

**The Research Centre of the School of Economics and Business**  
cordially invites you to a research seminar  
on **Friday, 15 May 2026, at 11:00 CEST** in room **P-119**  
at the University of Ljubljana School of Economics and Business

**Kevin DeSouza** (QUT Business School)

will present the article

## **Generative AI and Strategic Foresight: Designing Human–Machine Capability for the Future of Enterprises**

Strategic foresight is becoming both more essential and more difficult. Organisations across sectors are operating in environments shaped by accelerating technological change, policy volatility, and deep uncertainty, where traditional approaches to long-range planning are increasingly strained. At the same time, generative artificial intelligence is creating new possibilities for how organisations interpret signals, imagine alternatives, and test strategic responses. The central challenge is no longer whether AI can support foresight, but how organisations can design human–machine collaboration that strengthens rather than dilutes strategic judgment.

**This presentation** argues that AI-enabled foresight should be understood as an organisational capability emerging at the intersection of digital readiness, knowledge work redesign, and institutional trust. Research shows that the value of generative AI does not arise from simply inserting new tools into existing processes. It depends on whether organisations possess the digital foundations that allow experimentation to scale, whether analytical work is reconfigured to complement rather than replicate machine capabilities, and whether decision processes remain transparent enough for participants to trust both how insight is produced and the insight itself.

Strategic foresight provides a useful lens through which to examine a broader transformation in knowledge work. Generative AI can expand the range of scenarios considered, accelerate the synthesis of complex information, and expose assumptions that might otherwise remain unchallenged. Yet these benefits remain fragile when AI is treated primarily as a technical solution rather than as a catalyst for redesigning how organisations think. The greatest gains occur when machine intelligence broadens exploration while human expertise remains central in framing questions, interpreting ambiguity, and exercising critical oversight.



An integrated framework is developed for understanding how organisations can build durable foresight capability through human–machine collaboration. Rather than treating digital transformation, workforce adaptation, and AI governance as separate agendas, it positions them as interdependent dimensions of a single strategic challenge: how institutions can cultivate anticipatory capacity in environments where the future is increasingly difficult to read. It also proposes design principles for researchers and practitioners seeking to understand not only how AI changes strategic foresight, but how strategic foresight itself can become a model for organising knowledge work in the age of generative AI.

**We look forward to welcoming you at the seminar.**