



**Title:** Why Intelligent Systems Fail in Organizations: A Socio-Technical Perspective

**Abstract:** Recent advances in artificial intelligence have significantly improved the technical capabilities of intelligent systems, including generative AI, multimodal interaction, automated decision-making, and intelligent communication infrastructures. However, despite rapid technological progress and increasing organizational adoption, many organizations continue to struggle in generating meaningful and scalable value from AI-enabled systems. This paradox suggests that technical sophistication alone does not guarantee organizational success.

This talk proposes a socio-technical perspective to explain why intelligent systems frequently fail in organizational settings. Rather than viewing AI systems solely as computational artifacts or automation infrastructures, the presentation argues that intelligent systems are fundamentally embedded within social, organizational, and interpretive environments. Organizational outcomes are shaped not only by algorithms and system performance, but also by human interpretation, workflow integration, coordination mechanisms, governance structures, and adaptive organizational capabilities.

Drawing upon research in human–AI interaction, socio-technical systems, dynamic capabilities, and interpretive organizational theory, this presentation introduces the concept of interpretive assimilation to explain how organizations construct meaning around AI technologies and enact them within organizational routines and practices. The talk further discusses how human–AI interaction extends beyond individual prompting behavior and becomes embedded within teams, workflows, institutional norms, and organizational learning processes.

The presentation also highlights recent empirical evidence showing that the dominant barriers to AI success are increasingly organizational rather than computational. While intelligent systems may enhance individual productivity, organizations often face persistent challenges related to coordination, trust, governance, and capability transformation.

The talk concludes by arguing that the future success of intelligent systems will depend not only on advances in machine intelligence, but also on the ability of organizations to develop socio-technical intelligence — the capability to transform AI into shared meaning, coordinated action, and adaptive organizational capability.