Why do we need management – in the AI era?

A Narrative Companion to the Visual Presentation**

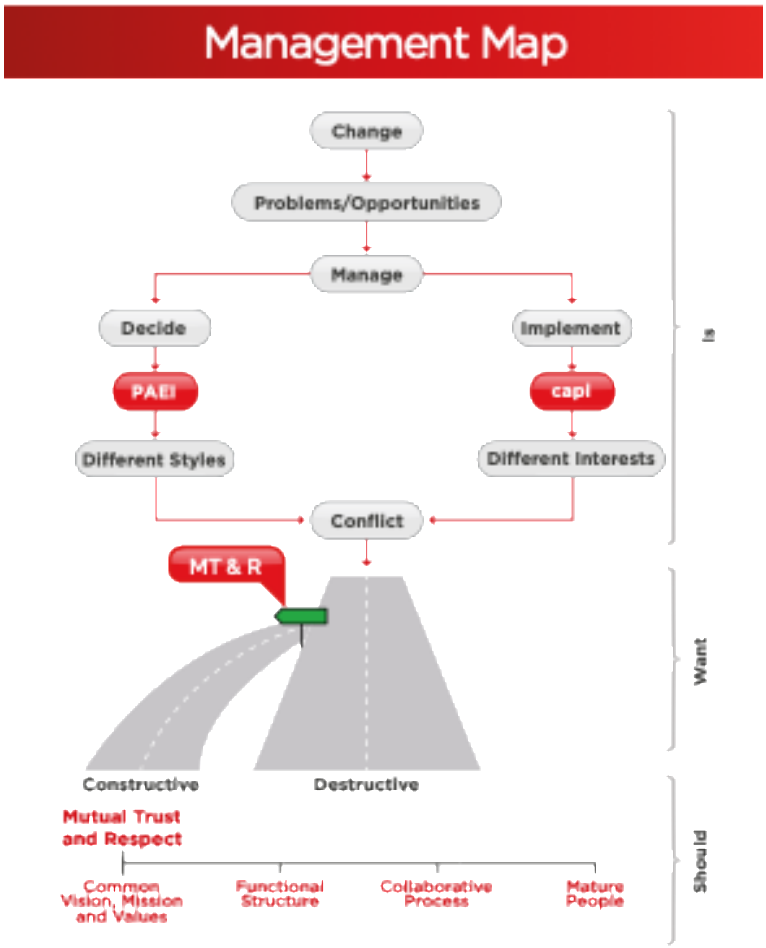
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We live in a time where artificial intelligence can simulate emotions, pauses, tone of voice and even empathy. The opening example—a fully AI-generated emotional voice recording—illustrates something extraordinary: AI can now imitate behaviors we once believed were uniquely human.

This naturally raises a question:

Can AI replace management?

To explore this, we must first clarify:



Why do we need management?

If life and business never changed, we could simply organize everything once and then metaphorically retire to Hawaii. But reality is different: clients evolve, employees evolve, markets evolve, governments regulate, uncertainty persists.
So the reason management exists is **change**.

Understanding Change

Before we explore the future of management, we need to ask:

1. What causes change?
2. Why is the rate of change accelerating?
3. What does accelerating change mean for us as managers?
4. How should we respond?

5. What does the future of management look like?

At first, it appears technology—especially AI—is accelerating change. But the deeper cause is something more fundamental:

Change happens when we depend on something.

If you rely on a bus for transportation and the schedule changes, your life changes.
If you do not depend on that bus, nothing changes for you.

So the core driver of change is **dependency**.

Why is Change Accelerating Faster Than Ever?

In isolated self-sustaining systems—like certain indigenous communities in Colombia—very little external change occurs.
But modern society is built on layers of **dependency**:

- Technology depends on energy
- Energy depends on infrastructure
- Infrastructure depends on financing
- Financing depends on geopolitical stability
- The global market depends on global production and logistics
- Farmers depend on other farmers, weather patterns, shipping and AI-driven pricing models

We not only depend on many more things—we depend on people who themselves depend on countless other people.

This creates **interdependency**, and interdependency exponentially accelerates the speed and probability of change.

When Change Accelerates: The Managerial Impact

According to the Adizes methodology, change creates:

- **Problems**
- **Opportunities**

Every organization is a system made of subsystems (production, HR, finance, sales, IT…).
These rarely evolve at the same speed.

When subsystems change at different rates, the organization experiences **disintegration**.
Examples:

- Sales grows faster than production → missed deadlines
- Production accelerates while HR lags → skill gaps
- Finance improves while marketing falls behind → stagnation

If we cannot manage change at the speed it occurs, problems do not disappear. They grow.

As Henry Kissinger said:

“A problem ignored is a crisis in waiting.”

Interdependency Creates Both Complexity and Opportunity

The downside:
Decision-making becomes harder because more cooperation is required and conflicts multiply. There are many sources of conflict, and aligning multiple stakeholders becomes increasingly difficult.

The upside:
Interdependency enables progress. We enjoy:

- High technology
- Medical advancements
- Digital infrastructure
- Global convenience
- Higher standards of living

We trade simplicity for capability.

Two Responses to Accelerating Change

There are only two strategic options:

1. **Build walls** — isolate, reduce dependency, reduce innovation.
2. **Adapt faster** — learn from nature and evolve.

Nature teaches us how complexity becomes manageable: through **organic integration**.

Single-celled organisms evolved into multicellular organisms not by avoiding connection—but by creating shared purpose and specialization.

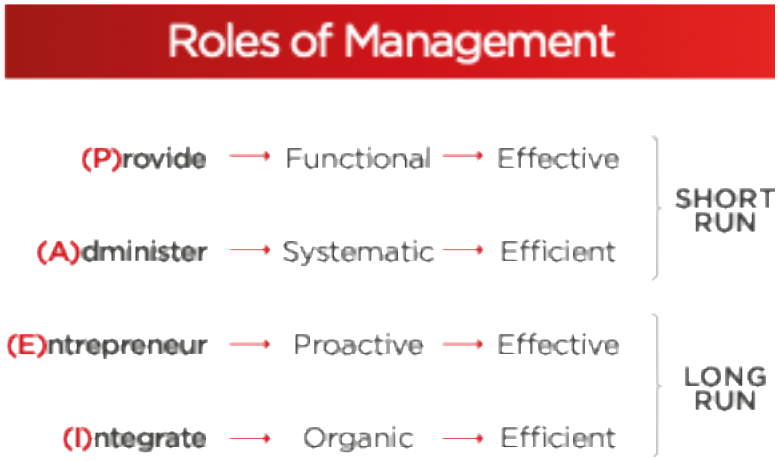
From Mechanistic Organizations to Organic Ones

Management has four roles in the Adizes framework:
P-A-E-I

- **P** – Providing products/services (short-term results)
- **A** – Administering resources efficiently (systems and order)
- **E** – Entrepreneurship (future-focused innovation)
- **I** – Integration (building unity, shared consciousness and alignment)

The **"I" role**—Integration—is the least visible and yet the most essential.
Its purpose is to transform a company from a collection of individuals into a cohesive organism with shared consciousness.

Without integration, efficiency collapses into bureaucracy, innovation becomes chaos, and teams fall into conflict.



The Real Crisis: Not Lack of Solutions — Lack of Alignment

In the age of AI, solutions are abundant.
Everyone has opinions. AI adds even more solutions.

The bottleneck is no longer expertise.

It is **alignment**.

Without alignment:

- Decisions stall
- Teams resist
- Implementation fails
- Conflict grows

Therefore:

The role of management is not to find solutions — but to align people around one solution.

How Do We Build an Integrated Organizational Culture?

Like baking an apple pie, success requires:

- **Ingredients → People**
  One toxic performer can ruin an entire culture.
- **Recipe → Managerial processes**
  Decision-making, accountability and follow-up.
- **Oven → Organizational structure**
  Clear roles, authority and responsibility.
- **Purpose → Mission**
  Why we exist and what we are collectively committed to.

When these elements align, the organization develops a culture of:

Mutual Trust and Mutual Respect

According to Adizes:

- **Respect** is used during decision-making — to value diverse perspectives.
- **Trust** is used during implementation — to act without unnecessary control.

So… Can AI Replace Management?

AI is extraordinary at:

- Pattern recognition
- Speed
- Scalability
- Consistency

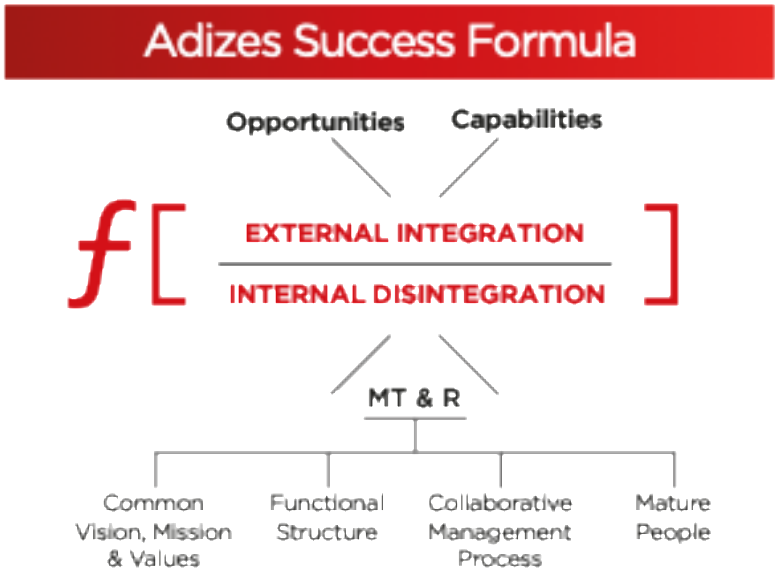
Humans excel at:

- Empathy
- Trust-building
- Motivation
- Meaning
- Navigating conflict

And here is the defining boundary:

AI cannot manage conflict.

Conflict is inevitable in interdependent systems.
Only managers—and future leaders—who cultivate trust and respect will be able to guide organizations through accelerating change.



Conclusion

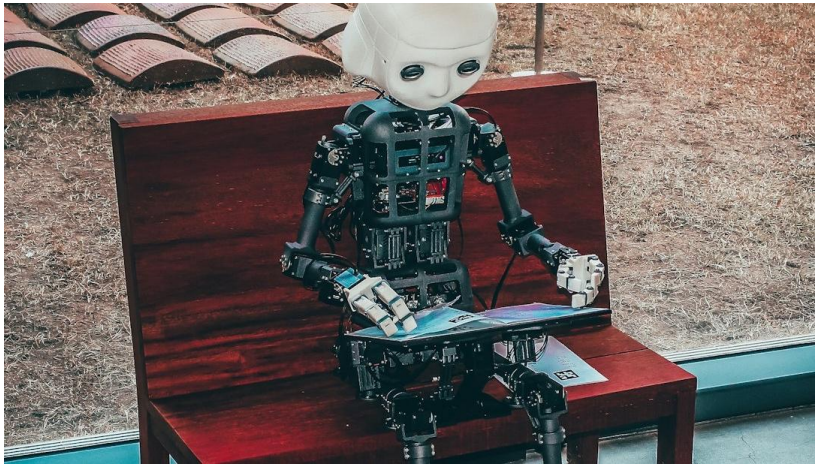
The future of management is not about competing with AI, but **integrating it** while strengthening the uniquely human capabilities of alignment, empathy and collaboration.

The organizations that thrive will be those that build cultures capable of:

- Handling change
- Aligning around decisions
- Resolving conflict constructively
- Adapting faster than the environment shifts

Management is needed because there is change.
And as change accelerates, management becomes more—not less—essential.


Can AI replace management?



AI Strengths

- Rapid data analysis and pattern recognition
- Scalability and consistent flawless preparation
- Reliable tracking of goals and progress without memory lapses



Human Strengths

- Building trust through empathy and presence
- Balancing team morale, delivery deadlines and stakeholders expectations
- Delivering constructive feedback that resonates emotionally and motivates



Try Pitch

George Leca

Managing Director Adizes Institute Worldwide

- Adizes Institute is 50 years this year
- Top 10 change management companies in the world



Why do we need management?

George Leca: 20 years. 100+ boards.



Critical infrastructure, high tech and AI based



Entrepreneurial and multinational



UK, Middle East, Central Europe



Government reform, game changing nonprofits & business



Organise and then go and retire to Hawaii


CHANGE IS
IMMINENT

1. What causes change?

2. Why is the rate of change accelerating faster and faster?

3. What this that means to us as managers?

4. What do we do about the accelerating change?

5. What is the “future of management”?





What causes change now?

Technology, AI?


Kutunsama
Colombia
(Resguardo
Indígena)

Why is the rate of change accelerating?

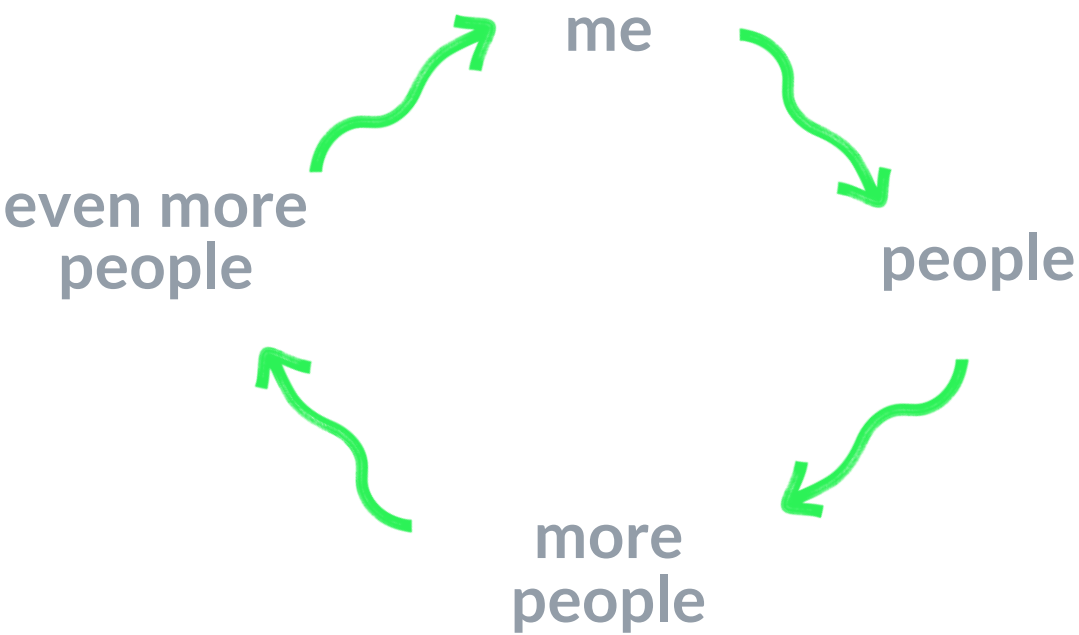


Low dependency



High dependency

What accelerated change means to us?



The change loop by Adizes Institute



Threat: More Problems that are More Complex

increase in interdependency

More change = more problems

More cooperation needed = more complex

OPPORTUNITY only possible because of ~~technology~~ interdependency

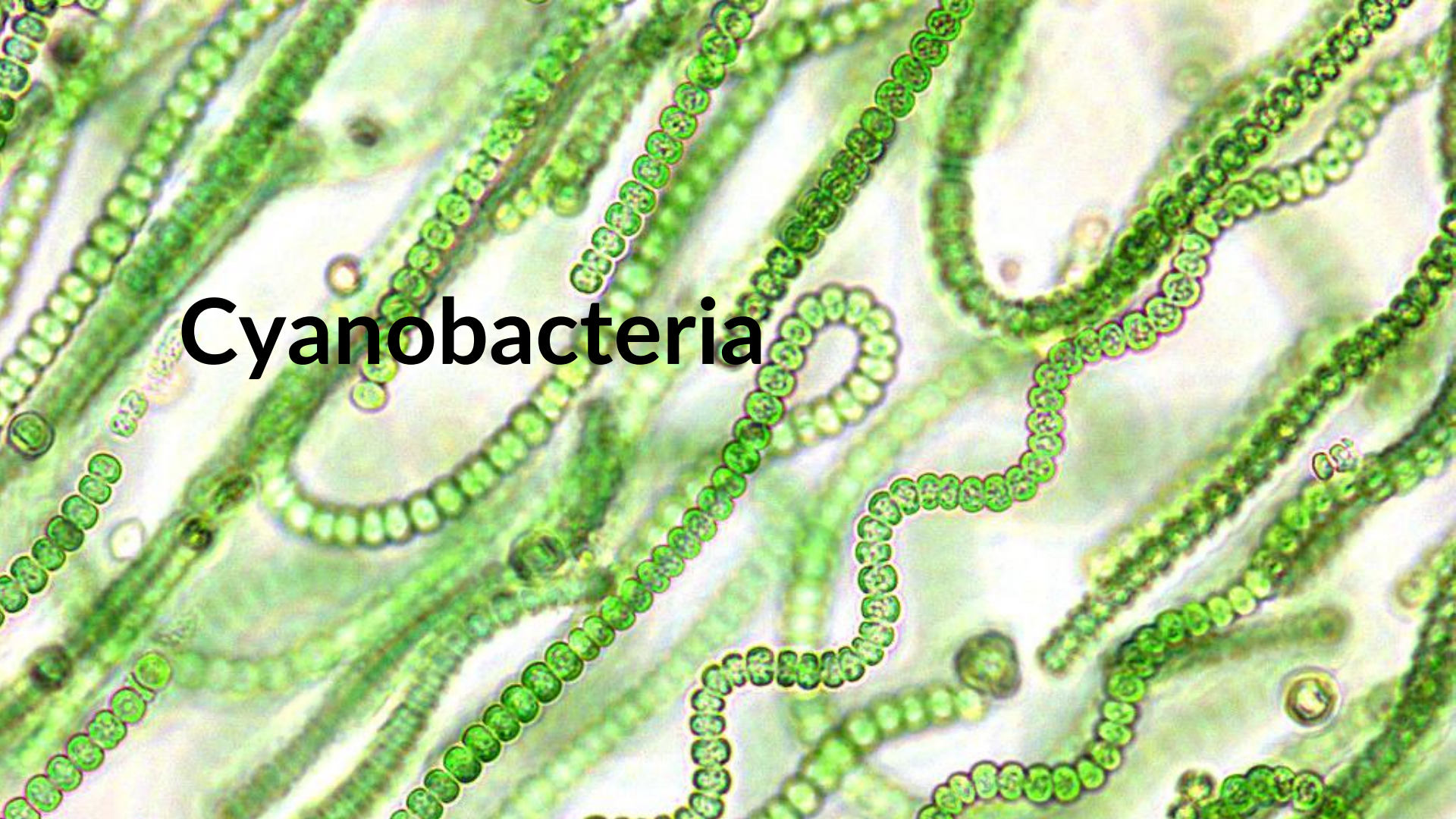






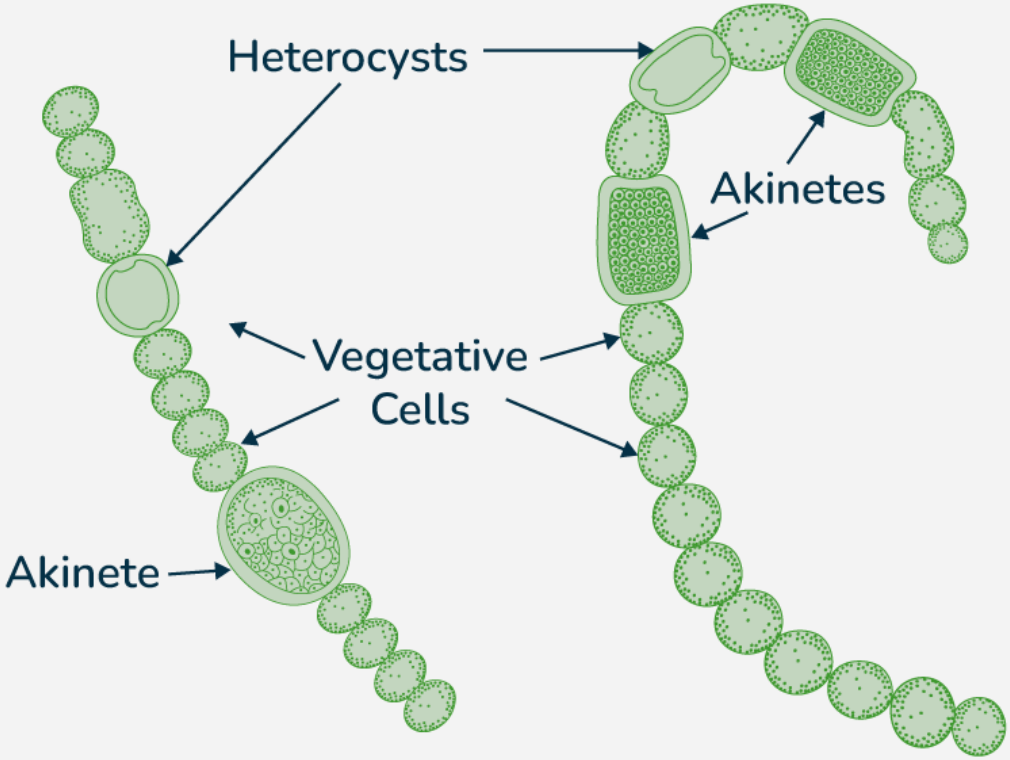
Less problems, less complexity
Less innovation, cooperation, technology


Single cell organisms



Cyanobacteria

Anabaena





Roles of Management

(P)roduce	<	functional	<	effective
(A)dminister	<	systematic	<	efficient
(E)ntrepreneur	<	proactive	<	effective
(I)ntegrate	<	organic	<	efficient

Short run

Long run

- The “I” role of management – Integrate
- To change organizational consciousness from mechanistic to organic



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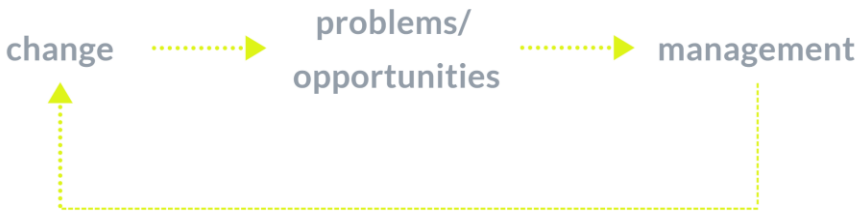


Function - what it does

Create an organizational culture that proactively and constructively identify and addresses its own problems and opportunities **without outside intervention**

Form – what it looks like

Culture of **mutual trust and respect**



Apple pie



Mission



Structure



Managerial process



People

Create an organizational culture that proactively and constructively identify and addresses its own problems and opportunities **without outside intervention**

Culture of **mutual trust and respect**

Why do we need management?

Can AI be a manager?

Can AI handle conflict?



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