

TIFFANY DARABI

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EDUCATION

Johns Hopkins University

Baltimore, MD

BA International Relations

2003

RESEARCH INTERESTS

I am fascinated by how people find meaning and purpose through their work and how the experience of meaning is shaped by organizational culture. My professional career in organizational development within the international development industry has connected my concern for increasing prosperity at community, national, and global levels to my fascination with organizational phenomena. I am passionate about researching meaning in organizational contexts, examining how institutions create cultures of meaning and navigate competing identities and how individuals experience meaning through their work and pursue their calling. My professional and research experiences have cultivated my desire explore and understand these theoretical concepts more deeply. I seek to receive training as an organizational theorist and subsequently become a tenure-track professor in a top-tier business school.

RESEARCH EXPERIENCE

Georgetown University, McDonough School of Business

2013 - present

Research Assistant to Professor Brooks Holtom

- Supported a study examining the relationship between social network structure and voluntary turnover. Performed literature review on social networks and organizational turnover; drafted first hypothesis section of manuscript, now published at the *Journal of Applied Psychology*.
- Co-author of a theoretical paper on turnover as a source of organizational disruption within services organizations. Authored first draft of the manuscript. Forthcoming in *Journal of Services Management*.
- Co-author of empirical paper regarding the proximal withdrawal states turnover model, investigating the relationship between actual turnover, turnover intentions, perceived job alternatives, and performance. Conducted literature reviews, identified scales and measures for inclusion in surveys, and drafted front-end of the manuscript. Forthcoming 2017 submission to *Journal of Applied Psychology*.

University of Michigan, Ross School of Business

Summer 2016 - present

Research Assistant (remote hire) to Professor Susan Ashford

- Currently supporting the analysis and organization of qualitative data related to the emotional regulation practices of leaders which enable a learning mindset for publication as a book.

- Synthesized and categorized interview data and conducted reviews of relevant literature and publications on the topics of emotional regulation and learning and reflection and learning.
- Authored 5-page literature review summary on the topic of emotional regulation and learning, addressing emotional regulation within the context of research on emotions, costs and benefits of emotional regulation and strategies for achieving emotional regulation. Paper also included suggestions for future research.

PUBLICATIONS

Holtom, B., & Darabi, T. (2017). The Disruptive Effects of Employee Turnover on Customer Service Outcomes. *Journal of Services Management* (forthcoming).

MANUSCRIPTS IN PREPARATION

Understanding Proximal Withdrawal States Theory through the lens of actual turnover, turnover intentions, performance and job alternatives (expected 2017 submission to the *Journal of Applied Psychology*).

TEACHING

Introduction to Management, Personality and Values in Management class session (2 sections taught), Fall 2016, Georgetown University, McDonough School of Business

COURSEWORK, CONFERENCES, SERVICE AND AWARDS

Recent Coursework

Introduction to Educational Statistics, George Washington University (2016). Grade: A (4.0).

Conference Attendance

- Academy of Management Annual Meeting, 2012-2014, 2016
- Pre-Doctoral Consortium, Southern Management Association (SMA), 2015

Academic Reviewer Service

Non-academic professional reviewer, SMA Annual Meeting, 2015 (2 papers) & 2016 (3 papers).

Awards

SMA 2015 Pre-Doctoral Consortium. Competitive selection; awarded \$500 stipend.

ACADEMIC REFERENCES

Susan Ashford buckele@umich.edu (734) 647-6208
Chair, Management & Organizations, University of Michigan, Ross School of Business

Brooks Holtom brooks.holtom@georgetown.edu (202) 687-3794
Professor of Management, Georgetown University, McDonough School of Business

Sung-Woo Cho swcho@email.gwu.edu (301) 347-5843
Professorial Lecturer, George Washington University, Graduate School of Education and Human Development

PROFESSIONAL EXPERIENCE

Through my professional work over the past thirteen years I have focused on supporting the international development sector, by assessing and addressing barriers to organizational productivity. As a department director and “intraprenuer”, establishing a new corporate function and business unit, and, most recently, as a self-employed organizational development consultant, I have advised executives and functional leaders across key components of organizational effectiveness—systems, culture, people, and structure. I conduct organizational assessments and provide recommendations to enhance business operations based on the organizational context of each client while drawing on industry best practices and relevant academic research. Through these experiences I have observed a variety of fascinating organizational phenomena and explored difficult questions around organizational effectiveness. I have worked domestically and abroad, including in the Middle East and throughout Africa.

PROFESSIONAL POSITIONS

Organizational Development Consultant (self-employed) **Washington, DC**
2014 – Present

Established independent consultancy advising social impact firms in the international development sector on matters of organizational excellence. Clients include Chemonics International, Creative Associates, and Tetra Tech/ARD, among others.

Chemonics International, Inc. **Washington, DC**
Director, Quality Management Unit 2010 - 2014

- Established new department and organizational function, including setting vision, strategy, and team staffing (team of 8), while reporting to CEO and later EVP
- Provided in-house management consulting solutions, spanning business process improvement, organizational design, and other relevant organizational effectiveness topics in support of corporate goals and objectives
- Liaised and presented regularly to executive team
- Developed private sector-inspired approaches tailored to company culture for business process analysis, continual improvement, and other areas.
- Established consistent customer service standards for organization of 500+, protocols for employee training, and mechanisms for capturing employee feedback on business operations.
- Led efforts to expand management system beyond Washington, DC headquarters to encompass 4,600 employees in field office around the globe
- Served as in-house technical expert to support ISO 9001 certification of Chemonics’ \$550 million USAID-funded Kenya Pharma project to optimize their HIV/AIDS pharmaceutical supply chain. This strategic investment later secured the \$9.5 billion Global Health Supply

Chain Procurement and Supply Management (PSM) Project for the company as the largest USAID contract ever awarded.

Lead, Quality Management System Design & Development 2008 - 2010

- Led design, development, and implementation of the first and only management system for Chemonics International, a >\$500 million revenue firm with 500+ employees, specializing in international development consulting with the United States Agency for International Development (USAID) as its primary client
- Obtained ISO 9001 certification for Chemonics, the first full-service international development consulting firm to achieve such status
- Reported directly to CEO; presented progress regularly to executives.
- Analyzed business processes to develop conceptual framework compatible with the corporate culture of a highly mission-driven organization.
- Conducted interactive business process documentation sessions with approximately 150 staff to create consensus on the optimal approach for approximately 150 business processes.
- Conducted focus groups with staff to best understand needs and articulate the value of the management system. Developed change management approach and innovative preparatory trainings to introduce the finalized management system in a compatible manner with company corporate culture.

Lead, Contract Management Capacity Building Initiative 2007 - 2008

- Led initiative and designed implementation approach in the absence of a formally documented scope of work, employing a series of organizational development interventions.
- Conducted comprehensive needs assessment to effectively ascertain capacity building needs of 300+ staff via survey capturing staff self-assessment of each staff member's perception of their own needs juxtaposed with subject-matter-expert assessment of staff knowledge across business units and levels.
- Presented data with accompanying analysis and customized capacity building intervention plans to senior executives for each business unit.
- Installed core resource teams as informal team mechanisms with contractual expertise within each business unit to enhance advisory support. Tracked core resource team usage and email traffic by month to provide a full picture of initiative success at year end.
- Designed outreach and communications campaign, and developed training courses to guide and support capacity building efforts.

Manager, Compliance Department, Contracts Division 2005 - 2006

- Provide analysis and review of contractual documentation and associated advisory services for USAID projects.

Associate, Middle East Region 2003 - 2005

- Project management support to USAID projects in Iraq and the West Bank/Gaza.

PROFESSIONAL PUBLICATIONS

Darabi, T. (2012) Getting a Boost from Quality. *American Society for Quality*.

Darabi, T. (2013) To all Corners of Kenya. *Quality Progress Magazine*; pp.18-25.

PROFESSIONAL PRESENTATIONS

Darabi, T. (2011) Management Systems in an International Development Context, Process Conference and Members Meeting, American Productivity and Quality Center (APQC), Houston, TX.

Darabi, T. (2011) Enterprise Quality at Chemonics, Webinar, APQC Enterprise Quality Study.

PROFESSIONAL AWARDS

Chemonics International Board of Directors Excellence in Leadership Award, 2010. Honors outstanding leadership & exceptional, inspirational work. Awarded to top 1.5% of 4,600 staff.

PROFESSIONAL REFERENCES

Richard Dreiman richard.dreimanva@gmail.com (703) 241-9042
President & CEO (2006-2013), Chemonics International, Inc.

Eric Reading ericreading@gmail.com (202) 955-3300
Executive Vice President (2013-present), Chemonics International, Inc.