

## Ibrat Djabbarov, PhD

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### Research interests

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- *Strategic, systems, and status change*: change initiated from the periphery, the role of contestation and conflict, overcoming adversity and powerful actors, change in contexts of novelty and ambiguity, legitimating novel ideas and innovations, and grand challenges.
- *Theoretical lenses and methods*: institutional theory (theorization, legitimation, frames, agency), paradox theory, sensemaking, qualitative (typically single cases), process ontology, and theory building.

### Education

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PhD Management, Cranfield University, 2023  
MBA Henley Business School, Reading University, 2017  
MSc Global Health Science, Oxford University, 2010 (Johnson & Johnson Scholar)  
MD General Practice (with Pediatrics major), Tashkent Pediatric Medical Institute, 2007

### Academic appointments

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- Adjunct, Cranfield Executive Development, 2019 – present
- Adjunct, Henley Business School, 2019 – present
- Visiting researcher, Centre for Sustainability and Social Innovation, IAE Business School (Argentina), 2023

### Research publications

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#### *Published manuscript*

- Kutsch, E., **Djabbarov, I.**, & Hall, M. (2021) [How Managers Frame and Make Sense of Unexpected Events in Project Implementation](#). *International Journal of Project Management* 39(5): 570-580 (AJG 2)

#### *Publications in review*

- Kutsch, E., **Djabbarov, I.**, & Siala, H. Categorizing and Responding to Errors. *Risk Analysis* (AJG 4), 2<sup>nd</sup> R&R
- Gross, J., **Djabbarov, I.**, Blomsma, F., & Busch, T. Transforming Finance for Sustainability: An institutional frames perspective. *Organization & Environment*. (AJG 3), 1<sup>st</sup> R&R
- Kutsch, E., **Djabbarov, I.**, Siala, H., & Torres, F., Business or School? Paradoxical frames of educators and learners. *Academy of Management Learning and Education* (under review, submitted in December 2023)

#### *Publications in development*

- **Djabbarov, I.**, Pavlov, A., Suddaby, R., & Denyer, D. *All Change: how institutional entrepreneurs theorize change* (target: Academy of Management Journal, submission in early 2024)
- Tuckerman, H. and **Djabbarov, I.** *Paradoxical Tensions and Sense of Agency*. (target: JMS, submission in 2024)

### PhD Dissertation

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My dissertation titled '*All Change: How Peripheral Actors Theorize Change and Change Theorization*' examined the micro-processes of how low-resource, low-status actors changed a highly institutionalized field of global health.

- Examiners: Roy Suddaby and Kevin Morrell; Supervisors: Andrey Pavlov and David Denyer;
- The examination panel commended the dissertation as "extremely impressed";
- My dissertation won the [Dare to Care Scholarship](#) awarded by RRBM for high rigor and practical relevance.

## Ongoing Research

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- **Djabbarov, I.** and Giustozzi, A. *Overcoming the superpower: a study of the Taliban's strategic adaptation between 2001 and 2021*;
- **Djabbarov, I.** *Empathic approach to systems change: a processual study of change through empathic engagement*;
- **Djabbarov, I.** *Scaling impact of field change from the periphery*.
- Bernardi, R. and **Djabbarov, I.** *Contesting legitimacy: a study of patients developing alternative treatment regimens and contesting medical professionals*.
- Fernandez, P. and **Djabbarov, I.** *Transforming agency in total institutions*.

## Conference Papers

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- Tuckerman, H & **Djabbarov, I.** (2024) *Stuck Between the Rock and the Hard Place: Paradoxical tensions and sense of agency*. 40<sup>th</sup> EGOS Colloquium, Milan, 2024.
- **Djabbarov I,** Pavlov A & Denyer D (2023) *How Theorization and Institutionalization Co-Evolve Over Time*. In: The 83<sup>rd</sup> Academy of Management Annual Meeting, Boston, 2023.
- Kutch E, **Djabbarov I** & Siala H (2022) *Mindful Action in Tension: responding to errors in high reliability seeking organization*. In: 38<sup>th</sup> EGOS Colloquium, Vienna, 2022.
- Kutsch E, **Djabbarov I** & Siala H (2022) *Mindful Action in Tension: responding to errors in high reliability seeking organization*. In: The 82<sup>nd</sup> Annual Meeting of the Academy of Management, Seattle, 2022.
- Portyanko S, Hussels S & **Djabbarov I.** (2021) *Attaining and Maintaining Legitimacy in Entrepreneurial Networks in the Context of Institutional Voids*. British Academy of Management (BAM) 35<sup>th</sup> Annual Conference: Virtual Event, 2021.
- **Djabbarov I,** Pavlov A & Denyer D (2021) *Recursive Relationship of Sensemaking and Institutions: A process view*. In: The 81<sup>st</sup> Academy of Management Annual Meeting, Virtual Event, 2021.
- **Djabbarov I,** Pavlov A & Denyer D. (2021) *Theorizing Institutional Evolution Through Sensemaking*. In: 12<sup>th</sup> International Process Symposium, Virtual, 2021.
- **Djabbarov I,** Pavlov A & Denyer D (2020) *Recursive Relationship of Sensemaking and Institutions: A Review*. In: British Academy of Management (BAM) 34<sup>th</sup> Annual Conference: Virtual Event, 2020.
- **Djabbarov I,** Pavlov A & Denyer D (2020) *Recursive Relationship of Sensemaking and Institutions: A Review*. In: EGOS 36<sup>th</sup> Colloquium, Virtual, 2020.
- **Djabbarov I,** Pavlov A & Denyer D (2020) *Recursive Relationship of Sensemaking and Institutions: A Review*. In: Strategic Management Society 40<sup>th</sup> Annual Conference, Virtual, 2020.

## Academic service

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- Program committee member, OMT Division, AOM 2024 Annual Meeting
- Board member, *Responsible Research in Business & Management*, 2022 – present ([www.rrbm.network](http://www.rrbm.network))
- Founder and facilitator, *New Scholars Network*, 2020 – present ([www.newscholars.network](http://www.newscholars.network))
  - Organized 75 research webinars covering theory building, research impact, writing, and methods;
  - Speakers included Anne Tsui, Jerry Davis, Jennifer Howard-Grenville, Kathleen Eisenhardt, Mats Alvesson, Andrew Van de Ven, Ann Langley, Jay Barney, and many others.
  - Over 10,000 unique participants over three years;
- Doctoral network lead, *Cranfield School of Management*, 2019 – 2023
- PhD student representative, *British Academy of Management*, Strategy Special Interest Group, 2019 – 2020

## Teaching & Supervision

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### *Module (course) lead and instructor*

- *Managing Entrepreneurial Projects* – MSc in Management (evaluation: 4.9/5)

### *Instructor and facilitator*

- *Personal Development* – Executive MBA
- *Strategizing in Challenging Contexts* – Executive MSc, MBA, Executive MBA
- *Strategic Management* – MSc, Executive MSc, MBA, Executive MBA
- *Entrepreneurship and New Venture Creation* – Executive MBA
- *Managing Strategic Innovation* – MBA, Executive MBA
- *Business Research Project* – Executive MBA
- *Philosophical Foundations of Responsible Research (led by Anne Tsui)* – Global online PhD course

### *Research project supervisor*

- Individual research theses – Executive MSc in Business Strategic Leadership and MSc in Management
- Group research projects – Corporate Executive MSc (BBC, Swissport, Jacobs)
- Capstone consulting projects – Executive MBA
- Individual theses based on business plan – MSc in Entrepreneurship

## Pedagogical Development

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- *How Underdogs Succeed* (MBA-level module in development)
- *Personal Leadership and Resilience* (MBA-level module in development)
- Developed and delivered capstone module *Business Research Project* for Executive MBA
- Developed and delivered the *Managing Entrepreneurial Projects* module using a simulation for MSc
- Created *Strategizing in the Uncharted Waters* session for Strategizing in Challenging Contexts module
- Created *Strategy Implementation* session for the Business Strategy module
- Formulated a 6D model for individual thesis projects on Executive MSc
- Written a teaching case study on strategic transformation: *David Petraeus – Reworking Rules of Engagement*

## Research Awards

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- *Dare to Care Scholarship* for doctoral dissertations selected based on their strong rigor and societal relevance, \$10,000 awarded by Responsible Research in Business and Management
- Vice-Chancellors' Scholarship for outstanding PhD, Cranfield University, £10,000 per year
- Nominated for the Best PhD at Cranfield School of Management (pending review)

## Conferences and Workshops

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- Submitted a sub-theme proposal for EGOS 2025: Agency at the Crossroads – Change, Challenges, Creativity (Co-organizers: Bernard Leca, Maria Murcia, Daniel Milner)
- Symposium on Agency and Organization Theory, the 84<sup>th</sup> Academy of Management Annual Meeting, 2024 (Co-organizers: Daniel Milner, Andrey Pavlov)
- Organizing 2<sup>nd</sup> PDW on Doing Impactful Research at Responsible Research Summit, Cambridge University
- Organized the 1<sup>st</sup> PDW on Doing Impactful Research at Responsible Research Summit, INSEAD, 2023
- Research webinar series on Organization, Strategy, and Complexity, co-organizer with Andrey Pavlov, 2021
- Interdisciplinary Symposium on Complexity, co-organizer with Andrey Pavlov, 2021

## Research experience (pre-PhD)

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- **Oxford University:** *Research assistant - Health Economics Research Centre, 2010*  
Reviewed health economics literature and systematized the UK national health economics and policy compendium.
- **Birmingham University:** *Research assistant - Centre for Leadership, 2009*  
Conducted qualitative data analysis for an ESRC-funded project on knowledge and leadership in the CERN project.

## Industry Experience

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- **Save the Children, Lead - Health Systems and Policy, 2014 – 2018**  
Developed and managed strategic initiatives (i.e., leading digital health transformation) to enhance the value of the top three largest global NGOs worth \$500 million in healthcare portfolio across 50 countries.
- **Merlin, Advisor – Regional Health Portfolio, 2010 – 2014**  
Responsible for regional (i.e., Asia, Africa, Middle East) healthcare portfolio development, quality assurance, performance management, and building public health intelligence capability across 15 countries.
- **Abt Associates, Analyst – Healthcare Reform, 2004 – 2007**  
Conducted research and evaluation of national health policies and developed policy recommendations as part of Uzbekistan's most significant national healthcare reform.
- **Transforming Health: Founder and lead, 2000 – 2004**  
I launched a social enterprise for students and junior doctors to enhance clinical competency and patient-centered care, including pioneering evidence-based medicine in the Uzbek healthcare system.

## Community service

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- **Public and non-profit organizations:** I advise an international healthcare charity based in London, UK, on its global strategy. I served as a governing board member in a primary school for three years.

## Blogs, op-eds, interviews

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- [Research Matters When It Engages Stakeholders](#) (written for Network for Business Sustainability)
- [How We Find Life in Death](#) (written for Cranfield Executive Development)
- [Impact Scholar Community](#) interview

## Personal

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- British citizen
- Fluent in English and Russian
- Actively learning Spanish
- Enjoy creative cooking
- Play strategy board games

## References

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**Andrey Pavlov**, Professor of Strategy and Performance, and Head of Strategy Group, Cranfield School of Management: [andrey.pavlov@cranfield.ac.uk](mailto:andrey.pavlov@cranfield.ac.uk)

**Anne Tsui**, Motorola Professor of International Management Emerita, W.P. Carey School of Business, Arizona State University: [anne.tsui@asu.edu](mailto:anne.tsui@asu.edu)