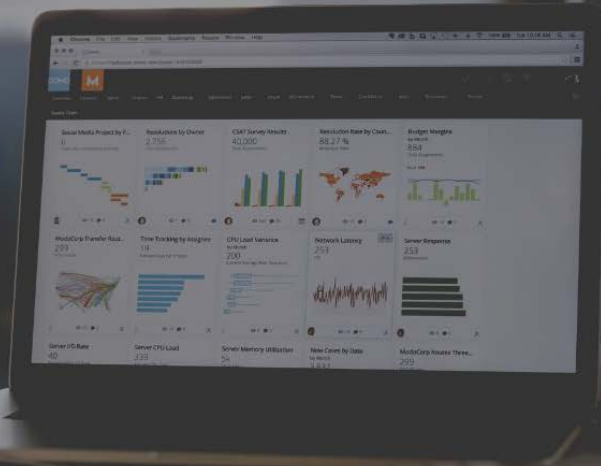




FEBRUARY 2022

PEOPLE ANALYTICS & CHANGE MASTERCLASS

Online



 USC MARSHALL CENTER FOR
EFFECTIVE ORGANIZATIONS

AGENDA

People Analytics & Change Masterclass

Session 1: Tuesday, February 8, 2022

8:00 – Integrating analytics and OD for greater insights and impact

11:00 *Alec Levenson, Senior Research Scientist, USC Marshall Center for Effective Organizations*
Maura Stevenson, CHRO, MedVet

This opening session will introduce the frameworks and approaches to be used throughout the masterclass, including specific applications.

- The critical steps of analytics compared to the critical steps of organization development (OD), and how to combine the two for better outcomes
- Core analytics competencies compared to core OD competencies
- Using analytics results and factual descriptions of talent issues and org challenges to drive the right interpretations and influence senior leader decision making
- Tools addressed include organizational diagnosis, and using design criteria to align with strategy
- Case studies include consumer products company go to market system

With a 30 minute break at 9:30

Session 2: Wednesday, February 9, 2022

8:00 – Using data and analytics to drive change

11:00 *Maura Stevenson, CHRO, MedVet*

Alec Levenson, Senior Research Scientist, USC Marshall Center for Effective Organizations

- Information gathering and sense making
- Using data and analytics that meets stakeholder needs
- Early and continual stakeholder engagement for contracting and successful change activation
- Comparing OD change processes with analytics storytelling processes
- Stakeholder mapping vs. organizational network analysis: how to combine the two for deeper engagement and insights
- Tools addressed include change management frameworks, stakeholder mapping and change stories
- Case studies include story telling with data and analytics

With a 30 minute break at 9:30

Session 3: Tuesday, February 15, 2022

8:00 – Techniques and frameworks

11:00 *Maura Stevenson, CHRO, MedVet*

Alec Levenson, Senior Research Scientist, USC Marshall Center for Effective Organizations

This session will review a wide range of analytics techniques and challenges with taking data-based action. Examples to be covered include:

- Making sense of a menagerie of analytics approaches
- Conducting diagnosis at multiple organizational levels (individual, team/group, business process, and enterprise): when to use when to use traditional statistical approaches, versus systems diagnostics and case study analysis at each level
- Survey design and analysis best practices
- Tools addressed include card sorting, process mapping, text analysis and machine learning
- Participant case studies and examples

With a 30 minute break at 9:30



Session 4: Wednesday, February 16, 2022

8:00 – Lessons from the frontlines and C Suite (part one)

11:00 *Paul Taffinder, CEO, Taffinder Consulting*

Alec Levenson, Senior Research Scientist, USC Marshall Center for Effective Organizations

Maura Stevenson, CHRO, MedVet

- Using OD and analytics tools with the senior leadership team
- Getting to an agenda for action
- Focusing analytics and OD efforts on outcomes and business value, not just process
- The organizational value of good conflict
- Case studies include measuring top team effectiveness; bringing external data to drive internal strategic change agendas, and bringing analytics to culture change
- Participant case studies and examples

With a 30 minute break at 9:30

Session 5: Tuesday, February 22, 2022

8:00 – OD and analytics applications

11:00 *Alec Levenson, Senior Research Scientist, USC Marshall Center for Effective Organizations*

Maura Stevenson, CHRO, MedVet

This session will cover the application of specific OD tools that can be used both for measurement and for client interventions. Detailed discussions will cover the value from both an OD perspective, and from an analytics perspective.

- Senior executive and stakeholder interviews and Likert scale measurement for sense making
- Process maps to diagnose and solve organizational challenges
- Outliers and diversity in the data: getting to the right answers for as many people and groups as possible, not just better outcomes “on average”
- Interviews, open ended survey questions, machine learning, and the boundaries of machine-vs-human analysis
- Tools addressed include team performance model, team performance assessment, and after action review
- Participant case studies and examples

With a 30 minute break at 9:30



Session 6: Wednesday, February 23, 2022**8:00 – Lessons from the frontlines and C Suite (part two)****11:00** *Maura Stevenson, CHRO, MedVet**Alec Levenson, Senior Research Scientist, USC Marshall Center for Effective Organizations*

- Turn data into C Suite decision making: additional lessons from the frontline
- Deep dives into additional case studies including speed of decision making, key talent turnover, and business unit design
- Taking the learning back into your organization
- Tools addressed include correlation vs. causation, the right way to interpret “most important” and “most likely” analysis results, and statistical significance versus economic relevance
- Participant case studies and examples

With a 30 minute break at 9:30