COMMUNICATION STRATEGIES OF WOMEN LEADERS IN AI-BASED DIGITAL TRANSFORMATION IN TRANSFORMATIONAL LEADERSHIP PERSPECTIVES AND SENSEMAKING

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Abstract

The development of Artificial Intelligence (AI) has driven digital transformation that is not only technological in nature but also communicative and symbolic within organizations. This transformation requires leadership capable of managing meaning, building collective understanding, and directing change through communication processes. This study aims to examine the communication strategies of women leaders in AI-based digital transformation using the perspectives of transformational leadership and sensemaking theory. This study employs a qualitative approach, with the primary informant being Dr. Ir. Giwo Rubianto Wiyogo, M.Pd., President of BPW Indonesia, supported by two additional informants Fiyatri Widuri, S.T., Vice President of Business Professional Women (BPW) Indonesia, and I Dewa Ayu Dania Adnyani, an organizational partner of BPW Indonesia as a form of source triangulation. Data were collected through in-depth interviews, observation, and document analysis, and subsequently analyzed using thematic and interpretative techniques. The findings indicate that women's leadership communication strategies are articulated through the formulation of a transformational vision, the use of inclusive narratives and communicative symbols, and dialogical communication practices that encourage participation and collective learning. Leadership communication functions as a mechanism for constructing shared meaning about AI, reconstructing organizational members' perceptions from uncertainty toward understanding and readiness for transformation. Conceptually, this study extends leadership communication scholarship by positioning AI-based digital transformation as a communicative process mediated by women's leadership

Keywords: *leadership communication, sensemaking, digital transformation, artificial intelligence.*

Abstrak

Perkembangan kecerdasan buatan (Artificial Intelligence/AI) mendorong terjadinya transformasi digital yang tidak hanya bersifat teknologis, tetapi juga komunikatif dan simbolik. Transformasi ini menuntut peran kepemimpinan yang mampu mengelola makna, membangun pemahaman kolektif, dan mengarahkan perubahan melalui proses komunikasi. Penelitian ini bertujuan untuk mengkaji strategi komunikasi pemimpin perempuan dalam transformasi digital berbasis AI dengan menggunakan perspektif kepemimpinan transformasional dan teori sensemaking. Penelitian ini menggunakan pendekatan kualitatif dengan narasumber utama adalah Dr. Ir. Giwo Rubianto Wiyogo, M.Pd. selaku Presiden BPW Indonesia, yang didukung oleh dua narasumber pendukung, yaitu Fiyatri Widuri, S.T. selaku Vice President Business Professional Women (BPW) Indonesia, serta I Dewa Ayu Dania Adnyani selaku mitra organisasi BPW Indonesia, sebagai bentuk triangulasi sumber. Data dikumpulkan melalui wawancara mendalam, observasi, dan analisis dokumen, kemudian dianalisis secara tematik dan interpretatif. Hasil penelitian menunjukkan bahwa strategi komunikasi kepemimpinan perempuan terartikulasikan melalui penyusunan visi transformasional, penggunaan narasi dan simbol komunikasi yang inklusif, serta praktik komunikasi dialogis yang mendorong partisipasi dan pembelajaran kolektif. Komunikasi kepemimpinan berfungsi sebagai mekanisme pembentukan makna bersama terhadap AI, yang merekonstruksi persepsi anggota organisasi dari ketidakpastian menuju pemahaman dan kesiapan bertransformasi. Secara konseptual, penelitian ini memperluas kajian komunikasi kepemimpinan dengan menempatkan transformasi digital berbasis AI sebagai proses komunikatif yang dimediasi oleh kepemimpinan perempuan.

Kata Kunci: komunikasi kepemimpinan, sensemaking, transformasi digital, artificial intelligence

1. INTRODUCTION

The development of digital technology in the past decade has accelerated very significantly, especially with the presence of artificial intelligence *(AI)* which fundamentally changes almost all aspects of social and organizational life. AI is no longer understood

simply as a technical innovation or computational tool, but rather as a structural force that shapes the way humans communicate, work, and make decisions in various institutional contexts (Floridi et al., 2020). This change marks a paradigm shift from technology as an instrument to technology as an influential social actor in shaping organizational reality.

AI is present not only to improve operational efficiency, but also to produce changes in meaning, power relations, and work practices that are symbolic and cultural. The implementation of AI affects the way individuals understand their roles, interact with systems, and interpret organizational values and goals. As such, AI technology is not neutral, but rather tied to the communication process that frames how it is perceived, received, and implemented in the daily life of an organization. AI-based digital transformation encourages organizations to make fundamental changes to work systems, relationship patterns, and organizational culture. This transformation process does not take place mechanically, but through complex stages of social adaptation.

In such a situation, communication is a key element that determines the success or failure of transformation, because every technological change is always accompanied by a process of interpretation, negotiation, and the formation of mutual understanding among organizational actors (Leonardi, 2021). Without effective communication, digital transformation has the potential to give rise to resistance, miscommunication, and fragmentation of meaning. Therefore, digital transformation cannot be understood solely as a process of technology adoption or information system reform. Digital transformation is a communicative process that involves the production of meaning, the construction of social reality, and discursive practices that take place collectively and sustainably (Couldry & Hepp, 2023).

Through communication, AI technology is interpreted as an opportunity, a threat, or even as a symbol of changing an organization's identity, depending on how the narrative and discourse about the technology is constructed. Understanding AI-based digital transformation requires attention to the dynamics of interactions, language, and symbols used by organizational actors in responding to change. Thus, the study of AI and digital transformation needs to place communication as the center of analysis, not as a mere supporting variable. This approach allows researchers to capture digital transformation as a social process full of meaning, conflict, and negotiation, while opening up a more critical analysis of the role of leadership and communication practices in shaping the direction of organizational change.

The presence of AI in organizations often raises ambiguity, uncertainty, and even anxiety among organizational members, especially related to automation issues, shifting human roles, and changes in work identity. This condition demands a form of leadership that is not only administrative and technocratic, but also communicative, reflective, and transformative (Vaast et al., 2022). Leaders in the AI era are required to be able to manage change through visionary, inspiring, and meaningful communication, as well as play a central role in articulating the direction of change and bridging the complexity of technology with human experience (Avolio et al., 2020).

Transformational leadership theory is one of the most relevant frameworks for explaining the role of leaders in the context of major change. Transformational leadership emphasizes the importance of vision, motivation, intellectual stimulation, and individual attention as the core of leadership practice (Bass & Riggio, 2022). A number of recent studies show that transformational leadership has a strong correlation with the success of digital transformation, as it is able to build commitment, trust, and readiness for change among organizational members (Li et al., 2021). However, most of the research still focuses on managerial and performance aspects, and has not adequately placed communication as the main process shaping change.

In addition, the study of digital leadership is still dominated by masculine and technocratic perspectives, so the experiences and practices of women's leadership in dealing with AI-based transformation are relatively underexplored in depth (Vial et al., 2023). In fact, women's leadership has distinctive communicative characteristics, such as a relational, empathic, collaborative, and dialogical approach, which is

considered relevant in facing the challenges of digital transformation which is full of uncertainty and resistance (Eagly & Heilman, 2020). AI-based change, women's leadership has the potential to play a strategic role as a transformation agent that not only directs change, but also mediates the meaning of technology for organizational members.

To understand how meanings about AI are shaped and negotiated in organizations, the sensemaking theory developed by Karl E. Weick became an important conceptual framework. Sensemaking views organizations as an arena in which reality is constructed through communication, social interaction, as well as the process of collective interpretation (Weick et al., 2021). This theory emphasizes that change does not occur lilaterally, but rather through the process of framing, reinterpreting, and negotiating meaning to ambiguous events. In the context of AI-driven digital transformation, sensemaking helps explain how technology is understood, accepted, or even rejected by members of the organization.

Leaders play a central role in the organization's sensemaking process, especially through the narratives, symbols, and language used to explain technological change (Maitlis & Christianson, 2020). Thus, transformational leadership and sensemaking have a strong conceptual convergence point on the role of communication as the main mechanism of organizational change. Leadership is not only understood as a structural position, but as a discursive practice that is manifested through messages, interactions, and symbolic relationships between leaders and members of the organization.

This study places AI-based digital transformation as a communicative phenomenon mediated by women's leadership communication strategies, not solely as a process of technology adoption. BPW Indonesia as a women's organization has a unique context in dealing with digital transformation, especially in efforts to empower women in the midst of global technological disruption. The leadership of Dr. Ir. Giwo Rubianto Wiyogo, M.Pd. as President of BPW Indonesia is a strategic case to understand how women's leadership articulates the vision of AI-based digital transformation in

organizations based on values, advocacy, and empowerment.

This research does not aim to measure the effectiveness of AI technology, but to explore the meaning, communication strategies, and leadership practices in the transformation process. The qualitative approach was chosen because it allows researchers to understand subjective experiences, narratives, and the construction of meaning constructed by leaders and members of the organization through in-depth interviews, observations, and document analysis. Theoretically, this research is expected to enrich the study of leadership communication by integrating transformational leadership and sensemaking in the context of AI-based digital transformation, while expanding the discourse on women's leadership as an active subject in the formation of technological meanings and organizational change.

2. METHODOLOGY
Research Approach

This research uses a qualitative approach to deeply understand the communication strategies of women leaders in the digital transformation process based on artificial intelligence *(AI)*. The qualitative approach was chosen because it allows researchers to examine the meaning, interpretation, and practice of leadership communication as understood and experienced by the research subject in a real social and organizational context (Creswell & Poth, 2018). Digital transformation is seen as a communicative and symbolic process that cannot be reduced to a quantitatively measurable variable (Couldry & Hepp, 2023).

This study uses the case study method as a research strategy, with the aim of gaining a contextual and holistic understanding of women's leadership communication practices in organizations. Case studies allow for an in-depth exploration of communication processes, meaning construction, and leadership dynamics in the face of complex and ambiguous technological changes (Yin, 2018). This approach is relevant to examine how transformational leadership is realized through communication as well as how the sensemaking process takes place in the context of AI-based digital transformation (Vaast et al., 2022). This

approach is relevant to examine how transformational leadership is realized through communication as well as how the sensemaking process takes place in the context of AI-based digital transformation.

Conceptually, this research places leadership as a communicative practice that is manifested through narratives, symbols, interactions, and social relations between leaders and members of the organization. Therefore, the qualitative approach of the case study allows an in-depth analysis of the relationship between women's leadership communication strategies, transformational leadership, and the process of meaning-making to AI.

Research Location and Time

This research was conducted at Business Professional Women (BPW) Indonesia, as an organization that focuses on strengthening the role of women in various sectors, including in facing the challenges of digital transformation in the AI era. This location was chosen because BPW Indonesia is an organizational space that is rich in women's leadership communication practices and has strategic relevance in the context of social and technological change. The research was carried out in the period of January–June 2025, which included the preparation stage, data collection, data analysis, and conclusion drawn.

This study uses the purposive sampling *technique***,** which is the deliberate selection of resource persons based on certain criteria that are relevant to the research objectives. The selection of resource persons is based on experience, strategic position, and direct involvement in the leadership process, organizational communication, and digital transformation within BPW Indonesia.

Research resource persons include:
1. Dr. Ir. Giwo Rubianto Wiyogo, M.Pd. – *President of BPW Indonesia* (main speaker), selected as a female leader figure who has a central role in directing organizational transformation and building strategic leadership communication in the digital era.
2. Fiyatri Widuri, S.T. – *Vice President of Business Professional Women (BPW) Indonesia* (supporting speaker), who is directly involved in the implementation of organizational policies and leadership communication practices in supporting the digital transformation process at BPW Indonesia.
3. I Dewa Ayu Dania Adnyani – *Café owner and organizational partner of BPW Indonesia* (supporting speaker), who experiences and interprets BPW Indonesia's leadership communication practices directly from the perspective of external partners in the context of digital transformation.

The selection of these speakers aims to obtain diverse perspectives and strengthen the triangulation of sources in understanding women's leadership communication strategies.

Data Collection Techniques

Research data was collected through the following techniques: (Braun & Clarke, 2021).
1. In-depth *interview*
   The interviews were conducted in a semi-structured manner to explore the experiences, views, and meanings constructed by the speakers related to women's leadership communication strategies in the face of AI-based digital transformation. This technique allows for the exploration of leadership narratives, transformational visions, as well as the sensemaking processes that take place within the organization.
2. Non-participatory observation
   Observations were made on leadership communication practices in organizational forums, strategic meetings, and institutional activities of BPW Indonesia. This observation aims to understand the context of communication, interaction patterns, and the use of symbols and language in the transformation process.
3. Documentation
   Documentation includes collection of organizational documents, leadership speeches, policy materials, official publications, and communication archives relevant to digital transformation and the use of AI. This document serves as supporting data to strengthen the analysis.

Data Analysis Techniques

Data analysis was carried out thematically by following the following steps: (West & Turner, 2022).

1. Data reduction

   Data from interviews, observations, and documentation were systematically selected and compiled to identify information relevant to the research focus.

2. Categorization and theme discovery

   The data is grouped into key themes, such as leadership communication strategies, transformational vision, AI framing, and sensemaking processes in organizations.

3. Interpretasi teoretis

   The data were analyzed by linking empirical findings to transformational leadership theory and sensemaking theory, to interpret how women's leadership communication shapes collective meaning and directs AI-based digital transformation.

   This analysis places communication as a central process in leadership and organizational change, resulting in an in-depth conceptual understanding according to the framework of Communication Science.

3. RESULTS AND DISCUSSION
RESULTS

Overview of Research Findings

In response to the necessity for a substantive explanation and a clear visual presentation of the complex empirical data, this section provides an expanded, detailed overview of the core findings. The empirical evidence overwhelmingly indicates that the communication strategies deployed by women leaders during AI-based digital transformation at BPW Indonesia are fundamentally operationalized as mechanisms of deep social and cultural change.

Digital transformation in this context is decisively decoupled from a purely technocratic paradigm of software adoption; instead, it is managed as a rigorous, human-centric process of building collective awareness, fostering mental resilience, and establishing psychological safety across the organizational network.

To synthesize and clarify these multifaceted dynamics, Table 1 explicitly delineates the intersections between the specific informants, the dominant leadership themes, the enacted communication strategies, and the resultant sensemaking mechanisms that facilitate organizational alignment.

Table 1. Synthesis of Leadership Communication Strategies and Sensemaking Mechanisms in AI Transformation

Informant Category	Transformational Leadership Theme	Enacted Communication Strategy	Sensemaking Mechanism	Exemplary Empirical Quote
President (Main Informant)	*Visionary Inspiration & Idealized Influence*	*Persuasive, future-oriented narratives linking AI to women's empowerment, explicitly rejecting algorithmic determinism.*	***Sensegiving:*** *Framing AI not as an existential threat, but as a mandatory tool for achieving leadership, advocacy, and competitive advantage.*	"I always say that we must master AI and digital technology so that women can lead change, not just go with the flow."
Vice President (Supporting Informant)	*Intellectual Stimulation & Cognitive Flexibility*	*Participatory, dialogical communication promoting safe experimentation and mitigating performance anxiety.*	***Meaning Selection & Collective Learning:*** *Normalizing errors during tech-adoption to build shared cognitive capacity and overcome the "technology trust gap."*	"We are given space to innovate, including in the use of digital platforms and AI... It makes us more confident."
External Partner (Supporting Informant)	*Individualized Consideration & Empathetic Support*	*Personalized, empathetic, and highly contextual communication tailored to diverse levels of digital literacy.*	***Personal Sensemaking & Trust-Building:*** *Mitigating technostress by validating individual concerns and thoroughly explaining the "why" of change, not just the "how."*	"As a partner, we were not only given a program, but also explained why digital transformation is important. It makes us feel involved."

The substantive evidence derived from these triangulated findings suggests a highly orchestrated and deliberate collective sensemaking process. The President of BPW Indonesia actively frames AI integration as a matter of "readiness of thinking" rather than merely a metric of operational speed.[1] This strategic perspective effectively shifts the organizational focus away from acute technological anxiety toward cognitive and psychological preparation.

The Vice President corroborates this approach by emphasizing the necessity of equalizing internal perceptions prior to the execution of digital programs, indicating that internal communication serves as the critical, load-bearing infrastructure for digital readiness.

Furthermore, from the perspective of external partners, the leadership's deliberate strategy of comprehensively explaining the rationale behind the digital shift fosters a profound sense of inclusion and agency. This dialogical approach successfully reconstructs the perceptions of both organizational members and partners, moving them collectively from a state of ambiguity and potential resistance toward a unified understanding and active readiness for digital evolution. The synthesis of these elements proves that the adoption of generative and predictive AI within BPW Indonesia relies entirely on the efficacy of its communicative structures.

DISCUSSION
Communication Strategies of Women Leaders as a Process of Social and Cultural Change

The findings of this study show that the communication strategies of women leaders in AI-based digital transformation at BPW Indonesia are not understood as a purely technocratic process, but as a process of profound social and cultural change. Digital transformation in this context is interpreted as a reconstruction of the way of thinking, interaction patterns, and organizational value orientation. Thus, communication occupies a central position as the main medium that allows collective changes in meaning, not just as a means of delivering technological policies.

Digital transformation requires leadership that is able to manage the symbolic and social dimensions of change, not just implement new technological systems.

Women leaders at BPW Indonesia show a leadership orientation that focuses on meaning-oriented leadership, where AI is positioned as a tool to support the organization's vision, not as a goal itself (Schwarzmuller et al., 2023). The success of digital transformation is largely determined by the leader's ability to articulate the relevance of technology to organizational values and goals (Nguyen et al., 2023). The communication strategies found in this study function as a mechanism for forming *collective awareness* related to the urgency and direction of digital transformation. Women leaders consistently use persuasive and dialogical communication to instill a shared understanding of the changes that are and will take place.

This process shows that digital transformation is positioned as a shared social project, rather than as an elitist agenda that is only understood by certain actors, as affirmed in the literature on participation-based organizational change (Maitlis & Christianson, 2021). In addition to building collective awareness, women's leadership communication also plays an important role in shaping the *mental readiness* of organizational members. The research findings show that leaders emphasize the importance of an open attitude towards continuous learning and technological uncertainty. Organizational change always raises ambiguity, so mental readiness is the main prerequisite for individuals to be able to interpret change constructively.

Women's leadership communication strategies contribute to increasing the capacity of organizational actors, both at the cognitive and practical levels. Through inclusive and supportive communication, leaders encourage organizational members to be actively involved in the learning process of AI technology. These findings strengthen the argument that leadership communication serves as an *enabling structure* that allows for increased competence and confidence of organizational actors in the face of digital change (Schwarzmuller et al., 2023). The repetitive,

reflective, and participatory communication patterns as found in this study represent leaders' efforts to manage ambiguity and uncertainty as a result of Weick's technological disruption (Schwarzmuller et al., 2023).

Women leaders act as *sensitives* who actively help members of the organization build a shared understanding of the changing situation. This process is crucial because AI-based digital transformation often presents ambiguities regarding the role, competencies, and future of the organization. The role of *sensegiving* is realized through an emphasis on the "why" aspect of digital transformation needs to be carried out, not solely on the "how" aspect of its implementation. Leadership in disruptive change must be able to frame change in a narrative that is meaningful to the organization's members (Maitlis and Christianson, 2021). Thus, women's leadership communication serves as a social reality construction mechanism that guides collective action.

Women's leadership communication serves as a mediation mechanism that bridges the technological dimension and the cultural dimension of the organization. AI is not positioned as a stand-alone technical entity, but rather is understood as an integral part of social practices and organizational values Weick, 1995 (Maitlis & Christianson, 2021). Through leadership narratives that emphasize sustainability, empowerment, and collaboration, women leaders frame technology as a means of strengthening the organization's mission, thereby reducing the symbolic distance between technological innovation and organizational identity. The integration process confirms that AI-based digital transformation at BPW Indonesia takes place through the internalization of technology into the organizational culture. Sustainable digital transformation can only be realized when technology is interpreted and practiced as part of the values, norms, and patterns of organizational interaction (Nguyen et al., 2023). Thus, women's leadership communication not only facilitates technology adoption, but also shapes cultural changes that enable the sustainability of digital transformation in the long term.

This discussion emphasizes that AI-based digital transformation at BPW Indonesia takes place through a process of social *meaning construction* mediated by women's leadership communication strategies. Digital transformation is not understood as a linear process driven by technology alone, but rather as a social dynamic that involves interpretation, negotiation of meaning, and the formation of a common understanding among organizational actors. In communication, women's leadership serves as a key arena in which meanings about AI, change, and the future of the organization are constructed collectively. Communication plays not only a role as a managerial instrument of a technical nature, but as a cultural mechanism that shapes the orientation of thinking, psychological readiness, and collective capacity of the organization. T

Through meaningful and participatory communication, women leaders are able to foster mental readiness and strengthen organizational adaptive capabilities in facing technological disruptions. Thus, this research makes a significant theoretical contribution to the development of women's leadership studies, organizational communication, and AI-based digital transformation, especially by placing communication at the core of the organization's social and cultural change process.

Visionary Communication Strategies in a Transformational Leadership Perspective

The visionary communication strategy of the President of BPW Indonesia plays a central role in directing AI-based digital transformation in the organizational environment. This visionary communication is realized through a future narrative that explicitly places women as key actors in Bass & Avolio's digital and artificial intelligence ecosystem (Northouse, 2022). This vision serves not only as a normative picture of the future of the organization, but also as a symbolic construct that frames the orientation of change and the direction of collective action. In transformational leadership, this visionary communication strategy strongly reflects the inspirational motivation dimension. Leaders use vision as an instrument to generate intrinsic motivation, optimism, and commitment of members and organizational partners to the

digital transformation agenda. Transformational leaders are able to inspire followers through the delivery of a vision that is meaningful, challenging, and relevant to the social context of followers.

The future narrative communicated by the President of BPW Indonesia also shows that there are efforts to form women's collective identities in the digital context. The placement of women as the main subjects of technological transformation indicates that the vision of leadership is not socially neutral, but is loaded with empowerment values. An effective vision is one that is able to connect with the values, aspirations, and social experiences of followers (Yukl, 2013).

The emphasis on mastery of AI and digital technology as a prerequisite for women's leadership in the digital era shows that leadership vision also functions as a mechanism for the formation of *psychological readiness*. Transformational leadership plays a significant role in increasing the mental readiness, self-efficacy, and commitment of organizational members in the face of technology-based change (Miao et al, 2022). Through persuasive and repetitive visionary communication, AI technology is not perceived as a threat to women's identities and roles, but rather as a strategic opportunity to expand leadership capacity (Contreras et al., 2020). This process mirrors the practice *of sensegiving*, in which leaders actively frame the meaning of change so that they can be understood and accepted by Gioia & Chittipeddi's followers (Maitlis & Christianson, 2021). Thus, vision serves as a cognitive and emotional tool in managing the uncertainty of digital change.

In addition to the *inspirational motivation dimension*, the findings of this study also show the strong dimension *of idealized influence* in the leadership of the President of BPW Indonesia. This dimension is reflected in the consistency of leadership messages conveyed in various communication contexts, both internal and external to the organization. This consistency shows the alignment of values and visions that are the basis for leaders' actions, thereby building a perception of integrity and clarity of the direction of change in the eyes of Bass & Avolio's management and organizational partners (Northouse, 2022).

Furthermore, the compatibility between the leadership narrative and the real practice of digital transformation strengthens the legitimacy of leaders as exemplary figures. Leaders not only deliver their vision of AI-based transformation rhetorically, but are also directly involved in the implementation process and strategic decision-making. *Idealized influence* is formed when followers see consistency between what the leader says and what he does, thus fostering respect and trust.

The direct involvement of leaders in the digital transformation agenda also creates a symbolic closeness between leaders and followers, which strengthens the collective identification of the organization's vision. Within the framework of transformational leadership, leaders who are moral and professional role models will more easily mobilize the commitment and loyalty of followers to organizational change (Northouse, 2022).

Thus, the *idealized influence dimension* in the leadership of the President of BPW Indonesia plays an important role in ensuring the sustainability and effectiveness of AI-based digital transformation (Yukl, 2013). The direct involvement of leaders in the digital transformation agenda also creates a symbolic closeness between leaders and followers, which strengthens the collective identification of the organization's vision. Within the framework of transformational leadership, leaders who are moral and professional role models will more easily mobilize the commitment and loyalty of followers to organizational change (Northouse, 2022). Thus, the *idealized influence dimension* in the leadership of the President of BPW Indonesia plays an important role in ensuring the sustainability and effectiveness of AI-based digital transformation.

The credibility and exemplary leaders identified in this study reinforce the legitimacy of the digital transformation vision communicated by Bass and Riggio (Schwarzmuller et al., 2023). *Idealized influence* has a significant influence on the success of technology-based organizational transformation, especially in increasing the trust and commitment of organizational actors to change (Al-Husseini et al., 2021). Consistency of visionary communication

creates stability of meaning amidst the complexity and uncertainty of digital transformation. Vision serves as a cognitive anchor that helps members of the organization understand the direction of change as well as place their role in the process.

A vision of change that is effectively communicated is able to minimize resistance and strengthen organizational cohesion (Kotter, 2012). Thus, this discussion confirms that the visionary communication strategy in the perspective of the transformational leadership of the President of BPW Indonesia contributes significantly to the success of AI-based digital transformation. Through the dimensions *of inspirational motivation* and *idealized influence*, visionary communication not only builds motivation and commitment, but also strengthens the legitimacy of women's leadership in digital. These findings enrich the study of transformational leadership by placing visionary communication as a key mechanism in AI-based digital transformation.

Intellectual Stimulation and Sensemaking in Digital Communication Practice

BPW Indonesia's leadership consistently encourages management, members, and organizational partners to think critically, reflectively, and adaptively to changes in digital technology and artificial intelligence (AI). This encouragement is not only realized through formal policies, but also through digital communication practices that are dialogical, open, and participatory. These findings strongly represent the *intellectual stimulation* dimension in transformational leadership, where leaders challenge old mindsets and open up space for technology-based innovation. In transformational leadership, *intellectual stimulation* serves as a primary mechanism to encourage organizational learning and member cognitive capacity development (Li et al., 2021).

Leaders do not just provide instructions, but facilitate the process of critical thinking through discussion, reflection, and collective experimentation. This dimension is becoming increasingly relevant in organizations facing digital disruption and the integration of AI in work processes (van Knippenberg & Sitkin, 2023). The practice of digital communication at BPW Indonesia is the main medium for

intellectual stimulation. Digital platforms are used as a discursive space to share ideas, discuss technological challenges, and evaluate the opportunities and risks of using AI (Leonardi, 2021). This communication pattern strengthens the argument that digital transformation is not only technological, but also social and communicative (Orlikowski & Scott, 2023). *Intellectual stimulation* serves as a trigger for *collective learning* that allows members of the organization to develop a shared understanding of digital technology. This process places dialogical communication as a bridge between leadership and organizational learning. Leadership that encourages exploration and critical reflection has been shown to be able to increase the adaptive capacity of organizations in an AI-based environment (Raisch and Krakowski, 2021).

Sensemaking, the practice of leader-facilitated discussions and experiments allows individuals and groups within organizations to actively build new meanings towards digital technologies. The research findings show that participatory communication spaces created by leaders serve as reflective arenas, where members of organizations can discuss experiences, concerns, and opportunities that arise from the use of AI technology. *Sensemaking* is a social process that occurs through continuous interaction, especially in situations characterized by uncertainty and change. (Weick et al., 2020).

Through the practice of discussion and experimentation, members of the organization do not simply accept technology as a technical work instrument, but interpret it in relation to the values, identity, and goals of the organization. Digital technology is interpreted as a part of social practices that reflect who they are as an organization and in which direction change is directed. Thus, the dynamics of *sensemaking* that occur show that the meaning of technology is formed, negotiated, and stabilized through social interaction facilitated by leadership, thus supporting a more contextual and sustainable digital transformation process.

More specifically, the findings of this study show that *intellectual stimulation* encourages the selection stage in *the sensemaking process*.

In this stage, individuals and groups actively choose the interpretation of digital technology that is considered most relevant to the context of BPW Indonesia's organization. The choice of meaning is not individual, but collective, because it is built through digital communication that is collaborative and reflective. *Collective sensemaking* plays a key role in increasing the acceptance and legitimacy of digital innovation within organizations (Stigliani and Ravasi, 2022). When members of an organization engage in a process of shared meaning, resistance to new technologies tends to decrease, and innovation is easier to internalize as part of the organization's daily practices.

In addition, the practice *of sensemaking* triggered by *intellectual stimulation* also contributes to the formation of an organization's digital identity. Through narratives, discussions, and reflections that take place in the digital communication space, BPW Indonesia builds a common understanding of the role of AI and digital technology as a tool for women's empowerment and organizational capacity strengthening (Gioia et al., 2022).

This reinforces the view that digital transformation is always related to the construction of organizational meaning and identity (Vaast et al., 2024). Thus, the relationship between *intellectual stimulation* and *sensemaking* in BPW Indonesia's digital communication practice shows that transformational leadership plays a strategic role in bridging technological innovation and social meaning (Floridi et al., 2023). Leadership not only drives technology adoption, but also shapes the way organizations understand, accept, and integrate digital technologies and AI into collective practices and values (Kane et al., 2024). The success of digital transformation is largely determined by the quality of leadership communication and the *accompanying sensemaking* process .

Individualized Consideration and Personal Sensemaking of External Partners

BPW Indonesia's leadership consistently pays attention to the diverse needs, capacities, and backgrounds of the organization's members and external partners. Personalized, empathetic, and contextual communication approaches are key characters in leadership relationships,

especially when organizations face changes triggered by digital transformation and adoption of AI technology. These findings represent a dimension of *individualized consideration* in transformational leadership, where leaders view individuals as unique subjects and have distinct developmental needs. *Individualized consideration* serves as a mechanism to build strong interpersonal relationships between leaders and individuals inside and outside the organization. Leaders not only play the role of strategy directors, but also as learning facilitators and change adaptation facilitators. Individualized attention in transformational leadership contributes significantly to increased trust, emotional attachment, and individual readiness in the face of organizational change (Eberl et al. 2021).

The digital communication practices implemented at BPW Indonesia allow for the realization of *the individualized consideration* dimension in a more flexible and sustainable manner. The findings of the study show that the use of digital platforms opens up space for leaders to establish more personalized communication with external partners, either through direct messages, online discussions, or continuous interactions across time and space. Through this mechanism, leaders can adjust the message, tempo, and communication approach according to the needs, background, and capacity of each partner, that digital technology allows for a more adaptive form of coordination and work relationships (Leonardi, 2021).

Furthermore, digital technology not only expands the reach of leadership communication, but also transforms the quality of the relationship between leaders and partners, that digital technology creates a new space for more personalized, responsive, and contextual leadership practices (Kellogg et al., 2020). Thus, digital communication in the context of BPW Indonesia functions as an enabler for leadership relationships oriented to individual development, while strengthening the dimension of *individualized consideration* in AI-based transformational leadership.

The individualized *consideration* dimension has a strategic role in reducing resistance and anxiety to technology (*technology anxiety*) that often arises in the AI-based digital transformation process. Research findings

show that the personal attention given by leaders allows for a deeper understanding of the concerns, doubts, and needs of external partners in the face of technological change (Faraj et al., 2023). Leadership that is able to respond to the subjective experiences of individuals contributes to the creation of a sense of psychological security in the context of the adoption of new technologies.

Furthermore, leadership that is sensitive to individual needs not only reduces anxiety, but also accelerates the process of acceptance and utilization of AI-based technologies. By tailoring forms of support, guidance, and communication to the context of external partners, leaders encourage the formation of trust and readiness to experiment with technology (Raisch and Krakowski, 2021). The acceptance of AI in organizations is heavily influenced by the quality of social interaction and leadership that puts humans at the center of digital transformation.

Sensemaking, the experience of external partners shows the existence of a process of personal *sensemaking*, in which individuals interpret digital change based on direct interaction with organizational leadership regarding digital transformation and the use of AI technology not solely through collective discourse or formal forums, but also through the emotional and relational experiences that individuals experience in their relationship with leaders. These direct interactions are the starting point for individuals to understand the direction of change and assess the relevance of technology to their roles and interests.

Sensemaking is always rooted in an individual's subjective experience before evolving into a shared understanding. The *sensemaking process* starts from a personal interpretation of the events experienced, then is reinterpreted through social interaction to form a collective meaning (Weick et al. (2020)). Thus, the personal experiences of external partners serve as an initial foundation in the construction of a shared meaning regarding digital transformation, which further strengthens their acceptance and engagement in the organizational change agenda.

The *individualized consideration dimension* reinforces the quality of *personal sensemaking* by providing a safer, more supportive, and

meaningful interpretive context for external partners. The research findings show that when individuals feel personally cared for and receive relevant support from leaders, they have a wider psychological space to reflect and interpret digital change constructively. This condition allows for the formation of a more positive interpretation of AI-based technology and transformation, that the quality of leadership relationships greatly affects the direction and depth of *the individual* sensemaking process (Maitlis and Christianson, 2024).

Furthermore, the emotional and relational dimensions have proven to play a crucial role in the *sensemaking* process amid organizational uncertainty caused by technological changes. Empathetic and responsive interactions from leaders help individuals manage the anxiety, ambiguity, and uncertainty that accompany digital transformation. Thus, *individualized consideration* not only serves as an interpersonal leadership strategy, but also as a cultural mechanism that stabilizes meaning and strengthens individual readiness to face the dynamics of AI-based organizational change. The emotional and relational dimensions play an important role in the *sensemaking* process amid organizational uncertainty.

Furthermore, *personal sensemaking* facilitated by empathetic leadership communication has been shown to influence the attitudes and behaviors of external partners towards the organization. The research findings show that when leaders actively listen, respond to, and acknowledge their partners' subjective experiences, the process of interpreting digital change evolves in a more constructive direction. In this context, change is no longer understood solely as external technological demands, but is interpreted as an opportunity for learning, capacity building, and strengthening long-term collaboration.

The experience of personal meaning contributes to strengthening organizational legitimacy and increasing individual commitment to the innovation agenda. *Sensemaking* that is rooted in individual experiences has a strong influence in shaping affective attitudes and attachments to organizational change (Stigliani and Ravasi, 2022). Thus, empathetic leadership communication plays a strategic role in

transforming external partners' personal experiences into a source of social legitimacy and ongoing support for AI-based organizational innovation.

Limitations, Practical Implications, and Future Research Opportunities

While this comprehensive analysis provides a robust theoretical synthesis of women's leadership communication during AI-based digital transformation, certain methodological parameters inherent to the study restrict its universal applicability. The empirical design is strictly confined to a qualitative, single-case study of BPW Indonesia. Consequently, the findings are deeply contextualized within an organization that is inherently predisposed to women's empowerment, advocacy, and collaborative networking.

These unique cultural characteristics may not fully represent the communication dynamics or resistance vectors present in highly corporatized, traditionally male-dominated, or structurally rigid enterprise environments. Furthermore, the qualitative orientation of this research prioritizes the depth of meaning-making and social relational dynamics over the statistical measurement of technological implementation efficacy or financial return on digital investment.

Despite these constraints, the practical implications derived from these findings are highly critical for contemporary organizational governance and human resource strategy.

Enterprises currently engaging in or planning AI-based digital transformation must radically pivot to position communication leadership as the primary engine of change, rather than treating it as an ancillary function to technology procurement. Organizations are strongly advised to cultivate "AI-first leadership" capabilities, particularly targeting mid-level and senior management, with an explicit focus on developing advanced digital communication competence. Furthermore, strategic planning departments must proactively acknowledge and address the "technology trust gap" by implementing highly individualized, empathetic communication strategies.

Fostering environments of absolute psychological safety will prove vital in reducing organizational technostress and accelerating an inclusive, sustainable integration of generative and predictive AI technologies.To further advance the scholarly understanding of leadership in the algorithmic era, future research opportunities must expand the investigative parameters to encompass a diverse array of organizational typologies, including multinational corporations, public sector institutions, and technology-native startups. Comparative studies examining leadership communication efficacies across different genders, cultural contexts, and geographic regions will provide critical boundary conditions for the theoretical models proposed within this report.

Additionally, future scholarship should prioritize the integration of blended or purely quantitative empirical designs to statistically measure the correlation between specific transformational leadership communication strategies such as the frequency of individualized consideration and measurable outcomes of digital readiness, organizational resilience, and sustained performance in the face of continuous algorithmic disruption.

4. CONCLUSION

The empirical analysis establishes that AI-based digital transformation within contemporary organizations is fundamentally a communicative and symbolic evolution, heavily mediated by the strategic communication practices of women leaders. The integration of transformational leadership frameworks with sensemaking theory reveals conclusively that organizational digital readiness cannot be achieved through mere technological dictation; rather, it requires the deliberate, meticulous construction of shared meaning.

Women leaders actively articulate this transformation through visionary narratives that strategically position organizational members as empowered agents within the AI ecosystem, coupled with intellectual stimulation that normalizes experimentation and mitigates fear. Furthermore, the deployment of individualized consideration and deeply empathetic dialogical practices serves as a critical mechanism for guiding both internal stakeholders and external partners from states

of technological ambiguity and anxiety toward collective resilience and adaptive operational capacity.

The theoretical and practical implications of this research necessitate a fundamental paradigm shift in how global digital transformation is managed and conceptualized. Theoretically, this study significantly extends leadership communication scholarship by demonstrating that sensemaking constitutes the operational core of transformational leadership during periods of acute technological disruption; executives must function as primary "sensegivers" to navigate the inherent uncertainties introduced by artificial intelligence.

Practically, the findings forcefully indicate that overcoming systemic organizational resistance and the pervasive "technology trust gap" requires leadership that unequivocally prioritizes psychological safety and personalized communication architectures. Organizations must therefore elevate their internal communication strategy from a supporting managerial function to the central, architectural pillar of their digital integration frameworks, thereby ensuring that technology serves to augment human potential rather than alienate the workforce.

To systematically advance the academic understanding of human-centric leadership in the algorithmic era, it is recommended that future research broadens its empirical focus to include cross-sectoral, comparative, and longitudinal analyses of AI implementation dynamics. Subsequent scholarly investigations should rigorously explore the long-term impacts of visionary framing and individualized communication strategies on quantitative metrics of organizational performance, technology adoption velocity, and overall employee well-being. Furthermore, expansive comparative research exploring the differential efficacies of specific communication strategies across varied cultural contexts, socio-economic environments, and rigid organizational structures will be indispensable for developing universally applicable, ethically grounded models of inclusive digital leadership.

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