

CSCRL FALL FORUM

RISK AS A COMPETITIVE ADVANTAGE: WINNING IN AN UNCERTAIN WORLD
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ABSTRACT

THE PEOPLE MAKE THE CULTURE: THE RISE AND STALL OF AI ADOPTION IN HUMAN SYSTEMS

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Leaders now recognize that organizational culture plays a major role in AI adoption. Culture shapes whether new tools are welcomed, resisted, or ignored. Yet culture is often treated as a vague backdrop to AI uptake, rather than something concrete enough to understand or influence. In this talk, I take a more practical view: much of organizational culture lives in what people say, do, feel, believe, and create in everyday work. The people make the culture. The people are the place.

From that practical perspective, AI adoption looks less like a technology challenge and more like a human one. I will draw on several case studies, blended with findings from the broader research literature on organizational culture, employee characteristics, and responses to AI, to show how leaders, managers, and employees shape whether AI is accepted, trusted, and used well. Attendees will leave with a clearer way to think about AI readiness and a sharper view of the people-related conditions that support its integration into everyday business. They will also leave with practical questions they can use to identify barriers and build support, along with people-oriented tools for beginning to answer those questions. These tools can help leaders build the support needed to move from early experiments to meaningful, sustained adoption.



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