Chapter 12
Change Management and Upskilling for AI-Augmented Teams

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ABSTRACT

The integration of artificial intelligence (AI) into organizational environments is reshaping not only workflows and operational efficiency but also the very nature of team dynamics and change management. Traditionally, change management has revolved around structured strategies for transitioning people, processes, and technologies from one state to another while minimizing resistance and maximizing adoption. However, the introduction of AI introduces unique challenges and opportunities that extend beyond conventional frameworks, influencing how teams interact, collaborate, and adapt to constant transformation. AI is not merely another tool or incremental technological advancement; it represents a paradigm shift in how

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decisions are made, tasks are executed, and roles are defined within organizations. This shift impacts interpersonal trust, communication, leadership styles, employee identity, and the overall resilience of teams navigating technological disruption.

THE IMPACT OF AI ON TEAM DYNAMICS AND CHANGE MANAGEMENT

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AI also reshapes team communication and collaboration by acting as both a mediator and a participant in interactions. Collaborative AI platforms—ranging from intelligent project management systems to chatbots that streamline communication—can facilitate smoother workflows, automate meeting scheduling, analyze team performance, and even suggest strategies for conflict resolution. These capabilities have the potential to enhance team cohesion, reduce inefficiencies, and improve coordination across geographically distributed workforces. Yet, the integration of AI in collaborative settings also raises questions of authenticity and trust: how do team members perceive decisions or insights generated by AI? Will they treat AI-generated suggestions with equal legitimacy as those from human colleagues, or