Group weekly seminar
Oct, 2006 – Jan, 2008	Co-founder, chair of "MIT Generator" campus energy coalition
Jan, 2006 – Present	Founding member, Sustainability@MIT Student Working Group

## PROFESSIONAL EXPERIENCE

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**Associate Consultant**, *Dialogos International, LLC, Cambridge, MA*. September, 2005-Present  
**Consultant**, October, 2003 – September, 2005.

- Consulted with multinational corporations, non-profit organizations, and public school systems on leadership and organizational development as part of global consulting and action research firm. Clients included BP, World Bank.
- Designed and co-facilitated four-part leadership and shared vision training for 39 people from 19 agencies serving high-risk youth in the greater Boston area.
- Served as project manager for senior consultants engaging with Fortune 500 companies and international institutions.
- Served as director of information technology at the firm.

**Intern**, *Certificate in Technologies of Education program, Harvard Extension School, Cambridge, MA*. January, 2003– June, 2003.

- Consulted to CTE director Dr. Catalina Laserna on program design and strategy.
- Coordinated partnerships between Boston-area public schools and Harvard's Certificate for Technologies of Education.
- Designed database for school profiles, collaborative research, and professional development projects.

**Research intern**, *Boston Evening Academy, Boston, MA*. October, 2002 – June, 2003.

- Consulted on technology strategy and “distance learning” program design in Horace Mann charter school serving urban population.
- Developed inquiry science curriculum for students engaged in part-time independent study.
- Tutored part-time students in math, science, and language arts.

**Kindergarten Teacher**, *Boulder Journey School, Boulder, CO*. November, 2001 – August, 2002.

- Co-taught kindergarten classroom in Reggio Emilia-inspired preschool.
- Designed and co-taught K-3 summer program.
- Assisted with school's strategic planning and educational technology selection.
- Built “Bibliotecha” database system for archival, discussion, and guided construction of pedagogical documentation

**Founder and President**, *Little Engine division of Knowledge Universe, LLC, San Francisco, CA*. May, 2000 – February, 2001.

- Developed concept and business plan for technology startup attempting to improve the quality of early childhood education.
- Secured \$750K seed funding from Milken team.
- Built nine person engineering, content, and marketing team.
- Coordinated development of Java/XML/XSL-based Early Care Assistance System for web-based assessment of young children and automated recommendations of developmentally appropriate activities to parents and early childhood educators.
- Carried responsibility for all strategy, business development, and operations of company.

- Carried out shutdown and asset distribution when the 2000 stock market crash eliminated possibilities of further funding.

**Knowledge Management Specialist**, *Knowledge Learning Corp. division of Knowledge Universe, LLC, San Rafael, CA.* Summer 1999-April 2000.

- Designed and managed development of database-driven web site for nationwide early education provider.
- Produced Flash-based Virtual Tour of a school.
- Wrote new framework for preschool science curriculum, built database-driven web application for construction of science lesson plans, migrated five years of text-based curriculum to new platform.
- Designed, built, and supported customer lead tracking system.

**Intern**, *Synectics, Inc.* Summer, 1998 – Summer, 1999.

- Contributed to strategic planning, information technology, and research in mid-sized consulting firm dedicated to enhancing dialogue and creativity in organizations.
- Helped design and develop Synectics InSync, a Java-based software package for creative group collaboration over the Internet.

## **PROFESSIONAL ASSOCIATIONS**

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Academy of Management

System Dynamics Society

American Sociological Association

## **OTHER SKILLS AND ACTIVITIES**

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### **Management:**

- Facilitator of brainstorming sessions, dialogue and conflict resolution, digital mind mapping and creative problem solving in diverse teams.
- Project manager using digital project management and groupware tools.

### **Technology design and implementation:**

- Qualitative data analyst and project manager with Atlas.ti and N-Vivo.
- Architect, implementor, and facilitator of systems for online learning and collaboration.
- Producer and editor of dynamic web sites including blogs, wikis, digital video, and interactive multimedia.
- Programmer in ColdFusion, HTML, XML/XSL, Flash, Java, C, C++, LISP, Scheme, and Objective C on UNIX, Macintosh, and Windows.

### **International:**

- Native-level speaker of Italian.
- Fluent knowledge of French.
- Able to communicate in Bengali and Spanish.