

# Research Agenda on Artificial Intelligence as a Teammate: A Conceptual Framework of Collaboration Dynamics and Paradoxes

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## **Abstract:**

This conceptual paper explores the distinct roles AI can assume in augmented teams (human employees and artificial entities) and the resulting implications for organizational dynamics. By examining existing literature on human-technology collaboration, three primary AI roles are identified: assistant, collaborator, and decision-maker. Each role is associated with critical success factors in teamwork: productivity, coordination, and autonomy. A conceptual framework is developed to align these roles with collaboration factors, shedding light on their impact within augmented teams. Additionally, three paradoxes are presented: the Productivity vs. Amotivation Paradox, the Trust in Autonomy vs. Skepticism Paradox, and the Coordination vs. Disconnection Paradox, highlighting challenges that arise from integrating AI in teams. This study contributes to understanding the complexities of human-AI collaboration, offering strategies to maximize synergies while mitigating risks.

*Keywords: artificial intelligence, collaboration, augmented team*

*Track: Service Marketing & Service Innovation*