

LEILA GISELA GHALIA DOÛMI

HARVARD BUSINESS SCHOOL

Cotting House 200N, Boston, MA 02163

ldoumi@hbs.edu · +1 (857) 829-9953 · www.leiladoumi.com

Education

Harvard Business School

Boston, MA

PhD Candidate, Strategy Unit (expected May 2027)

2021–Present

Committee: Juan Alcácer, Ryan Raffaelli, Raffaella Sadun (chair), Jorge Tamayo

Affiliate, Harvard Business School AI Institute

Stanford Graduate School of Business

Palo Alto, CA

Visiting Student Researcher (Sponsor: Amir Goldberg)

2020

University of Mannheim

Mannheim, Germany

M.A. in Sociology, *summa cum laude*

2021

B.A. in Sociology, *summa cum laude*

2018

Research Interests

Technology Adoption & AI, Corporate Strategy, Organizational Change, Strategic Human Capital

Job Market Paper

[1] **Doûmi, L.**, Sadun, R., & Tamayo, J. Implementation Heterogeneity in Corporate Reskilling Programs: Evidence from a German Automotive Manufacturer

Abstract: Firms invest heavily in reskilling their workforces to adopt new technologies, yet little is known about whether these investments translate into the redeployment of workers into new roles. Studying a large German automotive manufacturer that rolled out a standardized, centrally designed reskilling program across its plants, I combine administrative personnel and training records with roughly 100 field interviews and archival evidence, and estimate worker-level effects using a staggered difference-in-differences design. Despite a common curriculum, selection process, and corporate mandate, implementation varies sharply across units: a substantial share of certified workers are never redeployed into the roles for which they were trained, and wage gains reflect a credential-triggered pay-band adjustment rather than the application of newly acquired skills. The firm thus succeeds at value creation by building valuable, certified human capital, but systematically falls short on value capture, which materializes only when those skills are deployed. I show that middle managers—who control selection, the quality of practical training, and placement—are the pivotal mechanism, and develop a process model of how managerial discretion determines whether reskilling becomes deployed organizational capability.

- *Awards:* SMS Annual Conference Best Paper Prize Nominee 2026
- *Presented/Scheduled:* AOM STR Dissertation Consortium 2026, AOM TIM Doctoral Consortium 2026, Strategy Science Paper Development Workshop (Tsinghua) 2026, People & Organizations Conference (Wharton) 2026, SMS Annual Conference (Berlin) 2026

Work in Progress

[2] **Doûmi, L.**, Sadun, R., & Tamayo, J. How Do Firms Train Their Workforce in the Age of Technology? Evidence from a Large-Scale Survey of U.S. Firms.

Status: Preparing for submission.

[3] **Doûmi, L.** Manager Influence and Employee Engagement on Digital Learning Platforms: A Cross-Country Comparison.

Status: Analysis.

[4] **Doûmi, L.**, & Horn, J. Corporate Reskilling from Design to Delivery: A Multi-Stakeholder Process Model.

Status: Analysis.

[5] **Doûmi, L.**, Sadun, R., & Tamayo, J. Closing the Skill Gap from Within: Task-Level Evidence on the Productivity Returns to Corporate Reskilling.

Status: Data analysis and collection of additional data.

[6] **Doûmi, L.** Increasing Employee Engagement in Digital Learning: A Global Field Experiment at an Automotive Manufacturer.

Status: Proposal developed with the partner firm.

[7] Sadun, R., **Doûmi, L.**, & Tamayo, J. Skill Bunching: Collective Bargaining and the Allocation of Skills Inside the Firm.

Status: Research design.

[8] **Doûmi, L.** Are Technologies Alike? Organizational Capabilities Across Waves of Technological Change.

Status: Research design.

Practitioner Publications

[9] Tamayo, J., **Doûmi, L.**, Goel, S., Kovács-Ondrejko, O., & Sadun, R. (2023). Reskilling in the Age of AI. *Harvard Business Review*, 101(5), 56–65. **(HBR Prize: best article of 2023)**

Reprinted in: *HBR's 10 Must Reads on Leading Digital Transformation* (updated & expanded ed., 2026); *HBR's 10 Must Reads on Organizational Agility* (forthcoming, January 2027); HBR Special Issue “Leading with Generative AI” (Fall 2024); and *Reinventing Work*, Inspiring the Next Game series (De Gruyter / BCG Henderson Institute).

[10] Tamayo, J., **Doûmi, L.**, Goel, S., Kovács-Ondrejko, O., & Sadun, R. (2024). Designing a Successful Reskilling Program. *Harvard Business Review* (online), July 10, 2024.

[11] Sadun, R., Corsi, E., & **Doûmi, L.** (2023). Ferrari: Shifting to Carbon Neutrality. Harvard Business School Case 723-446.

Teaching

Harvard University, Economics Department

Cambridge, MA

Teaching Fellow (Prof. Raj Chetty)

2024; 2026

Using Big Data to Solve Social and Economic Problems (Undergraduate)

Weekly sections of ~60 students; managed two teams of three course assistants; graded empirical assignments and final projects (Stata/R).

Harvard Business School, Strategy Unit

Boston, MA

Teaching Fellow (Course head: Prof. Juan Alcácer)

2024

Required Curriculum Strategy (MBA)

Designed and led review sessions on value creation and capture, five forces, and competitive positioning.

Stanford Graduate School of Business, OB Unit

Palo Alto, CA

Teaching Fellow (Prof. Aruna Ranganathan)

2020

Managing People in the Global Context (MBA)

Prepared course materials, facilitated case discussions, and graded assignments for MBA students.

University of Mannheim, Sociology Department

Mannheim, Germany

Teaching Assistant (Prof. Frank Kalter)

2017–2019

General Sociology (Undergraduate)

Designed and taught weekly tutorials of ~40 students for the department chair's core lecture; graded empirical assignments.

Awards, Grants & Fellowships

SMS Annual Conference Best Paper Prize Nominee (Job Market Paper)

2026

Scholarship Recipient, SMS Annual Doctoral Workshop (25/100+ submissions)

2026

HBR Prize — best *Harvard Business Review* article of the year

2023

Russell Sage Foundation Grant, “Reskilling and Upskilling in the Workplace”

2023–2026

(\$180,000; with R. Sadun & J. Tamayo; G-2207-39625)

Doctoral Fellowship, Harvard Business School

2021–Present

e-fellows.net Scholarship

2020–Present

Study-Abroad Travel Grant, German National Academic Scholarship Foundation

2020

(\$16,818)

Selected Member, McKinsey & Company Firsthand Program

2019–Present

Scholarship Recipient, German National Academic Scholarship Foundation

2018–2021

M.A. and B.A. awarded *summa cum laude*, University of Mannheim

2018; 2021

Invited Talks & Presentations

SMS Annual Conference, Berlin*

2026 (planned)

SMS Annual Doctoral Workshop, Berlin (scholarship recipient)*

2026 (planned)

People & Organizations Conference, Wharton, Philadelphia*

2026 (planned)

West Coast Research Symposium (WCRS) Doctoral Consortium, Banff, Canada*

2026 (planned)

AOM STR Dissertation Consortium & TIM Doctoral Consortium, Philadelphia*

2026

Strategy Science Paper Development Workshop, Tsinghua University, Beijing*

2026

Generative AI, Labor, and Upskilling Workshop, Meta, New York*

2024

NBER Digital Economics and AI PhD Tutorial, Rotman School of Management*	2023
Strategy Unit Seminar, Harvard Business School*	2023
Revitalize, Reinvent, Reskill: Unlocking Workforce Productivity Roundtable, Harvard Business School (co-organizer)	2023
Reskilling in the Workplace Roundtable (virtual, co-organizer)	2023
Strategy PhD Seminar, Harvard Business School*	2022–2026

*: *Presenter*

Academic Service

Co-Organizer of “Revitalize, Reinvent, Reskill: Unlocking Workforce Productivity,” Roundtable, Harvard Business School	October 2023
Co-Organizer of “Reskilling in the Workplace Roundtable” (virtual)	April 2023

Professional Experience

Daimler Group (now Daimler Truck)	Mannheim, Germany
Master’s Thesis Candidate, Strategy & Governance of Digitization	2020–2021
Intern, Organizational Development	2019

University of Mannheim	Mannheim, Germany
Research Assistant, Economic & Organizational Sociology (Prof. Henning Hillmann)	2018–2021

EF Education First	Heidelberg, Germany
Meeting Leader & Recruiter	2015–2019

Weschnitztschule	Mörtenbach, Germany
Class Teacher, Special Education	2015–2018

Affiliations

Strategic Management Society (Member); Academy of Management (Member); Harvard Business School AI Institute; Scandinavian Consortium for Organizational Research (SCANCOR); Europe’s Digital Future, German Academic Scholarship Foundation

Personal

Software: STATA, R (RStudio), Python, SPSS, L^AT_EX, Qualtrics, Git, Claude API, ChatGPT API
 Languages: German (native), English (fluent), French (basic), Latin (certificate)
 Interests: transverse flute, CrossFit, skiing, my Labrador Moritz
 Citizenship: Germany; Morocco

References

Raffaella Sadun (chair)

Professor of Business Administration
Senior Associate Dean for HBS Publishing
Harvard Business School
Soldiers Field, Boston, MA 02163
rsadun@hbs.edu

Ryan Raffaelli

Professor of Business Administration
Harvard Business School
Soldiers Field, Boston, MA 02163
rraffaelli@hbs.edu

Juan Alcácer

Professor of Business Administration
Harvard Business School
Soldiers Field, Boston, MA 02163
jalcacer@hbs.edu

Jorge Tamayo

Associate Professor of Business Administration
Harvard Business School
Soldiers Field, Boston, MA 02163
jtamayo@hbs.edu

Teaching reference

Gregory A. Bruich

Lecturer
Department of Economics, Harvard University
Cambridge, MA 02138
gbruich@fas.harvard.edu