Leadership Facilitation through AI – A Multistakeholder Panel

Abstract:

Leadership forms of today are expected to be challenged by the introduction of AI and the role of human leaders will be adjusted accordingly (Quaquebeke & Gerpott, 2023). Yet, much of the discussion around AI and its managerial implications is concentrated around extreme utopian and dystopian scenarios (Koukouvinou & Holmström, 2022), which in turn fail to explain the broader digitalization effects in the operations of organizations (Plesner et al., 2018).

There are some strategic approaches recorded that aim to provide details on how to leverage the full potential of AI (Plastino & Purdy, 2018). However, this is not an easy task. Indeed, the broader business value of AI is not yet thoroughly understood (Shollo et a., 2022), either due to conceptual peculiarities of AI (Enholm et al., 2022; Mishra & Pani, 2021), or due to the organizational uncertainty related to AI (Alsheibani et al., 2021).

In this context, and given the great divergence in AI strategies followed, sometimes even reflecting institutional or even national discrepancies in policies and incentives (van Noordt et al., 2020), there is a necessity to engage in dialogue with diverse communities in order to identify the focal points of interest pertaining to AI strategy and leadership. This dialogue should not overlook the technological peculiarities of AI, since they may be closely related to the style leadership required – which may sometimes focus on structures at a greater extent rather than humans (Smith & Green, 2018). In this context, we propose a panel discussion on the subject of the ways in which AI facilitates leadership.

This panel follows the multistakeholder approach. That is, we envision to bring together representatives from various stakeholder groups that are related to the adoption of AI technologies in order to shed light on the leadership implications of this adoption. Indeed, the multistakeholder approach has been recognized in terms of its relevance for examining complex socio-technical phenomena, such as the Internet (Strickling & Hill, 2017). As a result, we invite one representative from the Industry, the Academia and the Consulting Sector – since there is a growing number of recent studies underlying this sector's relevance and role in AI projects both in terms of management and partnerships formation (Vial et al., 2023; Stone et al., 2020). In addition, we include a representative from the Startup Ecosystem – since the current industrial setting shows that the startup-corporate collaborations are catalysts of innovation (Weiblen & Chesbrough, 2015). Finally, and since both the research and industrial output should address societal challenges, we include a member of a national advisory board, in order to gain insights on the public policy priorities but also the interdisciplinarity of the collaborations in the context of AI.

The objective of this panel is to provide the different or even conflicting opinions of the panelists on the way leadership approaches the issue of incorporating AI in both the operational and the strategic level of their functioning. The panel aims to problematize the leadership community and trigger discussions about the future of digital leadership.

Panelists:

- Industry: Mette Louise Kaagaard, Country General Manager/CEO Denmark & Iceland – Microsoft
- Academia: Arisa Shollo, Associate Professor – Department of Digitalization, Copenhagen Business School
- National Advisory: (tentative) Emilie Lundblad, National Advisory Board Member – Pioneer Centre for AI and Managing Director – Amesto Nextbridge
- Consulting: (tentative) Michael Theill, Partner – Deloitte Denmark
- Startup: Morten Marquard, CEO and Co-founder – DCR Solutions

- Moderator: Panagiotis Keramidis, PhD fellow – Department of Digitalization, Copenhagen Business School

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