

Access to Experts



Rebecca L. Ray, Ph.D.

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The Conference Board

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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 the overall quality and continuing integration of our research and engagement for the betterment of our members. 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, leadership development, succession management, and employee engagement. In addition to published research, related products and services at The Conference Board include peer learning networks, conferences, webcasts, and experiential and executive events.

Rebecca created Human Capital Watch™, a monthly webcast series that explores current issues, research, and practitioner successes in the field of human capital. She oversees the Human Capital Exchange™, our website that offers research and insights from The Conference Board, human capital practitioners, and our knowledge partners. She created the Senior Fellows program in human capital with some of the profession's most acclaimed former practitioners who now bring their expertise to members of The Conference Board. Rebecca is also the executive director of The Engagement Institute™, a research community of practice she created in collaboration with Deloitte Consulting and Mercer Sirota, along with concurrent groups of executives in the United States, Europe, and Asia-Pacific.

Rebecca is a frequent speaker at professional and company-sponsored conferences and business briefings around the world, and she is a contributor to Forbes. Rebecca is often a guest speaker in business media, such as Bloomberg TV (Hong Kong and Europe), Bloomberg Radio, and CNBC India. Her research, commentary, blogs, initiatives, and the accomplishments of her various teams have been featured in the *Financial Times*, *Wall Street Journal*, and *South China Morning Post* newspapers, as well as *Harvard Business Review*, *The Economist*, *Chief Learning Officer*, *Leadership Excellence*, *Training*, *CIO*, *Workforce Management*, *Human Resources*, *HR Magazine* (Hong Kong and UK), *Chief Executive Officer*, *EMBA Magazine* (Taiwan), *Bloomberg BNA*, *People*; *Strategy Journal* from HRPS, and *Talent Management*. Rebecca is the co-author of numerous publications focused on leadership development and engagement, including an employee engagement chapter for the latest edition of the *Talent Management Handbook* (ATD, 2015), and has authored numerous articles and books, including her co-authored works: *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 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 at several leading companies. 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.

Rebecca serves as an executive coach, using the Marshall Goldsmith Stakeholder-Centered Coaching approach. 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.

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Publications by Rebecca L. Ray, Ph.D.

CEO Challenge®

- [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

Executive Action Report

- [C-Suite Challenge™ 2019: Building Team Engagement](#)
08 March, 2019
- [The Conference Board CEO Challenge® 2013: Human Capital Practitioners Respond](#)
29 October, 2013
- [CEO Challenge Reflections: Human Capital Practitioners Respond](#)
12 September, 2012
- [Human Capital Challenges in Asia-Pacific 2011-2013: Driving Employee Engagement with Communication and Work-Life Balance](#)
31 July, 2012
- [Human Capital Challenges in Asia-Pacific, 2012–2013: Leadership Development and Succession Planning for the Global Leader](#)
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 Review

- [Human Capital in Review™ - 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
- [The Conference Board Human Capital in Review™: Future of Work \(Vol. 1, No. 1, 2017\)](#)
02 March, 2017
- [The Conference Board Human Capital in Review™: Voices from Asia, Vol 1, No 2](#)
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- [The Conference Board Human Capital in Review™: Voices from Europe \(Vol. 1, No. 2\)](#)
11 October, 2016
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- [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
- [The Conference Board Human Capital in Review: Focus on Talent Management \(Vol. 5, No. 1, 2015\)](#)
23 December, 2015
- [The Conference Board Human Capital in Review™: Focus on Diversity & Inclusion \(Vol. 5, No. 1, 2015\)](#)

- 21 April, 2015
- [The Conference Board Human Capital in Review™: Focus on Talent Management \(Vol. 4, No. 2, 2014\)](#)
22 October, 2014
- [The Conference Board Human Capital in Review™: Human Capital Analytics \(Vol. 4, No. 2, 2014\)](#)
12 September, 2014
- [The Conference Board Human Capital in Review™: Focus on Employee Engagement \(Vol. 2, No. 3, 2013\)](#)
02 October, 2013
- [The Conference Board Human Capital in Review™: Focus on Talent Management \(Vol. 3, No. 3, 2013\)](#)
24 September, 2013
- [The Conference Board Human Capital in Review™: Focus on Employee Engagement \(Vol. 2, No. 1, 2013\)](#)
22 April, 2013
- [The Conference Board Human Capital in Review™: Focus on Employee Engagement \(Vol. 1, No. 3, 2012\)](#)
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- [The Conference Board Human Capital in Review™: Focus on Talent Management \(Vol. 2, No. 2, 2012\)](#)
29 August, 2012
- [The Conference Board Human Capital in Review™: Focus on Talent Management \(Vol. 2, No. 1, 2012\)](#)
27 June, 2012
- [The Conference Board Human Capital in Review™: Focus on Diversity & Inclusion \(Vol. 2, No. 2, 2012\)](#)
09 May, 2012

Key Business Issues

- [Future of Work in Asia: The Digital Transformation Journey and Its Impact on How Work Gets Done](#)
23 April, 2019
- [DNA of Engagement: How Organizations Create and Sustain Highly Engaged Teams](#)
28 February, 2019
- [C-Suite Challenge™ 2019: The Future-Ready Organization: Japan](#)
28 January, 2019
- [C-Suite Challenge™ 2019: The Future-Ready Organization](#)
16 January, 2019
- [C-Suite Challenge™ 2018: ASEAN/China Edition Executive Summary](#)
17 April, 2018
- [C-Suite Challenge™ 2018: ASEAN/China Edition](#)
05 April, 2018
- [DNA of Engagement 2018: Moments That Matter throughout the Employee Life Cycle \(Executive Summary\)](#)
27 February, 2018
- [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
- [C-Suite Challenge™ 2018: Reinventing the Organization for the Digital Age \(Executive Summary\)](#)
18 January, 2018
- [C-Suite Challenge™ 2018: Reinventing the Organization for the Digital Age \(Expanded Report\)](#)
18 January, 2018
- [CEO Challenge 2017: Leading through Risk, Disruption, and Transformation—Asia-Pacific/China Report](#)
22 March, 2017
- [DNA of Engagement: How Organizations Can Foster Employee Ownership of Engagement](#)
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26 January, 2017

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- [Is Your C-suite Pipeline Ready? Developing Leaders for High-Impact Roles](#)
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- [Global Executive Coaching Survey 2016: Developing Leaders and Leadership Capabilities at All Levels \(CEO Business Implications\)](#)
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- [The Conference Board CEO Challenge® 2016: Asia Regional Report](#)
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- [DNA of Engagement: How Organizations Build and Sustain Highly Engaging Leaders](#)
15 March, 2016
- [DNA of Engagement: Diagnostic Tool](#)
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- [DNA of Engagement: How Organizations Build and Sustain Highly Engaging Leaders \(CMO Strategic Implications\)](#)
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15 March, 2016
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13 January, 2016
- [The Conference Board CEO Challenge® 2016: CFO Strategic Implications](#)
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- [The Conference Board CEO Challenge® 2016: CEO Strategic Implications](#)
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13 January, 2016
- [The Conference Board CEO Challenge® 2015: Gulf Cooperation Council Edition](#)
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- [The Conference Board CEO Challenge® 2015: Europe Edition](#)
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- [The Conference Board CEO Challenge® 2015: Australia Edition](#)
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14 April, 2015
- [DNA of High-Performing Organizations: Implications for the CHRO](#)
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- [The Conference Board CEO Challenge® 2015: Hong Kong Edition](#)
18 March, 2015
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18 March, 2015
- [DNA of High-Performing Organizations](#)
18 March, 2015
- [The Conference Board CEO Challenge® 2015: ASEAN Edition](#)
17 March, 2015
- [The DNA of Engagement: How Organizations Create and Sustain Highly Engaging Cultures \(Strategic Overview\)](#)
04 February, 2015
- [The Conference Board CEO Challenge® 2015: US Edition](#)
15 January, 2015

- [The Conference Board CEO Challenge® 2015: Creating Opportunity out of Adversity—Building Innovative, People-Driven Organizations \(CHRO\)](#)
07 January, 2015
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15 October, 2014
- [DNA of Engagement: How Organizations Create and Sustain Highly Engaging Cultures: CULTURE ASSESSMENT GUIDE](#)
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Newsletter

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- [Human Capital Center Newsletter - February 2019](#)
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05 February, 2018

Publication

- [C-Suite Challenge™ 2019: The Future-Ready Organization: Latin America](#)
26 April, 2019
- [Building A Highly Engaged Team: Diagnostic Tool](#)
13 March, 2019

Research Report

- [Global Executive Coaching Survey 2018](#)
26 March, 2019
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- [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 \(Executive Summary\)](#)
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- [Job Satisfaction 2018: A Tighter Labor Market Leads to Higher Job Satisfaction \(Chartbook\)](#)
29 August, 2018
- [Keeping the "Dream Team:" Leveraging Analytics to Retain Top Talent in Asia](#)
20 September, 2017
- [Job Satisfaction 2017 Edition: More Opportunity and Satisfaction in a Tighter Labor Market](#)
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
- [Divergent Views/ Common Ground: The Leadership Perspectives of C-Suite Executives and Millennial Leaders— Executive Summary](#)
04 May, 2017
- [Employing Analytics to Enhance Workplace Productivity](#)
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- [Workforce Analytics: The View from Asia](#)
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- [Report Back: Crowd-Sourcing Solutions to Leadership Issues in Asia](#)
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- [Human Capital Analytics @ Work, Volume I](#)
06 October, 2014
- [The Global Leadership Forecast \(GLF\) 2014 | 2015. Ready-Now Leaders: Meeting Tomorrow's Business Challenges](#)
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