Cultivating AI: The role of corporate culture in AI integration

An empirical study on cultural dimensions and their impact on the adoption and acceptance of AI in consulting companies

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Abstract

Title: Cultivating AI: The role of corporate culture in AI integration. An empirical study on cultural dimensions and their impact on the adoption and acceptance of AI in consulting companies

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The increasing role of artificial intelligence (AI) in the workplace raises important questions about its optimal implementation. This thesis examines how organizational culture influences the adoption and acceptance of AI. Two key issues are examined: the cultural dimensions that impact AI adoption and acceptance, and the measures to foster an AI-accepting organizational culture. This thesis is based on qualitative research and includes interviews with 15 consultants across Germany. The results show that openness, a learning culture, empowerment and innovativeness have a positive influence on AI acceptance, while strong hierarchies, data protection concerns, skepticism towards AI and rigid structures have a negative influence on AI acceptance. Applying the Denison model partially confirms these findings and emphasize the importance of capability development, organizational learning, strategic direction and intent, creating change, goals and vision. In addition, this thesis identifies effective measures such as training, transparent communication, informal exchange formats, guidelines, use cases and monitoring to cultivate an AI-accepting culture. Finally, this thesis suggests that companies play an active role in shaping the future of human-AI interaction.

Keywords: Artificial intelligence (AI), AI acceptance, AI adoption, corporate culture, cultural dimensions, Denison model

Resumo

Título: Cultivar a IA: O papel da cultura empresarial na integração da IA. Um estudo empírico das dimensões culturais e do seu impacto na adoção e aceitação da IA em empresas de consultoria

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O papel crescente da inteligência artificial (IA) no local de trabalho levanta questões importantes sobre a sua implementação óptima. Esta tese examina a forma como a cultura organizacional influencia a adoção e a aceitação da IA. São examinadas duas questões fundamentais: as dimensões culturais que têm impacto na adoção e aceitação da IA e as medidas para promover uma cultura organizacional que aceite a IA. Esta tese baseia-se numa investigação qualitativa e inclui entrevistas com quinze consultores de toda a Alemanha. Os resultados mostram que a abertura, a cultura de aprendizagem, a capacitação e a capacidade de inovação têm uma influência positiva na aceitação da IA, ao passo que as hierarquias fortes, as preocupações com a proteção de dados, o ceticismo em relação à IA e as estruturas rígidas têm uma influência negativa na aceitação da IA. A aplicação do modelo de Denison confirma parcialmente estas conclusões e realça a importância do desenvolvimento de capacidades, da aprendizagem organizacional, da direção e intenção estratégicas, da criação de mudança, dos objectivos e da visão. Além disso, esta tese identifica medidas eficazes como a formação, a comunicação transparente, os formatos de intercâmbio informal, as directrizes, os casos de utilização e a monitorização para cultivar uma cultura de aceitação da IA. Por último, esta tese sugere que as empresas desempenhem um papel ativo na definição do futuro da interação homem-IA.

Palavras-chave: Inteligência artificial (IA), aceitação da IA, adoção da IA, cultura empresarial, dimensões culturais, modelo de Denison

Table of Contents

Abstract I

Resumo II

List of Abbreviations V

List of Figures VI

Table directory VII

1. Introduction 1

1.1. General Topic Overview 1

1.2. Relevance and Objective 2

1.3. Course of the Investigation 3

2. Literature Review 4

2.1. Fundamentals of corporate culture 4

2.1.1. Definition of terms 4

2.1.2. The cultural level model according to Schein 4

2.1.3. Corporate culture model according to Denison 6

2.2. Fundamentals of artificial intelligence 7

2.2.1. Artificial intelligence 7

2.2.2. Historical development of artificial intelligence 9

2.2.3. The acceptance of artificial intelligence 9

2.3. State of research on artificial intelligence in the context of corporate culture 11

3. Methodology 12

3.1. Research design 12

3.2. Sample selection 13

3.3. Collection method 14

3.3.1. Analysis of the corporate culture 14

3.3.2. Guide construction 14

3.4. Conducting the interviews 15

3.5. Evaluation of the interviews 16

4. Results 17

4.1. Perception of AI Tools 18

4.1.1. First impressions 18

4.1.2. General acceptance 18

4.2. Cultural dimensions and AI 19

4.2.1. Positive cultural influences 19

4.2.2. Negative cultural influences 21

4.2.3. Impact of the Denison Model on AI acceptance 22

4.3. Initiatives to promote an AI-accepting culture 24

5. Discussion 27

5.1. Interpretation of the results 27
5.1.1. Positive cultural influences 27
5.1.2. Negative cultural influences 29
5.1.3. Impact of the Denison Model on AI acceptance 30
5.1.4. Initiatives to promote an AI-accepting culture 32
5.1.5. Consideration of first impressions and general acceptance of AI 32
5.2. Implications 33
5.3. Limitations and further research 34
6. Conclusion 35
References 36
Appendix 46

List of Abbreviations

AI	artificial intelligence
DL	deep learning
ML	machine learning

List of Figures

Figure 1: Organizational culture levels (Schein, 2010) 5
Figure 2: Denison corporate culture model (Denison et al., 2006) 6
Figure 3: The five phases of qualitative content analysis (Kuckartz, 2019) 17
Figure 4: Positive cultural dimensions related to AI 19
Figure 5: Negative cultural dimensions related to AI 21
Figure 6: Cultural dimensions of the Denison model in relation to AI 23
Figure 7: Initiatives to promote an AI-accepting culture 25

Table directory

Table 1: Sample for conducting the interviews.....13

1. Introduction

The present state of artificial intelligence (AI), its impact, and the influencing variables that shape AI are covered in this chapter. This chapter also explains the thesis's motivation and objectives in addition to its background and structure.

1.1. General Topic Overview

"What if machines were smarter than their inventors?" – A question that may have sounded like science fiction a decade ago, is an approaching reality today. Nick Bostrom emphasized the importance of AI in a TED Talk back in 2015: "Machine intelligence is the last invention that humanity will ever need to make. Machines will be better at inventing than we are" (TED, 2015, 07:45–07:53).

AI leads to many reactions. On the one hand, the predicted dangers, such as the risk of autonomous AI decisions that are not in the interests of humanity or the economic impact of AI displacing jobs, are real and concerning. In fact, Goldman Sachs estimates that 300 million full-time jobs worldwide are at risk due to automation (Hatzius, 2023). On the other hand, however, the opportunities are just as diverse: from optimizing processes and supporting decision-making processes to breakthroughs in medicine and environmental research (D'Amico et al., 2019; Schneider and Leyer, 2019; Hamet & Tremblay, 2017; Huntingford et al., 2019).

With regard to the consulting industry, AI is revolutionizing everyday working life both by increasing productivity (Brynjolfsson & Raymond, 2023) and by promoting innovation processes if management consultancies manage to integrate AI effectively (Garg, 2023). However, this raises the question: How to ensure an efficient introduction and acceptance of such technologies?

The answer involves not just technical factors but also "soft" elements like general attitudes, trust, and acceptance towards AI (Cabrera et al., 2008; Kelly et al., 2022). Human responses, influenced by biases and emotions, can significantly limit the potential use of AI (Hornung & Smolnik, 2022), with negative emotions playing a particularly influential role when it comes to the acceptance of new technologies (Beaudry & Pinsonneault, 2010).

These "soft" factors are significantly relevant in the context of corporate culture. Values, norms, and fundamental assumptions influence behavior and thus also technology acceptance (Schein, 2010; Ravasi & Schultz, 2006). Companies that align their culture, technology and

organizational structure are often more successful in integrating new technologies (Cabrera et al., 2008).

1.2. Relevance and Objective

This thesis focuses on the crucial role of organizational culture in the adoption and acceptance of AI. Although numerous studies have shed light on the technical aspects of AI (e.g., Russell & Norvig, 2010; LeCun et al., 2015), the influence of individual values and the human factor often remains unconsidered (Duan et al. 2019). Schein (2009) emphasized that these individual values are central elements of corporate culture. Therefore, the question arises as to whether and how corporate culture influences the successful use of AI. This research gap is at the center of this thesis.

The central aim of this thesis is to find out which dimensions of corporate culture most effectively support the adoption and acceptance of AI in organizations. In order to gain deep insights into the topic and to achieve this goal, a qualitative approach with focus on interviews is used. The following two research questions are addressed and investigated in this thesis:

RQ1: Which dimensions of corporate culture have a positive or negative influence on the implementation of AI in companies?

RQ2: How can companies shape their culture to facilitate the integration of AI technologies?

Answering these research questions is crucial for organizations to understand which cultural aspects can influence the success of AI implementation, paving the way for this transformative technology to have a positive and expected impact. Furthermore, with a clear understanding of these dimensions, organizations can develop and implement targeted strategies to create a culture that supports and encourages technological change. In addition, the results can help to minimize possible internal resistance or conflicts.

Moreover, this thesis makes an important contribution to the literature by shedding light on the cultural dimensions that can influence the success of AI implementation. It provides academic researchers with new perspectives and insights on how organizational culture and technological innovation interact and influence each other.

1.3. Course of the Investigation

This thesis is divided into six chapters. It is structured in a way that provides an in-depth insight into corporate culture and its influence on AI within the consulting industry.

Chapter 1 provides a well-founded introduction to the topic, looking at the relevance of AI in general and establishing the connection to corporate culture. In addition, the research gap, the resulting research questions, the theoretical and economic relevance, and the main objectives are presented.

In the Chapter 2, the focus is on a detailed literature review. The central meaning of corporate culture is clarified, the model of Schein (2010) is presented, and the analysis of corporate culture, as well as the model of Denison and collaborators (2006) are considered. The basics of AI are then discussed, and the historical aspects and acceptance of AI are examined in more detail. This chapter closes with an examination of AI in the context of corporate culture.

Chapter 3 delves deeper into the methodological foundations. The design and conduction of the interviews, as well as the procedure for the qualitative study are explained. In addition, the evaluation procedure using content analysis according to Kuckartz (2019) is presented and the detailed procedure is considered, taking into account various aspects such as sample selection and concept specification.

Chapter 4 presents the results of the thesis. The information from the interviews is presented in a structured way in order to decipher the complex relationships between AI acceptance and corporate culture. In addition, initiatives to promote an AI-accepting culture and the perception of AI are presented.

Chapter 5 focuses on the interpretation and discussion of these results. In particular, the answers to the research questions formulated in Chapter 1 are addressed. Subsequently, the collected results and findings are critically discussed, possible limitations of the thesis are pointed out, and starting points for further research are outlined.

Finally, Chapter 6 summarizes the most important aspects and concludes with a brief appeal to companies on how to deal with the corporate culture for the acceptance of AI.

2. Literature Review

The Chapter 2 focuses on the theoretical foundations and the state of research required to answer the research questions. The foundations of corporate culture and AI are examined, as well as the relationship between corporate culture and the acceptance of AI.

2.1. Fundamentals of corporate culture

2.1.1. Definition of terms

As studies by Ouchi and Wilkins (1985) and Smircich (1983) show, the topic of corporate culture has become increasingly important in academic discussions since the 1980s. In 1871, anthropologist Edward Tylor originally defined culture as a comprehensive system encompassing knowledge, beliefs, art, and morals that people acquire as part of society (Tylor, 1871). This definition emphasizes the depth and complexity of the concept of culture.

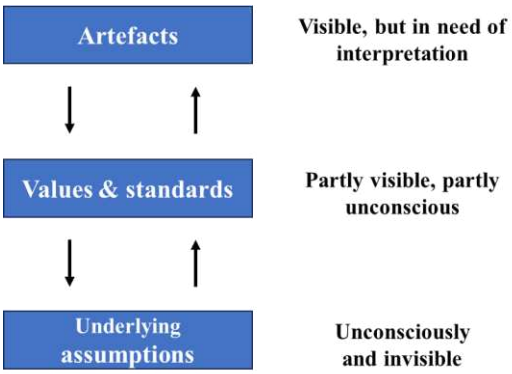
The idea of corporate culture was further developed in the 20th century by Egar Schein, one of the leading thinkers in this field. Schein described corporate culture as a system of basic assumptions that groups develop in adapting to external circumstances and internal integration and is considered valid in teaching members how to deal with these issues (Schein, 2004).

The importance of corporate culture is also reflected in the words of Bright and Parkin (1997), who describe the core of corporate culture as the way things are typically done in an organization. Denison (1990) broadens this perspective by viewing corporate culture as an interplay of norms, values and basic assumptions that influence both the management system and the behaviors within an organization. Despite different definitions, there is consensus that corporate culture is mainly shaped by shared values, assumptions and beliefs that guide behavior within an organization (Denison, 1996; Schein, 2004; Smircich, 1983). These key elements are also relevant in Schein's (2004) model of cultural levels, which will play an important role in this thesis.

2.1.2. The cultural level model according to Schein

As shown in Figure 1, Edgar Schein's model provides a structured view of the levels of corporate culture by dividing them into three hierarchical levels (Schein & Schein, 2017).

Figure 1: Organizational culture levels (Schein, 2010)



The top layer in the model consists of artefacts and symbols, which are considered the most visible manifestations of corporate culture. They include everything one can see, hear and feel in a new culture when entering it for the first time - from the clothing and behavior of employees to official statements and documents. Schein points out that these elements, although visible and tangible, often contain coded messages whose true meanings are not apparent at the first glance (Schein, 2004).

The middle level reveals the values and beliefs held by an organization, which are often expressed in mission statements, official statements, and business practices. Schein illustrates the possible contradiction between proclaimed values and actual behavior, such as the appreciation of teamwork, which at the same time can be undermined by an individual incentive system. This contradiction invites a critical examination of the underlying assumptions to understand the true picture of an organization (Schein, 2010).

Finally, the most hidden level refers to the underlying assumptions that lie at the deepest level of the model. These assumptions are often unconscious and taken for granted but have a decisive influence on how members of the organization interpret the world and act within it. According to Schein (2010), these are the unconscious, instinctive beliefs and perceptions that ultimately serve as the basis for values and actions. These fundamental assumptions are the foundation on which the visible artefacts and publicly proclaimed values are based.

The interaction between these levels is dynamic and cyclical. Artefacts that appear at the top level are physical manifestations of the deeper values and assumptions. Values, in turn, are shaped and reinforced by the underlying assumptions. Changes in the underlying assumptions can thus have transformative effects on the entire culture of an organization, as Schein and Schein (2017) point out in later publications.

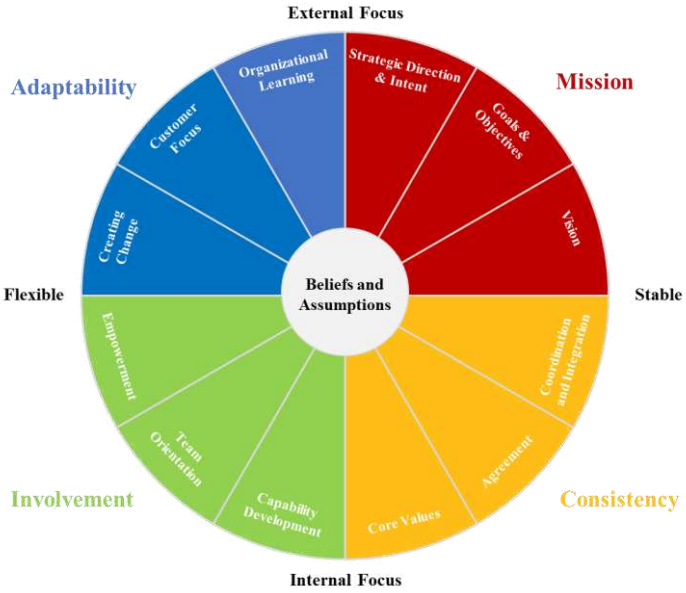
By integrating this multidimensional model, it becomes clear that understanding corporate culture requires a deep dive into all three levels. This is the only way to fully understand and influence the often-hidden drivers behind the tangible aspects of an organization.

The next section looks at Denison's model, which goes a step further and links these cultural deep structures to operational performance and how a well-embedded culture can improve an organization's overall performance. By combining Schein's findings with Denison's observations, a more complete picture emerges with a more specific breakdown of organizational culture into dimensions.

2.1.3. Corporate culture model according to Denison

Denison's model (Denison & Mishra, 1995) for capturing and evaluating corporate culture serves as an analytical tool showing the relationship between cultural characteristics and organizational performance. During their research, Denison and Mishra identified four overarching main dimensions that characterize a corporate culture and at the same time have close links to key performance indicators. These dimensions are mission, adaptability, consistency, and involvement. Each main dimension is assigned three sub-dimensions that complete the overall model, as can be seen in Figure 2.

Figure 2: Denison corporate culture model (Denison et al., 2006)



The heart of the Denison model is the balance between stability and flexibility and between an internal and external focus. It is based on the organization’s understanding of beliefs and fundamental assumptions, which are reflected in three specific sub-dimensions within each of

the four main dimensions. A detailed explanation of the four dimensions is provided in Appendix A.

The model further assumes that each of the four dimensions - mission, consistency, involvement, and adaptability - cannot be considered in isolation. They are rather interactive and can be in tension with each other (Denison & Mishra, 1995). For example, a strong mission can limit employee involvement if the direction is too rigid. Therefore, organizations are faced with the challenge of striking a balance between these dimensions to achieve high performance. Hence, an organization's ability to manage these tensions is seen as an indicator of its adaptability and long-term success (Schein, 2010).

Empirical studies confirm the importance of the dimensions emphasized in the Denison model. For example, Costanza and collaborators (2015) point out that organizations with an adaptive culture have a higher survival rate. Studies that examine cultural differences in different geographical regions emphasize that certain dimensions of the model can vary in importance depending on the context (Fey & Denison, 2003).

As corporate culture is only one part of the thesis, AI and its significance will be discussed in more detail below.

2.2. Fundamentals of artificial intelligence

2.2.1. Artificial intelligence

AI is a multifaceted field of research within computer science that focuses on the development of systems that can perform human-like intelligence tasks (Russell, 2010). Although there is no universally accepted definition, pioneers such as John McCarthy and Elaine Rich have provided significant explanations. McCarthy defined AI as "the science and technology of building intelligent machines, especially intelligent computer programs" (McCarthy, 2004, p. 2) and emphasized that AI is not exclusively limited to biologically observable methods. Furthermore, Elaine Rich described AI quite early as the "study of how to get computers to do things that humans are currently better at" (Rich, 1983, p. 1).

Machine learning (ML) is a key area of specialization in AI. ML is aimed at developing algorithms that enable computers to learn from data (Wang et al., 2009). The goal is to expand knowledge, acquire new skills and continuously improve success (Ongsulee, 2017). ML stands for the ability of systems to independently recognize patterns in data and perform precise tasks (Ongsulee, 2017). Deep learning (DL) is an advanced subdomain of ML that is characterized

by the ability to identify complex patterns in unstructured data such as images and language (Kreutzer & Sirrenberg, 2019). At the core of DL are artificial neural networks with multi-layer architectures that make it possible to perform a variety of non-linear transformations (Kreutzer & Sirrenberg, 2019). This technology has for example enabled groundbreaking advances in speech recognition (Mehrish et al., 2023) as well as earthquake prediction (Mousavi et al., 2020).

The intelligence processes that are imitated in machines are mainly used in computer applications. Such systems are designed to analyze data, learn from it, and generate results (Luo & Choi, 2021). In their basic function, AI systems process information, use predefined rules to make decisions and adapt to achieve optimal results in their areas of application (Kreutzer & Sirrenberg, 2019). The overarching goal is to act as autonomously and efficiently as possible (Russell, 2010; Kreutzer & Sirrenberg, 2019).

In theory, a distinction is made between two different types - weak and strong AI (Menzel & Winkler, 2018). According to this, weak AI is limited to completing specific tasks, such as mastering a game of chess (Russell, 2010). Strong AI is concerned with developing systems that have general cognitive abilities and can therefore perform any intellectual task that can be conducted by a human (Reinhart & Greiner, 2019).

AI also differs in terms of general and specialized AI. Accordingly, general AI can perform any task without special programming, while specialized AI is customized for specific applications or tasks (Russell, 2010). In general, specialized AI is mainly applied. One example of this is the AI ChatGPT, which was specially developed for processing speech and generating texts. The limitation is that ChatGPT cannot act outside the trained domain and generates responses based on the context provided (Deng & Lin, 2023).

Currently, there is no concrete example of a general AI, as current AI systems, including ChatGPT, are categorized as specialized or weak AI (Müller & Bostrom, 2016; Fjelland, 2020).

Companies can use AI in a variety of ways. For example, AI is used in the manufacturing industry to optimize operating processes (Helo & Hao, 2021) or in finance to detect fraud (Choi & Lee, 2018). Other areas of application for AI include the medical sector, weather forecasting and strategic business decisions, where algorithms can analyze market trends and make predictions (Pannu, 2015; Kitsios & Kamariotou, 2021).

Having covered the basics of AI and its various specialisms such as ML and DL, the next section explores its historical roots. This section explains the history of AI and shows how it has evolved from an initial niche to an indispensable technology that is now used in various industries.

2.2.2. Historical development of artificial intelligence

The history of AI is characterized by a revolutionary development from humble beginnings to a ubiquitous part of our everyday lives. AI emerged in the 1950s with Alan Turing, who raised the question of whether machines are capable of thinking like humans (Turing, 2009). In doing so, he laid the foundation for a field that was still considered a scientific niche at that time (Turing, 2009). Researchers such as John McCarthy, who coined the term "artificial intelligence" in 1956, have developed this niche area into a recognized academic discipline (McCarty et al., 2006).

The early phase of AI research was characterized by pioneering work such as the "ELIZA" program and the introduction of the first RoboCup, both of which laid important foundations (Weizenbaum, 1966; Kitano et al., 1997). Subsequently, LeCun and collaborators (2015) established themselves as leaders in the field with their pioneering contributions to DL, making a significant contribution to AI research. The achievements of systems such as AlphaGo illustrate how AI has evolved from a specialized field of research to a key technology with far-reaching applications (Silver et al., 2016). Over the years, AI has therefore evolved from a niche science to an increasingly important science that is now being used in a variety of ways and revolutionizing several areas (D'Amico et al., 2019; Schneider & Leyer, 2019). AI has become firmly established in the everyday lives of many people and it is therefore hard to imagine life without it nowadays (Mehrish et al., 2023; Mousavi et al., 2020). Technologies such as GPT-3 and GPT-4 from OpenAI demonstrate the current ability of AI not only to understand human language, but also to generate it (Brown et al., 2020; Liu et al., 2023).

Considering the numerous possible applications of AI, the questions arises as to how people will accept and deal with these technologies. The answers to these questions are crucial for shaping the future and are examined in more detail in the following chapter.

2.2.3. The acceptance of artificial intelligence

The acceptance of new technologies in organizations and societies is a complex phenomenon that is influenced by a variety of factors (Marikyan et al., 2023). For example, Venkatesh and collaborators (2003) identified key factors that significantly determine how individuals accept

and use technology in an organizational context. In their study, they list factors such as performance expectation, effort expectation, social influence, facilitating conditions, self-efficacy, and experience. Featherman and Pavlou (2003) added the role of perceived data protection risk as a significant barrier. The authors note that privacy concerns can be a significant barrier to the adoption of e-services, as users are concerned about potential misuse or unauthorized access to their sensitive personal data.

In the context of AI, acceptance is characterized by several specific factors. According to Kelly and collaborators (2022), these include perceived usefulness, performance expectations, attitudes, trust and effort expectations. In addition, Glikson and Woolley (2020) emphasize that forms of representation of AI and its machine intelligence are crucial for trust in these technologies. However, Ryan (2020) warns against anthropomorphizing AI and emphasizes that true trust in AI is limited as it has no emotions and cannot be held responsible for its actions. A complementary meta-analysis by Kaplan and collaborators (2021) also emphasizes the complexity of trust in AI and how human characteristics and AI characteristics interact to influence it. Nevertheless, it also shows that there is an increasing acceptance of some AI applications, such as chatbots. The implementation of these on customer platforms is a practical example of the successful use of AI in companies (Rese et al., 2020). In summary, it can be said that trust in AI depends on several factors such as the presentation and understanding of AI. Nevertheless, chatbots for example, are an indication of the growing trust in this technology and an example of its successful application.

The acceptance of AI is also strongly influenced by cultural factors. For example, MacDorman and collaborators (2008) found out that Japanese customers are more inclined to trust human-like robots compared to US customers. This tendency is also reflected in the findings of Belanche and collaborators (2019) and Filieri and collaborators (2022), who emphasize that cultural factors significantly influence behavioral intentions in the context of AI use. The study by Hengxuan and collaborators (2023) highlights that cultural values such as uncertainty avoidance, long-term orientation and power distance have a decisive influence on the acceptance of AI. In cultures with high uncertainty avoidance, skepticism towards new technologies such as AI may dominate, as they are seen as a potential source of uncertainty. However, cultures with a strong long-term orientation may be more positive about AI technologies, especially if they are seen to achieve long-term goals. In cultures with high power distance, where hierarchies and authority structures are strong, the introduction of AI may be perceived differently than in cultures with low power distance. These differences in cultural

values can therefore have a direct influence on people's attitudes and intentions about the use of AI technologies.

These considerations provide an important foundation for the next section of this thesis, which focusses on the specific role of corporate culture in relation to AI adoption. While national cultural concepts give a broad framework, the study of corporate culture provides a more detailed understanding of how AI is adopted and used in specific organizational contexts. Corporate culture influences how employees perceive, accept, and integrate AI technologies into their work processes (Dabbous et al., 2021; Dasgupta & Gupta, 2019), which seems to be crucial for the successful use of AI in companies.

2.3. State of research on artificial intelligence in the context of corporate culture

As the main objective of this master's thesis is to investigate the influence of corporate culture on the adoption and acceptance of AI, this chapter will address this topic in more detail.

The role of corporate culture in the adoption of AI technologies and their acceptance is crucial, as emphasized by Kelly and collaborators (2022) and Dasgupta and Gupta (2019). To ensure the success of digital transformations, an attempt should be made to harmonize technology, human factors, and cultural aspects (Kane et al., 2015) because overcoming technological challenges alone is not sufficient for digital transformation (Bughin et al., 2018).

From a cultural perspective, the study by Tjebane (2022) highlights the relevance of an innovative organizational culture as an important key factor for the adoption of AI. At the same time, Jung and von Garrel (2021) emphasize the need for innovation capability and an innovation-friendly corporate culture. Moreover, a culture in which it is regarded natural to make mistakes, and which recognizes the importance of error tolerance and considers mistakes as an integral part of the innovation process, was highlighted as another cultural aspect in the context of digital transformation (Appelfeller & Feldmann, 2018). Likewise, the importance of an open corporate culture has been pointed out as particularly important in this context (Hsu et al., 2019)

The role of the manager and leadership style can also be considered as part of the organizational culture (Jung et al., 2007). It has been investigated in various studies in connection with AI implementations (Jung & von Garrel, 2021; Berndtson, 2019; Hsu et al., 2019). Jung and von Garrel (2021) emphasize the commitment of management and the importance of early education. They also highlight proactive initiatives by managers and transparent

communication to raise employee awareness of AI and avoid fear and rejection. On the one hand, a positive attitude towards AI should go hand in hand with increased interest in its application (Berndtson, 2019). On the other hand, top management should promote the new technologies through strong support (Hsu et al., 2019). In summary, all three studies show that a positive and supportive attitude towards technological change at management level is crucial for the success of AI adoption.

Although a comprehensive understanding of the interactions between culture, AI use, and organizational effectiveness is essential for companies (Ransbotham et al., 2021), the literature on this topic is limited and there is a significant need for research.

3. Methodology

This chapter now discusses the methodology used. It describes the selection of the study group, the methods of data collection and the data analysis according to the qualitative content analysis method of Kuckartz (2019).

3.1. Research design

Kromrey (2002) emphasizes that the main goal of empirical research is to gain reliable knowledge about reality. A fundamental distinction is made between qualitative and quantitative methods (Allwood, 2011). Qualitative research aims to explore and interpret the meaning that a person or group ascribes to certain social or human problems. It uses inductive analysis to gain profound insights into complex situations. In contrast, quantitative research uses an objective approach. Theories are tested by examining the relationships between measurable variables and statistical methods are used for analysis to obtain generalizable and reproducible results (Yauch & Steudel, 2003).

A qualitative approach was chosen to answer the two research questions. This choice was made due to the ability of this method to understand individual experiences, perceptions and behaviors and their meanings and to make social phenomena explainable (Agius, 2013). A semi-structured interview was chosen as the survey method. One advantage of this method is that it offers a fixed structure, which is provided by the guidelines, but also allows flexibility in the treatment and order of the topics. This flexibility makes it possible to react spontaneously to topics (Misoch, 2019).

3.2. Sample selection

To obtain a thorough comprehension of corporate culture and the interaction between AI and consulting, interviews with 15 employees from six consulting firms throughout Germany were conducted. The selected management consultancies operate in various sectors, such as general management consultancy, IT consultancy and management consultancy specializing in technological transformations, with company sizes ranging from 50 to more than 250 employees. In addition, the employees also had different positions and specializations within the consulting industry, such as digital transformation, data processing or strategic and agility topics. The interview participants were specifically selected via LinkedIn requests, with participation taking place on a voluntary basis. Particular attention was paid to selecting a diverse group of participants, which included consideration of different factors. Employees who had been with the company for less than a year were excluded from participation, as it was assumed that they did not yet have a deep insight into the corporate culture. Details on the composition of the sample and the duration of the interviews are listed in Table 1.

Table 1: Characteristics of individuals interviewed

Code	Position	Company	Gender	Age	Management responsibility	Length of service with the company (in years)	Number of employees in the organisation	Interview-Time
P1	Consultant	B	Male	26	No	1,2	50-250	33:54
P2	Consultant	A	Female	28	No	1,1	More than 250	54:24
P3	Senior Consultant	A	Female	29	No	2,3	More than 250	43:14
P4	Consultant	A	Female	28	No	1,1	More than 250	41:45
P5	Manager	A	Male	32	Yes	4,5	More than 250	52:35
P6	Consultant	B	Female	27	No	1,8	50-250	37:56
P7	Senior Consultant	B	Male	29	No	1,5	50-250	46:22
P8	Partner	C	Female	37	Yes	2,4	More than 250	47:39
P9	Consultant	D	Female	26	No	2,3	More than 250	38:13
P10	Consultant	A	Female	30	No	3,0	More than 250	33:07
P11	Consultant	A	Female	27	No	1,5	More than 250	32:49
P12	Consultant	E	Male	27	No	1,3	Less than 50	49:26
P13	Senior Consultant	F	Female	31	Yes	3,5	More than 250	46:15
P14	Consultant	B	Male	28	No	2,0	50-250	42:50
P15	Consultant	F	Male	29	No	1,3	More than 250	37:27

Potential interview partners were contacted in several steps. Initially, they were contacted via LinkedIn, where the research background and a preliminary schedule were presented. Prior to the interview, they received a consent form (see Appendix D), which collected demographic data and explained confidentiality and anonymity. This data was collected via a Qualtrics survey, the participants received the associated link also via LinkedIn. The interviews themselves were conducted via Microsoft Teams and the audio was recorded via mobile phone after the participants had agreed to a data protection agreement. The participants were given an estimated interview duration of 45 to 60 minutes.

3.3. Collection method

In the further section, the thesis focuses on the conceptualization and analysis of the corporate culture as well as on the development of the interview script.

3.3.1. Analysis of the corporate culture

Various approaches to analyzing corporate cultures can be found in the research literature (Cameron & Quinn, 2006; Delobbe et al, 2002; Denison et al., 2006; Jöns et al., 2005; Sackmann, 2017). These methods vary in their approach and effectiveness and differ primarily between a qualitative or quantitative study. Quantitative research is characterized by its speed in data collection and easy comparability between different organizations (Yauch and Steudel, 2003). Although, there is a risk of misunderstanding the research questions and overlooking important cultural characteristics. In contrast, the qualitative approach offers greater flexibility and allows deeper insights. However, some important aspects can be neglected, and the evaluation is often more time-consuming (Yauch & Steudel, 2003).

A study by Jung and collaborators (2007) examined various instruments for measuring corporate culture and found out that none of the 70 identified and 48 evaluated instruments met ideal requirements. However, the Denison Organizational Culture Survey was described as the best-researched effectiveness instrument (Denison et al., 2012). The associated model was developed by Denison and Mishra (1995) and even combines organizational culture with corporate performance indicators.

As this model has the most intensive empirical foundation and helps to make the topic of corporate culture more tangible for the interviewees, it was integrated into the guide.

3.3.2. Guide construction

A structured guideline was developed for conducting the interviews (see Appendix B). This is divided into an introductory overview, a main section with specific questions and a concluding section.

In the introduction, the research objective and the significance of the topic are first discussed. This was followed by the main part with six core questions, which are supplemented by situation-specific follow-up questions (Kallio et al., 2016). The first main question focuses on the interviewee's professional background and use of AI and the sub-questions deal with points of contact with AI tools in everyday business life. This opening question aimed to introduce the topic of the interview and create a relaxed atmosphere (Whiting, 2008).

The second question relates to the perception of AI tools. The participants were asked to describe their first impressions and experiences with the implementation of AI tools in the corporate environment. The sub-questions focused on the general acceptance, the emotional reactions during the introduction phase and the alignment of the use of AI with the corporate strategy and values.

The third question deals with the learning process and practical application of AI tools. Participants were asked to talk about changes in their everyday work using AI. In the follow-up questions, the personal learning curves as well as the preparation and support for the use of AI were examined in more detail.

The fourth question is primarily aimed at answering the first research question. At the beginning, the interviewees were given a definition of the corporate culture to make sure all of them have a common understanding. Participants were then asked to provide insights into the prevailing corporate culture within their company and discuss the connection between corporate culture and the acceptance of AI tools. They were also asked to identify both positive and negative cultural aspects that influence the adoption of AI tools. Finally, the Denison culture model was presented and its relevance for AI acceptance was queried. As permission was required to use the Denison culture model, Denison Consulting was contacted in advance and permission was obtained (see Appendix E).

The fifth question supports both the first and second research questions. Participants were asked to imagine a scenario in which AI tools become a part permanent part of the consulting sector. They should then identify cultural characteristics that promote their adoption and acceptance and propose initiatives and measures to promote this ideal corporate culture.

In the end, the participants had the opportunity to address additional relevant aspects that were not yet discussed in the interview. After that, the interview ended with a thank you for participating and contributing to the thesis.

3.4. Conducting the interviews

The 15 interviews in this thesis were conducted over a period of two and a half weeks, from October 30 to November 15, 2023. As the participants were in different locations, the interviews were held virtually via the Microsoft Teams.

According to the recommendations of Magnusson and Marecek (2015), pre-tests and pilot tests were carried out before the actual interviews to evaluate the effectiveness of the interview

guide. The first pre-test took place on October 22. The first version of the guide was tested. After the pre-test interview, the participant gave extensive feedback, particularly on the difficulty of naming and defining corporate culture. The guide was then revised and supplemented with a general definition of corporate culture and the Denison model with its cultural dimensions. Further pilots were carried out on October 25 and 27 to test the revised version of the guide. Minor wording adjustments were made according to that. The results of the pre-test were not included in the final evaluation. However, the data from the pilot tests were considered.

Over 10 hours of audio material was recorded during the interviews, which was subsequently transcribed and processed. The interviews were recorded using an external audio device; video recording was not used for data protection reasons.

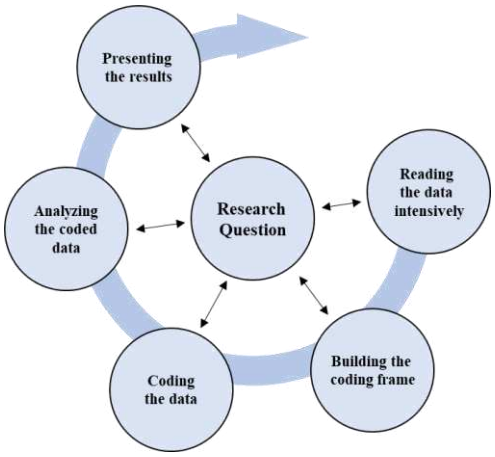
3.5. Evaluation of the interviews

Prior to the content analysis, the interviews were transcribed using the transcription tool 'Transkriptor'. Due to sound quality deficiencies and regional linguistic variances, an additional 40 hours were required to revise the transcripts. To optimize readability and analysis, grammatical errors and dialect expressions were corrected. An overview of the relevant coded segments can be found in Appendix C.

The qualitative content analysis was carried out according to the methodology developed by Kuckartz (2019), which is characterized by methodically controlled processing of qualitative data. This method offers the advantage of systematic, transparent application and is recognized in qualitative research due to its comprehensibility (Kuckartz, 2019). The analysis is based on a category system that is developed step by step from the data (Kuckartz, 2019).

This process comprises five steps that are consistently oriented towards answering the research question and aim to ensure a structured analysis (Kuckartz, 2019). Coding takes place in several cycles to develop categories and subcategories iteratively (Saldaña, 2021). The specific phases of the analysis are shown in Figure 3.

Figure 3: The five phases of qualitative content analysis (Kuckartz, 2019)



The first phase involves an in-depth examination of the data, with intensive reading of the interview transcripts, the writing down of important observations in memos and the formatting of the text in a standardized layout.

In the second phase, the category system is created based on the interview guide, which serves as the starting point for the coding scheme and is further developed during the analysis process.

During the third phase, the data is coded, whereby relevant text passages are assigned to the main categories and tendencies for subcategories are identified to refine the category system. This results in a category system consisting of a total of 116 categories. In a second coding cycle the appropriate text passages are then assigned to the subcategories.

The fourth phase focuses on analyzing the coded data using MAXQDA software, which facilitates coding and enables access to the original texts (Kuckartz, 2019). In addition, frequencies are assigned to the categories to record the quantitative distribution of certain views.

In the final phase, the results are presented and interpreted regarding the research question, using quotes from the interviews to illustrate the links between categories and text passages. Graphs are utilized to showcase the frequency of mentions.

4. Results

Chapter 4 presents and analyzes the results of the qualitative content analysis. The analysis is divided into three main components. First, the general perception of AI is analyzed to gain a better understanding of the context. In the second section, both positive and negative cultural influential factors, as well as the dimensions of the Denison model on the acceptance of AI are

analyzed to answer the first research question. This chapter is concluded by the analysis of measures and initiatives to provide an answer to the second research question.

4.1. Perception of AI Tools

4.1.1. First impressions

In general, the initial perceptions of AI tools are mixed. Among the positive impressions, it was emphasized how AI tools make everyday life easier and increase efficiency. For example, the personal initiative and integration of AI in team environments were emphasized (Participant_P1, 5; P12, 8). In addition, the simplicity and effectiveness of the tools (Participant_P5, 6; Participant_P10, 7; Participant_P13, 9) were praised and AI was primarily seen as a helpful addition and enrichment in everyday life (Participant_P13, 9).

The negative impressions focus on concerns regarding the reliability and origin of AI results, as well as ethical considerations. Fears were expressed regarding the loss of jobs and data protection (Participant_P3, 1; P15, 4) as well as uncertainties regarding the accuracy of AI results (Participant_P4, 2; P11, 3). In the course of this, it was described "that sources in Chat GPT are not correct and sources are made up" (Participant_P11, 3).

Finally, mixed perceptions were shared. The participants experienced initial skepticism, which weakened over time as their experiences became increasingly positive (Participant_P2, 10; P8, 13), with Participant_P2 (10) speaking of an initial skepticism that quickly subsided. In addition, the advantages of AI were mentioned (Participant_P6, 11), but concerns were also expressed about the redundancy of certain activities (Participant_P14, 15).

4.1.2. General acceptance

Similar to the first impression of AI, a differentiated perception can also be detected in the general acceptance of AI tools, even though with a tendency towards a rather higher general acceptance.

The general acceptance was often assessed as high. It was emphasized that AI tools are used by almost everyone and that a competitive advantage is clearly recognized (Participant_P1, 21; P13, 27). Furthermore, the added value and simplification of everyday life through AI was emphasized (Participant_P4, 22; P5, 23; P10, 25), while widespread use in the professional and private context was also reported, which also has a positive effect on acceptance (Participant_P9, 24; P12, 26). One participant makes this clear with his statement: "As soon as

they understand what AI can do and how it is used, acceptance among colleagues is very high", indicating that those who do not use AI tend to do so out of ignorance (Participant_P12, 26).

The role of age in the acceptance of AI was also addressed and it was pointed out that young people are mostly very open to AI, while older people may have a barrier or lack of understanding (Participant_P6, 16; P11, 17; P14, 18). Participant_P6 (16) noted a very high level of acceptance in their young and dynamic team but assumed that this might be different in more traditional companies.

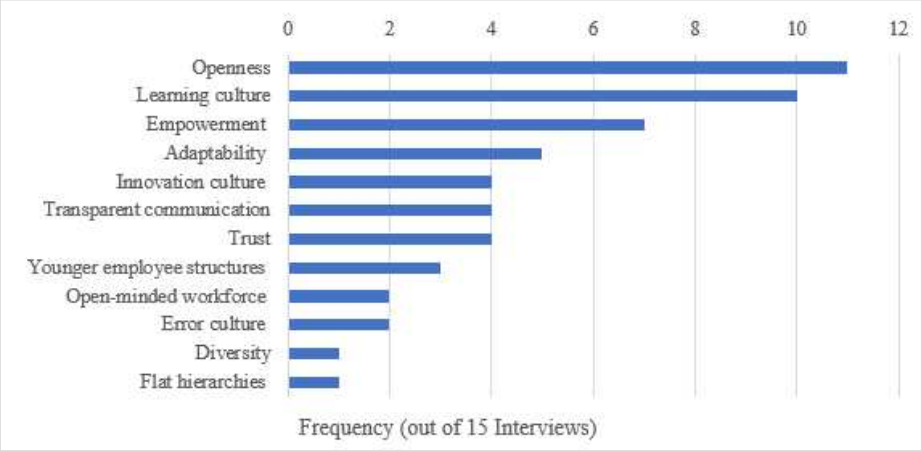
Finally, general acceptance was assessed both positively and negatively. It was emphasized that acceptance also depends on the areas of work (Participant_P3, 19; Participant_P7, 20). Furthermore, acceptance was mentioned as a gradual development, with initial concerns such as security and job loss diminishing over time and the benefits becoming more apparent (Participant_P2, 28; P8, 29; P15, 30).

4.2. Cultural dimensions and AI

4.2.1. Positive cultural influences

The question of which cultural dimensions significantly influence the acceptance of AI technologies in companies resulted in a differentiated picture of cultural dimensions. An overview of the frequency of the mentions from the interviews are visualized in Figure 4.

Figure 4: Positive cultural dimensions related to AI



Above all, the dimension of openness to technology and change was emphasized and mentioned in connection with a positive influence on the acceptance of AI. This openness contributes above all to "(...) integrating AI tools without major resistance" (Participant_P2, 72). Another participant even sees openness as one of the most important dimensions and describes that "(…)

a company [through a culture of openness] welcomes innovations or technological advances instead of seeing them as a threat" (Participant_P15, 81).

Closely linked to openness is the dimension of adaptability and agility, which is also seen as crucial for the successful integration of AI into day-to-day business (Participant_P5, P8, P11, P14, P15). This is illustrated by the words: "In view of the fast-moving developments in technology, it is extremely important to look to the future and adapt", emphasizing the importance of flexibility in order to adapt to the constant new technological changes (Participant_P11, 33).

Another central pillar is the continuous willingness to learn (Participant_P2, P4, P5, P6, P7, P8, P10, P11, P12, P15). In a corporate culture that promotes a continuous willingness to learn, employees are more open to engage with new topics (Participant_P7, 40) and discard rigid patterns (Participant_P2, 36). The mentality: "We've always done it this way" is perceived as a hindrance (Participant_P12, 44). Rather, continuous improvement should be sought to develop a positive attitude towards AI (Participant_P12, 44).

Furthermore, the empowerment of employees was also assessed as crucial (Participant_P1, P3, P5, P9, P10, P11, P13). This is about empowering employees to choose their learning paths and experiment with AI tools (Participant_P3, 52), which encourages an adaptive and flexible approach to change (Participant_P9, 54). It is important that employees are able to "(…) choose for themselves what they want to learn and which tools they want to use" (Participant_P5, 53).

A culture of innovation is also considered as a key driver for the acceptance of AI technologies and promotes experimentation and the development of new approaches (Participant_P3, P8, P13, P14). This is described succinctly: "There are companies or areas that bring out this creativity in people that invite experimentation" (Participant_P3, 61). Especially in the consulting industry, this seems to be an important aspect, as consultants are regularly confronted with new topics and challenges and must solve problems for the client (Participant_P13, 63).

Open communication also plays an important role and (Participant_P1, P3, P11, P14) is perceived as crucial for building a deep understanding of AI and trust in AI technologies (Participant_P11, 67). The importance of transparency is emphasized and mentioned: "It is important to be open and transparent in order to create trust in the technology and reduce fears" (Participant_P11, 67). Dealing with ethical issues should also be considered as part of this

(Participant_P1, 65). In this context, trust within the organization is seen as fundamental for the acceptance of AI (Participant_P2, P11, P14, P15). For example, it is emphasized: "A strong trust should prevail. (...) employees are more willing to use [AI] because they trust that it is for the good of the company and their own work." (Participant_P2, 46).

The structure of the workforce, especially the presence of young, tech-savvy employees, can also favor the acceptance of AI (Participant_P4, P10, P14). In the course of this, it is stated that "[a] very young team is (...) very open to new things" (Participant_P4, 82).

The topic of an open-minded workforce was also discussed. This helps to see innovations such as AI as an opportunity (Participant_P3, 69; P13, 70). In addition, a positive error culture was mentioned, which supports experimentation without fear of failure (Participant_P3, 58; P8, 59) and promotes an atmosphere of continuous improvement and openness to learning processes (Participant_P8, 59). The role of diversity was also emphasized, highlighting that diverse teams promote the acceptance of new ideas (Participant_P9, 50).

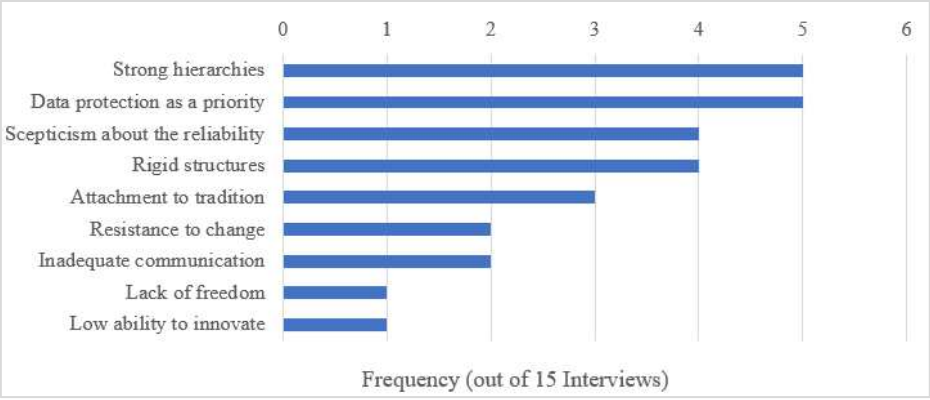
Finally, flat hierarchies were mentioned, which enable quick adaptation and decision- making and are particularly valuable in a dynamic AI environment (Participant_P1, 60). These elements complement the corporate culture and support the integration of AI tools by promoting a broad perspective, adaptability, and engaged learning.

Furthermore, negative cultural dimensions that have a negative impact on acceptance were also mentioned and are discussed in the next section.

4.2.2. Negative cultural influences

A comprehensive picture of the cultural dimensions that have a negative influence on acceptance was revealed. The frequencies of the mentions can be seen in Figure 5.

Figure 5: Negative cultural dimensions related to AI



Strong hierarchies were highlighted as an obstacle to the integration of new technologies (Participant_P1, P3, P6, P8, P9), with the observation being made that "[a] corporate culture that is very hierarchical and allows few different opinions is counterproductive." (Participant_P1, 107). In addition, the strong hierarchy is seen as negative, “(…) as it can impair quick decision-making and agility” (Participant_P8, 110).

Data protection was also highlighted as a priority and it was noted that strict data protection requirements can lead to an initial resistance to use AI tools (Participant_P2, P4, P10, P12, P15). As the handling of AI and the topics of data protection and security are not uniformly regulated, an "initial reluctance" when using AI was noted (Participant_P2, 88).

In addition, skepticism was also expressed regarding the reliability of AI (Participant_P2, P7, P12, P15). There are concerns about the reliability of the information provided by AI tools, which sometimes leads to a reluctance to use these tools (Participant_P12, 105). In addition, the rigidity of structures was mentioned and perceived as an obstacle to the flexibility and adaptability required to accept and work with AI (Participant_P3, P8, P9, P13).

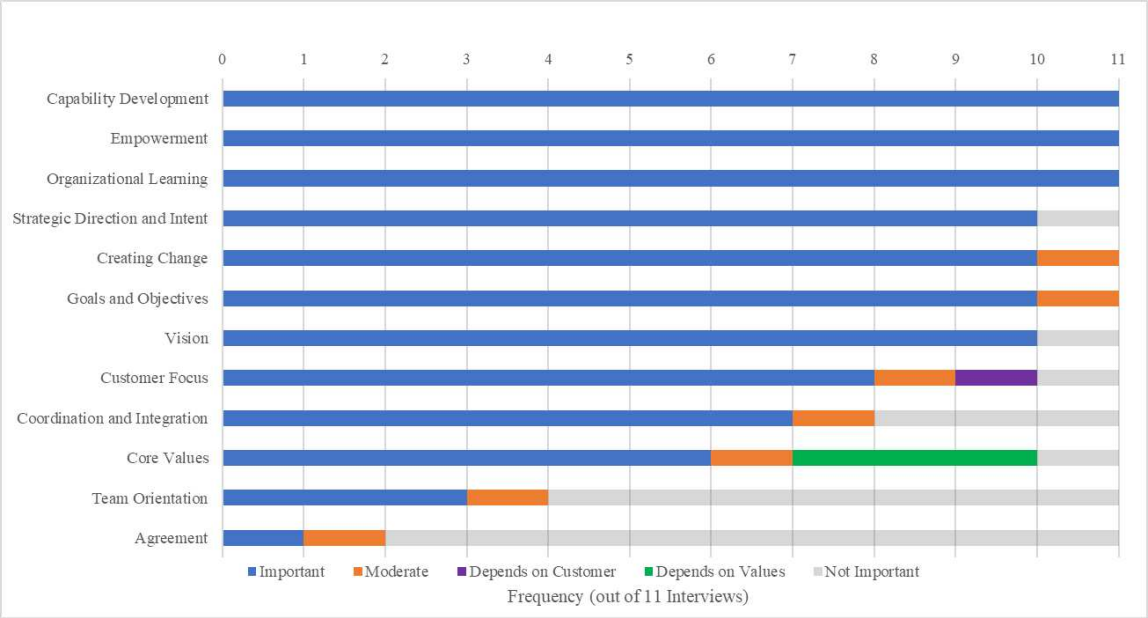
The strong attachment to traditions is also highlighted as an obstacle to new technologies (Participant_P6, P9, P14). In this context, it was mentioned how a strong attachment to traditions could limit the use of AI: "For example, some might argue that they prefer to write their own emails because they have always done it that way and it seems faster to them" (Participant_P6, 85). In addition, resistance to change was described as an obstacle to the introduction of AI (Participant_P5, P10). Insufficient communication within the company was also mentioned as an obstacle to the use of AI tools (Participant_P3, P7). Finally, a lack of freedom (Participant_P1, 93) and a low ability to innovate were mentioned, possibly due to an outdated or too hierarchical culture (Participant_P3, 94).

After a comprehensive consideration of the positive and negative cultural dimensions of AI acceptance, the consideration of the cultural dimensions of Denison's cultural model provides further insights.

4.2.3. Impact of the Denison Model on AI acceptance

The thesis based on the Denison model in the context of the acceptance of AI showed an expanded perspective on cultural dimensions that are relevant for the acceptance of AI. Denison's cultural dimensions were assessed by 11 of the 15 participants.

Figure 6: Cultural dimensions of the Denison model in relation to AI



As can be seen in Figure 6, the development of capabilities is perceived as particularly important. Accordingly, training and further education are perceived as essential in order to give employees confidence in dealing with AI (Participant_P2, 123). In line, empowering employees is considered essential. Employees who are free to decide which tools they use are more willing to engage with AI (Participant_P2, 178) and integrate it into their day-to-day work (Participant_P13, 187). Organizational learning was also seen as important, and continuous learning and the ability to learn from mistakes were mentioned as key components (Participant_P12, 208). It is emphasized that when dealing with AI, one is often confronted with situations in which not everything works as desired, and especially then it helps if the culture allows for trial and error (Participant_P2, 200).

Strategic orientation and intention are also categorized as important and central to the acceptance of AI. A clear strategic orientation that understands AI initiatives as an integral part of the company is considered important because "[if] the introduction of AI is seen as an integral part of the corporate strategy, the acceptance rate increases because employees understand why it is important" (Participant_P8, 215). Accordingly, the vision was also assessed as important and it was argued: "If AI is part of the vision, then yes, employees orient themselves more towards it and I think then acceptance will also be positively influenced" (Participant_P7, 236). Promoting change is also highlighted and assessed as important. In this regard, the need to create a culture in which change is accepted and valued as an opportunity is underlined (Participant_P8, 160). The dimension of goals and objectives is also emphasized as important.

This is because setting clear goals and objectives that include and motivate AI projects has an impact on the acceptance of AI (Participant_P10, 195).

Regarding customer orientation, it is pointed out that a strong customer focus, which primarily emphasizes the benefits of AI for customers, can increase acceptance among employees (Participant_P2, 168). In addition, coordination and integration are highlighted and it is underlined that teams need to collaborate (Participant_P2, 134) and share best practices on the topic of AI (Participant_P3, 135; P12, 138).

The core values are also considered as important, but it was also mentioned that it depends on the respective value system (Participant_P3, P12, P13). Openness (Participant_P3, 145; P12, 146), transparency (Participant_P2, 148), and trust (Participant_P6, 154) were named as values that appear to be particularly conducive to the acceptance of AI.

Less important was the team orientation. However, it was emphasized that teamwork in certain contexts, such as mutual support, can promote the acceptance of AI (Participant_P7, 222). In addition, a negative association was also expressed and explained: "(...) if the team orientation is low, then the acceptance of AI is higher, because people tend to work alone and are dependent on AI" (Participant_P14, 232).

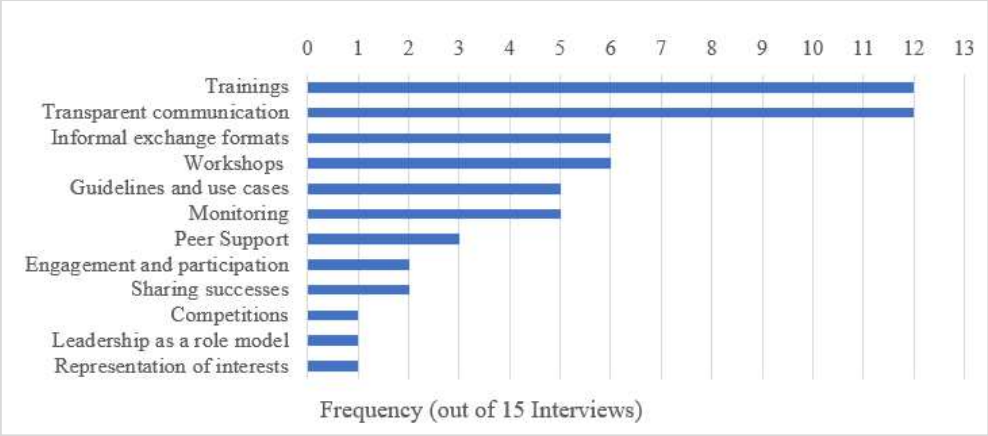
Finally, agreement was assessed as less relevant. Although the importance in dynamic companies, where conflicts occur more frequently, is emphasized (Participant_P6, 112), it seems to be less relevant for the acceptance of AI overall.

After examining both negative and positive dimensions for the acceptance of AI as well as the dimensions of Denison's model, the second research question is examined and the measures for an AI-accepting culture are proposed.

4.3. Initiatives to promote an AI-accepting culture

To answer the second research question, the interview participants were asked about measures and initiatives that contribute to the development of an ideal corporate culture for the acceptance of AI. The interviews revealed several different key initiatives, which can be seen in Figure 7.

Figure 7: Initiatives to promote an AI-accepting culture



The role of training and transparent communication is perceived as particularly relevant for an AI-accepting corporate culture. Training should help employees "(…) so that practically no one feels alienated from the technology" (Participant_P1, 270). This includes not only theoretical knowledge, but also practical applicability (Participant_P2, 271), such as "prompt engineering" (Participant_P11, 277), which should be taught. Regarding transparent communication, the importance of providing information about possibilities (Participant_P5, 285) and explaining the extent of the impact of AI on the company (Participant_P11, 289) was mentioned. This would help to reduce resistance or fears (Participant_P11, 289) and thus increase acceptance. It would also help to "(…) reduce uncertainty and ensure that all employees are up to date" (Participant_P2, 282). The responsibility of the management level to communicate all relevant AI topics openly and honestly was also discussed (Participant_P2, 282). Various formats were suggested for communication, such as newsletters, blog posts, explanatory videos (Participant_P3, 283) or with the help of keynote speakers (Participant_P12, 290).

In addition, informal exchange was mentioned in order to provide a platform for open dialog and the sharing of experiences. This promotes a culture of shared learning (Participant_P2, 253) and collaboration (Participant_P11, 255). Formats such as "regular internal coffee talks" (Participant_P15, 257), "communities of practice" (Participant_P8, 254), regular meetings in a relaxed atmosphere (Participant_P1, 252) or "discussion forums" (Participant_P15, 257) can promote the exchange of knowledge. Workshops were also highlighted as a possible measure to demonstrate the practical applications of AI (Participant_P3, 294) and to actively involve employees in learning processes (Participant_P8, 296).

Guides and use cases were also mentioned, offering orientation (Participant_P15, 251) and showing practical applications of AI (Participant_P7, 249). An "internal area on the intranet" (Participant_P14, 250) could be useful for implementation, where employees can share personal experiences and best practices to support others. Monitoring the use of AI was also identified as a relevant measure for the development of an AI-accepting corporate culture. According to this, it is important to continuously carry out assessments and record how employees deal with AI to adapt AI strategies if necessary (Participant_P4, 259). In addition, the integration of "(...) AI-related goals into the key performance indicators" (Participant_P5, 260) could be used to evaluate the use of AI.

Support from peer groups also plays a crucial role. A buddy on the employee's side could help them to deal with AI correctly. It would be helpful, "(...) if employees had buddies at their side, especially at the beginning of their work with AI" (Participant_P9, 264). This system of peer support could lead to thinking outside the box and exchanging ideas on certain topics (Participant_P15, 266).

The measures of engagement and participation as well as sharing successes were also brought out. Accordingly, engagement and participation refer to actively involving employees in AI processes and showing them that they are part of it (Participant_P4, 245; P13, 246). It also plays an important role to involve employees and “(…) showing them that they can help shape things and find suitable answers for their needs" (Participant_P13, 246). Sharing success stories could also be a key aspect. This helps to make the positive impact of AI initiatives visible throughout the company (Participant_P6, 269). It is suggested to "[share] successes in the team call every month" to highlight the benefits of AI and motivate employees (Participant_P4, 268). In addition, the importance of company-wide communication of AI successes is emphasized in order to promote awareness and acceptance of AI "in larger companies (...) across divisions" (Participant_P6, 269).

In addition, competitions such as "hackathons" (Participant_P8, 244), the role model function of the management level (Participant_P8, 258) and the creation of roles for interest representation (Participant_P1, 267) could be used in a targeted manner to raise interest in AI, promote trust and effectively include the voices of employees.

5. Discussion

In the following chapter, the findings from the existing literature are linked and compared with the results from the interviews. The most important theoretical and empirical findings are discussed in this section and their relation to the research questions is explained.

5.1. Interpretation of the results

To gain an overview of the impact of corporate culture on the acceptance of AI and related measures to promote this culture, an interview guide was created and a total of 15 interviews were conducted.

The interviews were conducted with employees from the consulting industry throughout Germany. The insights regarding the first research question, suggest that the dimensions of openness, learning culture, empowerment and the ability to innovate are particularly conducive to the acceptance of AI. In contrast, a strong hierarchy, an intense drive for data protection, skepticism towards the technology and rigid structures are perceived as obstacles. In addition, the results from the Denison model showed that cultural dimensions such as capability development, organizational learning, strategic direction and intent, creating change, goals and objectives, as well as vision also play an important role.

Referring to the second research question, measures such as training, transparent communication, informal exchange formats, workshops, but also guidelines and use cases, as well as monitoring, are seen as having a good potential to contribute to achieving a corporate culture with high AI acceptance.

5.1.1. Positive cultural influences

This section analyzes the positive cultural aspects that support companies in accepting AI technologies. The focus is primarily on the most frequently mentioned dimensions.

Both the interviews and the literature agree on the importance of openness to technology and change (Upadhyay et al., 2022; Sindermann et al., 2022). Although Sindermann and colleagues (2022) worked with the Big Five Inventory and conducted quantitative surveys and the present thesis conducted qualitative research using a different approach, both results showed similar results in terms of openness and indicate a positive correlation with the acceptance of AI. In addition, Sindermann and collaborators (2022) found significant correlations between openness and age. Again, the results from the interviews are consistent, with Participant_P11 (17) feeling that younger people are more open to AI than older people. This could be due to the fact that

younger people are more curious (Camp et al., 1984) or older people are more likely to follow the mentality "We've always done it this way", as Participant_P12 (87) mentions in connection with the constant willingness to learn.

The topic of continuous willingness to learn is reflected both in the results of the interviews and in the research (Van Breda-Verduijn & Heijboer, 2016; e.g., Participant_P2, 36). The authors particularly emphasize the rapid development of technologies and see the willingness to learn as a decisive characteristic for successfully mastering this development. At this point, it is interesting to refer to the statement by Participant_P15 (45), who makes the development of a learning culture dependent on how companies promote continuous learning and development. Related to this explanation is the view of Thomas and Brown (2011), who consider learning culture in terms of temporal developments. The interplay of constant challenges and overcoming them could help to build up tacit knowledge over time and thus facilitate future situations (Thomas & Brown, 2011).

Agility and adaptability are mentioned both in the literature (Aghina, 2021) and in the interviews (e.g., Participant_P11, 33) as an important factor for the rapidly changing technological environment. While only the relevance of the dimensions is emphasized in the interviews, Aghina (2021) also highlights an approach on how this can be achieved. A network of high-performing teams, in combination with a stable foundation of strategy, structure, processes, people, and technology is seen as helpful for more agility and adaptability. An explanation for the relevance of this dimension could be provided by the research of Gren and Lenberg (2020), who consider agility or agile approaches as an essential response to change.

The role of empowerment was mentioned as a further cultural characteristic both in the survey on the Denison model and in the general survey on positive dimensions. In both cases, this dimension was classified as relevant for the acceptance of AI (e.g., Participant_P8, 183; Participant_P9, 54). Existing studies on the importance of employee autonomy and participation are consistent with the statements made by respondents on the topic of empowerment (Seibert et al., 2011). According to this, employees who can contribute their individual talents and skills are more creative and proactive - this in turn leads to an increase in the ability to innovate and could therefore also be linked to the acceptance of AI. Another explanatory approach is provided by Participant_P12 (186), who considers the independent decision on the use of tools to be conducive to acceptance. In addition, the study by Cheong and colleagues (2016) suggests that the self-efficacy of employees can have a positive impact

on their work performance through empowered leadership. The study suggests that empowered employees are better able to adapt to new challenges and work more effectively. Empowerment could therefore contribute to greater acceptance of change and therefore also of AI, as employees feel more confident and empowered and are more open to new ideas.

The connection between empowerment, agility and adaptability and flat hierarchies also appears interesting. While the first two dimensions were mentioned very frequently, the flat hierarchy was only mentioned once, contrary to expectations (Participant_P1, 60). However, strong hierarchies were one of the most frequently mentioned negative dimensions that can hinder the acceptance of AI. One possible explanation could be that the participants already consider flat hierarchies to be part of agility and adaptability or strongly associate them with it (Alavi et al., 2014).

Finally, as expected, the culture of innovation proved to be an important dimension in promoting technology acceptance. This is in line with the findings from the interviews and the literature (Tjebane et al., 2022; Jung & von Garrel, 2021). Since AI is seen as an innovative novelty, it is obvious that this dimension was emphasized by the participants.

5.1.2. Negative cultural influences

This section of the discussion deals with the negative cultural dimensions that were identified in the thesis as hindering the acceptance of AI technologies in companies. The focus here is also primarily on the most frequently mentioned dimensions.

The results of the interviews indicate that strong hierarchies in companies can hinder the introduction and acceptance of AI technologies (e.g., Participant_P1, 105). Indeed, hierarchical structures can be a particular obstacle in responding to changes in the environment (Lee & Edmondson, 2017), which could indirectly affect adaptability to new technologies such as AI and thus acceptance. For example, these structures could slow down internal communication and the flow of information, making it more difficult to adapt to and accept new technologies quickly (Participant_P6, 109).

Another factor is data protection. The results indicate that an overemphasis on data protection can in some cases inhibit the acceptance and implementation of AI (e.g., Participant_P4, 89). This appears to be the case because employees are worried about what will happen with the data. These findings are in line with previous studies that emphasize the need to strike a balance between data privacy and technological progress (Featherman & Pavlou, 2003). In their

research, they emphasize the importance of privacy risk in technology adoption. Users are concerned about possible misuse or unauthorized access to their personal data, which could limit the introduction and adoption of technologies such as AI.

In addition, skepticism towards new technologies was addressed. The results of the interviews show that such skeptical views can lead to people being less willing to use and deploy AI technologies (e.g., Participant_P15, 106). A similar result was reached by Hengxuan and collaborators (2023), suggesting that skepticism towards new technologies and high levels of uncertainty avoidance may be linked. These technologies are often seen as a potential source of uncertainty that could affect the adoption. Furthermore, resistance to change stems mainly from fear of the unknown and the potential impact of that unknown on the individual (Baker, 1989). This could also lead to uncertainty about whether one's job is at risk, which in turn leads to non-acceptance of AI (Burgess, 2018).

Finally, rigid corporate structures can make the acceptance and introduction of AI more difficult. The study by Sony and collaborators (2023) suggests that adaptability and flexibility are critical to the successful integration of new technologies. However, it should be emphasized that the relationship between the implementation of technology and the structure of an organization is still unclear. While large organizations have more resources to accelerate technology implementation, smaller organizations have less structural complexity and bureaucracy, which could facilitate technology implementation (Han et al., 2020). However, it appears clear that rigid structures were mentioned as one of the main barriers to AI adoption (e.g., Participant_P13, 102). This could possibly be related to lower agility (Participant_P8, 100), which in turn would go along with the views of Aghina (2021) and the relevance of agility in times of a rapidly changing technological environment.

5.1.3. Impact of the Denison Model on AI acceptance

After considering the positive and negative dimensions that affect the acceptance of AI, this section focuses on the application of the Denison model to analyze the acceptance of AI in companies. The relevant dimensions are compared with the literature and interpreted.

Looking at the Denison's model dimensions, the dimension of capability development in particular has emerged as having a significant influence on the acceptance of AI. One possible explanation could be a connection between skills development and the issue of trust. Training and further education could be important, as employees become more familiar with the topic and thus develop more trust. This would be consistent with the research of Choung and

collaborators (2022), who proved that trust positively predicts perceived usefulness, ease of use and attitudes towards intention to use, thus influencing the adoption of AI. In addition, education and training could increase the sense of security and thus the acceptance of AI (Hengxuan et al., 2023).

This goes hand in hand with the importance attached to organizational learning. In an error culture, employees may be more willing to use these tools as they see the issue as a process of trial and error (e.g., Participant_P10, 207). Thomke (2003) explains the importance of experimentation and the resulting benefits. According to him, experimentation could promote a culture of openness and adaptability, which could have a positive effect on the successful integration of AI technologies. In addition, the general willingness to learn could have a positive influence on the acceptance of AI, as Van Breda-Verduijn and Heijboer (2016) emphasize.

Vision, strategic direction, goals and objectives are summarized under the mission characteristic (Denison et al., 2006). A pattern can be recognized here, as these sub-dimensions are almost uniformly considered as essential for a company to increase the acceptance of AI. According to the participants, acceptance increases if AI is an essential component within these sub-dimensions (e.g., Participant_P14, 220). Comparing this result with the literature, a consensus can be identified (Dasgupta & Gupta, 2019). The authors emphasize the characteristic mission as perhaps the most important for the acceptance of technology. One explanation could be that the importance of AI is emphasized by the mission and thus leads to an increased use of AI technologies (e.g., Participant_P9, 194). In addition, the implementation of AI in the strategy could provide more orientation and thus increase in acceptance (e.g., Participant_P6, 213). Finally, the study by Sony and colleagues (2022) suggests that strategic thinking has a significant impact on an organization's performance. This could be transferred to the topic of this thesis and ultimately increase acceptance.

Furthermore, the importance of the aspect of managing change is emphasized in the interviews, where there is an agreement between the participants' statements (e.g., Participant_P10, 162) and the study by Self (2007), which emphasizes that it is important to develop a readiness for change and to manage it effectively in order to reduce resistance. This might be easier to achieve in a culture in which creating change is an integral part of the process compared to a culture in which there is little or no change.

Finally, the dimension of team orientation is an interesting aspect. Although the expectations for this dimension were rather neutral, a negative association was established between team

orientation and the acceptance of AI. The explanation for this is that people who do not work in a team are more dependent on AI and therefore accept the technology more (Participant_P14, 232). As the literature on team orientation and AI acceptance does not provide any results, research in this direction could be interesting.

5.1.4. Initiatives to promote an AI-accepting culture

To answer the second research question, the measures that can contribute to promoting an ideal corporate culture for the acceptance of AI were analyzed. This section focuses primarily on the most frequently mentioned measures.

Research shows that both training courses and transparent communication are crucial for the successful introduction of technologies in companies (Jung & von Garrel, 2021). In their study, the authors emphasize the importance of early education and the connection to transparent communication. As a result, fears can be reduced, rejection lowered and thus acceptance increased. In the same vein, the study by Lichtenthaler (2019) is also insightful. According to the author, employees have a more positive attitude towards AI if they see a benefit from it. Training and open communication could emphasize the benefits and influence employees' attitudes, which in turn could have a positive impact on acceptance. However, the disadvantages should also be discussed. Concerns about employee fear of job loss due to AI (Winick, 2018), dealing with ethical issues of AI (Belk, 2020), and data security concerns (Leslie, 2019) need to be communicated to address these concerns.

It is also possible to alleviate concerns and fears through informal exchange and the sharing of best practices. Reid (2003) emphasizes the importance of sharing knowledge to increase productivity, save time or benefit from knowledge already created. Whilst employees may have the same concerns or fears about AI, some form of knowledge sharing could be a good way to support each other and overcome these fears. Smith and McKeen (2011) also highlight how important it is to have regular knowledge sharing and how important it is for managers to raise awareness and actively measure this issue.

5.1.5. Consideration of first impressions and general acceptance of AI

In this section, the results from sections 4.1.1. First impressions and 4.1.2. General acceptance is analyzed and the extent to which they correspond with existing research results is examined.

The early concerns about the reliability and ethical problems of AI technology are also reflected in research. Several studies, like the one by Winick (2018), demonstrate that there is a certain

skepticism regarding AI related unemployment. In their study, Featherman and Pavlou (2003) also shed light on the issue of reluctance to use technologies due to a lack of data protection. This reflects the concerns of the participants in this study. However, the results of the interviews demonstrate that some participants developed a more positive attitude after initial skepticism, which could be because the benefits of AI became more obvious over time. The research findings of Noy and Zhang (2023), which examine the benefits of interacting with AI, are also in line with the positive assessment of AI tools in terms of increasing efficiency and making everyday life easier.

However, in line with the literature (Schepman & Rodway, 2022; Tran et al., 2021; Ochmann & Laumer, 2020), individual factors such as the age of the user influence the general acceptance of AI technologies. Generation Z is said to be more accepting of AI technologies, while people from generations Y and X are more likely to have difficulties with the technology. In contrast, Ochmann and Laumer (2020) mention that people from Generation Y are more accepting of AI technologies. According to the authors and Participant_P11 (17) older people tend to be less open to AI and may have more reservations. This statement is contradicted by the study by Park and Woo (2022), which finds no correlation between positive or negative attitudes towards AI and the age of the participants.

In conclusion, it can be said that both first impressions and general acceptance are mostly positive. This could have various reasons and could depend on the consulting industry, but also on the increased use of technology in recent years due to the coronavirus pandemic. The last assumption would be in line with Lobin (2018), who describes the increased use and normality in relation to new technologies during this time.

5.2. Implications

It can be assumed that the topic of AI will continue to be highly relevant for companies in the coming years. Hence it is inevitable for companies to think about how to ensure a fit with their corporate culture and which cultures best contribute to a smooth human-AI interaction. The results of this study contribute to this and, above all, highlight cultural dimensions that have a significant influence on the acceptance of AI. While the factors for AI acceptance have already been studied in general (Kelly et al., 2022), this thesis focuses primarily on the company level and corporate culture in order to link AI acceptance to cultural dimensions. The dimensions of openness, learning culture, empowerment and the ability to innovate emerged as the most significant, which suggests management should consider and promote these dimensions when

adopting AI. Thereby, this thesis provides a valuable contribution to the literature examining the influence of organizational culture on the adoption and acceptance of new technologies. In addition, this thesis provides practical application advice on which concrete measures can be taken to promote a corporate culture with high AI acceptance. Concrete advise was provided (see Section 4.3.) based on these, such as training or transparent communication, for instance. Companies could benefit from the results and incorporate the findings into their AI implementation process or as a preventative measure.

Nevertheless, this research can only be considered along its limitations, which are therefore examined in the following.

5.3. Limitations and further research

The informative value of the research is restricted by various limitations such as the selection of participants, the methodological approach, and the way the interviews were conducted.

Despite the efforts to recruit different participants for the sample, a very uniform group of interview participants emerged, particularly in terms of position, age, management responsibility and length of service. On the one hand, the sample is younger in terms of age, which also means that most of the participants are in an entry-level position and work as consultant. In addition, the proportion of participants with management responsibility is significantly low and all participants have been with the company for less than five years. The representativeness of the results is limited by these points and should therefore be taken into account when transferring them. Furthermore, this thesis is limited to management consultancies in Germany. Country-specific cultural differences could lead to different results, as national cultures differ (Hofstede, 2011).

The choice of methodology is an additional limitation. The Denison model attempts to consider various cultural factors but does not reflect all facets of a corporate culture. For example, the study by Jung and collaborators (2007) mentions cultural dimensions such as leadership, ethics, employee engagement, performance, support, etc., but these were not submerged as part of this study. Thus, it could be assumed that the prevailing management style in a company has an impact on the acceptance of AI. If this is the case, it was not covered by the Denison model and therefore limits the results. It must also be emphasized that corporate culture and the associated aspects are an extremely complicated and complex construct. As a result, the interviewees could assign different meanings to the individual dimensions based on their own experiences or their different understanding of corporate culture. Due to the distance, the interviews were not

conducted in person, but virtually. The transmission and interpretation of the results could also be influenced by this method.

As the topic of AI acceptance and corporate culture is still very new, the limited literature could also be seen as a limitation. To get a more accurate picture, further cultural dimensions could be analyzed in future research. In addition, the differences between the countries could be informative in order to gain further insights into the perception of the topic outside of Germany.

6. Conclusion

This master's thesis examines the extent to which corporate culture is decisive for the introduction and acceptance of AI in companies. By conducting and analyzing 15 interviews, it was suggested that cultural dimensions such as openness, willingness to learn, empowerment and innovativeness are crucial for the successful adoption and acceptance of AI. In contrast, a strong hierarchy, a pronounced need for data protection, skepticism regarding the accuracy of AI and rigid structures have a negative impact. The results of the Denison model partly confirm the importance of these cultural dimensions and highlight factors such as capability development, organizational learning, strategic direction and intention, change creation, goals and visions. Moreover, this thesis identifies measures such as training, transparent communication, informal exchange formats, workshops, guidelines and use cases as effective in promoting an AI-friendly corporate culture. Monitoring is also considered as important.

Summarized, this thesis offers valuable insights and practical advice for companies looking to embrace AI. It emphasizes that an adaptable culture is crucial for success in the constantly changing digital landscape and that companies should not only accept the future of AI, but actively shape it.

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Appendix

Appendix A: Definitions of the dimensions of the Denison cultural model (Denison et al., 2006)

- "**Strategic Direction and Intent.** Clear strategic intentions convey the organization's purpose and make it clear how everyone can contribute and "make their mark" on the industry.
- **Goals and Objectives.** A clear set of goals and objectives can be linked to the mission, vision, and strategy, and provide everyone with a clear direction in their work.
- **Vision.** The organization has a shared view of a desired future state. It embodies core values and captures the hearts and minds of the organization's people, while providing guidance and direction.
- **Core Values.** Members of the organization share a set of values which create a sense of identity and a clear set of expectations.
- **Agreement.** Members of the organization are able to reach agreement on critical issues. This includes both the underlying level of agreement and the ability to reconcile differences when they occur.
- **Coordination and Integration.** Different functions and units of the organization are able to work together well to achieve common goals. Organizational boundaries do not interfere with getting work done.
- **Empowerment.** Individuals have the authority, initiative, and ability to man-age their own work. This creates a sense of ownership and responsibility to-ward the organization.
- **Team Orientation.** Value is placed on working cooperatively toward common goals for which all employees feel mutually accountable. The organization relies on team effort to get work done.
- **Capability Development.** The organization continually invests in the development of employee's skills in order to stay competitive and meet on-going business needs.
- **Creating Change.** The organization is able to create adaptive ways to meet changing needs. It is able to read the business environment, react quickly to current trends, and anticipate future changes.
- **Customer Focus.** The organization understands and reacts to their customers and anticipates their future needs. It reflects the degree to which the organization is driven by a concern to satisfy their customers.

- **Organizational Learning.** The organization receives, translates, and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge, and developing capabilities."

Appendix B: Interview Guide - Company culture and acceptance of AI tools

Introduction:
The goal of this research is to understand how organizational culture influences the adoption and acceptance of AI tools in consulting environments. At a time when artificial intelligence is becoming more prevalent, it is crucial to know how it fits with a company's culture. With this study, we aim to gain insights to help companies develop an AI-enhancing culture to remain competitive in a rapidly changing world.

1. Professional Background and commitment:
Please tell us briefly about yourself and your role in the company, especially about the use of AI tools.
• What points of contact do you have with AI tools in your everyday business?

2. Perception of AI tools:
Tell me about your first impressions when AI tools were introduced into your everyday business.
• How have you perceived the general acceptance of AI?
• How did you feel about it? Were there negative/positive feelings?
• Do you think AI is important for the overall company strategy or not really?
• What do you think and how do you feel about that? Do you think it should have a different level of importance than the one it has?
• Do AI tools align or not align with your company's values? How so?

3. Learning process and practical application of AI tools:
Please tell me about the introduction of AI tools; has it changed your daily work and that of your colleagues? If so, how?
• What was your personal learning curve when using these tools? Were there any challenges or aha moments?
• Were you and your team prepared for the introduction of AI tools? Were there training or other forms of support?
• Were there any best practices or guidelines introduced within the company to make it easier to use AI tools?

4. Cultural dimensions and AI:
Thank you for your answers so far. I'll now provide you with a general definition of corporate culture, which will be helpful to ground the following questions. "Organizational culture refers to the shared values, beliefs, and behaviors that shape the attitudes and actions of employees

within a business. It is the personality of a company, and it plays a crucial role in determining how employees interact with each other and customers." (Lteif, 2023)
• First, can you tell me please more about the corporate culture in your company?
• Do you think there is a relationship between corporate culture and the acceptance of AI tools?
• What cultural aspects of your company can you identify that have particularly supported the adoption of AI?
• Conversely, were there cultural hurdles? If so, which? And what was the response to them?
• Can you identify specific values within your organization that align with or deviate from the use of AI?

➔ Showing the cultural dimensions of the Denison cultural model and asking the participants what they think, whether and how important the dimensions are for the acceptance of AI.

5. Useful cultural dimensions and AI:
Thanks. That has been very informative. Now, I would like to ask you to imagine a future where AI is firmly embedded in the consulting world. In such a scenario, what cultural characteristics should a company promote to maximize the adoption of AI and reap the most benefits from it?
• What aspects of company culture do you think are most important to reap the most benefits? Why?
• What initiatives/measures could promote these ideal cultural characteristics?
• Which cultural dimensions do you think are not so important? Why?

Final Thoughts:
Given our conversation and your experiences, are there any other insights you would like to share with us? Maybe something crucial that we didn't address?

Your participation is of great value, and I appreciate the time and insights you shared with me. Thank you very much!

Appendix C: Interview Summary

Category: Perception of AI Tools - Initial Impressions				
Category Description: First impression statements when AI was introduced				
#	Frequency	Transcript	Segment	Sub code
1	**4**	Participant_P3	There is still a lot of this issue with fear right now. Employees are afraid in the sense of 'Will my job be lost or will I be replaced'. What is also a really big topic are ethical reasons, like 'Can you simply replace your employees with artificial intelligence' and how ethical is the whole topic. But also something like, if I use artificial intelligence, then of course I also have the question 'How do I deal with it?' and 'Who is the owner of the knowledge?'.	**Negatives**
2		Participant_P4	I would say more uncertainty because you don't know whether you can use it now or whether these results will come out. So there is also this question of whether the results are reliable or whether AI got it from some blog sites that have now published it and are spitting it out as an answer.	

3		Participant_P11	I'm actually rather cautious about it. Especially since I use the tool a lot privately and have had the experience that sources in Chat GPT are not correct and sources are made up. And I find it fascinating on the one hand, but also frightening. Especially because you naturally ask yourself what this means for your own job. So maybe a blessing and a curse at the same time, so to speak.	
4		Participant_P15	At first I was a bit skeptical. Especially in terms of data protection and because you don't know where the data ultimately comes from. That is precisely the challenge. We must ensure that confidential data remains protected.	
5	**5**	Participant_P1	So the tool has been around for a while and I have used it independently of work. It was actually more of an initiative of my own to use it. So I generally had the feeling that the tools that are available are more likely to be used by the employees themselves because it is a great support in everyday life.	**Positive**
6		Participant_P5	We're still at the very beginning, and I definitely see room for improvement. We will probably have access to much better solutions in the future. My first impression is pretty objective. We should focus on what offers added value and use that. We should avoid things that do not offer added value. For me, that's an overall positive, especially if it's simple and efficient, because then I'll definitely use it. The openness of the system is another plus point. I can use it for free, which is a big advantage for me. Overall, I am positive about the whole development and could give even more reasons for it.	
7		Participant_P10	Actually find AI itself to be very straight forward, I would say not super complicated either. I think it's very easy to use and I can understand why so many people use it so often. Especially because it is very simple and the output you generate is very easy to use.	
8		Participant_P12	So I find it very impressive how it works and how helpful it can be. With us, the AI tool is integrated into teams and you treat this AI like a normal colleague that you have in your contact list. You can write to him if you need	
9		Participant_P13	Personally, I don’t have a lot of contact in everyday life. But of course I know about the relief that you can use in your everyday work. I'm actually very open and see the topic as a supplement and enrichment.	
10	**6**	Participant_P2	That was an interesting time. To be honest, at the beginning when these AI tools were introduced, I was a bit skeptical. I thought, 'How can a machine now suddenly do what we've been doing for years?'. Many people in the team felt the same way. There was a certain uncertainty, perhaps even fear of the unknown. We didn't know exactly what these tools would bring and whether they would actually improve our work or make it more complicated. But as we started using it and started seeing results, that changed pretty quickly. We have noticed that AI can support us in many areas without reducing our role.	**Positives & Negatives**
11		Participant_P6	I think there are one or two areas where you simply notice that you are becoming superfluous. So just write an email about this topic. You can then do this very easily with ChatGPT. Of course it's never perfect, but I have the feeling that ChatGPT or AI basically results in 90% of the time. But you can still save a lot of time with it.	
12		Participant_P7	First impressions were good so far. So, on the one hand, it can make work easier and, in terms of efficiency, you can simply evaluate things more quickly, summarize things or gain insights. But since AI is not yet error-free and you still have to be careful when using the content, this is still a negative point. And of course it is also the case that this is a new tool and not everyone knows how to use it correctly. There is also the point about data protection.	
13		Participant_P8	When AI tools were introduced into everyday business, my first reaction was a mix of curiosity and optimism. I saw the enormous potential, especially in terms of increasing efficiency and the ability to work faster for our customers. But I also have to say that it was challenging at the beginning to familiarize yourself with the basics of AI and to understand how which prompts lead to which results. Sometimes the results didn't immediately meet expectations and you had to make adjustments yourself.	
14		Participant_P9	My first impression is that the use of AI tools in our company is desired to a certain extent, but with certain limitations. For example, great emphasis is placed on not entering sensitive information in external tools such as ChatGPT or Deepl.	

15		Participant_P14	I find the topic very fascinating, especially since the topic is just starting to get really big. But it's actually a bit frightening how many jobs could already be replaced by artificial intelligence. I think the most important thing is to understand that as an employee you learn how to effectively use the tools to use them to your own advantage.	

Category: Perception of AI Tools - General Acceptance				
Category Description: Perception of the general acceptance of AI				
#	Frequency	Transcript	Segment	Sub code
16	**3**	Participant_P6	Very high, but I think that is also due, among other things, to the fact that our team is very young and also very dynamic, because it is also a consultancy. I can imagine that things are different in more traditional companies.	**Depending on age**
17		Participant_P11	Because it makes everyday life so much easier and makes things quicker, acceptance is quite high. I actually have the feeling that younger people use the AI more and are more likely to use it than older people, for example. So I think it also depends a lot on age.	
18		Participant_P14	Perhaps the perception is a bit distorted, but I generally think that young people are very open and open to it and are trying to benefit a lot from it. With older people I have the feeling that there is still a hurdle or somehow a lack of understanding because they don't realize it yet.	
19	**2**	Participant_P3	I think this has a lot to do with the use of AI. So the AI on the subject of Internet Knowledge Management, the acceptance is very high because you can generate content very quickly or look up content and that helps me very quickly. [...] But areas, especially when it comes to generative AI, i.e. really generating artificial intelligence, there is certainly a conflict. Especially when we look at the HR area, because there are also use cases where AI accompanies you when you leave before you retire and the AI absorbs all of your knowledge and then passes this knowledge on to those next to you.	**Negative/Low & Positive/High**
20		Participant_P7	I think the general acceptance of AI is generally very good. As I said, it makes work processes easier and it also helps people. But of course it depends on what each person or advisor actively does. But on the other hand, there are still inhibitions. As already mentioned, the topic of data protection and where the data is ultimately transferred and how it is handled. There is still a bit of transparency missing, which leads to a certain reluctance on the part of some people.	
21	**7**	Participant_P1	Very high. So it is used by many, if not almost everyone. I think acceptance of the tools is very high, especially in the consulting environment. On the one hand, I think this is due to the age of the employees. This is an important point because the average age in counseling is generally very low. And secondly, I think technology consulting is more open to new technologies and AI in general and it is also an advantage for the competition.	**Positive/High**
22		Participant_P4	Actually very, very good. So, especially in everyday life, it often happens that we ask Chat GPT and I think it really brings added value and therefore simplifies a lot of things.	
23		Participant_P5	I think most people have understood that these technologies are no longer just an option and will become an integral part of our lives in the future. That's why I think acceptance is quite high. The reactions are mostly positive, the only question is how intensive the use is. Of course, there are also people who are more reserved, perhaps because they think they can complete tasks more quickly on their own.	
24		Participant_P9	The acceptance of AI tools in our company is quite high. Many colleagues around me use these both professionally and privately. The use of our internal AI tools is actively promoted and we regularly receive emails encouraging us to use these tools.	
25		Participant_P10	Very positive in itself. I think what most people really want to understand is how can I do some things that I do often faster and better. And I think the focus is also to get an overview of what exactly is happening out there.	

26		Participant_P12	I am not aware of anyone in our company actively resisting or opposing the use of AI tools. Those who don't use them do so out of ignorance of how the tools work rather than a lack of adoption. As soon as they understand what AI can do and how it is used, acceptance among colleagues is very high. Many people use the tools regularly for private or professional purposes, especially for simple tasks such as data collection and processing.	
27		Participant_P13	So I think it's very high for us. A lot of people use it. So I think we see that it's a great advantage for us. Also as a competitive advantage and to position ourselves correctly in the market in order to generate a competitive advantage.	
28	**3**	Participant_P2	So in general I would say that the acceptance of AI in our company was quite high. Most have received the new tools well, especially when they have seen how they can make work easier and better. Of course, there were some who were hesitant at the beginning. The biggest concern I heard often was the fear that AI could eventually replace our jobs. Over time, most people have realized that these tools are actually a great help and not a threat to their jobs. But yes, it was a process and only got better with time.	**Step-by-step development**
29		Participant_P8	The general adoption of AI in our company was a gradual process and varied greatly depending on colleagues. Some colleagues had no problem with it and started straight away and others were more cautious or didn't see the reason why they should work with it.	
30		Participant_P15	Acceptance was initially mixed. Some colleagues were excited about what was possible and how it made their day easier, others had concerns about safety and job loss. But over time this passed and as the advantages became more obvious, acceptance increased.	

Category: Cultural Dimensions and AI - Positive Cultural Influences				
Category Description: Cultural dimensions that positively impact AI adoption				
#	Frequency	Transcript	Segment	Sub code
31	**5**	Participant_P5	I would also say willingness to change, as well as reacting flexibly to changes.	**Adaptability and agility**
32		Participant_P8	I think a company should promote a culture of adaptability and agility. This means that employees are encouraged to think flexibly and see change as an opportunity, not a threat.	
33		Participant_P11	Adaptability should be firmly anchored. In view of the fast-moving developments in technology, it is extremely important to look to the future and adapt. A culture of flexibility is therefore important in order to be able to continuously adapt to new technologies and circumstances.	
34		Participant_P14	I also think that if there are external incentives that force the company to adapt to new conditions, this can lead to faster adoption of AI tools.	
35		Participant_P15	Then, as I said, adaptability, i.e. flexibility and quick adaptation to new circumstances, is also important.	
36	**10**	Participant_P2	And finally is the learning culture. A lot of emphasis should be placed on constant learning and development. This helps develop the necessary skills and knowledge to deal with AI tools. It is the general willingness to learn and adapt that is very important, especially with AI. It is important not to be trapped in rigid patterns, but rather to always be ready to learn and try out new things.	**Continuous willingness to learn / learning culture**
37		Participant_P4	Especially this learning culture. That you really try to pass on your knowledge and practically constantly develop yourself further.	
38		Participant_P5	So as I said, constant and fast learning will be a big topic for all of us because it will simply continue to develop.	
39		Participant_P6	The most important thing, in my opinion, is the willingness to learn and embrace new technologies like AI. It's about learning how to use AI correctly by becoming aware of its strengths and weaknesses.	
40		Participant_P7	But I also think the willingness to learn new things and deal with new topics comes into play here. The central question is how best to deal with AI.	

41		Participant_P8	A culture of lifelong learning is of course also important in the train, as is the issue of employee development, so that employees have the opportunity to familiarize themselves with the latest developments in AI technology.	
42		Participant_P10	I would definitely say that it is extremely important to have a culture of learning. So where learning is welcome and you are supported accordingly. The presence of ambitious and future-oriented employees in our company is therefore particularly valuable. It's not just about having employees who already have the necessary skillset to use AI tools, but also the motivation and willingness to learn and try out new things.	
43		Participant_P11	In addition, certain skills that cannot be replaced by AI are becoming increasingly important. Especially in the social and interpersonal areas. The focus should therefore also be on a strong learning culture that aims to further train employees in these areas but also promote everything related to AI.	
44		Participant_P12	It is important that employees are curious and willing to try out new technologies and continually learn. Improvements should be sought and not the mentality of 'We've always done it this way'.	
45		Participant_P15	Then I think a learning culture is important. Companies that promote continuous learning and development are particularly better prepared for AI because it happens to them all the time. I think employees in such companies are more willing to acquire the necessary skills or deal with challenges.	
46	**4**	Participant_P2	A strong trust should prevail. Both in the employees and in the technologies that are used. This trust means that when a new tool like AI is introduced, employees are more willing to use it because they trust that it is for the good of the company and their own work.	**Culture of trust**
47		Participant_P11	I think trust is crucial for AI adoption. This primarily concerns the concern that employees could be replaced by AI.	
48		Participant_P14	Then I also believe there is a transfer of responsibility or a culture of trust in the company that trusts both AI and colleagues. That they still carry out their tasks well and don't just leave everything to the AI, but also that they are still involved. A culture of trust, but also in the sense that people don't have to worry about losing their jobs, so that communication is made accordingly.	
49		Participant_P15	But I think something like trust is also important. Employees are then likely to be much more open to the technologies and the introduction of AI is more likely to be accepted.	
50	**1**	Participant_P9	Diversity also plays an important role. A diverse team increases the likelihood that new ideas will be accepted rather than rejected outright.	**Diversity**
51	**7**	Participant_P1	In my view, a corporate culture that has a positive impact on the acceptance of AI would be a culture that promotes values such as openness and personal responsibility.	**Empowerment**
52		Participant_P3	Where you simply have this framework, that you have the freedom to experiment with such things, to find your way around.	
53		Participant_P5	I also see freedom for skills development as an important aspect. So they can choose for themselves what they want to learn and which tools they want to use.	
54		Participant_P9	When employees have the freedom to be creative and open in the way they work, rather than being constantly monitored, they are more likely to be willing to try new things.	
55		Participant_P10	But then I also think something like freedom is important. To be able to try out new things and decide for yourself how you work. I think employees will then be more willing to try out new things, such as AI.	
56		Participant_P11	So empowerment, that people also have freedom. Like using and trying out tools like ChatGPT. And I think that if this has always been practiced, then it makes dealing with AI much easier.	
57		Participant_P13	So I would definitely say that everyone should be open to how they develop and how they want to work. For example, through New Work we have the opportunity to design our workplace so that we can work efficiently and effectively.	
58	**2**	Participant_P3	Who have a good error culture where it's okay to make a mistake sometimes.	**Error culture**

59		Participant_P8	But also that you can try new things without the fear of failure. This creates an environment in which creativity and progress can grow.	
60	**1**	Participant_P1	In my opinion, low hierarchies are also important. So that the structures are also flat and it is not a waterfall organization.	**Flat hierarchy**
61	**4**	Participant_P3	There are companies or areas that bring out this creativity in people that invite experimentation.	**Innovative and creative culture**
62		Participant_P8	Equally important is a culture that embodies innovation, where experimentation and exploring new avenues are encouraged.	
63		Participant_P13	But then also this ability to innovate and even take on the role of an ambassador for new technologies. Then in the consulting industry it is everyday life to constantly deal with new topics and challenges, be it with customer problems or in the development of customer relationships.	
64		Participant_P14	In my opinion, the most important dimensions are a willingness to innovate and a certain willingness to invent.	
65	**4**	Participant_P1	It also promotes open exchange and thus also addresses ethical issues.	**Open communication**
66		Participant_P3	We see that we don't leave them hanging, but we also do change management, we communicate with our people and that there is a very enabling culture at the place.	
67		Participant_P11	There should be transparency about how the algorithm works and how the AI was trained. Without this understanding, the use of AI could seem worrying. I think it's important to be open and transparent to build trust in the technology and reduce fears.	
68		Participant_P14	Communication is also important, so how decisions are communicated within the company has a major influence on the acceptance of AI.	
69	**2**	Participant_P3	I think that experimentation that I already told you.	**Open-minded workforce**
70		Participant_P13	A positive attitude towards change, i.e. seeing it as enrichment and progress, is important. Then this mindset of viewing changes as a competitive advantage and not a threat and in combination with personal responsibility.	
71	**11**	Participant_P1	In my view, a corporate culture that has a positive impact on the acceptance of AI would be a culture that promotes values such as openness and personal responsibility.	**Openness**
72		Participant_P2	There would be openness. As I mentioned before, it is important to be very open to new technologies and approaches. This openness allows integrating AI tools without major resistance.	
73		Participant_P3	Openness to new things, that you can first look at the whole thing for yourself, can first test it for yourself, who can determine the possible uses, but that the whole thing takes place in a playful way that I am not forced into it in any way.	
74		Participant_P5	It seems plausible that there is a correlation between openness to new technologies and the effective integration of these technologies into the company.	
75		Participant_P7	I think the topic of openness, or general openness towards new technology, is particularly important.	
76		Participant_P8	In addition, openness to new things should be encouraged and actively promoted.	
77		Participant_P9	Companies that are open to change and do not stick to a rigid culture have an easier time adapting, i.e. openness to change.	
78		Participant_P11	An open mindset is important. So that concerns are viewed rationally and that people try out new things and see that as an opportunity rather than a threat.	
79		Participant_P12	Openness to new things and a strong focus on creating added value for customers are the basic building blocks for a high level of acceptance of AI.	
80		Participant_P13	The work often requires being thrown in at the deep end and learning to stay afloat. This also applies to further developments with AI, i.e. being open to the topic and using the opportunities offered. So a culture that embodies openness and lives that.	
81		Participant_P15	One of the most important is openness to innovation. In other words, a company welcomes innovations or technological advances instead of seeing them as a threat.	

82	3	Participant_P4	I just think a very young team is positive. Especially at the lower levels, where most of the knowledge is generated, the employees are still very young and very open to new things and that is in turn very helpful when new technologies emerge, such as AI.	**Young employee structures**
83		Participant_P10	I would say that the younger, the weirder, the more ambitious your team is, the easier it is for such tools to be accepted in the company.	
84		Participant_P14	My company has a lot of older employees and the introduction of AI could initially cause fears, for example through job losses or restructuring. In a younger, more dynamic company, the introduction of AI might be more enthusiastic. They see it more as an opportunity to do better work in less time.	

Category: Cultural Dimensions and AI - Negative Cultural Influences				
Category Description: Cultural dimensions that negatively impact AI adoption				
#	Frequency	Transcript	Segment	Sub code
85	3	Participant_P6	In companies with a very traditional or old-fashioned culture, the introduction of new technologies such as AI can be met with resistance. For example, some might argue that they prefer to write their own emails because they have always done it that way and it seems faster to them.	**Attachment to tradition**
86		Participant_P9	Another point is the strong connection to tradition in the corporate culture. If the culture is very traditional and clings to certain, possibly outdated values, this can limit openness to new technologies and approaches.	
87		Participant_P14	So conservative companies that are perhaps a little more resistant to change and that perhaps also rely on a long tradition. I think people are more concerned about that, or perhaps management is also concerned. It's a new trend, so to speak, and whether it's affecting the company too much and confusing internal processes.	
88	5	Participant_P2	A big topic, for example, is data protection. This is a very sensitive topic in our industry and there are questions about how AI tools handle the data and whether they comply with data protection standards. This has led to initial reluctance to use these tools.	**Data protection as a priority**
89		Participant_P4	In general, this is the issue with data protection when working with customers. The problem is that the data is often very sensitive and artificial intelligence is often a big problem. This could in turn lead to inhibitions and then limit acceptance because people are afraid of using the tool.	
90		Participant_P10	There is also a certain fear when dealing with AI tools, especially with regard to data protection. For example, in the area of reporting, there are questions about how AI can be used there.	
91		Participant_P12	Data protection is an essential point, especially since it is not easy to process customer data in all possible tools. It is crucial to know where and how the data is stored and processed.	
92		Participant_P15	One of the biggest challenges was dealing with the uncertainty and distrust of AI, i.e. concerns about data protection and the reliability of AI results.	
93	1	Participant_P1	Places little emphasis on employee personal responsibility and involves very few employees.	**Lack of freedom**
94	1	Participant_P3	I think I could also imagine culture that is not very innovative, that is more outdated, perhaps more hierarchical.	**Low ability to innovate**
95	2	Participant_P3	A culture in which there is too little communication, even if you simply throw a tool like this in front of people and those who are not qualified don't pick it up, nothing communicates.	**Inadequate communication**
96		Participant_P7	Maybe the topic of internal communication fits the bill quite well. There is a lack of communication about what can and cannot be done. This hinders use somewhat because you are not sure.	
97	2	Participant_P5	Of course, the classic willingness to change and maintain the status quo. For example, we saw this back then with the automobile industry when it was said that cars would not catch on and that faster horses were needed.	**Resistance to change**
98		Participant_P10	For example, if you have so many 50 to 60-year-olds in the company who probably see it like this: "Okay, now I have to learn something new," then it is relatively difficult to include such tools and achieve acceptance.	

99	**4**	Participant_P3	If that's a culture that describes exactly the opposite, where you have fixed processes. This mentality, we've always done it that way. This is a real hindrance to new technologies.	**Rigid structures**
100		Participant_P8	A strong focus on uniform working methods and highly standardized processes could also limit flexibility and adaptability, which in turn are important for acceptance and working with AI.	
101		Participant_P9	For example, it is common for us that decisions are rarely made by an individual, but mostly by majority vote. This can result in new technologies such as AI tools taking longer to adopt as the decision-making process is more time-consuming.	
102		Participant_P13	I think professional groups that primarily carry out repetitive and operational tasks often view technological advances such as AI differently than those who work more conceptually and in a networked manner. For the former, AI can be perceived as competition, especially in areas such as the public sector, where entrenched structures and processes often prevail. It is a challenge to develop an open mindset here, as thought structures such as “We have always done it this way” often arise.	
103	**4**	Participant_P2	Another problem that arose, particularly with tools like ChatGPT, was that they often do not provide sources for the information provided. This was particularly problematic in situations where employees used these tools for research purposes. There was uncertainty about how reliable the information was and where it came from.	**Skepticism about the reliability**
104		Participant_P7	A key point when dealing with AI is the question of the origin of the information. This leads to a bit of tension between the need for transparency and scientific accuracy. The quality of the data and results generated by AI must also be guaranteed. Therefore, AI cannot simply be used uncritically.	
105		Participant_P12	Another important aspect is trust in the results of the tool. When one feels that the tool's deductions or conclusions are not correct, a problem arises. We currently mainly use AI for repetitive, simple tasks. When it comes to larger and more complex tasks, there is still more reluctance. I think this is normal for now and will take some time until there is trust in AI tools.	
106		Participant_P15	One of the biggest challenges was dealing with the uncertainty and distrust of AI, i.e. concerns about data protection and the reliability of AI results.	
107	**5**	Participant_P1	A corporate culture that is very hierarchical and allows few different opinions is counterproductive.	**Strong hierarchies**
108		Participant_P3	I think I could also imagine culture that is not very innovative, that is more outdated, perhaps more hierarchical.	
109		Participant_P6	believe that a highly hierarchical corporate culture can be a hindrance, especially when it comes to integrating new technologies.	
110		Participant_P8	For example, I find a strong emphasis on traditional hierarchies to be a hindrance as it can impair quick decision-making and agility.	
111		Participant_P9	Strong hierarchies in the company can fundamentally be problematic. For example, if a manager is critical of new technologies, this can directly influence the attitudes of the employees under him. This could also cause them to develop prejudices or become critical of innovations.	

Category: Denison Culture Model - Dimension Agreement				
Category Description: Relevance of the agreement dimension for AI acceptance				
#	Frequency	Transcript	Segment	Sub code
112	**1**	Participant_P6	I would also rate the level of consensus in companies as high. I think it depends on the specific type of company, but it is particularly important in dynamic companies because conflicts can often arise.	**Important**
113	**1**	Participant_P14	I would also rate it moderate. Similar reasoning to the last point. When there is a lot of agreement in the company culture, people are less afraid because they are not included in certain decisions or are less afraid of being ignored. And even then, less fear of losing your job or giving up parts of your area of responsibility and other AI.	**Moderate**
114	**9**	Participant_P2	When it comes to the consent dimension, I honestly don't know. So probably not.	**Not important**
115		Participant_P3	I think this has less to do with the acceptance of AI	
116		Participant_P5	I find it rather irrelevant, to be honest. So that's very individual.	
117		Participant_P7	I think that's less important.	
118		Participant_P8	To be honest, I can't do much with agreement.	
119		Participant_P9	I find it difficult. Conflicts can also arise, particularly when solving problems with AI. But I don't know how this will affect the acceptance of AI.	
120		Participant_P10	Just like working consensually, I also find that less important.	
121		Participant_P12	Here I believe that there is no real connection or I don't see it.	
122		Participant_P13	Not that important.	

Category: Denison Culture Model - Dimension Capability Development				
Category Description:		Relevance of the capability development dimension for AI acceptance		
#	Frequency	Transcript	Segment	Sub code
123	**11**	Participant_P2	I think employee development is extremely important because AI is also relatively new and many people don't yet know exactly what it's about. Something like training helps a lot. I think this automatically promotes acceptance because you feel more secure with the tool.	**Important**
124		Participant_P3	I think it's very high. I think it's very important to train employees and show them what AI is. And this increases acceptance again because the employees know how to use the tools and are not afraid.	
125		Participant_P5	In this respect, I would think that skills development will again be a huge factor. So if the company says "We want to build competence and artificial intelligence and use it to serve our markets", then that is probably one of the most important factors because it means that people are more concerned with.	
126		Participant_P6	I think employee development is also important, but it also depends heavily on the age of the company. In a young and dynamic company where the workforce tends to be younger, employee development in relation to AI may be less critical. I think this is because younger employees often already have a basic acceptance and openness to new technologies such as AI. In contrast, in older companies with a higher average age and where employees may have had little experience with new technologies in the last 30 years, employee development in AI is much more important.	
127		Participant_P7	Yes, overall, employee development is always a big topic in consulting and I also believe that that would have a positive effect on acceptance. That's why I would rather upgrade it now in the comparison. Overall, I believe that the industry is still a bit behind in terms of further training in AI and therefore employees are generally high.	
128		Participant_P8	Then employee development is of course also clear, because without the right skills and knowledge it will be difficult to use AI effectively.	

129		Participant_P9	I would say also important. Because if more is invested in the development of employees, for example in the form of training, then I think the fear of using it is lower and therefore acceptance is higher.	
130		Participant_P10	I think it's relatively important in employee development because if the topic is dealt with and addressed more in training courses and so on, then it will of course be more accepted by the employees.	
131		Participant_P12	If a company decides to use AI, it is crucial to train employees accordingly. Such training can give employees a better understanding and more confidence in using AI tools, which in turn can lead to higher acceptance. Because they then know exactly what to expect.	
132		Participant_P13	I would rate that relatively high again. I believe the more employees engage in training on the topic, the higher the acceptance will be, because it doesn't remain a black box, but rather becomes more tangible and is therefore integrated into everyday life.	
133		Participant_P14	I would also say very high. Also for the reason that if employees know that they will be continuously trained and then adequately prepared for such a big topic as AI in the company, this of course also helps to accept AI tools. In contrast, if employees are not developed at all and then somehow new tools come along, you are a little afraid of it and perhaps reject something like that a little more categorically.	

Category: Denison Culture Model - Dimension Coordination and Integration				
Category Description: Relevance of the coordination and integration dimension for AI acceptance				
#	Frequency	Transcript	Segment	Sub code
134	**7**	Participant_P2	I think coordination and integration are very important because if the teams work well together and also see how things are going with AI in other areas, then that increases acceptance again.	**Important**
135		Participant_P3	I think that's important too. I think it's important for acceptance because in a company like this there's more mutual exchange and best practices or something like that.	
136		Participant_P6	Yes, based on the last example, which I also said in the previous one, I would consider it very important. The legal department must be in good communication with the sales department and have a common consensus when it comes to the topic of AI.	
137		Participant_P8	Coordination between different departments and teams is important so that AI initiatives are not viewed in isolation, but rather as part of a holistic corporate strategy and each department knows about each other.	
138		Participant_P12	By sharing how other colleagues use the tool and what successes they achieve with it, acceptance and use of the tool can be promoted company-wide. That's why I see this as important.	
139		Participant_P13	Also relatively high. An area or department within the company that is extremely skilled when it comes to AI and has the entire background would certainly also transfer the motivation. This also has advantages for the other	
140		Participant_P14	Yes, I would highly imagine that the better the communication is, the more orderly the processes are coordinated and the processes are integrated, the less fear people may have of changes or of AI tools because they know what awaits them in the future. In contrast, if there is poor coordination in the company, people may be more afraid and acceptance may be lower. Because they don't see what's happening in other departments because the collaboration isn't that	
141	**1**	Participant_P7	So overall, I would look at it more in the middle, since each area has to primarily fulfill its own goals and then secondarily we look at the extent to which we can cooperate.	**Moderate**
142	**3**	Participant_P5	I have difficulty assessing coordination and integration, i.e. cross-departmental collaboration. I find it rather irrelevant, to be honest.	**Not important**
143		Participant_P9	Currently I see the topic as less relevant in relation to acceptance.	

144		Participant_P10	I would say less important. I think that is less relevant to the topic.	

Category: Denison Culture Model - Dimension Core Values				
Category Description: Relevance of the core values dimension for AI acceptance				
#	Frequency	Transcript	Segment	Sub code
145	**3**	Participant_P3	I find that difficult. I think it's less important whether you have a value system or not, but rather what kind of values exist in a company. For example, something like openness or continuous learning.	**Depends on values**
146		Participant_P12	I believe it is important for a company to have an open approach to AI and it is important to have a clear stance on it: What should AI be used for and how should we deal with the results? These aspects require clear core values. It's less about a clear value system and more about the values anchored in the corporate culture, such as innovation, courage and openness to new things.	
147		Participant_P13	Yes, middle range. So I think there are ethical or moral values that naturally support AI in its acceptance, but also a few basic values that speak against AI.	
148	**6**	Participant_P2	I would say basic values play an important role. Especially something like openness or transparency. I think AI has to agree with these values so that there are no differences between the values.	**Important**
149		Participant_P7	Yes, definitely important too. I think we've already covered this a bit earlier. I think a value system is important, but I still see weaknesses in one area or another, and perhaps the basic values need to be reformulated or adjusted again. That it is also the values that are beneficial for AI.	
150		Participant_P8	I also think the core values are important, but above all that they are in harmony with the possibilities and limitations of AI. So I think it also depends heavily on the AI.	
151		Participant_P9	I see values as very important. Something like being open to new technologies or behaving correctly so as not to cause damage to the company.	
152		Participant_P10	I've already said that about the values, so I think that's important.	
153		Participant_P14	So I think that's very important. Regarding the previous questions, I had basically already answered that. Where I said that more innovative company values, so to speak, have a higher willingness to implement AI tools.	
154	**1**	Participant_P6	That's exactly what I would classify in the middle. The core values are definitely important, but I still believe that core values don't necessarily have to have anything to do with the use of AI. But I think that, for example, something like trust or openness should be present in the value system.	**Moderate**
155	**1**	Participant_P5	So I think core values or the values are there and they don't change very quickly. So the impact will definitely not be big in the long run.	**Not important**

Category: Denison Culture Model - Dimension Creating Change				
Category Description: Relevance of the creating change dimension for AI acceptance				
#	Frequency	Transcript	Segment	Sub code
156	**10**	Participant_P2	Helping to shape change is definitely important. I think it's about creating a culture in which change is not only accepted, but seen as an opportunity. Where every employee feels empowered to be part of this change.	**Important**
157		Participant_P3	For me, helping to shape change and customer orientation is a bit like what I said before, and is also important. Because it's a bit about following new trends and also looking at what the customer is doing.	
158		Participant_P5	I think creating change will have a big impact because the willingness to change will be very important.	
159		Participant_P6	I also think it's important. I think the integration of AI into everyday business represents a special change and that should be taken into account. I also think regardless of whether it is a young or an older company.	

160		Participant_P8	I also think that it is important to create change. There will always be changes and they are never easy. But if the organisation already has a culture that is positive and accepting of change and sees change as an opportunity rather than a threat, then something like the introduction of AI will go much more easier.	
161		Participant_P9	Also very important. So I mean, AI is on everyone's lips right now and reacting to it is important. And I think acceptance in general is higher when trends have always been responded to and it's nothing new anymore.	
162		Participant_P10	Then help shape change in a positive way. I think it's important if a company always looks at what new trends are and that this is also anchored in the corporate culture. So this is based on the new. Because AI is new and I think they are more sensitive to new topics when it is normal and firmly anchored in the culture.	
163		Participant_P12	Yes, I would say that too. It's definitely an important topic. The ability to adapt to changes and being open to new trends are particularly important for our company, as we support companies that are undergoing change. AI is a significant trend that we obviously cannot ignore.	
164		Participant_P13	Again, like strategic orientations, I think it's important. I believe this is an opportunity for every company to position itself and thus find like-minded people or then address the customer groups that choose certain companies for this purpose.	
165		Participant_P14	Also very important. That's what I meant by it being easier to use AI in a more innovative company than in a more stable company. So I think this is incredibly important, especially in the fast-moving industry, and helps with the acceptance of AI.	
166	**1**	Participant_P7	I would rate this as medium high. Not every trend is automatically relevant for a company or its customers. But I also think it's important to have a feel for it and to keep an eye on these trends and, for example, AI is exactly such a topic.	**Moderate**

Category: Denison Culture Model - Dimension Customer Focus				
Category Description: Relevance of the customer focus dimension for AI acceptance				
#	Frequency	Transcript	Segment	Sub code
167	**1**	Participant_P9	I would say it basically depends on the customer. So there are customers who don't want confidential data to come into connection with artificial intelligence and customers who approve of it.	**Depends on customer**
168	**8**	Participant_P2	I would also say customer orientation is very important. One of the main reasons we use AI is to deliver more efficient and faster results to our customers. If the employee then sees that the customer gets their solution more quickly, then that is also positive for acceptance.	**Important**
169		Participant_P3	For me, helping to shape change and customer orientation is a bit like what I said before, and is also important. Because it's a bit about following new trends and also looking at what the customer is doing.	
170		Participant_P5	Customer orientation certainly also has a high influence. If customers don't ask for it or don't need it, we won't implement our own artificial intelligence and so on.	
171		Participant_P7	Yes, it's actually such a no-brainer in consulting. It's actually really important, if not perhaps the most important thing. Because ultimately the customer is our income and if we can work faster and more efficiently through AI, then the customer also benefits from it. I think if a consultant recognizes this, it could also have an impact on acceptance.	
172		Participant_P8	Customer focus also plays a big role, because if AI helps to improve the customer experience, I think the topic will be more accepted.	
173		Participant_P10	The thing about customer orientation. I think that's important too. Because if the customer is interested in it and you see, for example, that the customer also works with AI or needs AI for the business, then that also has an impact on acceptance because you can see that this is also a relevant topic for the customer is.	

174		Participant_P12	I already mentioned that earlier. Customer focus is definitely a crucial factor for us, especially in the context of using AI. If we can accelerate projects through the use of AI, this conversely means that fewer consultant days are needed to complete a project. This leads to lower costs for the customer. If consistent or even better results are achieved, this is of course a great advantage for the customer. The employees also see this and therefore accept the topic more.	
175		Participant_P13	So I know that the topic is in great demand and that our customers are too. Commission us to find answers to this or to solve a problem that can be solved even faster with AI, so to speak, or can be solved differently and in that respect, yes. That's why I would see strategic orientations or visions or helping to shape change again at the top.	
176	**1**	Participant_P14	Moderately more so. It depends on the company, if it is a very familiar company with a long history, then it may be that the AI is not trusted to continue to satisfy customers in the future. So there is a certain resistance to AI. But if it is a younger company that has a lot of confidence in AI to recognize the customer and their needs, then it can also help.	**Moderate**
177	**1**	Participant_P6	That sounds less important. Let's say that a company wasn't customer-focused, then that wouldn't necessarily have a negative impact on acceptance of AI.	**Not important**

Category: Denison Culture Model - Dimension Empowerment				
Category Description: Relevance of the empowerment dimension for AI acceptance				
#	Frequency	Transcript	Segment	Sub code
178	**11**	Participant_P2	I also think it's really important. After all, you can then decide for yourself which tools you want to work with and what you don't. I think that in turn is definitely very beneficial for the acceptance of AI.	**Important**
179		Participant_P3	I think transferring responsibility is important because then you have the scope to work on AI.	
180		Participant_P5	Transferring responsibility is also important because then you are more likely to work with the tool.	
181		Participant_P6	I think it's important. So if someone trusts me to do my job correctly and I want to use AI accordingly, then that is also important for the acceptance of the acceptance of the topic.	
182		Participant_P7	I think that's important. Employees could use AI in their free time and acquire knowledge independently, and if they also have this freedom at work, then that is certainly beneficial.	
183		Participant_P8	Empowerment is closely related to this and I also think it is important because if employees feel empowered and able to make decisions, they will be more inclined to adopt and use AI.	
184		Participant_P9	I think it's important. Because if I can decide how I work, then I'm more likely to use ChatGPT.	
185		Participant_P10	I think transferring responsibilities is important because if this is the case, employees can work freely and decide for themselves which tools they want to work with and what they use. And I think that's generally a positive thing if they're free to organize their work.	
186		Participant_P12	I also think it's important. Employees who have more autonomy in their work may be more likely to use AI tools at their own discretion, which may lead to more AI adoption.	
187		Participant_P13	I think this is important because it gives me responsibility and when I have more work to do, I can decide whether I want to use AI or not. At the same time, I always have, so to speak, another perspective when it comes to completing my tasks.	
188		Participant_P14	Has a high influence, the higher the transfer of responsibility, the higher the willingness to accept AI.	

Category: Denison Culture Model - Dimension Goals and Objectives				
Category Description: Relevance of the goals and objectives dimension for AI acceptance				
#	Frequency	Transcript	Segment	Sub code
189	**10**	Participant_P3	So the goals are broken down from the strategy. The strategy is a bit of a vaguer overarching component, I would say. Just like what comes next, the vision. I would put them all in one pot. The goals and the tasks are what you break down from what I just said and the vision is then more overarching. But everything is important.	**Important**
190		Participant_P5	Goals and guidelines play together a bit, so they are a bit part of the strategy, but also important.	
191		Participant_P6	Then I would also rate tasks and goals as important. Same as the strategy.	
192		Participant_P7	I think this is also important in consulting and has an impact on acceptance. If AI is anchored in the target system, then employees have to deal with the topic and acceptance will tend to be higher than if it were not part of the target system.	
193		Participant_P8	Setting clear goals and objectives is also crucial. They give everyone in the company direction and define the success of AI projects. Goals motivate and orient and if everyone in the team understands what needs to be achieved, the introduction of AI can be seen as a common goal.	
194		Participant_P9	Similar to strategy. If the goals are tracked, this will also have a positive impact on the acceptance of AI. Especially if the goals include the use of AI.	
195		Participant_P10	Yes, I would assess it in the same way as the strategic orientations. Because here too, if there are goals, then employees will explicitly align themselves with them and be motivated, for example if they are to work with AI tools.	
196		Participant_P12	I think that's important too. I think especially when the use of AI is part of the target system.	
197		Participant_P13	I think that's important too, but not as important as strategic direction. Because then it is more likely to be broken down from the strategy.	
198		Participant_P14	I would describe it as important. Because I believe here again a bit like above, if the target system and KPIs contain AI in some way, for example, then that is certainly positive for acceptance.	
199	**1**	Participant_P2	However, I think goals are sometimes important. Because it helps us to integrate the use of AI tools into specific task areas and goals and this also increases acceptance.	**Moderate**

Category: Denison Culture Model - Dimension Organizational Learning				
Category Description: Relevance of the organizational learning dimension for AI acceptance				
#	Frequency	Transcript	Segment	Sub code
200	**11**	Participant_P2	Continuous learning is also extremely important. I think, especially with AI, you are often confronted with situations where not everything works as expected. Especially then it is important to learn from the situation and then try to do better. I think that generally has an influence on acceptance because we learn to try things out, even if everything doesn't always work out right away.	**Important**
201		Participant_P3	Continuous learning would also be important to me now and I think it has a high influence on acceptance.	
202		Participant_P5	Organizational learning will also have a high impact, just as in skills development.	
203		Participant_P6	I think it's very important because AI isn't perfect and you have to learn with it. You have to learn to deal with it. Because only when I make these mistakes can I deal with them better and further develop my skills. At the same time, I am much more open on the topic because there is a culture of error.	
204		Participant_P7	Definitely very important, especially now in the area of AI or the new topics that we are confronted with independently or from AI.	

205		Participant_P8	I also see organizational learning as important because if a culture of learning is promoted in a company and employees are encouraged to deal with AI and experiment, then they will also receive AI more positively.	
206		Participant_P9	also think it's important. AI is not perfect and therefore it is important to accept the errors and deal with them correctly.	
207		Participant_P10	And when it comes to continuous learning, I think it's also important to be allowed to make mistakes and try things out. Because this is an important topic, especially with AI, to try out the tool and see how it works.	
208		Participant_P12	Continuous learning is also an important point. When employees generally learn to deal with failure, they are more likely to be more open to new topics because they like to try things out.	
209		Participant_P13	Yes, for me it is analogous to employee development at the top. Yes, it answers itself to a certain extent.	
210		Participant_P14	I would also say very, very important. If there is an open culture of error and if it is okay to make mistakes and you don't have to fear any consequences, then I see a significant positive influence. People are more willing to try out new things, such as using AI.	

Category: Denison Culture Model - Dimension Strategic Direction and Intent				
Category Description: Relevance of the strategic direction and intent dimension for AI acceptance				
#	Frequency	Transcript	Segment	Sub code
211	**10**	Participant_P3	I think it's very important, especially for us in consulting. As I said, the introduction of generative AI to customers is very important to us, and the strategic direction is required accordingly. Everything is preceded by this and initiatives and measures are then derived, so to speak.	**Important**
212		Participant_P5	Strategic alignment will of course be an important dimension in terms of ensuring that the topic is easily carried into the company. Of course, this comes from above, i.e. from the board of directors or from the management level, and they say that artificial intelligence should be used across the board and also used by customers.	
213		Participant_P6	Yes, strategic alignment is very important because the strategy already provides orientation for the AI topic.	
214		Participant_P7	Yes, I think strategic direction is important. I would rather see it in the upper part. It's about the strategic direction for the future years and what topics we want to tackle, so I think that's essential.	
215		Participant_P8	The company's strategic direction and intent is, in my opinion, fundamental to the success of any technology implementation, especially AI. If the introduction of AI is seen as an integral part of the corporate strategy, the acceptance rate increases because employees understand why it is important.	
216		Participant_P9	I would say it depends. If the strategy is focused on new technologies, then the topic is very important. Otherwise maybe less. Basically, I think a concrete strategy orientation should already be in place and is important.	
217		Participant_P10	I would say strategy is important because it also influences the long-term vision of the company. So what are we working on and what exactly are we working towards? And in that sense, I would say that the implementation of AI is also important in this case.	
218		Participant_P12	Strategic alignment definitely influences the acceptance of AI. Topics such as digitalization and IT transformation are particularly important points that reinforce this and should also be part of the strategy.	
219		Participant_P13	Very important. I believe that this is the overarching communication, which then takes place top down and thus creates a level of acceptance.	
220		Participant_P14	I would say important. The strategic direction has an influence on this. If everyone knows about the strategy and AI is part of it, acceptance of it will probably be higher.	

221	**1**	Participant_P2	Yes, so regarding strategic direction, I think it is not that important for the introduction and acceptance of AI in our specific case. This is because we see AI more as a tool that supports us in everyday life and is now less of a focus of our overall strategy.	**Not important**

Category: Denison Culture Model - Dimension Team Orientation				
Category Description: Relevance of the team orientation dimension for AI acceptance				
#	Frequency	Transcript	Segment	Sub code
222	**3**	Participant_P7	Team orientation is very important in our company, especially because we often work on projects with a wide variety of people from different areas. If you have a good team that also uses AI, then you can help each other and	**Important**
223		Participant_P8	Team orientation helps break down silos and spread knowledge about AI within the company. When teams collaborate and share information, the entire company can benefit from AI.	
224		Participant_P13	In a sense, AI can be seen as a "team member" that takes on certain tasks, but it does not replace human interaction and exchange within a team. Human collaboration continues to be important, especially when it comes to questioning, discussing and developing ideas. So I still think it's good for acceptance.	
225	**1**	Participant_P3	So I think team orientation is moderately important. Because whether people work in a team or not, AI can still be used. So I think the influence is more neutral.	**Moderate**
226	**7**	Participant_P2	I think team orientation is less important. The reason for this is that working with AI often requires a more personalized approach. Many of the tasks that I do with AI tools are mostly things that I would do alone anyway and where no team is important.	**Not important**
227		Participant_P5	Team orientation is probably also less important with regard to artificial intelligence because it is less related to acceptance.	
228		Participant_P6	I can't really assess it. I have no idea how to answer that.	
229		Participant_P9	Dignity is also rather unimportant. When I work with AI, I tend to do it alone and not in a team.	
230		Participant_P10	Then when it comes to team orientation, I think it's less important. Because if you work in a team you can still use AI. I can even imagine that AI will lead to people working less in teams and more with AI.	
231		Participant_P12	In my opinion, team orientation plays a less important role. Essentially, it's about whether AI offers added value. If AI can help me with my individual work, I will use it. The team doesn't matter then.	
232		Participant_P14	Rather low. Maybe even a negative correlation. I can imagine that if the team orientation is low, then the acceptance of AI is higher, because people tend to work alone and are dependent on AI.	

Category: Denison Culture Model - Dimension Vision				
Category Description: Relevance of the vision dimension for AI acceptance				
#	Frequency	Transcript	Segment	Sub code
233	**10**	Participant_P3	So the goals are broken down from the strategy. The strategy is a bit of a vaguer overarching component, I would say. Just like what comes next, the vision. I would put them all in one pot. The goals and the tasks are what you break down from what I just said and the vision is then more overarching. But everything is important.	**Important**
234		Participant_P5	I imagine vision can also be a bigger factor. But it depends on how it is communicated within the company. So I think Microsoft's vision for artificial intelligence is much greater than ours, for example. Because that is much more their core business.	

235		Participant_P6	Yes, I would also consider it very important. Because if the vision prescribes or contains AI, then that also has a positive effect on acceptance.	
236		Participant_P7	Yes, I think vision is important too. If AI is part of the vision, then yes, employees orient themselves more towards it and I think then acceptance will also be positively influenced. Because that concerns the long-term perspective.	
237		Participant_P8	Having an inspiring vision, including with AI, definitely plays a role for me. It then sets the direction and creates enthusiasm and commitment, which is then reflected in acceptance.	
238		Participant_P9	I would say it is very important. Again, it depends on the vision, but for me most companies have a vision that also affects AI at one point or another and I think that if the topic is already clearly part of the vision, then the inhibition threshold for AI is also clear lower.	
239		Participant_P10	I think like the other two, it's important.	
240		Participant_P12	I think that's important too. For the future, it is essential that we integrate the topic of AI into our strategies and services, especially if it remains relevant for companies. This will also promote acceptance among colleagues - I think they will recognize which direction we are taking and why the use of AI is important in the long term.	
241		Participant_P13	For me it's the same as strategic direction, so it's extremely important.	
242		Participant_P14	The more innovative or disruptive such a vision is, the more AI tools will be accepted. In contrast to a vision that is relatively down-to-earth.	
243	**1**	Participant_P2	Vision is also less important. As I said, the tool is more of a relief for the day.	**Not important**

Category: Initiatives to Promote Culture				
Category Description: Initiatives that could contribute to an ideal AI acceptance corporate culture				
#	Frequency	Transcript	Segment	Sub code
244	**1**	Participant_P8	Then something like idea competitions, hackathons or pilot projects could help the topic gain more attention and therefore more acceptance.	**Competitions**
245	**2**	Participant_P4	It's about involving employees in the process, conducting regular surveys to see how they are coping with the changes.	**Engagement and participation**
246		Participant_P13	It's about making people involved and showing them that they can help shape things and find suitable answers for their needs. This message needs to be communicated clearly.	
247	**5**	Participant_P2	Then I think clear guidelines and application examples are also important, as we talked about earlier. Employees should be given clear instructions on how and when to use AI tools.	**Guidelines and use cases**
248		Participant_P5	In order to effectively integrate the topic of artificial intelligence, I would first provide continuous training, use cases and regular updates for employees.	
249		Participant_P7	Perhaps you could simply use the opportunity in the form of workshops or show collections of ideas. So show what AI can do and give examples of certain scenarios that bring an open culture to mind.	
250		Participant_P14	An internal area on the intranet where employees share their experiences and best practices could also help.	
251		Participant_P15	Then clear guidelines and application examples for the use of AI tools should not be missing. Maybe also show in which situations AI can best be used in order to act effectively and responsibly.	
252	**6**	Participant_P1	Yes, for example, one measure would be to organize regular informal meetings or get-togethers in a relaxed atmosphere in which exchange is encouraged.	**Informal exchange formats**
253		Participant_P2	Sharing knowledge within the company is also important. Platforms or regular meetings where employees can share their experiences and insights in dealing with AI. This also promotes a shared learning culture.	
254		Participant_P8	I find opportunities for knowledge exchange to be just as important, for example through regular meetings or communities of practice where employees can exchange ideas about their experiences with AI.	

255		Participant_P11	In addition, AI-specific events and team events could be organized to strengthen collaboration and team spirit while promoting the exchange of AI.	
256		Participant_P12	Teams should also meet regularly to discuss their tasks and exchange ideas about AI.	
257		Participant_P15	Then also something like knowledge exchange initiatives, for example regular internal coffee calls or discussion forums.	
258	**1**	Participant_P8	Maybe one more in the direction of leadership, because I think that's important too. I think it is important that management acts as a role model and sets an example for the introduction of AI. Because if management doesn't accept AI, then employees probably won't either.	**Leadership as a role model**
259	**5**	Participant_P4	It's about involving employees in the process, conducting regular surveys to see how they are coping with the changes. And then of course take up the pain points that have been identified and maintain a dialogue about them.	**Monitoring**
260		Participant_P5	Finally, integrating AI-related goals into the key performance indicators. For example, you could stipulate that every employee should have worked on an AI-related project at least once within three years.	
261		Participant_P12	Another measure could be strengthening the PDCA cycle. By encouraging teams to regularly review and discuss their processes, they can identify inefficient operations. This could promote the realization that certain problems, such as wasted time on repetitive tasks, could potentially be solved through the use of AI. I think anchoring a continuous improvement process could bring more attention and urgency to AI. This in turn could lead to more acceptance.	
262		Participant_P13	Integrating AI into development plans is also an option, for example through monitoring or tracking AI training and projects. For example, it can be stated that person X has completed three AI training courses this year or has successfully used AI in customer projects.	
263		Participant_P14	Then continuous monitoring and constant adjustment of the AI tools are also important. It might also make sense to have a dedicated team or person in charge to track the usage and performance of the AI tools. So the whole topic with tracking and monitoring and then making the positive effects visible in the company.	
264	**3**	Participant_P9	I think it would be helpful if employees had buddies at their side, especially at the beginning of their work with AI. These buddies could play a supporting role and help create a proper approach to AI. This means you always have someone to contact if you have any questions or problems.	**Peer support**
265		Participant_P14	Then I think peer support systems could be helpful to promote exchange among colleagues about how to use AI.	
266		Participant_P15	Last but not least, the topic of adaptability and flexibility. I think promoting cross-functional teams and buddy programs can do a lot to encourage employees to think beyond their usual areas of responsibility and to exchange ideas.	
267	**1**	Participant_P1	For example, you can introduce an extra position or a new position that takes care of the exact issue in the company and collects general concerns from employees and then processes them and perhaps presents them to the board of directors in some way as an interest group.	**Representation of interests**
268	**2**	Participant_P4	And that's why I think it would be very helpful for the introduction of such a new tool to also create knowledge nuggets and sharing successes in the team call every month.	**Sharing successes**
269		Participant_P6	It seems more important to me to communicate successes with AI tools like ChatGPT within the company. Particularly in larger companies, it is crucial that successes achieved in one area are shared company-wide and across divisions.	
270		Participant_P1	Then maybe general training where you really get employees involved so that practically no one feels alienated from the technology.	
271		Participant_P2	First there would be comprehensive training. It is critical that all employees, not just the tech-savvy ones, have a basic understanding of AI and its applications. These trainings should focus on both the technical aspects and practical application of AI.	
272		Participant_P4	Online seminars can also play a role, especially in a large or geographically dispersed company. They provide a flexible and accessible way to disseminate knowledge about AI and related topics.	

273		Participant_P3	I can imagine that there are also training courses where these tools are shown and the possibilities are shown.	
274		Participant_P5	In order to effectively integrate the topic of artificial intelligence, I would first provide continuous training, use cases and regular updates for employees.	
275	**12**	Participant_P6	I wouldn't necessarily say that mandatory training is the way to go, as it can often be perceived as burdensome. Still, I think they could make sense depending on the company.	**Training Courses**
276		Participant_P10	I think it is important to carry out training measures or introductory sessions. These should be specific to different AI topics and explain to employees the benefits of these technologies for their work and their work area. Such sessions would help provide employees with a basic understanding of AI and its positive aspects.	
277		Participant_P11	In addition, targeted training is crucial, for example on the topic of 'prompt engineering', to teach the efficient use of AI tools.	
278		Participant_P12	Then training courses that are specifically aimed at AI skills can also be helpful.	
279		Participant_P13	Training is important and it can be helpful to form small groups from different areas so that you can share experiences, both professionally and personally. People who are still skeptical can be convinced through personal exchange, which often works better than through general management communication.	
280		Participant_P14	Training and education are important for the successful integration of AI in a company.	
281		Participant_P15	I think training courses and general continuing education programs are important not only to impart technical skills, but also to practice the whole thing practically.	
282	**12**	Participant_P2	Transparency when dealing with new solutions is essential. Leadership should communicate openly and honestly about the adoption of new AI tools, including the reasons for them and how they impact the company and individual employees. Clear communication management is also crucial. Clear, consistent and regular communication helps reduce uncertainty and ensure that all employees are up to date.	**Transparent communication**
283		Participant_P3	But I can also imagine that there are communication formats. Be it newsletters, blog posts, explanatory videos or anything else. So that you can pick people up and that's what these levels actually are. That you communicate 'this will help you and you don't have to be afraid' and that you pick them up on a personal level.	
284		Participant_P4	In fact, proactive communication of the entire process is crucial. It's important to be transparent and say: "We are currently in the planning phase, next year we have this and that planned, and the year after next we want to implement AI in certain areas."	
285		Participant_P5	Another approach would be to define AI as a focus topic and continually work to advance knowledge about it. An important step would also be to make it clear what opportunities arise from AI, both for the company as a whole and for each individual.	
286		Participant_P7	I also think that something like newsletters, literature provided or corresponding workshops with exercises could also help.	
287		Participant_P9	With regard to future orientation, I think it is important to promote exchanges with other companies in order to familiarize employees with new developments. This could be done through lectures or invitations from other companies.	
288		Participant_P10	I also think it makes sense, similar to companies like Google, to involve philosophers or ethics experts in order to develop new moral and ethical concepts for the future. Such ethical sessions and discussions, such as those already being held in startups in Dubai and the EU, could increase the understanding and acceptance of AI, as these discussions lead to a deeper examination of the topic.	
289		Participant_P11	It starts with information and education about AI, especially for employees who have not yet dealt with it. It is important to convey basic knowledge about AI. For example, what it is, how it affects our business and how we can use it. This can help reduce any resistance or fears you may have.	
290		Participant_P12	You could also invite keynote speakers to give a talk about AI.	

291		Participant_P13	In order to achieve acceptance among every individual, the advantages of AI in everyday life must be made clear.	
292		Participant_P14	In addition, communication measures are important to make it clear how the whole thing fits into the company philosophy. So transparent communication is essential to make it clear that AI is not just a means of reducing costs.	
293		Participant_P15	Then I think it's important to promote an open communication culture. Things like goals, expectations and the progress of AI projects should be shared and that in turn helps a lot to create trust and acceptance.	
294	**6**	Participant_P3	I can very well imagine design thinking workshops, for example. So really creative and innovative workshops where you can develop use cases together.	**Workshops**
295		Participant_P7	Workshops should be offered that show what is currently possible with AI, what is permitted and what makes sense. I would like to learn more about the diverse possibilities of AI, as there are many other applications besides tools like ChatGPT.	
296		Participant_P8	I think companies should focus primarily on education and continuous learning. In concrete terms, this means that they should offer training programs that not only teach technical skills, but also practice practical application.	
297		Participant_P9	In addition, I think regular workshops should be offered that are specifically aimed at working with AI. I think this could help employees improve their skills with AI and at the same time contribute to acceptance.	
298		Participant_P11	AI workshops are definitely an important point. This then promotes open communication and also ensures the buy-in of all those involved. These workshops could show how AI makes work easier and more efficient.	
299		Participant_P15	In addition, online seminars and webinars could also be used to continuously inform employees about new features or the like.	

Appendix D: Informed Consent Form

Section 1: Consent

Please enter your email address, which will be used to confirm your consent.
At the end of the form, you will receive a copy with your answers.

Email *

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Information

This form is intended to ensure that you are informed and informed about the conditions of participation after you have properly participated in this study.

The aim of this study is to examine the connection between corporate culture and the integration of AI. Their insights are invaluable for understanding how companies can effectively address issues related to organizational culture and AI integration. Your participation will contribute to a more comprehensive understanding of these dynamics and their implications for the future of the economy.

Risks

There is a possibility that you will feel a loss of privacy since researchers know your name. Specific steps, described in the Confidentiality section, are taken to ensure that all data collected is confidential and remains anonymous in all research reports.

Advantages
In this study, informants help us understand how different facets of organizational culture influence willingness and approach to integrating AI tools. This information can help companies identify and address cultural aspects that either promote or hinder the effective use of AI, ensuring a smoother transition to an AI-enhanced business landscape.

Technical information
This study is carried out in conjunction with Robin Eitle's dissertation at Católica Lisbon School of Business & Economics (CLSBE). The interview will be moderated by the project's research team and is expected to last approximately 45 minutes. If you have any questions or need further details about the study, you can contact Robin Eitle (s-reitle@ucp.pt) or
the dissertation advisor Ana Filipa Martinho de Almeida (filipadealmeida@ucp.pt).

Confidentiality and anonymity
To facilitate the collection and analysis of information, I request your permission to record the audio of the interview. The audio file is the only one saved and analyzed, and there is no video recorded.

The information collected is confidential (only the research team has access to all).
Information), whereby the captured audio data is only used for the purpose of transcription. The Interviews are anonymized immediately after transcription.
Identifying information (e.g., your name, names of other people or organizations) is replaced by codes or pseudonyms. Excerpts from the transcript may be reproduced in presentations, publications or reports arising from this study, but will never be associated with your identity or any identifying element.

The material resulting from this study will be stored in a secure location and destroyed 5 years after publication of the results.

Your participation is completely voluntary and the choice is to participate altogether or not in some cases it will not cause you any harm.

You can unsubscribe at any time and, if you wish, the information already recorded will be saved destroyed immediately.

Contact
If at any time you have questions about the study or procedures, if you experience adverse effects from participating in this interview, if you feel that you have not been treated as described in this form, or if you are unaware of your rights If participants are aware of injuries sustained in research during the course of this project, please contact the researchers at s-reitle@ucp.pt.

Section 2 - approval
I have read and understood the information contained in this document and have been duly informed and informed about the objectives and conditions of participation in this study. *
_ Yes
_ NO

I agree to the interview being recorded. *Teams record video and audio, but if you agree to record, only the audio file is saved. The video file will be deleted immediately. *
_ Yes
_ NO

I agree to the audio transcription of the interview. *
_ Yes
_ NO

agree to the transcript of the interview. *
_ Yes
_ NO

I agree that handwritten notes will be taken during the interview. *
_ Yes
_ NO

I agree to the anonymous reproduction of parts of the interview protocol in documents resulting from the project. *
_ Yes
_ NO

I accept participation in this study voluntarily. *
_ Yes
_ NO

Section 3 - Demographic information
The following questions are asked solely to characterize the sample.

What is your gender?

_____

How old are you?

_____

For how long have you been working in your current position?

_____

In which area of the organization do you work?

_____

How many employees does the organization you work for have?

Less than 10; 10-50; 50-250; More than 250

Appendix E: Consent Denison Consulting

denison

Terms of Use for Researchers

We are interested in supporting academic research efforts. This document is intended to explain the terms of use for a researcher to use the Denison Consulting content. These terms apply to the items, indices, traits and model for the Denison Organizational Culture Survey, the Denison Leadership Development Survey, the Culture and Leadership Change Monitors, the Denison Team 360, all other past or future Denison products, and all research and supporting materials contributing to the development of any past, current, future, or potential product. The terms also apply to the Denison process and all accompaniments such as the normative databases, report formats, online survey tools, content on the website, and supporting feedback materials.

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6. Denison Consulting will have an opportunity to review any manuscripts based on the data prior to submission for publication or presentation.
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To acknowledge receipt and understanding of these terms, please do one of the following:

1. Sign and date a copy of this agreement and mail or fax (734-302-4023) to Denison Consulting.
2. Send an email to research@denisonculture.com with this original agreement attached. State in the email that you received and understand the terms.

Thank you for protecting our intellectual property and good luck with your research!

Signature

24.10.2023

Date