



People First: Strategic Transformation

May 15 – 16, 2025
New York Marriott at
The Brooklyn Bridge
Brooklyn, NY

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People First: Strategic Transformation

May 15 – 16, 2025 | Brooklyn, NY

DAY ONE Thursday, May 15, 2025

8:00 am – 8:45 am

Breakfast and Registration

8:45 am – 8:55 am

Welcome and Introductions

Klint Kendrick, PhD, Senior Director, Workforce Integrations & Transitions, **Walmart**,
Conference Chair

8:55 am – 9:10 am

Networking and Cross-Pollination

We will kick off our event by meeting one another to share our top priorities and the biggest changes we are tackling in 2025.

9:10 am – 9:35 am **General Session**

AI and Radical Transformation: Lemonade CEO Daniel Schreiber on What's Ahead

How should companies be transforming to reap the benefits of AI? How should jobs change? Structure? Business models? Culture? How should employees be prepared and developed for this transformation?

To provide unique insights into these questions, we welcome Daniel Schreiber, CEO and co-founder of Lemonade, an “AI native” insurance carrier that set a record by having its system pay out a claim within three seconds, and has achieved a doubling of per-employee efficiency. Schreiber will share his perspective on the changes enterprises will need to make to effectively leverage AI, and the profound economic shifts he sees on the horizon.

Daniel Schreiber, CEO, **Lemonade**

Moderator: David Dye, Senior Fellow, Human Capital Center, **The Conference Board**

9:40 am – 10:10 am **General Session**

The Corporation of the Future: How AI Will Rip Up the Org Design Rulebook

The traditional corporate model relies on hierarchy and specialization. Traditional structures can lead to silos and, consequently, inefficiency and an inability to innovate can arise.

These stifle agility and inhibit a business's ability to navigate uncertainty and disruption.

The rise of AI allows us to go further, think bigger and rip up the ‘rulebook’ for organizational structure. Now is the time to start with a blank sheet of paper and truly define what the corporation of the future looks like and how it functions with humans and technology working side-by-side. We can challenge the very concept of work itself. Instead of automating existing processes, what if we could eliminate or redesign them entirely? Designing the ‘corporation of the future’ truly allows us to ask ‘what if?’

Chris Mulh, Global Co-Leader of Operating Model & Org Transformation,
Partner & Managing Director, **AlixPartners**

For sponsorship opportunities, please contact mhoole@tcb.org

10:10 am – 10:25 am

Networking Break

10:25 am – 10:50 am **General Session**

Chief Innovation & People Officer Diane Cafritz on the CarMax Digital Transformation Journey

CarMax EVP Diane Cafritz has a title and portfolio that may be unique amongst the Fortune 200: with human capital and product teams accountable to her, she is responsible for driving company performance, innovation, and sustainable growth by implementing industry-leading practices for both products and people. We welcome her today to explore how CarMax fosters a people-first culture that empowers innovation and delivers on the company's digital transformation.

Diane Cafritz, Executive Vice President, Chief Innovation & People Officer, **CarMax**

Moderator: Rita Meyerson, Principal Researcher, Human Capital, **The Conference Board**

10:55 am – 11:40 am **General Session**

PANEL Do HR Leaders Have the Skills for What's Ahead?

Functions and business units across enterprises are undergoing tech-based transformations, supported by their HR partners. But do HR leaders themselves have the skills needed for their own tech transformations? Do they have the data literacy and analytics perspectives to take HR into the second quarter of the 21st century? This lively discussion will explore what top practitioners believe is needed, and ask whether HR leaders are falling behind.

Rupert Bader, Group Director, Workforce Intelligence, **Walmart**

Dat Lai, Head of People Analytics, **Campbell Soup Company**

Ying Li, Global Head of People Analytics, **PepsiCo**

Mikaël Wornoo, Co-Founder and President, **TechWolf**

Moderator: Matt Rosenbaum, Principal Researcher, Human Capital Center, **The Conference Board**

11:45 am – 12:15 pm **General Session**

Bold Moves for Hypergrowth: Inside Salesforce's Journey from 5K to 70K Employees—and Market Domination

You don't become a \$245B powerhouse—or reinvent the CRM game—by playing it safe. You get there by making bold, decisive moves that rally your people to meet the moment and seize opportunity at scale. Join Jody Kohner, Former Salesforce EVP of Enablement and Board Advisor, and Corey Jacobs, VP at BTS, for a behind-the-scenes look at the 10+ year partnership that helped fuel Salesforce's rise. They'll share pivotal transformation moments where Salesforce made bold moves to accelerate change and drive impact using immersive, at-scale simulations that helped employees internalize strategy shifts and execute faster. These actions made possible the rapid upskilling of leaders; the capacity to integrate new employees and tech at scale; and the empowerment of 40,000 people to adopt and own a new shared go-to-market model.

Jody Kohner, Former Salesforce EVP of Enablement and Board Advisor

Corey Jacobs, Vice President, **BTS**

12:20 pm – 12:45 pm **General Session**

Perspective from The Conference Board: Navigating Through a Tsunami of Change

Reflecting on and building on the morning's insights with the latest research from The Reimagined Workplace ongoing study, Robin Erickson from the Human Capital Center of The Conference Board shares the latest findings on the most impactful changes confronting business leaders today, and the dramatic transformations and reorganizations that may be ahead. She will introduce themes that we will dig deeper into at our Evolving Cultures panel after lunch.

Robin Erickson, PhD, Vice President, Human Capital, **The Conference Board**

12:45 pm – 1:45 pm

Networking Lunch

1:45 pm – 2:15 pm **Concurrent Session**

M&A without Merging: Strategically Balancing Independence and Integration

In this session, the Walmart HR M&A team will share insights from the \$2.3B acquisition of VIZIO, exploring how to balance autonomy and synergy in M&A. We will discuss the four pillars of a successful hybrid integration: leadership alignment, talent management, organizational structure, and governance, all on a solid foundation of change management. Together, we'll gain a deeper understanding of the frameworks, tools, and best practices that can help navigate this complex process.

Klint Kendrick, PhD, Senior Director, Workforce Integrations & Transitions, **Walmart**

1:45 pm – 2:15 pm **Concurrent Session**

Transforming Change Metrics: A Culinary-Themed GenAI Case Study

Discover how Visa crafted its Change Measurement Framework by drawing parallels with the art of cooking. This engaging session will showcase their innovative approach to tracking individual adoption, organizational shifts, and business outcomes through a culinary-themed GenAI case study.

Stacey Taylor, Vice President, Implementation & Change, **Visa**

1:45 pm – 2:15 pm **Concurrent Session**

The Roots to the Crown: Establishing Data Foundations for Executive Insights

Executive decisions demand accurate, actionable insights, but insights require a strong data foundation. HR Operations are critical in establishing the "root system" that supports People Analytics teams as they "branch" into business problems. Like a tree with a full crown that falls without strong roots, People Analytics teams need a solid partnership with HR Operations to meet the weight of C-Suite expectations. Join us as we explore strategies for creating a healthy data foundation that supports analytics and aligns with C-Suite priorities.

A.J. Tufte, Head of Workforce Planning, **General Mills**

2:20 pm – 3:00 pm **Concurrent Session**

PANEL **Evolving Cultures**

Changes in organizational structures, business models, technologies and ways of working call for cultural changes to meet the moment as well as to adapt to the disruptions to come. An evolution of collective norms, mindsets, and behaviors is often required, and the challenge of effecting these changes while retaining core values and an engaged workforce is considerable. Join a cross-sector conversation featuring business leaders on journeys to grow and transform their respective organizational cultures.

Vikram Gupta, AVP, Organization and Leadership Effectiveness, **Lincoln Financial Group**

Michelle Lu, HR Project Leader, **Cummins**

Thaiz Chanman, Former Vice President, People Experience, **Remitly**

Moderator: **Robin Erickson, PhD**, Vice President, Human Capital, **The Conference Board**

2:20 pm – 3:00 pm **Concurrent Session**

PANEL **Insights for Structuring a Transformation and Change Function**

Expert practitioners will share insights and best practices on the classic question, how do I structure my transformation or change function? Panelists will explore issues including services provided, function alignment, and centralized/decentralized/hybrid structures.

Felicia Bachman Chenault, Senior Director, Change and Journey Management, Digital Acceleration, **Walmart**

Sarah Keizer, Vice President, Change Management, Enterprise Change Office, **TD**

Kris Krueger, Senior Director, Global Change Management, **Unisys**

Brian Storts, Former Director of Organizational Effectiveness and Change Management, **Sutter Health**

Moderator: **Laura Broughton**, Program Director, Change and Transformation Council, **The Conference Board**

3:00 pm – 3:10pm

Networking Break

3:10 pm – 3:40 pm **Concurrent Session**

Make It Count: Designing For and Measuring Fairness

As traditional DEI structures encounter new pressures, it is an especially appropriate time to consider how organizations can design for fairness throughout their enterprises. In this session, **Siri Chilazi**, Harvard researcher and co-author of *Make Work Fair: Data-Driven Design for Real Results*, shares evidence-based, actionable ways to use data and metrics to build fairness into the very fabric of the workplace. Learn how to leverage analytics for real, measurable change that leads to a fairer and more high-performing organization.

Siri Chilazi, Senior Researcher, Women and Public Policy Program, **Harvard Kennedy School**

3:10 pm – 3:40 pm **Concurrent Session**

Case Study: Navigating CEO Succession and Strategic Shifts through Insights into Organizational DNA

How do you lead a successful CEO transition while pivoting the entire business strategy? How can data-driven insights de-risk leadership transitions and major change initiatives? This session will explore the experience of Switlik Survival Products, an over 100-year-old manufacturer for the aviation, marine, and military markets, and how it navigated a CEO transition, a shift in business strategy, and implementation of a new ERP system over a three-year period. Key to the success of these transitions was the use of tools providing data-driven insights into leadership alignment, cultural adaptability, and organizational readiness. These insights helped anticipate how the company would respond to new leadership and a shift in strategic direction—guiding smoother execution and change adoption.

Sarah Switlik, CEO, **Switlik Survival Products**

Dr. Miles Overholt, CEO, **Strategia Analytics**

3:40 pm – 4:00 pm

Networking Break

4:00 pm – 4:30 pm **General Session**

Northwell Health EVP Joseph Moscola: The Change Management Enabling a Leap Forward

Northwell Health, New York's largest healthcare provider, is advancing the use of technology to enhance human capability. In the session Northwell Health Executive Vice President Joseph Moscola, who leads the strategy and execution of the information technology function, shares where the enterprise will see the biggest transformations, and the change management, governance, and mindset needed to make it happen.

Joseph Moscola, Executive Vice President, Enterprise Services, **Northwell Health**

Moderator: **Diana Scott**, U.S. Human Capital Center Leader, **The Conference Board**

4:30 pm – 4:45 pm

Day One Recap and Day Two Preview

Klint Kendrick, PhD, Senior Director, Workforce Integrations & Transitions, **Walmart**,
Conference Chair

4:45 pm – 5:45 pm

Reception

DAY TWO Friday, May 16, 2025

8:00 am – 9:00 am

Breakfast and Registration

8:15 am – 9:00 am

Breakfast Roundtables

Attendees join their peers for small group discussions around the themes including:

- How AI is Transforming Org Design
- Change Metrics
- Managing Change in Mergers, Acquisitions, and Spin-Offs
- Making Your Dashboards Storytellers
- Building Resilience During Unprecedented Change
- The future of HR is _____

9:00 am – 9:10 am

Day Two Opening Remarks

Klint Kendrick, PhD, Senior Director, Workforce Integrations & Transitions, **Walmart**,
Conference Chair

9:10 am – 9:35 am

Catalyzing Bayer's Transformation: NA CHRO Marina Hong

Marina Hong, CHRO of Bayer NA, is one of ten “Catalysts” across the global enterprise selected to support the design and development of a new Bayer AG operating model, using human-centric design, Agile, and new ways of working to accelerate business growth at one of the largest life sciences companies in the world. We will explore this enterprise transformation, as well as how culture drives business results at Bayer.

Marina Hong, Senior Vice President & Head of HR, **Bayer NA**

Moderator: Robin Erickson, PhD, Vice President, Human Capital, **The Conference Board**

9:40 am – 10:10 am

PANEL Large-Scale Transformation: From Disconnects to a Shared Vision

Recent Orgvue research indicates that 38% of CEOs would rather quit than lead a large-scale workforce transformation, with respondents citing disconnects between different parts of the organization and lack of shared vision as the biggest barriers to successful transformation. In this discussion, we will dig into the challenges as well as strategies and tools to achieve both agility and alignment in large-scale structural redesigns.

Kristin Johnson, Principal, Chief Transformation Officer, **Edward Jones**

Heather Wollerman, Vice President, Talent Management & Chief Culture Officer, **McGraw Hill**

Mike Bobek, Vice President, Strategic Partnerships, **Orgvue**

Erka Amursi, Principal Researcher, Human Capital Center, **The Conference Board**

Moderator: David Dye, Senior Fellow, Human Capital Center, **The Conference Board**

10:10am – 10:30 am

Networking Break

10:30 am – 11:00 am

PANEL How AI Will Reshape HR

Join leading HR practitioners as they share how AI is already reshaping HR in their enterprises, and what they see for the future. How have they identified the most effective uses for AI in HR? What have been the most productive changes they have seen so far? Are there cases where the use of AI has not met expectations? How dramatically should we expect HR to change in the next five years? And what guardrails, data, structures and culture should be in place to ensure success?

Michael Manning, VP of HR Data & Innovation, **FM**

A.J. Tufte, Head of Workforce Planning, **General Mills**

Mike Bollinger, Global Vice President, Strategic Initiatives, **Cornerstone**

Moderator: Matt Rosenbaum, Principal Researcher, Human Capital Center, **The Conference Board**

11:05 am – 11:35 am

How Data Drives Wellness and Empowers Employees

Empowering employees to own their wellness journeys requires data and a shared sense of ownership. Knowing a one-size fits-all approach doesn't make sense with constantly evolving needs, learn how Dr. Nazer developed a sustainable, measurable and adaptable wellness strategy for a OMERS global organization.

Dr. Nancy Nazer, Chief Human Resources Officer, **OMERS**

11:40 am – 12:10 pm

Change 2030: Brainstorming What's Next and What's Needed Now to Face It

Practitioners and Conference Board leaders will build on audience polling, insights from the last two days, and recent research to crowdsource the top challenges and opportunities anticipated for the second half of this decade, and what skills, tools, and organization designs should be fostered now in order to prepare.

Robin Erickson, PhD, Vice President, Human Capital, **The Conference Board**

Alan Morales, Senior Director, HR Transformation Lead, **American Honda Motor Company, Inc.**

12:10 pm – 12:15 pm

Concluding Remarks

Klint Kendrick, PhD, Senior Director, Workforce Integrations & Transitions, **Walmart, Conference Chair**