

# Organizational Transformation: Where Change Meets the Human Experience

Where senior leaders turn AI and transformation strategy into measurable business impact.

May 14 – 15, 2026  
New York Marriott  
at the Brooklyn Bridge  
Brooklyn, NY

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# Organizational Transformation: Where Change Meets the Human Experience

May 14-15, 2026

Brooklyn, NY

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## DAY ONE Thursday, May 14, 2026

7:30 am – 8:30 am

### Registration and Networking Breakfast

8:30 am – 8:40 am

### Welcome and Introductions

**Klint Kendrick, Ph.D.**, Adjunct Instructor, Human Capital Management, **New York University**

8:40 am – 9:00 am

### Networking and Cross Pollination

We will kick off our event by meeting one another to share our top goals for the event.

9:00 am – 9:30 am

### Thriving Amid Constant Change: Meet the Octopus Organization

In today's nonlinear, uncertain, and constantly evolving world, we know that rigid, top-down transformation attempts rarely succeed. What's needed for this moment is not merely a new process but a new paradigm: *The Octopus Organization*. In this session, Jana Werner, Amazon Executive in Residence, will share what it means to have a structure and culture that leads to adaptability and innovation in every arm of your business – and what it takes to get there.

**Jana Werner**, Executive in Residence, Enterprise Strategy, **Amazon Web Services**

9:30 am – 10:00 am

### When Expansion is the One Sure Bet: Scaling Up at FanDuel

We will sit down with FanDuel Chief People Officer Caralyn Cooley to discuss navigating rapid change at the industry leader in the exploding sportsbook sector. We will explore how FanDuel is scaling intentionally and sustainably while fostering an agile and innovative culture, and provide insights for navigating rapid growth in organizations of any size.

**Caralyn Cooley**, Chief People Officer, **FanDuel**

10:00 am – 10:30 am

### You've Torn Up Your Org Chart. Now What?

Silos, unnecessary layers, labor hours that could be replaced by technology: we know these must be broken down or eliminated for an organization to thrive today. But do we know what replaces it? We will explore what happens after the org chart is blown up, and ask: does the process of designing a new structure need to be reinvented as well?

10:30 – 10:50 am

### Meet & Connect

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10:50 am – 11:25 am

## **The Reimagined Workplace: Meeting the New Challenges**

The Conference Board began its annual research study on The Reimagined Workplace amid the workplace revolution triggered by COVID. Yet, even as the pandemic recedes in the rearview mirror, remarkable new political and technological developments have introduced fresh volatility and considerable uncertainty into the workplace. Learn from the latest Reimagined Workplace study how Human Capital leaders are responding, and what it may mean for your organization.

**Robin Erickson, PhD**, Head of Human Capital Research, **The Conference Board**

11:25 am – 11:55 am

## **Organizational Redesign for a Transforming Globe**

We will explore the challenge of organizational transformation in volatile geopolitical circumstances. What strategies and tactics can improve the success of global transformations that span different economic, demographic, and cultural environments? And how should organizations lead their workforces through changes that are triggered by external global disruptions?

12:00 pm – 12:30 pm

## **The CEO as Transformational Leader**

We welcome Dr. John D'Angelo, the new CEO of Northwell Health, to discuss leading a transformation of the human experience in health care, for patients and those who care for them. We will discuss bringing together people, technology and innovation, addressing industry headwinds by advancing Northwell's mission.

**John D'Angelo, MD**, President and CEO, **Northwell Health**

12:30 pm – 1:30 pm

## **Networking Lunch**

1:35 pm – 2:05 pm **Concurrent Session 1A**

## **How AI Could Reinvent Change Management Itself**

AI not only presents a crucial challenge for C&T leaders – it presents an opportunity, even an imperative, to reinvent change management itself. In this discussion among leaders across sectors, we will explore the ways their processes are evolving to meet the AI moment, and the ways AI is itself enhancing capability, tools, and measurement.

**Kristine Krueger**, Senior Director, Global Change Management Office, **Unisys**

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

**Jennifer Murtha**, Assistant Vice President, Change Management and Organizational Development, **Lincoln Financial**

Moderator: **Laura Broughton**, Global Director, Organizational Design and Talent Planning, **Mars**

1:35 pm – 2:05 pm **Concurrent Session 1B**

## **Case Study: Your Reorganization Can't Succeed Without a Talent Strategy**

Times of disruption – mergers, acquisitions, reorganizations – bring engagement and retention challenges. But a talent strategy that provides development opportunities can not only boost engagement, it can lead to measurable business results. Learn how Frontier Communications, in anticipation of acquisition by Verizon, launched an initiative focused on upskilling, internal mobility, and engagement that yielded cost savings while building skills.

**Ariel Leonard**, Senior Vice President of Talent, **Frontier Communications**

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2:10 pm – 2:40 pm **Concurrent Session 2A**

### **Case Study: Move Fast and Fix Things – Process Transformation and the Real Secret to Uncovering AI Value**

True transformation lies in the often-overlooked hard work of cleaning up your data, reimagining processes, and articulating a clear, measurable outcome. Skip these steps and your AI efforts will not achieve the value advertised. Join TD Bank's Process Transformation team for a case study on going back to basics, to uncover AI value without losing speed or focus toward your AI goals. They will be sharing the why behind their approach, how they organized the work across multiple processes at once, and the change management they've employed.

**Sarah Keizer**, Vice President, Business Transformation, **TD Bank**

2:10 pm – 2:40 pm **Concurrent Session 2B**

### **Leveraging Neuroscience to Drive Lasting Change and Transformation**

This session will explore how an understanding of neuroscience can drive a culture of innovation. Understanding the role our brains play in adapting to change allows leaders to better understand and relate to what their teams, colleagues, and employees experience during a transformation. Learn how to plan for overcoming natural resistance and create a change journey that drives positive culture while protecting employee mental health and well-being.

**Travis Hahler**, Senior Director, Global Strategy & Transformation, **Salesforce**

2:40 pm – 2:50 pm

### **Break**

2:50 pm – 3:20 pm **Concurrent Session 3A**

### **A Resilient Org Needs Resilient Humans: Wellbeing as the Beating Heart of Organizational Change**

Is a change management or transformation strategy complete without a wellbeing strategy – one that recognizes the risks of stress, uncertainty, and change overload, and provides the support needed to build resilience? We will consider examples of nurturing wellbeing to build resilience, and their impact of transformations.

2:50 pm – 3:20 pm **Concurrent Session 3B**

### **The Unresolved Leadership Decisions That Can Derail Your Merger or Acquisition**

While most of the attention in mergers and acquisitions is focused on strategy and deal execution, outcomes are most often determined by a small set of leadership decisions made shortly after the ink dries. In this session, Dr. Klint Kendrick draws on patterns observed across hundreds of post-merger integrations to examine five leadership decisions that consistently determine whether M&A integrations will create value. These decisions, often delayed or left implicit, compound over time and shape execution, retention, and value realization. Participants will explore why M&A outcomes diverge after close, even among well-structured deals; how unresolved leadership decisions create hidden costs; and what leaders can clarify early to support sustained value creation.

**Klint Kendrick, Ph.D.**, Adjunct Instructor, Human Capital Management, **New York University**

3:20 pm – 3:40 pm

### **Meet & Connect**

3:40 pm – 4:20 pm

### **Interactive Workshop: The Change Lab**

In an era of perpetual disruption, the ability to manage continuous change is a high-stakes strategic imperative. For senior leadership, the primary challenge lies in the "Execution Gap," where well-defined strategies collide with the invisible complexities of organizational reality. This interactive session provides a rigorous framework for identifying hidden risks and leveraging your "Organizational DNA." Participants will select and assess interventions, and the presenters will model the risk and impact on performance.

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

**Dr. David F. Lopez**, SVP Systems Research, **Strategia Analytics**

Moderator: **Klint Kendrick, Ph.D.**, Adjunct Instructor, Human Capital Management, **New York University**

4:20 pm – 4:50 pm

### **The Role of Communications When Navigating Corporate (and Personal) Transformations**

Maria Cristina (MC) Gonzalez, EVP, Chief Communications & Public Affairs Officer of Popular Inc., will address the fundamental importance of communications in navigating disruptions, transformations and culture change. MC will speak to experiences at Popular, Estee Lauder and Televisa-Univision, where she navigated corporate transformations as the head of communications and as a board member. She will also highlight how she managed personal and career transformations, taking us on her journey from Puerto Rico to Connecticut and sharing what she learned from supporting First Lady, Michelle Obama, at the White House. Leaders of change and transformation will come away with new insights into their strategic partnership with communications in changing behaviors and shaping culture.

**Maria Cristina (MC) Gonzalez**, EVP, Chief Communications & Public Affairs Officer, **Popular Inc.**

Moderator: **Sally Susman**, Former Chief Corporate Affairs Officer, **Pfizer**

4:50 pm – 5:00 pm

### **Day One Recap and Day Two Preview**

**Klint Kendrick, Ph.D.**, Adjunct Instructor, Human Capital Management, **New York University**

5:00 pm – 6:00 pm

### **Networking Reception**

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## **DAY TWO**

**Friday, May 15, 2026**

7:30 am – 8:30 am

### **Networking Breakfast and Registration**

8:30 am – 8:40 am

### **Day Two Opening Remarks**

**Klint Kendrick, Ph.D.**, Adjunct Instructor, Human Capital Management, **New York University**

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8:40 am – 9:25 am

### **Networking Roundtables: Small Group Discussions**

Meet new people and learn from their varied perspectives while discussing change, transformation, and org design topics such as overcoming AI fears; structuring capacity; mergers and acquisitions; shifting culture; flattening structures; and more.

9:30 am – 9:55 am

### **Why the Old Transformation Playbook Won't Work in 2026**

The business literature tells us that 70% of transformations fail to reach their objectives, and over 90% of companies struggle with organizational alignment and change management. Whether or not that was true in the past, it will likely be true for any organizations relying on old strategies for today's transformation challenges. In this session, Microsoft Managing Director Falguni Desai will provide an overview of how the landscape has changed and how leaders need to think differently. She will cover:

- Macroeconomic shifts over the last 5 years
- New megatrends which have taken hold
- How leaders should rewrite the transformation playbook to ensure success

She will reserve extra time for Q&A, so be sure to bring your questions.

**Falguni Desai**, Managing Director, Strategy, Growth & Transformation, Banking & Capital Markets, **Microsoft**

9:55 am – 10:20 am

### **The Data, Design, and Change that Drive AI Value Creation at S&P Global**

To lead a workforce transformation in the age of AI, S&P Global built a workforce strategy in parallel with its business and technology strategies, and weaved an agility story that resonates with the human experience. Integrating workforce planning, organizational design and change management, S&P Global created an ecosystem that aligned skills supply and work task demand, and provided the language for human connection with the organizational strategy. Learn how these connections allowed human and AI collaboration to move beyond productivity to value creation.

**Alan Susi**, Vice President and Global Head of Organizational Planning and Analytics, **S&P Global**

10:20 am – 10:40 am

### **Meet & Connect**

10:40 am – 11:05 am



### **From Investment to Impact: What Really Drives Successful AI Transformation**

It seems as if every organization is either engaged in an AI-focused transformation, or preparing for one. Yet neither large investments nor even broad AI adoption are guarantees of success. Drawing on surveys of leaders and workers as well as interviews with enterprise executives, we will share insights on how leaders must redesign their organizations to maximize the value of AI within their enterprises and the expectations employees have about this technological revolution.

**Matt Rosenbaum**, Principal Researcher, Human Capital, **The Conference Board**

11:05 am – 11:30 am

## **Can We Transform Without Trust? Redefining Leadership in the Age of AI**

According to recent Deloitte research, employee trust in generative AI dropped 42% in the last six months of 2025, and trust in agentic AI fell 64% in the last quarter. In this session, Adam Schreiber examines what this trust decline means for leaders navigating rapid technological change. We will explore how leadership roles are evolving, how to balance human centric principles with AI-driven transformation, and how to upskill teams while sustaining morale.

**Adam Schreiber**, Senior Director, Head of Transformations, Change & Communications, **PepsiCo**

11:30 am – 12:00 pm

## **Powering Our Change Muscles: Building Capacity from the Enterprise to the Individual**

The critical transformations organizations are seeking to accomplish now can only succeed with robust change capacity throughout the organization. In this session, we'll explore with leaders from diverse sectors structures, strategies and tools to strengthen change capacity and agility at every level, from the board and C-suite to the individual employee.

**Will Tong**, Director, Org Readiness & Change Management, **Merck**

**Micah Goldfus**, Global Lead, Change & Adoption, **The Estée Lauder Companies**

Moderator: **Laureen Knudsen**, Program Director, Divisional COO Council, **The Conference Board**; Former Chief Transformation Officer, **Broadcom**

12:00 pm – 12:30 pm

## **Bigger, Bolder, Faster: How Google Develops High Performing Teams in the AI Era**

High performing leadership teams – not just cutting edge technology – are the ultimate engines of growth and innovation. Join experts from Google's Organizational Development practice as they share how they equip senior teams to adapt to unprecedented levels of change and ambiguity and execute better than ever before. This session pulls back the curtain on the evidence-based approaches Google uses to help leaders make bigger, bolder bets, radically increase velocity, and leverage AI to unlock new levels of performance.

**Suwah Tobah**, Head of Organizational Development, **Google**

**Daniel Dworkin**, Organizational Development Planner, **Google**

12:30 pm – 12:35 pm

## **Concluding Remarks**

**Klint Kendrick, Ph.D.**, Adjunct Instructor, Human Capital Management, **New York University**