

Preface

Currently, the exploration and exploitation of complexity and evolution concepts is sinking roots into many universities and research institutions, and spreading across numerous advanced nations. The new overwhelming wave manifests itself from the natural sciences and infiltrates into almost all aspects of humanity including Medicine, Technology, Economics, Social Sciences, Education, Politics, Military and National Security. The pivotal complex adaptive dynamic that drives all these systems depends critically on the intelligence of the individuals and collective intelligence of the system. In this respect, a holistic comprehension and exploitation of the complex adaptive domain by human organizations is a new advantage. However, the new endeavor requires a paradigmatic shift in mindset and thinking. The new mindset is the **intelligence mindset** and the new strategy is to **organize around intelligence**. Ultimately, the success of **intelligence management** is a critical factor for the sustainability of humankind.

Fundamentally, in the fresh context, a human organization should be perceived as a collection of interacting human minds. The human mind where intrinsic intelligence of an individual (an intense intelligence

source) emerges is an interesting example of complex adaptive system. In this respect, all human organizations are (composite) complex adaptive systems. Consequently, business corporations, educational institutions, societies, the whole of nature (Gaia), and the entire universe — is obviously steered by some level of intelligence. Intelligence, a unique form of energy, is responsible for the formation of physical structure, processing of information, structuring of knowledge, as well as exploitation of evolution phenomena. Hence, intelligence is the energy that drives the universe and it is also the entity that nature has created to unlock and comprehend itself. In this respect, intelligence is our most important resource.

A biological organism (from single cell to trillion cells) that learns, evolves and adapts to the changing environment is a localized order that has been initiated and created by intelligence that drives the autopoietic dynamic. Intelligence when manifested up to a certain level of sophistication exhibits nonlinear characteristics and supports the emergence of higher-level consciousness, and the traits of innovation and creativity. Life cannot exist and sustain itself without the presence of nonlinear intelligence. On the same basis, for a human organization to survive and compete in a swift changing and knowledge-intensive environment, it is highly significant that it must possess intelligence-associated traits such as its own orgmind, collective intelligence and consciousness, and an evolving biotic structure. Inevitably, the attributes intelligence, structure, adaptation and robustness are inseparable.

This book explains the core of the ***intelligent organization theory*** that emphasizes the cultivation of the above intelligence mindset. It focuses on intelligence management as the impetus behind mindfulness, awareness, connectivity, engagement, learning, thinking, knowledge internalization, decision-making, adaptation and sustainability (the ***intelligence paradigm***). The basic keys to optimize benefits from the new global intelligence revolution are better awareness and mindfulness that embrace the ability to utilize the

human thinking (beyond basic information processing) systems better, and the skills to quickly establish better connectivity and truthful engagement that can nurture a more supportive/mindful culture. An organization that demonstrates such a thinking and dynamic is an intelligent human organization. This new direction of thought also opens up more new opportunities by navigating into vast unexplored territories (edge of chaos) of high complexity.

Concurrently, a new mode of leadership and management must be nurtured to orchestrate the highly intelligent complex adaptive dynamic. As the interacting agents in the human world become better educated and informed the leadership approach has to be more lateral and consultative. This horizontal shift is vital and the transformation is towards optimal exploitation of intrinsic leadership so as to optimize collective leadership (intelligence-to-intelligence linkages). The entire new trend and thinking leads to the conceptualization of a more illuminated leadership, the intelligence leadership that will be discussed more extensively in this book. In particular, in a highly intelligent organization, a category of leadership that should be allocated high priority is the **latent leadership**.

Since I commenced teaching the course **Intelligent Organizations** that concentrates on organizing around intelligence and the non-linear complex adaptive dynamic of business corporations in 2003, at the Singapore Management University, about 1000 students have gone through my various classes. Besides the local students, among them are also many foreign exchange undergraduates/graduates (from ASEAN, China, India, Canada, Taiwan, Korea, Chile, Peru, the United States and many other European Union countries). The attendance and discussion have always been marvellous. This book is adopted as the textbook for the course.

During these few years, conducting those lessons has been a fascinating and deep learning process for me, especially on the new management and leadership perspective. Listening to the different

views (encompassing studying and learning, working life and national service) of my students who perceive the world with their youthful thinking systems reconfirms my belief that the whole of nature, in particular the human world is a continuously changing landscape driven by nonlinear intelligence (intelligence that not only changes with age but also from generation to generation). Inevitably, an omniscient understanding of the nonlinear complex adaptive dynamic is extremely crucial. The sustainability of humanity as the most prominent species on this planet depends critically on the continuous learning and rapid adaptation we are able to initiate collectively as a global community.

Based on their overwhelming feedbacks, it appears that the majority of my students have benefited substantially from nurturing the fresh intelligence mindset that has illuminated a new space of thinking in their mental sphere. The intelligence-centric and complex adaptive path is indeed a new critical and realistic approach that humanity must recognize, comprehend and exploit as we proceed deeper into raplexity. Intelligence management and the intelligence leadership approach is the new direction to explore and exploit. It will enable human organizations and the entire Gaia to move in better unison. Apparently, some of my students enjoy immediate benefits while others foresee future enhancement in their life and career with the new mindset. Some of their interesting comments are as follows:

“(The class introduces a) whole new paradigm to us in knowledge and management, and to some extent, the entire world.”

— Ong Ken Hoon

“(The class is) interesting and thought-provoking as it provides us with a fresh and new mindset of the current and upcoming trend in corporate management.”

— Zhao Danli

“The concepts taught by the Professor are very intriguing, offering a totally new perspective, very logical and the course should be made mandatory for everyone in this present time and context, especially for those involved in management.”

— Tan Yong Le

“I’ve learnt things which I’ve never come across in my entire life ... things like complexity theory ... chaos theory This course provided me with an understanding of how businesses can exploit the intelligence advantage and reap tremendous benefits. ...”

— Sharon Cheah Xi Hui

“This new management concept will definitely give me an advantage when I assume leadership in any organization.”

— Roger Loh Li Sheng

“It’s a privilege being one of the first few batches of students to explore into this new area of business management.”

— Kevin Lee Chin Siang

“It really teaches one to view the world around us with more detail. Really thought provoking class in the sense that it makes me a more mindful and aware person.”

— Audrey Petrina Heng Li Ling

“One of the most interesting courses I have attempted thus far.”

— Tay Yi He

In this respect, it is indeed my privilege and great enjoyment to have shared what I sincerely believe in with my fellow human beings, especially with those from the younger generations. The fact that they recognize that they have benefited from the knowledge and practices of this evolving domain leads me to produce the second edition of this book. The second edition is more encompassing in depth and holistic in connectivity of the magnificent concepts and ideas of the intelligent organization theory that are crucial to all human beings (leaders and followers, young and not so young) searching for better understanding, successes and sustainability in the intelligence era.

Finally, thank you very much for reading this highly “complex, evolving and intelligent” book!

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