

Chapter 3 - Artificial Intelligence and Sustainability: Innovations in Business and managerial Practices

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Chapter Information

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Abstract

Artificial Intelligence (AI) will, more than ever, play a critical role in every aspect of organizational progression and influence decisions across the board. Human, talent, and overall workforce management is no exception to this influence and impact; AI's influence will be through organizational leadership via guiding decision-making, team management, and innovation processes. As its potential is explored, it becomes clear that leaders must adapt to leverage innovation effectively and address the new ethical and cultural issues they raise. Organizations, leadership, cultures, and pillars of organizational structures and systems must do this while remaining ethical, mindful, and aware of not affecting creativity (INSEAD, 2024). The leadership of any organization must lead with AI while keeping people, mindfulness, ethics, and values, as well as creativity and the human touch at the heart of everything that they do and each AI strategy (AON, 2024). AI has the potential to unleash creativity, foster human connections, imagine new ways of learning, enable the automation of existing tasks, and promote new adaptive tasks that require human ingenuity and empathy. That is quite a list, which raises equal challenges and opportunities (INSEAD, 2024). What is clear is that leaders will remain indispensable in helping their teams and firms negotiate this brave new world. To do so successfully, it is vital that they adopt a dual mindset, while helping to maintain and create moments of deep, thoughtful human interactions. Four challenges may arise from AI's influence and leverage: 1) HR's operational complexities, 2) data's readiness, accuracy, and availability, 3) legalities that may arise and conform to compliant approaches, and 4) Manpower's reactions and behavior against and towards algorithmic based decisions (Jobylon, 2024).

Keywords: *Diversity, Inclusion, Creativity, Human and Machines, Artificial Intelligence, Human Resources, and Human Touch;*

3.1 Introduction

“AI” is algorithm, software, enabling task mastery of specific operational needs to optimize performance, alleviate pressures, and enable focus on other strategic areas. If used properly and in the right context, it should enable streamlining operations and empower leaders to rid of administrative tasks while focusing on the most important and strategic initiatives, helping move their organizational strategies, short and long term, effectively forward.

Data analytics is easier to implement in operations, where the relevant questions have more clarity, such as a car’s battery’s failure likelihood? Identifying early signs of failures and alerting users has been proven (LinkedIn, 2024).

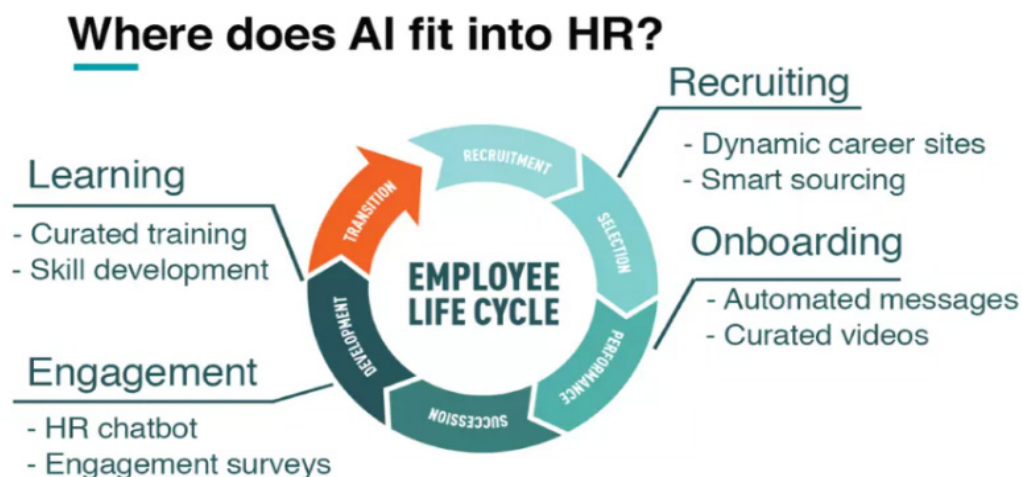


Figure 1. AI’s fit into HR, LinkedIn 2024

The definition of a “performing employee” encompasses various dimensions that align with different criteria. Key performance indicators, a common business metric used within organizations to drive the right business outcomes while objectively and numerically guiding the reviews and quarterly touch points, has come under scrutiny, and has led employers to reconsider their application (van ESCH P, 2021). Problems exist between performance systems and a clear link between individual, team, and organizational performances. Therefore, algorithms related to performance are disadvantageous (LinkedIn, 2024).

Decision-making processes are sophisticated when releasing employees, AI falls short despite data’s presence. This must be human lead (AON, 2024).

Hiring and firing cannot also be simulated via algorithms as it is sophisticated body language must be read, attitudes must be understood, and overall cultural frameworks of the criteria to hire employees are difficult to simulate through artificial intelligence (IBMI, 2024). Company vehicle’s mileage misreporting, or company credit card misuse, may be simulated with algorithms; however, simulating responses of potential hires is difficult.

The challenges of HR’s tasks are categorized as follows: Operations, Data Input, Machine Learning, and Data Output (van ESCH P, 2021). Ideas from computer science and statis-

tics are introduced into the HR context and presented in managerial and HR partners' languages.

3.2 Literature Review

3.2.1 HR Operations through an Algorithmic Lense

“**Operations**” are of interest as hiring makes up 75%, or higher, of what HR partners do within an organization (Jobylon, 2024). The below table summarizes common activities of the “Human Resources Cycle,” operational tasks:

Table 1: HR Operations, created by the author.

HR operation	Prediction task
Recruiting – candidates’ applications; streamlining and vetting	Right candidate for the right job
Selection – Candidates’ suitability to scope of work	Fit for purpose job offers
On-boarding – streamlining the hiring process and automating it	Practicality
Training	Relevance to job, career, and performance
Performance management – identifying good and deficient performance	Performance Improvements
Advancement – Promotion guidelines, indicators, and triggers	Performance based decisions
Retention	Prediction of high-risk employees
Employee benefits	Determination of the benefits’ relevance to enable competitiveness and employee attractions; benefits’ alignments with organizational financial performance.

The relationship between a senior executive leader, a leader, a manager, and a supervisor with their direct and indirect employees respectively is genuine human interaction. Most elite organizations in the world value people as the most important “asset” of their business. Albeit I do not agree with the word “asset,” as humans are far more superior than that, but just to highlight the importance in general corporate terms.

Elite organizations put talent, talent management, employees, and employee’s development, talent growth and retention, and overall high-performing population, at the heart of everything that they do; millions of dollars are spent yearly to evolve, develop, train, prepare, solidify, challenge, attract, and retain top talent and culture respectively.

The human element, the connection, the “one on one” private, tailored, and strategically focused meetings that happen between senior leaders and their employees, especially the high-performing ones, are so critical and essential to the continuity of business, establishment of an elite culture, and for ‘positive word of mouth’ for top talent to continue attracting external top talent into the organization ; for employees to feel the sense of belonging; for the culture of loyalty to be enriched; healthy competitiveness to be fostered; trust through constructive feedback and dialogue to be the currency dealt with; “open-door” policies to be instilled, and to bridge gaps that are not necessarily attainable through any other means, especially through algorithms, but through the human touch (HBR, 2023).

Please, let’s reflect on the difficulties in making meaningful human connections and relationships, these days; bombardment of technological distractions, sending a message, which is readily available through many “at your fingertip solutions” versus securing “in person” meaningful conversations, and the fact that time’s unavailability, passes by so quickly, effort it takes to get into one’s vehicle to go see someone, or spend the time to connect with someone one to one personally, all make it quite difficult and quite easy to make excuses not to meet and not to connect in person. Regardless of the software we have in place, the sophistication and advancements of the algorithms used, and the overall buffers placed within it to eliminate errors; algorithms and AI will always fall short of replicating the human connection, will not accomplish as much in its stead.

Having had the privilege to have worked with several international organizations, the breadth of the organizations spread over the globe’s entirety; having had the privilege to interact and work with several cultures across the world; having had the career bandwidth and successes to lead several cultures, take it a step further, several and almost all nationalities throughout my career, I value the human touch more than any other means for establishing meaningful, impactful, and lasting relationships and connection. There is an essence, an indescribable energy, about sitting down across the table and aligning against what is important, discussing what matters, allocating the time to resolve an issue, and setting the stage for collaborative, “win-win,” outcomes for years to come.

It meant the world to me when one of my previous employers’ senior executive leadership team took and made time to connect with me “one-on-one”. I felt like I was the only employee in that organization, it made me feel ultra special, and it created a sense of belonging, as well as a sense of loyalty, that nothing else could replicate. It felt really special the fact that this very senior executive and individual in that organization, having global and overall corporate responsibilities, and the fact that they had tens of thousands of employees under their supervision and watch, took some time out of their busy schedule, putting aside a lot of responsibilities, just to be able to connect with me individually. These are memorable moments that are not forgotten, will stay with me for the rest of my humble career; these are instances that-at a moment of a weakness-come into play, occupy your mind and help you and guide you to do the right thing. Memorable opportunities and snapshots of time that will resonate

with you throughout your entire career in that company, and throughout your entire career holistically. You will always remember that conversation, the setting, where you two met, as far as remembering what you had for food and how engaging the conversation was. The best part is when you were given accolades for the great work that you do consistently, you were assured that at the very helm of the organization someone cared, is aware of what is happening despite all that is on their plate, and cares about what's going on in your world is so special and unforgettable. Leaders that invest actual time and energy to inform you that you are worthy of their time, they could be of help to evolve your professional career, are counting on your continued exceptional performance to help you help them, and to collectively continue to grow the company while evolving to the next incredible leader.

Opportunities such as these cannot be replicated through any algorithm and cannot be computerized or replaced; these are moments that must be governed, lead, and absolutely embodied by the human touch and its genuine connection. It is absolutely prudent that we use “fit for purpose” means wherever applicable; the fact that a senior leader took the time to individually connect and share lessons learned and invest in my development and growth is something that is tailored to my career growth, my accomplishments, as well as my progress progression and my specific professional path within the organization; the same senior leader will probably have a different discussion with someone else in the organization that is tailored to their specific needs and aspirations and focused on their fit within the organization and the respective organizational needs of them to best establish the ‘win-win’ outcomes. Algorithms, software, programs, and any kind of computer language, simple or complex, will fall tremendously short of coming close to simulating, emulating, and replicating such experiences in any way, shape, or form (AON, 2024).

There is just something magical about the human touch, the human connection that builds loyalty; emotional intelligence that reads the body language and allows adjustments on the fly in the approach and the conversation's positioning; social intelligence that allows us to navigate the way and learn about various cultures, and especially to those that we are working with and talking to, and showcasing how we have learned and adapted to their culture, out of respect, courtesy, and sense of belonging as humans. No software, algorithms, or augmented intelligence can pave the way to having these types of connections, such adaptable approaches, and readiness for adjusting the approaches, on the fly, as conversations evolve and mature (LinkedIn, 2024).

Human resource operations are quite critical, often to be frank, underestimated for the impact they have on organizational performance, cultural health, and the ability to enable all the right elements and ingredients that would help evolve healthy cultures that would advance agile strategies and important corporate initiatives forward.

If we master the art of human resources through genuine and integral, as well as authentic human touch and behaviors, we will often see attrition at the lowest rates and loyalty at the highest rates; longer term, you would actually save the company a lot of money because you wouldn't have to pay attrition bonuses, you would not have to worry about Labor laws and lawsuits, and no one would be doing anything but the best of the best to help the company be the best at what it's set to be. Such investments will take time, preparation, consistency, repetitiveness, and require a lot of authentic and from the heart approaches; such strategies require people to be at the heart and soul of everything that the organization does (HBR, 2023). However, such strategies in human operations will trump anything else the corporation tries to do to retain people; obviously we have to invest in everyone's training, betterment and involvement, and sometimes educational advancement, but those are investments that are secure returns and further advance the notions of loyalty, best behavior, and it becomes an

infectious leadership culture that continues to evolve and grow, and the leaders start grooming and growing leaders instead of followers, and the entire organizational health continues to thrive and excel (HBR, 2024).

As they say, there is a time in place for everything; the human touch is applicable in most applications and algorithms and software's are applicable in others. The best approach is to have a systematic body that embodies both approaches, a balanced approach to the holistic leadership and management of all HR requirements and operations (INSEAD, 2024); leverage AI and algorithmic machine learning based software to best advanced operational efficiencies, inclusive of HR operations, help streamline onboarding and training of employees, drive efficiencies in overall benefit's structuring, benchmarking, and salary studies, and set the stage to maximizing on efficiencies of hiring, vetting of candidates, and overall guided approaches of streamlining operational streams. On the other hand, the human touch and connection would be used to take on the most complex of tasks, those that require the human element, connection through emotional and social ties; psychological understanding of behaviors, proper understanding of body languages, and the overall vetting of communications through listening to listen skills, so that the best outcomes of the human connection yield the required results to continue advancing personal, professional, and corporate strategies forward while solidifying a positively driven culturally attractive organization.

There are numerous examples of how we can apply artificial intelligence into streamlining HR operations so that they are more effective, efficient, and a lot more aligned with overall corporate strategies and retaining talent. I will mention a few examples of these, but these should not come at the expense of the human touch and the fact that it is critical and crucial that we stay connected as professional societies and as human resource organizations with all the employees to secure that we are at the pulse of all their requirements while we continue to streamline operations to best serve the organization, the customer, and the overall employee-base. As previously stated above, based on experience and knowledge, it is wise to jointly use both approaches for success.

Artificial intelligence enables the hiring process through having algorithms that would enable applicants' vetting and grouping by filtering through their respective years of experience, scope of work alignments, and geographical suitability; grouping applicants based on their geographical expertise; bundling applicants in categories of core expertise; and another algorithmic enabler would be highlighting applicants time of job application to help hiring managers understand when various applicants, of different experiences and expertise, apply so that they understand how long they need to keep a job posted for. Most jobs, depending on the industry and background, yield hundreds of applications; some applications are meaningful and "fit for purpose" and certain applicants apply regardless of whether they are fit for the job, or not. The right algorithm here would help human resource operations, as well as a hiring managers, filter all the non-qualified applicants immediately and help with time management and efficiency so that the remaining resumes are the best of the applicants' pool and the hiring manager and their respective human resource partners can focus their time on trying to hire the best of the best from the qualified applications that have been sent through the right algorithms' filters and have been vetted and monitored throughout the months to secure trust in the decisions that the algorithm is making.

Reflecting on my years of leadership, I remember having to go through so many resumes and applications – a waste of time – that had nothing to do with the job posted, the expertise it required, and overall years of experience needed. Out of the two hundred applications that were put on my desk, I ended up highlighting three to five that were worthy of interviews during the first round. This is while leading a 500+ strong organization and having operations

across the entire region, and hundreds of millions in profit and loss responsibilities. I would have appreciated having an algorithm, at that time, which would have done all that work for me and saved me hours of meticulous reviews to highlight and select candidates that may be a fit, worthy of an interview.

Another great algorithm that would've helped streamline efficiency and maximize on the outcomes would have been cross checking what people put on their resumes against what they had posted in social media, professional platforms, or LinkedIn and comparing those against what the job's requirements inclusive of its location; several occasions, I had people show up to the interview where somebody else completely wrote their resume and said exactly what the job required them to say and needed of them, but when they showed up for the interview they had nothing to do with their resume and they knew nothing about the job?!

Another great example where AI and algorithms would've helped streamline hiring and expedite readiness would be in algorithms and machine learning securing that all applicants that have applied are willing to relocate for a position, or a country, that the job is required them to be located in; so many candidates would be completely surprised when they show up to their interview, we tell him/her that the job is based in "country X", and their immediate responses are "I did not know that, this may be a problem for me". The reason this is so ineffective and inefficient is most of the time these candidates end up being ideally fit for the role, but they are unwilling to relocate; therefore, we have just wasted organizational revenue and resources as well as the hiring managers' time.

These type of inefficiencies, as well as misalignments, are quite avoidable; the right algorithms in place will definitely secure such events not to be repeatable; most of the people looking after hiring are stretched in so many directions, hiring managers are wearing so many hats- having to do so many things all at the same time- details end up being missed, and as a result inefficiencies are realized and experiences are diluted.

The above are highlighted examples, some of many, that happen on a day-to-day basis in typical human resource operations amongst most organizations; these are specific to the act of hiring, which is one of many operational aspects of human resource organizations. Envision the impact AI and trusted algorithms can have on assigning the right training for the right employee filling the right and required gaps to attain the right professional growth and realize that required organizational potential; envisage streamlining the on boarding process and making it seamless, effective, and quite timely, with all the right resources allocated, at the right time and in the right place, and all the required trainings assigned, and all the introductions required made so that the onboarding processes of employees are seamless, done in record time, and the employees are as close as possible to readiness, on day one, to hitting the ground running and starting to realize personal and organizational growths from day one! How impactful, productive, and effective would it be using algorithms to set the travel schedules properly for employees, executives, leaders, and across the organizational org structures; looking at all the required safety and compliance check points, securing all the right approvals are in place automatically via vetted delegation of authority matrices that are all approved, vetted, and trusted so that the employees' travel plans, approvals and expenses' allocations are on all in place in a timely manner while securing cost competitiveness.

The above are real-life examples of some very simple and basic aspects of day-to-day operations in normal and massive organizations that must streamline operational efficiencies, make life a lot easier for everyone, and secure that the right resources are spent at the right and highest payoff activities; inefficiencies are avoided, frustrations are eliminated, and the right tasks are assigned and executed by the right algorithms. There is a time and a place for everything, and we need to have the right tools for the right jobs used for the right purposes to

yield the best results without taking away from the experiences, affecting outcomes, and living the moments.

However, algorithms and artificial intelligence cannot replace the human touch. They can enable better experiences through streamlining efficiencies and securing that all the administrative jobs can be looked after effectively and efficiently, so that leaders and human resource partners can focus on the human touch, enabling the best employee retention plans, hiring, onboarding, and growth and grooming.

Throughout my humble career and experiences, as a senior leader, I have had the privilege of leading a lot of team teams, and being able to build a lot of successful businesses centered around purposeful, enthusiastic, energetic, and laser focused teams and cultures. I was personally involved in every aspect of the business, I made sure that every employee to the best of my abilities taken care of, and I made sure that the top ten to fifteen percent of the organization had personal time and connection with me.

People leadership, leadership in general, is one of the most sophisticated aspects of running a business; if gone right, cultures thrive and results are realized-everybody wins; if gone wrong, cultures are toxic and results are not realized, and therefore everybody loses. Such an impeccable and impactful mission cannot be assigned to algorithms, no matter how sophisticated and encompassing the algorithm is, as it will never be able to simulate every single aspect of human interactions and the human touch.

Throughout my various leadership journeys, I have had the pleasure of mentoring and coaching team members, male and female, and from all aspects and places of the world, and that is one leadership trait that for sure cannot be simulated through any algorithm. Mentorship and coaching are very vital to creating loyalty, helping professionals move their careers forward and correctly paced, and it may sometimes end up morphing into being a personal consultation, navigating through a personal affair, which may result in saving lives and keeping families together.

These types of personal and tailored employee discussions require preparation, agility, adaptability, confidentiality, and most importantly trust and integrity that always govern the entire conversations. There is no room for errors, no room for absolute value responses, and no progression without the ability to read emotional reactions and understand body language. These are the type of conversations that can only be led by humans, understood by humans, and governed by the human touch that positions for best overall outcomes. Talking to a female supervisor leading a field job in Iraq is a completely different discussion then a female professional leading an entire team on an offshore rig in Algeria and is yet a completely different discussion then a mid-career female talent leading an entire business in North America or trying to make the next big organizational restructuring in Europe. Such discussions would also be quite different talking to a Hispanic male supervisor that is running a job offshore in the Gulf of America in comparison to a discussion with an African male professional running a drilling rig in the middle of the equator rainforest. Having a discussion with an employee that is excelling at their job to take a role based in Angola and convince them that it's the right next career move for them, looking forward two to three years down the road, is not a discussion you can have every single day and you have to prepare for that; no AI will help you have that discussion effectively, and no professional will accept that discussion, ready to make that decision, if the conversation was AI lead or algorithmically configured.

Globalization versus localization is also best leveraged and executed through experienced human interactions and intelligently guided personal discussions. Part of being a global company working in local markets is knowing exactly how to leverage the local talent and give back to the local communities, so that you are adding value and creating positive content

within the country the business is benefiting. Maturities of various local markets varies, having the experience of working in various local and global markets, one will find that the cultural and professional maturities, as well as cultural and professional readiness, vary from one country to the other, and vary within the same country itself based on specific in-country advancements. You must deal with cultural entitlement, and you must deal with various cultural gaps and classes within the same community to best tailor the message, go to market strategies, and operational initiative.

Another particularly important and critical area where algorithms and artificial intelligence fall short of replacing, or replicating, the human touch and connection is “communication.” Clear, crisp, and concise communication is essential to any organizational success; it is imperative that the human touch remains quite involved in all kinds of critical communication to secure full alignments, clear understanding, and elimination of any gaps, or mistranslation of imperative objectives.

Messaging and understanding communication vary from one organization to the other, and within the organization it varies from one individual to another, from one country to the other, from one group of companies to another, and from one product company to another within the same organization. The governing factors that impede proper communication center around experience, age, communication, barriers, language barriers, connectivity barriers, and general other challenges, inclusive of, but not limited to, maturity and age.

Additionally, all strategies, initiatives, and overall intelligence must be communicated across all levels of the organization with the most effective means available, sometimes it is generic overall blanket communications. However, to drive the right understanding forward and to enable full alignment on all the goals and objectives to secure that everybody understands what’s required in order to meet the overall corporate strategies’ objectives, leaders would have to get involved personally; generally, setup mini town halls and group meetings in order to secure that everybody is aligned and has gotten the message’s essence to the best of their abilities; you would find that many mini-announcements follow the big message to break it down, enable its intake, and to secure alignments and intelligence absorption.

3.2.2 Explainability

The possibilities of algorithmic based decisions’ challenge are high, forcing leaders and managers to need for readiness to explain mechanisms of the algorithmic decisions, methodologies for the decisions, and results’ explanation and articulation. There’s something about meeting, face-to-face, and having group discussions; fire-side chats that clear the air and enable unity or huddling in a boardroom and discussing initiatives and strategies as teams that algorithms cannot replicate; the power of the human connection far surpasses any intelligence any algorithm can put together to decipher any human emotional code or deliver any human required message. As highlighted above in earlier and previous sections, every aspect of artificial intelligence and algorithms play a critical role in streamlining human operations, and securing that things are efficient and running smoothly; however, it will be quite difficult and challenging for any algorithm or artificial intelligence to replace the human touch and the human connection that far supersedes any other.

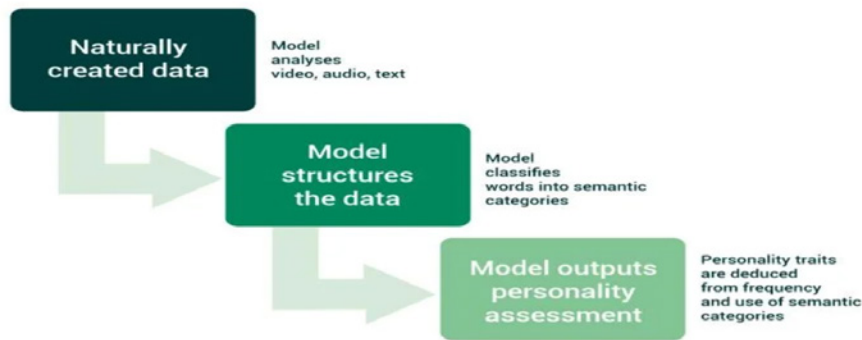


Figure 2: Factors Determining Organizations' Readiness for AI Implementations (INSEAD, 2024)

3.2.3 Back to Operations: Employee Reactions to Algorithmic Decisions

The above not only is a challenge of communication but also underpins the challenge that algorithm and artificial intelligence would have in taking on this initiative and securing clear and concise communication across the organization. Human touch is necessary, and it far outpaces and outperforms any algorithm set to secure clarity in communication happens across the board. The human touch has an impact, which is far more effective than algorithmic decisions (LinkedIn, 2024). The above facts do not negate the fact that sometimes as humans we respond more favorably to algorithmic based decisions than we do otherwise: no benefits' increase, or no raise, for example.

3.3 Discussions

This section addresses the AI challenges in HR management and offers practical recommendations. Table 1 summarizes recommendations, with the “Operations” column positioned at the end to address the changes brought about by algorithms. Recommendations are made to help streamline and address the potential challenges (IBM, 2024).

Table 2. Possible Pathways to Challenges of AI and The Human Touch, created by author.

Challenges	Responses			
	Information	Algorithm's Adaptability	Decision-Making	Operations
HR's Outcomes' Complexities	Employees' buy-in into the metric	Diversify of outputs through various algorithms' designs	Managers' discretion is based on the algorithm's predictions, experiments based	Timely checks and reviews
Data	diversified data use measure it against operational and financial performances; validate through third party vendors	Use vendor-trained models	Managers' guided involvement with algorithm's recommendations	practice and reverse design continuously
Accountabilities; conformance to labor laws	Evolving training modules	Errors' balances and checks	Diversify choices with probabilities algorithmic predictions	Specify a code of ethics for AI-related initiatives. Stand an AI Committee
Employees' Reactions	vetting	Attain employees' guidance	Double check decisions; benchmark	Attain employee feedback; monitor reactions and engagements

We all need help, these days; delegation of tasks is one of the many effective ways used by mature and effective leadership to try to grow and groom, talent, expose them to you and diversify initiatives, as well as enable their contribution to the team while being stretched on their assignments within their bandwidth. Delegation of tasks, based on certain outcomes, thresholds, and set indicators, can be automated via algorithms, and can be set as a tool through

software to best enable association of various tasks to specific team members, and it can help match those initiatives to the team's skill sets and expertise. The byproduct benefits of this are numerous as it allows for proper allocation of resources, maximizing on efficiency of manpower, and securing that the entire output of work is a shared success amongst the team where everybody contributed within their means, as well as learned, evolved, and matured during the process (AON, 2024).

I have spoken, above, about communication and its challenges as well as opportunities and enablement, and the fact that the art of communication remains one of the main challenges of all elite organizations. What a way to use algorithms and software, as well as artificial intelligence, to streamline workload, maximize on the resources in place, strengthen the team spirit, reduce overall costs while maximizing profits, and secure opening lines of communication that would not have been possible before. This is another standup effective example of how-to best leverage algorithms and artificial intelligence to best enable alignments on key performance indicators while securing that everyone is treated fairly, as everyone got assigned exactly what they are capable handling while complementing some of the gaps in skills they have (HBR, 2024).

Reputable organizations that are looking at maximizing their leaders efficiency while securing they optimize their time on effectively, communicating strategy, connecting with the overall manpower group, and securing that their high talent and top performers always have consistent communication and touch points with their senior executive leadership team will leverage Algorithms and artificial intelligence to enable streamlining efficient approaches to leading the business while making sure that is governed with compliance, checks and measures, and maximizing the chances for everyone's success (INEAD, 2024). This is critical for business continuity, not to mention maximizing the success of coaching, mentoring, and overall guided talent discussions whereas both the coach and coached need to invest energy, time, preparation, and effort to maximize the chances of talent preparation, growth, and grooming.

An example that comes to mind is the automated auditing of expenses, employee submissions of their spend on behalf of company, credit cards, and making sure that those spends are done according to the rules and guidelines of compliance, professional business conduct, and overall corporate guidelines for spending money on behalf of the organization to advance its business strategies. These automation and auditing tools will help streamline some of the administrative tasks that leaders have to embark on and complete while leading an organization, and that will help maximize their time allocation, securing that they invest as much of their time as possible towards management of human resources' initiatives and overall operational excellence that drive the right outcomes and business results.

Great leaders know that for them to move onto their next career growth opportunity, they would have had to prepare their next few replacements and must be ready for the plug and play option to best secure business continuity. This does not happen if talent management is not well invested into, and if the right training and grooming initiatives are not fostered, applied, and advanced (HBR, 2024).

3.4 Conclusions

In an ever-changing and quite difficult to lead and complex business environments, where emerging industries are at the spotlight of all attention, progressing at impressive advancement rates and attracting talent and investors; where time management and availability are super critical and finding the right time allocation for all the required leadership initiatives and tasks,

taken on by managers and senior leaders, arts that not many are able to master and excel at; at times where most leaders are stretched, human resource departments are resource-thin, and strategic information and compelling intelligence are readily available at employees' fingertips, algorithm and artificial intelligence leverages and deployment becomes an inevitable initiative and business tool that is prudent to embrace (AON, 2024).

Hope must guide what we do; intentions must be at the highest of levels and forms, and experiences and expertise must be at the heart of the strategies organizations set and the heartbeat of the cultural pillars' teams are founded upon. No algorithm or artificial intelligence can replace the human touch and intelligent interactions, but they must coexist in manners that enable efficient approaches, collaborative spirits, and continuous improvement mindsets where these algorithms continue to improve and evolve as business challenges and team and talent management continue to get more complex, transition, and advance forward (INSEAD, 2024).

It is imperative to use algorithms and to embody AI correctly; a must for business continuity as well as for excelling in an ever-challenging environment, whereas fierce competition for top talent is at its highest peaks, emerging and more attractive industries are evolving quickly, and adaptability, as well as flexibility to remote work environments remains a controversy. Leveraging these tools, we have and partnering with technological solutions that will set organizations and teams apart are as smart and creative, as well as hopeful and well-intentioned, of business strategies to advance mastery of the art of business performance.

I have made bold statements above throughout this chapter, one of which is that talent, people, and high performance must be at the heart of everything elite organizations do. Leadership with soul must guide and transition business initiatives into better arenas and help realize better and more effective outcomes. Organizations without the right talent and people are like a plant without water; survival chances are minimized while continuity and survivability are dwarfed (LinkedIn, 2024).

Leadership through algorithm and artificial intelligence, must be assisted and enabled to lead the various business initiatives, align with administrative tasks to enable focus on the right talent, grooming, and growth, so that the strategies and focus areas of the business are realized. Yesterday's way of leading an organization will not survive or continue for tomorrow's business environment; what used to work in the past will not work in the future. Evolvment is necessary, aligning with the times is inevitable, and progressing with technological innovation and solutions, in all aspects of the business, are essential; especially when it comes to leading the right human resource initiatives. It is frightening and overall worrying to know that less than 25% of organizations have embodied any means, or form, of artificial intelligence; scary and worrying to learn that talent and generational progress is outpacing organizational agility, ability to contain and evolved at the same rates (INSEAD, 2024).

Causal reasoning is the first principle relevant to addressing these challenges across the stages of the AI Life Cycle as it helps with issues of fairness and explainability (IBM, 2024). Causal reasoning has both benefits and limitations. Employers must first accept the greater costs, and lower predictive power from their algorithms, and they must work to develop consensus about causal assumptions in advance of modeling. These challenges explain why the data science community is often skeptical about reasoning AI systems (HBR, 2023).

Randomization is a second principle that can help with algorithmic-based decisions, in part, recognizing that what constitutes "noise" in modeling is useful for improving algorithmic models. Our surprising conclusion is that fairness and explainability in HR decisions improve significantly by recognizing algorithm limitations and adding an element of randomness (van Esch P., 2021).

The art of communication remains to be one of the most challenging initiatives any

organization takes on; gaps in communication, misunderstanding of information across the various organizational levels, translation of objectives as it gets communicated down the organization, and overall professional experiences and maturities, affect the ability to translate the goals and objectives into actionable initiatives that yield the results they were intended for.

Implementing data analytics will enable the HR function to integrate more effectively with other business areas, especially finance and operations. HR leaders face the risk that if they do not actively engage with the potential of AI, another business function may assume control over it (INSEAD, 2024).

Leaders should adopt AI, organizations should train for its use, and employees should accept it. All actions should be guided by ethical principles, human considerations, and data integrity (Jobylon, 2024). Efficiency, technology, and balanced approaches do not necessarily always align. AI-management tools and HR need to align to best drive meaningful, impactful, reliable outcomes (van Esch P., 2021).

I call upon all leadership to put artificial intelligence to best use; embody its many ways and forms of advancements, and best position their organizations for today's and tomorrow's challenges, needs, progress, and successes. Organizations that are best leveraging artificial intelligence tools, the right algorithms that continue to evolve and improve, will be leading the charge in business growth and maturity, investors' attraction and trust, business lines' adaptability and improvement, as well as talent attraction, and retention. Such organizations will be able to do all of this while performing at the highest levels of profitability while instilling the most efficient cost structures (HBR, 2024).

3.5 References

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