

AI Adoption Starts with Company Culture

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Dr. Kim Cameron,
Founder of the Cameron Institute &
William Russell Kelly Professor Emeritus of Management & Organizations
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ABOUT THE EVENT

The biggest challenge with AI adoption isn't tech—it's culture.

Learn how the Competing Values Framework (CVF) helps leaders build trust, adaptability, and alignment to make AI work for both people and performance, while driving measurable business results.



KEY TAKEAWAYS

Culture is Mappable

The Competing Values Framework (CVF) is a research-validated model that helps organizations make sense of their culture. About 90% of orgs can be categorized into one or more of the CVF's quadrants — Clan, Adhocracy, Market, and Hierarchy — each linked to values, competencies, and effectiveness measures.

Culture Is Measurable

The Organizational Culture Assessment Instrument (OCAI) identifies both current and preferred future cultures, helping leaders guide transformation. The Management Skills Assessment Instrument (MSAI) complements it by measuring aligned competencies.

Culture Evolves

There isn't one "right" culture. Successful organizations evolve their culture to fit their context, shifting as markets, strategies, and maturity levels change. As Dr. Cameron shared, Apple's culture has moved across multiple CVF quadrants over time, each phase driving a different kind of success.

AI Will Shift Culture

In 2025, an estimated 1 million jobs will be lost due to AI and automation. Research shows that 80–90% of orgs decline in performance after downsizing — not because of the layoffs, but because of how they're done. AI transitions must prioritize transparency, trust, and flexibility to prevent cultural deterioration.

[Hear how a culture shift at GM led to a 180° turnaround in performance — and what leaders can learn from it.](#)

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ACTION ITEMS



Know Your Culture

Use an empirically validated framework (like the CVP) to measure and map your organization's culture. Understanding where you are is the first step toward managing where you're going.



Align Skills + Culture

Apply the congruence hypothesis: when leader competencies match the dominant culture, individual and organizational performance improve. Use tools like the MSAI to assess and align capabilities with culture.



Assess Periodically

Conduct culture assessments annually. While organizational climate changes quickly, culture evolves slowly – and requires consistent attention to sustain change.



Flex Culture With AI

When adopting AI, resist the pull toward rigidity and control. Instead, lean into adaptability, creativity, and experimentation (the Adhocracy quadrant) to keep innovation and morale strong.

Learn more about the OCAI – the most widely-used culture assessment worldwide – at www.ocai-official.com.



“Organizational culture is important. It powers your business. It powers transformation, and it matters today as much as it has ever mattered in business – if not more.”

Samatha Martin

Chief Product Officer, LifeLabs Learning

More with Dr. Cameron!

Drive culture improvement with Positive Leadership principles. Join us for The ROI of Positivity: Turning Leadership Behaviors into Measurable Results on November 20, 1:00 PM ET | 10:00 AM PT. [Save your spot!](#)

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