AI Business Process Transformation Lab

An Action Research & Engagement Call to Action

Offered by The Center for Effective Organizations
Marshall School of Business
University of Southern California

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.

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.

John Boudreau, PhD
Decades of Future of Work Research - designing work around tasks rather than traditional job structures.

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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

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4	**8**	**10**
Quarterly Labs	**Virtual Meetings+**	**Organizations**
Two-day in-person experiences over one year	Virtual sessions plus organization-specific coaching sessions	Non-competitive companies working together with CEO Research Scientists & Practitioners

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The lab will address three aspects that are critical to ensuring AI success:

- **Technical**: Everything that has to be designed and aligned technically including data quality, controls, governance on the back end, risk management, and analytics/forecasting/generative tools

- **Strategic**: How does AI impact and evolve the business strategy/strategic differentiation, and the operating model (org ecosystem)

- **Human**: Everything on the human side that enables or hinders the technical and strategic components including culture; ways of working; fear of technology and/or change; territoriality; building from tasks to people's skills and then to team composition and end-to-end business process effectiveness; and how people are valued in the organization and how they maintain their value/employability

There are three hurdles' organizations have to overcome, when working with the potential of what AI can do:

- **Can it be done?** The technical requirements
- **Should it be done?** The strategic, legal, ethical, etc. issues
- **Can/will the people do it?** What will it take for people within the organization to willingly do it? Do they have the right skills, support, motivation, and rewards?

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Why Participate

Research-Based Approach
USC Marshall Center for Effective Organizations 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.

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

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

Learn More

Schedule a call with our Senior Research Scientists

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