CAROLINA CARO

LEADERSHIP, CHANGE & WORKPLACE CULTURE SPEAKER

THE FUTURE OF WORK DEMANDS *UNLEARNING*



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The pace of change is *exponential.*

Yet most leaders and organizations are evolving linearly, operating from identity patterns shaped for a different era.

This isn't a knowledge gap.

It's **Identity Inertia™**;
the unconscious pull to
repeat what once worked.

Outdated decisions.
Familiar team dynamics.
Legacy systems.



We are at an inflection point; one that demands discernment.
Yet instead of pausing to unlearn, the default can be rushing to add more tactics and more initiatives. The critical step of letting go is skipped entirely.

For individuals, teams, and organizations alike, breakthrough comes from unlearning what no longer serves and closing the gap between where you are today and the opportunities the future demands.



My career began in science.

As a molecular biologist, I was trained to think in terms of systems and root causes.

That discipline taught me to look beneath the surface; *to see that real, lasting change doesn't happen at the level of tactics or quick fixes.*

Managing billion-dollar P&Ls inside complex organizations like Merck and Pfizer revealed a powerful insight: culture follows identity. The patterns that shape who we are, shape how we lead.

Those experiences reinforced what I had first seen in science: behavior change doesn't happen at the level of tactics; it happens at the level of coherence: when how we think, feel, speak, and act come into alignment.

It hit me that the very things that once made me successful; my habits, my mindset, even my sense of self, had become the limits of my growth. They weren't bad; they were just outdated.

Unlearning became the practice of alignment; updating who I was to meet what was next.

This is the work I now do with leaders and teams: helping them surface what must be unlearned in order to evolve. It shows up at every level: from executives who cling to strategies that once brought results, to frontline staff who rely on familiar routines, to teams that struggle with silos across functions.

Unlearning breaks those barriers, because the real limits to cohesion rarely lie in capability; they lie in the grip of "how we've always done it."

And unlearning is also at the root of the generational divide. We often resist seeing things differently especially when a new approach contradicts something that worked well in the past.

The tension between "what has always worked" and "what the future now demands" is where many organizations get stuck.



My role is to help organizations recognize and release what no longer serves them, so they can move beyond incremental change to transformational results.

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THE POCA® MODEL FOR UNLEARNING

Inspired by the word "poca", which means "small" in Spanish, **The POCA® Model for Unlearning** centers on recognizing the importance of small incremental steps in the unlearning process.

PAUSE

Create space for awareness before action.

Pausing interrupts automatic reactions and creates the space for new possibilities to emerge. At every level - self, team, and organization - it opens the door to what could be, instead of simply repeating what's always been.

OBSERVE

See what's really driving the behavior.

Observe the patterns shaping yourself, your team, and your organization. By looking beneath behaviors to the assumptions, identities, and habits that created them, awareness becomes insight and insight creates the possibility for meaningful change.

CHOOSE

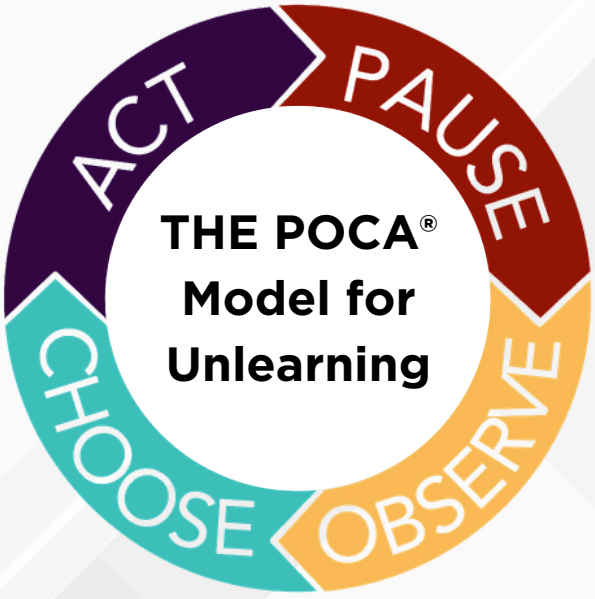
Create a different way forward.

With greater awareness comes the opportunity to choose differently. Rather than repeating familiar patterns, leaders intentionally shape the beliefs, behaviors, and ways of working that create stronger teams and better outcomes.

ACT

Turn intention into transformation.

Small, aligned actions create sustainable transformation. When what we do consistently reflects what we now believe, new patterns take root and lasting change becomes possible.





THE NEXT LEVEL LEADER

Unlearning What Got You Here

Leaders today are navigating faster change, higher expectations, and fewer resources. Yet when uncertainty rises, leaders naturally default to the beliefs, responses, and behaviors that made them successful in the past.

Carolina calls this **Identity Inertia**: the tendency to meet a new reality through an identity built for an earlier one. The very patterns that once created confidence, control, and results can begin to constrain capacity, limit adaptability, and hold leaders back from what the moment now requires.

Change rarely sticks when we focus only on new behaviors. Lasting change begins by understanding and unlearning the identity patterns driving them.

In this keynote, Carolina introduces the POCA® Model for Unlearning. Leaders learn to recognize the patterns shaping how they respond under pressure, interrupt outdated defaults, and intentionally choose how they want to lead what comes next.

Ideal Audience

Emerging leaders, newly promoted managers, and high-potential professionals navigating greater responsibility, accelerating change, or roles that require them to move beyond the patterns behind their earlier success.

Key Learning Outcomes

IDENTIFY: Recognize the beliefs, embodied responses, and behaviors shaping their leadership identity and where patterns that once supported their success may now be limiting their effectiveness.

SHIFT: Apply the POCA® Model for Unlearning to interrupt automatic responses, challenge outdated identity patterns, and choose how they want to lead in moments of pressure and change.

ACT: Create a practical unlearning commitment that translates greater self-awareness into intentional actions, stronger leadership choices, and measurable progress.

ALIGNED BY DESIGN

How Unlearning Builds Teams That Move as One



The best teams don't always agree, but they move as one because trust, candor, and shared accountability allow them to respond quickly and act with alignment.
Under pressure, even capable teams default to familiar roles, unspoken rules, and established routines. What once created stability can begin to slow decisions, weaken collaboration, and fragment collective effort.

This is **Identity Inertia at the team level:** meeting new challenges through a collective identity built for an earlier reality. It shows up as cross-functional competition, avoided conversations, approval bottlenecks, dependence on a few key people, and workarounds that become "how we do things here."

Alignment isn't created by simply asking people to collaborate better. Teams must uncover and unlearn the beliefs, norms, and behaviors shaping how they work together.

In this keynote, Carolina applies the POCA® Model for Unlearning at the team level. Participants surface unspoken patterns, interrupt the defaults creating friction, and build a team identity grounded in trust, shared ownership, and aligned action.

Ideal Audience

People leaders, functional heads, project leaders, and cross-functional teams ready to replace the patterns slowing decisions, weakening trust, and limiting alignment.

Key Learning Outcomes

IDENTIFY: Recognize the beliefs, norms, and behaviors shaping the team's collective identity and their effect on trust, decision-making, collaboration, and accountability.

SHIFT: Apply the POCA® Model for Unlearning to surface unspoken patterns, interrupt automatic team responses, and address the defaults creating friction and misalignment.

ACT: Establish intentional agreements and practices that strengthen candor, distribute ownership, and turn individual talent into collective momentum.



CHANGE READY

How Unlearning Cultivates Adaptability

Change keeps accelerating, but organizations often meet a new reality with systems, processes, and procedures designed for an earlier one. What once provided structure and clarity can begin to slow decisions, narrow critical thinking, and make thoughtful risk feel unsafe.

This is **Identity Inertia at the organizational level.** It appears in approval chains, reliance on precedent, fixed ways of working, and cultures where maintaining certainty feels safer than questioning what no longer works. Adaptability cannot simply be mandated. Organizations must uncover and unlearn the legacy patterns shaping how decisions are made, ideas are evaluated, and people respond when the path forward is uncertain.

In this keynote, Carolina applies the POCA® Model for Unlearning at the organizational level. Participants learn to recognize where "we've always done it this way" is limiting progress, interrupt outdated defaults, and create the conditions for stronger decisions, thoughtful experimentation, and continuous adaptation.

Ideal Audience

Senior executives, people and culture leaders, transformation teams, and leadership groups responsible for navigating change and building greater adaptability across the organization.

Key Learning Outcomes

IDENTIFY: Recognize the systems, norms, and assumptions preserving an outdated organizational identity and how they limit critical thinking, decision-making, and adaptability.

SHIFT: Apply the POCA® Model to challenge inherited assumptions, interrupt reliance on precedent, and respond more intentionally as conditions change.

ACT: Create the conditions for thoughtful risk-taking, distributed ownership, learning from mistakes, and continuous adaptation.

Dan Dycus
Senior Director of Education Services, PayrollOrg

Carolina has spoken at several of our conferences. We enjoy working with her and the audience always walks away with a great learning experience.

LaTanya Bogin-Jordan
Director of Program Development & Strategic Engagement,
Los Angeles Department of Water & Power

The response to her keynote was overwhelmingly positive. It delivered a poignant experience that addressed important challenges that were relevant for our participants while providing clear, actionable takeaways.

Anne Novamo
R&D Manager, Hemostasis Werfen

Carolina gave an excellent presentation. The internal feedback I received included comments like "Best ever!". More importantly, the exercises and frameworks she provided started us on a very positive change for our team.

Ken Robbins
Senior Vice President Investments, Raymond James

Carolina is one of the best presenters I have encountered.

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THE UNLEARNING ADVANTAGE ®

Unlearn yesterday's success and outdated patterns because the future demands something different to unlock what's possible next.

Event Planning Resources

- Speaker Reel
- Bureau Speaker Reel
- One Sheet
- Bureau One Sheet
- Speaker Rider & AV
- Headshots
- Bio
- Stage Intro
- Word Doc

(speaker topics, bio, intro)



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