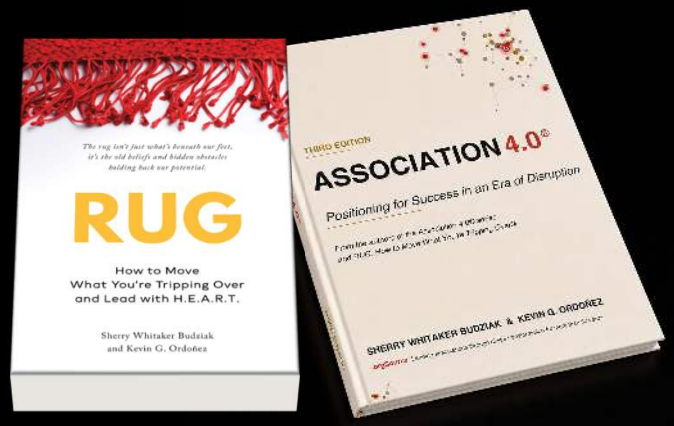
PART 2 OF 3 · THE AI-READY CULTURE SERIES

Leading People Through the Shift

Kevin Ordonez · President & Managing Director, .orgSource

November 10, 2026 · 3:00 PM ET



PART 1 RECAP

Last week: three conditions where AI can thrive

01



Trust

Psychological safety to question, learn, and admit what we don't yet know.

People won't experiment where they don't feel safe.

02



Communication

Clear, repeated, honest dialogue that replaces rumor and fear with shared understanding.

Silence gets filled with worst-case stories.

03

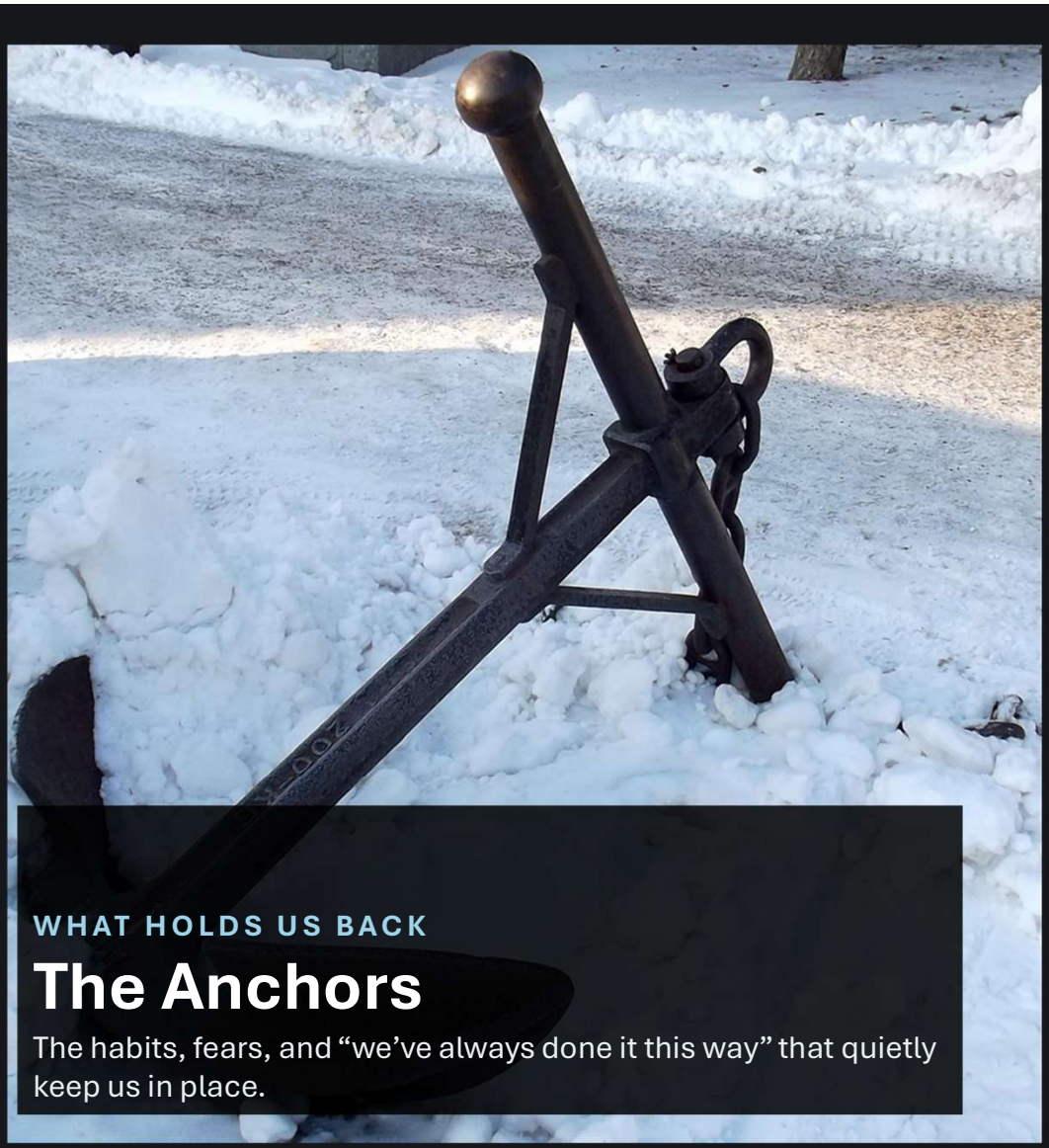


Experimentation

Permission to test, learn, and adapt — progress over perfection and plans.

AI rewards organizations that learn by doing.

Today: the leader behaviors that build each condition, and the blockers that stop them.



WHAT HOLDS US BACK

The Anchors

The habits, fears, and “we’ve always done it this way” that quietly keep us in place.



WHAT MOVES US FORWARD

The Speedboats

Trust, curiosity, and small experiments that turn change into motion.

What you told us on November 3

Your peers' answers from Part 1. Today's session starts from here.

PART 1 · CHAT 1

Top emotions

Skepticism and curiosity, almost tied, then fear and excitement

PART 1 · CHAT 2

Most-named anchor

People stuck in the “same old” way, and AI policies stuck in approval

PART 1 · CHAT 2

Most-named speedboat

Freedom to experiment, with leaders who go first and share what they learn

PART 2 · LEARNING OBJECTIVES

What you'll walk away able to do

01



Leadership

Identify the leader behaviors and communication habits that build trust and reduce resistance to AI.

02



Blockers

Recognize the four cultural blockers in your organization and name the antidote to each.

03



Shifts

Describe the three shifts: control to empowerment, certainty to curiosity, plans to experiments.

MAKE YOUR VOICE HEARD

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Your answers shape this session.

Three times today, we'll ask you to answer in the chat. Short answers are fine. Typos are welcome. Your peers' answers show what's working.

CHAT 01

Your biggest blocker

Pick the blocker most alive in your organization, 1 to 5.

CHAT 02

Your hardest shift

Control, certainty, or plans: which is hardest to let go of?

CHAT 03

Your first response

One line each for the skeptic, the fear, and the brake.

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The technology is ready.

The question is whether our leadership is.

Today is about Self: who leaders become

BOOK 1

Strategy

What choices do we make?

Association 4.0: Positioning for Success in an Era of Disruption

BOOK 2

Mindset

How do we think and move?

Association 4.0: An Entrepreneurial Approach to Risk, Courage and Transformation

BOOK 3 · TODAY

Self

Who do I become?

RUG: How to Move What You're Tripping Over and Lead with H.E.A.R.T.

Four blockers quietly stall AI, and each has an antidote

Fear of Irrelevance

People worry AI makes their role — or them — obsolete.

Antidote: Show people AI extends their expertise rather than replacing it.

Silence at the Top

Leaders avoid naming the change, so anxiety fills the gap.

Antidote: Name the change out loud and model curiosity in public.

Permission Culture

People wait to be told before they try anything new.

Antidote: Make experimentation safe and expected, not exceptional.

Innovation Shame

Failed attempts get punished, so no one risks a first one.

Antidote: Celebrate learning from attempts, not just the wins.

Chat 1

Type the number in the chat

THE BLOCKER CHECK

Which blocker is your organization tripping over right now?

1	2	3	4	5
Fear of Irrelevance	Silence at the Top	Permission Culture	Innovation Shame	Something else

H.E.A.R.T.-POWERED LEADERSHIP

Lead the people, not just the tech

H

Humanize

Start with people, fears, and trust.



E

Empower

Give permission to try and decide.



A

Ascend

Raise skills and confidence together.



R

Reimagine

Rethink how the work gets done.



T

Transform

Make the new way the normal way.



H.E.A.R.T. is how leaders move the rug. Always start with Humanize.

WHAT BUILDS TRUST VS. WHAT ERODES IT

The behaviors people watch

BUILDS TRUST

- ✓ Naming what you don't know yet
- ✓ Inviting dissent and hard questions
- ✓ Celebrating smart, small failures
- ✓ Acting consistently over time

ERODES TRUST

- ✕ Pretending to have all the answers
- ✕ Punishing questions or bad news
- ✕ Zero tolerance for any misstep
- ✕ Enthusiasm one week, silence the next

THREE LEADERSHIP SHIFTS

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From the industrial mindset to the AI-era mindset



FROM

Control

↓

Empowerment

Stop being the bottleneck. Give teams room — and guardrails — to act.



FROM

Certainty

↓

Curiosity

Trade “I have the answer” for “let’s find out.” Questions model safety.



FROM

Plans

↓

Experiments

Swap the five-year plan for fast, small, reversible tests.

Chat 2

Type A, B, or C in the chat

LEADERSHIP BEHAVIORS

Which shift is hardest for you, personally, as a leader?

- **A** Control → Empowerment
- **B** Certainty → Curiosity
- **C** Plans → Experiments

No judgment. The hardest one is usually where your growth is.

CHAT 3 · RAPID-FIRE SCENARIOS

How would you respond? Type your first line in the chat

The Skeptic

“

A senior director says, “AI will never work for our members.”

The Fear

“

A long-tenured staffer asks, “Is this going to replace my job?”

The Brake

“

The board wants a full AI policy before approving a single pilot.

ONE WAY TO RESPOND

Start with the person, then offer a small next step

The Skeptic: get curious

"What would it need to do to work for our members? Let's test one small case and find out."

The Fear: humanize first

"Your judgment and member relationships are what we're protecting. AI takes the busywork so you have more time for them."

The Brake: start small

"Let's agree on three guardrails now and run one low-risk pilot while the full policy takes shape."

Before Part 3:
show one new behavior.

Pick one H.E.A.R.T. behavior and use it once this week.

Then join Patrick Dorsey and Jason Vance of re:Members on November 17 at 3:00 PM ET for From Framework to Practice: Experimenting with AI in Real Time. Watch a live AI demo on a low-risk task and leave with a 30-60-90 day plan.

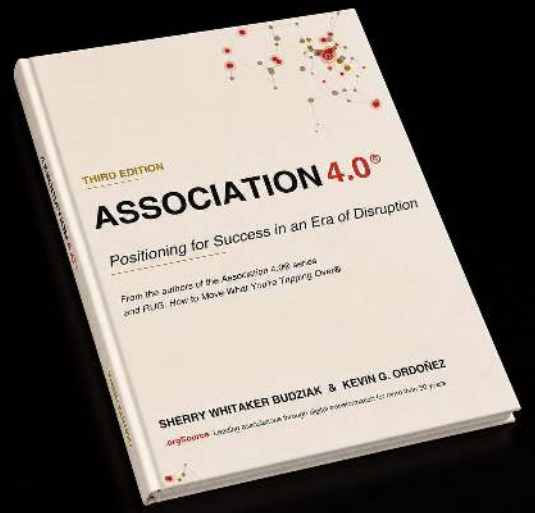
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- Covers member value, governance, technology, business models and culture
- By Sherry Budziak and Kevin Ordonez, drawing on interviews with association leaders

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Thank you.

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TRAINING	AI Accelerator Mastermind
SURVEY	Future-Readiness Survey
BOOK	Association 4.0, Third Edition: the playbook
BOOK	RUG: Move What You Are Tripping Over and Lead with H.E.A.R.T.
WHITEPAPER	AI Ready Culture: Leading People Through Transformation
WHITEPAPER	Becoming AI Forward
TOOLKIT	AI Marketplace: 100 Custom GPTs for Associations
TOOLKIT	AI Intent Statement Builder
PODCAST	Association 4.0 Podcast
VIDEO	YouTube: AI for Associations

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