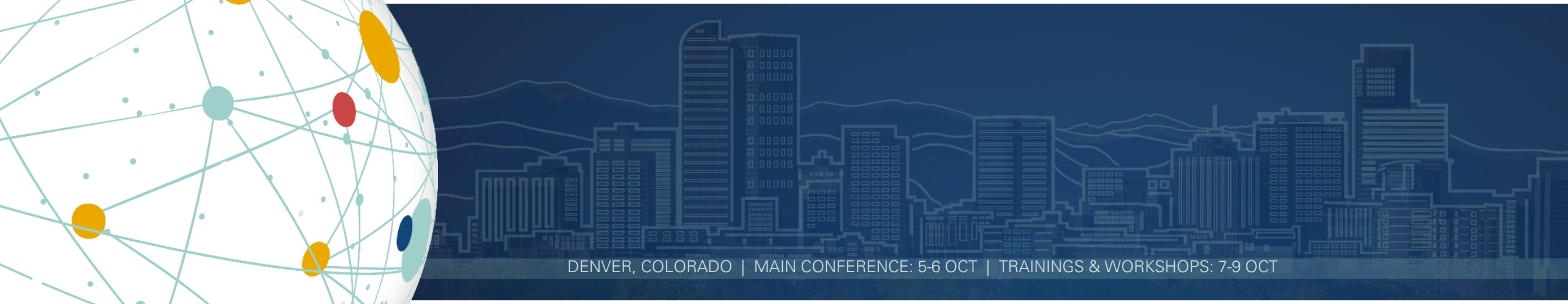


2026 US Interchange

THE FUTURE IS CONNECTED: STANDARDS AND AI POWERING DIGITAL TRANSFORMATION



TMF Culture:
Two TED-Style Provocations

Nick Hargaden | Senior Director, TMF | Genmab
Rebecca Halbur | Director, TMF Systems & Operations | Moderna

TMF Culture



Nick Hargaden

Are we doing it wrong?





Rebecca Halbur

AI: Power or Perception?

SESSION FORMAT

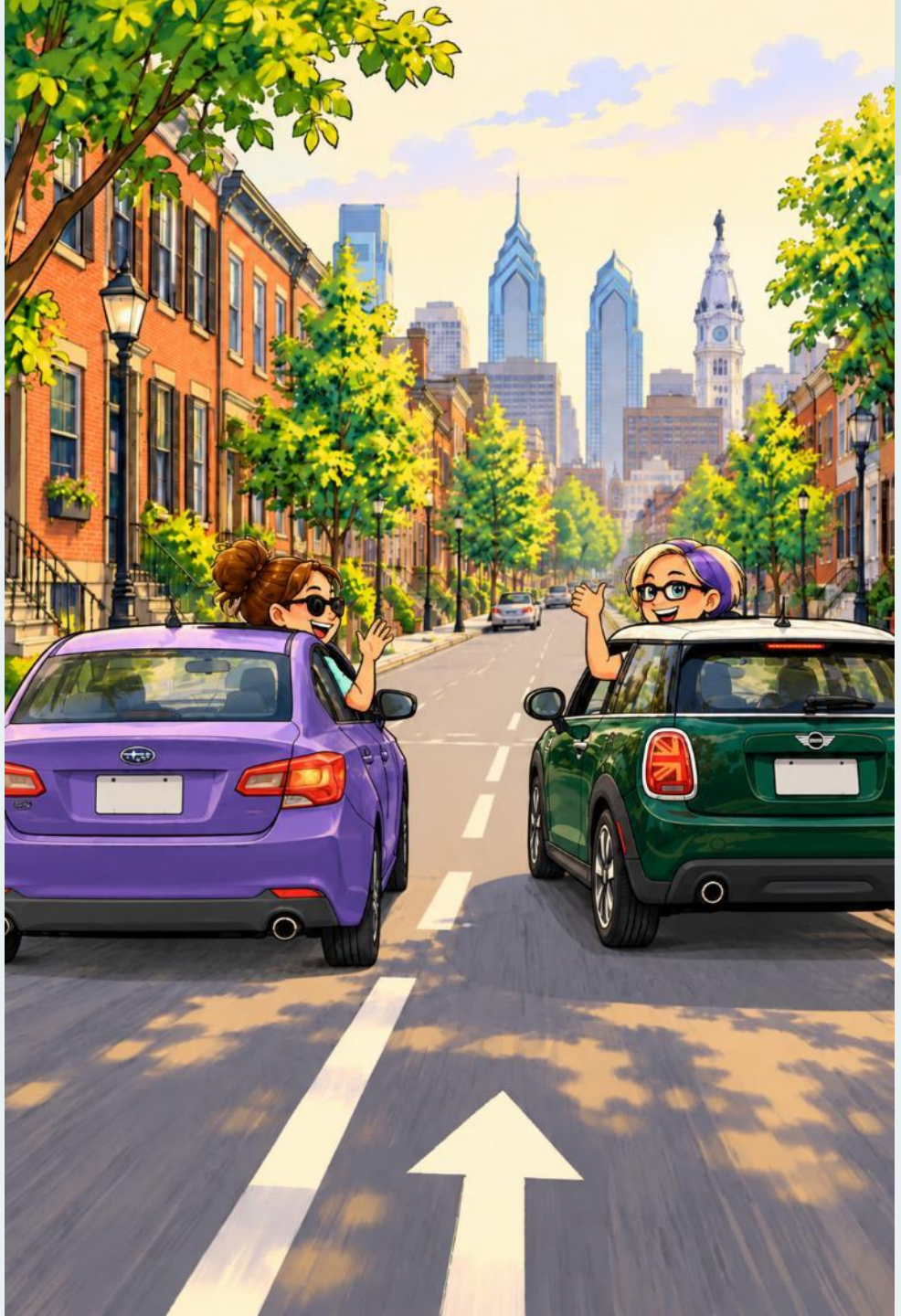
Short, opinion-driven talks → discussion & Q&A

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The following opinions are my own, not those of CDISC or my employer.

My wife said it was ok to talk about her in this presentation.

The fender bender



The insurance claim



But then!



Goodhart's Law : "When a measure becomes a target, it ceases to be a good measure"

Charles Goodhart

Or as Donald Campbell put it:

"The more any quantitative social indicator is used for social decision-making, the more subject it will be to corruption pressures and the more apt it will be to distort and corrupt the social processes it is intended to monitor"

Or more simply:

Tell me I have to meet a target and I will find a way to hit it, even if I do more damage than good along the way.

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So?

Everything is awesome



What changes tomorrow?

Measure what matters

Turn analysis into action

Look beyond the green

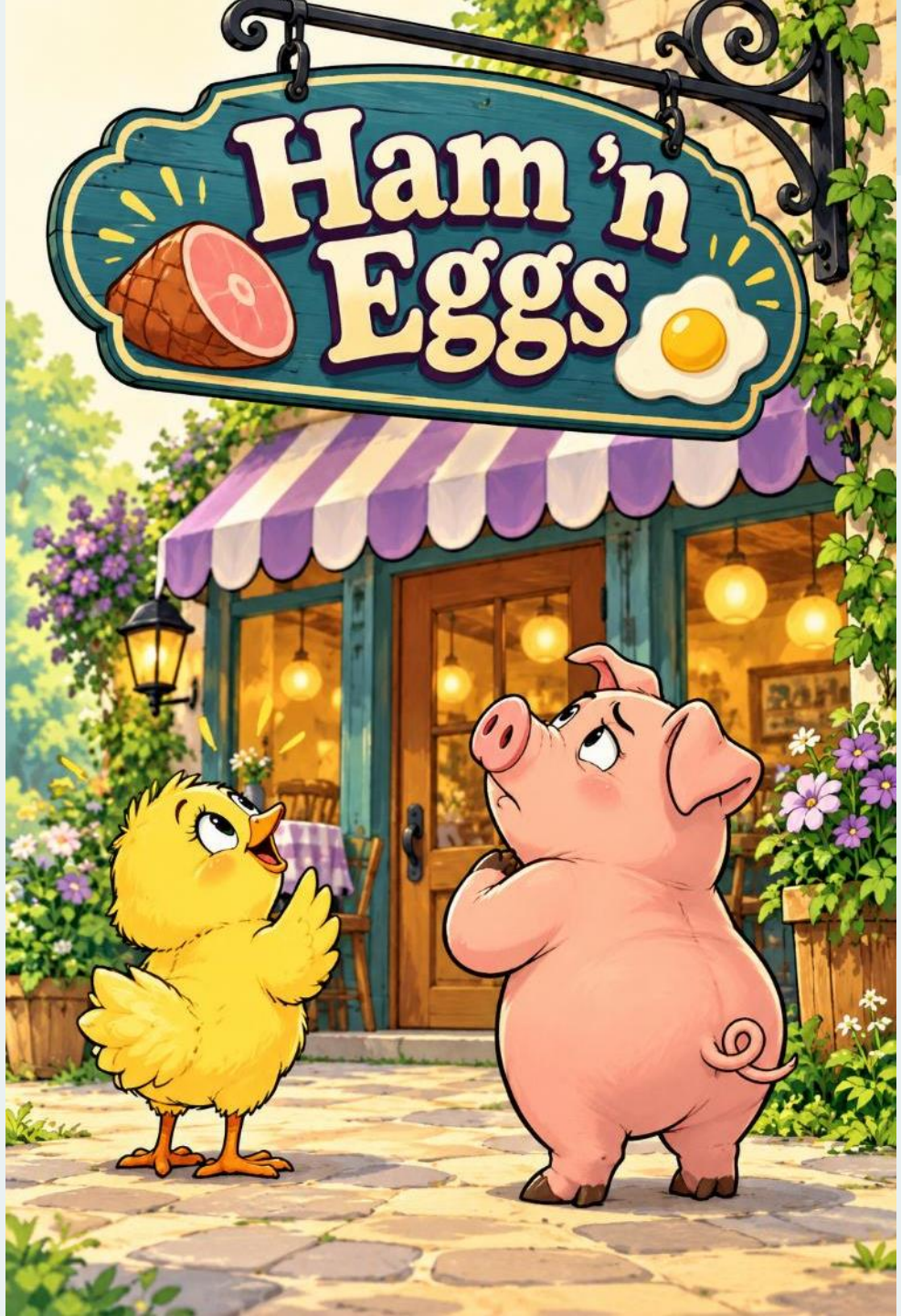
Put records compliance first

Could the TMF be smaller?

From oversight of the TMF to oversight with the TMF



Who is committed?



TMF Culture – Are we ready for AI?



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2026 US INTERCHANGE

The Future Is Connected:

Standards and AI Powering Digital Transformation

DENVER, COLORADO | MAIN CONFERENCE: 5-6 OCT | TRAININGS & WORKSHOPS: 7-9 OCT

Two Perspectives. One Conversation on TMF Culture.

Two short, opinion-driven TED Talks. Opening the floor for discussion.



Nick Hargaden
Senior Director, TMF
Genmab

TMF Culture – Are we doing it wrong?



Rebecca Halbur
Director, TMF Systems and Operations
Moderna

TMF Culture – Are we ready for AI?

~10 minutes
Nick's TED Talk

~10 minutes
Rebecca's TED Talk

Discussion + Q&A

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Questions?

Nick Hargaden | Rebecca Halbur

