

Review of: "Artificial Intelligence and Organizational Change"

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Potential competing interests: No potential competing interests to declare.

The paper effectively evaluates the impact of Artificial Intelligence (AI) on organizational culture and dynamics, considering diverse factors such as gender disparities, Generative AI adoption, and challenges arising from rapid technological advancement. It adeptly explores the shifting power dynamics within organizations, emphasizing the importance of symbolic variables and the "Management of Meaning" concept.

The discussion on Generative AI's challenges, particularly the perceived risks of workforce displacement and equity concerns, adds a realistic dimension to the evaluation. The incorporation of statistics and projections from McKinsey provides empirical support, enhancing the paper's credibility.

The introduction of "Three Loop Learning" (TLL) as a concept to understand AI's influence on organizational dynamics is a commendable analytical framework. The paper successfully ties together the themes of strategic thinking, learning organizations, and the evolving role of AI in shaping organizational futures.

While the paper provides a thorough evaluation of the impact of Artificial Intelligence (AI) on organizational culture and dynamics, there are a few areas that could be further addressed or expanded:

Ethical Considerations: The paper touches on concerns like equity and fairness, but a more in-depth exploration of the ethical implications of AI in decision-making, especially in the context of workforce displacement, could enhance the analysis.

Cultural and Global Perspectives: The discussion could benefit from a more global perspective, considering that organizational cultures and responses to AI may vary across different regions and industries. Examining how cultural differences might influence AI adoption and its consequences could enrich the evaluation.

Potential Solutions: While the challenges are well-delineated, offering potential solutions or strategies to mitigate the risks associated with AI, especially in terms of workforce displacement and equity concerns, could add a practical dimension to the evaluation.

Critical Analysis of Sources: A more critical examination of the sources, especially the McKinsey data, acknowledging potential biases or limitations, would strengthen the paper's reliability and objectivity.

Human-Computer Interaction (HCI): The paper briefly mentions the integration of humans with technology but could benefit from a more in-depth exploration of the HCI aspect. How the evolving relationship between humans and AI influences organizational dynamics and decision-making is a crucial aspect to consider.

