



## CEO Challenge Business Perspectives Briefings Insights for You and Your Organization

### Countering the Global Slowdown: Optimizing Talent and Operational Performance to Create Competitive Advantage Excerpts from *The Conference Board CEO Challenge*® 2013

February 11 | Philadelphia, PA

March 13 | Langley, VA

April 16 | New York, NY

May 8 | Los Angeles, CA

Join experts from The Conference Board for this interactive discussion about the most pressing challenges on the minds of CEOs, as reflected in ***The Conference Board CEO Challenge***® 2013. CEOs around the world rank **Human Capital**—how best to develop, engage, manage, and retain talent—as their most critical challenge in the 2013 CEO Challenge survey. Of the top-ranked strategies to address the human capital challenge, growing talent internally and employee training and development topped the list. Learn more about how CEOs plan to optimize talent in the current global slowdown, and hear what practitioners can do to meet this challenge.

Rebecca Ray, Ph.D., Senior Vice President of Human Capital at The Conference Board will share the findings from the study followed by a conversation about the implications for Human Capital professionals, how it affects business leaders, and what strategies they plan to engage in order to meet their business challenges.

#### SPEAKER



**Rebecca L. Ray, Ph.D.**  
Senior Vice President  
Human Capital  
The Conference Board

#### TO REGISTER

Please contact customer service:  
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Phone: +1 212 339 0345  
Click [here](#) to register online

#### WHO SHOULD ATTEND

Human Capital, Talent Management, Human Resources, Learning, Strategy Executives – those responsible for implementing talent-related strategies at their organizations

#### FORMAT

Presentation by Rebecca Ray followed by a question and answer session



## ABOUT THE CONFERENCE BOARD CEO CHALLENGE

Since 1999, **The Conference Board CEO Challenge**<sup>®</sup>, has asked CEOs, presidents, and chairmen across the globe to identify their most critical challenges. According to the 729 top executives from around the world who responded to The Conference Board CEO Challenge 2013 survey, Human Capital—how best to develop, engage, manage, and retain talent—was the top challenge. **Operational Excellence**—the measure of organizational effectiveness, efficiency, and alignment—is the second most “important” challenge organizations face. **Innovation**, the top challenge in last year’s results, comes in at number three globally in 2013. In addition to ranking Human Capital and Operational Excellence as the top challenges globally, CEOs show considerable regional convergence on top ranked challenges, while industry views differ.

Managing in a slow-growth environment presents a unique set of challenges for business leaders across the globe as they seek to leverage human capital, innovation, and operational excellence to create value. In many ways, meeting these challenges is about engaging and retaining talent and improving processes and existing customer relationships to compete in a global business environment. At business briefings around the world following last year’s report, Human Capital Professionals spoke out about the findings, the implications and their views on rankings and the appropriate strategies from their perspective, forming the basis for the report, *CEO Challenge Reflections: Human Capital Practitioners Respond*.

The importance of human capital is not news. Human capital professionals are intently aware of the difficulties of retaining top performers, raising engagement levels, developing leaders, and finding skilled talent in far-flung and hot labor markets. The difference now is that the view of the C-Suite is aligned with ours; no business strategy can be executed without the right talent; no innovation occurs without creative, inquisitive people; and no company survives without layers of strong, vibrant leaders who lead it confidently forward.

For more information about the report, please visit <http://ceochallenge.org>



## Biographies



### Rebecca Ray, Ph.D.

Senior Vice President, Human Capital  
The Conference Board

Rebecca Ray is senior vice president, human capital at The Conference Board and the leader of the Human Capital Practice. Human capital research at The Conference Board focuses on human capital analytics, labor markets, workforce readiness, strategic workforce planning, talent management, diversity and inclusion, human resources, and employee engagement. In addition to published research, related products and services at The Conference Board include peer-to-peer learning networks, conferences, webcasts, and experiential and other executive events. She hosts the monthly **Human Capital Watch™** webcast, which explores current issues, research and practitioner successes for the members of The Conference Board. She oversees the **Human Capital Exchange™**, a website that offers research and insights from The Conference Board, our knowledge partners, and human capital practitioners and created the Senior Fellows Program in human capital and works with some of the profession's most acclaimed leaders to move us all forward. She is a frequent guest in business media (*Bloomberg TV (Hong Kong and Europe)* and *Bloomberg Radio, CNBC India*) and her research, commentary, initiatives and the accomplishments of her various teams have been featured in the *Financial Times*, *The Wall Street Journal*, and *South China Morning Post* newspapers as well as *Harvard Business Review*, *Chief Learning Officer*, *Leadership Excellence*, *Training*, *CIO*, *Workforce Management*, *Human Resources*, *Chief Executive Officer* and *Talent Management* magazines.

Ray was previously a senior executive responsible, at various times, for organizational learning, training, management and leadership development, employee engagement, performance management, executive assessment, coaching, organizational development, and succession planning at several marquis companies. She taught at Oxford and New York Universities and led a consulting practice for many years, offering leadership assessment and development services to Fortune 500 companies and top-tier professional services firms. Ray 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. She 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.

Ray received her Ph.D. from New York University. She is the author of numerous articles and books, including her co-authored work, *Measuring Leadership Development*, published by McGraw-Hill in 2012.