

AI Trends, Tribulations and Transformations

Tuesday, June 2, 2026

8A PDT (Los Angeles)

11A EDT (New York)

4P BST (London)

One-Hour Duration

USC University of
Southern California



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Bridging Research & Practice to Drive Results



Organization Design

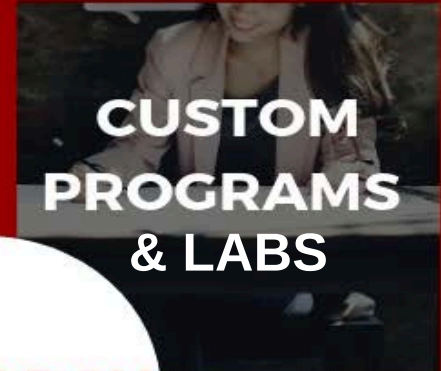


Transformation



Humans@Work

Building Capability To Drive Success in Complex Organizations



RESEARCH



+ Webinars & Online Resources

Upcoming CEO Offerings



Workshops and Certificate Programs

- **Fall 2026**
- **September 29-30, 2026 (virtual)**

Webinars

- **September 14, 2026 (virtual)**
- **October 27, 2026 (virtual)**

Strategic Resource Group Certificate Program Virtual Strategic Resource Group Leadership Summit

**EEN Session: Leading HR when AI Transformation Never Stops:
Insights from a Microsoft HR Leader**

EEN Session: Rethinking Spans and Layers

ceo.usc.edu/events

Contact Jennifer Sparks Taylor (sparksj@usc.edu) to learn more

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AI Trends, Tribulations, and Transformations

- **Organizational adoption: Current state**
- **Unintended consequences**
- **Understanding the impact: A new framework**
- **Future bumps in the road to effective adoption**

Current state and
unintended consequences

A woman with curly hair tied in a bun, wearing glasses and a black and white striped shirt, is sitting at a desk in a dimly lit office. She is looking at a laptop screen with her hand resting on her chin, appearing to be in deep thought or listening. In the background, another person is visible, also working on a laptop. The overall atmosphere is professional and focused.

More Output

A stage with red curtains and a microphone on a stand. A bright red spotlight illuminates a circular area on the curtains. The floor is dark wood.

Some organizations are accidentally rewarding AI theater.

Serena H. Huang, Ph.D. & Alec Levenson, Ph.D.



Employees already know AI is changing work.

Serena H. Huang, Ph.D. & Alec Levenson, Ph.D.

The background of the slide is a dense, overlapping pile of US dollar bills. The bills are in various denominations, including \$1, \$2, \$5, \$10, and \$20. They are scattered across the entire frame, creating a textured, financial backdrop. The lighting is somewhat dim, giving the image a serious and focused appearance.

AI is exposing incentive systems
that were already misaligned.



Organizations are measuring AI ROI **incorrectly.**



A Framework for Understanding AI's Impact

Connecting output, decisions, and organizational value.

Serena H. Huang, Ph.D. & Alec Levenson, Ph.D.

Evolution of the Internet and AI

	Internet	AI
Tasks and jobs	• Initial website construction • Marketing materials digitized and uploaded	
Business processes	• Websites become interactive, can collect user information • Digitized information searching and retrieval	
Business models	• Mobile information tracking • Location-based services • Social media	

Evolution of the Internet and AI

	Internet	AI
Tasks and jobs	• Initial website construction • Marketing materials digitized and uploaded	• Automating tasks • Accelerating information processing • How are our jobs changing?
Business processes	• Websites become interactive, can collect user information • Digitized information searching and retrieval	• Transform existing business processes • New ways of working within the current business model • How is the business changing?
Business models	• Mobile information tracking • Location-based services • Social media	• New business models • How will our world change?

Future Bumps in the Road to Effective AI Adoption



AI is Shifting Work Upward

**JUDGMENT &
ACCOUNTABILITY**

INTERPRETATION &
VALIDATION

EXECUTION & PRODUCTION

A background image showing a hand reaching up towards a rainbow in a dark sky. The hand is in the foreground, palm up, and the rainbow is in the background, arching across the sky.

AI Adoption is Fundamentally a Trust Issue

AI Business Transformation Lab



Year Long Peer Learning Experience

Curated non-competing organizations

Quarterly 2-day in person events

Custom Consulting