

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

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, PhD, Adjunct Instructor, **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, **Amazon**

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**

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

10:00 am – 10:30 am

Why HR (Not IT) Will Shape Who Wins with AI

Most organizations are experimenting with AI, but few have translated those pilots into meaningful results. Why? Because getting the most out of AI is not a technology problem. It is less about which AI tools the business chooses, and more about how leaders redesign work so people can maximize their unique human skills as AI reshapes their day-to-day. This session will explore how CHROs can seamlessly apply CFO-grade rigor—business cases, FTE baselines, and outcome tracking—to decisions about AI in HR, ensuring that operating-model shifts in talent, organization design, and shared services are underwritten like any other major transformation investment. We will discuss how to redesign the HR operating model so people, skills, processes, data, and governance can rapidly evolve alongside AI to drive bottom-line results.

Lynanne Kunkel, CHRO and Chief Transformation Officer, **Vail Resorts**

Andrew LeSueur, Partner & Managing Director, **AlixPartners**

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10:30 – 10:50 am

Meet & Connect

10:50 am – 11:20 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**

Matthew Maloof, Researcher, Human Capital, **The Conference Board**

11:25 am – 11:55 am

Reframing the HR Business Partner Role to Build Organization Design Capability

As organizations navigate constant change, the traditional HR Business Partner role must be redefined to better enable strategy execution and operating model effectiveness. In this session, Michael Smith and Julia Anas will explore the shift to a People Strategy Partner model and the evolution of organization design from episodic restructuring to a sustained enterprise capability. Attendees will learn the capabilities needed to shape structures, roles, decision rights, and ways of working—plus practical lessons from redefining partnerships across the enterprise.

Julia Anas, Chief People Officer, **Qualtrics**

Michael Smith, Principal & Client Executive, **AlignOrg Solutions**

12:00 pm – 12:30 pm

Keynote Conversation: 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**

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

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.

Sarah Keizer, VP, Enterprise Change and Business Architecture, **TD Bank Group**

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

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

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

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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, Former Senior Vice President of Talent, **Frontier Communications**

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, VP, Enterprise Change and Business Architecture, **TD Bank Group**

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 both help you lead transformational change. 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 D Hahler, Senior Director, Global Strategy & Transformation, **Salesforce**

2:40 pm – 2:50 pm

Break

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

Building the People and Technology Partnerships We Need

Technology transformations – including but not exclusively AI transformations – increasingly call for major changes in human behavior. For those transformations to succeed, the collaboration among Change Management, IT and other technology functions must be closer than ever. In this conversation, we will explore how that collaboration translates into concrete structures, partnerships, and timelines.

Eliza A Fendell, Director, Technology Change Enablement, **Ryder System, Inc.**

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

Moderator: **Amit Mohindra**, Distinguished Principal Research Fellow, Human Capital, **The Conference Board**

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, PhD, Adjunct Instructor, **New York University**

3:20 pm – 3:40 pm

Meet & Connect

3:40 pm – 4:20 pm

INTERACTIVE WORKSHOP: CHANGE LAB

Making Your Transformation Work by Closing The “Strategy-Execution Gap”

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, PhD**, Adjunct Instructor, **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 Noguera, 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, PhD, Adjunct Instructor, **New York University**

5:00 pm – 6:00 pm

Networking Reception

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Organizational Transformation: Where Change Meets the Human Experience

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, PhD, Adjunct Instructor, **New York University**

8:40 am – 9:25 am

Networking Roundtables: Small Group Discussions

Connect with fellow attendees while discussing one of the topics below.

- **How We're Using AI in Change and Transformation**, facilitated by Will Tong, Director, Org Readiness & Change Management, Merck; and Travis D. Hahler, Senior Director, Global Strategy & Transformation, Salesforce
- **Building Confidence to Lead Change**, facilitated by Kim Robbins, Senior Director, Enterprise Organizational Change, CSL
- **AI Adoption Metrics**, facilitated by Kristine Krueger, Senior Director, Global Change Management Office, Unisys
- **Fostering Agility & Resilience**, facilitated by Brian Storts, Director, Change Management, Unlock Health
- **Change as a Strategic Function**, facilitated by Eliza A. Fendell, Director, Technology Change Enablement, Ryder System Inc
- **AI and High Performing Teams**, facilitated by Daniel Dworkin, Organizational Development Planner, Google
- **Culture Change**, facilitated by Adam Schreiber, Senior Director, Head of Transformations, Change & Communications, PepsiCo
- **Translating Skills for AI Transformation**, facilitated by Laureen Knudsen, Program Director, COO Council and Division Presidents & COOs Council; Former Chief Transformation Officer, Broadcom
- **Communications and Change**, facilitated by Singleton Beato, Program Director, The Conference Board

9:30 am – 9:55 am

Why the Old Transformation Playbook Won't Work in 2026

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, Banking & Capital Markets, **Microsoft**

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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, Global Head of Workforce Planning & Future of Work, **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 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 Capability from the Enterprise to the Individual

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

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

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

Moderator: **Laureen Knudsen**, Program Director, COO Council and Division Presidents & COOs Council; Former Chief Transformation Officer, **Broadcom**

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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.

Daniel Dworkin, Organizational Development Practitioner, **Google**

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

12:30 pm – 12:35 pm

Concluding Remarks

Klint Kendrick, PhD, Adjunct Instructor, **New York University**