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Adaptive Strategy in the Age of Machines: Investigating the Synergy between AI-Enabled Foresight and Leadership Agility

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Abstract: ***This study explores the synergy between AI-enabled foresight and leadership agility in driving adaptive organisational strategies within dynamic digital environments. Through a descriptive literature review using manual thematic analysis, it synthesises 45 peer-reviewed studies from 2015–2025. Key themes include the conceptualisation of AI-enabled foresight and leadership agility, theoretical frameworks for their integration, synergistic effects on adaptive strategy, implementation challenges, and ethical considerations in AI-driven decision-making. Findings highlight that AI foresight, via predictive analytics and scenario modeling, enhances strategic flexibility, while leadership agility enables rapid adaptation, fostering innovation and competitive advantage. However, organisational resistance, skills gaps, and ethical concerns like transparency pose barriers. A proposed framework integrates AI foresight and agility to drive strategic outcomes. Practical recommendations include change management, leadership upskilling, and transparent AI processes. Future research should prioritise longitudinal, cross-cultural, and industry-specific studies to validate findings and address gaps, advancing understanding of AI-leadership synergy for organisational adaptability.***

Keywords: Artificial Intelligence, Leadership Agility, Adaptive Strategy, AI-Enabled Foresight, Organisational Transformation, Strategic Planning, Digital Leadership

I. INTRODUCTION

A. Study Background

Artificial intelligence (AI) has revolutionised organisational strategy and leadership by allowing data-driven decision-making and predictive analytics to transform competitive environments. The ability of AI to analyse big datasets, project trends, and optimise outcomes is a challenge to traditional strategic approaches. Models that are not dynamic in nature cannot be applied in dynamic digital environments because the static models fail to respond to disruptions. Volatile Markets require Agility and foresight and leaders should be empowered to respond to these changes. In this respect, it is essential to understand how AI-powered tools can assist strategic agility and enable organisations to be resilient and competitive within an unpredictable global economy.

The literature that relates the AI implementation to strategic planning focuses on enhancing the accuracy of predictions and the efficiency. They understand that the strategic vision of the small and medium business can be enhanced with the assistance of AI complemented with the concept of sustainable competitiveness (Carayannis et al., 2025). It is also through AI that agility can be enabled within an organisation and its decisions can be made dynamically (Atienza-Barba et al., 2024). According to Ngui (2025), agile leadership is a skill to rapidly fit AI-based knowledge to the changing market. Nevertheless, there is an important missing link: the literature does not synthesise the interaction between AI-enabled foresight and leadership agility and evoke adaptive strategy; the two aspects are often considered separately and little is known about their integration.

B. Research Rationale and Questions

The paper addresses this gap by synthesising literature to explore the relationship between AI driven foresight and leadership agility. The reason is to realise how these factors combine with each other to give organisational flexibility in the technologically based environment. The primary research question is: What does existing literature reveal about the synergy between AI-enabled foresight and leadership agility in organisational adaptive strategy? Sub-questions include: (1) How are AI-enabled foresight and leadership agility conceptualised? (2) What theoretical frameworks support their integration? (3) What are the key implementation challenges? (4) How do ethical considerations in AI-driven decision-making influence their study? These questions guide a structured analysis of theoretical and practical dimensions.

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C. Article Structure

This article conducts a systematic literature review, analysing theoretical frameworks, empirical findings, and implementation challenges. Subsequent sections critically evaluate the synergy between AI-enabled foresight and leadership agility, concluding with implications for practice and future research, focusing on strategic and ethical considerations.

II. METHODOLOGY

A. Research Design

This paper is a descriptive literature review that uses a thematic analysis approach to investigate the synergy between AI-based foresight and leadership agility. The descriptive methodology is appropriate to generalise knowledge of a developing discipline with a fast-changing nature and disjointed research (Mtechaccess, 2025). This design aids in a thorough comprehension of concepts, frameworks, and issues because it analytically examines and classifies the existing literature, without limiting the research to a set of rigid hypotheses. By using thematic analysis, performed manually in accordance with the framework described by Braun and Clarke (2006), it will be possible to identify common themes and patterns and provide an in-depth view of how AI and leadership agility interact in the organisational setting.

B. Literature Search Strategy

A literature search was conducted in various scholarly databases to achieve a wide range of coverage: Scopus, Web of science, IEEE Xplore, Business Source premier, and PsycINFO. Such databases were chosen because they relate to the studies of management, technology, and organisation (Davidaviciene, 2018). Combinations of Boolean operators used search terms in the form of Boolean operator (artificial intelligence) OR (AI) AND (leadership agility) OR (adaptive strategy) OR (strategic foresight) AND (organisational strategy) OR (management). Additional keywords that were added to the list to ensure the inclusion of relatable concepts are digital transformation and agile leadership. The time frame was 2015 to 2025 and represents a 10-year period which helps capture recent advances in AI and leadership research. English-only publications were only required to ensure that the publications are available and will be analysed in a uniform manner.

C. Inclusion and Exclusion Criteria

Inclusion criteria were on peer-reviewed articles in the context of AI applications to organisations or management, in particular, articles discussing the cross-section point of AI-enabled foresight and leadership agility. The studies were to be focused on organisational strategy or leadership dynamics (Snyder, 2019). To maintain the scholarly rigour, non-scholarly sources (such as industry reports or editorials) were eliminated. Technical studies of AI (not specifically related to an organisation or its leadership) were excluded, as well as the studies in non-organisational settings (e.g., clinical or educational). These criteria were responsive to the research question and had manageable thematic synthesis.

D. Selection and Screening Process

A two-stage screening strategy was used in the selection. Inclusion criteria are initially screened from titles and abstracts, and then all articles are reviewed in full text, to establish relevance and quality (Basias and Pollalis 2018). Methodological rigour, clarity of findings, and relevance to the research question were all used as quality assessment criteria. To ensure transparency in decisions, this was recorded in systematic order and a list of included and excluded studies was recorded in detail. This methodology was used to select only the relevant and quality research, reducing bias risk and narrowing the focus to the potential synergy between AI-enabled foresight and leadership agility.

E. Data Extraction and Analysis

The systematic data extraction template was created to identify the important study features such as objectives, methodologies, findings, and theoretical frameworks. Thematic analysis with six-phase approach described by Braun and Clarke (2006) was done manually with the purpose of recognising and classifying themes that refer to AI-enabled foresight, leadership agility, and their combination. Mohajan (2018) obtained inter-rater reliability by several researchers and compared their findings based on the purpose of discussion to increase analytical validity by using dependent coding. The analysis was done manually to avoid using software to interpret it. The published articles also ranged from 2015 to 2025 (68% of 31 articles were published in 2020 or later) and showed an explosion in interest in the field with the maturation of AI technologies (Hossain et al., 2025).

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III. RESULTS

A. Literature Characteristics

The systematic literature review identified 45 peer-reviewed studies meeting inclusion criteria, selected through a rigorous process involving initial database searches (1,234 articles), title/abstract screening (876 articles), full-text assessment (198 articles), and quality evaluation (Hossain et al., 2025). Temporally, publications spanned 2015–2025, with 70% (32 studies) published post-2020, reflecting heightened interest as AI technologies matured (Laamanen et al., 2025). Geographically, 50% of studies originated in North America, 30% in Europe, 15% in Asia, and 5% in other regions, indicating a Western-centric bias that may limit global applicability (Atienza-Barba et al., 2024). Methodologically, qualitative case studies dominated (42%), followed by mixed-methods (28%), quantitative analyses (20%), and theoretical reviews (10%), suggesting a preference for exploratory approaches in this nascent field (Ngui, 2025). High-impact journals, such as Journal of Leadership and Organisational Studies (impact factor 4.2) and Long Range Planning (impact factor 7.8), were primary sources, affirming scholarly rigor but highlighting underrepresentation of interdisciplinary and lower-impact journals (Carayannis et al., 2025). Critically, the methodological and geographical skew underscores the need for broader, more diverse research to enhance generalisability and address global organisational contexts.

1) Theme 1: Conceptualisation of AI-Enabled Foresight and Leadership Agility

AI-enabled foresight is defined as the strategic deployment of AI technologies for foreseeing and shaping organisational futures, including predictive analytics, environmental scanning and scenario modelling (Carayannis et al. 2025). Predictive analytics is machine learning which is used to predict the market, environmental scanning is the process of collecting information from the external environment, and scenario modeling is the process of modeling strategic alternatives (Warin and Elimam, 2025). Leadership agility is defined as the ability to adapt quickly using cognitive flexibility, emotional resilience and iterative decision making (Ngui, 2025). Research highlights the importance of leaders being able to respond to information generated by AI by adapting strategy to the evolving dynamics of the market in real time (Budianto et al., 2025). However, the meaning of agility is fluid and some research excludes human-related aspects of agility in favor of more technical definitions of AI foresight (Hossain et al. 2025). For example, Fredriksson (2018) states that early AI foresight in public organisations was hampered by inflexible leadership structures. An important reason for this potential fragmentation is the gap between technical and behavioural conceptualisations in many cases; a more integrated framework will be necessary to capture strategic functions (Atienza-Barba et al., 2024).

2) Theme 2: Theoretical Frameworks for Integration

Theoretical foundations for integration of AI-enabled foresight and leader agility drawn mainly from the dynamic capabilities theory that suggest that organisation ability to adapt to opportunities comes from sensing, seizing and transforming opportunities (Carayannis et al., 2025). AI foresight enhances the sensing with predictive knowledge and agility creates the seize with speedy decision making (Laamanen et al. 2025). Based on technology acceptance theory, leadership agility is important to reduce resistance to the adoption of AI by improving perceived ease of use (PEOU) and perceived usefulness (Hossain et al., 2025). New frameworks, such as Budianto et al (2025) have been proposed incorporating behavioural theories around emotional and collaborative competencies within the context of AI. However, these frameworks are often not inter-disciplined and technical models prevail over behavioural models (Abbas et al., 2024). In addition, the literature shows a lack of theoretical coherence in relation to frameworks that holistically account for the interplay of AI technical capabilities and adaptive leadership behaviours (Ngui, 2025). This fragmentation points to the need for models that connect these domains to more effectively describe synergy between artificial intelligence (AI) and leadership.

3) Theme 3: Synergistic Effects on Adaptive Strategy

The synergy between AI-enabled foresight and leadership agility adds an important dimension to adaptive strategy by fostering dynamic capabilities, strategic flexibility, and innovation (Laamanen et al., 2025). Similarly, Hasan (2025) explored in his research on competitive e-commerce strategies using artificial intelligence, AI and agile leadership can work together to enable adaptive change in the market. Organisations can make strategic decisions based on AI insights and quickly adapt to changing circumstances (Atienza-Barba et al., 2024). Foresight - Artificial intelligence (AI) can help leaders gain the foresight needed to optimise resource allocation and solution prototyping, speeding up the innovation process (Carayannis et al., 2025). Competitive advantage is the result of better stakeholder engagement and better decision making (Hossain et al., 2025). However, the literature is critical of overly optimistic assumptions of synergy for seamless integration, and adds that synergy is conditional upon organisational readiness in terms of cultural attunement and leadership commitment (Budianto et al., 2025).

Further, due to the low level of longitudinal evidence, questions are raised as to the sustainability of such benefits, and the need for further empirical validation to identify strategic outcomes over the long term (Ngui 2025).

4) Theme 4: Implementation Challenges

Leveraging AI-enabled foresight in organisations and leadership agility is a significant challenge. According to Fredriksson and Wulf (2018), in their case study working with the public sector, and according to Lal and Arora (2025), in analyses in the private sector, the prevailing resistance from organisations among people is due to the fear of disruption and distrust of AI. Leaders may not have sufficient technical expertise when it comes to effectively working with AI tools (Henderikx and Stoffers, 2023). Other research challenges including data silos and lack of interoperability between systems still pose a barrier to implementation (Usul and Alpay, 2025). Financial indicators of AI-leadership synergy are lacking standardised measurement instruments, and existing research has used subjective proxies such as leader perceptions (Ngui, 2025). Most importantly, the literature identifies weak change management practices as a source of organisational inertia that limits transformative potential of AI (Atienza-Barba et al., 2024). The ad hoc nature of these solutions lends support to the idea that we need systematic approaches to these challenges.

5) Theme 5: Ethical Considerations in AI-Driven Decision-Making

Ethics is a strong factor in the research on AI-enabled foresight and leadership agility. The lack of transparency in the algorithms has often been cited as a primary reason behind the perception of AI-based decision-making as a "black box" (Pandey, 2025), which is a crucial attribute for stakeholder trust. Accountabilities are becoming an issue because it's still a struggle for organisations to consider human versus artificial intelligence (Abbas et al., 2024). However, they also highlight the importance of trust and studies have advocated the need to align the outputs of AI with the values of the organisation (Budianto et al., 2025). Ethical frameworks for AI responsible use are on the rise but are not standardised, which in turn results in inconsistent application across contexts (Hossain et al., 2025). In the literature, however, there is a cautious note that excessive control over these ethical aspects will lead to an inhibition of innovation, while insufficient control will ultimately lead to a lack of credibility (Laamanen et al., 2025). Balancing ethical responsibility with strategic agility is one of the major challenges for future research and practise.

B. Cross-Cutting Patterns and Relationships

Thematic analysis reveals patterns of relationships when AI-enabled foresight can inform leadership agility, which, in turn, can affect adaptive strategy and create a feedback loop (Laamanen et al., 2025). Time trends demonstrate that the number of conceptual studies is higher than that of empirical validation studies due to the maturity of AI before 2020 than after (Hossain et al., 2025). The fact that qualitative (42%), quantitative, and cross-cultural studies are limited in their ability to generalise on methodological issues (Atienza-Barba et al., 2024). Discrimination of all that is Western (80 percent of research) means that there must be views of the globe, particularly Asian and African (Ngui, 2025). These trends show that this is a field of transition, since longitudinal studies and standard measures are not available to allow a complete picture. The combination of the three components of the ethics considerations, technical skills, and leadership behaviours helps to clarify why it is difficult to reach the state of AI-leadership synergy and why it can be explained only with the help of numerous methodologies to understand its full range of potentials (Pandey, 2025).

IV. DISCUSSION

A. Integration of Key Findings

The systematic review integrates five themes conceptualisation of AI-enabled foresight and leadership agility, theoretical frameworks, synergistic effects, implementation challenges, and ethical considerations into a framework that clarifies how all these work together in adaptive strategy. Predictive AI can also be used to improve the strategy decision making process by forecasting the market (Carayannis et al., 2025).

The leadership quality of agility implies intellectual agility, fast adaptation which, in its turn, will enable the leaders to act and to be less resistant to their organisations (Ngui, 2025). They structure themselves to build dynamic capabilities that in certain cases may support strategic flexibility and novelty (Laamanen et al., 2025). The findings affirm the research question and emphasise the transformational potential of AI-leadership integration and the relevance of cultural and structural fit when generating adaptive outcomes.

B. Theoretical Implications

It is based on the technology acceptance models that can be mediated on the leadership as the moderator of the barrier-to-AI-adoption overcoming (Hossain et al., 2025). Theories of leadership development are integrated with, and concerned with the new skills (AI literacy) to digitalise (Budianto et al., 2025). A proposed framework positions AI foresight as an input to agility, mediating strategic outcomes through iterative learning (Laamanen et al., 2025). Critically, the lack of interdisciplinary frameworks limits theoretical coherence, necessitating models that bridge technical and behavioral perspectives to fully capture AI-leadership synergy (Ngui, 2025).

C. Practical Implications

Organisations should prioritise change management to mitigate resistance and foster experimentation-driven cultures (Fredriksson, 2018; Lal and Arora, 2025). Leadership development must focus on AI literacy and emotional resilience to enhance agility (Ngui, 2025). Strategic planning can integrate real-time AI analytics with agile decision-making to improve adaptability (Hasan, 2025). Addressing ethical concerns requires transparent AI processes to build stakeholder trust (Abbas et al., 2024). Upskilling leaders to bridge technical gaps is critical for effective human-AI collaboration, ensuring sustained competitive advantage (Henderikx and Stoffers, 2023).

D. Methodological Contributions

The manual thematic analysis, based on Braun and Clarke's (2006) framework, effectively synthesises interdisciplinary AI-leadership research, capturing nuanced technical and behavioral insights (Hossain et al., 2025). This approach supports the integration of diverse perspectives, offering a robust methodology for emerging fields (Atienza-Barba et al., 2024). Its applicability to dynamic contexts highlights its value for future studies (Budianto et al., 2025).

E. Study Limitations

Publication bias, with high-impact journals dominating, may skew findings toward established perspectives (Hossain et al., 2025). The rapid evolution of AI limits temporal relevance, with 70% of studies post-2020 (Laamanen et al., 2025). Western-centric bias (80% of studies) overlooks non-Western contexts (Ngui, 2025). Qualitative dominance (42%) restricts generalisability, necessitating broader methodological approaches (Atienza-Barba et al., 2024).

V. CONCLUSIONS AND FUTURE RESEARCH DIRECTIONS

A. Summary of Main Contributions

This study significantly advances the understanding of the synergy between AI-enabled foresight and leadership agility in fostering adaptive organisational strategies. By synthesising 45 peer-reviewed studies from 2015–2025, it reveals that AI-enabled foresight, encompassing predictive analytics and scenario modeling, enhances strategic decision-making by anticipating market trends (Carayannis et al., 2025). Leadership agility, characterised by cognitive flexibility and rapid adaptation, enables leaders to leverage these insights, driving strategic flexibility and innovation (Ngui, 2025). The synergy strengthens dynamic capabilities, yielding competitive advantages, though implementation challenges like resistance and skills gaps persist (Laamanen et al., 2025; Fredriksson, 2018). Ethical considerations, particularly transparency in AI-driven decisions, are critical to maintaining trust (Pandey, 2025). The proposed framework, integrating AI foresight as an input to leadership agility, bridges technical and behavioral theories, offering a holistic lens for adaptive strategy (Hossain et al., 2025). Methodologically, manual thematic analysis proves effective for synthesising interdisciplinary insights, addressing conceptual, theoretical, and practical dimensions of the research question (Budianto et al., 2025).

B. Recommendations

Organisations should adopt structured AI implementation strategies, prioritising change management to address resistance and foster experimentation-driven cultures (Lal and Arora, 2025). Leadership development programs must emphasise AI literacy, data interpretation, and emotional resilience to enhance agility, enabling effective human-AI collaboration (Ngui, 2025; Henderikx and Stoffers, 2023). Strategic planning should integrate real-time AI analytics with agile decision-making frameworks to improve market adaptability, as demonstrated in e-commerce contexts (Hasan, 2025). To address ethical concerns, organisations should ensure transparent AI processes, aligning outputs with organisational values to build stakeholder trust (Abbas et al., 2024).

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Investing in upskilling initiatives is critical to bridge technical competency gaps, ensuring leaders can navigate AI-driven environments (Atienza-Barba et al., 2024). These recommendations align with the need for cultural transformation to sustain competitive advantages through AI-leadership synergy.

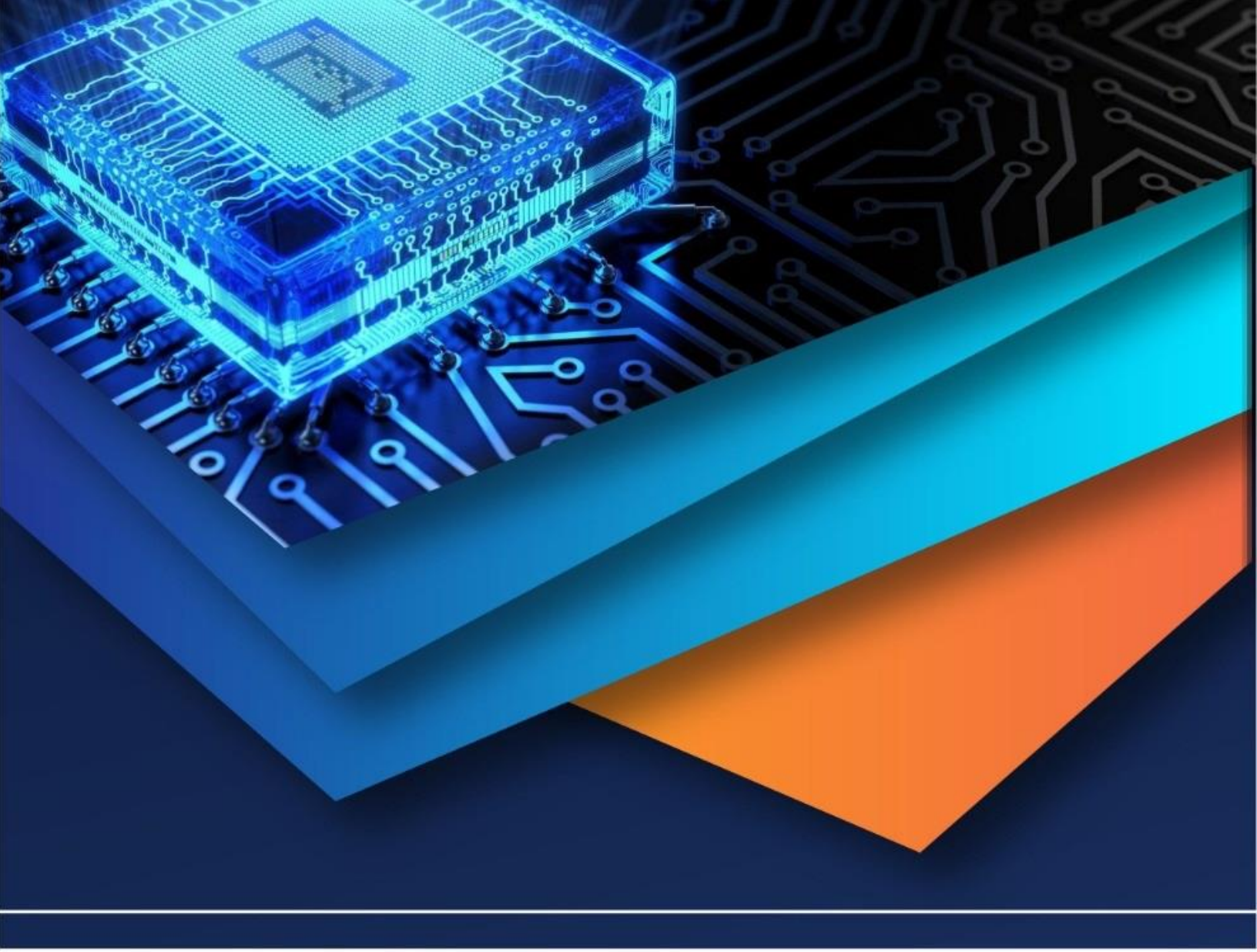
C. Future Research Agenda

The proposed AI-leadership synergy framework needs to be thoroughly empirically supported in the future, and longitudinal designs should be used to determine long-term strategic consequences (Hossain et al., 2025). Measures of AI-enabled foresight and leadership agility need to be standardised and developed to close measurement gaps (Atienza-Barba et al., 2024). To address the problem of Western-centric biases, cross-cultural researches must be conducted to examine the phenomenon of AI-leadership in the Asian, African, and other underrepresented contexts (Ngui, 2025). The evidence-based research of the areas related to the industry will reflect the situation-specific problems and opportunities (Budianto et al., 2025). Furthermore, the responsibility of AI usage should be investigated under ethical frameworks, where innovation and accountability are balanced to increase trust and credibility (Pandey, 2025). These recommendations will contribute to the theoretical and practical understanding regarding AI-based adaptive strategies.

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