



# How to Shift Organizational Culture to Embrace AI

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## **Gartner Webinar Summary – May 15, 2025**

In this Gartner webinar, Cynthia Phillips offers a comprehensive roadmap for organizations striving to shift their culture to embrace AI. She shares the psychological and structural barriers holding teams back and proposes a human-centered approach for implementing AI through cultural assessment, training, co-creation, operationalizing, and measurement. Through real-life case studies, gamification ideas, and strategic frameworks, the session equips leaders to drive meaningful, measurable change.

The session emphasized that cultural transformation isn't just about introducing AI tools, it's about equipping people to adopt and thrive with them. This requires empathy, strategy, participation, and consistent reinforcement. Below is a breakdown of the key takeaways organized into thematic groups.

Want to watch the replay yourself? Here's the [link](#).

## **Key Takeaways & Strategic Insights:**

### **Phase 1 & 2: Assess and Define**

- AI success starts with cultural alignment: key traits include critical thinking, innovation, digital dexterity, and trust.
- Use AI-specific culture assessments to map current vs. desired state and prioritize focus areas.
- Define AI training across experience levels, from beginners to power users.
- Avoid the 'two-week syndrome': ineffective training causes employees to revert to old behaviors quickly.
- Tie AI use to performance metrics to boost engagement and accountability.

### **Phase 3 & 4: Co-Create and Operationalize**

- Involve employees early and often, co-created change is 14x more likely to succeed than top-down mandates.

- Use the 'from-to-because' framework to communicate changes clearly and reduce ambiguity.
- Tailor strategies for four employee types: Newcomers, Experimenters, Conservators, and Accelerators.
- Gamify adoption (e.g., 'AI Olympics') to boost excitement and participation.
- Select AI use cases that are tactical, non-threatening, and aligned to strategic goals before scaling up.
- Use a balanced scorecard (value + feasibility) for prioritizing AI use cases.

#### **Phase 5: Measure and Sustain**

- Measure 'climate,' not culture, track visible behaviors like the number of AI projects, training participation, etc.
- Quantify benefits with the 'five whats': expected outcome, impacted metric, baseline, improvement rate, ROI.
- Tell a compelling business value story with both ROI and human-centered impact.
- Create internal dashboards, use AI for surveys and training, and build knowledge repositories to scale learning.