

Professional Experience

Foundation for Inclusion | Washington, DC (2016–present)

CEO and Co-Founder

Leading a nonprofit social enterprise dedicated to facilitating large-scale social change using a wide range of whole-system tools for understanding and influencing complex systems

Strategic Studies Institute, U.S. Army War College | Carlisle Barracks, Penn. (2014–2017)

Strategist and Visiting Research Professor

Advised policy makers and strategists on governance, sovereignty, and effectiveness in fragile and conflict environments

- Key strategic innovation: “The Dual-System Problem in Complex Conflicts”
- Research on systemic barriers to policy uptake of peacebuilding best practices

RD Lamb, L.L.C. | Washington, D.C. (2014–present)

Managing Partner

Strategy, impact feasibility analysis, policy advice, and analysis of intangibles for private sector, government, and intergovernmental clients. Recent tools and analyses include:

- New method of impact accounting (for impact investors, social enterprises, nonprofits)
- New analytic framework to assess corporate-stakeholder relations (for investment firm)
- Risk-measurement strategy for conflict-affected country (for multilateral agency)
- Technical advice for evaluation of violence-reduction program (for bilateral agency)
- Feasibility assessments (for two technology startups at inception phase)

Center for Strategic and International Studies (CSIS) | Washington, D.C. (2009–2014)

Director and Senior Fellow | Program on Crisis, Conflict, and Cooperation

Leader and principal investigator of high-profile research program on security, development, and governance in complex crisis environments for top international affairs think tank

- Highly productive research team averaging one full-length report and two events per month
- Program produced 9 percent of CSIS’s reports with about 3 percent of its research staff
- Led major program reorganization, diversified funding base, doubled overhead contribution
- Annual conferences drew 200–400 participants and high-profile speakers
- Hired as senior fellow in 2009, promoted to deputy director in 2010 and director in 2011

Department of Defense, Office of the Secretary of Defense | The Pentagon (2006–2008)

Strategist | Office of the Deputy Assistant Secretary of Defense for Policy Planning

TS/SCI clearance (inactive). Developed tools, briefings, and final report on how to analyze local governance and informal systems in terrorist, criminal, and insurgent safe havens

- Directed the Ungoverned Areas Project, coordinating research with more than 40 offices
- Research incorporated in Deputies Committee policy, National Defense Strategy, war games

Other Positions

Affiliations and Board Memberships

- *Nonresident Senior Associate* | Center for Strategic and International Studies (CSIS)
- *Global Advisory Councilor* | Cornerstone Capital Group (sustainable investment firm)
- *Social Entrepreneur* | Nexus (global network of impact investors and social entrepreneurs)
- *Nonresident Scholar* | Center for International and Security Studies (University of Maryland)
- *Ethics Commissioner* | Mount Rainier Ethics Commission (Mount Rainier, Maryland)
- *Member* | System Dynamics Society (oldest academic organization for dynamic modeling)
- *Cofounder* | Social Impact Special Impact Group (System Dynamics Society)
- *President and Chairman* | Tango Mercurio (arts and community development organization)

Research, Writing, and Editing

Business, consumer affairs, finance, foreign policy, microfinance, and technology

- *Senior Producer* (award-winning columnist) | USA Today.com | Arlington, Va. (1998–2001)
- *Associate Editor* | Telecommunications Reports | Washington, D.C. (1995–1996)
- *Associate Editor* | Faulkner Information Services | Pennsauken, N.J. (1994–1995)
- *Freelance Writer and Editor* | business and media clients | Washington, D.C. (1995–2002)
- *Project Evaluator and English Teacher* | Project Gettysburg/Leon | León, Nicaragua (1993)

Education

Ph.D., Policy Studies | University of Maryland School of Public Policy (2002–2010)

Developed and applied new methods for studying governance, violence, and legitimacy in urban war zones and complex, stateless environments; defended 657-page thesis in late 2009

- *Thesis*: “Microdynamics of Illegitimacy and Complex Urban Violence in Medellín, Colombia”; John D. Steinbruner, committee chair
- *Field Research*: Compiled the most comprehensive dataset available on violence in Medellín, Colombia, in addition to gang and citizen interviews (2008–2009)
- *Program*: International Security and Economic Policy
- *Qualifications*: 4.0 GPA; doctoral exams on microeconomic, normative, political, quantitative, international-macroeconomic, and interdisciplinary analysis, plus field exam
- *Certifications*: Interdisciplinary Committee on Politics, Philosophy, and Public Policy (February 2005); Multi-Track Diplomacy and Conflict Transformation (August 2005)

Bachelor of Arts, Interdisciplinary Studies | Gettysburg College (1987–1993)

Excelled in coursework and extracurricular activities despite dropping out twice, changing majors twice (chemistry/biology, music education), and working a full-time, night-shift job

- *Major*: Ethics and Social Justice (coursework in sociology, philosophy, political science)
- *Honors*: *Magna cum laude*, departmental honors, Phi Beta Kappa, presidential scholarship

Research and Publications

Research and Conference Reports

- *Rethinking Governance and Statecraft in a Cybernetic World*, SSI monograph (forthcoming)
- *The Dual-System Problem in Complex Conflicts* (with Melissa R. Gregg), SSI monograph (September 2018)
- *The Uncertain Transition from Stability to Peace* (with Kathryn Mixon and Sarah Minot), CSIS report (February 2015)
- *Advances and Challenges in Political Transitions* (with Johanna Mendelson Forman), CSIS report (November 2014)
- *'Legitimacy' in the Banking Sector* (with Michael Shavel and Diane B. Glossman), Cornerstone Capital Group investment report (January 2015)
- *Rethinking Legitimacy and Illegitimacy: A New Approach to Assessing Support and Opposition across Disciplines*, CSIS report (May 2014)
- *South Asia Regional Dynamics and Strategic Concerns: A Framework for U.S. Policy and Strategy in South Asia, 2014–2026* (with Sadika Hameed and Kathryn Mixon), CSIS report plus 12 background papers (January 2014)
- *Rethinking Civilian Stabilization and Reconstruction* (with Joy Aoun and Kathryn Mixon), CSIS conference report (October 2013)
- *The Future of Cooperation between the United States and Pakistan* (project director, with Sadika Hameed), CSIS report (October 2013)
- *Private-Sector Development in Fragile, Conflict-Affected, and Violent Countries: CSIS Working Group on Private-Sector Development in Fragile States* (project director, with Sadika Hameed and Kathryn Mixon), CSIS report (June 2013)
- *Absorptive Capacity in the Security and Justice Sectors: Assessing Obstacles to Success in the Donor-Recipient Relationship* (with Kathryn Mixon and Andrew Halterman), CSIS report (June 2013)
- *Rethinking Absorptive Capacity: A New Framework, Applied to Afghanistan's Police Training Program* (with Kathryn Mixon), CSIS report (June 2013)
- *U.S. Policy Responses to Potential Transitions: A New Dataset of Political Protests, Conflicts, and Coups* (with Sadika Hameed), CSIS report (March 2013)
- *CSIS Potential Transitions Dataset v1.0 (1989–2010)* (with Sadika Hameed), original dataset (February 2013)
- *Eradicating Polio in Afghanistan and Pakistan* (with April Chang, Edgar Chavez, Sadika Hameed, and Kathryn Mixon), CSIS report (August 2012)
- *Inevitable Conflicts, Avoidable Failures: Preparing for the Third Generation of Conflict, Stabilization, and Reconstruction Operations* (with Johanna Mendelson Forman and Liora Danan), CSIS conference report (July 2012)
- *Religious Movements, Militancy, and Conflict in South Asia: Cases from India, Pakistan, and Afghanistan* (with Joy Aoun, Liora Danan, Sadika Hameed, Kathryn Mixon, and Denise St. Peter), CSIS report (June 2012)
- *Subnational Governance, Service Delivery, and Militancy in Pakistan* (with Sadika Hameed), CSIS report plus six background papers (May 2012)
- *Political Governance and Strategy in Afghanistan* (with Brooke Shawn), CSIS report (April 2012)

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- *Afghanistan, Pakistan, and the Art of the Possible* (with Sadika Hameed, Joy Aoun, and Zeina Boustani), CSIS conference report (July 2011)
- *USAID/OTI's Initial Governance Response Program in Colombia: A Final Evaluation* (with Caroline Hartzell, Phillip McLean, Johanna Mendelson Forman, and Maria Cristina Olano), USAID publication (April 2011)
- *Measuring Perceptions about the Pashtun People* (with Amin Tarzi), CSIS–Marine Corps University report (March 2011)
- *Ungoverned Areas and Threats from Safe Havens*, final report of the Ungoverned Areas Project, prepared for and approved by Under Secretary of Defense for Policy (January 2008)

Articles, Commentaries, Chapters, and Working Papers

- “Fragility Is a Complex and Dual-System Problem,” *States of Fragility 2018*, chapter in OECD report (July 2018)
- “Collective Strategy: A Framework for Solving Large-Scale Social Problems,” Foundation for Inclusion research brief (January 2018)
- “Fixes that Fail or Failure to Fix? Understanding the Dynamics of Policy Uptake” (with Nancy Hayden, Asmeret Naugle, and Len Malczynski), working paper (July 2017)
- “Forget Turing: Machines Have Already Passed a More Important Test,” rdlamb.com blog post (21 June 2017)
- “The Dynamics of Policy Change: Accounting for Failed National Security Policy Recommendations” (with Nancy Hayden, Asmeret Naugle, and Len Malczynski), working paper (April 2017)
- “Unlearned Lessons and the Dual-System Problem,” SSI commentary (25 January 2017)
- “Preparing for Complex Conflicts” (with Melissa R. Gregg), USIP policy brief (October 2016)
- “Fragile States Cannot Be Fixed with State-Building,” SSI commentary (27 July 2015)
- “Where Angels Fear to Tread, Entrepreneurs Rush in—But Investors Usually Don’t” (with Sadika Hameed), *Journal of Sustainable Finance and Banking* (29 May 2014)
- “Medellín, Colombia—How the Public and Private Sectors Have Coped with Violence,” in Michael Goldberg, Kwang Wook Kim, and Maria Ariano, eds., *How Firms Cope with Crime and Violence: Experiences from around the World*, World Bank publication (2014)
- “Localizing Development Assistance to Enhance Effectiveness,” *FYSA: For Your Situational Awareness*, no. 6 (April 2014)
- “Is Revised COIN Manual Backed by Political Will?” (with Brooke Shawn), CSIS commentary (6 February 2014)
- “The Pivot to Pakistan,” *FYSA: For Your Situational Awareness*, no. 3 (January 2014)
- “What Can Civilian Power Accomplish in Foreign Crises?” (with J. Stephen Morrison, Daniel F. Runde, Johanna Nesseth Tuttle), in Craig Cohen, Kathleen H. Hicks, and Josiane Gabel, eds., *Global Forecast 2014: U.S. Security Policy at a Crossroads*, CSIS report (November 2013)
- “Beyond Lessons Learned: Reengaging the Public about Civilian Capabilities,” *Stability Operations* 9, no. 1 (October 2013)
- “A UN Peacekeeping Mission for Mali: Questions to Consider and Pitfalls to Avoid” (with Jennifer Cooke, Richard Downie, Jean Francois Pactet, Stephanie Sanok, Joy Aoun, Kathryn Mixon, and Farha Tahir), CSIS policy brief for the United Nations (March 2013)
- “Getting to ‘Yes’ in Afghanistan and Beyond,” op-ed, *Milwaukee Journal Sentinel* (9 February 2013)

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- “Instability and Crisis in 2013,” *Critical Questions* series, CSIS (25 January 2013)
- “Governance and Militancy in Pakistan’s Conflict Areas” (with Sadika Hameed), *World Politics Review* (August 2012)
- “Stabilization and Reconstruction after Iraq and Afghanistan” (with Nathan Freier), in Craig Cohen and Josiane Gabel, eds., *2012 Global Forecast: Risk, Opportunity, and the Next Administration*, CSIS report (April 2012)
- “Formal and Informal Governance in Afghanistan: Reflections on a Survey of the Afghan People,” *Occasional Paper* no. 11, The Asia Foundation (April 2012)
- “Planning for a Post Gadhafi Libya” (with Jon B. Alterman, Heather A. Conley, Mark Quarterman, and Maren Leed), CSIS policy brief (July 2011)
- “Governance and Militancy in Afghanistan and Pakistan,” CSIS policy brief (May 2011).
- “Development, Diplomacy, and the Future of Statebuilding” (with Farha Tahir and Mark Quarterman), in *Statebuilding in Situations of Fragility and Conflict: Relevance for U.S. Policies and Programs*, USAID report (February 2011)
- “Afghan Peace Talks as an Opportunity for Governance Reform,” CSIS commentary (25 January 2011)
- “QDDR and the Future of Diplomacy,” CSIS commentary (16 December 2010)
- “How Nonstate Actors Govern in Medellín, Colombia, 1984–2009: Legitimacy and Governance amid Complex Violence,” CISSM policy brief, College Park, Md. (August 2010)
- “Afghanistan’s National Consultative Peace Jirga” (with Mehlaqa Samdani and Justine Fleischner), *Critical Questions* series, CSIS (27 May 2010)
- “The London Conference and the Road ahead in Afghanistan,” *Critical Questions* series, CSIS (25 January 2010)
- “In the New Security Environment, ‘Capacity-Building’ Should Give Way to ‘Legitimacy-Building’,” working paper (November 2008)
- “Legitimacy, Compliance, and Warfare in Strategies of Stabilization,” dissertation prospectus defended to the School of Public Policy, University of Maryland (14 March 2006)
- “Measuring Legitimacy in Weak States,” working paper presented at the *Graduate Student Conference on Security*, Georgetown University (18 March 2005)
- “Satellites, Security, and Scandal: Understanding the Politics of Export Control,” *CISSM Working Papers* series (January 2005)
- “Participatory Development and the World Bank” (with Bill Varettoni and Chunli Shen), *International Affairs Review* 14, no. 2 (Fall/Winter 2005)

Principal Investigator and Lead Evaluator

- “Shared Prosperity,” \$109,000 contract, Unify Project (July 2018–present)
- “Kaleidoscopic Conflict,” \$45,000 grant, Carnegie Corporation of New York (May–December 2016)
- “Resilience and Political Transitions,” \$90,000 contract, U.S. Agency for International Development (April–October 2014)
- “Smart Power and Private Sector Development in U.S. Foreign Policy,” \$125,000 grant, Smith Richardson Foundation (March 2014–February 2015)
- “From Stability to Peace,” \$50,000 contract, Institute for Economics and Peace (October 2013–September 2014)

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- “Engaging Pakistan’s Private Sector for Stability,” \$50,000 grant, Ploughshares Fund (July 2013–June 2014)
- “South Asia Regional Dynamics and Strategic Concerns,” \$91,000 contract, Office of Strategic Multilevel Assessment, U.S. Department of Defense (June–October 2013)
- “Repairing the Rift in U.S.-Pakistan Relations,” \$65,000 grant, Ploughshares Fund (June 2012–May 2013)
- “Measuring Absorptive Capacity in the Security and Justice Sectors,” \$253,000 contract, UK Department for International Development (March 2012–February 2013)
- “U.S. Policy Responses to Potential Transitions,” \$225,000 grant, Smith Richardson Foundation (November 2011–February 2013)
- “Toward Indian and Pakistani Cooperation in Afghanistan’s Stability,” \$75,000 grant, Ploughshares Fund (March 2011–February 2012)
- “Final Evaluation of OTI/Colombia Programs,” \$111,000 subcontract, Office of Transition Initiatives, U.S. Agency for International Development (February 2011)
- “Alternative Paths to Stability in Afghanistan and Pakistan,” \$325,000 grant, Carnegie Corporation of New York (October 2010–September 2012)
- “Twenty-First Century Pashtuns: Assessing the Effects of Conflict and Economic and Political Change on Attitudes, Norms, and Behaviors,” \$63,000 grant, Office of Naval Research (July–December 2010)
- “Subnational Governance and Shadow Governments in Afghanistan and Pakistan,” \$75,000 grant, Ploughshares Fund (March 2010–February 2011)
- “Non-State Armed Movements, Religion, and Service Provision,” \$345,000 grant, Henry Luce Foundation (January 2010–December 2011)

Awards

- Intergovernmental Personnel Agreement (IPA), contract for a detail from CSIS to Strategic Studies Institute, U.S. Army War College (September 2014–August 2017)
- World Politics and Statecraft Fellowship, \$7,500 grant to support dissertation field research, Smith Richardson Foundation (2009)
- Intergovernmental Personnel Agreement (IPA), contract for a detail from University of Maryland to U.S. Department of Defense (2006–2008)
- Honorable Mention, National Press Club Online Journalism Awards, for “Consumer Affairs” and “Bob’s Online Holiday” columns, USAToday.com (2001)