

V. Ferenc Farkas International Scientific Conference

Human-Centred Leadership and Change Management in the Era of Artificial Intelligence

World Café

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Table 1: Digitalisation and Competitiveness – The Employer's Perspective

1. **Digitalisation is no longer an automatic competitive edge:** In many cases, it serves more as a necessity to avoid falling behind and to offset competitive disadvantages.
2. **Risk in unprepared organisations:** Without proper organisational, human, and process-level preparation, implementing AI and digital tools can disrupt daily operations.
3. **Adaptability is the cornerstone of competitiveness:** Technology itself is not the silver bullet; success hinges on the organisation's capacity to learn, adapt, and intentionally integrate these new tools.
4. **The necessity of a deliberate digital strategy:** Organisations must proactively map out when, for what exact purpose, and into which specific processes they will embed digital or AI-driven solutions.
5. **Preparing both people and processes:** Digitalisation is far more than a tech investment—it is a profound organisational change that demands structured training, communication, and operational development.
6. **AI must not dictate the strategy:** It is not enough to adopt technology because "competitors are doing it". Tools must align with the organisation's unique goals and value-creating workflows.
7. **Over-digitalisation may cause skill loss:** Automating every decision-making process and professional insight risks eroding core organisational competencies and fostering digital dependency.
8. **Digitalisation can lead to centralisation and dependency:** It only translates into a competitive advantage if the organisation retains its unique, value-adding role.
9. **AI is merely one element of the competitive ecosystem:** It cannot compensate for a lack of core competencies, conscious leadership, organisational learning, or strategic vision.
10. **Technology must not be overrated, but integrated:** One should not expect 'miracles' from AI; it is useful when it strengthens the organisation's existing knowledge, processes, and competitive advantage.

Table 2: People-Centredness and Efficiency

1. **Balance, not contradiction:** People-centredness and efficiency can reinforce one another.
2. **Efficiency as a subset of people-centredness:** Supported, developed, and motivated employees naturally perform more effectively.
3. **A leader's moral decision:** It is the leader's responsibility to decide where to place the emphasis at any given time.
4. **Defining the terms is necessary:** Defining what we mean by "people-centredness" and "efficiency" is necessary, as these concepts can vary significantly across generations.
5. **People-centredness means active attention:** Care, active listening, development, involvement, and trust.
6. **Context-dependent focus:** The optimal balance is determined by the industry, organisational culture, situation, and working environment.
7. **Culture-fit recruitment:** In a people-centred organisation, aligning on cultural fit must begin right at the recruitment stage.
8. **Clear expectations combined with autonomy:** Efficient work requires clear goals, but excessive control must be avoided.
9. **Leadership skills for balance:** Good understanding of people, emotional intelligence, self-awareness, boundary-setting, and generational sensitivity.
10. **Long-term sustainability:** While over-focusing on tasks and neglecting work-life balance may yield short-term results, it inevitably leads to burnout in the long run.



Table 3: Redefining the Leadership Role in the Age of AI

1. **Adaptation rather than complete redefinition:** AI is another powerful driver of change to which the leadership role must adapt.
2. **AI is a tool, not a substitute for leadership:** It can be viewed as a "modern hammer" or a time-saving tool that enhances efficiency, but it cannot replace leadership responsibility.
3. **Emergence of new leadership competencies:** Openness, ethics, awareness, transparency, and technological sensitivity.
4. **Managing technostress:** As AI and rapid technological change can cause tension, uncertainty, and overload, the leader's role in providing human support becomes paramount.
5. **The importance of relationship-oriented leadership:** Leaders must be present not only in professional matters but in human ones too: offering attention, support, stress management, and mental well-being.
6. **Vision-setting and guidance:** In a turbulent environment, it is crucial for the leader to clearly communicate where the organisation is headed, how it is adapting, and what everyone's role is.
7. **Self-awareness and self-reflection:** Leaders must be able to recognise and correct their own practices, and consciously shape the organisation's development.
8. **Shared learning and offline connection:** Alongside AI, there remains a fundamental need for face-to-face conversations, collaborative thinking, and human inspiration.
9. **The necessity of leadership development:** Leaders require support and training to simultaneously manage AI issues, organisational change, and employee well-being.
10. **Considering generational differences:** Attitudes towards AI may vary by generation, but these patterns shift over time, requiring a flexible leadership approach free from stereotypes.

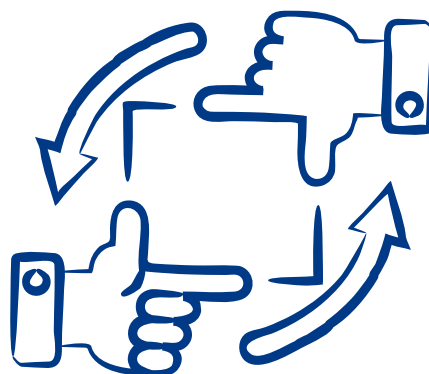


Table 4: Change Management during AI Implementation – Key Messages

1. **We are in a learning phase:** For many organisations, AI implementation is still an experimental, experiential process.
2. **Recognising both the opportunities and limitations of AI:** It can be highly effective in replacing monotonous, repetitive tasks, but it cannot substitute human thinking, judgement, and accountability.
3. **Proper usage must be learned and taught:** There is still limited definitive knowledge on how to use AI well, ethically, and effectively at an organisational level.
4. **The timing of implementation is a matter of competitiveness:** Where AI can genuinely deliver value, a deliberate yet sufficiently swift deployment can yield a competitive edge.
5. **The organisation must be prepared:** People, processes, and operational logic must all be made fit for AI-driven operations.
6. **Manual processes must be made AI-compatible:** It is not enough to simply "overlay" AI onto existing operations; workflows must be rethought and managed.
7. **SMEs and large enterprises face different realities:** Large companies can initiate AI developments more easily, whereas AI can open new opportunities for SMEs, though their initial steps may be more challenging.
8. **Leadership responsibility and employee involvement are essential:** AI implementation is not merely a technological project but an organisational change that requires direction, communication, and engagement.
9. **A top-down yet participatory process:** Leadership must define the strategic frameworks, whilst simultaneously integrating employees' experiences and concerns.
10. **Risky without legal and ethical frameworks:** The use of AI raises data protection, liability, work organisation, and ethical questions that must be consciously addressed during implementation.



Table 5: Ethics and Responsibility in the Use of AI

1. **Decision-making must not be fully handed over to AI:** AI can support decision-making, but it cannot assume responsibility for the consequences.
2. **Limited applicability in emotional, trust-based, and human situations:** AI is no substitute for human sensitivity, empathy, trust, psychological support, or personal friendship.
3. **Handling confidential data carries risks:** Inputting personal, organisational, or research data into AI systems raises critical data protection and ethical concerns.
4. **HR is an exceptionally sensitive area:** Recruitment, CV screening, performance evaluations, and employee-related decisions require human judgement.
5. **AI is not an objective decision-maker:** Its outputs are influenced by prompting, data quality, and system logic, making critical evaluation essential.
6. **Setting boundaries is a leadership responsibility:** Leaders must define what AI can and cannot be used for, and under what ethical guidelines.
7. **A need for awareness and balance:** AI can be useful for gathering background information, analysis, and decision-making preparation, but it cannot replace human judgement.
8. **Labour market and professional consequences:** AI will reshape professions, but it is an ethical imperative that technological progress leads to the evolution of roles rather than simply job losses.
9. **Educational and generational risks:** Particularly for younger generations, it is vital that AI does not become uncritically accepted as a "friend" or as an authority figure for decision-making.
10. **Environmental responsibility:** The ecological footprint of using AI is also an ethical issue; sustainability impacts must be weighed alongside technological advantages.



Table 6: AI and Workplace Well-being

1. **Trust is the foundation of workplace well-being:** Mutual trust between employees and the employer, as well as among colleagues, is essential.
2. **Positive organisational culture:** Well-being is fostered by an accepting, supportive culture that respects personal values and differences.
3. **Ideal workload and flexibility:** Balanced workloads and flexible working arrangements are key contributors to well-being.
4. **Internal AI support:** An in-house AI system can assist with analysis, development, decision-making preparation, and answering day-to-day professional queries.
5. **AI as a supportive "advisor":** Operating as an internal chat, it can help in thinking through communication scenarios, conflicts, or development issues.
6. **Health preservation and data interpretation:** AI is well-suited for analysing data related to health, workload, and well-being.
7. **Personalised well-being programmes:** AI can assist in designing personalised well-being programme packages at both individual and organisational levels.
8. **AI is no substitute for human sensitivity:** AI is not human; therefore, human judgement remains indispensable for interpreting emotions, relationships, and social situations.
9. **A need for critical usage:** AI outputs must be carefully evaluated, as the system can easily reinforce the user's own biases.
10. **Special attention to the younger generation:** There is a risk of younger cohorts using AI as a "best friend" or as an unquestioned source of validation.



***Potential Research Questions Regarding the Organisational Use of AI,
Based on the World Café Table Discussions:***

1. Under what organisational conditions does the use of AI become a genuine competitive advantage, and when does it result in a competitive disadvantage or operational risk?
2. How is the leadership role transforming in AI-driven operations, particularly regarding accountability, ethical decision-making, transparency, and the support of employee well-being?
3. In what ways does the implementation of AI influence employee well-being, trust, technostress, and work-life balance?
4. What competencies do leaders and employees require to use AI in a deliberate, ethical, and people-centred manner?
5. How can the organisational boundaries of AI usage be defined in sensitive areas such as HR, performance evaluation, decision-making preparation, the handling of confidential data, and emotional support?

