

NILS OLAYA FONSTAD

MIT Sloan School of Management
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EDUCATION

Massachusetts Institute of Technology - Sloan School of Management 1996-2002
Ph.D. in Information Technology (Expected)

Secondary Concentration: Organizational Studies

- *Thesis Title:* Understanding the Roles of Technology in Improvising
- *Focus:* Develops a theoretical framework for making sense of improvising as a process of innovation in unpredictable environments; applies that framework to two very different field studies of improvising in the workplace; and examines the roles of technology in improvising in both studies.
- *Thesis Committee:* John Carroll, Wanda J. Orlikowski (Chair), JoAnne Yates,

Massachusetts Institute of Technology - Technology and Policy Program 1994-1996
MS in Technology and Policy

- *Thesis Title:* Understanding Group Dynamics in an Electronic Environment: An Analysis of Two Electronic Discussion Groups
- *Focus:* Examines why the usage of two electronic discussion lists, established for interested parties to explore issues related to evaluation in the field of mental health, evolved so differently.
- *Thesis Advisor:* Wanda J. Orlikowski

Cornell University - Dual Degree Program 1987-1991
BA in Film Studies with distinction from the College of Arts and Sciences
BS in Mechanical Engineering with distinction from the College of Engineering
(fulfilled course requirements for each degree)

PUBLICATIONS AND TEACHING MATERIAL

Orlikowski, Wanda, JoAnne Yates, and Nils Fonstad. (2000). "Sloan 2001: A Virtual Odyssey," Chapter for *Our Virtual World: The Transformation of Work, Play, and Life Via Technology*, edited by Ilze Zigurs and Laku Chidambaram.

Fonstad, Nils. (2000). "PlanetOut," Teaching Case prepared for *Managing in a Virtual World: eLancers, Virtual Teams and Online Communities*, MIT Sloan School of Management.

Fonstad, Nils. (1999). "Report of Findings from the Pilot Study Examining the Role of a Two-Day Seminar on Interest-Based Bargaining in the Negotiation Practices of Participants." Program on Negotiation (PON) at Harvard Law School Working Paper # 99-5.

McKersie, Robert and Nils Fonstad. (1997). "Teaching Negotiation Theory and Skills over the Internet," *Negotiation Journal*, , 13(4), pp.363-368.

CONFERENCE PRESENTATIONS

Fonstad, Nils. (2001). "The Roles of Technology in Improvising," Thesis Proposal accepted at the *21st International Conference on Information Systems (ICIS) Doctoral Consortium*, New Orleans, LA, 14-16 December 2001.

Fonstad, Nils. (2001). "Understanding the Roles of Technology in Improvisation." presented at symposium "The Challenges of Improvisation," sponsored by OB, OMT and BPS divisions at the *Academy of Management*, Washington, D.C., 6 August 2001.

Fonstad, Nils. (2001). "Changes in the Enactment of Genres Associated with Changes in Technology." presented at panel "Genres and Communicative Processes," sponsored by the OCIS division at the *Academy of Management*, Washington, D.C., 7 August 2001.

McKersie, Robert, Leigh Thompson, Joel Cutcher-Gershenfeld, Nils Fonstad and Jeff Loewenstein. (2000) "Innovations in Negotiation Pedagogy Evaluation." presented at the *Henlett Conference 2000: Focus on Negotiation Pedagogy* at Harvard University, 9 March 2000.

TEACHING EXPERIENCE

Teaching Assistant Fall 2001

with Professors Wanda Orlikowski and Peter Senge

Organizations as Enacted Systems: Learning, Knowing, and Change

I assisted with course delivery and coordination of a 3-day workshop. I also maintained the course web site.

Co-Designer and Teaching Assistant Spring 2000

with Professors Wanda Orlikowski and JoAnne Yates

Managing in a Virtual World: eLancers, Virtual Teams, and Online Communities

I co-designed a new MBA course exploring the human dimension of new forms of business enabled by information technologies. This included 1) coordinating student project teams with members from MIT and IESE (Barcelona, Spain) 2) writing a study guide about online communities, and 3) producing a case study on the affinity portal, PlanetOut.

Teaching Assistant Spring 2000

with Professor Rob Robinson

Entrepreneurial Negotiations

I assisted in the delivery and coordination of course on negotiations pertaining to early stage businesses, and maintained course web site.

Teaching Assistant Summers 1997 and 1998, and Fall 1998

with Professors Robert McKersie and Mary Rowe

Negotiation: Theory and Practice

Each year I helped professors redevelop and facilitate the week long executive seminar on negotiating for the MIT Sloan Executive Education Program.

Co-Designer and Teaching Assistant Fall 1996

with Professor Robert McKersie

Web-Seminar on Negotiation: Theory and Practice

This seven-week seminar for Sloan alumni was the first completely web-based seminar at Sloan and was hailed a success by the 30 participants located around the world. I designed the web-space, co-designed the curriculum, and helped conduct the seminar for the Alumni Office.

ADDITIONAL PROFESSIONAL EXPERIENCE (ACADEMIC)

Research Assistant

Summer 1999 - Spring 2000

with Professors Wanda Orlikowski and JoAnne Yates

Exploring the Changes Associated with the New Web-Based Sloan MBA Admissions Process

- Explored the changes that emerged when the Sloan School of Management moved from a primarily paper-based application process to an entirely web-based application process.
- Surveyed members of Sloan's MBA Class of 2001, interviewed students and staff of the Sloan Admissions Office, and content-analyzed over 1150 messages from the online community.
- Reviewer, Academy of Management OCIS Division (2000, 2001)
- Co-Organizer of the development and execution of a new doctoral seminar profiling the organization sciences as represented by regular and visiting Sloan faculty. (Spring 1998).
- Co-Coordinator of the MIT Sloan Organizational Studies Group Weekly Seminar Series. (Academic Year 1997/8).
- Producer of a web-based workbook with Sloan Profs. Robert McKersie and Mary Rowe to help graduating MIT students prepare for the process of job and salary negotiations. (Fall 1995).

ADDITIONAL PROFESSIONAL ACTIVITIES (NON-ACADEMIC)

Junior Consultant

Summer 1995

*United Nations Children's Fund (UNICEF)**New York City, NY*

Produced report for the Director of Planning on how UNICEF, an organization with field offices in over 130 countries, could take advantage of its current organizational restructuring to harness the power of information networks to achieve its goals more efficiently and effectively. Bridged UNICEF's IT Division with several policy development divisions, including the Planning Division and the Management Review Division, facilitating new collaborative work between the groups.

Independent Associate Producer

May 1993 - September 1994

*Storyville Productions**Cambridge, MA*

Directed and edited interviews for a training video helping to shape a changing corporate culture at The Milwaukee Journal. Researched, organized, edited and collaborated in the crafting of historical documentary on ALSAC/St. Judes Children's Research Hospital. (From 1991-1994 I worked in film and video producing in a range of roles)

Co-Founder and Co-Chair

Fall 1997 - present

*Sloan LGBT**Cambridge, MA*

Co-Founded (with Mike Dumbroski) and Co-Chair of Sloan LGBT, a student organization established to foster and promote an open and honest environment for lesbian, gay, bisexual, and transgendered students, partners, faculty and staff in the Sloan community.

HONORS AND AWARDS

Nominated and admitted to the International Conference on Information Systems, Doctoral Consortium, 2001.

Awarded Vision Research Fund Award from The MIT Center for eBusiness, 2001-02.

Awarded Research Fellowship funding from SeeIT Project (NSF), 2001.

Recipient of GE Faculty of the Future Fellowship for Minorities, 1997-2000.

At Cornell University: Dean's List. Recognition for Outstanding Academic Achievement by Engineering Minority Programs Office (Year). Member of Pi Tau Sigma Honors Society (academic). Member of Society of Hispanic Professional Engineers at Cornell. Graduated early.