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BOOK CHAPTER ON ARTIFICIAL INTELLIGENCE IN MANAGEMENT AND COMMERCE



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INTELLIGENCE IN LEADERSHIP

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ABSTRACT

A future artificial intelligence (AI) leadership position will likely include a new follower, the AI machine. The continued rise in retired-aged individuals illustrates the need to replace a traditional workforce with alternatives. Robots tend to be non-functional without leaders. With this new position, AI leaders will engage in processes that focus on leading the programmers of the AI machine as well as influencing decisions made by AI machines post-programming. Communication standards should be set for both the human and machine members. It is unclear if this new position will be referred to as leadership or management, but standards should be in place for proper supervision of these machines. Leadership research has found that behaviors such as charismatic influences and relationship building are important for leading humans. AI leadership may require adjustments to current influences used for humans. Building relationships with AI machines is expected to be altered with greater focus needed on ethical and moral mentoring. Such a focus may utilize top-down and bottom-up roboethics, with decreased focus on getting machine followers to feel part of an in-group. The current paper provides ideas for leading teams of AI machines and their programmers.

Keywords: Artificial intelligence, Future, Leaders.

INTRODUCTION

There is a paradigm shift in the world today due to fast changing technologies and economies. Uncertainty takes over stability, unpredictability is the new norm. In this transition phase where organizations have to align their processes with new technologies like Artificial Intelligence. Leadership will be changing in execution of its Role. Roles involving Strategic decision making, Cognitive processing, Decisions related to data such as Analyzing performance of a team, to improve production and service based processes AI will have an important role to do. Leaders' job will be simplified with hard elements of decision making. However, AI will have to be integrated with human aspect/soft elements of Leaders such as critical evaluation of any decision, for Motivation, competencies like stable and calm,

humility, authenticity, character, values, compassion, vision, creativity, Emotional Intelligence, Spiritual Intelligence.

EFFECTIVE LEADERSHIP SKILLS FOR AI

Emotional Intelligence

Emotional intelligence is one of the most valued skill leaders can possess in dynamic work environments. It is the ability to recognize and manage the emotions of one and others for reducing conflict and better human interaction. People with high EI can connect with others and display empathy and understanding. According to a Capgemini survey emotional intelligence is an essential skill set for the age of AI. The survey found that 74% of the executives believe that EI will become a Must-have skill and the demand for it is expected to increase by as much as six times.

Agility

The rate of disruption that AI brings to every industry necessitates that the business leaders keep up with the change and continue making critical decisions using the newly available technologies. They should not only be able to embrace change but also celebrate it, motivate their teams to follow in their footsteps, and adapt quickly to it by developing new skills that will enable them to work with unfamiliar technologies and procedures. Here leaders need to view change not as a burden but as an opportunity to grow and innovate with their new tools.

Empathy

Empathy is the ability to put oneself in the other's shoes and see the world from their point of view. Leaders who are highly empathetic can establish trust with their employees and build positive relationships that can be highly productive for the organization. Managers who show greater empathy towards their employees are able to improve job performance and are even rated higher. Empathy is also essential to understand the pain points of employees and resolve conflicts that arise within teams.

Cultural Intelligence

Workplaces are increasingly becoming diverse as people from all around the world from different cultural backgrounds are dispersed at workplaces. Therefore developing cultural intelligence is one of the essential AI Leadership skills to manage highly diverse teams. Effective leaders will be able to cross cultural boundaries and prosper while leveraging the talent that different individuals bring to the table. Therefore leaders will not only have to be aware of different cultures but should also be able to relate to people from different cultural contexts.

Critical and creative thinking

Although AI can make calculated decisions based on existing data faster than any human can and see trends and patterns, all essential critical thinking still remains with the leaders. Critical thinking is to analyze problems from all points of view by using facts, knowledge, data and previous experience. This aspect of logical reasoning which sometimes involves counterintuitive ways of looking at problems is not something that AI can currently do. The same also applies to decisions that involve creativity and innovation. Organizations need to constantly innovate to develop new solutions and business ideas to stay relevant. That is a task that AI is not equipped to deal with.

Ethical judgment

Ethical judgment is a skill exclusive to human beings. While AI can come up with cost saving alternatives and tactics, it does not have the ethical burden of dealing with the consequences of its results. The conversation around the ethics issue has gone from what the technology can do to whether or not it should do it. Therefore effective leaders must be well conversant with the regulations surrounding the technology and balance it with the rate at which it is developing. When AI develops solutions to business problems, it is up to the leaders to decide if it aligns with the organization's values, goals and mission.

Humility

The mark of a great leader is the balance of confidence and humility they have within them that lets them take on challenges. Leaders need to be well grounded in the capacities of their team and not overestimate themselves even when the challenge is well within their grasp. Humble leaders also see themselves as part of the team and not as the most critical cog to the overall success. They should also be constantly striving to encourage others to shine.

Accountability

As organizational structures become flatter and more teams work as project based partnerships, organizations will become more transparent and collaborative. The leaders should also become more transparent and accountable to the outcome of decisions taken by the teams. Accountability in the broader sense means to own what is to be done and motivate others to work towards it. It is also more important that leaders align themselves with the principles, goals and ethics of the organization.

Courage

The disruption that AI is set to bring can have systems going obsolete at a faster rate than most managers can keep up. Therefore, one of the core AI Leadership skills is the ability to face what is unknown and to be fast to unlearn and relearn new things. Therefore leaders

will have to quickly let go of old ways of doing things and embrace the new and sometimes risky procedures. They would also need the courage to recognize weaknesses within themselves and be open to learning and correcting them.

Intuition

Intuition is something that is innate to human beings that no AI can match. While machines can make data driven decisions in the short term, they cannot evaluate long-term patterns or make predictions that can match the intuition of leaders with years of experience. The vision that keeps the organization meeting its goals needs the intuition of leaders in such areas as business, political factors and socioeconomic conditions.

LIMITATIONS/CRITICISM OF ARTIFICIAL INTELLIGENCE

High production cost

We are living in a technological world where we have to manipulate ourselves according to society. Similarly, a computer machine also requires time to time software and hardware updates to meet the latest requirements. Hence, AI also need repairing and maintenance, which need plenty of costs.

Risk of Unemployment

A robot is one of the implementations of Artificial intelligence, and it is replacing jobs and leading to serve unemployment (In some cases). Hence, according to some people, there is always a risk of unemployment because of robots and chatbots instead of humans. For example, in some more technology-oriented countries such as Japan, robots are widely used in manufacturing industries to replace human resources. However, this is not always the truth because as it replaces humans to enhance efficiency, it is also making more jobs opportunities for humans.

Increasing human's laziness

The new inventions of Artificial Intelligence are making humans lazier towards their work, resulting in humans being completely dependent on machines and robots. If this continues for more upcoming years, then our next generations will become entirely dependent on a machine, resulting in further unemployment and health issues.

Emotionless

We have always learned since childhood that computers or machines don't have emotions. Humans work like a team, and team management is a key factor for completing a target. However, there is no doubt that machines are much better when working efficiently, but it is also true that they never replace the human's connection that makes the team.

Lack of creativity

The biggest disadvantage of Artificial Intelligence is its lack of creativity. Artificial Intelligence is a technology that is completely based on pre-loaded data. However, Artificial Intelligence can learn over time with this pre-fed data and past experiences, but it cannot be creative like humans.

No Ethics

Ethics and morality are the two most important features of humans, but it isn't easy to incorporate both of these into Artificial Intelligence. AI is rapidly increasing uncontrollably in each sector, so if this continues for the upcoming decades, it may eventually wipe out humanity.

No improvement

Artificial Intelligence is a technology completely based on pre-loaded data and experience, so it cannot be improved as human. It can perform the same task repeatedly, but if you want some improvement and changes, you have to change the command for the same. However, it can store unlimited data that humans cannot, but also it cannot be accessed and used like human intelligence.

COMPETENCIES REQUIRED IN LEADERSHIP IN THE AGE OF ARTIFICIAL INTELLIGENCE**Emotional Intelligence**

With the advent of changing role and nature of Leadership, EQ will be one area still Desired and required in the execution the role of Leadership. Though cognitive aspect will be taken care by AI, Motivation, Employee Engagement, could be delivered by Human side of leadership. Leaders with high EQ will still continue to be desired.

Spiritual Intelligence

As soft element of Leadership will be domain of Leadership - Humility, Compassion, Values, Character, Inner peace, Adaptability, Creativity, Change Management, Ethics, Authenticity which are components of Spiritual Intelligence. Such Competencies will play major role while executing Leadership role while aligning with AI.

Other competencies

Like Moral values, Humility, Compassion, Authenticity, Adaptability, Flexibility.

CONCLUSION

With the environment of continuous change and unpredictability where Traditional norms are being replaced by changing forces of market. As Artificial Intelligence is

becoming part of Human Resource Processes, it is going to bring significant changes which are going to change roles and nature of Leadership in coming times majorly it is.

Going to impact the 'hard' to do with Cognitive Processes and Decision making, at the same time 'soft' part is continuing to be with future Leadership competencies like Emotional Intelligence, Adaptability, Compassion, Moral Values which must be integrated with the Artificial Intelligence.

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