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Leadership in the Age of Artificial Intelligence



How does artificial intelligence change our understanding and practice of moral leadership?

This is just one of the queries posed in think2perform Research Institute's recent proposal request for our newest Directed Research Fellowship focusing on the intersection of moral intelligence, rights, and artificial intelligence. Applications for the fellowship are being accepted now through January 15, 2024.



The topic of artificial intelligence came up during a recent interview with Dr. Robert Emmerling, Director and Co-Chair of the Consortium for Research on Emotional Intelligence in Organizations (CREIO). AI is one of CREIO's research focus areas in the coming years. "I've been calling it emotional intelligence in the age of artificial intelligence," says Rob.

"We're in a state of the world right now where we're deciding what tasks are better done by machines and robots and what tasks, for the time being and maybe always, are going to be uniquely human?"

Dr. Emmerling acknowledges that currently machines aren't great at empathizing

with human beings: in a medical environment, a robot could minimize the risk of mis-dispensing medication but would be woefully inadequate offering caring and comfort to sick patients. (See a recent article on the use of [robotics in eldercare](#).)

Many research studies are exploring machines and computers trying to understand human emotions, and while not definitive, this research is advancing the idea of what machines will do and what advantages humans will have now, and for the foreseeable future, in terms of different work tasks.

In the business world, leaders are facing a sci-fi version of decisions first encountered at the dawn of the industrial revolution: which tasks to give to machines and which to reserve for humans? And how will humans interface with machines?

Rob considers a question on the minds of many: “How are we going to differentiate ourselves from certain things machines and computers would probably do better than people?”

He’s helping graduate students navigate that question as an Associate Professor of Professional Practice, Department of Applied Psychology at Rutgers University. In writing assignments, he starting to encourage students to create their first draft with a bot like Chat GPT, and then demonstrate their understanding and expertise by pointing out what is lacking, incorrect or areas that could be interpreted differently, and revising accordingly. “You can try to fight against it, but in my opinion, that’s backward looking,” says Rob. “I always want to be forward- looking and prepare students for what’s realistic.”

As the world embraces the reality of artificial intelligence, we are optimistic that our upcoming [Research Fellowship](#) will shed light on practices that leverage AI within a framework of moral leadership.