



The flagship project of the Center for Talent Innovation

The Task Force is united by an understanding that full utilization of the global talent pool is at the heart of competitive advantage and economic success.

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As of March 2015

*Darmstadt, Germany

**Steering Committee

- » **Driving engagement and performance**
- » **Tapping into new streams of talent around the world**
- » **Winning the talent wars across the divides of gender, generation, geography and culture**

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.

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.

RESEARCH

The **Center for Talent Innovation** is a thought leader in the talent management space, driving groundbreaking research that crosses the divides of gender, generation, geography and culture.

Ten 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

Thirty-two in-depth CTI reports



The **Task Force for Talent Innovation** takes the challenges identified in CTI research and spearheads action on the ground. Member companies focus on initiatives that go beyond access and opportunity to retention and acceleration.

Selected “best” practice and “next” practice”:

Harnessing diversity to drive innovation

Cisco: *Executive Action Learning Forum (E-ALF)*
 Boehringer Ingelheim: *NxGen*
 Booz Allen Hamilton: *Leadership Excellence*
 Merck: *Delivering Real Insights Via Employee Networks (DRIVEN)*

Developing global leaders

Bloomberg: *Leading Leaders*
 Citi: *Latin American Banker Mobility Program*
 EY: *Inclusive Leadership*

Accelerating female talent in tough sectors

American Express: *Women in Technology*
 BP: *Women's Development Program*
 Eli Lilly & Company: *Global Women's Network*
 Intel: *Technical Female Leadership Series*

Leveraging diverse and multicultural talent

Chubb: *Women of Color initiative*
 Johnson & Johnson: *Multicultural Leader Development Program*
 Morgan Stanley: *Leader Engagement and Development program (LEAD)*
 Pfizer: *Leadership Investment for Tomorrow (LIFT)*

Deploying sponsorship

AT&T: *Champions*
 Goldman Sachs: *Women's Career Strategies Initiative*
 Novartis: *Executive Female Leadership Program*

Creating off-ramps and on-ramps®

Bank of America: *Women's Leadership Program*
 Credit Suisse: *Real Returns*
 General Electric: *Restart*

Creating a rewards remix

Boston Consulting Group: *Predictability, Teaming, and Open Communication (PTO)*
 GlaxoSmithKline: *Energy for Performance*
 Moody's: *TeamUp*

The **Task Force for Talent Innovation** is a leadership network *par excellence*—members build cumulative, rich relationships with peers.

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.

» **Synergies at the Cutting Edge**, a series of luncheon 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.

CONSULTING SERVICES

Since 2008, Hewlett Consulting Partners (HCP), a boutique advisory service, has partnered with global companies converting CTI's ground-breaking research into strategy and tactics on the ground. HCP operates in both mature and emerging markets and has particular expertise in financial services, life sciences, engineering, technology, media, and professional services.

HCP's mission is to become the partner of choice for companies committed to fully realizing their brain power and their talent pool:

- »Awakening them to the challenges and the opportunities faced by diverse employees.
- »Accelerating their understanding of how diversity unlocks innovation and drives market growth

Specifically HCP provides:

- »Benchmarking and trend analysis
- »Customized employee diagnostics across a range of issues
- »Talent strategies emphasizing both quick wins and long-term solutions
- »Retention and acceleration programs including pathways to sponsorship
- »Executive presence workshops
- »Inclusive leadership training for senior executives
- »Role model analysis and training
- »Customized approaches to burnishing company brand as employer of choice

"I feel like my IQ goes up after every Task Force meeting."

"The summit was perfectly timed for me and has given me ideas, data, stories, a new language and a network..."

"The Summit was not the usual conference brag shop. I found the research striking, the panels and workbook engaging and the speakers charismatic and knowledgeable... it gave me a new boost of energy and confidence to keep pushing for change..."

LEVERS TO LEADERSHIP®

Now in its fourth year, this high impact (and extremely well received) leadership development program features CTI's proprietary research and targets female and multicultural managers and executives.

Signature features:

- »All elements of program align with business strategy to ensure that training is relevant to current market conditions and company culture.
- »Customized sessions are designed to blend CTI's unique ability to unpack the "power of difference" for diverse leaders with state-of-the-art leadership development modules (complete with individual and company assessments linked to national research findings)
- »Workshops are led by CTI senior leaders and a world class "faculty" from top business schools and leading-edge global companies.

Levers to Leadership® is an in-person program. Select learning modules are available online via our LEVERSSM pilot program.

SPEAKERS BUREAU

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

Selected topics:

- »Women Want Five Things
- »Black Women: Ready to Lead
- »Athena 2.0: Accelerants for Women in STEM
- »Harnessing the Power of the Purse: Health and Wealth
- »Innovation, Diversity and Market Growth
- »The Diversity Dividend
- »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
- »Bookend Generations: How Gen Y and Boomers Are Reshaping Your Agenda
- »Off-Ramps & On-Ramps®: Keeping Talented Women on the Road to Success
- »Extreme Jobs: The Powerful Allure of the 70-Hour Workweek

The **Task Force for Talent Innovation** research and action on the ground has garnered significant media attention—allowing Task Force members to be branded as “thought leaders” in global talent management.

#JoysofPower campaign reached 2 million women in March/April 2015

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*

Business press

- *Harvard Business Review*
- *Financial Times, Wall Street Journal, Forbes, The Economist*
- *Thinkers50*
- *Human Resources Executive, Emerald Management*
- *Economic Times*
- *Human Capital*

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*

KEEPING TALENTED WOMEN ON THE ROAD TO SUCCESS**The Power of the Purse: Engaging Women Decision Makers for Healthy Outcomes**

Center for Talent Innovation, April 2015

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

Women Want Five Things

Center for Talent Innovation, December 2014

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

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

Center for Talent Innovation, May 2014

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

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

Center for Talent Innovation, April 2013

SPONSORS: Citi, Genpact, Sodexo, Standard Chartered Bank, Unilever

Executive Presence

Center for Talent Innovation, November 2012

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

Sponsor Effect 2.0: Road Maps for Sponsors and Protégés

Center for Talent Innovation, November 2012

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

Sponsor Effect: UK

Center for Talent Innovation, June 2012

SPONSOR: Lloyds Banking Group

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

Center for Work-Life Policy, November 2011

SPONSORS: Bank of America Merrill Lynch, Cisco, Goldman Sachs

The Relationship You Need to Get Right*Harvard Business Review*, October 2011**The Sponsor Effect: Breaking Through the Last Glass Ceiling***Harvard Business Review* Research Report, December 2010

SPONSORS: American Express, Deloitte, Intel, Morgan Stanley

Off-Ramps and On-Ramps Revisited*Harvard Business Review*, June 2010**Off-Ramps and On-Ramps Revisited**

Center for Work-Life Policy, June 2010

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

Letzte Ausfahrt Babypause*Harvard Business Manager* (Germany), May 2010**Off-Ramps and On-Ramps Germany**

Center for Work-Life Policy, May 2010

SPONSORS: Boehringer Ingelheim, Deutsche Bank, Siemens AG

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

Harvard Business 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***Harvard Business Review* Research Report, March 2005

SPONSORS: Ernst & Young, Goldman Sachs, Lehman Brothers

LEVERAGING MINORITY AND MULTICULTURAL TALENT**Black Women: Ready to Lead**

Center for Talent Innovation, April 2015

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

How Diversity Drives Innovation: A Compendium of Best Practices

Center for Talent Innovation, February 2014

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

Cracking the Code: Executive Presence and Multicultural Professionals

Center for Talent Innovation, December 2013

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

How Diversity Can Drive Innovation*Harvard Business Review*, December 2013**Innovation, Diversity and Market Growth**

Center for Talent Innovation, September 2013

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

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

Center for Talent Innovation, October 2012

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

LEVERAGING MINORITY AND MULTICULTURAL TALENT *(continued)*

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

Center for Work-Life Policy, July 2011

SPONSORS: Deloitte, Goldman Sachs, Pfizer, Time Warner

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

Center for Work-Life Policy, October 2007

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

Global Multicultural Executives and the Talent Pipeline

Center for Work-Life Policy, April 2006 and January 2008

SPONSORS: Citigroup, General Electric, PepsiCo, Time Warner, Unilever

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

Center for Work-Life Policy, November 2005

SPONSORS: General Electric, Time Warner, Unilever

REALIZING THE FULL POTENTIAL OF LGBT TALENT

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

Center for Talent Innovation, February 2013

SPONSORS: Deloitte, Out on the Street, Time Warner

For LGBT Workers, Being “Out” Brings Advantages

Harvard Business Review, July/August 2011

The Power of “Out”: LGBT in the Workplace

Center for Work-Life Policy, June 2011

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

RETAINING AND SUSTAINING TOP TALENT

Top Talent: Keeping Performance Up When Business Is Down

Harvard Business Press, 2009

Sustaining High Performance in Difficult Times

Center for Work-Life Policy, September 2008

Sponsor: The Moody's Foundation

Seduction and Risk: The Emergence of Extreme Jobs

Center for Work-Life Policy, February 2007

Sponsors: American Express, BP plc, ProLogis, UBS

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

Harvard Business Review, December 2006

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

Center for Work-Life Policy, September 2011

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

How Gen Y & Boomers Will Reshape Your Agenda

Harvard Business Review, July/August 2009

Bookend Generations: Leveraging Talent and Finding Common Ground

Center for Work-Life Policy, June 2009

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

BECOMING A TALENT MAGNET IN EMERGING MARKETS

The Battle for Female Talent in Brazil

Center for Work-Life Policy, December 2011

Sponsors: Bloomberg LP, Booz & Company, Intel, Pfizer, Siemens AG

Winning the War for Talent in Emerging Markets

Harvard Business Press, August 2011

The Battle for Female Talent in China

Center for Work-Life Policy, March 2010

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

The Battle for Female Talent in India

Center for Work-Life Policy, December 2010

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

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, and Technology

Center for Talent Innovation, February 2014

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

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

Center for Work-Life Policy, December 2008

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

Stopping the Exodus of Women in Science

Harvard Business Review, June 2008

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

Harvard Business Review Research Report, June 2008

SPONSORS: Alcoa, Cisco, Johnson & Johnson, Microsoft, Pfizer



SYLVIA ANN HEWLETT is the founding president and CEO of the Center for Talent Innovation, and the founding partner of Hewlett Consulting Partners. 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 11 *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.

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.

COCHAIRS



REDIA ANDERSON is the chief diversity and inclusion officer for BP Americas where she leads the strategic development and implementation of the organization's diversity and inclusion strategy as a sustainable business practice. Anderson has more than 25 years of experience in Human Resources and Inclusion management. Prior to joining BP she was chief diversity officer for Deloitte & Touche LLP, Equiva Services, Sears, Roebuck & Co., and Abbott Laboratories. She is the lead author of the book *Trailblazers: How Top Business Leaders Are Accelerating Results through Inclusion and Diversity*.



CAROLINE CARR is the global cohead of Talent Development in the Human Capital Management (HCM) Division and is a member of the Global Talent Leadership Team. Her role also comprises responsibility in EMEA for the Office of Global Leadership and Diversity and Goldman Sachs University, as well as oversight for the Federation HCM business partners in EMEA. Prior to joining HCM, she was a senior counsel in the Legal Department. She is a member of the 30% Club Steering Committee and also founded the London-based group, Network for Knowledge, for women in the legal and compliance professions.



DEBORAH ELAM is president of the GE Foundation and chief diversity officer for GE. She works at the corporate headquarters and leads efforts globally to bring GE employees closer to their communities while maintaining diversity and inclusiveness as an essential part of GE's productivity, creativity, innovation and competitive advantage. Elam holds leadership roles in both GE's African American Forum and Women's Network. She joined GE upon graduation and was appointed to her current role in 2013.



TITUS ERKER is currently the diversity and inclusion director at BP, covering the EMEA. His responsibilities include supporting the group head of Organisational Effectiveness by providing regular updates on BP's progression in the D&I space; and he assists business-facing HR teams in implementing their D&I plans in support of BP's strategy. Prior to his current role, he was finance performance manager based in Johannesburg, South Africa. His first role at BP was in Group Economics, where he was the executive assistant to Group Chief Economist based in London. He started his career in consulting, before moving to London to join BP.



ANNE ERNI is the global head of human resources at Bloomberg LP. Previously she led the HR Business Partner and Leadership & Diversity functions with responsibility for driving HR management strategy and building relationships with senior leaders across businesses. Before Bloomberg, she was a managing director and chief diversity officer at Lehman Brothers. Erni came to talent management with more than 15 years of front line banking experience in fixed income and prime brokerage sales. She serves on advisory boards of The Johns Hopkins University's Center for Financial Economics and School of Advanced International Studies, Bologna Center and The Johns Hopkins Krieger School of Arts and Sciences.



GAIL FIERSTEIN is SVP HR Business Partner-Higher Education at Pearson LLP. Prior to that, Fierstein consulted with the Markle Foundation to help launch their "Rework America" Initiative. While at Goldman Sachs, she was a managing director in Human Capital Management where she was responsible for the business partner teams and developed practices that enhanced the employee value proposition. Fierstein was responsible for the firm's workforce re-entry programs: Returnship, an internship designed for people rejoining the workforce after an extended personal time off, and the Veterans Intern Program. The first half of her career was spent in IT as a software developer.



PATRICIA FILI-KRUSHEL serves as chairman of the NBCUniversal News Group, which includes NBC News, MSNBC, CNBC and The Weather Channel as well as digital platforms including NBC News Digital Group, MSNBC.com and CNBC.com. Previously, she was executive vice president of NBCUniversal overseeing a broad portfolio of functions. Before that, she was executive vice president of administration at Time Warner Inc. She was also CEO of WebMD Health, president of the ABC Television Network and president of ABC Daytime. She has also worked at Lifetime Television, HBO and ABC Sports.



CASSANDRA FRANGOS is head of global executive talent & OD at Cisco where she is responsible for accelerating the readiness of the executive portfolio to transform the business and culture. Previously she was the human capital practice leader at a management consulting firm led by Harvard Business School thought leaders Drs. Kaplan and Norton, founders of the Balanced Scorecard. She was also a management consultant with Watson Wyatt Worldwide. She has authored several publications with Harvard Business School Publishing and with leading industry journals.



DAVID L. GONZALES is the head of Global Diversity and Inclusion, Bristol-Myers Squibb. Before joining BMS in March of 2015, he was the global chief diversity officer and executive director of Compliance for Merck & Company. Previously, he founded and served as the CEO/president of an independent global consulting firm focused on diversity and inclusion. Over his career, Gonzales has held a variety of senior leadership roles in global purchasing, supplier development, global citizenship, corporate social responsibility and strategic philanthropy with corporations such as Eastman Kodak, ExxonMobil and PepsiCo.



VALERIE GRILLO is the chief diversity officer of American Express Company. She is responsible for developing the company's global diversity and inclusion strategy for more than 50,000 employees. In her 11-year tenure at American Express, Grillo has held numerous global human resources leadership positions. Most recently, she led Global Leadership Development and was the architect behind Amex's Global Leadership curriculum, an initiative targeted to the company's 12,000 people leaders. She also worked at JP Morgan Chase as vice president of Strategic Talent Solutions.



WANDA BRYANT HOPE was recently appointed to the position of chief diversity officer at Johnson & Johnson where she will work to advance J&J's strategy for diversity and inclusion, and align the talent strategy to the business strategy to meet the demands of patients, customers and consumers worldwide. She will also work closely with ERGs to deepen insight about diverse populations, gain support for and participation in diversity and inclusion initiatives, and drive common operating models and expectations across all ERGs. She previously held the position of vice president, Global Performance and Development.



ROSALIND L. HUDNELL is vice president, human resources and chief diversity officer for Intel Corporation and is currently leading Intel's Diversity in Technology Initiative, a \$300m effort to reach full representation in the company by 2020. Hudnell joined Intel in 1996 and her contributions include cofounding the Intel Black Leadership Council, driving the development of Intel's Global Women's Initiative and the Hispanic Leadership Council and leading the 10k Engineer's Initiative for the President's Council on Jobs & Competitiveness. She was selected as a Woman Helping the World by *Forbes* magazine and 10x10.

COCHAIRS



RENEE JOHNSON is the head of Diversity and Inclusion at Booz Allen Hamilton, where she serves as an internal consultant and business advisor to senior leadership and is responsible for leading the execution of the firm's diversity strategies. She has more than 20 years of strategic human capital management experience. Over the course of her ten-year tenure with Booz Allen, Johnson also served as a senior human resources business partner across Booz Allen's Defense and Intelligence markets. Prior to her time at Booz Allen, she held multiple human resources roles at Honeywell International.



PATRICIA LANGER joined NBCUniversal as executive vice president of human resources. She is responsible for human resources globally for the company, including compensation, staffing, benefits, labor relations, organizational development and learning. Previously, she served as executive vice president of legal, business affairs and human resources at Lifetime Networks. Before that she worked at NBC for 11 years in a series of roles including vice president, employment law. Prior to NBC, she held positions at Pan American World Airways; Webster & Sheffield; and Skadden, Arps, Slate, Meagher & Flom.



KERI MATTHEWS is managing director and deputy global head of Diversity and Inclusion at Deutsche Bank in New York. Previously she was associate general counsel and employment lawyer in the HR legal group responsible for all business and infrastructure areas in the Americas. Before joining Deutsche Bank, she worked as an associate for O'Melveny & Myers in New York. Matthews received her JD degree from New York University School of Law and her BA from the University of Western Ontario.



KENDALL O'BRIEN is chief financial officer, Office of the Chief Scientific Officer at Johnson & Johnson. She leads the Women's Leadership Initiative, the largest and oldest employee resource group at J&J. O'Brien has championed the Financial Leadership Development Program and the Finance African American Council. Previously, she was vice president corporate finance where she worked with acquisitions and divestitures, and before that was Group Finance Vice President, Medical Devices & Diagnostics. She also has held chief financial officer roles for the North American Pharmaceuticals business and the ETHICON business. Her career has extended through consumer, medical devices, health and wellness, pharmaceuticals and corporate.



LISA GARCIA QUIROZ is the chief diversity officer and senior vice president, corporate responsibility, Time Warner Inc. In this role, she ensures that Time Warner attracts, retains and develops a talented, diverse workforce, and leads company-wide efforts aimed at better serving and reaching a more diverse marketplace. She also oversees the Time Warner Foundation. She was the catalyst for two of Time Inc.'s successful brand extensions—People en Español and Time for Kids. She was nominated by President Obama to serve on the board of the Corporation for National and Community Service, and she was recently elected as their Chairperson.



CRAIG ROBINSON is executive vice president and chief diversity officer for NBCUniversal, reporting to the CEO. He acts as the main liaison between NBCUniversal and key national and local figures and oversees the company's diversity and inclusion commitments. He also helps guide the company's multiple internal affinity groups and serves as a member of Comcast and NBCUniversal's Joint Diversity Council. Previously he was president and general manager of NBC4 LA, the NBC-owned station in Los Angeles and was also president and general manager of the NBC affiliate in Columbus, Ohio.



SHARI SLATE is vice president, chief inclusion and collaboration officer at Cisco where she promotes thought leadership across Cisco's people strategy enabling employee engagement and inclusion outcomes to fuel innovation and market leadership. In her previous role, Slate served as chief inclusion and collaboration strategist for Cisco's Sales Organization. Prior to joining Cisco, she was chief diversity officer and director of Global Community Affairs at Sun Microsystems. Slate has been widely recognized for her leadership and transformational views on the value of inclusion and has been honored by *Diversity Woman Magazine*, the California Diversity Council and *Diversity Journal Magazine*.



SARAH ST. CLAIR is vice president and People Services Operations lead for Booz Allen Hamilton. She leads the delivery of services in the areas of Talent Management, Talent Development, Diversity and Inclusion, Talent Strategy and Analytics and Total Rewards. Previously she was the General Administrative Officer for the Civil Commercial Group. Before that, she led the business operations for the People Services functions across the firm. Over the last two decades St. Clair has held a variety of roles and supported numerous client group at Booz Allen.



DAVID TAMBURELLI is the global head of Bloomberg's Emerging Markets business and products where he creates and manages the business strategy for Emerging Markets. He also oversees the development of EM-country related products for the Bloomberg Professional service, the data, news and analytics platform. Tamburelli has held several key senior management positions at Bloomberg including the global head of Bloomberg's buy-side Equity business, global head of the company's analytical support desk and application specialist sales force, head of North American foreign exchange sales.



EILEEN TAYLOR is the chief executive officer of DB UK Bank Limited, the UK banking subsidiary of Deutsche Bank. Prior to assuming the DB UK Bank Ltd. role, she was the global head of diversity. Previously, Taylor was a managing director in Global Markets where she was, over 10 years, chief operating officer for Global Markets in Europe, chief operating officer for the Institutional Client Group and chief operating officer for Global Foreign Exchange. She started the Foreign Exchange Prime Brokerage Business within Deutsche Bank.



GERI THOMAS is chief diversity and inclusion officer, and Georgia Market president for Bank of America. She serves as the chief strategist and leader for diversity and inclusion globally and serves on the bank's Global Diversity & Inclusion Council. She joined Bank of America in 1970 in consumer banking support. Progressing through a number of human resources leadership roles, she became Global Diversity and Inclusion Executive in 2002, and was named the Georgia Market president in 2009.



KARYN TWARONITE is responsible for maximizing the diversity of EY professionals across the globe by enhancing EY's inclusive culture. She is a partner at Ernst & Young LLP and a member of the Global Practice Group and the Global Talent Executive. She frequently consults with clients on diversity and inclusiveness matters, serving as a thought leader regularly in the global media like the *Financial Times* and *The Economist*. She joined EY over 20 years ago as a tax professional before moving into the Talent team, where she has led human resources for both the US and Canada. She has served as Americas Inclusiveness Officer since 2011.

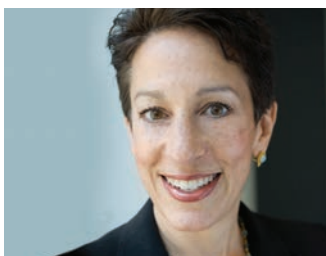
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ELANA WEINSTEIN is a talent management and leadership coach at Bloomberg LP, specializing in the development and advancement of women and other historically underrepresented groups. Previously, she originated and held the role of global head of diversity and inclusion at Bloomberg LP. In addition, she is a key contributor to the company's social impact agenda, focusing on community engagement, sustainability, philanthropic, and wellness efforts. As part of the talent management function, she also contributes to diversity recruiting, and leadership and learning initiatives. Prior to joining Bloomberg, Weinstein was a vice president in Global Leadership and Diversity at Goldman Sachs.



ANRÉ WILLIAMS is president of American Express' Global Merchant Services—the merchant acquirer, processor and marketing partner for the millions of merchants around the world who accept the American Express Card. He is a member of the Officers' Group, which is responsible for developing the company's overall strategic direction and determining key policies affecting the company overall. He began his career at American Express in 1990 in marketing. He then joined the Small Business division and later Corporate Payments where he was promoted to roles of increasing responsibility, including President of Global Corporate Payments.



MELINDA WOLFE has led talent initiatives with a passionate focus on diversity at major global companies over the past 20 years. She currently serves as Pearson PLC's first chief human resources officer and a member of the executive team. Previously, she headed People Operations (HR) at Bloomberg LP; served as a senior vice president of Executive Talent and chief diversity officer at American Express; and headed the Office of Global Leadership and Diversity at Goldman Sachs. Wolfe began her career at Merrill Lynch where she served public and private sector clients in issuing debt offerings for project finance transactions.

MANAGEMENT AND RESEARCH TEAMS



NONI ALLWOOD is a senior fellow at the Center for Talent Innovation and senior advisor at Hewlett Consulting Partners. 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.



TAI GREEN, senior vice president of communications at CTI and COO at HCP, has effectively counseled organizations on brand reputation management and awareness, minority outreach and human rights. She is coauthor of CTI's *Black Women: Ready to Lead*. She was a member of Edelman's Business + Social Purpose practice and day-to-day client contact and account lead, driving strategy development and implementation. Green graduated from the University of Maryland with a BA in communication with an emphasis in public relations.

MANAGEMENT AND RESEARCH TEAMS



WENDY J. HUTTER is senior advisor at the Center for Talent Innovation (CTI) and managing partner at Hewlett Consulting Partners, the advisory arm of CTI. She has over two decades of experience advising Fortune 500 executives on their corporate and product brand strategy, marketing and strategic communications based on her background in management consulting, brand strategy consulting, marketing, brand management, communications, market research and advertising on the agency, consulting and client side. Previously, she was a director at Reputation Institute where she advised C-suite executives and boards on enterprise reputation management strategies, stakeholder engagement and reputation risk. Hutter has also held senior management roles at Penn Schoen Berland, Hill & Knowlton, and Standard & Poor's.



JULIA TAYLOR KENNEDY, vice president and senior fellow at the Center for Talent Innovation, drives qualitative research and writing for CTI. A seasoned producer and interviewer, she also hosts a Carnegie Council for Ethics in International Affairs podcast called Impact: Where Business and Ethics Meet. Taylor Kennedy has advised speakers for major platforms like the World Economic Forum and the United Nations, and collaborated on articles published in Forbes, Time, and academic journals. 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 EY 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, an Adjunct Professor at Columbia University, and was appointed in 2007 by Mayor Bloomberg to the NYC Commission on Women's Issues.



MELINDA MARSHALL, senior 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" and CTI reports including *Sponsor Effect 2.0*. 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, senior vice president at CTI and managing director at HCP, is a coauthor of CTI's research on *Harnessing the Power of the Purse*. She leads HCP's work in the financial and professional services sectors where she focuses on talent, leadership development and marketplace strategies that leverage innovation and diversity. Prior to joining HCP, Turner Moffitt spent ten years on Wall Street where she worked at Citi specializing in emerging markets. She earned her MBA at the Columbia Business School.



RIPA RASHID, senior vice president at CTI and managing director at HCP, is an expert on gender, global leadership and next generation talent strategies. The coauthor of *Winning the War for Talent in Emerging Markets* (Harvard Business Review Press) as well as numerous reports, she has held senior management roles at Time Warner and MetLife and been a management consultant at Booz & Company. 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.

MANAGEMENT AND RESEARCH TEAMS



SANDRA SCHARF is a senior vice president at the Center for Talent Innovation and managing director at Hewlett Consulting Partners. She has deep expertise on gender issues, capacity building and cultural change. She is a coauthor of CTI's research report *Cracking the Code* and of CTI's forthcoming research on Millennials. Most recently, Scharf worked globally as a project manager for McKinsey & Company's Organization Practice focusing on talent management, leadership development and organizational change. She holds an MBA from the University in Jena/Germany and a Master of Public Administration from Columbia University's School of International and Public Affairs.



LAURA SHERBIN is executive vice president and director of research at the Center for Talent Innovation. She is an economist specializing in work-life issues and gender. 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 seven 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.



JENNIFER ZEPHIRIN is a vice president at the Center for Talent Innovation where she manages Task Force member relationships and engagement. Prior to joining CTI, she managed Diversity and Inclusion at Morgan Stanley and specialized in organizational culture change, pipeline development, employee resource group management and retention of high-potential employees. Zephirin also has experience in recruiting, compensation, learning and development, talent management and financial software consulting with previous roles at NERA Economic Consulting and FactSet Research. Zephirin earned a BA in Economics from Fairfield University.

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The Center for Talent Innovation is a nonprofit think tank based in New York City. CTI's flagship project is the Task Force for Talent Innovation—a private sector task force focused on helping organizations leverage their talent across the divides of gender, generation, geography and culture. The more than 85 global corporations and organizations that constitute the Task Force, representing nearly six million employees and operating in 192 countries around the world, are united by an understanding that the full realization of the talent pool is at the heart of competitive advantage and economic success.

