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Artificial intelligence as a driver of positive organisational change: Integrating Appreciative Inquiry with sustainable organisational management

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Introduction and research aim

The development of artificial intelligence (AI) creates new opportunities to support organisational change, extending beyond improvements in operational efficiency. In the context of sustainable management, integrating technological innovation with employee development and organisational responsibility is becoming increasingly important. This perspective is complemented by Appreciative Inquiry, an approach based on identifying organisational strengths and resources (Cooperrider & Whitney, 2005).

Aim of the study: To present a conceptual model integrating artificial intelligence with Appreciative Inquiry as a means of supporting positive organisational change in accordance with the principles of sustainable management.

Research question: How can the integration of these two approaches support positive and sustainable organisational change?

Theoretical framework and conceptual approach

The paper is theoretical and conceptual in nature and is based on a synthesis of three perspectives:

•Artificial intelligence- technological support for decision-making processes, organisational learning and organisational change;

•Appreciative Inquiry- a strengths-based approach to change management, grounded in participation and the 4D model;

•Sustainable management- balancing an organisation's economic, social and environmental objectives.

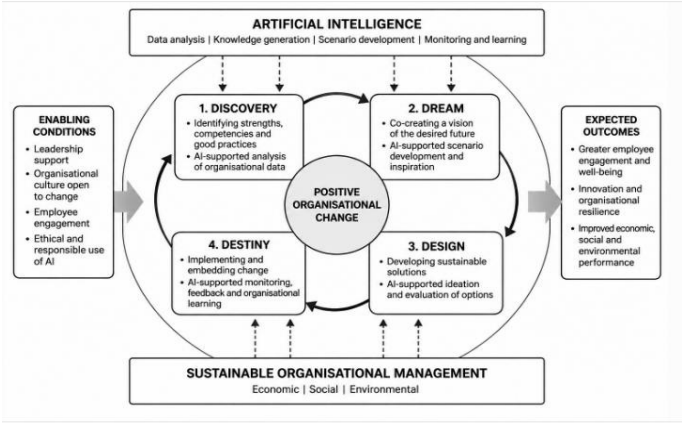
The integration of these perspectives provides the basis for developing an original conceptual model of positive organisational change.

Conceptual model and discussion

The proposed model integrates artificial intelligence with the four-stage Appreciative Inquiry (4D) cycle:

- Discovery- using AI to identify organisational strengths, competencies and good practices.
- Dream- supporting the development of scenarios for the organisation's desired future.
- Design- facilitating the development of solutions that take sustainable development objectives into account.
- Destiny- monitoring change and supporting organisational learning and continuous improvement.

The integration of both approaches may foster positive organisational change by combining the technological potential of AI with employee participation and a focus on organisational strengths.



Source: Author's own elaboration based on Cooperrider and Whitney (2005).

Conclusions

Integrating artificial intelligence with Appreciative Inquiry may provide a foundation for positive organisational change by combining technological potential with human capital development and the principles of sustainable management.

The proposed conceptual model highlights the potential to:

- Strengthen employee engagement by identifying and developing employees' strengths.
- Support innovation and organisational learning by combining the analytical capabilities of AI with a participatory approach to change.
- Balance economic, social and environmental objectives in organisational transformation processes.

Practical implications: Effective integration of both approaches requires employee participation, a supportive organisational culture, and the responsible and ethical use of AI.

Limitation: The model is theoretical and conceptual in nature, and its underlying assumptions and potential outcomes require empirical validation.

References

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