



Chunfeng “Breeze” Dong

ORGANIZATIONAL DEVELOPMENT · AI TRANSFORMATION · LEADERSHIP
DEVELOPMENT · STRATEGY

BEng · MPhil (Cambridge) · MSc · ICF PCC · CPCC

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20+

YEARS GLOBAL
EXPERIENCE

13,000+

EMPLOYEES
REACHED

20+

AFFILIATES
~100 COUNTRIES

2,000

COACHING
HOURS

6 yrs

GLOBAL PHARMA
& HEALTHCARE

2

BOOKS
PUBLISHED 2026

PROFESSIONAL PROFILE

Organizations built for the machine age cannot absorb what AI makes possible — and people cannot thrive inside machinery. I work on both problems at once. For **20+ years** I have led organizational development and transformation at scale inside **Roche, ABB and Siemens**, with strategy grounding from Roland Berger and **six years inside a global pharmaceutical organization**: translating strategy into structure, capability and culture, and leading the cross-functional programmes that carry change through to implementation.

My lens is integrative by origin — **engineering, sustainability and psychology**. Cambridge-trained engineering and strategy rigour, CIPD organizational psychology, and ICF PCC executive coaching with 2,000 hours accompanying senior leaders through complex business challenges, combined with data-driven diagnostics: Organizational Network Analysis and Generative AI applied at **Fortune 100 scale**. I am the architect of the **AI-Enabled Living System**, the five-pillar operating model published in *The Living Organization* (2026).

I don't only write about AI — I build with it. My conviction, and the thread through everything I do: **design the machine to be AI-first, so the people can be more human**. I work in **English, German and Mandarin Chinese** across European, Asian and global matrix organizations — in pharmaceuticals and life sciences, industrial manufacturing, FMCG and professional services.

CORE EXPERTISE

- **Organizational development & design** — structure, decision rights, governance, accountability, organizational effectiveness
- **AI transformation & future of work** — AI-native operating models, governed adoption, human-agent governance
- **Leadership development & coaching** — programme architecture first-line to senior level; ICF PCC and CPCC, 2,000 hours
- **Strategy & operating model** — strategy development, roll-out, planning and methodologies at global level
- **Change management & culture evolution** — diagnosis, intervention design, ADKAR, evaluation metrics
- **Systems thinking & enterprise agility** — systematic problem-solving, self-organization, agile ways of working
- **Data-driven diagnostics** — Organizational Network Analysis, culture assessment, impact measurement
- **Stakeholder influence & matrix leadership** — structuring large programmes, leading cross-functional teams across regions
- **Healthcare & pharma sector depth** — six years inside a global pharmaceutical commercial organization
- **Enterprise networks** — cross-functional communities and stakeholder platforms that share, learn and scale impact

AWARDS & RECOGNITION

- **2023** — i4cp Next Practices Award, top-ten finalist, Institute for Corporate Productivity (Roche)
- **2022** — Brandon Hall Group Gold Award: Best Use of Social Collaborative Learning (Roche)
- **2022** — Brandon Hall Group Gold Award: Best Advance in Competencies & Skill Development (Roche)
- **2019** — Deloitte Global HR Award, Top 3: Learning Agility Leadership Programme (ABB)
- **2017** — Siemens Managing Board Award: Grow2Glow, 8 → 12,000+ members; internal WVS60 award
- **2004–05** — Rolls-Royce plc thesis scholarship and Royal Academy of Engineering scholarship, Cambridge

F. Hoffmann-La Roche AG

Sep 2020 – Present

Associate Director, Organizational Development · Pharma International · Basel, Switzerland

- Enterprise coach and OD lead for a **13,000-person global commercial organization across ~100 countries**; diagnose and intervene across culture, strategy, leadership, learning and governance systems to reimagine the operating model.
- Partner with **senior leadership across 20+ affiliates** on strategic initiatives — including organizational and operating model redesign — to drive systemic change and unlock value.
- Facilitate **senior leadership workshops** aligning strategy with organizational capability, enabling high-impact decision-making and high-performing teams.
- Led design and delivery of **global learning experiences for 13,000+ employees**, applying Learning Organization principles, systemic consulting and integrated AI applications.
- Elevated global OD competency using **Generative AI, Organizational Network Analysis and behavioural psychology** for personalised, scalable development.
- Built the **Collaborative Network Capability programme**, tackling collaborative overload at systems level and helping colleagues use relational capital to deliver greater patient benefit at lower cost.
- **AI-Native Operating Model Architect (2026–)**: architecting living systems that jointly optimise human autonomy and machine intelligence, including human-agent governance and decision rights in AI-augmented workflows.
- **Recognition**: 2× Brandon Hall Group Gold Awards of Excellence (2022); i4cp Next Practices Award top-ten finalist (2023).

Springbreeze Ventures

Sep 2018 – Present

Founder & Principal Consultant · Coach (ICF PCC) · Author · Basel, Switzerland

- **AI-native organization design** for leadership teams — redesigning the operating model itself rather than bolting AI onto existing structures. Engagements open with an **Adaptation Gap Assessment**.
- **2,000 hours** of individual and team coaching accompanying leaders through complex change, transitions and agile transformations.
- Facilitate **mindfulness-based and conscious-leadership programmes** building resilience, wellbeing and purpose-driven leadership — the human sustainability that determines whether transformation holds. Integrates neuroscience, positive psychology and somatic techniques.
- Build working **agentic AI systems hands-on** — leadership personas for coaching practice, a digital-twin studio, and automated multilingual learning pipelines.
- Author of *A Soulful Transition* (2026) and co-author, with Peng Wang, of *The Living Organization* (2026) — published in English and Simplified Chinese.

ABB AG

Mar 2019 – Aug 2020

Global Senior Organizational Development & Learning Partner · Zurich, Switzerland

- **OD consulting across global functions and business units**: organizational diagnosis and design, agile team development, ADKAR change management and customer-experience facilitation.
- Led **leadership development programmes** for first-line and middle managers; coached senior leaders to navigate complexity and uncertainty.
- **Global Programme Lead, Digital Leadership Portfolio** — fostered communities of practice and a co-creation mindset across the leadership learning journey.
- Spearheaded the Learning Agility Leadership Programme — **top 3, Deloitte Global HR Awards 2019**; developed OD toolkits, methodologies and frameworks adopted organization-wide.

Siemens AG

Mar 2011 – Feb 2019

Senior Consultant / Project Manager — Global Strategy & Organizational Development · Germany & UK

- Led **divisional strategy development and implementation across regions**, structuring large programmes and leading cross-functional project teams — highest deal supported reaching **EUR 8bn**.
- Led organizational transformation projects designing **adaptive operating models**, balancing immediate business needs with long-term strategic goals across multi-regional, cross-cultural contexts.
- Delivered **OD and change programmes supporting digital transformation**: organizational diagnosis, culture assessment, evaluation metrics, and divisional change initiatives including sales-mindset and service-culture programmes.
- Mobilised **grassroots communities of change advocates** across internal and external social networks.

EARLIER EXPERIENCE

Grow2Glow — Siemens Internal Coaching Initiative

Jul 2016 – Feb 2019

Co-Founder & Head of UK Hub (Lead Link) · London, UK · concurrent with Siemens role

- Built and led the UK coaching team as Lead Link on holacracy principles, with people and development responsibility; grew the community **from 8 to 13,000+ members** globally.
- Used the initiative as **live organizational design practice** — agile self-organization, Scrum and holacracy. Internal WVS60 award and **Siemens Managing Board recognition (2017)**.

Roland Berger Strategy Consultants

Jul 2006 – Jul 2008

Strategy Consultant · Shanghai, China

- Designed **export sales strategies and operational frameworks for global expansion**, contributing to revenue growth that helped the client become **China's largest automotive OEM**.
- Delivered relocation and production-setup strategy for a top-tier automotive supplier (**EUR 1bn+ turnover, 5,000 employees**); further engagements across renewable energy, FMCG and financial services.

Rolls-Royce plc

Feb 2005 – Aug 2005

Supply Chain Technology Transfer · UK & China — manufacturing technology transfer within global supply networks, under a Rolls-Royce plc thesis scholarship during the Cambridge MPhil.

EDUCATION

- University of Cambridge** — MPhil, Industrial Engineering (2004–05). Rolls-Royce plc thesis scholarship; Royal Academy of Engineering scholarship.
- CIPD** — Postgraduate, Psychology of Organizational Development & Change (2017–18).
- Technical University of Munich** — MSc, Sustainable Resource Management (2009–10). Official UN “Education for Sustainable Development” project.
- Beihang University, Beijing** — BEng, Industrial Engineering (2000–04). Graduated with Distinction.
- University of Oxford** — Workplace Mindfulness Training Readiness, Dept. of Psychiatry (2017–18).
- MITx** — u.lab: Leading from the Emerging Future (Theory U).

PROFESSIONAL CREDENTIALS

- ICF PCC** Professional Certified Coach (2020); **ACTC** Advanced Team Coaching and **PCC Marker Assessor & Mentor Coach** (2023)
- CPCC** Certified Professional Co-Active Coach (2026)
- AI Fluency: Framework & Foundations**, Anthropic (2026)
- Certified Psychological Counselor** (2025)
- Systemic Leadership Coaching & Constellations** (2020)
- The Leadership Circle** Facilitator (2020); **MBTI** Certified Facilitator (2021)
- ADKAR** Change Management (2019); **ICAgile** Certified Agile Professional (2020)
- Scrum Alliance** CSPO (2020) & CSM (2018)
- Learning Agility** Facilitator, Assessor; **Be Well Lead Well** Guide

PUBLICATIONS, SPEAKING & COMMUNITY

The Living Organization — The New Operating Model for Flourishing in the AI-Native Era (2026, with Peng Wang). The AI-Enabled Living System across five design pillars, with the Adaptation Gap Assessment and Machine Governance Matrix. ISBN 978-3-99507-030-2.

A Soulful Transition — Finding Heart-Led Career in the Age of AI (2026). Endorsed by a past ICF President and the EMCC Global President (2017–24). ISBN 978-3-99507-004-3.

Speaking & community — keynotes and panels at Agile Zurich, Constructor Institute, Cosmic Conference and MQ Learning Academy (2019–24); guest lecturer, Hult / Ashridge (2018); YouTube [@BreezeDONG](#). Community Catalyst, Friends of Bhutan Foundation (2024); TU Munich mentoring programme; co-organizer, Agile Tour Zurich.