

Mohammed Raei, **PhD, ACC**
 Phone: 962-780763435
 Amman-Jordan
 e-mail: mraei1974@gmail.com
 ORCID: 0000-0001-6022-4418

PROFESSIONAL EXPERIENCE

- Facilitator, Consultant, and Coach 10/2011-present
 - Executive and life coaching for a variety of clients.
 - Customer service training (online) with a focus on having a growth mindset and using deliberate practice for improvement (Not-for-profit-Jordan).
 - Consulted on the design and implementation of a custom **360° feedback system** (Not-for-profit-Jordan).
 - Facilitated staff planning retreat (Not-for-profit-Jordan).
 - Created **strategic plan** in collaboration with client team (generic pharmaceuticals company-Jordan).
 - Audited **strategic planning** process against best practice (generic pharmaceuticals company-Jordan).
 - **Facilitated** a planning retreat for Plant Amnesty (Seattle, WA).
 - Co-design and co-facilitated a retreat for University of Washington Department of Global Health.
 - Consulted on **program evaluation** with Northwest Harvest (Seattle, WA).
 - Facilitated a **strategic planning** retreat for a not-for-profit organization (Seattle, WA)
 - Led planning to plan team meetings.
 - Engaged stakeholders and board members.
 - Administered the diagnosing organizational culture instrument.
 - Co-facilitated the creation of a volunteer engagement plan for Neighborhood House (Seattle, WA).
 - Designed and co-facilitated a **strategic planning** meeting for Sustainable Seattle.
 - Co-facilitated meetings for the design team for the “We the people festival.”

- Designed and co-facilitated a team-building event for physician assistants at Group Health (Medical/Insurance).
- Co-designed and co-facilitated a **deep team building** for members of the student government at UW Bothell with 65+ participants.
- Co-designed and co-facilitated two half-day meetings for El-Centro De La Raza that helped the organization capture and document its history, and create an action plan for its communication.
- Co-facilitated the creation of a volunteer engagement plan for St. Vincent De Paul (WA, USA).
- Co-facilitator a session for the IOM statewide nursing conference (Washington State, USA).
- Co-designed a workshop about rain gardens for the Georgetown community council.
- Compassionate Action Month Planning committee member.
 - Facilitated and co-designed a planning session with 32 participants.
 - Co-facilitated and co-designed the Compassionate Action month event with 45 participants using **Open Space Technology**. The event resulted in multiple collaborative initiatives that included a network mapping of compassionate work in the Seattle area.
- Graduate assistant for outcomes-Center for Creative Change-Antioch University Seattle 10/2010-6/2011
 - Conducted **exit interviews** and surveys, analyzed results and co-wrote reports.
- Co-designed a new process for outcomes that reduces the number of steps for measurement by 33%.
- **Co-founder/Partner**

White Spectrum Trading, Amman, Jordan 2004-2009

 - Agent/Distributor for Donaldson-Ultrafilter.
 - Achieved 70% market share for compressed air filters in pharma industry, and 80% market share in competitor replacements elements. Over 95% retention rate after three years.
 - Sold various process components to the largest pharmaceutical purified water projects in Jordanian history.
 - Consulted in the areas of purified air and water GMP.
 - Consulted in the area of energy saving for compressed air and HVAC systems. Clients observed immediate returns on their investments.
 - Double-digit annual sales growth for five consecutive years.

- Products sold include SS valves and fittings for the pharma industry. SS centrifugal and lobe pumps. Barrel pumps. Particle counters, differential pressure sensors, compressed air filters, dryers, HVAC filters, and industrial water chillers.
- Industries served include hospital, water, beverage, dairy, poultry, pharmaceutical, and tobacco.
- White Spectrum had many industry firsts (at the local level).
 - First company to sell third-party inks for industrial ink-jet machines.
 - First company to sell and succeeded in the industrial filter elements field.
 - First company to sell Natamycin (natural preservative).

➤ Partner/Technical Manager

Raei Dairy

1997-2003

- Management representative for ISO 9000:1994 quality management system.
 - Lead the firm's nine months project for certification.
 - Primary point of contact during external audits.
 - Audited all quality management system procedures, post certification, to insure compliance.
- Oversaw various technical matters in the company.
- Redesigned several processes that contributed to more consistent product quality and an increase in profit.
- Redesigned organizational structure that resulted in a **10% increase** in responsiveness.
- **Developed Strategic** analysis using Hoshin planning with external consultant.
- Planned and executed the move of the factory to a new location in under ten days.
- **Designed** and supervised the installation of a wastewater treatment facility.
- Selection and purchasing of machinery including tanks, pumps, homogenizers, compressors, chillers, etc.
- Increased machinery availability and reduced downtime by **9%** through the use of redundancy, and preventive maintenance programs.
- While at Raei Dairy, the company had many industry firsts (at the local level:)
 - First company to produce probiotic yogurt.
 - First company to use Natamycin (antifungal preservative).
 - First company to use protective cultures.
 - First company to use LP milk preservation system

EDUCATION

- **Ph.D.** in Leadership and Change-Antioch University 10/2018
 - Dissertation was a mixed methods study titled “Development and validation of the adaptive leadership with authority scale.”
 - Focus areas:
 - **Adaptive Leadership**
 - **Complexity Leadership**
 - **Leading for Creativity and Innovation**
 - Strategic planning
 - **Mixed methods research**
 - Adult constructive development
- M. Sc in Management and Leadership-Antioch University-Seattle, WA (2011).
Coursework in organization development, facilitation, multi-stakeholder collaboration, intervention design, innovation and creativity, and practitioner development.
 - Graduate Certificate in Business Leadership and Change Management-Antioch University Seattle (2011).
 - Graduate Certificate in Integrated Skills for Sustainable Change-Antioch University Seattle (2010).
 - **Focus on sustainability and the triple bottom line.**
- B.S Industrial Engineering- Northeastern University-Boston, MA (1996).
Electives included graduate coursework in reliability, forecasting, and project management.

Publications

- Edited volumes
 - Raei, M., & Rasmussen, H. T. (Eds.). (2021). *Adaptive leadership in a global economy: Perspectives for application and scholarship*. Routledge.
- Books
 - Raei, M. (2021). *Spirituality, meditation, and Kundalini: Almost everything you wanted to know but were afraid to ask*.
- Book chapters

- Raei, M. (2021). Adaptive leadership in the Chinese context: Can adaptive leadership be applied in China? In M. Raei & H. T. Rasmussen (Eds.), *Adaptive leadership in a global economy: Perspectives for application and scholarship* (pp. 183-198). Routledge.
- Raei, M., & LeMaster, C. (2021). Adaptive and complexity leadership: Stronger together. In M. Raei & H. T. Rasmussen (Eds.), *Adaptive leadership in a global economy: Perspectives for application and scholarship* (pp. 11-28). Routledge.
- Rasmussen, H. T., & Raei, M. (2020). I'll only follow if I trust you: Using adult development to accelerate trust. In J. Reams (Ed.), *Maturing leadership: How adult development impacts leadership* (pp. 103-128). Emerald Group Publishing.
- Rasmussen, H. T., & Raei, M. (2021). Introduction. In M. Raei & H. T. Rasmussen (Eds.), *Adaptive leadership in a global economy: Perspectives for application and scholarship* (pp. 1-7). Routledge.

Conference panels & presentations/Public workshops

- The Interfaith Center, Oxford Ohio. Presentation titled: “Kundalini, Spirituality, and Meditation.” (02/2023)
- International Leadership Association Conference panel: “Leading Adaptively Across Cultures: A Panel of Perspectives.” (10/2022)
- International Coaching Federation-Jordan chapter presentation: “Coaching and adult development using the spiral-dynamics integral framework/AQAL altitudes” (2022).
- Panel on accelerating leadership development using adult development at the International Leadership Association Conference (2020).
- Presentation titled Development and Validation of the Adaptive Leadership with Authority Scale- International Leadership Association Conference (2019).
- Workshop titled “Adaptive leadership for leading change” for the Pacific Northwest Organization Development Network (2019).
- Facilitated six Immunity to Change workshop for coaches, organizational development consultants, and leadership development professionals (2014-2018).
- Panel on future research trajectories in adaptive leadership at the Adaptive Leadership Network Conference (2017).

- Workshop titled “Can adaptive leadership be used in China, and similar cultures?” at the Humanistic Management Conference-Seattle (2017).
- Workshop(co-facilitated) titled “The Trust advantage” for UW Professional & Organizational Development department (2013).

Conference Reviewer/Judge

- Case study competition judge for the International Leadership Association Conference (2020).
- Reviewer for the International Leadership Association Conference (2019) proposals.

Keynotes

- Puget Sound Project Management Institute 11/2018

Interviews

- Phronesis podcast (Official podcast of the International Leadership Association) 01/04/2022
- Getting Smart podcast 03/25/2022

Book Proposal Evaluation

- Evaluated a book proposal for Routledge 04/2022

Committee /Board/Council membership

- Pacific Northwest Organizational Developmental (PNODN) board member 2011-2014
- PNODN executive committee member 06/13-06/14
- Pacific Northwest Organizational Developmental program director.
 - **Created** new Professional Development programs as a new source for funding.
 - **Increased** regular attendance and income by **15%**.
- Antioch University-Seattle alumni advisory council 12/12-06/15
- Antioch University academic council 04/11-03/14
- Antioch University academic council 09/10-06/11
- Various committees in Jordanian Institute for Standards and Metallurgy.
 - Achieved several breakthroughs for the benefit of the food and dairy industries.
- Institute of Industrial Engineers (IIE) student chapter **president** at NEU 2000-12/04
- Institute of Industrial Engineers (IIE) student chapter **president** at NEU 09/95-04/96

CERTIFICATIONS

- International Coaching Federation ACC 02/2023

TRAINING COURSES ATTENDED:

- Knowledge Based Coaching training for ICF coach certification.
- How to Effectively Support Someone in Spiritual Emergency-IMHU (online).
- Developing the Code of Ethics, Train the Trainer, House of Ethics (Jordan).
- Conducting and Analyzing the Subject-Object Interview-Minds at Work.
- Immunity to Change facilitator training-The Center for Leading Change.
- Intervening in Toxic Workplaces.
- Organizational Trauma and Healing.
- Tough Stuff® T-Group training in Emotional Intelligence and Group Dynamics- Crosby and associates.
- Organizational Design and Development-Linkage Consulting.
- Introduction to Organizational Development-Linkage Consulting.
- Certificate in Executive Leadership-eCornell.
- Introduction to Data Science-Microsoft.
- Introduction to Web Analytics-UBC.
- ISO 9000:1994 Quality Management System Internal Auditing-SGS.
- ISO 9000: 1994 Quality Management System Internal Auditing- Amra Consulting/Jedo.
- Donaldson-Ultrafilter Sales Training level 2-Donaldson.
- Applications of Biotechnology-University of Jordan.
- HACCP Principals and Practical Applications.
- Healthy Indoor Air Quality by Design-AIA.
- Day Lighting and the Engineer-Energy Center of Wisconsin.
- Donaldson-Ultrafilter Sales and Training Conference-Donaldson.
- VideoJet Printer Training- Simaco (Germany).
- Domino Inkjet Printer Training- MNJET.
- The Use of Bacterial Cultures in the Production of Cheese and Dairy Products.
- Willett Technical Training- Ink Jet Ink.
- Hamba 2400 cup filer troubleshooting-Schuy GmbH.

- Financial Analysis-Team consulting/Jordan.

LANGUAGES:

- Arabic: Native speaker
- English: Fluent

TECHNICAL SUMMARY:

Advanced computer skills including MS Office, Open Office, MS Project, Artezio, SPSS, AMOS, SurveyMonkey.