



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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**Steering Committee
As of May 25, 2016

- » **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

Thirty-six 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.

» **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.

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:

- »Inclusion analytics suite
- »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 fifth 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 of this in-person program:

- »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.

SPONSOR READYSM

A digital learning program built around five learning modules, designed to educate middle managers about sponsorship and relationship capital, while addressing current business challenges.

SPEAKERS BUREAU

Presentations of signature research and emerging best practice by Task Force leaders and 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

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**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**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)

Forthcoming 2016: Latinos in the US

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 2017:

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)



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. 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,

CO-CHAIRS



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*.



CYNTHIA H. BOWMAN is chief diversity and inclusion officer for Bank of America. In this role, she serves as the chief strategist for diversity and inclusion globally, focused on leading programs, initiatives and policies that actively support the bank's diverse and inclusive workplace. In previous roles, she was the leadership development and learning executive for the Global Wealth and Investment Management and the Global Human Resources organizations. She also led enterprise efforts in performance management, survey and engagement, cultural assessments and integration, and organizational development. Prior to Bank of America, she was a partner at Accenture and also worked for AT&T.



ERIKA IRISH BROWN is Bloomberg L.P.'s global head of diversity and inclusion. Brown joined Bloomberg in 2015 and leads the development, implementation and monitoring of a global program to advance diversity and inclusion across the company's human resources, including recruitment, retention, talent review, succession planning, career development and training. Prior to joining Bloomberg, Brown was Bank of America's head of diversity recruiting, program management and executive recruiting. She has over 15 years of investment banking and capital markets experience at Morgan Stanley, the US Treasury and Lehman Brothers.



DEBORA A. BUBB is a vice president of human resources and director of global leadership and learning for Intel Corporation where she is responsible for the corporate leadership and learning strategy and developing and deploying solutions and systems that unleash the leader inside every employee at Intel. Bubb, recently featured on Helene Lerner's new Women of Impact web series, is also a board member for Valley Vision. Before joining Intel, Bubb was a practicing social worker and independent organizational consultant.



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 she was appointed to her combined CDO & philanthropic leadership role in 2013.



YRTHYA A. DINZEY-FLORES is executive director for global corporate responsibility & inclusion at Time Warner Inc. Dinzey-Flores works with divisional and company leadership to create and implement strategies that will further foster a culture of inclusion at Time Warner, Inc. and cement the company's leadership in corporate social responsibility practices. In partnership with senior management, she ensures that the workforce and workplace goals are in close alignment with the company's diversity goals.



GAIL FIERSTEIN is SVP HR business partner for Global Product 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.



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.



TREVOR GANDY is senior vice president, deputy chief culture officer at Chubb. He is responsible for developing and implementing inclusion strategies that foster innovation and market leadership. Gandy works closely with Chubb’s senior leadership and employee-led business round table diversity groups to ensure that the company is viewed by its employees, customers and partners worldwide as an inclusive organization that promotes and leverages the business value of diversity and inclusion. He has been featured in the *Chicago Tribune* and *DiversityInc*. Gandy serves as Executive Committee Chair of The Conference Board Council of US Diversity & Inclusion Executives.



DAVID L. GONZALES is the head of global diversity and inclusion at Bristol-Myers Squibb and is directly responsible for the strategy which is focused on linking a broadly diverse workforce and a culturally inclusive organization to driving business performance. Prior to becoming head of global diversity and inclusion, Gonzales was the global chief diversity officer and executive director of compliance for Merck & Company. Gonzales serves on the PepsiCo Foundation board of directors. He is also on the board of Southern Methodist University: The Cox School of Business.



WANDA BRYANT HOPE is an accomplished business executive with significant experience in general management, marketing, sales, commercial operations, and human resources. Wanda is currently the chief diversity officer for Johnson & Johnson worldwide. In this role Hope is responsible for globally advancing J&J’s diversity and inclusion outcomes, strengthening D&I capabilities, improving reputation, and driving innovation and growth for future success. She has been recognized for her ability to exceed business results, deliver innovative solutions to complex challenges, lead global change, and develop people for optimal results.



ROSALIND L. HUDNELL is a vice president human resources for Intel Corporation and president of the Intel Foundation. Hudnell joined Intel in 1996 and served as its chief diversity officer for over a decade, building the function and helping to launch Intel’s Diversity in Technology initiative, a multiyear effort to accelerate diversity and inclusion across the technology industry at large. She was selected as a Woman Helping the World by *Forbes* magazine and in 2015 she was selected to the *Ebony* magazine Power100 List and *Fast Company* identified her as one of top creative leaders in business.

CO-CHAIRS



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 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 and NordicTrack Inc.



PATRICIA LANGER joined NBCUniversal as executive vice president of human resources in January 2011. She is responsible for human resources globally for the company, including compensation, benefits, HR operations, learning and development, talent acquisition, and pipeline programs. Previously, she served as executive vice president of legal, business affairs and human resources at Lifetime Networks for ten years. Before joining Lifetime Networks, Langer 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.



CHRIS MEYRICK is the chief diversity officer for American Express Company. He is responsible for developing the company's global diversity and inclusion strategy for more than 54,000 employees in 130+ markets. He joined American Express in 2007 in the Sydney, Australia office. Since then, he has held several other global human resources leadership positions, across multiple office locations. Meyrick has extensive experience in change management and designing and implementing effective human resources initiatives. Prior to American Express, he has held a variety of human resources and business roles in the banking and telecommunications industries.



KATE NEKIC-PADGETT, currently director for culture and inclusion at Booz Allen, leads D&I, culture & engagement programs, strategic talent mobility, and events & affiliation all geared toward creating an unparalleled employee experience. She is an accomplished business leader with a successful track record in leading complex programs and projects, developing innovative business solutions and improving organizational processes. She has more than 19 years of professional experience including heading up a workforce analytics capability, leading several large transformation initiatives, and leading many enterprise level programs.



LISA GARCIA QUIROZ is president, Time Warner Foundation and senior vice president, chief diversity officer of Time Warner Inc. Quiroz ensures that Time Warner's investments in people, community and content reflect a leading media company where the best talent thrives and its content resonates with increasingly diverse global audiences. Quiroz previously launched two businesses at Time Warner: *People en Español* and *Time for Kids*. She currently serves as chairperson of the Hispanic Scholarship Fund and is the former chairperson of the Corporation for National and Community Service Board, a post to which she was appointed by President Obama.



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*.



DAVID TAMBURELLI is the global head of Bloomberg's Companies and Markets product team. In this role he is responsible for bringing together fundamental datasets across the entire capital structure and building market monitoring tools. He also oversees the development of emerging markets related products for the Bloomberg Professional service. Tamburelli has held several key senior management positions since he joined Bloomberg in 1998 including: the global head of the company's analytical support desk and application specialist sales force, as well as the head of North American foreign exchange sales.



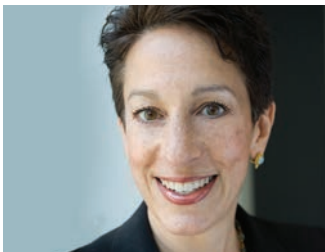
EILEEN TAYLOR is the global head of regulatory management at Deutsche Bank. Prior to her appointment in 2016, she was chief executive officer of DB UK Bank Ltd., the UK banking subsidiary of Deutsche Bank, and before that she was the global head of diversity. Previously, Taylor was a managing director 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.



KARYN TWARONITE is EY's global diversity & inclusiveness officer and responsible for maximizing the diversity of EY professionals by striving to continually further enhance EY's inclusive culture across 150 countries. She is a partner at Ernst & Young LLP and a member of the EY Global Practice Group, the EY Global Talent Executive and the Executive Committee of Ernst & Young LLP. Twaronite, a CPA, 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 also serves as EY's Americas inclusiveness officer.



ANRÉ WILLIAMS is president of American Express' Global Merchant Services & Loyalty Group. He leads the organization that manages the relationships with the millions of merchants around the world that accept American Express. He also oversees Global Loyalty Coalition, which includes the U.S. Plenti and international Payback rewards programs, and Global Network Business, which runs the Company's payments network and develops network-related products and services. 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.

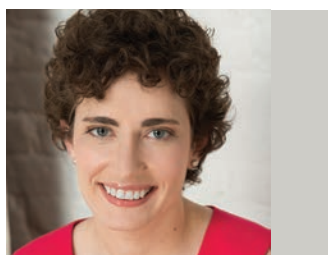


MELINDA WOLFE joined Pearson in September 2013, becoming the company's first chief human resources officer. In this capacity, she is charged with re-establishing Pearson's focus on its people at a time of major transformation of its education business. Over her career, she has spearheaded talent initiatives with a passionate focus on diversity and inclusion at global companies including Bloomberg, American Express and Goldman Sachs. Wolfe began her career in public at Merrill Lynch, where she managed billions of dollars of project finance and public power transactions over a 14-year period.

MANAGEMENT AND RESEARCH TEAMS



NONI ALLWOOD is a senior advisor at HCP and a senior fellow at CTI 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 and senior fellow at the Center for Talent Innovation, drives qualitative research and writing for CTI. 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" 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 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 director at HCP, is an expert on gender, global leadership and next generation talent strategies. The coauthor of *Growing Global Executives: The New Competencies*; *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 communication 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.



JENNIFER ZEPHIRIN is senior vice president of strategic outreach at CTI where she manages Task Force member relationships and engagement. Previously, 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. She also has experience in recruiting, compensation, learning and development, and talent management. 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.

