# 2026 is going to be a make-or-break year for AI

Organizations have been experimenting, piloting, adopting… with frequently disappointing results. 2026 will be the year where leading companies emerge with a strategy that delivers real business results.

It's not surprising that results thus far have been largely modest. Subscribing to an LLM and asking everyone to use AI can generate individual efficiency and effectiveness gains, but it generally doesn't deliver big organization-level improvements.

Building this future isn't just a technology problem. It's an organizational problem.

Finding the right opportunities for technology and designing systems and business processes that capitalize on the best of what machines and people can bring to work isn't easy, but the future belongs to the organizations that can do it the best.

At the **USC Marshall Center for Effective Organizations,** we're helping leading organizations navigate this challenge with a unique, in-depth **Business Transformation Lab experience**. A carefully curated set of leading organizations across multiple, non-competing industries are coming together to build out the technology-enabled future through a year-long experience.

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# Science Led. Practical Results.

**Alexis Fink, PhD**
Decades of practice implementing new technologies and operating models (BASF, Intel, Microsoft, Meta)

**Alec Levenson, PhD**
Building organizational capability and systems diagnosis for AI transformation.

**Jennifer J. Deal, PhD**
Generational and power differences at work during technological disruption.

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# AI Business Process Transformation Lab
## *Action Research & Working Group*

### Post-Hype Reality

After initial AI adoption surge, organizations face ROI concerns and adjustment challenges.

### Competitive Advantage

Organizations that navigate this stage effectively will build durable competitive advantage.

### Need for Collaboration

Real-world challenges require collective expertise from industry and research.

## 10 Non-Competitive Organizations

# AI Business Process Transformation Lab
*Action Research & Working Group*

**4**

**Quarterly Labs**

Two-day in-person experiences over one year

**8**

**Virtual Meetings+**

Virtual sessions plus organization-specific coaching sessions

**10**

**Organizations**

Non-competitive companies working together with CEO Research Scientists & Practitioners

# Why Participate

**1** **Research-Based Approach**
USC Marshall Center for Effective Organizations (CEO) brings over 45-year history and cutting-edge expertise in technology adoption that maximizes integration and productivity. Direct interaction with leading research scientists, Alexis Fink, Alec Levenson, Jennifer Deal, and John Boudreau.

**2** **Action Research Legacy**
Structured similarly to successful workplace transformations like self-managing teams and the quality movement.

**3** **Accelerated Learning**
Faster adoption through collaborative learning cycles, avoiding the typical decade-long adjustment period.

# The value of partnering with CEO

The Center for Effective Organizations (CEO):

- Helps you see past the noise to improve your organization based on insights grounded in real research

- Is a leading center of excellence focused on organizational systems, design and change

- Offers practical, nuts-and-bolts solutions, not theoretical frameworks or hype

- Accelerates clarity and reduces risk in fast-moving, ambiguous operating environments

" *Consultants tell my leaders whatever they want to hear. CEO listens to what the issues really are, finds the root causes, and helps us design solutions that address the systemic challenges. Whether it's a job design, team dynamics, or business process alignment problem, CEO's research scientists always provide the best value for the time and money spent."*
    *--CHRO of a leading global consumer products company* "

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# Learn More

**Schedule a call with our Senior Research Scientists to discuss details, timing, and pricing.**
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