

S. Aqeel Tirmizi, PhD

Graduate School of Leadership & Change ● Antioch University ● atirmizi@antioch.edu

Dr. Aqeel Tirmizi has over 25 years of international experience in consulting, teaching, research and practice focusing on leadership and management. Aqeel is presently a Professor of Leadership, Management and Service at Antioch University's Graduate School of Leadership and Change. His teaching and advising focus on globally responsible leadership, employee and organizational well-being, social innovation and social sector leadership. Previously, Aqeel worked with the School for International Training (SIT) where he taught advanced graduate courses focusing on leadership and change, organization development, NGO management and social entrepreneurship. His leadership practice included chairing/directing of SIT's graduate programs in management and co-directing the Ford Foundation's IFP Leadership for Social Justice Initiative. Aqeel's current research focuses on responsible leadership, cross-cultural leadership, well-being and social innovation.

Aqeel's consulting and training areas include facilitation, strategic planning, leadership development, management of change and organization development. His consulting assignments have included work with transnational and national organizations across multiple sectors. Examples of these engagements include ChildFund International, Microsoft, Siegel Family Endowment, CARE USA, Eisenhower Fellows Program, Women for Women International, Oxfam America, Canadian International Development Agency, Heifer International, Ford Foundation, BRAC, Swiss Development Cooperation, State Bank of Pakistan, and Aga Khan Rural Support Program. His advisory work for Ford the Foundation International Fellowship Program included assignments with Birmingham University, British Council, The Institute of Social Studies, and Kontakt der Kontinenten.

In 2013, Aqeel was selected in the CSC Leaders program for his contributions to the profession. The program recognizes and brings together leaders from multiple sectors through collaboration between HRH The Duke of Edinburgh (Commonwealth Study Conferences) and Common Purpose – United Kingdom..

Education

Ph.D. in Management

Major: Organizational Behavior and Human Resource Management

Minor: Cross-Cultural Leadership

Dissertation: Validity of a Theory of Leadership across Cultures: A Meta-Analysis.

State University of New York - Binghamton, New York, USA

Masters in International Administration

Concentration: Intercultural Management

School for International Training, Brattleboro, Vermont, USA

Bachelors of Commerce

Major: Business and Accounting

Hailey College, University of the Punjab, Lahore, Pakistan

Academic & Management Experience

Antioch University, Yellow Springs, Ohio USA
Graduate School of Leadership and Change

07/2015 - Present

Institute of Higher Education with Campuses in California, New Hampshire, Ohio & Washington

Full Professor, Graduate School of Leadership and Change

Major responsibilities include teaching and advising in the PhD in Leadership & Change Program. Additional responsibilities include program and institutional service and contributions to the profession. Areas of focus include **social innovation, systems leadership, responsible leadership, and workplace wellbeing.**

Committees and Task forces

- Member, Affiliation Steering Committee
- Member, University Academic Council
- Lead Member, GSLAC Professional Certificate Design and Launch Team
- Member, International and Domestic Field Study Courses Approval Review Committee
- Member, Criterion Team (Mission), Preparations for 2018 HLC Accreditation Review
- Member, Internal Review Board
- Member, Antioch University International Education Task Force
- Member, PhD Curriculum Planning Committee
- Member, Cross-Cultural Team Development Initiative
- Member, Graduate School Values Committee
- Member, Masters of Leadership Practice Design Team

School for International Training, Brattleboro, VT/Washington D.C. USA 08/2002 – 6/2015

Institution of higher education

Associate/Full Professor, Department of Service, Leadership and Management 08/2002 – 7/2015

Responsibilities included teaching, advising, research, administration and service to the institution in a variety of ways. Taught the following courses: Leadership and Change; Leadership & Organizations; Effective Multicultural Teams; Human Resource Management; International Organizational Development; NGO Management, and Social Entrepreneurship. Serve on institutional committees and task forces. Conduct research on issues and topics related to the areas of leadership and management.

Program Director, Master of Global Management, Muscat, Oman 01/2009 – 09/2010

Designed the new program curriculum and launched the pilot program in Muscat, Oman. Provided overall leadership for program management, monitoring and evaluation. Recruited an international faculty team and ensured overall program quality.

Co-Director Leadership for Social Justice Institute, Ford Foundation IFP 07/2005 – 07/2007

Provided conceptual and administrative leadership for the **Leadership for Social Justice Institutes** – an integral leadership capacity building component of the Ford Foundation International Fellowship Program. In collaboration with an international team conceptualized, planned and implemented institutes in multiple global settings. The Institutes focused on leadership development of 1000 participants and from 20 different countries. Selected list of institute partners and locations:

- Kontakt der Kontinenten, Soesterberg, The Netherlands
- CIESAS, Oaxaca, Mexico
- Asia Scholarship Foundation, Thailand
- Institute of Social Studies, The Hague, The Netherlands
- British Council and Birmingham University, Birmingham, United Kingdom

Chair, Master of Science in Management, Department of Service Leadership and Management 01/2003 – 06/2007

- As Chair of the Masters of Science in Management group, responsibilities included strategic planning and management of the MSM degree, coordination with various stakeholders including other degree chairs, close interaction with students and faculty.

Additional responsibilities and service:

- a) Co-Chair – Graduate Faculty Assembly (Aug 2014 to June 2015)
- b) Member – Faculty Contract Renewal Committee (Spring 2013 and Fall 2013)
- c) Member – Capstone Seminar Reform Working Group (Fall 2013)
- d) Member – World Learning Advancing Leadership Fellowship Selection Committee (2013)
- e) Chair – SIT Washington SD DC Competency Committee (2013)
- f) Advisor – SIT Net Impact Student Chapter (2005-2008 and 2010 to 2014)
- g) Member – NEASC Standard 3 Committee (2012)
- h) Presenter – IVLP Program - Pakistan & Afghanistan (2013)
- i) Presenter – Pakistan Youth Program (2013)
- j) Member – SIT Governance By-laws and Structure Committee (2011-2012)
- k) Representative – SIT Graduate Institute, Meeting with the US Embassy, Islamabad, Pakistan
- l) Representative - World Learning, Meeting with potential partners, Islamabad, Pakistan
- m) Member – SIT Graduate Institute Faculty Contract Re-design Task Force (2010/11) Program
- n) Facilitator – SIT SD DC Program, Workshop on Social Entrepreneurship
- o) Member – SIT Graduate Institute Redesign Task Force (2010)
- p) Member – World Learning Strategic Planning Steering Committee (2005)
- q) Coordinator – Engagement with the Muslim Societies and Countries Group (2005)
- r) Member – Dean Selection Committee (2003-04)
- s) Member – Library and Educational Technology Board (2003, 2004)

**European Research Institute on Cooperatives & Social Enterprise
University of Trento, Italy**

07/2009

Visiting Research Fellow; the visit was partially sponsored by EURICSE. The purpose of the visit was to conduct research and hold discussions with EURISCE staff and other visiting scholars.

Lahore University of Management Sciences, Lahore, Pakistan

07/1998 – 07/2002

Assistant Professor/Associate Professor, Graduate School of Business, 07/1998 – 07/2002

Responsibilities included teaching, research, consulting and executive teaching. Taught the following graduate and undergraduate courses: Organizational Behavior (Micro), Organizational Behavior (Macro), Human Resource Management, Organizational Processes & Design.

Project Coordinator MBA Projects, 08/2000 – 08/2001

I was responsible for the overall coordination and supervision of the Final Year MBA students' projects. The project assignments involved intensive consulting to clients by student groups under the supervision of a faculty member. The projects concluded in comprehensive research reports.

Program Director – Executive Programs 09/1999 – 07/2002

Conceptualized and administered numerous training and capacity building programs for the **Rausing Executive Development Center**. Trained over one thousand middle and senior managers from a variety of sectors in the areas of leadership, teamwork, human resource management from South Asia & the Middle East.

Open-Enrollment & Customized Executive Programs

- *The Leadership Development Program*
- *Training of Trainers*
- *Negotiation Skills Program*
- *Building High Performance Teams*

Select Client list

- *Levi Strauss (Hong Kong) Ltd*
- *Aga Khan Rural Support Program*
- *NGO Consortium*
- *ABN-AMRO Bank*

- *Leadership and Teambuilding*
- *Human Resource Management*
- *Performance Management*
- *AgrEvo Pakistan*
- *Aga Khan Cultural Service*
- *Emirates Bank International*

Committee Service:

- Member - Steering Committee - National NGO Capacity Building Program
- Member - Admissions Committee
- Member - Values and Ethics Committee

BRAC Global Partnership - NGO Diploma Program, Dhaka, Bangladesh **04/2000**

Visiting Faculty; Taught an intensive course on NGO Capacity Building to a group of international participants representing different organizations from around the world.

State University of New York, Binghamton, NY, USA **09/1995 – 05/1997**

Adjunct Faculty, School of Management, 05/1996 – 12/1996

Designed and delivered foundation courses in Organizational Behavior in the summer and fall semesters.

Research Assistant, Center for Leadership Studies, 09/1995 – 05/1997

Worked on a variety of leadership research projects; major responsibilities included conducting experiments, data gathering, organization and analysis.

Enterprise & Development Consulting (EDC), Islamabad, Pakistan **09/1989 – 02/1992**

Project Coordinator: Major Consulting Assignments undertaken at EDC:

Canadian International Development Agency (CIDA): Managed CIDA's In-Country Orientation Program Pakistan for two years. Designed, administered, monitored, and evaluated more than 35 seminars and workshops focusing on various topics.

United States Agency for International Development (USAID): Organized and coordinated a 23-day workshop entitled "Agricultural Policy Analysis & Teaching" in collaboration with Abt. Associates, Harvard Institute of International Development (HIID), and Pakistan Agricultural Research Council (PARC).

Swiss Development Cooperation (SDC): Organized, budgeted, and administered seven seminars and workshops dealing with country and project orientation. Assisted SDC with hiring of training and social organization staff.

Research Portfolio

Conference Papers and Presentations

Tirmizi, S. A. (2020). Integrating and Accessing Leadership Wisdom using the Aristotelian Concept of Phronesis. Paper presented at the *ILA Annual Global Conference - San Francisco*.

Tirmizi, S. A. (2020). Hopeful Narratives: Organizational Re-Inventions for Ecological Sustainability. Paper presented at the *ILA Annual Global Conference - San Francisco*

Tirmizi, S. A. (2019). Application of Leadership Theories Across Cultures and Work Contexts: A Four-Nation Study. Paper presented at the *ILA Global Conference - Leadership: Courage Required*, Ottawa, Canada

Tirmizi, S. A. (2019). Globally Responsible Leadership: The Courageous Case of Angela Merkel. Paper presented the *ILA Global Conference - Leadership: Courage Required*, Ottawa, Canada

- Tirmizi, S. A. (2018). Leading Responsibly: Leadership for inclusive education in the Caribbean: Implications for Teacher/Principal. Paper presented the ILA Regional Conference: *Exploring the Dilemmas of Leadership in Latin America*, Lima, Peru.
- Tirmizi, S. A. (2018). Leading Responsibly: Relevance of the Major Leadership Theories in the Caribbean Context. Paper presented the *ILA Regional Conference: Exploring the Dilemmas of Leadership in Latin America*, Lima, Peru.
- Tirmizi, S. A. (2017). Innovations in Small and Medium Size Enterprise Financing and Operations: A Case Story from the Middle East. Invited Presentation at *the Oxford Business Fights Conference*, Oxford. U. K.
- Tirmizi, S. A. & Hellstrom, T. (2014). Leading Happiness - How B Corporations are Paving the Way: Evidence from Three Organizations. Paper presented at the *Annual Social Entrepreneurship Conference, Boston, USA*
- Tirmizi, S. A. (2014). Advancing Leadership for the Social Sector: Responding to Organizational and Sectoral Demands. Workshop delivered at *the Inter.Action Forum*, Washington D.C., USA
- Tirmizi, S. A. (2013). A Survey of Leadership Approaches. Presentation at the *International Leadership Association Conference, Montreal, Canada*
- Tirmizi, S. A. & Bassi, A. (2012). Moving the Field Forward: A Multilevel Perspective on Social Entrepreneurship. Paper presented at the *NYU Annual Social Entrepreneurship Conference, New York, USA*
- Tirmizi, S. A. (2012). Connecting Social Entrepreneurs, Social Enterprise and Social Entrepreneurship: A Review and Synthesis of Major and Emerging Perspectives. Paper presented at the *Annual Academy of Management, Boston, USA*.
- Tirmizi, S. A. (2012). Linking Theory and Research: A Framework for Social Entrepreneurship Education. Paper presented at the *Annual Academy of Management, Boston, USA*.
- Tirmizi, S. & Bassi, A (2011). Moving the Field Forward: Application of Multilevel Approaches to Social Entrepreneurship. Paper presented at the *3rd EMES Annual Conference on Social Enterprises*. Roskilde, Denmark
- Tirmizi, S. (2010). A Framework for Social Entrepreneurship Education. Paper presented at the *Annual Internationalizing Entrepreneurship Education and Training Conference*. Arnhem, The Netherlands
- Tirmizi, S. (2010). Session Chair and Presenter. Leadership for Social Justice. Transforming Society, Transforming Leadership. Panel Presentation at the *SIT Symposium*. SIT Graduate Institute, Brattleboro, VT
- Tirmizi, S. (2009). Social Entrepreneurship: A Synthesis. Paper presented at the *2nd EMES Annual Conference on Social Enterprises*. Trento, Italy.
- Tirmizi, S.A. (2008). A Framework for Multicultural Teams Development. A presentation at the *Society for Intercultural Education Training and Research (SIETAR) Global Congress*, Granada, Spain
- Tirmizi, S. A. (Co-author on an international team) (2007). How Culture Impacts Impression Management Strategies at Work: Empirical Evidence from Israel, India and Pakistan. Paper presented at the *Annual Academy of Management Conference*, Philadelphia, USA.
- Halverson, C & Tirmizi, S. (2008). Multicultural/International Team Development: Personal Investing for Professional Innovation. Presentation at the *Annual OBTC Conference*.
- Tirmizi, S. A. (2007). Leadership for Sustainable Development: Shoaib Shultan Khan. Paper Presented at the *Annual International Leadership Association Conference*, British Colombia, Canada.
- Tirmizi, S. A. (2007). Building Bridges: Leadership Prototypes in Muslim Societies. Paper Presented the *Annual International Leadership Association Conference*, British Colombia, Canada.

- Tirmizi, S. A. (2005). Leadership for Social Justice: A Conceptualization and Model. Paper presented at the *Annual International Leadership Association Conference*, Amsterdam, The Netherlands.
- Tirmizi, S. A. (2005). Mission Driven Organizations: A Conceptualization. Paper presented at the *Annual European Academy Management Conference*, Munich, Germany.
- Tirmizi, S. A. (2002). Cross-Cultural Study of Leadership Prototypes: Evidence from a Developing Country. Paper Presented at the *Annual Academy of Management Conference*, Denver, USA.
- Tirmizi, S. A., Spangler, D., Yammarino, F., Aga, S. (2002). Power Distance and Leadership: A Meta-Analysis. Proceedings *3rd Asia Academy of Management Conference*, Bangkok, Thailand.
- Tirmizi, S. A. – Co-author (2001). An Alternative Model of Transformational Leadership. Proceedings: *British Academy of Management Annual Conference*, Cardiff, U.K.
- Tirmizi, S. A. (2001) Role of Human Resource Management: A South Asian Perspective. Proceedings: *International Conference on Comparative Human Resource Management*, Barcelona, Spain.
- Tirmizi, S. A. & Imtiaz, F. (2001). Core Functions of Human Resource Management: Evidence from South Asia. Proceedings: *International Conference on Comparative Human Resource Management*, Barcelona, Spain.
- Tirmizi, S. A., Imtiaz, F., Smith, P. et al. (2000). Culture & Decision-Making: A Five Nation Study. Proceedings: *The 2nd Asia Academy of Management of Conference*, Singapore.
- Tirmizi, S. A. (2000). Application of Experiential Learning in Education for Sustainable Regional Development. Paper presented at the *International Symposium on Higher Education for Sustainable Regional Development*, Graz, Austria.
- Tirmizi, S. A., & Spangler, D. (1999). Validity of a theory of leadership across cultures: A meta-analysis. Paper presented at *Annual Meeting of Academy of Management*, Chicago, IL.
- Tirmizi, S. A. (1998). Human Resource Management & Total Quality Management: Role of Experiential Training in the Implementation of TQM. Paper presented at *Employers Federation of Pakistan and ILO National Conference on Human Resource Management*, Lahore, Pakistan.
- Berson, Y., Jung, D., Tirmizi, S. A. (1997). A framework for a measure of the full range of leadership: Applying the principles of triangulation and levels of analysis. Best paper Proceedings, *Academy of Management Annual Meeting*, Boston, MA.
- Sosik, J., Kahai, S., Avolio, B., Jung, D., & Tirmizi, S. A. (1996). Leadership and group creativity: Influencing GDSS process outcome. Paper presented at the *11th Society of Industrial & Organizational Psychology Conference*, San Diego, CA.

Book Chapters and Editorial Work

- Tirmizi, S. A. (2018). A Framework for Responsible Leadership Practice. In, Jamison, D., Church, A. & Vogelsang, J. (Eds.) *Enacting Values Based Change*. Palgrave Publications.
- Tirmizi, S. A. & Vogelsang, J. (Eds.) (2017). *Leading & Managing in the Social Sector*. The Netherlands: Springer Publications
- Tirmizi, S. A. (2017). Leading Innovation in the Social Sector. In Tirmizi, S. A. & Vogelsang, J. (Eds.) (Forthcoming). *Leading & Managing in the Social Sector*. The Netherlands: Springer Publications
- Tirmizi, S. A. (Ed.) (2009). SIETAR Global Congress Proceedings. *The Society for Intercultural Education Training and Research*. <http://www.sietarglobal2008.org/home/>
- Halverson, C. & Tirmizi, S. A. (Eds.) (2008). *Multicultural teams: Theory and practice*. The Netherlands: Springer Publications.

Tirmizi, S. A. (2008). "Towards understanding multicultural teams" in Halverson and Tirmizi (Eds.) *Multicultural teams: Theory and practice*. The Netherlands: Springer Publications.

Tirmizi, S. A. (2008). "The impact of culture on multicultural teams" in Halverson and Tirmizi (Eds.) *Multicultural Teams: Theory and Practice*. The Netherlands: Springer Publications.

Tirmizi, S. A. (2008). Multicultural teams: Some present and future considerations in Halverson and Tirmizi (Eds.) *Multicultural teams: Theory and practice*. The Netherlands: Springer Publications.

Tirmizi, S. A. & Hussain, N. (2006). Dastkaari at Kashf Foundation (A). *Managing NGOs in Developing Countries*. Karachi: Oxford University Press.

Tirmizi, S. A. & Hussain, N. (2006). Dastkaari at Kashf Foundation (B). *Managing NGOs in Developing Countries*. Karachi: Oxford University Press.

Tirmizi, S. A. & Rehman, M. (2005). Human Resources Management at Kashf Foundation. *Managing NGOs in Developing Countries*. Karachi: Oxford University Press.

Journal Articles

Tirmizi, S. A., & Tirmizi, S. N. (2020). Is Servant Leadership Universally Relevant? A Study Across Cultures and Sectors. *International Leadership Journal*, 12(3), 38–63.

Tirmizi, S. A. (Lead Author) (2019). Leading Responsibly: Relevance of the Major Leadership Theories in the Caribbean Context. *Journal of Leadership, Accountability and Ethics*. 16 (4), 111-124

Tirmizi, S. A. (Lead Author) (In Progress). Relevance of Key Leadership Theories across Cultures & Sectors: Findings from Four Countries. To be submitted to the *Journal of Leadership Studies*.

Tirmizi, S. A. (co-author on a global team with Smith et al.) (2011). National culture as a moderator of the relationship between managers' use of guidance sources and how well work events are handled. *Journal of Cross-cultural Psychology*.

Tirmizi, S. A. (co-author on an international team with Khilji et al.) (2010). Crossvergence of Values: An analysis of the use of Impression Management Strategies in India, Israel and Pakistan. *International Business Review*.

Tirmizi, S. A. (co-author on a global team with Smith et al) (2005). Demographic Effects on the use of Vertical Sources of Guidance by Managers in widely Differing Cultural Contexts. *International Journal of Cross-Cultural Management* 5 (1), 5-26.

Tirmizi, S. A. (2002). The 6-L framework: A Model for Leadership Research and Development. *Leadership and Organizational Development Journal*.

Tirmizi, S. A. (co-author) (2002). Cultural Values, Sources of Guidance and their Relevance to Managerial Behavior: a 47-nation study. *Journal of Cross-cultural Psychology*.

Tirmizi, S. A. & Imtiaz, F. (2001). Management appraisal at Attock Refinery Limited (A). *Asian Case Research Journal* 5 (1), 27-48.

Tirmizi, S. A. & Imtiaz, F. (2001). Management appraisal at Attock Refinery Limited (B). *Asian Case Research Journal* 5 (1), 27-48.

Other Publications

Tirmizi, S. A. (co-author) (2007). Assessing Intercultural Competence in International Service. *Federation of the Experiment in International Living, Brattleboro, Vermont*

Tirmizi, S. A. (2005). Aga Khan Rural Support Programs and Shoaib Sultan Khan. Vermont: *Global Partnership - School for International Training*.

Tirmizi, S. A. (2004). Managing Organizational Growth: Rural Support Programs. Vermont: *Global Partnership - School for International Training*.

Tirmizi, S. A. (2003). Netsol: Building effective team. *Labore: Lahore University of Management Sciences*.

Reviewer Work

- International Humanistic Management Journal
- International Journal of Public Administration
- Academy of Management
- European Academy of Management
- International Leadership Association

Selected list of consulting reports and deliverables:

- ❑ *Social Enterprise Leadership and Management Modules*, Vital Voices, 2017
- ❑ *Social Innovation Training Modules*, World Learning, 2014
- ❑ *Policy Advocacy Impact Assessment Systems and Practices*, CARE USA, 2008
- ❑ *Achieving the Programmatic Organization, Programmatic Approach Workshop Report*, Istanbul, Turkey (CARE USA), 2008
- ❑ *Evaluation of Pakistan and Afghanistan Programs*, Heifer International, Little Rock, Arkansas, 2004
- ❑ *Assessing Intercultural Competence in International Service*, Federation of the Experiment in International Living, USA, 2006
- ❑ *Human Resource Management Study*, Central Board of Revenue, 2001
- ❑ *Proceedings Report, UNDP-World Bank Water & Sanitation Program Planning Retreat*, Islamabad, Pakistan. The World Bank, 1999

Consulting, Advising & Training Experience

Microsoft, San Francisco, USA

1/2020 - 03/2020

Consultant & Facilitator

- Planned, designed and delivered a workshop for selected Microsoft middle and senior managers on the role of resilience in leadership and managerial work. The goal of the workshop was to help participants increase their awareness of personal resilience and ways to strengthen it.

Siegel Family Endowment, New York, USA

12/2018 - 06/2019

Consultant

- Contributed to the development of an organizational performance monitoring and evaluation system. The system's purpose was to help the Endowment to systematically measure its progress in terms of its engagement with grantee organizations around organizational priorities.

Vital Voices Global Partnership, Washington D.C., USA

10/2017 - 01/2018

Consultant & Trainer

- Developed a training program focused on leading and managing social enterprises for a global network of fifty Vital Voices fellows. Training topics included the anatomy of social ventures and theory of change; social venture models and impact investing; financial sustainability planning and resource generation strategies; managing partnerships and collaborations; scaling and growth; and learning, adaptability, and innovation.

ChildFund International, Richmond VA, USA

06/2016 - 07/2016

Consultant & Facilitator

- Planned, designed and implemented a global workshop to discuss ChildFund's sponsorship work. The workshop brought together about forty senior leaders across the major business units and field offices. The major goal of the workshop was to discuss and creatively explore ways to strengthen all aspects of ChildFund's sponsorship approach.

Pact, Washington, DC, USA

03/2016

Judge Global Social Innovation Competition

- Was invited to serve on a judging panel to help Pact with its first global competition aimed at promoting innovative practices in feedback generation and use throughout its work in over 22 countries. I worked with a team of four other internal judges and two administrators to review 15 international submissions and select the innovation competition winner.

ChildFund International, Richmond VA, USA

04/2014 - 06/2014 & 09/2015

Consultant & Facilitator / Advisor

- Planned and designed an intervention to determine the efficacy and direction of the **organizational niching process** that was currently in place to guide ChildFund's work for children between the 0 to 5 age group. The assignment included stakeholder survey and analysis, interviews with senior management and the planning and facilitation of a four-day event to re-visit and direct the niching agenda. Advised on partnership considerations and approaches in relation to ChildFund's work with its partners.

ChildFund International, Richmond VA, USA

05/2013 - 06/2013

Consultant & Facilitator

- Planned, designed and implemented a week-long series of events and meetings focusing on the implementation of organizational and programmatic **Theories of Change**. Facilitated the events which included senior staff representing country, regional and headquarters positions. The work included an extensive workshop with about 60 participants and a senior management team meeting.

World Learning, Washington DC, USA

01/2013 – 09/2013

Advisor

- Provided advice and support throughout the planning and implementation of the initial offering of the **Advancing Leadership Fellowship (ALF) Training**. This included feedback and recommendations on curriculum design and online delivery of the ALF training to the first ALF cohort.

World Learning, Washington DC, USA

06/09 2013 & 06/08 2014

Lead Faculty, Advancing Leaders Fellowship

- Designed and delivered three-month long training modules focusing on Social Innovation and Leadership for World Learning's Advancing Leaders Fellows in different parts of the world. The training used experiential approaches and was delivered online.

World Learning, Washington DC, USA

07/2013 – 08/2013

Facilitator, Middle East and North Africa (MENA) Young Leaders Workshop

- Designed and delivered mini-workshops on social entrepreneurship and leadership for young leaders from the MENA region. The leaders were alumni of the WL youth leadership development programs. Provided advice on the overall program content, implementation and delivery.

Oxfam America, Boston, USA

04/2012

Consultant & Facilitator: Regional Leadership Planning

- Planned and facilitated a two-day intensive retreat for the regional leadership representing six different global regions of Oxfam America. One of the major objectives was to examine the status of the **Single Management Structure** implementation under the Oxfam International umbrella and plan the next steps to strengthen this work.

Women for Women International, Washington DC, USA

11/2011-12/2011

Consultant & Presenter, Hilton Laureate Consortium Workshop

- Designed and delivered a module on **Organizational Learning and Knowledge Management** for four member organizations of the Hilton Laureate Consortium. Member organizations are recipient of the Hilton Foundation Humanitarian Prize. Senior staff of Women for Women International, Heifer International, International Rescue Committee, and Partners in Health participated in this event.

CARE USA, Atlanta, GA, USA

2008 – 2010

Consultant & Lead Facilitator, Program Quality and Impact Division (PQI), 11/2010

- Designed and facilitated components of a day long summit style program aimed at enhancing CARE's cross-unit work to strengthen its Program Approach implementation.

Consultant & Lead Facilitator, Health and Nutrition Unit, 04/2009

- Responsible for co-designing and delivery of a four-day workshop to facilitate the development of a strategic framework for the nutrition group.

Consultant & Lead Facilitator, Program Quality and Impact Division (PQI), 09/2008

- Designed and delivered a two-day retreat to strengthen team development among various groups within the PQI unit

Lead Facilitator, Programmatic Approach Workshop, Istanbul, Turkey, 03/2008 – 04/2008

- Responsible for overall process facilitation of the seven day event which brought together over 50 senior staff members for consultation, decision making and planning related to the organizational programmatic shift.

Consultant, Policy Advocacy Study of Information and Impact Assessment Systems, USA, 01/2008 – 02/2008

- Examined the practices and approaches related to impact assessment used by global social sector organizations and produced a report to documenting these approaches and emerging trends.

Ford Foundation International Fellowship Program

07/2003 – 07/2007

Facilitator/Lead Facilitator Leadership for Social Justice Institutes

Planned and facilitated a series of week-long intensive institutes in multiple global settings. The Institutes focused on leadership development of 1000 participants and from 20 developing different countries. Selected list of institute partners and locations:

- Kontakt der Kontinenten, Soesterberg, The Netherlands
- CIESAS, Oaxaca, Mexico
- Asia Scholarship Foundation, Thailand
- Institute of Social Studies, The Hague, The Netherlands
- British Council and Birmingham University, Birmingham, United Kingdom

Federation of the Experiment in International Living, Brattleboro, VT, USA

08/2005 – 06/2006

Advisor, Provided regular advice on research design, analytical and statistical matters on a project aimed at assessing Intercultural Competence in International Service.

Eisenhower Fellows Program, Philadelphia, PA, USA

10/2005 – 11/2005

Consultant and Facilitator, Designed and facilitated a seminar on **Leadership Development and Challenges** for about twenty professionals from the Middle Eastern Region including Jordan, Egypt, Saudi Arabia and Palestine.

- Heifer Project International, Little Rock, AR, USA** 06/2004 – 08/2004
Consultant; Co-designed and implemented the evaluation of Heifer's projects in Pakistan and Afghanistan. Prepared and co-authored an extensive report.
- LUMS-McGill Social Enterprise Development Program, Lahore, Pakistan** 04/2002 – 06/2002
Director, Training of Trainers Program; Designed, directed and delivered a workshop on Training of Trainers for 40 participants representing the national NGO Sector.
- State Bank of Pakistan, Islamabad, Pakistan** 07/2002
Consultant & Facilitator; Designed and facilitated a program on Capacity Building for the Training Division of the State Bank.
- Central Board of Revenue, Islamabad, Pakistan** 08/2000 – 01/2001
Consultant; Participated in a comprehensive study focusing on analyzing human resource management practices of the tax administration. The study made a series of recommendations to improve HRM practices.
- Metropolitan Corporation Lahore, Lahore, Pakistan** 02/1999 – 06/2000
Institutional & Training Consultant; The purpose of the study was to offer recommendations to improve organizational structure of MCL to effectively carry out its road maintenance function.
- Leadership for Environment & Development (LEAD), Islamabad, Pakistan** 12/1999 – 04/2002
Consultant & Faculty; Designed & delivered modules on leadership for sustainable development for LEAD-Pakistan. The modules focused on enhancing leadership competencies of LEAD Fellows representing multiple sectors.
- Attock Refinery Limited, Pakistan** 10/2000 – 01/2001
Consultant & Facilitator; Conducted a comprehensive exercise to help ARL develop and articulate its vision and mission statement.
- The World Bank, Islamabad, Pakistan** 03/1999 –
 04/1999
Consultant & Facilitator; Facilitated the Pakistan Country Team's annual retreat for the UNDP-World Bank Water & Sanitation Program. Prepared a report on proceedings of the four-day program.
- Leadership Assessment Center, School of Management, Binghamton, NY, USA** 06/1997 – 08/1997
Consultant; Prepared a report to improve SOM's present MBA assessment program. The project included data collection from multiple sources such as other business schools, alumni, and consulting firms and potential employers.
- University of Rhode Island, Kingston, RI, USA** 03/1995
Researcher; Assisted in data collection for a marketing survey on business needs of new communication technologies. Interviewed thirty small and medium size businesses in Binghamton, Rochester and Buffalo, NY.

Professional Memberships

- Member, International Humanistic Management Association
- Member, International Leadership Association
- Member, Leadership Learning Community

Certifications

Certificate in Human Systems Development, AED/USAID
Foundations Training of Trainers, AED/USAID
Needs Assessment & Training Design, AED/USAID
Training of Trainers, CIDA
Certificate in Cross-cultural Communication and Facilitation, CIDA
Community Development, Canada World Youth

Other Skills

Languages: Fluent in English, Urdu, and Punjabi
Computers: Proficient in Microsoft Office and knowledgeable in SPSS