



People First: Strategic Transformation

May 15 – 16, 2025
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Brooklyn, NY

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People First: Strategic Transformation

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Brooklyn, NY

DAY ONE Thursday, May 15, 2025

8:00 am – 9:00 am

Registration and Breakfast

8:30 – 8:40 am

Welcome and Introductions

8:40am – 9:00 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.

9:00 am – 9:30 am **General Session A**

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

9:35 am – 10:05 am **General Session B**

Agility and Life-Changing Innovation: Novo Nordisk NA Head of People & Organization Ayana Champagne

Global healthcare company Novo Nordisk, creators of Wegovy and Ozempic, has a long history of life-changing innovations. In this conversation with North America Head of People & Organization Ayana Champagne, we will explore nurturing innovation by leading change with a growth mindset; evolving culture while staying true to core purposes and values; and leading from the front as one's authentic self.

Ayna Champagne, CVP & Head of People & Organization, Novo Nordisk

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10:05 am – 10:35 am **General Session C**

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**

10:40 am – 11:00 am

Networking Break

11:00 am – 11:30 am **General Session D**

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**

11:35 am – 12:10 pm **General Session E**

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**

12:15 pm – 12:45 pm **General Session F**

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

1:50 pm – 2:25 pm **Transformation Stage G1**

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.

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

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

1:50 pm – 2:25 pm **Innovation Stage G2**

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**

1:50 pm – 2:25 pm **Design Stage G3**

PANEL Achieving Agility and Alignment in Organization Design

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.

2:30 pm – 3:00 pm **Transformation Stage H1**

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**

2:30 pm – 3:00 pm **Innovation Stage H2**

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**

2:30 pm – 3:00 pm **Design Stage H3**

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**

3:05 pm – 3:35 pm **Transformation Stage I1**

Building Change Competency

Learn how leading change practitioners are using tech, resource libraries, networks, cross-functional partnerships and organizational development to build communities of change competency across enterprises. We will consider how approaches can be scaled and customized by project and by audience.

3:05 pm – 3:35 pm **Innovation Stage I2**

Innovative Approaches to the Perpetual Challenge of Change Fatigue

Organizations have been confronting “change fatigue” since long before the pace of change accelerated to the overwhelming speeds we experience today. What new insights from psychology and neuroscience can be applied to address it? What new tools and innovative approaches can help? Experts and practitioners will share data and examples on the nature of the challenge, how it has evolved, and what works to alleviate it.

3:05 pm – 3:35 pm **Design Stage I3**

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**

3:35 pm – 4:00 pm

Networking Break

4:00 pm – 4:35 pm **General Session J**

New York Life SVP Alex Cook and Northwell Health EVP Joseph Moscola: The Change Management Enabling a Leap Forward

180-year old New York Life, the largest mutual life insurance company in the United States, has a long history of strategic use of data science and now AI. Northwell Health, New York's largest healthcare provider, is advancing the use of technology to enhance human capability. In the session, New York Life Senior Vice President Alex Cook, who chairs the steering committee on generative AI, joins Northwell Health Executive Vice President Joseph Moscola, who leads the strategy and execution of the information technology function, to share where their enterprises will see the biggest transformations, and the change management, governance, and mindset needed to make it happen.

Alex Cook, Senior Vice President, Head of Strategic Capabilities, **New York Life Insurance**

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

4:40 pm – 4:50 pm

Day One Recap and Day Two Preview

4:50 pm – 5:50 pm

Reception

DAY TWO Friday, May 16, 2025

8:00 am – 9:00 am

Breakfast

8:00 am – 9:00 am

Breakfast Roundtables

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

- Change and Transformation
- Organization Design
- People Analytics
- AI and Tech Advances in HR

9:00 am – 9:10 am

Day Two Opening Remarks

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

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**

9:45 am – 10:15 am **General Session L**

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.

Nancy Nazer, Ph.D., Chief Human Resources Officer, **OMERS**

10:15 am – 10:35 am

Networking Break

10:35 am – 11:05 am **General Session M**

Not Just AI: The Technologies Transforming HR

An understandable focus on the power of Generative AI may distract us from the other technological advancements that are, or will soon be, transforming HR operations. In this discussion we will consider the advancements coming to the fore, their likely impact, how they will interact with other technologies, and what organizations will need to do in order to leverage them most effectively.

11:10 am – 11:45 am **General Session N**

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

Leaders from The Conference Board 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.

11:45 am – 12:00 pm

Concluding Remarks