



# Understanding emotions expected from AI as future leader: A qualitative perspective

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## Abstract

In digital enabled environment, corporates are endeavoring AI technology in routine tasks to enable automated systems within an organization and smooth functioning of the firm. The nascent AI technology is expected to change the requirement of the future leaders. The successful leaders display emotions towards their subordinates. For combining AI and leadership roles, the AI must display adequate emotions of a leader for successful implementation of AI in leadership role of an organization. This study combines the emotions of a successful leader that must be endured in digital entity for successful implementation of AI enabled technology in an organization through exhaustive literature qualitative survey.

**Keywords:** AI, Leaders, Emotions, organization, digital entity

## 1. Introduction

Wilson (2018) stated that the collaboration of humans and AI in the future will lead to fusion skills for incorporating higher efficiency and effectiveness. The routine tasks will be automated leading to unbiased decisions and providing time for humans for innovation and to solve complex problems which require human touch. In future, digital entities will lead and solve problems without human assistance and hence they need to play the part of a successful leader also. Since for successful leaders' self-regulation of emotions is pivotal (Berkovich and Eyal, 2015) and these entities will be future leaders, for this purpose the AI must inculcate successful leader's emotions.

## 2. Literature Review

Tsuar (2019) stated that the successful leader has the ability to solve problems quickly and ensure the satisfaction of the customers is met. Cliff (2011) stated that successful leaders display emotions such as empathy to their employees. Frommer et al. (2012) declared self-regulation of emotions as one of the crucial ethical behaviour of leaders. Brennan et al. (2011) emphasized on two aspects of characteristics of leaders (Genuineness and openness) as vital for a successful leader. Nawijin et al. (2018) focused on the ability of leader to manage negative emotion for effective functioning of an organization. Jill Beatty (2000) emphasized on the optimism behaviour of leader as crucial for leading a team. Verhezen (2018) examined the importance of new leadership in the age of AI enabled organizations. Wilson (2018) stated that the human and AI must collaborate for better productivity and inducing fusion skills in future.

## 3. Research Methodology

The study undertakes the exhaustive literature review where the data is extracted from web of science using key words like "Leaders and Emotions", "successful leaders", "digital entities" and "AI and leaders". After exhaustive survey of literature 68 papers were found relevant out of 90. Word cloud analysis is performed on the top 20 cited papers using abstract and key words along with the title. The citation analysis of papers is performed with respect to years. The digital entities are obtained from Sangani (2016) and Wilson (2018) mentioned in the references.

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#### 4. Analysis

The digital entities are widely and successfully adopted in various organization such as Unabot in Unilever, Keya in Kotak Mahindra Bank, Amber in Pepsi etc. for performing various functions as mentioned in Table 1.

Table 1: Interaction of AI (digital entity) on different issues in an organization

Digital entity	Functions performed by AI
Unabot	Handle HR department queries for employees
Keya	Handle Customer queries
Amber	Handle employee engagement and solve retention problem of employees
Monjin	Handle interview process
Jinie	Provide 24*7 personal work life assistance to employees

The word cloud analysis is performed and keywords such as leadership, emotions, intelligence and machines are obtained as shown in Figure 1. It is observed that the papers are justified with the study.

Figure 1: Word Cloud analysis



The citation analysis of papers is shown in Figure 2. It is observed that the publications are increasing from past two years tremendously.

Figure 2: Total publication by year

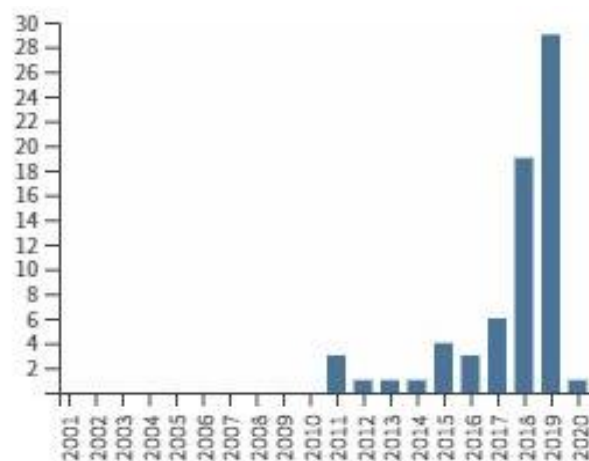
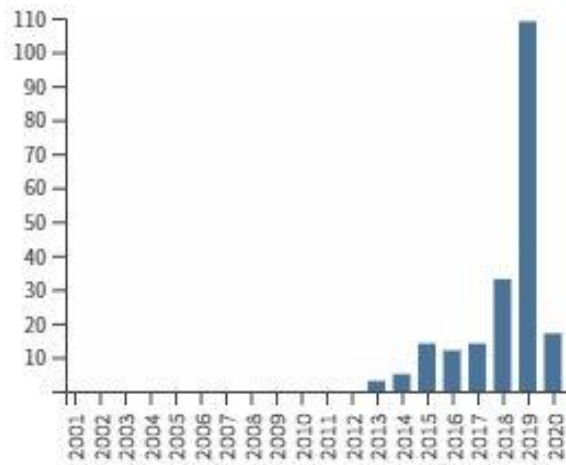


Figure 3: Sum of time cited by year



From Figure 3, it is observed that the number of citations is increasing enormously since 2016. It is inferred that the AI enabled leaders' emotions are gaining importance.

As mentioned in literature, certain emotions are pivotal for a successful leader. Digital entities must inculcate those emotions as they need to be a future leader. The relevance of adopting these emotions is described in Table 2.

Table 2: Emotions needed in AI for a leadership position in future

Machine/AI	Functions	Leader's emotions	Relevance
Unabot	Grievance procedure	Empathy	Involves sharing of feelings.
Keya	Leading a team project	Genuineness, Optimism, inspiring conviction	When both genuineness and optimism are displayed by AI while heading a team or a particular project, it will enhance the team efficiency and effectiveness
Jinie	Client handling	Authentic Eager Trust	The trust is of immense importance when it comes to client acquisition.
Amber	Working as a team member	Vulnerable Excited Enthusiastic Openness	The openness for sharing of knowledge by AI to its coworkers will stimulate the cohesiveness and enhance the understanding of operations
Monjin	Handling exit interview and grievance procedure	Calm Composed Empathy Genuine	With the adoption of the ability to manage negative emotions, AI can handle independently the exit process and act as a mediator in grievance management as well

## 5. Implications and Conclusion

There is absolutely no doubt that artificial intelligence is here to stay! Today they may be a part of the system, taking someone's instruction but AI has the super power of outperforming humans across a wide range of disciplines not only in organizations but in our lives too. The only difference lies that AI doesn't have "natural emotions" as they are programmed. This paper discusses what emotions AI enabled future leaders have to carry to be successful. This emotional content can be studied to prepare them for future leadership roles.

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