

**TIFFANY DARABI**  
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**EDUCATION**

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**Cornell University**

Industrial Labor Relations (ILR) School  
PhD, Organizational Behavior

Ithaca, NY  
2017-2023 (expected)

**Johns Hopkins University**

BA, International Relations

Baltimore, MD  
1999-2003

**PUBLICATIONS**

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Holtom, B.C., Reeves, C., Lei, Z., & **Darabi, T.** “Predicting the Profile of Enthusiastic and Reluctant Stayers and Understanding the Consequences”. *Journal of Managerial Issues*, forthcoming.

Tolbert, P.S. & **Darabi, T.** (2019). “Bases of Conformity and Institutional Theory: Understanding Organizational Decision-Making” in *Research in the Sociology of Organizations: Microfoundations of Institutions*, edited by Patrick Haack, Jost Sieweke, and Lauri Wessel.

Besharov, M. L., Smith, W. K., & **Darabi, T.** (2018). “Combining differentiating and integrating to support social innovation.” Invited book chapter for *Handbook of Inclusive Innovation: The Role of Organizations, Markets, and Communities in Social Innovation*, edited by Gerald George, Ted Baker, Paul Tracey, and Havovi Joshi.

Holtom, B.C. & **Darabi, T.** (2018). “Job Embeddedness Theory as a Tool for Improving Employee Retention” in (eds.) *Psychology of Talent Retention: Contemporary Theory, Research and Practice*.

Subramony, M., Ehrhart, K., Groth, M., Holtom, B. C., van Jaarsveld, D. D., Yagil, D., **Darabi, T.** ... & Grönroos, C. (2017). Accelerating employee-related scholarship in service management: Research streams, propositions, and commentaries. *Journal of Service Management*, 28(5), 837-865.

**RESEARCH IN PROGRESS**

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**Darabi, T.** & Besharov, M.L. “The Emergence of Participatory Democracy in the Early Stages of a Social Purpose Organization” Data analysis & writing.

Tolbert, P.S. & **Darabi, T.** “Bases of Conformity and Institutional Theory: Understanding Organizational Decision-Making” Study design.

Besharov, M. L. & **Darabi, T.** “Leveraging pluralist leaders for organizational effectiveness and social impact.” Working paper. Target: *Stanford Social Innovation Review*.

**Darabi, T. & Occhiuto, N.** Careers in Social Impact Investing & Divestment: Understanding Varying Perceptions of Social Value Creation. Idea development & study design.

## **TEACHING & TEACHING ASSISTANTSHIPS**

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- Introduction to Organizational Behavior, Teaching Assistant, Cornell University, Spring 2020
- Leading Social Innovation, Teaching Assistant, Cornell University, Fall 2019
- Introduction to Organizational Behavior, Head Teaching Assistant, Cornell University, Spring 2019
- Introduction to Management, Personality and Values in Management class session (2 classes taught), Fall 2016, Georgetown University, McDonough School of Business

## **CONFERENCES & PRESENTATIONS**

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### **Academy of Management Conference (AOM)**

- Co-organizer, *Leading Social Innovation*, Panel Symposium, 2018
- Lead author & presenter, *Leveraging Social Impact Investing for Community Development*, Panel Symposium, 2019

### **May Meaning Meeting**

- Presenter, *Leveraging Social Impact Investing for Community Development*, 2019
- Participant, 2020

### **Sustainability, Ethics and Entrepreneurship (SEE) Conference**

- Junior Faculty & Doctoral Conference (JFDC), 2020

## **SERVICE**

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- Committee Member, *ILR Theme Project Grant* (Fall 2017). Responsible for reviewing and providing input on the award of research grant funding for Cornell University's ILR School.
- Working Group Member, *Cornell University Mission & Goals Working Group* (Spring—Fall 2019). University-level working group with faculty and students from across the university responsible for contributing towards university reaccreditation through an examination of the university's mission and goals.
- Founding Member & Departmental Representative, *ILR PhD Graduate Student Association* (Spring 2019—Summer 2020). Responsible founding the initial graduate student association for PhD students at ILR. Planning and executing professional development workshops involving faculty to support student professional development needs.

## **AWARDS & RESEARCH GRANTS**

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- *ILR Theme Grant Award: Inequality & Work*, 2019 recipient
- *The Benjamin Miller Scholarship Award*, Runner-up, 2019
- *American Studies Graduate Research Grant*, 2019 recipient
- Journal of Service Management (JOSM) 2017 Robert Johnston Award—"Highly Commendable Paper"

## **PRIOR PROFESSIONAL EXPERIENCE**

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As an organizational development professional with nearly 15 years of work experience in the international development sector, my work focused on the intersection of achieving organizational improvements through the use of private sector approaches within the context of social-mission driven firms. First as an “intrapreneur” leading a major organizational change, then as a department director establishing a new corporate function and business unit as a result of a successful change effort, and, later, as a self-employed organizational development consultant, I have managed and advised on multiple aspects of institutional change from various functional perspectives. Throughout my work I advised executives and functional leaders across key components of organizational effectiveness—systems, culture, people, and structure—conducting organizational assessments and providing recommendations to enhance business operations as appropriate for the organizational context while drawing on industry best practices and relevant academic research. My professional experiences speak directly to my research interests in institutional theory, its micro-foundations, the blending of commercial and social mission logics, and the social impact of organizations as hybrid organizations or as social actors in the marketplace.

## **SELECTED 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, Tetra Tech/ARD, Dexis, and Pact.

### **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.

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