

Technology and Humanization: Dualities of Managerial Leadership in Smart Companies

Author: María Fernanda Delgado Castejón, MSc.

Physical and Cultural Training Center, Sport Maximus Gym, C.A.

Email: mafer_2308@hotmail.com

ORCID Code: 0009-0004-0294-4029

Line of Research: Curriculum, training and pedagogical innovation

How to cite this article: María Fernanda Delgado Castejón “Technology and Humanization: Dualities of Managerial Leadership in Smart Companies” (2025), (1,16)

Received: 05/14/2025 Revised: 05/15/2025 Accepted: 05/16/2025

ABSTRACT

This study aimed to critically analyze how managerial leadership in smart organizations balances technological implementation (AI, big data) with humanizing practices (empathy, ethics). The methodology was approached under an interpretive-critical paradigm, conducting exploratory-descriptive documentary research with a qualitative approach. Primary sources (scientific articles, seminal books by authors such as Senge, Floridi, and Hamel) and secondary sources (cases of Google, Siemens, and Microsoft) were triangulated. The analysis combined thematic and critical discourse techniques, contrasting theories with empirical examples. Regarding the results, the study identified that successful smart companies (e.g., Siemens with autonomous microteams, Microsoft with ethical audits of algorithms) manage to integrate technology and humanization through leaders who act as mediators. It was evident that tools such as AI and IoT enhance innovation when complemented with deliberative spaces and collective learning. However, tensions persist, such as digital surveillance vs. autonomy, and gaps in humanization metrics. Regarding the discussion: The contradictions between technological optimism (Hamel) and ethical skepticism (Floridi) reflect an evolving field. Technology does not replace humanity, but demands systemic designs that prioritize transparency and adaptability. Cases such as Spotify show that complexity is managed with hybrid models, although their replicability varies according to cultural and structural contexts. The author concluded that: Contemporary managerial leadership must transcend dichotomies, operating as a bridge between data and values. Technology humanizes only if it is subordinated to ethical visions that value collective growth over isolated efficiency.

Descriptors: Technology, Humanization, Managerial Leadership, Smart Companies

Biographical Summary: Administrator of the physical and cultural training center, Sport Maximus Gym, C.A. PhD in Advanced Management from the Ezequiel Zamora National Experimental University of the Western Plains, Apure, Venezuela. Present. Master's degree in Educational Sciences, with a specialization in Educational Administration. National Open University. Bachelor's degree in Comprehensive Education. National Open University. PhD student in Advanced Management at Valle de la Pascua.