

**WINNING
THE WAR FOR
TALENT
IN EMERGING
MARKETS**



**WHY
WOMEN
ARE THE
SOLUTION**



**SYLVIA ANN HEWLETT
RIPA RASHID**

Harvard Business Review Press
Boston, Massachusetts

CONTENTS

Acknowledgments vii

Introduction: In Plain Sight 1

**Part One:
The Changing Face of Talent**

1 Unprecedented Advantages 15

2 Pitfalls and Trip Wires 29

**Part Two:
The Markets**

3 Brazil 57

4 Russia 77

5 India 99

6 China 117

7 United Arab Emirates 143

Part Three:
Action Agenda

| | | |
|----|---|-----|
| 8 | Becoming a Talent Magnet | 165 |
| 9 | Claiming and Sustaining Female Ambition | 183 |
| 10 | Dealing with Pulls and Pushes | 209 |
| | Conclusion: The Leapfrog Opportunity | 229 |
| | Appendix | 241 |
| | Notes | 253 |
| | Index | 265 |
| | About the Authors | 275 |