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McKinsey
& Company

2C 23

Culturati Summit

APRIL 2-3, 2023
AUSTIN, TX

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Welcome to Culturati Summit

Welcome. It's good to have you back, and if this is your first time, we look forward to meeting you. We intentionally keep the Summit small—small enough to share our playbooks with each other in conversations during the breakout sessions, our intimate CEO dinners, during breaks, late night drinks around the fire, and if you're staying. . .during the sunset dinner cruise on Monday night. Your active participation during our sessions is the key to a successful Culturati Summit.

This year's programming pillars—Leadership Reimagined, Talent in a Flexible World, and the Future of Work—were established through surveys and focus groups. Conversations in the last few months drive our framing as a time of anxious investors and resistant employees—as the pandemic ends and AI shows up at work.

Microsoft and McKinsey & Company, along with our Underwriters (Atlassian, DLA Piper, HEB, the Holdsworth Center, NI, Notley, NXP, Sailpoint, & JDI), Culturati Scholars, and steering committee bring forth our keynotes and breakout sessions which reflect the questions our community brings to this Summit. Many thanks to Kirsten & Jonathan Coon who have also generously contributed.

Last year, we talked about the increased importance of empathy as a factor of leadership. We are learning that flexibility is required, as much if not more, to manage in today's workplace—optimizing the balance between operational and strategic, between decisive and enabling. We are questioning whether we have over-promised our deliverables to employees, whether we should focus on their and our success rather than on happiness. And, we remain steadfast in the importance of mission, purpose and DEI that enable teams and knowledge.

At a recent dinner, friends talked about our current culture clash and the renewed importance of purpose and conveying agency to employees. We captured a favorite comment, "purpose is the engine of prosperity moving forward."

We have come to see work as a human puzzle—an intricate, constantly evolving and changing one. Thank you for joining us as we discuss, debate and take in the newest research and data on building the best workplace cultures that will drive our successes and help our employees and communities thrive.

Much love,

Eugene & Josh

Eugene Sepulveda & Josh Jones-Dilworth
Culturati co-founders



agenda at a glance

Entire programming details on pages 10-25

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APRIL 2, 2023

3:00 PM

Registration opens & guest check-in | Lobby

5:00 PM

Opening reception | Holdsworth Center

5:10 PM

Doors Open | Pavilion

5:20 – 5:30 PM

Welcome & Intro | Pavilion

5:30 – 6:00 PM

Opening Keynote | Pavilion

6:00 – 6:10 PM

Thank you & send off to dinners

6:10 – 6:20 PM

Guests to sprinters or on Campus happy hour at the Boat Dock

6:45 – 7:00 PM

Guests arrive at dinners

7:00 – 9:00 PM

Culturati dinners with CEOs & executives

9:00 PM

Sprinters back to Campus on Lake Austin

9:00 – 11:30 PM

Libation Bar open | Holdsworth Center

APRIL 3, 2023

6:00 – 8:00 AM

Buffet Breakfast Served | Dining Room

7:00 – 9:00 AM

Registration Open | Lobby

7:00 – 7:30 AM

Mind Training to Create Space | Boat Dock

7:00 – 8:00 AM

Sunrise Yoga | South Lawn

8:05 AM

Doors Open | Pavilion

8:15 – 8:30 AM

Welcome & Emcee Introduction

8:30 – 9:30 AM

Keynote | Pavilion

9:35 – 9:45 AM

Break | Refreshments

9:45 – 10:45 AM

Breakouts

10:45 – 10:55 AM

Break

10:55 – 11:55 AM

Breakouts

12:00 – 1:00 PM

Buffet Lunch | Dining Room

agenda at a glance

Entire programming details on pages 10-25

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APRIL 3, 2023 CONT.

12:50 PM

Doors Open | Pavilion

1:00 – 1:05 PM

Emcee Intro | Pavilion

1:05 – 2:05 PM

Keynote | Pavilion

2:10 – 2:40 PM

Keynote | Pavilion

2:45 – 2:55 PM

Break

2:55 – 3:55 PM

Breakouts

3:55 – 4:05 PM

Break | Refreshments

4:05 PM

Doors Open | Pavilion

4:05 – 4:15 PM

Emcee Day Wrap Up & Intro Closing Keynote | Pavilion

4:15 – 5:15 PM

Closing Keynote

5:15 – 5:30 PM

Closing & Thank You | Pavilion

5:30 – 6:00 PM

Break—Transition to Boat/Dinner

6:00 PM

Board Commodore's Pup | Dock

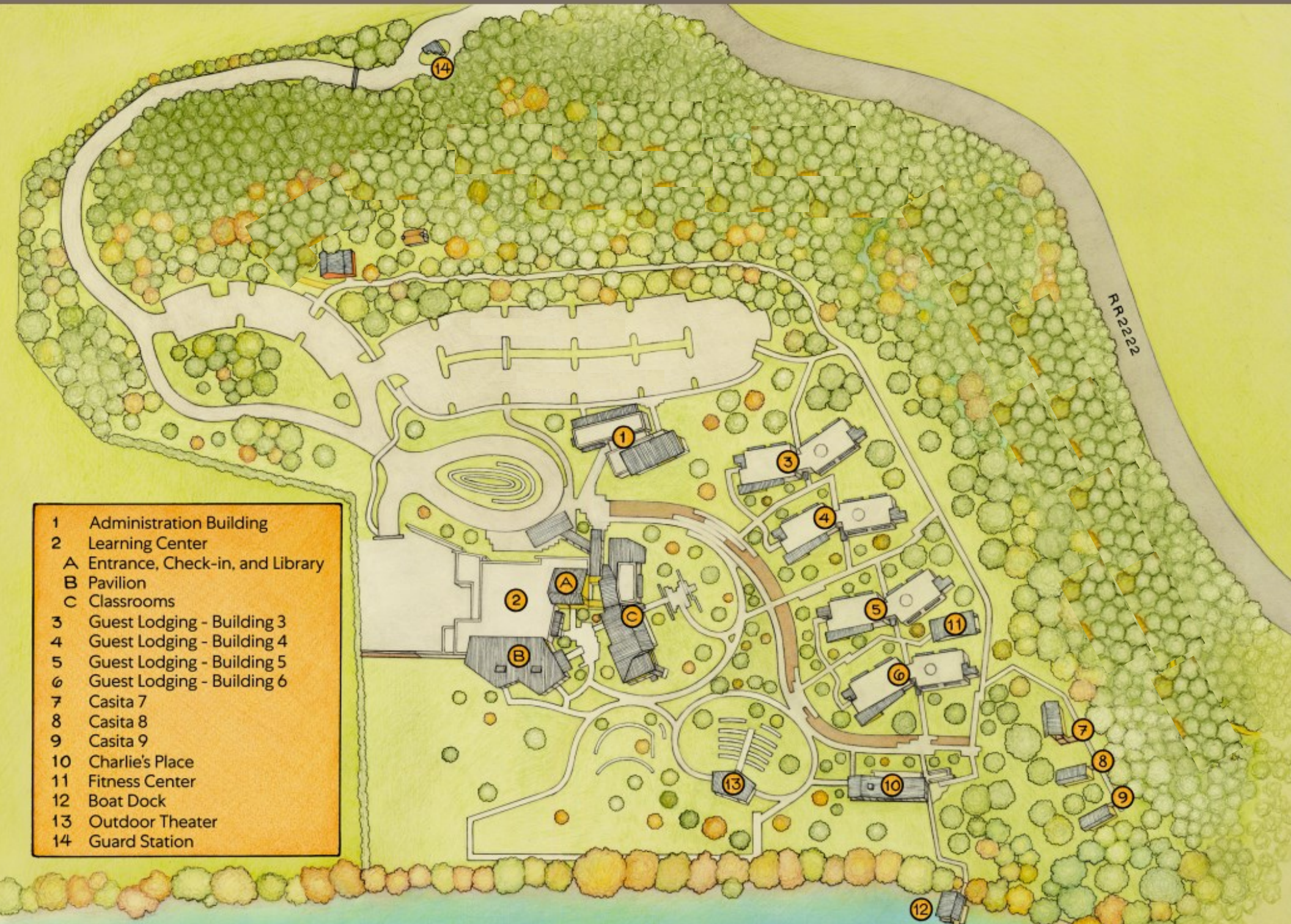
6:15 – 8:00 PM

Sunset Dinner Cruise on Lake Austin | Commodore's Pup

8:00 PM – 12:00 AM

Optional after-party | Charlie's Place





- 1 Administration Building
- 2 Learning Center
- A Entrance, Check-in, and Library
- B Pavilion
- C Classrooms
- 3 Guest Lodging - Building 3
- 4 Guest Lodging - Building 4
- 5 Guest Lodging - Building 5
- 6 Guest Lodging - Building 6
- 7 Casita 7
- 8 Casita 8
- 9 Casita 9
- 10 Charlie's Place
- 11 Fitness Center
- 12 Boat Dock
- 13 Outdoor Theater
- 14 Guard Station

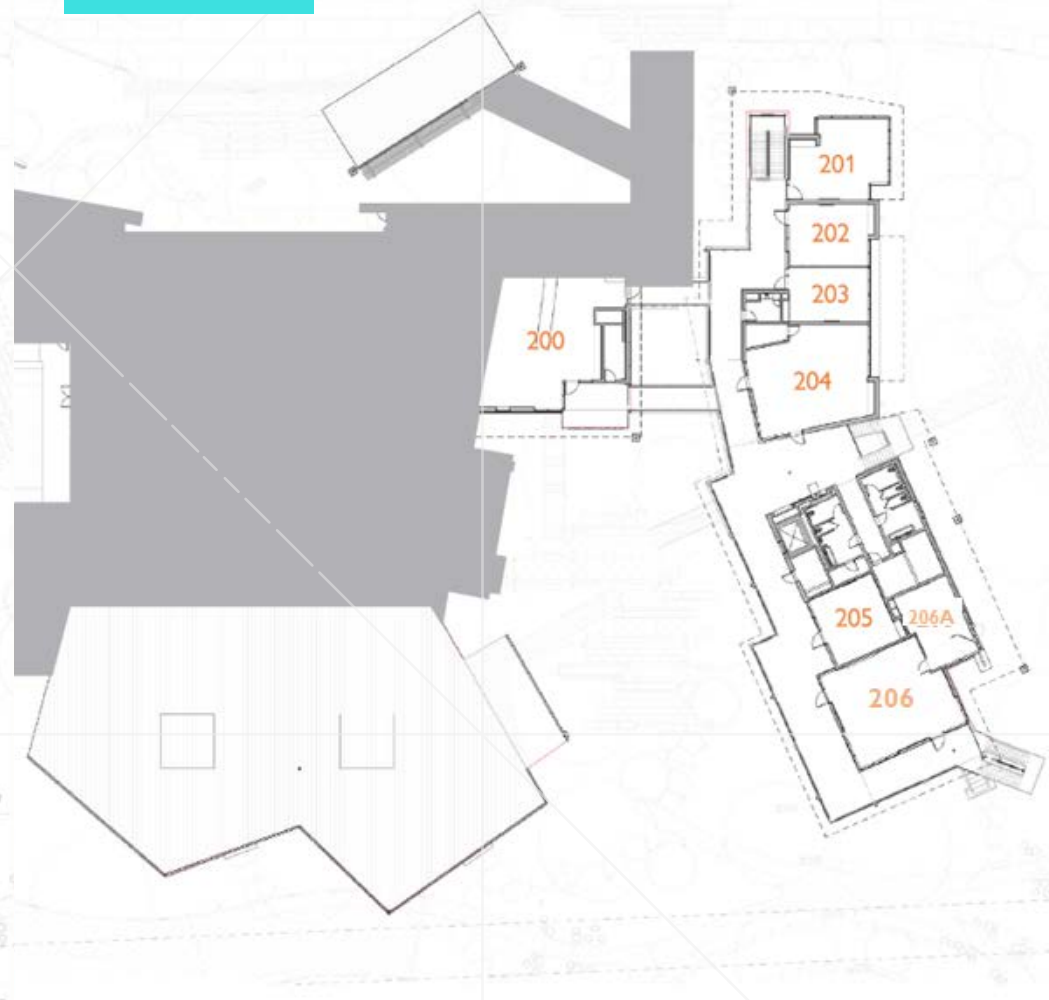
campus on lake austin:
event space map

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FIRST FLOOR



SECOND FLOOR



programming overview



IMPORTANT LOCATIONS

Room 101
Speaker Recording Green Room

Room 102/203
Speakers' Lounge

Room 202
Microsoft Meeting Room

Room 203
McKinsey & Company Meeting Room

Rooms 104, 106, 200, 204, 206
Breakout Rooms

SUNDAY, APRIL 2, 2023

3:00 PM
Registration Opens
& Guest Check-In | Lobby
*Lawn games available at Charlie's Place (the lakeside social hub).
Coffee & libation bar open.*

5:00 PM
Opening Reception |
Holdsworth Center

5:10 PM
Doors Open | Pavilion

5:20 – 5:30 PM
Welcome | Pavilion
Eugene Sepulveda, co-founder/CEO, Culturati
Josh Jones-Dilworth, co-founder, Culturati & CEO, JDI

5:30 – 6:00 PM
Opening Keynote: Artificial
Economy | Pavilion
*Professor Steven Tomlinson,
Seminary of the Southwest*

Steven Tomlinson works from interviews with CEOs and other corporate executives to imagine (with the help of Austin theatre collective, Rude Mechs) how a turbocharged chatbot would advise a business leader to navigate the growing tension between workers' expectations and investors' demands. He'll explore:

- *Why is leadership suddenly so stressful?*
- *What is this the moment to try?*
- *How do I need to stretch as a leader to meet what's trying to happen in our economy?*

6:00 – 6:10 PM
Thank You and Send Off to Dinners | Pavilion
Eugene Sepulveda, co-founder/CEO Culturati
Josh Jones-Dilworth, co-founder Culturati & CEO JDI

SUNDAY, APRIL 2, 2023

6:10 – 6:20 PM
Guests to Sprinters or on Campus happy hour at the Boat Dock
Chartered transportation to assigned dinners (if offsite)

6:45 – 7:00 PM
Guests arrive at dinners

7:00 – 9:00 PM
Culturati dinners with CEOs and Executives

9:00 PM
Sprinters back to campus on Lake Austin

9:00 – 11:30 PM
Libation Bar Open | Holdsworth Center

MONDAY, APRIL 3, 2023

6:00 – 8:00 AM
Buffet Breakfast Served | Dining Room

7:00 – 9:00 AM
Registration Open | Lobby
For any who did not check-in on April 2.

7:00 – 7:30 AM
Mind Training to Create Space | Boat Dock
Johanne Lavoie, Partner, McKinsey & Company, Calgary

At this session, we will train your capacity to access relaxation, focus, and clarity by training our minds. Experiment with simple practices to self-regulate, manage distractions when feeling overwhelmed and be more present in everyday life and work. Please arrive 5 minutes early to settle in.

Key Takeaways:

1. Understand Attention Deficit Trait and the benefits of mind training
2. Experience first-hand through simple practices
3. Share practical tips with other leaders with busy lives



programming overview

7:00 – 8:00 AM

Sunrise Yoga | South Lawn

Yoga mats provided. Athletic wear recommended.

8:05 AM

Doors Open | Pavilion

8:15 – 8:30 AM

Welcome & Emcee Introduction | Pavilion

Eugene Sepulveda, co-founder & CEO Culturati

Josh Jones-Dilworth, co-founder, Culturati & CEO JDI

Emcees: Mayerland Harris, Group VP Talent, HEB

Radney Wood, Partner, Vela Wood

8:30 – 9:30 AM

Keynote: Performance Through People: Transforming Human Capital Into Competitive Advantage | Pavilion

Katy George, Chief People Officer and Senior Partner, McKinsey & Company, New Jersey

Dr. Brooke Weddle, Partner, McKinsey & Company, Washington, D.C.

Claudia S. Toussaint, SVP, Chief People & Sustainability Officer, Xylem

Most business leaders agree that developing their people is the right thing to do, but they are often less clear on how those efforts translate to the bottom line. Recent McKinsey research found that companies that develop human capital and manage it well have a performance edge over sector peers when it comes to earnings consistency, resilience in times of crisis, and employee retention. In this session, we'll delve into this research and explore the organizational practices that can help companies translate developing talent into bottom-line impact.

Key Takeaways:

1. Learn how investing in people translates into bottom line impact, including linking talent to value
2. Delve into innovative ways organizations are thinking about skill development (e.g., self-authored journeys)
3. Explore the practices and behaviors organizations can embrace to drive growth while building human capital

9:35 – 9:45 AM

Break | Coffee, tea, water, and snacks available

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9:45 – 10:45 AM

Breakouts | Room 200

The Mindsets and Practices of Excellent CEOs

Johanne Lavoie, Partner, McKinsey & Company, Calgary

John Parsons, Senior Partner, McKinsey & Company, Calgary

The CEO's job is as difficult as it is important, and today's complex and volatile world makes it even more challenging to excel in this role. Drawing on McKinsey's in-depth research and interviews with the most high-performing CEOs, this session will explore the skills, practices, and mindsets that distinguish the best leaders from the rest. We'll tie this back to attendees' leadership mandates by leading an interactive assessment that will shift us to think more like a CEO.

Key Takeaways:

1. Introduce the six mindsets that distinguish excellent CEOs
2. Take stock by reflecting on your strengths, biases and growth areas, exploring critical shifts that may be needed to elevate your leadership
3. Reflect on how you can use your current leadership context as playground to practice the 6 CEO mindsets

Breakouts | Room 204

Getting Practical About Building and Supporting a Holistic Employee Experience

Rich Kaplan, GM, HR Digital Employee Experience Strategy

Tameka McNair, Director, Viva HR Employee Experience

Economic uncertainty is at the forefront of business today. But leading organizations recognize that to weather the storm one thing is clear: energized, empowered employees are what will give organizations a competitive advantage at any time, especially now—allowing them to emerge stronger.

Join us for an interactive workshop to discuss how technologies are impacting employees' success and reinvigorating culture in hybrid work and key learnings gained at Microsoft.

Key Takeaways:

1. Learn best practices from Microsoft 'Customer Zero' program as we experiment our way forward to the optimal employee experiences
2. Understand techniques on how to ensure adoption of technology, new processes and habits
3. Explore Microsoft Viva can empower managers and employees in the flow of hybrid work

programming overview

Breakouts | Room 206

Unfiltered: A Candid Conversation with Two Remote Work Pioneers
Annie Dean, Head of Team Anywhere, Atlassian

Darren Murph, VP Workplace Design & Remote Experience, Andela

The workplace has shifted forever, but the debate over how to proceed rages on. Join Annie Dean (of Meta and Atlassian) and Darren Murph (of GitLab and Andela) for an unfiltered look at what it takes to build and sustain a distributed workforce. In this candid Q&A, these two renowned remote work leaders will pull back the curtain and ask each other the hard questions we've all been grappling with—and unravel the complexities every leader here today continues to face.

Key Takeaways:

1. Understand why distributed work must be seen as a product, not a perk
2. Learn what it takes to build intentional remote work infrastructure, from tooling to training
3. Learn processes for identifying worker pain points; how to develop solutions; and implement org-wide systems change
4. Discuss best practices for gaining stakeholder and organization-wide trust and buy-in

5. Gain a new appreciation and understanding of how complex this work is, what's been missing from the industry conversation, and how you can take action within your own org

Breakouts | Room 104

How Vital Leaders Change The World: Creating Energy to Catalyze—Part 1

Professor Jeremy Hunter, Founding Director, Executive Mind Leadership Institute and Professor of Practice, Peter F. Drucker and Masatoshi Ito Graduate School of Management

Leaders are burning out and burning up. At the same time, the world's challenges are demanding that leaders step up in a new way. We need a new model where human vitality is at the center of effective action. When leaders nurture their own vitality they become more effective, as well as more embodied, engaged and fully human. They then become a powerful catalyzer for those around them.

This workshop introduces tools and practices based on more than two decades of experience working with leaders around the world.

The first part lays the foundation, while the second focuses on somatic practices that shift and renew your nervous system.

You will feel different afterwards!

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Key Takeaways:

1. Learn the underlying dynamics of burnout
2. Learn a practical framework and language for making sense of one's inner condition (and making it discussable with your team)
3. Building an infrastructure to support your vitality
4. Practice an accessible (and enjoyable) way to build capacity in your nervous system

Breakouts | Room 106

The New Hybrid: From Happiness to Success at Work

Abby Payne, Chief People Officer, SailPoint

Professor Ethan Burris, Senior Associate Dean for Academic Affairs, University of Texas at Austin

Moderated by Sebastián Rodríguez Álvarez, Associate Partner, McKinsey & Company, Washington, D.C.

In today's workplace, employees arrive on the job with divergent expectations around purpose, lifestyle, and the employer's value proposition. Join SailPoint Chief People Officer Abby Payne, Professor Ethan Burris from the McCombs School of Business at UT Austin, and McKinsey Associate Partner Sebastián Rodríguez as they explore what these tensions mean for the modern organization, which must also balance employee expectations

with those of investors. At this session, we will introduce these ideas and then discuss your perspectives on how to approach them in your business.

Key Takeaways:

1. Define and develop your intention toward employee success
2. Align investors with your employee experience strategy
3. Experiment with new ways of identifying and delivering on a world class employee value proposition
4. Reflect and advance your thinking on these challenges through dialogue with peers

10:45 – 10:55 AM

Break

programming overview

10:55 – 11:55 AM

Breakouts | Room 106

Reinventing The Middle: Moving From Managers to Leaders

Alexandra Camp, Partner, McKinsey & Company, NYC

Richard Steele, Partner, McKinsey & Company, NYC

Middle managers are the single most important determinant of employee outcomes, from performance to satisfaction...yet this group has been historically under-resourced, under-developed, and over-burdened with administrative work. By unlocking the power of middle managers, organizations stand to gain significant economic returns. We'll explore together what might be holding back your organization's middle managers and actionable steps for unlocking the power of the middle.

Key Takeaways:

1. Understand common barriers that keep middle managers from achieving their full potential
2. Discover approaches leading organizations are taking to transform the role of middle management
3. Brainstorm take-away steps for unlocking the power of middle managers at your organization

Breakouts | Room 206

Future Of Work: The Potential of AI to Unlock a Whole New Way of Work

Matthew Duncan, Head of Future of Work Thought Leadership, Microsoft
Professor Craig Watkins, Ernest S. Sharpe Centennial Professor at The University of Texas at Austin and Founding Director, the Institute for Media Innovation, Author of The Digital Edge and Don't Knock the Hustle

As we begin to find our rhythm in flexible work, AI is poised to fundamentally shift how we work every day. Explore what is next-generation AI and how it will accelerate human creativity, productivity and uplevel skills across your organization.

Join us for an interactive workshop, where we will discuss our latest research, innovations, and future impact, as well as invite you to learn from each other.

Key Takeaways:

1. Dive into the latest AI capabilities and what it means for employees and an organization
2. See how AI can show up in our everyday work life
3. Gain best practice in how to support and unlock employees in the new work world

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Breakouts | Room 204

Lessons From Leadership in Public Education

Lindsay Whorton, President, The Holdsworth Center

Ellen McGirt, Senior Editor, FortuneMagazine

Dr. Lindsay Whorton serves as President of The Holdsworth Center, a nonprofit established to help build a bench of strong principals and superintendents for Texas public schools. Fortune Sr. Editor, Ellen McGirt, will interview Dr. Whorton to discuss the complexities of leadership in public education, how political tensions & sensitivities impact their leadership, and whether these sensitivities increasingly impact corporate CEOs.

Breakouts | Room 200

Leadership & The Science of Neurology & Psychiatry

Rajkumari Neogy, Executive Coach utilizing epigenetics and neurobiology and Founder at iBelong

Dr. David Paydarfar, Chair, Department of Neurology, Director, Mulva Clinic for the Neurosciences, Professor, Department of Neurology, Dell Medical School, University of Texas at Austin

Dr. George Santos, Vice Chairman of Board of Trustees, The Harris Center for Mental Health and IDD

Moderated by Asher Price, Journalist, Axios Austin

In an age of Slack and hybrid work, companies find themselves at a crossroads—how to encourage hustle but not burnout. We discuss the landscape of neurology and mental health in workplace culture—what's mere rhetoric and what's scientific reality, and how leaders can build human connection and fold best practices into their workers' daily lives.

Key Takeaways:

1. How stress and learned helplessness affect performance
2. The implications of layoffs and economic uncertainty at your company and how to show up to alleviate these stressors
3. How to evaluate and change the language you use as a leader to be more effective

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Breakouts | Courtyard

Improv in The Workplace*

Josh Jones-Dilworth, co-founder
Culturati & CEO JDI

We'll cover (and practice) improv fundamentals as well as how to use improv in the real world, in formal and informal ways alike. We'll also share some of our individual crucibles as leaders and find out together what happens when we apply improv tools and frameworks in an intentional way.

Key Takeaways:

1. Emerge as a better listener
2. Understand that improv is a skill that anyone can learn
3. Become more comfortable in situations without a plan or script
4. Increase confidence, energy, and joy when creating new things with others

*Fair warning, this class will not make you funnier, but it will require you to get up and interact with others.

12:00 – 1:00 PM

Buffet Lunch | Dining Room

12:50 PM

Doors Open | Pavilion

1:05 – 2:05 PM

Keynote: Work Trend Index: Why Investing in People Leads to Better Business Performance | Pavilion

Seth Patton, General Manager,
Employee Experience, Microsoft

Angela Byers, PhD, Employee
Experience Leader, Microsoft

Karen Clay, VP Talent Management,
Johnson Controls

LaToya Collins-Jones, VP Culture,
Diversity & Inclusion,
Dell Technologies

Work is changing more than ever, with AI poised to fundamentally shift how we work every day. At the same time, leaders are facing a new wave of work-related pressures: economic turbulence, reduced workforces and resource strain. A new employee experience is needed that activates your workforce with data and AI to continuously enhance company performance.

New Work Trend Index research shows that organizations with high employee engagement outperform their peers financially. They also bear distinctive characteristics, including a clear business strategy that creates alignment, people with the right skills, resources, and connections to perform, and a drive to continually make work better. Technology can play a big role in achieving these imperatives.

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Key Takeaways:

1. Explore the relationship between employee engagement and corporate performance
2. Learn the key differences between organizations with high engagement and low engagement
3. Uncover technology's potential in creating the new employee experience that activates your workforce
4. Hear learning from industry leaders on their employee experience transformations

2:05 – 2:10 PM

A Note From Dr. Lindsay Whorton | Pavilion

President, The Holdsworth Center

2:10 – 2:40 PM

The Disconnect Between Leaders and Employees On DEI | Pavilion

Ellen McGirt, Senior Editor,
Fortune Magazine

Moderated by Josh Jones-Dilworth,
CEO, JDI & co-founder, Culturati

Ellen McGirt notes a growing disconnect between how senior leaders think their investments in DEI are going and how their employees really feel about them—she feels the tension in her in-box every day. Bottom line: Employees were wary to begin with and they're just not feeling it. There's compelling research from Gallup on this—in fact, fewer than a third feel that anything has really changed in terms of race and equity at work.

Key Takeaways:

1. Reimagining leadership as an exercise in humility, design and sharing power
2. Flexibility as one of the most potent tools to build equity
3. Systems of exclusion are invisible to those who breeze by them

2:45 – 2:55 PM

Break

programming overview

2:55 – 3:55 PM

Breakouts | Room 204

Getting Practical With DE&I

Drew Goldstein, Partner,
McKinsey & Company, Miami
Sebastián Rodríguez Álvarez, Associate
Partner, McKinsey & Company,
Washington, D.C.

Indhira Arrington, Global Chief DEI
Officer, Ares Management

Many organizations have set ambitious DE&I objectives over the past decade, but often, the initiatives aren't translating into real change and impact. Join us for a candid conversation about tangible best practices that can help move the needle and common pitfalls to avoid. We'll have the chance to learn from one another about challenges and success strategies in a hands-on, interactive format.

Key Takeaways:

1. Understand the current state of the DE&I landscape
2. Learn how to avoid common DE&I pitfalls where organizations are getting off-track
3. Share with peers recent real-world DE&I wins, setbacks, and practical approaches

Breakouts | Room 106

How to Think Like a People
Science Officer—The Playbook
to Optimizing the Employee
Experience Based on Insights

Justin Black, Senior Director,
Microsoft Viva Glint

What people need to feel happy, productive, and successful in the workplace has shifted in the post-covid era. Learn from Viva People Science's research on the fundamental needs your employees bring to the workplace that will help you create an experience that inspires engagement and better performance. We will also showcase how we're using our research to build a science-backed, human-centric product and ecosystem to help customers create an exceptional employee experience.

Key Takeaways:

1. Understand recent trends in measuring and improving the employee experience
2. Explore how we can address fundamental employee needs through technology adoption
3. Learn from a leading organization on how they use employee feedback and take action to improve their employee experience and attain better business performance

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Breakouts | Room 206

The Rise of Employee Voice:
Listening to Your People to Drive
Business Growth, Greater Job
Satisfaction, Innovation and
Engagement

Elsa Zambrano, Senior Vice President
of Global Talent & Culture, NXP

Professor Ethan Burris, Senior
Associate Dean for Academic Affairs,
University of Texas at Austin

The voice of employees is crucial in creating a sustainable company culture and organizational ecosystem to ultimately meet business objectives. Increasingly over the last decade, organizations have had to develop new employee voice strategies and a better understanding of how team members locally and globally want to engage and create feedback loops. Join Senior Vice President of Global Talent & Culture at NXP, Elsa Zambrano and Professor and Senior Associate Dean Ethan Burris at the McCombs School of Business at The University of Texas at Austin for a look at the journey—both successes and failures—and discuss what trends are ahead.

Key Takeaways:

1. Build and sustain a culture of trust and respect by creating feedback loops
2. Create greater job satisfaction, employee well-being, drive innovation, collaboration and engagement
3. Harness employee voice to boost your brand, retain and attract employees

Breakouts | Room 104

How Vital Leaders Change
the World: Creating Energy
to Catalyze—Part 2

Professor Jeremy Hunter, Founding
Director, Executive Mind Leadership
Institute and Professor of Practice,
Peter F. Drucker and Masatoshi Ito
Graduate School of Management

Leaders are burning out and burning up. At the same time, the world's challenges are demanding that leaders step up in a new way. We need a new model where human vitality is at the center of effective action. When leaders nurture their own vitality they become more effective, as well as more embodied, engaged and fully human. They then become a powerful catalyzer for those around them.

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Breakouts | Room 200

Evolution Of Brands Taking a Stand: How Culture and Employee Activism are Shaping When and How We Take a Stand

Dr. Kazique Prince, Head of DEIB, NI
Katherine Prath, Head of Global Giving, NI

Businesses continue to face increasing pressure to take a stand on highly complex social issues. Employees trust employers more than government and look to them to take action. New generations in the workforce look to an organization's stances to evaluate joining a company while employee/inclusive resource groups make employee voices more powerful.

Taking a stand, or not, comes with inherent business, economic and reputational risks. Not taking a stand can make your company look complicit or uninterested in social issues, while taking a stand can risk alienating some of your stakeholders and your position can lack credibility if it isn't accompanied by action.

NI leaders will share key learnings from the company's journey to develop a process for speaking out on issues, and how diversity, equity, inclusion and belonging (DEIB) considerations have shaped that journey. In this workshop you will also learn from your colleagues and share best practices.

Key Takeaways:

1. Practical application for taking a stand: stakeholder considerations, decision-making, governance, and more
2. Insight into best practices and learning from colleagues

3:55 – 4:05 PM

Break

Coffee, tea, water, snacks available

4:00 PM

Doors Open | Pavilion

4:05 – 4:15 PM

Emcee Day Wrap Up and Intro
Closing Keynote | Pavilion

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4:15 – 5:15 PM

Closing Keynote: Leadership in Uncertain Times | Pavilion

Adm. Wyman Howard (Ret.), U.S. Navy

Moderated by Mark Updegrove, President, LBJ Foundation

We are delighted to announce our closing keynote featuring retired United States Navy Rear Admiral, Adm. Wyman Howard. As the former Commander of the United States Naval Special Warfare Command and the Special Operations Command Central, Adm. Howard has led teams through some of the most difficult and challenging environments in the world. He will be joined on stage by Mark Updegrove, President of the LBJ Foundation, for a conversation about the crucial skills and practices needed to build high-performing teams in today's uncertain environment. Their discussion will cover how to select for individual character attributes that enable effective problem-solving in challenging markets and operational environments, as well as how to anticipate future scenarios to strengthen business resilience and reduce the psychological impact of unforeseen events. With Adm. Howard's extensive military experience, attendees will gain valuable insights into how to translate battlefield experiences to the corporate boardroom, and keep teams executing at a high level through whatever challenges may come.

Key Takeaways:

1. The ability to function effectively and solve hard problems in 'uncertain' markets/operational environments—is an individual character attribute you can select for when building high performing teams
2. A consistent enterprise practice that poses future scenarios—and inclusively thinks through options ahead of a surprise—strengthens the resiliency of the business and shortens the psychological dislocation that comes from unforeseen events
3. Individual/team health forms a bedrock foundation for uncertainty—health & balance across the mind, body, spirit pillars—a foundation to withstand shock and creatively lead through it

5:15 – 5:30 PM

Closing & Thank You | Pavilion

Eugene Sepulveda, co-founder & CEO Culturati

Josh Jones-Dilworth, co-founder Culturati & CEO JDI

5:30 – 6:00 PM

Break | Transition To Boat/Dinner

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6:00 PM

Board Commodore's Pup | Boat Dock

6:15 – 8:00 PM

Sunset Dinner Cruise on Lake Austin | Commodore's Pup

Fajita buffet & open bar

8:00 PM – 12:00 AM

Optional After-Party | Charlie's Place

TUESDAY, APRIL 4, 2023

Campus on Lake Austin
4907 Ranch Rd 2222
Austin, TX 78731

5:00 – 11:00 AM

Sprinters to Airport | Circle Drive

7:00 – 11:00 AM

Sprinters to Riverbend Parking | Circle Drive

8:00 – 10:00 AM

Continental Breakfast Served | Dining Room

the speakers



Sebastián Rodríguez Álvarez

Associate Partner, McKinsey & Company, Washington, D.C.

As a leader in McKinsey & Company's People & Organizational Performance practice, Sebastián works with organizations across industries on topics including culture, change management, capability building, organizational design, DEI initiatives, and more. In addition, he is heavily involved in McKinsey Academy, a learning program built to help clients develop employees and leadership.



Indhira Arrington

Partner and Chief Diversity, Equity and Inclusion Officer, Ares Management

Indhira partners with the firm's DEI Council to advance Ares' strategy to attract, develop, engage and advance diverse talent within an inclusive, welcoming environment, along with advancing equity in the broader alternative asset management industry. She also serves as an advisor to support DEI initiatives at portfolio companies across Ares' investment strategies.

the speakers

Changing the world through the workplace, together.



Justin Black

Senior Director of People Science, Glint

For more than a decade, Justin has been helping high-performing and innovative companies like Amazon, Facebook, and Southwest Airlines understand and take action on their people data. Prior to Glint, as an executive at Sirota Consulting, he advised senior leadership teams on employee engagement and led the firm's Innovation function. Justin is an expert in Industrial-Organizational Psychology, the science of working smarter.



Professor Ethan Burris

*Senior Associate Dean for Academic Affairs,
The University of Texas at Austin*

Dr. Ethan Burris is a Professor and Department Chair of Management and the Chevron Centennial Fellow at the McCombs School of Business at The University of Texas at Austin. He is also Director of the Center for Leadership and Ethics. He earned his Ph.D. in Management from Cornell University and has served as a Visiting Scholar at Google and Microsoft. He teaches and consults on topics relating to leadership, people analytics, talent insights, managing power and politics, building engagement in groups and teams, social enterprise, and negotiations.



Angela Byers

*Senior Director, Product Marketing,
Microsoft Viva & Microsoft 365*

Angela Byers is a Senior Director of Product Marketing at Microsoft. She leads a team of Product Marketers for Microsoft Viva, Project & Planner, and Visio. A founding member of Viva, the first employee experience platform, Angela has been helping customers adopt Viva to empower people and teams to be their best. Angela also has a deep passion for culture—from coaching & leadership to performance transformation, for which she was recognized with the Pinnacle Award at Microsoft. From her research career (Stanford University, McKinsey Global Institute) to now, she continues to be excited to study how technology helps drive broad scale change & economic impact.



Alexandra Camp

Partner, McKinsey & Company, New York

Alex advises and serves senior leadership teams to help solve their biggest organizational challenges. She specializes in large-scale transformational change, cultural integration in mergers, and driving performance through culture. In addition, she leads the North America region for the firm's OrgSolutions group, a team focused on using analytics and technology to take a data-driven approach to cultural change.

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Karen Clay

*VP Talent Management, Learning and Development,
Johnson Controls International*

Karen Clay has been with Johnson Controls International for 8 years and has been helping to transform the organization through learning, talent, and organization culture leadership roles. Her role is inclusive of talent development, succession planning, performance, culture, employee experience, leadership and core skills development, functional and product training for 97,000 employees, channel partners and customers.



Annie Dean

Head of Team Anywhere, Atlassian

Annie Dean is the Global Head of Team Anywhere at Atlassian. Most recently, Annie was the first-ever Director of Remote Work at Facebook, where she designed and led the global strategy for remote work and a portfolio of related future of work strategies. As a globally recognized expert on remote and flexible working, her work has been featured in *The New York Times*, *The Wall Street Journal*, *Fast Company*, *CNBC's Squawk Box*, *Cheddar TV*, and more.



LaToya Collins-Jones

*Vice President of Culture, Diversity and Inclusion
at Dell Technologies*

LaToya is an experienced Chief Executive Officer with a demonstrated history of working in the information technology and services industry. Skilled in Technology Management, Sales, Partner Management, Go-to-market Strategy, and Social Media Consulting. LaToya is a strong entrepreneurship professional with research experience in Technology; Entrepreneurship; Digital Divide and Small Business Trends.



Matthew Duncan

*Head of Thought Leadership on the Future of Work,
Microsoft*

Matthew is a thought leader and innovator at the intersection of human performance, advanced technology and the employee experience. He leads the market movement behind the Future of Work for Microsoft, setting the stage for how digital transformation will shape the way we work, collaborate and build community in the human-first workplace.

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Katy George, Ph.D.

*Chief People Officer and Senior Partner,
McKinsey & Company, New Jersey*

Katy is a senior partner, as well as chief people officer and a leader in the firm's Operations Practice. Katy is responsible for McKinsey's global people functions, which includes professional development and learning, recruiting, human resources, performance evaluation, people analytics, and other core capabilities. She is also a member of the Shareholders Council, the firm's equivalent of the board of directors, and the firm's 15-person global leadership team.



Mayerland Harris, SPHR

Group Vice President of Talent, HEB

Mayerland Harris is a seasoned leader with over three decades of combined Human Resources and store operations experience in the grocery retail industry. As the Group Vice President of Talent for H-E-B, Mayerland leads the strategic functions of Human Resources. This includes total company compensation, talent acquisition, onboarding, talent and leadership development, training, succession planning, people data and analytics, and employee connection—including the DEIB function.



Drew Goldstein

Partner, McKinsey & Company, Miami

Since joining McKinsey in 2014, Drew has helped companies across industries attract and retain exceptional talent, foster an inclusive culture, and shape organizational design to support performance.



Admiral Wyman Howard (Ret)

US Navy

Wyman Howard is a transformational leader with extensive combat mission experience and a proven 32-year record of unparalleled change leadership, creativity and risk mitigation for outcomes of strategic consequence to the security of the United States of America. He is a fourth generation Naval Officer and a 1990 graduate of the United States Naval Academy where he was a member of the Navy crew team. A native of Virginia, he is an Alexandria City High School alumnus.

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Professor Jeremy Hunter

Founding Director, Executive Mind Leadership Institute and Professor of Practice, Peter F. Drucker and Masatoshi Ito Graduate School of Management

Jeremy Hunter is a global authority on mindfulness and leadership as well as the great-grandson of a sumo wrestler. He is Founding Director of the Executive Mind Leadership Institute and professor at the Peter F. Drucker Graduate School of Management. He is also co-founder and partner of Transform LLC in Tokyo, Japan. He hosts the podcast Untaught Essentials.



Rich Kaplan

General Manager, HR Digital Employee Experience Strategy, Microsoft

As General Manager of HR Digital Employee Experience Strategy at Microsoft, Rich Kaplan manages the company's HR Digital Employee Experience vision to build amazing experiences through technology and innovations. He also ensures that the voice of HR is included in Microsoft Viva and that Microsoft Viva will land successfully within enterprise HR organizations (including Microsoft). Rich's career at Microsoft spans over 30 years with a steadfast focus on employee and customer satisfaction.



Josh Jones-Dilworth

Founder/CEO JDI, co-founder Culturati

Josh has spent his career making sure that the right things get the attention they deserve. At work and in life, he is passionate about science and technology; his specific expertise lies in the areas of brains, bots and bodies as well as education and education technology. He spends most of his professional time working with innovators in the fields of artificial intelligence, big data, healthcare IT and "omics," neuroscience, robotics, chemistry, material science, and aerospace, as well as scientific research commercialization generally.



Johanne Lavoie

Partner, McKinsey & Company, Calgary

Johanne is an innovator, author, and coach with a passion for the human side of change. She is recognized globally for her work in developing adaptive leadership capacity to drive enduring, holistic organizational transformations. With an eye on impact, she invites leaders and teams to use their thorniest business challenges as the context to unlock greatness and create adaptable cultures.

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Ellen McGirt

Senior Editor, Fortune Magazine

Ellen McGirt is an editor at *Fortune*, where she established the race and leadership beat in 2016. In addition to long-form magazine features, she writes *RaceAhead*, a regular column on race and inclusion in corporate life and beyond. The column has received a New York Press Club Award, a National Headliner Award, and the Steven Heller Prize for Commentary from the AIGA.



Darren Murph

VP Workplace Design & Remote Experience, Andela

Named an 'oracle of remote work' by CNBC and featured in *The Forbes Future of Work 50*, Darren is a recognized visionary in organizational design. Prior to joining Andela as VP of Workplace Design and Remote Experience, Darren led workplace strategy and operations at GitLab: the world's first fully remote company to IPO.



Tamika McNair

Director, Viva HR Employee Experiences, Microsoft

Tameka McNair is currently a Director of Program Management in HR for the VivaHR Employee Experiences team driving digital employee experience success (Viva). Prior to her current role, she has worked in various organizations at Microsoft: Sales/Services as the Azure GTM lead, Legal (CELA) focused on Privacy Operations, Cloud + Artificial Intelligence (C+AI) Security Fundamentals focused on Security KPI's and Internal Audit where she was a Senior IT Auditor.



Rajkumari Neogy

Epigenetics Coach & Founder, iBelong

Rajkumari Neogy is an epigenetic coach and executive consultant focused on the intersection of neurobiology, culture and empathy in today's business world. Possessing a rare blend of scientific prowess and emotion, Neogy believes that passionate self-reflection coupled with dedicated curiosity define true leadership. Specializing in the technology sector, Neogy has worked with high-powered, worldwide organizations for more than two decades, training leaders at Google, Facebook, Adobe, Indeed, Slack, Salesforce and numerous others.

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Jacob Norman

*System Director, Talent Insights and Strategy,
CHRISTUS Health*

Jacob is currently a part of extending the healing ministry of Jesus Christ with CHRISTUS Health, a not-for-profit health system comprising over 350 services and facilities. As an organization, their goal is to retain the talented employees that are employed and offer them learning and development throughout their careers.



Seth Patton

GM, Microsoft 365 & Viva

Seth Patton leads product marketing for Microsoft 365 employee experience and collaboration solutions, including Microsoft Viva, SharePoint, Yammer, OneDrive, Planner, Stream, Cortana and more. Seth and his team are responsible for product management and programs that enable organizations to transform their employee experience for the digital era.



John Parsons

Senior Partner, McKinsey & Company, Calgary

John brings extensive experience to serving oil and gas, petrochemical, mining, and power-generation companies, with a focus on overall operations and organizational performance. An expert in change management and culture change, John transforms large industrial sites and organizations by implementing the latest performance-based approaches and leveraging the core principles of organizational health to ensure sustainable change.



Abby Payne

Chief People Officer, SailPoint

As Chief People Officer for SailPoint, Abby's charter is to recruit and grow the strongest identity team in the industry. Having been with SailPoint since 2011, Abby created the company's original 'People Team,' including driving a differentiated employee experience and a globally recognized organizational culture. Her strong drive to attract and retain the best talent in the industry has not only helped to make SailPoint a leader in identity but SailPoint is now regularly recognized by Glassdoor, Fortune and Austin Business Journal for its values-driven culture.

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David Paydarfar, M.D.

Chair, Department of Neurology, Dell Medical School

David Paydarfar, M.D., is a professor and the inaugural chair of the Department of Neurology at Dell Medical School. He is also director of the Mulva Clinic for the Neurosciences.



Dr. Kaziq Prince

Head of DEIB, NI

Dr. Kaziq J. Prince (pronounced ka-ZEE-kay) is the Global Director of Diversity, Equity, Inclusion & Belonging at NI responsible for developing and implementing comprehensive workforce diversity, equity, inclusion, and belonging (DEIB) programs. He also leads the setting of NI's DEIB strategy, program goals, and metrics working with the organization to drive those outcomes that promote DEIB through communications, education, and leadership actions.



Katherine Prath

Head of Global Giving, NI

Katherine leads corporate philanthropic giving and oversees STEM initiatives. Katherine and her team collaborate with strategic non-profit partners around the globe on initiatives to diversify the STEM pipeline. Through storytelling, she amplifies how non-profit organizations, students, customers, and partners are making an impact in our industry and communities.



George Santos, M.D.

Vice Chairman of the Board of Trustees, the Harris Center for Mental Health and IDD

Dr. Santos is a psychiatrist in Houston. He serves on the Board of Trustees for the Harris Center for Mental Health and IDD. He has served on the Board of the Harris Health System. He is past president of the Harris County Medical Society, Houston Academy of Medicine, and the Texas Society of Psychiatric Physicians.

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Eugene Sepulveda

Co-founder & CEO, Culturati

Eugene brings 40 years of experience building teams & motivating outstanding performance, purpose & mission—in building movements. He's hosted conversations & commissioned research on culture with CEOs, investors and scholars, while mentoring MBA students & entrepreneurs in Austin and Shanghai. He's focused on startups, political campaigns, philanthropy & public infrastructure since 2012, founded Culturati in 2015, and serves as its CEO.



Dr. Steven Tomlinson

Associate Professor, Seminary of the Southwest

Dr. Steven Tomlinson, associate professor of leadership and administration, holds a Ph.D. in economics from Stanford University. He coaches and consults with Wall Street, Fortune 500 and high-tech start-up executives and managers on leadership and communication strategy. He is a founding master teacher at the Acton School of Business for Entrepreneurship. He taught economics and finance at The University of Texas at Austin for 17 years, where he designed and directed the MBA professional development program. He is also an accomplished playwright and performer. His award-winning solo shows have been produced in Austin and off-Broadway.



Richard Steele

Partner, McKinsey & Company, New York

Richard is passionate about working with leaders and teams to design and mobilize organizations in which humans can perform at their best, build new skills, and work in new ways. He focuses on using data and design-thinking to redesign the way large organizations function. He has been published in HBR, Sloan Management Review, and more.



Claudia S. Toussaint

SVP, Chief People & Sustainability Officer, Xylem

Claudia is head of people and sustainability at Xylem. She is responsible for advancing people-centered strategies that enable colleagues to deliver on the company's mission, and for developing sustainability strategies that reinforce Xylem's long-term growth and the UN Sustainable Development Goals.

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Mark K. Updegrove

President & CEO, LBJ Foundation

Mark K. Updegrove is the author of five books on the presidency. He currently serves as the president and CEO of the LBJ Foundation and is a presidential historian. Earlier in his career, he was the director of the LBJ Presidential Library and publisher of *Newsweek*. He has interviewed seven US presidents.



Brooke Weddle, Ph.D.

Partner, McKinsey & Company, Washington D.C.

Brooke combines her deep expertise in driving organizational change with her passion for working with the world's most complex organizations to help them achieve sustained performance through transformation. Globally, she leads the Change Leaders Forum, the firm's executive capability-building series on transformational change, and organizational work in aerospace and defense, automotive, industrials, and electronics.



Professor Craig Watkins

Ernest S. Sharpe Centennial Professor at The University of Texas at Austin and Founding Director, the Institute for Media Innovation

Craig is the Ernest A. Sharpe Centennial Professor at The University of Texas at Austin, as well as the founding director of the Institute for Media Innovation, a new boutique hub for research and design located in UT's Moody College of Communication. IMI brings together a unique collection of social scientists, media creatives, journalists, and designers to translate research-driven knowledge into critical and creative engagement with a media, tech, and the AI-driven world that grows more influential everyday. Craig has written six books including, most recently, *The Digital Edge* and *Don't Knock the Hustle*.



Lindsay Whorton

President, The Holdsworth Center

Dr. Lindsay Whorton is proud to be a founding member of The Holdsworth Center. As its leader, she is dedicated to living the center's values to be of service, believe in people, and drive for excellence and equity. Lindsay's story with Holdsworth began in 2015, when she was tapped to work with the Organizing Board to develop the blueprint for the center's inaugural programs while working with the Boston Consulting Group (BCG) in Washington D.C. Lindsay officially joined The Holdsworth Center team shortly after its launch in January 2017.

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Radney Wood

Partner, Vela Wood

Radney Wood is a partner at Vela Wood, a boutique corporate law firm based in Texas. In an industry traditionally full of attorneys who hate their jobs, Vela Wood is known for reinventing what it looks like to practice law—encouraging employees to focus on their lives and making Vela Wood a place they genuinely want to be.



Elsa Zambrano

*Senior Vice President, Global Talent & Culture
NXP Semiconductors*

Elsa Zambrano is Senior Vice President of Global Talent & Culture at NXP Semiconductors. Most recently, she developed and implemented flexible work and well-being strategies to address the effects of the pandemic on NXP's global workforce. She also partnered with senior executives to define NXP's purpose, evolved values, and behaviors to energize the workplace culture and engage the team.

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Álvarez**

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*Head of Thought Leadership on
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*Senior Director of Product
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During our two-day event held in Austin, we bring together the best minds to engage in intimate, transformative conversations on how culture contributes to company & employee success.

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