

# DRIVING ORGANIZATIONAL CHANGE WITH DATA

Sep 24, 25, Oct 1, 7, 9 & 15, 2024 (Six Sessions)

Virtual

## WORKSHOP FACULTY:

ALEC LEVENSON

MAURA STEVENSON

GUEST SPEAKER: PAUL TAFFINDER

CEO USC MARSHALL CENTER FOR EFFECTIVE ORGANIZATIONS

## AGENDA

### USC CEO Driving Organizational Change With Data

#### Workshop faculty:

- Alec Levenson
- Maura Stevenson
- Guest Speaker: Paul Taffinder

#### Daily Schedule for All Six Sessions:

- 90 minute session
- 30 minute break
- 60 minute session

#### Day One September 24, 2024: 8am – 11am PT/11am – 2pm ET

**Session objective:** Introduce the framework for driving change with data and diagnostics, align with your expectations

- Alec Levenson & Maura Stevenson

#### Topics covered:

- Introduce the workshop framework that integrates organization development (OD) with data and information
- Framework for taking an integrated approach
- Diagnostic approaches that can be used before or during a change

#### Learning outcomes from the session:

- What is meant by an integrated approach to business partnering
- Explore the different orientations, expertise and processes of HR business partners, OD and people analytics
- Understanding the workshop framework
- Explore different approaches to diagnostics

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## Day Two September 25, 2024: 8am – 11am PT/11am – 2pm ET

**Session objective:** Review change models, discuss qualitative versus quantitative data and analysis

- Maura Stevenson & Alec Levenson

### Topics covered:

- Change models and change as a capability, not just a process
- Using both qualitative and quantitative data and information iteratively
- Introduce levels of analysis

### Learning outcomes from the session:

- Understand that many different change models exist: some more individually focused, others more organizationally focused
- Understand difference of managing change process vs. change capability
- Diagnose and understand why change efforts fail
- When to use qualitative vs. quantitative data, including when only qualitative is possible
- Awareness of levels of analysis, and how to think systematically and strategically about data and information

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## Day Three

October 1, 2024: 8am – 11am PT/11am – 2pm ET

**Session objective:** Explore levels of analysis and different sources of business metrics

- Alec Levenson & Maura Stevenson

### Topics covered:

- Demystify “data analytics”
- Deep dive into levels of analysis: how to go back and forth between them, and their interconnections
- Aligning the analysis with the appropriate business metrics: strategic, financial and/or operational

### Learning outcomes from the session:

- Understand the data and information needed to address the participant's challenge
- Understand how to diagnose and analyze at multiple levels, depending on where the work takes place
- How to use standard (readily available) data and information in creative ways

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## Day Four

October 7, 2024: 8am – 11am PT/11am – 2pm ET

**Session objective:** See how the framework is applied at different levels

- Maura Stevenson & Alec Levenson

### Topics covered:

- How to leverage individual-level data to drive an organization-level culture change
- How performance happens at both the individual and team levels, and how they are interconnected
- How work design mediates the connection between engagement and performance
- How systems-level considerations have to be taken into account

### Learning outcomes from the session:

- Understand what drives performance at the individual vs. team/group levels
- Understand how the work structure and business model drive the kind of analysis needed

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## Day Five

October 9, 2024: 8am – 11am PT/11am – 2pm ET

**Session objective:** Address what is important to leadership and the C Suite and how to best engage them

- Guest Speaker: Paul Taffinder
- Alec Levenson & Maura Stevenson

### Topics covered:

- C-Suite applications with guest speaker
- Influencing at leadership level

### Learning outcomes from the session:

- Understand the challenges and team dynamics amongst leadership
- Tips for working with leadership teams
- Qualitative & quantitative methods for working with leadership teams at all organizational levels

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GUEST SPEAKER: PAUL TAFFINDER



## Day Six October 15, 2024: 8am – 11am PT/11am – 2pm ET

**Session objective:** Integrate storytelling into our framework, apply the workshop's content

- Alec Levenson & Maura Stevenson

### Topics covered:

- Telling the story at all levels of the organization, where the work happens, and where the transformation has to take root
- Storytelling at the beginning to get stakeholder buy-in to do the framework the right way
- Storytelling during the change to help keep everything on track
- Storytelling at the end to summarize learnings and sustain change

### Learning outcomes from the session:

- Leverage the diagnostic approaches of the workshop to tell a story
- Apply a storytelling framework for optimal stakeholder engagement
- Understand how all the different pieces fit together and link to the overall model