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The LAIR Framework

Operationalizing AI Readiness Through Literacy, Application, Interpretation, and Responsibility

Artificial intelligence does not eliminate the need for human judgment; it elevates the need for literacy, interpretation, responsibility, and organizational capability.

Dr. Matt Meador

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Author	Dr. Matt Meador
Founder	MetHer By Design, LLC
Executive Director	Learning AI Institute
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Executive Summary

Organizations are moving quickly to adopt artificial intelligence, but many are doing so without first developing the human capability required to use AI responsibly, effectively, and strategically. Too often, AI implementation begins with tools, platforms, and demonstrations rather than with literacy, judgment, workflow design, governance, and measurable organizational readiness. This creates a predictable gap: organizations may gain access to AI technologies without building the capacity to interpret outputs, redesign work, manage risk, or align AI use with institutional goals.

This paper introduces the LAIR Framework—Literacy, Application, Interpretation, and Responsibility—as a practical implementation model for transforming AI readiness into measurable organizational capability. Building on the Learning AI Institute’s prior work in *Fixing AI Readiness* and *Groundmaps*, the LAIR Framework provides a structured pathway for helping organizations move from awareness to adoption, from experimentation to disciplined practice, and from tool use to responsible AI-enabled decision-making.

The central argument of this paper is that AI readiness is not achieved when an organization purchases or deploys AI tools. Readiness becomes capability only when people understand AI, apply it to meaningful work, interpret its outputs with human judgment, and use it within responsible governance structures. The LAIR Framework gives leaders, educators, workforce developers, and organizational decision-makers a practical model for building that capability over time.

For executives, the framework offers a way to align AI adoption with strategy, workforce development, risk management, and measurable performance outcomes. For practitioners, it provides a developmental sequence for training, implementation, and continuous improvement. For institutions, it establishes a common language for moving beyond fragmented AI experimentation toward coordinated, responsible, and measurable AI capability.

In short, the LAIR Framework answers a critical question: once an organization understands where it stands, how does it build the capacity to move forward?

Abstract

The LAIR Framework extends the concepts introduced in LAI-RIS-001, *Fixing AI Readiness*, and LAI-RIS-002, *Groundmaps*, by addressing the implementation challenge that follows organizational readiness assessment. While *Groundmaps* helps organizations identify their current state across people, processes, technology, governance, and risk, the LAIR Framework provides a practical developmental pathway for building AI capability through four interrelated domains: Literacy, Application, Interpretation, and Responsibility.

This paper argues that AI readiness becomes organizational capability only when individuals and institutions move beyond tool access toward structured learning, purposeful application, critical interpretation, and responsible governance. The framework positions AI literacy as the foundation for shared understanding, application as the bridge between knowledge and workflow integration, interpretation as the human judgment layer necessary for evaluating AI outputs, and responsibility as the governance structure that aligns AI use with ethics, accountability, privacy, and organizational purpose.

By operationalizing AI readiness as a staged capability-building process, the LAIR Framework offers executives, educators, workforce leaders, and institutional decision-makers a practical model for moving from assessment to implementation. The paper contributes to the Learning AI Institute’s AI Readiness Series by providing a human-centered framework for sustainable AI adoption, measurable capability development, and responsible organizational transformation.

Introduction

AI readiness should be understood as a developmental process rather than a technology procurement exercise (Meador, 2026a). Organizations often begin their AI efforts by selecting platforms, testing tools, or encouraging experimentation. While these activities may create early momentum, they do not automatically produce organizational capability. Access to AI does not guarantee effective use. Tool adoption does not ensure judgment. Experimentation does not replace governance.

Once an organization establishes its current readiness through Groundmaps (Meador, 2026b), the next challenge becomes developing the human, operational, and governance capacity required to use AI effectively. This is the implementation gap many organizations face: they may know they need AI, and they may even understand their starting point, but they lack a structured pathway for building capability across people, processes, decisions, and accountability systems.

The LAIR Framework addresses this gap by operationalizing AI readiness through four interconnected domains: Literacy, Application, Interpretation, and Responsibility (Meador, 2026c). Literacy establishes the foundational understanding necessary for informed participation. Application moves AI from concept to workflow. Interpretation develops the human judgment required to evaluate AI outputs and make meaning from them. Responsibility embeds ethical, legal, organizational, and governance considerations into practice.

This paper argues that AI readiness becomes meaningful only when it is converted into measurable organizational capability. The LAIR Framework provides that conversion pathway. It helps leaders move beyond fragmented experimentation toward a structured model for developing AI-literate, AI-capable, critically aware, and responsible organizations.

Why Readiness Is Not Enough

Many organizations complete assessments yet struggle to translate findings into sustained behavioral change. A readiness assessment can identify gaps, risks, strengths, and starting conditions, but assessment alone does not create capability. Knowing where an organization stands is necessary, but it is not sufficient.

Readiness identifies where an organization is today. Implementation frameworks define how it develops tomorrow. Without a developmental pathway, readiness work can become a static report rather than a catalyst for transformation. Organizations may know they lack shared AI literacy, governance structures, workflow alignment, or evaluation practices, yet still lack a practical model for building those capacities over time.

This is where the LAIR Framework becomes necessary. LAIR bridges the gap between assessment and implementation by emphasizing human capability rather than software acquisition. It recognizes that sustainable AI adoption depends on what people understand, how they apply AI to meaningful work, how they interpret AI outputs, and how responsibly they govern AI use.

In this sense, readiness is the diagnostic starting point. LAIR is the capability-building pathway. Together, they help organizations move from awareness to action, from scattered experimentation to structured implementation, and from tool access to measurable organizational performance.

The LAIR Framework

The LAIR Framework is organized as a developmental progression through four interconnected domains: Literacy, Application, Interpretation, and Responsibility. Rather than viewing AI adoption as a single implementation event, LAIR conceptualizes organizational capability as a continuous process of organizational learning in which each domain builds upon the previous one (Meador, 2026a, 2026b). The

framework recognizes that organizations do not become AI-ready simply by acquiring technology; they become AI-capable by developing the knowledge, behaviors, judgment, and governance structures necessary to use artificial intelligence effectively. This perspective aligns with research on organizational learning (Senge, 1990), dynamic capabilities (Teece, Pisano, & Shuen, 1997), and emerging principles of trustworthy AI governance (NIST, 2023; UNESCO, 2021).

Unlike many AI adoption models that emphasize technology deployment, software implementation, or technical proficiency, the LAIR Framework positions human capability as the central driver of organizational transformation. While technology enables new possibilities, people determine whether those possibilities create meaningful value. Each domain therefore represents a distinct yet interconnected stage of capability development, providing leaders with a practical roadmap for transforming organizational readiness into measurable AI capability. Building upon the foundational concepts introduced in *Fixing AI Readiness* (Meador, 2026a) and the organizational assessment methodology presented in *Groundmaps* (Meador, 2026b), the LAIR Framework operationalizes AI readiness into a structured implementation model.

Literacy

Literacy represents the foundation of the LAIR Framework. Before individuals can effectively integrate artificial intelligence into their work, they must first understand what AI is, how it functions, where it creates value, and where its limitations exist. AI literacy extends beyond prompt engineering or familiarity with specific platforms. It encompasses conceptual understanding, awareness of bias, recognition of organizational risks, ethical considerations, and an appreciation for the strengths and weaknesses of AI-generated outputs.

At the organizational level, literacy establishes a shared language that enables collaboration across departments, disciplines, and leadership levels. Employees who possess foundational AI literacy are better prepared to evaluate emerging technologies, participate in strategic discussions, identify appropriate use cases, and recognize situations in which human oversight remains essential. Without this common foundation, AI adoption frequently becomes fragmented, inconsistent, and dependent upon isolated experimentation rather than coordinated organizational learning (Knowles, 1984; Meador, 2026a).

Application

Application transforms foundational knowledge into practical organizational capability. Once individuals understand AI concepts, they must learn how to integrate AI into authentic workflows, operational processes, teaching practices, business functions, and organizational decision-making. This stage emphasizes guided practice, experimentation, workflow redesign, and continuous refinement rather than isolated demonstrations or one-time training initiatives.

Consistent with Kolb's (1984) theory of experiential learning, meaningful capability develops through repeated cycles of experience, reflection, adaptation, and improvement. Organizations therefore move beyond simply using AI tools toward intentionally redesigning work to improve efficiency, enhance decision quality, support innovation, and strengthen organizational performance. As Davenport and Ronanki (2018) observed, successful AI implementation is less about adopting new technologies and more about redesigning organizational processes around human-AI collaboration. Within the LAIR Framework, application is measured not by the quantity of AI tools deployed but by the extent to which AI contributes to measurable organizational outcomes.

Interpretation

Interpretation represents the defining characteristic of responsible AI capability and distinguishes the LAIR Framework from many existing AI adoption models. Although artificial intelligence can generate recommendations, analyses, summaries, and predictions, it cannot replace human judgment. Individuals must develop the ability to critically evaluate AI outputs, verify information, identify hallucinations and bias, assess contextual relevance, and determine whether AI-generated recommendations are appropriate within a given organizational setting.

This stage reflects Weick's (1995) theory of organizational sensemaking, recognizing that information alone does not produce sound decisions. Rather, meaning emerges through human interpretation informed by professional expertise, organizational context, and critical reflection. The Learning AI Institute has consistently argued that AI should augment human thinking (Meador, 2026a; Meador, 2026b). Interpretation therefore becomes the capability through which organizations convert AI-generated information into informed human judgment, preserving accountability while leveraging AI as a decision-support technology rather than a decision-maker.

Responsibility

Responsibility serves as the governance layer that sustains long-term organizational AI capability. As artificial intelligence becomes increasingly embedded within organizational processes, institutions must establish policies, ethical standards, accountability mechanisms, privacy protections, cybersecurity safeguards, and transparent governance structures that guide responsible AI use.

Responsibility extends beyond regulatory compliance. It reflects an organizational commitment to ensuring that AI systems are deployed in ways that align with institutional values, stakeholder expectations, legal requirements, and public trust. This perspective aligns closely with the NIST AI Risk Management Framework (2023), UNESCO's Recommendation on the Ethics of Artificial Intelligence (2021), and emerging international standards for AI management and governance. Leaders establish clear roles, monitor organizational risk, define acceptable use policies, and implement processes for continuous evaluation and improvement.

Within the LAIR Framework, responsibility is not viewed as the final checkpoint in AI adoption but as an organizational culture that informs every stage of capability development. Literacy establishes responsible understanding. Application reinforces responsible practice. Interpretation strengthens responsible judgment. Governance ensures responsible organizational behavior. Together, these elements create an integrated system that supports sustainable, trustworthy, and measurable AI adoption (Meador, 2026c).

From Readiness to Organizational Capability

Together, Literacy, Application, Interpretation, and Responsibility form an integrated capability-development model that transforms AI readiness into sustained organizational performance. Each domain reinforces the next, creating a continuous cycle of learning, implementation, evaluation, governance, and improvement. Rather than treating AI adoption as a finite technology project, the LAIR Framework positions AI capability as an evolving organizational competency requiring continuous investment in people, processes, and institutional learning.

The framework extends existing theories of organizational learning, technology adoption, and AI governance by providing a practical roadmap for converting readiness into measurable capability. Organizations that progress through the LAIR Framework develop more than technical proficiency; they cultivate the human judgment, organizational maturity, and governance capacity necessary to adapt confidently in an AI-enabled

world. In this way, LAIR serves as the operational bridge between the diagnostic foundation established through Groundmaps and the long-term organizational transformation envisioned throughout the Learning AI Institute's AI Readiness Series (Meador, 2026a; Meador, 2026b).

Implementation Model

The value of an organizational framework is ultimately measured by its ability to guide action. While readiness assessments identify current conditions and capability gaps, organizations require a structured implementation model that translates assessment findings into sustained organizational development. The LAIR Framework provides this operational pathway by guiding institutions through a sequential yet iterative process of capability building. Rather than viewing AI implementation as a single technology deployment project, the model conceptualizes AI readiness as an ongoing cycle of organizational learning, behavioral change, governance development, and continuous improvement (Meador, 2026a; Meador, 2026b).

The implementation process begins with an organizational Groundmaps assessment to establish a comprehensive baseline of AI readiness. As discussed in LAI-RIS-002, Groundmaps evaluates an organization's current state across multiple dimensions, including leadership alignment, workforce capability, governance maturity, technological preparedness, organizational culture, and strategic priorities (Meador, 2026b). This baseline provides leaders with an evidence-based understanding of existing strengths, capability gaps, and organizational risks before significant investments are made in AI technologies or initiatives.

Following assessment, organizations begin building AI Literacy, the foundational capability upon which all subsequent development depends. Consistent with principles of adult learning theory (Knowles, 1984) and organizational learning (Senge, 1990), literacy initiatives establish a common vocabulary, improve conceptual understanding, and develop awareness of AI opportunities, limitations, ethical considerations, and organizational risks. At this stage, the objective is not technical specialization but the creation of shared mental models that enable informed collaboration across departments and leadership levels.

Once foundational literacy has been established, organizations transition into Application, where employees begin integrating AI into authentic workflows and operational processes. Drawing upon experiential learning theory (Kolb, 1984), this stage emphasizes guided practice, experimentation, reflection, and iterative improvement rather than isolated demonstrations or one-time training sessions. Leaders encourage employees to identify appropriate AI use cases, redesign workflows, document lessons learned, and evaluate the organizational value created through human-AI collaboration. Successful implementation is measured not by the number of AI tools deployed but by measurable improvements in productivity, decision quality, innovation, and organizational effectiveness (Davenport & Ronanki, 2018).

As AI becomes embedded within organizational practice, the implementation model emphasizes the development of Interpretation. This stage recognizes that technological capability must always be balanced by human judgment. Employees develop the ability to critically evaluate AI-generated outputs, identify hallucinations and bias, verify information, assess contextual relevance, and determine whether AI recommendations support sound organizational decisions. Interpretation reflects Weick's (1995) concept of organizational sensemaking, acknowledging that data alone does not create knowledge; rather, meaning emerges through human expertise, contextual understanding, and professional judgment. Within the LAIR Framework, interpretation serves as the mechanism through which organizations maintain human accountability while leveraging AI to enhance decision-making (Meador, 2026a).

The final stage institutionalizes Responsibility through governance, policy development, accountability structures, risk management, and continuous organizational measurement. Responsibility extends beyond regulatory compliance to encompass ethical leadership, transparency, privacy, cybersecurity, documentation, and organizational trust. Leaders establish governance frameworks that align AI practices with institutional

objectives while supporting continuous monitoring and improvement. This governance approach aligns with internationally recognized guidance, including the NIST AI Risk Management Framework (2023), UNESCO's Recommendation on the Ethics of Artificial Intelligence (2021), and ISO/IEC 42001 standards for AI management systems.

Importantly, the implementation model should not be viewed as a strictly linear process. Organizational capability develops through continuous cycles of assessment, learning, application, evaluation, and refinement. As technologies evolve and organizational priorities change, leaders revisit Groundmaps assessments to measure progress, identify emerging capability gaps, and recalibrate implementation strategies. This continuous feedback loop reflects principles of dynamic capabilities, enabling organizations to adapt strategically to evolving technological and organizational environments (Teece, Pisano, & Shuen, 1997).

The implementation model therefore positions the LAIR Framework as more than a training methodology. It functions as an organizational operating model for AI capability development, integrating assessment, workforce development, governance, and continuous improvement into a unified framework. Together, Groundmaps and LAIR provide organizations with both the diagnostic foundation and the developmental roadmap necessary to transform AI readiness into measurable, sustainable organizational capability (Meador, 2026a; Meador, 2026b; Meador, 2026c).

Executive Implications

For executives, AI readiness is fundamentally a leadership challenge rather than a technology challenge. While artificial intelligence is often introduced through discussions of software platforms, automation tools, and productivity gains, long-term organizational success depends far less on the technologies themselves than on the capabilities of the people expected to use them. Sustainable competitive advantage is created by developing organizational judgment, establishing governance structures, investing in workforce capability, and continuously measuring organizational maturity, not simply by deploying AI tools (Meador, 2026a; Meador, 2026b).

Executive leaders must recognize that AI implementation represents a significant organizational transformation rather than a traditional technology initiative. Like previous waves of digital transformation, successful AI adoption requires changes in organizational culture, leadership behaviors, workforce development, decision-making processes, and institutional governance (Senge, 1990; Teece, Pisano, & Shuen, 1997). Organizations that focus exclusively on software acquisition often discover that technology adoption outpaces organizational capability, resulting in inconsistent implementation, fragmented workflows, increased operational risk, and limited return on investment.

The LAIR Framework provides executives with a practical roadmap for leading this transformation. Rather than asking, "Which AI platform should we purchase?", leaders are encouraged to ask more strategic questions:

- Does our workforce possess the AI literacy necessary to use these technologies responsibly?
- How will AI be integrated into existing workflows and operational processes?
- What systems ensure that employees critically evaluate AI-generated outputs rather than accepting them without question?
- What governance structures, ethical standards, and accountability mechanisms are necessary to maintain organizational trust?
- How will we measure organizational capability over time rather than simply tracking software usage?

These questions reposition AI implementation from an information technology project to an enterprise-wide leadership responsibility.

For executive teams, the LAIR Framework also provides a common language for aligning strategy across functional areas. Human resources can use the framework to guide workforce development and professional learning. Information technology leaders can align infrastructure investments with organizational capability. Risk management and legal teams can integrate governance, compliance, and cybersecurity into AI initiatives. Academic leaders, instructional designers, and learning professionals can redesign teaching and learning experiences that emphasize critical thinking and responsible AI use. Together, these functions move beyond isolated implementation efforts toward coordinated organizational transformation.

Perhaps most importantly, the framework encourages executives to redefine how organizational success is measured. Traditional implementation metrics, such as the number of licenses purchased, employees trained, or AI applications deployed, provide only a partial picture of organizational progress. The more meaningful indicators are the development of human judgment, improvements in decision quality, organizational learning, governance maturity, workforce confidence, and the institution's ability to adapt responsibly as AI technologies evolve (Meador, 2026c).

This perspective aligns with emerging international guidance emphasizing trustworthy and human-centered AI. The NIST Artificial Intelligence Risk Management Framework (2023) highlights governance, continuous monitoring, and organizational accountability as essential components of responsible AI implementation. Similarly, UNESCO's Recommendation on the Ethics of Artificial Intelligence (2021) emphasizes that sustainable AI adoption depends upon transparency, human oversight, fairness, and institutional responsibility rather than technological capability alone.

Ultimately, executives should view AI readiness as a continuous organizational capability rather than a destination. The organizations that will lead in the coming decade are unlikely to be those with access to the most sophisticated AI technologies. Instead, they will be those that intentionally develop AI-literate workforces, foster cultures of critical interpretation, establish robust governance systems, and continuously strengthen their institutional capacity to adapt. The LAIR Framework provides leaders with a practical model for achieving that objective, transforming AI readiness from a strategic aspiration into a measurable organizational capability that supports long-term resilience, innovation, and responsible growth.

Conclusion

Artificial intelligence has fundamentally changed how organizations think about work, decision-making, learning, and innovation. Yet despite rapid advances in AI technologies, many organizations continue to struggle with implementation because they focus primarily on acquiring tools rather than developing the human capability required to use those tools effectively. AI readiness cannot be purchased through software licenses, achieved through isolated training sessions, or measured solely by technology adoption. It must be intentionally developed through organizational learning, strategic leadership, and responsible governance.

The LAIR Framework provides a structured pathway for transforming AI readiness into measurable organizational capability. Building upon the foundational concepts introduced in *Fixing AI Readiness* (Meador, 2026a) and the assessment methodology presented in *Groundmaps* (Meador, 2026b), this paper has introduced an operational implementation model centered on four interconnected domains: Literacy, Application, Interpretation, and Responsibility. Together, these domains provide organizations with a practical roadmap for developing AI-capable workforces, strengthening institutional governance, and creating sustainable systems for responsible AI adoption.

A central contribution of this framework is its recognition that organizational capability develops through people rather than technology alone. AI literacy establishes foundational understanding. Application integrates AI into authentic organizational workflows. Interpretation preserves human judgment through critical evaluation and contextual reasoning. Responsibility embeds governance, ethics, transparency, and accountability into everyday organizational practice. Collectively, these domains shift AI implementation from isolated experimentation toward intentional organizational transformation.

The LAIR Framework also contributes to the growing body of scholarship surrounding organizational AI readiness by extending existing theories of organizational learning, technology adoption, experiential learning, dynamic capabilities, and AI governance into a unified implementation model (Knowles, 1984; Kolb, 1984; Senge, 1990; Teece, Pisano, & Shuen, 1997; NIST, 2023). Rather than replacing these established perspectives, LAIR operationalizes them into a practical framework that leaders can apply across higher education, K–12 education, business, government, nonprofit organizations, and workforce development initiatives.

For executives, the implications are clear. Sustainable competitive advantage will increasingly depend not on which AI tools an organization purchases but on how effectively it develops human capability, institutional learning, and governance maturity. Organizations that intentionally invest in literacy, support meaningful application, cultivate critical interpretation, and institutionalize responsibility will be better positioned to adapt as AI technologies continue to evolve. Those that pursue technology without developing these capabilities risk fragmented implementation, inconsistent decision-making, and diminished organizational trust.

The Learning AI Institute's AI Readiness Series establishes a progressive body of work designed to guide organizations through every stage of AI transformation. Fixing AI Readiness identified the implementation problem. Groundmaps provided a methodology for measuring organizational readiness before implementation. The LAIR Framework now offers the operational model for building AI capability once readiness has been established. Together, these three publications provide organizations with a comprehensive approach for understanding where they are, determining where they need to go, and developing the capability required to get there.

Future research should continue validating the LAIR Framework across organizational contexts while exploring measurable indicators of AI capability, governance maturity, workforce development, and organizational performance. Additional studies should examine longitudinal implementation, sector-specific adaptations, and the relationship between LAIR-based capability development and organizational outcomes. As artificial intelligence continues to reshape every sector of society, frameworks that emphasize human capability, organizational learning, and responsible governance will become increasingly essential.

Ultimately, the future of artificial intelligence will not be determined solely by advances in algorithms or computing power. It will be determined by the ability of organizations to develop thoughtful leaders, capable workforces, effective governance systems, and cultures of continuous learning. The LAIR Framework provides a practical roadmap for achieving that future. By transforming readiness into measurable capability, it offers organizations more than a model for AI adoption, it provides a framework for building resilient, adaptive, and responsible institutions prepared to thrive in the age of artificial intelligence.

Conceptual Model

The LAIR Framework conceptualizes organizational AI capability as a continuous developmental progression rather than a single implementation event. Each stage builds upon the previous one, creating an integrated pathway that guides organizations from understanding their current state to developing sustainable, measurable AI capability. The model recognizes that artificial intelligence is not merely a

technological innovation but an organizational transformation requiring intentional investment in people, processes, governance, and continuous learning (Meador, 2026a; Meador, 2026b).

**Groundmaps → AI Literacy → AI Application → AI Interpretation → AI Responsibility →
Continuous Organizational Learning → Measurable AI Capability**

The progression begins with Groundmaps, the diagnostic foundation introduced in LAI-RIS-002.

Groundmaps provides leaders with an evidence-based assessment of organizational readiness by evaluating leadership alignment, workforce capability, governance maturity, organizational culture, technological preparedness, and strategic priorities (Meador, 2026b). Rather than assuming organizations are prepared for AI implementation, Groundmaps establishes a measurable baseline from which capability development can begin. Effective transformation requires understanding where an organization stands before determining where it intends to go.

The second stage, AI Literacy, establishes the foundational knowledge required for responsible AI adoption. Literacy develops a shared organizational understanding of AI concepts, capabilities, limitations, risks, and opportunities. This stage is consistent with organizational learning theory, which emphasizes the importance of developing common mental models before organizations can coordinate meaningful change (Senge, 1990). Literacy also reflects principles of adult learning by recognizing that meaningful professional development begins with relevance, understanding, and shared purpose rather than technical instruction alone (Knowles, 1984).

Once foundational understanding has been established, organizations transition into AI Application, where knowledge is transformed into authentic practice. Employees begin integrating AI into everyday workflows, redesigning business processes, supporting decision-making, and experimenting with new approaches to problem solving. This stage reflects Kolb's (1984) experiential learning cycle, emphasizing that capability develops through practice, reflection, adaptation, and continuous improvement. AI becomes valuable not because it exists, but because it is intentionally integrated into meaningful organizational work.

Application naturally leads to AI Interpretation, the defining characteristic of the LAIR Framework and one of its most significant contributions to AI readiness scholarship. While AI systems can generate information, recommendations, and predictions, they cannot replace human expertise, contextual understanding, or professional judgment. Interpretation emphasizes verification, critical evaluation, contextual reasoning, and organizational sensemaking (Weick, 1995). Employees learn to assess AI-generated outputs, identify bias and hallucinations, evaluate evidence, and determine whether AI recommendations are appropriate within their organizational context. This stage ensures that AI augments human decision-making rather than replacing it.

The progression then advances to AI Responsibility, where organizations institutionalize governance, accountability, ethics, privacy, cybersecurity, transparency, and policy development. Responsibility represents the organizational commitment to ensuring that AI systems are deployed in ways that align with institutional values, stakeholder expectations, legal requirements, and public trust. This stage reflects internationally recognized guidance, including the NIST Artificial Intelligence Risk Management Framework (2023), UNESCO's Recommendation on the Ethics of Artificial Intelligence (2021), and emerging standards for AI governance. Responsibility transforms AI from an operational capability into a trusted organizational practice.

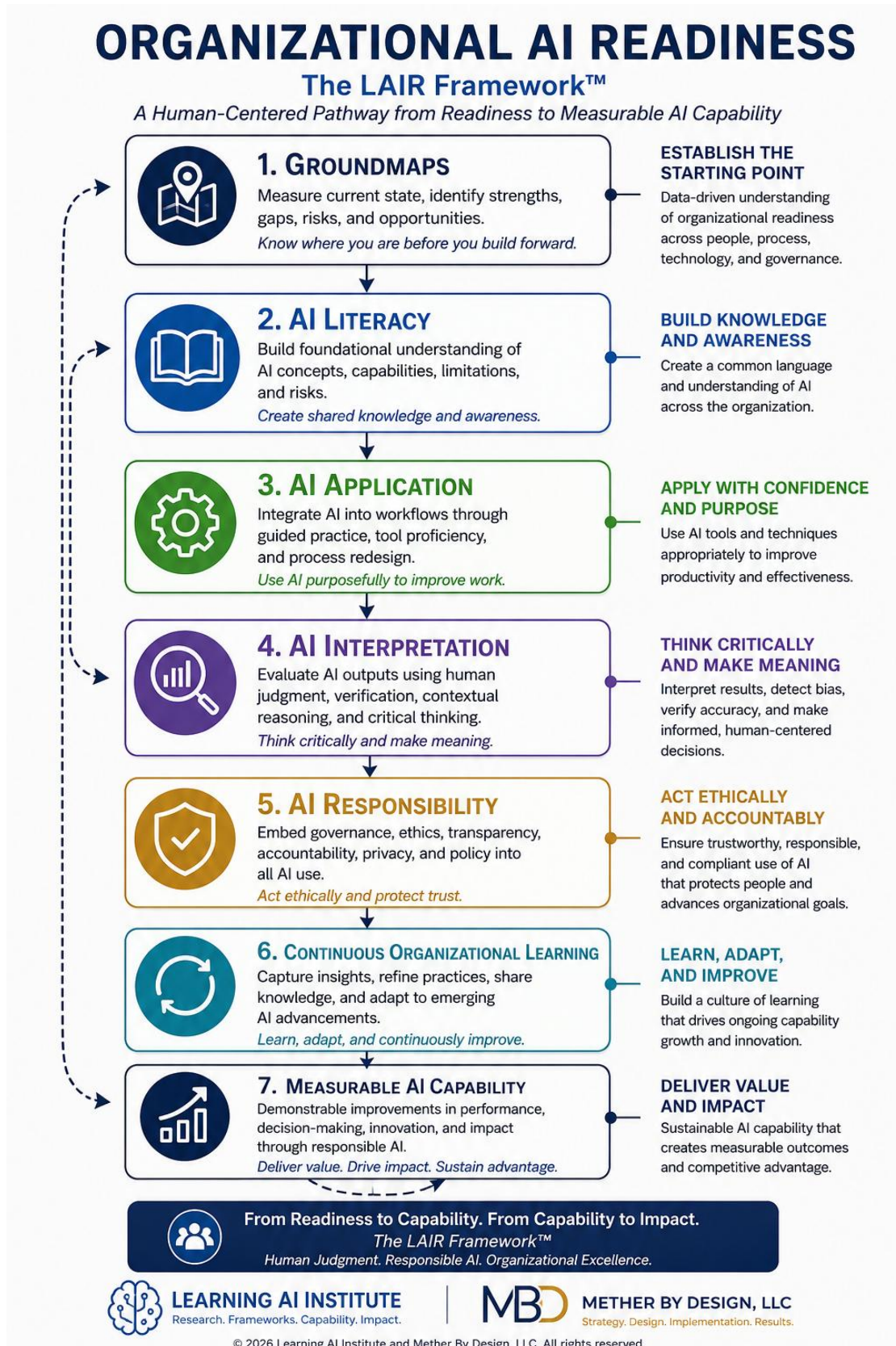
Rather than concluding with governance, the conceptual model emphasizes Continuous Organizational Learning. Organizational capability is not static. AI technologies, regulatory environments, workforce expectations, and institutional priorities continue to evolve. Consequently, organizations must establish mechanisms for ongoing assessment, professional learning, policy refinement, governance review, and organizational adaptation. Continuous learning reflects the principles of learning organizations, in which

improvement becomes an embedded organizational capability rather than a periodic initiative (Senge, 1990; Teece, Pisano, & Shuen, 1997).

The outcome of this progression is Measurable AI Capability. Unlike traditional implementation models that measure success by technology adoption, software utilization, or training completion, the LAIR Framework defines success through organizational capability. Measurable capability includes improvements in workforce competence, decision quality, governance maturity, organizational trust, innovation capacity, operational effectiveness, and the institution's ability to adapt responsibly as AI technologies continue to evolve. Capability therefore becomes both an outcome and an ongoing organizational asset.

Taken together, the conceptual model demonstrates that AI readiness is not achieved through technology deployment alone. Readiness becomes capability only when organizations intentionally develop human understanding, practical application, critical interpretation, responsible governance, and continuous organizational learning. The LAIR Framework therefore serves as the operational bridge between organizational assessment and long-term organizational transformation, providing leaders with a systematic pathway for building sustainable AI capability across education, business, government, healthcare, and nonprofit sectors (Meador, 2026a; Meador, 2026b; Meador, 2026c).

Figure 1. The LAIR Framework Conceptual Model



Note. The model depicts the progression from readiness assessment through measurable AI capability.

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About the Organizations

Learning AI Institute advances research, education, and organizational capability in artificial intelligence through evidence-informed frameworks, executive education, and applied research.

MetHer By Design partners with organizations to strengthen AI readiness, governance, workforce capability, and strategic implementation through consulting, executive advisory services, and the LAIR Framework.