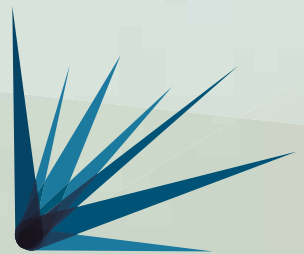


DRIVING  
CUTTING-EDGE  
RESEARCH  
ON TODAY'S  
MOST  
CHALLENGING  
TALENT  
MANAGEMENT  
CONCERNS

CENTER  
FOR TALENT  
INNOVATION



# CTI'S TASK FORCE FOR TALENT INNOVATION

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\*\* Steering Committee  
As of September 2016

The Center for Talent Innovation is a New York-based think tank focused on global talent management. Over the last thirteen years we've created a treasure trove of data on the drivers of competitive strength in eleven growth hubs around the world.

Our high profile research studies—fourteen of which have appeared in the *Harvard Business Review*—have reshaped the ways business leaders think about and manage human capital. In particular, CTI has lifted up the value of highly qualified women, LGBT employees and other previously excluded minorities, and quantified impact on the bottom line. We're particularly proud that our research has moved the dial, seeding 400 new best practices in organizations that range from Goldman Sachs to Google to Genpact.

#### **MISSION**

- to drive ground-breaking research that leverages talent across the divides of gender, generation, geography and culture
- to seed programs and practices that attract, retain and accelerate new streams of talent around the world
- to create a community of senior executives united by an understanding that full utilization of the global talent pool is at the heart of competitive success.

In today's fluid, flat world, talent is an enormously powerful driver of performance and profits. More than ever before, brain power is the real differentiator and global talent management needs to be front and center of business strategy.

# TASK FORCE

The flagship project of CTI is the Task Force for Talent Innovation. The Task Force is a global community of organizations committed to fully realizing all streams of talent around the world—across the divides of gender, generation, geography and culture—and creating a transformational research agenda to reshape the way businesses think about and manage their human capital.

To date, the Task Force has spearheaded nearly 400 best new practices that go beyond access and opportunity to retention and acceleration. This action on the ground has garnered significant attention, positioning Task Force members as “thought leaders” in global talent management. The Task Force is comprised of more than 85 global corporations and organizations representing nearly 6 million employees in 192 countries.

The Task Force for Talent Innovation brings the power of cutting-edge research and innovative “best” and “next” practice to help member companies and organizations address their most challenging talent concerns.

THE TASK FORCE WAS LAUNCHED IN 2004 WITH SEVEN COMPANIES  
(SELECTED HIGHLIGHTS)



2005

*Off-Ramps and On-Ramps*



2007

First Task Force Summit  
*Off-Ramps and On-Ramps*



2008

*The Athena Factor*



2009

50 Task Force members  
*Top Talent*

# RESEARCH

The Center for Talent Innovation is a thought leader in the talent management space, driving ground-breaking research. Through our research, we explore the challenges posed by difference—by gender, generation, culture, and sexual orientation—and map solutions for both individuals and their employers.

In particular, we aim to:

- Affirm and bolster the business case for diversifying leadership
- Identify, through robust research, the underlying impediments to the full utilization of the talent spectrum
- Reveal the mechanisms by which inequities can be addressed
- Harvest and share best practices across industry sectors

Our research spans a variety of talent streams, industries and geographies.

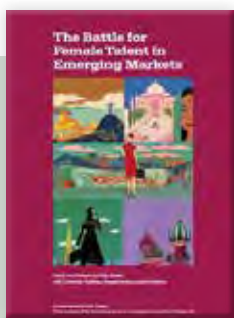
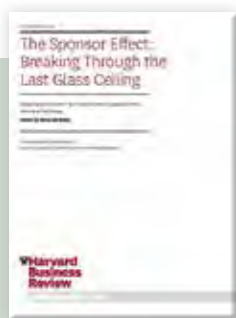
## FOURTEEN BREAKTHROUGH STUDIES PUBLISHED BY THE HARVARD BUSINESS REVIEW (SELECTED LIST)

- Leadership in Your Midst: Tapping the Hidden Strengths of Minority Executives
- Extreme Jobs: The Dangerous Allure of the 70-hour Workweek
- How Gen Y & Boomers Will Reshape Your Agenda
- Sponsor Effect: Breaking Through the Last Glass Ceiling
- For LGBT Workers, Being “Out” Brings Advantages
- How Diversity Can Drive Innovation

## FIVE ACCLAIMED BOOKS PUBLISHED BY THE HARVARD BUSINESS PRESS AND HARPER COLLINS

- Off-Ramps and On-Ramps: Keeping Talented Women on the Road to Success
- Top Talent: Keeping Performance Up When Business Is Down
- Winning the War for Talent in Emerging Markets: Why Women Are the Solution
- Forget a Mentor, Find a Sponsor: The New Way to Fast-Track Your Career
- Executive Presence: The Missing Link Between Merit and Success

## FORTY IN-DEPTH CTI REPORTS



2010

*The Sponsor Effect*

*Battle for Female Talent*

2011

HBR's first LGBT article  
*Asian in America*

2012

*Executive Presence*  
*Vaulting the Color Bar*

# COMMUNITY

## SIGNATURE ACTIVITIES

- **ANNUAL TASK FORCE SUMMIT** where senior executives explore the significance of CTI's research for both talent and business strategy, and leaders from Task Force companies share emerging "best" and "next" practice and build action plans.
- **A SERIES OF CDO AND CTO EVENTS** held in New York City, San Francisco, Dallas, London, Munich, Mumbai and other cities, provide Task Force members with the opportunity to dig down into new CTI research in small group settings and share emerging best practice.
- **RESEARCH LAUNCH EVENTS** in Beijing, London (House of Commons), Bangalore, New York (Stock Exchange), San Francisco, São Paulo, and Tokyo, among others.

## SPEAKERS BUREAU

Presentations of signature research and emerging best practice by senior members of the CTI team.

Selected topics:

- Out in the World: Securing LGBT Rights in the Global Marketplace
- Black Women: Ready to Lead
- Growing Global Executives: The New Competencies
- Mission Critical: Unlocking the Value of Veterans in the Workforce
- Athena 2.0: Accelerants for Women in STEM
- Harnessing the Power of the Purse: Health and Wealth
- Innovation, Diversity and Market Growth
- Executive Presence: The Missing Link Between Merit and Success
- Cracking the Code: Executive Presence and Multicultural Professionals
- The Sponsor Effect: Breaking Through the Last "Concrete" Ceiling
- Forget a Mentor, Find a Sponsor: The New Way to Fast-Track Your Career
- Winning the War for Talent in Emerging Markets
- Misunderstood Millennials: The Shattering of Stereotypes
- Off-Ramps & On-Ramps®: Keeping Talented Women on the Road to Success



2013

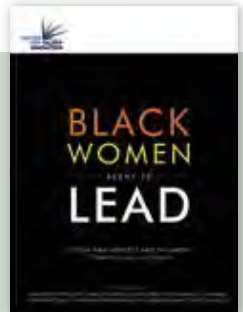
*Innovation Diversity and Market Growth*

*Forget a Mentor, Find a Sponsor*



2014

*Task Force 10th Anniversary Executive Presence*



2015

*Black Women: Ready to Lead*

# IMPACT

The Center for Talent Innovation's research has garnered significant media attention.

## MAINSTREAM PRESS

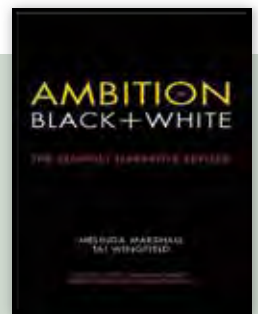
- *New York Times, Washington Post, USA Today, Chicago Tribune*
- *International Herald Tribune, The Guardian, London Times, South China Morning Post, Times of India*
- *Time, Bloomberg BusinessWeek, US News & World Report, Newsweek*
- *MORE, Grazia, Marie Claire, Harper's Bazaar UK, Glamour, Cosmopolitan*

## BROADCAST AND RADIO

- Today
- ABC World News
- NBC Nightly News
- CNN, Fox News, CNBC, MSNBC, BET
- National Public Radio, BBC News

## ONLINE

- Harvard Business Online, Business Insider
- Slate, BuzzFeed, Quartz
- Bloomberg, Fast Company, Inc.
- Huffington Post, The Daily Beast, LinkedIn
- Forbes, Fortune, Yahoo! Finance, Entrepreneur
- Black Enterprise, Univision, MSN



2016

*Harness the Power of the Purse*

*Growing Global Executives*

*Out in the World*

*Ambition in Black and White*



# PUBLICATIONS

## **KEEPING TALENTED WOMEN ON THE ROAD TO SUCCESS**

### **Ambition in Black and White: The Feminist Narrative, Revised**

Center for Talent Innovation, June 2016

### **The Power of the Purse: Engaging Women Decision Makers for Healthy Outcomes**

SPONSORS: Aetna, Bristol-Myers Squibb, Cardinal Health, Eli Lilly and Company, Johnson & Johnson, Merck & Co., Merck KGaA, MetLife, Pfizer, PwC, Strategy&, Teva, WPP (2015)

### **Women Want Five Things**

SPONSORS: American Express, AT&T, Bank of America, Boehringer Ingelheim USA, Merck KGaA, The Moody's Foundation (2014)

### **Harnessing the Power of the Purse: Female Investors and Global Opportunities for Growth**

SPONSORS: Credit Suisse, Deutsche Bank, Goldman Sachs, Morgan Stanley, Standard Chartered Bank, UBS (2014)

### **Executive Presence: The Missing Link between Merit and Success**

HarperCollins, June 2014

### **Forget a Mentor, Find a Sponsor: The New Way to Fast-Track Your Career**

Harvard Business Review Press, September 2013

### **On-Ramps and Up-Ramps India**

SPONSORS: Citi, Genpact, Sodexo, Standard Chartered Bank, Unilever (2013)

### **Executive Presence**

SPONSORS: American Express, Bloomberg LP, Credit Suisse, Ernst & Young, Gap Inc., Goldman Sachs, Interpublic Group, The Moody's Foundation (2012)

### **Sponsor Effect 2.0: Road Maps for Sponsors and Protégés**

SPONSORS: American Express, AT&T, Booz Allen Hamilton, Deloitte, Freddie Mac, Genentech, Morgan Stanley (2012)

### **Sponsor Effect: UK**

SPONSOR: Lloyds Banking Group (2012)

### **Off-Ramps and On-Ramps Japan: Keeping Talented Women on the Road to Success**

SPONSORS: Bank of America, Cisco, Goldman Sachs (2011)

### **The Relationship You Need to Get Right**

*Harvard Business Review*, October 2011

### **Sponsor Effect: Breaking Through the Last Glass Ceiling**

SPONSORS: American Express, Deloitte, Intel, Morgan Stanley (2010)

### **Off-Ramps and On-Ramps Revisited**

*Harvard Business Review*, June 2010

### **Off-Ramps and On-Ramps Revisited**

SPONSORS: Cisco, Ernst & Young, The Moody's Foundation (2010)

### **Letzte Ausfahrt Babypause**

Harvard Business Manager (Germany), May 2010

### **Off-Ramps and On-Ramps Germany**

SPONSORS: Boehringer Ingelheim, Deutsche Bank, Siemens AG (2010)

### **Off-Ramps and On-Ramps: Keeping Talented Women on the Road to Success**

Harvard Business Review Press, 2007

### **Off-Ramps and On-Ramps: Keeping Talented Women on the Road to Success**

*Harvard Business Review*, March 2005

### **The Hidden Brain Drain: Off-Ramps and On-Ramps in Women's Careers**

SPONSORS: Ernst & Young, Goldman Sachs, Lehman Brothers (2005)

## **LEVERAGING MINORITY AND MULTICULTURAL TALENT**

### **Latinos at Work: Unleashing the Power of Culture**

SPONSORS: American Express, Bank of America, BP, Chubb, Freddie Mac, MetLife, Morgan Stanley, Wells Fargo (2016)

### **Black Women: Ready to Lead**

SPONSORS: American Express, AT&T, Bank of America, Chubb Group of Insurance Companies, The Depository Trust & Clearing Corporation, Intel, Morgan Stanley, White & Case LLP (2015)

### **How Diversity Drives Innovation: A Compendium of Best Practices**

SPONSORS: Bloomberg LP, Bristol-Myers Squibb, Cisco, Deutsche Bank, EY, Siemens AG, Time Warner (2014)

### **Cracking the Code: Executive Presence and Multicultural Professionals**

SPONSORS: Bank of America, Chubb Group of Insurance Companies, Deloitte, GE, Intel Corporation, McKesson Corporation (2013)

### **How Diversity Can Drive Innovation**

*Harvard Business Review*, December 2013

### **Innovation, Diversity and Market Growth**

SPONSORS: Bloomberg LP, Bristol-Myers Squibb, Cisco, Deutsche Bank, EY, Siemens AG, Time Warner (2013)

### **Vaulting the Color Bar: How Sponsorship Levers Multicultural Professionals into Leadership**

SPONSORS: American Express, Bank of America, Bristol-Myers Squibb, Deloitte, Intel, Morgan Stanley, NBCUniversal (2012)



## **Asians in America: Unleashing the Potential of the “Model Minority”**

SPONSORS: Deloitte, Goldman Sachs, Pfizer, Time Warner (2011)

## **Sin Fronteras: Celebrating and Capitalizing on the Strengths of Latina Executives**

SPONSORS: Booz Allen Hamilton, Cisco, Credit Suisse, General Electric, Goldman Sachs, Johnson & Johnson, Time Warner (2007)

## **Global Multicultural Executives and the Talent Pipeline**

SPONSORS: Citigroup, General Electric, PepsiCo, Time Warner, Unilever (2008)

## **Leadership in Your Midst: Tapping the Hidden Strengths of Minority Executives**

*Harvard Business Review*, November 2005

## **Invisible Lives: Celebrating and Leveraging Diversity in the Executive Suite**

SPONSORS: General Electric, Time Warner, Unilever (2005)

## **REALIZING THE FULL POTENTIAL OF LGBT TALENT**

### **Out in the World: Securing LGBT Rights in the Global Marketplace**

SPONSORS: American Express, Bank of America, Barclays, Bloomberg LP, BNY Mellon, BP, Chubb Group of Insurance Companies, Deutsche Bank, Eli Lilly and Company, Ernst & Young LLP, and Out Leadership (2016)

### **The Power of “Out” 2.0: LGBT in the Workplace**

SPONSORS: Deloitte, Out on the Street, Time Warner (2013)

### **For LGBT Workers, Being “Out” Brings Advantages**

*Harvard Business Review*, July/August 2011

### **The Power of “Out”: LGBT in the Workplace**

SPONSORS: American Express, Boehringer Ingelheim USA, Cisco, Credit Suisse, Deloitte, Google (2011)

## **RETAINING AND SUSTAINING TOP TALENT**

### **Mission Critical: Unlocking the Value of Vets in the Workforce**

SPONSORS: Booz Allen Hamilton, Boehringer Ingelheim USA, Fordham University, Intercontinental Exchange/NYSE, Prudential Financial, The Moody's Foundation, Wounded Warrior Project (2015)

### **Top Talent: Keeping Performance Up When Business Is Down**

Harvard Business Press, 2009

### **Sustaining High Performance in Difficult Times**

SPONSOR: The Moody's Foundation (2008)

### **Seduction and Risk: The Emergence of Extreme Jobs**

SPONSORS: American Express, BP plc, ProLogis, UBS (2007)

### **Extreme Jobs: The Dangerous Allure of the 70-Hour Workweek**

*Harvard Business Review*, December 2006

*Forthcoming:*

### **Disrupting Bias, Uncovering Value**

## **TAPPING INTO THE STRENGTHS OF GEN Y, GEN X, AND BOOMERS**

### **The X Factor: Tapping into the Strengths of the 33- to 46-Year-Old Generation**

SPONSORS: American Express, Boehringer Ingelheim USA, Cisco, Credit Suisse, Google (2011)

### **How Gen Y & Boomers Will Reshape Your Agenda**

*Harvard Business Review*, July/August 2009

### **Bookend Generations: Leveraging Talent and Finding Common Ground**

SPONSORS: Booz Allen Hamilton, Ernst & Young, Lehman Brothers, Time Warner, UBS (2009)

## **BECOMING A TALENT MAGNET IN EMERGING MARKETS**

### **Growing Global Executives:**

#### **The New Competencies**

SPONSORS: American Express, Bloomberg LP, Cisco Systems, EY, Genpact, Goldman Sachs, Intel, Pearson, Sodexo, The Moody's Foundation (2015)

#### **The Battle for Female Talent in Brazil**

SPONSORS: Bloomberg LP, Booz & Company, Intel, Pfizer, Siemens AG (2011)

#### **Winning the War for Talent in Emerging Markets**

Harvard Business Press, August 2011

#### **The Battle for Female Talent in China**

SPONSORS: Bloomberg LP, Booz & Company, Intel, Pfizer, Siemens AG (2010)

#### **The Battle for Female Talent in India**

SPONSORS: Bloomberg LP, Booz & Company, Intel, Pfizer, Siemens AG (2010)

#### **The Battle for Female Talent in Emerging Markets**

*Harvard Business Review*, May 2010

## **PREVENTING THE EXODUS OF WOMEN IN SET**

### **Athena Factor 2.0: Accelerating Female Talent in Science, Engineering & Technology**

SPONSORS: American Express, Boehringer Ingelheim USA, BP, Genentech, McKesson Corporation, Merck Serono, Schlumberger, Siemens AG (2014)

### **The Under-Leveraged Talent Pool: Women Technologists on Wall Street**

SPONSORS: Bank of America, Credit Suisse, Goldman Sachs, Intel, Merrill Lynch, NYSE Euronext (2008)

### **Stopping the Exodus of Women in Science**

*Harvard Business Review*, June 2008

### **The Athena Factor: Reversing the Brain Drain in Science, Engineering, and Technology**

SPONSORS: Alcoa, Cisco, Johnson & Johnson, Microsoft, Pfizer (2008)

# PRESIDENT AND CEO



SYLVIA ANN HEWLETT is the founding president and CEO of the Center for Talent Innovation, and the founding partner of Hewlett Consulting Partners (HCP). She's also the codirector of the Women's Leadership Program at the Columbia Business School and a member of the Council on Foreign Relations and the Century Association. An economist

with 20 years of experience in global talent management, Hewlett has particularly focused on the "power of difference" and the challenges and opportunities faced by women, minorities and other previously excluded groups. She has forged a signature style of enquiry which blends hard data and rigorous analysis with concrete solutions and on-the-ground action.

She is the author of 14 *Harvard Business Review* articles and 12 critically acclaimed books, including *When the Bough Breaks* (winner of a Robert F. Kennedy Memorial Book Award); *Off-Ramps and On-Ramps*; *Winning the War for Talent in Emerging Markets*; *Forget a Mentor, Find a Sponsor* (named one of the best business books of 2013); and *Executive Presence: The Missing Link Between Merit and Success* (an Amazon "Best Book of the Month," June 2014). In 2014 she was recognized the Most Influential International Thinker by *HR* magazine and won the Google Global Diversity award. In 2015 she was ranked as a top ten diversity consultant by *The Economist*.

Her writings have been published in *The New York Times*, the *Financial Times*, *Foreign Affairs*, and the *International Herald Tribune* and she's a featured blogger on HBR Blog Network and the Huffington Post. She has appeared on Oprah, NewsHour with Jim Lehrer, Charlie Rose, the Today Show, and BBC World News. She's also been lampooned on Saturday Night Live, a sure sign that her work has entered the zeitgeist. In 2011 she received the Isabel Benham Award from the Women's Bond Club and Woman of the Year Award from the Financial Women's Association and in 2013 she received a Work Life Legacy Award from the Families and Work Institute. A Kennedy Scholar and graduate of Cambridge University, Hewlett earned her PhD in economics at London University.

# BOARD OF DIRECTORS



ANNE ERNI (Vice-Chairman), is currently chief people officer at Audible Inc., an Amazon company. Until spring 2015 she was head of Human Resources at Bloomberg, the global business and financial information and news leader with more than 15,000 employees in 192 locations around the world. Previously, Erni led the HR Business Partner function with responsibility for driving the effectiveness of the HR management strategy and building relationships with senior leaders across businesses. Prior to joining Bloomberg, she was managing director and chief diversity officer at Lehman Brothers.



PATRICIA FILI-KRUSHEL served most recently as executive vice president of NBCUniversal with a broad portfolio of functions reporting to her. Prior to NBCUniversal, she was executive vice president of administration at Time Warner Inc. Previous roles include CEO of WebMD Health, president of the ABC Television Network and president of ABC Daytime where she was responsible for introducing the daytime talk show "The View." She has also worked at Lifetime Television, Home Box Office and ABC Sports. In 2012 she was featured among Fortune's "50 Most Powerful Women" for the second time.



KENT A. GARDINER is a partner and member of Litigation and Antitrust groups at Crowell & Moring LLP, an international firm of 500 lawyers. His practice focuses on antitrust and other complex litigation. He served as Crowell & Moring's chairman from 2006 to 2015 and resides in the firm's Washington, D.C. office. Prior to entering private practice, Gardiner was a trial attorney with the Antitrust Division of the U.S. Department of Justice. He has been recognized by Chambers USA 2008 as a leading lawyer in the area of antitrust law.



ROSALIND L. HUDNELL is vice president, corporate affairs and president of the Intel Foundation. She leads a global staff based in 30 countries driving Intel's global corporate social responsibility, education, philanthropy strategies and external partnerships and alliances. Most recently she was vice president of human resources and chief diversity officer. Hudnell serves on the company's executive leadership committee that oversees progress towards Intel's Diversity in Technology Initiative. Hudnell's contributions include co-founding the Intel Black Leadership Council, driving the development of Intel's Global Women's Initiative, the Hispanic Leadership Council and the growth of employee affinity networks.

# BOARD OF DIRECTORS



SALLIE L. KRAWCHECK is the chair of Ellevest, a global professional women's network. She is past president of Global Wealth & Investment Management for Bank of America, the largest wealth management business in the world. Previously she was the CEO and chairman for Citi Global Wealth Management and was also a member of the senior leadership and executive committees. Prior to Citi, Krawcheck was chairman and CEO of Sanford C. Bernstein & Company. She was frequently listed as one of Forbes' and Fortune's "Most Powerful Women" in business.



FRANCES G. LASERSON is president of The Moody's Foundation, overseeing its charitable giving program and the community affairs and corporate social responsibility programs for Moody's Corporation. She was asked to create the foundation in 2001 and has led the expansion of its programs globally. Previously she was vice president, Corporate Communications, Moody's Corporation. She is also a member of Moody's Diversity Council. Laserson is an active member of The Women's Forum of New York, the Clinton Global Initiative, the Corporate Contributions Council and the Global Social Investing Council of the Conference Board.



CAROLYN BUCK LUCE (Vice President), is executive in residence at Center for Talent Innovation and senior managing director at Hewlett Consulting Partners. She was previously the global pharmaceutical sector leader at Ernst & Young LLP where she coordinated worldwide relationships with global pharmaceutical corporations. In addition, she served on various management and leadership committees at Ernst & Young. She served on the NYC Commission on Women's Issues and on the board of the New York Women's Foundation. Buck Luce is the recipient of the HBA 2012 Woman of the Year award.



MARY B. MULVIHILL is adjunct professor at St. John's University teaching entrepreneurship and starting an incubator for university students and alums. Previously she led the turnaround of the Lincoln Square Neighborhood Center and was executive director of the Grace Institute in New York City for more than 10 years. She was also an adjunct professor at the School of International and Public Affairs at Columbia University. Prior to joining Grace Institute, Dr. Mulvihill served as acting dean of Metropolitan College at St. John's University and before that she was at Fordham University where she taught and served as associate dean of the College of Business Administration.





KERRIE PERAINO is senior vice president, global talent management for the American Express Company, a position she assumed in January 2016. As an SVP of human resources, she serves as the firm's chief talent officer and head of global talent management, leading an organization of over 300 human resources professionals in more than 30 countries, supporting nearly 60,000 employees in over 100 markets. Peraino has worked with American Express since 1996, holding a variety of roles including the chief diversity officer. Her work and writings have been featured in *DiversityInc*, *Working Mother*, and *Diversity Executive*.



TREVOR PHILLIPS (Vice-Chairman), is a writer and television producer. He is cofounder of Webber Phillips Ltd, a data analytics provider. He is currently president of the Partnership Council of the John Lewis Partnership, deputy chair of the Steering Committee of the National Equality Standard, and chair of Green Park Diversity Analytics. Phillips is the former chair of the UK Equality and Human Rights Commission. He had previously been the chair of the Commission for Racial Equality and the elected chair of the Greater London Authority.



ADAM QUINTON is founder/CEO of Lucas Point Ventures and an active investor and advisor to early stage companies. Quinton is a board member at Thrive Metrics and is a member of and/or advisor to several angel groups including Astia Angel, a San Francisco-based organization which supports high-growth women-led companies in the US and abroad. Quinton has over 25 years of investing and management experience, most recently at Bank of America Merrill Lynch where he was most recently managing director and head of Global Macro Research. Additionally, he is an adjunct professor at Columbia University, School of International and Public Affairs.



DAVID G. RICHARDSON (Vice President and Treasurer), is a managing director with KPMG LLP. Prior to joining KPMG, he was with PricewaterhouseCoopers LLP. Before that, he practiced tax and corporate law as a senior attorney at Coudert Brothers. He was previously associated with Milbank, Tweed, Hadley & McCloy, and was a CPA at Arthur Andersen & Co. and Ernst & Young. Richardson has been active in a number of organizations including the Settlement Housing Fund, the East Side House Settlement, the United Negro College Fund, and the NAACP Legal Defense Fund, among others.

# BOARD OF DIRECTORS



HORACIO D. ROZANSKI is chief executive officer at Booz Allen Hamilton. He drives strategies to meet the firm's business goals and to help staff identify and respond quickly to emerging trends affecting clients ranging from US government agencies to Fortune 500 companies. Throughout his 22-year career at Booz Allen, Rozanski has held positions of executive vice president, chief personnel officer, chief strategy and talent officer, chief operating officer, and was appointed president in 2014. During his tenure, Booz Allen has experienced significant growth and garnered worldwide recognition, including Fortune's list of the "World's Most Admired Companies."



ELLA L. J. BELL SMITH is a professor of management sciences at the Tuck School of Business at Dartmouth College. Previously appointments include University of North Carolina at Charlotte and MIT's Sloan School of Management. She has also served on the faculties of Yale's School of Organization and Management, and the University of Massachusetts at Amherst. She is considered to be one of the leading experts in organizational change, and the management of race, gender and class in organizational life. She has published widely in management journals and is coauthor of *Our Separate Ways* and the author of *Career GPS*.



MARK E. STEPHANZ is vice chairman and head of Middle Market Investment Banking at Bank of America Merrill Lynch. He began his career with Bank of America as a credit analyst in Tampa, Florida and over the next few years held various positions covering large corporate clients in Washington, D.C. and New York. Stephanz became a managing director in 1994 and helped establish the Financial Sponsors Group. He serves on the bank's Global Diversity and Inclusion Council, and is executive sponsor of their Global Pride Network. He plays a leadership role and helped found "Out on the Street."



N.V. "TIGER" TYAGARAJAN, president and CEO of Genpact, is credited as one of the pioneers who transformed a division of GE (GE Capital International Services) into Genpact, a leading business process management and technology services company. With more than 66,000 employees across 25 countries, Genpact designs, transforms, and runs intelligent business operations for more than 800 clients worldwide. He began his career with the Unilever Group and Citibank in India before joining GE Capital in 1994. In 2002, he transferred within GE to the Global Commercial Lending Businesses in the US before rejoining Genpact in 2005.



CORNEL WEST is a prominent and provocative democratic intellectual. West has taught at Princeton, Union Theological Seminary, Yale, Harvard and the University of Paris. In addition to his classic *Race Matters*, West has written 19 books including *Democracy Matters* and his memoir, *Brother West*, and edited 13 books. He has appeared frequently on the Bill Maher Show, Colbert Report, CNN, C-Span, and The Tavis Smiley Show. West has appeared in over 25 documentaries and films. He has a passion to communicate to a vast variety of publics in order to keep alive the legacy of Martin Luther King, Jr.



MELINDA B. WOLFE is chief human resources officer at Pearson PLC and a member of the Pearson executive team. Previously she was head of professional development at Bloomberg LP. She has led talent management initiatives at six major companies over her career beginning at Merrill Lynch where she first served as an investment banker for 14 years before heading the Office of Diversity, Strategy and Programs. Subsequently she held roles at Credit Suisse and Goldman Sachs before joining American Express as senior vice president, Talent Management and chief diversity officer.



KENJI YOSHINO is the Chief Justice Earl Warren Professor of Constitutional Law at NYU School of Law. He is the author of three books including *Speak Now: Marriage Equality on Trial* and *Covering: The Hidden Assault on Our Civil Rights*. Yoshino has also published broadly in academic journals including the Harvard Law Review, Stanford Law Review, and Yale Law Journal. He has received several distinctions for his teaching. Yoshino currently serves as president of Harvard's Board of Overseers, the board of the Brennan Center for Justice, the External Advisory Panel for the World Bank Group, and the Global Advisory Board for Out Leadership.



# MANAGEMENT AND RESEARCH TEAMS

NONI ALLWOOD is a senior fellow at CTI and senior advisor at HCP leading research on multicultural talent. She brings over 20 years of experience as a corporate executive specializing in optimization strategies for diverse talent and strategic business operations. Her previous experience includes leading Cisco's worldwide diversity and inclusion initiative. A Latina, she has a degree in industrial engineering from Universidad Centroamericana in El Salvador and is an alumnus of the Stanford University Executive Program.

JULIA TAYLOR KENNEDY, senior vice president at the Center for Talent Innovation, drives qualitative research and writing for CTI. She is also director of digital learning at Hewlett Consulting Partners. Coauthor of *Mission Critical: Unlocking the Value of Veterans in the Workforce*, she also hosts a Carnegie Council for Ethics in International Affairs podcast *Impact: Where Business and Ethics Meet*. Previously, she hosted *51%*, a public radio show on gender issues, and reported for NPR and NPR member stations. Taylor Kennedy earned a Master of International Relations from Yale University and a journalism degree from Northwestern University.

CAROLYN BUCK LUCE is executive in residence at CTI and the senior managing director at HCP, and a cofounder of the Task Force for Talent Innovation. She was previously the global pharmaceutical sector leader at Ernst & Young LLP, coordinating worldwide relationships with global pharmaceutical corporations as well as one of the founding members of EY's celebrated two decade journey in D&I. Buck Luce is the recipient of the Healthcare Business Women's Association 2012 Woman of the Year award. She graduated Phi Beta Kappa and magna cum laude from Georgetown University and received her MBA from Columbia University.

MELINDA MARSHALL, executive vice president and director of publications at CTI, drives the Center's research on innovation, sponsorship, and leadership. She has coauthored articles for the *Harvard Business Review*, including "How Diversity Can Drive Innovation," CTI publications including *Sponsor Effect 2.0* and *Ambition in Black + White*. She has also helped drive CTI's research for *Out in the World* and *Growing Global Executives*. A journalist, editor, and former national humor columnist, she has published 11 books in collaboration, and is the author of the award-winning *Good Enough Mothers*. A magna cum laude graduate of Duke University, she earned her Master's in human rights studies at Columbia University.

ANDREA TURNER MOFFITT is a senior vice president at CTI and senior managing director at HCP. She specializes in issues relating to female investors and consumers, leadership development, sponsorship and diversity. She is the author of the book *Harness the Power of the Purse*; coauthor of CTI's report *Harnessing the Power of the Purse: Female Investors and Global Opportunities for Growth*; and the cofounder of Wealthrive, Inc. An honors graduate from Columbia Business School and the School of International and Public Affairs, she earned her BA from Tulane University.

RIPA RASHID, executive vice president at CTI and managing partner at HCP, is an expert on gender, global leadership and next generation talent strategies. The coauthor of *Growing Global Executives: The New Competencies* and *Winning the War for Talent in Emerging Markets* (Harvard Business Review Press), as well as numerous reports, she has also helped lead D&I teams at Fortune 500 companies, and has over 15 years' experience as a management consultant. She has lived and worked in Asia and South America. Rashid earned an AB cum laude from Harvard University, an MA from New York University, and an MBA from INSEAD.

LAURA SHERBIN is chief financial officer and director of research at the Center for Talent Innovation. An economist specializing in human capital and gender issues, she is also an adjunct professor at the School of International and Public Affairs at Columbia University. Sherbin has led CTI's research projects for more than eight years and is coauthor of *Harvard Business Review* articles and reports including "How Diversity Can Drive Innovation," *The Athena Factor* and *The Sponsor Effect* as well as CTI's *Executive Presence*, among many others. She is a graduate of the University of Delaware and earned her PhD in economics from American University.

PEGGY SHILLER, chief operating officer, has been at CTI since its founding. She has twenty years of experience planning conferences and overseeing research ventures that run the gamut from blogs to reports to blockbuster books. She has coauthored two Harvard Business Review Research Reports including the signature "Off-Ramps and On-Ramps" study as well as several CTI reports. Previously, she spent more than a decade in the fashion industry. She earned her BA at Sarah Lawrence College.

TAI WINGFIELD is senior vice president of communications at CTI and managing director at HCP. Her field of expertise includes brand reputation management, minority outreach and human rights, as well as strategy development. She is coauthor of CTI's *Black Women: Ready to Lead*, and *Ambition in Black and White*. Wingfield graduated from the University of Maryland with a BA in communications with an emphasis in public relations. In 2016, she and her team were the recipient of a PR Week award in the Team of the Year competition.

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