Access to Experts

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Rebecca Ray is the Executive Vice President, Human Capital, at The Conference Board. She leads the US Human Capital Center and is responsible for member engagement and retention as well as the overall quality and continuing integration of all research and offerings across the human capital spectrum at The Conference Board, including human capital analytics, labor markets, talent acquisition, workforce readiness, strategic workforce planning, talent management, diversity and inclusion, strategic human resources, HR technology and operations, leadership development, executive coaching and mentoring, learning and development, succession management, total rewards, culture, and employee engagement and experience. In addition to published research, related products and services at The Conference Board include peer learning networks (Councils), conferences, webcasts, and experiential and executive events.

Rebecca created the Human Capital Watch™, a monthly webcast series that explores current issues, research, and practitioner successes in the field of human capital. She leads both the Senior Fellows in Human Capital program and the cadre of Distinguished Principal Research Fellows, including many of the profession's most acclaimed former practitioners and researchers who now bring their expertise in service to the members of The Conference Board.

Rebecca is a frequent speaker at professional and company-sponsored conferences and business briefings around the world. She is a guest speaker in such business media as Bloomberg TV (Asia and Europe), Bloomberg Radio, National Public Radio, Wharton Business Radio, and CNBC-India.

Rebecca is a contributor to Forbes, and her research, commentary, blogs, initiatives, and the accomplishments of her various teams have been featured in the Financial Times, Fortune, Fast Company, Forbes, US News and World Report, The Business Times (Singapore), Wall Street Journal, USA Today, and South China Morning Post newspapers, as well as Harvard Business Review, The Economist, Chief Learning Officer, Leadership Excellence, Training, CIO, Talent Economy, Workforce Management, Human Resources (SHRM), Human Resource Executive, HR Magazine (Hong Kong), Chief Executive Officer, Workforce, HR Magazine (UK), EMBA Magazine (Taiwan), Bloomberg BNA, HR People + Strategy (HRPS) and Talent Management. Rebecca is the co-author of numerous publications focused on strategic HR, culture, analytics, leadership development and engagement, including an employee engagement chapter for the latest edition of the Talent Management Handbook (ATD, 2015). She has authored numerous reports, articles, and books, including her co-authored works: Measuring The Value of Soft Skills (forthcoming, ATD 2020); Measuring the Success of Employee Engagement (ATD, 2016); Measuring the Success of Leadership Development (ATD, 2014); and Measuring Leadership Development (McGraw-Hill, 2012).

Previously, Rebecca was a senior executive in several leading organizations, including three Fortune 50 companies, and responsible at various times for talent acquisition, organizational learning, training, management and leadership development, employee engagement, performance management, executive assessment, coaching, organizational development, and succession management. She taught at Oxford University and New York University and led a consulting practice for many years, offering leadership assessment and development services to Fortune 500 companies and top-tier professional services firms. She was named “Chief Learning
Officer of the Year” by Chief Learning Officer magazine and one of the “Top 100 People in Leadership Development” by Warren Bennis’s Leadership Excellence magazine.

Recently tapped for the prestigious Marshall Goldsmith 100, Rebecca serves as an executive coach. She is a member of the Business Practices Council of the global accreditation association for business schools, The Association to Advance Collegiate Schools of Business (AACSB). She also serves on the advisory boards for New York University’s program in higher education/business education at The Steinhardt School of Education and the University of Pennsylvania’s executive program in work-based learning leadership. Rebecca received her doctorate from New York University where, in 2003, she was honored as the 27th Annual Peter L. Agnew Memorial Lecturer by the Program in Business Education, the first school of pedagogy to be established at an American University in 1890, at The Steinhardt School of Culture, Education, and Human Development. Born in Japan, she counts among her greatest blessings the good fortune to have lived abroad and traveled extensively as a child.

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Publications by Rebecca L. Ray, PhD

CEO Challenge®s

- The Conference Board CEO Challenge® 2014: People and Performance
  08 January, 2014
- The Conference Board CEO Challenge® 2013: India Edition
  25 July, 2013
- The Conference Board CEO Challenge® 2013: ASEAN Edition
  16 July, 2013
- The Conference Board CEO Challenge® 2013: Countering the Global Slowdown
  09 July, 2013
- The Conference Board CEO Challenge® 2012: Risky Business—Focusing on Innovation and Talent in a Volatile World
  20 March, 2012

Charts

- Assessing the Engagement Effectiveness of Leaders: A Guide
  15 March, 2016
- Elements of High-Performing Organizations: A Diagnostic Tool
  02 June, 2015

Executive Action Reports

- The Conference Board CEO Challenge® 2013: Human Capital Practitioners Respond
  29 October, 2013
- CEO Challenge Reflections: Human Capital Practitioners Respond
  12 September, 2012
  31 July, 2012
  18 June, 2012
- Human Capital Challenges in Asia-Pacific 2011-2013: Aligning Employee Learning and Development with
  30 March, 2012
- Human Capital Challenges in Asia-Pacific 2011-2013: Strong Brands and Clear Career Paths Help Companies Run the Talent Race
  20 March, 2012
- Human Capital in Asia-Pacific, 2011-2013
  07 October, 2011
- CEO Challenge Reflections: Talent Matters
  07 October, 2011
- CEO Challenge Reflections: Social Media Goes to Work
  03 October, 2011

Human Capital in Reviews

- Human Capital in Review™: Voices from Europe™ Focus on Agile Transformation
  10 September, 2019
  07 June, 2019
- Human Capital in Review™: Voice from Europe: Focus on Global Mobility
  23 May, 2019
- Focus on Executive Coaching
  23 April, 2019
- Human Capital in Review™: Voices from Asia, Vol. 2, No. 2
  05 September, 2018
- Human Capital in Review™: Voices from Asia, Vol. 2, No. 1
  03 January, 2018
  02 March, 2017
- The Conference Board Human Capital in Review™: Voices from Asia, Vol 1, No 2
  03 January, 2017
- The Conference Board Human Capital in Review™: Voices from Europe (Vol. 1, No. 2)
11 October, 2016
- The Conference Board Human Capital in Review™: Voices from Asia, Vol 1, No 1
05 July, 2016
- The Conference Board Human Capital in Review™: Focus on Employee Engagement
01 May, 2016
- The Conference Board Human Capital in Review™: Voices from Europe
05 February, 2016
23 December, 2015
21 April, 2015
- The Conference Board Human Capital in Review™: Focus on Talent Management (Vol. 4, No. 2, 2014)
22 October, 2014
12 September, 2014
02 October, 2013
24 September, 2013
22 April, 2013
05 November, 2012
29 August, 2012
27 June, 2012
09 May, 2012

Key Business Issues
- C-Suite Challenge™ 2020: Risks, Opportunities, and Hot-Button Issues
  06 January, 2020
- Artificial Intelligence for HR: Separating the Potential from the Hype
  04 December, 2019
- Global Executive Coaching Survey 2018
  26 March, 2019
- DNA of Engagement: How Organizations Create and Sustain Highly Engaged Teams
  26 February, 2019
- C-Suite Challenge™ 2019: The Future-Ready Organization
  16 January, 2019
- DNA of Engagement 2018: Moments That Matter throughout the Employee Life Cycle
  27 February, 2018
- C-Suite Challenge™ 2018: Reinventing the Organization for the Digital Age
  18 January, 2018
- DNA of Engagement: How Organizations Can Foster Employee Ownership of Engagement
  27 February, 2017
- CEO Challenge 2017: Leading through Risk, Disruption, and Transformation
  26 January, 2017
- Is Your C-suite Pipeline Ready? Developing Leaders for High-Impact Roles
  19 October, 2016
- Global Executive Coaching Survey 2016: Developing Leaders and Leadership Capabilities at All Levels
  06 September, 2016
- DNA of Engagement: How Organizations Build and Sustain Highly Engaging Leaders
  15 March, 2016
  13 January, 2016
- DNA of High-Performing Organizations
  18 March, 2015
- The Conference Board CEO Challenge® 2015: Creating Opportunity out of Adversityâ€”Building Innovative, People-Driven
Organizations
07 January, 2015
- DNA of Engagement: How Organizations Create and Sustain Highly Engaging Cultures
  15 October, 2014

Newsletters
- Human Capital Center Newsletter (US) - September 2019
  04 September, 2019
- Human Capital Center Newsletter (US) - August 2019
  08 August, 2019
- Human Capital Center Newsletter (US) - July 2019
  02 July, 2019
- Human Capital Center Newsletter (US) - June 2019
  06 June, 2019
- Human Capital Center Newsletter (US) - May 2019
  02 May, 2019
- Human Capital Center Newsletter (US) - April 2019
  04 April, 2019
- Human Capital Center Newsletter (US) - March 2019
  14 March, 2019
- Human Capital Center Newsletter (US) - February 2019
  21 February, 2019
- Employee Engagement Center Newsletter - November 2018
  26 November, 2018
- Employee Engagement Center Newsletter - October 2018
  01 October, 2018
- Employee Engagement Center Newsletter - September 2018
  11 September, 2018
- Employee Engagement Center Newsletter - August 2018
  06 August, 2018
- Employee Engagement Center Newsletter
  02 July, 2018
- Employee Engagement Center Newsletter
  04 June, 2018
- Employee Engagement Center Newsletter
  01 May, 2018
- Employee Engagement Center Newsletter
  05 March, 2018
- Employee Engagement Center Newsletter
  05 February, 2018

Publications
- Through a Glass Darkly: Preparing to Return to the (Reimagined) Workplace
  21 April, 2020
- C-Suite Challenge™ 2020: Japan Edition
  14 April, 2020
- C-Suite Challenge™ 2020: Collaborating to Compete
  12 March, 2020
- C-Suite Challenge™ 2019: The Future-Ready Organization: Latin America
  26 April, 2019
- Future of Work in Asia: The Digital Transformation Journey and Its Impact on How Work Gets Done
  23 April, 2019
- Building A Highly Engaged Team: Diagnostic Tool
  13 March, 2019
- C-Suite Challenge™ 2019: Building Team Engagement
  08 March, 2019
- C-Suite Challenge™ 2019: The Future-Ready Organization: Japan
  28 January, 2019
- C-Suite Challenge™ 2018: ASEAN/China Edition
  05 April, 2018
- DNA of Engagement 2018: Moments That Matter throughout the Employee Life Cycle
27 February, 2018

22 March, 2017
- **CEO Challenge 2017: Meeting the Customer Relationships/Corporate Brand and Reputation Challenge**

26 January, 2017
- **CEO Challenge 2017: Meeting the Human Capital Challenge**
- **CEO Challenge 2017: Meeting the Innovation and Digitization Challenge**
- **CEO Challenge 2017: Meeting the Operational Excellence Challenge**
- **CEO Challenge 2017: Meeting the Regulation and Risk Challenge**
- **CEO Challenge 2017: Meeting the Sustainability Challenge**

26 January, 2017
- **Is Your C-suite Pipeline Ready? Developing Leaders for High-Impact Roles - CHRO Implications**

19 October, 2016
- **Global Executive Coaching Survey 2016: Developing Leaders and Leadership Capabilities at All Levels (CHRO Business Implications)**

06 September, 2016
- **The Conference Board CEO Challenge® 2016: Asia Regional Report**

02 July, 2016
- **DNA of Engagement: How Organizations Build and Sustain Highly Engaging Leaders (CMO Strategic Implications)**
- **DNA of Engagement: How Organizations Build and Sustain Highly Engaging Leaders (CEO Strategic Implications)**
- **DNA of Engagement: How Organizations Build and Sustain Highly Engaging Leaders (CHRO Strategic Implications)**

13 January, 2016
- **The Conference Board CEO Challenge® 2016: General Counsel Strategic Implications**
- **The Conference Board CEO Challenge® 2016: CHRO/CLO/CTO Strategic Implications**
- **The Conference Board CEO Challenge® 2016: CFO Strategic Implications**
- **The Conference Board CEO Challenge® 2016: CEO Strategic Implications**

13 January, 2016

27 July, 2015
- **The Conference Board CEO Challenge® 2015: Europe Edition**
- **The Conference Board CEO Challenge® 2015: Australia Edition**
- **The Conference Board CEO Challenge® 2015: Latin America Edition**

04 May, 2015
- **The Conference Board Global Economic Outlook 2015 and CEO Challenge® 2015: Implications for General Counsel**
- **The Conference Board Global Economic Outlook 2015 and CEO Challenge® 2015: Implications for General Counsel**

14 April, 2015
- **DNA of High-Performing Organizations: Implications for the CHRO**

10 April, 2015
- **The Conference Board Global Economic Outlook 2015 and CEO Challenge® 2015: Implications for General Counsel**

26 March, 2015
- **The Conference Board CEO Challenge® 2015: Hong Kong Edition**
- **The Conference Board CEO Challenge® 2015: ASEAN Edition**
- **The Conference Board CEO Challenge® 2015: India Edition**

07 January, 2015
- **The Conference Board CEO Challenge® 2015: Creating Opportunity out of Adversity—Building Innovative, People-Driven Organizations (CHRO)**

07 January, 2015
- **DNA of Engagement: How Organizations Create and Sustain Highly Engaging Cultures: ELEMENTS OF ENGAGEMENT**

15 October, 2014
DNA of Engagement: How Organizations Create and Sustain Highly Engaging Cultures: CULTURE ASSESSMENT GUIDE
15 October, 2014

Research Reports

- C-Suite Challenge™ 2020: Data Privacy and Cybersecurity—Mitigating Risk, Seizing Opportunity
  10 June, 2020
- Effective Leadership Development Strategies for Women Leaders at Pivotal Points: Chief Human Resources Officers and Senior HR Leaders Speak
  07 February, 2019
- Job Satisfaction 2018: A Tighter Labor Market Leads to Higher Job Satisfaction
  29 August, 2018
- Job Satisfaction 2018: A Tighter Labor Market Leads to Higher Job Satisfaction (Chartbook)
  29 August, 2018
- C-Suite Challenge™ 2018: Reinventing the Organization for the Digital Age (Expanded Report)
  18 January, 2018
- Keeping the
  20 September, 2017
  01 September, 2017
- Drafting the 'Dream Team': Leveraging Analytics to Acquire Top Talent in Asia
  22 June, 2017
- Human Capital Analytics @ Work, Volume 2
  16 May, 2017
- Employing Analytics to Enhance Workplace Productivity
  17 December, 2016
  19 July, 2016
- Workforce Analytics: The View from Asia
  16 November, 2015
  08 September, 2015
- The Evolution of D&I Management: Current Trends in an Era of Globalization
  05 February, 2015
- The Future China Business Leader: The Challenges of Being a Global Leader in an Era of
  16 December, 2014
- Report Back: Crowd-Sourcing Solutions to Leadership Issues in Asia
  30 October, 2014
- Human Capital Analytics @ Work, Volume I
  06 October, 2014
  14 August, 2014
- The Future India Business Leader
  02 July, 2014
- Job Satisfaction: 2014 Edition
  18 June, 2014
- The Conference Board CEO Challenge® 2014: Latin America Edition
  30 April, 2014
  22 April, 2014
- The Future ASEAN Leader: Leading Growth and Change in a Borderless World
  03 March, 2014
- Developing Leaders: Voices from India
  16 December, 2013
- DNA of Leaders: Leadership Development Secrets
  30 August, 2013
- Job Satisfaction: 2013 Edition
  20 June, 2013
- Strategic Leadership Development: Global Trends and Approaches
  07 June, 2013
- Fast Track: Accelerating the Leadership Development of High Potentials in Asia
  05 June, 2013
• Employee Engagement: What Works Now?
  17 December, 2012
• Human Capital Analytics: A Primer
  06 November, 2012
• The State of Human Capital 2012: False Summit
  15 October, 2012
• Job Satisfaction: 2012 Edition
  26 June, 2012
• Employee Engagement in a VUCA World: A Review of Current Research and Its Implications
  12 July, 2011