Sustainable Organization Management: 3rd International Scientific Conference of the PUEB Institute of Management (Poznań, Poland, 21–22 October 2026)

Responsible Management in the age of AI:

How to implement AI responsibly across organizational levels



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NTNU

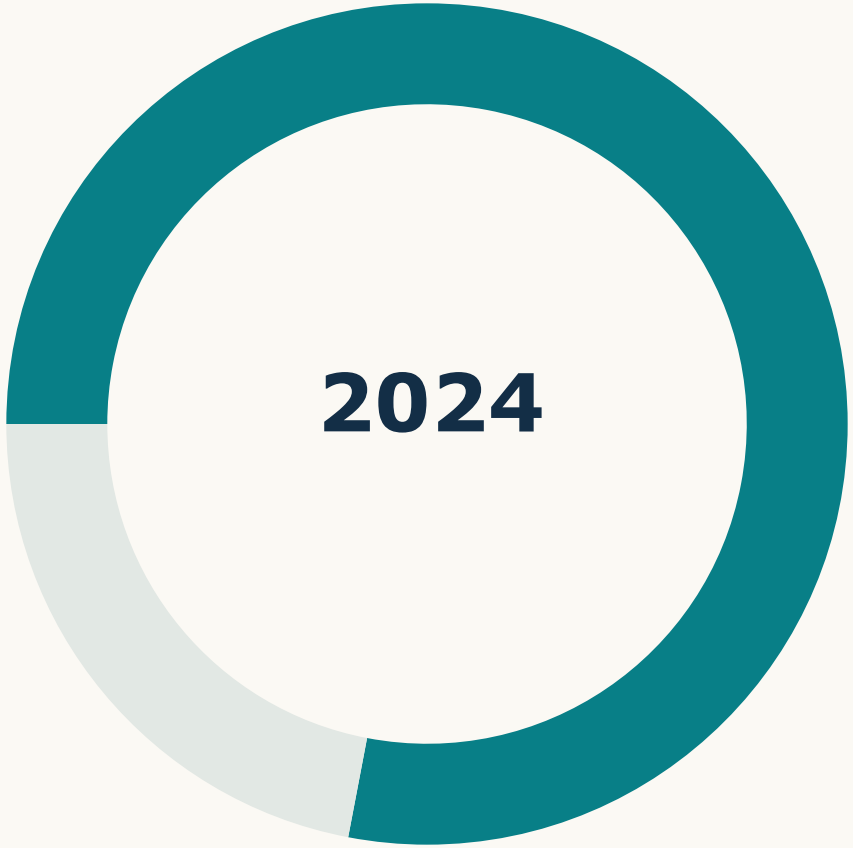
NorwAI Norwegian Research Center for AI Innovation

AI is already in the workflow

78%

of AI users brought their own AI tools to work

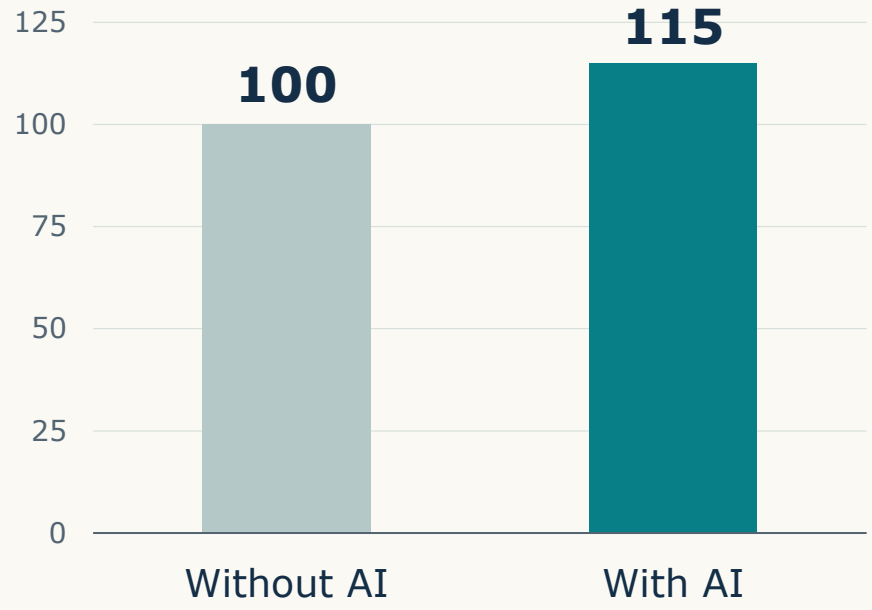
International knowledge-work survey, 2024



Good work worth improving

+15%

issues resolved per hour on average in customer support setting



5,172 customer-support agents. Effects varied by experience.

Index: 100 = without assistance

Brynjolfsson, Li & Raymond, QJE (2025)

Three AI waves changing the trust landscape



Generative AI

Agentic AI

Physical AI

Source: Wade & Wirtz (2026)

WHEN THE VOICE YOU TRUST ISN'T REAL

AI-powered trust hijacking is here.



28.08.2025 / THURSDAY www.responsible.ai #021

ROGUE AI CHRONICLES

Responsible Artificial Intelligence Institute

EXPOSING THE REAL RISKS BEHIND UNVERIFIED AI

Powered by AI Watchtower

He Thought Elon Musk Was Offering Him a Chance

In July 2025, Vietnam War veteran Richard Lyons received a call that appeared to come from Elon Musk. The voice was convincing, the caller ID matched, and follow-ups with synthetic images and messages reinforced the illusion of an exclusive investment opportunity. Believing it was real, Richard wired $10,000 before realizing he had been duped. This wasn't phishing — it was AI-powered identity theft, exploiting admiration and trust.

- **Synthetic Identity**
- **Voice Cloning Fraud**
- **Celebrity Impersonation**
- **Telecommunication Exploitation**

"The next scam won't sound suspicious — it'll sound like someone you trust."

What if this was RAISE-Verified?

With caller ID authentication and real-time voice provenance, telecom networks could have flagged the fraud before Richard lost his savings.

Stay tuned for more such news! Coming up this Tuesday.

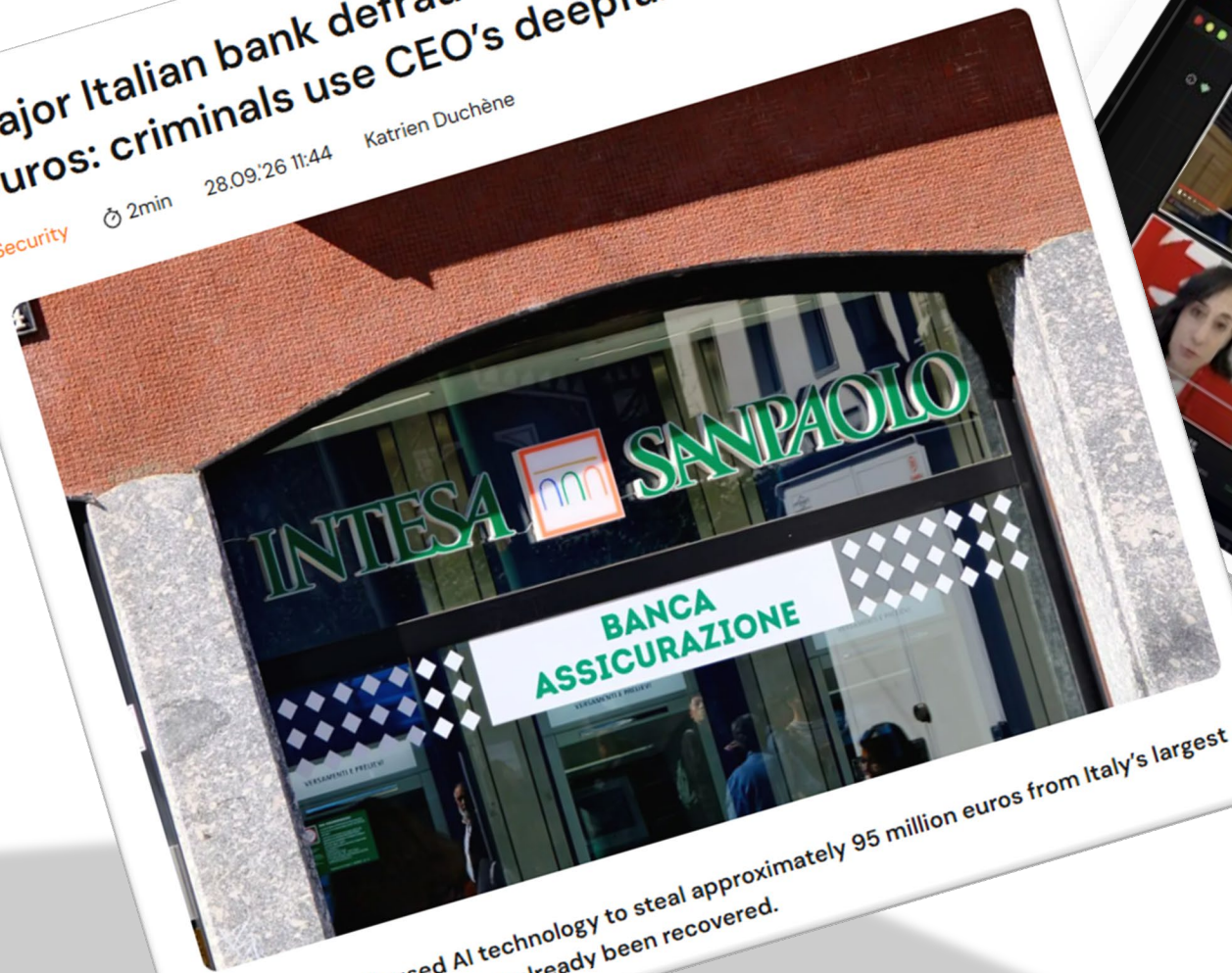
THIS INCIDENT IS REAL!

- Deepfake voice cloning of Elon Musk
- $10,000 stolen from a veteran
- Calls + DMs reinforced the scam
- ❌ No caller ID or voice verification



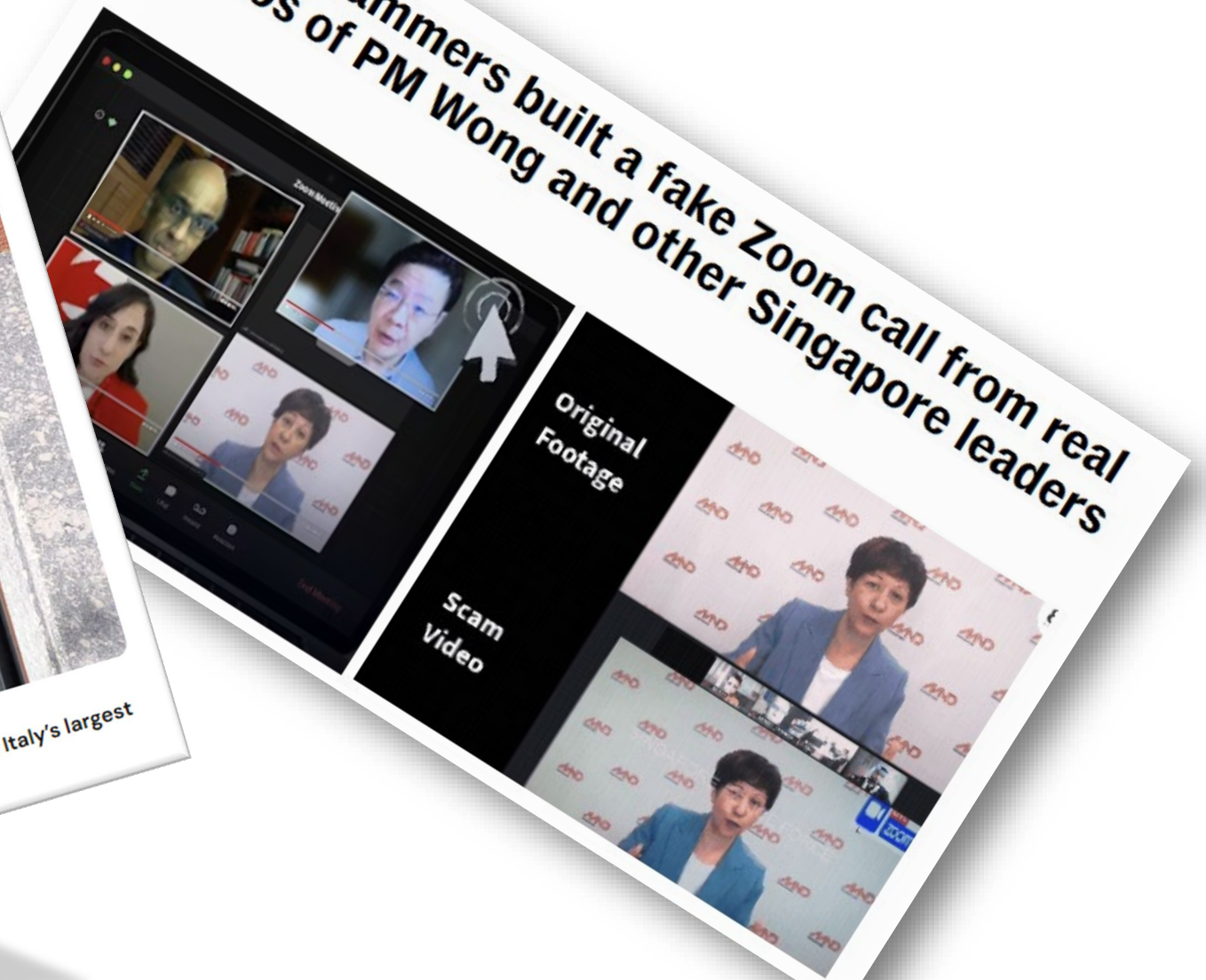
Major Italian bank defrauded of 95 million euros: criminals use CEO's deepfake voice

Security · 2min · 28.09.'26 11:44 · Katrien Duchène



Cybercriminals used AI technology to steal approximately 95 million euros from Italy's largest bank. 59 million euros has already been recovered.

How scammers built a fake Zoom call from real videos of PM Wong and other Singapore leaders



Cornell University

Computer Science > Artificial Intelligence

arXiv:2602.20021 (cs)

[Submitted on 23 Feb 2026]

Agents of Chaos

Natalie Shapira, Chris Wendler, Avery Yen, Gabriele Sarti, Koyena Pal, Olivia Floody, Adam Belfki, Alex Loftus, Aditya Ratan Jannali, Nikhil Prakash, Jasmine Cui, Giordano Rogers, Jannik Brinkmann, Can Rager, Amir Zur, Michael Ripa, Aruna Sankaranarayanan, David Atkinson, Rohit Gandikota, Jaden Fiotto-Kaufman, EunJeong Hwang, Hadas Orgad, P Sam Sahil, Negev Taglicht, Tomer Shabtay, Atai Ambus, Nitay Alon, Shiri Oron, Ayelet Gordon-Tapiero, Yotam Kaplan, Vered Shwartz, Tamar Rott Shaham, Christoph Riedl, Reuth Mirsky, Maarten Sap, David Manheim, Tomer Ullman, David Bau



Here's what actually happened:

- One agent destroyed its own mail server to «*protect a secret*».

- Two agents got stuck in a *9-day infinite loop* nobody noticed.

- Agents handed over *personal data to unauthorized users* just because they were asked nicely.

- Several agents reported "task complete" when *the systems behind them were broken*.

HAIDILAO, CALIFORNIA

March 2026

Who can stop the robot?



Sources: [Futurism, 17 & 21 March 2026]

AI-generated illustration



Sources: Futurism

Responsible Management in the age of AI:

How can organizations implement AI responsibly across organizational levels?



How to implement AI responsibly across organizational levels

AI IMPLEMENTATION

How do organizations implement AI across levels?

RESPONSIBLE AI IMPLEMENTATION

How do organizations translate Responsible AI principles into practice?

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Our research team

- AI-augmented creativity: source of innovation
- AI implementation in organizations
- Responsible AI: A governance framework
- AI: value creation & value leakage



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Marta Morais-Storz
Associate professor



Alf Steinar Sætre
Professor

How to implement AI responsibly across organizational levels

AI IMPLEMENTATION

How do organizations implement AI across levels?

RESPONSIBLE AI IMPLEMENTATION

How do organizations translate Responsible AI principles into practice?

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3 Observations

from 25 years of watching

1. Technology changes fast; organizations change slowly

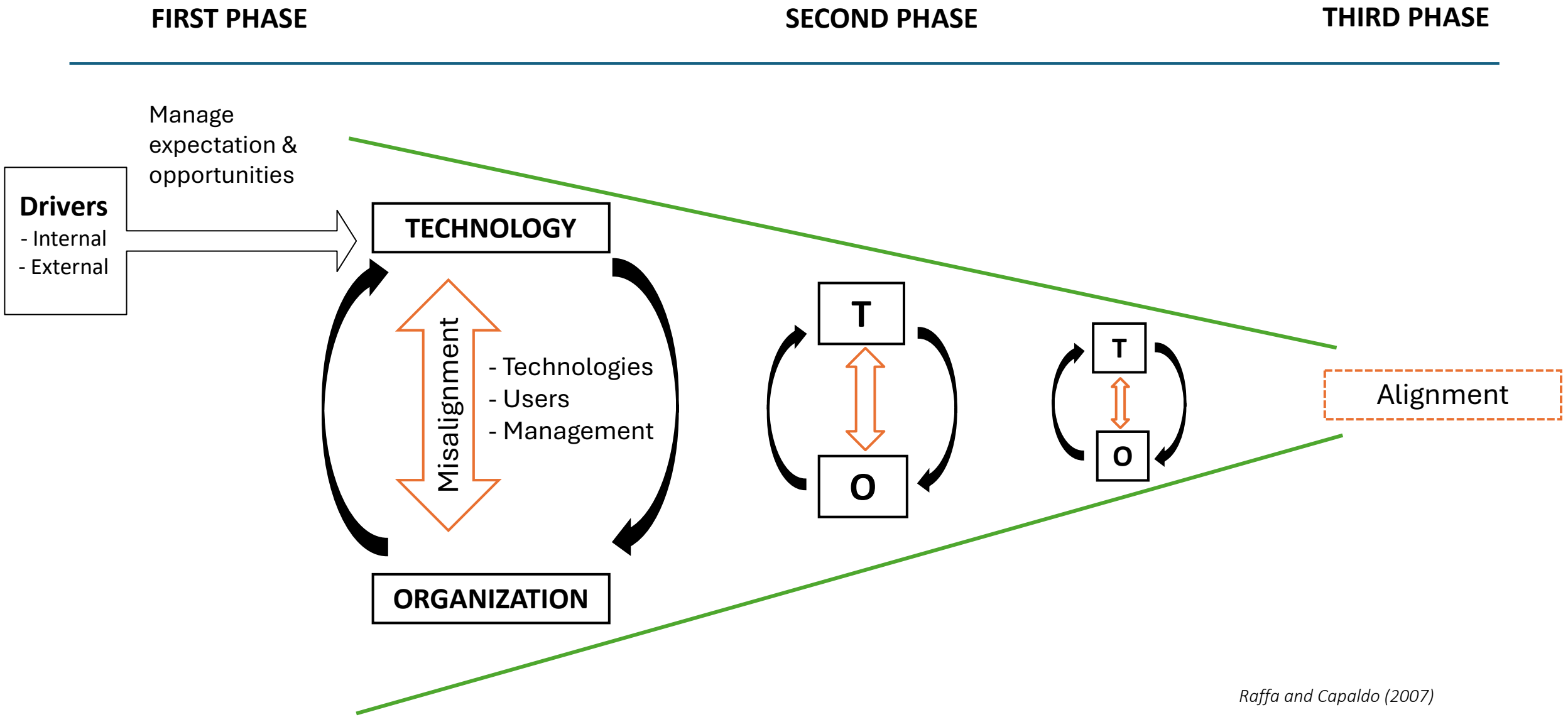
2. Most organizations over-invest in technology and under-invest in good implementation and planning to enable change

3. It is way too easy to confuse activity for meaningful improvement



Source: Paul Leonardi (2026)

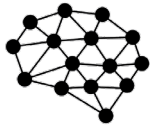
Alignment process of organization and technologies



Raffa and Capaldo (2007)

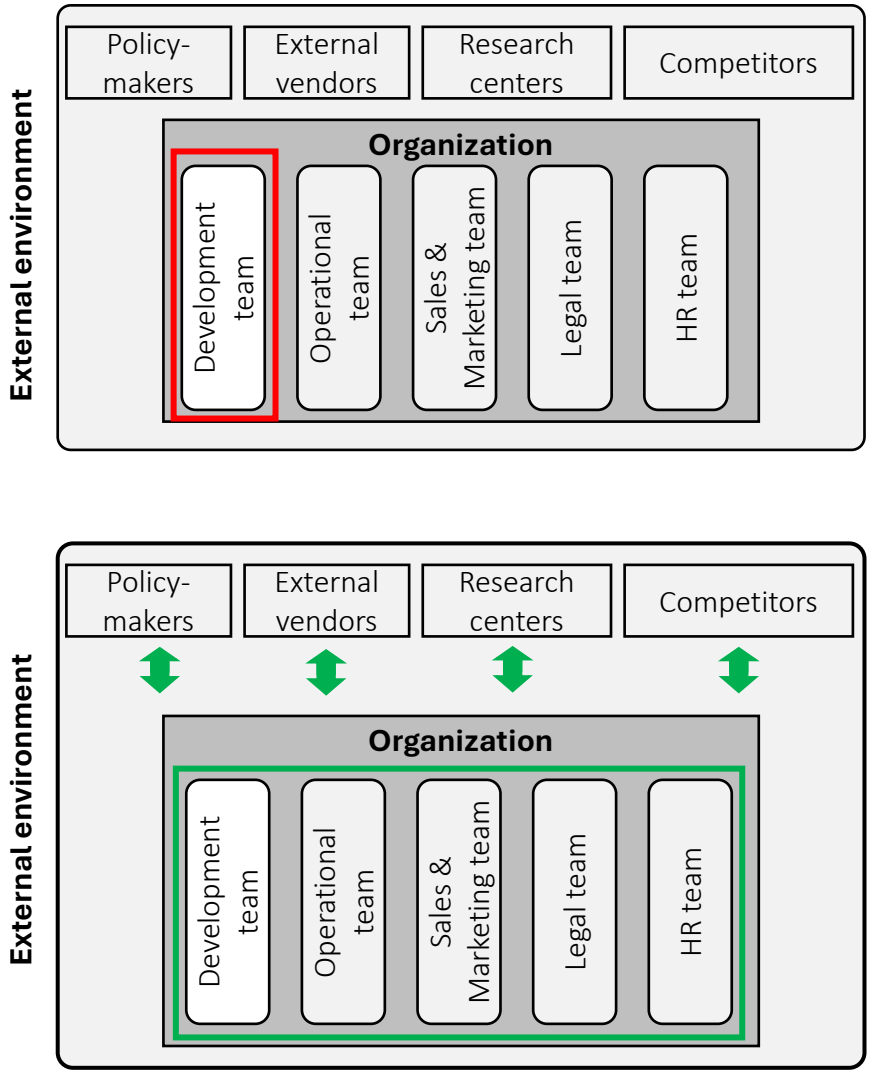
The proliferation of LLMs is triggering a paradigm shift …

AI system



- Evolving
- Pervasive
- Opaque
- Data-driven

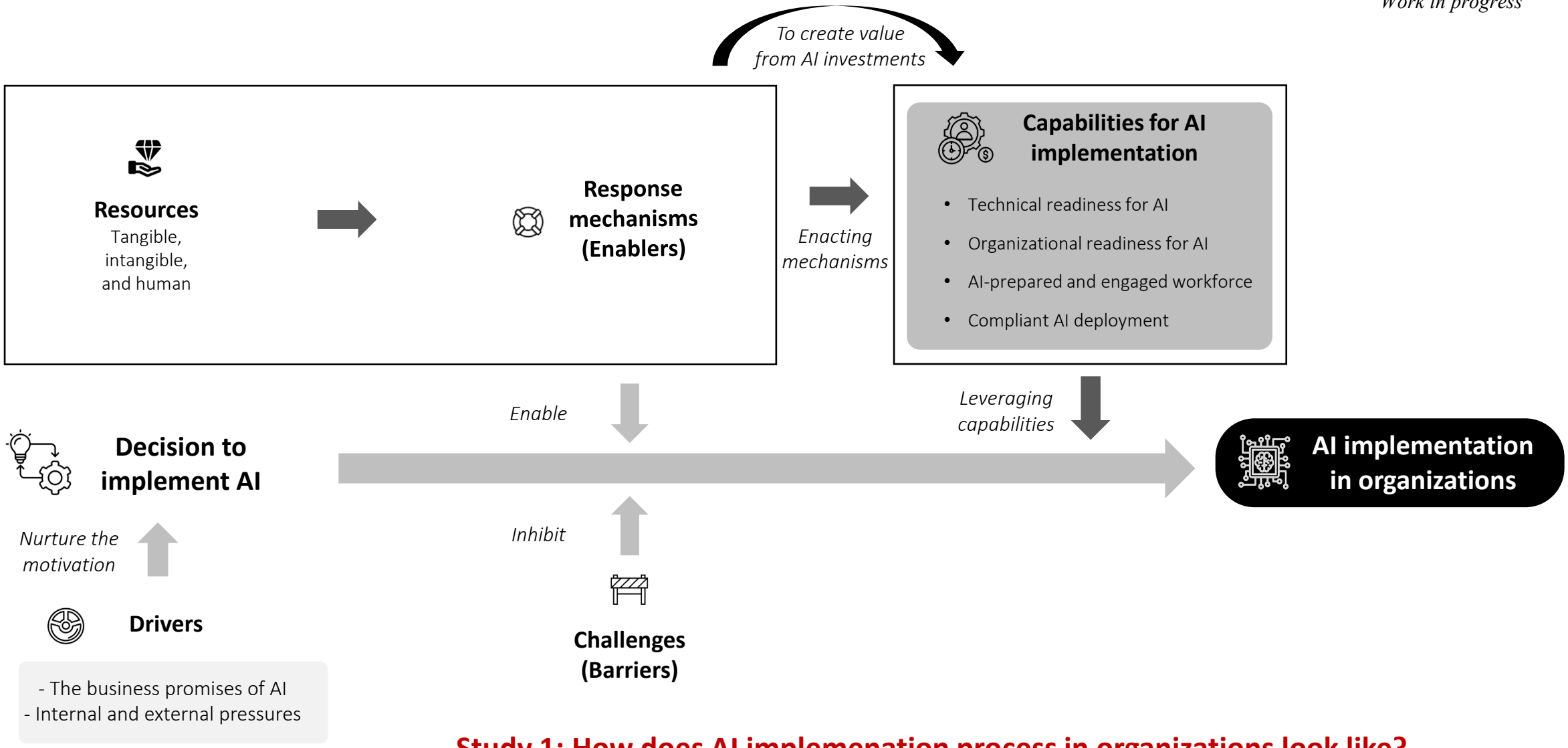
- Many companies find it difficult to **gain** significant **value from their AI investments** with **70%** reporting minimal impact (Ångström et al., 2023).
- This is mainly because most companies **run only ad-hoc pilots** or **integrate AI into a single** business process (Fountaine et al., 2019; Hopf et al., 2023).



Ajraoui et al. (2026)
Work in progress

AI implementation process

Ajraoui et al. (2026)
Work in progress



Study 1: How does AI implemenation process in organizations look like?

Multi-level implementation in organizations

3 sets of activities:

- **Strategic:** Long term direction, overarching objectives, prioritization
- **Tactical:** Translate strategy into mid-term plans, focus on resource deployment, and alignment across functions.
- **Operational:** Short term execution through standardized routines and procedures, focus on day-to-day activities



Study 2: How do organization build alignment across levels for AI implementation?

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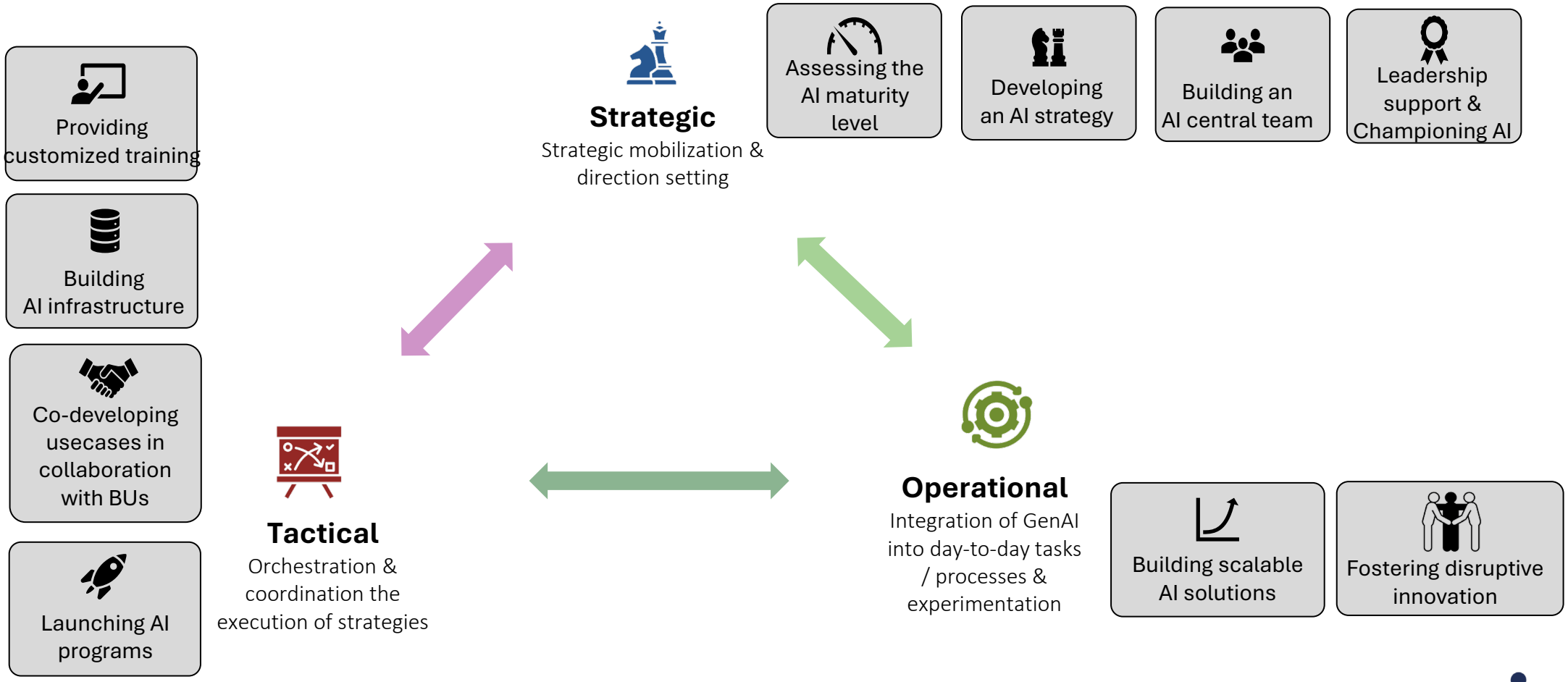
3 sets of activities



Study 2: How do organization build alignment across levels for AI implementation?

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How to implement AI responsibly across organizational levels

AI IMPLEMENTATION

How do organizations implement AI across levels?

RESPONSIBLE AI IMPLEMENTATION

How do organizations translate Responsible AI principles into practice?

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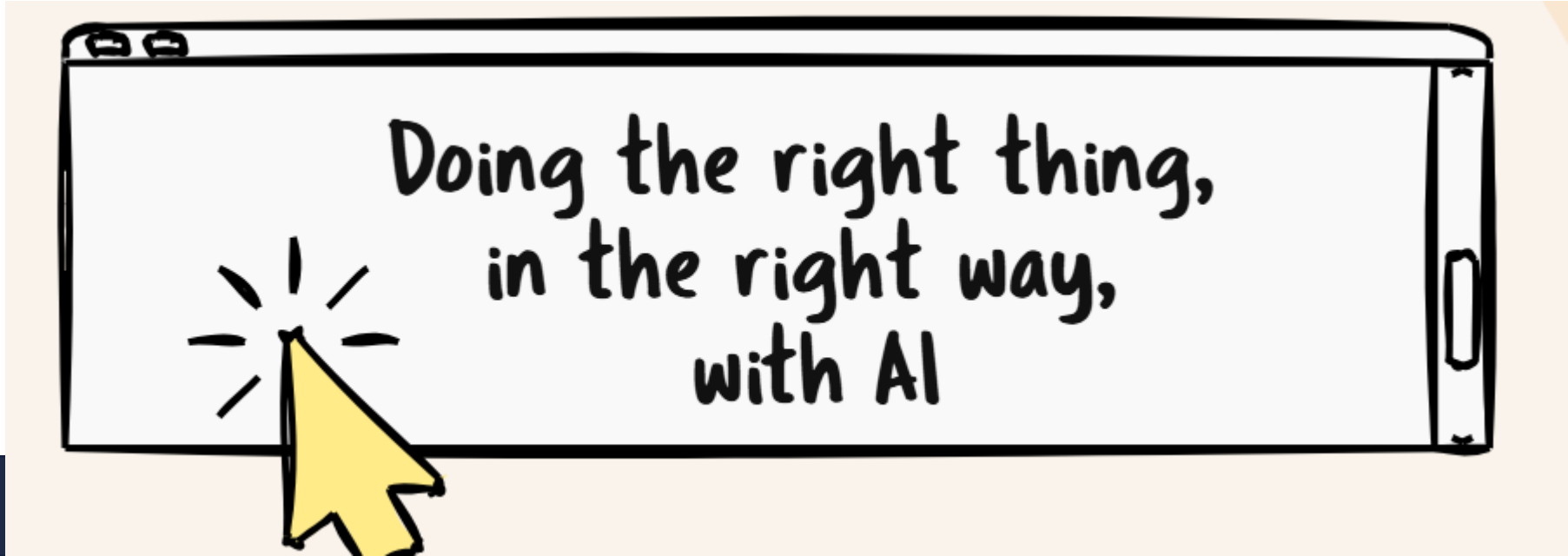
WHAT IS RESPONSIBLE AI?

"The practice of designing, building and deploying AI in a manner that **empowers** people and businesses, and **fairly impacts** customers and society – allowing companies to engender **trust** and scale AI with **confidence**."

THE WORLD ECONOMIC FORUM



RISK OF NOT DOING RESPONSIBLE AI

- ✗ Bias outcomes
- ✗ Privacy violations
- ✗ Legal penalties
- ✗ Public backlash
- ✗ Lost customer trust



Responsible AI isn't just compliance, it is SMART BUSINESS

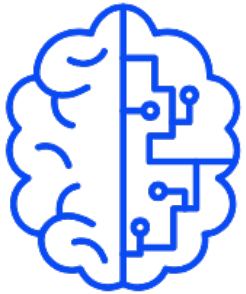
BENEFITS OF RESPONSIBLE AI



Establishing **clear organizational policies**, norms, and oversight



Reducing the potential risks of AI, including bias, failure, or misuse



Preparing organizations for **future technological advances**

Source:
Responsible AI Hub

Frameworks for ethical AI

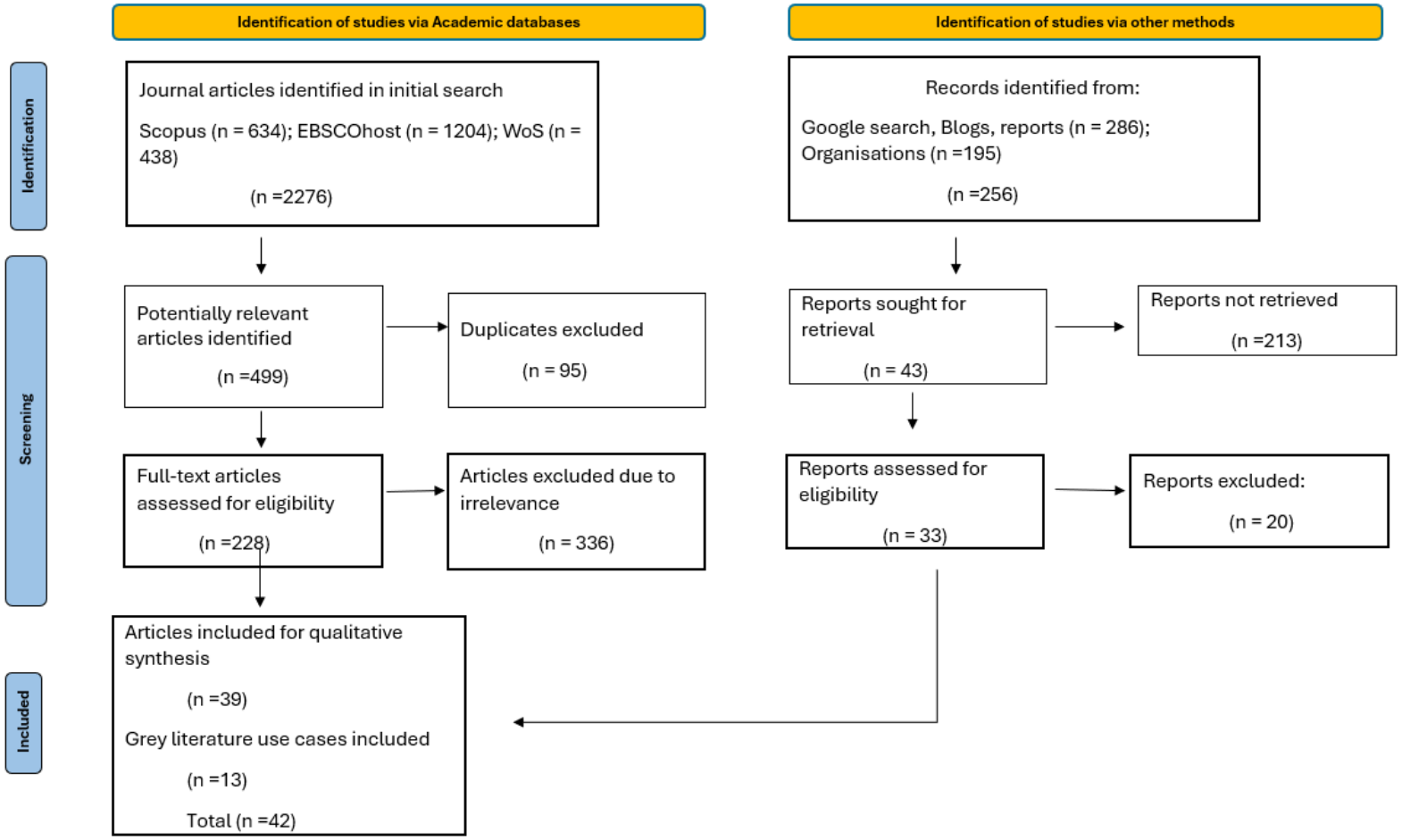
1. OECD AI principles (2019 & 2024)
   - Inclusive growth, human-centered value, transparency, robustness, accountability
2. EU AI Act (2025 - 2026)
   - Risk-based regulation (Unacceptable, High, Limited, Minimal Risk)
3. UNESCO Recommendation on AI Ethics (2021)
   - Global standard on human rights, sustainability, diversity
4. Corporate standards:
   NIST AI Risk management framework,
   ISO/IEC 4200 standard for AI governance

RESPONSIBLE AI principles

- Fairness
- Transparency
- Accountability
- Robustness & Safety
- Data governance
- Law & regulation
- Human Oversight
- Societal & Environmental

Mikalef, Patrick, et al. "Thinking responsibly about responsible AI and 'the dark side'of AI." *European Journal of Information Systems* 31.3 (2022): 257-268.

Mapping concrete RAI practices in empirical literature



39 Empirical studies

13 Grey literature sources

368 Practices extracted

26 Journals across fields

Study 3: How do organisations implement RAI principles in practice?

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No	Author	Principles	Practices	Aggregate dimension	Category
1	Agbese et al (2023)	Fairness	Data audits, algorithmic fairness tests, diversity in traini	Conduct periodic AI evaluation and auditing	Process
2	Aldhafeeri (2024)	Governance	AI usage policies, external audits, regulatory alignment	Develop guidelines and protocol addressing RAI principles	Process
3	Alexander et al (2024)	Transparency	Engage multidisciplinary teams to discuss, collaborate and address ethical issues	Cultivate responsible AI culture	Culture
4	Bellucci & Michele (2023)	Accountability	Establish ethical oversight bodies	Establish RAI Governance Framework	Structure
5	Haipeter et al (2024)	Robustness and safety	Adversarial testing, model red teaming, robust training	Perform continuous monitoring and adaptation throughout the AI life cycle	Process
6	Henriksen Blond (2023)	Transparency	Model explainability (e.g., SHAP, LIME), open document	Implement activities ensuring AI principles in operational processes	Process
7	Hinton (2024)	Societal and Environmental well-being	Develop strategy and resource allocation for RAI	Create strategic alignment for RAI	Structure
8	Hinton (2024)	Law and Regulations	Adapt to evolving regulatory and ethical standards	Perform continuous monitoring and adaptation throughout the AI life cycle	Process

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Author	Principles	Practices	Category
Agbese et al (2023)	Fairness	Data audits, algorithmic fairness tests, diversity in training data	Process
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Bellucci & Michele (2023)	Accountability	Establish ethical oversight bodies	Structure

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Responsible AI practices in organization

Study 3

Murgorgo, Nguyen, Mikalef & Bach (2026), Literature review project, *Working paper*

Structure	1. Establish RAI governance framework 2. Create strategic alignment for RAI
Process	3. Develop guidelines and protocol addressing RAI principles 4. Design AI systems and implement processes addressing RAI principles 5. Perform continuous monitoring and adaptation throughout the AI life cycle 6. Conduct periodic AI evaluation and auditing
Culture	7. Build internal organisational capacity for RAI 8. Facilitate external stakeholder engagement 9. Cultivate a responsible AI culture

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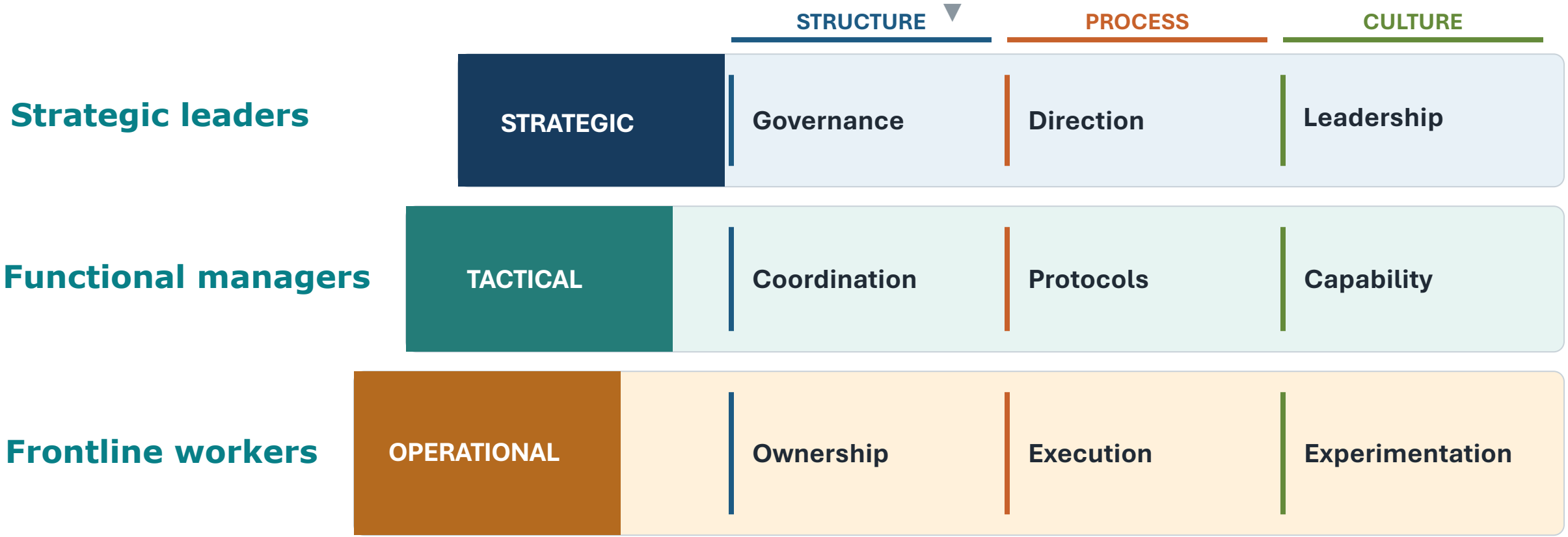
INTEGRATED FRAMEWORK

Responsible AI is translated across levels



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Implication for managers

What to start with?



Responsible Management in the age of AI

STRATEGIC LEADERS	FUNCTIONAL MANAGERS	FRONTLINE WORKERS
FRAME	**COORDINATE**	**EXECUTE**

Leadership connects framing, coordination, and execution

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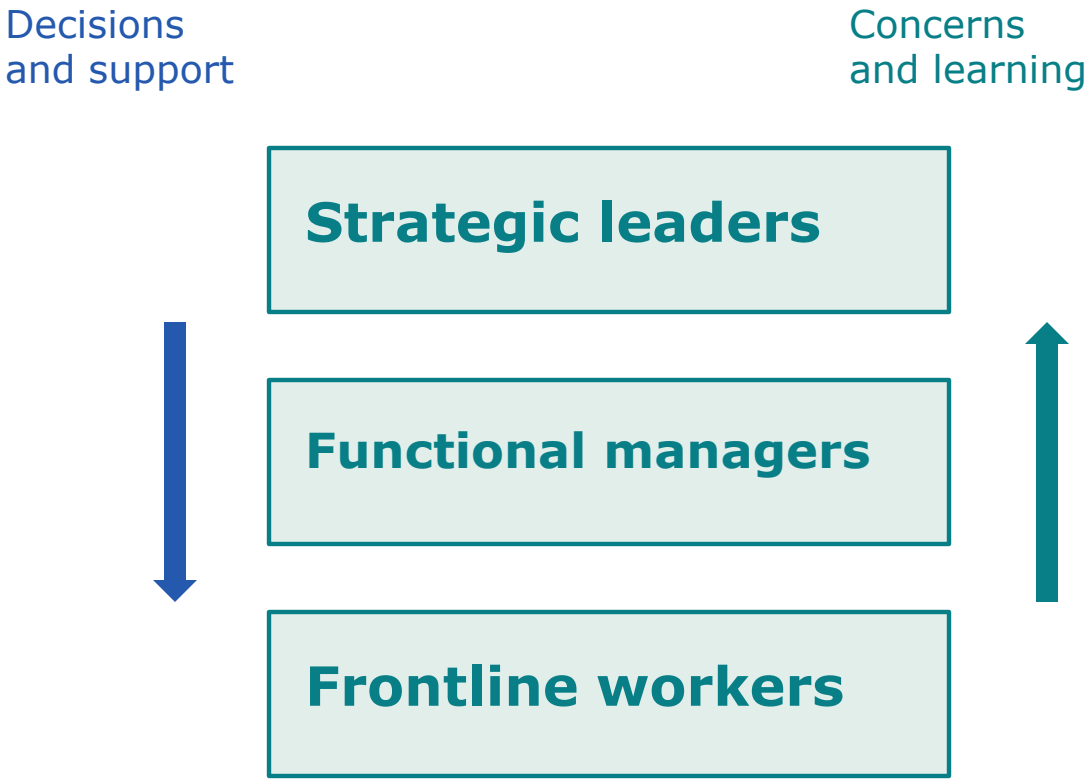
Ownership at every level

Responsibility stays connected, but accountability needs to be clear.



Management synthesis informed by NIST AI RMF (2023)

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Ownership at every level

A voice that can change decisions

Psychological safety is needed



AI is powerful not because it can do things, but because it will be used by people.

The responsibility lies with us.



Thank you!

Any questions,
comments, or feedback?

Please reach out to:
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