

# LAUREL GRASSIN-DRAKE

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## EXPERTISE

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Research: Economic sociology, global strategy, strategy-as-practice, virtual teams, organizational theory and design, communication technologies, knowledge transfer

Teaching: Global strategy, international business, strategic management, competitive strategy, organizational theory, cross-cultural teams, leadership, action learning courses

## EDUCATION

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**MASSACHUSETTS INSTITUTE OF TECHNOLOGY, SLOAN SCHOOL OF MANAGEMENT**, Cambridge, MA  
Doctoral Candidate in Management (Economic Sociology), Expected May 2017

Dissertation: “Global Integration in Real Time: Collaboration, coordination and control through virtual meetings”

Committee: Professors Donald Lessard (Chair), Eleanor Westney and Ezra Zuckerman

Masters Thesis: “Risk Management Unveiling and Taming Danger: Exploratory search embedded in legitimating routines”

Committee: Professors Donald Lessard, Susan Silbey (Chair), and Ezra Zuckerman

**COLUMBIA UNIVERSITY**, New York City, NY  
MA (*Religion*). 1994

Masters Thesis: “The Spirituality and Theology of Sayyid Qutb”

Professors Peter Awn (Columbia University) and John Voll (Georgetown University), advisors

**CHARTERED FINANCIAL ANALYST**  
CFA Charterholder 1986

**UNIVERSITY OF PENNSYLVANIA, THE WHARTON SCHOOL**, Philadelphia, PA  
MBA (*Marketing*) 1983

**SWARTHMORE COLLEGE**, Swarthmore, PA.  
BA (*Art History*) 1981

Senior Thesis: Developed semester-long course, “History of Religious Architecture in the West”  
Professor Michael Cochran, advisor

## AWARDS AND GRANTS

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Research grant (2015) \$30,000

Funds received (on request) for research expenses from the anonymous corporation under study in the investigation of mechanisms of global integration.

MISTI-China research grant (2015) \$6,000

Awarded based on grant proposal for research in China.

Zenon S. Zannetos Memorial Scholarship (2012-2016)

Awarded to Sloan doctoral student for academic excellence

MIT Sloan Doctoral Fellowship (2011)

MIT Presidential Fellowship Award (2010)

Awarded to select group of new MIT graduate students (110 of 3,400 admitted)

## RESEARCH

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### WORKING PAPERS

Grassin-Drake, L. "Temporalities in Synchronous Communication: Effects of time zones on knowledge transfer and subsidiary voice"

*Revise and resubmit in the Journal of International Business Studies*

Grassin-Drake, L. "Risk Management Unveiling and Taming Danger: Exploratory search embedded in legitimating routines"

*Target journal: Organization Science*

### WORK IN PROGRESS

Grassin-Drake, L. "One Voice from Many: Sensemaking organizational identity for strategic action"

Grassin-Drake, L and Donald R. Lessard. "Capabilities of Emerging Market-Based MNEs: Origins, orchestration, and outcomes"

### RESEARCH ASSISTANT

Research Assistant for Professor Ezra Zuckerman (2010-2012)

Turco, Catherine and Ezra Zuckerman. 2014. "So You Think You Can Dance? Lessons from the U.S. Private Equity Bubble." *Sociological Science* 1: 81-101.

*Interviewed private equity professionals and produced early literature review.*

Correll, Shelley J., Cecilia L. Ridgeway, Ezra W. Zuckerman, Sara Bloch, and Sharon Jank. 2013. "It's the Conventional Thought That Counts: The origins of status advantage in third-order inference." Working paper, MIT Sloan School of Management.

*Produced literature review analyzing sex-of-rater interaction effects.*

## PRESENTATIONS

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### COMPETITIVE PAPERS

Grassin-Drake, L. 2016. "Temporalities in Synchronous Communication: Effects of time zones on knowledge transfer and subsidiary voice." Academy of International Business, June 29, New Orleans, LA.

Grassin-Drake, L. 2015. "Risk Management: Unveiling and taming danger." European Group for Organizational Studies. Sub-theme 47: Risk and Organizations: Understanding Reason, Reflexivity and Responsibility in Risk Management, July 2, Athens, Greece.

**COMPETITIVE SESSIONS/CONFERENCES**

- Journal of International Business Studies PDW (2016)  
 Academy of Management, Organizational Communication and Information Systems Division.  
 Doctoral Student Consortium (2016)  
 Academy of Management, International Management Division.  
 Doctoral Student Consortium (2015)  
 European Group for Organizational Studies (EGOS). Investigating the Constitutive Role of  
 Communication for Organization and Organizing (2015)  
 Organizational Challenges to Regulatory Enforcement & Compliance Conference (2012)  
 DSG-NSF Research Conference "Reckoning with the Risk of Catastrophe"  
*Conference sponsored jointly by the German Research Foundation (DFG) and the National Science  
 Foundation (NSF) Washington DC*
- Rapporteur
  - Poster presentation: "Managing Organizational Risk when People and Logics Collide"

**INVITED PRESENTATIONS**

- Grassin-Drake, L. 2016. "Out-of-sync Temporalities in Synchronous Communication: Effects of  
 time zones on knowledge transfer and subsidiary voice." MIT Economic Sociology Working  
 Group, March 30, Cambridge, MA.
- Grassin-Drake, L. 2015. "Time/Space Relativity in a Global World." MIT Economic Sociology  
 Working Group, December 2, Cambridge, MA.
- Grassin-Drake, L. 2014. "Risk Management as Innovation: Introducing disruptive perspectives in  
 risk identification." MIT Economic Sociology Working Group, April 30, Cambridge, MA.
- Grassin-Drake, L. 2013. "Enterprise Risk Management: The accidental profession?" MIT Economic  
 Sociology Working Group, October 2, Cambridge, MA.
- Grassin-Drake, L. 2013. "Internal Risk Committees: Balance and diversity." NeuGroup Corporate  
 ERM Group. May 2, Bentonville, AK.
- Grassin-Drake, L. 2013. " Risk Perception & Judgment: Heuristics and Biases." NeuGroup  
 Corporate ERM Group. May 1, Bentonville, AK.

**TEACHING EXPERIENCE**

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**INSTRUCTOR**

***SOUTHERN MAINE COMMUNITY COLLEGE***, South Portland, ME

Adjunct Professor (2010)

**Organizational Behavior**

**Micro Economics**

**Macro Economics**

*Developed and taught evening courses to adult students.*

***ST. JOSEPH'S COLLEGE***, Standish, ME

Course Developer (2010)

**International Business**

*Developed 8-week online course in international business for undergraduate students*

**CHEVERUS SCHOOL**, Portland, ME

Part-time Teacher (2003-2009)

**Scripture**

*Created syllabus for and taught full-year course for juniors on scripture. The course focused on both content and the fundamentals of formal exegesis, using direct reading of the Bible, other ancient texts in translation, articles on hermeneutics, and varying interpretive works.*

**Introduction to Catholic Theology**

*Developed and taught a basic introduction to Catholic theological sources and principles.*

**FORDHAM UNIVERSITY**, New York City, NY

Lecturer (1993)

**Introduction to Islam**

*Created the syllabus and taught one-semester course for students in the undergraduate program.*

TEACHING ASSISTANT

**MASSACHUSETTS INSTITUTE OF TECHNOLOGY, SLOAN SCHOOL OF MANAGEMENT**, Cambridge, MA

**Leading Sustainable Systems Lab**

MBA program

Professors Wanda Orlikowski, Peter Senge and Sinead O’Flanagan (Fall 2016)

**Global Organizations Lab**

Executive MBA program

Professor Donald Lessard (spring 2017)

**Global Strategy**

Executive MBA program

Professor Donald Lessard (Spring 2013)

Professors Donald Lessard and Jose Santos (Spring 2014),

Professors Donald Lessard and Eleanor Westney (Spring 2015 and 2016)

**Organizational Leadership and Change**

Leaders for Global Organizations program (dual degree MBA and MS in Engineering)

Senior Lecturer Leigh Hafrey (Summer 2014, 2015 and spring/summer 2016)

**Organizations and Environments**

Doctoral program

Professor Ray Reagans (Fall 2012)

Professor Aleksandra Kacperczyk (Fall 2013, 2014, 2015 and 2016)

**Core Values**

Master of Finance Program

Senior Lecturers John Akula and Leigh Hafrey (Fall 2015)

**SERVICE TO THE PROFESSION**

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**Academy of Management Annual Meetings**

Reviewer for International Business Division (2015, 2016)

Chair for paper session "MNC Organization and Structure" (2015)

Doctoral Student Organizing Committee (2011)

**Academy of International Business Studies Annual Meeting**

Reviewer for Track 2: Geographic Scope and Global Innovation (2016)

Reviewer for Track 11: Global Strategy, Alliances and Acquisitions (2016)

## **SERVICE TO THE INSTITUTION**

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Co-ordinated the MIT Economic Sociology Working Group (May 2015-May 2016)  
 Paper discussant for the MIT/Harvard joint Economic Sociology Seminar (October 2013)  
 Swarthmore College Volunteer Admissions Representative (1991-2016)

## **INDUSTRY EXPERIENCE**

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### ***ARTS COUNCIL OF ENGLAND***, London

ACE is an independent charitable body, responsible for the distribution of government grants to arts organizations in England. Funded organizations ranged from small local arts establishments to national institutions such as the Royal Shakespeare Company or South Bank Center in London. Grant budgets approached \$640 million annually.

#### **Independent Consultant to the Arts Council** (2001-2002)

Analyzed and evaluated the financial and organizational health of arts organizations, including identification of business risk.

#### **Director of Financial and Business Services** (2000)

Led a department of 23 with responsibility for financial monitoring, assessment and appraisal of funded organizations.

### ***AXA INVESTMENT MANAGERS***, London

AXA IM is the asset management arm of the French AXA Group -- the world's largest insurance company.

#### **Head of Project Euro** (1998 – 1999)

Invited by the Chairman to lead AXA IM's conversion to the euro across 5 European offices (United Kingdom, France, Germany, Belgium, and the Netherlands). The project encompassed all aspects of the business including: IT systems, operations, investment management, communications, marketing and compliance.

### ***BARCLAYS GLOBAL INVESTORS*** (formerly *BZW Investment Management*), London

BGI is the asset management division of Barclays Bank.

#### **Head, Emerging Markets Department** (1995-1997)

Reporting to Managing Director of BZW Investment Management, supervising a team of 7, investing in Latin America, East Europe, Middle East, Africa and the Indian sub-continent.

- Established an investment process and directed global emerging markets asset allocation.
- Improved systems and administrative support for the department.
- Responsible for external communications including media commentary.
- Core fund outperformed the IFC Investable Index by 3.3 percentage points in calendar 1996.

#### **Manager, The India Fund Inc. (IFN)** (1994-1997)

Manager of \$300 million NYSE-listed fund investing in Indian equities. IFN is one of the largest funds investing in India, and holds a high profile both in the US and in India.

- Travelled regularly to India for one-on-one meetings with government officials and C-Suite executives of public corporations.
- Actively marketed the fund, through press and analyst interviews, meetings with institutional investors, and conference presentations, reducing the discount by 24 percentage points.

***COLLEGE RETIREMENT EQUITIES FUND***, New York

CREF is the equity management arm of TIAA/CREF, the largest pension fund in the United States.

**Portfolio Manager, *Spanish and UK Portfolios*** (1990-1994)

Sole manager of the \$1 billion UK equity portfolio. Previously, sole manager of the \$150 million Spanish equity portfolio.

- Invited by senior management to be a member of the TIAA/CREF working group responsible for reviewing and recommending new product introductions to the executive management committee.
- Outperformed the local MSCIP indices by 2.8 percentage points, annualized.
- Responsible for CREF's first currency hedge. This was taken on the UK portfolio shortly before Britain left the EMU, resulting in savings of over \$100 million.

**Research Analyst** (1984-1989)

Reporting to the Head of CREF research as the analyst responsible for investments in insurance, stores and leisure sectors in the US domestic market.

- Produced detailed 3-5 year projections of earnings and cash flows for key companies, gathering and analyzing information from financial reports, management interviews, broker research, and industry contacts.
- Recommendations led to investments of \$100-300 million dollars which outperformed the benchmarks, annually and cumulatively.

**COMMUNITY SERVICE**

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***ADZIDO PAN-AFRICAN DANCE ENSEMBLE***, London**Board Member** (2001-2002)

One of six-member board for contemporary African dance company with \$1.6 million budget.

***COMMUNITY SELF-BUILD AGENCY***, London**Board Member and Treasurer** (2001-2002)

Treasurer for charity which initiates and/or facilitates self-build projects for the homeless in England.

**INTERNATIONAL**

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Nationalities: United States and France

Languages: English (native) and French (advanced)

## Overseas Experience

Egypt: resident (September - December 1979)

United Kingdom: resident (1994-2003), regular travel for business (1992-1994)

India: regular travel for business (1994-1997)

Spain: regular travel for business (1990-1992)

## REFERENCES

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### **Donald Lessard**

*Epoch Foundation Professor of International  
Management, Emeritus*  
*Professor of Global Economics and Management,  
Emeritus*  
*Professor of Engineering Systems, Emeritus*  
MIT  
dlessard@mit.edu

### **Ezra Zuckerman**

*Deputy Dean, Sloan School of Management*  
*Alvin J. Siteman (1948) Professor of*  
*Entrepreneurship and Strategy*  
*Co-Director Economic Sociology Program*  
MIT  
ewzucker@mit.edu

### **Eleanor Westney**

*Society of Sloan Fellows Professor of International  
Management*  
*Professor of Management, Emerita*  
MIT  
*Visiting Professor of International Business*  
*Aalto School of Business in Helsinki, Finland*  
*Professor Emeritus of Organization Studies,*  
*Schulich School of Business, York University*  
ewestney@mit.edu