



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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- » 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 ground-breaking 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 (forthcoming June 2014)

Twenty-eight 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”:

Developing off ramps, on-rampsSM and up-ramps	Bank of America: <i>Women's Leadership Program</i> General Electric: <i>Restart</i> Goldman Sachs: <i>Returnships</i>
Leveraging diverse and multicultural talent	Johnson & Johnson: <i>Crossing the Finish Line</i> Standard Chartered Bank: <i>All-Women's Branch</i> Time Warner: <i>Breakthrough Leadership</i>
Redesigning extreme jobsSM	Booz Allen Hamilton: <i>Social Contract</i> BT: <i>Achieving the Balance</i> Credit Suisse: <i>Agile Working</i>
Accelerating female talent in tough sectors	Bristol-Myers Squibb: <i>Women in Science</i> Cisco: <i>Executive Talent Insertion Program</i> Intel: <i>Technical Female Leadership Series</i> Siemens: <i>GLOW</i>
Creating a rewards remix	Booz & Company: <i>Partial-Pay Sabbatical</i> Pfizer: <i>Global Access</i> Saatchi & Saatchi: <i>Switch</i> UBS: <i>Graduate Deferral Program</i>
Shaping a collaborative and “cool” work environment	Bloomberg: <i>Transparency in the Workplace</i> Boehringer Ingelheim: <i>Workplace of the Future</i> Genzyme: <i>Green Office</i> Google: <i>TGIF</i>
Winning the war for talent in emerging markets	Citi: <i>Latin American Banker Mobility Program</i> Ernst & Young: <i>Inclusive Recruiting Strategy</i> Infosys: <i>Women's Inclusivity Network</i>
Deploying sponsorship	American Express: <i>Women in the Pipeline and at the Top</i> Deloitte: <i>Leading to WIN</i> Morgan Stanley: <i>Leadership Program for Newly Promoted Women Managing Directors</i>

COMMUNITY

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 LEADERSHIPSM

Now in its third 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 LeadershipSM 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:

- »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

IMPACT

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.

Mainstream press

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

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*
- *National Public Radio*

Online

- *Harvard Business Online*
- *Slate*
- *Bloomberg*
- *Huffington Post*
- *Forbes*
- *Quartz*

KEEPING TALENTED WOMEN ON THE ROAD TO SUCCESS

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

Forthcoming 2014: Executive Presence: The Missing Link Between Merit and Success

LEVERAGING MINORITY AND MULTICULTURAL TALENT

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

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

PUBLICATIONS *(continued)*

LEVERAGING MINORITY AND MULTICULTURAL TALENT *(continued)*

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 founder and CEO of the Center for Talent Innovation, and the founder of Hewlett Consulting Partners LLC. The co-director of the Women's Leadership Program at the Columbia Business School, she is 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.

Hewlett is the author of 11 *Harvard Business Review* articles and 11 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 ten best business books of 2013 by the *Globe and Mail*); and *Executive Presence* (Harper Collins, June 2014). She is currently ranked #16 on the Thinkers50 list of the world's most influential business gurus.

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. 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.

CO-CHAIRS



Caroline Carr is the EMEA head of talent development and manages the EMEA Federation Human Capital Management business partners at Goldman Sachs. Previously she was senior counsel in the Legal Department advising on litigation and contentious regulatory matters in EMEA. Caroline joined Goldman Sachs in 2005 and was named managing director in 2012. 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.



Anthony Carter is the vice president, Global Diversity & Inclusion, and chief diversity officer for Johnson & Johnson. He reports to the chairman & CEO and works closely with the worldwide vice president of HR and the Worldwide Human Resources Executive Committee. He joined J&J as director, corporate communications, and was promoted to vice president, corporate communications. Prior to joining J&J, he was senior director of culture and diversity for Bristol-Myers Squibb and the former director of public affairs. He is the former assistant press secretary to Mayor David N. Dinkins.



Erika D'Egidio is executive director, talent management & diversity for Bristol-Myers Squibb where she is responsible for leading and executing the talent and diversity strategies for the enterprise. Her team has accountability for core talent processes including performance management, succession planning, talent management systems, executive coaching, and the employee survey. She also leads the diversity team and plays an advisory role on a number of key forums focused on a culture of inclusion. She was previously the HR director for the Global Medical organization at BMS.



Deborah Elam is president, GE Foundation and chief diversity officer. She also holds leadership roles in both GE's African-American Forum and Women's Network. She started her career at GE as an intern at GE's Global Exchange business while in graduate school. She joined GE's Human Resources Leadership Program and was promoted to successively larger HR roles in GE Consulting Services, GE Capital Mortgage Corporation, GE Capital Insurance Services and GE Capital Market Services.



Anne Erni is the 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. Previously, 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 covering both private and public sector clients. Erni serves on several advisory boards including The Johns Hopkins University's Center for Financial Economics and School of Advanced International Studies, Bologna Center.



Patricia Fili-Krushel serves as chairman of NBCUniversal News Group, a division composed of NBC News, CNBC, MSNBC and the Weather Channel at NBCUniversal. Previously she was executive vice president of NBCUniversal with a broad portfolio of functions reporting to her. Before that, she was executive vice president of administration at Time Warner. She was also CEO of WebMD Health, President of the ABC Television Network and President of ABC Daytime where she was responsible for introducing the "The View." She has also worked at Lifetime Television, Home Box Office and ABC Sports.



Cassandra Frangos is head of global executive talent 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.



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 60,000 employees. In her nine-year tenure at American Express, Grillo has held numerous global Human Resources leadership positions focused on talent management, leadership and organizational development, campus recruitment and employee engagement. Previously, she led Global Leadership Development at American Express. She also worked at JP Morgan Chase as vice president of Strategic Talent Solutions.



Sandy Hoffman is Cisco's chief diversity officer. She leads the development and alignment of the strategic Inclusion and Diversity plan with the corporate strategy to enable Cisco to remain competitive and cultivate world-class talent. She also facilitates the global I&D board that sets the overall vision and strategy as well as oversees many of Cisco's external partnerships and alliances. Her position incorporates responsibilities of her previous role as Senior Director, Operations, Processes, and Systems where she oversaw world-wide operations of Cisco's manufacturing partners. Hoffman has authored articles in *Diversity Journal*, *Latino Magazine*, *Savoy*, and several other leading publications.



Rosalind L. Hudnell is a vice president of human resources at Intel Corporation and serves as director of global employee communications and external relations. Since joining Intel in 1996, Hudnell has held various leadership positions having most recently served as Intel's head of diversity. During her tenure, Intel has achieved significant progress and received numerous awards for leadership in workforce diversity. Her contributions include co-founding 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.



Annalisa Jenkins, MBBS, MRCP, is executive vice president, head of global research and development for Merck Serono. In addition, she leads Global Medical Affairs and Quality. Dr. Jenkins is a member of the Pharmaceutical Executive Committee at Merck Serono. Previously, Dr. Jenkins was senior vice president, global medical affairs at Bristol-Myers Squibb (BMS). Dr. Jenkins began her career as a medical officer with the British Royal Navy, and served with the Minesweeper Squadron during the Gulf conflict, rising to the rank of Surgeon Lieutenant Commander. She graduated in Medicine from St. Bartholomew's Hospital London and trained in Cardiovascular Medicine in the UK National Health Service.



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.

CO-CHAIRS



Tom Morrison is a principal in Deloitte Consulting's Human Capital practice, and serves as the National Service Line Leader of Deloitte's Talent, Performance, & Rewards service line. In 25 years of consulting, he has provided services for international clients across a broad spectrum of human resources and people issues, helping companies maximize the value they derive from their people investment through innovative rewards, incentive, and performance management programs. His clients have included The Blackstone Group, Alcoa, Bayer, DaimlerChrysler, BASF, Air Products, and Honeywell.



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.



Nisha Rao is the global head of leadership development at Deutsche Bank. Before this she was global head of development for the Corporate and Investment Bank at Deutsche Bank. Previous roles include global head of development for Global Banking and global head of diversity, culture and organizational development for Deutsche Bank. Throughout her tenure at DB, she has been deeply involved in topics including: senior level assessments, succession management, leadership education, change management, and gender diversity. Rao joined Deutsche Bank via Bankers Trust.



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.



Lucy Sorrentini is the leader of talent development and diversity & inclusion at Booz Allen Hamilton, a leading management and technology consulting firm. In this role, she delivers human capital strategy, program design, and management focused on the attraction, engagement and retention of all staff with a particular focus on the key role of leaders in supporting the firm's value proposition. She has more than 25 years of experience in Human Capital Management within the consulting and financial services industries.



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.



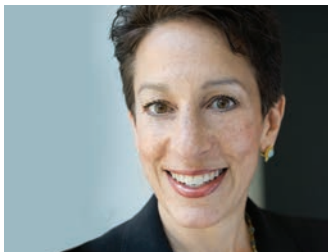
Karyn Twaronite is a partner of Ernst & Young LLP and is the EY Americas Inclusiveness Officer. As a member of the organization's Americas Operations Sub Committee, she works with the executive board, fellow partners and employees to maximize and leverage the diversity within EY, and she consults with clients on talent management, diversity and flexibility matters. Outside of EY, Twaronite is a proud Board of Directors member for the United Way of New York City. Twaronite began her career with EY over 20 years ago as a tax professional.



Elana Weinstein is global head of diversity and inclusion at Bloomberg LP where she is responsible for the vision, development and implementation of the company's global diversity and inclusion strategy. 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 coaching, 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 Amex Card. He joined Amex in 1990, beginning in marketing, then joined the Small Business division. He subsequently joined the Corporate Payments division where he was promoted to roles of increasing responsibility, most recently, to President of Global Corporate Payments, the division that markets the Amex Corporate Card around the world.



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 the chief human resources officer at Pearson plc and a member of the Pearson Executive team. Previously, Wolfe 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



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.



Carolyn Buck Luce is executive-in-residence at Center for Talent Innovation, acting managing partner at Hewlett Consulting Partners LLC and partner at Imaginal Labs. She was previously the Global Pharmaceutical Sector Leader at EY LLP where she coordinated worldwide relationships with global pharmaceutical corporations. Buck Luce also is an adjunct professor at Columbia's Graduate School of International and Public Affairs. She is the coauthor of several *Harvard Business Review* articles. Buck Luce is the recipient of the HBA 2012 Woman of the Year. She graduated Phi Beta Kappa and magna cum laude from Georgetown University and received her MBA from Columbia University.



Laura Sherbin, executive vice president and director of research, heads up CTI's survey research. She is an economist specializing in workforce issues and international development. She is also an adjunct professor at the School of International and Public Affairs at Columbia University. She has led CTI research projects including “Off-Ramps and On-Ramps” in Japan and Germany and is coauthor of several *Harvard Business Review* articles and reports including *The Athena Factor* and *The Sponsor Effect*. She is a graduate of the University of Delaware and earned her PhD in economics from American University.



Melinda Marshall, senior vice president and director of publications, drives the Center's sponsorship and innovation research and oversees publications. She coauthors articles for the Harvard Business Review and CTI reports including *Innovation, Diversity & Market Growth* and *The Sponsor Effect 2.0: Road Maps for Sponsors and Protégés*. She is currently leading projects on “Women and Power” and “Global Executives.” She has published 11 books in collaboration, and is the author of the award-winning *Good Enough Mothers: Changing Expectations for Ourselves*. A magna cum laude graduate of Duke University, she earned her Masters in Human Rights Studies at Columbia University.



Tai Green is senior vice president of communications for CTI and Hewlett Consulting Partners, driving corporate reputation efforts on behalf of each brand. She is an expert communicator and has effectively counseled public and private organizations on various issues including brand reputation management and awareness, minority outreach and human rights. Most recently, she worked as a member of Edelman's Business + Social Purpose practice and served as the day-to-day client contact and account lead on various accounts, driving strategy development and implementation for organizations including AMD, eBay, Xylem, and Microsoft Retail. Green graduated from the University of Maryland with a BA in communications with an emphasis in public relations.



Sandra Scharf is a managing director at Hewlett Consulting Partners. She has deep expertise on gender issues, capacity building and cultural change. Most recently, Scharf worked globally as a Project Manager for McKinsey & Company's Organization Practice focusing on talent management, leadership development and organizational change. Previously, she interned at top management consulting firms including A.T. Kearney and Bain & Company as well as at the United Nations. 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.



Andrea Turner Moffitt is a managing director at Hewlett Consulting Partners and founder of Wealthrive, Inc. She is coauthoring *Power of the Purse: Financial Services*, CTI's upcoming report on female investors and leveraging diversity to drive market share. Turner Moffitt has expertise on the implications of the she-economy for financial services, leadership development programs and sponsorship initiatives. With nearly a decade of experience on Wall Street, Turner Moffitt worked globally with Citibank with a focus on emerging markets. Earlier, she helped build a hedge fund of funds and was an investment banker at Robertson Stephens. She earned her MBA with honors and MIA from Columbia University and received her BA from Tulane University.



Courtney Emerson is an associate principal at Hewlett Consulting Partners, where she leads talent-based engagements for Fortune 500 and global companies. She is a co-author of the CTI research report *Vaulting the Color Bar: How Sponsorship Levers Multicultural Professionals into Leadership*. Emerson has expertise in organizational diversity strategy development and specializes in the design and delivery of women's leadership programs as well as sponsorship initiatives. Prior to joining CTI, Emerson served as a research assistant to Amaney Jamal, Associate Professor of Politics at Princeton University. She graduated magna cum laude from Princeton University.



Noni Allwood, vice president and senior fellow at the Center for Talent Innovation, drives emerging markets and multicultural research and heads CTI's operations on the West Coast. 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. She currently serves on the Board of Directors of Geographic Expeditions and on the Advisory Boards of Bring me a Book Foundation, Professional Business Women of California and the Department on the Status of Women in San Francisco.



Catherine Fredman is vice president and senior fellow at the Center for Talent Innovation. She has collaborated on *Winning the War for Talent in Emerging Markets: Why Women Are the Solution* (Harvard Business Press, 2011) and *Top Talent: Keeping Performance Up When Business Is Down*, as well as contributing to CTI research reports, articles and blogs. She has coauthored five best-selling business books, including *Direct from Dell* with Michael Dell, and *Use the News* with Maria Bartiromo, and has written memoirs with Andy Grove (*Swimming Across*) and for the Dell family. She is an award-winning magazine editor for consumer and corporate publications. Fredman is a graduate of Bryn Mawr College.



Maggie Jackson, vice president and senior fellow at the Center for Talent Innovation, helps lead the publication division. An award-winning journalist known for her coverage of U.S. social issues, she is the author, most recently, of *Distracted: The Erosion of Attention and the Coming Dark Age*. Jackson is a former contributor to the *Boston Globe* and has written for the *New York Times*, *Business Week*, and National Public Radio, among other publications. She has won numerous awards and honors for her work, including the Media Award from the Work-Life Council of the Conference Board and a journalism fellowship in child and family policy from the University of Maryland. Jackson is a graduate of Yale University, and the London School of Economics with highest honors.



Brigitte D. Lippmann is vice president and Germany regional director at the Center for Talent Innovation. She creates solutions for organizations that encounter challenges in talent management and cross-boundary movements. Lippmann brings 20 years of experience as consultant and in talent leadership positions in firms such as Johnson & Johnson, Goldman Sachs, Pfizer, the UN, Cap Gemini and Katzenbach Partners. She has lived in seven countries and worked in 21; she speaks German, English, French and Spanish fluently. Lippmann earned her BA in Applied Economics and Business Administration at WHU Koblenz, Germany; an International MBA from Helsinki School of Economics, Finland; and a MA in organizational psychology from Columbia University.

MANAGEMENT AND RESEARCH TEAMS



Birgit Neu is vice president and UK regional director at the Center for Talent Innovation. She was previously Head of Private Banking Initiative, Global Commercial Banking, HSBC and was co-chair of its “Balance” employee network and founding member of the Women on the Wharf network. She also held COO roles within Corporate Communications & Marketing and Corporate Development teams there. Prior to HSBC, Neu has worked with Atos Euronext Market Solutions, broker Instinet, book publisher Henry Holt and Company, branding agency Wunderman and restaurant chain Planet Hollywood. Neu has a BS in marketing and international business from New York University.



Jennifer Zephirin is a vice president at the Center for Talent Innovation. Prior to joining CTI, Zephirin was a Diversity and Inclusion Manager for Morgan Stanley where she specialized in organizational culture change management, pipeline development, employee resource group management and retention of high-potential mid to senior level employees, with a focus on women in both Wealth Management and Institution Securities. Previously, she held positions as a Compensation and Recruiting Associate for NERA Economic Consulting and a Consultant with FactSet Research in the Investment Management division. Zephirin received a BA in economics from Fairfield University.



Fabiola Dieudonné is a senior associate at Hewlett Consulting Partners where she works on talent-based strategies and programs to advance diverse talent in the workplace. She is co-author of recent CTI publications, *Executive Presence* and *Athena Factor 2.0*. Prior to joining HCP, she served as senior associate director of programs at Youth, I.N.C. (Improving Nonprofits for Children), consulting to over a dozen nonprofits in fundraising and board development. She holds a BS from Boston University and a MPA from New York University's Robert F. Wagner School of Public Service.



Tara Gonsalves, senior research associate at the Center for Talent Innovation, assists in conceptualizing surveys and analyzing quantitative data for research projects. She led the statistical analysis for CTI's “Innovation, Diversity and Market Growth” project. She graduated from Brown University with an honors BA in development studies and economics and earned an MA in international education policy from Harvard University. Prior to joining CTI, she worked as a researcher in India and held a Fulbright Fellowship in Indonesia. More recently she has worked at the Kennedy School of Government and the Institute for Education and Social Policy in New York.

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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 80 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.

