

Women's Leadership and Agency in the Generative AI Era

Interview Outline (For Interviewer Use)

About This Research

Thank you for taking part in this interview. This is part of a Sino-Finnish collaborative research project, *From Voice to Code: Women's Leadership and Agency in the Era of Generative AI*, a study that traces how women in academic leadership are navigating the profound shifts brought about by generative AI. This session will last approximately 45 to 60 minutes and will be structured around four themes. We warmly invite you to share whatever feels relevant from your own experience.

Confidentiality and Ethics

This research is conducted in full accordance with academic ethical standards. All participants will be assigned a pseudonym, and no names, institutional affiliations, or any other identifying information will appear in any published work. Everything you share will remain strictly within the research team and will not be disclosed to any third party. With your permission, we will record the session for transcription purposes only. Your participation is entirely voluntary — you are free to withdraw at any point.

Theme 1: Leadership Journey and Evolution

Goal: Build rapport and invite the participant to reflect on how her understanding of leadership has evolved over time.

- Q1.** Could you start by telling us a little about your background and your current leadership role and responsibilities?
- Q2.** How would you define leadership in your own words? If you had to capture it in a few key terms, what would they be?
- Q3.** Looking back over your career, has your thinking about leadership shifted significantly at any point? If so, when did that happen, and what brought it on?

Theme 2: Leadership Practice in the Generative AI Era

Goal: Explore the participant's sense of agency — whether she feels she is directing AI or being constrained by it — and probe how the nature of leadership itself may be shifting.

- Q4.** What would you say are the most significant changes that the rapid development of AI has brought to your institution or to your own work as a leader?

Q5. Which generative AI tools do you or your team use in your day-to-day work and institutional management? What kinds of tasks do you mainly use them for?

Q6: In using different generative AI tools, have you ever felt that your judgment was being influenced or nudged? How do you recognize and handle that?

Q7. When you think about working alongside generative AI versus working with people, what feels fundamentally different to you as a leader?

Q8. How would you assess the impact of AI on the core competencies that scholars and leaders need today?

Q9. As a leader thinking about broader AI adoption in your institution, what risks or ethical concerns weigh on you most? In practice, how do you ensure your team uses these tools responsibly?

Theme 3: AI Through a Gender Lens

Goal: Examine how generative AI is reshaping the visibility, authority, and gender dynamics that women leaders navigate.

Q10. In your experience using generative AI tools, have you ever felt that they carry some form of bias or just do not quite fit the reality of women in leadership?

Q11. On balance, do you think the rise of generative AI is opening new possibilities for gender equality, or do you see it widening the gap?

Theme 4: Agency and Future Vision

Goal: Shift from adaptation to agency — gather material for a new leadership model and explore participants' visions of the future.

Q12: Reflecting on leadership before and after the generative AI era — which qualities do you think will always matter, which might fade, and what genuinely new capabilities do you see emerging?

Q13. Looking ahead, how do you hope AI will support and enrich academic research and teaching?

Closing

Q14. What would you want to say to other women in academic leadership who are finding their footing in the age of AI?

Q15. Is there anything else you would like to add on the topic of generative AI and leadership?

Thank you again for your time and generosity in sharing your experience. Your insights are invaluable to this research. If any follow-up questions arise, we may be in touch — and please feel free to reach out to us at any time.