



CENTER FOR  
WORK-LIFE POLICY

**The Hidden  
Brain Drain**  
TASK FORCE

NEWS FLASH – FEBRUARY 2006

## “Leadership in Your Midst” Off to a Great Start

Our second deep dive research project, “Leadership in Your Midst,” was released by the *Harvard Business Review* in their November issue. The research launch was held at the Harvard Club on October 24<sup>th</sup> with over 200 people in attendance. Cornel West, Ella Bell, Sylvia and Carolyn gave presentations and commented on the findings of the research.

The study received wide media coverage including articles and op-eds in the *New York Times*, *Boston Globe*, the *International Herald Tribune*, *Business Week*, the *Guardian*, *Financial Times* and *Time Magazine*. Sylvia, Cornel and Carolyn have appeared on ABC World News Now, The Tavis Smiley Show, Nightly Business Report and CNN.

The study has already been put to another innovative use. The Picker Center for Executive Education at Columbia University’s School of International and Public Affairs is using “Leadership in Your Midst” as a training tool for their classes for the New York City Fire Department. Picker Center

## Off-Ramper Spotlight: Vicki Gault

Vicki Gault is the first off-ramper to be featured in our new feature. This section is intended to showcase a talented off-ramper looking to get back into the workforce.

Vicki is a dynamic, results-driven and team-oriented communications executive with 25 years experience developing strategic communications programs. She has broad expertise encompassing media relations, employee and executive communications, advertising, crisis communications and community relations. She is also active in her own community, serving on the board of the Women’s Resource Center in Summit, NJ.

Director William Eimick uses the article as a vehicle for “for both diversity and leadership training.”

## Re-engineering Extreme Jobs

The *Harvard Business Review* has committed to publishing an article and a report on our next deep dive research project “Re-engineering Extreme Jobs” in the fall of 2006. The study, sponsored by **American Express, BP, Ernst & Young and UBS**, examines the ratcheting up of pressure in today’s top jobs and will look at potential solutions to re-engineer some of the extremity of top jobs without reducing their value to the enterprise.

## New Task Force Members

We are pleased to welcome **Alcoa, Avon Products, Ford Motor Company, General Mills, Intel, Novartis Pharmaceuticals, ProLogis and Xerox Corporation** to the task force. The first Hidden Brain Drain Summit on June 19-20 will bring our community of peers together to share emerging best practices and build action plans.

Her last position was with Agere Systems in Allentown, Penn. as their senior vice president, communications, where she handled brand management, investor relations, media relations and employee communications. Previous to that she worked for Lucent Technologies, AT&T, and Southwestern Bell.

Vicki is currently seeking a senior communications position in the New York/New Jersey area. For a copy of her resume contact CWLP.

## On Sale

*Invisible Lives*, a companion report to the *Harvard Business Review*’s “Leadership in Your Midst” is available from CWLP. Visit [www.worklifepolicy.org](http://www.worklifepolicy.org) to place an order or call 212-315-2333 for more information.

1841 Broadway, Suite 808  
New York, New York 10023  
phone: 212.315.2333  
fax: 212.315.2336  
[info@worklifepolicy.org](mailto:info@worklifepolicy.org)  
[www.worklifepolicy.org](http://www.worklifepolicy.org)

## Action on the Ground

Congratulations to Anne Erni and **Lehman Brothers** on the New York launch of Encore. Encore is a Lehman initiative devised to facilitate networking and professional development opportunities for women who have left the workforce and are interested in on-ramping.

In November, Lehman hosted an informational, learning and networking event, which was attended by former Lehman employees and off-rampers from the financial service sector. They anticipate launching the initiative in London in February. The program is an outgrowth of the Hidden Brain Drain "Off-Ramps and On-Ramps" research.

**Citigroup** has launched a new flexible work initiative including global guidelines and a new intranet site. Ana Duarte-McCarthy said Flexible Work Strategies is open to virtually all employees globally. Generally, unless required by local law, employees don't have to include a reason for working flexibly in the online plan they submit. They must detail their current work objectives, their proposed flexible work strategy and address the impact to the business. Managers approve or decline the flexible work arrangement based on the employee's ability to achieve the set objectives in the plan presented.

## New Staff Member

CWLP welcomed new staff member Catherine Orenstein in January. Katie is well known for her writing on women, popular culture and international human rights. She will be working at CWLP as a Senior Fellow.

Orenstein's work has appeared in the *New York Times* (where she is an occasional contributor to the Op-Ed page), the *Washington Post*, *Tikkun*, *The Village Voice*, *The Journal of International Affairs* and *Ms Magazine*.

Orenstein graduated from Harvard magna cum laude. She holds a Master of International Affairs from Columbia University.

## Press and Presentations

"Off-Ramps and On-Ramps" continues to garner media attention with a mention on *Anderson Cooper 360°*. Carolyn Buck Luce was a featured panelist at Fortune's "50 Most Powerful Women" Conference. Actress Geena Davis also a panelist cited our research in an interview with Anderson Cooper.

Other featured speakers included Task Force member Pat Fili-Krushel along with Brenda Barnes, Andrea Jung, Ann Richards, Gail Sheehy and Lesley Stahl.

Look for "Opting out or Opting in?" in the 2006 issue of *Global Agenda*, the publication of the World Economic Forum at Davos.

---

In November Sylvia and Carolyn traveled to Hong Kong to present the findings of our recent studies at the first ever Diversity and Inclusion in Asia Conference.

Other recent presentations have been made to the U.S. General Accounting Office, Moody's Corporation, Massachusetts Conference for Women, the Securities Industry Association, **General Mills**, Microsoft, United Health Group, **Goldman Sachs** and **Lehman Brothers**.

## Best Companies

Congratulations to **American Express**, **Booz Allen Hamilton**, **Cisco Systems**, **Ernst & Young**, **General Mills** and **Goldman Sachs** for making *Fortune's* "100 Best Companies to Work For 2006."

In October 2005, **American Express**, **Avon**, **Booz Allen Hamilton**, **BP**, **Cisco Systems**, **Citigroup**, **Credit Suisse First Boston**, **Ernst & Young**, **Ford Motor Company**, **General Electric**, **General Mills**, **Johnson & Johnson**, **Lehman Brothers**, **Novartis Pharmaceuticals**, **Pfizer** and **UBS** were named among the 100 Best Companies in *Working Mother Magazine*.

1841 Broadway, Suite 808  
New York, New York 10023  
phone: 212.315.2333  
fax: 212.315.2336  
info@worklifepolicy.org  
www.worklifepolicy.org