

Access to Experts



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Dr. Mary Young leads The Conference Board's program of research on human capital analytics, big data for human resources, and strategic workforce planning. Trained in organizational behavior and organizational development, Young has studied the "datafication" of HR in hundreds of companies around the globe. Her current research focuses on the impacts of digitization on organizations, people, and HR's contribution to business performance.

Young's research is available in twenty-five research publications from The Conference Board: *Inclusion and Innovation: Leveraging Diversity of Thought to Generate Business Growth* (2016); *Big Data Doesn't Mean 'Big Brother': Employee Trust and Next Generation Human Capital Analytics* (2015); *Buy, Build, or Borrow: New Options for Closing Talent Gaps* (2015); *Nobody's Perfect: Overcoming the Limitations of External Labor Market Data* (2014); *Scenario Planning for Human Resources and Strategic Workforce Planning* (2014); *Addressing National Talent Shortages* (2013); *Bringing Contingent Workers inside the SWP Tent* (2013); *Strategic Workforce Planning across National Borders* (2012); *Managing Human Capital Risk* (2011); *Strategic Workforce Planning in Global Organizations* (2010); *Implementing Strategic Workforce Planning* (2009); *Gray Skies, Silver Linings* (2007); and *Strategic Workforce Planning* (2006).

Young has presented her research at corporate meetings in North America, Asia-Pacific, and Europe. She has been cited in the *New York Times*, the *Wall Street Journal*, *Financial Times*, *USA Today*, *Time*, *Business Week*, and *National Public Radio's "Morning Edition."*

Young received her doctorate in organizational behavior from Boston University's Graduate School of Management. She earned a M.Ed. in organizational development at the University of Massachusetts at Amherst and a B.A. in English from Case Western Reserve University.

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Publications by Mary B. Young, D.B.A.

Executive Action Report

- [Local Content Requirements and Strategic Workforce Planning](#)
10 October, 2013
- [What Is Human Rights Risk? Should My Company Be Concerned about It?](#)
10 September, 2013
- [Better Together: Advancing Diversity & Inclusion through Analytics and Strategic Workforce Planning](#)
20 June, 2013
- [Going Public on HR Data Privacy: Implications for Human Capital Analytics and Strategic Workforce Planning](#)
26 February, 2013
- [Where Do SWP Leaders Come From?](#)
28 February, 2012
- [On the Level: Strategic Workforce Planning from Micro to Macro](#)
19 December, 2011
- [Broadening the Base for Strategic Workforce Planning: The Value of Cross-Functional Partnerships](#)
16 August, 2011
- [Engaging Business Leaders in Strategic Workforce Planning: A Guide to Effective Conversations](#)
25 July, 2011
- [Sleepless in Delhi: What Keeps Indian HR Executives Awake at Night?](#)
27 June, 2011

Human Capital in Review

- [The Conference Board Human Capital in Review™: Focus on Strategic Workforce Planning \(Vol. 4, No. 1, 2014\)](#)
14 May, 2014
- [The Conference Board Human Capital in Review™: Focus on Strategic Workforce Planning \(Vol. 3, No. 2, 2013\)](#)
29 October, 2013
- [The Conference Board Human Capital in Review™: Focus on Strategic Workforce Planning \(Vol. 2, No. 4, 2012\)](#)
05 December, 2012
- [The Conference Board Human Capital in Review™: Focus on Strategic Workforce Planning \(Vol. 2, No. 3, 2012\)](#)
14 September, 2012
- [The Conference Board Human Capital in Review™: Focus on Strategic Workforce Planning \(Vol. 2, No. 2, 2012\)](#)
11 June, 2012
- [The Conference Board Human Capital in Review™: Focus on Strategic Workforce Planning \(Vol. 2, No. 1, 2012\)](#)
21 February, 2012
- [The Conference Board Human Capital in Review: Focus on Strategic Workforce Planning \(Vol. 1, No. 1, 2011\)](#)
17 October, 2011

Key Business Issues

- [Driving Digital Transformation: Why Culture and Structure Matter](#)
28 June, 2017
- [Digital Transformation: What Is It and What Does It Mean for Human Capital?](#)
12 July, 2016
- [Digital Transformation: What Is It and What Does It Mean for Human Capital? \(CHRO Business Implications\)](#)
12 July, 2016
- [Digital Transformation: What Is It and What Does It Mean for Human Capital? \(CEO Business Implications\)](#)
12 July, 2016
- [Inclusion + Innovation: Leveraging Diversity of Thought to Generate Business Growth - Chief Talent Officer Strategic Implications](#)
28 January, 2016
- [Inclusion + Innovation: Leveraging Diversity of Thought to Generate Business Growth - CHRO Strategic Implications](#)
28 January, 2016
- [Inclusion + Innovation: Leveraging Diversity of Thought to Generate Business Growth - CFO Strategic Implications](#)
28 January, 2016
- [Inclusion + Innovation: Leveraging Diversity of Thought to Generate Business Growth - CEO Strategic Implications](#)
27 January, 2016
- [Inclusion + Innovation: Leveraging Diversity of Thought to Generate Business Growth](#)
27 January, 2016
- [Big Data Doesn't Mean 'Big Brother' \(Implications for Asia\)](#)
01 September, 2015

- [Big Data Doesn't Mean 'Big Brother': Employee Trust and the Next Generation of Human Capital Analytics](#)
29 May, 2015
- [Big Data Doesn't Mean 'Big Brother' \(Strategic Overview\)](#)
29 May, 2015
- [Big Data Doesn't Mean 'Big Brother' \(Implications for CHRO\)](#)
29 May, 2015
- [Big Data Doesn't Mean 'Big Brother' \(Implications for CFO\)](#)
29 May, 2015
- [Big Data Doesn't Mean 'Big Brother' \(Implications for Legal and Risk Officers\)](#)
29 May, 2015
- [Buy, Build, Borrow, or None of the Above? New Options for Closing Global Talent Gaps: Implications for the CHRO](#)
11 February, 2015
- [Buy, Build, Borrow, or None of the Above? New Options for Closing Global Talent Gaps](#)
11 February, 2015

Key Findings

- [Strategic Workforce Planning in Global Organizations](#)
11 January, 2010
- [Implementing Strategic Workforce Planning](#)
30 June, 2009
- [Gray Skies, Silver Linings: How Companies Are Forecasting, Managing, and Recruiting a Mature Workforce](#)
13 December, 2007

Research Report

- [Do Ask, Do Tell: Encouraging Employees with Disabilities to Self-Identify](#)
12 March, 2015
- [Nobody's Perfect: Overcoming the Limitations of External Labor Data to Drive Better Business Decisions](#)
11 June, 2014
- [Addressing National Talent Shortages: What Countries Are Doing, What Companies Can Learn](#)
17 September, 2013
- [Managing the Total Workforce: Bringing Contingent Labor inside the Strategic Workforce Planning Tent](#)
08 April, 2013
- [Five Years of Strategic Workforce Planning Research: What Have We Learned?](#)
16 January, 2013
- [Strategic Workforce Planning across National Borders](#)
09 July, 2012
- [The Strategic Workforce Planning Leader's Bookshelf](#)
03 November, 2011
- [Managing Human Capital Risk](#)
11 July, 2011
- [Strategic Workforce Planning in Global Organizations](#)
11 January, 2010
- [Implementing Strategic Workforce Planning](#)
30 June, 2009
- [Gray Skies, Silver Linings: How Companies Are Forecasting, Managing, and Recruiting a Mature Workforce](#)
17 December, 2007
- [Phased Retirement after the Pension Protection Act](#)
28 March, 2007
- [Strategic Workforce Planning
Forecasting Human Capital Needs to Execute Business Strategy](#)
07 August, 2006