

DOUGLAS KAHN

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DIGITAL WORKPLACE | CHANGE AND TRANSFORMATION LEADER

Seasoned industry leader in modern workplace transformation, driving solutions that markedly improve employee engagement and productivity. Expertise in change management programs, user experience, data-driven insights, and leveraging AI to transform digital ecosystems. Skilled in designing and executing change strategies, developing communication plans, and driving stakeholder engagement from the C-suite to the front line.

Core Competencies include:

- **Transformation Leader:** Digital Workplace Transformation, Change Management, User Adoption, Employee Engagement, Piloting Programs, Training Programs, Work Culture Initiatives
- **Program Management:** Agile (CSPO), Vendor Management, Team Leadership, HR Technology, Stakeholder Alignment, Workflow Optimization, Continuous Improvement
- **Data Analysis & Insights:** Data Visualization, Performance Metrics, System Monitoring, Data Architecture, Data Management, KPI/OKR Tracking, Employee Surveys
- **User Experience & Design Principles:** Human-Centered Design (incorporating Design Thinking & UX), User Testing, User Interviews, User Research, Solution Prototyping, Self-Service Enablement
- **Emerging Technologies:** GenAI, Copilot Studio, Workflow Automation, Agentic AI/Chatbot, Machine Learning and MLOps (conceptual), Digital Innovation and Technology Trends

EXPERIENCE

BlackRock, New York, NY

2021 – 2025

Vice President, Digital Channels & Digital Employee Experience

- Led large-scale business transformation programs for the Digital Employee Experience portfolio, partnering cross-departmentally to drive user adoption and embed new ways of working.
- Developed and executed the vision and roadmap, aligning organizational goals with employee insights and leadership priorities.
- Led global digital transformation programs focusing on employee adoption, driven by data and cross-functional insights.
- Championed a complex, high-stakes change initiative for Microsoft Copilot by leading an enterprise-wide adoption strategy: established governance frameworks, developed communication and training programs, and successfully drove AI-enabled employee efficiency and productivity.
- Spearheaded the redesign of the employee directory as a service improvement project, focusing on enhanced usability and information discovery based on user research findings, which resulted in 10M+ employee profile page views in 2024 for the 20K+ employee base.
- Transformed the global intranet and custom mobile app release for all employees, featuring high-value content targeting, personalization and search discoverability, resulting in increased utilization.
- Reduced IT support demand 20% by implementing an AI-powered (Copilot-integrated) self-service hub, optimizing user support.
- Launched analytics programs, gathering, analyzing, and visualizing data from diverse sources to translate findings into actionable insights that enhanced digital channel performance, improved cross-channel outcomes, and drove a 35% engagement increase on key platforms.
- Streamlined data architecture and system integrations (ServiceNow, Workday, Azure/M365), improving data timeliness, accuracy, measurement, content targeting, and user experience.
- Mitigated risk and ensured compliance with data privacy, data security, and legal standards in a highly regulated B2B environment.

Marsh McLennan Companies (MMC), New York, NY
Product Manager, Digital Workplace, Enterprise Applications

2019 – 2021

- Owned the strategic roadmap for modernizing and sustaining a high-performing digital workplace.
- Launched Viva Engage (Enterprise Social) to 80K+ employees by developing a comprehensive change management plan that included targeted training, strategic communications, and stakeholder alignment to drive adoption.
- Elevated M365 collaboration and ideation tools (BrightIdea), delivering strategic enablement programs that realized employee-sourced business solutions.
- Developed and implemented analytics programs to monitor tool performance, providing data-driven insights for continuous improvement and strategic decision-making.
- Led a cross-functional Digital Employee Experience (DEX) best practices initiative with HR, IT Engineering, and Communications, enhancing workplace culture, productivity, and innovation.

CA Technologies (acquired by Broadcom), Islandia, NY
Director/Sr. Principal, Digital Communications Strategy

2015 – 2019

- Spearheaded the digital workplace transformation during a company culture initiative that was tech-forward, agile-focused, and cloud-first: modernizing intranet, social, video, and messaging platforms to mirror the company's product shift to a subscription-based, software-as-a-service (SaaS) model.
- Launched and led change management effort for a best-in-class intranet, mobile, social, video, email, and messaging ecosystem, increasing engagement 40% YoY across digital channels.
- Secured C-suite investment for user experience modernization by presenting data-driven business cases and aligning with key stakeholders.
- Generated and scaled data-driven decision-making programs, leveraging in-depth measurement of tool usage, survey data, and focus group feedback for enterprise-wide insights.

EDUCATION

Bachelor of Arts (BA), Psychology - New York University, New York, NY

CERTIFICATIONS

Change Management for Generative AI - Vanderbilt University

AI Agents and Agentic AI Architecture in Python - Vanderbilt University

Artificial Intelligence on Microsoft Azure - Microsoft

Certified Scrum Product Owner (CSPO) - Scrum Alliance

Google Analytics IQ - Google