



Highlights



We Decide.

People. Technology. Work.

## The CEO-CHRO Partnership: A Fireside Chat



**Patrick Conway**  
CEO  
Optum at UnitedHealth Group



**Kristi Hummel**  
Chief People Officer  
Optum

## Key Takeaways

1. A strong CEO-CHRO partnership requires shared strategy, clear communication, thoughtful leadership.
2. The company must consistently get two priorities right: investing in our people and understanding our customers.
3. Common HRIS has allowed creation of an internal talent marketplace for succession and talent planning.

*“Our core values...have also become the cornerstone of our culture strategy.”*  
-Kristi Hummel

## Leading the Hybrid Human-AI Workforce



**Ethan Mollick**  
Innovation Expert & Artificial Intelligence Thought Leader; Professor of Entrepreneurship, The Wharton School



**Parker Mitchell**  
Founder & CEO  
Valence

## Key Takeaways

1. Create a lab, dedicated 24/7 to AI.
2. We are all victims of imposter syndrome related to AI.
3. Employees will stop sharing innovations if you are only ROI focused.
4. AI works like people, not IT.

*“If you are not failing you are not experimenting.”*  
-Ethan Mollick

## Developing the AI-Enabled Workplace



**Rebecca Hinds, PhD**  
Head of the Work AI Institute and Thought Leadership, Glean  
Author, *Your Best Meeting Ever* (Simon & Schuster, Feb 2026)



**Ryan Craig**  
Executive Vice President,  
Chief Human Resources Officer  
Elevance Health



**Shelly Carlin**  
Executive Vice President, Learning  
CHRO Association

## Key Takeaways

1. It is not process improvement, it is reimagination.
2. AI does not change culture, it is implemented according to your culture.
3. AI agents are on the org chart, owned by leaders.

*“Long term change must happen at the task level with AI.”*  
-Rebecca Hinds, PhD

## Measuring What Matters: The Real ROI of Enterprise AI



**Ernest Ng**  
Senior Principal, Product Strategy  
Workday



**Georgeann Couchera**  
Senior Vice President,  
Human Resources  
Danaher



**Ani Huang**  
President, Policy and Practice,  
CHRO Association  
CEO, Center on Executive  
Compensation

MODERATOR

## Key Takeaways

1. Start ROI deliverable metrics *prior* to deployment.
2. Talent acquisition is gated and measurable so ROI-friendly.
3. Centralization of data and AI leadership will help adoption.

*“Performance often gets worse before it gets better, so plan for the dip.”*

*-Georgeann Couchera*

## Inside Implementation: How Enterprise HR Leaders are Deploying AI at Scale



**Eric Dozier**  
Executive Vice President and  
Chief People Officer  
Eli Lilly



**Darrell Ford**  
Vice Chair, CHRO Association  
Executive Vice President, CHRO  
UPS



**Stephanie Lundquist**  
Director, CHRO Association  
Chief Human Resources Officer,  
Cargill, Inc

MODERATOR

## Key Takeaways

1. Focus AI on the biggest business pain points.
2. All business leaders have ongoing role in implementing AI
3. Updated and consistent job architecture is essential to AI implementation, speed, growth.

*“The business context matters: AI is an enabler of our business strategy.”*

*-Steph Lundquist*

## Early Lessons from CHROs Leading AI Adoption



**Kristen Mullholland**  
Executive Vice President and Chief  
Human Resources Officer  
Johnson & Johnson



**Vicki A. Walla**  
Chief People & Experience Officer  
Prudential Financial, Inc.



**Jacqui Carney**  
Director, CHRO Association  
Chief People and  
AI Enablement Officer, ServiceNow

MODERATOR

## Key Takeaways

1. Agent is told things employees don't tell live HR leaders.
2. Create reverse mentors for your executive team.
3. Agility quotient is the new EQ.

*“You can't put AI on top of a bad process.”*

*-Kristen Mullholland*

## World-Class HRBPs: Insights from CAHRS and Real-World Practice



**Kevin Cox**  
Former CHRO, General Electric  
President, LKC Advisory LLC



**Jennifer Christie**  
Chief People Officer  
Docusign



**Anna Serafin**  
VP HR, Global Commercial  
Business Partner  
The Hershey Company



**Christopher J. Collins**  
Professor of HR Studies,  
Director of MLR Program  
School of Industrial & Labor Relations  
Cornell University

## Key Takeaways

1. Model of World-Class HRBP is an effective tool in elevating the role
2. Move HRBPs from “being responsive” to driving business outcomes.
3. Business results are always at the top of the pyramid.

*““Help HRBPs pop their collars - have rizz!”*

*-Anna Serafin*

## Caregiving as a Workforce Imperative: Closing the Awareness and Access Gap



**Diane Ty**  
Managing Director, Future of Aging  
Mikem Institute

**Amanda Poole**  
Executive Vice President and  
Chief People Officer  
Bristol Myers Squibb

**Karen Bennet**  
Executive Vice President and  
Chief People Officer  
Cox Enterprises

**Peter S. Paine III**  
Chief of Staff to the CEO  
Bristol Myers Squibb

## Key Takeaways

1. 80% of workforce needs caregiving support.
2. 3.5x ROI for caregiving support.
3. 80% of caregiver responsibilities prevent highest performance.

*“One thing AI can’t do: it can’t care.”*  
-Amanda Poole

## Leadership in a Restless World: Geopolitics, Governance, and Resilience



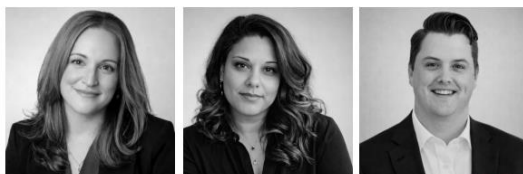
**Admiral James Stavridis**  
U.S. Navy (Retired)  
Partner and Vice Chairman  
Global Affairs, Carlyle Group

## Key Questions

1. Will the US and China get to a stable place this year?
2. Can the Europeans be pulled into the Russia-Ukraine negotiations?
3. Will Venezuela have a democratically elected President this year?

*“A leader is a dealer in hope - be a dealer in hope for your employees.”*  
-Admiral James Stavridis

## From Policy to Practice: Navigating Workforce Priorities Under the Trump Administration



**Ani Huang**  
President, Policy and Practice,  
CHRO Association  
CEO, Center on Executive  
Compensation

**Chatrane Birbal**  
Senior Vice President,  
Practice, Policy, and  
Government Relations  
CHRO Association

**Greg Hoff**  
General Counsel, Senior Director  
Practice and Policy  
CHRO Association

## Key Takeaways

1. AI legislation will focus on guardrails and protecting employees.
2. Lowest producing congress in history - with the most executive orders.
3. Best time for Exec Comp in 15 years.

*“Increased uncertainty may be the price we pay for increased flexibility.”*  
-Ani Huang

## What “Human Thriving” Means in the Workplace



**Hoda Kotb**  
Founder Joy 101  
Former Host of Today Show

**Monique Herens**  
Vice Chair, CHRO Association  
Chief Colleague  
Experience Officer,  
American Express Company

**Nickle LaMoreaux**  
Vice Chair, CHRO Association  
Senior Vice President and  
Chief Human Resources Officer,  
IBM

## Key Takeaways

1. Daily process: Body | Intellect | Emotional Self | Spirit.
2. Some days are Wednesdays – not every day is a celebration, and every day is not a tragedy.

*“What you focus on grows; if you want something, speak it out loud.”*  
-Hoda Kotb