

> Friday, November 26th, 2021

14:00 - 15:30

MIS

**RESEARCH
SEMINAR**



EMPOWERING CHANGEMAKERS FOR A BETTER SOCIETY

‘ORGANIZING FOR AI AT WORK’

MARLEEN HUYSMAN

**FULL PROFESSOR, VRIJE UNIVERSITEIT AMSTERDAM / DIRECTOR, KIN
CENTER FOR DIGITAL INNOVATION**



ABSTRACT

Artificial intelligence (AI) systems are intended to accomplish tasks that are normally performed by humans. Their unique features – the dependence on large amounts of data, the ability to self-learn which limits explainability, and the capability to generate alternative, pattern-based insights – make them fundamentally different from the technologies that organizations have previously implemented. However, because of the strong divide in management scholarship between either a focus on technology development or on organizational change, the features of AI are generally left out when studying its influence in organizations. Using examples from five large organizations that implemented AI in their organizational processes, we unpack how organizations need to “cross the implementation line” between technology development and organizational change to organize for data, organize for explainability, and organize for alternative insights. These AI implementation practices require developers and organizational actors to engage in continuous and reflective “collaborative learning”, which has socio-technical consequences for both technology development and organizing.