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Educating corporate governance on inclusion and organisational well-being: applying Flipped Inclusion in the workplace.

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Abstract: In the current economic context, corporate governance also learns and adapts through processes that are defined as embodied (Sibilio, 2014 and Berthoz, 1997), distributed (Latour, 2005), and co-evolutionary (Rivoltella, 2012). This results in a vision of corporate governance as a complex dynamic process of interaction between bodies, networks, technologies, and the environment. This redefines the way to learn and interact (Di Tore A., 2025). Given the pervasive spread of AI in companies, this contribution explores the application of the Flipped Inclusion model (Corona, De Giuseppe, 2017) in corporate governance with the aim of stimulating the creation and dissemination of cultures aimed at achieving organizational well-being. The project, which is part of the Permanent Observatory of Systemic Inclusiveness research, is aimed at companies, schools, and associations in the Campania region. The data collected shows that the sample consists mainly of women, predominantly aged between 41 and 50, with a master's degree and employed in the public tertiary sector. They declare to be moderately informed about AI, but its use is limited. The main areas of application are strategic planning and data analysis and evaluation. The lack of internal skills and resistance to change are perceived as the main obstacles. They believe that the organization they work for promotes an inclusive culture, the level of inclusion is assessed as good, and they believe that it can be further promoted..

Keywords: Artificial intelligence; corporate governance; inclusion

1. Introduction

Corporate governance is one of the areas most affected by the economic, technological and social transformations that characterise the 21st century. The emergence of complex digital ecosystems, the automation of decision-making processes and the spread of artificial intelligence are redefining not only the operating methods of organisations (Abriani, 2020), but also the epistemological and value assumptions on which strategic decisions are based.

Traditionally understood as a set of rules, structures and mechanisms aimed at ensuring the control and management of a company, corporate governance today

EDIZIONI UNIVERSITARIE ROMANE
editoria scientifica dal 1952

tends to take on a dynamic and relational configuration, in which human subjects, technologies, information networks and socio-cultural contexts interact (Fenwick, McCahery & Vermeulen, 2018). In this perspective, governance can no longer be reduced to a regulatory apparatus, but must be understood as a continuous, situated and distributed learning process.

At the same time, the issue of inclusion and organisational well-being has become increasingly central to scientific and managerial debate. Organisations are increasingly called upon to respond not only to economic performance objectives, but also to demands for equity, social sustainability and the valorisation of differences (Schneider, 2022). In this sense, inclusion is a strategic dimension of governance, capable of influencing the quality of decisions, innovation and organisational resilience.

This paper sits at the intersection of these lines of research and aims to explore how the Flipped Inclusion model can be applied to corporate governance in the age of AI, contributing to the construction of organisational cultures oriented towards well-being. The article adopts an interdisciplinary approach, integrating contributions from governanc.

2. Corporate governance as an embodied, distributed and co-evolutionary system

Understanding corporate governance in the contemporary context requires moving beyond traditional interpretations, which are mainly based on legal-regulatory models and rationalistic conceptions of decision-making. Technological, organisational and cultural transformations require a reinterpretation of governance (Rossi, 2012) as a complex, emerging and dynamic phenomenon, in which cognitive, bodily, relational and technological dimensions interact. From this perspective, it is particularly fruitful to frame governance as an embodied, distributed and co-evolutionary system.

The embodied cognition approach, which has developed in the cognitive sciences since the 1990s, challenges the idea of abstract and disembodied cognition, arguing that cognitive processes are deeply rooted in the bodily and situated experience of individuals. According to this perspective, the mind does not operate as an isolated system, but emerges from the continuous interaction between body, environment and social practices.

Applied to the organisational context, embodied cognition allows governance decisions to be interpreted not as mere rational acts, but as the outcomes of complex processes involving perceptions, emotions, bodily patterns and relational dynamics. Boards, managers and stakeholders do not make decisions in a neutral space, but rather within physical and symbolic contexts that significantly influence the way they think and act.

The idea of embodied learning (Sibilio, 2014) is particularly relevant in corporate governance, especially in relation to complex and strategic decision-making processes. Organisations learn not only through formal procedures and information systems, but also through daily practices, operational routines and informal interactions.

Embodied learning (Berthoz, 1997) implies that decision-making skills are developed through experience, error and reflection. Over time, decision-makers construct patterns of action that guide future choices, often tacitly and not fully consciously. This aspect is particularly relevant in the era of AI, where interaction with

algorithmic systems profoundly changes the way organisations learn. Embodied learning, in this context, becomes a hybrid process, in which human skills and computational capabilities are increasingly intertwined.

In parallel with the embodied approach, contemporary literature on governance emphasises the growing importance of distributed models, which go beyond traditional hierarchical and centralised structures. The complexity of competitive environments and the rapid pace of change make decision-making concentrated in the hands of a few actors increasingly ineffective.

Distributed governance (Latour, 2005) is based on the idea that decisions emerge from the interaction of a plurality of subjects, each with different skills, interests and perspectives. In this sense, governance is no longer an exclusive attribute of top management, but a collective process involving managers, workers, external stakeholders and, increasingly, technological systems.

Digital networks and collaborative platforms have accelerated this process, enabling faster circulation of information and broader participation in decision-making processes. However, the distribution of governance does not automatically imply greater inclusion: without adequate cultural and methodological mechanisms, there is a risk of reproducing new forms of exclusion and power asymmetries.

Another key element in understanding contemporary governance is the concept of the socio-technical network. According to this perspective, organisations can be understood as dynamic assemblages of human and non-human actors, in which technologies, norms, data and practices interact to produce organisational action.

AI systems, in particular, are taking on an increasingly important role as non-human actors capable of influencing decision-making processes. Performance evaluation algorithms, personnel selection systems and predictive analysis tools actively participate in the construction of governance decisions, often in an opaque and difficult to challenge manner.

This situation raises fundamental questions in terms of responsibility and control. If decisions are the result of interactions between human and algorithmic actors, it becomes necessary to rethink traditional concepts of accountability and agency, recognising the distributed nature of organisational action.

The relationship between organisations and technologies cannot be interpreted in terms of simple instrumental adoption. Technologies, and AI in particular, contribute to transforming organisational practices, professional roles and corporate cultures in a process of continuous co-evolution (Rivoltella, 2012).

Organisations introducing AI systems are called upon to redefine skills, responsibilities and evaluation criteria. This process requires significant investment in training and cultural development in order to prevent technologies from becoming factors of alienation or exclusion.

In this context, corporate governance plays a strategic role in guiding the co-evolution of technologies and organisations. Conscious governance can steer the adoption of AI towards goals of inclusion and well-being, promoting a culture of continuous learning and reflexivity.

The interpretation of corporate governance as an embodied, distributed and co-evolutionary system has important implications for the issue of inclusion and organisational well-being. Recognising the embodied dimension of decisions allows greater attention to be paid to relational dynamics (Di Tore, 2025) and the emotional factors that influence participation and sense of belonging.

EDIZIONI UNIVERSITARIE ROMANE
editoria scientifica dal 1952

At the same time, distributed governance can encourage the involvement of a plurality of voices, helping to reduce inequalities and value differences. However, this requires the adoption of methodological models capable of structuring participation in a fair and meaningful way.

In this perspective, the Flipped Inclusion model, which will be explored in depth in the following chapters, is a methodological response to the challenges posed by contemporary governance. Integrating principles of active participation, reflexivity and systemic learning (Corona & De Giuseppe, 2017), Flipped Inclusion offers concrete tools for translating theoretical complexity into organisational practices oriented towards well-being.

3. Artificial intelligence and corporate governance

Artificial intelligence is one of the main factors transforming contemporary corporate governance. Its progressive integration into corporate decision-making processes is profoundly changing not only operating methods, but also power dynamics, accountability criteria and organisational cultures (Falce et al., 2018). Understanding the relationship between AI and governance therefore requires an analysis that goes beyond the technological dimension to embrace ethical, legal, social and cultural aspects (CEPEJ, 2018).

In the early stages of digitalisation, information technologies mainly performed an operational support function, automating repetitive tasks and improving process efficiency. With the advent of AI, we are witnessing a qualitative shift: algorithmic systems no longer merely execute instructions, but actively participate in decision-making processes (Petrin, 2019).

Machine learning algorithms, predictive analytics systems and optimisation models are now used to support strategic decisions in areas such as financial planning, risk management, personnel selection and performance evaluation. This phenomenon has led some authors to talk about "algorithmic governance" (Falce & Sertoli, 2022), meaning a set of practices in which decisions emerge from the interaction between human judgement and computational calculation.

One of the main critical issues in the adoption of AI in governance concerns the opacity of algorithmic decision-making processes (Nuzzo & Olivieri, 2019). Many machine learning systems, particularly those based on deep neural networks, function as veritable "black boxes", making it difficult to understand the criteria on which certain recommendations or decisions are based.

This opacity generates information asymmetries between those who design or control the algorithms and those who are affected by them, with significant consequences in terms of power and responsibility. In organisational contexts, these asymmetries can result in a reduction in the critical capacity of decision-makers, who tend to rely on algorithmic indications, perceiving them as objective and neutral.

Another critical issue is algorithmic bias. AI systems learn from historical data that reflects pre-existing practices, values and inequalities. Consequently, if not properly designed and monitored, these systems risk reproducing and amplifying forms of discrimination related to gender, age, socio-cultural origin or other characteristics.

In the context of corporate governance, algorithmic biases can significantly affect staff selection, evaluation and promotion processes, compromising the objectives of inclusion and organisational well-being. The challenge is therefore to develop go-

vernance models capable of recognising and mitigating these risks, integrating technical and ethical skills (Mosco, 2019).

The introduction of AI into decision-making processes raises fundamental questions about the concept of responsibility (Montagnani, 2020). If a decision is the result of an interaction between human decision-makers and algorithmic systems, who can be held responsible in the event of errors or damage?

The literature on algorithmic governance highlights the need to redefine accountability mechanisms, introducing forms of shared responsibility and human oversight processes. In this sense, governance cannot completely delegate decisions to AI, but must maintain an active role in guidance, control and critical evaluation.

From an ethical perspective, the adoption of AI in corporate governance requires careful consideration of the values that guide decisions. Principles such as fairness, transparency, non-discrimination and respect for human dignity must be integrated into the design and use of algorithmic systems.

On a legal level, the debate is constantly evolving. Emerging AI regulations aim to ensure the responsible use of technologies by introducing obligations of transparency, risk assessment and the protection of fundamental rights. Organisations are called upon to adapt their governance models to this regulatory framework by developing interdisciplinary skills that integrate law, technology and management.

The adoption of AI (Nicotra, 2023) is not a culturally neutral process. Algorithmic systems can reinforce or challenge existing power structures, influencing the distribution of authority and the way decisions are legitimised.

In light of the critical issues highlighted, there is a need to develop AI governance models geared towards inclusion and organisational well-being. This implies not only the adoption of ethically designed technologies, but also the promotion of training and participatory practices that enable those involved to understand and influence algorithmic processes.

In this perspective, the Flipped Inclusion model offers a particularly relevant methodological framework. By promoting the reversal of traditional decision-making processes and the active involvement of individuals, Flipped Inclusion can help make AI a tool for empowerment rather than exclusion, strengthening the link between governance, inclusion and well-being.

4. Inclusion and organisational wellbeing

In recent years, the issue of inclusion has taken centre stage in scientific and managerial debate, emerging as a strategic dimension of organisational sustainability. Inclusion is not only an ethical value or a social objective, but also a fundamental lever for improving the quality of decisions, innovation and organisational wellbeing. In this sense, corporate governance is called upon to integrate inclusion among its founding principles, moving beyond purely formal or compensatory approaches.

Early diversity-oriented organisational policies focused primarily on managing demographic differences such as gender, age and ethnicity. Although these approaches have contributed to greater representation, they have often proved insufficient to affect the underlying dynamics of power and participation.

The transition from diversity management (Buemi, Conte & Guazzo 2015) to systemic inclusion involves a paradigm shift: it is no longer a question of adapting "different" individuals to existing structures, but of rethinking the organisation as a

EDIZIONI UNIVERSITARIE ROMANE
editoria scientifica dal 1952

whole so that it can value differences as a resource. Systemic inclusion requires interventions that involve culture, processes, leadership and governance systems.

An inclusive organisation is characterised by high levels of participation in decision-making processes. The opportunity to express one's point of view, to be heard and to influence decisions affecting daily work contributes significantly to organisational well-being.

From a governance perspective, this involves creating spaces and mechanisms that encourage dialogue and discussion between actors with different skills and experiences. Inclusive decision-making processes tend to be more complex and less linear, but they produce more robust and shared solutions.

Organisational well-being can be defined as a dynamic state resulting from the interaction between individual, relational and structural factors. It encompasses psychological, social and organisational dimensions, such as a sense of belonging, the quality of relationships, perceived fairness and opportunities for professional development.

Numerous studies show that inclusive governance practices are positively correlated with worker well-being, reducing stress, conflict and turnover. In this sense, inclusion is not a cost, but a strategic investment in the sustainability of the organisation.

Digitalisation and the adoption of AI are profoundly transforming the way we work, introducing new opportunities but also new risks of exclusion. Remote working, digital platforms and automated assessment systems can increase participation, but also accentuate inequalities if not properly governed.

Inclusive governance must therefore consider the impact of technology on organisational well-being (De Giuseppe, 2016), adopting design and usage criteria that take into account the different needs and abilities of workers.

Leadership plays a crucial role in promoting inclusion and well-being. Inclusive leaders are able to recognise and value differences, create a climate of trust and encourage participation.

From a governance perspective, this implies the need to develop leadership skills focused on listening, reflection and managing complexity. Training decision-makers is therefore a key element in implementing inclusive practices.

5. The Flipped Inclusion model

The Flipped Inclusion model (De Giuseppe, 2018) is part of systemic methodologies geared towards participation and organisational learning. Originating in the field of education and training, it proposes a reversal of traditional top-down processes, placing individuals and their experiences at the centre as a starting point for knowledge building and decision making (Cohen, 1994).

Flipped Inclusion draws inspiration from various theoretical strands, including active pedagogy, social constructivism and the systemic approach. The model is based on the idea that learning and organisational change emerge from interaction between individuals, rather than from the mere transmission of content.

The reversal proposed by Flipped Inclusion (De Giuseppe, 2017) concerns both the sequence of training processes and the distribution of decision-making power. Individuals are not passive recipients of interventions imposed from above, but co-constructors of meaning and protagonists of change.

Key principles of the model include the centrality of experience, the valorisation of differences, reflexivity and active participation. These principles translate into practices that encourage the involvement of individuals in decision-making and training processes.

Flipped Inclusion promotes open and flexible learning environments, where mistakes and conflicts are seen as opportunities for growth. In this sense, the model is particularly well suited to organisational contexts characterised by high complexity and change.

Applied to corporate governance, Flipped Inclusion allows decision-making processes to be rethought in a participatory and inclusive way. Boards and management levels can adopt practices of active listening, widespread consultation and co-design, overcoming rigidly hierarchical decision-making models.

The integration of Flipped Inclusion into governance requires a cultural change (Buemi, et al. 2015), as well as a structural one. This implies a willingness to question established roles and recognise the value of the skills distributed within the organisation.

The convergence of Flipped Inclusion and AI opens up particularly interesting scenarios. On the one hand, AI can support participatory processes by facilitating the analysis of large amounts of data and the collection of feedback. On the other hand, Flipped Inclusion provides a methodological framework to prevent AI from being used in a technocratic or exclusionary manner.

By reversing decision-making processes, the model allows individuals to be involved in defining the objectives and criteria for using AI, promoting transparency and shared responsibility.

Numerous practical experiences show how Flipped Inclusion can contribute significantly to improving organisational well-being. The active involvement of individuals strengthens their sense of belonging, increases motivation and promotes the development of transferable skills.

In conclusion, Flipped Inclusion is a model that is particularly well suited to responding to the challenges of corporate governance in the age of AI, offering concrete tools for integrating inclusion, participation and well-being in a systemic way (De Giuseppe (2016).

6. Research methodology

This study is part of the research activities of the Permanent Observatory on Systemic Inclusiveness and is an exploratory investigation aimed at understanding the relationship between corporate governance, artificial intelligence, inclusion and organisational well-being. The complexity of the phenomenon under investigation made it necessary to adopt a mixed methodological approach, capable of integrating quantitative and qualitative tools.

The research design is descriptive-exploratory, with the aim of identifying perceptions, attitudes and organisational practices relating to the use of AI and perceived levels of inclusion. This methodological choice is consistent with the emerging nature of the phenomenon and with the intention of building a knowledge base that will be useful for future longitudinal or experimental studies.

The research questions are structured as follows: 1) Is it possible to educate companies in corporate governance in order to foster a participatory environment? 2)

EDIZIONI UNIVERSITARIE ROMANE
editoria scientifica dal 1952

Is it possible to develop an organisational culture capable of creating inclusive corporate governance?

The research involved companies, schools and associations in the Campania region, reflecting the Observatory's regional focus and interest in investigating heterogeneous organisational contexts. This choice made it possible to identify differences and similarities between sectors, broadening the interpretative scope of the results.

The sample was constituted through a non-probabilistic voluntary sampling procedure. Participants were invited to take part in the survey through professional networks, institutional channels and direct contacts with the organisations involved.

The sample composition shows a prevalence of female subjects, mainly aged between 41 and 50. Most respondents have a master's degree and are employed in the public tertiary sector. Although this distribution limits the generalisability of the results, it is significant for the analysis of organisational contexts characterised by a strong relational and institutional component.

The main data collection tool was a questionnaire structured in various sections. The questions were mainly closed-ended, using multi-level Likert scales, in order to allow descriptive and comparative analyses. Some open-ended questions allowed for the collection of qualitative comments useful for contextualising the quantitative data.

Data collection was carried out online, ensuring the anonymity of participants and compliance with personal data protection regulations. Quantitative data were analysed using descriptive statistics, while open-ended responses were subjected to exploratory thematic analysis.

The integration of quantitative and qualitative data allowed for a more detailed interpretation of the results, in line with the systemic approach adopted in the study.

Like any exploratory study, this research has certain limitations. The size and composition of the sample do not allow for statistical generalisations. Furthermore, the self-reported nature of the data may be influenced by perceptual bias and social desirability. However, these limitations do not compromise the exploratory value of the research, which is intended as a starting point for further investigation and as a contribution to the scientific debate on governance, AI and inclusion.

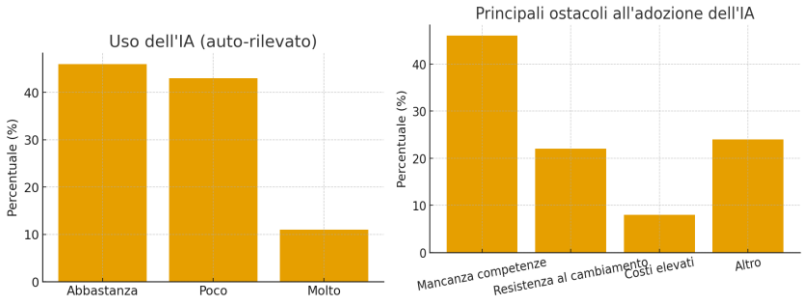
7. Data analysis and results

The analysis of the data collected provides a detailed picture of organisational perceptions and practices relating to the use of artificial intelligence and levels of inclusion and organisational well-being.

With regard to artificial intelligence, participants report being moderately informed. However, the actual use of AI within organisations is limited. The main areas of application are strategic planning and data analysis and evaluation.

This gap between perceived knowledge and actual use highlights a transition phase, in which AI is recognised as a potential resource but is not yet fully integrated into governance processes.

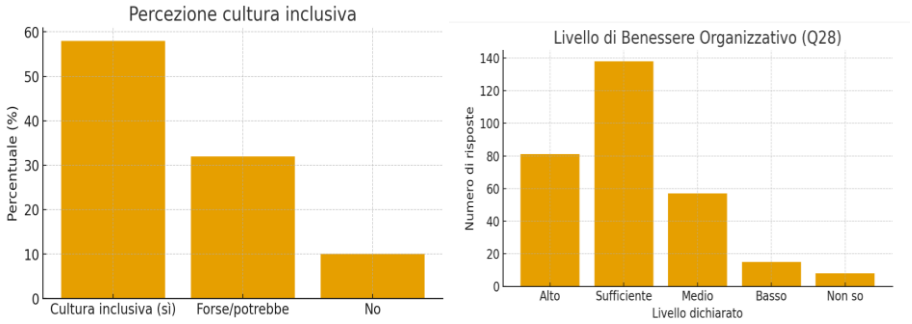
Among the main critical issues reported are the lack of internal skills and resistance to change. These factors are perceived as significant obstacles to the adoption of AI and reflect the need for investment in training and organisational development.



In addition, some participants express concerns about the transparency of decision-making processes and the risk of loss of human control, emphasising the importance of clear and shared governance models.

The majority of respondents believe that the organisation in which they work promotes an inclusive culture. The perceived level of inclusion is rated as good, with the belief that it can be further strengthened through targeted interventions. This positive perception is significant, as it suggests the existence of a context conducive to the introduction of innovative models such as Flipped Inclusion.

The data also highlight a positive relationship between the perception of inclusion and organisational well-being. Participants who rate levels of inclusion as high tend to express greater job satisfaction and a sense of belonging. This result confirms what has emerged in the literature and reinforces the idea that inclusive governance practices can be a key factor in organisational well-being.



Taken together, the results paint a picture in which AI is perceived as a strategic resource still in its infancy, while inclusion is already present but susceptible to further development. Flipped Inclusion emerges as a possible bridge between these two dimensions, offering a model capable of integrating technological innovation and attention to well-being.

8. Flipped Inclusion as a model of integration between AI and governance

The discussion of the results aims to integrate the empirical data emerging from the survey with the theoretical framework outlined in the previous chapters. In particular, the analysis focuses on three main interpretative axes: the relationship between AI and decision-making processes, the role of inclusion as a strategic dimension of

EDIZIONI UNIVERSITARIE ROMANE
editoria scientifica dal 1952

governance, and the contribution of the Flipped Inclusion model to the promotion of organisational wellbeing.

The results show that AI is perceived by participants as a potentially strategic resource, but one that is still poorly integrated into governance processes. This finding is consistent with the international literature, which describes a transition phase characterised by technological enthusiasm and, at the same time, operational and ethical uncertainties.

The limited diffusion of AI in the contexts analysed can be interpreted as a sign of caution, but also as an indicator of structural deficiencies in terms of skills and organisational culture. The risk is that AI adoption will be fragmented or delegated, entrusting complex decisions to algorithms without adequate human oversight.

In this sense, governance is called upon to perform a critical mediation function, capable of harnessing the potential of AI without sacrificing responsibility and reflectiveness. The data suggest that, where there is a participatory organisational culture, AI is perceived more as a support tool than as a substitute for human judgement.

A second axis of discussion concerns the role of inclusion in governance processes. The widespread perception of an inclusive culture within the organisations involved is of particular interest, as it confirms the hypothesis that inclusion can be an enabling factor for organisational innovation.

The results show a positive relationship between perceived inclusion and organisational well-being, reinforcing the idea that inclusive practices are not only desirable from an ethical point of view, but also functional to sustainability and the quality of decisions. In line with the literature, organisations that promote participation tend to develop greater learning and adaptation capacities.

However, the discussion also highlights some critical issues. The perception of inclusion does not always translate into structured practices of participation in strategic decision-making processes. This suggests the need for methodological models capable of transforming declared values into operational practices.

In this context, the Flipped Inclusion model emerges as a possible device for integrating technological innovation and inclusive governance. The principles of reversing decision-making processes and valuing the experiences of individuals make it possible to address some of the critical issues highlighted, in particular the risk of exclusion and opacity associated with the use of AI.

Flipped Inclusion offers a methodological framework for actively involving stakeholders in defining the objectives and criteria for using AI, promoting greater transparency and shared responsibility. In this sense, the model contributes to making AI a tool for empowerment rather than control.

From the point of view of organisational well-being, the results suggest that the integration of inclusive practices and AI technologies can have positive effects, provided that it is accompanied by adequate training and governance that is attentive to the relational and emotional dimensions of work (Sibilio & Aiello, 2015).

The discussion highlights how wellbeing cannot be considered an automatic outcome of technological innovation, but rather the result of conscious organisational choices. Governance, in this sense, plays a central role in balancing efficiency, equity and sustainability.

EDIZIONI UNIVERSITARIE ROMANE
editoria scientifica dal 1952

9. Conclusions and future prospects

This paper has explored the relationship between corporate governance, artificial intelligence, inclusion and organisational well-being, proposing a theoretical-empirical analysis of the application of the Flipped Inclusion model in organisational contexts. Starting from a conception of governance as an embodied, distributed and co-evolutionary system, the study highlighted the need to rethink decision-making models in light of the technological and social transformations currently underway.

From a theoretical point of view, the work contributes to the debate on governance in the age of AI, integrating perspectives from cognitive science, organisational studies and systemic pedagogy. Interpreting governance as an embodied and distributed process allows us to overcome reductionist views and grasp the complexity of contemporary decision-making dynamics.

The integration of the Flipped Inclusion model represents a further original contribution, offering a methodological framework capable of connecting inclusion, organisational learning and technological governance.

At the operational level, the results suggest that organisations can benefit from adopting inclusive governance models that enhance distributed skills and promote organisational well-being. In particular, Flipped Inclusion can be used as a tool to: structure participatory decision-making processes, accompany the adoption of AI in an ethical and transparent manner, develop reflective skills in decision-makers, and strengthen workers' sense of belonging and motivation.

For organisations operating in the Campania region, and in particular for small and medium-sized enterprises, these guidelines are of strategic importance, as they allow technological innovation and social sustainability to be combined.

The results also highlight the need for training policies geared towards the development of interdisciplinary skills that integrate technological, ethical and organisational knowledge. Public institutions and training systems can play a key role in promoting an inclusive and responsible AI culture. In this sense, the experience of the Permanent Observatory on Systemic Inclusiveness is an example of how research, training and the local area can engage in a virtuous dialogue.

In conclusion, corporate governance in the age of AI is called upon to undergo a profound cultural transformation. Inclusion and well-being are not secondary considerations, but constituent elements of governance models capable of addressing the complexity and uncertainty of the present. In this scenario, Flipped Inclusion appears to be a promising approach for guiding this transformation in a humane, sustainable and participatory direction.

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