The Catalyst Research Center For Career Pathways Symposium:

Career Paths in Emerging and Mature Markets—Global Trends, Gender Gaps, and Game Changers
About The Catalyst Research Center for Career Pathways

The Catalyst Research Center for Career Pathways is committed to exposing root causes of gender gaps in organizations. The Center's research sorts myth from fact, identifies the true problems that hold women and other underrepresented groups back from advancement, and provides a solid basis for more effective talent development. Findings from The Promise of Future Leadership: A Research Program on Highly Talented Employees in the Pipeline, Catalyst's ground-breaking longitudinal research series on women's and men's career paths, refute the conventional wisdom that women hit a glass ceiling—or, in the case of minorities, a concrete ceiling—later in their careers. Instead, findings show that gender gaps emerge beginning with women's very first jobs, when they are most often channeled into lower-level positions than men and at lower pay.
Welcome

Since its founding in 1962, Catalyst has sought to expand opportunities for women in the business world and shatter the barriers holding them back. Today, Catalyst is the premier resource for knowledge about women in the workplace. Five hundred corporate members look to us for rigorous, fact-based findings and analyses, as well as products, programs, and services that enhance business results through inclusion and advancement of women into leadership.

The Catalyst Research Center for Career Pathways is increasing the number and breadth of its longitudinal research panels to track an array of previously unstudied trends and demographics in markets worldwide. One of the Center’s key strategies in meeting the ever-increasing demand by business leaders and change agents is convening researchers, thought leaders, and practitioners from a range of disciplines and industries around the globe to inform its research with insights from the field and to develop practical strategies to promote gender equity.

And so it is with great pleasure that I welcome you to The Catalyst Research Center on Career Pathways Symposium: Career Paths in Emerging and Mature Markets—Global Trends, Gender Gaps, and Game Changers, or G3 for short. At this, the Center’s first such convening event, we will co-create knowledge; identify cutting-edge paths of inquiry for future study; and in so doing, allow businesses, media, governments, and individuals in emerging and mature markets to gauge women’s progress and develop solutions and action plans to advance women into leadership.

Sincerely,

Nancy M. Carter, Ph.D.
Senior Vice President, Research, Catalyst
THE CATALYST RESEARCH CENTER FOR CAREER PATHWAYS SYMPOSIUM:
Career Paths in Emerging and Mature Markets—Global Trends, Gender Gaps, and Game Changers

AGENDA SUMMARY

Thursday, April 4, 2013
6 PM–8 PM
Welcome Dinner

Friday, April 5, 2013
8 AM–9 AM
Breakfast
9 AM–9:30 AM
Introduction
9:30 AM–11:30 AM
How Business is Changing and the Impact on Careers
11:30 AM–12:30 PM
Lunch
12:30 PM–2:30 PM
How People are Changing and the Impact on Careers
2:30 PM–3 PM
Break
3 PM–5 PM
Critical Career Influencers
5 PM–5:30 PM
Closing Remarks

Saturday, April 6, 2013
8 AM–9 AM
Breakfast
9 AM–10:15 AM
Issues Regarding Data Collection and Analytic Techniques
10:15 AM–10:45 AM
Break
10:45 AM–12 PM
Method, Approach, and Foundational Concepts
12 PM–12:30 PM
Closing Remarks
12:30 PM–1:30 PM
Lunch
AGENDA

Thursday, April 4, 2013
6 PM–8 PM
Welcome Dinner

Friday, April 5, 2013

8 AM–9 AM
Breakfast

9 AM–9:30 AM
Introduction

9:30 AM–11:30 AM
Session 1

How Business Is Changing and the Impact on Careers
With rapid change the new norm, how can we leverage
this change to expand opportunities for women and business?

Globalization with Marjorie Lyles, Kelley School of Business, Indiana University, United States

What the Leader of Tomorrow Looks Like with Aarti Shyamsunder, Catalyst, India

Expert Discussion with:
• Ongmu Gombu, Director, Human Resources, Baxter India
• Cecy Kuruvilla, Global Director, Leadership Development/Diversity, Sodexo
• Aliza Knox, Managing Director, Online Sales, APAC, Twitter

11:30 AM–12:30 PM
Lunch

12:30 PM–2:30 PM
Session 2

How People are Changing and the Impact on Careers
With increasing global connectedness and the growing prevalence of varied and evolving career paths, how do social movements, changing values, and globalization affect the career trajectories of individuals and the way work gets done within organizations?

Non-Traditional Career Paths with Juliet Bourke, Deloitte Australia and University of New South Wales

How Values Change Over a Career with Aparna Joshi, Smeal College of Business, Pennsylvania State University, United States

Expert Discussion with:
• Joji Sekhon Gill, Strategic Human Resources Director, South Asia, DuPont
• Lisa Mink, Chief Diversity Officer, Dell
• Archana Sasan, Executive Legal Counsel, Dell

2:30 PM–3 PM
Break
3 PM–5 PM  
**Session 3**

**Critical Career Influencers**  
What factors are resulting in the greatest impact on women’s careers at both the individual and organizational level and in the context of broader social systems?  

**People** with Dianne Bevelander, Erasmus University, The Netherlands  

**Organizations** with Alejandra Lucerno Moreno Maya and Maria del Carmen Bernal Gonzalez, El Instituto Panamericano de Alta Dirección de Empresa, Mexico  

**Key Career Experiences** with Gina Zabludovsky, Universidad Nacional Autonoma de Mexico, Mexico

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**Saturday, April 6, 2013**

8 AM–9 AM  
Breakfast

9 AM–10:15 AM  
**Session 4**

**Issues Regarding Data Collection and Analytic Techniques**  
How can we collect and interpret data to better understand underlying phenomena, causal relationships, and identify possible levers for making change?  

**Our Current Knowledge of Key Metrics and Where to Go From Here** with Fang Lee Cooke, Monash University, Australia and Gina Zabludovsky, Universidad Nacional Autonoma de Mexico, Mexico

10:15 AM–10:45 AM  
Break

10:45 AM–12 PM  
**Session 5**

**Method, Approach, and Foundational Concepts**  
How do we operationalize core concepts—specifically, opportunity and success—in the career pathways space? What has been “missing” from prior research on career attainment?  

**Career Success Determinants: Opportunity vs. Motivation and Ability** with George Dreher, Kelley School of Business, Indiana University, United States

**Expert Discussion** with:  
- Sameer Wadhawan, Vice President, Human Resources & Services, India & South West Asia, Coca-Cola India Inc.  
- Meenu Bagla, Finance Solutions & Healthcare Lifesciences Marketing Head, Global Strategic Marketing, Wipro  
- Kalpana Jain, Senior Director, Deloitte Touche Tohmatsu India Private Limited

12 PM–12:30 PM  
Closing Remarks

12:30 PM–1:30 PM  
Lunch

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**Family and Cultural Context** with Ping Ping Fu, The Chinese University of Hong Kong, Hong Kong

**Expert Discussion** with:  
- Linda Wirth, Consultant, Gender Equality and Development; Formerly Director, International Labour Organization, Sub-Regional Office for South East Asia and the Pacific
- Sameer Wadhawan, Vice President, Human Resources & Services, India & South West Asia, Coca-Cola India Inc.  
- Meenu Bagla, Finance Solutions & Healthcare Lifesciences Marketing Head, Global Strategic Marketing, Wipro  
- Kalpana Jain, Senior Director, Deloitte Touche Tohmatsu India Private Limited

5 PM–5:30 PM  
Closing Remarks
Presenter Biographies

Maria del Carmen Bernal Gonzalez, Ph.D.
CEO, Centro de Investigación de la Mujer en la Alta Dirección
Professor Human Resources Management, IPADE Business School
Maria del Carmen Bernal Gonzalez, Ph.D., is CEO of the Centro de Investigación de la Mujer en la Alta Dirección (CIMAD) and a professor in the Human Resources Management Department at El Instituto Panamericano de Alta Dirección de Empresa (IPADE). She has served as an advisor to, among others, the Mexican Institute of Family Research and Population as well as to several educational institutions. In addition to public speaking engagements, she is a guest on the radio program Enterprise Network with Alonso Castellot, where she speaks about issues related to women senior leaders. In 2011, Dr. del Carmen Bernal Gonzalez was recognized by Mujer Construye (Women Building) for her research on education and women’s leadership. She has published on women and leadership, building from complementarity, female talent in senior management in Mexico, and paradigms in the relationship between men and women. She received her doctorate degree in pedagogy from the University of Navarra, Spain.

Dianne Bevelander, MBA, Ph.D.
Associate Dean, MBA Programs, Rotterdam School of Management, Erasmus University
Dianne Bevelander, Ph.D., specializes in teaching about personal leadership development at the Rotterdam School of Management, Erasmus University, where she is Associate Dean of MBA Programs, as well as at other business schools internationally. She has held several successful strategic leadership positions and is currently responsible for a multimillion-euro revenue portfolio. Her research interests relate to management education, social network theory, and the development of human capital with particular emphasis on the career development of professional women. Dr. Bevelander is leading the drive for women’s empowerment at the Rotterdam School of Management and, increasingly, within the broader Erasmus University. She designed a women’s-only elective at the Rotterdam School of Management, focusing on the empowerment of women aspiring to leadership roles using Mount Kilimanjaro as both a metaphor for business and an actual classroom. Dr. Bevelander is a frequent public speaker and serves on a number of educational boards internationally. She received her doctorate degree from the University of Lulea, Sweden and her MBA from the University of Cape Town, South Africa.

Juliet Bourke
Partner, Deloitte Australia and Lecturer, University of New South Wales
Juliet Bourke leads the National Diversity and Inclusion practice as a consulting partner for Deloitte Australia. Prior to joining Deloitte, she was a joint partner for 12 years in a boutique diversity consulting firm, specializing in gender diversity and inclusion and workplace flexibility strategies. She currently serves on the Human Resources Advisory Committee of the Australian School of Business and has served as past chair of a government employment tribunal in Australia, lecturer in discrimination law at Sydney University, and lecturer in management at the University of New South Wales. Ms. Bourke has received awards from the Women Lawyers’ Association of New South Wales, the University of New South Wales, and the Centre for Leadership for Women. She has published and presented on diversity, gender equity, and inclusion. She received her master of laws degree (with honors) from Sydney University and a bachelor of laws and Arts in psychology from the University of New South Wales.
Fang Lee Cooke, Ph.D.
Chaired Professor of Human Resource Management and Asia Studies, Department of Management, Faculty of Business and Economics, Monash University

Fang Lee Cooke, Ph.D., is the author of *HRM, Work and Employment in China; Competition, Strategy and Management in China*; and *Human Resource Management in China: New Trends and Practices*; the author or co-author of more than 100 academic journal articles and book chapters; and is a chaired Professor of Human Resources Management and Asia Studies at the Department of Management, Faculty of Business and Economics, Monash University, Australia. She has provided research consultancy work to the International Labour Organization, Chinese Consulate General (Manchester), British Council, Australia-China Business Council, and a number of business organizations internationally. Her research interests include employment relations, gender studies, strategic human resource management, knowledge management and innovation, outsourcing, Chinese outward foreign direct investment and employment of Chinese migrants. Dr. Cooke received her doctorate and master’s in personnel management and industrial relations at the University of Manchester.

George F. Dreher, Ph.D.
Emeritus Professor of Management and Entrepreneurship, Kelley School of Business, Indiana University-Bloomington

George F. Dreher, Ph.D., co-author of three books, including *Human Resource Strategy: A Behavioral Perspective for the General Manager*, is an Emeritus Professor of Management and Entrepreneurship at the Kelley School of Business at Indiana University-Bloomington. He previously was an industrial psychologist at Southern California Edison Company, was a member of the faculty at the University of Kansas, and served as a visiting scholar at Hong Kong University of Science and Technology. He also has worked with the Kelley School of Business executive education program by delivering courses that focus on talent pool management. Dr. Dreher’s research focuses on the role of race, ethnicity, gender, and opportunity in accounting for career attainment and success in multinational enterprises (with a focus on managerial and executive talent pool management). In addition to his book credits, he has published widely in leading journals, including the *Academy of Management Journal*, the *Academy of Management Review*, the *Journal of Applied Psychology*, *Personnel Psychology*, the *Journal of Management*, and *Human Relations*. He received his doctorate in industrial/organizational psychology from the University of Houston.
Ping Ping Fu, Ph.D.
Associate Professor, Chinese University of Hong Kong
Ping Ping Fu, Ph.D., a member of the Global Leadership and Organizational Behavioral Effectiveness (GLOBE) research project team since 1997 where she served as the coordinator for the China group and is now a member of the board, is an associate professor of management at Chinese University in Hong Kong. She has led several research projects supported by grants from Hong Kong Research Grants Council and the Chinese University of Hong Kong over the past decade that studied, among other areas of focus, top management teams in Chinese high-tech firms; a study of the personal values of CEOs and the culture and management systems of their firms; and Chinese values and their relationship with college students’ career choices. She is also a member of a Xian Jiaotong University research team working on the indigenous Chinese leadership research project funded by the Chinese National Science Foundation. Her work has been published in Administrative Science Quarterly, the Leadership Quarterly, Journal of International Business Studies, and the Journal of Organizational Behavior. She received her doctorate in organizational studies from the State University of New York at Albany and master’s degrees in business administration, journalism, and philosophy from the University of Nevada and the Institute of Journalism, Academy of Social Sciences, China.

Aparna Joshi, Ph.D.
Associate Professor of Management and Organization, Smeal College of Business, The Pennsylvania State University
Aparna Joshi, Ph.D., has conducted pioneering and award-winning research on the effects of diversity on business performance. Currently she is an associate professor of management and organization at the Smeal College of Business, Pennsylvania State University. Prior to joining Pennsylvania State University, she was on the faculty at the University of Illinois at Champaign-Urbana. Her work focuses on multilevel issues in workplace diversity, gender issues in science and engineering, collaboration in global and distributed teams, and, more recently, on generational issues in the workplace. Her work in the area of gender dynamics in engineering work groups was recently awarded a National Science Foundation grant. Dr. Joshi received the Academy of Management’s Saroj Parasuraman Award in 2010, the Dorothy Harlow Distinguished Paper Award in 2006 and 2008, the Ulrich-Lake Award for Outstanding Contribution to the Human Resource Management Journal, and the Academy of Management’s Best Dissertation Award (Gender and Diversity in Organizations division). She serves on the editorial boards of several top-tier academic journals and her work has been cited in USA Today, The Times of India, and the Cincinnati Inquirer. Dr. Joshi received a doctorate in industrial relations and human resources and a master’s in industrial relations and human resources from Rutgers University.
Marjorie Lyles, Ph.D.
OneAmerica Chair in Business Administration and Professor of International Strategic Management, Indiana University Kelley School of Business

Marjorie Lyles, Ph.D., is the OneAmerica Chair in Business Administration and a professor of international strategic management at the Indiana University Kelley School of Business. She is a fellow in both the Strategic Management Society and the Academy of International Business. She serves on the International Advisory Board of the American Management Association, is an elected member of the Board of Directors of the Strategic Management Society, and is also a trustee of the Strategic Research Foundation. She has served on the Board of Directors of the Academy of International Business and on the board of the Business Policy Division of the Academy of Management. Dr. Lyles was the founding director of the Indiana University Center on Southeast Asia and has served as a Visiting Professor and Scholar at INSEAD (France), Cambridge University (England), St. Gallen University’s Institute of Management (Switzerland), Universiti Sains Malaysia, the National Institute of Development Administration (Bangkok), Copenhagen Business School, and the Imagination Lab (Switzerland). In addition to her academic work, Dr. Lyles has consulted with the United States Information Service (USIS); the United States Agency for International Development (USAID); the United Nations Development Programme (UNDP); and private firms in Malaysia, Hungary, Vietnam, Poland, People’s Republic of China and Indonesia on international strategies, educational development projects, infrastructure projects, the development of the private sector, and needs assessment for management training. Dr. Lyles received a doctorate in strategic decision making from the Katz Graduate School of Business at the University of Pittsburg.

Alejandra Lucerno Moreno Maya, Ph.D.
Research Director, Centro de Investigación de la Mujer en la Alta Dirección, IPADE Business School

Alejandra Moreno Maya, Ph.D., a certified executive coach, consultant, and public presenter on human resources, is Centro de Investigación de la Mujer en la Alta Dirección (CIMAD) at El Instituto Panamericano de Alta Dirección de Empresa (IPADE). She was a researcher for the Human Resource Management Department for six years. She has published many articles on the subject of women’s leadership and female talent in senior management in Mexico. She received her master’s in business administration from Universidad La Salle and her bachelor’s in industrial engineering from Universidad Panamericana.
Aarti Shyamsunder, Ph.D.
Research Manager: India, Catalyst
Aarti Shyamsunder, Ph.D., is responsible for conducting and disseminating Catalyst's groundbreaking research on issues related to women's advancement in business and the professions. Dr. Shyamsunder develops knowledge products on the development, retention, and advancement of women in business in India and serves as a resource on diversity and inclusion in the region, working closely with member organizations to leverage Catalyst research in their talent management initiatives. Before joining Catalyst, Dr. Shyamsunder led the Decision Solutions function in the Infosys Leadership Institute (Mysore, India). Prior to that, she worked in the hiring solutions group at Kronos (Portland, USA). Her research interests include employee selection systems, testing and assessment, and leadership development. In addition to co-authoring a book chapter and presenting research at international conferences in the United States, Europe, and India, her work has been published in peer-reviewed journals such as Human Performance. Dr. Shyamsunder received her doctorate and master's degrees in industrial/organizational psychology from the University of Akron (Ohio), and her bachelor's in psychology from St. Xavier's College, University of Mumbai.

Gina Zabludovsky, Ph.D
Professor and Researcher, Sociology, Universidad National Autónoma de México
Gina Zabludovsky, Ph.D., is a pioneer of the research on women business owners and managers in México and is an award-winning author of more than 90 journal articles and more than 15 books, including the forthcoming Women Business Owners and Executives in Mexico: New Diagnoses and Challenges; Profiles of Women Entrepreneurs in México; and Women Entrepreneurs in Mexico: an Emerging Economic Force. She is also co-author of Women, Enterprises and Families; and Women, Managers and Entrepreneurs in México and Brazil; and editor of Women in Business in Latin America: Argentina, Chile, México y Venezuela. Dr. Zabludovsky’s main research interests include political and sociological theory; gender and power; women in leadership positions in the private sector; conceptual development in social sciences; the history of social sciences in Mexico; and government, enterprises and entrepreneurs. She has participated as a panelist and expositor in more than three hundred conferences and symposiums on these topics. Dr. Zabludovsky participated in the Expert Group Meeting on Women and Economic Decision-Making Positions at the United Nations and is a past delegate of Mexico to the congress of women in business at the Asia-Pacific Economic Cooperation, Banco Internamericano de Desarrollo (Inter-American Development Bank) (BID), and the Organization for International Co-operation and Development (OECD).
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