

# LEADERSHIP OF RESPONSIBLE AI Organizational Learning & Development

1

## Considerations

When considering organizational learning in the era of AI, Responsible AI (RAI) leaders will need to give significant priority to employee stakeholder participation in the innovation process. In a study to address algorithms related to determining customer loans, only a few managers and employees were aware of the underlying algorithms, their existence, or the details of how they worked (Mayer et al., 2020).

2

## In Practice

This left the organization unprepared to answer basic customer questions about their automated algorithmic decision-making tools. Mayer et al. (2020) help us understand the benefits and drawbacks of implementing AI in the workplace and the effects on employees left out of the innovation process. They emphasize several advantages, such as greater competitiveness and profitability.



## Responsible AI Considerations

3

However, the negative consequences are also notable, specifically related to the lack of employee stakeholder involvement in RAI development. Employees no longer contributed to knowledge production for the organization, were unprepared to answer questions about AI decision-making outcomes, lost critical thinking skills, lost expertise, and feared that their skillset would soon be obsolete by the organization (Mayer et al., 2020).

This example foreshadows the importance of employee stakeholder participation in RAI. Many of the obstacles are technological in nature, such as creating effective solutions for human involvement; overcoming concerns of employee trust, safety, and security; and ensuring that bad repercussions be avoided at all costs (Berente et al., 2021).

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# REFERENCES



Mayer, A. S., Strich, F., & Fiedler, M. (2020). Unintended Consequences of Introducing AI Systems for Decision Making. *MIS Quarterly Executive*, 19(4).

Berente, N., Gu, B., Recker, J., & Santhanam, R. (2021). Berente, N., Gu, B., Recker, J., & Santhanam, R. (2021). Managing artificial intelligence. *MIS quarterly*, 45(3), 1433-1450. *MIS quarterly*, 45(3), 1433-1450.

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