

Annie-Mariel Arroyo, PhD

Leadership, Culture Transformation and Future of Work

Co-Founder, IN-PACT Leadership Institute

Founder, Culture To Fit

BIOGRAPHY

Born and raised in Puerto Rico, Annie-Mariel developed her interest in the intersection of human beings and technology earlier than most. At 28, while completing her PhD, she was already teaching organizational psychology inside a deeply technical environment, at a time when few were asking what the human side of technology actually required. That question never left her. More than 30 years later, it is still the one driving her work.

Leading a faculty development programme early in her career planted what became a lifelong commitment to developing leaders. Working later alongside organizations in the middle of change, she arrived at the conviction that has defined everything since: real transformation starts with leadership and takes hold in culture, long before it shows up in strategy or structure.

In 2000 she became an entrepreneur, founding Culture To Fit on a simple but demanding principle: the quality of leadership defines the core architecture of any organization. Building and sustaining a consultancy as a woman entrepreneur, in a market where scale was usually the measure of credibility, taught her what she now teaches others, that conviction earns trust faster than size does.

Her expertise sits where culture transformation and leadership development meet. She diagnoses cultures, designs leadership interventions, and shows executives that culture accumulates from how leaders behave, long after any programme has ended. She argues that this makes culture leadership the decisive capability of the present moment. Structures, processes and technology can be redesigned quickly; the human system that determines whether any of it works cannot.

Annie-Mariel is a lifelong learner who has never stopped being a student. She holds a PhD in Industrial-Organizational Psychology, Magna Cum Laude, from the University of Puerto Rico. She is a Certified Advanced Executive Coach from the Møller Institute at Churchill College, University of Cambridge, where she first met her coauthor, Hady, and holds a Professional Certificate in Digital Transformation in the AI Age from MIT Professional Education.

When she first encountered the concept of the synthetic human, she felt it physically. Her response was immediate and clear: AI will never be human, and we cannot afford to forget that. She sees the arrival of AI as a test of culture leadership, because technology will set the terms of how people work unless leaders decide those terms first.

That conviction is what gave birth to IN-PACT, her first book, written with Hady. Her work continues where it began, at the meeting point of culture and leadership, helping organizations build the leadership a human-centric future of work will demand.

I believe leadership has always been about humanity. AI is our chance to prove it.
AMA.

IN-PACT PERSPECTIVE

The same conviction led her to co-found the IN-PACT Leadership Institute with Hady Khalaf, with a mission to advance human-centred leadership and an ambition to build a growing community of leaders, coaches and instructors who can help shape the future of work.