

Artificial Intelligence in Modern Strategy Work

Study Information

Research purpose

This study explores how artificial intelligence (AI)—especially generative AI and large language models—can make strategy work, leadership, and everyday organizational life more effective, insightful, and human-centered. Our goal is to help organizations use AI not just to increase productivity, but to lead more responsibly and create workplaces where people and technology work together seamlessly.

Study method and research group's experience

This study uses interviews, case studies, and surveys to explore how AI is reshaping strategic work and leadership. We combine organizational and technological perspectives to understand how companies can turn AI into a real source of competitive advantage. We speak directly with executives, managers, and employees to capture how AI tools are changing the way decisions are made, strategies are executed, and teams collaborate. These insights are complemented by survey data gathered from companies across industries such as technology, manufacturing, healthcare, and finance—offering a broad and practical view of AI's impact on modern organizations.

The project team has extensive experience in studying organizational transformation, digitalization, and leadership, and includes both academic and practitioner expertise. **Professor Natalia Vuori** (Aalto University) leads the project, supported by a multidisciplinary team with backgrounds in management, organizational psychology, and data science.

Professor Vuori has conducted over 600 in-depth interviews with executives and employees across various industries and has successfully published her research in leading international academic journals as well as in major Finnish media outlets, including Helsingin Sanomat. [Johtajat salailevat tekoälyosaamistaan pelokkailta kollegoiltaan | HS.fi](#)

Funding

This project is funded by Business Finland as part of the national co-research program supporting the development of responsible, AI-driven innovation in Finnish industries. The project is hosted by the Department of Industrial Engineering and Management at Aalto University.

Voluntary participation

Your participation in this study is voluntary. You may refuse to participate or withdraw from the study at any time without providing a reason. Data collected up to the point of withdrawal may still be used in an anonymized form. Participation or withdrawal will have no consequences for your employment or professional relationships. Your employer will not know whether you participated or not. Your employer will never have access to information about what you said during interviews.

You will not receive financial compensation for your involvement. Your insights and experiences, however, will contribute to developing tools and practices that can enhance the responsible use of AI in strategic and organizational contexts.

Risks and their prevention

This study involves minimal risks for participants. All members of the research team work under Aalto University's Non-Disclosure Agreement (NDA), which ensures that any potentially sensitive or confidential information shared during the study remains protected. The primary risk is that your name, job title, or organizational affiliation could be inadvertently linked to your interview data. However, the research team follows Aalto University's best practices for research data management to negate this risk.

All collected data is stored securely on Aalto's encrypted servers, accessible only to authorized members of the research team. Any identifying details will be removed or pseudonymized during transcription and analysis. No information that could personally identify you will be disclosed in any reports, publications, or presentations derived from this research.

Communication with research staff

You can contact the research team at any time for clarification, support, or to withdraw consent. The research team will ensure open communication throughout the project and inform participants of any significant updates regarding the study's progress or data use. Furthermore, if any situation occurs during the study that you would like to redact or rectify, you can notify the research team right away.

Research situation and duration

Participation typically involves a 60–90-minute interview, which can be conducted in person or online. With your permission, we may invite you for a follow-up interview, short survey, or observational session at a later stage. Interviews may be audio- or video-recorded with your consent to ensure accurate analysis.

Research team

Led by Natalia Vuori, the project team combines deep academic expertise and practical insight to study how organizations can use artificial intelligence — particularly generative AI and large language models — to enhance strategic thinking, collaboration, and well-being at work:

- **Juliane Möllmann** – Postdoctoral Researcher, Aalto University
- **Tim Jeschek** – Doctoral Researcher, Aalto University
- **Matias Joensuu** – Doctoral Researcher, Aalto University
- **Amarin Mülthaler** – Doctoral Researcher, Aalto University
- **Julius Lehtonen** – Researcher, Aalto University

Together, the AIM-S research team combines scholarly rigor, technical understanding, and real-world business experience to develop evidence-based models for using artificial intelligence responsibly and effectively in strategy and leadership work.

Contact information

For further information about this study, please contact:

Professor Natalia Vuori
Department of Industrial Engineering and Management
Aalto University
Email: natalia.vuori@aalto.fi

You may also contact the research team via the following addresses:

- amarin.multhaler@aalto.fi
- tim.jeschek@aalto.fi
- juliane.mollmann@aalto.fi
- matias.joensuu@aalto.fi

(Privacy notice follows on the next page)

Privacy Notice

This privacy notice describes how your personal data will be used in the research study as a participating individual. You have also been provided with document called “Participant Information Sheet”, which explains in more detail how the study is carried out.

1. What is being studied in this research study and the purpose of processing personal data

The project studies how artificial intelligence can improve strategy work, leadership and employee well-being, and develop responsible operating models for the utilisation of artificial intelligence. Featuring leading universities and businesses, the goal is to create tools that contribute to business success and social sustainability.

2. What personal data is processed in the research study

This study processes the following categories of personal data necessary for the successful execution of the research:

- Direct identifiers, including name, position, company, duration in the position, and contact information for interview scheduling purposes.
- Consent forms, which include at least the participant's name.
- Audio and video recordings of interviews conducted via Microsoft Teams or Zoom, including transcriptions of these recordings converted into text form.
- Interview responses provided by the participant.
- Information supplied by the research participant through a questionnaire.
- Findings or notes made by the researcher concerning the research participant, with participants being pseudonymised.

Special categories of personal data (sensitive personal data)

Data belonging to special categories of personal data or other specially protected personal data **will not be processed** in the research study.

Personal data is collected from the following sources:

From the participant:

- Interviews (executives, managers, employees) for experiential accounts.
- Observations (meetings, workshops) to capture real-time dynamics.
- Questionnaire answers (executives, managers, employees) to capture large-scale accounts.

Other:

- Document analysis (internal memos, reports, communication) to triangulate evidence.
- Digital trace data (e.g. usage logs, communication records).

The research methods are described to you more in detail in the “Participant Information Sheet” -document.

3. Processing of necessary personal data and removal of the direct identifiers from the data

The research study processes only the personal data necessary for its purpose and execution. During the analysis phase, we manage your data by replacing direct identifiers like your name with random identifiers, ensuring you are not directly identifiable. However, we may analyze video footage to study your facial expressions, which are vital for providing valuable insights

needed for the research. Since these insights cannot be obtained otherwise, your direct and unedited video footage might be required for this study.

- The audio data from the interview is transcribed in written form and other information which could enable identification of the research participant is deleted.
- In case the research participant reveals directly identifiable information during the interview, based on which the identity of the research participant may be deduced, such as place of work and position, such information is deleted in the transcription phase.
- In case the research participant reveals sensitive personal data and processing of such personal data is not necessary for conducting the research and not a point of interest, such data is deleted in the transcription phase.
- Regarding potential photos, face and other direct identifiers are removed or blurred, in case such information is not relevant for the research.
- Rough classification of survey data is used, for example an age range is used instead of the exact age, to make identification more difficult.

Identity of the individual research participant will not be disclosed in a scientific publication or other research results to be published.

4. Legal basis for the processing of personal data

The legal basis is scientific research, a task in the public interest

5. Sharing personal data

Research data containing your personal data is shared with the following parties:
Personal data processed in the study will not be shared with third parties.

6. International data transfers

During the execution and analysis phase of research, research data containing personal data will not be transferred to non-EU / EEA countries or international organizations. However, as part of the scientific publishing process, it might be necessary to transfer the data outside EU/EAA for publishers or peer reviewers for verification of research results, as such parties may be located outside EU/EAA area. However, it is exceptional that scientific publication process would require transferring data regarded as personal data.

7. Storage and protection of personal data

Protection of manual material:

Physical material will be securely locked on the University grounds.

Information processed in IT systems: Your personal data is processed and preserved in secure IT systems, which are approved by Aalto University and suitable for personal data. Access to all computers and IT systems are protected by username and strong personal password. Access to IT systems containing personal data is technically restricted in a manner, that only researchers participating in the study and persons necessary for the implementation of the study have access to your personal data.

The research data is archived:

The research data is archived in Zenodo with restricted access in a manner, that it is accessible to only parties listed in the privacy notice

8. Retention and deletion of personal data

Deletion during and after the study

Research data containing personal data is retained for research data to be used for further scientific research in the same scientific discipline or in other disciplines that support this research study. Research data containing personal data is deleted after five (5) years since the last publication where this research data has been used and exploited, provided there are no publications currently under review.

9. Rights of the research participant

According to the General Data Protection Regulation (GDPR), a data subject has the right to:

- receive information on the processing of their personal data
- right to access the personal data collected and processed
- right to rectification of inaccurate personal data
- request that the processing of personal data be restricted
- object the processing of personal data
- right to erasure of personal data if the conditions of Article 17(1) of the Data Protection Regulation are met and processing is no longer necessary for archiving purposes in the public interest or for scientific research or statistical purposes in accordance with Article 89(1)

If the research purpose does not require, or no longer requires the identification of the data subject, the controller shall not be obliged to obtain further information so that the data or the data subject may be identified only for purposes to able the data subject to exercise his/her rights. If the controller is unable to link the data to a particular data subject, the data subject does not have the right to access or correct the personal data, object the processing, or delete the personal data. However, if the data subject provides additional information that allows their identification from the research data, the rights will not be restricted.

10. Contact details of the controller

The controller of this research study is Aalto University Foundation sr., operating as Aalto University.

Person in charge of the research study

Questions regarding the conduct of the research study may be addressed to the person in charge of the study: Natalia Vuori, natalia.vuori@aalto.fi, +358503791013

Data Protection Officer

If the research participant has questions or requests related to data protection or the processing of personal data, the research participant should contact the Data Protection Officer of Aalto University: tel. +358 9 47001 (exchange), dpo@aalto.fi.

In this data request service, you can request the exercise of your rights under GDPR from Aalto University as the controller <https://datarequest.aalto.fi/en-US/>.

If a participant of the research study feels that his or her personal data has been processed in violation of data protection legislation, the participant has the right to lodge a complaint with the supervisory authority, the Data Protection Ombudsman's office (read more: <http://www.tietosuoja.fi>).