Dr. Tan (Tokea) Morales

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BUSINESS TRANSFORMATION · CHANGE MANAGEMENT · ORGANIZATIONAL EFFECTIVENESS · STRATEGY & OPERATING MODELS

I build transformations that outlive their workstreams: they keep learning and evolving because they live in people's habits, judgment and processes, not in a project plan. Nearly two decades in Human Resources and organizational effectiveness, more than a decade of it running enterprise change: operating-model and value-stream redesign, post-merger integration, technology adoption, and the strategy work that decides what changes and why. At Randstad I ran the in-house consulting and innovation practice for the North American business, authored the robotic process automation adoption strategy that saved $1.3M a year, and redesigned operating models with agile, Prosci and design-thinking methods. At Equifax I ran learning and organizational change, then all of global talent management, through two acquisitions and a 26-country integration, rebuilding the career architecture for 6,000 roles and standing up systems that still run for a workforce grown past 25,000. At the National Black MBA Association I was promoted to VP, Talent & Business Strategy to lead NBMBAA 2.0: new products, new revenue lines, new partners. I combine Lean Six Sigma discipline with executive facilitation, so the people side of change moves at the pace of the plan, measured on adoption, cycle time, retention and revenue rather than on activity.

PROFESSIONAL EXPERIENCE

NBMBAA, 56-year-old nonprofit for professional development — Apr 2024 – present

VP, Talent & Business Strategy: NBMBAA Institute, Conference Programming, 2.0 Strategy, Marketing & Brand (2025 – present) · Chief Learning Officer (Apr 2024 – 2025)

- **Promoted in 2025 to VP, Talent & Business Strategy to lead NBMBAA 2.0**: the association's product and revenue transformation, with a mandate to run product innovation and open new revenue streams through partnerships. Set the enterprise roadmap on OGSM and report progress to the executive team and board.
- **Launched four learning partner products in the first year of the transformation**: the Genius Factor assessment, an entrepreneurship and mentorship curriculum with Gravy Wealth, an AI enablement curriculum with Grey AI and a new coaching practice, on a Hivebrite and Skillsoft stack.
- **Created the NBMBAA Institute**: a four-track digital learning product (AI, Leadership, Entrepreneurship, Wealth) built from nothing to 10,000 learners at 9.5/10 satisfaction and +40% engagement. Personally run and facilitate the Leadership and AI tracks for 1,500 leaders.
- **Lead public-sector and university transformation proposals**: Howard University MBA innovation, embedding 300+ AI-enabled certification pathways from 25 accredited bodies into the degree, and the State of Maryland workforce transformation for the Governor's office, layering business ownership and an AI maturity ladder onto existing trades programs.
- **Experience designer for the annual conference and career expo, 5K-9K attendees,** end to end, for a 300-partner corporate portfolio, and lead marketing and brand for the association: photography, videography and social channels, chapter marketing tools for membership, registration and engagement growth, the Ready. Set. PIVOT. pre-conference prep campaign serving 80K across all channels and the ASCEND 2027 strategy and brand system.

The Executive Leadership Council — Jul 2021 – present

Part-time Faculty, Executive Leadership

- **Graduated 700+ senior executives to date** from IBM, Deloitte, Merck, Capital One, Citigroup, JPMorgan Chase, Accenture and others, at a Net Promoter Score of 97.
- Teach social identity and executive leadership, strategy and vision, leading change, data and storytelling, influence and running a P&L.

Equifax, A Global FinTech Company — Apr 2020 – Mar 2024

Vice President, Global Talent Management (Jun 2021 – Mar 2024) · Vice President, Learning & Organizational Change (Apr 2020 – Jun 2021)

- **Hired to run learning and organizational change; promoted within 14 months** to own all of global talent management. Ran a post-acquisition organization of 89 across 26 countries (direct, indirect, matrixed and vendor) from the global Talent Center of Excellence, on a $10M budget. Owned the performance and onboarding cycles for 12,000 employees, with learning open to all 20,000 workers.
- **CEO Global Circle of Excellence, 2021**: the top 100 employees globally out of 12,000, earned in the first year. Founding advisory board member of BOLD, the company's inaugural Black employee network, and founding board member of the Global Women's Network.
- **Led the onboarding, learning and cultural integration workstreams for two acquisitions**: Kount (United States) and Boa Vista (Brazil), integrating acquired workforces into the global talent, performance and onboarding systems.
- **myCareer: reimagined the career architecture** covering 6,000 roles across 22 bands and 11 levels, with AI/ML career pathing and the AI-skill taxonomy on Workday Skills Cloud, replacing the legacy job structure across 26 countries.
- **myOnboarding: created and scaled a new global program** spanning day −15 to day 365 for 3,000 employees a year, at 95% satisfaction and a 21% lift in first-year retention. Brandon Hall Group Excellence in Onboarding, 2022.
- **myPerformance and myTalent**: designed the full global performance cycle for 12,000 employees and the full-cycle talent review through SLT successors, with the change plan, manager training, communications and OD&E metrics architecture that carried both to adoption.
- **Built the EFX Leadership Institute**: six programs developing roughly 2,000 leaders annually on the Equifax Leadership Behaviors authored for every level, with AI-driven personalization across Skillsoft and Coursera.

Randstad, A Global Staffing & Consulting Organization — Apr 2010 – Apr 2020

Director, Organizational Effectiveness · Director of Learning & Operations · Sr. Manager, Talent Management, Randstad Nederland (Jul 2015 – Jan 2016) · Manager, Org Design, Development & Effectiveness · Sr. Organizational Development Consultant · Organizational Development Consultant

- **Six successive roles across ten years** at a $35B employer with 39,000 employees in 52 countries; owned the learning function throughout and the consulting and innovation practice at the end.
- **Selected from 500 HR professionals globally** for the Netherlands high-potential assignment at global HQ: implemented the CruncHR predictive modeling platform, created the global mobility program, and ran the annual engagement survey through 57 global PMs.
- **Ran operating-model and value-stream redesign** across the North American consulting practice using agile, Prosci and design thinking: 10 lines of business, a $3M budget and a team of 13, with enterprise goal setting on OKRs and NPS as the standing voice-of-customer line.
- **Authored the robotic process automation champion and peer-to-peer training strategy** saving $1.3M a year in measured cycle-time reduction. Deployed Montage, HireVue and DOMO across the practice.
- **Ran an in-house consulting practice built on discovery**: interviewed teams, then designed what they lacked, from roles and hierarchy to success metrics, tools and templates, plus customer-facing solutions spanning hiring and psychological assessments.
- **Built career modeling end to end**: hiring profiles, competency frameworks, promotional guidelines and 70/20/10 learning paths. Employee-experience metrics across 5,000 employees drove the career-pathing program that lifted job satisfaction by 23%.

CONCURRENT ENGAGEMENTS & BOARD SERVICE

- **Independent Sector**: National Advisory Board, Center of Excellence for Workforce Development. Fractional Learning Consultant (Jun 2026 – present). Designed and now facilitate the Advocacy Activation Validation Series: a 13-nonprofit cohort proving the model before it scales digitally to the 1.8 million US nonprofits.
- **Western Governors University**: MBA Program Advisory Council (Apr 2026 – present). Recruited to advise on the Management Program in the College of Business; invited after three months to the council for the full MBA program, governing the AI-era redesign of WGU's MBA for 6,141 active students and 31,676 graduates since 2014; average learner age 41.
- **CulTRUE, workforce-intelligence tech startup**: Co-Founder and Chief Data & Consulting Officer (May 2026 – present). Culture transformation consulting; AI and data strategy for the platform, including the scoring metric and delivery tooling. Built the MVP now used in client proposals: an AI-forward employee alignment tool scoring a workforce against five fulfillment factors and stated company values, resolving to the level of individual microcultures, closing with an individual action plan and a collective team plan.

ADDITIONAL EXPERIENCE

- Faculty, MS Human Resource Management (Workforce Planning), Northeastern University: Aug 2021 – May 2022
- Career Counselor, Graduate Teaching Assistant and Student Advisor, Georgia State University: 2007 – 2010
- Senior Data & Financial Analyst, Turner Broadcasting System: 2004 – 2007
- Senior Staff Accountant, National Linen Service (now Alsco): 2001 – 2004

EDUCATION

- **Ed.D., Organizational Leadership Studies**: Northeastern University, 2019. Dissertation: "The quest for innovation: learning systems and innovativeness within a global organization," grounded in Parsons's theory of social systems and in Schwandt and Marquardt's organizational learning systems model.
- **MBA, HR Management and Organizational Change**: Georgia State University
- **MS, Career Counseling**: Georgia State University
- **BBA, Finance & Accounting**: University of Cincinnati (full academic scholarship)

CERTIFICATIONS & TECHNOLOGY

- **Held**: Certified Personal and Executive Coach (The CaPP Institute) · Georgia Tech Lean Six Sigma Green Belt · Hogan · Korn Ferry 360 · DiSC · CliftonStrengths · Predictive Index · EQ-i · Change Style Indicator · Positive Intelligence · RW3 CultureWizard
- **In progress**: ICF Associate Certified Coach (ACC) · Maxwell Leadership facilitation credential
- **Change and transformation methods**: Prosci ADKAR (applied) · agile and scrum operating models · design thinking · Lean Six Sigma (Green Belt, held) · OKR and OGSM enterprise planning · robotic process automation adoption
- **Learning & talent platforms**: Workday (Learning, Talent, Skills Cloud) · Skillsoft · Coursera · Cornerstone · Hivebrite · SAP SuccessFactors
- **Data, operations & AI**: DOMO · CruncHR · Smartsheet · Salesforce · Airtable · Claude · ChatGPT · Gemini · Manus · Base44 · Gamma
- **Courses authored**: 11 original courses written and taught, including Design with A.G.I.L.E. · The LEAN Thinker · Data as the Key to Storytelling · Influencing Without Authority · Leading Executive Conversations · Coaching for Performance

HONORS & AWARDS

- **OnCon Top 50 Global L&D Professionals, 2023** (Top 100, 2022), peer-voted · CEO Global Circle of Excellence, Equifax, 2021 · Brandon Hall Group Excellence in Onboarding, 2022 · TALiNT Partners, finalist twice in 2022: Best Innovation and Excellence in Onboarding · One Equifax Award, six times, 2020 – 2024 · Marquis Who's Who in America, 2024; in Education, 2026 · Randstad President's Club, 2017