



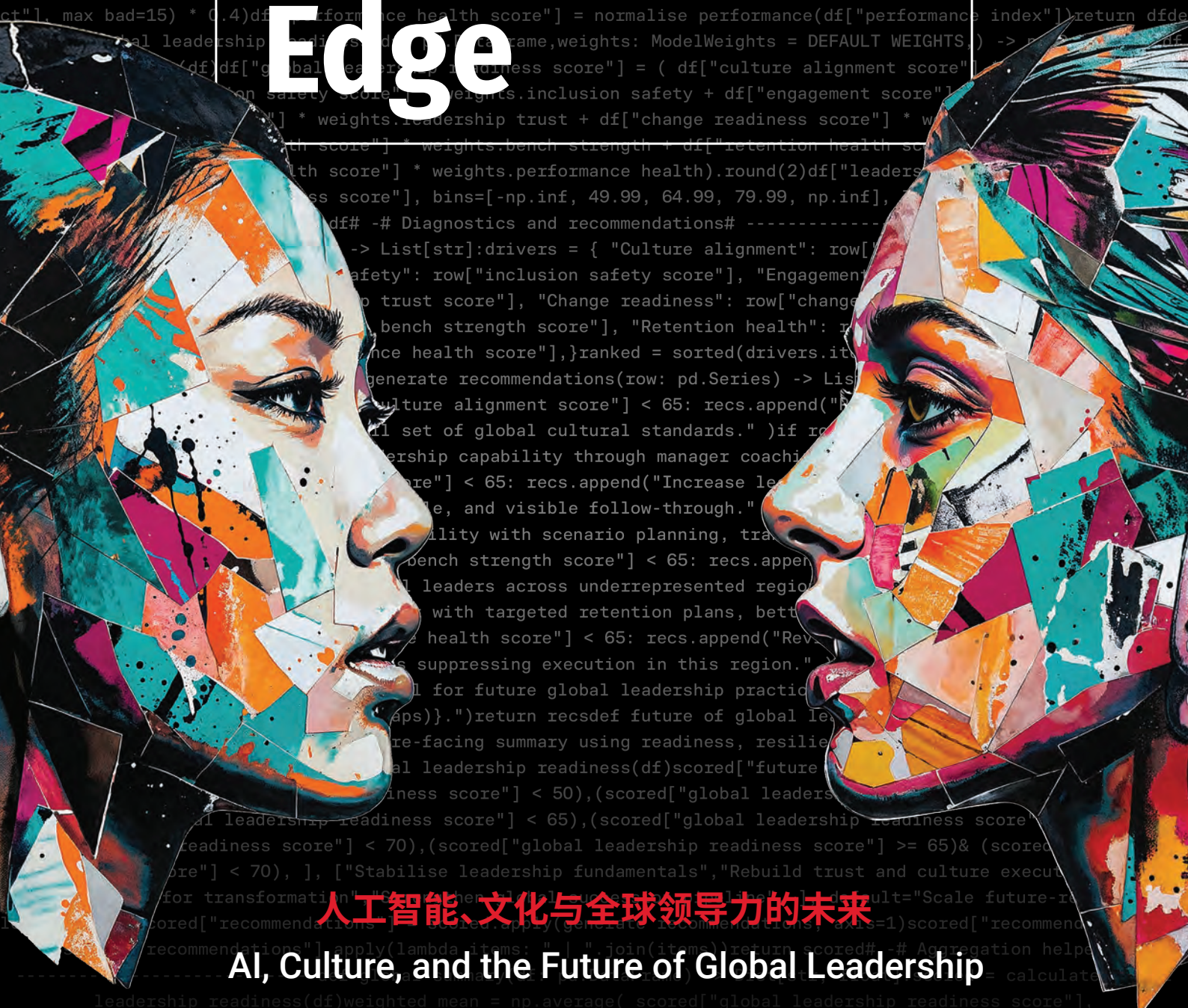
THE LONDON SCHOOL
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POLITICAL SCIENCE



International
Research Hub
Intercultural Communication,
Business and AI

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The Intercultural Edge



人工智能、文化与全球领导力的未来

AI, Culture, and the Future of Global Leadership

AI, Culture and The Future of Global Leadership: Introduction of Issue 2

Welcome to this issue 2 of The Intercultural Edge: Communication, Business and AI, the flagship bilingual briefing of the International Research Hub on Intercultural Communication, Business and AI. Designed as a research-plus-practice publication, the briefing translates cutting-edge scholarship into actionable insights for executives, policymakers, educators and technologists working at the intersection of culture, commerce and technology. It is fully bilingual (English-Chinese) and aligns with the Hub's three pillars: Intercultural Communication, Business, and AI.

Why this theme

This issue centres on **AI, Culture and The Future of Global Leadership** – a defining challenge for multinational firms, institutions and leaders operating across languages, values and governance systems. AI is rapidly transforming how global organizations lead, decide and collaborate. Yet efficiency alone does not guarantee effective leadership. As AI embeds itself into decision making, communication, governance and education, cultural context no longer sits at the margins; it becomes central to how trust, authority and leadership function.

Who it's for – and how to use it

- Executives: Use our frameworks to audit AI mediated communication, redesign governance and balance AI empowerment with human judgment.
- Leaders: Navigate AI translation tools wisely and apply cross cultural insights to avoid trust gaps in global teams.
- Educators: Adopt our post digital leadership framework to responsibly integrate generative AI into teaching and governance.
- Technologists: Draw on evidence reviews and data trends to design more inclusive, culturally adaptive AI systems.

Each issue integrates empirical research, real world cases and practical guidance ready to use in strategy, leadership, education and daily management.

We hope this issue equips you to lead with cultural intelligence in the AI era – and to turn the intersection of AI, culture and global leadership into a sustainable competitive edge.

人工智能、文化与全球领导力的未来：第二期导览

欢迎阅读《跨文化前沿：沟通·商业·人工智能》第二期。本刊由国际跨文化沟通、商业与人工智能研究中心倾力打造，旨在将前沿研究成果转化为可操作的实务洞见，服务于活跃在文化、商业与科技交汇领域的企业高管、政策制定者、教育工作者和技术创新者。杂志全刊中英文对照，围绕“跨文化沟通”“商业”与“人工智能”三大核心支柱展开。

主题聚焦

本期核心主题为“人工智能、文化与全球领导力的未来”。这是跨国企业、公共机构与全球领导者面临的关键命题：人工智能正深刻改变全球组织的领导、决策与协作方式，但单纯追求效率无法成就有效领导力。当人工智能深度融入决策、沟通、公司治理与教育场景，文化语境不再是次要因素，而是决定信任、权威与领导力有效性的核心变量。

适用对象与使用方式

企业高管可运用本期框架审视AI介入沟通、重构治理结构，在AI赋能与人类判断之间取得平衡；团队领导者需合理运用AI翻译工具，可借助跨文化洞察规避全球团队信任危机；教育工作者可参考后数字时代教育领导力框架，负责任地将生成式AI融入教学与治理；技术开发者可依托研究综述与数据趋势，设计更具包容性与文化适应性的AI系统。

我们希望本期内容能助你在人工智能时代具备文化领导力，并将AI、文化与全球领导力的交汇点，转化为持久的核心竞争力。



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本期亮点 | Highlights of issue 2

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Editorial Lead Insight | AI, Culture, and the Future of Global Leadership

主编洞见 | 人工智能、文化与全球领导力的未来

This lead article by our founding editor Dr. Xiang explores how AI reshapes global leadership, identifies culture as a key factor in AI governance, and advocates AI-augmented leadership with cultural adaptation. 本篇由创刊主编项骅博士撰写，探讨AI如何重塑全球领导力，指出文化是AI治理的关键变量，并倡导AI增强型领导力与文化适配治理。

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Case in Point | When AI Starts to Replace the Boards

案例聚焦 | 当AI开始取代董事会

Based on game-theory research, this article analyzes AI's impact on CEO-board governance and proposes improvement strategies with cultural considerations.

本文基于博弈论研究，分析AI对CEO与董事会治理关系的影响，并结合文化差异提出企业治理优化方案。

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Evidence in Review | Cross-Cultural Leadership in the AI Translation Era: The Dual Game of Efficiency and Trust

研究综评 | AI翻译时代的跨文化领导力：效率与信任的双重博弈

This article reviews the dual effects of AI translation on cross-cultural communication and proposes the AI-CQ framework to balance efficiency and trust.

本文评析AI翻译对跨文化沟通的双重影响，提出AI CQ框架，指导领导者平衡效率与信任。

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聚焦教育 | 后数字时代的大学教育领导力

Education Spotlight | University Leadership in the Post-Digital Era

This article examines challenges brought by generative AI to universities and proposes a leadership framework balancing technology and humanities.

本文探讨生成式AI对高校的挑战，提出兼顾技术与人文的教育领导力框架。

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Data Spotlight | The Global Evolution of Digital Leadership Research

洞见数据 | 数字化领导力研究的全球演进

Using bibliometric analysis, this article traces digital leadership research and highlights differences between Chinese and international studies.

本文通过文献计量梳理中外数字化领导力研究历程，揭示国内外研究重点差异。

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Language and culture corner | 语言与文化角

This corner explains relationship-oriented workplace expressions in Chinese and their cultural logic by comparing with English.

本栏目结合中英表达差异，解析中式职场关系导向的沟通用语与文化逻辑。

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Further Reading | 精选延读

Controversies and Realities of Confucius Institutes is a first-hand book that reveals the real operation, dilemmas and controversies of Confucius Institutes.

《孔子学院：争议与现实》以亲历视角呈现孔子学院的真实运作、发展困境与国际争议。

Editorial Lead Insight: AI, Culture, and the Future of Global Leadership

The next phase of global leadership will not be defined by faster algorithms or larger models. It will be defined by whether organisations learn to treat **culture as a strategic variable** in the design, governance, and everyday use of AI.

This is no longer a theoretical concern. As AI becomes embedded in decision-making, performance management, customer engagement, and internal communication, it is quietly reshaping how authority is exercised, how disagreement is expressed, and how trust is built — across languages and cultures.

The central question for executives is therefore not *what AI can do, but how AI is shaping human relationships at scale.*

From Efficiency to Relational Risk

Most corporate AI strategies still prioritise efficiency: speed, standardisation, and optimisation. Yet decades of intercultural communication research show that leadership effectiveness depends less on efficiency than on **relational alignment** — how people interpret intent, hierarchy, and legitimacy.

In high-context cultures, meaning is often conveyed indirectly, through tone, silence, and relational positioning. In low-context cultures, clarity and explicitness are prioritised. When AI systems flatten these differences into a single communicative style, they introduce subtle but significant risks:

- Silence is misread as agreement
- Politeness is misclassified as weakness
- Directness is interpreted as hostility
- Deference is mistaken for disengagement

These are not technical glitches. They are **cultural failures**, and they carry real organisational consequences — from eroded trust in global teams to flawed leadership assessments and biased performance reviews.

Why AI Needs Cultural Intelligence — Not Just Data

Recent research on AI-mediated communication highlights a critical limitation: language accuracy does not equal cultural understanding. Real-time translation tools can bridge linguistic gaps, but they frequently miss pragmatic meaning — how requests, refusals, disagreement, or authority are culturally encoded.

This aligns with what I argue in *Bridging the Gap – An Introduction to Intercultural Communication*: communication breakdowns in global organisations are rarely caused by poor intent. They are caused by **misaligned expectations about what “appropriate” communication looks like.**

AI systems trained primarily on dominant linguistic norms risk reinforcing those norms as defaults — unintentionally marginalising other communicative styles and leadership behaviours.

AI Is Not Culturally Neutral

Artificial intelligence is often presented as neutral, objective, and universal. In practice, it is none of these things.

Language models reason through language. Language encodes values. And values are culturally shaped. As AI systems become embedded in leadership communication, governance, and strategy, a critical question emerges: **whose way of reasoning, deciding, and relating is being scaled?**

Research from **MIT Computer Science and Artificial Intelligence Laboratory** demonstrates that large language models generate meaning differently depending on the language and cultural context of prompts. English-language interactions tend to prioritise individual agency, clarity, and analytical structure. Chinese-language interactions more often reflect relational logic, contextual framing, and harmony-oriented reasoning.

These are not stylistic variations. They influence how:

- Authority is framed
- Responsibility is assigned
- Risk and disagreement are communicated

In global organisations, this affects leadership messaging, compliance interpretation, negotiation dynamics, and even how trust is established between teams.

Politeness Is Not Soft — It Is Strategic

One of the most persistent misconceptions in global business is that politeness is optional or cosmetic. In reality, politeness is a **mechanism for managing power, hierarchy, and social order.**

In *Harmony in Differences – Understanding Politeness*, I demonstrate that politeness functions differently across cultures:

- It signals authority in some contexts
- It mitigates power asymmetry in others
- It governs when disagreement is permissible
- It determines who can speak, and how

When AI systems ignore these dynamics — for example, by encouraging blunt feedback styles or “optimised” prompts — they do not democratise communication. They **reconfigure power**, often invisibly.

Executives should therefore ask: What leadership behaviours are our AI tools normalising? And whose norms are being privileged?

AI-Augmented Leadership, Not AI-Directed Leadership

The future of global leadership lies in **AI-augmented judgment**, not AI-directed decision-making. This requires a shift in how organisations think about AI governance.

Effective leaders are beginning to treat AI as a **culturally adaptive partner** — one that supports, rather than overrides, human relational intelligence.

This means:

- Embedding cultural assumptions explicitly into AI design and deployment
- Training leaders to interpret AI outputs through a cultural lens
- Recognising where human discretion must override algorithmic “efficiency”
- Governing AI not only for bias and compliance, but for **relational impact**

Culture should be treated as a **design specification**, not a downstream adjustment.

What Executives Should Do Now

For senior leaders and boards, the implications are immediate:

1. **Audit AI-mediated communication** across regions for cultural misalignment, not just accuracy.
2. **Integrate cultural intelligence** into AI governance frameworks alongside ethics and risk.
3. **Develop AI literacy for leaders**, focused on interpretation, not operation.
4. **Resist universal “best practice” narratives** in communication and leadership design.

The future of global leadership will not be decided by smarter algorithms alone, but by whether we design AI systems that respect how humans actually relate, decide, and disagree.

Those who get this right will not only avoid costly misunderstandings — they will build organisations capable of leading with legitimacy, trust, and strategic empathy in an increasingly complex world.



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主编洞见： 人工智能、文化与全球领导力的未来

全球领导力的下一阶段，并非由更快的算法或更庞大的模型所定义，而是取决于企业能否在人工智能的设计、治理与日常应用中，将文化视为关键战略变量。这已不再是纯理论层面的探讨——随着人工智能深度融入决策制定、绩效管理、客户互动与内部沟通等核心场景，它正悄然重塑跨语言、跨文化背景下的权力行使方式、异议表达逻辑与信任构建路径。

因此，高管们面临的核心问题并非“人工智能能做什么”，而是“人工智能正如何大规模重塑人际关系”。

一、从效率优先到关系风险

多数企业的人工智能战略仍以效率为核心：追求速度、标准化与最优化。但数十年的跨文化沟通研究表明，领导力的有效性更取决于关系协同——人们如何解读他人的意图、层级定位与行为合理性，而非单纯的效率高低。

在高语境文化中，含义常通过语气、沉默与关系站位间接传递；而在低语境文化中，清晰直白则是首要原则。当人工智能系统将这些文化差异扁平化为单一沟通模式时，便会引发微妙却影响深远的风险：

- 沉默被误读为认同
- 礼貌被误归为软弱
- 直率被误解为敌意
- 尊重被误认为疏离

这些并非技术故障，而是文化层面的失效，且会带来切实的组织后果——从全球团队的信任侵蚀，到领导力评估偏差与绩效评审偏见。

二、人工智能需要的是文化智能，而非单纯的数据

近期关于人工智能介导沟通的研究揭示了一个关键局限：语言准确性并不等同于文化理解力。实时翻译工具虽能弥合语言鸿沟，却常常遗漏语用意义——即请求、拒绝、异议或权威表达在不同文化中的特定编码方式。

这与我在《跨越鸿沟——跨文化沟通导论》中的观点一致：全球组织中的沟通失效，极少源于恶意，更多是因双方对“恰当沟通方式”的预期错位。若人工智能系统主要基于主流语言规范训练，就可能将这些规范固化为默认标准，无形中边缘化其他沟通风格与领导行为。

三、人工智能并非文化中立

人工智能常被塑造成中立、客观且普适的存在，但现实中它三者皆非。

语言模型通过语言进行推理，而语言承载着价值观念，这些价值观念又深受文化影响。随着人工智能融入领导力沟通、治理与战略制定，一个核心问题浮出水面：究竟是谁的推理、决策与人际交往方式正在被规模化推广？

麻省理工学院计算机科学与人工智能实验室的研究表明，大型语言模型的意义生成方式，会因提示语的语言与文化语境而异。英语互动往往侧重个体能动性、表达清晰度与分析结构性，而中文互动更能体现关系逻辑、语境建构与和谐导向的推理方式。

这些并非风格差异，而是会影响：

- 权威的构建方式
- 责任的分配逻辑
- 风险与异议的沟通策略

在全球组织中，这直接作用于领导力传达、合规解读、谈判动态，甚至团队间信任的建立过程。



四、礼貌并非软性特质，而是战略选择

全球商业领域长期存在一种误解，认为礼貌是可有可无或表面化的。但事实上，礼貌是调控权力、层级与社会秩序的重要机制。

我在《差异中的和谐——礼貌的深层逻辑》中指出，礼貌在不同文化中扮演着不同角色：

- 在某些情境中彰显权威
- 在其他情境中缓和权力不对等
- 规定异议的可接受边界
- 决定谁有权发言、如何发言

当人工智能系统忽视这些动态——例如倡导直白反馈或“优化后”的简洁表达——并非在推动沟通民主化，而是在以隐蔽方式重构权力格局。

因此，高管们应当反思：我们的人工智能工具正在常态化哪些领导行为？又在优先推崇谁的规范？

五、人工智能增强型领导力，而非人工智能主导型领导力

全球领导力的未来在于人工智能增强型判断力，而非人工智能主导型决策。这要求企业转变对人工智能治理的认知。

高效的领导者已开始将人工智能视为文化适应性伙伴——支持而非取代人类的人际智能。这意味着：

- 将文化假设明确嵌入人工智能的设计与部署过程
- 培训领导者从文化视角解读人工智能输出结果
- 明确人类自主判断必须优先于算法“效率”的场景
- 人工智能治理不仅要关注偏见与合规性，更要重视其对人际关系的影响

文化应被视为设计规范，而非事后调整的变量。

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我们的人工智能工具正在常态化哪些领导行为？又在优先推崇谁的规范？

六、高管当下应采取的行动

对于高层领导者与董事会而言，启示不言而喻：

1. 审计各区域人工智能介导的沟通，重点关注文化适配性而非仅语言准确性；
2. 将文化智能纳入人工智能治理框架，与伦理、风险管控并重；
3. 为领导者开展人工智能素养培训，核心聚焦结果解读而非操作层面；
4. 摒弃沟通与领导力设计中的“普适最佳实践”叙事。

全球领导力的未来，不仅取决于算法的智能程度，更在于我们能否设计出尊重人类真实交往、决策与异议表达逻辑的人工智能系统。

那些做到这一点的组织，不仅能规避代价高昂的误解，更能构建出在复杂世界中以合法性、信任与战略同理心引领发展的核心竞争力。



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The board's AI transformation should concentrate on bridging information gaps and strengthening cross-cultural coordination as its core mission.

Case in Point: When AI Begins to Replace the Board

Within corporate governance, the integration of AI technology is reshaping the core relationship between the CEO and the board of directors, bringing efficiency gains while triggering profound adjustments to governance structures. Daniel Ferreira and Jin Li (2026) utilize a game theory model to systematically analyse AI's impact on the 'monitoring-advisory' relationship between the CEO and the board. Focusing on AI's dual core capabilities—skill augmentation (enhancing the CEO's problem-solving efficiency) and autonomous problem-solving (independently handling certain tasks)—they explore its mechanisms of influence on corporate governance structures, information flow, and CEO compensation contracts. The study establishes a two-stage game framework centred on shareholders, CEOs, and boards, defining board oversight intensity (independence π) and CEO compensation (w) as key governance variables. It constructs an analytical foundation through three core assumptions: board problem-solving capabilities surpass AI, CEO effort is efficient, and effort incentives exclude assistance constraints. This simulates decision-making logic and interactions post-AI intervention.

Findings indicate that both capabilities of AI diminish the CEO's reliance on the board, reducing willingness to share information and partially undermining the board's oversight mechanisms. Concurrently, cultural differences exacerbate governance conflicts: in

individualistic regions, where subsidiaries grant CEOs greater decision-making autonomy, AI further entrenches a 'closed-loop decision-making' dynamic, whereas communication and coordination gaps in collectivist regions prove comparatively less pronounced. Enterprises may effectively mitigate governance conflicts and restore internal information flow through flexible adjustment strategies: optimising board structures, restructuring CEO remuneration systems, and equipping boards with dedicated AI analytical tools.

Research Implications: Cross-cultural governance for multinational corporations in the AI era must centre on 'cultural adaptation + technological synergy', abandoning singular governance models. In individualistic cultural regions, boards may appropriately retain their monitoring functions, while collectivist regions should focus on enhancing advisory value through AI empowerment. Enterprises must establish a triangular collaborative relationship between CEO, AI, and board. The board's AI transformation should concentrate on bridging information gaps and strengthening cross-cultural coordination as its core mission. By deploying differentiated AI tools, boards can maintain irreplaceable governance functions, achieving dual objectives of technological empowerment and governance robustness.

Ferreira, D., and Li, J. (2025). Artificial Intelligence in the Boardroom (SSRN Scholarly Paper 5409542). Social Science Research Network. <https://doi.org/10.2139/ssrn.5409542>



案例聚焦： 当AI开始取代董事会

在企业治理中，AI技术的融入正重塑CEO与董事会的核心关系，既带来效率提升，也引发治理结构的深层调整。Daniel Ferreira与Jin Li (2026) 通过博弈论模型，系统分析了AI对CEO与董事会“监控-咨询”关系的影响，聚焦AI的双重核心能力——技能增强能力（提升CEO自身问题解决效率）与自主问题解决能力（可独立处理部分任务），探究其对企业治理结构、信息流动及CEO薪酬契约的作用机制。研究设定两阶段博弈框架，以股东、CEO与董事会为核心主体，明确董事会监控强度（独立性 π ）与CEO薪酬 (w) 为关键治理变量，通过三大核心假设（董事会问题解决能力优于AI CEO付出努力具有效率、努力激励约束不包含求助激励约束）搭建分析基础，模拟AI介入后各方的决策逻辑与互动过程。

结果显示，AI的双重能力均会削弱CEO对董事会的依赖，减少信息共享意愿，导致董事会监控机制部

分失效。同时文化差异加剧了治理矛盾，个人主义文化区域的子公司因CEO决策自主性更强，AI进一步形成“决策闭环”，而集体主义文化区域的沟通协同断层则相对轻微。企业可通过优化董事会结构、重构CEO薪酬体系、为董事会配备专属AI分析工具的柔性调整策略，有效缓解治理冲突，恢复内部信息流动。

研究启示：AI时代跨国企业的跨文化治理，需以“文化适配+技术协同”为核心，摒弃单一化治理模式。个人主义文化区域可适当保留董事会的监控权重，集体主义区域则侧重通过AI赋能强化其咨询价值。企业需搭建“CEO-AI-董事会”的三角协同关系，董事会的AI转型要聚焦弥补信息缺口、强化跨文化协同的核心定位，通过差异化AI工具配置保持治理中的不可替代性，实现技术赋能与治理稳健的双重目标。

Ferreira, D., and Li, J. (2025). Artificial Intelligence in the Boardroom (SSRN Scholarly Paper 5409542). Social Science Research Network. <https://doi.org/10.2139/ssrn.5409542>

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Societal biases in training data can trigger translation inequities, eroding team trust.

Research Review:

Cross-Cultural Leadership in the Era of AI Translation: The Dual Dynamics of Efficiency and Trust

Whilst AI translation technology breaks down linguistic barriers and enhances global collaboration efficiency, it also presents new challenges for trust-building and emotional communication within cross-cultural leadership. Mohirul Islam (2025) employs qualitative, interpretivist and exploratory research methodologies, synthesising secondary data from peer-reviewed literature, industry reports and corporate case studies spanning 2018-2025. The study examines AI translation's impact on cross-cultural communication dynamics, exploring pathways for integrating technological application with cultural intelligence and empathetic trust. This culminates in the proposed 'AI-assisted Cultural Intelligence (AI-CQ)' framework.

The research centres on four core questions: the impact of AI translation on communication dynamics within diverse teams; potential oversights of cultural nuances; how leaders balance technological adoption with trust and empathy; and the essential traits of effective cross-cultural leaders in the AI era. Findings reveal significant advantages of AI translation: enabling real-time multilingual collaboration, enhancing inclusivity and decision-making efficiency in global teams, overcoming spatial and linguistic barriers, empowering non-native speakers to participate equitably, and boosting corporate

responsiveness to global markets. However, notable shortcomings persist: algorithms readily overlook pragmatic details such as cultural metaphors, humour, and honorifics, leading to emotional disconnect and misunderstandings; societal biases in training data can trigger translation inequities, eroding team trust; and leaders' overreliance on AI diminishes interpersonal sensitivity, hinders the cultivation of cultural awareness, and undermines the authenticity of leadership interactions. Moreover, existing research exhibits significant gaps, with insufficient integrated exploration of AI translation's impact on leadership decision-making, emotional expression, and relational trust.

Research Implications: Cross-cultural leaders must cultivate core AI-CQ competencies to balance technological efficiency with communicative authenticity. While AI may assist routine operational communication, emotionally charged interactions—such as expressing appreciation, empathy, or criticism—should prioritise human-to-human engagement. This approach positions AI as an enabling tool rather than a substitute in cross-cultural communication.

Islam, Mohirul. (2025). Cross-Cultural Leadership in the Age of AI Translation Tools: Opportunities and Challenges for Global Business Communication. 10.13140/RG.2.2.19961.74081.



研究综评:

AI 翻译时代的跨文化领导力:效率与信任的双重博弈

AI 翻译技术在打破语言壁垒、提升全球协作效率的同时,也给跨文化领导力中的信任构建与情感传递带来新挑战。Mohirul Islam 2025 采用定性、解释主义与探索性研究方法,整合 2018-2025 年同行评审文献、行业报告及企业案例等二手数据,聚焦 AI 翻译对跨文化沟通动态的影响,探究技术应用与文化智能、共情信任的融合路径,最终提出“AI 辅助文化智能 AI-CQ”框架。

研究核心围绕四大问题展开:AI 翻译对多元团队沟通动态的影响、可能忽略的文化细微差异、领导者如何平衡技术应用与信任共情、AI 时代有效跨文化领导者的核心特质。结果显示,AI 翻译的优势显著:实现多语言实时协作,提升全球团队沟通的包容性与决策效率,打破时空与语言限制,赋能非母语者平等参与,增强企业对全球市场的响应敏捷性。但同时存在突出短板:算法易忽视文化隐喻、幽默、敬语等语用细节,导致情感隔阂与误解;训练数据中的社会偏见会引发翻译不公,削弱团队信任;领导者过度依赖 AI 会降低人际敏感度,阻碍文化感知能力培养,损害领导互动的真实性。此外,现有研究存在明显缺口,AI 翻译对领导力决策、情感表达及关系信任的影响尚未得到充分整合探讨。

研究启示:跨文化领导者需培育 AI-CQ 核心能力,平衡技术效率与沟通真实性,日常运营沟通可借助 AI,而表达赞赏、共情、批评等情感类沟通应优先采用人际互动方式,让 AI 成为跨文化沟通的赋能工具而非替代手段。

Islam, Mohirul. (2025). Cross-Cultural Leadership in the Age of AI Translation Tools: Opportunities and Challenges for Global Business Communication. 10.13140/RG.2.2.19961.74081.

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Higher education leadership must adopt an ecological mindset, centred on ‘balancing technological empowerment with humanistic values’.

Focus on Education: University Leadership in the Post-Digital Era

Robert A. Ellis (2025) examines the disruptive impact of generative artificial intelligence (GAI) on university education in the post-digital era. Centred on the core context of “deeply intertwined technology and humanities,” the study explores the multifaceted challenges confronting higher education leadership. Grounded in ecological thinking, the study proposes an integrated response framework encompassing strategy, governance, policy, management, and investment. This framework provides theoretical and practical guidance for universities to achieve responsible educational innovation amidst uncertainty.

Findings indicate that GAI’s proliferation exerts dual effects on higher education: while enabling new possibilities for personalising tutoring, optimising curriculum design, and enhancing teaching efficiency, it also triggers core challenges. At the student level, risks include academic integrity breaches (such as GAI abuse to fabricate grades) and deficiencies in digital literacy and critical evaluation skills. Curriculum and pedagogy require reconfiguring interdisciplinary design logic to incorporate new competencies like algorithmic literacy and data interpretation. At the technological level, latent risks such as algorithmic bias, data privacy, and ethical compliance emerge; while at the leadership level, deficiencies in administrators’ GAI literacy and the absence of multi-stakeholder coordination mechanisms become apparent. Furthermore, the autonomous and creative nature of GAI blurs traditional

human-machine boundaries in education, demanding profound restructuring of existing governance systems and organisational designs within higher education institutions.

Research Implications: Higher education leadership must adopt an ecological mindset, centred on ‘balancing technological empowerment with humanistic values’: Firstly, optimise educational strategy by integrating GAI literacy into faculty and student competency frameworks, scaling innovations only after pilot validation; secondly, refine governance and policies by establishing GAI usage protocols while strengthening academic integrity oversight and ethical review; Thirdly, reconfigure curricula and pedagogy by developing interdisciplinary content and adopting a hybrid model of ‘AI-assisted + human-centred’ instruction, ensuring learning authenticity through oral examinations and formative assessments; Fourthly, increase targeted investment, prioritising support for GAI literacy training for faculty and students, research into technological ethics, and compliance management; Fifthly, strengthen multi-stakeholder collaboration, encouraging teaching teams, technical experts, and administrators to jointly participate in optimising the educational ecosystem. This ensures that while GAI serves the core mission of higher education institutions, it upholds the social value and humanistic warmth of education.

Ellis, R. A. (2025). The Education Leadership Challenges for Universities in a Postdigital Age. *Postdigital Science and Education*, 7(2), 430–447. <https://doi.org/10.1007/s42438-024-00461-9>



聚焦教育： 后数字时代的大学教育领导力

Robert A. Ellis (2025) 聚焦后数字时代生成式人工智能 (GAI) 对大学教育的颠覆性影响, 以“技术与人文深度交织”为核心语境, 探讨高校教育领导力面临的多重挑战。研究基于生态化思维, 提出涵盖战略、治理、政策、管理与投资的一体化应对框架, 为高校在不确定性中实现负责任的教育创新提供理论与实践指引。

结果表明: GAI 的普及给大学教育带来双重影响, 既为个性化辅导、课程设计优化、教学效率提升提供新可能, 也引发系列核心挑战: 学生层面存在学术诚信风险 (如滥用 GAI 代完成绩)、数字素养与批判性评估能力不足等问题; 课程与教学层面需重构跨学科设计逻辑, 融入算法素养、数据解读等新技术; 技术层面面临算法偏见、数据隐私、伦理合规等隐性风险; 领导力层面则凸显管理者 GAI 素养不足、多主体协同机制缺失等问题。此外, GAI 的自主性与创造性特征, 打破了传

统教育中的人机边界, 对高校现有治理体系与组织设计提出深层重构要求。

研究启示: 高校教育领导力需转向生态化思维, 以“平衡技术赋能与人文价值”为核心: 一是优化教育战略, 将 GAI 素养纳入师生能力培养体系, 通过小范围试点验证后再规模化推广创新; 二是完善治理与政策, 明确 GAI 使用规范, 强化学术诚信监管与伦理审查; 三是重构课程与教学, 开发跨学科内容, 采用“GAI 辅助 + 人工核心”的混合模式, 通过口头答辩、过程性评价保障学习真实性; 四是加大针对性投资, 重点支持师生 GAI 素养培训、技术伦理研究与合规性管理; 五是强化多主体协同, 推动教学团队、技术专家、管理者共同参与教育生态优化, 确保 GAI 在服务高校核心使命的同时, 守住教育的社会价值与人文温度。

Ellis, R. A. (2025). The Education Leadership Challenges for Universities in a Postdigital Age. *Postdigital Science and Education*, 7(2), 430–447. <https://doi.org/10.1007/s42438-024-00461-9>

Data Spotlight: The Global Evolution of Digital Leadership Research

To address the fragmentation and lack of systematic integration in digital leadership research, Wu Xiangfan et al. (2025) employed CiteSpace software to conduct a bibliometric analysis and knowledge mapping visualization of Chinese and international literature on digital leadership published between 2000 and 2023, sourced from the Web of Science (254 articles) and CNKI (147 articles) databases.

They divided the development of both Chinese and international research into three phases using 2012 and 2020 as the watershed years (Figure 1):

- The Exploration Phase: The number of publications was relatively similar between Chinese and international scholars.
- The Development Phase: International research took a dominant position.
- The Outbreak Phase: Chinese research experienced rapid growth and surpassed international research in 2023.

Furthermore, the study identified 14 core keyword clusters in English literature (Figure 2), focusing on **technology application, organizational transformation, and virtual scenarios**. In contrast, the 10 core clusters in Chinese literature highlighted government-related contexts such as **digital government and e-government**, as well as **characteristics of local application** (Figure 3).

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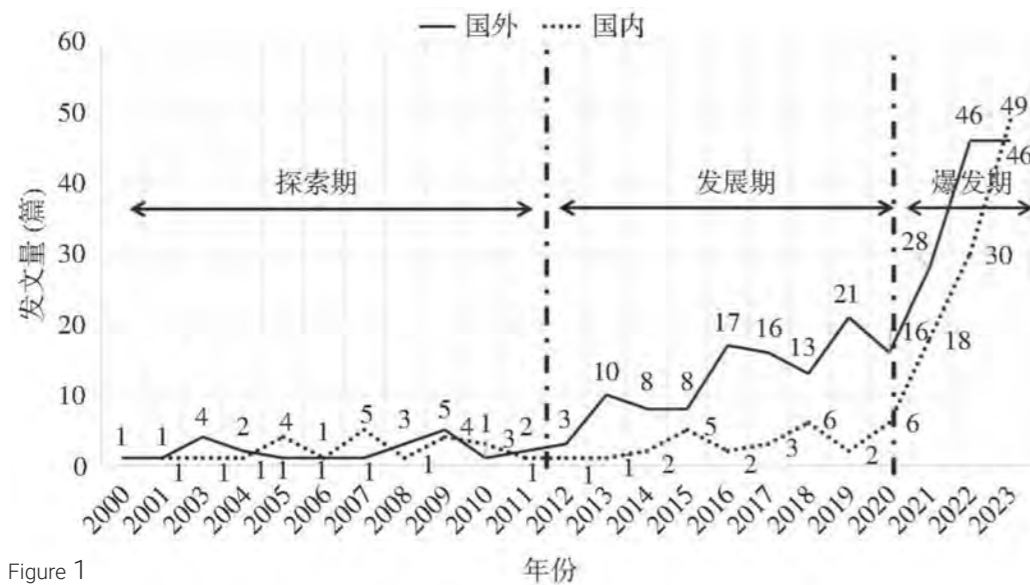


Figure 1



洞见数据： 数字化领导力研究的全球演进

为解决数字化领导力研究碎片化、缺乏系统性整合的问题，吴湘繁等学者(2025)采用 CiteSpace 软件对 Web of Science (254 篇) 与 CNKI (147 篇) 数据库 2000-2023 年中外数字化领导力相关文献进行计量分析与知识图谱可视化。

他们以 2012 年、2020 年为界将中外研究发展分三个阶段(图1)：

- 探索期：中外发文章相近
- 发展期：国外占优
- 爆发期：国内增速迅猛并于 2023 年反超。

并发现英文文献的 14 个核心关键词聚类(图2)，聚焦技术应用、组织转型与虚拟场景；中文文献 10 个核心聚类则凸显数字政府、电子政务等政务场景与本土应用特征(图3)。

吴湘繁,刘华宇,热比古丽·白克力.国内外数字化领导力的研究回顾与展望——基于文献计量法的分析[J].西部经济理论论坛,2025,36(01):80-97.

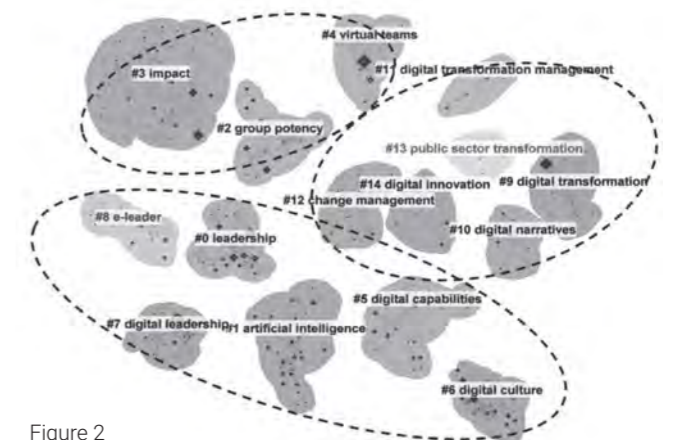


Figure 2

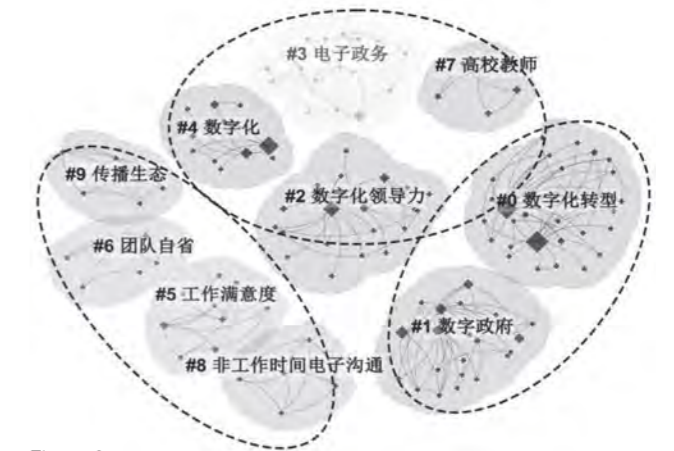


Figure 3

语言文化角 | Language and Culture Corner

In the cultural context of China, leadership essentially lies not only in the capabilities of decision-making and management, but more prominently in the ability to grasp and cultivate interpersonal "relationships" within a team. The degree of closeness in interpersonal relationships exerts a profound influence on the tone, methods and linguistic choices of communication. The expressive differences between Chinese and English languages are precisely a direct reflection of such cultural thinking patterns. How should we select words when communicating with different people? Let us look at the following five examples:

中国文化语境下的领导力, 核心不仅在于决策与管理能力, 更蕴含着对团队中“关系”的把控与经营能力, 人际关系的亲疏远近, 极大影响着沟通的语气、方式与表达选择。而中英语言的表达差异, 正是这种文化思维的直观体现。当我们和不同人交流时如何选用词语? 看看以下的五个例子:

Chinese term	English term
<p>“打个商量” (dǎ gè shāng liang) A gentle expression for negotiating matters.</p> <p>Applicable relationships: Mainly for peers; can also be used gently to superiors (rarely used to subordinates)</p> <p>Example: 项目细节想跟你打个商量。 I want to talk over the project details with you.</p>	<p>“Let's talk it over”</p>
<p>“搭个桥” (dā gè qiáo) Used to ask someone to connect contacts or facilitate cooperation</p> <p>Applicable relationships: For peers; also for superiors/elders (rarely used to subordinates, easy to sound imperative)</p> <p>Example: 麻烦帮我给合作方搭个桥。 Please make an introduction to the partner for me.</p>	<p>“Make an introduction” “Please” lacks the same self-effacing nuance.</p>
<p>“多包涵” (duō bāo han) A humble expression to ask for others' understanding.</p> <p>Applicable relationships: To superiors, clients and peers (very rarely used to subordinates, easy to create a sense of distance)</p> <p>Example: 初次合作, 诸多不周多包涵。 First cooperation—please bear with any shortcomings.</p>	<p>“Please bear with me”.</p>
<p>“费心了” (fèi xīn le) Used to thank someone who has spent extra time and energy to help.</p> <p>Applicable relationships: To superiors, peers and helpful subordinates (suitable for all scenarios, expressing sincere gratitude)</p> <p>Example: 这次数据核对真是费心了! I really appreciate your effort in checking the data!</p>	<p>“I appreciate your effort”</p>
<p>“留些余地” (liú xiē yú dì) A suggestion to avoid pushing things to an extreme.</p> <p>Applicable relationships: For peers and negotiation opponents; can also be used to tactfully advise superiors (can be used directly to subordinates)</p> <p>Example: 谈判别太绝对, 留些余地。 Don't be too absolute in negotiations—leave some room.</p>	<p>“Leave some room”</p>

精选延读 | Further Reading

Book:
Controversies and Realities of Confucius Institute

Zeng, Jinghan. (2026).

As a pivotal platform for China's cultural diplomacy and international exchanges, the global expansion of Confucius Institutes has been accompanied by ongoing controversies, attracting particular attention in Western countries. This book and its subsequent volumes represent the first systematic work to comprehensively present their actual operational realities, centering on the personal experiences of a foreign director of a CI. From the far-reaching impacts of the COVID-19 pandemic and the closure of Confucius Institute Headquarters to the political campaign launched by the UK's ruling party to “fully close CIs”, the book draws on rich first-hand experience to deeply reveal the decision-making and leadership practices, institutional dilemmas and underlying game processes at these critical junctures, unfolding the operational truths that are rarely accessible to the outside world.

Journal article

Deanne N. Den Hartog, Annebel H.B. De Hoogh. 2024. Cross-Cultural Leadership: What We Know, What We Need to Know, and Where We Need to Go. Annual Review Organizational Psychology and Organizational Behavior. 11:535-566.

doi.org/10.1146/annurev-orgpsych-110721-033711



新书:
《孔子学院: 争议与现实》

作为中国对外文化外交与国际交流的重要平台, 孔子学院的全球扩展始终伴随着争议, 尤其在西方国家尤为引人注目。本书及其后续各卷, 是首部以孔子学院外方院长亲身经历为核心, 全面展现其真实运作情况的系统性著作。从新冠疫情带来的广泛冲击, 到孔子学院总部关闭, 再到英国执政党推动「全面关闭孔子学院」的政治运动, 本书基于丰富的第一手经验, 深入揭示了在这些关键时刻的决策领导、制度难题以及背后的博弈过程, 展现了外界少有机会了解的运作实况。

期刊论文:

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