Quartz: Companies that replace workers with Al 'risk mediocrity,' expert warns

October 15, 2025



<u>Shuhua Sun</u>, Callais Professor in Entrepreneurship and associate professor of management, was interviewed by <u>Quartz</u> about <u>his research on the use of AI in the workplace</u>.

"Al is a powerful tool, but its value depends on how it's integrated with human expertise," Sun noted. "The human side of work — tacit knowledge, context, and judgment — remains very difficult to replicate. Companies that view Al as a replacement for people risk mediocrity, while those that use it to empower talent are more likely to gain a sustainable advantage."

To read the story in its entirety, visit qz.com:

https://qz.com/academic-warns-companies-making-big-mistake-human-touch-ai