Upcoming Events & Network Meetings

APAC EEN: Getting Your HR Tech Stack (and Strategy) Back on Track

with Sharna Wiblen

December 4, 2025 | 6P PST (Los Angeles) | 9P EST (New York)
December 5, 2025 | 1P AEST (Sydney) | 10A CST (Beijing) | 7:30A IST (Delhi)

Navigating Short-Term Pressures and Long-Term Shifts in 2026

Alec Levenson   Sharna Wiblen   Jennifer Deal

with Alec Levenson, Sharna Wiblen and Jennifer Deal

January 14, 2026 | 8A PST (Los Angeles) | 11A EST (New York) | 4P GMT (London)

Workshops

- **Mar 3-6, 2026 (Los Angeles)**   Part I: Strategic Organization Design Workshop
- **May 19-21, 2026 (Los Angeles)**   Part II: Strategic Organization Design Activation Workshop
- **March & May, 2026**   2026 Strategic Org Design Certificate Program
- **November – June 2026**   Strategic Resource Group Certificate Program

Webinars

- **Dec 4 (Virtual, timed for APAC)**   EEN: Getting Your HR Tech Stack (and Strategy) Back on Track
- **Jan 14 (Virtual)**   EEN: Navigating Short-Term Pressures and Long-Term Shifts in 2026

Contact Jennifer Sparks Taylor (sparksj@usc.edu) to Learn about EEN

ceo.usc.edu/events

WORKFORCE TRANSFORMATION

In the Age of AI

Conflicting Evidence Abounds

McKinsey Nov 25:

39% report enterprise level ROI

23% scaling agents somewhere

>$5B orgs most likely to scale

Wharton Oct 25:

75% report positive ROI

ChatGPT & Copilot most used

<$250M orgs report quicker ROI

https://www.mckinsey.com/~/media/mckinsey/business%20functions/qua ntumblack/our%20insights/the%20state%20of%20ai/november%202025/t he-state-of-ai-2025-agents-innovation_cmyk-v1.pdf

https://ai.wharton.upenn.edu/wp-content/uploads/2025/10/2025- Wharton-GBK-AI-Adoption-Report_Full-Report.pdf

But some key areas of agreement

Biggest impact:

Business Process Redesign

Talent Risks are Real

Near Term: Degraded elite performance, sliding discernment

Longer term: Shrinking talent pipeline, low expertise development

AI is great at knowledge, less good at critical human skills
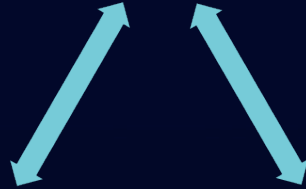
Use cases matter

Augment: Personal coaches for skills and performance

Automate: Do the same things, faster

Transform: Do things differently; do previously impossible things

LLM Licenses alone aren't enough

	Less effort, Same output	Same effort, Better output
Fast, easy… Low impact	Individual Efficiency	Individual Effectiveness
Slow, hard… High impact	Organizational Efficiency	Organizational Effectiveness

Individual improvements are still trapped in the clunky process

Getting Started:

Common Agent Use Cases

- FAQ's, Policies, company info

- Operational Workflow Automation: customers, sales, employee support, etc

- External scans, regulatory, market info

- Software, coding

- Content generation: marketing, comms

- Data work: cleaning, preparation, etc

Reinventing Work with AI: Examples

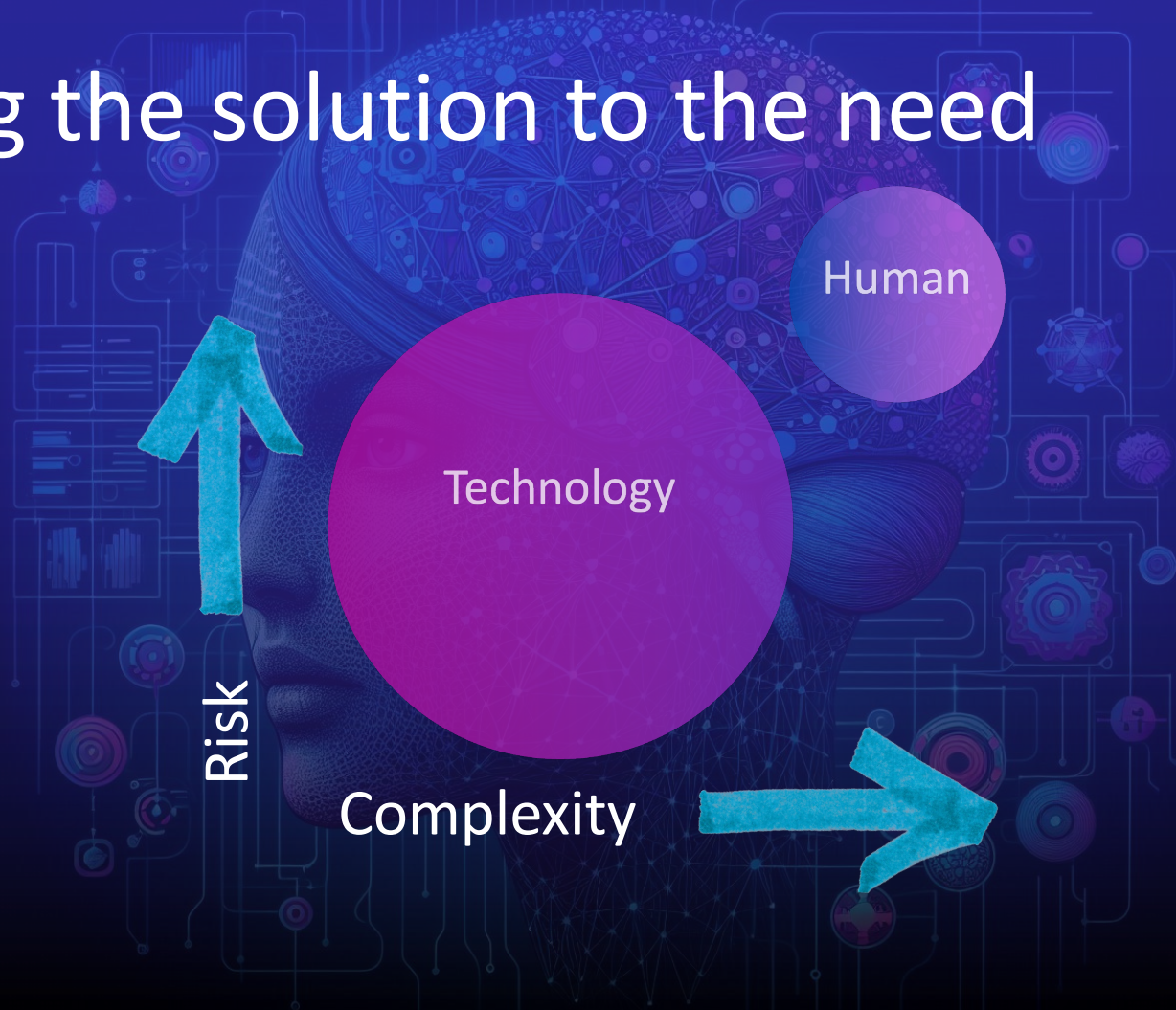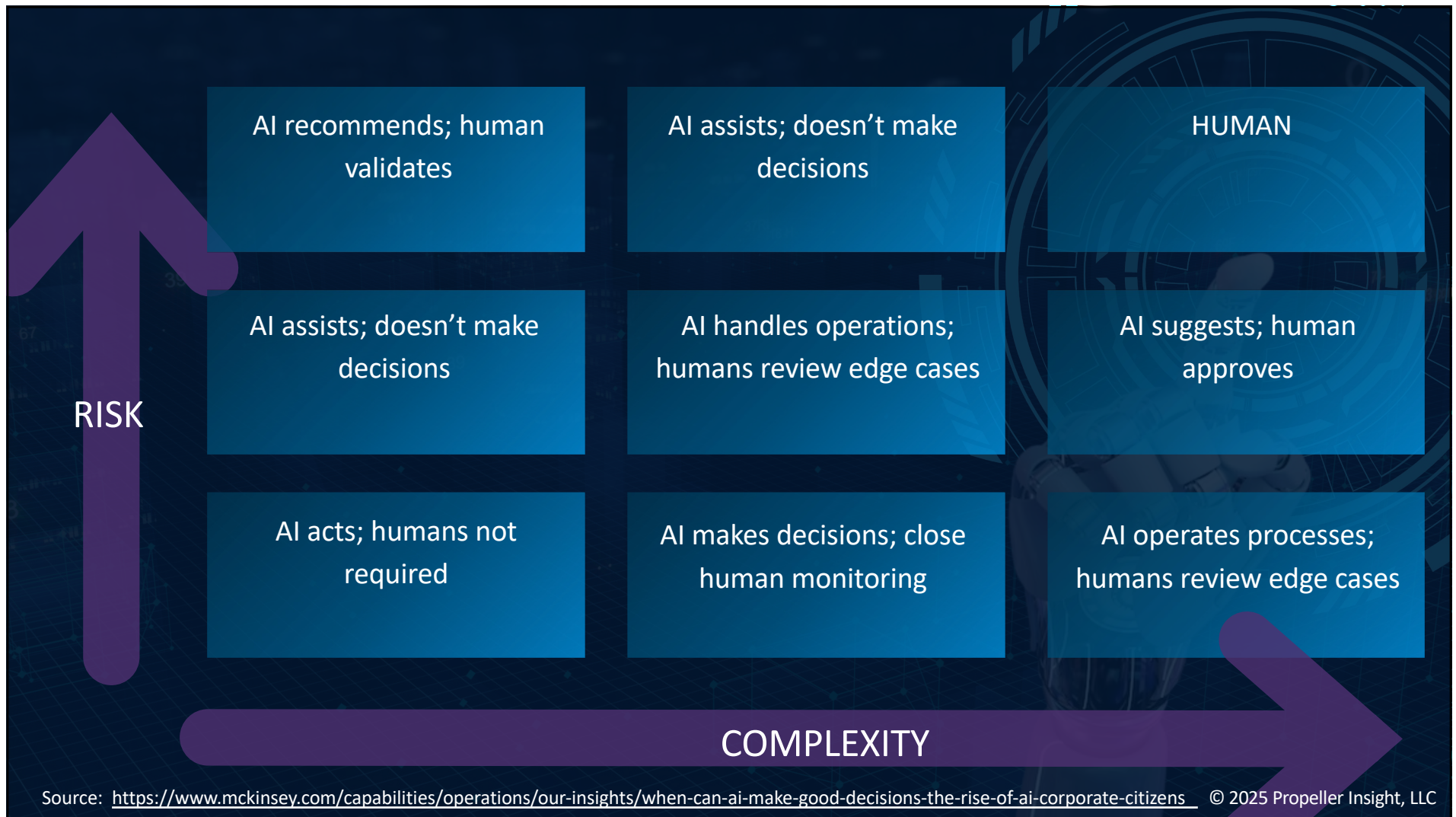Financial Services: Fraud Detection & Prevention

Pharmaceuticals & Healthcare: Drug Discovery, Personalized Medicine

Manufacturing: Cycle Time, Defect Prevention, Capacity Optimization

Fitting the solution to the need

Human

Technology

Risk

Complexity

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RISK (vertical arrow pointing up)

COMPLEXITY (horizontal arrow pointing right)

AI recommends; human validates	AI assists; doesn't make decisions	HUMAN
AI assists; doesn't make decisions	AI handles operations; humans review edge cases	AI suggests; human approves
AI acts; humans not required	AI makes decisions; close human monitoring	AI operates processes; humans review edge cases

Trustworthy AI requires some extra steps

Source Data → Knowledge Fabric → Agents → Experience Layer

Evaluation

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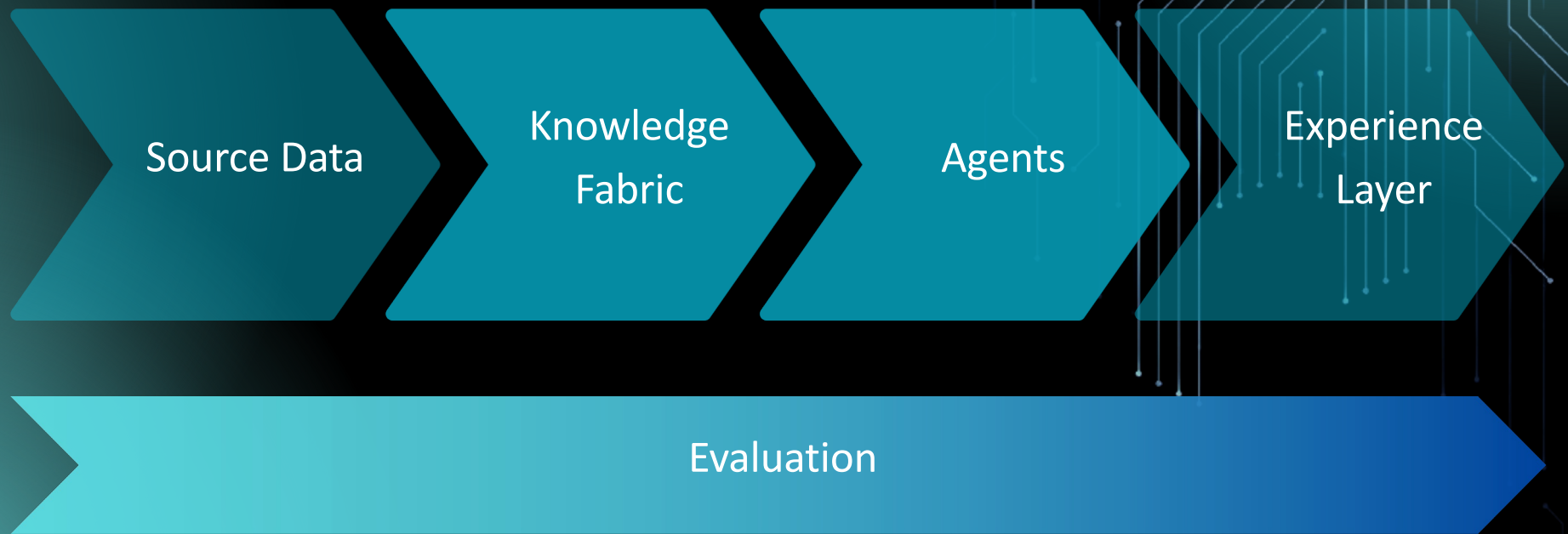
Winning with Human Centered Design
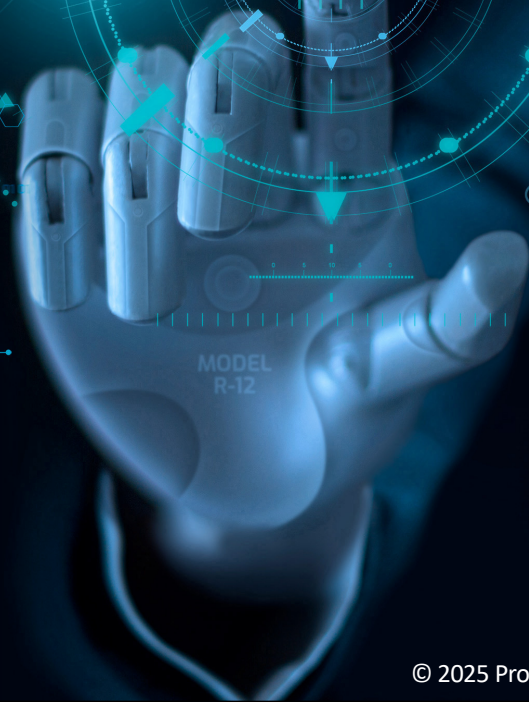
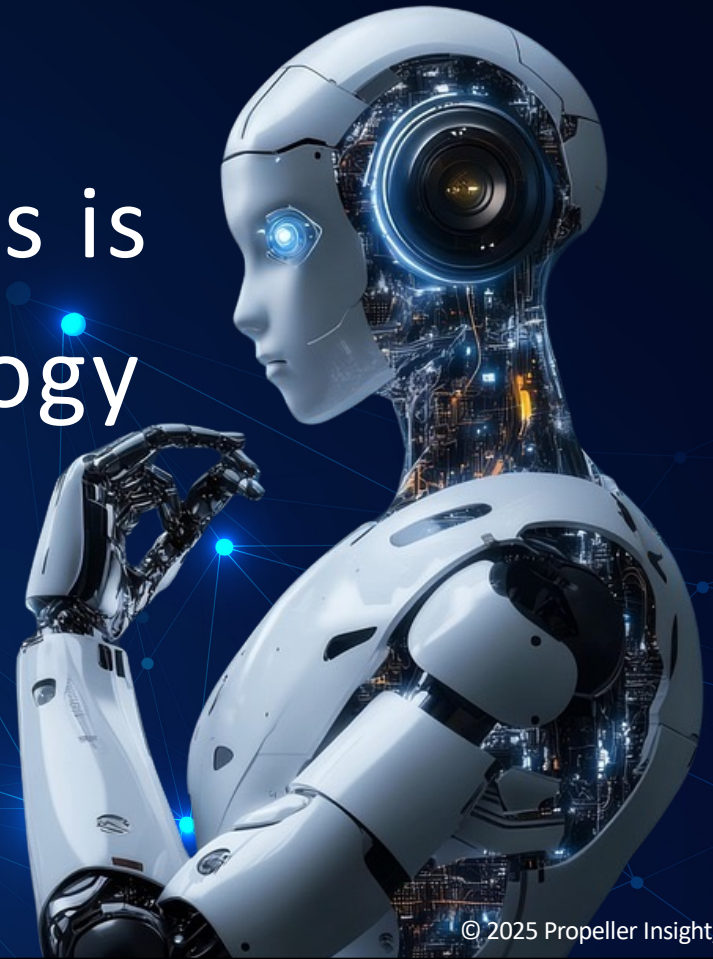Human Control

Transparency & Explainability

Ethics & Fairness

User Centricity

Building effective AI-enabled organizations is more than a Technology Problem

What's needed to build an AI-enabled organization:

- Strategy + Prioritization
- Business Acumen
- Design Thinking
- User Experience
- Human + AI Teaming
- Business Process Design
- Research + Testing
- Governance + Trust
- Skills + Tasks
- Job + Org Design
- Motivation + Leadership
- Change Management

If you want to go fast,
go alone

But if you want to go far,
go together

Reinventing work in the age of AI

1. **Purpose**: What are we trying to achieve here?

2. **People**: What unique capabilities do humans bring to this question and what unique human needs are we meeting?

3. **Product**: What technical capabilities can we leverage to solve this problem or advance this opportunity?

4. **Process**: How do capabilities and tasks come together to efficiently and effectively address the question at hand?

5. **Preparation**: Do you have the data (available and accurate) and capabilities you need?

6. **Protection**: What safeguards are required to ensure quality, reliability and safety?

7. **Pace**: How can we build adaptable systems and people that can keep up the required pace of change?

8. **Pyramid**: How can we most effectively structure our organization to meet our strategic imperatives?

9. **Place**: Where does work happen and how is it coordinated?

10. **Positions**: What combination of worker roles and worker types is best to efficiently and effectively meet the organization's needs?

AI Business Transformation Lab

Year Long Peer Learning Experience

Curated non-competing organizations

Quarterly 2-day in person events

Custom Consulting

Resources

AI is the third information revolution

https://www.linkedin.com/pulse/ai-third-information-revolution-alec-levenson-aoqrc/

This is why your company's AI strategy is failing

https://www.fastcompany.com/91405623/this-is-why-your-companys-ai-strategy-is-failing-ai-strategy-failure

AI's limitations: What it doesn't know can hurt us

https://www.hrexchangenetwork.com/hr-tech/articles/ais-limitations-what-it-doesnt-know-can-hurt-us

Using analytics and AI to drive org change

https://www.linkedin.com/pulse/using-analytics-ai-drive-org-change-alec-levenson-ls3pc/

AI's impact on analytics, OD and strategic HR

https://www.linkedin.com/pulse/ais-impact-analytics-od-strategic-hr-alec-levenson-fha5c/