

Editorial: *Intelligence Orchestration, and CX and EX Redefinition Within the Working Together of Humans and AI as a Strategic Capability*



In our last RDCM issue we underlined from the very beginning (Purcarea, 2025) new organizational challenges within the context of the advancing digital economy, considering AI disruption, AI adoption spreading, AI integration, technological convergence, the importance of keeping in the most prominent position the human element, AI agents' impact on driving business model innovation and so on. This sequence made us recall the warning made by BCG research (Seppä et al., 2025) about the small percentage (only 20%) of companies getting out of being too reliant on proven methods by demonstrating a readiness to strategically adjust and thrive in changing situations, knowing how to disrupt their own lucrative recipes.

According to Goel, Sohoni and Kraye (2025), human skills become more indispensable once with the more profoundly gen AI integration into companies' workflows, to fully take advantage of working alongside gen AI being necessary for companies' employees to be enabled by abilities and behaviors contained in the so-called soft skills (such as problem framing and collaboration, as well as creativity). Companies investing millions in generative AI may soon find themselves stalled—not by the technology's limits, but by their people's. As generative AI becomes more ubiquitous, a paradox has emerged: The more deeply we integrate the technology into our workflows, the more indispensable human skills become. These “soft” skills—like problem framing, collaboration, and creativity—contain the uniquely human abilities and behaviors that will enable people to fully take advantage of working alongside gen AI

Recently, McKinsey experts (Kerr, Chui and Xu, 2025) highlighted that AI latest wave – agentic AI – takes action (not only ensuring text or code generation), clearly showing both how

workflows and decision-making can be reshaped by agentic AI, and how collaboration between humans and machines takes place. But it takes a while to advance from hype to AI agents' real impact, benefitting from AI agents' great potential.

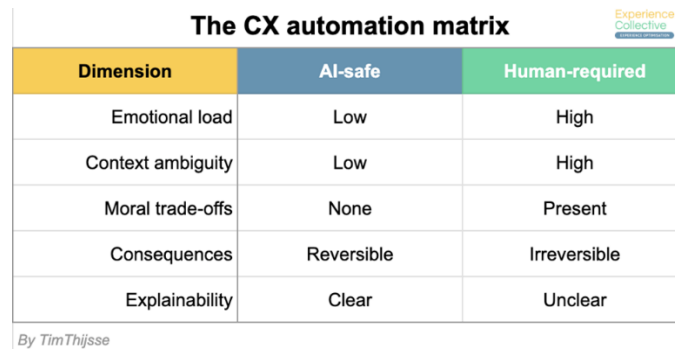
In the opinion of BCG experts (Bedard and Martin, 2025), in AI transformation (within an AI-first organization) a critical role is played by the so-called AI-First Chief People Officer (CPO) challenging assumptions and effectively leading onto an AI-first base position, a successfully AI integration into the workforce depending on this CPO's right skill set and mindset to ensure a strategy shaping (N.B. - orchestration being, for instance, a key aspect of strategy shaping).

Also, according to BCG (2025), beyond of both tracking and responding to customer behavior changes, in AI transformations the use of intentional and consistent empathy is essential, context and pain points of companies' employees needing to be understood by leaders, workplaces being transformed by AI progress. What it means to differentiate between cognitive empathy (seen as an actionable strategy based on different perspectives' understanding and trust building, as well on finding ways to motivate people) and applied empathy (seen as a documented method for bringing it into organizations and teams. And as companies' employees need to feel not only understood and supported, but also valued, it is recommendable to regularly ensure employee engagement check-ins, being known that empathy effects on organizational health and performance are revealed by these indicators.

To distinguish from the above-mentioned employee's empathy (seen as improving organizational culture and innovation, fostering teamwork, and ensuring better service delivery), let's have a look at customer empathy, known as being focused on improving loyalty and sales by leading to tailored experiences. As recently remembered by (Thijsse, 2025), customer value is not created by empathy (as cognitive and emotional awareness) alone, empathy being also described, for example, by Daniel Goleman as part of social intelligence. Also, Thijsse made reference to:

- The so-called synthetic empathy (N.B. – responding to human emotions based on detecting sentiment with the help of AI systems) as a CX risk, customer relationships being quietly undermined by this empathy (being a difference between short-term survey scores – CSAT, CES – reflecting immediate feelings and long-term loyalty) within the context in which empathetic AI deployed by organizations in the most sensitive customer journey moments can become cosmetic as a result of lacking real decision authority; Thijsse brought to our attention the need to move from synthetic empathy to conscious compassion (to ensure situation improvement by combining understanding with responsibility, decision-making, and a willingness to act) if conditions require it (ambiguity, emotional load, or moral trade-offs), being imperative as humans re-enter the loop at that point.

- The fact that the true significance of CX future is found in consciously orchestrating human-machine collaboration, underlining that Wilson and Daugherty (2018) made a clear distinction between what humans provide (meaning, judgment, and moral framing), and what AI delivers (efficiency scaling). Also, Thijsse presented a CX automation matrix (as a simple mental model summarizing the decision of when empathy – as awareness – can be automated, and when compassion – as a promise – requires human involvement), as shown in figure below:



Dimension	AI-safe	Human-required
Emotional load	Low	High
Context ambiguity	Low	High
Moral trade-offs	None	Present
Consequences	Reversible	Irreversible
Explainability	Clear	Unclear

By TimThijssse

Figure no. 1: The CX automation matrix

Source: Thijsse, T., 2025. Synthetic empathy: why AI stretches the boundaries of customer experience, CustomerThink, December 21 (work cited)

AI is increasingly treated by senior executives – underlines Saltz Gulko (2025) – as being fundamental to competitiveness, exploiting its potential to reinvent customer engagement and empower employees (both CX, and EX being strongly impacted by AI, and will converge through it), as well as design products and drive innovation, what confirms that AI is a strategic capability redefining in the years ahead organizations’ way of operating, innovating, competing, and creating value. To ensure an ethically and creatively AI valorization involves making it an inseparable part of the organizational DNA, so that it serves people, AI-powered CX, EX, design, and innovation being critical.

According to Tay (2025), companies’ ability to ensure intelligence orchestration (across systems, teams, and experience design, orchestration’s center of gravity being people) and its connection directly to business outcomes will represent the real differentiator, customer experience (CX) being judged by the consistently proved value within the agentic economy. And we will see continuous evolving human roles alongside AI’s action with greater autonomy.

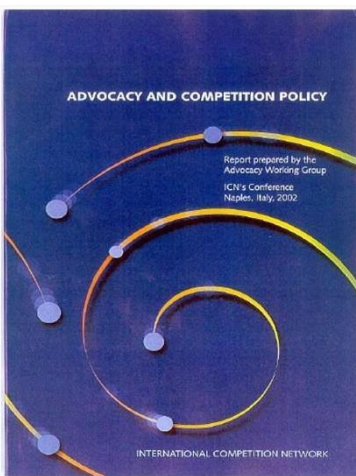
On the other hand, because there is a dependence of a great CX on context (Caldwell, 2025), AI channels must be designed intentionally (where AI appears in CX), considering key factors (such as: age and lifecycle preferences, cultural expectations, perceived complexity, and customer journey), so as to amplify brand’s personality, improving interactions across every channel, gaining more trust, and ensuring smoother CX. That means a redefinition of the great CX, by blending AI with a deeper knowledge of human behavior, and obtaining durable advantage by turning AI disruption into it.

Theodor Valentin Purcărea

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Mrs. Deborah Platt Majoras, Chairman of Federal Trade Commission



March 27, 2007

First meeting, Bonn, Germany, May 19, 2003, of Deborah Platt Majoras (Assistant to the Attorney General, Department of Justice, US), Bärbel Dieckmann (Mayor of Bonn), and Theodor Purcarea (President of Romanian Competition Council)

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