

En *Information and Organization* 34 (2024) 100503 aparece el artículo *Generative mechanisms of AI implementation: A critical realist perspective on predictive maintenance*, escrito por Alexander Stohr, Philipp Ollig, Robert Keller & Alexander Rieger en el cual se lee: “However, these positive effects will not be possible if an organization’s data is not ready (Caserta, Harreis, Rowshankish, Srinidhi, & Tavakoli, 2023). AI-enabled PdM is not an exception (Roy et al., 2016; Vom Brocke et al., 2018). Organizations need to carefully engage with their data to fuel the experimentation mechanism and then enable the inspiration and knowledge building and integration mechanisms. At the same time, the knowledge building and integration mechanism will often be necessary to sustain this engagement. More specifically, a broader organizational knowledge base – when properly integrated – can help evaluate the organization’s data in terms of quantity and quality (Shollo et al., 2022). Without this knowledge base, data can only partly or not at all be translated into business value. Worse still, organizations that collect data without a well-defined purpose and knowledge base risk creating so-called “data swamps” (Brackenbury et al., 2018). These swamps can even break the data mechanism. When AI initiatives and projects fail to demonstrate the benefits from their experiments due to not having the “right” data (Hoerl & Redman, 2023), they may increase resistance and strand AI-enabled systems at the experimental stage. —In summary, organizations need to understand the transfactuality of the five generative mechanisms with different short-

and long-term effects to effectively use AI-enabled systems and avoid getting stuck at an experimental stage – or worse, not even reaching an experimental stage. While organizations may be able to use experimentation and inspiration in the short-term to balance anxiety, they also need to build and integrate knowledge and properly develop their data pipeline to sustain and scale their AI efforts in the mid- to long-term. These investments in knowledge building and integration as well as in the data pipeline can then also pay off in the short term for subsequent AI initiatives and projects.” Nos parece muy acertada la afirmación de los autores: la IA o inteligencia artificial será benéfica si los datos son adecuados para ser procesados por herramientas de esa naturaleza. Muchas empresas acumulan millones de datos, pero sin los cuidados necesarios. Los auditores han estado muy preocupados por los saldos, pero no por la calidad de los datos. Sin embargo, los saldos no pueden ser mejores que los datos. Por ahora las herramientas de IA saben examinar muchos datos y escoger algunos que les parecen adecuados para contestar las preguntas que les hayan hecho. Mediante el uso de herramientas matemáticas y estadísticas podrán plantear inferencias o probabilidades. Pero profetizar el futuro no está o estará a su alcance. Como lo anotamos en otra Contrapartida, sus errores serán identificados y superados por la raza humana, lo cual nos augura un futuro más halagador. No hay que tener miedo ni evitar el uso actual de la IA sino aprender a sacarle provecho.

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