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FROM VISION TO REALITY: UNRAVELING STRATEGIC LEADERSHIP'S ACTIONS IN ADOPTING, INTEGRATING AND SCALING OF ARTIFICIAL INTELLIGENCE

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Introdução

The rise of AI has fundamentally transformed how businesses create, capture, and deliver value, reshaping competitive landscapes. This shift, driven by both advanced AI models and basic automations, impacts incumbents and digital natives alike. Despite AI's promises, many initiatives fail, highlighting the need to address organizational and cultural barriers. This study explores the roles of strategic leadership in fostering AI adoption, integration, and scaling within a leading Brazilian technology company.

Problema de Pesquisa e Objetivo

This research aims to uncover the mechanisms by which strategic leadership facilitates the cognitive shift needed for AI adoption, integration, and scaling. Given the scarcity of longitudinal studies on organizational processes, our central question is: “What roles and actions do strategic leaders take to endorse the cognitive shift necessary for AI adoption?”

Fundamentação Teórica

Adopting AI is an organizational change process that must confront inherent resistance. A sustainable paradigm shift involves cognitive reorientation and transforming interpretive frameworks. Strategic leadership is crucial for initiating transformational initiatives, making sense of new technologies, and shaping organizational culture. Mechanisms from strategy, design, structure, and culture are essential for driving this agenda, especially in digital and data-centric companies.

Metodologia

This qualitative research uses a longitudinal, single-case study design to explore AI adoption dynamics within a leading Brazilian technology company. Data collection involved participant observation, semi-structured interviews, and secondary data from documents, investor communications, and executive interviews. The analysis combined interview comparison and coding approaches to develop a conceptual framework, revealing temporal interconnections and process outcomes.

Análise dos Resultados

The study identified several leadership actions that eased resistance to AI adoption. Key findings include the significant role of investor support in initiating transformation, the necessity of robust infrastructure, and tailored strategies for different AI technologies. Quick wins and frequent communication were vital for building trust during the technical AI phase, while extensive training and a culture of experimentation were crucial for the non-technical AI phase.

Conclusão

This study highlights the critical role of strategic leadership, supported by investor alignment and effective management of critical incidents, in facilitating the cognitive shift for AI adoption. Balancing technical imperatives with cultural evolution is essential for successful AI integration. A multifaceted approach and clear strategic intent are necessary to navigate AI implementation complexities.

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