Trust, transparency, encouragement: Starting points for the design of operational AI innovation processes

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Key statements

- Due to the complexity and dynamics of the subject area, operational AI implementation has to deal with an above-average degree of uncertainty. This increases the complexity and intricacy of successful innovation process design.
- The uncertainty factor means that decisions are made on the basis of limited or ambivalent information. This can lead to increased emotional strain, stress or anxiety. Psychological parameters, such as organizational and personal trust, transparency and an organizational culture based on psychological security, can provide positive impetus for courage, creativity and openness in companies.
- Interviewees describe their experiences of AI implementation in three large German corporations as idea development and implementation processes that evolve from manageable innovation-driving circles of actors into a complex operational stakeholder context. As the maturity of the content increases, so does the need to argue the benefits, risks and implementation requirements.
- The interviews confirm the influence of psychological parameters on the success of operational AI implementation. Organizational trust can be increased through process standards and transparent communication. Personal trust appears to strengthen decision-making situations with a high degree of uncertainty. Especially in the early phases, psychological security strengthens idea generation.
- The three central internal stakeholders - middle management, works council and rollout partners - and the decision-making situations associated with them in the implementation process can be used as examples to illustrate how the different psychological parameters can interact to strengthen each other.

1. Introduction

From utopian to dystopian assessments - the use of artificial intelligence (AI) in the world of work can trigger a variety of reactions. While the number of digital innovations has steadily increased in recent decades, it has become clear since the introduction of Open AI's ChatGPT 2022 at the latest that the world of work is on the verge of a phase of disruption through AI-supported innovations (Brynjolfsson, 2023; Fleck et al., 2022; Gmyrek et al., 2023; Graus et al., 2021; OECD, 2021; Tu et al., 2024).

Against this backdrop, innovation designers and decision-makers in companies are navigating the introduction of AI technologies in a context of above-average uncertainty. AI promises great efficiency gains and new application possibilities - but to an extent that has so far been almost unimaginable and difficult to grasp. This is one of the main challenges in the current innovation movement: How can we measure which of the predictions will come true? And what space will be taken up by what is not yet visible? But that's not all: competitive pressure, a regulatory framework that is still developing and therefore also difficult to predict[1] and ethical issues are also shaping the field of AI innovation (Merhi, 2023). Last but not least, there is still a lack of a sound understanding of the impact of AI implementation on operational practice and an open exchange of experience about the practical implementation processes in companies.

This ai:conomics Policy Brief complements the economic research on the consequences of AI introductions conducted by ai:conomics with companies. It thus will invite companies to take a targeted approach to the conscious design of corporate innovation processes in the technology field of AI, taking uncertainty into account as a key contextual factor for AI innovation. Current practice-oriented process models for the operational introduction of AI innovations serve as the basis for interviews with people with experience in the introduction of AI in large German companies. Scientific findings and models from organizational psychology research enrich the practical reflection with starting points for the targeted design of sustainable operational innovation processes.

This triad of rational management ideal models, practical experience and psychological research impulses promises a holistic insight into the processes and design approaches for operational AI implementation.

2. The context of AI solutions as a complex operational innovation process

Potentially disruptive technological innovation development is a strategic challenge for companies per se. As part of the ai:conomics research project, it is clear from the collaboration with the cooperating partner companies that the strategic and operational design of AI-oriented innovation processes is characterized by a high level of complexity and intricacy.[2] This means that there is both a high degree of systemic interaction and a high level of understanding of the topic of AI (Gössling, 2018).
In the innovation field of AI, decision-makers face multidimensional uncertainty factors:

- Extensive time and financial investments
- Technological complexity and intricacy
- Development speed of the subject area
- Changing regulatory framework conditions
- Weighing up ethical risks
- Volatility of social and individual perception and evaluation
- High process complexity due to the involvement of numerous actors and stakeholders

Implementation processes are therefore more frequently than average confronted with unexpected, sometimes far-reaching changes in the AI project itself, in the corporate context or the surrounding contextual conditions. At the same time, the practical case studies from companies in specialist media and at conferences tell us little about navigating this challenging context. Practical reports usually focus on the (successfully) implemented solution, while the (sometimes convoluted) paths to the result are largely overshadowed.[3]

This picture continues in AI innovation research: a broad-based overview study from 2023 draws a topography of the research orientation with two major focal points: on the one hand, on the drivers of AI innovation and, on the other, on its outputs (Mariani et al., 2023). The path of introduction, with its many facets of needs and potential assessment, decision-

1 The European Regulation on harmonized rules for artificial intelligence adopted in February 2024 lays an important foundation for greater predictability and legal certainty for all AI providers in the European single market.

2 This assessment is also confirmed in the supplementary company interviews.

3 For a more detailed analysis of narratives around AI, see also Chubb et al. (2022).

making and organizational implementation, has so far largely remained an opaque black box.

3. The psychological perspective on decisions under uncertainty

In order to understand which factors influence decision-makers in the context of uncertainty, it is worth taking a look at the psychological findings on decisions under uncertainty. On the one hand, organizational psychology research shows how people make decisions under uncertainty, and on the other hand, how the organizational framework can contribute to dealing with uncertainty in the process of AI introduction.

The uncertainty factor means that decisions are made on the basis of limited or ambivalent information. An unconscious or explicit probability forecast for the success of one's own actions is less meaningful and reliable on this basis. This can lead to greater emotional strain, stress or anxiety.

Fear is a poor advisor - this adage is confirmed across the board in the laboratory and in the field. Research shows that people make poorer decisions and are less likely to succeed in new situations when they are emotionally affected by fear (Heilman et al., 2010). People use coping strategies such as risk avoidance more often in situations that they perceive as uncertain or emotionally stressful. Accordingly, uncertainty can have a negative impact on the creative power and solution orientation of an organization (e.g. Amabile & Pratt, 2016).

The concept *of psychological safety* is particularly relevant for organizations. This refers to the individual feeling and perception that it is safe to speak up within a group or organization, take risks, put forward ideas or ask questions without fear of negative consequences (Newman et al., 2017).

Designers and decision-makers in the operational AI implementation process are equally confronted with uncertainty as a contextual factor. What can organizations do to embrace this uncertainty and create a safe context that gives room for innovation?

Trust can make a substantial contribution to less uncertainty and more security. Based on the work of Zucker (1986), this policy brief distinguishes between **organizational/procedural and personal trust**. Both forms of trust play a role in dealing with uncertainty in decisions relating to AI.

Organizational and procedural trust encompasses the belief in the integrity, stability and reliability of an organization (e.g. Mayer, 1995) and its processes. This means that value-based promises are kept and expectations are fulfilled. Various characteristics such as guidelines, structures and lived practice contribute to the organization being perceived as trustworthy in the long term.

Organizational and procedural trust can be effectively supported by **transparency**. Transparency with regard to projects, processes or strategies increases the amount of information on the basis of which decisions can be made or (co-)supported. This increases the level of expectation for affected stakeholders. The perception of meaningfulness can be strengthened if the goals of operational measures are communicated. The open, dialogical handling of questions, fears and suggestions from company stakeholders can also create an increase in trust, which can strengthen openness to new ideas and the willingness to change.

Personal trust forms the basis for organizational trust . Conclusions are drawn through interaction and experience with people in the organization. Perceived personal trust is based on an assessment of the quality of the relationship between the parties involved. This depends on both the trustworthiness of person A and the trustworthiness of another person B (Dietz & Den Hartog, 2006). With regard to transparency, the decisive factor for personal trust is whether the information is assessed as valid, reliable and complete. Personal trust therefore requires a certain degree of vulnerability, as person B relies on statements made by person A and may base their actions and decisions on these without checking or fully understanding them. The close connection between personal and organizational trust is also evident here: the vulnerability that arises in personal relationships has a positive effect on organizational creativity and innovative strength.

Organizational and personal trust interact with the perceived *organizational culture*. Culture encompasses the shared values and attitudes that determine behavior and decisions within a company (Marshall & McLean, 1985). Organizational beliefs and norms have a major influence on all the influencing factors mentioned, such as psychological (in)security, organizational and personal trust, and courage for creativity and innovation.

Research on the influence of these psychological parameters on operational technology innovation and AI implementation has yet to be conducted. To gain initial insights, they were discussed with the interviewees in light of their practical experience. They also looked for clues as to the process steps in which specific activities can have a positive influence on the implementation processes.

4. AI innovation processes in practice: three examples

4.1 Procedure and company description

Three **semi-structured interviews** were used to take a closer look at the practice of operational AI innovation in large German companies. To this end, key players in corporate AI innovation processes were asked about their experiences. Based on specific AI projects, the aim was to understand which actors are responsible for the implementation and how the operational decision-making processes for the introduction took place in practice. Both standardized decision-making processes and structures as well as ad-hoc decisions were taken into account in the interviews.

The interviews were based on a simplified **process flow** derived from current innovation management literature. In the reflection, the interview results are related both to the prototypical procedures of the process models and to the **psychological patterns** presented.

The interviewees come from the research project's wider network of companies.

The first company is a multinational corporation in the manufacturing industry. The conversation focused on an AI implementation that is currently being rolled out: the technological solution is intended to support the human-machine setting for **quality control of manufactured components**. The two interviewees brought two perspectives to the discussion: As people directly involved in the implementation of the project, they were able to access extensive detailed knowledge of the process flow of the specific AI innovation project. They also have experience and an overview of the company's overarching operational innovation management.

The second interview was conducted with the representative of a technology company that develops and implements AI and automation solutions on behalf of and in cooperation with large companies. The example project discussed was piloted in a large German logistics company over several months together with the specialist department and accompanied during the operational rollout. It involved an **AI solution for the HR department, which** was intended to facilitate the matching of trainees completing their training with vacancies in the company. The solution was successfully implemented and made available to all Group divisions. What is special about this case is the timing: the project was developed six years ago, in 2018.

The third company is a **German industrial company in the field of drive and control technology** with 18 locations in Germany and subsidiaries in over 30 countries worldwide. The interviewee was a senior employee in the area of business development and innovation from the corporate headquarters. The company's business units, which operate largely independently, can collaborate with the Group headquarters on a voluntary basis in their innovation activities and draw on the support of the innovation department if required. The interview therefore did not focus on a single AI project, but was able to draw on the cross-sectional experience of numerous AI innovation processes in different organizational and business units.

4.2 AI process models as an orientation framework

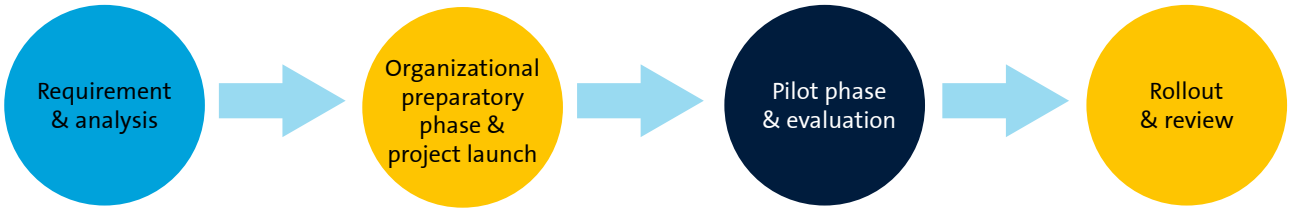
Recently, application-oriented research has begun to open the door to an examination of the operational processes of AI implementation. In order to give the interviews and the influences of psychological factors on AI implementation an orientation framework, **three current process models** and their underlying understanding of prototypical processes of operational AI innovation were included in the design of the interview guidelines. These are briefly presented here by way of introduction.

The guidelines of the project KI-ULTRA by Fraunhofer IAO (2023), the web publication „Key decisions in adopting an AI solution" by the US practice and research association „Health AI Partnership"[4] on AI implementation in healthcare organizations (Health AI Partnership, 2024) and the Swedish study „Roadmap for AI business model implementation" (Reim et al., 2020) were selected.

What the three models have in common is that they were developed in response to the operational need for action orientation for the specific innovation context of AI.[5] They present prototypical processes for operational AI implementation and supplement these with recommendations on design, decision-making and stakeholder involvement. All process models are based on a basic structure for the introduction of AI, which can also be used for other technological innovation projects:

4 Network of US healthcare organizations, public players and university institutes.

5 While KI-ULTRA and the Health AI Partnership derive their recommendations primarily empirically from practical dialogue with numerous companies and organizations, Reim et al. based their study on an extensive literature review.



A **problem or requirement is** identified and linked to a possible AI-supported solution. The **analysis** of context factors, opportunities and risks takes up a significant amount of space in these process models and is primarily located in the initial phases of the process description. Before practical implementation, a **preparatory phase** is recommended in which the project framework is set up and the organizational context for the introduction is reviewed and prepared. This is followed by a pilot phase and finally, after a positive evaluation, the **rollout on a** broad scale.

Of course, this overview represents a significant reduction in the more complex process models, which are as varied in their focus and orientation as they are useful. For example, KI-ULTRA structures its implementation guide along fields of action, while Health AI Partnership identifies points for key decisions along the process chain and derives recommendations from them. In the context of this study, the derived simplified process overview is primarily intended to serve as a valuable starting point for the interviews, as well as a map on which human behavior patterns and interaction can be located for the psychological perspective.

5. Core findings

5.1 The introduction of AI solutions as a complex operational innovation process

Based on their experience, some of the interviewees confirmed the assumptions made in the process models regarding prototypical processes in the operational introduction of AI innovation, while others supplemented or modified them. The process stages and qualities described can be found in all of the practical reports, but not in the order and weighting described.

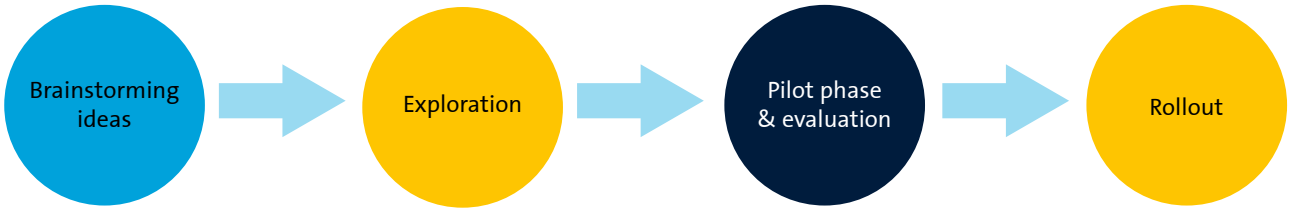
Rather, the paths described for the introduction of AI are much more characterized by a step-by-step approach: At the start, ideas are given space to emerge and take shape. Comprehensive questions are only addressed when clarification is necessary in order to take the next decision or development step. The interviewees reported the following process with a similar degree of simplification:

Every AI implementation begins with a team of employees **brainstorming ideas.** A challenge, inefficiency or potential for which an AI-based solution is being considered becomes apparent on site, at the plant or in a specific business area. This often happens *bottom-up from* within the team: the motivation, intuition and expertise for AI of individual employees meet everyday challenges and give rise to an idea. If an approach develops *top-down* from innovation teams or formats, the discussions made it clear that what successful projects have in common is that they always involve relevant practitioners right from the start. They are needed as co-supporters right at the start of the process so that the idea gains traction and its potential and needs can be substantiated.

Once the idea has matured to the point where it can be outlined as a project, the process moves on to **exploration. The focus here is on** feasibility: validating the basic technological and organizational viability, gathering competent voices and potential collaborators and testing initial approaches. Experts from other specialist departments come into play here as sparring partners and input providers.

Contrary to the process guidelines, comprehensive analysis often plays a subordinate or no role at all in this phase - both in the project approval and in the project design. An outline of the solution approach and the hoped-for project benefits can often be sufficient here - and sometimes a mixture of intuition and enthusiasm on the part of the idea holders is enough. Instead of going through risks and potentials in detail, the interviews report open brainstorming, joint thinking and trial and error.

In order for this development step to be taken, initial approval from managers is required at this point, combined with smaller time and budget scopes. Innovation development continues to take place here in a small circle and, unlike usual in organizational transformation processes, is not yet carried beyond the actors involved into broad process communication with the organization.



Only after successful exploration is the picture robust enough to strategically drive the project forward in the form of a targeted **pilot phase** and to pass it on to the company's innovation channel, which is designed for broad implementation. If company innovation promotion programs exist, a project concept would make the leap into their circle of perception.

As different competing projects meet at this point and more extensive investments are required for further development, the need for a cost-benefit argument and risk analysis appears to be most evident at this point.

In-house specialists, e.g. from the IT and legal departments, must be consulted for compliance checks. Similar to other digital innovation projects, the assessment of data protection and cyber security is of great importance in the risk assessment of AI requirements. The volatility and dynamics of the technology field play a role in the review of general legal risks and the ethical assessment if, for example, discrimination risks based on the training data need to be excluded.

Based on these technical reviews, the project must pass important decision points in the piloting step: If the project developers want to continue the project beyond the initial project outline, they need the backing of middle/higher management or the approval of gatekeepers of operational innovation budgets . According to the interviewees, both can be won over if two conditions can be convincingly met. Firstly, the solution promises significant efficiency gains compared to the status quo. Secondly, the solution meets the company's compliance standards. Two interviewees described the importance of the personal support of middle management at this point, which can advocate and convey the concerns of the project ‚upwards'.

On the other hand, the works council is usually also involved at this point as the central decision-maker. In the assessment, its members represent the perspective of the employees who are directly affected and/or will be affected in the future. Factors such as potential changes to working conditions or technology-appropriate skills development play a role here.

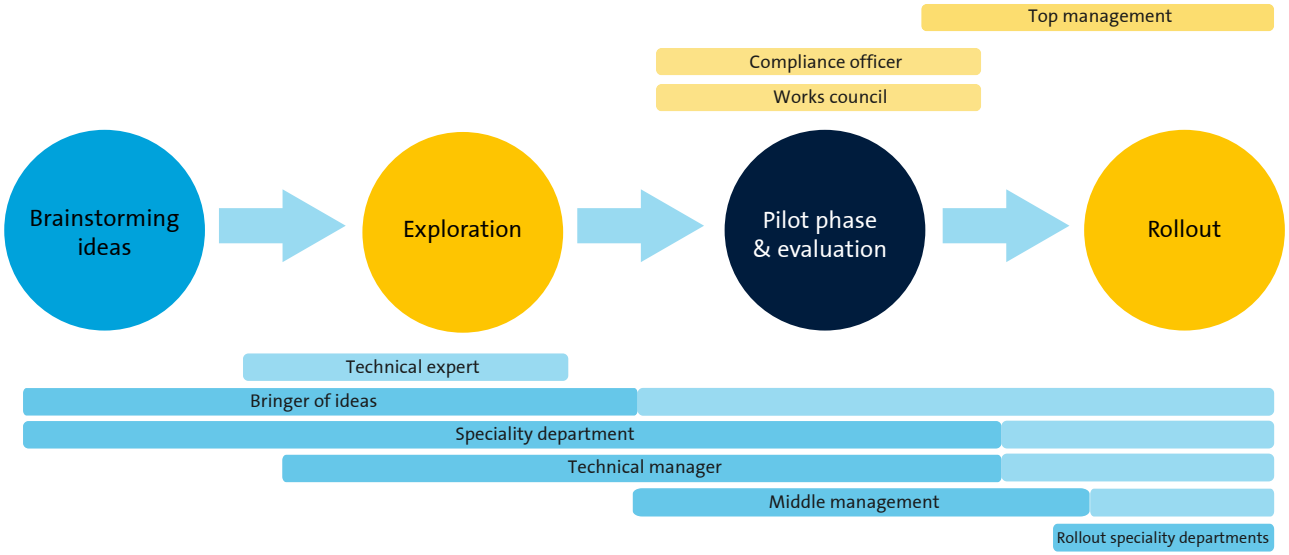
If the solution approach can be found in the compliance analyses and the project team can convincingly argue the benefits of the pilot, win over the works council as a partner and a senior manager as a supporter, the chances are good that investment will be made in the transition from pilot project to **rollout** across the company - a step that often requires the active approval of top management.

Similarly, the interviewees report that the complex requirements of implementation in the rollout are usually only addressed at this point in the process development - as needed in the context of the decision step for broad-based transfer.

Finally, the stakeholders who accept the innovation across the board and implement the associated changes in a creative manner are of crucial importance for the success of the rollout and thus the success of the implementation. The specialist departments or locations targeted by the rollout are therefore also key decision-makers whose approval and active support are described as central by the interviewees.

The three process models selected already indicate that different groups of company stakeholders play a role along the process chain and recommend a conscious **stakeholder perspective** when designing implementation processes. In the interviewees' reports, it became clear how the implementation processes develop from a limited circle of actors into an increasingly complex internal stakeholder context.

The stakeholder groups can be differentiated according to their design and decision-making role: There are always the main designers of the project. They develop the technological solution and its implementation from the idea to implementation and bring it to fruition (blue). In addition, important decision-makers act as feedback and impulse providers as well as qualitative gatekeepers (yellow). Depending on the standard operational processes and the individual project, the roles can vary and sometimes overlap. The works council, for example, can act as a more passive, risk-oriented auditor of the technology project or proactively and in partnership help shape



the introduction of technology in the sense of an intertwined strengthening of business opportunities and employees. Depending on the project, managers up to and including top management can also take on different levels of responsibility.

The contextual condition of uncertainty has an effect on both the designers and the actors who are primarily responsible for evaluation and approval. So what qualities can be derived from the psychological concepts introduced in order to strengthen the innovative power and decision-making of the people involved and the organization as a whole during the implementation process?

5.2 AI innovation processes as decision-making situations

The interviews conducted indicate that the actual operational processes are shaped by the psychological patterns that influence decision-making processes under the influence of uncertainty. There are operational practices, structures and processes that consciously or intuitively respond to these needs. In addition, human relationships play a major role and appear to play a stabilizing role in the implementation process through their contribution to trust between company stakeholders.

Context factor trust

Applied to the context of operational AI implementation, it can be assumed that a high level of organizational and personal trust strengthens decision-makers to try out the unknown and the new. Specifically, describes that a firmly **established procedure for risk assessment** is helpful in the intensive analysis phase in the context of piloting. Openness to AI projects could be increased through organizational trust and lead to a growing willingness to support experts in the exploration phase or to broad support for innovation steps taken by management. Personal trust serves as an important bridge builder between the decision-making steps. „**Good networks**“ were mentioned by all interviewees as beneficial along the entire implementation path. One company has had good experiences with identifying **experienced contact persons in key areas of expertise** such as law and data protection in advance, who are used to regularly assessing projects. They can provide concrete advice early and informally in the brainstorming and exploration phase and, through this collegial advice, improve projects as well as allay personal fears of professional uncertainty or visible failure.

Underlining the dependency between trust and safety, personal trust seems to be particularly important where the degree of uncertainty is higher. For example, one interviewee reported that those pilots for which the important risk factors could be excluded in the compliance analyses, but whose cost-benefit argumentation was not (yet) clearly viable, are mainly carried forward if there are good, resilient relationships between the decisive managers and the project-supporting actors. At the same time, it was formulated that the project-supporting employees need a lot of “courage and stamina”.

Context factor transparent communication

Transparency seems to be particularly important when it comes to AI. The social discourse on the topic leads to very different assessments of the technolo-

gy. Different expectations and perceptions are reported. Compared to other digital innovation technologies, AI appears „scarier" to some and leads to more defensiveness. Established and transparent **process standards** strengthen the innovation process along the entire decision-making chain. On the one hand, this gives the specialist department team in which the idea originates certainty about its own scope for action and the next steps should the idea prove to be viable. On the other hand, the managers in the specialist department and middle management are aware of their role in the process and can therefore better assess what they need in order to make their decision. From the piloting phase onwards, it can help to make the **objectives and the process of the intended implementation transparent** to a broad group of company stakeholders. The technological dimension is better dealt with „calmly" in the analyses, compliance and works council approval based on specific questions. It is interesting to note that the AI project implemented back in 2018 was not confronted with this dimension. At that time, there was hardly any public reporting on AI. Similarly, the technological core of AI was not a conscious topic in the operational innovation process. When dealing with reservations and resistance, especially in the rollout phase, it is therefore worth taking a close look and listening to where the **roots of the concerns** lie and addressing them in communication and transformation work.

Context factor organizational culture

The AI implementation process also requires many moments of personal or interpersonal creativity. New ideas emerge and practical and technological hurdles are overcome during exploration and piloting. The success of the implementation therefore depends on the creative quality and the courage to take the risk of failure for the new. **Encouragement within the organization** (e.g. from superiors) and **structural support for collaboration** can have a positive effect on the perception of security and support organizational creativity and innovation (e.g. Amabile & Pratt, 2016). It also appears to be beneficial if **AI solutions are** set **as a topic by the company's innovation framework** and if idea generation and exploration are supported by **central contact points** if required. Permission to simply get started and pursue **ideas on a small scale is** described as even more important. This reinforces the relevance of a healthy error culture in the organization. All three interviewees describe the step from brainstorming to exploration in their companies as low-threshold - teams or employees, like their department heads, do not run any risks when pursuing an idea. They are given **time and financial leeway,** which encourages the sharpening of ideas. One of the interviewees even reported that the company had succeeded in turning the uncertainty that can be inherent in the breadth of content and imponderables of AI solutions into a positive: The perceived uncertainty and fear of duplication of work was addressed by promoting more **cross-divisional and interdisciplinary networking and coordination**. This gave rise to the basic feeling of shared motivation and curiosity, which now supports resilient innovation activities in the field of AI.

5.3 Important internal stakeholder constellations in the AI innovation process

While the qualities of trust, transparency and error culture have an impact throughout the entire process, there are three internal stakeholders who exert a significant influence at different points in the process. Three exemplary decision-making situations described in the interviews illustrate that it is an interplay of different factors that helps to reduce uncertainty in the implementation process and to arrive at a joint design.

Stakeholder constellation I: Middle management | One interviewee emphasized how important it is in their company to have the support of a middle management executive at the transition between the exploration and pilot phase. On the one hand, this manager makes the risk decision for the further investments, but at the same time he or she also assumes a kind of advocate function vis-à-vis top management: he or she must „stand up for the introduction". To be able to carry this exposed role well, this person needs an above-average level of security. Reliable analyses for compliance and benefits play just as important a role here as successful, transparent communication by the specialist department and, finally, personal relationships between the stakeholders involved.

Stakeholder constellation II: The works council | The second decision-making situation focuses on approval by the works council. This is usually part of the implementation process for AI solutions. As a decision-making body, the works council plays a special role here: unlike other gatekeepers of the compliance review, such as IT security or data protection officers, it does not have any specific specialist interest or expertise. They have to take a holistic view of the AI solution and its use, and to do this they need a non-technical understanding of the often complex technological solutions and their effects on operations and the

workforce. This is where many of the complex imponderables of the topic of AI come together and meet a diverse body with different prior knowledge and expectations. Accordingly, one interviewee describes approval by the works council as the biggest challenge - and at the same time, in this specific case, as a valuable dialog process. Here, too, it seems to be a mixture of well-founded technical preparation, successful communication and good personal relationships that increases the chance of success.

Stakeholder constellation III: Internal partners for the rollout | The third decision-making situation is at the end of the AI implementation process. In the underlying process models, the **rollout** with the user departments, locations or plants does appear, but is not as important as two of the interviews attributed to it. Ultimately, a large part of the success of the rollout depends on the acceptance and support of the managers and, not least, employees involved in the rollout. One interviewee reported the major challenge of winning over the other plants involved in the implementation. There were many concerns about IT and the innovation. Personal conviction was needed here: with resilient arguments, process transparency and personal commitment to the solution. Now, it is above all the trust that has been created that is driving the cooperation on the implementation. The second interview emphasizes that top management / company headquarters can also support this trust-building process. Here, comprehensive, engaging communication, transparent, convincing representation of the innovation goals and investment in local competence building were named as important building blocks for ensuring broad-based support during the rollout.

Although the number of interviews means that no generalizable conclusions can be drawn from the examples, they do point in a promising direction towards strengthening the understanding of the process and success of operational implementation by looking at human needs and behavioural patterns. They should be seen as an invitation to pay attention to the psychological dimension in the design of AI innovation in companies - both in research and in testing in practical application.

6. Outlook

This ai:conomics Policy Brief is an attempt to shed more light on the black box of implementing corporate AI innovation. Even though initial research projects and publications are approaching the processes on an empirical basis, setting up ideal-typical orientation frameworks and formulating recommendations for the design of corporate innovation processes, our interviews show that there is still more to discover.

The deviations between the process models included and the experience reports indicate that the initial phase of innovation development in particular - from the idea phase to exploration - can take place on a small scale, benefiting from low-threshold freedom and the exchange with experience providers and access to AI-savvy experts. It seems worthwhile to pay particular attention to this **nursery of corporate AI innovation.**

Throughout the entire AI implementation process, it is people who shape and drive innovation in organizational settings and under the factor of uncertainty. The step taken here to a limited extent of drawing on **work and organizational psychology in order to** better understand contexts and specifically support human and organizational capacity to act appears to be a promising path. Transdisciplinary empirical research at the interface of organizational sociology, innovation research and psychology can provide valuable access to a better understanding of corporate innovation activity and capability.

Last but not least, it is the **practitioners in the companies** who master the challenge of implementing artificial intelligence in their companies on a daily basis. How this can be achieved in the triad of social responsibility, shaping a good working world of tomorrow and entrepreneurial development is a complex undertaking. The ai:conomics research project attempts to contribute to a better understanding of the effects on work and business through research in the field. Curiosity and openness are also required for the implementation dimension in order to better understand the challenges and design potential of operational implementation. This is one of the reasons why ai:conomics invites people to share their experiences in various formats.

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