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## **Editorial: Complexity-intelligence dynamics and the orgmind**

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The existence of intelligence and consciousness, as well as their relationship has been highly mystifying. Fundamentally, intelligence is the unique abstract entity of this universe that enforces physical stability – spontaneous ordering of atoms and molecules, and the existence of the matter world. The presence of proto-intelligence establishes the physical matter component of the universe. Basic inherent intelligence focuses inwards, establishes localised order and structure, and therefore opposes general universal expansion. The overall process is a basic complexity-intelligence dynamic. This dynamic appears to be autopoietic in varying degree (self-enhancing in some ways). In general, autopoietic agents are self-regulating and ensure self-stability. The dynamic further supports self-organisation and emergence. At a more advanced level, intelligence (in the living biological world) processes data, information and establishes sophisticated knowledge structure (as in the human world). Such abilities can only be manifested by enormous and complex neuronal networks. On this planet, intelligence exists as a spectrum with proto-intelligence at one end (atomic level – physical dimension) and global human collective intelligence at the other (encompassing physical, biological and mental dimensions).

From ‘life-associated intelligence’ consciousness emerges. In this respect, the phenomenon of consciousness is only associated with the living world. At the most fundamental level, consciousness can be perceived as ‘the ability to recognise the existence/presence of the external environment’. As evolution progresses, the consciousness of biological organisms intensify. At a certain stage, the mental function of awareness (more explicit) emerges from consciousness. Awareness is the mental ability of an organism that notices and monitors changes in the environment. Thus, awareness is externally focused and most biological beings exhibit this ability (supported by some sensory devices) in varying degree and intensity. It depends on the size of the neuronal network present as well. In higher level biological organisms that possess sophisticated sensory systems awareness is substantially enhanced. Relatively, human beings are the biological species that have a ‘well-developed’ sensory system supporting a billion neurons network with trillion neuronal connections (the human thinking system). The integration and well-coordinated function of these two systems helps to conceive and define the physical, biological and mental world/spaces of every human being with richness of detail. Similarly, many human organisations today are also becoming more aware of external environmental changes gradually. In this respect, human organisations are more biological systems rather than machines.

In our biosphere, the most intense individual intelligence sources are the human thinking systems – each is a three-layered brain supported by one or more character sets/languages. Associated with these unique intense intelligence sources is human consciousness that can activate another internally focusing mental function known as self-awareness. Self-awareness is the ability/function that enables an individual to recognise itself as a unique independent entity – the existence of ‘I’. And at the core of self-awareness is mindfulness. Mindfulness enable the human mind to observe and search it own mental state. Up to this point in time, it appears that only human minds exhibit this highly valuable characteristic (a deep mental space). All other biological species do not possess this mental capability (or definitely not to the same level as human beings). Therefore, this highly valuable function of mindfulness must be conscientiously exploited to elevate the human race and its organisations to the next level of existence. However, this very critical ability is not much utilised by most individuals, as well as human organisations.

In the intelligent organisations theory, a human organisation that is mindful of the mental states of its interacting agents is orgmindful. The practice of orgmindfulness nurtures the new mindful culture (core of the supportive culture). The connectivity, communications, engagement and relationships within the organisation is drastically transformed (a synergetic effect). Thus, the presence of orgmindfulness is a key pre-requisite for nurturing intense collective intelligence and making preparation for invisible paths. Collective intelligence is a highly vital entity that must be nurtured in all human organisations that hope to compete, sustain and survive in the current rapid non-linear changing environment. Overall, collective intelligence enables a human organisation to function as an intelligent interacting agent more holistically with respect to its composite complex adaptive system (a social community, an economy, a country, or even a cluster of nations). And collective intelligence further elevated itself through better connectivity and more truthful communication/engagement. In the process, with conscientious effort, an orgmind emerges. In this respect, an intelligent human organisation is one that possesses an intelligent biotic structure, in particular, one that is embedded with an orgmind.

Apparently, nurturing an orgmind is vital to all human organisations (business corporations, education institutions, social communities, military units, political systems, nations, and the global environment system). Its neuronal equivalence or nodes are individual human thinking systems. The boundary of the orgmind may be abstract and not well defined. Its size is situational dependent and very often not the entire orgmind is utilised. However, it is the source where a significant proportion of synergetic collective intelligence (constructive intense intelligence-intelligence linkages) emerges. The presence of intense collective intelligence is critical particularly at punctuation points (spaces of high complexity, edges of chaos). Thus, collective intelligence, self-organisation and emergence are closely interconnected, and the new niche is the intelligence advantage. Therefore, it is interesting and crucial to comprehend and nurture leadership and management that encompass the above complexity-intelligence mindset that adopts an intelligence-centric approach.

Vividly, a high collective intelligence drives a more sophisticated complexity-intelligence dynamic compared to the processes in the non-living physical matter world (complex systems versus highly intelligent complex adaptive systems), as well as in other biological species. A constructive dynamic is balanced by the individual intelligence of the interacting agents and the collective intelligence of the system, constantly preparing

for unpredictability. That is, in the human world, constructive self-organisation and emergence are highly dependent on high collective intelligence – in human organisations what appears to be order for free is dependent on the embedded collective intelligence. In this respect, in all human complex adaptive systems, complexity is also in the mind of the beholder – individuals and organisations alike. This is one of the vital basic perspectives of the intelligent organisation theory – the recognition of ‘relativistic complexity’.