

Editorial: *Rethinking the Operating Model, Organization's Core Workflows' Reshaping, and Mixing and Balancing AI System's Ability with Human Empathy*



There is a continuing debate within the multifaceted domain of business leadership concerning key differences (and their unique advantages) between specialists and generalists (Eaton Business School, 2025; Stephany and Teutloff, 2024; Buchen et al., 2021) and it appears that will continue for some time in the future.

In a recently published book, the reputed Professor Mansoor Somroo (2025) demonstrated how abundant are the rewards by embracing the generalist mindset, being a certainty that a generalist will succeed, grow, and prosper, the why and how we work being rewritten by AI impact.

In our last HMM Journal issue (Purcarea, 2025) we made reference to both specific measures involved by AI-driven ways of working, and what needs to be done to make certain that AI-powered workflows are meeting KPI targets, leveraging human-agent collaboration based on AI upskilling, AI being a disruption including in how work happens.

As shown by Steele et al. (2025), in offices human-agent collaboration is already starting, and to close the gap between organizations' strategy and performance it is necessary to rethink the operating model, improving continuous learning in the AI era. As change is a strategic challenge, needing to be tailored to a specific organizational situation, it is essential to not left

without further attention a change strategy after configuration, being necessary to refine it based on adoption patterns' observation (Laerkholm et al, 2025).

How the business works can be changed with the help of GenAI and agentic systems and ensuring organization's core workflows' reshaping and transforming CX, embracing strategic risk-taking and closing the imagination gap (De Bellefonds et al., 2025). Technology is to be considered as an accelerator of change, rethinking processes from end to end (entire workflows) and breaking down organizational silos, ensuring greater productivity improvements' generation, and reimagining value creation, the radical change toward customer-centric innovation being driven by E2E reinvention (Brunelli et al., 2025).

Of course, as underlined by Microsoft (2024): "the value of AI starts with individual productivity and compounds as the technology is adopted through the organization." On the other hand, the CEO of Earley Information Science (Earley, 2025) stated: "To realize value from AI, organizations must treat knowledge as infrastructure. That means defining, organizing, governing, and connecting the information workers rely on every day across departments, systems, and formats. Without that structure, AI simply reinforces inefficiencies instead of solving them."

Research findings from BCG's annual AI at Work global survey of employees revealed that beyond the progress achieved, the deeply AI agents' integration into employees' daily workflows is seen just by 13% of them, and AI agents' functioning being understood only by one-third of them (Beauchene et al., 2025). But knowledgeable employees with these smart digital assistants (AI agents' capability of effectively completing tasks independently being mastered) are enthusiast about valorizing these collaborative partners ensuring work improvement, their concerns being decreased by their suitable training, upskilling and reskilling capabilities.

A more and more important role in marketers work transformation is played by AI agents which surpass simple marketing automation, and ensuring complex marketing strategies' aide with least possible careless error (Finio and Downie, 2025). And as in the forthcoming future AI agents are seen being in control as intermediaries between organizations and buyers, marketers must rethink their digital strategy, ensuring content optimization and new performance metrics' investment (Sommerfeld et al., 2025).

Moving in that direction involves adapting to technological shifts, better understanding customers' evolving needs and maintaining strong relationships (including based on hyper-personalized interactions and real-time assistance), within a business dual focus on agility and innovation, based on continuous learning.

Let us end this approach by showing a quote from Colin Shaw (2025), who provided a significant concluding thought: "The most effective AI-driven customer experiences are those that detect context and tone. If AI can escalate an issue when it detects frustration, that's a win..."

AI is here to stay, but it's not a magic fix. Use it where it adds value, not where it frustrates customers. Blend it with human expertise, and always—always—test before going all in.”

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