The Impact of Artificial Intelligence on Transformational Leadership: Current State, Challenges, and Solutions

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Abstract. Against the backdrop of rapid technological advancement and the widespread adoption of artificial intelligence, the influence of AI on transformational leadership and the corresponding coping strategies is becoming increasingly significant. Based on the theory of transformational leadership, this study aims to analyze the current state of AI empowerment and its existing challenges in the four dimensions of transformational leadership, which include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The study also proposes solutions in terms of technological optimization and the enhancement of leaders' capabilities. As AI technology continues to evolve and improve, organizations will need to adjust and adapt their culture and structure quickly to keep pace with these advancements. Leaders should foster innovation, enhance their adaptability, and strengthen their change management capabilities to promote the deep integration of AI and transformational leadership. This integration will provide a significant impetus for organizational development and help ensure that companies remain competitive in an ever-changing business environment.

Keywords: Transformational leadership theory, Artificial intelligence, Transformational leadership.

1. Introduction

With the advancement of technology, the development of artificial intelligence (AI) has surpassed most people's expectations, and its influence is profound, touching every aspect of society. As AI technology continues to progress and become more widely available, an increasing number of organizations and their leaders are committed to enhancing their competitiveness through digital and intelligent transformation. Adopting AI technology has become an irresistible trend [1].

Against this backdrop, transformational leadership, as a positive and forward-looking leadership style, aims to foster cooperation among team members and create an atmosphere of equality, progressiveness, and innovation within the organization. The research results of Judge et al. indicate that transformational leadership has a significant impact on employees' satisfaction with their leaders, organizational commitment, work motivation, and the effectiveness of leaders [2]. Therefore, under the impact of the wave of artificial intelligence technology, how has the work of transformational leaders been affected, and how they should adapt to and effectively utilize this emerging technology has become a focus of attention. In 1994, Bass and Avolio further pointed out the four dimensions of transformational leadership, emphasizing that leaders inspire the higher-level needs of their subordinates through their idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, promoting the self-actualization of subordinates and the overall effectiveness of the team [3]. However, the introduction of artificial intelligence technology undoubtedly brings new opportunities and challenges to this leadership style.

Although previous studies have discussed leaders and AI technology under the same research topic, most studies have focused on how specific leadership behaviors can use AI technology to improve work efficiency or improve internal relationships in organizations, and relatively few studies have focused on AI's effect on specific leadership styles. Therefore, based on the theory of transformational leadership, this study analyzes the current situation and challenges faced by technology empowerment and proposes corresponding solutions to explore the impact of artificial intelligence on transformational leadership. It aims to reveal how artificial intelligence integrates with

transformational leadership styles, in order to provide useful reference and guidance for leaders in the wave of digital transformation.

2. Conceptual and theoretical basis

2.1. Artificial Intelligence

Artificial intelligence refers to the science and technology that simulates human intelligence through computer systems, aiming to make machines capable of learning, reasoning, perception, planning, decision making and creation [4]. As a representative innovative technology that triggered the fourth Industrial Revolution, artificial intelligence is having a huge impact on the industrial structure. Whether it is automated production processes or intelligent cognitive decision-making, artificial intelligence technology is deeply involved in and subverts traditional ways of working [5].

2.2. Transformational Leadership

Bass defines the definition of transformational leadership in his research. Transformational leadership is a leadership style that encourages employees to do more than expected, improves their cognition of important matters, and elevates the level of employees' needs from basic security or recognition to a higher level of pursuit of achievement and self-realization [6]. At the same time, this kind of leadership can guide employees to transcend their own interests for the overall interests of the team or the organization, to achieve the growth and transformation of both the organization and the individual. In the current context of rapid digital development, the deep integration of transformational leadership and artificial intelligence technology is particularly critical. In practical terms, the four dimensions of transformational leadership - idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration - can be further integrated with AI technology.

2.2.1. Idealized influence

By adhering to high moral standards, showing self-confident and self-respect personality charm, and daring to take risks, leaders take the initiative to seek the vital interests of their followers, thereby establishing a trustworthy role model image.

2.2.2. Inspirational motivation

Leaders clearly construct a great ideal or vision with symbolic significance, and take the opportunity to communicate with subordinates to communicate their ideas, and deeply connect the organization's mission with individual values.

2.2.3. Intellectual stimulation

Leaders solve traditional problems by asking questions, framing problems, and introducing innovative solutions.

2.2.4. Individualized consideration

As the name suggests, this dimension refers to the leader's attention to the individual needs and interests of employees, caring for the specific needs of each employee not only to identify and meet their current needs, but also to help subordinates maximize their potential.

3. The status quo of transformational leadership enabled by AI technology

3.1. Artificial intelligence AIDS decision-making and establishes a good image of leadership

On February 16, 2025, Shenzhen announced that the city's government system would fully adopt the DeepSeek large model. On February 17, it was announced that the first 70 government AI "new employees" had officially started their roles. Gao Zeng, deputy director of the Government Affairs

Service and Data Administration Bureau of Futian District, Shenzhen, said that "AI digital intelligence employees" currently assume auxiliary roles for official document writing, government services, community governance, emergency management, investment promotion and other aspects, covering 240 scenarios in 11 categories. The overall efficiency is improved by at least 20% under man-machine collaboration. In addition to the general capabilities of DeepSeek, "AI digital intelligence staff" combined with the actual business processes of various departments and units, covering the first batch of 240 government scenarios, such as "Law enforcement document generation assistant" can convert transcripts into draft documents in seconds, and "safety production Assistant" can increase the efficiency of generating drill scripts by 100 times. "AI Investment Assistant" will increase the efficiency of enterprise analysis and screening by 30%, and the analysis time will be reduced to the minute level, and this initiative by DeepSeek to assist cadres in decision-making marks the deep integration of artificial intelligence technology into the leadership decision-making process.

Compared to the subjective decision of the leader, the more accurate data support and analysis of artificial intelligence technology may be more convincing. Fairness theory shows that the degree of acceptance of decision is closely related to the objectivity of decision process[7]. Through data training, AI can avoid the influence of individual experience, emotions and intuition on decision-making biases. Employees generally believe that the decision results based on data facts can eliminate the subjective factors and emotional tendencies of leaders, showing strong objectivity.

Therefore, artificial intelligence technology can rely on its own objective and rational algorithms to make more rational decisions, to a certain extent, help leaders achieve idealized influence. In order to establish a good image of leaders to win the trust of employees, and eventually become a model and example of employees.

3.2. Artificial intelligence strengthens motivation and enhances team cohesion

In the employee motivation module, Speer et al. found that artificial intelligence technology such as machine learning can help predict employee performance[8]. Moreover, AI-enabled management tools and technologies can track and identify employees in need of further improvement on certain factors and the required improvement extent, thus achieving dynamic and refined performance management[9].

Some leading Internet companies are already using AI technology to optimize performance evaluations. Bytedance, for example, tracks and evaluates employees' performance in real time through its internal AI system. This system provides employees with real-time feedback and improvement suggestions by analyzing their work logs, communication records, project progress and other data, which significantly improves their work efficiency and performance. Global retailer Walmart uses AI technology to assess employee performance intelligently, combining employee work outcomes, behavioral data, and social interactions to generate comprehensive performance reports that help managers make more accurate decisions. In addition, Walmart has integrated personalized feedback and incentive programs provided by AI to increase employee satisfaction and loyalty.

Therefore, the use of artificial intelligence technology to analyze employees' performance data can significantly improve the accuracy of information analysis, improve the quality and pertinence of performance feedback, and thus improve employees' productivity[10]. However, the study also found that when the provider of performance feedback changes to artificial intelligence, employees' acceptance of feedback will change. Specifically, when performance feedback is provided by AI, employees distrust AI-generated feedback and resist improvement based on the AI's instructions, thus harming employee productivity.

3.3. Artificial intelligence promotes organizational learning and inspires employees to innovate

Artificial intelligence technology is gradually becoming an important force to promote organizational learning and innovation. On the one hand, AI can generate knowledge content that is difficult for organization members to generate based on data learning and improve the knowledge

level of the organization[11]. On the other hand, humans can also improve the learning ability of AI through algorithm optimization and data update[12]. It can be seen that AI is becoming a core factor in reconstructing organizational learning models and promoting organizational learning changes.

By integrating AI technology, leaders can not only provide employees with richer and more personalized learning resources, but also build a dynamic and open learning ecosystem, that encourages employees to discover new ways to solve problems and stimulates their innovative awareness and creativity. Jia N et al. found through field experiments that AI assistance can develop cognitive skills and promote creativity[13]. Ai-assisted increased employee contact with customers, allowing highly skilled employees to develop new scripts, improve existing scripts, and improve their job skills; Low-skilled workers have more time and opportunities, but their ability to innovate is limited. However, high- and low-skilled employees believe that AI-assisted skills will help them in the future, such as gathering customer feedback, identifying innovation opportunities, responding to customers flexibly and improvising.

At the "AI+ Education Innovation and Talent Development Conference and the First Beijing Digital Talent Development Conference" held in 2024, China Telecom won the 16th Boao Award - Best Artificial Intelligence Learning Exploration Team Award with the project "China Telecom" AI+ Learning "to Build New Heights of Future Talent Training". With its in-depth exploration and innovative practice in the field of artificial intelligence learning, China Telecom has successfully created a forward-looking and influential "AI+ learning" talent training platform, focusing on the three sides of students, management and content, providing personalized learning, intelligent management assistance and content creation support through AI technology, achieving systematic integration of learning scenarios and improving learning efficiency. Enhance interactive experience and create a comprehensive and intelligent AI+ learning ecosystem. At the same time, China Telecom cultivates the enterprise AI culture, improves the information literacy and innovation ability of employees, leads the way in exploring a feasible path for AI-enabled enterprise learning across the industry, enables the transformation of the lifelong learning adult teaching and learning paradigm, and sets a new benchmark in talent training.

However, the logical and pattern-based nature of AI may limit employees' innovative thinking to some extent. AI works on the basis of existing data and algorithms, and its output is often based on known knowledge and experience. When employees rely too much on AI, they may unconsciously become trapped in its way of thinking and fall into a fixed mindset.

3.4. Artificial intelligence to achieve personalized care, effectively meet the needs of employees

With the development of the times, the battle for talent is heating up, and employee care and employee experience have become the core of attracting and retaining talent. Leaders who pay attention to personalized care will make targeted and feasible development plans according to their subordinates' personal conditions[14]. Studies have shown that personalized care has a positive effect on improving team satisfaction[15]. This is because the more a leader focuses on personalized care for employees, the more tailored assistance and support can be provided to each employee. As a result, employees are more likely to exhibit cooperative behavior, leading to higher satisfaction with the team.

In February this year, Zhengzhou Federation of Trade Unions closely focused on the mental health needs of employees, and integrated artificial intelligence (AI) technology into employee psychological medical examination and counseling services to create a "happiness experience hall". The Zhengzhou Federation of Trade Unions provides deep integration of AI and VR technology to build an AI psychological evaluation system. Employees wear smart devices, through the analysis of facial expressions, eye movement and other information, so they can quickly identify positive emotions, negative emotions and physiological emotions, and accurately capture the subtle changes in employee emotions. At the same time, the psychological consultant will provide personalized psychological adjustment suggestions immediately, aiming to enhance the sense of participation and

experience of employees, and effectively integrate multi-dimensional measures to enhance the psychological resilience of employees.

However, while enjoying the convenience of personalized care brought by artificial intelligence, leaders should also pay attention to maintaining direct communication and exchange with employees. Despite the vast amounts of data and analytics that AI systems can provide, true care and understanding still require an emotional connection between people. Leaders should use the information provided by artificial intelligence as a reference, combined with their own judgment and experience, and engage in in-depth dialogue and interaction with employees to ensure that care measures can truly meet the needs and expectations of employees.

4. Problems in the process of AI technology enabling transformational leadership

4.1. The weakening of leadership authority and the strengthening of AI ethical bias

Although AI technology can help leaders improve the efficiency and objectivity of decision-making to some extent, in practical applications, leaders should ensure that they use AI to promote objective decision-making while avoiding being ignored by employees. For example, Wei Xin et al. found that when the decision is not conducive to employees, employees are more inclined to accept the algorithmic decision and believe that the decision made by AI algorithm is fairer than that of the leader, thus reducing the bias behavior[16].

In addition, the automatic decision-making algorithm also has defects. Since the decision of AI system is based on historical data, then the algorithm is likely to continue the inherent bias of society after learning these data independently, which may lead to biased decision outcomes, thus triggering ethical disputes. For example, during the hiring process, if there are gender or racial biases in training data, AI algorithms may inadvertently reinforce those biases, leading to unfair hiring outcomes.

4.2. Emotional loss and risk of over-rationalization of artificial intelligence incentives

Although AI technology shows strong potential for performance management and motivational strategy development, AI still struggles to match real leaders in the dimension of empathy with employees. Leaders' empathy focuses on the emotional influence and influence on employees' cognition, emotion and behavior. Studies have shown that empathy not only leads to relational identification of goals[17], but also enables individuals to think from the perspective of others and communicate with others in a way that shows empathy and understanding, rather than blindly performing tasks mechanically. In contrast, although AI systems can analyze emotional data, they are more inclined to the processing of data and the execution of tasks, and it is difficult to truly experience or communicate emotions, so there are limitations in building deep emotional resonance.

Concerns have been raised about whether the increasing prevalence of AI will lead to an overly rational organizational culture that prioritizes AI outputs over human contributions, as AI is seen as efficient, objective, and capable of structured, unbiased analysis [18].

4.3. Ai's reliance on instant answers creates a crisis of leadership thinking autonomy

Artificial intelligence, such as Deepseek, is essentially a program that runs on massive amounts of data and specific algorithms. Although it can sift through information and give answers in an instant, it is also easy for users to fall into a mode of accepting information without thinking. In the face of complex and changing management situations, if leaders only rely on AI or over-rely on the standard answers provided by AI, indulge in the pleasure brought by this immediate and unthinking "answer", and ignore their own excellent experience and in-depth thinking for specific situations, their decision-making may become mechanized and rigid, lacking flexibility and innovation. In turn, it may have a negative impact on the sustainability of the organization.

4.4. Artificial intelligence emotional misjudgment and technology gap lead to care imbalance

Although AI systems are able to analyze the emotions and needs of employees through deep learning algorithms, in some cases, the algorithms may misjudge the emotional state of employees, leading to inappropriate implementation of caring measures. For example, AI may misidentify negative emotions in employees, triggering unnecessary interventions, or fail to recognize positive emotions in a timely manner, missing opportunities to provide encouragement and recognition. Such misjudgment not only fails to effectively care for employees, but may cause emotional harm to employees and reduce their trust and satisfaction with the organization.

In the era of intelligence, organizations often have employees of different ages and technical proficiency, and their acceptance and use of artificial intelligence technology are different. Some employees may be able to adapt quickly and use AI tools to increase productivity, while others may not be able to fully enjoy the benefits of AI due to technical barriers. For example, some middle-aged and elderly people cannot generate more training data to better understand their needs due to the lack of applications. This disparity in technological proficiency can lead to an uneven distribution of care resources among employees, leaving those with less technical proficiency at a disadvantage when it comes to personalized care.

5. Optimize the path and solution

5.1. Improve leaders' artificial intelligence literacy and pay attention to algorithmic discrimination governance

In the era of artificial intelligence, the key for leaders to take the initiative to control decision-making autonomy is to have a clear understanding of how AI works and its limitations. By understanding how AI systems work, including algorithms, data processing processes, and technical limitations, leaders can effectively translate the data and recommendations provided by the technology into actual business insights, enabling them to be more flexible in working with AI. At the same time, leaders should actively participate in the design and adaptation of AI systems to ensure that they can meet the actual needs and changes of the organization, avoid relying solely on AI systems, but use them as a tool to enhance their decision-making capabilities, thereby maintaining their central position in the decision-making process.

Algorithm discrimination stems from the abuse of algorithm technology. It is the most direct way to control algorithm discrimination from the technical level. First, it is critical to improve the quality of the data, to ensure that the data is complete and accurate, and to expand the sample size to reflect diverse populations. At the same time, the data is cleaned to remove sensitive and negative information. Second, when writing algorithms, they should be specifically designed to address discrimination, such as introducing an element of randomness or defining the concept of "fairness" in the algorithm, embedding positive values, and avoiding discriminatory decisions. Finally, increase the transparency and interpretability of the algorithm, and let the public understand the algorithm process through the algorithm interpreter, and enhance trust.

5.2. Optimize artificial intelligence emotion recognition and enhance leaders' emotional responsiveness

In terms of artificial intelligence technology, improving AI's emotional recognition and response capabilities is the key. Developers should continue to optimize natural language processing algorithms so that AI can more accurately understand and simulate human emotional communication, so as to better integrate emotional elements into performance feedback and incentive mechanisms.

In addition, leaders themselves should use AI as an adjunct tool when using sentiment analysis, rather than fully trusting and adopting its recommendations and programs. In the process of stimulating employees' enthusiasm, if employees show negative emotions, they should have a deeper

understanding of employees' needs and expectations through face-to-face communication, active listening and sincere feedback, and then develop more humane incentive measures. Through the synergistic effect of artificial intelligence and human intelligence, we can build an organizational culture that is both efficient and full of humanistic care.

5.3. Improve the openness of AI and emphasize that leaders lead by example to inspire innovation

In the case of artificial intelligence technology, in order to encourage employees to constantly come up with new questions and assumptions in the process of using AI, developers can think about how to further enhance the openness and flexibility of AI systems, so as to stimulate the potential of AI and promote innovative thinking in users.

As far as leaders themselves are concerned, they should set an example, consciously cultivate their own innovative thinking, and become a model of innovation in the organization. Actively demonstrate the importance and support of innovative thinking by holding regular innovation studio discussions and encouraging brainstorming sessions within the team. At the same time, leaders should encourage employees to challenge conventional wisdom and experiment with new methods and tools to foster an open and inclusive environment for innovation.

5.4. Lower the threshold for the use of artificial intelligence, and enhance the personalized care of leaders

In terms of artificial intelligence technology, developers should continue to optimize AI's emotion recognition algorithm, and improve AI's recognition accuracy of employees' emotional states by introducing more emotional dimensions and complex emotional scenarios training. At the same time, a feedback mechanism is established to allow employees to evaluate and adjust AI's care measures, so as to continuously optimize the algorithm and reduce the possibility of misjudgment. In addition, developers should also think about how to lower the barriers to use AI technology to ensure that the technology truly benefits the general public.

For leaders themselves, differentiated care strategies should be adopted when facing employees with unequal technology use ability. Among them, for employees with low technical proficiency, more artificial care can be used, through face-to-face communication, regular psychological counseling and other ways to ensure that they can also enjoy personalized care. In addition, leaders should actively promote technical training within the organization to improve employees' acceptance and use of AI technology, so as to minimize the unequal gap in technology use ability.

6. Future development

6.1. Artificial intelligence technology continues to improve

With the continuous progress of science and technology, knowledge sharing will become smoother in the future, knowledge innovation will continue to burst out, and human creativity will be combined with the computing power and analytical ability of artificial intelligence to jointly drive innovation and solve complex problems. Through data analysis, experiential learning and self-reinforcement, artificial intelligence enhances its own cognitive ability and reasoning ability, and is expected to make breakthroughs in resonating with human emotions. Humans, on the other hand, provide AI with sources of knowledge data and realistic perspectives through creativity and experience. This synergy not only enhances the computing and real-world problem handling capabilities of artificial intelligence, but also enhances the influence of human beings in the decision-making and creation process, becoming a link for the deep integration of artificial intelligence into society. In this scenario, artificial intelligence is not only a passive tool, but also an important engine for the development of an intelligent society.

6.2. Organizations adapt, evolve and adapt quickly

In the future work environment, the collaboration between humans and artificial intelligence will become the norm. Organizations should foster an innovative, inclusive, data-driven, and human-machine collaborative organizational culture to enable employees to embrace and appropriately use AI technologies. Give repetitive, low-skilled tasks to AI, while human employees can focus on more creative and strategic work. This collaborative mode not only improves the work efficiency of the organization, reduces the labor cost of the organization, but also stimulates the innovation potential of the employees. In order to achieve this collaboration, organizations should actively change and accelerate the transformation of their structures into flexible, flat and networked structures, breaking down departmental boundaries and accelerating the flow of information. At the same time, employees will need to continuously upgrade their skills to adapt to the new requirements of working with AI. Finally, the organizational structure, culture and process are deeply integrated with artificial intelligence, adapting to the new situation of man-machine collaborative development.

6.3. The leader adapts quickly

Rapid advances in technology and constant changes in the market require leaders to continuously adapt and innovate management strategies. Therefore, leaders must have a strong ability to innovate and adapt. Through in-depth learning of artificial intelligence knowledge, familiar with its working principle, application scenarios and application limitations, so as to enhance the ability to use artificial intelligence to assist decision-making. In addition, AI is used to empower employees and stimulate team innovation. Encourage teams to innovate in technology applications and business models, and quickly adapt to changes brought about by technological change. At the same time, improve the ability of change management, effectively respond to organizational changes brought about by the introduction of AI technology, guide employees to adapt to the new work mode smoothly, and promote the organic combination of artificial intelligence and leadership work. Ensure that organizations remain cohesive and stable when powered by AI.

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