



2025 Spring Seminar

March 13 - 14 | The Salamander Hotel | Washington DC

Agenda

New World Disorder: Thriving Amid Chaos

As communicators we are accustomed to unpredictability, operating with a radar and compass simultaneously while also driving change. But recent years have tested our limits. Today's world is one of extremes and chaos. A global realignment toward a multipolar world. Political polarization turbocharged by mis/disinformation and an echo chamber environment. An existential struggle to stave off the intensifying effects of climate change. The potential for AI to bring about a technological golden age and/or a dystopian nightmare.

Amid this backdrop, CCOs are beacons, seeking solutions that demand collaborative approaches and respect for the interests of all stakeholders - demonstrating why CCOs are increasingly indispensable C-Suite leaders.

At the Spring Seminar, we will explore these themes and their implications for our profession as we draw strength, inspiration and insights from leading thinkers and one another.

Thursday, March 13

7:45 - 8:30 a.m. Networking Breakfast

7:45 - 8:30 a.m. Page and Page Up New Member Breakfasts

8:30- 9:10 a.m. Welcome and Opening Interaction

Kelli Parsons, Chair, Page, Global CEO, Hill & Knowlton

Mara Hedgecoth, 2025 Spring Seminar Chair, Chief Communications and Marketing Officer, APCO

9:10 - 9:55 a.m. Running into the Storm: Leadership, Resilience, and the Future of Communication

In a world of constant upheaval—where political polarization, workforce disruption, and AI-driven transformation are reshaping industries—CCOs can't afford to stand still. Join us for



a fireside chat with Johnny C. Taylor, Jr., SHRM-SCP, President & CEO of SHRM, as he shares insights on navigating the complexities of today's workplace, the evolving role of corporate culture, and the communicator's vital role in building trust and stability amid uncertainty. With SHRM's global reach—representing nearly 340,000 members in 180 countries—Johnny brings a unique perspective on the forces shaping work, workers, and workplaces. He'll share how leaders can do more than just weather the storm—they can run straight into it, turning disruption into opportunity.

Johnny C. Taylor, Jr., SHRM-SCP, President & CEO, SHRM
Interviewed by **Dr. Rochelle Ford**, CEO, Page

9:55 – 10:40 a.m. Geopolitics: Business Implications on Major Elections, Security and World Order

Geopolitical events have a profound impact on businesses worldwide and will shape the global landscape in the years to come. This panel discussion will delve into the critical business implications of major election outcomes, governmental shifts, security concerns and the evolving world order. Our panelists will explore how companies can assess risks, adapt strategies and build resilient business operations to navigate the complexities of the volatile global landscape.

Martha Delgado Peralta, Former Under Secretary for Multilateral Affairs and Human Rights, Ministry of Foreign Affairs, Mexico
Fred Kempe, President & CEO, The Atlantic Council
Kristen Silverberg, President & COO, Business Roundtable
Moderated by **Reena Ninan**, Founder & CEO, Good Trouble Productions

10:40 – 11:10 a.m. Table Discussions

This session will provide an opportunity to build on the wisdom gained from the preceding session. You will engage in insightful interactions with your peers, forge new connections, and emerge with pragmatic information you can use when you return to the office.

Facilitated by: **Mary Boone**, President, Boone Associates
Eliot Mizrachi, VP Content & Strategy, Page

11:10 - 11:40 a.m. Morning Break

11:40 a.m. - 12:25 p.m. Confronting the Resource Crisis: Exploring Companies' Roles in Preserving Our Precious Resources

Unprecedented global crises – from devastating wildfires and catastrophic floods to widespread famine – are impacting business operations and the availability of essential resources. Our panelists will explore how companies are navigating these escalating



threats, forging innovative partnerships and developing groundbreaking solutions to ensure long-term sustainability and resilience by sharing real world examples of how they are addressing these challenges head-on, paving the way for a more sustainable future.

Marco Margheri, Head of US Relations; Chairman, Eni New Energy Inc., Chairman Eni Petroleum Inc.

Andy Pharoah, VP Corporate Affairs & Sustainability, Mars, Incorporated

Michele Quintaglie, Division Director, Media and Communications, United Nations World Food Programme

Moderated by **Kristin Stoller**, Editorial Director, Fortune

12:25 – 1:20 p.m. Networking Lunch

1:25 – 2:50 p.m. Peer Topic Conversations

Join these lively conversations around topics vetted by Page and Page Up members as highly relevant and timely for communicators. CCO "convenors" will start the conversations in each breakout room with a provocative question. There will be no slides, no presentations, and no microphones -- just good, purposeful exchanges with peers. Want to join more than one conversation? You're welcome to move about at will to ensure you're in just the right place. Don't miss this opportunity to learn from the people who really know the most about the issues you're facing - your peers.

Topics Include:

1. Risky Business: How's Your Organization Managing Complex Business Risk in an Environment of Extreme Uncertainty?
Convenor: **Brian Lott**, Chief Communications Officer, Mubadala Investment Company
2. Reputation Radar: How Are You Anticipating and Managing Crises, Activism and Polarization?
Convenor: **Brian Besanceney**, SVP & Chief Communicates Officer, The Boeing Company (former)
3. Tech Pivot: How Are You Adopting AI and Predictive Analytics to Drive Change in Your Business?
Convenor: **Nick Archer**, CCO, Head of Group Communications, Savvy Games Group
4. Inflection Point: How Are You Navigating the Rapid Shift in the DEI and ESG Landscape?
Convenor: **Kriston Alford McIntosh**, Chief Communications and Marketing Officer, American Civil Liberties Union



5. Power Shifts: How's Your Organization Balancing Increased Employee Influence and Expectations with Business Demands?

Convenor: **Linda Rutherford**, Chief Administration Officer, Southwest Airlines

2:55 - 3:40 p.m. Business Beyond Borders

Gaining acceptance and permission to operate in foreign markets is a defining challenge for global businesses in this era of geopolitical instability. As companies face these rising complexities, CEOs increasingly rely on communicators to help them see ahead while addressing the immediate needs through building trust with governments and communities, navigating trade challenges, and helping to strengthen and build resilient supply chains. Our panel will share insights on how communicators can help bridge divides, foster collaboration, and drive sustainable growth in an unpredictable global environment.

Damon D. Jones, Chief Communications Officer, The Procter & Gamble Company

Bevin Maguire, Chief Communications Officer and VP of Corporate Communications and Brand, Applied Materials

Mette Refshauge, Head of Corporate Communication and Sustainability, A.P. Moller - Maersk

Moderated by **Steve Soltis**, Professor, University of Virginia, Darden School of Business

3:40 - 4:10 p.m. Afternoon Break

4:10- 5:55 p.m. The Art of Possibility

Benjamin Zander's presentation takes an audience on a journey that offers a startling new perspective on leadership. Through stories, music and concepts, it causes a radical shift in perception. This is not a speech, it is an experience! In this new model of leadership, the conductor sees his job as awakening possibility in others. The orchestra is a group of highly trained individuals poised to coalesce into an effective whole. Passion, creativity and the desire to contribute are basic human instincts to be released. World-famous conductor Benjamin Zander uses the metaphor of the orchestra and a lifetime of experience conducting, coaching and teaching musicians to work his magic to overcome barriers to corporate productivity. This presentation sources fundamental changes in organizations.

Benjamin Zander, Conductor, Boston Philharmonic Orchestra

5:55 - 6:00 p.m. Closing Remarks

Mara Hedgecoth, 2025 Spring Seminar Chair, Chief Communications and Marketing Officer, APCO

6:45 - 7:30 p.m. Networking Reception



7:30 – 8:45 p.m. Networking Dinner

8:45 – 9:30 p.m. Dinner Entertainment

Prepare to be entertained and enlightened as The Capitol Fools bring their unique brand of political satire to our dinner, poking fun at the absurdity of today's world. You'll laugh, think, and maybe even shed a tear.

9:30 – 9:35. p.m. Evening Close

Friday, March 14

7:30 - 8:15 a.m. Networking Breakfast

8:15 - 8:50 a.m. Opening Remarks and Interaction

Mara Hedgecoth, 2025 Spring Seminar Chair, Chief Communications and Marketing Officer, APCO

8:50 – 9:35 a.m. A View from the Administration

As U.S. policies shift global dynamics, communicators must navigate complex government relations, regulatory changes, and geopolitical tensions. A senior Trump Administration official will share insights on the administration's priorities and how companies can effectively engage, build partnerships, and bridge divides in a rapidly evolving regulatory and political landscape.

Linda McMahon, US Secretary of Education

Interviewed by **Margery Kraus**, Founder and Executive Chairman, APCO

9:35 – 10:20 a.m. Navigating a Dynamically Changing Media Landscape

In a dynamic media landscape with emerging sources and platforms for the public to obtain and share information, companies must consider new ways to break through and ensure their stories transcend traditional channels and break through to important audiences. This session will convene a discussion between two media experts for a candid exploration of the rapidly transforming media environment. They'll delve into the rise of new platforms, the shifting influence of traditional media, practical ideas for communications to make a pivot, and the escalation of mis/disinformation. Through their insights, communicators will learn how to amplify their narratives and build trust, cementing their role as essential leaders in navigating today's communication challenges.

Ryan Patel, Global Media Influencer, Business News Commentator

Dafna Linzer, EVP, Editorial Director, US News & World Report



10:20 – 10:50 a.m. Morning Break

10:50 - 11:30 a.m. Engaging Your Workforce to Thrive in a Disrupted World

In a world where disruption is the new normal, workplace culture is a foundation for resilience and growth. With multiple generations in the workforce—each with different expectations for flexibility, purpose, and career growth—companies must rethink how they engage, develop, and retain talent. This discussion will explore the view from the chief human resources officers and their perspectives on how they partner with their chief communications officers to develop programs that strengthen culture and drive engagement. Through real-world examples, we'll uncover how companies are engaging an intergenerational workforce, managing changing employee expectations, reskilling their workforces, and building cultures that thrive in this new environment.

Monica Melancon, Chief Human Resource Officer, Wyndham Hotels & Resorts, Inc.

Marjorie Powell, Chief People Officer, AARP

Moderated by **Maril MacDonald**, Founder and Chief Executive Officer, Gagen MacDonald

11:30 a.m. – 12:00 p.m. Peer Exchange: What Comes Next?

You've spent two days listening to and asking questions of our panelists, speakers and interviewees. Now we're turning to you - the other experts in the room to mine your reactions, observations and wisdom. Our facilitators will initiate a multi-directional conversation that will be both inspirational and practical.

Facilitated by: **Mary Boone**, President, Boone Associates

Eliot Mizrachi, VP Content & Strategy, Page

12:00 – 12:40 p.m. Closing Keynote: Leading Through Change

As communicators, we understand the importance of leading through uncertainty, but recent years have pushed us to new limits. From Fortune 500 veteran to disruptor CEO, Stacey Tank's career exemplifies the adaptability and resilience required for success in a rapidly changing world. We'll explore how she moved from CCO to CTO to her current role as CEO of Bespoke Beauty Brands. Through these transitions, she's spearheaded growth strategies and revolutionized billion-dollar businesses. As the CEO of a high-growth beauty company, Stacey continues to push boundaries. She will share her experiences navigating incredible volatility and building resilient, adaptable teams. She will also highlight the critical need to invest in "third spaces" to cultivate healthier communities and counter the effects of polarization in society - something that the Page community is uniquely positioned to do.

Stacey Tank, Chief Executive Officer, Bespoke Beauty Brands



12:40- 12:45 p.m. Closing Remarks

Mara Hedgecoth, 2025 Spring Seminar Chair, Chief Communications and Marketing Officer, APCO

12:45 - 1:45 p.m. Networking Lunch

1:30 - 3:30 p.m. Optional Capitol Tour

Embark on a journey through the heart of American history with a visit to the U.S. Capitol. This iconic building, with its historic chambers, statutory hall, ornate hallways, and majestic dome, serves as the meeting place for the United States Congress and the very symbol of democracy. The tour will be led by former Members of the U.S. Congress, Ambassador Richard Nelson Swett and Congressman Cliff Stearns. Guests will be treated to first-hand stories of the legislative process and how Washington really works. If accessible, the tour will also include a visit to the House Floor where the President delivers the State of the Union and where Members debate and deliberate legislation. This is a very special event not to be missed. Capacity is limited to 50 guests accepted on a first come, first served basis.