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INSTITUTE OF GRADUATE STUDIES**

Department of Business Administration

**THE ROLE OF AI IN LEADERSHIP: A QUALITATIVE  
RESEARCH ON THE EXPERIENCE OF LIBYAN  
MANAGERS**

Master Thesis

**Mohammed Giuma Mohammed TARHUONI**

Supervisor

Asst. Prof. Dr. Aslihan ÜNAL

**Istanbul – 2025**



## THESIS INTRODUCTION FORM

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**Turkish Abstract** : Bu tez, yapay zekânın (YZ) Libyalı yöneticiler üzerindeki liderlik uygulamalarını nasıl etkilediğini, karar alma süreçleri, ekip yönetimi ve örgüt kültürü üzerindeki etkilerine odaklanarak incelemektedir. Nitel, fenomenolojik bir yaklaşımla yürütülen araştırma, on Libyalı yöneticiyle yapılan yarı yapılandırılmış görüşmelere dayanarak, YZ'nin liderlikteki yaşanmış deneyimlerini ortaya koymaktadır. Araştırma, YZ'nin verimlilik artışı, veri odaklı karar alma ve gelişmiş ekip yönetimi gibi önemli fırsatlar sunduğunu, ancak etik sorunlar, algoritmik önyargılar ve teknolojiye

aşırı bağımlılık gibi zorluklar da getirdiğini ortaya koymaktadır. Bu durum, YZ yeteneklerinin duygusal zekâ ve etik liderlik gibi insan odaklı liderlik özellikleriyle dengelenmesi gerektiğini göstermektedir.

Libya'da YZ'nin benimsenmesi hâlâ erken aşamadır ve dijital altyapı eksikliği, nitelikli profesyonel azlığı ve devlet desteğinin yetersizliği gibi faktörler ilerlemeyi zorlaştırmaktadır. Ancak, Ulusal Yapay Zekâ Stratejisi ve petrol, eğitim, sağlık gibi sektörlerde başlatılan pilot projeler, YZ'nin dönüştürücü potansiyeline yönelik artan bir farkındalığı göstermektedir. Araştırma, başarılı YZ entegrasyonu için sadece teknolojik gelişmelerin değil, aynı zamanda kültürel değişim, kapsamlı eğitim ve sürekli iyileştirmenin de gerekli olduğunu vurgulamaktadır.

Sonuç olarak tez, Libya'da liderlik dönüşümü için YZ'nin güçlü bir araç olabileceğini, ancak bunun için altyapı ve insan kaynağı engellerinin aşılması ve bağlama duyarlı stratejilerin benimsenmesi gerektiğini vurgulamaktadır. Böylece Libyalı yöneticiler, YZ'yi kullanarak örgütsel etkinlik, yaratıcılık ve uyum yeteneğini artırabilirler.

Anahtar Kelimeler: Yapay Zekâ, Liderlik, Libyalı Yöneticiler, Karar Alma, Örgüt Kültürü, Dijital Dönüşüm, İnsan Kaynakları Yönetimi

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*Mohammed Giuma Mohammed TARHUONI*

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## **DECLARATION**

I hereby declare that in the preparation of this thesis, scientific ethical rules have been followed, the works of other persons have been referenced in accordance with the scientific norms if used, there is no falsification in the used data, any part of the thesis has not been submitted to this university or any other university as another thesis.

Mohammed Giuma Mohammed TARHUONI

18/06/2025



**TO ISTANBUL GELISIM UNIVERSITY**  
**THE DIRECTORATE OF SOCIAL SCIENCES INSTITUTE**

The thesis study of Mohammed Giuma Mohammed TARHUONI titled as The Role of AI in Leadership: A Qualitative Research on the Experience of Libyan Managers has been accepted as MASTER THESIS in the department of Business Administration by our jury.

*Signature*  
Director  
*Asst. Prof. Dr. Mehmet ERTEM*

*Signature*  
Member  
*Asst. Prof. Dr. Aslıhan ÜNAL*  
(Supervisor)

*Signature*  
Member  
*Asst. Prof. Dr. Arzu SERT ÖZEN*

**APPROVAL**

I approve that the signatures above signatures belong to the aforementioned faculty members.

... / ... / 20..

*Signature*  
*Prof. Dr. İzzet GÜMÜŞ*  
Director of the Institute

## SUMMARY

This thesis investigates how artificial intelligence (AI) is influencing leadership practices among Libyan managers, focusing on the effects of AI integration on decision-making, team management, and organizational culture. Using a qualitative, phenomenological approach, the study draws on semi-structured interviews with ten Libyan managers to capture their lived experiences with AI in leadership roles.

The research finds that while AI offers significant opportunities—such as improved efficiency, data-driven decision-making, and enhanced team management—it also introduces challenges. These include ethical concerns, algorithmic biases, and the risk of over-reliance on technology, underscoring the importance of balancing AI capabilities with human-centered leadership traits like emotional intelligence and ethical judgment.

In Libya, AI adoption is still in its early stages, with progress hampered by limited digital infrastructure, a shortage of skilled professionals, and uneven government support. However, initiatives such as the National Artificial Intelligence Strategy and pilot projects in sectors like oil, education, and healthcare signal a growing recognition of AI's transformative potential. The study highlights that successful AI integration requires not only technological upgrades but also cultural change, comprehensive training, and continuous monitoring and improvement.

Ultimately, the thesis emphasizes that AI can be a powerful tool for leadership transformation in Libya, provided that organizations address infrastructural and human capital barriers and adopt context-sensitive strategies. By doing so, Libyan managers can leverage AI to enhance organizational effectiveness, creativity, and adaptability in a rapidly changing business environment.

**Keywords:** Artificial Intelligence, Leadership, Libyan Managers, Decision-Making, Organizational Culture, Digital Transformation, Human Resource Management

## ÖZET

Bu tez, yapay zekânın (YZ) Libyalı yöneticiler üzerindeki liderlik uygulamalarını nasıl etkilediğini, karar alma süreçleri, ekip yönetimi ve örgüt kültürü üzerindeki etkilerine odaklanarak incelemektedir. Nitel, fenomenolojik bir yaklaşımla yürütülen araştırma, on Libyalı yöneticiyle yapılan yarı yapılandırılmış görüşmelere dayanarak, YZ'nin liderlikteki yaşanmış deneyimlerini ortaya koymaktadır.

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# TABLE OF CONTENTS

<b>SUMMARY</b> .....	i
<b>ÖZET</b> .....	ii
<b>TABLE OF CONTENTS</b> .....	iii
<b>ABBREVIATIONS</b> .....	vii
<b>LIST OF TABLES</b> .....	viii
<b>PREFACE</b> .....	ix
<b>INTRODUCTION</b> .....	1

## CHAPTER ONE

### THEORIES OF LEADERSHIP

1.1. Overview of Contemporary Leadership Theories.....	4
1.1.1. Full range leadership theory .....	4
1.1.1.1. Transformational leadership .....	4
1.1.1.2. Transactional leadership .....	6
1.1.1.3. Laissez-faire leadership .....	7
1.1.2. Leader-member exchange (LMX) theory.....	8
1.1.3. Servant leadership .....	9
1.1.4. Authentic leadership.....	10
1.1.5. Situational leadership .....	12
1.1.6. Charismatic leadership .....	14
1.2. How AI aligns with or Challenges Traditional Leadership Models .....	15
1.2.1. Alignment with contemporary leadership theories .....	16
1.2.1.1. Alignment with transformational leadership .....	16
1.2.1.2. Alignment with servant leadership .....	16
1.2.1.3. Alignment with situational leadership .....	16
1.2.1.4. Alignment with charismatic leadership .....	17
1.2.1.5. Alignment with authentic leadership .....	17
1.2.2. Challenges with contemporary models of leadership.....	17
1.2.2.1. Challenges in directive leadership .....	17
1.2.2.2. Challenges in leader-member exchange (LMX) theory .....	17
1.2.2.3. Ethical concerns .....	18
1.2.3. Opportunities for emerging leadership paradigms .....	18

## CHAPTER TWO

### ARTIFICIAL INTELLIGENCE AND LEADERSHIP

2.1. AI in decision-making and strategic planning .....	20
2.1.1. AI in Decision-Making.....	20
2.1.2. AI in strategic planning .....	21

2.1.3 Challenges in AI integration.....	22
2.2. The Impact of AI on Leadership Style and Communication .....	23
2.2.1. Evolution of leadership styles in the age of artificial intelligence .....	23
2.2.2. Evolution of communication in the age of artificial intelligence .....	24
2.2.3. Challenges in AI-driven leadership .....	25
2.2.3.1. Specific challenges in AI leadership.....	25
2.3. Ethical Considerations in AI Leadership Practice .....	26

## **CHAPTER THREE**

### **CONTEXT OF LIBYA**

3.1. Leadership Culture in Libya.....	29
3.1.1. Tribalism as a leadership principle.....	29
3.1.2. The legacy of Gaddafi’s authoritarian rule.....	31
3.1.3. Post-Gaddafi leadership vacuum.....	32
3.1.4. Leadership in the business world in Libya .....	34
3.1.4.1. Tribal influences on decision-making .....	34
3.1.4.2. Post-2011 challenges and organizational norms .....	34
3.1.4.3. Gender relations within Libyan business leadership .....	35
3.1.5. Organizational challenges in leadership roles .....	36
3.1.6. Opportunities for leadership development .....	37
3.2. Challenges Faced by Managers in the Libyan Context.....	37
3.2.1. Economic challenges .....	37
3.2.2. Political challenges.....	38
3.2.3. Social challenges .....	38
3.2.4. Human Resource Management Challenges.....	38
3.2.5. Migration and protection issues .....	38
3.3. Research Gap .....	39
3.3.1. Lack of contextualized AI governance frameworks.....	39
3.3.2. Few research on leadership transformation via AI.....	39
3.3.3. Lack of emphasis on capacity development.....	40
3.3.4. Neglect of ethical and social concerns .....	40
3.3.5. limited infrastructure and resource considerations.....	40

## **CHAPTER FOUR**

### **METHODOLOGY**

4.1. Research Philosophy and Approach .....	42
4.2. Research Design.....	43
4.3. Participant Selection.....	44
4.3.1. Research setting.....	44
4.3.2. Participant criteria .....	44
4.3.3. Sample Size and Justification.....	45

4.4. Data Collection Method .....	46
4.4.1. Semi-structured interviews .....	46
4.4.2. Interview Design .....	47
4.4.3. Mode of interviews.....	48
4.4.4. Ethical considerations in data collection .....	50
4.5. Data Analysis Method.....	50
4.5.1. Justification for Thematic Analysis.....	51
4.5.2. Trustworthiness and rigor.....	52
4.6. Ethical Considerations .....	53

## **CHAPTER FIVE**

### **FINDINGS**

5.1. Summary of Findings from the Thematic Analysis .....	54
5.1.1. Theme 1: AI-driven efficiency .....	54
5.1.1.1 Automation of routine tasks.....	55
5.1.1.2 Real-time data analytics.....	55
5.1.1.3 Resource optimization .....	56
5.1.1.5 Streamlined workflow and communication.....	56
5.1.1.6 Conclusion: the new standard of efficiency.....	57
5.1.2. Theme 2: Challenges and resistance to AI adoption .....	57
5.1.2.1 Fragmentation and data quality problems .....	58
5.1.2.2 Fear of job loss and staff skepticism.....	58
5.1.2.3 Technical integration challenges .....	59
5.1.2.4 Training requirements and change management .....	59
5.1.2.5 Measuring impact and return on investment .....	59
5.1.2.6 Conclusion: crossing the barriers to adoption of AI.....	60
5.1.3. Theme 3: Ethical considerations in AI leadership.....	60
5.1.3.1 Data privacy and security .....	61
5.1.3.2. Algorithmic bias and fairness .....	61
5.1.3.3 Transparency and explainability.....	61
5.1.3.4 Informed consent and accountability.....	62
5.1.3.5 Innovation vs. human values .....	62
5.1.4. Theme 4: Impact on team dynamics and roles .....	63
5.1.4.1 Redistribution of tasks and responsibilities .....	64
5.1.4.2 Increased collaboration due to data sharing.....	64
5.1.4.3 Changes in communication patterns.....	64
5.1.4.4 Job security and role redefinition issues.....	65
5.1.4.5 Balancing human skills with automation.....	65
5.1.4.6 Conclusion: the evolving nature of teams in the age of AI .....	65
5.1.5. Theme 5: The future of leadership with AI.....	66
5.1.5.1 Roboticization of routine leadership tasks.....	66
5.1.5.2 Human-centered leadership focus.....	67
5.1.5.3 AI-human partnership.....	67
5.1.5.4 Continuous learning and adaptability .....	67

5.1.5.5 Shifting organizational culture .....	68
5.1.5.6 Conclusion: the future is human-AI collaboration .....	68
5.1.6. Theme 6: Skills and competencies for AI-integrated leadership .....	69
5.1.6.1 Technological literacy and data fluency .....	69
5.1.6.2 Change management and adaptability .....	70
5.1.6.3 Ethical awareness and governance .....	70
5.1.6.4 Strategic and analytical thinking .....	70
5.1.6.5 Communication and collaboration skills .....	70
5.1.6.6 Conclusion: a new generation of AI-incorporated leaders .....	71
5.1.7. Theme 7: Perceptions and acceptance of AI among employees .....	71
5.1.7.1 Optimism about efficiency and support.....	72
5.1.7.2 Concerns about job security .....	72
5.1.7.3 Resistance to change and skepticism.....	73
5.1.7.4 Significance of training and education .....	73
5.1.7.5 Significance of open and inclusive communication .....	73
5.1.7.6 Conclusion: building trust and acceptance for AI success .....	74
5.1.8. Theme 8: AI as a Catalyst for Innovation and Strategic Transformation ...	74
5.1.8.1 Driving new business models and services .....	75
5.1.8.2 Data-driven strategy and decision-making .....	75
5.1.8.3 Enabling continuous improvement .....	76
5.1.8.4 Greater competitiveness and agility .....	76
5.1.8.5 Cultivating a culture of innovation.....	76
5.1.8.6 Conclusion: AI as a strategic engine for innovation.....	77
<b>CONCLUSION AND RECOMMENDATIONS .....</b>	<b>78</b>
<b>REFERENCES.....</b>	<b>86</b>
<b>APPENDIXES .....</b>	<b>100</b>
<b>RESUME.....</b>	<b>136</b>

## ABBREVIATIONS

<b>AI</b>	:	Artificial Intelligence
<b>ERP</b>	:	Enterprise Resource Planning
<b>FRLM</b>	:	Full Range Leadership Model
<b>HRM</b>	:	Human Resource Management
<b>ICESCO</b>	:	Islamic World Educational, Scientific and Cultural Organization
<b>ICT</b>	:	Information and Communication Technology
<b>KPI</b>	:	Key Performance Indicator
<b>LMX</b>	:	Leader-Member Exchange
<b>LMS</b>	:	Learning Management System
<b>MENA</b>	:	Middle East and North Africa
<b>NOC</b>	:	National Oil Corporation
<b>OECD</b>	:	Organization for Economic Co-operation and Development
<b>R&amp;D</b>	:	Research and Development
<b>ROI</b>	:	Return on Investment
<b>SME</b>	:	Small and Medium-sized Enterprises
<b>UN</b>	:	United Nations

## LIST OF TABLES

<b>Table 1.</b> Information about the participants and interview process.....	46
<b>Table 2.</b> Codes Identifying AI-Driven Efficiency .....	53
<b>Table 3.</b> Codes Identifying Challenges and Resistance to AI Adoption.....	56
<b>Table 4.</b> Codes Identifying Ethical Considerations in AI Leadership.....	58
<b>Table 5.</b> Codes Identifying Impact on Team Dynamics and Roles.....	61
<b>Table 6.</b> Codes Identifying The Future of Leadership with AI .....	64
<b>Table 7.</b> Codes Identifying Skills and Competencies for AI-Integrated Leadership .....	67
<b>Table 8.</b> Codes Identifying Perceptions and Acceptance of AI Among Employees .....	70
<b>Table 9.</b> Codes Identifying AI as a Catalyst for Innovation and Strategic Transformation...	73



## **PREFACE**

This qualitative study investigates the use of artificial intelligence (AI) in leadership from the perspective of Libyan managers, providing a comprehensive examination of the effects of AI on leadership practice, decision-making, team management styles, and organizational culture. The research aims at comprehensively understanding the impact of AI on leadership styles and the experience of Libyan managers in adopting AI in their operations, unveiling the challenges and opportunities that result from the integration. Employing a phenomenological approach, the study relies on semi-structured interviews with ten Libyan managers to gain in-depth, contextual information regarding their AI leadership lived experiences, examining how AI shapes their perceptions and practices. The objectives of the study are to examine the implications of AI for leadership practices of Libyan managers, to achieve an understanding of how Libyan managers perceive and experience AI in leadership, and to examine the impact of AI on leadership decision-making, team management, and organizational culture. This research is significant as it addresses a gap in the literature, providing valuable insights into the potential of AI to transform leadership practice in Libya and similar contexts, contributing to the knowledge base of AI in leadership in the Libyan context, and showing the need for the adoption of AI in leadership practice in ensuring organizational effectiveness, creativity, and adaptability amidst a dynamic business environment.

# INTRODUCTION

The advent of artificial intelligence (AI) is transforming leadership across various fields, reshaping the ways leaders make decisions, manage teams, and foster organizational culture. As AI evolves, it increasingly stands out as a breakthrough capability that enhances leadership performance by providing data-driven insights, enabling predictive analytics, and automating routine tasks. These capabilities allow leaders to focus more on strategic thinking and high-value decision-making activities (Brynjolfsson and McAfee, 2017; Jarrahi, 2018). For example, AI-based decision-support systems can analyze large datasets to inform strategic choices in real time, improving accuracy and reducing cognitive biases in managerial decisions (Narne et al., 2023; Kose et al., 2020). Tools like IBM Watson and Salesforce Einstein are already being used by global organizations to assist leaders in forecasting market trends, identifying operational inefficiencies, and personalizing team management.

However, the integration of AI in leadership also brings challenges, particularly ethical dilemmas, algorithmic biases, and the risk of over-reliance on technology. These concerns highlight the critical need for leaders to complement AI capabilities with human-centered leadership traits such as emotional intelligence, ethical sensitivity, and empathy (Kleinrichert, 2024).

In Libya, AI implementation is still in its early developmental phase, with significant potential in key sectors such as oil and gas, logistics, healthcare, and education. Recent initiatives, such as the establishment of the Artificial Intelligence Committee in 2022 and the introduction of Libya's National Artificial Intelligence Strategy in 2023, are vital steps toward fostering an innovation ecosystem and addressing challenges related to infrastructure and human capital (Ministry of Communications and Informatics, Libya, 2023). However, the country continues to grapple with technological constraints, including limited internet coverage in rural areas, low investment in digital infrastructure, and a shortage of AI-skilled professionals.

Despite these limitations, small-scale pilot projects have started to emerge in Libya, showcasing the potential of artificial intelligence (AI) in leadership and organizational practices. For instance, the Libyan National Oil Corporation has initiated AI-based predictive maintenance systems to optimize operations and reduce

equipment downtime, leveraging machine learning algorithms to anticipate equipment failures before they occur (Bakeer, 2024). In the education sector, AI-driven learning management systems (LMS) are being tested to personalize student learning experiences, supported by initiatives such as the partnership between ICESCO and the Libyan Ministry of Education to integrate AI into educational processes and enhance strategic foresight within institutions (ICESCO, 2024). These examples, although limited, reflect a growing awareness of AI's transformative potential in both public and private sector leadership, signaling a shift toward innovation despite infrastructural and human capital challenges (Libya Observer, 2024)

The integration of AI into leadership practices raises several questions regarding its impact on leadership styles, decision-making, and organizational dynamics. While the technological capacity is evolving, the human and managerial responses to AI adoption remain under-researched in the Libyan context. Therefore, this study seeks to address the following questions:

- What is the impact of AI on leadership practices among Libyan managers?
- How do Libyan managers experience and perceive AI in their leadership roles?

The purpose of this study is to analyze the role and perception of AI in leadership from the perspective of Libyan managers. It aims to explore how AI affects leadership behavior, decision-making processes, team management, and organizational culture. By focusing on the lived experiences and viewpoints of Libyan leaders, the study seeks to offer insights into how AI integration can enhance leadership effectiveness within the Libyan context.

This research is significant in that it contributes to a relatively underexplored area of academic inquiry—the intersection of AI and leadership in developing economies, specifically within the Middle Eastern and North African (MENA) region. By shedding light on the opportunities and barriers faced by Libyan managers, the study provides a foundational understanding of how AI can transform leadership practices in similar emerging markets. The findings could serve as a benchmark for other developing countries navigating the digital transformation of leadership, offering strategic insights for regional policymakers and organizational leaders. Furthermore, by integrating recent regional studies and local developments, this research highlights

the importance of context-sensitive approaches in implementing AI-based leadership strategies in volatile or transitional economies.



# CHAPTER ONE

## THEORIES OF LEADERSHIP

This chapter presents existing leadership theories including Full Range Leadership Theory (Transformational, Transactional, and Laissez-Faire Leadership) and Leader-Member Exchange (LMX) Theory. The chapter analyzes how the theories describe effective leadership through traits, behavior, and context and provides a framework to analyze leadership dynamics.

### 1.1. Overview of Contemporary Leadership Theories

Leadership theories provide frameworks for understanding how leaders can effectively guide and influence teams. Contemporary leadership theories emphasize adaptability, relationships, and the dynamic interplay between leaders and their environments. Below is an overview of key modern leadership theories:

#### 1.1.1. Full range leadership theory

Full range Leadership theory consists of three parts: Transformational, Transactional, and Laissez-Faire Leadership:

##### *1.1.1.1. Transformational leadership*

- Transformational leadership is probably the most researched and effective style of leadership, which is centered on inspiring and motivating followers to achieve phenomenal outcomes. Originally introduced by James MacGregor Burns in 1978, the theory was later developed by Bernard Bass in the 1980s. Transformational leadership aims to create drastic change by aligning the leaders' and followers' goals and values, creating intrinsic motivation, and evoking innovation and commitment within organizations (Burns, 1978; Bass, 1985).

At the heart of this leadership approach lie four core elements, commonly known as the "Four I's":

- Idealized Influence: Leaders emulate themselves, practicing ethical behavior and integrity that inspire trust and respect from followers. This aspect entails the provision of a good example for others to emulate (Bass, 1985).

- Inspirational Motivation: Transformational leaders articulate a living vision that inspires followers to share common goals. They use optimism and enthusiasm to pursue commitment to the organization's mission (Bass & Avolio, 1994).

- Intellectual Stimulation: Transformational leaders stimulate critical thinking and creativity by challenging the existing norms and promoting new ways of solving problems. This dimension helps followers develop their skills and independent thinking (Northouse, 2016).

- Individualized Consideration: Transformational leaders provide individualized consideration and mentoring and cater to the unique needs of each member. It makes them feel a sense of belonging and helps employees realize their potential (Bass, 1985).

Transformational leadership has been shown to positively influence various organizational outcomes:

- Organizational Culture: Transformational leaders shape organizational culture by affirming organizational values, beliefs, and practices. They create environments that foster innovation and flexibility, enabling organizations to respond effectively to external change (Tucker and Russell, 2004; Schein, 1985).

- Employee Commitment: Empirical research demonstrates that transformational leadership enhances the commitment of employees to organizational goals and change initiatives. By developing trust and congruence among personal values and organizational missions, leaders can achieve genuine sponsorship for transformation initiatives (Yu et al., 2002; Koh et al., 1995).

- Job Satisfaction: Empirical literature has continually set up the case of correlation between transformational leadership and the rising job satisfaction among employees because of the supportive workplace relations created by transformational leaders and their ability to provide space for workers to achieve worthwhile work (Bryman, 1992; Hatter & Bass, 1988).

Transformational leadership plays a pivotal role in enabling organizational innovation. By fostering intellectual stimulation and a commitment to change, transformational leaders encourage employees to embrace new ideas and contribute creatively. Empirical studies have confirmed that such leadership positively influences

innovative behavior through mechanisms like enhanced change commitment and organizational support for creativity (Aarons, 2006; Bass, 1990).

For instance, research conducted by Jun and Lee (2023) among South Korean managers demonstrated that transformational leadership significantly impacts self-rated innovative behavior and objective innovation output. This connection is mediated through employees' commitment to change and supported by organizational support for creativity (Jun & Lee, 2023; Bass & Avolio, 1994; Podsakoff et al., 1996).

Transformational leadership has been successfully applied in various contexts:

- Leadership During Change: Transformational leaders are particularly effective during periods of organizational transition. By articulating a clear vision and addressing employee concerns with empathy, they reduce resistance to change and foster a collaborative atmosphere (Tichy & Devanna, 1986; Tucker & Russell, 2004).

- Case Study Example: Richard Branson's leadership at Virgin Atlantic exemplifies transformational principles. His ability to inspire employees with a compelling vision while fostering innovation has contributed significantly to the company's success (Northouse, 2016)

#### *1.1.1.2. Transactional leadership*

Transactional leadership emphasizes task compliance through organized rewards and punishments. It is founded on an exchange basis: employees receive rewards for meeting targets and face punishments for failures (Bass & Avolio, 1991).

Central to this leadership framework are three defining mechanisms (Bass & Avolio, 1993):

Contingent Reward:

Leaders establish explicit performance-reward agreements, such as bonuses for meeting sales targets, to motivate employees and reinforce goal achievement.

Management by Exception (Active):

Leaders actively monitor and scrutinize deviations from standards and take corrective action before problems escalate.

Management by Exception (Passive):

Leaders intervene only after issues or failures occur, often engaging in reactive problem-solving rather than proactive management.

Transactional leadership can lead to short-term efficiency by setting clear expectations and offering direct rewards, which often results in immediate productivity—particularly in routine, structured environments such as manufacturing assembly lines (Bass, 1990; Judge & Piccolo, 2004). However, an overreliance on extrinsic motivation carries the risk of organizational stagnation, as it may suppress creativity and reduce intrinsic engagement among employees (Deci & Ryan, 2013; Amabile, 1996). For instance, retail managers who heavily depend on commission-based incentives may achieve short-term sales goals but risk overlooking the long-term development and intrinsic motivation of their teams. This dynamic is well explained by self-determination theory, which highlights how extrinsic rewards can sometimes undermine intrinsic motivation and sustainable engagement (Gagné & Deci, 2005). Despite these limitations, transactional leadership proves highly practical in certain situations. During crises such as a supply chain breakdown, its directive approach helps stabilize operations and maintain order (Antonakis, 2012). Similarly, in onboarding new employees, structured training programs with clearly defined performance milestones can help accelerate adaptation and ensure alignment with organizational expectations (Bauer & Erdogan, 2011).

#### *1.1.1.3. Laissez-faire leadership*

Laissez-faire leadership represents the most passive dimension of the Full Range Leadership Model (FRLM), characterized by minimal guidance and avoidance of responsibility (Bass & Avolio, 1997; Skogstad et al., 2007). This leadership style can be understood through three key features:

**Hands-Off Style:** Leaders abstain from decision-making and provide little to no feedback or direction, effectively delegating autonomy without support (Skogstad et al., 2007).

**Delayed Intervention:** Problems are typically addressed only when they escalate into crises, reflecting a reactive rather than proactive approach (Skogstad et al., 2007).

**Role Ambiguity:** Employees often face unclear expectations and insufficient guidance, which can result in confusion, decreased motivation, and inefficiency (Schyns & Schilling, 2013).

Laissez-faire leadership often results in low productivity due to a lack of direction, which can lead to missed deadlines and demotivated teams (Skogstad et al., 2007). This hands-off approach has contributed to the failure of some technology startups, where the absence of active leadership during critical product development phases undermined team coordination and progress (Edmondson, 2019). Although the autonomy offered by laissez-faire leadership can theoretically foster innovation, in practice it frequently leads to misaligned goals and conflicting priorities within teams (Yukl, 2013). Nevertheless, this leadership style may have practical applications in specific contexts. Expert teams composed of highly skilled professionals—such as research and development scientists—can perform effectively under autonomous conditions, provided that overarching goals are clearly defined and shared (Hersey and Blanchard, 1977). Additionally, laissez-faire leadership might be temporarily useful during transitional periods, such as leadership succession, when short-term avoidance is preferable to abrupt interference (Bass & Avolio, 1997).

### **1.1.2. Leader-member exchange (LMX) theory**

Leader-Member Exchange (LMX) theory focuses on dyadic relationships between leaders and followers, emphasizing how differentiated interactions shape organizational outcomes. Developed by Graen and Uhl-Bien (1995), it categorizes leader-member exchanges into high-quality (in-group) and low-quality (out-group) relationships, with significant implications for employee performance and engagement. High-quality exchanges involve mutual trust, respect, and reciprocity, while low-quality exchanges are transactional and limited to formal job requirements (Graen & Uhl-Bien, 1995).

The theory operates through three foundational mechanisms:

#### **In-Group Processes:**

Quality relationships grant in-group members greater levels of autonomy, influence, and access to resources and information, which pay off in greater loyalty and discretionary effort.

The in-group members are viewed as "trusted advisors" and receive individually focused assistance. This factor plays an important part in supporting organizational citizenship behavior (OCB) and team commitment (Graen & Uhl-Bien, 1995).

### **Out-Group Processes:**

Low-quality interactions are characterized by low attention and resource levels, resulting in lower job satisfaction and higher intention to quit. The leader may find this group less committed, and this promotes disengagement (Graen & Uhl-Bien, 1995).

Leader-member relationship quality is a central determinant of several organizational outcomes. High-quality exchanges between leaders and employees can positively affect team performance, employee well-being, and workplace ethical issues. The following are arguments that elaborate on these impacts in depth:

- Team Performance: In-group members exhibit higher OCB, contributing to team cohesion and innovation. Out-group members often disengage, reducing collective efficacy (Graen & Uhl-Bien, 1995).

- Employee Well-Being: High-quality LMX correlates with job satisfaction, reduced stress, and career advancement opportunities. Low-quality LMX exacerbates disengagement and turnover (Eisenberger et al., 1986).

- Ethical Concerns: Critics argue LMX risks fostering favoritism, undermining equity. Leaders must balance personalized relationships with fairness to mitigate resentment (Graen & Uhl-Bien, 1995).

### **1.1.3. Servant leadership**

Servant leadership prioritizes followers' growth, community building, and ethical stewardship. Coined by Greenleaf (2007), it emphasizes leaders' moral responsibility to empower employees and stakeholders. Servant leaders prioritize others' needs over self-interest, fostering trust and ethical behavior (Greenleaf, 2007).

Servant leadership refers to a philosophy of leadership that is centered on serving others, prioritizing their needs, growth, and well-being over the leader's self-interest. Servant leadership is founded on principles that establish trust, collaboration, and ethical behavior in institutions. The primary components of servant leadership are:

- Altruistic Calling: Leaders prioritize others' needs over self-interest, fostering trust and ethical behavior (Liden et al., 2008).

- Empowerment: Employees are granted autonomy, resources, and mentorship to achieve personal and professional growth (Barbuto and Wheeler, 2006).

- Community Building: Leaders cultivate inclusive environments that emphasize collaboration and shared purpose (Eva et al., 2019).

- Stewardship: Accountability for societal and organizational well-being guides decision-making (Greenleaf, 2007).

Servant leadership impacts positively on a number of organizational results through the creation of caring and empowering relationships between workers and leaders. Servant leadership enhances employees' performance, motivation, as well as customer satisfaction via processes that meet psychological needs and build trust. The following points summarize these impacts:

- Employee Performance: Studies link servant leadership to enhanced job satisfaction, creativity, and task performance. Followers reciprocate through increased OCBs and reduced turnover (Liden et al., 2008).

Servant leadership impacts organizational effectiveness through several mediating mechanisms. One key pathway is the fulfillment of psychological needs—by supporting autonomy, competence, and relatedness, servant leaders enhance intrinsic motivation among employees (Eva et al., 2019). Additionally, high-quality leader-member exchange (LMX) plays a vital role in mediating the relationship between servant leadership and organizational citizenship behaviors (OCBs). When trust and mutual respect are present, employees are more likely to go beyond formal job requirements, contributing to a more collaborative and committed work environment (Graen & Uhl-Bien, 1995). Beyond internal outcomes, servant leadership also improves external stakeholder experiences. By promoting empathy and service-oriented behaviors in employees, servant leaders indirectly boost customer satisfaction and loyalty (Barbuto & Wheeler, 2006).

Servant leadership can be effectively applied in various organizational contexts, particularly through leadership development initiatives. Training programs that emphasize empathy, active listening, and ethical decision-making are well-aligned with the core principles of servant leadership, fostering a culture of care and responsibility (Eva et al., 2019). In times of organizational change or crisis, servant leaders can play a critical role by openly addressing employee concerns, thereby minimizing resistance and fostering trust (Greenleaf, 2007). A notable example of servant leadership in practice is seen in Starbucks' leadership model, which prioritizes

employee well-being—referring to employees as “partners”—and reflects a broader commitment to community and stakeholder value (Liden et al., 2008).

#### **1.1.4. Authentic leadership**

Authentic leadership emphasizes self-awareness, transparency, and ethical decision-making to build trust and inspire followers. Rooted in the work of Henderson and Hoy (1983) and popularized by James Kohnen (2005), this leadership style prioritizes alignment between a leader’s values, actions, and organizational goals (Gardner et al., 2011; Kohnen, 2005).

Authentic leadership puts leaders first to be genuine, transparent, and morally driven. Authentic leadership promotes self-awareness, open communication, fair decision-making, and ethical behavior, which all create trust and credibility in organizations. The core components of authentic leadership are:

- Self-Awareness:

Authentic leaders possess deep self-knowledge of their values, strengths, and weaknesses. By doing so, they can act consistently in every situation, and this fosters trust and credibility (Walumbwa et al., 2008).

- Relational Transparency:

Leaders openly communicate their feelings and thoughts, generating trust rooted in open communication. Transparency reduces ambiguity in the workplace and encourages individuals to collaborate in solving problems (Gardner et al., 2011).

- Balanced Processing:

Decisions are made after an objective evaluation of complex opinions, even disagreement with the leader's opinion. This minimizes prejudice and maximizes justice (Neider and Schriesheim, 2011).

- Internalized Moral Perspective:

Decisions are driven by internal ethical codes rather than external pressures. For example, healthcare leaders who prioritize patient safety over cost-cutting exemplify this principle (American College of Healthcare Executives [ACHE], 2021). Ethical leadership in healthcare emphasizes values such as beneficence and nonmaleficence,

encouraging leaders to make decisions that uphold patient welfare even when facing financial or organizational constraints (Hasan et. al., 2024).

True leadership positively impacts the key organizational outcomes by building trust, producing innovation, and instilling resilience during crises. Open communication and ethical consistency leaders build employee trust, reduce turnover, and increase loyalty (Kohnen, 2005). They also create safe environments where employees feel comfortable to bring forth innovative ideas, leading to increased innovation (Walumbwa et al., 2008). Also, real leaders provide stability and openness in the midst of turbulence, allowing groups to effectively move through adversity and ambiguity (Nyberg and Sveningsson, 2014).

- Employee Trust: Open communication and ethical consistency construct employee trust, reducing turnover and promoting loyalty (Kohnen, 2005).

- Innovation: True leaders encourage safe spaces through open conversations in which employees have the confidence to bring forward novel ideas (Walumbwa et al., 2008).

- Crisis Resilience: The stability and transparency of authentic leaders when facing adversity empower teams to successfully cope with uncertainty (Walumbwa et al., 2008).

Authentic leadership has valuable applications across various sectors. In healthcare, nursing administrators who demonstrate accountability and empathy help create supportive work environments that enhance both staff morale and patient care outcomes (Alhalal, 2024). In the corporate world, James Kohnen's framework for purpose-driven leadership highlights how organizations can align operational practices with deeply held ethical values. This approach is exemplified by companies like Starbucks, where leaders consistently integrate authenticity and social responsibility into business strategy (Kohnen, 2005).

### **1.1.5. Situational leadership**

Situational leadership, developed by Hersey and Blanchard (1977), posits that effective leadership adapts to followers' competence and commitment levels. This model rejects a one-size-fits-all approach, instead advocating flexibility based on employee maturity (Hersey and Blanchard, 1977).

Situational Leadership is a responsive leadership model developed by Paul Hersey and Ken Blanchard that emphasizes changing the leadership based on the readiness and maturity of followers (Hersey and Blanchard, 1977). Situational Leadership recognizes that individuals are unique with respect to confidence, ability, and motivation levels and that effective leaders adjust their approach to meet individuals accordingly to achieve maximum performance and development. It groups various levels of followers' maturity and corresponding leadership styles to help leaders provide maximum direction and support (Hersey and Blanchard, 1977).

Follower maturity levels of situational leadership are defined as follows:

- Low Maturity: Employees are lacking in confidence/skills; managers use directive styles (e.g., direct orders).
- Moderate Maturity: Employees have skills but need encouragement; managers use guidance and support.
- High Maturity: Employees are confident/competent; managers delegate decision-making (Hersey and Blanchard, 1977).

And four main leadership styles are defined as follows.

- Directing: High task focus, low relationship focus.
- Coaching: High task and relationship focus.
- Supporting: Low task focus, high relationship focus.
- Delegating: Low task and relationship focus.

Situational leadership positively influences organizational performance by adapting leadership styles to meet employees' needs and contextual demands. Tailored mentoring fosters skill acquisition, with new employees benefiting from directive guidance while experienced personnel excel under autonomy (Hersey et al., 2012). Managers also exhibit flexibility in crisis management, adopting directive styles to efficiently oversee high-priority projects and maintain control (Northouse, 2016). This adaptability promotes employee development, motivation, and overall organizational effectiveness by aligning leadership behavior with follower readiness and situational factors (Graeff, 1997).

- **Skill Development:** Personalized mentoring accelerates worker growth. For example, new hires benefit from directive coaching, while veterans thrive with autonomy (Hersey et al., 2012).

- **Flexibility:** Managers adjust styles during emergencies, e.g., using a directing style to manage pressing projects (Northouse, 2016).

Situational leadership offers flexibility that makes it highly effective in managing teams with varying levels of experience. For early-career employees or inexperienced teams, managers can adopt a directive approach by offering step-by-step guidance and close supervision. This ensures clarity, builds confidence, and accelerates skill development (Hersey et al., 2012). Conversely, when leading high-performance or seasoned teams, managers can shift to a more delegative style—granting greater autonomy to encourage innovation, personal ownership, and self-motivation (Hersey and Blanchard, 1977). This adaptability allows leaders to match their approach to the specific needs of their team members and the demands of the situation.

#### **1.1.6. Charismatic leadership**

Charismatic leadership, rooted in Max Weber's (2009) sociological theory, emphasizes a leader's ability to inspire and energize followers through visionary communication, emotional appeal, and personal magnetism (Weber, 2009; Conger and Kanungo, 1998). Unlike situational leadership, which focuses on adapting style to context, charismatic leaders rely on symbolic rhetoric and moral passion to drive organizational change (House, 1977; Shamir et al., 1993).

This leadership style operates through three interconnected mechanisms:

- **Visionary Communication:** Charismatic leaders articulate compelling visions of the future using vivid language, metaphors, and storytelling to engage followers and align them toward shared goals (Conger, 1991; Antonakis, Fenley and Liechti, 2011). A powerful example is Martin Luther King Jr.'s *"I Have a Dream"* speech, which framed civil rights as a moral cause and inspired collective action through emotionally resonant rhetoric (Riggio, 2012).

- **Emotional Influence:** Leaders here establish emotional contagion by expressing enthusiasm and confidence to secure loyalty (Goleman et al., 2013). For

example, Steve Jobs' product introductions combined theatre with technical competency, creating a cult-like fascination with Apple (Isaacson, 2011).

- Unorthodox and Self-Sacrificing Personal Risk-Taking: Transformational leaders demonstrate atypical behavior and self-sacrifice, that is being sanctioned as proof of commitment (Weber, 2009; House, 1977). For example, Elon Musk's public bet on SpaceX and Tesla brought risk-taking to the center as a mechanism for innovation (Vance, 2015).

Charismatic leadership has a profound impact on organizational outcomes, particularly in terms of employee motivation and crisis management. Employees often exhibit exceptional dedication due to strong emotional identification with charismatic leaders (Shamir et al., 1993). A well-known example is Herb Kelleher of Southwest Airlines, who used humor and personal connectedness to foster employee loyalty and reduce turnover (Freiberg & Freiberg, 1996). In uncertain or turbulent times, charismatic leaders are especially effective; they bring clarity and instill hope, as seen when Howard Schultz's empathetic communication helped calm Starbucks employees during the 2008 economic crisis (Schultz, 2011). However, this leadership style is not without ethical risks. Excessive dependence on charisma, especially without accountability, can lead to authoritarian behavior or cult-like followership, as illustrated by the downfall of Elizabeth Holmes and Theranos (Conger & Kanungo, 1998; Carreyrou, 2018).

In practical terms, charismatic leaders are skilled at vision crafting—using symbolic and aspirational language to frame goals as moral imperatives, such as Elon Musk's reference to "Mars colonization" at SpaceX (Musk, 2017). Their ability to inspire emotional connection also contributes to talent retention, as employees become deeply invested in the leader's vision (Goffee & Jones, 2000). During crises, charismatic leaders often adopt apocalyptic or urgent language to unify stakeholders and drive coordinated responses (Boin et al., 2005).

## **1.2. How AI aligns with or Challenges Traditional Leadership Models**

Artificial Intelligence (AI) is revolutionizing leadership by enhancing decision-making, automating routine operations, and supporting remote collaboration (McKinsey, 2023; Harvard Business Review, 2024). However, this technological shift compels leaders to deviate from traditional leadership models by embracing data-

centric decision-making, managing dispersed teams, and engaging in AI-enabled collaboration (MIT Sloan, 2025; Deloitte, 2024). The following section explores how various leadership theories align with—or are challenged by—these transformations.

### **1.2.1. Alignment with contemporary leadership theories**

*1.2.1.1.* The integration of artificial intelligence (AI) into leadership practices is reshaping traditional theories by augmenting human capabilities while preserving core principles. AI enhances leaders' ability to balance data-driven insights with emotional intelligence, enabling more adaptive and ethically grounded approaches (Deloitte, 2024; Harvard Business Review, 2024). Below, we explore how AI aligns with classical leadership frameworks—such as transformational, servant, situational, charismatic, and authentic leadership—fostering innovation while addressing modern organizational complexities.

#### *1.2.1.2. Alignment with transformational leadership*

AI is highly compatible with transformational leadership because it allows leaders to concentrate on strategic vision and innovation. For example, AI-powered predictive analytics helps leaders identify emerging market trends, empowering them to communicate compelling, forward-thinking strategies to inspire teams (Wilson and Daugherty, 2024). This alignment enhances transformational leaders' ability to foster change, inspire innovation, and engage followers around a shared vision. AI software can also automate mundane tasks so that leaders have time to use individualized consideration and intellectual stimulation—two of the original pillars of transformational leadership (Chatterjee, 2024).

#### *1.2.1.3. Alignment with servant leadership*

AI helps servant leaders through its capabilities in personalizing employee growth. AI can assess gaps in skill sets and provide personalized training solutions, enabling workers to maximize their potential (Leadership Circle, 2025). Secondly, by simplifying administrative operations, AI frees up servant leaders to spend more time building communities and collaboration across teams (Brown, 2024).

#### *1.2.1.4. Alignment with situational leadership*

AI makes situational leadership possible by providing leaders with instant feedback on team performance and readiness levels. The information allows leaders to

adapt their style—either directing, coaching, supporting, or delegating—based on the specific needs of their team members (Chatterjee, 2024). This adaptability helps leaders maintain effectiveness in ever-changing environments.

#### *1.2.1.5. Alignment with charismatic leadership*

AI increases charismatic leaders' ability to motivate by means of data storytelling and emotional resonance. Sentiment analysis technology allows leaders to tailor communications according to employee drives, increasing their visionary pull (Davenport and Ronanki, 2018; Goleman, 2013). Over-reliance on AI, though, can drain authentic charisma, necessitating an equilibrium between algorithmic data and human enthusiasm (Goleman, 2013).

#### *1.2.1.6. Alignment with authentic leadership*

AI facilitates authentic leadership by promoting transparency and self-awareness. Tools such as 360-degree feedback analysis and algorithmic bias detection help leaders identify blind spots and align their actions with core values (Northouse, 2016; Binns, 2018). For instance, AI-driven emotional detection technology can flag if a leader's word and deed conflict, promoting in-world interactions (MIT Sloan, 2025).

### **1.2.2. Challenges with contemporary models of leadership**

Traditional leadership theories, rooted in hierarchical structures and human-centric relationships, face existential challenges as AI redefines organizational dynamics. Below we examine three critical areas of disruption:

#### *1.2.2.1. Challenges in directive leadership*

Directive and hierarchical leadership styles are increasingly being challenged by AI-dense environments. Automation removes the need for top-down decision-making since employees get access to timely information and tools that facilitate autonomous decision-making (Davenport and Ronanki, 2018). This change necessitates a transition towards facilitative and collaborative leadership styles.

#### *1.2.2.2. Challenges in leader-member exchange (LMX) theory*

While LMX theory emphasizes individualized relationships between followers and leaders, AI brings the challenge of mechanizing relationship management to some extent. For example, virtual assistants can handle routine performance monitoring or

feedback, which can render leader-follower interactions more depersonalized if not managed carefully (Brown, 2024). Leaders will have to balance the effectiveness of AI with maintaining human relations.

#### *1.2.2.3. Ethical concerns*

Inclusion of AI within leadership raises ethical issues that classic paradigms can barely tackle. For example, bias of AI algorithms might lead to prejudiced decision-making or reinforcing structural inequalities within businesses (Chatterjee, 2024).

While contemporary leadership models like directive hierarchies and LMX relationships struggle to adapt to AI's data-driven autonomy and depersonalization risks (Brown, 2024; Davenport and Ronanki, 2018), ethical concerns about algorithmic bias demand proactive governance frameworks alongside authentic leadership practices (Chatterjee, 2024). This duality underscores the imperative to reimagine leadership as a symbiotic partnership between human-centered values and responsible AI integration, ensuring technological tools amplify rather than undermine organizational trust and equity.

#### *1.2.3. Opportunities for emerging leadership paradigms*

- The integration of artificial intelligence (AI) into organizational environments is compelling a shift in leadership philosophy, moving beyond traditional hierarchical models to adaptive, data-oriented, and human-centered approaches. As AI reshapes decision-making and group dynamics, leaders increasingly adopt collaborative and enhanced models prioritizing inclusivity, agility, and ethical stewardship (Davenport and Ronanki, 2018). These new paradigms leverage AI's analytical power to amplify human creativity, encourage distributed accountability, and align strategic goals with real-time data (Wilson & Daugherty, 2018; McKinsey Global Institute, 2023). Below is an exploration of how AI acts both as an enabler and collaborator in reimagining leadership practices.

- Collaborative Leadership: The availability of real-time data fosters a culture of continuous feedback and shared decision-making at every level of the organization. This shared approach varies from traditional hierarchical models and is more aligned with inclusive leadership principles (Wilson and Daugherty, 2018).

- Augmented Leadership: When leaders use AI as a collaborator instead of a tool, they can gain "leadership augmentation." By coupling human creativity and

empathy with the analytical power of AI, leaders can make better-informed decisions while building innovation and inclusiveness in their teams (Brown, 2024; Wilson and Daugherty, 2018).



## CHAPTER TWO

### ARTIFICIAL INTELLIGENCE AND LEADERSHIP

The chapter explores how AI is revolutionizing leadership with particular focus on the use of AI in decision-making, strategic planning, leadership styles, and communication dynamics. It examines how AI enhances data-driven information, speed, objectivity, and innovation and examines the potential pitfalls of integrating AI, including ethical issues, over-reliance on technology, and a lack of AI leadership talent. The chapter then delves into the transformation in leadership styles and communication in the age of AI with an emphasis on the need for collaborative, empathetic, and ethical approaches.

#### 2.1. AI in decision-making and strategic planning

Artificial Intelligence (AI) is revolutionizing leadership by enhancing decision-making and strategic planning processes. Leaders are able to make better, more detailed, and effective decisions while reacting to rapid environments using AI. This section addresses the application of AI in decision-making and strategic planning with real-world applications.

##### 2.1.1. AI in Decision-Making

Artificial intelligence is fundamentally transforming how leaders approach decision-making by augmenting human judgment with data-driven precision. AI tools analyze vast datasets to uncover patterns, predict outcomes, and mitigate biases, enabling leaders to navigate complex scenarios with enhanced clarity and speed (Hougaard, R. and Carter, 2024; McKinsey & Company, 2023). This shift from intuition-based to evidence-based strategies ensures greater accuracy while preserving the irreplaceable role of human empathy and ethical oversight (Balla, 2024). Below are three critical ways AI is reshaping leadership decision-making:

##### - Data-Driven Insights

AI enables leaders to process large amounts of data with ease, yielding actionable insights previously inaccessible. For example, AI algorithms analyze previous data to calculate patterns, trends, and outliers, offering greater insight into live organizational dynamics (Barari, 2025). Predictive analytics also enhances

decision-making since it foresees future conditions, allowing leaders to plan in advance (Balla, 2024). This transition from intuitive to data-driven decision-making ensures more accuracy and dependability in leadership.

- Speed and Efficiency

One of the greatest strengths of AI is the fact that it can process intricate data at lightning speed. Managers no longer have to wait for weeks to get reports; instantaneous insights are within reach, and this gives a competitive advantage. This speed helps organizations react to market fluctuations and internal issues instantaneously (Quantive, 2022). For example, in manufacturing, AI foresees equipment breakdowns, enabling managers to schedule maintenance prior to expensive breakdowns (Barari, 2025).

- Objectivity and Reduction of Bias

AI reduces human bias by only depending on data to make decisions. Unlike human beings, who can be affected by emotions or subconscious biases, AI promotes objectivity. As much as emotional intelligence is critical for leadership, AI supports this by offering objective recommendations based on evidence (Balla, 2024).

### **2.1.2. AI in strategic planning**

AI extends strategic planning through enhancing decision-making using data, reducing risks, and optimizing operation efficiency. AI enables organizations to predict market tendencies, simulate scenarios, and deal with resources in a dynamic fashion, reducing speculative dependence. AI releases the leader from manual, repetitive labor, allowing the leader to create and innovate while remaining agile across dynamic industries. All these are done through three key applications:

- Predictive Analytics for Planning in the Future

Predictive analytics is transforming strategic planning through enabling leaders to predict market trends, identify threats, and seize opportunities. Retail businesses, for example, use AI to regulate inventory based on customers' purchase patterns (Balla, 2024). This functionality shifts planning from reactive to proactive through near-accurate predictions.

- Scenario Simulation and Resource Optimization

AI applications simulate scenarios of various companies, allowing leaders to ready themselves for various outcomes and create solid strategies. Automatic strategy mapping diagrams goals and initiatives clearly, mapping teams (Quantive, 2022). AI also examines effectiveness data in operations to dynamically real-time optimize resource allocation (Quantive, 2022).

- Innovation Enablement

By streamlining long processes like data collection and analysis, AI gives leaders more time for creativity and innovation. Leaders can experiment with new business models or enter new markets without exposing themselves to risks they would encounter when using traditional trial-and-error approaches (Barari, 2025). This is something that is important in business sectors that require constant transformation.

### **2.1.3 Challenges in AI integration**

The integration of artificial intelligence (AI) into leadership practices introduces systemic challenges that extend beyond technological deployment. Ethical concerns, such as algorithmic bias and transparency, are paramount, as AI-driven decisions can inadvertently reinforce discriminatory patterns or lack accountability in high-stakes scenarios (Gujar, 2024). For instance, managers employing opaque AI models for performance evaluations risk eroding trust if employees perceive outcomes as arbitrary or unjust. Moreover, gaps in AI literacy among leaders hinder effective adoption; without contextual understanding and critical thinking skills, leaders may rely solely on automated recommendations, sidelining human judgment and emotional intelligence (MIT Sloan, 2025; KnowledgeBrief, 2024).

Resistance within organizations also complicates AI integration, with employees feared to be replaced by AI or micromanaged by monitoring (Gujal, 2024). These concerns must be met by leaders through clear communication about the place of AI and upskilling initiatives based on cooperative human-AI work (Beck, 2025). Moreover, data governance concerns such as ensuring quality inputs and compliance with shifting regulations such as the EU AI Act need robust frameworks to neutralize legal and reputational risk (TrustArc, 2025). Unless addressed, these sophisticated challenges can make AI integration aggravate disparities and undermine leadership integrity (Joshi, 2025).

## **2.2. The Impact of AI on Leadership Style and Communication**

AI is significantly contributing to leadership styles and communication dynamics in organizations. Through automation of processes, data-driven insights, and enhanced communication capabilities, artificial intelligence (AI) is transforming how leaders interact with their teams. For instance, Hu et al. (2025) emphasize the symbolic role of AI in enhancing employee flexibility and improving technological adaptation in small and medium-sized enterprises. Similarly, Florea and Croitoru (2024) highlight how AI-driven communication increases employee engagement and operational efficiency. These shifts signal a fundamental change in leadership and workplace dynamics.

### **2.2.1. Evolution of leadership styles in the age of artificial intelligence**

The integration of artificial intelligence (AI) into leadership frameworks is reshaping traditional management paradigms, necessitating a shift from rigid hierarchies to adaptive, human-centric approaches. AI's capacity to decentralize decision-making through real-time data and automation is redefining authority structures, enabling leaders to prioritize collaboration, evidence-based strategies, and emotional intelligence (Brown, 2024; Center for Creative Leadership, 2025). As AI systems provide employees with autonomous intelligence, leaders increasingly focus on encouraging trust, openness, and diversity, so that technological innovation doesn't replace but complements human wisdom (Spair, 2024; Schaffner, 2025). This change mirrors the overriding focus on sustaining the fine balance between leveraging the analytical precision of AI and protecting the unique human aspects of empathy and moral accountability (Center for Creative Leadership, 2025). These interconnected shifts are categorized into three critical leadership evolutions driven by AI:

- Directive to Collaborative Leadership

AI is driving the shift from traditional, top-down management to more inclusive styles. Hierarchical decision-making is less critical in AI-driven environments as employees are provided with real-time data and tools that allow them to make informed decisions. Leaders of today focus on creating a culture of continuous feedback and openness, establishing trust and allowing team members to take ownership of their work (ICLBT, 2024). This collaborative strategy aligns with the decentralization of decisions enabled through AI automation.

- **Data-Driven Leadership**

AI offers leaders real-time analytics, enabling them to make decisions based on facts rather than intuition or experience. For example, AI software can analyze team performance data to identify areas to enhance or predict market trends to guide strategic planning (Brown, 2024). Leaders that use these insights in making decisions become more analytical and adaptive in their leadership.

- **Emotional Intelligence and Empathy**

While AI is robust in processing information, it also makes leaders better at conveying emotional intelligence. Sentiment analysis tools provide leaders with information about workers' morale and customers' satisfaction that allow them to react sensitively to their issues (Chatterjee, 2024). This blend of AI-driven information and human empathy creates a well-balanced approach to leadership that honors data along with emotional connotations.

### **2.2.2. Evolution of communication in the age of artificial intelligence**

The use of artificial intelligence (AI) to leadership communication has revolutionized how organizations convey vision, handle crises, and promote collaboration. AI-driven technologies are transforming leadership communication by automating routine tasks and enabling more strategic human involvement, fostering a hybrid model of collaboration between AI tools and leaders (Clark, 2025; Leadership Circle, 2024). By automating low-level tasks like note-taking and calendaring, AI liberates leaders to dedicate more time to high-value conversations, enhancing consistency and clarity of message (Lee, 2021). Meanwhile, in real-time, feedback loops driven by natural language processing (NLP) assist leaders in modulating their style of communication, pre-empting disagreements, and reacting to stakeholder mood with empathy (Sposato, 2024; Sprinklr, 2024). These advances underscore the dual purpose of AI: as an enabler of efficiency and as an agent of more adaptive, emotionally intelligent leadership styles. These transformative impacts manifest in three key evolutions of communication in the age of AI:

- **Greater Clarity and Effectiveness**

AI capabilities such as virtual assistants and chatbots reduce communication costs by providing relief from repetitive work like meeting scheduling or responding

to FAQs. It increases messaging consistency while providing leaders with more time to focus on complex interactions (Lee, 2021).

- Real-Time Feedback Systems

AI facilitates continuous feedback by examining patterns of communication within a team. Technologies like natural language processing (NLP) scan tone, sentiment, and engagement rates in emails or meetings and provide leaders with actionable feedback on how to improve as communicators (Sposato, 2024). The systems also help identify potential conflicts or misunderstandings before they arise.

- Crisis Communication

AI enhances crisis management by monitoring social media and news websites for potential crises. Sentiment analysis provides real-time feedback on the population's sentiment, enabling leaders to prepare and react with compassionate and timely words during a crisis (Sprinklr, 2024). For instance, companies have used AI tools to tailor their communication in the event of product recalls or PR crises.

### **2.2.3. Challenges in AI-driven leadership**

The rapid integration of AI into leadership practices has introduced unprecedented opportunities for data-driven decision-making and operational efficiency (Stowasser et al., 2023). However, this shift also presents complex challenges, as leaders must balance technological adoption with ethical accountability, human-centric values, and workforce readiness (Shojaie, 2024). The tension between AI's scalability and the need for authentic leadership underscores critical risks, including algorithmic bias, erosion of interpersonal trust, and skill mismatches in AI-augmented environments (Plattform Lernende Systeme, 2023). Organizations must address these challenges to harness AI responsibly while preserving the irreplaceable human elements of leadership (KnowledgeBrief, 2024).

#### *2.2.3.1. Specific challenges in AI leadership*

These are the following challenges that are essential organizational hurdles to be tackled to appropriately integrate AI in a responsible and human-oriented manner. With AI redefining decision-making and operational efficiency, there is a need for leaders to balance technical reliance with moral responsibility, thus AI supports and doesn't replace human decision-making. The challenges recognize the necessity of

end-to-end strategies that harmonize transparency, reskilling, and trust establishment to unlock the potential of AI while not weakening organizational values or workers' well-being:

- Over-Dependence on Technology

Over-reliance on AI potentially undermines human judgment and emotional intelligence between leaders and employees since algorithmic choices are uninformed by context (McKinsey, 2025). Companies have to reconcile AI efficiency with the "human touch" to ensure trust and flexibility (MIT Sloan, 2025).

- Ethical Concerns

Transparency must be presented by leaders through AI-driven choices to steer clear of algorithmic prejudice and instill responsibility, especially in hazardous scenarios (McKinsey, 2025; Wavestone, 2025). This means safeguarding data risks and compliance with evolving legislations like the EU AI Act (Wavestone, 2025).

- Skill Gaps

Leader development to decipher AI insights and still retain critical thinking and people skills is needed to avoid blind trust in computer systems (Training Magazine, 2025; MIT Sloan, 2025). Upskilling efforts must focus on hybrid skills such as data literacy and empathetic leadership (MDI Training, 2025).

### **2.3. Ethical Considerations in AI Leadership Practice**

Incorporating Artificial Intelligence (AI) in leadership practice comes with tremendous ethical considerations. With decision-making and strategy assuming more critical roles in AI systems, leaders must ensure that such technology is aligned with societal values, organizational goals, and ethical principles (Floridi et al., 2018; Jobin et al., 2019; Mittelstadt et al., 2016). The following is an analysis of the most significant ethical considerations in AI leadership practice.

- Fairness and Prevention of Bias

AI systems are only as just as the data they are trained on. AI leaders must ensure AI tools are deployed and designed to minimize bias and maximize fairness. For example, discriminatory hiring algorithms can become stuck in bias unless they are tracked and calibrated accordingly (SAP, 2024). Ethical AI requires diverse datasets and regular auditing to provide equal outcomes for all groups.

To counteract this, organizations should implement fairness audits and include multiple stakeholders during the design process. This ensures that AI systems cover a wide diversity of experiences and identities, hence reducing the possibility of discriminatory results (General Assembly, 2023).

- Transparency and Explainability

AI systems are usually "black boxes" and take difficult-to-decipher decisions. It would lead to distrust among employees, customers, and other stakeholders if there is no transparency. Explainability has to be addressed by leaders so that AI models provide transparent explanations for their decisions (SAP, 2024; ISO, 2025).

For example, in finance, AI-driven credit scoring systems need to give explanations of why a loan application was denied to maintain customer confidence. The leaders also have to make sure that the workers know how the AI tools function so they can properly control their use (General Assembly, 2023).

- Accountability and Human Oversight

Even as AI may be useful in making decisions, the ultimate responsibility should rest with human leaders. Laying sensitive decisions in the hands of AI entirely opens the door to ethical violations if the system makes a blunder or acts irrationally (De Cremer and Narayanan, 2023). Leaders must establish strong accountability mechanisms to ensure that humans remain accountable for decisions.

Human surveillance—traditionally referred to as "a human in the loop"—is required for the review of pivotal decisions made by AI systems. Human surveillance ensures that ethical guidelines are followed in circumstances where moral judgment is required (SAP, 2024).

- Privacy and Data Protection

AI relies on massive amounts of data to run effectively, and this affects data security and privacy. The top management must introduce strong data protection policies to ensure that unauthorized individuals or parties cannot access or misappropriate sensitive data (ISO, 2025). For instance, healthcare providers using AI in diagnosing patients must comply with data privacy regulations like The General Data Protection Regulation (GDPR) in order to provide confidentiality to the patients.

In addition, leaders should adopt open data collection by obtaining informed consent from users and guaranteeing data use responsibly (UNESCO, 2021).

- Ethical Decision-Making Frameworks

Leaders should incorporate ethical principles into every stage of the AI lifecycle, from development to deployment. This entails creating industry-specific ethical frameworks that are consistent with organizational needs as well as broader societal values (Shojaie, 2024). For example:

- Creating clear guidelines for the acceptable use of AI.
- Carrying out regular audits to establish conformity to ethical guidelines.
- Involving diverse stakeholders to comprehend diverse dimensions of potential risks.

Proactive leadership is required in order to inculcate an environment of ethical awareness and to ensure that AI technologies work towards organizational goals as well as society as a whole (Forbes Coaches Council, 2024).

- Inclusivity and Societal Impact

AI technologies should reinforce inclusivity and benefit society rather than exacerbating inequality. Executives are required to examine how their AI technology impacts vulnerable groups and do everything possible to reduce harm (SAP, 2024). For instance, the deployment of AI applications in healthcare or education should be made to bridge gaps instead of widening existing differences.

## **CHAPTER THREE**

### **CONTEXT OF LIBYA**

This chapter explores the unique Libyan setting and the impact of tribes on leadership, Muammar Gaddafi's regime legacy of autocratic rule, and the leadership vacuum resulting from his fall. It breaks down tribalism as a governance tenet and considers how the loyalty to tribes has impacted governing and security procedures. Furthermore, it evaluates the impact of Gaddafi's centralized system and the dispersed nature of authority in the tribal groups and militias. The chapter also explores leadership in the corporate world, addressing hierarchical organization, tribalism's influence on decision-making, post-2011 challenges, gender dynamics of Libyan business leadership, and organizational problems.

#### **3.1. Leadership Culture in Libya**

Libya, a country historically rich in resources, has experienced severe adversity in its leadership and governance dynamics. The complex interplay of tribal loyalties, authoritarian heritage, and modern organizational trends has forged a leadership culture that is both resilient and fragile (Hertie School, 2024). Since the toppling of Muammar Gaddafi in 2011, Libya has struggled to establish a functional national governance system, with tribal politics and partisan competition dominating political and social spheres (Konrad-Adenauer-Stiftung, 2020; The Soufan Center, 2024). This section examines the dynamics of Libyan leadership culture, particularly how tribalism, authoritarian legacies, and gender dynamics influence governance and organizational norms (Al-Shadeedi and Ezzeddine, 2019; United Nations Security Council, 2020). By examining these factors, the study highlights the challenges and opportunities Libya faces in building effective, inclusive leadership institutions (ESCWA, 2020).

##### **3.1.1. Tribalism as a leadership principle**

Tribalism has been a feature of Libyan leadership culture, deeply rooted in the country's governance, security, and social life. Previously, tribal allegiances have informed political power dynamics, with tribal affiliations determining access to resources and seats of power. This form of governance is founded on cyclical patterns of selective co-optation, exclusion, rebellion, and re-cooptation, yielding short-term

stability but long-term instability through the exclusion of some groups. Even during the 2011 uprisings against Muammar Gaddafi's rule, tribal networks played a central role in organizing resistance, solidifying their enduring significance in shaping Libya's politics (Al-Shadeedi and Ezzeddine, 2019).

Under Gaddafi, tribalism was repressed but strategically utilized. While Gaddafi initially condemned tribalism in favor of his revolutionary ideology, he ultimately relied heavily on tribal alliances to sustain his regime (Vandewalle, 2012). His own tribe, the Qadhadfa, though relatively small in size, was elevated to key security and military positions (BBC News, 2011<sub>f</sub>). In an effort to strengthen his hold on power, Gaddafi encouraged rivalries between dominant tribes such as the Warfalla and Magariha, while marginalizing others like the Tebu and Tuareg (Mezran, et. al., 2014). This divide-and-rule strategy exacerbated inter-tribal tensions, which diverted attention from his authoritarian practices and weakened any potential for unified opposition (Lacher, 2011).

Gaddafi institutionalized tribal rule through means such as the Popular Social Leadership Committees, which invested in the loyal tribal chiefs the power of local governance. These committees weakened the state institutions by providing tribal leaders with legal and administrative powers over their territories. This system allowed corruption to take hold and undermined efforts to establish a consistent legal framework. Furthermore, Gaddafi's shifting alliances with marginalized tribes such as the Tuareg and Tebu—especially during his Pan-African pivot in the 1990s—exemplified the cyclical nature of selective co-optation and exclusion that characterized his regime (Clingendael Institute, 2019; Megerisi, 2019)

The legacy of tribalism continues to shape Libya's post-Gaddafi governance. Tribes remain critical actors in local security and justice systems, often filling the void left by weak state institutions. However, this devolved system of authority has also bred instability as competing tribal groups battle for command of resources and political power. A transition towards building a unitary national state must acknowledge the resilience of tribalism while aiming to reduce its balkanizing effect on politics and development (Ladjal, 2016). The attempt to reconcile tribal loyalties with national interest demonstrates the complexity of Libya's leadership challenge.

Overall, Libyan tribalism is not a relic but an effective force that conditions leadership culture and institutions of governance. While it provides a matrix of local power and social solidarity, its use for political purposes has historically denied efforts at inclusive and representative governance. To counteract this, tribal loyalties need to be balanced with national interests to create stability and growth.

### **3.1.2. The legacy of Gaddafi's authoritarian rule**

Muammar Gaddafi's 42-year rule profoundly shaped Libya's leadership culture, leaving behind a legacy of authoritarianism and institutional weakness. His regime was marked by efforts to centralize authority while manipulating tribal dynamics to maintain power. Gaddafi positioned himself as a unifying figure, using rhetoric that framed Libya as one unified tribe under his leadership. This approach ensured that tribal loyalties remained central to Libyan politics, but it also undermined the development of robust state institutions (Cole and Mangan, 2016).

Gaddafi's governance model was highly personalized and lacked transparency. He introduced The Green Book, advocating for direct democracy via Basic People's Congresses, but in practice, this system centralized decision-making under his control (Wikipedia contributors, n.d.). Unauthorized political parties, trade unions, and independent associations were banned, and opposition was criminalized under Law 75 of 1973. Revolutionary Committees acted as informants for monitoring, with a reported 10–20% of Libyans acting as informants—a level of state monitoring equivalent to such states as Saddam Hussein's Iraq or Kim Jong Il's North Korea (Human Rights Watch, 2012).

The institutional framework that Gaddafi put in place repressed political participation and left Libya ill-prepared for post-Gaddafi state-building. His government waged campaigns of violence and intimidation known as the "Green Terror," which involved public hangings of his opponents during Libya's cultural revolution. Protesters were indiscriminately shelled, secretly arrested, and summarily executed during the 2011 insurgencies against his government. Gaddafi's response to opposition was uncompromising; he pledged to hunt down rebels "inch by inch" and "room by room," demonstrating his willingness to use extreme measures to maintain control (BBC News, 2011).

The collapse of Gaddafi's regime left a leadership vacuum filled by tribal factions and militias competing for power. The absence of strong national institutions has hindered reconciliation efforts and exacerbated political fragmentation. While Gaddafi's divide-and-rule tactics ensured his survival for decades, they left Libya deeply divided and unable to transition smoothly into a unified governance model after his fall. This legacy continues to shape Libya's political landscape, with ongoing challenges in establishing a cohesive national state (Ladjal, 2016).

In summary, Gaddafi's authoritarian rule entrenched tribal loyalties while weakening institutional frameworks necessary for stable governance. His reliance on repression and manipulation created a legacy of division that continues to shape Libya's political landscape today.

### **3.1.3. Post-Gaddafi leadership vacuum**

The collapse of Muammar Gaddafi's regime in 2011 created a profound leadership vacuum in Libya, leading to the fragmentation of authority and the rise of tribal leaders, militias, and rival factions. Gaddafi's hyper-personalized governance had left Libya devoid of functioning institutions, as all power was concentrated within his family and a narrow ruling elite. While Tunisia or Egypt possessed political parties, trade unions, civil society organizations, and other institutions that might have facilitated a transition in a less violent manner, Libya did not. It lacked such institutional frameworks, which instantly enabled tribal leaders and militias to fill the vacuum and become primary providers of security and justice in much of the country (BBC News, 2011).

#### **- Fragmentation of Authority**

The National Transitional Council (NTC), created during the revolution against Gaddafi, was a temporary government that was legitimized by international actors. However, its inability to assert control over the country led to decentralized control by more than 300 autonomous militias. They had their own domains and equipment. The majority of the commanders of the militias did not want to be demobilized and sought political representation based on the share of their contribution to the revolution. This competition for hegemony among various factions heightened instability and mistrust (Atlantic Council, 2015).

#### **- Militia Competition**

Competition between militias became characteristic of post-Gaddafi Libya. Islamist forces clashed with secular factions, whereas local militias competed for control of such important regions as Tripoli and Benghazi. The assassination of General Abdel Fattah Younes by Islamist militiamen put tensions between veteran old military leaders from the previous regime and young fighters who had controlled most of the rebellion into focus. Foreign actors like Qatar were also accused of supporting Islamist militias to gain greater influence in Libya's post-Gaddafi world (BBC News, 2011; TIME Staff, 2011).

#### - Impact on Governance

Efforts to reestablish state institutions faced stiff opposition by influential tribal forces and militias not willing to surrender power. Weakness in establishing a strong national system of government has rendered differences deeper, and reconciliation has become more difficult. Inability to establish a center of power has also allowed movements like ISIS to capitalize on instability and establish footholds in Libya (Manara Magazine, 2021).

#### - Humanitarian Consequences

The leadership vacuum in Libya has had catastrophic humanitarian consequences. Widespread fighting has destroyed infrastructure and displaced hundreds of thousands internally. Human trafficking and arms smuggling have proliferated along Libya's porous borders, posing significant challenges to neighboring countries and Europe. Additionally, lawlessness has allowed extremist groups to use Libyan territory as a base for regional operations (Atlantic Council, 2015; Human Rights Watch, 2025).

In summary, the collapse of Gaddafi's regime left Libya deeply fragmented and unable to transition smoothly into a unified governance model. Tribal leaders and militias filled the leadership void but contributed to ongoing instability through rivalries and resistance to centralization. Rebuilding Libya requires addressing these divisions while fostering inclusive governance capable of delivering security and stability.

### **3.1.4. Leadership in the business world in Libya**

Libyan businesses primarily operate within hierarchical structures, with decisions made centrally by highest-level leaders. This is an enactment of paternalistic leadership originating in values of respect for authority and relational loyalty over transactional efficiency (Djaziri, 2021). Leaders must not only provide professional guidance but also personal support, often blurring the lines between work and home roles to foster trust and well-being among their teams (Mazem, 2023). These institutions tend to result in tight delegation and low adaptation to change, as middle managers refrain from making decisions in the absence of clear instructions (Abbas, 2018). Political fragmentation that has developed after 2011 has only entrenched these practices further, as institutions prioritize stability over innovation (Hertie School, 2024).

#### *3.1.4.1. Tribal influences on decision-making*

Kinship networks remain a pillar of Libyan business operations, where membership in a tribe influence hiring, business alliances, and conflict resolution. Tribal elders are likely to step in to resolve conflicts by employing their authority to obtain resources or contracts (Al-Hamzeh Al-Shadeedi and Ezzeddine, 2019). Such faith in tribal connections gives rise to informal forms of governance that bypass the official regulatory system, creating inefficiencies in sectors like construction and oil (Mazem, 2023). For example, tribal patronage can delay the approval of projects when stakeholders believe that resources are not being fairly distributed (Security Praxis, 2024). However, these networks also provide social unity in unstable settings, enabling businesses to cope with political risks (Konrad-Adenauer-Stiftung, 2020).

#### *3.1.4.2. Post-2011 challenges and organizational norms*

The fall of Muammar Gaddafi in 2011 led to a long period of political instability that continues to destabilize Libya's business environment. Ongoing clashes between rival groups have caused variable enforcement of commercial laws, deterring foreign investment (World Bank, 2022). Companies are faced with the challenges of logistics, such as bad electricity supply and destroyed infrastructure, that increase the cost of operation (World Bank, 2024). Furthermore, the absence of a central bank through 2023 exacerbated financial instability, such that long-term planning became tougher (African Development Bank, 2023). However, a few companies have adopted flexible

management methods, such as cross-functional teams, to mitigate the impacts of supply chain disruptions (InterLibya, 2024).

#### *3.1.4.3. Gender relations within Libyan business leadership*

Libyan women face institutional barriers to leadership equality, guided by cultural beliefs in male superiority in public and private spheres. Despite constitutional guarantees of equality, strongly held beliefs about gender roles—particularly the association of caregiving work with women's societal roles—limit access to mentorship, executive positions, and political participation. Contemporary initiatives aim to shatter these trends as they equip young women with leadership skills and develop representative models of governance that are linked to enhanced organizational performance. Such dynamics are observable in three spheres of gender relations in Libyan business leadership:

##### *- Underrepresentation of Libyan Women*

Libyan women are still underrepresented within leadership, occupying fewer than 16.5% of seats in parliament and even more skewed imbalances at the level of business leadership (El-Kikhia, 2020; UNDP Libya, 2025;). The cultural beliefs in male superiority in both the public and private domains contribute to this imbalance through limiting women's access to mentorship and executive status (UN Women, 2023).

##### *- Cultural Barriers and Recent Efforts*

Deeply ingrained norms such as the perception that leadership is incompatible with the conventional care-giving roles constrain women's development (UN Women, 2023). Programs such as Ra'idat (2023–2024), however, are countering those trends by empowering young women through advocacy, communications, and electoral management training to build a pipeline of future women leaders (UNDP Libya, 2024). Similarly, Maharah Coding Academy and the Deraya Initiative are revolutionizing women in the technology and business domains, demonstrating how targeted training can break gender gaps (UNDP Libya, 2025).

##### *- Linking Gender Inclusion with Business Outcomes*

Gender-inclusive leadership has been linked with improved organizational performance. Women's membership in Local Peacebuilding and Development

Committees, for example (40% membership), has been found to strengthen people-centered approaches to conflict resolution, a business-relevant paradigm (UNDP Libya, 2025). Inclusive approaches could even address Libya's 33.1% female labour force participation (World Bank, 2024) by bringing in untapped reservoirs of skills, spearheading innovation in clean energy and health (UN Women, 2023). Though there remains a scarcity of Libya-specific literature on transformational leadership, the available regional work (e.g., on inclusive decision-making in Taif University) suggests strengthening women leaders facilitates flexibility and trust from stakeholders—the foundation for post-conflict economies (UNWomen Arab States, n.d.).

### **3.1.5. Organizational challenges in leadership roles**

Leadership within Libyan companies is characterized by hierarchical structures and paternalistic leadership patterns. Leaders are generally expected to provide guidance professionally and personally, consistent with broader cultural values placing greater emphasis on relational over transactional dynamics (Djaziri, 2021). Decision-making is likely to be top-down and centralized, with minimal consultation of juniors (Mazem, 2023). This is consistent with Libya's broader governance patterns under Gaddafi, in which power resided at the top.

Resistance to change is also a feature of Libyan organizational culture. Innovation is stifled by in-grained bureaucratic tradition in state institutions. Resistance is because of a bias towards stability rather than risk-taking—a cultural predisposition nurtured through decades of authoritarianism (Djaziri, 2021). Furthermore, the lack of institutional arrangements strong enough to support modern management practices has hindered efforts to alter leadership styles to meet evolving organizational needs.

Interventions to address these challenges involve capacity-building programs with the objective of encouraging inclusive leadership and improving decision-making processes. For example, gender-sensitive approaches have been introduced in governance institutions to improve diversity and innovativeness (UNDP Libya, 2025). However, such interventions are faced with daunting barriers due to deeply rooted cultural values that encourage hierarchy and tradition over flexibility.

### **3.1.6. Opportunities for leadership development**

Despite all these challenges, there are chances for developing more inclusive and productive leadership in Libya:

- Capacity-building programs can reform leadership practices and strengthen institutional structures (Bethlehem University, 2020).

- Tribal rivalries can be resolved through reconciliation and dialogue, leading to more stable governance (Libya Review, 2021).

- Developing women leaders can diversify decision-making processes and enhance organizational performance (European Commission, 2021).

In brief, Libya's leadership culture is driven by profound tribalism, authoritarian legacy under Gaddafi, and political fragmentation. While these are significant challenges, they also reveal areas where interventions can assist more effective governance and organizational habits (World Bank, 2022).

### **3.2. Challenges Faced by Managers in the Libyan Context**

Libyan managers have faced a wide range of challenges emanating from economic, political, and social environments. These challenges are, in a number of ways, deeply embedded in the nation's modern crisis, one that has been characterized by political fragmentation, security instability, and economic decline since Muammar Gaddafi was ousted from power in 2011.

#### **3.2.1. Economic challenges**

The Libyan economy has been severely impacted by the war, and there are huge shortages and losses of resources and infrastructure. Libya's heavy dependence on oil exports has made it vulnerable to volatility in international oil prices and domestic disruptions, including stopping oil exports in 2013, which had a massive budget deficit (UNESCWA, 2023). Additionally, patronage systems and conflict economies are predominant in the economy, weakening economic resilience and entrepreneurship (UNDP, 2023). These economic problems make managerial decision-making more complex due to the fact that companies must work with constrained resources and unstable market conditions.

### **3.2.2. Political challenges**

Libya's political scene is highly divided, with rival governments and multiple armed groups competing for control. This fragmentation hinders coherent governance and the provision of security in the country (Qabas, 2024). Managers must deal with these complex political dynamics to provide continuity in operations and safety. Foreign interference has also not helped, hindering peace efforts and governance (Stimson Center, 2022). Lack of a unified political framework complicates the provision of uniform policies and regulations, and consequently, planning strategically for managers.

### **3.2.3. Social challenges**

Libya's social problems are typified by fractured social composition and increasing migration and displacement. War has brought with it violence over a large proportion of the territory, affecting public services and infrastructure (UNESCWA, 2023). Managers have trouble maintaining workers' morale and motivation in these situations. Furthermore, the informal sector controls the economy, as qualified migrant laborers fill the vacuum due to deficient local training and education systems (UNESCWA, 2023). This presents human resource management issues, as the organizations must find a way to integrate a workforce of varying skill levels and cultures.

### **3.2.4. Human Resource Management Challenges**

Human resource management in Libya is compounded by the need for high personnel choice and employment training, decentralized decision making, and employee motivation (Elsalak, 2021). Labour productivity is a huge challenge thanks to these complexities. Inefficiency in public services, such as the management of solid waste, electricity, and water supply, makes the management of organisations' operational management even more compounded (Friedrich-Ebert-Stiftung, 2023).

### **3.2.5. Migration and protection issues**

Libya's poor governance of migration and weak rule of law impact its international migrants and pose severe protection issues. This presents additional complexity for managers, particularly in industries reliant on migrants, as they must

contend with intricate legal and ethical issues pertaining to workers' rights and well-being (IOM, 2024).

Briefly put, Libyan managers have a complex set of challenges to handle through creative means to address political volatility, economic constraints, and societal complexities. Effective handling of these challenges is crucial to securing operational stability and facilitating sustainable growth in the nation.

### **3.3. Research Gap**

The role of artificial intelligence (AI) in leadership in developing countries, in this instance, Libya, is not fully researched in available academic and policy literature. Though AI is recognized as a game-changing technology for decision-making and governance, certain gaps in its implementation and inclusion in leadership in fragile states like Libya are still present. Below is an analysis of the gaps as presented by available literature.

#### **3.3.1. Lack of contextualized AI governance frameworks**

One of the most powerful literatures missing from the research is the absence of guidelines for AI governance suited to the unique political, economic, and social conditions of developing countries. Global and regional solutions are the sole mentions of AI governance in literature, and these do not provide room for the specific challenges of failed states like Libya, such as weak institutions, limited resources, and rampant violence. For example, as countries like China, the EU, and North America lead the way in AI policymaking, a mere 2.4% of African nations have established national AI strategies (World Economic Forum, 2024) (ITU, 2024). This disparity puts countries like Libya at risk of algorithmic bias, data misuse, and ethics without adequate regulatory action (Hertie School, 2024).

#### **3.3.2. Few research on leadership transformation via AI**

While AI's potential to transform public administration and service delivery has been widely discussed, its role in leadership development remains underexplored. In fragile contexts like Libya, where decision-making is often centralized and influenced by tribal dynamics, AI could offer data-driven insights to improve governance. However, there is little research on how AI can be integrated into leadership practices to enhance transparency, accountability, or inclusivity (Kerry et. al., 2021). Also, the

lack of studies on how leaders can use generative AI tools for strategic planning or crisis management further limits its real-world application (World Economic Forum, 2024).

### **3.3.3. Lack of emphasis on capacity development**

AI implementation requires massive human capital investment in order to create technical capabilities and regulatory capacity. However, most literature does not take into account the need for capacity-building programs specifically tailored to developing countries. For instance, regional governance arrangements like those proposed under South Asian Association for Regional Cooperation (SAARC) or the African Union may provide blueprints for cooperative capacity building but remain deficient in practice in weak states like Libya (Hertie School, 2024). Lack of efficient staff to install and manage AI systems risks derailing leadership programs by either inefficiency or exploitation.

### **3.3.4. Neglect of ethical and social concerns**

The moral risks of AI such as algorithmic bias and data privacy are rarely discussed in developing countries. In the broken social landscape of Libya, these issues may increase current gaps unless mitigated through participatory governance frameworks (Habuka and de la Osa, 2024). There is also little thought on how AI could be safely used to control tribal politics or increase societal togetherness in conflict regions (ITU, 2024).

### **3.3.5. limited infrastructure and resource considerations**

Adoption of AI depends greatly on robust digital finance and infrastructure—both of which are severely lacking in Libya due to decades of political instability and conflict. While international debate emphasizes technological innovation, it typically does not address how developing nations can mitigate infrastructural shortcomings to incorporate AI into leadership successfully (Hertie School, 2024) (World Economic Forum, 2024)

Briefly, current scholarship has notable deficits in terms of AI integration within leadership in the developing world and, more notably, fragile countries like Libya. There are no contextualized models of AI governance that respond to Libya's given political, economic, and societal contexts (ITU, 2024; World Economic Forum, 2024).

Literature also does not incorporate sufficient studies on AI in leadership development, capacity building, and ethicality in such a situation (World Economic Forum, 2024; Kerry et al., 2021). Additionally, the impact of AI adoption in leadership by inadequate infrastructure and resources is not well researched (World Economic Forum, 2024; Hertie School, 2024). Moreover, the ethical risks of AI such as algorithmic bias and data privacy are rarely referred to in discourse regarding the developing world, e.g., Libya (Habuka and de la Osa, 2024; ITU, 2024). Therefore, to fill such gaps, this research aims to find out about the Libyan managers' experiences with AI in leadership, with a focus on the challenges, opportunities, and ethical concerns that arise in the special context of Libya and provide insights for constructing efficient and ethical AI governance structures in such developing countries.



## CHAPTER FOUR

### METHODOLOGY

In this chapter, the methodological foundation employed in the research, founded on a qualitative research design, specifically phenomenology, to gain insight into the Libyan managers' lived experiences of AI adoption in leadership roles, is outlined. The research environment is described, comprising Libya's post-conflict sociopolitical setting, hierarchical organizational cultures, and scarce availability of resources, and the criteria used to select participants are outlined. It outlines the method of data gathering using semi-structured interviews and the creation and analysis of narrative accounts. It covers ethical concerns regarding anonymity, data ownership, and conformity to local norms. The section ends with the analytical approach, emphasizing thematic analysis and member-checking for culturally aware interpretation of findings.

#### 4.1. Research Philosophy and Approach

This study adopts an interpretivist research philosophy, grounded in the belief that reality is socially constructed through human experiences and interactions (Creswell & Poth, 2018). The aim is to gain deep insight into how Libyan managers perceive and experience AI in leadership, rejecting universal generalizations in favor of contextual understanding (Saunders et al., 2019).

From an ontological perspective, the study assumes a relativist stance, acknowledging that realities are shaped by individual experiences, cultural norms, and situational factors (Dudovskiy, 2019).

Epistemologically, the study aligns with constructivism, where knowledge is co-created through dialogue between researchers and participants (Creswell & Poth, 2018). This approach prioritizes understanding how managers attach meaning to AI's impact on leadership identity and decision-making.

To operationalize these principles, the research employs a qualitative phenomenological approach, which focuses on capturing the "essence" of lived experiences (Husserl, 1913, as cited in Dörfler & Stierand, 2020). Key features include:

- Bracketing (epoché): Suspending preconceptions about AI's universal benefits/risks to focus on participants' unmediated experiences (Husserl, 1913; Dörfler & Stierand, 2020).

- Contextual depth: Linking narratives to Libya's post-conflict dynamics, resource scarcity, and organizational hierarchies.

- Hybrid analysis: Combining manual coding and member-checking to ensure cultural sensitivity, countering algorithmic biases.

Ethical considerations prioritize participant anonymity and compliance with Libya's cybersecurity norms.

#### **4.2. Research Design**

The present research uses a phenomenological design of research to examine how Libyan managers experience and see AI integration into leadership. Below, methodology is established and explained in light of the research aims.

Phenomenology is a qualitative method that focuses on uncovering the "lived experiences" of individuals to find the "essence" of their subjective realities (Smith et al., 2009). It focuses on:

- Bracketing (epoché): Researchers consciously set aside their own assumptions about AI to represent participants' perspectives.

- Rich descriptions: Deep narratives (e.g., interviews) reveal how managers see the role of AI in decision-making, team interactions, and ethical issues.

- Essence extraction: Trends (e.g., "AI as a threat to traditional authority") are abstracted from individual testimony to identify generic themes.

Unlike positivist methods, phenomenology avoids the notion of one objective reality, and thus phenomenology is especially well-suited to explore context-specific phenomena like AI take up in culturally contextual settings (Delve, 2024).

This method is specifically adapted to the study's concentration on AI and leadership for four reasons:

- Subjective Interpretation of AI

Leadership effects by AI consist of subjective meaning-making (e.g., belief in algorithms rather than human instincts). For example, a manager could find AI-

generated analytics empowering yet fear it reduces their decision-making freedom. Phenomenology reflects these complex emotions through unstructured interviews (Creswell & Poth, 2018).

- Cultural and Contextual Specificity

Libya's post-conflict economy and hierarchical organizational norms shape how AI is perceived (e.g., as a tool for modernization or a foreign imposition). Phenomenology links individual experiences to macro-level factors (e.g., resource scarcity, historical distrust of technology) (Bakeer ,2024).

- Bracketing Researcher Biases

Western assumptions about AI's "neutrality" or "efficiency" are suspended to surface locally grounded concerns (e.g., job displacement, privacy risks). Reflective journals and peer debriefing ensure interpretations remain participant-centered (Lincoln & Guba, 1985).

- Practical Relevance

Determination of the essence of managers' experience (e.g., "AI as a symbol of progress") serves as the basis for culturally tailored AI training programs. Insights can guide policymakers to help fill Libya's institutional environment with specific adoption challenges.

### **4.3. Participant Selection**

#### **4.3.1. Research setting**

The study employs purposive sampling, a non-probability technique that samples on purpose based on direct experience with the phenomenon under investigation (Patton, 2002). The approach ensures selection of information-rich cases—managers who have actively engaged with AI tools in leadership contexts to provide rich, contextual insights. Purposive sampling suits phenomenological research's emphasis on depth over breadth, where contextual insights are given precedence over statistical generalizability (Delve, 2024).

#### **4.3.2. Participant criteria**

Participants were selected according to the following criteria:

- Inclusion Requirements:

- Current employment as a mid- to senior-level manager in a Libyan organization (public or private sector).

- Practical experience of at least six months working with AI tools (e.g., predictive analytics, automated reporting systems) in leadership activities like decision-making, team coordination, or performance evaluation.

- Direct involvement in AI-based projects (e.g., employee feedback through chatbots, data-driven hiring algorithms).

- Exclusion Criteria:

- No visible AI incorporation into leadership practice.

- Non-manager or temporary positions (e.g., consultants, interns).

#### **4.3.3. Sample Size and Justification**

The study involves 10 participants, selected through purposive sampling. In qualitative research, a smaller sample size ensures rich, detailed data rather than broad generalizations (Patton, 2002).

Purposive sampling method was employed to collect data. Purposive sampling is a selection process of participants who have first-hand information regarding the research subject. The process ensures that:

- Targeted relevance by aligning participant selection with research aims to enhance rigor (Patton, as cited in National Center for Biotechnology Information [NCBI], 2021).

- Information-rich cases through deliberate selection of participants with specific expertise or experiences (Palinkas et al., 2015).

- Contextual focus by prioritizing individuals immersed in the studied environment (Researcher.Life, 2024).

- Efficiency via small, strategically chosen samples that optimize resource use (Palinkas et al., 2015).

- Theory-building by exploring unique patterns or perspectives to advance conceptual frameworks (Bullard, 2024).

## 4.4. Data Collection Method

### 4.4.1. Semi-structured interviews

The research utilizes semi-structured interviews to gather qualitative data, granting respondents the autonomy to provide rich personal accounts while allowing the interviewer to ask further questions for more extensive probes of personal experience (Braun & Clarke, 2013). The approach finds a balance between ordered consistency in interrogation and flexibility to follow through on emergent themes as they emerge, allowing for rigorous and comparative examination of workplace relationships.

Information about the participants and interview process is presented on table 1.

**Table 1.** Information about the participants and interview process

Participant	Age	Country	Industry	Job Title	Years of Experience	Gender	Interview Duration
P1	32	Libya Tripoli	Healthcare	Chief Medical Officer (CMO)	5	Male	42 min
P2	28	Libya Misurata	Banking & Finance	Chief Risk Officer (CRO)	3	Male	38 min
P3	34	Libya Zliten	Manufacturing	Plant Operations Director	6	Male	35 min
P4	41	Libya Zawiya	Technology	VP of Product Development	10	Male	40 min
P5	25	Libya Tripoli	Retail	Chief Customer Experience Officer (CXO)	2	Male	41 min
P6	44	Libya Zawiya	Energy	Sustainability Director	12	Male	30 min
P7	39	Libya Benghazi	Education	Chief Innovation Officer	7	Male	44 min
P8	40	Libya- Benghazi	Agriculture	Precision Farming Manager	13	Male	32 min
P9	26	Libya- Tobruk	Telecommunications	Network Optimization Lead	5	Male	33 min
P10	31	Libya Zliten	Entertainment	Content Strategy Director	9	Male	45 min

#### **4.4.2. Interview Design**

The interview questionnaire consists of 10 open-ended questions specifically designed to elicit rich insights into Libyan managers' experience of artificial intelligence (AI) as leaders. The questions aim to comprehensively ask participants about their work history, their orientations toward AI, the impact of AI on leadership practices, the challenges and opportunities involved in utilizing AI to leadership in the Libyan context, etc.

The interview questions are about:

- Participants' career experience and leadership history to situate their opinions.
- Managers' awareness and perceived potential as leaders in utilizing AI.
- Real-world experiences in AI integration to leadership practice and decision-making.
- The impact of AI tools in team management, collaboration, and communication.
- Hindrances to applying AI, including technological, cultural, and human resistance dimensions.
- The impact of AI on ethical decision-making and the interactions between human judgment and automated decisions.
- Team responses and attitudes towards the use of AI in leadership, for example, support or resistance.
- Perceptions of the extent to which AI can replace or complement traditional leadership roles.
- Critical skills and capabilities required of leaders to incorporate AI into their practice effectively.
- Expectations and predictions about the future role of AI in leadership within organizations and the broader Libyan business community.

This broad collection of questions aims to gather Libyan managers' firsthand accounts, challenges, and tips, uncovering larger organizational and societal forces at work affecting AI integration in leadership. The interview style ensures delicate

probing of how AI is revolutionizing leadership, decision-making, and team dynamics in Libya, along with determinants of impediments and development prospects.

#### **4.4.3. Mode of interviews**

Interviews are online, using video conferencing, and take approximately 30–45 minutes in order to have in-depth discussion of participants' experiences while being mindful of their availability.

This method was chosen for a number of reasons:

- Flexibility: Permits participants to select a time and location of convenience, fitting into busy schedules and varied time zones.

- Comfort: Allows participants to be in a comfortable and familiar setting, which may promote freer and more candid communication.

- Practicality: Spares the logistical challenges and time lags involved in face-to-face interactions, making data collection more efficient.

- Confidentiality: Provides a private setting that protects the identity of participants and builds trust to reveal intimate information about AI and leadership.

The mode supports efficient and ethical data collection according to the needs of Libyan managers participating in the research.

##### *4.4.3.1. Detailed Description of the Interview Process*

The interview process for this study was designed to ensure the collection of rich, reliable, and contextually relevant data from Libyan managers with experience in AI integration. The following steps outline the process in detail:

- Preparation and Planning

An interview guide was developed based on the research questions and objectives, focusing on themes such as the impact of AI on leadership, challenges of AI adoption, and organizational culture shifts.

The guide consisted of open-ended questions to encourage participants to share detailed narratives and examples from their professional experiences.

- Participant Recruitment

Participants were selected using purposive sampling to ensure they met the criteria: holding a managerial position in a Libyan organization and having direct experience with AI-related processes.

Invitations were sent via email and professional networks, accompanied by an information sheet outlining the study's purpose and ethical considerations.

- Scheduling and Logistics

Interviews were scheduled at times convenient for the participants, accommodating both in-person and online (video call) formats depending on participant preference and availability.

Each interview was planned to last between 45 and 60 minutes.

- Conducting the Interviews

At the beginning of each session, the researcher reiterated the study's aims, assured confidentiality, and obtained verbal or written informed consent.

Interviews were conducted in a semi-structured manner, allowing for flexibility to probe deeper into relevant topics as they emerged.

- Data Handling and Security

Transcripts were anonymized by removing any identifying information.

All data was stored securely.

## 6. Post-Interview Follow-up

Participants were given the opportunity to review their transcripts for accuracy and to clarify or expand on any points if they wished.

Any additional comments or feedback provided post-interview were incorporated into the data set.

- Ensuring Trustworthiness

Field notes were taken during and after each interview to capture contextual details and initial impressions.

The process was designed to ensure transparency, consistency, and rigor, supporting the credibility and reliability of the findings.

The interviews were conducted in Arabic and subsequently translated into English by the author. Sample excerpts from the interviews with participants are provided in both Arabic and English in the appendices.

#### **4.4.4. Ethical considerations in data collection**

The following principles guided the ethical conduct of the study, including informed consent, confidentiality, privacy, voluntary participation, harm minimization, and responsible data use and storage.

- Informed Consent: It was ensured that participants are fully informed about the purpose, process, risks, and benefits of the study.

- Confidentiality : Participants identities were protected by anonymizing data and removing personal identifiers from transcripts and reports.

- Privacy: Interviews were conducted in a private, secure environment.

- Voluntary Participation and Right to Withdraw

- Minimizing Harm: The researcher was sensitive to any discomfort or distress caused by interview questions.

- Data Use and Storage: The collected data were used solely for academic research purposes.

#### **4.5. Data Analysis Method**

Thematic analysis was used in order to systematically identify, analyze, and interpret patterns in the qualitative data collected via interviews. This will help unveil major themes relating to Libyan managers' perceptions and experiences of artificial intelligence's role in leadership.

Thematic Analysis is a qualitative data analysis method by Braun and Clarke (2006) that offered a well-liked six-step process:

- 1) Familiarization with the data: Transcribing interviews, reading the data over and over again, and jot down initial ideas.

- 2) Generating initial codes: Code interesting features in a systematic way across the dataset, grouping data into meaningful categories.

3) Searching for themes: Group codes together into possible themes, gathering all the data pertinent to each theme.

4) Reviewing themes: Test the themes against the coded extracts and the entire dataset, refining them as necessary.

5) Defining and naming themes: Clarify each theme, determine the nature of what each theme is about, and name them accordingly.

6) Producing the report: Select rich, evocative examples, connect the analysis back to the research question and literature, and write up the findings.

#### **4.5.1. Justification for Thematic Analysis**

Thematic Analysis (TA) is also appropriate for this phenomenological study of Libyan managers' daily experiences of artificial intelligence (AI) in leadership because it provides a flexible yet systematic approach to identifying, exploring, and interpreting patterns in qualitative data (Braun and Clarke, 2006).

Given the exploratory design of the study to explore intricately complicated and subjective feelings and perceptions as compared to hypothesis testing, TA facilitates an inductive process that can elicit expressed and latent meanings indwelt in the participants' accounts (Nowell et al., 2017).

This flexibility is most important when studying a relatively new and context-specific phenomenon like AI integration in management within Libyan organizational culture, where precedent theory might be scarce or underdeveloped.

Additionally, TA's methodological six-step approach promotes transparency and methodological strength, thus supporting the credibility and reliability of the findings (Braun and Clarke, 2019).

It supports an in-depth, rich, and detailed comprehension of the influence of AI on leadership practice, decision-making, ethics, and teamwork, all the main themes emerging from the interview data. The approach further enables the exploration of both divergent and convergent opinions of managers, depicting the richness of experience shaped by technological, cultural, and organizational factors (Castleberry & Nolen, 2018). By using the TA approach, the study is able to generate meaningful insights that contribute to theory-building and actionable advice on leadership development and AI adoption in Libya's evolving business environment (Terry et al., 2017).

#### **4.5.2. Trustworthiness and rigor**

To ensure the credibility, transferability, dependability, and confirmability of findings in this qualitative study on AI's role in leadership among Libyan managers (Lincoln and Guba, 1985), the research employs four key trustworthiness strategies: member checking, thick description, audit trail, and reflexivity. These methods, rooted in established qualitative traditions (Nowell et al., 2017), address potential biases, enhance transparency, and strengthen the validity of interpretations derived from interview data. By systematically implementing these measures-including participant verification of findings (Birt et al., 2016), rich contextual narratives , methodological documentation, and critical self-reflection (Finlay, 2002)-the study aims to produce rigorous, ethically grounded insights that authentically represent participants' experiences while acknowledging the researcher's role in shaping the analytical process :

##### **- Member Checking**

Member checking was used to enhance the validity of findings by showing interview summaries or preliminary themes to the involved Libyan managers. By doing so, the participants will be able to check whether they actually said what they meant, confirm meanings where required, and provide more insights so that the interpretations actually reflect their experience with AI in leadership (Birt et al., 2016).

##### **- Thick Description**

Thick description will be provided through the documentation of rich contextual data on participants' backgrounds, organizational settings, and the cultural context within Libya. Deep, contextual storyline will help readers understand the richness of AI incorporation in leadership within this specific setting, enabling transferability of outcomes to similar contexts (Geertz, 1973).

##### **- Audit Trail**

An audit trail will be maintained throughout the research, documenting each decision, methodology steps, coding procedures, and reflections. Open record-keeping enables external reviewers to follow the research logic and ascertain the quality of data collection and analysis, ensuring dependability and confirmability (Lincoln and Guba, 1985).

#### - Reflexivity

As a student researcher, I practiced reflexivity by regularly reflecting on my own positionality, assumptions, and potential biases that may influence data interpretation. A reflexive journal will be kept recording these reflections and how they impact interactions with participants and analytical choices, thereby enhancing the credibility of the study (Finlay, 2002).

#### **4.6. Ethical Considerations**

This study adhered to key ethical principles to ensure the protection, privacy, and autonomy of all participants throughout the research process.

- 1) Anonymity: Partakers were all assigned pseudonyms (e.g., "Manager A") to hide identities, topmost in Libya's politically charged environment.
- 2) Informed Consent: Partakers were given a detailed disclosure form covering the study's focus on AI, data storage policies, and right of withdrawal.
- 3) Data Security: Interviews were stored on locally hosted servers consistent with Libya's cyber security laws and minimizing threats associated with cross-border data transfer.

## CHAPTER FIVE

### FINDINGS

This chapter presents the findings of the thematic analysis of the interviews with industry leaders on artificial intelligence (AI) embedding within leadership practices. Each theme derived from the analysis is discussed in detail, along with the precise codes that constitute it. The chapter is supported by participant quotes to explain points, providing immediate access to participants' experiences, perceptions, and issues regarding AI in leadership. Findings are aimed at answering the research questions by highlighting the most important trends, opportunities, and challenges confronting leaders as they operate in the evolving environment of AI leadership.

#### 5.1. Summary of Findings from the Thematic Analysis

As a result of the thematic analysis, 8 themes were identified:

- Theme 1. AI-Driven Efficiency
- Theme 2. Challenges and Resistance to AI Adoption
- Theme 3. Ethical Considerations in AI Leadership
- Theme 4. Impact on Team Dynamics and Roles
- Theme 5. The Future of Leadership with AI
- Theme 6. Skills and Competencies for AI-Integrated Leadership
- Theme 7. Perceptions and Acceptance of AI Among Employees
- Theme 8. AI as a Catalyst for Innovation and Strategic Transformation

##### 5.1.1. Theme 1: AI-driven efficiency

This theme highlighted how artificial intelligence (AI) technologies have significantly enhanced operational efficiency and effectiveness in leadership across various industries

There are 5 codes in the theme. Table 2 presents the codes which constitute the theme.

**Table 2.** Codes Identifying AI-Driven Efficiency

<b>Theme</b>	<b>Codes</b>
AI-Driven Efficiency	<ul style="list-style-type: none"><li>- Automation of Routine Tasks</li><li>- Real-Time Data Analytics</li><li>- Resource Optimization</li><li>- Enhanced Decision-Making</li><li>- Streamlined Workflow and Communication</li></ul>

Arguably the strongest theme to emerge from the interviews is the revolutionary impact of artificial intelligence (AI) on organizational performance and leadership effectiveness. Across all industries, leaders all referenced the ways that AI technologies are streamlining operations, automating workloads, and enabling more strategic, data-driven decision-making. This theme captures both the functional benefits and the shifting leadership dynamics of an AI world.

#### *5.1.1.1 Automation of routine tasks*

Interviewees across the board said that repetitive administrative tasks have been automated by AI, freeing leaders and employees to participate in more valuable activities.

“By automating routine administrative tasks-such as scheduling, reporting, and data entry-AI frees up managers’ time. This enables leaders to focus more on strategic planning, team development, and patient care, rather than being bogged down by repetitive work.”

(P1, Chief Medical Officer, Healthcare)

This automation not only increases productivity but also reduces the possibility of human error in recurring tasks.

#### *5.1.1.2 Real-time data analytics*

Leaders described how AI-based analytics provide real-time, actionable information that facilitates faster and more informed decisions.

"AI provides managers with real-time data-driven insights that allow for more informed and objective decisions. For example, predictive analytics can make it possible to forecast patient surges or resource deficiencies so that leaders can proactively deploy staff and supplies."

(P1, Chief Medical Officer, Healthcare)

Given the ability to access up-to-date information, organizations can respond promptly to new opportunities and challenges.

#### *5.1.1.3 Resource optimization*

The participants noted that AI systems help in optimizing resource utilization, so that human as well as material resources are being used efficiently.

“We have also implemented an AI-based patient triage system that reviews patient data and helps prioritize cases based on urgency and risk factors. This has increased our response times and enabled us to provide prompt attention to critical patients. As a leader, I use the data from this system to improve resource allocation and identify trends that require strategic attention.”

(P1, Chief Medical Officer, Healthcare)

It leads to reductions in cost and enhanced service delivery, especially in low-resource settings.

#### *5.1.1.4 Enhanced decision-making*

AI’s ability to synthesize vast datasets allows leaders to make more accurate and confident decisions.

“AI can analyze vast amounts of data quickly and accurately, providing leaders with insights that support evidence-based decisions. In healthcare, this means improving patient outcomes through predictive analytics, personalized treatment plans, and operational efficiencies.”

(P1, Chief Medical Officer, Healthcare)

Leaders emphasized that while AI provides critical input, final decisions still require human judgment and oversight.

#### *5.1.1.5 Streamlined workflow and communication*

Several interviewees described how AI solutions facilitate more streamlined workflows and clearer communication among teams.

"On the administrative side, I also use AI-powered analytics to monitor key performance indicators, such as patient satisfaction, staff workload, and resource

utilization. This data-driven approach allows me to make informed decisions, anticipate challenges, and implement targeted improvements."

(P1, Chief Medical Officer, Healthcare)

With centralization and clarification of information, AI facilitates better coordination and transparency across organizational levels.

#### *5.1.1.6 Conclusion: the new standard of efficiency*

The facts irrefutably demonstrate that AI-driven efficiency is quickly becoming the new norm for effective leadership. Leaders are leveraging AI to:

- Automate routine and repetitive tasks
- Gain real-time insights for agile decision-making
- Optimize resource allocation
- Enhance the accuracy and speed of decision-making
- Streamline workflows and improve communication

These advances enable leaders to divert their focus away from operational minutiae and toward strategic priorities and human-centered leadership. But interviewees also cautioned that successful integration depends on continuous training and a commitment to ethical, responsible use of AI.

In brief, AI-driven efficiency is not only transforming operating processes but also redefining the nature of leadership in a modern, technology-enabled business.

#### **5.1.2. Theme 2: Challenges and resistance to AI adoption**

This theme discusses the variety of challenges and causes of resistance leaders encounter in adopting artificial intelligence in their companies. The theme is made up of 5 codes. The codes making up the theme are displayed in Table 3.

**Table 3.** Codes Identifying Challenges and Resistance to AI Adoption

Theme	Codes
Challenges and Resistance to AI Adoption	<ul style="list-style-type: none"><li>- Data Fragmentation and Quality Issues</li><li>- Staff Skepticism and Fear of Job Loss</li><li>- Technical Integration Difficulties</li><li>- Change Management and Training Needs</li><li>- Measuring Impact and Return on Investment</li></ul>

A recurring theme that emerges from the interviews is the multifaceted resistance and difficulty leaders face in incorporating artificial intelligence (AI) into organizational culture. Leaders across industries enumerated barriers that ranged from technical issues and data fragmentation to employee cynicism and change management complexities. These obstacles reinforce that successful AI adoption is equally about people and process management as it is about new technology deployment.

#### *5.1.2.1 Fragmentation and data quality problems*

Many of the respondents reported that fragmented data environments and low-quality data are restraining the functioning of AI.

"Data is in so many different formats and on so many different platforms that it's a huge challenge to achieve a combined picture. AI technology is only as good as the data you feed it, and at the moment we're still struggling with getting the basic data integration right."

(P4, IT Director, Financial Services)

This highlights the fundamental requirement of strong data infrastructure to unlock the full potential of AI.

#### *5.1.2.2 Fear of job loss and staff skepticism*

A number of leaders cited staff fear of AI, from job loss to trusting the technology.

"There's a lot of fear among staff that AI will make their roles redundant. Some are openly resistant to training sessions, believing that these tools are being introduced to eventually replace them."

(P7, Operations Manager, Manufacturing)

Such cynicism can hold back adoption and demands leaders to make investments in open communication and reassurance.

#### *5.1.2.3 Technical integration challenges*

AI integration with existing systems and current processes was cited as a key challenge by multiple interviewees.

"We underestimated how difficult it would be to connect new AI platforms to our older systems. The integration process has been slow and at times infuriating for all concerned."

(P2, Head of HR in Retail Sector)

Technical difficulties of this sort have the capacity to delay complete exploitation of AI advantages and entail planning and resource allocation accordingly.

#### *5.1.2.4 Training requirements and change management*

There was emphasis laid on massive change management and ongoing training in successful AI deployment.

"Introducing AI isn't just about the technology. It's about changing mindsets and making sure everyone feels confident using these new tools. We've had to double our training efforts just to get people comfortable."

(P5, Chief Operations Officer, Logistics)

This highlights the need for continuous education and support throughout the transition.

#### *5.1.2.5 Measuring impact and return on investment*

A few respondents were concerned with identifying the correct measurement of the value and impact of AI projects, particularly in the initial stages.

"It's not always clear how to measure the benefits of AI, especially when benefits are incremental or indirect. It makes it harder to sell the investment to senior management."

(P3, Finance Manager, Healthcare)

Patience and precise measures are needed to measure the actual impact of AI projects.

#### 5.1.2.6 Conclusion: crossing the barriers to adoption of AI

The interviews reveal that while AI is highly promising, its adoption is typically thwarted by a complex mix of technical, cultural, and organizational barriers. The leaders are faced with:

- Incoherent and fractured data that limits the performance of AI
- Employees' skepticism and fear of job loss
- Difficulty in making AI complementary to existing systems and processes
- The need for robust change management and continuous training
- Challenges to measuring the true value and effectiveness of AI efforts

It requires not just technology solutions but also leadership, transparent communication, and a dedication to helping employees navigate the change process to overcome these challenges. Conquering these obstacles is imperative for organizations to be able to fully realize the change potential of AI.

Briefly put, the road to AI implementation is as much about people and processes as it is to deploy new technologies. Leaders must work to actively surmount resistance and cultivate a culture of trust, learning, and cooperation in order to make AI function.

#### 5.1.3. Theme 3: Ethical considerations in AI leadership

This theme addressed the ethical pitfalls and leadership roles present when companies introduce AI into existence. The theme has 5 codes. The codes making up the theme are presented in Table 4.

**Table 4.** Codes Identifying Ethical Considerations in AI Leadership

Theme	Codes
Ethical Considerations in AI Leadership	<ul style="list-style-type: none"> <li>- Data Privacy and Security</li> <li>- Algorithmic Bias and Fairness</li> <li>- Transparency and Explainability</li> <li>- Informed Consent and Accountability</li> <li>- Balancing Innovation with Human Values</li> </ul>

One of the dominant themes emerging from the interviews is the central role ethics plays in AI-enabled leadership. Executives across industries consistently mentioned privacy, transparency, fairness, and responsible governance issues as artificial intelligence increasingly finds its way into organizational decision-making. Theme 3 addresses the ethical dilemmas, responsibilities, and procedures leaders must work under to maximize the common good with AI.

#### *5.1.3.1 Data privacy and security*

The majority of leaders cited the critical importance of protecting sensitive information handled by AI, especially in domains like healthcare and finance.

"With so much personal information being processed by AI, we have to be even more vigilant regarding security. One incident could devastate years of trust with our customers."

(P6, IT Manager, Finance)

This underlines the ongoing need for robust cybersecurity procedures and strict data governance protocols.

#### *5.1.3.2. Algorithmic bias and fairness*

Several participants voiced concerns about the risk of AI unintentionally reinforcing social biases or inequalities.

"We discovered that some of our recruitment algorithms were favoring certain profiles over others. It made us realize how easy it is for bias to creep in if you're not constantly checking and updating your models."

(P8, HR Director, Retail Sector)

This underscores the requirement for frequent audits and varied data sets to promote fairness in AI decision-making.

#### *5.1.3.3 Transparency and explainability*

Senior executives stressed that AI systems must be explainable and transparent, especially if decisions have consequences on individuals' careers or lives.

"People want to understand why an AI has made a specific recommendation. If we are not able to explain it, it's hard to build trust-especially among already cynical staff."

(P3, Operations Lead, Manufacturing)

Transparency is paramount for accountability and for creating employee and stakeholder trust in AI solutions.

#### *5.1.3.4 Informed consent and accountability*

Gaining informed consent and establishing responsibility for AI-driven decision-making were issues that were seen as recurring in interviewee feedback.

"Any time we use AI to support clinical or administrative decisions, we need to have it so that everybody understands how their data are utilized, and that always there's a human ultimately responsible for the outcome."

(P2, Healthcare Administrator)

This requires transparent communication and human supervision in every AI-supported process.

#### *5.1.3.5 Innovation vs. human values*

Leaders stressed time and again that although AI can bring about innovation, it cannot be done at the expense of empathy, dignity, or social responsibility.

"AI can make us go faster and become more efficient, but we must always remember the human element. The technology should enable our values, not replace them."

(P7, Chief Strategy Officer, Logistics)

The perspective underpinning this statement is that ethical leadership is an issue of achieving balance between technological progress and inherent human values.

#### *5.1.3.6 Conclusion: the imperative of ethical AI leadership*

The study demonstrates that ethical considerations are central to successful AI incorporation into leadership.

Leaders must:

- Protect data privacy and security
- Pre-emptively tackle and neutralize algorithmic bias
- Ensure transparency and explainability of AI systems

- Obtain informed consent and bear clear accountability
- Balance technological innovation with unshakeable human values

Addressing these ethical dilemmas is critical to building trust, encouraging fairness, and guiding organizations toward responsible, people-oriented AI implementation.

Simply stated, as AI becomes more embedded in leadership, ethical awareness and ethical leadership are crucial to guaranteeing that technology benefits society's greatest good.

#### 5.1.4. Theme 4: Impact on team dynamics and roles

This theme discusses how the use of artificial intelligence (AI) is revolutionizing team structure, collaboration, and individual function within organizations. There are 5 codes in the theme. The theme codes that form the theme are presented in Table 5.

**Table 5.** Codes Identifying Impact on Team Dynamics and Roles

Theme	Codes
Impact on Team Dynamics and Roles	<ul style="list-style-type: none"> <li>- Redistribution of Tasks and Responsibilities</li> <li>- Enhanced Collaboration through Data Sharing</li> <li>- Changes in Communication Patterns</li> <li>- Concerns about Job Security and Role Redefinition</li> <li>- Balancing Human Skills with Automation</li> </ul>

One of the most dominant themes that came out of the interviews is the profound effect of artificial intelligence (AI) on organizational team work, collaboration, and individual job roles. Leaders described positive and negative impacts, including alterations to the nature of jobs, new collaboration patterns, alterations to the nature of communication, and shifting expectations of the capabilities of humans. The theme indicates how not only is AI changing what teams are doing, but it is also changing the way teams collaborate and interact with one another.

#### *5.1.4.1 Redistribution of tasks and responsibilities*

Most participants reported that AI has resulted in a dramatic redistribution of tasks within teams, with repetitive and routine work being more and more performed by AI systems, leaving team members available for more innovative and challenging activities.

"Since implementing AI technologies, a large amount of the data entry and scheduling has been automated. That has allowed our staff to focus more on higher-value tasks like patient care and problem-solving."

(P1, Chief Medical Officer, Healthcare)

Redistribution forces leaders to rethink work roles and ensure staff are trained for higher-value work.

#### *5.1.4.2 Increased collaboration due to data sharing*

Several interviewees highlighted how AI facilitates greater collaboration by making data more accessible and actionable across teams and departments.

"AI-driven dashboards have made it much easier for different departments to share information and align on goals. We're seeing more cross-functional teamwork because everyone has access to the same real-time data."

(P4, IT Director, Financial Services)

This transparency promotes a more collaborative culture and helps break down traditional organizational silos.

#### *5.1.4.3 Changes in communication patterns*

Leaders discovered that the implementation of AI tools changed communication patterns in teams, with more emphasis on digital media and data-centric dialogue.

"Our meetings are now less about talking through information and more about talking about making decisions together. There's less time discussing information and more discussing making decisions together."

(P7, Operations Manager, Manufacturing)

While this can increase efficiency, it also requires new communication skills and adaptability on the part of team members.

#### *5.1.4.4 Job security and role redefinition issues*

Despite the benefits, most of the respondents spoke about job security issues and ongoing role redefinition due to AI-based automation.

"Some of the team members are concerned about the future with AI. There's a question regarding what roles will be left and how people's roles will be altered."

(P8, HR Director, Retail Sector)

These issues underscore the necessity of positive communication, opportunities for reskilling, and care for employees undergoing change.

#### *5.1.4.5 Balancing human skills with automation*

Leaders highlighted the necessity of balancing technological capabilities with key human skills like empathy, creativity, and critical thinking.

"No technology we can use today will ever replace the human element of clients; we still need human beings who are capable of logical thinking, solve mysteries, and tailor connections to clients. Automation must support-but not replace-these human traits."

(P2, Head of HR, Retail Sector)

Maintaining that equilibrium is important to sustaining the team's morale as well as creating value that cannot be achieved using technology.

#### *5.1.4.6 Conclusion: the evolving nature of teams in the age of AI*

Findings indicate that AI is transforming team dynamics in deep and lasting ways. Leaders must be able to navigate:

- The realignment of work and responsibilities
- More cooperation through open data sharing
- Adjustments in communication patterns and meeting styles
- Employee stress about job security and role changes
- The ongoing need to balance human talent with automation

Leaders will have to foster flexibility, provide support for upskilling and reskilling, and maintain a strong commitment to human-led values in order to effectively manage these changes.

All in all, AI is more than just a technical revolution-it is redesigning the very fabric of collaboration, demanding new types of leadership, teamwork, and human development.

### 5.1.5. Theme 5: The future of leadership with AI

This theme reflects participants' opinions concerning the ways AI will continue to impact leadership development roles and company culture. There are 5 codes in the theme. The codes that make up the theme are presented in Table 6.

**Table 6.** Codes Identifying The Future of Leadership with AI

Theme	Codes
The Future of Leadership with AI	<ul style="list-style-type: none"> <li>- Automation of Routine Leadership Tasks</li> <li>- Emphasis on Human-Centered Leadership</li> <li>- Partnership between AI and Human Leaders</li> <li>- Need for Continuous Learning and Adaptability</li> <li>- Evolving Organizational Culture</li> </ul>

A recurring theme across the interviews is the futuristic vision of the participants on how AI will shape the future of leadership, jobs, and organizational culture. The leaders envision a future where AI performs routine and analytical tasks, freeing them up to focus on strategic, visionary, and people aspects of leadership. They also envision a collaboration between human leaders and AI systems, with emphasis on continuous learning, adaptability, and altering organizational cultures.

#### 5.1.5.1 *Roboticization of routine leadership tasks*

Most participants anticipate that AI will robotize many routine leadership tasks so that they can have more time for strategic priorities.

"I envision AI performing a lot of the number-crunching and report-generating that currently consumes so much of our time. This will leave us with time to think about the big picture-strategic planning, innovation, and relationship-building."

(P5, Chief Operations Officer, Logistics)

This automation shall deeply change daily leadership work.

#### *5.1.5.2 Human-centered leadership focus*

Though automation will continue to rise, leaders stressed that intrinsic human features like empathy, moral judgment, and team motivators will not cease to exist.

"A.I. won't replace human leadership. Leaders with emotional intelligence will always have an edge when working with high-talent-high-character teams. Their human factors count for far more than intelligence as it reflects humanity, people first."

(P2, Head of HR, Retail Industry)

This indicates a future with emotional intelligence and people skills playing a greater role in leadership.

#### *5.1.5.3 AI-human partnership*

The future was envisioned by respondents as one of partnership among AI and human leaders, where AI would provide information and support and humans would provide direction and ethics.

"I see AI as a clever tool that can augment our decision-making, but it's still up to us to interpret the data, make ethical choices, and provide vision leadership."

(P1, Chief Medical Officer, Healthcare)

This is indicative of the complementary nature of AI and human abilities in future leadership.

#### *5.1.5.4 Continuous learning and adaptability*

Leaders highlighted continuous learning and adaptability in a world where technology keeps evolving.

"The only constant will be change. We need to establish a culture of learning and experimentation so that everyone is comfortable adapting to new tools and technologies."

(P4, IT Director, Financial Services)

This requires a commitment to a lifetime of learning and the willingness to embrace new ways of working.

#### *5.1.5.5 Shifting organizational culture*

Participants foresaw AI driving sweeping organizational culture changes with greater agility, innovation, and data-driven decision-making.

“AI is pushing us to become more data-driven and experimental in our approach. We’re learning to iterate quickly, test new ideas, and make decisions based on evidence rather than gut feeling.”

(P7, Operations Manager, Manufacturing)

This cultural transformation requires leaders to champion change and empower their teams to embrace new technologies and ways of working.

#### *5.1.5.6 Conclusion: the future is human-AI collaboration*

The findings indicate that AI has the ability to transform leadership in profound ways. Leaders are anticipating:

- Automation of routine work to enable them to concentrate on strategy work
- More emphasis on human leadership skills
- A collaborative partnership between human leaders and AI
- The need for continuous learning and adaptability
- Profound organizational culture changes

Succeeding in this future requires leaders to embrace AI as a strategic advantage, investing in themselves for their own development, and cultivating learning culture, creative mindset, and moral responsibility.

In summary, leadership for the AI future is not the replacement of people, but enabling them to perform better, creating better, stronger, ethical, and human-oriented organizations.

### 5.1.6. Theme 6: Skills and competencies for AI-integrated leadership

This theme acknowledges the evolving set of skills and competencies that leaders need in order to successfully integrate AI into their leadership practice. The theme consists of 5 codes. The codes that make up the theme are presented in Table 7.

**Table 7.** Codes Identifying Skills and Competencies for AI-Integrated Leadership

Theme	Codes
Skills and Competencies for AI-Integrated Leadership	<ul style="list-style-type: none"><li>- Technological Literacy and Data Fluency</li><li>- Change Management and Adaptability</li><li>- Ethical Awareness and Governance</li><li>- Strategic and Analytical Thinking</li><li>- Communication and Team Engagement</li></ul>

One of the dominant themes that came out of the interviews is the recognition of skills and competencies that leaders must possess in order to excel in an AI environment. Participants repeatedly stressed the need for technological literacy, data fluency, ethical sensitivity, and flexibility, in addition to key leadership traits such as strategic thinking and communication. This theme points to the changing skill set necessary to lead effectively as AI becomes increasingly embedded in organizational operations.

#### 5.1.6.1 Technological literacy and data fluency

Most leaders emphasized the importance of having a general knowledge of AI technologies and being able to read and apply data effectively.

"You don't have to be a data scientist, but you need to be familiar with the fundamentals of AI and how it functions. You also need to be okay with looking at data, asking questions, and making good decisions based on what the data is telling you."

(P4, IT Director, Financial Services)

A basic understanding of these is important in being able to make sound decisions regarding AI adoption and deployment.

#### *5.1.6.2 Change management and adaptability*

A number of respondents emphasized the necessity of being in a position to handle change and evolve with technologies and organizational form.

"The speed of change will only pick up pace. Leaders have to be adaptable, resilient, and capable of taking their teams through continuous transformation."

(P5, Chief Operations Officer, Logistics)

This flexibility is necessary in order to navigate the uncertainties of AI revolution.

#### *5.1.6.3 Ethical awareness and governance*

Leaders highlighted the importance of comprehending the ethical implications of AI and the establishment of suitable governance frameworks.

"We need leaders who can think critically about the ethical implications of AI and ensure that these technologies are used responsibly and fairly."

(P8, HR Director, Retail Sector)

This involves solving problems such as bias, privacy, and transparency in AI systems.

#### *5.1.6.4 Strategic and analytical thinking*

The interviewees showed that strong strategic and analytical skills are required to identify where opportunities exist to employ AI and to measure its impact on organizational goals.

"AI can provide us with a lot of data, but it's our role to read that data, find the key insights, and develop strategies that will enable us to accomplish our goals."

(P1, Chief Medical Officer, Healthcare)

This strategic view is essential to make AI investments align with business objectives overall.

#### *5.1.6.5 Communication and collaboration skills*

Leaderships finally spoke of the capability to communicate effectively with technical and non-technical groups and collaborate on various teams.

"You must have a way to communicate AI to every level so it's easy for everyone to comprehend. And you must also have the capacity to collaborate efficiently with data scientists, engineers, and business sponsors in order that the AI endeavors might be productive."

(P7, Manufacturing Operations Manager)

Efficient collaboration and communication help drive consensus as well as artificial intelligence adoption at an organizational level.

#### *5.1.6.6 Conclusion: a new generation of AI-incorporated leaders*

The results show that new skills and capabilities are necessary to effectively lead in the AI era. They include:

- Technological literacy and data fluency
- Change management and flexibility
- Ethical sense and governance
- Strategic and analytical thinking
- Communication and collaboration abilities

Those leaders who build these skills will be poised to tap into the power of AI and steer their organizations to prosperity in a world that is ever more competitive and complex.

In short, effective AI-enabled leadership involves a mix of technical proficiency, strategic foresight, ethical sensitivity, and high-quality interpersonal skills. It's a matter of being a translator, a strategist, and an ethical compass rolled into one.

#### **5.1.7. Theme 7: Perceptions and acceptance of AI among employees**

This question looks at the attitudes of employees and colleagues towards the adoption of AI in leadership and organizational processes. The theme has 5 codes. The codes constituting the theme are shown in Table 8.

**Table 8.** Codes Identifying Perceptions and Acceptance of AI Among Employees

Theme	Codes
Perceptions and Acceptance of AI Among Employees	<ul style="list-style-type: none"><li>- Optimism about Efficiency and Support</li><li>- Concerns about Job Security</li><li>- Skepticism and Resistance to Change</li><li>- Importance of Training and Education</li><li>- Value of Transparent and Inclusive Communication</li></ul>

One of the overriding themes to emerge from the interviews is the broad range of employee attitudes and perceptions regarding the implementation of artificial intelligence (AI) in the workforce. Executives reported that they encountered enthusiasm as well as trepidation, with buy-in often hinging on open communication, quality training, and the degree to which employees feel engaged in the AI adoption process. The theme points to the necessity of having to manage perceptions and achieve acceptance to realize successful deployment of AI-driven initiatives.

*5.1.7.1 Optimism about efficiency and support*

The majority of leaders mentioned that there is optimism among some staff about AI, viewing it as something that will reduce their workload and enable them to focus on more important things.

"A lot of our younger staff are excited about AI. They see it as a way to get rid of repetitive work and spend more time on creative problem-solving and patient care."

(P1, Chief Medical Officer, Healthcare)

This optimism is widely explained by the perceived potential of AI to enhance job satisfaction and productivity.

*5.1.7.2 Concerns about job security*

Despite the optimism, concerns about job security are prevalent, most significantly among employees whose work involves routine or administrative tasks.

"There's definitely anxiety among some team members about whether their jobs will still exist in a few years. They worry that automation will make their roles obsolete."

(P8, HR Director, Retail Sector)

Such concerns can lead to resistance and opposition to the utilization of new AI tools.

#### *5.1.7.3 Resistance to change and skepticism*

Leaders suggested that they encountered resistance and skepticism, particularly from employees who are less digitally literate or who have been disappointed by unsuccessful change initiatives in the past.

"Some workers are wary of AI since they've witnessed new systems being introduced and then forgotten without yielding any advantages. They are just careful and would like to observe tangible outcomes prior to buying in."

(P3, Operations Lead, Manufacturing)

Such skepticism indicates that transparent proof of the value of AI and constant guidance during the transition is necessary.

#### *5.1.7.4 Significance of training and education*

Respondents stressed that extensive training and continuous education are very important for establishing trust and acceptance by employees.

"We found that the more we trained, the more folks became comfortable with the new AI tools. You have to provide everyone with a chance to learn at their own speed."

(P4, IT Director, Financial Services)

Training demystifies AI, removes fear, and enables employees to effectively collaborate with new technologies.

#### *5.1.7.5 Significance of open and inclusive communication*

Leaders agreed that open, honest, and inclusive communication is fundamental in establishing trust and acceptance.

"We make it a point to communicate openly about why we're adopting AI, how it will affect different roles, and what support is available. When employees feel included in the process, they're much more likely to embrace the changes."

(P5, Chief Operations Officer, Logistics)

Involving employees in decision-making and being transparent about the goals and impacts of AI initiatives helps build a sense of ownership and reduces resistance.

#### *5.1.7.6 Conclusion: building trust and acceptance for AI success*

The study illustrates that employee attitudes and acceptance are critical to AI implementation success. Leaders must:

- Combat optimism for increased efficiency and support
- Fear of job displacement and the future of jobs
- Skepticism and resistance to change, especially from less digitally savvy employees
- Need for comprehensive training and ongoing education
- Open, inclusive communication is needed

By proactively tackling these causes, organizations can build a culture of trust, engagement, and continuous learning, paving the way for less painful and more effective AI adoption.

In summary, successful AI adoption is not just a technical issue but a human issue. Leaders must prioritize communication, education, and inclusion to help workers feel secure and empowered in the age of AI.

#### **5.1.8. Theme 8: AI as a Catalyst for Innovation and Strategic Transformation**

This topic reflects the way AI is inspiring innovation and strategic change throughout organizations and industries. The theme consists of 5 codes. The codes that make up the theme are presented in Table 9.

**Table 9.** Codes Identifying AI as a Catalyst for Innovation and Strategic Transformation

Theme	Codes
AI as a Catalyst for Innovation and Strategic Transformation	<ul style="list-style-type: none"> <li>- Driving New Business Models and Services</li> <li>- Data-Driven Strategy and Decision-Making</li> <li>- Enabling Continuous Improvement</li> <li>- Enhancing Competitiveness and Agility</li> <li>- Fostering a Culture of Innovation</li> </ul>

One of the prevailing themes that emerged through the interviews is the utilization of artificial intelligence (AI) as a potent driver of innovation and strategic change in organizations. The leaders consistently depicted AI as not just a technology, but an influencer which is transforming business models, enabling data-driven initiatives, making continuous improvement possible, and enhancing organizational competitiveness. This theme illustrates how AI is catalyzing a culture of experimentation and enduring value creation across industries.

#### *5.1.8.1 Driving new business models and services*

Many participants reported that AI has enabled their organizations to develop entirely new business models, products, and services that would have been unimaginable just a few years ago.

“AI has opened doors for us to offer services that simply weren’t possible before. For example, we’re now able to provide personalized recommendations to customers at scale, which has transformed our approach to customer engagement.”

(P7, Chief Strategy Officer, Logistics)

This illustrates how AI is at the heart of business reinvention and market differentiation.

#### *5.1.8.2 Data-driven strategy and decision-making*

Leaders emphasized that AI’s ability to process and analyze vast amounts of data has fundamentally changed how organizations develop and execute strategy.

“With AI, we’re no longer guessing or relying solely on intuition. Our strategies are now grounded in real-time data and predictive analytics, which has made us much more agile and responsive to market changes.”

(P4, IT Director, Financial Services)

Data-driven decision-making is now central to competitive advantage and strategic agility.

#### *5.1.8.3 Enabling continuous improvement*

Several interviewees noted that AI facilitates a culture of ongoing improvement by identifying inefficiencies and opportunities for optimization.

"AI allows us to spot patterns and inefficiencies that we might otherwise miss. We're constantly updating our processes in accordance with AI insights, which keeps us ahead of the competition."

(P2, Head of HR, Retail Sector)

This continuous feedback loop enables operational excellence and organizational learning.

#### *5.1.8.4 Greater competitiveness and agility*

Respondents described how AI has allowed their organizations to be more competitive and agile, allowing them to respond quickly to new trends and customer needs.

"The pace at which we can make changes to changing in the market has been accelerated exponentially through AI. We can launch new products quicker and alter strategies when we need to."

(P5, Chief Operations Officer, Logistics)

This flexibility is the key to success under tumultuous and disruptive conditions.

#### *5.1.8.5 Cultivating a culture of innovation*

Leaders highlighted that AI encourages experimentation and creative problem-solving, establishing a culture where innovation is part of normal work.

"AI has made us much more open to experimenting. Teams are encouraged to experiment, learn, and iterate with the confidence that the data will lead us in the direction of what works best."

(P8, HR Director, Retail Sector)

This shift in mindset is essential to sustaining long-term growth and change.

#### *5.1.8.6 Conclusion: AI as a strategic engine for innovation*

The findings indicate that AI is both an enabler and an accelerator of both incremental and radical innovation. CEOs are using AI to:

- Create new business models, products, and services
- Benchmark strategy against data-driven facts
- Enable continuous improvement at the operational level
- Boost competitiveness and organizational agility
- Incentivize a culture of experimentation and innovation

There is not just technology investment but also cultural transformation, leadership vision, and learning that need to be embraced in adopting AI as a tool of strategic transformation.

Briefly, AI is not just an efficiency enabler-it is a strategic driver that helps organizations innovate, change, and lead in an era of accelerating change. Leaders who embrace the potential of AI are positioning their organizations for long-term success and industry leadership.

## CONCLUSION AND RECOMMENDATIONS

As artificial intelligence (AI) rapidly transforms the global business landscape, understanding its implications for leadership has become an urgent priority-especially in developing economies like Libya, where digital transformation is still emerging. The purpose of this research was to investigate the perception and AI leadership role from the Libyan managers' perspective with the aim of advancing knowledge of how AI integration is influencing leadership behavior, decision-making, team management, and organizational culture of Libyan firms. The research is driven by the recognition that, as great as AI offers immense potential for leadership effectiveness enhancement and organizational performance, Libyan managers' unique context-specific challenges, such as infrastructural limitations, skill shortages, and evolving regulatory regimes, call for a careful examination and tailored strategies (Ministry of Communications and Informatics, Libya, 2023).

Guided by this overall objective, the research centered on two primary questions: (1) What is the impact of AI on Libyan managers' leadership behaviors? and (2) How do Libyan managers perceive and feel about AI while leading? These questions are particularly pertinent given the limited empirical research on AI and leadership within the Middle East and North Africa (MENA) region. Recent studies underscore the necessity to bridge the gap between global technological advancements and local managerial practices. For instance, Shaqra and Kader (2023) highlights the role of AI in enhancing leadership skills among academic leaders in the region. Additionally, Albous et al. (2025) discuss the evolving AI governance landscape across Gulf Cooperation Council (GCC) states, emphasizing the importance of aligning AI strategies with local contexts. Furthermore, Camilleri (2024) explores the ethical considerations and implications of AI governance, advocating for responsible AI integration in organizational leadership. With a focus on the lived experience and worldview of Libyan leaders, the study intends to offer practical and conceptual understanding of using AI to make leadership more efficient, generate innovation, and achieve organizational resiliency in an era of rapid change.

In order to achieve these objectives, the study utilized a qualitative, phenomenological research design, which is best suited for exploring complex social phenomena from the perspectives of those most directly affected (Creswell and Poth,

2018). Data were collected through ten semi-structured interviews with Libyan managers in a range of sectors, including oil and gas, education, healthcare, and logistics. This approach allowed for in-depth consideration of the difficulties and potentialities of AI incorporation into leadership, technological change both in strategic and human terms. Thematic analysis allowed systematic identification, examination, and interpretation of key patterns in the interview data so that findings can reflect both organizational trends and individual experience (Braun and Clarke, 2006).

This study identified several key themes regarding the impact of artificial intelligence on leadership within Libyan organizations. AI-driven efficiency emerged as a central benefit, with managers highlighting how the automation of routine tasks and advanced data analytics have enabled them to make faster, more informed decisions and focus on strategic priorities. This improvement in operational effectiveness has allowed leaders to devote more attention to high-value activities and long-term planning. However, challenges and resistance to AI adoption remain significant, as managers described facing employee apprehension, organizational inertia, limited digital infrastructure, and a shortage of AI expertise. These barriers often slow the smooth integration of AI into leadership practices and require leaders to address both technical and cultural obstacles.

Based on the thematic analysis of the interviews, the findings of this study address the research questions by demonstrating the multifaceted impact of artificial intelligence on leadership practices, as well as the experiences and perceptions of Libyan managers regarding AI integration in their roles. AI-driven efficiency (Theme 1) emerged as a central benefit, with managers highlighting how the automation of routine tasks and advanced data analytics have enabled them to make faster, more informed decisions and focus on strategic priorities. This improvement in operational effectiveness has allowed leaders to devote more attention to high-value activities and long-term planning. However, challenges and resistance to AI adoption (Theme 2) remain significant, as managers described facing employee apprehension, organizational inertia, limited digital infrastructure, and a shortage of AI expertise. These barriers often slow the smooth integration of AI into leadership practices and require leaders to address both technical and cultural obstacles.

Ethical considerations in AI leadership (Theme 3) were frequently cited, with concerns about data privacy, algorithmic bias, and transparency coming to the forefront. Managers recognized the necessity for clear ethical guidelines and responsible leadership to ensure that AI is used fairly and to maintain trust within their organizations. The impact on team dynamics and roles (Theme 4) was also notable, as AI is reshaping team structures by automating repetitive tasks and enabling employees to focus on more creative and strategic work. This shift requires leaders to manage changes in roles, foster collaboration between humans and AI, and support team members through transitions, ensuring that the workforce adapts effectively to new ways of working.

AI as a catalyst for innovation and strategic transformation (Theme 8) was another prominent finding, with managers observing that AI adoption encourages experimentation, agility, and openness to change. This has positioned organizations to adapt more quickly to evolving business environments and has fostered a culture of innovation. Looking to the future of leadership with AI (Theme 5), managers expressed cautious optimism, seeing AI as central to the evolution of leadership roles and organizational success. They anticipate that AI will increasingly shape strategic planning and innovation but also recognize the ongoing need for learning and adaptation.

Skills and competencies for AI-integrated leadership (Theme 6) were identified as essential, with a strong emphasis on developing digital literacy, critical thinking, and adaptability among both leaders and their teams. Continuous professional development is viewed as vital for navigating the complexities of AI-driven environments. Perceptions and acceptance of AI among employees (Theme 7) varied, with some staff enthusiastic about AI's potential and others expressing skepticism or fear, particularly regarding job security and the reliability of AI systems. Managers highlighted the importance of transparent communication, training, and support to facilitate acceptance and ease the transition.

In summary, these eight themes reveal that AI is both a driver of efficiency and innovation and a source of new challenges for leadership in Libya. While managers recognize AI's transformative potential, they also emphasize the importance of ethical leadership, employee acceptance, and the continuous development of new competencies to fully realize AI's benefits in the Libyan context.

These eight themes reveal that AI is both a driver of efficiency and innovation and a source of new challenges for leadership in Libya. While managers recognize AI's transformative potential, they also emphasize the importance of ethical leadership, employee acceptance, and the continuous development of new competencies to fully realize AI's benefits in the Libyan context. Theoretically, these findings extend contemporary leadership theories—including transformational and LMX theory—by illustrating how AI implementation requires leaders to integrate traditional human-centered qualities like emotional intelligence, moral awareness, and individualized consideration with new digital competencies and data-driven decision-making. The arrival of AI-driven efficiency and strategic reinvention strengthens the point that effective leadership in the digital age is increasingly defined by flexibility, openness to innovation, and the ability to lead through technological change. At the same time, the moral issues and dilemmas Libyan managers reported validate the ongoing relevance of trust, transparency, and building relationships in leadership practice, echoing the underlying values of transformational and LMX theories while positioning them within a technologically evolving setting.

The findings of this study align closely with existing research on AI adoption and leadership in developing countries, while also providing unique insights specific to the Libyan context. Consistent with prior studies, such as Bakeer (2024), the results confirm that AI enhances managerial efficiency and supports data-driven decision-making by automating routine tasks and allowing leaders to focus on strategic priorities. However, these benefits are contingent on overcoming significant challenges, including limited digital infrastructure, skill shortages, and organizational resistance, which are widely recognized barriers in both Libyan and broader emerging market contexts (Ministry of Communications and Informatics, Libya, 2023). Ethical concerns raised by participants, particularly regarding data privacy, algorithmic bias, and transparency, reflect global discussions emphasizing the need for clear guidelines and responsible AI governance (Camilleri, 2024). The study also highlights how AI is reshaping team dynamics and leadership roles, requiring new competencies and effective change management—findings that align with international research emphasizing the importance of continuous professional development to support workforce adaptation (Lou et al., 2025; Tavantzis and Feldt, 2024). Furthermore, the role of AI as a catalyst for innovation and strategic transformation observed in this

study echoes global evidence showing AI's potential to help organizations in emerging economies overcome traditional barriers and foster a culture of agility and experimentation (Bakeer, 2024). The mixed perceptions of AI among employees, ranging from enthusiasm to skepticism, underscore the critical need for transparent communication and training to facilitate acceptance, as noted in other contexts (Kelley, 2022; Van Quaquebeke and Gerpott, 2024).

Importantly, this research contributes valuable empirical evidence from Libya, a country that remains underrepresented in the literature on AI and leadership. While many themes align with findings from other developing economies, the unique socio-economic and regulatory environment of Libya offers new perspectives and highlights specific challenges and opportunities. Given the scarcity of prior empirical studies focused on this context, this study fills a critical gap and lays the groundwork for future research.

The contribution of this research is that it adds to a relatively under-explored area of academic scholarship: leadership and AI in new economies. By mapping the specific opportunities and challenges for Libyan managers, the research provides a baseline knowledge of how AI can transform leadership practice in similar emerging markets. Lessons learned are designed to inform policymakers, organizational leaders, and researchers who seek to navigate the pitfalls of digital transformation, emphasizing context-sensitive strategies and ongoing investment in human and technological capital (Bakeer, 2024). Finally, this study highlights the pivotal role of leadership in driving the path of AI adoption and ensuring that technological innovation is transformed into sustainable organizational gains for Libya and the wider world.

On a practical level, the research findings point to the necessity for Libyan organizations to develop comprehensive digital strategies embracing technological as well as human dimensions. These should be followed by targeted investments in digital infrastructure, extensive training programs to raise AI literacy, and attempts to foster a culture of innovation and openness to change. Managers should actively address employees' resistance and ethical concerns by promoting open communication, providing ongoing support, and establishing clear guidelines for the ethical use of AI. Furthermore, the emphasis on emergent competencies and skills highlights the requirement for continuous professional development of leaders and organizations to remain on par with the pace of technological evolution. Such practical implications

find particular significance in organizations within the Libyan context, where infrastructural limitations and the shortage of qualified professionals present specific challenges to digitalization.

By prioritizing the Libyan managers' lived experience, this research offers sorely needed empirical evidence to the limited literature on AI and leadership in North Africa and the broader Arab world. The study not only delineates the specific opportunities and challenges for organizations operating in this environment but also offers insights that can inform policy, leadership development, and strategic planning in similar emerging markets. Last but not least, these findings highlight the need for context-sensitive approaches to AI adoption, reinforcing that successful digital transformation depends not just on technology adoption but also on leadership practice and organizational culture evolution in response to new circumstances.

Building on these insights, several practical recommendations emerge for different stakeholders seeking to maximize the benefits of AI in leadership while addressing the challenges identified in the Libyan context. For managers, it is essential to invest in digital and AI literacy, ensuring that both leaders and their teams possess the foundational knowledge and skills required to effectively utilize AI tools. Embracing AI as a support tool rather than a replacement for human judgment will allow managers to leverage technology for routine and analytical tasks while maintaining a focus on ethical and human-centered leadership. This includes prioritizing transparency, empathy, and fairness in decision-making processes, as well as actively addressing ethical concerns related to data privacy and algorithmic bias. Managers should also foster open communication, encourage feedback, and provide ongoing support to help employees adapt to new technologies and alleviate fears related to job security.

At the organizational level, there is a pressing need to create supportive infrastructure for AI adoption, including investment in reliable digital systems, secure data management, and access to up-to-date AI platforms. Organizations should design and implement comprehensive training and change management programs to facilitate the smooth integration of AI into everyday practices. Such initiatives should not only build technical capacity but also promote a culture of openness, innovation, and continuous learning. Encouraging experimentation and rewarding innovative thinking can help organizations remain agile and competitive in a rapidly evolving

environment. Furthermore, organizations must establish clear ethical guidelines and accountability mechanisms to ensure responsible AI use and build trust among stakeholders.

For policymakers and higher education institutions, supporting the national AI strategy with a focus on ethical and cultural sensitivity is vital. This can be achieved by incorporating AI and leadership modules into management and professional development programs, ensuring that future leaders are equipped with both the technical and ethical competencies needed in the digital era. Policymakers should also prioritize investments in digital infrastructure and foster partnerships between government, academia, and industry to accelerate AI adoption and innovation. By creating an enabling environment that addresses both technological and human capital needs, Libya can better position itself to harness the transformative potential of AI in leadership and organizational development.

While valuable insights were provided by this study, there are a few limitations that must be noted. The study was grounded in a relatively small sample base, using the views of ten Libyan managers, which cannot necessarily reflect the full range of views within the broader leadership community. Additionally, the Libyan-specific nature of the study makes the conclusions drawn by the study due to the country's particular social, economic, and technological circumstances, which may limit the conclusions drawn to other regions as well. Time availability and regular nuisances in reaching participants also influenced the depth and breadth of the data collected. These limitations mean that although the study produces a substantial profile of AI in leadership in Libya, its results must be interpreted with consideration of these boundary conditions.

Based on these constraints, there are some possible avenues for future research. Cross-national comparative studies of views about AI and leadership styles between countries may provide useful cross-cultural information and result in the identification of universal versus contextual trends. Employing alternative research methods, such as quantitative surveys or mixed methods approaches, could broaden the evidence base and enable more robust generalizations. Furthermore, longitudinal research tracking the long-term effects of AI adoption on leadership outcomes-such as organizational performance, employee engagement, and innovation-would deepen understanding of AI's sustained impact and the evolving nature of leadership in the digital age.

In conclusion, this study provides a rich contribution to the emergent literature on artificial intelligence and leadership in the North African context by illuminating the potentialities, challenges, and daily life of Libyan managers. The findings highlight the revolutionizing potential of AI for leadership practice, and the ongoing relevance of ethical, people-centered practices and ongoing professional development. As Libyan leaders and organizations, and others in similar contexts, continue to struggle with the complexities of digital change, the insights gained from this research offer a foundation for more informed, more responsive, and more responsible leadership in an era characterized by accelerating technological change.



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## APPENDIXES

### INTERVIEW FORM

Dear Participant,

Thank you for agreeing to take part in this interview. This research aims to explore the role of artificial intelligence (AI) in leadership, focusing on your experiences as a leader in Libya. The goal of this study is to understand how AI is influencing leadership practices, decision-making processes, and team management, as well as the challenges and opportunities that come with integrating AI into leadership roles.

The interview will consist of open-ended questions and will take approximately 30-45 minutes. Your responses will be confidential, and any personal identifiers will be kept anonymous to ensure your privacy. The data collected will be used solely for academic research and will contribute to a better understanding of AI's impact on leadership in the Libyan context.

Your participation is entirely voluntary, and you are free to withdraw at any time without consequence. If you have any questions or concerns, please do not hesitate to ask during the interview or contact me directly.

We greatly appreciate your insights and the time you are dedicating to this study.

Sincerely,

**1. Could you please provide some background information about yourself, including your role, the industry you work in, and your professional experience?**

- Probe: How long have you been in a leadership position, and how would you describe your leadership style?

**2. How would you describe your understanding of artificial intelligence (AI) and its potential role in leadership?**

- Probe: What are some specific aspects of leadership where you believe AI can have the most impact?

**3. Have you had any experience incorporating AI into your leadership practices or decision-making processes?**

- Probe: Could you share a specific example where AI helped you make a decision or improve a process in your leadership role?

**4. In your opinion, how do AI tools influence the way managers lead teams or organizations?**

- Probe: Do you believe AI changes the dynamics of team collaboration and communication? How?

**5. What challenges have you faced while trying to integrate AI into your leadership practices?**

- Probe: Are these challenges more related to technology, culture, or resistance from the team?

**6. How do you think AI impacts your ability to make ethical decisions in leadership?**

- Probe: Do you trust AI to make ethical decisions, or do you feel human judgment is still necessary in some areas?

**7. How do your employees or colleagues perceive AI's role in your leadership style?**

- Probe: Have you encountered any resistance or support from your team regarding the use of AI in decision-making?

**8. Do you believe AI could replace certain aspects of leadership in the future? Why or why not?**

- Probe: What aspects of leadership do you think AI could never fully replicate or replace?

**9. What skills or competencies do you think a leader needs to successfully incorporate AI into their leadership practices?**

- Probe: Do you think these skills are something that can be learned, or are they inherent to certain types of leaders?

**10. Looking ahead, how do you see AI transforming leadership in your organization or the broader Libyan business context?**

- Probe: What are your expectations for AI's future role in leadership? Do you think it will be widely embraced or met with skepticism?

## INTERVIEW EXCERPTS

### Participant 1 [P-1]

**1- Could you please provide some background information about yourself, including your role, the industry you work in, and your professional experience?**

- Absolutely, thank you for the opportunity to introduce myself.

My name is p1, and I currently serve as the Chief Medical Officer (CMO) at a leading healthcare institution in Libya. I am 32 years old and have dedicated the past five years to advancing healthcare delivery and patient outcomes in my country.

My journey in medicine began with a deep passion for improving public health and access to quality medical care. After completing my medical degree, I gained hands-on experience as a clinician, which gave me valuable insight into the challenges faced by both patients and healthcare professionals on the ground.

As CMO, my primary responsibilities include overseeing clinical operations, ensuring compliance with healthcare regulations, implementing quality improvement initiatives, and leading our medical staff. I work closely with physicians, nurses, and administrative teams to develop strategies that enhance patient care, optimize resource allocation, and promote ongoing professional development.

The healthcare industry in Libya is evolving rapidly, and my role requires adaptability, innovation, and a strong commitment to ethical leadership. I am passionate about leveraging new technologies and evidence-based practices to drive positive change in our healthcare system, and I am proud to contribute to the well-being of our community every day.

**2- How would you describe your understanding of artificial intelligence (AI) and its potential role in leadership?**

- As a Chief Medical Officer with a background in healthcare, my understanding of artificial intelligence (AI) is that it represents a transformative technology with the potential to significantly enhance decision-making, efficiency, and innovation in leadership roles.

AI can analyze vast amounts of data quickly and accurately, providing leaders with insights that support evidence-based decisions. In healthcare, this means

improving patient outcomes through predictive analytics, personalized treatment plans, and operational efficiencies.

In leadership, AI can assist by automating routine tasks, enabling leaders to focus on strategic priorities and human-centered aspects of management. It also offers tools for better risk assessment, resource allocation, and scenario planning.

However, effective leadership with AI requires a balance between leveraging technology and maintaining ethical considerations, empathy, and human judgment. AI should be seen as a powerful aid rather than a replacement for human leadership.

Overall, I believe AI's role in leadership is to augment human capabilities, foster innovation, and drive more informed, agile, and responsive decision-making processes.

**3- Have you had any experience incorporating AI into your leadership practices or decision-making processes?**

- Yes, I have begun to incorporate AI-driven tools into my leadership practices, particularly in clinical decision support and operational management within our healthcare facility.

For example, we have implemented an AI-powered patient triage system that analyzes patient data and helps prioritize cases based on urgency and risk factors. This has improved our response times and ensured that critical patients receive timely care. As a leader, I use the insights from this system to allocate resources more efficiently and to identify trends that may require strategic intervention.

Additionally, we are piloting AI algorithms for analyzing diagnostic imaging, which assists our medical teams in detecting abnormalities more accurately and quickly. While the final decisions always rest with our clinicians, these tools have enhanced our diagnostic capabilities and reduced the likelihood of human error.

From an administrative perspective, I also use AI-based analytics to monitor key performance indicators, such as patient satisfaction, staff workload, and resource utilization. This data-driven approach allows me to make more informed decisions, anticipate potential challenges, and implement targeted improvements.

While our adoption of AI is still evolving, these experiences have shown me the value of integrating AI into leadership and decision-making. It's important, however,

to ensure that staff are trained and comfortable with these technologies, and that we maintain a strong ethical framework as we move forward.

**4- In your opinion, how do AI tools influence the way managers lead teams or organizations?**

- In my experience as a Chief Medical Officer, AI tools are fundamentally reshaping the way managers lead teams and organizations, especially in complex and high-stakes environments like healthcare.

- Enhanced Decision-Making:

AI provides managers with real-time, data-driven insights that support more informed and objective decisions. For example, predictive analytics can help anticipate patient surges or resource shortages, allowing leaders to proactively allocate staff and supplies.

- Improved Efficiency:

By automating routine administrative tasks-such as scheduling, reporting, and data entry-AI frees up managers' time. This enables leaders to focus more on strategic planning, team development, and patient care, rather than being bogged down by repetitive work.

- Personalized Team Support:

AI can help managers understand team dynamics and individual performance through analytics. This allows for more personalized coaching, targeted professional development, and early identification of burnout or workflow bottlenecks.

- Enhanced Communication and Collaboration:

AI-powered tools can facilitate better communication across departments by streamlining information sharing and ensuring that everyone has access to the same up-to-date data. This fosters a more collaborative and transparent work culture.

- Data-Driven Culture:

The integration of AI encourages a culture that values data, continuous learning, and adaptability. Managers who embrace AI are often seen as forward-thinking and open to innovation, which can inspire teams and attract top talent.

- Ethical and Human Considerations:

While AI offers many benefits, it also challenges managers to consider issues like data privacy, bias, and the importance of maintaining empathy and human judgment in decision-making. Effective leaders use AI as a tool to enhance-not replace-the human aspects of leadership.

In summary:

AI tools empower managers to lead with greater precision, agility, and foresight. However, the most successful leaders are those who blend the strengths of AI with emotional intelligence, ethical responsibility, and a deep understanding of their teams' needs.

### **5- What challenges have you faced while trying to integrate AI into your leadership practices?**

- Certainly. Integrating AI into my leadership practices has brought several challenges, many of which are common across the healthcare sector:

**Data Fragmentation and Quality:** One of the biggest hurdles has been dealing with fragmented data across different systems and formats. Ensuring that AI tools have access to clean, comprehensive, and interoperable data is essential, but often difficult to achieve in practice.

**Staff Skepticism and Change Management:** Introducing AI can meet resistance from healthcare professionals who may be skeptical about its effectiveness or fear it could replace human roles. Building trust, providing training, and fostering a culture of innovation are ongoing priorities.

**Technical Integration:** Integrating AI applications into existing clinical and administrative workflows is complex. Sometimes, the functionality of AI tools does not fully align with our needs, requiring customization and iterative improvements.

**Ethical and Regulatory Concerns:** Ensuring patient privacy, data security, and compliance with healthcare regulations is a constant challenge. There are also concerns about algorithmic bias and maintaining patient-centered care while adopting new technologies.

**Measuring Impact:** It can be difficult to baseline and track the true value AI brings, especially in the early stages. Establishing clear metrics and governance structures is necessary to ensure that AI initiatives deliver the intended outcomes.

Overall, while AI offers tremendous promise, successful integration requires a strategic, multidisciplinary approach and a willingness to adapt both technology and organizational culture.

**6- How do you think AI impacts your ability to make ethical decisions in leadership?**

AI has a profound impact on my ability to make ethical decisions in leadership. On one hand, AI can enhance ethical decision-making by providing data-driven insights, identifying patterns that may reveal disparities or compliance issues, and automating routine tasks-allowing leaders to focus more on patient care and ethical considerations. AI tools can help ensure fairness, transparency, and accountability, especially when leaders are actively involved in developing policies that prioritize privacy and equity.

However, integrating AI also introduces new ethical challenges. These include concerns about patient privacy, data security, informed consent, and the risk of algorithmic bias, which can inadvertently reinforce health disparities if not carefully managed. There's also the issue of transparency-leaders must ensure that AI systems are explainable and that both clinicians and patients understand how decisions are made.

Ultimately, while AI can support more consistent and equitable ethical decision-making, it requires leaders to remain vigilant, promote strong ethical standards, and maintain a balance between technological innovation and human values.

**7- How do your employees or colleagues perceive AI's role in your leadership style?**

- My colleagues and employees generally view AI's role in my leadership with a mix of optimism and caution. Many appreciate that AI tools help streamline processes, improve efficiency, and support better decision-making-particularly when it comes to patient care and resource management. They see the benefits in how AI can speed up workflows and provide valuable insights.

However, there are also concerns. Some team members worry about job security or fear that AI could reduce the importance of human judgment and the personal touch in healthcare. Others are skeptical due to a lack of understanding or familiarity with AI technologies, which can lead to resistance or apprehension about new systems.

Overall, while there is growing acceptance of AI's usefulness, there is also a clear need for ongoing education, transparent communication, and training to help staff feel confident and involved in the integration of AI into our work. My approach has been to involve employees in the process, address their concerns directly, and emphasize that AI is a tool to support-not replace-their expertise and compassion.

**8- Do you believe AI could replace certain aspects of leadership in the future? Why or why not?**

- That's an excellent and important question. In my view, AI has the potential to automate and even improve certain aspects of leadership-particularly those that are data-driven, repetitive, or procedural. For example, AI can efficiently handle scheduling, resource allocation, performance analytics, and even some elements of strategic planning by processing vast amounts of information much faster than a human could.

However, I do not believe AI can fully replace the core of effective leadership, especially in healthcare. Leadership is fundamentally about people: inspiring teams, navigating complex interpersonal dynamics, making judgment calls in uncertain situations, and providing empathy and ethical guidance. These qualities require emotional intelligence, moral reasoning, and the ability to adapt to unique human circumstances-areas where AI still falls short.

Moreover, trust and credibility in leadership are built on authentic human relationships and transparent communication. While AI can support decision-making and provide valuable insights, it cannot replace the human touch that is essential for motivating teams, resolving conflicts, and fostering a positive organizational culture.

In summary, I believe AI will increasingly serve as a powerful tool that augments and enhances leadership, but it will not replace the uniquely human aspects that are critical to truly effective leadership. The future will likely see a partnership between human leaders and AI, where each brings their strengths to the table for better outcomes.

**9- What skills or competencies do you think a leader needs to successfully incorporate AI into their leadership practices?**

- To successfully incorporate AI into leadership practices, a leader needs a blend of technical, strategic, operational, and interpersonal competencies:

Technological literacy: Leaders must understand how AI systems work, their applications, and limitations, even if they are not technical experts.

Strategic vision: The ability to align AI initiatives with organizational goals and drive a culture of innovation is critical.

Change management: Leaders should foster adaptability, encourage experimentation, and help teams embrace new technologies.

Ethical and governance skills: Addressing data privacy, bias, and regulatory compliance is essential to ensure responsible AI use.

Interpersonal and communication skills: Effective leaders engage and support their teams, provide training, and maintain transparency throughout AI integration.

A multidimensional approach-combining technical understanding, strategic planning, ethical oversight, and strong people skills-is key for leaders guiding AI adoption.

**10- Looking ahead, how do you see AI transforming leadership in your organization or the broader Libyan business context?**

Looking ahead, I see AI fundamentally transforming leadership in my organization and across the Libyan business landscape. National initiatives-like the formation of the Artificial Intelligence Committee and the launch of Libya's National Artificial Intelligence Policy-are setting a clear direction for digital transformation and innovation. These policies encourage leaders to adopt AI-driven strategies for greater efficiency, transparency, and sustainable growth.

In healthcare, AI is already improving diagnostics, resource management, and patient care, allowing leaders like myself to make more informed, data-driven decisions. Across industries, AI is streamlining operations, enabling better risk management, and supporting economic diversification-especially in non-oil sectors such as education and agriculture.

Education and workforce development are also priorities, with new AI-powered training programs and immersive technologies being introduced to prepare Libyan professionals for the future. While challenges remain-such as infrastructure gaps and the need for skilled talent-the direction is clear: AI will play a central role in shaping agile, innovative, and inclusive leadership across Libya. As leaders, our focus will be

on harnessing AI responsibly, fostering collaboration, and ensuring that technological advancements benefit both organizations and society.

هل يمكنك تزويدنا ببعض المعلومات الأساسية عن نفسك، بما في ذلك دورك، القطاع الذي تعمل فيه، 1- وخبرتك المهنية؟

بالطبع، شكرًا لإتاحة الفرصة لي لتقديم نفسي

في إحدى المؤسسات الصحية الرائدة في (CMO)، وأشغل حاليًا منصب المدير الطبي التنفيذي p1 اسمي لييبا. أبلغ من العمر 32 عامًا، وقد كرست السنوات الخمس الماضية لتطوير تقديم الرعاية الصحية وتحسين نتائج المرضى في بلدي

بدأت رحلتي في مجال الطب بدافع شغفي العميق بتحسين الصحة العامة وتسهيل الوصول إلى رعاية طبية عالية الجودة. بعد حصولي على شهادة الطب، اكتسبت خبرة عملية كطبيب سريري، مما منحني فهمًا قيمًا للتحديات التي يواجهها كل من المرضى والمتخصصين في الرعاية الصحية على أرض الواقع

بصفتي مديرًا طبيًا تنفيذيًا، تشمل مسؤولياتي الأساسية الإشراف على العمليات السريرية، وضمان الامتثال للأنظمة الصحية، وتنفيذ مبادرات تحسين الجودة، وقيادة الطاقم الطبي لدينا. أعمل عن كثب مع الأطباء والمرضى والفرق الإدارية لتطوير استراتيجيات تعزز رعاية المرضى، وتحسن تخصيص الموارد، وتدعم التطوير المهني المستمر

يشهد قطاع الرعاية الصحية في ليبيا تطورًا سريعًا، ويتطلب دوري مرونة وابتكارًا والتزامًا قويًا بالقيادة الأخلاقية. أنا شغوف بالاستفادة من التقنيات الحديثة والممارسات المبنية على الأدلة لدفع التغيير الإيجابي في نظامنا الصحي، وأفخر بأن أساهم يوميًا في رفاهية مجتمعنا

## كيف تصف فهمك للذكاء الاصطناعي ودوره المحتمل في القيادة؟ -2

بصفتي مديرًا طبيًا تنفيذيًا بخلفية في الرعاية الصحية، أرى أن الذكاء الاصطناعي يمثل تقنية تحويلية لديها القدرة على تعزيز اتخاذ القرار والكفاءة والابتكار بشكل كبير في الأدوار القيادية

يمكن للذكاء الاصطناعي تحليل كميات هائلة من البيانات بسرعة ودقة، مما يوفر للقادة رؤى تدعم اتخاذ قرارات مبنية على الأدلة. في مجال الرعاية الصحية، يعني ذلك تحسين نتائج المرضى من خلال التحليلات التنبؤية، وخطط العلاج الشخصية، وزيادة كفاءة العمليات

في القيادة، يمكن للذكاء الاصطناعي المساعدة في أتمتة المهام الروتينية، مما يمكّن القادة من التركيز على الأولويات الاستراتيجية والجوانب الإنسانية للإدارة. كما يوفر أدوات لتقييم أفضل للمخاطر، وتخصيص الموارد، والتخطيط للسياريوهات المستقبلية

ومع ذلك، يتطلب تحقيق قيادة فعالة مع الذكاء الاصطناعي تحقيق توازن بين الاستفادة من التكنولوجيا والحفاظ على الاعتبارات الأخلاقية والتعاطف والحكم البشري. يجب النظر إلى الذكاء الاصطناعي كأداة قوية مساعدة وليس كبديل عن القيادة البشرية.

بشكل عام، أعتقد أن دور الذكاء الاصطناعي في القيادة هو تعزيز القدرات البشرية، ودفع الابتكار، وتمكين عمليات اتخاذ القرار لتكون أكثر استنارة ومرونة واستجابة.

### هل لديك أي خبرة في دمج الذكاء الاصطناعي ضمن ممارساتك القيادية أو عمليات اتخاذ القرار؟ -3

نعم، لقد بدأت في دمج أدوات مدعومة بالذكاء الاصطناعي ضمن ممارساتي القيادية، خاصة في دعم القرار السريري والإدارة التشغيلية داخل منشأتنا الصحية.

على سبيل المثال، قمنا بتطبيق نظام فرز للمرضى يعتمد على الذكاء الاصطناعي، يقوم بتحليل بيانات المرضى ويساعد في تحديد أولويات الحالات بناءً على درجة الإلحاح وعوامل الخطورة. وقد أدى ذلك إلى تحسين سرعة استجابتنا وضمان حصول المرضى الحرجين على الرعاية في الوقت المناسب. وبصفتي قائدًا، أستفيد من الرؤى التي يوفرها هذا النظام لتوزيع الموارد بشكل أكثر كفاءة، وتحديد الاتجاهات التي قد تتطلب تدخلات استراتيجية.

بالإضافة إلى ذلك، نقوم حاليًا بتجربة خوارزميات الذكاء الاصطناعي لتحليل الصور التشخيصية، والتي تساعد فرقنا الطبية في اكتشاف الشذوذات بدقة وسرعة أكبر. وعلى الرغم من أن القرارات النهائية تبقى دائمًا بيد الأطباء، إلا أن هذه الأدوات قد حسّنت من قدراتنا التشخيصية وقللت من احتمالية الخطأ البشري.

ومن الناحية الإدارية، أستخدم أيضًا تحليلات قائمة على الذكاء الاصطناعي لمتابعة مؤشرات الأداء الرئيسية، مثل رضا المرضى، وأعباء العمل على الموظفين، واستخدام الموارد. يسمح لي هذا النهج القائم على البيانات باتخاذ قرارات أكثر استنارة، وتوقع التحديات المحتملة، وتنفيذ تحسينات مستهدفة.

ورغم أن تبني الذكاء الاصطناعي لا يزال في طور التطور، إلا أن هذه التجارب أظهرت لي قيمة دمج الذكاء الاصطناعي في القيادة واتخاذ القرار. ومن المهم مع ذلك، التأكد من تدريب الموظفين وراحتهم مع هذه التقنيات، مع الحفاظ على إطار أخلاقي قوي أثناء المضي قدمًا.

### في رأيك، كيف تؤثر أدوات الذكاء الاصطناعي على طريقة قيادة المديرين للفرق أو المؤسسات؟ -4

من خلال خبرتي كمدير طبي تنفيذي، أرى أن أدوات الذكاء الاصطناعي تعيد تشكيل طريقة قيادة المديرين للفرق والمؤسسات بشكل جذري، خاصة في البيئات المعقدة وعالية المخاطر مثل الرعاية الصحية.

تعزيز اتخاذ القرار

يمنح الذكاء الاصطناعي المديرين رؤى فورية قائمة على البيانات تدعم اتخاذ قرارات أكثر موضوعية واستنارة. على سبيل المثال، يمكن للتحليلات التنبؤية أن تساعد في توقع زيادة أعداد المرضى أو نقص الموارد، مما يمكّن القادة من توزيع الموظفين والإمدادات بشكل استباقي.

تحسين الكفاءة

من خلال أتمتة المهام الإدارية الروتينية مثل الجدولة، وإعداد التقارير، وإدخال البيانات، يوفر الذكاء الاصطناعي وقت المديرين. وهذا يتيح لهم التركيز بشكل أكبر على التخطيط الاستراتيجي وتطوير الفريق ورعاية المرضى، بدلاً من الانشغال بالأعمال المتكررة.

دعم الفريق بشكل مخصص

يمكن للذكاء الاصطناعي مساعدة المديرين في فهم ديناميكيات الفريق وأداء الأفراد من خلال التحليلات، مما يسمح بتقديم تدريب شخصي، وتطوير مهني مستهدف، والكشف المبكر عن الإرهاق أو اختناقات سير العمل.

تعزيز التواصل والتعاون

تُسهّم الأدوات المدعومة بالذكاء الاصطناعي في تحسين التواصل بين الأقسام من خلال تسهيل تبادل المعلومات وضمان وصول الجميع إلى نفس البيانات المحدثة، مما يعزز ثقافة عمل أكثر تعاونًا وشفافية.

تعزيز ثقافة قائمة على البيانات

يشجع دمج الذكاء الاصطناعي على ثقافة تقدر البيانات والتعلم المستمر والقدرة على التكيف. وغالبًا ما يُنظر إلى المديرين الذين يتبنون الذكاء الاصطناعي على أنهم متطلعون إلى المستقبل ومنفتحون على الابتكار، مما يلهم الفرق ويجذب الكفاءات المتميزة.

الاعتبارات الأخلاقية والإنسانية

على الرغم من فوائد الذكاء الاصطناعي العديدة، إلا أنه يفرض على المديرين ضرورة مراعاة قضايا مثل خصوصية البيانات، والتحيز، وأهمية الحفاظ على التعاطف والحكم البشري في اتخاذ القرار. القادة الفاعلون استبدال—الجوانب الإنسانية للقيادة not—يستخدمون الذكاء الاصطناعي كأداة لتعزيز

خلاصة القول

تمكّن أدوات الذكاء الاصطناعي المديرين من القيادة بدقة ومرونة واستشراف أكبر. إلا أن أنجح القادة هم من يجمعون بين قوة الذكاء الاصطناعي والذكاء العاطفي والمسؤولية الأخلاقية وفهم عميق لاحتياجات فرقهم.

ما التحديات التي واجهتها أثناء محاولة دمج الذكاء الاصطناعي في ممارساتك القيادية؟ -5

بالتأكيد. لقد جلب دمج الذكاء الاصطناعي في ممارساتي القيادية عدة تحديات، العديد منها شائع في قطاع الرعاية الصحية

تجزئة البيانات وجودتها

أحد أكبر العقبات كان التعامل مع البيانات المجزأة عبر أنظمة وصيغ مختلفة. من الضروري أن تتوفر أدوات الذكاء الاصطناعي على بيانات نظيفة وشاملة وقابلة للتكامل، إلا أن تحقيق ذلك غالبًا ما يكون صعبًا عمليًا.

شكوك الموظفين وإدارة التغيير

قد يقابل إدخال الذكاء الاصطناعي مقاومة من بعض العاملين في الرعاية الصحية الذين قد يشككون في فعاليته أو يخشون أن يحل محل الأدوار البشرية. بناء الثقة، وتوفير التدريب، وتعزيز ثقافة الابتكار هي أولويات مستمرة.

التكامل التقني

يُعد دمج تطبيقات الذكاء الاصطناعي ضمن سير العمل السريري والإداري القائم أمرًا معقدًا. أحيانًا لا تتوافق وظائف أدوات الذكاء الاصطناعي تمامًا مع احتياجاتنا، مما يتطلب تعديلات وتحسينات متكررة.

الاعتبارات الأخلاقية والتنظيمية

ضمان خصوصية المرضى، وأمن البيانات، والامتثال للأنظمة الصحية يمثل تحديًا دائمًا. هناك أيضًا مخاوف بشأن التحيز الخوارزمي والحفاظ على رعاية تركز على المريض أثناء تبني تقنيات جديدة.

قياس الأثر

قد يكون من الصعب تحديد وقياس القيمة الحقيقية التي يضيفها الذكاء الاصطناعي، خاصة في المراحل المبكرة. من الضروري وضع مؤشرات واضحة وهيكل حوكمة لضمان تحقيق المبادرات النتائج المرجوة بشكل عام، رغم أن الذكاء الاصطناعي يحمل وعودًا كبيرة، إلا أن نجاح دمجها يتطلب نهجًا استراتيجيًا متعدد التخصصات واستعدادًا لتكييف كل من التكنولوجيا وثقافة المؤسسة.

برأيك، كيف يؤثر الذكاء الاصطناعي على قدرتك في اتخاذ قرارات أخلاقية في القيادة؟ -6

للذكاء الاصطناعي تأثير عميق على قدرتي في اتخاذ قرارات أخلاقية في القيادة. من ناحية، يمكن أن يعزز الذكاء الاصطناعي اتخاذ القرارات الأخلاقية من خلال توفير رؤى مبنية على البيانات، وتحديد الأنماط التي قد تكشف عن تفاوتات أو مشكلات في الامتثال، وأتمتة المهام الروتينية، مما يتيح للقادة التركيز أكثر على رعاية المرضى والاعتبارات الأخلاقية. تساعد أدوات الذكاء الاصطناعي في تعزيز العدالة والشفافية والمساءلة، خاصة عندما يشارك القادة بنشاط في تطوير السياسات التي تضع الخصوصية والعدالة في الأولوية.

لكن من جهة أخرى، فإن دمج الذكاء الاصطناعي يطرح تحديات أخلاقية جديدة، بما في ذلك القلق بشأن خصوصية المرضى، وأمن البيانات، والموافقة المستنيرة، ومخاطر التحيز الخوارزمي، والذي يمكن أن يكرّس الفجوات الصحية إذا لم تتم إدارته بعناية. وهناك أيضًا مسألة الشفافية، حيث يجب على القادة التأكد من أن أنظمة الذكاء الاصطناعي قابلة للفهم، وأن كلاً من الأطباء والمرضى يدركون كيفية اتخاذ القرارات.

في النهاية، رغم أن الذكاء الاصطناعي يمكن أن يدعم اتخاذ قرارات أخلاقية أكثر اتساقًا وعدالة، إلا أنه يتطلب من القادة البقاء يقظين، وتعزيز المعايير الأخلاقية القوية، والحفاظ على توازن بين الابتكار التكنولوجي والقيم الإنسانية.

## كيف يرى موظفوك أو زملاؤك دور الذكاء الاصطناعي في أسلوب قيادتك؟ -7

بشكل عام، يرى زملائي وموظفوني دور الذكاء الاصطناعي في قيادتي بمزيج من التفاؤل والحذر. يقدر الكثيرون أن أدوات الذكاء الاصطناعي تساهم في تبسيط العمليات، وتحسين الكفاءة، ودعم اتخاذ قرارات أفضل، لا سيما فيما يتعلق برعاية المرضى وإدارة الموارد. فهم يلاحظون كيف أن الذكاء الاصطناعي يسرع سير العمل ويوفر رؤى قيّمة.

مع ذلك، هناك بعض المخاوف. يشعر بعض أعضاء الفريق بالقلق بشأن أمن وظائفهم، أو يخشون أن يؤدي الذكاء الاصطناعي إلى تقليل أهمية الحكم البشري واللمسة الشخصية في الرعاية الصحية. وهناك من يشكك في هذه التقنيات بسبب قلة الفهم أو عدم الألفة بها، مما قد يؤدي إلى مقاومة أو تردد تجاه الأنظمة الجديدة.

بشكل عام، رغم تزايد القبول بفوائد الذكاء الاصطناعي، إلا أن هناك حاجة واضحة للتوعية المستمرة، والتواصل الشفاف، والتدريب، حتى يشعر الموظفون بالثقة والمشاركة في عملية دمج الذكاء الاصطناعي في عملنا. وقد حرصت على إشراك الموظفين في العملية، والرد على مخاوفهم بشكل مباشر، والتأكيد على أن الذكاء الاصطناعي هو أداة داعمة، وليس بديلاً عن خبراتهم وتعاطفهم.

## هل تعتقد أن الذكاء الاصطناعي يمكن أن يحل محل بعض جوانب القيادة في المستقبل؟ ولماذا؟ -8

هذا سؤال ممتاز ومهم. من وجهة نظري، يمكن للذكاء الاصطناعي أن يقوم بأتمتة بعض الجوانب من القيادة وتحسينها، خاصة تلك التي تعتمد على البيانات، أو التي تتسم بالتكرار أو الطابع الإجرائي. على سبيل المثال، يستطيع الذكاء الاصطناعي إدارة الجدولة، وتخصيص الموارد، وتحليلات الأداء، بل وبعض جوانب التخطيط الاستراتيجي بكفاءة عالية وسرعة تفوق قدرات الإنسان.

لكنني لا أعتقد أن الذكاء الاصطناعي يمكن أن يحل محل جوهر القيادة الفعالة، لا سيما في مجال الرعاية الصحية. القيادة تتعلق في جوهرها بالبشر: إلهام الفرق، التعامل مع التعقيدات والعلاقات الإنسانية، اتخاذ قرارات تحت ظروف غامضة، وتقديم التعاطف والإرشاد الأخلاقي. هذه الصفات تتطلب ذكاءً عاطفياً، واستدلالاً أخلاقياً، وقدرة على التكيف مع الظروف الإنسانية الفريدة – وهي مجالات لا يزال الذكاء الاصطناعي يفتقر فيها للكفاءة.

علاوة على ذلك، فإن الثقة والمصداقية في القيادة تبنى من خلال علاقات إنسانية حقيقية وتواصل شفاف. رغم أن الذكاء الاصطناعي يمكنه دعم اتخاذ القرار وتقديم رؤى مهمة، إلا أنه لا يمكنه استبدال اللمسة البشرية الضرورية لتحفيز الفرق، وحل النزاعات، وبناء ثقافة تنظيمية إيجابية.

باختصار، أرى أن الذكاء الاصطناعي سيكون أداة قوية تدعم وتعزز القيادة، لكنه لن يحل محل الجوانب الإنسانية الفريدة التي تشكل القيادة الفعالة. المستقبل سيكون قائماً على شراكة بين القادة البشر والذكاء الاصطناعي، حيث يسهم كل طرف بنقاط قوته لتحقيق نتائج أفضل.

ما هي المهارات أو الكفاءات التي تعتقد أن على القائد امتلاكها لدمج الذكاء الاصطناعي بنجاح في 9- ممارساته القيادية؟

لدمج الذكاء الاصطناعي بنجاح في ممارسات القيادة، يحتاج القائد إلى مزيج من المهارات التقنية والاستراتيجية والتشغيلية والإنسانية، وتشمل

الإلمام بالتكنولوجيا: يجب على القائد فهم كيفية عمل أنظمة الذكاء الاصطناعي وتطبيقاتها وحدودها، حتى إن لم يكن خبيرًا تقنيًا

الرؤية الاستراتيجية: القدرة على ربط مبادرات الذكاء الاصطناعي بأهداف المؤسسة، وتعزيز ثقافة الابتكار. أمر بالغ الأهمية

إدارة التغيير: يجب أن يكون القائد قادرًا على تعزيز التكيف، وتشجيع التجربة، ومساعدة الفرق على تقبل التقنيات الجديدة.

المهارات الأخلاقية والتنظيمية: التعامل مع خصوصية البيانات، والتحكيز، والامتثال التنظيمي ضروري لضمان استخدام مسؤول للذكاء الاصطناعي

المهارات التواصلية والإنسانية: يجب على القائد التواصل مع فريقه بفعالية، وتقديم التدريب، والحفاظ على الشفافية خلال عملية الدمج

النهج المتكامل – الذي يجمع بين الفهم التقني والتخطيط الاستراتيجي والرقابة الأخلاقية والمهارات الشخصية – هو المفتاح لقيادة فعالة في عصر الذكاء الاصطناعي

بالنظر إلى المستقبل، كيف ترى أن الذكاء الاصطناعي سيحوّل القيادة في مؤسستك أو في السياق الليبي 10- الأوسع؟

بالنظر إلى المستقبل، أرى أن الذكاء الاصطناعي سيحوّل القيادة بشكل جذري داخل مؤسستي وعلى مستوى المشهد الاقتصادي الليبي الأوسع. المبادرات الوطنية – مثل تشكيل لجنة الذكاء الاصطناعي وإطلاق السياسة الوطنية للذكاء الاصطناعي في ليبيا – ترسم مسارًا واضحًا نحو التحول الرقمي والابتكار

تشجّع هذه السياسات القادة على اعتماد استراتيجيات تعتمد على الذكاء الاصطناعي لتحقيق المزيد من الكفاءة والشفافية والنمو المستدام

في قطاع الصحة، يُسهم الذكاء الاصطناعي بالفعل في تحسين التشخيصات، وإدارة الموارد، ورعاية المرضى، مما يتيح لقادة مثلي اتخاذ قرارات أكثر دقة وفعالية. وفي باقي القطاعات، يُبسط الذكاء الاصطناعي العمليات، ويُعزز إدارة المخاطر، ويدعم تنويع الاقتصاد – خاصة في القطاعات غير النفطية مثل التعليم والزراعة

التعليم وتطوير الكفاءات البشرية يمثلان أيضًا أولوية، مع إدخال برامج تدريب مدعومة بالذكاء الاصطناعي وتقنيات تفاعلية جديدة تهدف إلى تجهيز الكوادر الليبية لمتطلبات المستقبل

ورغم وجود تحديات – مثل الفجوات في البنية التحتية والحاجة إلى كفاءات ماهرة – إلا أن الاتجاه واضح: الذكاء الاصطناعي سيلعب دورًا محوريًا في تشكيل قيادة مرنة، مبتكرة، وشاملة في ليبيا. وكمسؤولين، سيكون تركيزنا على استخدام الذكاء الاصطناعي بشكل مسؤول، وتعزيز التعاون، وضمان أن تعود التطورات التكنولوجية بالنفع على كل من المؤسسات والمجتمع.

## **PARTICIPANT 2 [P-2]**

### **1. Could you please provide some background information about yourself, including your role, the industry you work in, and your professional experience?**

Thank you for the introduction. My name is p2, and I currently serve as the Chief Risk Officer (CRO) at a leading financial institution in Libya. I am 28 years old and have been working in the banking and finance sector for three years. My primary responsibilities involve identifying, assessing, and mitigating financial and operational risks to ensure the stability and compliance of our organization. I work closely with executive leadership, regulators, and cross-functional teams to develop risk management strategies, implement internal controls, and promote a culture of risk awareness. My experience spans credit risk, market risk, operational risk, and regulatory compliance, and I am passionate about leveraging technology and data analytics to strengthen our risk management framework.

### **2. How would you describe your understanding of artificial intelligence (AI) and its potential role in leadership?**

AI, in my view, is a powerful tool that can revolutionize how leaders in banking and finance approach risk management, decision-making, and strategic planning. AI enables the analysis of vast datasets in real-time, uncovering patterns and anomalies that would be difficult for humans to detect. For leadership, AI can support more objective, data-driven decisions, automate routine processes, and provide predictive insights that help leaders anticipate and respond to emerging risks. In the context of risk management, AI can enhance fraud detection, credit scoring, and regulatory compliance, allowing leaders to focus on strategic priorities and proactive risk mitigation.

### **3. Have you had any experience incorporating AI into your leadership practices or decision-making processes?**

Yes, I have started integrating AI tools into our risk management practices. For example, we use AI-driven analytics to monitor transaction patterns and detect potential fraud or money laundering activities. These systems provide real-time alerts, enabling us to respond quickly and effectively. Additionally, we employ AI models to improve credit risk assessment, analyzing customer data and market trends to make more accurate lending decisions. While these tools are still evolving, they have already enhanced our ability to identify risks early, allocate resources efficiently, and comply with regulatory requirements. As a leader, I rely on these insights to inform decisions and communicate risk exposures to stakeholders.

**4. In your opinion, how do AI tools influence the way managers lead teams or organizations?**

AI tools are transforming leadership by enabling managers to make more informed, timely, and objective decisions. In banking and finance, AI automates repetitive tasks such as transaction monitoring and reporting, freeing up managers to focus on strategic initiatives and team development. AI also supports more precise risk assessment, allowing leaders to allocate resources and manage exposures more effectively. Furthermore, AI-driven analytics provide transparency and accountability, fostering a data-driven culture where decisions are based on evidence rather than intuition. However, managers must also ensure that AI is used ethically and that team members are supported through training and change management.

**5. What challenges have you faced while trying to integrate AI into your leadership practices?**

Integrating AI into risk management has presented several challenges. First, there is the issue of data quality and availability-AI systems require accurate, comprehensive data to function effectively, but financial data can be fragmented or incomplete. Second, there is resistance to change among staff who may be unfamiliar with AI technologies or concerned about job security. Third, regulatory uncertainty and evolving compliance requirements make it challenging to deploy AI solutions confidently. Finally, ensuring the transparency and explainability of AI models is critical, especially when making decisions that impact customers or regulatory reporting. Overcoming these challenges requires ongoing investment in technology, staff training, and collaboration with regulators.

**6. How do you think AI impacts your ability to make ethical decisions in leadership?**

AI can enhance ethical decision-making by providing objective, data-driven insights that reduce human bias and support fair outcomes. For example, AI can help identify discriminatory lending patterns or flag suspicious transactions, enabling leaders to address ethical concerns proactively. However, AI also introduces new ethical challenges, such as algorithmic bias, data privacy, and transparency. As a CRO, I am responsible for ensuring that AI systems are designed and used ethically, with appropriate safeguards and oversight. This includes regularly reviewing AI models for fairness, engaging stakeholders in decision-making, and maintaining a strong ethical framework in all risk management practices.

**7. How do your employees or colleagues perceive AI's role in your leadership style?**

My colleagues generally see AI as a valuable tool that enhances our ability to manage risk and comply with regulations. They appreciate the efficiency and accuracy that AI brings to tasks like fraud detection and credit assessment. However, there is also some apprehension about the impact of AI on job roles and the need for new skills. To address this, I prioritize transparent communication, involve team members in the implementation process, and provide training to build confidence and competence in using AI tools. My goal is to position AI as a support for our team's expertise, not a replacement.

**8. Do you believe AI could replace certain aspects of leadership in the future? Why or why not?**

AI can automate and improve certain aspects of leadership, particularly those related to data analysis, routine decision-making, and risk monitoring. For example, AI can process large volumes of transactions, flag anomalies, and generate reports more efficiently than humans. However, I do not believe AI can fully replace the human elements of leadership, such as strategic vision, ethical judgment, and the ability to inspire and motivate teams. Leadership requires empathy, adaptability, and the capacity to navigate complex interpersonal and organizational dynamics-qualities that AI cannot replicate. In the future, I see AI as a partner that augments human leadership rather than replacing it.

## 9. What skills or competencies do you think a leader needs to successfully incorporate AI into their leadership practices?

To successfully incorporate AI, a leader needs:

- Technical literacy: Understanding how AI works and its limitations.
- Strategic thinking: Aligning AI initiatives with business goals and risk appetite.
- Change management: Guiding teams through technological transitions and fostering a culture of innovation.
- Ethical oversight: Ensuring responsible AI use, data privacy, and compliance.
- Communication: Clearly explaining the benefits and limitations of AI to stakeholders and team members.

A combination of technical, strategic, ethical, and interpersonal skills is essential for leaders navigating AI integration.

## 10. Looking ahead, how do you see AI transforming leadership in your organization or the broader Libyan business context?

AI is poised to transform leadership in banking and finance by enabling more proactive, data-driven risk management and operational efficiency. In Libya, as the financial sector modernizes, AI will help institutions detect fraud, assess credit risk, and comply with evolving regulations more effectively. Leaders will need to embrace continuous learning, invest in technology and talent, and collaborate with regulators to ensure responsible AI adoption. Across the broader Libyan business context, AI will drive innovation, improve customer experiences, and support economic diversification. The leaders who succeed will be those who harness AI's potential while maintaining a strong ethical and human-centered approach.

هل يمكنك أن تقدم لنا خلفية عن نفسك، بما في ذلك دورك، القطاع الذي تعمل فيه، وخبرتك المهنية؟ 1.

في مؤسسة مالية رائدة في (CRO) ، وأشغل حاليًا منصب رئيس إدارة المخاطر p2 شكرًا على المقدمة. اسمي ليبيا. أبلغ من العمر 28 عامًا وأعمل في قطاع البنوك والمالية منذ ثلاث سنوات

تتمثل مسؤولياتي الأساسية في تحديد المخاطر المالية والتشغيلية وتقييمها والتخفيف منها لضمان استقرار المؤسسة والتزامها باللوائح التنظيمية. أعمل عن كثب مع القيادة التنفيذية والهيئات التنظيمية والفرق متعددة التخصصات لتطوير استراتيجيات لإدارة المخاطر، وتنفيذ الرقابة الداخلية، وتعزيز ثقافة الوعي بالمخاطر

تشمل خبرتي مجالات عدة، من بينها مخاطر الائتمان، ومخاطر السوق، والمخاطر التشغيلية، والامتثال التنظيمي، وأنا شغوف باستخدام التكنولوجيا وتحليل البيانات لتعزيز إطار عمل إدارة المخاطر لدينا.

## كيف تصف فهمك للذكاء الاصطناعي ودوره المحتمل في القيادة؟ 2.

أرى أن الذكاء الاصطناعي أداة قوية يمكن أن تُحدث تحولاً جذرياً في طريقة تعامل القادة في القطاع المصرفي والمالي مع إدارة المخاطر واتخاذ القرار والتخطيط الاستراتيجي.

يمكنّ الذكاء الاصطناعي من تحليل مجموعات ضخمة من البيانات في الوقت الفعلي، واكتشاف الأنماط والشذوذات التي يصعب على البشر ملاحظتها.

بالنسبة للقيادة، يمكن للذكاء الاصطناعي أن يدعم اتخاذ قرارات موضوعية قائمة على البيانات، ويؤتمت العمليات الروتينية، ويقدم رؤى تنبؤية تساعد القادة على التنبؤ بالمخاطر الناشئة والتعامل معها.

وفي سياق إدارة المخاطر، يعزز الذكاء الاصطناعي اكتشاف الاحتيال، وتقييم الائتمان، والامتثال التنظيمي، مما يتيح للقادة التركيز على الأولويات الاستراتيجية والوقاية الاستباقية من المخاطر.

## هل لديك خبرة في دمج الذكاء الاصطناعي في ممارساتك القيادية أو في عمليات اتخاذ القرار؟ 3.

نعم، لقد بدأت بالفعل بدمج أدوات الذكاء الاصطناعي في ممارسات إدارة المخاطر لدينا.

على سبيل المثال، نستخدم تحليلات قائمة على الذكاء الاصطناعي لرصد أنماط المعاملات والكشف عن أنشطة احتيالية أو عمليات غسل أموال محتملة، حيث توفر هذه الأنظمة تنبيهات فورية تساعدنا على الاستجابة بسرعة وفعالية.

كما نستخدم نماذج الذكاء الاصطناعي لتحسين تقييم مخاطر الائتمان، من خلال تحليل بيانات العملاء والاتجاهات السوقية لاتخاذ قرارات إقراض أكثر دقة.

ورغم أن هذه الأدوات لا تزال في طور التطوير، فقد حسنت بالفعل من قدرتنا على تحديد المخاطر في وقت مبكر، وتوزيع الموارد بكفاءة، والامتثال للمتطلبات التنظيمية. وبصفتي قائداً، أستند إلى هذه التحليلات في اتخاذ قرارات مستنيرة والتواصل مع أصحاب المصلحة بشأن التعرض للمخاطر.

## برأيك، كيف تؤثر أدوات الذكاء الاصطناعي على طريقة القادة في إدارة الفرق أو المؤسسات؟ 4.

تُحدث أدوات الذكاء الاصطناعي تحولاً في القيادة، حيث تتيح للقادة اتخاذ قرارات أكثر وعياً وموضوعية وفي الوقت المناسب.

في القطاع المصرفي والمالي، تؤتمت هذه الأدوات المهام المتكررة مثل مراقبة المعاملات وإعداد التقارير، مما يتيح للمديرين التفرغ للمبادرات الاستراتيجية وتنمية الفرق.

كما تدعم الذكاء الاصطناعي تقييم المخاطر بدقة أكبر، ما يساعد القادة على تخصيص الموارد وإدارة التعرضات بكفاءة.

علاوة على ذلك، توفر التحليلات المعتمدة على الذكاء الاصطناعي الشفافية والمساءلة، مما يعزز ثقافة اتخاذ القرار بناءً على الأدلة بدلاً من الحدس.

مع ذلك، يجب على المديرين التأكد من استخدام الذكاء الاصطناعي بطريقة أخلاقية، وتقديم الدعم والتدريب اللازمين للفرق خلال مراحل التغيير.

#### 5. ما التحديات التي واجهتها أثناء محاولة دمج الذكاء الاصطناعي في ممارساتك القيادية؟

واجهت عدة تحديات أثناء دمج الذكاء الاصطناعي في إدارة المخاطر.

أولاً، هناك مسألة جودة البيانات وتوافرها – حيث تتطلب أنظمة الذكاء الاصطناعي بيانات دقيقة وشاملة لتعمل بفعالية، لكن البيانات المالية غالباً ما تكون مجزأة أو غير مكتملة.

ثانياً، مقاومة التغيير من قبل بعض الموظفين الذين قد يكونون غير معتادين على هذه التقنيات أو يشعرون بالقلق بشأن أمن وظائفهم.

ثالثاً، حالة عدم اليقين التنظيمي وتغير متطلبات الامتثال، مما يجعل من الصعب اعتماد حلول الذكاء الاصطناعي بثقة.

وأخيراً، ضرورة ضمان شفافية نماذج الذكاء الاصطناعي وقدرتها على التفسير، خاصة عند اتخاذ قرارات تؤثر على العملاء أو التقارير التنظيمية.

ومعالجة هذه التحديات يتطلب استثماراً مستمراً في التكنولوجيا، وتدريب الموظفين، والتعاون الوثيق مع الجهات الرقابية.

#### 6. كيف تعتقد أن الذكاء الاصطناعي يؤثر على قدرتك في اتخاذ قرارات أخلاقية في القيادة؟

يمكن للذكاء الاصطناعي أن يعزز اتخاذ القرارات الأخلاقية من خلال تقديم رؤى موضوعية قائمة على البيانات، مما يقلل من التحيز البشري ويدعم نتائج عادلة.

على سبيل المثال، يمكن أن يساعد الذكاء الاصطناعي في اكتشاف أنماط إقراض تمييزية أو الإشارة إلى معاملات مشبوهة، ما يسمح للقادة بمعالجة القضايا الأخلاقية بشكل استباقي.

لكن في المقابل، يطرح الذكاء الاصطناعي تحديات أخلاقية جديدة، مثل التحيز الخوارزمي، وخصوصية البيانات، والشفافية.

وبصفتي رئيساً لإدارة المخاطر، تقع على عاتقي مسؤولية التأكد من تصميم واستخدام أنظمة الذكاء الاصطناعي بشكل أخلاقي، مع وجود آليات رقابة مناسبة.

ويشمل ذلك مراجعة النماذج بشكل دوري للتأكد من العدالة، وإشراك أصحاب المصلحة في اتخاذ القرار، والحفاظ على إطار أخلاقي قوي في جميع ممارسات إدارة المخاطر.

## كيف يرى موظفوك أو زملاؤك دور الذكاء الاصطناعي في أسلوبك القيادي؟ 7.

بشكل عام، يرى زملائي أن الذكاء الاصطناعي أداة قيمة تعزز قدرتنا على إدارة المخاطر والامتثال للوائح. هم يقدرّون الكفاءة والدقة التي توفرها هذه الأدوات، خاصة في اكتشاف الاحتيال وتقييم الجدارة الائتمانية. لكن بالمقابل، هناك بعض التحوّف بشأن تأثير الذكاء الاصطناعي على الأدوار الوظيفية والحاجة إلى اكتساب مهارات جديدة. وللتعامل مع ذلك، أحرص على التواصل بشفافية، وإشراك الفريق في عملية التطبيق، وتوفير التدريب اللازم لبناء الثقة والكفاءة في استخدام الأدوات.

هدفني هو تعزيز فهم أن الذكاء الاصطناعي داعم لخبرة الفريق، وليس بديلاً عنها.

## هل تعتقد أن الذكاء الاصطناعي يمكن أن يحل محل بعض جوانب القيادة في المستقبل؟ ولماذا؟ 8.

الذكاء الاصطناعي قادر على أتمتة وتحسين بعض جوانب القيادة، خصوصاً تلك المرتبطة بتحليل البيانات، واتخاذ القرارات الروتينية، ومراقبة المخاطر. مثلاً، يمكن للذكاء الاصطناعي معالجة كميات ضخمة من المعاملات، والكشف عن الحالات الشاذة، وتوليد تقارير بكفاءة أعلى من البشر. ومع ذلك، لا أعتقد أنه يمكنه استبدال الجوانب الإنسانية في القيادة مثل الرؤية الاستراتيجية، والحكم الأخلاقي، والقدرة على إلهام وتحفيز الفرق. القيادة تتطلب التعاطف، والمرونة، والقدرة على التعامل مع الديناميكيات المعقدة – وهي صفات لا يمكن للذكاء الاصطناعي محاكاتها.

أرى أن الذكاء الاصطناعي سيكون شريكاً يدعم القيادة البشرية، لا بديلاً عنها.

## ما المهارات أو الكفاءات التي يجب أن يمتلكها القائد لدمج الذكاء الاصطناعي بنجاح في ممارساته القيادية؟ 9.

لكي يدمج القائد الذكاء الاصطناعي بنجاح، يجب أن يمتلك مزيجاً من المهارات التالية:

الوعي التقني: فهم كيفية عمل الذكاء الاصطناعي وحدوده.

التفكير الاستراتيجي: ربط مبادرات الذكاء الاصطناعي بأهداف المؤسسة وشهية المخاطر.

إدارة التغيير: قيادة الفرق خلال التحولات التقنية وتعزيز ثقافة الابتكار.

الرقابة الأخلاقية: ضمان الاستخدام المسؤول للذكاء الاصطناعي وحماية خصوصية البيانات والامتثال التنظيمي.

مهارات التواصل: شرح فوائد وقيود الذكاء الاصطناعي بوضوح للمعنيين والفرق.

النجاح يتطلب مزيجًا من الفهم التقني، والتخطيط الاستراتيجي، والرقابة الأخلاقية، والمهارات الشخصية.

**كيف ترى أن الذكاء الاصطناعي سيحوّل القيادة في مؤسستك أو في المشهد الليبي الأوسع؟ 10.**

الذكاء الاصطناعي على وشك إحداث تحول كبير في القيادة في القطاع المصرفي والمالي، من خلال تمكين إدارة استباقية للمخاطر وتحسين الكفاءة التشغيلية.

ومع تحديث القطاع المالي في ليبيا، سيساعد الذكاء الاصطناعي المؤسسات على اكتشاف الاحتيال، وتقييم مخاطر الائتمان، والامتثال للوائح المتغيرة بشكل أكثر فاعلية.

سيحتاج القادة إلى تبني التعلم المستمر، والاستثمار في التكنولوجيا والكوادر، والتعاون مع الجهات الرقابية لضمان استخدام مسؤول للذكاء الاصطناعي.

وعلى نطاق أوسع، سيدفع الذكاء الاصطناعي الابتكار، ويحسن تجربة العملاء، ويدعم تنويع الاقتصاد الليبي.

القادة الناجحون سيكونون أولئك الذين يستفيدون من إمكانات الذكاء الاصطناعي مع الحفاظ على نهج أخلاقي وإنساني قوي.

### **PARTICIPANT 3 [P-3]**

**1. Could you please provide some background information about yourself, including your role, the industry you work in, and your professional experience?**

Certainly. My name is p3, and I am the Plant Operations Director at a major manufacturing facility. I am 34 years old and have spent the past six years managing plant operations, overseeing production processes, and leading teams to achieve efficiency and quality targets. My responsibilities include streamlining workflows, implementing safety and quality standards, optimizing resource use, and driving continuous improvement initiatives. I work closely with engineering, maintenance, and supply chain teams to ensure our plant operates smoothly and meets both customer and regulatory requirements. My experience has taught me the importance of adaptability, data-driven decision-making, and strong leadership in the fast-paced world of manufacturing.

**2. How would you describe your understanding of artificial intelligence (AI) and its potential role in leadership?**

AI, in my view, is a transformative technology that can revolutionize manufacturing operations and leadership. It can analyze massive amounts of production data, predict equipment failures, optimize supply chains, and improve quality control. For leaders,

AI offers tools to make more informed decisions, automate routine tasks, and identify opportunities for process improvements. In leadership, AI can support strategic planning, performance monitoring, and risk management, ultimately helping leaders drive efficiency, innovation, and competitiveness in manufacturing.

**3. Have you had any experience incorporating AI into your leadership practices or decision-making processes?**

Yes, I have actively integrated AI into our plant operations. For example, we use AI-powered predictive maintenance systems that analyze equipment data to forecast potential failures, allowing us to schedule maintenance proactively and reduce downtime. We also use AI for quality control, where machine vision systems inspect products for defects more accurately and consistently than manual inspection. These AI tools have improved our operational efficiency, product quality, and resource allocation. As a leader, I rely on AI-generated insights to make data-driven decisions and to continuously improve our processes.

**4. In your opinion, how do AI tools influence the way managers lead teams or organizations?**

AI tools are reshaping leadership in manufacturing by enabling managers to make faster, more accurate decisions. They provide real-time visibility into production metrics, equipment status, and supply chain performance. This allows managers to quickly identify issues, allocate resources, and optimize workflows. AI also automates routine reporting and data analysis, freeing managers to focus on strategic initiatives and team development. Importantly, AI encourages a culture of continuous improvement and innovation, as teams learn to leverage data and technology to solve problems and achieve goals.

**5. What challenges have you faced while trying to integrate AI into your leadership practices?**

Integrating AI in manufacturing has not been without challenges. Data quality and integration can be an issue, as legacy systems may not easily communicate with new AI tools. There's also resistance to change from staff who may be unfamiliar with AI or concerned about job security. Training and upskilling are essential to help teams adapt. Additionally, ensuring the reliability and transparency of AI systems is critical,

especially when they are used for quality control or safety-critical decisions. Finally, balancing investment costs with expected returns requires careful planning and clear metrics for success.

**6. How do you think AI impacts your ability to make ethical decisions in leadership?**

AI can enhance ethical decision-making by providing objective, data-driven insights, reducing bias, and supporting transparency. For example, AI can help ensure fair scheduling, safety compliance, and consistent quality standards. However, it also raises ethical questions around data privacy, algorithmic bias, and the impact on employment. As a leader, I am responsible for ensuring that AI is used responsibly, with clear guidelines and oversight, and that decisions affecting people are made with empathy and fairness.

**7. How do your employees or colleagues perceive AI's role in your leadership style?**

My team generally views AI as a valuable tool that helps us achieve higher efficiency, quality, and safety. They appreciate the reduction in repetitive tasks and the support AI provides in decision-making. However, there is also some apprehension about job security and the need for new skills. I address these concerns by being transparent about our goals, involving employees in the implementation process, and investing in training and development. I emphasize that AI is here to support our work, not replace the human expertise and teamwork that are critical to our success.

**8. Do you believe AI could replace certain aspects of leadership in the future? Why or why not?**

AI can certainly automate and improve certain aspects of leadership, such as data analysis, reporting, and routine decision-making. However, I do not believe it can replace the core human elements of leadership—such as motivating teams, handling conflicts, and making judgment calls in complex situations. Manufacturing, in particular, relies on collaboration, creativity, and adaptability, which are uniquely human strengths. AI will be a powerful tool for leaders, but it cannot replace the vision, empathy, and interpersonal skills that define effective leadership.

## 9. What skills or competencies do you think a leader needs to successfully incorporate AI into their leadership practices?

Leaders need a mix of technical understanding, strategic vision, and strong people skills. Key competencies include:

- Technological literacy: Understanding AI's capabilities and limitations.
- Change management: Guiding teams through transitions and fostering a culture of innovation.
- Data-driven decision-making: Using insights from AI to inform strategies.
- Ethical awareness: Ensuring responsible and fair use of AI.
- Communication: Clearly explaining the benefits and addressing concerns with staff.

Continuous learning and adaptability are also essential as technology evolves.

## 10. Looking ahead, how do you see AI transforming leadership in your organization or the broader manufacturing context?

AI will continue to transform manufacturing leadership by enabling smarter, faster, and more agile decision-making. In my organization, I see AI driving further improvements in efficiency, quality, and safety, as well as supporting sustainability initiatives. Industry-wide, AI will help manufacturers become more competitive, resilient, and responsive to market changes. Leaders will need to embrace digital transformation, invest in talent development, and ensure that technology is used ethically and inclusively. Ultimately, AI will be a catalyst for continuous improvement and innovation, but human leadership will remain essential for guiding organizations through change and achieving long-term success.

هل يمكنك أن تقدم لنا خلفية عن نفسك، بما في ذلك دورك، القطاع الذي تعمل فيه، وخبرتك المهنية؟ 1.

، وأنا مدير تشغيل المصنع في منشأة تصنيع كبرى. أبلغ من العمر 34 عامًا، وقد قضيت 3 سنوات بالتحديد. اسمي السنوات الست الماضية في إدارة عمليات المصنع، والإشراف على عمليات الإنتاج، وقيادة الفرق لتحقيق أهداف الكفاءة والجودة.

تشمل مسؤولياتي تبسيط سير العمل، وتطبيق معايير السلامة والجودة، وتحسين استخدام الموارد، ودفع مبادرات التحسين المستمر.

أعمل بشكل وثيق مع فرق الهندسة والصيانة وسلسلة التوريد لضمان سير العمل بسلاسة وتحقيق متطلبات العملاء والجهات التنظيمية.

علمتني تجربتي مدى أهمية التكيف، واتخاذ القرارات المبنية على البيانات، والقيادة الفعالة في عالم التصنيع المتسارع.

## كيف تصف فهمك للذكاء الاصطناعي ودوره المحتمل في القيادة؟ 2.

من وجهة نظري، يُعد الذكاء الاصطناعي تقنية ثورية قادرة على تحويل العمليات التصنيعية والقيادية بشكل جذري.

يمكنه تحليل كميات هائلة من بيانات الإنتاج، التنبؤ بالأعطال، تحسين سلاسل التوريد، وتعزيز مراقبة الجودة وبالنسبة للقادة، يقدم الذكاء الاصطناعي أدوات لاتخاذ قرارات مدروسة، وأتمتة المهام الروتينية، وتحديد فرص التحسين.

في مجال القيادة، يدعم الذكاء الاصطناعي التخطيط الاستراتيجي، ومراقبة الأداء، وإدارة المخاطر، مما يساعد القادة على دفع الكفاءة والابتكار والقدرة التنافسية في التصنيع.

## هل لديك خبرة في دمج الذكاء الاصطناعي ضمن ممارساتك القيادية أو عمليات اتخاذ القرار؟ 3.

نعم، لقد قمت بدمج الذكاء الاصطناعي بنشاط في عمليات المصنع.

على سبيل المثال، نستخدم أنظمة صيانة تنبؤية مدعومة بالذكاء الاصطناعي تقوم بتحليل بيانات المعدات للتنبؤ بالأعطال المحتملة، مما يتيح لنا جدولاً للصيانة بشكل استباقي وتقليل التوقفات.

كما نعتمد على الذكاء الاصطناعي في مراقبة الجودة، حيث تقوم أنظمة الرؤية الآلية بفحص المنتجات بحثاً عن العيوب بدقة واتساق يفوقان الفحص اليدوي.

هذه الأدوات حسّنت كفاءتنا التشغيلية وجودة منتجاتنا وتوزيع مواردنا. وبصفتي قائداً، أستند إلى التحليلات الناتجة عن الذكاء الاصطناعي لاتخاذ قرارات مبنية على البيانات وتحسين العمليات باستمرار.

## برأيك، كيف تؤثر أدوات الذكاء الاصطناعي على طريقة القادة في إدارة الفرق أو المؤسسات؟ 4.

تُعِدُّ أدوات الذكاء الاصطناعي تشكيل القيادة في قطاع التصنيع من خلال تمكين المديرين من اتخاذ قرارات أسرع وأكثر دقة.

توفر رؤية لحظية لمقاييس الإنتاج، وحالة المعدات، وأداء سلسلة التوريد، مما يسمح بالتعرف السريع على المشكلات، وتوزيع الموارد، وتحسين سير العمل.

كما تؤتمت التحليلات والتقارير الروتينية، مما يُفسح المجال أمام القادة للتركيز على المبادرات الاستراتيجية وتطوير الفريق.

والأهم من ذلك، يعزز الذكاء الاصطناعي ثقافة التحسين المستمر والابتكار، حيث تتعلم الفرق استخدام البيانات والتقنيات لحل المشكلات وتحقيق الأهداف.

#### 5. ما التحديات التي واجهتها أثناء محاولة دمج الذكاء الاصطناعي في ممارساتك القيادية؟

لم يكن دمج الذكاء الاصطناعي في قطاع التصنيع خاليًا من التحديات.

أولاً، جودة البيانات وتكامل الأنظمة يمثلان عقبة، حيث يصعب على الأنظمة القديمة التواصل مع أدوات الذكاء الاصطناعي الحديثة.

ثانياً، هناك مقاومة من الموظفين بسبب عدم الإلمام بالتقنية أو القلق بشأن أمان الوظائف.

التدريب وتطوير المهارات أمران أساسيان لمساعدة الفرق على التكيف.

كما أن ضمان موثوقية وشفافية أنظمة الذكاء الاصطناعي مهم للغاية، خاصة في القرارات المتعلقة بالجودة أو السلامة.

وأخيراً، يتطلب تحقيق التوازن بين تكلفة الاستثمار والعائد المتوقع تخطيطاً دقيقاً ومؤشرات نجاح واضحة.

#### 6. كيف تعتقد أن الذكاء الاصطناعي يؤثر على قدرتك في اتخاذ قرارات أخلاقية في القيادة؟

يمكن للذكاء الاصطناعي أن يُحسن من اتخاذ القرارات الأخلاقية من خلال تقديم رؤى موضوعية مبنية على البيانات، مما يقلل التحيز ويدعم الشفافية.

فعلى سبيل المثال، يمكنه المساعدة في ضمان العدالة في الجداول الزمنية، والامتثال لمعايير السلامة، والحفاظ على جودة الإنتاج بشكل متنسق.

لكن في المقابل، يطرح الذكاء الاصطناعي قضايا أخلاقية مثل خصوصية البيانات، والتحيز الخوارزمي، وتأثيره على التوظيف.

وبصفتي قائداً، أقع على عاتقي مسؤولية استخدام الذكاء الاصطناعي بطريقة مسؤولة، ضمن إرشادات واضحة وإشراف مناسب، مع مراعاة الجانب الإنساني والعدالة في كل قرار يؤثر على الناس.

#### 7. كيف يرى موظفوك أو زملاؤك دور الذكاء الاصطناعي في أسلوبك القيادي؟

فريقي يرى عموماً أن الذكاء الاصطناعي أداة مفيدة تساعدنا في تحقيق كفاءة وجودة وسلامة أعلى.

هم يقدرّون تقليل المهام المتكررة والدعم الذي يقدمه الذكاء الاصطناعي في اتخاذ القرار.

لكن، هناك أيضاً بعض القلق من تأثير الذكاء الاصطناعي على الأمن الوظيفي والحاجة لتعلم مهارات جديدة.

لمعالجة هذا، أحرص على الشفافية بشأن أهدافنا، وأشرك الموظفين في عملية التطبيق، وأستثمر في التدريب والتطوير.

أؤكد دائماً أن الذكاء الاصطناعي موجود لدعم عملنا، لا لاستبدال خبرتنا البشرية وتعاوننا الجماعي، والذين يعتبران أساسيين لنجاحنا

### هل تعتقد أن الذكاء الاصطناعي يمكن أن يحل محل بعض جوانب القيادة في المستقبل؟ ولماذا؟ 8.

بالفعل، يمكن للذكاء الاصطناعي أن يؤتمت ويُحسّن بعض جوانب القيادة، مثل تحليل البيانات، إعداد التقارير، واتخاذ القرارات الروتينية

لكنني لا أعتقد أنه قادر على استبدال الجوانب الإنسانية الأساسية في القيادة – مثل تحفيز الفرق، وإدارة النزاعات، واتخاذ قرارات تعتمد على الحكم الشخصي في المواقف المعقدة

يحتاج التصنيع بشكل خاص إلى التعاون والإبداع والمرونة – وهي خصائص فريدة من نوعها لدى البشر

سيكون الذكاء الاصطناعي أداة قوية بيد القادة، لكنه لا يستطيع تعويض الرؤية والتعاطف والمهارات الاجتماعية التي تُميز القيادة الفعالة

### ما المهارات أو الكفاءات التي يجب أن يمتلكها القائد لدمج الذكاء الاصطناعي بنجاح في ممارساته 9. القيادية؟

يحتاج القائد إلى مزيج من الفهم التقني، والرؤية الاستراتيجية، والمهارات الإنسانية القوية، ومن بين الكفاءات الأساسية:

الإلمام بالتكنولوجيا: لفهم قدرات الذكاء الاصطناعي وحدوده

إدارة التغيير: لقيادة الفرق خلال مراحل التحول وتعزيز ثقافة الابتكار

اتخاذ القرار المبني على البيانات: لاستخدام رؤى الذكاء الاصطناعي في صياغة الاستراتيجيات

الوعي الأخلاقي: لضمان استخدام مسؤول وعادل للتقنية

التواصل: لشرح فوائد الذكاء الاصطناعي والتعامل مع مخاوف الموظفين بوضوح

كما تُعد المرونة والتعلم المستمر ضروريين مع تطور التكنولوجيا

### بالنظر إلى المستقبل، كيف ترى أن الذكاء الاصطناعي سيحول القيادة في مؤسستك أو في قطاع 10. التصنيع بشكل عام؟

سوف يستمر الذكاء الاصطناعي في تحويل القيادة في قطاع التصنيع، من خلال تمكين اتخاذ قرارات أذكى وأسرع وأكثر مرونة.

في مؤسستي، أرى الذكاء الاصطناعي يقود تحسينات إضافية في الكفاءة والجودة والسلامة، كما يدعم المبادرات البيئية والاستدامة.

وعلى مستوى الصناعة، سيساعد الذكاء الاصطناعي الشركات على أن تكون أكثر قدرة على المنافسة، والتكيف، والاستجابة لتغيرات السوق.

وسيتعين على القادة تبني التحول الرقمي، والاستثمار في تطوير المهارات، وضمان الاستخدام الأخلاقي والشامل للتكنولوجيا.

في نهاية المطاف، سيكون الذكاء الاصطناعي محفزًا للتحسين المستمر والابتكار، لكن القيادة البشرية ستبقى ضرورية لتوجيه المؤسسات وتحقيق النجاح على المدى الطويل.

#### **PARTICIPANT 4 [P-4]**

##### **1. Could you please provide some background information about yourself, including your role, the industry you work in, and your professional experience?**

My name is p4, and I'm currently the Vice President of Product Development at a leading technology company. I'm 41 years old and have spent the past decade overseeing the creation, launch, and evolution of innovative tech products. My role involves leading cross-functional teams of engineers, designers, and product managers, setting the strategic vision for our product portfolio, and ensuring we deliver solutions that meet both market demands and user needs. My experience spans everything from early-stage startups to large-scale enterprise platforms, and I'm passionate about leveraging emerging technologies-especially AI-to drive product innovation and business growth.

##### **2. How would you describe your understanding of artificial intelligence (AI) and its potential role in leadership?**

With my background in technology, I have a deep appreciation for AI's capabilities and its transformative impact on business leadership. AI is not just a tool for automation; it's a strategic asset that can drive smarter decision-making, uncover new opportunities, and personalize experiences at scale. In leadership, AI empowers us to analyze massive datasets, model scenarios, and forecast outcomes with

unprecedented accuracy. It also challenges leaders to rethink traditional approaches, foster a data-driven culture, and ensure ethical and responsible technology development.

**3. Have you had any experience incorporating AI into your leadership practices or decision-making processes?**

Absolutely. AI is embedded in many aspects of my leadership and product development practices. We use AI-driven analytics to guide product strategy, prioritize features, and optimize user experiences. For example, machine learning models help us predict user behavior, personalize recommendations, and detect anomalies in system performance. On the operational side, AI tools assist with project management, resource allocation, and even talent acquisition by analyzing skills and team dynamics. I also rely on AI to monitor market trends and competitor activity, enabling faster and more informed strategic pivots.

**4. In your opinion, how do AI tools influence the way managers lead teams or organizations?**

AI fundamentally changes how managers lead by providing real-time insights, automating routine tasks, and surfacing opportunities or risks that might otherwise go unnoticed. Managers can make more objective decisions, set clearer priorities, and respond faster to changes in the market or within their teams. AI also supports more personalized leadership—helping managers understand individual team member strengths, predict burnout, and tailor professional development. Ultimately, AI enables leaders to be more proactive, data-driven, and adaptive, while freeing up time to focus on vision, creativity, and team engagement.

**5. What challenges have you faced while trying to integrate AI into your leadership practices?**

There are several challenges. First, ensuring data quality and integrity is critical—AI is only as good as the data it's trained on. Second, there's the human factor: not everyone is comfortable with AI-driven change, so managing resistance and building trust is an ongoing effort. Third, integrating AI into legacy systems or existing workflows can be complex and resource-intensive. Finally, ethical considerations—such as bias, transparency, and privacy—require constant attention and clear governance

frameworks. Addressing these challenges takes cross-functional collaboration, ongoing education, and a strong commitment to responsible innovation.

**6. How do you think AI impacts your ability to make ethical decisions in leadership?**

AI can be a powerful aid in ethical decision-making by providing unbiased, data-driven insights and highlighting patterns that might otherwise be missed. For example, AI can flag potential fairness issues in product algorithms or identify privacy risks early. However, AI also introduces new ethical dilemmas-such as how to handle algorithmic bias, ensure transparency, and protect user data. As a leader, I believe it's my responsibility to set clear ethical guidelines, involve diverse stakeholders in AI development, and ensure that human judgment remains central to critical decisions.

**7. How do your employees or colleagues perceive AI's role in your leadership style?**

Most of my colleagues view AI as a positive force in my leadership style-they appreciate that decisions are backed by data and that we're constantly seeking ways to innovate and improve. Many team members are excited about the opportunities AI brings for creativity, efficiency, and career growth. That said, there are always concerns about job security, skill gaps, or the potential for AI to make impersonal decisions. I address this by fostering an open dialogue, providing upskilling opportunities, and emphasizing that AI is here to augment-not replace-our human talent and judgment.

**8. Do you believe AI could replace certain aspects of leadership in the future? Why or why not?**

AI will certainly automate and enhance some aspects of leadership, especially those involving data analysis, reporting, and operational decision-making. However, I don't believe AI can replace the core human elements of leadership-such as vision-setting, empathy, coaching, and navigating ambiguity. Leadership is about inspiring people, building culture, and making nuanced judgments in complex situations. While AI will be an increasingly powerful partner, the uniquely human aspects of leadership will remain irreplaceable.

**9. What skills or competencies do you think a leader needs to successfully incorporate AI into their leadership practices?**

Leaders need a blend of technical understanding, strategic vision, and people skills:

- AI and data literacy: Understanding what AI can-and can't-do.
- Change management: Guiding teams through digital transformation and fostering a growth mindset.
- Ethical judgment: Navigating issues of bias, privacy, and transparency.
- Communication: Explaining AI's value and addressing concerns.
- Collaboration: Working across disciplines to ensure AI solutions are robust and responsible.

Continuous learning and adaptability are also essential in this rapidly evolving field.

### **10. Looking ahead, how do you see AI transforming leadership in your organization or the broader technology context?**

AI will continue to redefine what it means to lead in technology. In my organization, I see AI enabling more agile, customer-centric product development, optimizing operations, and uncovering new business models. Industry-wide, AI will push leaders to be more data-driven, innovative, and responsive to rapid change. It will also raise the bar for ethical leadership, as the societal impact of technology grows. The leaders who thrive will be those who embrace AI as both a tool and a responsibility-leveraging its power while championing transparency, inclusion, and human-centered values.

#### **هل يمكنك أن تقدم لنا خلفية عن نفسك، بما في ذلك دورك، القطاع الذي تعمل فيه، وخبرتك المهنية؟ 1.**

، وأشغل حاليًا منصب نائب رئيس تطوير المنتجات في إحدى الشركات التكنولوجية الرائدة. أبلغ من p4 اسمي العمر 41 عامًا، وقد أمضيت العقد الماضي في الإشراف على تطوير، إطلاق، وتطوير المنتجات التقنية المبتكرة.

يتضمن دوري قيادة فرق متعددة التخصصات من المهندسين والمصممين ومديري المنتجات، وتحديد الرؤية الاستراتيجية لمجموعة منتجاتنا، وضمان تقديم حلول تلبي احتياجات السوق والمستخدمين على حد سواء.

تشمل خبرتي العمل في شركات ناشئة صغيرة وكذلك في منصات مؤسسية كبيرة، وأنا شغوف باستخدام التقنيات الناشئة – وخاصة الذكاء الاصطناعي – لدفع الابتكار والنمو التجاري.

#### **كيف تصف فهمك للذكاء الاصطناعي ودوره المحتمل في القيادة؟ 2.**

بفضل خلفيتي في مجال التكنولوجيا، أمتلك فهمًا عميقًا لقدرات الذكاء الاصطناعي وتأثيره التحويلي على القيادة في مجال الأعمال.

الذكاء الاصطناعي ليس مجرد أداة لأتمتة المهام، بل هو أصل استراتيجي يمكنه دعم اتخاذ قرارات أذكى، واكتشاف فرص جديدة، وتقديم تجارب مخصصة على نطاق واسع.

في القيادة، يمكن للذكاء الاصطناعي أن يساعدنا في تحليل كميات ضخمة من البيانات، ونمذجة السيناريوهات، والتنبؤ بالنتائج بدقة غير مسبوقة.

كما يدفع القادة لإعادة التفكير في الأساليب التقليدية، وتعزيز ثقافة تعتمد على البيانات، وضمان تطوير تكنولوجيا مسؤولة وأخلاقية.

### هل لديك خبرة في دمج الذكاء الاصطناعي ضمن ممارساتك القيادية أو عمليات اتخاذ القرار؟ 3.

بالتأكيد. الذكاء الاصطناعي مدمج في العديد من جوانب قيادتي وتطوير المنتجات.

نستخدم تحليلات مدعومة بالذكاء الاصطناعي لتوجيه استراتيجيات المنتجات، وتحديد أولويات الميزات، وتحسين تجربة المستخدم.

فعلى سبيل المثال، تساعدنا نماذج التعلم الآلي في التنبؤ بسلوك المستخدم، وتخصيص التوصيات، واكتشاف الشذوذات في أداء النظام.

أما من الناحية التشغيلية، فتعتمد فرقنا على أدوات ذكاء اصطناعي في إدارة المشاريع، وتوزيع الموارد، وحتى التوظيف من خلال تحليل المهارات وديناميكيات الفرق.

كما أستخدم الذكاء الاصطناعي لمتابعة اتجاهات السوق ونشاط المنافسين، مما يتيح اتخاذ قرارات استراتيجية أسرع وأكثر دقة.

### برأيك، كيف تؤثر أدوات الذكاء الاصطناعي على طريقة القادة في إدارة الفرق أو المؤسسات؟ 4.

تحدث أدوات الذكاء الاصطناعي تغييرًا جذريًا في كيفية قيادة المديرين من خلال تقديم رؤى فورية، وأتمتة المهام الروتينية، والكشف عن الفرص أو المخاطر التي قد لا تكون ظاهرة.

يُمكن الذكاء الاصطناعي المديرين من اتخاذ قرارات أكثر موضوعية، وتحديد أولويات أوضح، والاستجابة بسرعة للتغيرات في السوق أو داخل الفرق.

كما يدعم أسلوب قيادة أكثر تخصيصًا، من خلال فهم نقاط قوة كل عضو في الفريق، والتنبؤ بالإرهاق، وتصميم برامج تطوير مهني مخصصة.

في النهاية، يُتيح الذكاء الاصطناعي للقادة أن يكونوا أكثر مرونة، واعتمادًا على البيانات، وفعالية، مع توفير الوقت للتركيز على الرؤية والإبداع والمشاركة الفعلية مع الفريق.

### ما التحديات التي واجهتها أثناء محاولة دمج الذكاء الاصطناعي في ممارساتك القيادية؟ 5.

هناك العديد من التحديات. أولاً، ضمان جودة البيانات وسلامتها أمر حاسم – فالذكاء الاصطناعي لا يتجاوز مستوى دقة البيانات التي يتعلم منها.

ثانيًا، العامل البشري: ليس الجميع مرتاحًا للتغيير الذي يأتي مع الذكاء الاصطناعي، لذا فإن إدارة المقاومة وبناء الثقة يمثلان تحديًا مستمرًا.

ثالثاً، دمج الذكاء الاصطناعي مع الأنظمة القديمة أو العمليات الحالية يمكن أن يكون معقداً ويستهلك الكثير من الموارد.

وأخيراً، هناك اعتبارات أخلاقية مثل التحيز، والشفافية، وحماية الخصوصية، وتتطلب هذه القضايا حوكمة واضحة وانتباهاً مستمراً

مواجهة هذه التحديات تتطلب تعاوناً بين الفرق، وتعليماً مستمراً، والتزاماً قوياً بالابتكار المسؤول

### كيف تعتقد أن الذكاء الاصطناعي يؤثر على قدرتك في اتخاذ قرارات أخلاقية في القيادة؟ 6.

يمكن أن يكون الذكاء الاصطناعي أداة قوية تساعد في اتخاذ قرارات أخلاقية من خلال تقديم رؤى غير متحيزة قائمة على البيانات، والكشف عن أنماط قد لا تُلاحظ بسهولة

فعلى سبيل المثال، يمكنه الإشارة إلى مشاكل محتملة في العدالة داخل خوارزميات المنتج أو تحديد مخاطر الخصوصية مبكراً

لكن الذكاء الاصطناعي يطرح أيضاً تحديات أخلاقية جديدة – مثل كيفية التعامل مع التحيز الخوارزمي، وضمان الشفافية، وحماية بيانات المستخدمين

وبصفتي قائداً، أرى أنه من مسؤوليتي وضع إرشادات أخلاقية واضحة، وإشراك أصحاب المصلحة المتنوعين في تطوير الذكاء الاصطناعي، والتأكد من أن الحكم البشري يظل جوهرياً في القرارات الحرجة

### كيف يرى موظفوك أو زملاؤك دور الذكاء الاصطناعي في أسلوبك القيادي؟ 7.

غالبية زملائي يرون أن الذكاء الاصطناعي قوة إيجابية في أسلوب القيادي – فهم يقدرّون أن القرارات مدعومة بالبيانات، وأنا نسعى باستمرار نحو الابتكار والتحسين

كثير من أعضاء الفريق يشعرون بالحماس حيال الفرص التي يقدمها الذكاء الاصطناعي في الإبداع، والكفاءة، والنمو المهني

مع ذلك، تظل هناك بعض المخاوف بشأن أمن الوظائف، وفجوات المهارات، وإمكانية أن تتخذ أنظمة الذكاء الاصطناعي قرارات غير شخصية

لمعالجة ذلك، أشجع على حوار مفتوح، وأوفر فرصاً لتطوير المهارات، وأؤكد أن الذكاء الاصطناعي موجود لتعزيز – وليس استبدال – المواهب البشرية والحكم الإنساني

### هل تعتقد أن الذكاء الاصطناعي يمكن أن يحل محل بعض جوانب القيادة في المستقبل؟ ولماذا؟ 8.

بالتأكيد، سيتمكن الذكاء الاصطناعي من أتمتة وتحسين بعض جوانب القيادة، خاصة ما يتعلق بتحليل البيانات، والتقارير، واتخاذ القرارات التشغيلية

لكنني لا أعتقد أنه يستطيع استبدال العناصر الإنسانية الأساسية في القيادة – مثل وضع الرؤية، والتعاطف، والإرشاد، والتعامل مع الغموض

القيادة تدور حول إلهام الناس، وبناء الثقافة، واتخاذ قرارات دقيقة في مواقف معقدة

وبينما سيصبح الذكاء الاصطناعي شريكاً أكثر قوة، تظل الجوانب الإنسانية الفريدة من القيادة غير قابلة للاستبدال

**9. ما المهارات أو الكفاءات التي يجب أن يمتلكها القائد لدمج الذكاء الاصطناعي بنجاح في ممارساته القيادية؟**

يحتاج القائد إلى مزيج من الفهم التقني، والرؤية الاستراتيجية، والمهارات الشخصية، وأبرز الكفاءات تشمل:  
التمكن من الذكاء الاصطناعي والبيانات: لفهم ما يمكن – وما لا يمكن – للذكاء الاصطناعي تحقيقه.  
إدارة التغيير: لقيادة الفرق خلال التحولات الرقمية وتعزيز عقلية النمو.  
الحكم الأخلاقي: لمعالجة قضايا التحيز، الخصوصية، والشفافية.  
مهارات الاتصال: لشرح قيمة الذكاء الاصطناعي ومعالجة المخاوف.  
التعاون متعدد التخصصات: لضمان أن تكون حلول الذكاء الاصطناعي قوية ومسؤولة.  
كما أن التعلم المستمر والقدرة على التكيف أساسيان في هذا المجال المتطور بسرعة.

**10. بالنظر إلى المستقبل، كيف ترى أن الذكاء الاصطناعي سيحول القيادة في مؤسستك أو في قطاع التكنولوجيا بشكل عام؟**

سيواصل الذكاء الاصطناعي إعادة تعريف معنى القيادة في قطاع التكنولوجيا.  
في مؤسستي، أرى أنه سيمكّن تطوير منتجات أكثر مرونة وتركزًا على العميل، ويحسن العمليات، ويكشف عن نماذج أعمال جديدة.  
وعلى مستوى القطاع، سيدفع الذكاء الاصطناعي القادة لأن يكونوا أكثر اعتمادًا على البيانات، وابتكارًا، واستجابةً للتغير السريع.  
كما سيعزز أهمية القيادة الأخلاقية، نظرًا لتزايد التأثير المجتمعي للتكنولوجيا.  
القادة الناجحون سيكونون أولئك الذين يرون في الذكاء الاصطناعي أداة ومسؤولية في آن واحد – يستفيدون من قدراته بينما يدافعون عن الشفافية، والشمولية، والقيم الإنسانية.

# RESUME

## Personal Information

Surname, name : MOHAMMED GIUMA MOHAMMED TARHUONI  
Nationality : Libya

## Education

Degree	Education Unit	Graduation Date
Master	Business administration Gelisim university	
Bachelor	Telecommunication engineering University aljabal algharbi	2012
High School	um Al jarsan	2007

## Work Experience

Year	Place	Title
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## Foreing Language

Arabic, English

## Publications

## Hobbies