

Deborah Merrill-Sands, Ph.D.

Speaking Engagements

- “Gender Dynamics in the Workplace: Implications for Women and Leadership.” Northern Trust Company. Chicago, IL. September 2004.
- “Women and Business: Aspirations for Leadership and Power.” Research Committee of the Boston Club. Boston, MA. June 2004.
- “Women and Business: Aspirations for Leadership and Power.” Women’s Network of the Boston Chapter of the Association for Corporate Growth. Boston, MA. June 2004.
- “Gender Dynamics in the Workplace: Women and Leadership.” Hewlett-Packard. Boise, ID. April 2004.
- “Gender Dynamics in the Workplace: Women and Leadership.” Hewlett-Packard. Vancouver, WA. April 2004.
- “Gender Dynamics in the Workplace: Women and Leadership.” Society of Women Engineers. Portland, OR. April 2004.
- “New Leadership Models: Are They Really Helping Women?” Panel presentation with Stacy Blake-Beard, Joyce Fletcher, and Karen Proudford. Part of the Gender at Work: A Bold New Perspective Event Series. Center for Gender in Organizations. Boston, MA. March 2004.
- “Gender Dynamics in the Workplace: Implications for Women and Leadership.” JPMorgan Chase’s Global Senior Women’s Conference. New York, NY. December 2003.
- “Women as Leaders: Paradox of Success - Claiming Your Leadership Value.” Women’s Leadership Network speaker series, Sun Life Financial. Wellesley Hills, MA. August 2003.
- “Women as Leaders: The Paradox of Success—Claiming Your Leadership Value.” Sun Life Financial Women’s Professional Network. Boston, MA. June 2003.
- “Women as Leaders: The Paradox of Success—Claiming Your Leadership Value.” Financial Women’s Association. Chicago, IL. March 2003.
- “Women as Leaders: Paradox of Success—Claiming Your Leadership Value.” State Street Bank Women’s Professional Network. Boston, MA. January 2003.
- “Perspectives on Gender Equity: Strategies for Change.” Johns Hopkins University Committee on the Status of Women. Baltimore, MD. November 2002.
- “Advancing Women as Leaders: Paradox of Success.” Harvard Medical School and Harvard School of Dental Medicine Joint Committee on the Status of Women. Cambridge, MA. September 2002.
- “Women as Leaders: Paradox of Success.” Goldman Sachs FICC VP Women’s Reunion. New York, NY. June 2002.

- “Advancing Women into Leadership: Changing Work Culture and Practices.” The Center for Excellence of Women’s Advancement. Conference Board of Canada. January 2002.
- “Advancing Women into Leadership: What Does It Take?” National Council for Research on Women Corporate Circle. New York, NY. December 2001.
- “A Modest Manifesto for Shattering the Glass Ceiling.” National Institute for Standards and Technology. Gaithersburg, MD. June 2000.
- “Engendering Organizational Change: Transforming Work Culture and Practices to Promote Gender Equity.” Annual Meeting of the Organizational Gender Issues Network of United Nations and Intergovernmental Agencies. Paris, France. June 1999.
- “Promoting Gender Equality Through Transforming Work Organizations.” International Development Research Center (IDRC), Ottawa, Canada. January 1999.
- “Engendering Organizational Change: A Case Study of an International Agricultural Research Center based in Mexico.” Presentation as part of a seminar on Gender and Public Sector Modernization: The Context for Change, Latin America and Caribbean Division, World Bank, Washington, DC. December 1998.
- “Moving Towards Gender Equity: Strategies for Change.” CGIAR Inter-center Consultation on Future Directions in Gender Staffing, International Service for National Agricultural Research (ISNAR). The Hague, Netherlands. April 1998.

Publications

- Merrill-Sands, D. and Holvino, E. with Cumming, J. 2003. Working with diversity: A focus on global organizations. In R. Ely, E. Foldy, M. Scully and the Center for Gender in Organizations (Eds.), *Reader in Gender, Work, and Organization*. Malden, MA: Blackwell Publishing, 327-342.
- Merrill-Sands, D. 2003. Guest editor, Women in the workplace: A status report. *Diversity Factor*, Winter.
- Holvino, E., Ferdman, B. and Merrill-Sands, D. 2003. Creating and sustaining diversity and inclusion in organizations: Best practices for today and tomorrow. In M. S. Stockdale & F. J. Crosby, (Eds.), *The Psychology and Management of Workplace Diversity*. Oxford: Blackwell Publishing.
- Merrill-Sands, D. with Scherr, S. 2001. "Center Self-Assessment for a Women-Friendly Workplace. " *CGIAR Gender and Diversity Working Paper, No. 29*. Nairobi, Kenya: Consultative Group for International Agricultural Research, Gender and Diversity Program.
- Merrill-Sands, D. and Holvino, E. with Cumming, J. 2000. "Working with Diversity: A Framework for Action." *CGIAR Gender and Diversity Working Paper, No. 24*. Nairobi, Kenya: Consultative Group for International Agricultural Research, Gender and Diversity Program.
- Merrill-Sands, D., Fletcher, J., and Acosta, A. 1999. "Engendering Organizational Change: A Case Study of Strengthening Gender-Equity and Organizational Effectiveness in an International Agricultural Research

- Institute." In A. Rao, R. Stuart, and D. Kelleher (Eds.), *Gender at Work: Organizational Change for Equality*. West Hartford, CT: Kumarian Press.
- Kolb, D.K. and Merrill-Sands, D. 1999. Waiting for outcomes: Anchoring a dual agenda for change to cultural assumptions. *Women in Management Review*, 14 (5): 194-202.
 - Merrill-Sands, D., Fletcher, J., Acosta, A., Andrews, N. and Harvey, M. 1999. Engendering organizational change: A case study of strengthening gender equity and organizational effectiveness in an international agricultural research institute, *CGIAR Gender Staffing Working Paper, No.21*. Nairobi, Kenya: Consultative Group for International Agricultural Research, Gender and Diversity Program.
 - Spink, L., Merrill-Sands, D., Baldini, K., and de la O, M. 1999. Summary report, CIMMYT pilot on multi-source performance assessment. *CGIAR Gender Staffing Working Paper, No. 23*. Nairobi, Kenya: Consultative Group for International Agricultural Research, Gender and Diversity Program.
 - Scherr, S. and Merrill-Sands, D. 1999. Taking stock of gender staffing in the CGIAR, 1998. *CGIAR Gender Staffing Working Paper, No.20*. Nairobi, Kenya: Consultative Group for International Agricultural Research, Gender and Diversity Program.
 - Joshi, J., Goldberg, E., Scherr, S. and Merrill-Sands, D. 1998. Toward gender equity: Model policies. *CGIAR Gender Staffing Working Paper, No.18*. Nairobi, Kenya: Consultative Group for International Agricultural Research, Gender and Diversity Program.
 - Joshi, J. and Merrill-Sands, D. and Robin Ely. 1998. The role of boards in addressing gender staffing issues. *CGIAR Gender Staffing Working Paper, No.16*. Nairobi, Kenya: Consultative Group for International Agricultural Research, Gender and Diversity Program. (October 1998).

CGO Publications

- CGO Insights No. 9: *Women as Leaders: The Paradox of Success* with Deborah M. Kolb (April 2001).
- CGO Working Paper, No. 11: *Working with Diversity: A Focus on Global Organizations* with Evangelina Holvino and James Cumming, November 2000.
- CGO Working Paper, No. 3: *Engendering Organizational Change: A Case Study of Strengthening Gender-equity and Organizational Effectiveness in an International Agricultural Research Institute* with Joyce Fletcher, Anne Acosta, Nancy Andrews, and Maureen Harvey, April 1999.
- CGO Working Paper, No. 1: *Waiting for Outcomes: Anchoring Gender Equity and Organizational Change in Cultural Assumptions* with Deborah Kolb, March 1999.
- CGO Insights No. 2: *Looking Below the Surface: The Gendered Nature of Organizations* with Joyce K. Fletcher (November 1998).
- CGO Insights No. 1: *Making Change: A Framework for Promoting Gender Equity in Organizations* with Deborah Kolb, Joyce K. Fletcher, Debra Meyerson, and Robin Ely (October 1998)