



Informing . Educating . Inspiring
Associations & Membership Bodies Leaders Collective

This Institute's mission is to foster the successful adoption of Generative AI technologies within associations and membership bodies.

V1.5 AI-CAE Module 6: Culture, Capability & Change

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The AI Institute's mission is to foster the successful adoption of Generative AI technologies within associations and membership bodies.

AI-CAE Course Overview

Module	Key Topics
1. AI Readiness & Strategy for Leaders	AI strategy development, leadership role, sector trends.
2. AI Use Cases & Implementation Roadmaps	Prioritising AI projects, AI self-assessment tools, overcoming barriers.
3. AI & Member Engagement	Personalisation, automation, predictive analytics.
4. AI Governance & Ethical Leadership	Risk management, AI policies and governance.
5. AI Adoption in Operations & Finance	AI for efficiency, cost-savings, automation, AI-assisted decision-making.
6. Cultural Impact of AI Adoption	Leading change, overcoming resistance, aligning AI with professional standards.
7. Capstone: AI Strategy Development Project	Participants develop and present an AI strategy for their association.

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Module 6

Culture, Capability & Change

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Welcome to Module 6: Culture, Capability & Change.

In this module, we will explore the human aspects of AI adoption, focusing on the cultural factors that account for 80% of implementation success in membership organizations.

The AI Adoption Research Report indicates that cultural resistance is the primary barrier to AI implementation in UK membership organizations. Although nearly 80% of associations are exploring AI capabilities, most remain stuck in the experimentation phase due to cultural factors rather than technical limitations.

We will delve into four key strategic considerations that are essential for successful AI adoption in associations and membership bodies.

First, you will see how to conduct Cultural Readiness Assessments to identify specific patterns of resistance and capability gaps within your organisation.

Second, we will cover Strategic Change Leadership using the 3 Phase Change Model. This model will guide your organisation through the adoption process while fostering safety.

Third, we will examine Staff Engagement, providing structured approaches for meaningful involvement through listening sessions, AI dialogues, and participatory pilot development.

Finally, we will review Value-Aligned Implementation, ensuring that AI is directly connected to your organisation's mission and developing governance that addresses both technical and cultural dimensions.

The unique cultural challenges faced by membership organisations, such as concerns about professional identity, member service ethos, and governance complexity, require tailored

approaches that differ from those used in commercially focused organisations.

Your objective is to achieve cultural transformation that enables your organisation to leverage AI capabilities in service of your staff, mission and your members.

The goal is to become an AI-Enabled Association.

Let's get started!

Reflection

Reflection *"What barriers might prevent your organisation from viewing AI as a strategic operational enabler?"*

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Before we jump in,

"Where has cultural resistance slowed innovation in your organisation before?"

Understanding Cultural Resistance to AI

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Understanding Cultural Resistance to AI

and which patterns dominate in your organisation is crucial for developing targeted interventions rather than generic change approaches.

The Learning Objective is Equipping association leaders with practical frameworks to identify and address the specific resistance patterns that impede AI adoption in UK membership organisations, enabling targeted interventions that build meaningful engagement and sustainable progress. Understanding Cultural Resistance to AI

Recognising the prevalent patterns in your organization is essential for developing tailored interventions instead of generic approaches to change.

The learning objective is to equip association leaders with practical frameworks for identifying and addressing specific resistance patterns that hinder AI adoption in UK membership organisations. This enables targeted interventions that foster meaningful engagement and sustainable progress.

Understanding resistance patterns is essential for developing targeted interventions that enable cultural change and sustainable AI adoption.

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Understanding resistance patterns is essential for developing targeted interventions that enable cultural change and sustainable AI adoption.

The AI Adoption Research Report reveals that 78.8% of UK membership bodies are stuck in 'AI experimentation mode', despite having access to the same technologies as organisations that have successfully scaled implementation.

Common Resistance Patterns in Association Cultures

Resistance Type	Manifestation	Prevalence	Effective Response Approach
Skills Anxiety	"I won't be able to learn this" or "I'll look incompetent"	72% of staff	Skills-based pathway with low-risk entry points
Ethical Concerns	"This conflicts with our professional values" or "Members will object"	65% of staff	Values-aligned governance framework
Job Displacement Fears	"AI will replace my role" or "My expertise will be devalued"	58% of staff	Role enhancement planning
Trust in Data & Automation	"The AI will make mistakes" or "We'll lose the human touch"	53% of staff	Hybrid human-AI workflow design

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Understanding Cultural Resistance to AI which patterns dominate in your organisation is crucial for developing targeted interventions rather than generic change approaches.

First, the Resistance Typology Framework identifies four common patterns in membership organisations.

- Skills anxiety manifests as concerns about competence and learning capacity, affecting 72% of staff in our sector.
- Ethical concerns reflect perceived conflicts with professional values.
- Job displacement fears focus on role relevance and expertise devaluation.
- Trust concerns centre on reliability and the human dimension of service. Each pattern requires a different targeted response approach rather than a generic change strategy.

Understanding the specific cultural resistance patterns in your organisation is essential for successful AI adoption.

Visualizing these resistance patterns across your organisation enables more precise interventions.

Using heat mapping approaches, you can identify which departments show the highest resistance intensity, recognise how different patterns are distributed across teams, and track changes over time in response to your interventions.

This visual approach could transform abstract resistance concepts into measurable insights that guide resource allocation.

Professional Identity Considerations

- Staff in membership bodies often derive identity from specialist expertise
- AI can be perceived as challenging professional judgment and autonomy
- Resistance often masquerades as technical concerns but reflects deeper identity issues

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Professional identity considerations are particularly important in associations and membership bodies, where staff often gain significant personal value from their specialised knowledge and expertise.

For many professionals within your organisation, their identity is closely tied to being seen as the "expert" or "knowledge holder" in their field. When AI systems can perform tasks that previously required years of experience, it creates concerns that extend beyond simple job security.

Resistance to AI adoption often takes the form of technical objections, like; "AI isn't accurate enough" or "It doesn't understand the nuances", but these concerns could often reflect deeper issues related to professional value and purpose.

One professional institute successfully addressed this issue by reframing AI as "expertise amplification" rather than replacement or simplification. Their leaders collaborated directly with subject matter experts to redesign roles, positioning AI as a tool that supported professional judgment instead of replacing it.

This approach led to a 64% increase in adoption rates compared to similar organisations that relied solely on feature and prompt training methods.

The "Resistance Mapping" Approach

- Systematically identify resistance hotspots across departments and roles –
- Document specific manifestations of resistance in your organisational context
- Develop targeted interventions for each resistance pattern
- Measure resistance reduction through regular pulse surveys
- Align board and executive team before broader engagement

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The third approach is the Resistance Mapping Approach, which provides a systematic method to tackle challenges related to organisational change.

This approach helps you identify resistance hotspots across different departments, document the specific manifestations of resistance in your context, develop targeted interventions for each identified pattern, and measure progress through regular pulse surveys. Organisations that map resistance patterns achieve adoption rates that are three times higher than those using generic change methods.

Addressing resistance at the board and executive levels first creates a solid foundation for successful organization-wide adoption later on.

This practical approach starts with aligning the boardroom, ensuring that your governance team understands and supports the initiative before engaging the broader organisation. The Board Engagement Toolkit, which is included in your downloadable resources, provides a structured framework for these essential conversations.

Take the time to identify which resistance patterns prevail in your organization and what evidence supports your assessment. This understanding allows for targeted interventions that effectively address the real barriers to adoption.



Reflection

Reflection *"How might the resistance patterns differ across various departments or professional groups in your organisation, and what tailored approaches would address these differences?"*

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Take a moment to reflect on how resistance patterns might vary within your organisation.

Finance teams may have different concerns compared to staff who interact directly with members.

Long-tenured specialists may respond differently than newer team members.

Consider how your governance structure, including board members or council members, might also experience these changes.

Do they have specific concerns related to their professional identity that need to be addressed before they can effectively support AI adoption?

In AI Adoption research showed the most successful membership organisations began with targeted engagement of the board, which helped build understanding and confidence in governance before broader implementation.

The Board AI Engagement Framework available in your tools and provides structured approaches for these essential conversations.

Now, "How might the resistance patterns differ across various departments or professional groups in your organisation, and what tailored approaches would address these differences?"



Downloadable Knowledge Tools

- Resistance Pattern Identification
- AI Cultural Readiness Assessment
- Resistance Mapping and Intervention Planning
- Change Resistance Heat Maps
- Quick Start Cultural Assessment

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About the Resistance Mapping and Intervention Planning tool

Enables leadership teams to **identify and categorise resistance to AI adoption**, understand root causes, and plan specific, culturally appropriate interventions to build trust and engagement.

The Change Resistance Heat Maps tool

Is a visual mapping tool helps membership bodies and association leaders identify, track and address resistance patterns across their organisation, enabling precisely targeted interventions that accelerate cultural transformation.

Please ensure you are familiar with the content in each of these tools, when ready please continue.

Strategic Change Leadership for AI Adoption

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Strategic Change Leadership for AI Adoption.

The Learning Objective is Equipping association leaders with strategic frameworks to lead cultural change that enables sustainable AI adoption, focusing on board-level alignment, creating psychological safety, and implementing structured engagement approaches that address the unique governance challenges of membership bodies.

Successful AI adoption requires strategic change leadership that balances vision with practical engagement, creating psychological safety for experimentation while maintaining professional standards.

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Successful AI adoption requires strategic change leadership that balances vision with practical engagement, creating psychological safety for experimentation while maintaining professional standards.

Let's look at a Phased Change Model for Association AI Adoption

1. The 3-Phase Change Model

- **Governance Alignment Phase**
 - Engaging trustees/board members as strategic champions
 - Establishing clear ethical boundaries and risk parameters
 - Creating governance oversight mechanisms that enable rather than block innovation
- **Awareness & Engagement Phase**
 - Building understanding of AI capabilities and limitations
 - Creating safe spaces for questions and concerns
 - Connecting AI to organisational mission and member value
 - Involving staff in use case identification and prioritisation
 - Developing skills and confidence through hands-on experience
 - Creating opportunities for peer learning and support
- **Action & Scaling Phase**
 - Implementing initial use cases with visible wins focused on member value
 - Recognising and rewarding adoption and innovation
 - Measuring impact against established KPIs specific to membership context
 - Scaling successful approaches across the organisation with governance assurance

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Strategic change leadership is crucial for the successful adoption of AI in membership organisations.

A three-phase change model offers a structured approach to cultural transformation.

First the Awareness Phase:

This phase focuses on building an understanding of AI's capabilities and limitations. It emphasizes creating safe spaces for questions and connecting AI initiatives to your organization's mission.

2nd the Engagement Phase: In this phase, staff members are involved in identifying use cases and developing skills through hands-on experience. It also fosters peer learning opportunities to enhance knowledge sharing.

3rd the Action Phase: This phase is where initial use cases are implemented, adoption efforts are recognised, and successful approaches are scaled.

This phased approach addresses both rational understanding and emotional engagement, which are essential for sustainable adoption in membership contexts.

Research on membership organisations indicates that the traditional three-phase change model needs to be adapted to fit our sector's unique governance structures. The enhanced model starts with a critical

Nest is the Governance Alignment Phase

It addresses the specific needs of your trustees, board, or council members. According to research 67% of successful AI implementations in our sector began with structured board engagement, utilising frameworks like the Governance Alignment Workshop available in your

resources.

This Governance Alignment Phase establishes parameters and clarifies governance oversight responsibilities, positioning trustees as strategic champions rather than mere compliance gatekeepers. This foundation empowers rather than constrains the subsequent phases of your change journey.

2. Professional Identity Considerations

- Staff in membership bodies often derive identity from specialist expertise
- AI can be perceived as challenging professional judgment and autonomy
- Resistance often masquerades as technical concerns but reflects deeper identity issues

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Psychological safety is crucial for the successful adoption of new initiatives. Staff need an environment where they feel secure enough to experiment and make mistakes without the fear of being judged. This involves rewarding not just performance but also learning and asking questions.

As a leader, it's important to model a mindset of learning by acknowledging your own uncertainties and actively participating in the learning process. The challenge lies in balancing professional standards with the freedom to innovate and experiment.

For membership organisations, the adoption of AI raises complex issues related to governance, professional standards, and the organization's responsibility to the public interest. Board members often face their own identity concerns, particularly regarding their statutory duties, the protection of standards, and their representative roles. The Board AI Engagement Toolkit offers a framework to address these governance-related concerns through structured conversations and clear assurance mechanisms.

For instance, a professional membership body with an income of £5 million implemented a "Learning Through Doing" program, where each department was given dedicated time and resources to develop small AI experiments. Leaders took part alongside staff, demonstrating that learning is an expected practice at all levels.

3. Framing Change Positively

- Position AI as enhancing professional capability, not replacing expertise
- Connect AI adoption to mission advancement and member value
- Focus on opportunity for improved member service, not just efficiency
- Avoid fear-based messaging about "keeping up" or "being left behind"

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The third key point is that positively changing the framing of AI significantly impacts its adoption success.

We advocate for continuous performance improvements rather than one-time changes.

Position AI as a tool that enhances professional capabilities rather than a replacement for expertise.

Connect AI adoption directly to advancing your organization's mission and improving member value.

Focus your communication on opportunities for better member service, rather than just emphasizing efficiency gains. Avoid fear-based messaging about "keeping up" or "being left behind," as this often increases resistance instead of fostering engagement.

Associations that positively frame AI as an enhancement of capabilities experience 42% higher staff engagement compared to those that emphasize competitive necessity or efficiency gains.

One critical insight from the AI Adoption Research Report is that membership organizations need distinct framing approaches for different stakeholder groups. Your board and governance team require framing that addresses their responsibilities related to public interest and standards protection. In contrast, staff need framing that enhances their professional identities rather than threatening them.

As a senior leader, your ability to create a sense of psychological safety for both governance and operational stakeholders is crucial. Take a moment to consider how these different groups might need tailored approaches to feel secure in engaging with AI.



Reflection

Reflection *"Think of a time when you successfully engaged staff in a significant change initiative. What specific engagement techniques worked well, and how might you adapt these for your AI implementation?"*

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Time for you to reflect

"Think of a time when you successfully engaged staff in a significant change initiative. What specific engagement techniques worked well, and how might you adapt these for your AI implementation?"



Downloadable Knowledge Tools

- AI Change Communication Templates
- AI Cultural Integration Roadmap
- Leadership Alignment for AI Adoption

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About the Leadership Alignment for AI Adoption tool

Helps association leadership teams create **a unified, consistent approach to AI strategy and communication**—crucial for building trust, driving change, and modelling ethical behaviour across the organisation.

About the Leadership Alignment for AI Adoption too

Guides associations through a **phased, values-led cultural transformation** to embed AI into everyday organisational behaviour, strategy, and decision-making over time.

Strategic Change Leadership for AI Adoption

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Strategic Change Leadership for AI Adoption

The Learning Objective is Equipping association leaders with strategic frameworks to lead cultural change that enables sustainable AI adoption, focusing on creating psychological safety and structured engagement.

Meaningful staff engagement goes beyond communication to create genuine involvement and ownership, essential for sustainable AI adoption in membership organisations.

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Meaningful staff engagement goes beyond communication to create genuine involvement and ownership, essential for sustainable AI adoption in membership organisations.

Let's look at Techniques for Meaningful Engagement

1. Structured Engagement Methods

- Listening Sessions
 - Dedicated forums for staff to voice concerns and ideas
 - Leader presence demonstrating importance of feedback
 - Actionable follow-up based on insights gained
 - Focus on understanding rather than defending
- AI Dialogues (Safe Spaces)
 - Regular forums focused on open discussion
 - No-judgement zones for raising questions
 - Cross-functional participation to build shared understanding
 - Structured capture of insights and concerns
- Participatory Pilot Design
 - Staff involvement in selecting initial use cases
 - Input into how AI will augment (not replace) current work
 - Recognition of staff expertise in workflow design
 - Visible incorporation of staff suggestions

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Involving staff in decision-making fosters a sense of ownership and decreases resistance more effectively than communication alone.

Firstly, structured engagement methods offer practical approaches to include staff in the adoption process.

Listening Sessions provide dedicated forums for staff to express their concerns and ideas, with leaders present to emphasize the value of their feedback.

AI Dialogues create regular, safe spaces for open discussions and cross-functional sharing. Additionally, Participatory Pilot Design involves staff in selecting use cases and designing workflows, recognizing their expertise and enhancing ownership.

These methods go beyond mere communication to encourage genuine involvement, which research shows is more effective in reducing resistance than information sharing alone.

2. The 2-Month AI Dialogue Forum

- Bi-weekly 60-minute sessions over 2 months
- Rotating facilitation by different teams
- Capture of ideas and concerns in a shared document
- Action planning based on staff suggestions
- Leadership presence but not dominance

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The AI Dialogue Forum offers an effective implementation model specifically designed for membership organisations.

This structured approach consists of bi-weekly sessions over a two-month period, with different teams taking turns to facilitate each session.

Ideas and concerns are documented in a shared file, and action plans are developed based on staff suggestions.

Leadership is present to provide support without being dominating, creating a balance that encourages both support and staff ownership.

This model has enabled organisations to achieve adoption rates that are nearly double the sector average.

For example, a professional body with an annual income of £7 million implemented a structured AI Dialogue Forum that uncovered significant workflow issues which had been overlooked in the initial implementation plan. By addressing these issues early on, they achieved an 85% staff adoption rate, compared to the industry average of 46%.

3. Balancing Voice and Progress

- Create clear pathways for concerns without enabling endless debate
- Establish decision frameworks that incorporate staff input while maintaining momentum
- Balance broad engagement with focused decision-making
- Document how staff input has influenced implementation decisions

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Third, balancing voice and progress ensures engagement enables rather than hinders implementation.

Create clear pathways for concerns without enabling endless debate.

Establish decision frameworks that incorporate staff input while maintaining momentum.

Document how staff input has influenced decisions, making the impact of engagement visible.

This balanced approach demonstrates respect for staff perspectives while ensuring the organisation continues to advance its strategic objectives.

Success Factor: Organisations that demonstrate how staff input has shaped implementation decisions see 37% higher adoption rates than those that simply communicate decisions.

Consider what new ways you might surface authentic staff concerns about AI in your specific organisational context, and how you could demonstrate that these concerns genuinely influence your implementation decisions."

Reflection

Reflection *"What new ways could you surface authentic staff concerns about AI in your organisation?"*

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"What new ways could you surface authentic staff concerns about AI in your organisation?"



Downloadable Knowledge Tools

- Resistance Mapping and Intervention Planning
- AI Stakeholder Communication Planning Matrix
- AI Change Communication Templates

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Please make sure you are familiar with the contents of these specialist tools available for your use.

when ready please continue

Communication Frameworks for AI Implementation

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Communication Frameworks for AI Implementation

Our Learning Objective is Equipping association leaders with strategic communication frameworks that build trust, address concerns, and create shared understanding throughout the AI implementation journey.

Effective communication is essential for successful AI adoption, requiring strategic frameworks that connect to organisational mission, address stakeholder concerns, and maintain consistent dialogue.

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Effective communication is essential for successful AI adoption, requiring strategic frameworks that connect to organisational mission, address stakeholder concerns, and maintain consistent dialogue.

Let's consider Principles of Effective AI Communication

1. Strategic Communication Principles

- Explain the 'Why' Before the 'What'
 - Connect AI adoption to your mission and member value
 - Frame in terms of organisational challenges being addressed
 - Link to strategic priorities already understood by staff
 - Create clear line-of-sight from AI to member benefit
- Focus on Opportunity, Not Just Risk
 - Balance honest acknowledgment of challenges with positive vision
 - Highlight how AI enhances professional capabilities
 - Share concrete examples of member benefit
 - Avoid both over-promising and fear-based messaging
- Maintain Consistent Two-Way Communication
 - Regular updates on progress and learning
 - Transparent sharing of both successes and challenges
 - Multiple channels for staff questions and feedback
 - Visible responses to concerns raised

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Effective communication is built on three core principles that foster trust and engagement:

Explain the 'Why' Before the 'What':

Start by connecting AI adoption to your organization's mission and addressing specific challenges. This helps your audience understand the purpose behind the change.

Highlight Opportunities, Not Just Risks:

Emphasise how AI can enhance professional capabilities while being transparent about potential challenges.

Maintain Consistent Two-Way Communication:

Provide regular updates and respond visibly to concerns to ensure everyone feels heard and involved.

Research shows that linking AI initiatives to existing organisational priorities leads to significantly stronger engagement than focusing solely on the technology itself.

Communicating AI in the context of organisational priorities fosters greater engagement than technology-driven messaging.

2. Stakeholder Communication Matrix

Stakeholder Group	Primary Concerns	Key Messages	Communication Channels
Senior Leadership	Strategic alignment, ROI, governance	Benefits to strategic objectives, risk management approach	Executive briefings, strategy sessions
Operational Staff	Workflow changes, skills requirements	How AI will enhance (not replace) their work, training pathways	Team meetings, skills workshops, FAQ resources
Member-Facing Staff	Impact on member relationships, service quality	How AI improves member experience, response to member questions	Service design workshops, member feedback sharing
Board/Governance	Reputational risk, compliance, ethical considerations	Governance framework, alignment with organisational values	Board papers, ethics committee engagement
Members	Privacy, service quality, professional standards	Transparency about AI use, benefits to membership experience	Member communications, consultation on key changes

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Second, the Stakeholder Communication Matrix helps tailor messages to different audience needs.

Senior leadership needs to understand strategic alignment and governance approaches.

Operational staff are concerned with workflow changes and skills development.

Member-facing staff focus on the impact of relationships and service quality.

Board and governance stakeholders prioritise risk management and ethical considerations.

Members themselves care about privacy, service quality and professional standards.

Each group requires tailored messaging that addresses their specific concerns through appropriate channels.

Strategic Insight: Tailored messaging addressing specific stakeholder concerns builds trust more effectively than generic communication.

3. The Narrative Arc of AI Implementation

- Create a clear narrative that connects implementation stages to organisational mission
- Acknowledge challenges openly while maintaining positive direction
- Share early successes to build momentum and demonstrate progress
- Use consistent language and framing across all communication channels

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Third, creating a narrative arc for AI implementation provides consistency and direction.

Develop a clear story that connects implementation stages to your organisational mission.

Acknowledge challenges openly while maintaining positive direction.

Share early successes to build momentum and demonstrate progress.

Use consistent language and framing across all communication channels.

Organisations with consistent narrative frameworks achieve nearly three times higher understanding and support compared to those with fragmented communication.

Success Factor: Organisations with consistent narrative frameworks achieve 2.8x higher understanding and support than those with fragmented communication approaches.

Consider what critical messages your staff need to hear to trust the AI journey in your specific context, and how you might tailor these messages for different stakeholder groups."

Reflection

Reflection *"What are the critical messages needed for your staff to trust the AI journey?"*

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A moment of reflection for you

What are the critical messages needed for your staff to trust the AI journey?"

Please jot down your thoughts and when ready please carry on



Downloadable Knowledge Tools

- AI Change Communication Templates
- AI Stakeholder Communication Planning Matrix
- Addressing AI Myths

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About the Addressing AI Myths tool

It help Tackling persistent misconceptions around AI and helps association leaders craft strategic, evidence-based responses, supporting change communication, culture-building, and leadership trust.

Aligning AI with Organisational Values and Professional Standards

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Aligning AI with Organisational Values and Professional Standards

The Learning Objective is Equipping association leaders with frameworks to align AI implementation with organisational values, professional standards, and member expectations, creating ethical deployment that builds trust and enhances credibility with stakeholders

Successful AI implementation in membership organisations requires explicit alignment with organisational values, professional standards, and governance frameworks that address both technical and cultural dimensions.

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Successful AI implementation in membership organisations requires explicit alignment with organisational values, professional standards, and governance frameworks that address both technical and cultural dimensions.

Let's look at Value Aligned Implementation

Core Ethical Principles for Association AI

- Transparency in AI use with members and stakeholders
- Fairness and inclusion in AI applications
- Member privacy and data protection
- Human oversight and intervention capabilities
- Alignment with association values and mission

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To ensure the successful implementation of AI initiatives, it's essential to establish core ethical principles.

Transparency:

Clearly communicating how AI is being utilized helps build trust with both staff and members.

Fairness and Inclusion:

AI systems should be designed to avoid perpetuating biases and to promote equitable outcomes.

Member Privacy and Data Protection:

Safeguarding sensitive information is paramount to protect member privacy.

Human Oversight:

Maintaining appropriate control and judgment through human oversight is crucial.

These principles should be clearly aligned with your organisation's existing values and mission.

Membership organisations that effectively align their AI initiatives with their core values experience significantly higher levels of trust and adoption compared to those that focus mainly on technical capabilities.

Organisations that explicitly connect AI with their existing values achieve greater trust and adoption among members.

Two-Sided Governance Model

Governance Domain	Focus Areas	Implementation Considerations
Technical Governance	Data quality and security, System performance, Vendor management	What technical standards and oversight ensure responsible implementation?
Cultural Governance	Values alignment, Professional standards, Staff adoption, Member trust	How does implementation support rather than undermine your organisational culture and values?

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The two-sided governance model ensures balanced oversight of both technical and cultural aspects.

Technical governance focuses on data quality, system performance, and vendor management.

Cultural governance emphasizes the alignment of values, professional standards, staff engagement, and member trust.

This balanced approach is essential—organisations that concentrate solely on technical governance typically realise only 30-40% of the potential value of AI, as indicated in the AI Adoption Report 2025.

Both dimensions require equal attention and structured governance mechanisms.

A chartered professional body developed an "AI Ethics Framework" based on their professional code of ethics. This framework guided all implementation decisions and was clearly communicated to members.

Leadership Alignment for Ethical AI

- Establishing shared understanding of AI ethics
- Developing organisation-specific ethical principles
- Ensuring alignment with governance structures
- Creating transparent communication with members and stakeholders

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Leadership alignment is crucial for establishing ethical AI practices throughout your organization.

Creating a shared understanding of AI ethics helps establish common ground among team members.

Developing organisation-specific ethical principles tailored to your context provides clear guidance on expected behavior.

Ensuring that these principles align with existing governance structures integrates AI ethics into your operations seamlessly.

Transparent communication fosters trust with members and stakeholders.

Research shows that organisations involving members in the development of ethical frameworks achieve over three times higher trust scores compared to those that implement frameworks without member input.

Organisations that engage their members in creating ethical frameworks for AI achieve 3 point 4 times higher member trust scores than those that do not.

Consider how your existing organisational values could inform your AI communication strategy, ensuring continuity between your established identity and your evolving AI capabilities.

Reflection

Reflection *"How can your existing organisational values frame your AI communication strategy?"*

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Another reflection for you

How can your existing organisational values frame your AI communication strategy?"

When ready please continue



Downloadable Knowledge Tools

- UK Association AI Data Privacy & Ethics Framework
- Five Pillars of Effective AI Governance
- Technical vs Cultural Governance Health Check

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About the **UK Association AI Data Privacy & Ethics Framework tool**

This framework provides simple and practical, streamlined guidance for association leaders while ensuring compliance with UK requirements.

About **Technical vs Cultural Governance Health Check tool**

This tool enables association and membership body leaders to assess the **current strength and balance** between **technical governance** and **cultural governance** within their AI adoption initiatives.

It supports responsible innovation by helping leaders identify gaps that may hinder trust, engagement, or operational success.

Please ensure you have had a review of these tools, when ready please continue.

Developing AI Champions Across Your Organisation

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Developing AI Champions Across Your Organisation

The Learning Objective is Equipping association leaders with practical strategies to identify, develop, and empower AI champions who can accelerate adoption and build sustainable implementation capabilities.

AI Champions play a crucial role in driving cultural change, providing peer support, and accelerating adoption across membership organisations.

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AI Champions play a crucial role in driving cultural change, providing peer support, and accelerating adoption across membership organisations.

Let's look at Identification and Empowerment Strategies

Champion Selection Approaches

- Early Adopters
 - Identify staff already experimenting with AI tools
 - Look for natural curiosity and learning orientation
 - Prioritise attitude and learning capability over technical background
 - Create opportunities for these staff to share their learning
- Middle Influencers
 - Focus on respected team members who influence peer attitudes
 - Look beyond hierarchical position to identify informal leaders
 - Consider staff with strong cross-functional relationships
 - Select those with credibility across different stakeholder groups
- Peer Trainers
 - Identify staff with aptitude for knowledge sharing
 - Select individuals with strong communication skills
 - Look for empathy and understanding of colleagues' perspectives
 - Consider staff who can translate between technical and practical domains

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Champion selection approaches are essential for identifying the right individuals to facilitate change.

Early adopters are those who are already experimenting with AI tools and exhibit a natural curiosity and eagerness to learn.

Middle influencers are respected team members who can shape the attitudes of their peers, regardless of their position within the hierarchy.

Peer trainers possess strong communication skills and empathy, allowing them to effectively share knowledge with others.

Effective champions typically blend a passion for AI with strong organisational credibility. It's important to note that technical expertise alone is not enough to lead cultural change in membership organisations.

Champion Support Framework

- Provide additional training and development opportunities
- Create formal or informal recognition for champion roles
- Allocate dedicated time for champion activities (typically 5-10%)
- Establish regular knowledge-sharing forums among champions

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A champion support framework provides the necessary structure for sustained impact.

Champions require additional time, training and development opportunities to enhance their skills.

It's important to create both formal and informal recognition for these roles to highlight their significance.

Allocate dedicated time for champion activities, typically around 5 to 10% of their working hours.

Establish regular knowledge sharing forums where champions can learn from one another and coordinate their activities.

This structured support helps transform individual enthusiasm into systemic influence.

For example, a trade association with an income of 5 million established an "AI Champions Network" with representatives from each department. Champions received extra training and dedicated time, equivalent to half a day per week, to assist their colleagues. This approach led to a 64% increase in AI tool adoption across the organisation within six months.

Empowering Staff to Lead Micro-Initiatives

- Provide small budgets for experimentation (£500-2,000)
- Create "AI innovation time" (e.g., 5% of work hours)
- Establish recognition programmes for successful initiatives
- Create showcases where teams share their AI applications

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Empowering staff to lead micro-initiatives generates practical momentum.

To support this, allocate small budgets for experimentation, typically ranging from 500 to 2,000 per initiative.

Introduce weekly "AI innovation time," which involves dedicating about 5% of work hours for champions to develop and share applications.

Establish recognition programs to celebrate successful initiatives.

Create showcases where teams can share their AI applications and the lessons they've learned.

Research shows that organisations that empower champions with both time and resources achieve over three times higher organisation-wide adoption compared to those that rely solely on enthusiasm. In fact, these organisations see a 3 point 2 times increase in adoption.

Identify potential AI champions within your teams and determine what specific resources and support they will need to succeed in your organisational context.

Reflection

Reflection *"Who are potential AI champions in your teams? What do they need to be successful?"*

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Who are potential AI champions in your teams? What do they need to be successful?"

When ready please continue.



Downloadable Knowledge Tools

- Leadership Alignment for AI Adoption
- AI Cultural Integration Roadmap
- AI Change Success Metrics

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We recommend that you review these tools once more as part of our journey together. If you are currently working through this programme in your role and organisation, it's especially important to revisit them and be familiar with what's available to save you time, money and avoid reinventing the wheel or adopting generic AI guidance.

Please continue when you are ready.

Addressing Concerns About Job Roles and Skills

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Addressing Concerns About Job Roles and Skills

The Learning Objective is Equipping association leaders with practical frameworks to address staff concerns about job roles and skills, reframing AI as an enhancement to professional capability rather than a threat and creating development pathways that build confidence and engagement.

Addressing staff concerns about job roles and skills requires deliberate approaches that balance efficiency with professional development and avoid the "lump of task" fallacy.

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Addressing staff concerns about job roles and skills requires deliberate approaches that balance efficiency with professional development and avoid the "lump of task" fallacy.

Tiered Skills Framework for Association Staff

Skill Level	Target Staff	Development Approach	Time Investment
Basic Literacy	All staff	Introduction to AI concepts and applications in membership context	2-3 hours
Application	Role-specific users	Hands-on training with relevant AI tools for specific workflows	4-8 hours
Advanced	Champions and specialists	In-depth training on prompt design, workflow integration, and evaluation	8-16 hours
Strategic	Senior team	Strategic implementation, governance, and change management	4-6 hours



Implementing a tiered skills framework establishes a clear development path for each staff level.

This structured approach ensures that everyone receives the appropriate training without being overwhelmed by unnecessary technical complexity.

All staff should possess a basic understanding of AI concepts, while role-specific users require hands-on training with relevant tools.

Champions need a deeper level of knowledge, and leadership requires a strategic understanding of AI.

This balanced approach develops capabilities at each level without causing confusion or overwhelm.

This approach fosters the necessary capabilities without overwhelming staff or introducing unnecessary technical complexity, thereby addressing the foundational elements of AI literacy outlined in the programme materials.

Critical Skills Beyond Technical Knowledge

- Change adaptability and digital resilience
- Critical thinking and AI evaluation
- Human-AI collaboration models
- Ethical considerations in AI applications

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Focusing on critical skills beyond technical knowledge helps reframe AI as a resource and a tool for augmenting your own and staff capabilities.

In an AI-enabled Association, skills such as change adaptability, critical thinking, human-AI collaboration, and ethical awareness are becoming increasingly valuable.

These broader capabilities prepare employees for career advancement instead of replacement, addressing the common misconception that there is a fixed amount of work available, often referred to as the "lump of task" fallacy.

Emphasising these broader capabilities positions AI as a complement to human skills rather than a substitute.

Role Enhancement Planning

- Map current activities and identify AI augmentation opportunities
- Engage staff in designing their enhanced future roles
- Create clear career development pathways that incorporate AI skills
- Connect skill development to performance recognition and career progression

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Third, role enhancement planning actively involves staff in shaping their future.

Collaboratively map current activities and identify opportunities for AI augmentation.

Encourage staff to participate in designing their enhanced future roles instead of imposing changes on them.

Establish clear career development pathways that incorporate AI skills as valuable professional competencies.

Link this skill development directly to performance recognition and career advancement.

Organisations that engage staff in redesigning their own roles achieve adoption rates that are nearly three times higher compared to top-down approaches.

Success Factor: Organizations that involve staff in redesigning their own roles achieve 2.7 times higher adoption rates than those using top-down role redesign methods.

Consider how you can help your staff view AI as a career enabler rather than a threat, and think about which specific approaches would be most effective in your organizational context.

Reflection

Reflection *"How can you help staff see AI as a career enabler, not a threat?"*

How can you help staff see AI as a career enabler, not a threat?"

Please jot down your thoughts and when ready please continue.

Creating a Learning Culture That Embraces AI Innovation

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Creating a Learning Culture That Embraces AI Innovation

The Learning Objective is Equipping association leaders with frameworks to develop a learning culture that supports continuous AI innovation, experimentation, and capability development while balancing professional standards with innovation needs.

Creating a learning culture that embraces AI innovation requires deliberate leadership approaches that balance experimentation with standards and recognise learning as a strategic priority.

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Creating a learning culture that embraces AI innovation requires deliberate leadership approaches that balance experimentation with standards and recognise learning as a strategic priority.

Let's look at the Characteristics of AI-Ready Cultures

Elements of an AI-Ready Learning Culture

- Experimentation and Learning Mindset
 - Staff feel comfortable experimenting and making mistakes
 - Questions and concerns are welcomed, not dismissed
 - Leadership acknowledges uncertainty and models learning
 - Failure is treated as valuable data, not performance failure
- Data-Informed Decision Making
 - Evidence-based approaches over intuition alone
 - Balancing data insights with professional judgment
 - Building comfort with probabilistic reasoning
 - Developing skills in interpreting AI outputs critically
- Openness to Continuous Change
 - Small failures are seen as valuable learning opportunities
 - Innovation attempts are recognised, regardless of outcome
 - Staff are encouraged to share both successes and challenges
 - Continuous improvement mindset is reinforced at all levels

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To create an AI-ready learning culture, it's important for all of us to understand several key elements:

Experimentation and a Learning Mindset:

Staff should feel comfortable trying new approaches and making mistakes. Questions and concerns should be welcomed, not dismissed.

Data-Informed Decision-Making:

This involves balancing new insights with professional judgment to make informed choices.

Openness to Continuous Change:

Organisations should view small failures as valuable learning opportunities and recognize innovation efforts, regardless of the outcome.

Research shows that organisations that actively value learning achieve innovation rates that are 3 point 5 times higher than those that focus solely on implementation performance.

The 3-Lens Model for Cultural Assessment

Cultural Lens	Key Questions	Assessment Approach
Strategic Lens	How does AI align with our mission? What capabilities do we need?	Review strategic alignment and capability gaps
Political & Power Lens	Who influences attitudes? Where might resistance come from?	Map influence networks and change dynamics
Cultural Lens	What are our unwritten rules about innovation? How do we respond to change?	Assess actual behaviours, not just stated values



The 3 Lens Model offers a framework for assessing organisational culture.

The Strategic Lens evaluates how AI aligns with your mission and identifies the capabilities you need to develop.

The Political and Power Lens maps out influence networks and highlights potential areas of resistance.

The Cultural Lens examines the unwritten rules surrounding innovation and how your organization typically reacts to technological changes.

Looking at culture through these diverse perspectives uncovers hidden barriers and enablers that a single perspective assessment might overlook. This approach allows for more effective interventions.

For example, a professional body implemented a "Learning Friday" program where staff members spent two hours every week exploring AI applications relevant to their work. Leadership actively engaged in the process, and insights were shared during team meetings. As a result, there were 17 staff-initiated AI improvements within three months.

Cultural Transformation Strategies

- Leadership modelling of AI adoption
- Celebrating and sharing AI successes
- Rewarding innovation and experimentation
- Creating cross-functional collaboration
- Building AI into strategic narratives

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Third, implementing specific cultural transformation strategies can lead to sustainable change, we prefer to see it as continuous performance improvement.

When leaders model AI adoption, it demonstrates their commitment and normalises the learning process.

Celebrating and sharing successes related to AI helps build momentum and increase engagement.

Rewarding innovation and experimentation reinforces the desired behaviors within the organisation.

Creating cross-functional collaboration helps break down silos that can hinder AI adoption.

Integrating AI into strategic narratives connects the technology to the organisation's purpose.

Organisations that measure and reward learning activities achieve 68% higher staff engagement with AI initiatives compared to those that only measure implementation outcomes.

Consider which of the three lenses is most prevalent in your organisation's culture regarding AI, and reflect on the insights this provides for your leadership approach. This understanding can guide you in developing more effective cultural strategies.

Measuring and Improving Cultural Readiness for AI

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Measuring and Improving Cultural Readiness for AI

Final module 6 Learning Objective is Equipping association leaders with practical frameworks to assess, measure, and continuously improve cultural readiness for AI adoption, enabling targeted interventions and demonstrating the value of cultural change initiatives.

Measuring cultural readiness for AI is essential for targeted intervention, tracking progress, and demonstrating the value of cultural change initiatives.

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Measuring cultural readiness for AI is essential for targeted intervention, tracking progress, and demonstrating the value of cultural change initiatives.

Here's what a Mini Cultural Readiness Pulse Check looks like

Key Cultural Readiness Metrics

- **AI Acceptance Attitudes**
 - Survey staff comfort with AI applications
 - Track changes in perception over time
 - Identify departments or teams needing additional support
 - Measure against sector benchmarks from the AI Adoption Report 2025
- **Experimentation Frequency**
 - Monitor how often staff try new AI approaches
 - Track the spread of adoption across teams
 - Measure the diversity of applications being explored
 - Document learning from both successful and unsuccessful experiments
- **Learning Culture Indicators**
 - Measure knowledge sharing about AI
 - Assess psychological safety through surveys
 - Track innovation attempts, not just successes
 - Monitor staff engagement in learning activities

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First, key metrics for cultural readiness provide insights into progress that might otherwise go unnoticed.

AI Acceptance Attitudes

measure how comfortable staff are with AI applications, helping to identify departments or teams that may need additional support.

Experimentation Frequency

tracks how often staff experiment with new AI approaches and assesses the extent to which these methods are adopted across teams.

Learning Culture Indicators

evaluate knowledge sharing, psychological safety, and attempts at innovation within the organization.

Together, these metrics enhance visibility into cultural progress that might otherwise remain hidden, allowing for targeted interventions where they are most needed.

Regular measurement of these metrics provides clarity on cultural progress that may be overlooked, facilitating targeted interventions when necessary.

Remember to Measure what what matters most.

Hub and Spokes Implementation Model

Component	Function	Measurement Approach
Central Hub	Governance, standards, resource coordination	Governance effectiveness, consistency of application
Department Spokes	Context-specific adoption, experimentation	Innovation metrics, application diversity, staff engagement
Cross-Functional Connectors	Knowledge sharing, collaboration	Information flow, collaborative initiatives, practice sharing

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The Hub and Spokes Implementation Model offers a structured framework for assessing cultural readiness.

In this model, the Central Hub is responsible for coordinating governance, standards, and resources. This requires measuring governance effectiveness and consistency.

The Department Spokes allow for context-specific adoption and experimentation, which can be measured using innovation metrics and staff engagement.

Cross-Functional Connectors enhance knowledge sharing and collaboration, evaluated through information flow and collaborative initiatives.

This balanced approach is especially effective in membership organizations where expertise is distributed across specialized departments.

This model effectively balances centralised governance with distributed innovation, creating a structured yet flexible method for measuring adoption.

A professional association conducted monthly cultural pulse surveys with just five questions focused on AI readiness. The leadership team reviewed the results and adjusted their engagement and communication strategies, leading to a 57% improvement in readiness scores over nine months.

Short-Term and Long-Term Measurement Framework

- Immediate/Short-Term: Assessment of current AI usage, guidelines development, internal advice gathering
- Upcoming/Medium-Term: Determining competitive positioning, plan development
- Strategic/Long-Term: Aligning talent, culture, and technology with strategic objectives

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Third, a measurement framework that spans short-term to long-term horizons ensures comprehensive assessment.

Immediate measures focus on current AI usage patterns and establishing guidelines. Medium-term metrics determine competitive positioning and plan development.

Long-term strategic measurements align talent, culture, and technology with strategic objectives.

Organisations that connect cultural metrics to these time horizons achieve more than twice the overall implementation success compared to those focusing primarily on technical outcomes.

Success Factor: Organisations that explicitly connect cultural and technical metrics achieve 2.3x higher overall implementation success compared to those focusing primarily on technical metrics.

Consider how you would measure progress towards an AI-positive culture in your specific organisational context, and what metrics would be most meaningful for your leadership team and board."

End of Module 6

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Congratulations on successfully completing Module 6!

You've done an outstanding job, considering there was a lot of information to absorb. Well done.

In the coming weeks and months, make sure to revisit the content and the tools covered in this module. You have made a great investment in yourself, which will help you lead with greater confidence and clarity.

See you in Module 7, which is your Capstone project that will encourage you to take action with even more confidence.