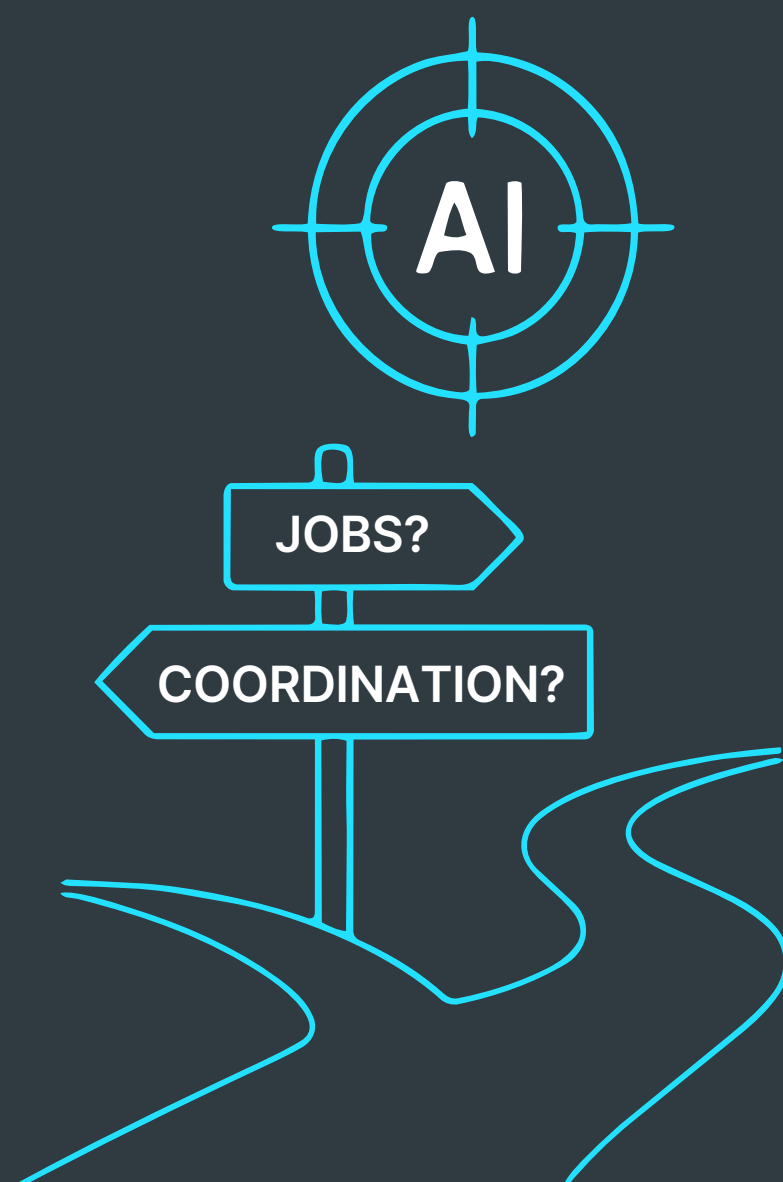


What if the AI debate is focused on the wrong problem?

As organisations race to adopt AI, much of the discussion centres on how it will change jobs, roles, and productivity.



But the biggest strategic shift may lie elsewhere.

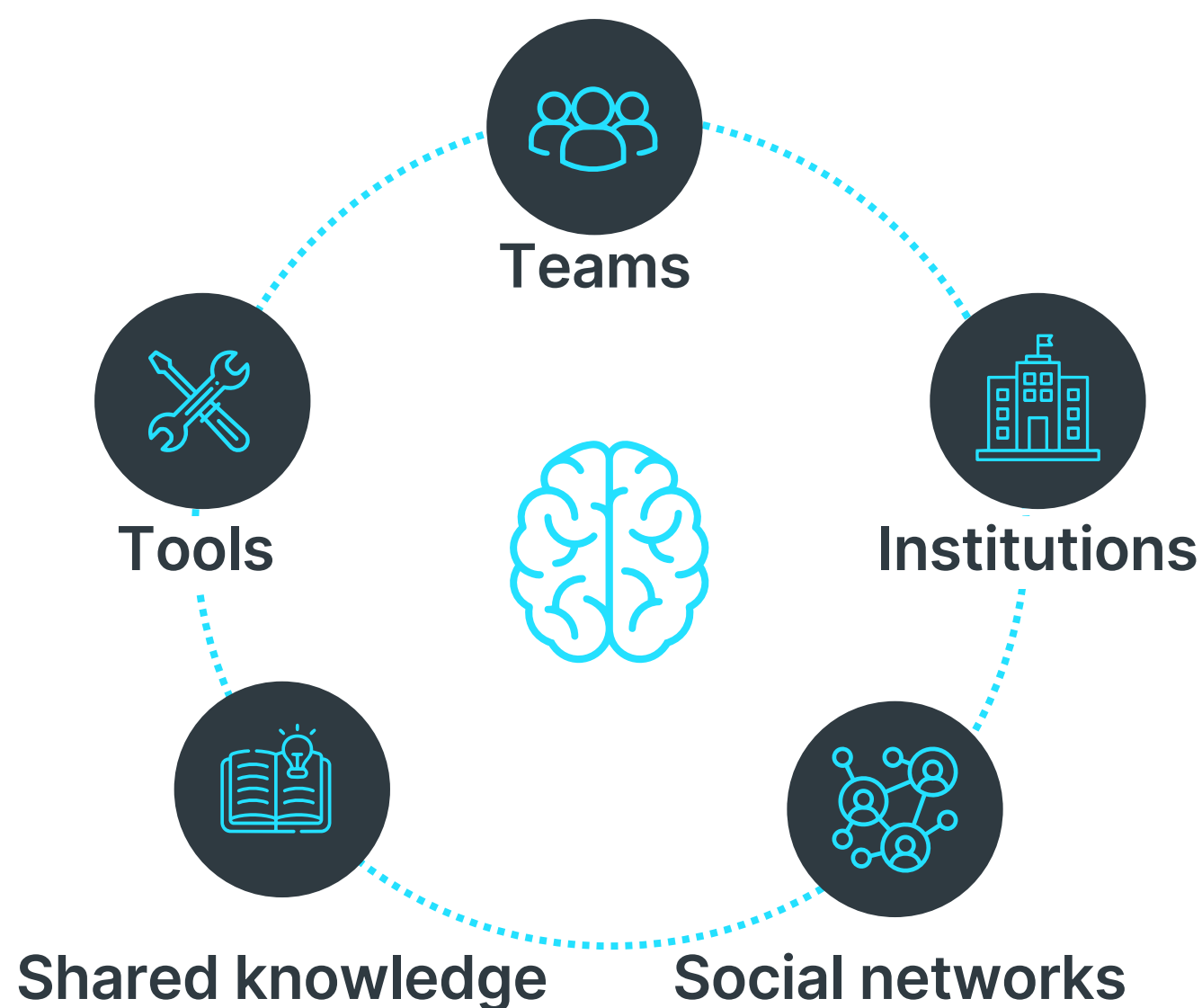


The AI debate rests on one flawed assumption

Much of the debate around AI assumes intelligence resides within individuals.

Research suggests otherwise.

Our thinking has always been distributed across:



Organisations have always relied on collective intelligence rather than individual brilliance alone.

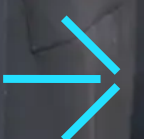


Faculty Perspective

“

If what we call intelligence has always been a property of coordination, between cells in an organism, between minds in a culture, between institutions in a civilisation, then AI is not coming for the individual. AI is doing something to the coordination layer that has always sat above and beneath us, and through which our intelligence has always actually run.

Siddharth S. Singh,
Professor of Marketing, ISB



AI's greatest impact may be reshaping the coordination layer of organisations

Every organisation depends on an invisible system that determines:



How
information flows



How knowledge
is shared



How decisions
are made



How people
coordinate

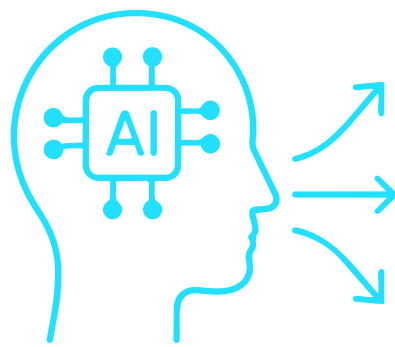
More than augmenting individual work or automating tasks, AI is reshaping this coordination layer through which organisations think, make decisions, and create value.



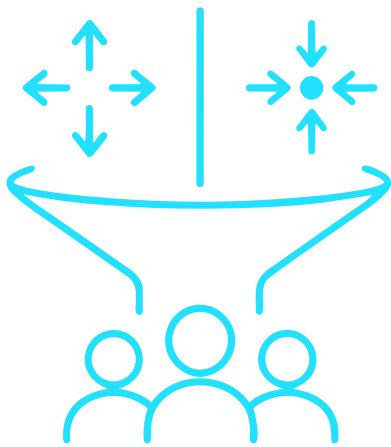
The strategic challenge is governing organisational thinking

The greater risk is allowing AI to reshape the coordination layer through which organisations think, without deliberate oversight.

Leaders should ask:



How is AI influencing decisions?



What assumptions is it reinforcing?



Is it improving or narrowing collective judgement?

AI governance is ultimately about governing how organisations think.



Three insights for senior leaders



Rethink organisational intelligence.

AI is changing how organisations think, not just how people work.



Design for coordination.

Competitive advantage will increasingly depend on how people and AI collaborate.



Govern organisational thinking.

AI governance must extend beyond technology to collective judgement and decision-making.