# Diana Wolfe, PhD

VP & HEAD OF AI RESEARCH & STRATEGY

I bring scientific rigor to executive decision-making and executive authority to scientific research. At the micro level, I shape how AI tools get built through model evaluation, measurement design, and applied development research. At the meso level, I study what those tools change about cognition, trust, identity, and collaboration. At the macro level, I redesign organizations to become AI-enabled and determine their frontier. Everything I build is grounded in data, guided by values, and pointed toward human flourishing.

SPEAKER | AI STRATEGY | HUMAN-AI SYSTEMS | EMERGING TECHNOLOGY | ORGANIZATIONAL DESIGN

# Media Kit

Press-ready materials for event organizers, producers, journalists, and collaborators.

*"The most meaningful AI problems are human ones."*

DIANA WOLFE, PHD

01 · AREAS OF FOCUS

# *Areas of Focus*

My research spans the full lifecycle of AI in organizations: from the applied development research that shapes how models get built, to the organizational redesign that makes them useful, to the science of what they change about human cognition, trust, and collaboration. Three questions drive the work.

01

### *How should organizations be designed around AI?*

The Human-AI Collaboration Framework is a methodology for co-designing organizations around how people actually think, make decisions, and build expertise. When AI enters a workflow, the roles, team structures, and decision rights around it need to be architected with the same discipline as the technology.

02

### *What does real human-AI collaboration produce?*

Collaborative Intelligence is what happens when humans and AI develop new capabilities together, not just divide tasks. My research identifies three mechanisms it requires: complementarity, co-evolution, and boundary-setting. Without all three, organizations automate what they already have instead of building what they could become.

03

### *How do people learn to trust AI systems?*

Trust Architecture is the science of designing appropriate reliance. My work studies how decision-makers calibrate their judgment alongside AI, what evidence builds confidence, how autonomy should expand, and what breaks when organizations leave this process to chance.

# *Speaking & Panel Topics*

## GROUP A · THE SCIENCE

01
### The Co-Evolution Imperative
What it means for humans and AI systems to develop new capabilities together, and how to measure whether it is actually happening versus automated task division.

02
### Trust as Infrastructure
How organizations design the conditions for appropriate human reliance on AI, and why calibration is the mechanism that adoption metrics consistently miss.

03
### What We Are Not Measuring
The gap between deployment analytics and the behavioral science of learning velocity, skill transfer, and organizational capability development.

## GROUP B · THE STRATEGY

04
### The Agentic Organization
How enterprise architecture, role design, and decision rights must be restructured as agentic AI moves from pilot to production at scale.

05
### After the Pilot
Why AI transformations stall between proof-of-concept and enterprise value, and what organizational design research tells us about the human layer that technology strategy ignores.

06
### Workforce Intelligence
Using large-scale empirical research to build AI adoption strategies grounded in how people actually integrate, resist, and evolve alongside intelligent systems.

## GROUP C · THE FRONTIER

07
### Presence
What embodied AI reveals about human trust, social cognition, and the limits of screen-based human-AI interaction as physical AI enters organizational environments.

08
### The Authorship Question
How generative AI is redefining creative agency, intellectual ownership, and professional identity across knowledge work.

09
### The Identity Threshold
How professional identity threat shapes AI adoption depth, and what that means for the future of expertise in organizations designed around human-AI teaming.

# *Short Form Bio*

Dr. Diana Wolfe is VP and Head of AI Research & Strategy at Kyndryl, where she leads the Kyndryl Institute's research portfolio and the enterprise's strategic approach to AI evolution. A published researcher and data scientist with a doctorate in industrial-organizational psychology, she studies the architecture of human-AI collaboration: how organizations must deliberately design the conditions under which people and intelligent systems work together. Her work spans responsible AI, workforce evolution, and AI adoption behavior, grounded in large-scale empirical research across thousands of professionals.



# *Long Form Bio*

Dr. Diana Wolfe is Vice President and Head of AI Research & Strategy at Kyndryl, where she leads the strategic vision for how the enterprise measures, navigates, and supports its AI evolution. She directs the Kyndryl Institute's research portfolio, helping clients answer the questions they're facing and surface the ones they haven't yet thought to ask. With a foundation spanning industrial-organizational psychology, data science, and responsible technology, her work centers on one of the most consequential design challenges of our time: how do we architect human-AI collaboration in ways that enhance human judgment, creativity, and expertise rather than diminish them?

Dr. Wolfe's research has generated original empirical contributions to this question at scale. Her published work includes a large-scale study of AI adoption behavior across 2,257 professionals, one of the most comprehensive examinations of how people actually relate to AI tools at work, and doctoral research on AI tool integration and developer flow states across more than 1,800 participants.

Before joining Kyndryl, Dr. Wolfe led emerging technology research, innovation strategy, and R&D initiatives across global teams at Avanade, Accenture, and Microsoft, where she built research labs and university partnerships to advance both knowledge and practice. Across all of her work, responsible AI has been a through-line, developing frameworks that help organizations make grounded, trustworthy decisions about how they design, deploy, and govern intelligent systems.

Dr. Wolfe's focus on collaboration architecture reflects her conviction that organizational change fails not because of technology, but because the human layer is underdesigned. She is committed to turning rigorous, empirically grounded research into actionable strategy so leaders can navigate the era of AI with clarity and confidence.

PORTRAIT I · SEATED

PORTRAIT II · STANDING

*"One accurate measurement is worth a thousand expert opinions."*

GRACE HOPPER

# Career

Dec 2025 — Present

### VP, Head of AI Research & Strategy · Kyndryl

Developed the agentic AI methodology underpinning a $300M delivery pipeline, and architected a new practitioner role for AI collaboration embedded across the consulting practice. Leads the Kyndryl Institute's research portfolio and university partnership program, building the academic infrastructure that grounds enterprise AI strategy in rigorous science.

Jun 2024 — Dec 2025

### Head of Research, AI Research · Avanade

Directed AI research strategy for one of Microsoft's largest global partners as enterprise AI moved from experiment to operating reality. Authored Microsoft's Gen AI Landscape whitepaper, established a PhD-level research pipeline, and translated research into 24 global Agentic AI workshops generating $1.3M in transformation engagements.

Feb 2022 — Jun 2024

### Principal Applied Researcher, Emerging Technologies · Avanade

Led Microsoft's first enterprise Copilot deployment, scaling from 60 to 60,000 users and producing the adoption framework applied across 50+ enterprise accounts. Conducted workforce studies across 12,000 participants on AI identity threat and reskilling, building the empirical foundation for AI adoption strategy at a time when the field had none.

Jun 2021 — Mar 2022

### Researcher, Responsible Tech & AI Ethics · Avanade

Advised global enterprises on responsible AI governance before the field had a consensus vocabulary for it. Developed the frameworks and global certification programs (Levels 100 to 300) that prepared thousands of employees to navigate AI adoption with rigor and ethical clarity.

Academic & Speaking

### Conference Presentations & Keynotes

Microsoft Build (May 2025), SIOP Annual Conference (Apr 2025, Apr 2026), IFPRI AI Skills Workshop (Jun 2025). Guest lecturer on IO Psychology, AI Integration, and Work Design across graduate programs.

# *Published Research*

01 AI STRATEGY

## The Architecture of AI Transformation: Four Strategic Patterns and an Emerging Frontier

Wolfe, D. A., Choe, A., & Kidd, F. · arXiv (cs.CY) · September 2025 · arXiv:2509.02853

Proposes a 2x2 framework mapping AI strategy across four dominant patterns and an underexplored frontier: collaborative intelligence. Reframes AI transformation as an organizational design challenge. Cited by CGIAR AI Landscape 2025 Report.

02 METHODS

## Revisiting UTAUT for the Age of AI: Understanding Employee AI Adoption and Usage Patterns Through an Extended UTAUT Framework

Wolfe, D., Price, M., Choe, A., Kidd, F., & Wagner, H. · arXiv (cs.CY) · October 2025 · arXiv:2510.15142

Surveys 2,257 professionals using an extended UTAUT framework that reintroduces affective dimensions including anxiety, self-efficacy, and attitude. Key finding: emotional and cognitive responses predict adoption more than demographics. Forthcoming in Computers in Human Behavior: Artificial Humans.

03 TRUST

## Human-Centric AI: A Study in Employee Trust and Workplace Experience

Wolfe, D. & McClean, C. · Avanade Insights · January 2025

Examines what shapes employee trust in AI systems and how that trust connects to workplace experience. Explores how trust is built, eroded, and designed for, and why getting it right determines whether AI tools get adopted or abandoned.

04 AI STRATEGY

## Safety First: Psychological Safety as the Key to AI Transformation

Reich, A., Wolfe, D., Price, M., Choe, A., Kidd, F., & Wagner, H. · arXiv (cs.CY) · February 2026

Tests psychological safety against AI adoption data from 2,257 employees. Psychological safety predicts whether employees begin using AI (OR = 1.30, $p < .001$), but not how deeply they engage once they start.

05 METHODS

## Work Design and Multidimensional AI Threat as Predictors of Workplace AI Adoption and Depth of Use

Reich, A., Wolfe, D., Price, M., Choe, A., Kidd, F., & Wagner, H. · arXiv (cs.CY) · February 2026

Integrates job characteristics theory with a four-dimensional model of AI identity threat across 2,257 professionals. Skill variety was the strongest predictor of adoption (OR = 1.37); professional identity threat negatively associated with depth of use.

# Contact

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