



Fatima El Yousfi

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Results-oriented, strategic thinker with eight years of experience successfully advising senior management on business development and change management; and seven years of experience teaching and conducting research on innovation and strategic management at different universities (e.g. University of Ottawa, Al Akhawayne University, Morocco, HEC Montreal and CNAM Paris).

SUMMARY OF QUALIFICATIONS

- Experience developing and maintaining relationships with internal and external stakeholders
- Experience managing multiple concurrent projects under tight timelines
- Experience supervising employees and managing financial resources
- Experience conducting policy research and analysis to support the development of strategic policies, plans or frameworks
- Extensive experience analyzing large volumes of data of varying quality (e.g. raw and processed data)
- Extensive experience leading innovation-related initiatives
- Ph.D. and Master Degrees in Business Administration
- Experience in conducting research on how to reveal the creative potential of organizations and to allow the acceleration of this process by focusing on the creative potential of employees.
- Significant expertise in Creativity and Innovation Management, project management, idea generation tools and methods (e.g., design thinking, C&K method, co-creation, co-conception, brainstorming), and innovation project management
- Expertise in developing and using Creativity tools and methods as well as best practices in project innovation management

EDUCATION

PhD in Business Administration Conservatoire National des Arts et Métiers Paris, France	2016
Master in Business Administration Strasbourg Business School Strasbourg, France	2009
Bachelor Degree in Economics Mohammed V University Souissi, Morocco	2006

RESEARCH INTERESTS

- Management of Virtual Teams in Public Organization
- Management of Creativity and Innovation
- Strategic Management.
- Dynamic Capabilities.
- Community of Practice.

RESEARCH ACTIVITIES

HEC Montréal, Montreal, Canada

- Associate researcher, Chaire de Management - Stratégie et Société

Université d'Ottawa Ottawa, Ontario

- Associate researcher, Chaire de recherche Senghor

TEACHING

Professor and Lecturer

2010 – 2017

Various Locations

- I have designed and taught courses on various topics for undergraduate and graduate students, including research methodologies, strategic management, and business development at the University of Ottawa (Canada), Al Akhawayne University (Morocco), HEC Montreal (Canada), and CNAM (France).

PUBLICATION

El Yousfi, F. and A Anand (2020) "Investigating the Factors Affecting Virtual Team Performance in Public Organizations", *Management international / International Management / Gestión Internacional*.

WORKING PAPERS

Papers under review

El Yousfi, F. and A Anand and A. DALMASSO Audrey "Impact of E- Leadership and Team Dynamics on Virtual Team Performance in a Public Organization" *International Journal of Public Sector Management* under review, **second round first round.**

Work in progress

- El Yousfi, F. and Hafsi, T. "Organizational Creativity: A Micro Foundation of Dynamic Capabilities" *(to be submitted shortly)*.
- El Yousfi, F., Dionne K.E., and Cohendet, P. "Micro Foundation Dynamic Capabilities: The Dynamic Role of New Product Development in Video Game Industry." *(to be submitted shortly)*.
- El Yousfi, F. "Creativity and Organization: Interaction between Creative Projects and Organisational Processes in Advertising." *(to be submitted shortly)*.

CONFERENCES/ PRESENTATIONS

- El Yousfi, F., Dionne, K.E., and Cohendet, P. (2018) "*Micro Foundations of Dynamic Capabilities: The Dynamic Role of New Product Development in the Video Game Industry.*" **78th Annual Meeting of the Academy of Management, 10-14 August 2018 in Chicago, Illinois, USA.**
- El Yousfi, F., Ossola, P., and Grechi, D. "*Creativity in the Daily Work of Nursing in Nursing Homes for Patients Suffering from Dementia.*" **32nd European Group for Organizational Studies (EGOS) Colloquium 2016 in Naples, July 7-9.**
- El Yousfi, F., Dionne, K.E., and Cohendet, P. (2015) "*Micro Foundations of Dynamic Capabilities: The Dynamic Role of New Product Development in the Video Game Industry.*" **31st European Group for Organizational Studies (EGOS) Colloquium, July 2-4, 2015 in Athens, Greece.**
- El Yousfi, F. and Cohendet, P. (2015) "*Communauté de Création et Routines Organisationnelles dans les Industries Créatives.*" **Symposium KEDGE, June 11-12, Toulon, France.**
- El Yousfi, F. (2015) "*Creativity and Organization: Interaction Between Creative Projects and Organisational Processes in Advertising.*" **European Academy of Management (EURAM), June 17-20 in Warsaw, Poland.**
- El Yousfi, F. and Hafsi, T. (2015) "*Creativity as a Source of Dynamic Capabilities: Lessons from the Case of Advertising.*" **European Academy of Management (EURAM), June 17-20 in Warsaw, Poland.**
- El Yousfi, F. and Deroy, X. (2015) "*Relation Créativité - Organisationnel dans les Agences de Communication.*" **83th ACFAS Conférence, May 25-29, Rimouski, Canada.**
- El Yousfi, F. and Sadik, S. (2015) "*La Coopérative vers des Formes de Production Hybrides.*" **83th ACFAS Conférence, May 25-29, Rimouski, Canada.**
- El Yousfi, F. and Sadik, S. (2015) "*L'innovation Sociale dans les Dynamiques de l'Économie Sociale et Solidaire au Maroc.*" **International social innovation conférence, January 14-16, Paris, France.**
- El Yousfi, F. and Deroy, X. (2014) "*Relational Creative Project and Organisational Process in Advertising.*" **30th European Group for Organizational Studies (EGOS) Colloquium, July 3-5, 2014 Rotterdam, Netherlands.**
- El Yousfi, F. and Deroy, X. (2014) "*Impact de la Créativité sur l'Organisationnel: cas des Agences de Communication.*" **Administrative Sciences Association of Canada, May 9-13, Muskoka, Canada.**

WORK EXPERIENCE

Senior Policy Analyst

December 2019- present

Infrastructure Policy Management Unit, Infrastructure Policy Modernization and Change Management Directorate, Community Infrastructure Branch, Regional Operations, Indigenous Services Canada (ISC), Gatineau, Quebec

- Lead the First Nation Tendering Policy modernization project:
 - Developed the work plan that identifies the priorities and proposed an action plan
 - Plan and conduct research and analysis of policy questions concerning First Nation Tendering issues and practices
- Led an environmental scanning on tendering practices in Canada and abroad, conducted by an external firm, from procurement to closure of the project
- Provide strategic advice for senior management to address short-term and long-term program policy issues
- Established effective work relationships with internal stakeholders, First Nations partners, and other organizations to facilitate the implementation of the Initiative
- Supervised two staff members, assigned tasks, monitored and oversaw task progresses, and provided direction on critical matters emerging in project management, and participate in the hiring process of five team members.

Business Strategies Consultant

December 2018 – December 2019

Indigenous Programs Directorate, Program Operations Branch, Employment and Social Development Canada (ESDC), Gatineau, Quebec

- Provide strategic, operational advice for ESDC's suite of Indigenous Labor Market Programs, including the new Indigenous Skills and Employment Training (ISET) Program;
- Support the implementation of the new program by attending working groups, analyzing data, developing action plans and generating reports for senior management;
- Participate in the Indigenous Economic Development Working Group between ESDC, Indigenous Services Canada and Innovation, Science and Economic Development Canada, and follow-up on action items with regional contacts at Service Canada;
- Identify linkages between the ISET Program and the Homelessness Partnering Strategy, and provide operational advice to the Indigenous Community Entity Transition Working Group;
- Respond to interdepartmental requests for input on an ad hoc basis, and brief senior management on emerging issues and potential implications for the ISET Program; and,
- Provide operational perspectives in working groups on launch of the new Skills and Partnerships Fund.

Consultant, Organizational Restructuring

January 2018 – December 2018

Centre de Leadership et d'Évaluation (CLE)
Ottawa, Canada

- Led an organizational restructuring process for Canadian Francophone colleges on behalf of client organizations;
- Conducted a comparative analysis between multiple colleges to determine optimal organizational structures;
- Designed and led several engagement sessions with the client organizations to identify needs in developing a strategic plan;
- Drafted project plans, charters, and dashboards for the organizational restructuring; and,
- Presented results from comparative analysis and engagement sessions to senior management.

Consultant, Change Management

August 2016 – April 2017

Cooperative COPAG

Agadir, Morocco

- Analyzed the impact of European competition on COPAG and identified opportunities to optimize internal processes to improve productive and reduce costs;
- Led several engagement sessions to determine the best approach for implementing the transformation;
- Developed a project plan, charter and dashboard to coordinate the transformation;
- Engaged with clients in multiple ways, including in-person engagement sessions, questionnaires and one-on-one interviews to understand the organization and propose solutions;
- Collected administrative data to complement the qualitative analysis that was completed and used SPSS to analyze the data and produce reports for senior management; and,
- Managed an economic analysis project to understand the factors influencing the food industry (e.g. environmental policies) and better inform the change management project.

Demand Analyst

May 2013 – April 2014

RONA,

Boucherville, Canada

- Reviewed sales data, analyzed trends, and developed statistical models to forecast stock requirements;
- Collaborated with sales, marketing and finance departments to determine demand forecast drivers; and,
- Analyzed demand management proposal processes and proposed improvements to reduce timelines and costs,

COMPUTER SKILLS

Microsoft Office, VISIO, MS Project, SPSS, Zotero, SAS, Atlas ti, and Nvivo.

AFFILIATIONS AND REVIEWING

- **EGOS** (European Group for Organizational Studies)
- **EURAM** (European Academy of Management)
- **ASAC** (Administrative Sciences Association of Canada)
- **ACFAS** (Association canadienne-française pour l'avancement des sciences)