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## **Editorial**

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#### **1 Note from the Editor in Chief: introduction**

When researchers from the management, economic, social, education and political domains ventures into the study of complexity theory, and in particular the analysis of complex adaptive systems and complex adaptive dynamic a total transformation in mindset, thinking and perception is necessary. A relearning and new comprehension has to emerge to truthfully recognise, accommodate and eventually exploit the new found world of high complexity.

Complexity has always been around. This characteristic is a natural component of this universe and our biosphere since the beginning. In the human world, complexity is becoming more prominent because of rapid changes and the occurrence of more unexpected events – both natural and human associated such as typhoon, earthquake, tsunami, financial crisis and terrorism. Therefore, recognising, understanding and exploiting (optimising the returns or minimising the damages) these spaces of high complexity are critically associated with the sustainability of humanity.

My endeavour into the complexity domain has been challenging and exciting. The analysis, comprehension, conceptualisation and exploitation of the new science into the human world have not been a simple journey. I think my most significant recognition is that as intelligence drives evolution and the complex adaptive dynamic, therefore complexity can be best exploited by intelligence itself (individual intelligence, collective intelligence and latent intelligence). In this respect, intense intelligence sources (human thinking systems and orgminds) become the new focal points. This observation leads to my proposal of the concepts of organising around intelligence – the complexity intelligence strategy, and the conceptualisation of the intelligent organisation theory. The niche emerges is the intelligence advantage.

Below is a summary of the thinking and strategy I would like to share with newcomers and other interested fellow researchers.

## 2 Venturing into the intelligence mindset: the general guideline

Below are the steps involved for venturing towards organising around intelligence and nurturing highly intelligent human organisations (*iCAS*) driven by highly intelligent complex adaptive dynamic (*iCAD*):

- prepare to change the current mindset (from Newtonian to intelligence mindset)
- understand appropriate concepts in chaos and complexity theory and import them into human organisations
- recognise that all human beings and human organisations are naturally complex adaptive systems (that is, order and complexity co-exist)
- recognise that evolution and the complex adaptive dynamic are driven by intelligence
- focus on individual intelligence, collective intelligence and also latent intelligence
- focus on organising around intelligence and its associated complexity-intelligence strategy
- use individual intelligence, non-linear intelligence and collective intelligence to exploit complexity (including edge of chaos)
- comprehend and exploit the different components of the complexity-intelligence strategy
- remember that the different components of the complexity-intelligence strategy are highly interdependent and have to be nurtured/implemented concurrently.

## 3 The holistic view of the complexity-intelligence strategy

The complexity-intelligence strategy associated with organising around intelligence and nurturing highly intelligent human organisations encompasses the following highly integrated components:

- structure and nurture a highly intelligence-centric biotic structure (*iCAS*)
- optimise individual intelligence, nurture high collective intelligence and exploit non-linear intelligence
- map out and nurture an integrated deliberate and emergent strategy
- exploit the natural/traditional evolution, coevolution and complex adaptive dynamic (natural selection – CAD)
- nurture and connect highly intelligent interacting agents (intelligence person model)
- nurture and exploit the integrated 3C-OK framework (beyond natural selection – *iCAD*)
- use thought technology such as dialogue and paper dialogue to nurture higher collective intelligence

- exploit the integrated the intelligence management, knowledge management and organisation learning approach
- adopt and practice the intelligence leadership and management strategy