


CEO

CENTER FOR
EFFECTIVE
ORGANIZATIONS

USC Marshall
School of Business



ENTERPRISE
EFFECTIVENESS
NETWORK

The CEO Enterprise Effectiveness Network

From the USC Marshall Center for Effective Organizations (CEO)

For 40 years, CEO's team of world-renowned researchers and affiliates have helped businesses drive growth and build effective organizations. Now, CEO is launching the Enterprise Effectiveness Network, a transformative network that combines our team's industry-leading knowledge, with the power of peer-to-peer collaboration.

THIS NETWORK, YOUR ORGANIZATION - THE TIME IS NOW...HERE'S WHY

Led by USC Marshall CEO experts in building enterprise effectiveness, the network brings together senior HR Business partners, heads of COE's, and their teams to tackle key issues that matter for the participating companies at a deeper level than is taking place today. Our mission is to improve the practice of management by building business and HR leaders' capability in organizational diagnosis, work design, and strategy execution.

We see many HR business partners and COE heads take a too-narrow, inward-focused approach that does not sufficiently address underlying business issues. Organizational challenges typically are divided up and addressed separately by HR business partners, OD and analytics groups, and the bigger picture issues are either ignored or improperly diagnosed.



The Enterprise Effectiveness Network (EEN) – Three Objectives

1. Identify solutions to your talent, organizational effectiveness, and strategy execution challenges that are more systemic, and have a deeper impact than your organization can find on its own.
2. Help your organization improve its capability to conduct more systematic diagnosis of organizational challenges and derive actionable solutions.
3. Offer guidance and insight from CEO leadership that guides you to a deeper understanding in order to apply to your organization.

FOCUS AREAS

EEN provides a community of like-minded people to help you think through and solve challenges that you might otherwise struggle to address on your own. The topics covered are drawn from two different sources:

- Input from the members based on their current big talent, organizational, and strategy execution challenges.
- Thought leadership based on the EEN co-leaders collective experience working on systems issues in companies around the world.



Sample Topics

- Trace the organizational impacts of digital transformation and AI using tools such as job design, team design, and strategic workforce planning. How to make sense of the changes in the nature of work in organizations at all levels. Identify the risks and opportunities for the employee experience, careers, and the talent capability pipeline.
- Measure and improve organizational culture and agility. What are the best ways to measure and make sense of culture, employee engagement and performance?
- HR, the Business and the operating model. How best to align the business operating model, HR operating model, and talent strategy – and measure the alignment.
- Beyond leadership competency models: How best to measure and improve leadership effectiveness and performance. The comparative ROI between investing in the individual leader, the team, and work system.

WHO PARTICIPATES

EEN provides an ideal platform for the core participants to include their colleagues in HR who otherwise would not gravitate towards using organizational effectiveness and systems thinking approaches to diagnose and solve the org and talent challenges they wrestle with daily.

- Senior HR business partners and their teams
- Heads of COEs and their teams



The network is designed to promote and enhance collaboration across the HR function and the business to enable systematic diagnosis and solution identification. Each participating company is encouraged to include leaders or people in senior roles with responsibility and/or deep expertise in as many of the following areas as possible, covering: people strategy / HR strategy; talent/human capital and HR measurement and analytics; organizational development; Six Sigma, total quality, work design, business process optimization, etc.

MEETING STRUCTURE

EEN membership term is 12-months and includes:

- 4 in person meetings: 2 in North America, 2 in Europe, with one per quarter.
- 4-6 virtual meetings

We encourage EEN members to participate in as many in-person meetings as possible. However, given the realities of busy schedules and the challenges of overseas travel, most participating members likely will attend the in-person meetings only in their own continent, either Europe or North America. We expect most members will plan on attending 2 in person meetings and 4 virtual meetings.

ANNUAL CORPORATE MEMBERSHIP PRICING

Current CEO sponsors USD \$ 7,500

Non-sponsors USD \$15,000

Individual memberships not available



THE APPROACH

- Thorough diagnosis of organizational challenges often requires issues to be reframed in nontraditional ways, alongside a high-level viewpoint of adjacent business processes and the larger enterprise context. These are the very techniques that EEN leaders will use to demonstrate how deeper, more actionable strategic insights can be derived.
- The network leaders will design the meeting topics using their expertise and current research on organizational effectiveness, as well as drawing on the organizational challenges faced by network members. Case study presentations by network members will be included.
- Globally, EEN will be led by Alec Levenson. In Europe, Dave Millner (a.k.a. HR Curator) and Max Blumberg will co-lead; while in North America, Alexis Fink and Alan Colquitt will co-lead.
- The CEO team's diverse experience working in internal roles, as external consultants, and as research-based thought leaders, creates a unique opportunity combining peer learning with unparalleled expert guidance and insights.
- The network will target organizations with substantial operations in Europe and North America. Organizations with substantial operations in other continents are welcome to participate.



EEN CO-LEADERS

Please contact USC Marshall Center for Effective Organizations Senior Research Scientist, Alec Levenson, or any of our affiliated research scientists and practitioner co-leaders, for additional information.

Alec Levenson: alevenson@marshall.usc.edu

Max Blumberg: max.blumberg@blumbergpartnership.com

Alan Colquitt: alancolquitt@alancolquitt.com

Alexis Fink: alexisfinkphd@gmail.com

Dave Millner: hrcurator@yahoo.com

Alec Levenson, Senior Research Scientist



An Economist and Senior Research Scientist at the Center for Effective Organizations, Marshall School of Business, University of Southern California, Alec Levenson, Ph.D. is at the center of EEN.

Through action research and consultancy, Dr. Levenson works alongside companies to optimize job and organization performance and HR systems through the scientific application of organization design, job design, human capital analytics and strategic talent management.

Four areas of primary focus include (a) organization design and effectiveness, including matrix decision making, (b) organizational and talent strategies for global work and emerging markets, (c) talent management practices for the new generation of workers and world of work, (d) human capital analytics to improve talent and work design decisions.

Dr. Levenson's work with companies combines the best elements of scientific research and practical, actionable knowledge that companies can use to improve performance. He draws from the disciplines of economics, strategy, organization behavior, and industrial-organizational psychology to tackle complex talent and organizational challenges that defy easy solutions. His recommendations focus on the practical, actionable changes organizations should take to make lasting improvements in critical areas. He has trained HR professionals from a broad range of Fortune 500 and Global 500 companies in human capital analytics.

A published author, Alec's works include: *Strategic Analytics: Advancing Strategy Execution and Organizational Effectiveness*, *What Millennials Want From Work* (with Jennifer Deal), and *Employee Surveys That Work*. His research has been featured in numerous academic and business publications, and in the *New York Times*, *Wall Street Journal*, *The Economist*, *CNN*, *BusinessWeek*, and many other news outlets.

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Max Blumberg, Affiliated Research Scientist



Max Blumberg, Ph.D. is a Visiting Professor at Leeds University Business School, a Chartered Psychologist and Associate Fellow of the British Psychological Society. Max is also the founder of the Blumberg Partnership, a Top 50 analytics consultancy which delivers analytics and machine learning solutions to blue-chip organizations including Nestle, Lloyds Register, GB Group plc, the BBC, Rentokil Initial, Barclays Corporate and the CIPD.

Earlier in his professional life, Max worked as a management consultant at Accenture, after which he successfully founded and exited a technology start-up. He is a regular contributor to the global media and conference circuits.

Max Blumberg: max.blumberg@blumbergpartnership.com

Alan Colquitt, Affiliated Research Scientist



A seasoned scientist and practitioner with more than three decades of improving organizations, Alan Colquitt, Ph.D., is led by the evidence - relying on research, data, and science to drive decisions about people, people practices and organizational practices. A macro thinker, Alan is well versed in strategy development, strategy implementation, capability development, and organization diagnosis, development, design, and change. He understands the context within which changes in HR strategy, systems and programs must fit.

Alan has extensive experience studying, researching and developing solutions across many areas of talent management and organization effectiveness, including: Attraction; recruiting and screening; employee value proposition; hiring effectiveness; engagement; retention; diversity and inclusion; high performance; innovation; team and alliance effectiveness; leadership (identification, selection and development); performance management; and pay-for-performance.

Alan has a deep knowledge of the external HR landscape, and decades of experience working with many consulting firms, technology firms, research institutions, and HR think tanks.

Alan is the author of *“Next Generation Performance Management: The Triumph of Science over Myth and Superstition”*, published in August 2017.

Alan Colquitt: alancolquitt@alancolquitt.com

Alexis Fink, Affiliated Research Scientist



For two decades, Alexis A. Fink, Ph.D., has led Talent Analytics, Talent Management and large scale organizational change teams at leading global organizations, most recently Intel and Microsoft.

In her practice, she has addressed leadership assessment and succession planning, sophisticated internal research projects, management development, culture and employee value proposition, employee surveys, acquisition integration, process improvement, and major IT implementations.

Across multiple organizations and domain spaces, Alexis has brought a powerful focus on driving efficiency, effectiveness and impact, integrating multiple disciplines to achieve business results.

An effective and experienced global organizational leader herself, Alexis practices what she preaches - building high performance organizations that incorporate professionals from widely diverse backgrounds.

Alexis Fink: alexisfinkphd@gmail.com

Dave Millner, Affiliated Practitioner



Dave Millner, CPsychol, has a business (risk/lending) and HR background based in financial services. As a key internal consultant, Dave has been involved in the research, design and delivery of performance/competency based consultancy solutions for a range of businesses and brands in the NatWest/RBS Group.

Dave has worked directly with a wide-range of global and multi-national based organizations providing an array of senior assessment/learning/development programs, executive coaching and organizationally based performance, employee engagement and capability based solutions across a number of

different sectors focusing on future proofing their businesses.

Dave is passionate about the vital role that HR can play, and the transformational workforce experience that follows, when HR function becomes more commercially focused.

As a regular presenter at conferences, Dave promotes the future of HR and the need for analytics to demonstrate tangible business value. Regarded as a social media guru, through @HRCurator, Dave has hashtagged and tweeted his way to being regarded as one of the Most Influential People on Twitter in a number of subject areas.

Dave Millner: hrcurator@yahoo.com