

AI-Native Organizations: Rethinking Management in the Intelligent Enterprise

Artificial Intelligence (AI) has transformed itself from an enabling technology into an organizing capability, changing fundamentally how organizations create value, make decisions and compete. Although most organizations have now adopted AI tools to automate processes and increase efficiency, a new breed of enterprises are emerging with AI as a cornerstone strategy for innovation, operations, customer interactions, and decision-making. This new form, the AI-native enterprise, demands new ways of managing, including a radical rethinking of organizational design, leadership, and governance.

The AI-native organization integrates intelligence into the entire decision-making process of the firm. Whether through predictive models, generative AI, autonomous processes or real-time data, these organizations are automating decision-making throughout such diverse areas as human resources, finance, marketing, supply chains, and product development. Thus, the managers' role is not just overseeing processes, but orchestrating the effective collaboration of human intelligence and artificial intelligence.

This transformation also presents significant challenges. Algorithmic opacity, data privacy concerns, and workforce displacement must all be addressed, while the responsible and ethical use of AI, including its potential to generate bias or cause harm, will become crucial concerns in the future. Creating a sustainable competitive advantage will require not only sophisticated AI technology but also the capacity to build trust, maintain transparency and fairness, and ensure inclusiveness, which depends upon the establishment of effective governance structures to guide the development and deployment of intelligent systems.

Management scholars will find fertile ground for future research on how organizations can lead the AI revolution in areas such as AI-infused strategy, AI-enabled leadership, the effective interaction of human beings and intelligent machines, organizational resilience in intelligent environments, ethics and the transformation of work. If firms move from digital transformation toward intelligent transformation, management research must evolve accordingly. With that transformation, it's expected that the upcoming researches must contribute to the debate by exploring innovations in AI-supported decision making, strategic organizational adjustments to the proliferation of intelligent technologies, and the long-term implications of intelligence to organizational performance, competitiveness, and stakeholder value.



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