

CURRICULUM VITAE

ALEC R. LEVENSON

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CURRENT ROLE

Senior Research Scientist, Center for Effective Organizations	2011 – Present
Research Scientist, Center for Effective Organizations	1999 – 2011

PREVIOUS ROLES

Milken Institute	
Director, Labor Markets and Human Capital Studies	1999 - 2001
Economist	1993 - 2001
Princeton University	
Teaching Assistant, Department of Economics	1990 - 1992

EDUCATION

Ph.D. – Economics Princeton University, Princeton NJ	1994
M.A. – Economics Princeton University, Princeton NJ	1990
B.A. – Economics; Chinese language University of Wisconsin, Madison	1988

CURRENT RESEARCH

Always On, Never Done

In our increasingly connected, always-on business world, many employees at all levels feel they need to be available virtually all the time. For individuals, this creates stress in their personal lives, affects their health, and reduces their engagement. For organizations, this increases faulty decision making, increases the likelihood of errors made by staff, and affects productivity across the system. The problem is that roles are too large, decision making is inefficient, and there are unclear and competing strategic priorities. This action research agenda addresses both the individual issues as well as the structural challenges companies face in designing jobs and developing talent to maximize the dual objectives of strategy execution and employee engagement in an always-on world. (Joint research with Jennifer Deal and Rob Cross.)

Organization and Talent Strategies in Global Markets

Operating profitably across national boundaries has always been a challenge for organizations. Operating in both developed and emerging markets creates additional challenges and complexity. Developed markets typically have high labor costs and skills, mature financial and legal systems, well developed infrastructure and logistics industries, and large middle classes. Emerging markets tend to have the polar opposite. The end result is that the talent strategies needed for success in developed versus emerging markets can be very different. As a consequence, multinational companies often have to choose between consistency and adaptability of their organization and talent strategies when operating in both worlds simultaneously.

Measuring the Impact of an Operating System Model Change

This study measures the extent of process and cultural change in a large global company that changed its operating model away from decentralized decision making, including introducing stronger central functions and centers of excellence. The methodology focuses on both behavioral change and evidence of bottom-line impacts.

Work Redesign Pilot Evaluation

This study examines the behavioral and productivity impacts of a work design change in a large consumer products company. The change created new roles and interdependent teams in customer-facing settings. The methodology includes before-and-after measurement of customer impacts, and linkage to both internal group dynamics and change management effectiveness. Lessons learned from the first site implementation are incorporated into subsequent site implementations.

Maximizing HR's Strategic Impact

This research agenda combines insights from scientific research and applied work with companies to develop frameworks and tools both to measure the impact of HR and organizational processes on strategic and financial objectives, and to increase the HR function's capability to do the design, optimization and measurement work on its own.

BOOKS

Deal, J.J. and A. Levenson. *What Millennials Want from Work: How to Maximize Engagement in Today's Workforce*, New York: McGraw-Hill Education, 2016.

Levenson, A. *Strategic Analytics: Advancing Strategy Execution and Organizational Effectiveness*, Oakland, CA: Berrett-Koehler, 2015.

Levenson, A. *Employee Surveys That Work: Improving Design, Use and Organizational Impact*, San Francisco, CA: Berrett-Koehler, 2014.

REFEREED PUBLICATIONS, ARTICLES AND BOOK CHAPTERS

Deal J.J. and A. Levenson, Millennials desire feedback and development so they can progress in their careers, *China Staff*, 23:3, 12-18.

Deal, J.J. and A. Levenson, Millennials are happier when they have friends at work, *Training Journal*, January 22, 2016 (<https://www.trainingjournal.com/articles/feature/millennials-are-happier-when-they-have-friends-work>).

Deal, J.J. and A. Levenson, Millennials are ambitious and crave career progression, *Training Journal*, January 21, 2016 (<https://www.trainingjournal.com/articles/feature/millennials-are-ambitious-and-crave-career-progression>).

Deal, J.J. and A. Levenson, Attracting and retaining Millennials in the workplace, *Training Journal*, January 20, 2016 (<https://www.trainingjournal.com/articles/feature/attracting-and-retaining-millennials-workplace>).

Deal, J.J. and A. Levenson, How Millennials use feedback to their advantage, *Training Journal*, January 19, 2016 (<https://www.trainingjournal.com/articles/feature/how-millennials-use-feedback-their-advantage>).

Deal, J.J. and A. Levenson, Why are Millennials a big concern for organizations? *Training Journal*, January 18, 2016 (<https://www.trainingjournal.com/articles/feature/why-are-millennials-big-concern-organisations>).

Deal, J.J. and A. Levenson, Millennials play the long game, *strategy+business*, October 5, 2015 (<http://www.strategy-business.com/article/00366>).

Zhang, W., A. Levenson and C. Crossley. Move your research from the Ivy tower to the board room: A primer on action research for academics, consultants and business executives, *Human Resource Management*, 54:1, 151-174, 2015.

Levenson, A. Organization design and talent strategies for emerging markets, *Organizational Dynamics*, 43, 205-213, 2014.

Levenson, A. Learning Analytics that Maximize Individual and Organizational Performance, in E. Biech, ed., *ASTD Handbook: The Definitive Reference for Training & Development, Second Edition*, ASTD Press, 2014.

Levenson, A. The Promise of Big Data for HR, *People and Strategy*, 36:4, 2014.

Levenson, A. Talent Management: Challenges of Building Cross-Functional Capability in High Performance Work Systems Environments, *Asia Pacific Journal of Human Resources*, 50, 187-204, 2012.

Levenson, A. Using Targeted Analytics to Improve Talent Decisions, *People & Strategy*, 34(2), 34-43, 2011.

Levenson, A. and C. Zoghi, Occupations, Human Capital, and Skills, *Journal of Labor Research*, 31(4), 365-386, 2010.

Levenson, A., Fenlon, M.J., and Benson, G. Rethinking Retention Strategies: Work-Life Versus Deferred Compensation in a Total Rewards Strategy, *WorldatWork Journal*, November 2010.

Gibbs, M. and Levenson, A. What Is the Best Way to Design Your Employees' Jobs? *Entre Lideres*, 48-53, 2010.

Levenson, A. Millennials and the World of Work: An Economist's Perspective, *Journal of Business and Psychology*, 25(2), 257-264, June 2010.

Zoghi, C., A. Levenson, and M. Gibbs, Why Are Jobs Designed the Way They Are? in Solomon W. Polachek and Konstantinos Tatsiramos, eds., *Jobs, Training and Worker Well-being: Research in Labor Economics Volume 30*, Emerald Group Publishing Limited, 107-154, 2010.

George, E., Levenson, A., Finegold, D, and Chattopadhyay, P. Extra-Role Behaviors Among Temporary Workers: How Firms Create Relational Wealth, *International Journal of Human Resource Management*, 21(4), 530-550, March 2010.

Levenson, A. Measuring the Productivity of Software Development in a Globally Distributed Company, in Richard Freeman and Kathryn Shaw, eds., *International Differences in the Business Practices and Productivity of Firms*, University of Chicago Press, 2009.

Levenson, A., Measuring and Maximizing the Impact of Executive Coaching, *Consulting Psychology Journal*, 61(2), 103-121, June 2009.

Levenson, A. and T. Faber, Using Human Capital Measurement to Drive Productivity, *HR Magazine*, 68-74, June 2009.

McDermott, M., A. Levenson, and S. Newton, What Coaching Can and Cannot Do for Your Organization, *Human Resource Planning*, 30(2), 30-37, 2007.

Levenson, A. Trends in Jobs and Wages in the U.S. Economy, in Edward E. Lawler and James O'Toole, eds., *America At Work: Choices and Challenges*, 2006.

Levenson, A., W. Van der Stede, and S. Cohen, Measuring the Relationship between Managerial Competencies and Performance, *Journal of Management*, 32(3), 360-380, 2006.

Finegold, D., A. Levenson, and M. Van Buren, Access to Training and Its Impact on Temporary Workers, *Human Resource Management Journal*, 15(2), 66-85, 2005.

Levenson, A., Harnessing the Power of HR Analytics, *Strategic HR Review*, 4(3), 28-31, March/April 2005.

Lawler, E., A. Levenson, and J. Boudreau, HR Metrics and Analytics: Use and Impact, *Human Resource Planning*, 27(4), 27-35, 2004.

Levenson, A., Why Do Companies Provide Workplace Education Programs? in J. Comings, B. Garner, and C. Smith, eds., *Review of Adult Learning and Literacy: Connecting Research, Policy and Practice, Volume 4*, A Project of The National Center for the Study of Adult Learning and Literacy, Mahwah, NJ: Lawrence Erlbaum, 2004.

Finegold, D., A. Levenson, and M. Van Buren, A Temporary Route to Advancement? The Career Opportunities for Low-Skilled Workers in Temporary Employment, in E. Appelbaum, A. Bernhardt, and R. Murnane, eds., *Low-Wage America: How Employers Are Reshaping Opportunity in the Workplace*, New York: Russell Sage Foundation, 2003.

Levenson, A. and S. Cohen, Meeting the Performance Challenge: Calculating ROI for Virtual Teams, in C.B. Gibson and S.G. Cohen, eds., *Virtual Teams that Work: Creating Conditions for Virtual Team Effectiveness*, San Francisco: Jossey-Bass, 2003.

Levenson, A., ROI and Strategy for Teams and Collaborative Work Systems, in M. Beyerlein, C. McGee, G. Klein, L. Broedling, and J. Nemiro, eds., *The Collaborative Work Systems Fieldbook: Strategies, Tools and Techniques*, San Francisco: Jossey-Bass/Pfeiffer, 2003.

Levenson, A., Leveraging Adversity for Strategic Advantage, *Organizational Dynamics*, Vol. 31(2), 165-176, 2002.

Gibbs, M. and A. Levenson, The Economic Approach to Personnel Research, in Shoshana Grossbard-Shechtman and Christopher Clague, eds., *Expansion of Economics: Towards a More Inclusive Social Science*, New York: M.E. Sharpe, 2002.

Levenson, A., Short-Time Work in the United States, 1968-93: Implications for Evaluation of Short-Time Compensation Schemes, in Ging Wong and Garnett Picot, eds., *Changes in Working Time in Canada and the United States, Volume I: Patterns, Trends, and Policy Implications of Earnings Inequality and Unemployment*, Kalamazoo, MI: W E Upjohn Institute for Employment Research, 2001.

Levenson, A., Long-Run Trends in Part-Time and Temporary Employment: Toward an Understanding, in David Neumark, ed., *On the Job: Is Long-Term Employment a Thing of the Past?*, New York: Russell Sage Foundation, 2000.

Levenson, A. and K. Willard, Do Firms Get the Financing They Want? Measuring Credit Constraints Among Small Businesses in the U.S., *Small Business Economics*, 14(2), 83-94, March 2000.

Levenson, A., The Role of Agricultural and Female Labor Mobility in Taiwan's Industrialization: 1976-91, *Review of Development Economics*, 4(1), 101-119, February 2000.

Levenson, A., Do Consumers Respond to Future Income Shocks? Evidence from Social Security Reform in Taiwan, *Journal of Public Economics*, 62, 275-295, November 1996.

Levenson, A. and T. Besley, The Anatomy of an Informal Financial Market: Rosca Participation in Taiwan, *Journal of Development Economics*, 51, 45-68, October 1996.

Levenson, A., Recent Trends in Part-Time Employment, *Contemporary Economic Policy*, 14(4), 78-89, October 1996.

Besley, T. and A. Levenson, The Role of Informal Finance in Household Capital Accumulation: Evidence from Taiwan, *Economic Journal*, 106(434), 39-59, January 1996.

EDITED VOLUMES

Solmon, L. and A. Levenson, Labor Markets, Employment Policy and Job Creation (with Lewis C. Solmon), Boulder, Colorado: Westview Press, 1994

REPORTS

Levenson, A., Investing in Workers' Basic Skills: Lessons from Company-Funded Workplace-Based Programs, *National Institute for Literacy*, 2001

Levenson, A., E. Reardon and S. Schmidt, The Employment Prospects of Welfare Recipients in the Most Populous U.S. Counties, *National Center for the Study of Adult Learning and Literacy*, Harvard University, June 1999

Levenson, A., E. Reardon and S. Schmidt, Welfare Reform and the Employment Prospects of AFDC Recipients, *Jobs & Capital* (Milken Institute), September 1997

Levenson, A., E. Reardon and S. Schmidt, The Impact of Welfare Reform on AFDC Recipients in Los Angeles County: Limited Skills Mean Limited Employment Opportunities, Milken Institute Report, June 1997

RESEARCH RELATED BLOG POSTS

Let 'em eat Pi: Making sense of the HR analytics revolution, March 15, 2016
(<https://www.linkedin.com/pulse/let-em-eat-pi-making-sense-hr-analytics-revolution-alec-levenson>).

Benchmarking engagement and spans only is not strategic, February 19, 2016
(<https://www.linkedin.com/pulse/benchmarking-only-strategic-alec-levenson>).

Those contradictory Millennials! January 28, 2016 (<https://www.linkedin.com/pulse/those-contradictory-millennials-alec-levenson>).

Statistical sirens can crash your business on the rocks, December 1, 2015
(<https://www.linkedin.com/pulse/statistical-sirens-can-ruin-your-business-you-let-them-alec-levenson>).

Strategic analytics is a team sport, November 10, 2015
(<https://www.linkedin.com/pulse/strategic-analytics-team-sport-alec-levenson>).

The dangers of HR data mining, October 20, 2015 (<https://www.linkedin.com/pulse/dangers-hr-data-mining-alec-levenson>).

Choose human capital impact over HR process: Evaluate intent, not just the design, September 26, 2015 (<https://www.linkedin.com/pulse/choose-human-capital-substance-over-hr-style-evaluate-alec-levenson>).

HR perfect processes are the enemy of what's good for the business, August 21, 2015
(<https://www.linkedin.com/pulse/hr-perfect-processes-enemy-whats-good-business-alec-levenson>).

The right way to scorecard HR (don't focus on turnover and safety), August 10, 2015
(<https://www.linkedin.com/pulse/right-way-scorecard-hr-dont-focus-turnover-safety-alec-levenson>).

ROI falls short for evaluating human capital and HR, July 29, 2015
(<https://www.linkedin.com/pulse/roi-falls-short-evaluating-human-capital-hr-alec-levenson>).

The ROI monster under the bed, July 15, 2015 (<https://www.linkedin.com/pulse/roi-monster-under-bed-alec-levenson>).

Employee engagement does not cause performance, March 13, 2015
(<https://www.linkedin.com/pulse/employee-engagement-does-cause-performance-alec-levenson>).

PRESENTATIONS AND WORKSHOPS

Levenson, A. Using Strategic Analytics to Maximize Workforce Engagement and the Bottom Line, WorldAtWork Future of Work Summit, New Orleans, March 2016.

Levenson, A. Deploying Strategic Analytics to Maximize HR's Impact, New York HRPS, March 2016.

Levenson, A. Strategic Analytics, People Analytics Conference, Minneapolis, March 2016; Masco, Vista, CA, March 2016; Center for Effective Organizations webinar, December 2015.

Levenson, A. Strategic Organization Design, Diagnosis and Change, Portland Gas & Electric, November 2015; Nestlé, Glendale, CA, September 2015.

Levenson, A. Strategic Analytics for Learning Impact, ATD forum webinar, October 2015.

Levenson, A. Managing and Working with Millennials, Verizon Wireless, Irvine, CA, July 2015.

Levenson, A. Organization Design and Talent Optimization, The Andersons, Toledo, OH, June 2015.

Levenson, A. Integrating Business and Human Capital Analytics for Strategic Insights, CHO Group, Seattle, May 2015.

Levenson, A. Strategy Execution Analytics, Workforce and HR Analytics Summit, San Diego, March 2015; TMA Human Capital Analytics Summit, Miami, February 2015; TMA webinar January 2015; UPS Global HR meeting, Atlanta, September 2014.

Levenson, A. Social Media Innovation and Marketing Decisions, TMA Marketing Analytics Summit, Miami, February 2015.

Levenson, A. Organization Effectiveness Analytics, Center for Effective Organizations executive education program, Dallas, January 2015.

Levenson, A. HR Analytics for Training and Program Evaluation, Center for Effective Organizations webinar, December 2014.

Levenson, A. Leadership Development in Pacific Rim Firms, Marshall Pacific Rim Business Forum, Myanmar, October 2014.

Levenson, A. Managing the Millennials, Ardagh Business Forum October 2014; CCAI Annual Meeting June 2014; IHEA Annual Meeting April 2014; Stanford Breakfast Briefing November 2013; Bay Area Executive Development Network July 2013.

Levenson, A. Workforce Planning, Analytics and Strategic Impact, TMA Workforce Planning Summit, Las Vegas, June 2014.

Levenson, A. Organization Design and Talent Strategies for Emerging Markets, Center for Effective Organizations Sponsors Meeting, May 2014.

Levenson, A. Using HR Analytics to Make Sense of Compensation, IBM webinar, May 2014; HR.com webinar March 2013; Center for Effective Organizations webinar, December 2012.

Levenson, A. HR Analytics and Strategic Thinking, McKesson, Scottsdale, AZ, March 2014; Exelon, Chicago, March 2014.

Levenson, A. Targeted Analytics: Improving Organizational and Talent Decisions, Center for Effective Organizations executive education program, February 2014 (Los Angeles); January 2013 (Los Angeles), February 2012 (Los Angeles), and March 2011 (Dallas); Dow Chemical, Midland, MI, January 2013; DirecTV Global HR meeting, Laguna, CA, Oct 2012; Conference Board HR Operations Council, October 2012; EQUATE Petrochemical, Kuwait, May 2012; Center for Effective Organizations, Los Angeles, SK (Korea) HR Development Program, August 2011; Research Board April, New York, 2011; Lorman webinar January 2011; CEO webinar January 2011.

Levenson, A. Maximizing the Return on Your Survey and Analytics Work, i4CP webinar January 2014.

Levenson, A. HR Analytics: Turning Survey Data into Action, *Center for Effective Organizations webinar* December 2013.

Levenson, A. The Promise and Realities of Emerging Markets, Gilead, September 2013.

Levenson, A. Big Data for HR Defined: Metrics and Predictive Analytics for More Accurate Decision Making, IQPC Big Data Analytics HR Forum, Chicago, September 2013.

Levenson, A. Data Analytics, SK HR Development Program, Los Angeles, August 2013.

Levenson, A. Global Talent Management for Japanese Companies in Developed and Emerging Markets, REITI Japanese Personnel Management Symposium, Tokyo, July 2013.

Levenson, A. Targeted HR Analytics, McKesson webinar June 2013.

Levenson, A. The Promise of Big Data for HR: Old Wine and New Frontiers, *Center for Effective Organizations sponsors meeting* May 2013; IQPC Corporate Learning Summit April 2013.

Levenson, A. Using Big Data and Predictive Analytics to Improve Training Productivity, IQPC Corporate Learning Summit, April 2013.

Levenson, A. Maximizing the Impact from HR Metrics, keynote speech at IQPC HR Metrics Summit, Orlando, FL, February 2013.

Levenson, A. Workforce Sensing and Analytics, Singapore Public Service Division, February 2013.

Levenson, A. Targeted Analytics: Improving Organizational and Talent Decisions, *Center for Effective Organizations executive education program*, January 2013 (Los Angeles), February 2012 (Los Angeles), and March 2011 (Dallas); Dow Chemical, Midland, MI, January 2013; DirecTV Global HR meeting, Laguna, CA, Oct 2012; Conference Board HR Operations Council, October 2012; EQUATE Petrochemical, Kuwait, May 2012; *Center for Effective Organizations*, Los Angeles, SK (Korea) HR Development Program, August 2011; Research Board April, New York, 2011; Lorman webinar January 2011; CEO webinar January 2011.

Levenson, A. Strategic HR Transformation & Future of HR, *Center for Effective Organizations SK (Korea) HR Development Program*, October 2012.

Levenson, A. Maximizing the Return on Your Survey and Measurement Work, CEO webinar January 2012.

Levenson, A. Workforce Planning: Strategic Analytics, Lorman webinar January 2012.

Levenson, A. and M. Echols, Using Change Management and Measurement to Make an Impact, *Corporate University Week*, Orlando, November 2011.

Levenson, A. Human Capital Metrics, *Conference Board*, New York, November 2011.

Levenson, A. Building Talent Muscle for the Recovery and Beyond, HCI webinar, June 2011.

Levenson, A. Business Impact: Measuring What Really Counts, IQPC Running Training Like a Business webinar, May 2011.

Levenson, A., C. Zoghi, M. Gibbs and G. Benson, Optimizing Incentive Plan Design: A Case Study, Society of Labor Economists Annual Meeting, Vancouver, April 2011

Levenson, A. Aligning Strategic Metrics to the Overall Business Goals, *IQPC HR Metrics Summit*, keynote speech, September 2010.

Moses, A., G. Benson and A. Levenson, Exploring the Nature of Person-Job Fit in Jobs with Multiple Distinct Roles, *Academy of Management*, Montreal, August 2010.

Levenson, A. Doubling Down to Build Bench Strength, *Best Practice Institute*, webinar, July 2010.

Levenson, A. and W. Zhang, Organizational Change and Innovation in China: A Call for Action Research, *International Association of Chinese Management Research conference*, Shanghai, June 2010.

Levenson, A., C. Zoghi, M. Gibbs and G. Benson, Getting What You Pay for: The Productivity Impacts of Incentive Pay Optimization, 9th IZA/SOLE Transatlantic Meeting of Labor Economists, Buch/Ammersee, Germany, May 2010.

Levenson, A. Achieving High Performance through Work Design and Organization Design, *SINOPEC Nanjing Engineering Inc. and Nanjing University Business School*, March 2010

Levenson, A., The New Workplace: Organization and Talent Strategies for the Next Millennium, *Microsoft Global HR Conference*, Seattle, March 2010; *Center for Effective Organizations* webinar, December 2009.

Levenson, A. Building Organization Capability, *ITT Extended Leadership Team meeting*, Valencia, CA, December 2009.

Levenson, A., Focusing HR Scorecards on Business Issues, *Boeing HR Leadership meeting*, Chicago, November 2009.

Levenson, A., Finding Lasting Solutions to Productivity and Motivation/Engagement Bottlenecks, *American Chamber of Commerce*, Shanghai, China, September 2009.

Levenson, A., Using Work Design Models to Diagnose and Improve Organizational Performance, *Nanjing University Business School*, China, September 2009.

Benson, G., A. Levenson, and J. Boudreau, Strategic Management of Human Capital: A Case Study of Task Differentiation, *Wharton People and Organizations Conference*, Philadelphia, June 2009.

Levenson, A., Strategic Application of HR Metrics and Analytics, *Society of Human Resource Management – HRACC*, March 2008; *International Association for Human Resources Information Management (IHRIM)*, September 2007; *Center for Effective Organizations: HR Metrics and Analytics seminar*, January 2009, February 2008 & March 2007. Co-presenters: T. Faber, S. Stevenson, K. Warmbier.

Benson, G. and A. Levenson, Career Goals and Perceived Developmental Support as Drivers of Turnover in a Professional Services Firm, *Academy of Management*, August 2008.

Levenson, A., Human Capital Decision Science: HR Metrics and Analytics that Drive Strategic Change, *IQPC HR Metrics Summit*, July 2008.

Levenson, A., Workplace-Centered Basic Skills Programs: Paths to Improving Design and Employer Funding, *Alamo Community Colleges Workforce Literacy Summit*, April 2008.

Levenson, A., Beyond Testing: Linking Talent Recruitment and Deployment to the Bottom Line, *Personnel Commissioners Association of Southern California and San Diego County School Personnel Commissioners Association*, April 2008; *Personnel Testing Council of Southern California*, November 2007.

Levenson, A., A Strategic View of HR Skills, *Society of Human Resource Management – Inland Empire*, November 2007.

Levenson, A., Linking Talent Management to the Bottom Line, *IQPC Talent Management Summit*, Brazil, October 2007.

Levenson, A. and C. Zoghi, Sectoral Wage Differentials and Job Requirements, *Society of Labor Economists*, May 2007.

Levenson, A. Beyond ROI: An Integrated Approach to Measuring and Maximizing the Impact of Learning and Organization Development, *IQPC Corporate University Summit*, May 2007.

Levenson, A. The Future of Human Capital Metrics: Building a New Decision Science, *HCI National Human Capital Summit*, March 2007.

Levenson, A. Measuring and Maximizing the Impact of HR, *HR Star Conference*, March 2007.

Levenson, A. Measuring and Maximizing the Impact of Leadership Development, Center for Effective Organizations: *Leadership Development Seminar*, September 2006.

Benson, G., A. Levenson, and J. Boudreau, Informal Developmental Experiences and Career Success: A Study of Qualitative Differences in Work Experience, *Academy of Management*, August 2006.

Levenson, A. and C. Zoghi, The Strength of Occupation Indicators as a Proxy for Skill, *Society of Labor Economists*, May 2006; *Western Economic Association*, July 2006

Levenson, A. Measuring and Maximizing the Impact of Executive Coaching, *ICF Research Symposium*, November 2006; *APA Division 13*, February 2006; *Conference Board*, January, February & May 2006; *SIOP*, October 2005; Center for Effective Organizations: *Leadership Development Seminar*, January 2005.

Levenson, A. Productivity and Competitive Advantage: The Role of Human Capital and HR Policies, *INACAP (Chile)*, March 2006.

Levenson, A. The Skills HR Professionals Need to be Successful Tomorrow and Today, *SCPMA-HR*, March 2006.

Levenson, A. Strategic HR Metrics and Analytics, *MRA – The Management Association*, October 2005; *CSHRP*, May 2005; *HR Symposium*, May 2005.

Levenson, A. Measuring the Productivity of Globally Distributed Software Development, Stanford University, January 2006; *National Bureau of Economic Research Summer Institute*, August 2004.

Levenson, A., and G. Benson, Occupational skills, job changes and wages: A study of former employees of a professional services firm, *Academy of Management*, August 2005.

Zoghi, C., Levenson, A., and Gibbs, M. Why Are Jobs Designed the Way They Are? *American Economic Association Annual Meetings*, January 2005; University of Southern California, November 2004; *National Bureau of Economic Research Summer Institute*, August 2004; *Society of Labor Economists Annual Meeting*, April 2004.

George, E., Levenson, A., Finegold, D., and Chattopadhyay, P. Extra-Role Behaviors Among Temporary Workers: How Firms Create Relational Wealth, *Academy of Management Annual Meetings*, Aug 2004.

Levenson, A. Conducting Human Capital Analytics and Building a Human Capital Analytics Function, Center for Effective Organizations *HR Metrics and Analytics Seminar*, October 2004 and September 2005; *HR Strategy Forum*, September 2004; Center for Effective Organizations *Metrics and Analytics Networks*, Spring 2004, Fall 2004, and Fall 2005.

Levenson, A. Human Capital Measurement and Analysis: Asking and Answering the Right Questions, Center for Effective Organizations *Human Resource Executive Seminar*, April 2004.

Levenson, A., W. Van der Stede, and S. Cohen, Measuring the Impact of a Managerial Competency System: Does Identifying and Rewarding Potential Leaders Improve Organizational Performance? *Academy of Management Annual Meetings*, Seattle, WA, August 2003; Center for Effective Organizations: *Human Resources Executive Seminar*, University of Southern California, Los Angeles, CA, April 2003.

O'Toole, J. and A. Levenson, Managing in Adversity, *World Economic Forum*, New York, N.Y., February 2002; *Conference Board*, Chicago, IL, November 2001; *Conference Board*, New York, N.Y., October 2001

Finegold, D., A. Levenson, M. Van Buren, A. Majchrzak and G. Benson, The Prospects of Low Skilled Workers in the Temporary Staffing Industry, *Academy of Management Annual Meetings*, Washington, D.C., August 2001; Rockefeller Foundation and Russell Sage Foundation: *Industry Case Studies on Low Wage Workers*, New York, NY, May 2001

Levenson, A., Outcomes, ROI and Strategy for Virtual Teams, *Academy of Management Annual Meetings*, Washington, D.C., August 2001; Center for Effective Organizations and Wayne State University: *Creating Conditions for Effective Virtual Teams Conference*, University of Southern California, Los Angeles, CA, April 2001

Finegold, D., A. Majchrzak, A. Levenson, M. Van Buren and G. Benson, Measuring the Psychological Contract of Temporary Workers: Preliminary Findings and Key Issues, *Academy of Management Annual Meetings*, Toronto, Canada, August 2000; *SASE Annual Conference*, London, England, July 2000

Levenson, A., Effective Use of Contingent Employees, Center for Effective Organizations: *Human Resources Executive Seminar*, University of Southern California, Los Angeles, CA, February 2000

Finegold, D., A. Majcharzak, A. Levenson, M. Van Buren and G. Benson, Are Contingent Workers Really Contingent: The Varied Psychological Contracts of Employees in the Temporary Staffing Industry, *Academy of Management Annual Meetings*, Chicago, IL, August 1999

Levenson, A., Are There 'Careers' as a Temporary Employee, *Understanding the Service Workplace*, Wharton, University of Pennsylvania, Philadelphia, PA, October 1998

Levenson, A., E. Reardon and S. Schmidt, The Employment Prospects of Welfare Recipients in the Most Populous U.S. Counties, National Center for the Study of Adult Learning and Literacy: *The Impact of Welfare Reform on Adult Literacy Education*, Rutgers University, New Brunswick, NJ, June 1998

Levenson, A., Understanding Long-Run Trends in Part-Time and Temporary Employment, Russell Sage Foundation: *Changes in Job Stability and Job Security*, New York, NY, February 1998

Levenson, A. and W. Maloney, Modeling the Informal Sector: Theory and Empirical Evidence from Mexico, *Latin American and Caribbean Economic Association Meetings*, Instituto Tecnológico Autónomo de México, Mexico City, Mexico, October 1996; *Northeast Universities Development Consortium Conference*, Boston University, Boston, MA, November 1996

Levenson, A., The Evolution of Short-Time Work in the United States 1964-93, Canadian Employment Research Forum/Statistics Canada and W. E. Upjohn Institute for Employment Research: *Changes in Working Time in Canada and the United States*, Ottawa, Canada, June 1996

Besley, T. and A. Levenson, The Role of Informal Finance in Household Capital Accumulation: Evidence from Taiwan, National Bureau of Economic Research and Instituto Tecnológico Autónomo de México: *7th Annual Inter-American Seminar on Economics*, Mexico City, Mexico, November 1993

PROGRAM EVALUATION

External evaluator for USC Center for International Business Education and Research (CIBER) funding grant from U.S. Department of Education

- First four-year grant: 2006 – 2010
- Second four-year grant: 2010 – 2014

External evaluator for University of Hawaii Center for International Business Education and Research (CIBER) funding grant from U.S. Department of Education: 2010-2014

External evaluator for University of Texas – Austin Center for International Business Education and Research (CIBER) funding grant from U.S. Department of Education: 2010-2014

Evaluation design advice provided to consortium of CIBERs designing study abroad evaluations, 2008 – 2009. Consortium CIBER members: Duke University, University of Hawaii, University of Michigan – Ann Arbor, University of Pittsburgh, Texas A&M University, University of Texas – Austin, University of Washington, and University of Wisconsin – Madison

Evaluation design advice provided to individual CIBERs:

- University of Wisconsin CIBER, 2008 – 2009
- University of Texas – Austin CIBER, 2008 – 2009
- UCLA CIBER, 2007

FELLOWSHIPS AND HONORS

Literacy Network of Greater Los Angeles, Secretary, Executive Board, 2002 – 2004

Literacy Network of Greater Los Angeles, Board of Directors, 1996 – 2002

Literacy Leader Fellow, National Institute for Literacy, 1999 – 2000

Princeton University Bradley Fellow, 1992 - 1993

Princeton University Fellowship, 1988 - 1992

Phi Beta Kappa, University of Wisconsin, 1988

Phi Beta Kappa Steenbok Award, University of Wisconsin, 1988

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