

Appendix A (Data collection)

Table 1. Overview of interviewed participants.

Case	ID	Role	Gender	Age
A	L1	Branch Sales Manager	Female	39
A	L2	Branch Sales Manager	Male	52
A	L3	Branch Sales Manager	Female	44
A	L4	Branch Sales Manager	Male	38
A	L5	Branch Sales Manager	Female	46
A	L6	Branch Sales Manager	Female	50
A	L7	Branch Sales Manager	Male	42
A	L8	Regional Director - Commercial Division	Male	48
A	L9	Branch Sales Manager	Male	40
A	L10	Branch Sales Manager	Female	47
B	L1	Team Leader Liability and Property Insurance	Female	55
B	L2	Team Leader Life Insurance	Male	31
B	L3	Department Leader Major Litigation Damage	Female	37
B	L4	Team Leader Accident Insurance	Male	62
B	L5	Team Leader Motor Vehicle Insurance	Female	61
B	L6	Team Leader Property Damage	Male	49
B	L7	Head of Private Customers Insurance	Male	60
B	L8	Head of Personnel & Organizational Development	Female	51
B	L9	Head of Digital Transformation	Male	53

Table 2. Overview of analyzed secondary data sources

Source Type	Topic	Description	Reviewed Sources	
			Case A	Case B
Internal Document	AI strategy, policy, and roadmap	Documents that explain the organization-wide policies in using GenAI and showcase the vision and strategic ambitions for adopting GenAI for automation and augmentation opportunities	2	3
News Articles and Videos	GenAI /AI-Based Systems implementation and success factors	Articles and external news releases reporting on the successful implementation and adoption of an in-house build GenAI solution	2	12
Internal Documents and Videos	Workforce Strategy and Learning Organization	Documents that present the organization-wide competency portfolio incl. core leadership competencies, apprentice strategy, and web-based trainings (focused on GenAI usage)	3	4
Press-Releases / Company Reports / Posts	Corporate Culture, leadership understanding	Documents that highlight the specific corporate culture and values, leadership philosophy and practices, and their meaning for organizational behavior and success	4	5

Total quantity of collected and analyzed secondary data:

Case A: 132 pages of documents (including sustainability reports, corporate governance guidelines, and PowerPoint slides from the Technological Innovation Office), and 2 hr 45 min of video/audio data (including internal webinars and dashboard training sessions).

Case B: 165 pages of documents (including PowerPoint slides), and 4 hr 08 min of video data (including internal webinars and web-based trainings).

Appendix B (Data analysis)

Table 3. Codebook including detailed codes based on different theoretical lenses

	Dimension	Subdimension	Description	Code
AI Literacy (Heyder & Posegga, 2021)	Functional	Content 1	Knowing what AI is, such as recognizing AI and a variety of AI-based systems; and distinguishing between human and machine intelligence	C1
		Content 2	Knowing how AI works by understanding knowledge representation and how systems make AI-based decisions	C2
		Content 3	Knowing that some actions of AI-based systems may be carried out physically by robots and that robots are programmed	C3
		Pathway 1	Self-taught AI skills	E1
		Pathway 2	Formal education	E2
		Pathway 3	AI training	E3
	Critical	Strategic 1	Understanding AI impact	S1
		Strategic 2	Being aware of AI challenges	S2
		Strategic 3	Recognizing ethical issues	S3
		Task-related 1	Having experience with AI	T1
		Task-related 2	Being responsible for AI	T2
		Task-related 3	Understanding data literacy	T3
		Individual 1	Communicating thoughts	I1
		Individual 2	Critically reflecting upon AI	I2
		Individual 3	Learning through AI	I3
	Sociocultural	Personality-related 1	Having trust in AI	P1
		Personality-related 2	Attitudes towards AI and AI-based systems	P2
		Personality-related 3	Habits regarding AI	P3
		Personality-related 4	Demographics	P4
		Cultural identity-related 1	Embeddedness and commonality of AI in the environment	CL1
		Cultural identity-related 2	Adaptability to AI and awareness to AI of the environment	CL2
		Cultural identity-related 3	Corporate culture	CL3
Transformational Leadership (Bass et al., 2003)	Inspirational motivation	n.a.	Communicates high expectations, articulation and representation of a clear vision, optimism and enthusiasm.	TL1
	Idealized influence	n.a.	Provides strategic vision and sense of mission, charismatic, instills respect and trust, insightful and knowledgeable.	TL2
	Intellectual stimulation	n.a.	Promotes intelligence, encourages followers to think in new ways, to question established ways of solving problems.	TL3
	Individualized consideration	n.a.	Understands the needs and ability of each follower, developing and empowering individual follower through coaching and advising	TL4

Resistance to change (Oreg, 2006)	Cognitive	n.a.	Questioning the change	R1
	Affective	n.a.	Feeling anxious about the change	R2
	Behavioral	n.a.	Complaining about the change	R3
Use Behavior	Leader	n.a.	Usage of AI-based system oneself in daily work patterns	UB1
	Team	n.a.	Usage of AI-based system of the team (responsible employees/subordinates) in daily work patterns	UB2

Figure 2. Deductive coding results for cases (A) and (B) and respective leaders (Ln) in regard to AI Literacy, Transformational Leadership and Team-AI adoption success (coloured for clearer overview).

AILiteracy																														
Functional										Critical										Sociocultural										
Content			Pathway			Strategic			Task-related			Individual			Personality-rel.			Cultural-rel.												
C1	C2	C3	E1	E2	E3	S1	S2	S3	T1	T2	T3	I1	I2	I3	P1	P2	P3	P4	CL1	CL2	CL3	TL1	TL2	TL3	TL4	UB1	UB2	R1	R2	R3
AL1	X	X		X		X	X	X		X		X	X		X		X				X	X	X	X	X	X	X	X	X	X
AL2	X		X			X			X		X		X		X						X	X		X		X		X		X
AL3									X			X					X				X			X		X		X		X
AL4		X	X	X		X			X						X					X			X	X	X	X	X		X	
AL5	X		X	X			X				X		X		X					X		X	X	X	X	X	X	X	X	X
AL6			X	X		X			X						X					X		X	X			X				X
AL7		X			X	X			X					X		X				X		X	X	X	X	X	X	X	X	X
AL8	X			X					X							X								X		X				
AL9	X		X	X		X		X					X		X					X	X	X	X	X	X	X	X	X	X	X
AL10	X		X	X		X				X		X	X			X				X	X	X	X	X	X	X	X	X	X	X
BL1			X			X	X								X					X	X			X		X	X	X	X	X
BL2	X	X			X	X	X		X				X			X				X	X	X	X	X	X					
BL3	X	X	X	X		X		X	X	X			X		X	X	X			X	X	X	X	X	X	X	X			
BL4		X					X							X		X				X	X		X	X				X	X	X
BL5			X	X		X	X		X				X			X	X			X	X		X	X	X	X	X	X	X	X
BL6	X		X	X		X	X	X	X				X		X	X	X			X	X		X	X	X	X	X			X
BL7	X	X	X		X	X	X		X	X	X				X	X	X			X	X		X	X	X	X	X	X	X	X
BL8	X	X	X		X	X				X			X		X		X			X	X			X	X	X	X	X	X	X
BL9	X	X		X	X	X	X	X	X	X	X	X	X		X	X	X			X	X	X	X	X	X	X	X	X	X	X