

Driving Organizational Change with Data – in the Age of AI

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3 September 2025

CEO webinar





USC MARSHALL **CENTER** FOR
EFFECTIVE ORGANIZATIONS

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Upcoming CEO Offerings



- Sept 25 (Virtual) EEN: Integrating AI & Psychometrics in Selection & Assessment Decisions
- Sept 25-26 (Virtual): 2025 Strategic ERG Leadership Summit
- Oct & Nov (6 sessions Virtual): Driving Organizational Change with Data – in the Age of AI
- Nov 4-7 (Rennes School of Business, Paris): Strategic Organization Design Workshop
- Mar 3-6, 2026 (Los Angeles): Strategic Organization Design Workshop
- May 19-21, 2026 (Los Angeles): Strategic Organization Design Activation Workshop

<https://ceo.usc.edu/events/>



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- **How can HR use analytics to improve decision making and change?**
 - Analytics as a mindset, not fancy math and statistics
- **Dashboard proliferation**
 - Pros and cons
- **AI and analytics work**
 - AI transformation of tasks versus expertise
- **New framework for HRBPs and COEs to integrate analytics and org development**
 - Four key elements



Using analytics to
find root causes



... and drive change without
fancy math or statistics



Analytics can guide the way in uncertain times



Analytics is a mindset



Key is asking the right questions



Be a scientist, not a lawyer

Curiosity > Confidence

Using analytics to drive change with data



Find good
problems and
opportunities

Interrogate
the problem

Prioritize your
efforts

Activate
change early
and often

Dashboard proliferation



- If everything is important...
Nothing is
- Differentiate between
operational information (lots)
and strategic information
(focused)
- “Why does this matter” and
“How will we know?”

AI and analytics





AI is rapidly transforming how tasks are done

Task-level transformation: **Identifying themes** in unstructured data (e.g. open-ended survey comments)

Impact on expertise is much more gradual

Expertise-level evolution: **Making sense** of that analysis, figuring out how **relevant stakeholders** in the org **should engage** with the results, and engaging with them to **support effective change**

AI transformation of HR tasks vs. expertise



- **Transforming HR tasks with AI**

- AI serves as expert researcher/aggregator of HR best practices in compensation, training, etc.

- **Evolving HR expertise with AI**

- Each traditional area of functional expertise in HR will not be obliterated by AI
- Yet the humans' tasks and skills will evolve as AI does more of the work

- **The uniquely human parts**

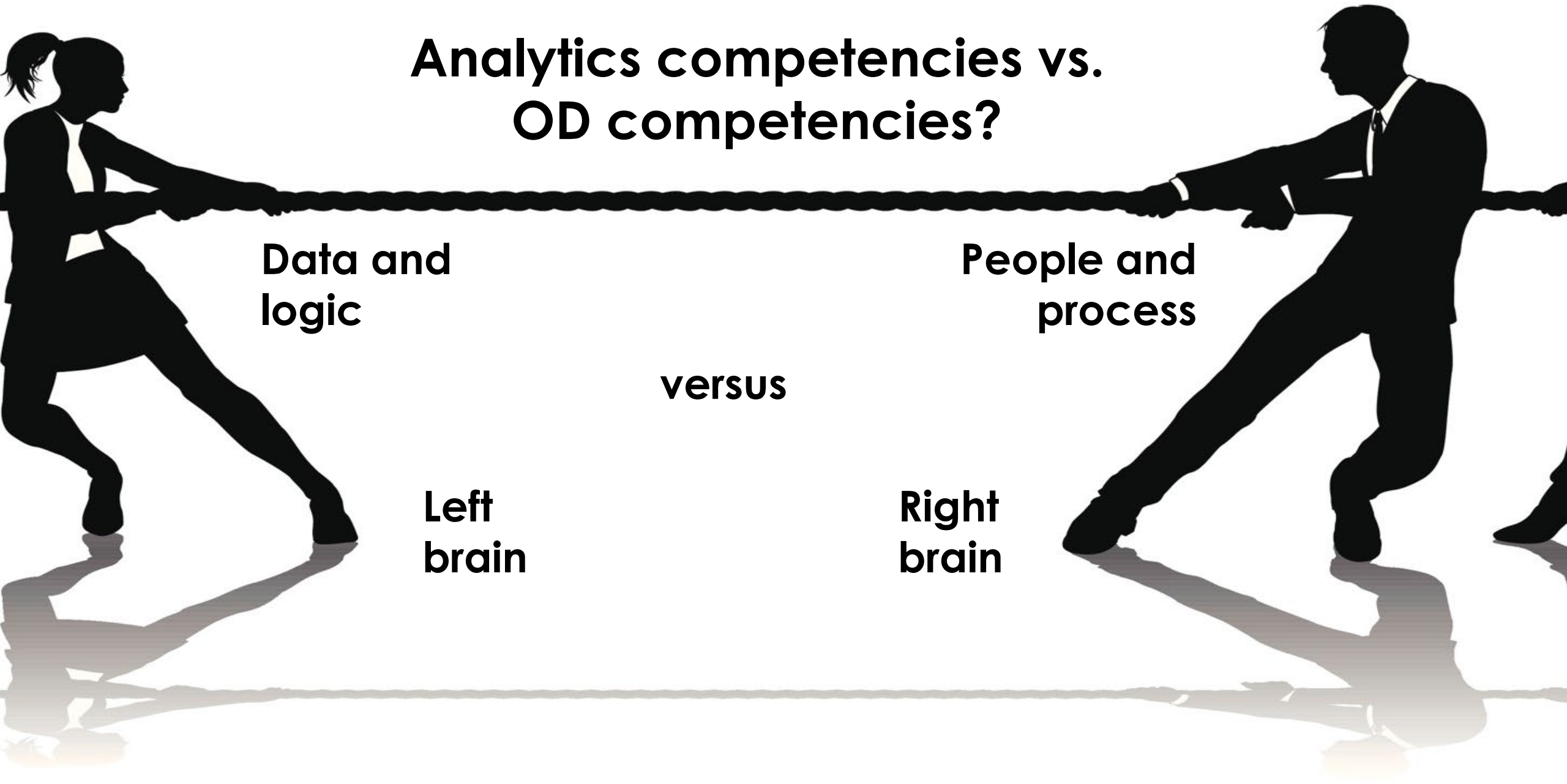
- Integrating the work, including what AI produces, across functional areas in HR
- HRBPs and people analytics (PA) have to do more integration than the other parts of HR

How can we achieve effective change?



- **AI cannot displace humans from leading the strategic work of HR/OD and Analytics**
 - Integrating the two will always be human-centric and human-led
- **So how best to get it done?**
 - What role for organizational development (OD), and what role for analytics?
 - How do they integrate?

Analytics competencies vs. OD competencies?



“Analytics and OD: Twins Separated at Birth?”



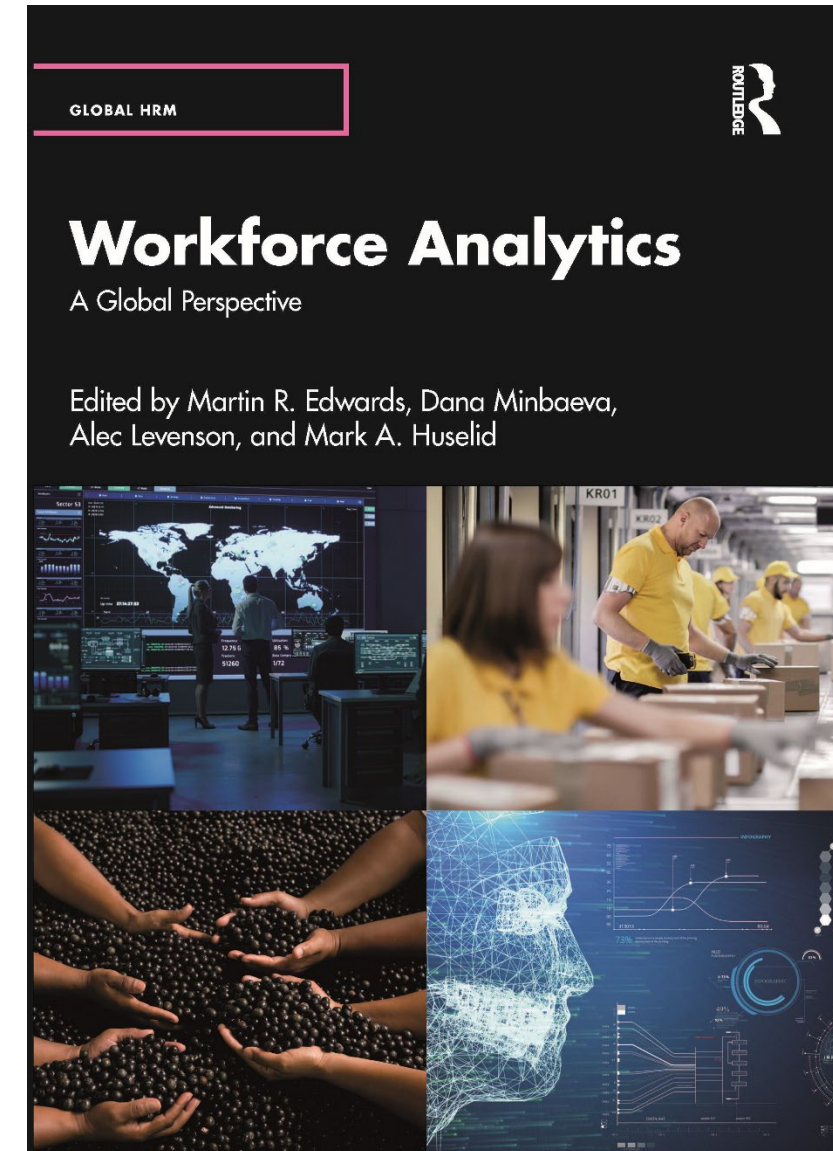
<https://www.linkedin.com/pulse/analytics-od-twins-separated-birth-alec-levenson/>



Chapter 1: Are OD and Analytics Twins Separated at Birth? Toward an Integrated Framework, by Alec Levenson, Maura Stevenson, Alexis Fink



1. **A**sk the right questions
2. **C**ollect the right data
3. **A**nalyze the data the right way
4. **I**nfluence the right decisions



What's the difference?



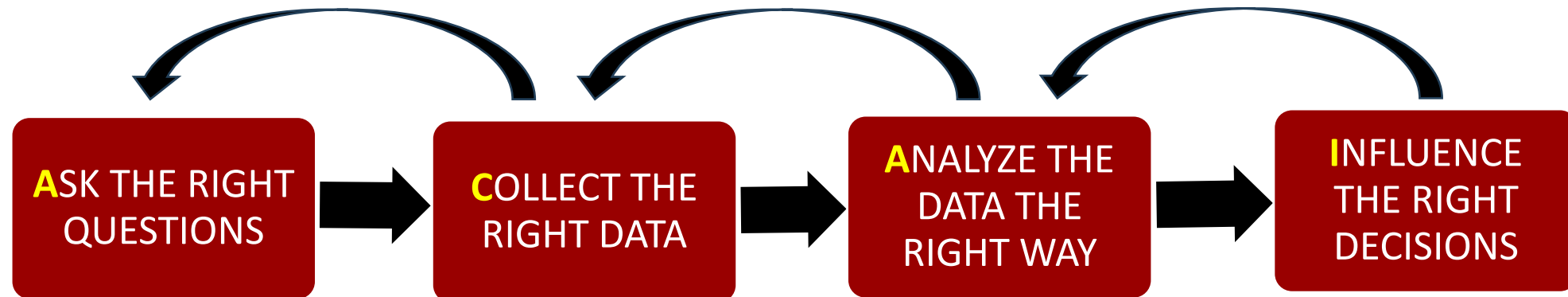
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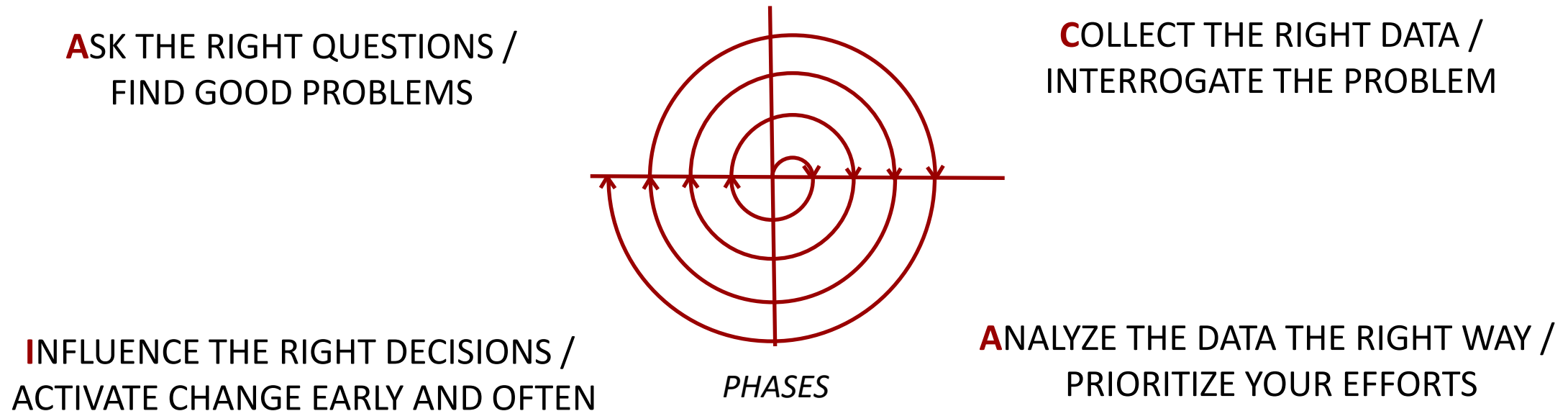
Activate
change early
and often

versus



What should **HRBPs** versus **People analytics** be responsible for?

What does current practice look like?



DRIVING ORGANIZATIONAL CHANGE WITH DATA - IN THE AGE OF AI

Oct 8, 20, 22, 27, Nov 3 & 5, 2025 (Six Sessions)

Virtual

For more information:

<https://ceo.usc.edu/event/driving-org-change-with-data/>



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Articles

- **Using analytics and AI to drive org change**
<https://www.linkedin.com/pulse/using-analytics-ai-drive-org-change-alec-levenson-ls3pc/>
- **Uncertain times call for analytics**
<https://www.linkedin.com/pulse/uncertain-times-call-analytics-alexis-fink-1ykic/>
- **AI's impact on analytics, OD and strategic HR**
<https://www.linkedin.com/pulse/ais-impact-analytics-od-strategic-hr-alec-levenson-fha5c/>
- **Analytics and OD: Twins separated at birth?**
<https://www.linkedin.com/pulse/analytics-od-twins-separated-birth-alec-levenson/>

Books

- **Workforce Analytics: A Global Perspective**
<https://www.amazon.com/Workforce-Analytics-Global-Perspective-HRM/dp/1032029005/>
- **Strategic Analytics: Advancing Strategy Execution and Organizational Effectiveness**
<https://www.amazon.com/Strategic-Analytics-Advancing-Organizational-Effectiveness/dp/1626560552/>
- *Research in Organizational Change and Development*, volume 29, Abraham Shani and Debra Noumair, Eds., Chapter 1: **“Are OD and analytics twins separated at birth? Towards an integrated framework,”** Alec Levenson, Maura Stevenson and Alexis Fink:
<https://bookstore.emerald.com/research-in-organizational-change-and-development-hb-9781802621747.html>