

CAROLINE KUNERT

Program Manager | AI Adoption & Change

I help organizations turn change into everyday practice, and increasingly that change is AI. In 8+ years of leading cross-functional programs, I have learned to diagnose why adoption stalls, often for different reasons in different stakeholder groups, and to design formats people actually use. My focus: AI adoption and enablement on the people and process side, from use-case discovery and pilots to rollout, with tailored approaches for each group, champion networks and measurable uptake.

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Berlin, Germany

Expertise

- Change Management & Adoption
- Enablement & Training Design
- Stakeholder Management
- Process Design
- Governance & Policy
- Program Delivery & Evaluation
- Champion Networks & Community Building

Tools & Technologies

- **AI:** Claude, Perplexity
- **Project & Knowledge Management:** Notion, Airtable, Jira, Confluence
- **Collaboration & Workshops:** Miro, Slack, Google Workspace, Microsoft 365
- **Design:** Figma, Canva
- **Data:** SQL, Python (basic)

Experience

01/2024 – now **PROGRAM MANAGER**
LEADERSHIP PROGRAM FOR FEMALE PROFESSORS

Humboldt University of Berlin

- Independently lead the coordination and strategic management of the Leadership Program for Female Professors within the Berlin Leadership Academy (Berlin University Alliance)
- Plan, organize and deliver 30+ target-group-specific workshops and qualification formats per year
- Developed innovative event formats, e.g. the series “Berlin im Dialog” in partnership with FidAR e.V., recognized both internally and externally
- Further develop the academy’s offerings in line with gender equality objectives; design concepts and content for workshops, talks and networking events
- Produce evaluation reports and documentation for quality assurance and continuous improvement
- Manage communication with internal and external partners; represent the program publicly

04/2021 – now **DEPUTY GENDER EQUALITY OFFICER (CENTRAL LEVEL)**

Humboldt University of Berlin

- Drive organization-wide change without formal authority across leadership, faculty, administration and external partners
- Permanent advisory member with speaking and motion rights in the Academic Senate’s commission for teaching and studies
- Conceived and ran university-wide awareness campaigns (e.g. “MenForEquality”, an exhibition with an artist collective)
- Redesigned the internal intake process for communication requests: simplified request form, clear roles, team training; requests now arrive earlier and more complete
- Developed gamified formats for information events, now used at every event and driving conversations about advisory services
- Co-created a short film and training materials on unconscious bias in professorial appointments



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Education

10/2016 – 03/2020
Social Science MA (1.5)
Humboldt University of Berlin

- Focus on Democracy and Gender Studies
- Independent field research in Yogyakarta, Indonesia, exploring democratic values among Muslim feminists
- Master's thesis on media representation of abortion

10/2011 – 09/2016
Sociology BA (1.4)
Goethe University Frankfurt

- Focus on Gender Representation in Media

Languages

- German (native)
- English (fluent, C1)

Experience

01/2021 – 12/2023 **PROGRAM MANAGER**
MARGA FAULSTICH FOUNDER PROGRAM

Humboldt University of Berlin

- Scaled a bilingual, intercultural founder program: up to 25 workshops per year, events with up to 100 participants, three-phase structure with pitch milestones
- Built a comprehensive mentoring concept and recruited successful entrepreneurs as mentors
- Introduced low-threshold office hours that brought in strong applicants who would not otherwise have applied
- Kept drop-out low through peer formats at the typical motivation dip; all participants completed the final pitch
- Member of the Berlin Partner diversity working group, co-developing a practical diversity framework with companies

Projects

10/2026 – now **AI ADOPTION PROJECT**

- Developing a use-case and tool evaluation framework that scores AI initiatives on value, effort, risk and adoption readiness, adding the people dimension most frameworks miss
- Building an AI adoption playbook that combines established change models such as ADKAR with my own stakeholder typology: different groups, different barriers, tailored measures, from diagnosis and training to champion networks and adoption metrics
- Running a weekly AI tool review that assesses tools for non-technical teams on use case fit, adoption barriers and governance risks
- Automating my own job search with AI workflows: job screening against a target profile, tailored application drafts and structured follow-ups