| **RESEARCH ARTICLE**

Critical Appraisal of Definitions on Intelligence within the Organizational Context

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| **ABSTRACT**

This article explores the different forms of intelligence in relation to expanding organizational design and enhancing development, and how it entertains the notions of growth and success. Furthermore, it embraces how the amalgamation of the different forms of intelligence contributes to the relevancy and longevity of the organization. Thereafter, leadership is discussed as crucial for organizational success that reflects engagement of decision intelligence, business intelligence, and competitive intelligence as key pillars of strategic decision-making. These concepts are taken to enable leaders in understanding complex problems that lead to developing innovative and creative solutions. The proposition here is transformative intelligence that is taken to combine these three concepts of intelligence that potentially would revolutionize organizational leadership and consequent decision-making. Simultaneously, the five pillars of leadership, or the 5Qs (Cognitive Intelligence, Digital Emotional Intelligence, Moral Intelligence, Innovation Intelligence, and Spiritual Intelligence), also contribute to strategic decision-making, enabling organizations to achieve desired transformation. This spectrum of reviewing intelligence as a combination concept benefits organization through streamlined decision-making, customer-centricity, anticipating disruptive forces, improved innovation, and better organizational culture. This article examines the scopes and potential drawbacks of each type of intelligence and showcases how adopting a business model which utilizes and combines the aforementioned types of intelligence ultimately creates a stronger and more resilient organization.

1. Introduction

Leadership is an essential element of organizational success. The quality of decisions that leaders in a firm make is usually the difference between success and failure. Decision intelligence, business intelligence, and competitive intelligence are important pillars of strategic decision-making. They enable leaders to understand complex problems and develop innovative and effective solutions. The three concepts also facilitate transformative intelligence, which revolutionizes organizational leadership and decision-making. Additionally, the five pillars of leadership for emerging sectors, also known as the 5Qs, namely IQ (Cognitive Intelligence), eQ (Digital Emotional Intelligence), MQ (Moral Intelligence), NQ (Innovation Intelligence), and SQ (Spiritual Intelligence) equally contribute to strategic decision-making. The 5Qs complement the decision, business, and competitive intelligence, allowing an organization to attain the desired transformation. This combination contributes to several benefits for an organization, including streamlined decision-making, customer-centricity, anticipating disruptive forces, improved innovation, and better organizational culture. Moreover, this collaborative force propels adaptability, sustainable success, and effective leadership decision-making. Ultimately, a firm achieves true transformative intelligence. Despite potential weaknesses inherent in all these individual forms of intelligence and the underlying drawbacks of the different forms of intelligence, transformative intelligence

combines decision intelligence, business intelligence, competitive intelligence, and the 5Qs to propel organizations to adaptability, attainment of true change, and sustainable success in today's competitive business environment.

2. Literature Review
2.1 Decision, Business, and Competitive Intelligence
Alfaris (2023) acknowledges the complexity of living, which extends across personal and professional aspects of life to include businesses and organizations, and therefore appraises intelligence, specifically decision intelligence enhanced by artificial intelligence, given that it is estimated that human beings make over 35,000 decisions every day (Graff, 2022), to be critical. These decisions are guided by process and decision strategies that include, but are not limited to, impulsiveness, compliance, delegating, avoidance, deflection, balancing, prioritizing, and reflection. Given this immense range of decision-making drivers, Graff (2022) indicates that it becomes necessary in reality to critically review the definitions of intelligence.

2.1.1 Decision Intelligence
Decision intelligence links decisions and outcomes with data and enables organizations to base their choices on quantifiable metrics and track them over time. The approach allows entities to identify areas of improvement and make necessary adjustments to existing systems. Bornet (2022) posits that decision intelligence is an emerging discipline that facilitates the automatization, reinforcing, and correlating of data with business decisions and their corresponding outcomes. The notion improves the way businesses make decisions by integrating technologies (for example, machine learning and automation) and processes (for example, decision mapping and theories). Bornet (2022) argues that decision intelligence entails the ongoing assessment of decision results and their enhancement via feedback. Pratt (2019) posits in his book *How Decision Intelligence Connects Data, Actions, and Outcomes for a Better World* that decision intelligence transcends artificial intelligence (AI) by establishing connections between human decision-makers in numerous fields, including but not limited to economics, optimization, big data, analytics, psychology, simulation, and game theory. One of the greatest advantages of decision intelligence is enhanced decision-making, as executives can effectively identify and assess various scenarios, consider their potential outcomes, and choose the most suitable option by utilizing analytics during the decision-making process (Yeung, 2023). Moreover, decision intelligence decreases organizational risks and uncertainty, improves efficiency, and fosters collaboration. The cooperation is attained through the alignment of stakeholders and the enhancement of communication, guaranteeing that all members strive towards identical objectives. Intelligent decision-making is integral to contemporary business practice (Yeung, 2023). Thus, decision intelligence offers valuable insights into optimizing and enhancing operational processes and economic gains. Nevertheless, decision intelligence brings up the challenge of excessive reliance on intelligent systems which may lead to a diminished role for human judgment and intuition. While technology can provide valuable insights, human experience and expertise are still crucial for understanding the context and making decisions. All in all, when implemented effectively, decision intelligence can assist an organization in making informed decisions with unprecedented speed.

Decision intelligence is an umbrella term for data banks, data mining, analytical processing, and decision support systems, among others. Bornet (2022) notes that decision intelligence combines approaches such as leadership theories and technology to improve organizational decision-making. From these insights, it becomes clear that decision intelligence can take many forms depending on specific contexts. Modern firms cannot ignore this aspect because of the benefits it offers (Kumar, 2023). The primary advantage of intelligent decision-making is customer-centricity. Firms exist to offer solutions; decision intelligence helps organizations tailor their products and services to customer needs, leading to increased satisfaction. However, intelligent decision-making systems often require sophisticated technologies and tools. Implementing these systems can be complex and may involve significant upfront costs. Integration with existing systems and processes may also pose challenges. Furthermore, the effectiveness of intelligent decision-making relies heavily on the quality of the data being used. If the underlying data is inaccurate, incomplete, or outdated, it can lead to flawed decisions and inaccurate insights. These drawbacks can make it challenging to achieve true transformative intelligence and impede an organization's attempt to make the changes it seeks.

The adoption of decision intelligence has increased significantly over the past few years. According to Precedence Research (2024), the global market for decision intelligence was valued at USD 10.55 billion in 2022, and it is projected to reach approximately USD 45.15 billion by 2032, expanding at a CAGR of 15.7% from 2023 to 2032. The decision intelligence market is a thriving domain whereby advanced technologies such as AI, machine learning, and data analytics are utilized to improve decision-making in various industries. In most of the developed world, it is no longer an option but a necessity for companies to have supporting systems in place. G20 members have recognized the importance of decision intelligence in economic growth and have taken measures to strengthen supporting policies (Filgueiras, 2022). Organizations and nations with developed structures achieve greater success than their counterparts. AI is central to current efforts because of its transformative and disruptive nature (Dinh & Thai, 2018; Hopster, 2021). Technology-based companies such as Google and Facebook are front runners in this space, explaining their sustained success amidst economic turmoil and slow economic growth across the globe. Organizations in other parts of the world

can learn important lessons from this success. Adopting decision intelligence will enhance the quality of decisions, accelerating business growth.

2.1.2 Business Intelligence

Business intelligence is the analysis of internal data to optimize operational efficiency and resource allocation. Like decision intelligence, it enhances the quality of decisions organizations make and enables them to overcome challenges in the contemporary business landscape (Borissova et al., 2016; Pranjić, 2018; Stedman, 2023). As defined by Božić (2023), business intelligence comprises gathering, evaluating, and disseminating business data to assist organizations in making decisions based on empirical evidence. The author argues that business intelligence solutions generally incorporate software tools and methodologies to extract data from diverse sources, convert it into an analytical format, and present it in a user-friendly manner. Therefore, business intelligence systems can assist organizations in recognizing patterns and trends, monitoring operational efficiency, identifying opportunities for development and optimization, and tracking key performance indicators. Dashboards, reporting systems, and data visualization software are typical business intelligence tools. AlKilani and Al-Malahmeh (2023) define business intelligence as an infrastructure and collection of devices, processes, tools, and software that facilitate data analysis and supply an organization with reliable information to aid decision-making. Ristevski and Chen (2020) argue that business intelligence comprises "smart" technological services and programs that facilitate the transformation of data generated by an organization's routine operations into actionable insights that aid in making informed decisions. Islam (2018) posits that business intelligence and analytics constitute a critical facet of industry, encompassing data conversion into knowledge, insight, decisions, and ideally profitable actions by applying particular processes, tools, technologies, rules, and methodologies. Olszak (2022) contends that although this concept is widely studied, the components that determine the innovative development of organizations based on business intelligence are narrowly explored. They propose a framework consisting of digital support for top management, infrastructure and tools, knowledge support, and organizational culture. This combination of elements has practical implications for organizations across the globe. Olszak's (2022) study demonstrates that firms that actualize the above framework enjoy benefits such as a stronger competitive edge, a broader range of products and services, improved operational efficiency as well as a better return on investment. The above review shows that business intelligence transforms and reshapes organizations from within. This concept allows a company to turn raw data into actionable insights and empower decision-makers to navigate the complexities of the business landscape with informed precision. However, just like decision intelligence, business intelligence heavily relies on the quality of data (AlKilani and Al-Malahmeh, 2023). Thus, inaccurate or incomplete data can lead to incorrect conclusions and decisions. All in all, business intelligence is integral to the overall transformative intelligence of an organization and enables firms to make decisions based on best available data.

2.1.3 Competitive Intelligence

Competitive intelligence entails gathering, analyzing, and utilizing data collected from the competition, consumers, and market factors that comprise an organization's competitive advantage. Liao et al. (2022) assert that the competitive intelligence system is critical to strategic decision-making. Aggregating data and information from a broad and strategic perspective enables an organization to anticipate competitor actions, forthcoming industry developments, and potential reactions to more extensive environmental fluctuations (Liao et al., 2022). Consequently, numerous organizations proactively enhance their competitive intelligence systems to fortify their capacity to aid in strategic decision-making. Therefore, "gathering" is a crucial component of the definition of competitive intelligence, which is a combination of defining, gathering, and analyzing intelligence regarding an organization's products, competitors, suppliers, regulators, partners, and customers. According to Tahmasebifard (2018), competitive intelligence is the lawful and ethical data collection and analysis of rival organizations and their markets. The purpose of this intelligence is to assist an organization in making more informed decisions and achieving its objectives. Calof & Sewdass (2020) complement the above definitions by stating that the competitive environment is critical to business survival. As such, companies must understand what rivals are doing to ensure they remain in operation. This need arises from the fact that organizations in the past relied on traditional methods of evaluating the competitive landscape. However, these strategies were not adequately developed, and decision-makers often depended on intuition or previous experience (Hoffman & Freyn, 2019). Modern competitive intelligence is data-driven and enables managers to base their actions on verifiable data. The notion goes beyond mere conventional notions of 'understanding the enemy' to uncovering competitors' plans, their target market, and customers (Štefániková & Masárová, 2014). Overall, technology has enhanced corporation's capacity to gather business intelligence, which subsequently contributes to their competitive intelligence, allowing them to develop internal strategies to compete in their areas of operation.

Essentially, competitive intelligence comprises data about the current and prospective actions of rivals, suppliers, clients, technologies, governmental bodies, the market, and the overall business milieu. The concept also analyses technological trends and their impact on organizational survival. Abrupt changes in either of these elements can change the competitive landscape, making it essential for firms to stay updated. According to Stenberg and Vu-Thi (2017), competitive intelligence encompasses the lawful gathering of data about rival firms and the broader corporate landscape. The insights from this data are subsequently

implemented to bolster an organization's competitive edge. The importance of competitive intelligence cannot be overemphasized. Real-world examples demonstrate what can happen to firms that do not understand their rivals. According to a report by Crayonin (2019), corporate intelligence teams devoted over 15% of their time to problem resolution. In addition, 88% of intelligence teams conducted their analyses using competitive intelligence platforms and indicators (Suthar, 2024). According to a separate report, 90% of Fortune 500 companies utilize corporate intelligence to obtain a competitive advantage (Suthar, 2024). Similarly, Forbes' (2024) findings show that 73% of businesses allocate 20% of their budget to this type of analysis, which aids in the competitiveness of businesses in the real world. Therefore, competitive intelligence demonstrates its significant value to enterprises. The notion enables businesses to continuously learn from and adapt to their competitors' errors. In addition, it facilitates the anticipation of potential competitor maneuvers. For instance, if a competitor's product encounters failure in a particular nation, other firms can exercise heightened caution when contemplating comparable factors. In addition, it provides alerts regarding many system vulnerabilities that manifest during the process. Ultimately, an organization also gains insights into its clientele's interests, aversions, and preferences. Nokia's case illustrates how a top company can become obsolete because of ignoring the competition. In the 90s and early 2000s, Nokia controlled the global mobile phone market (Brand Minds, 2018). Its devices were known for their durability and affordability, attracting new customers, and retaining existing ones. The emergence of the smartphone led to a paradigm shift in the industry (Cecere et al., 2015; Giachetti & Marchi, 2017). Companies such as Apple Inc. and Samsung saw an opportunity and began developing user-friendly yet innovative phones. Nokia was confident of maintaining its position as the market leader, and the leadership did not analyze what other players were doing. By 2013, Nokia had lost more than 90% of its market value, forcing an acquisition by Microsoft (Brand Minds, 2018). Competitive intelligence would have enabled the mobile phone giant to identify opportunities and threats, securing its future.

In summary, the above definitions show that competitive intelligence is vital in allowing firms to gain and maintain a competitive edge; nevertheless, this aspect of decision-making raises key issues, such as ethical concerns and interpretation challenges. Some competitive intelligence practices may raise ethical concerns, especially if they involve gathering information through questionable means, such as industrial espionage or the misuse of confidential information. For example, listed companies rely on information to make business decisions; however, some leaders engage in insider trading to gain unlawful advantages. Besides, interpreting competitive data accurately requires a deep understanding of the industry, market dynamics, and the competitive landscape. Misinterpretation of information can lead to flawed strategies. Competitive intelligence is vital to an organization's decision-making process; however, it requires a corporation to act ethically and have competent personnel to accurately interpret data.

2.2 The 5Qs

An essential component of strategic decision-making involves the five pillars of leadership for emerging sectors, also known as the 5Qs. According to Pillay (2019), the 5Qs comprise various types of intelligence: IQ (Cognitive Intelligence), eQ (Digital Emotional Intelligence), MQ (Moral Intelligence), NQ (Innovation Intelligence), and SQ (Spiritual Intelligence). In addition to the business forms of intelligence outlined above, leaders must acquire these essential skills and knowledge to navigate a swiftly evolving world effectively. These aptitudes are crucial not only for gaining a strategic edge for their enterprises, but also for creating a plentiful, fair, and inclusive future everyone desires. Besides, these capacities collectively contribute to an organization's competitive intelligence and complement the three primary pillars of decision-making: decision intelligence, business intelligence, and competitive intelligence.

2.2.1 IQ (Cognitive/ Intellectual Intelligence) and eQ (Digital Emotional Intelligence)

Intellectual intelligence (IQ) entails the capacity of a leader to resolve logical and strategic issues and challenges. According to Mishra and Vashist (2014), IQ mainly comprises cognitive abilities, such as the aptitude for logical reasoning, analysis, prioritization, and analysis. Most organizations place significant emphasis on mental IQ by selecting personnel based on their cognitive capabilities and considering that those possessing greater mental intelligence exhibit superior managerial capabilities. The rationale for such choices is that a leader with high cognitive intelligence possesses the ability to analyze complex situations, make informed decisions, and strategize effectively, thereby driving innovation and adaptation within the organization. Such leaders can navigate uncertainties and guide their teams through transformative processes with a keen understanding of the business landscape. Leaders must possess high IQ to enable them to be more effective in gaining team members' cooperation and support (Mishra & Vashist, 2014). Thus, IQ is crucial to organizational leadership as it determines their capability to carry out their designated duties and obligations. However, it is essential to acknowledge the potential weaknesses of relying solely on cognitive intelligence. An overemphasis on cognitive abilities may result in a lack of emphasis on empathy and interpersonal skills, hindering the organization's overall capacity to navigate change successfully. Striking a balance between cognitive intelligence and emotional intelligence is crucial for holistic leadership and sustained organizational transformation.

2.2.2 eQ (Digital Emotional Intelligence)

Digital Emotional Intelligence (eQ) is a conceptual structure that leverages instantaneous data from intelligent, interconnected products, devices, and surroundings to establish more profound and astute emotional bonds with clientele. The notion integrates

technological advancements with psychological insights to facilitate brand engagements that transcend physical and digital boundaries, resulting in experiences that are more personalized, intimate, and immersive. Expanding upon the preexisting conceptualization of emotional intelligence (EQ), eQ may be delineated as the capacity to digitally perceive emotions (both our own and others), and subsequently, employ this affective data to inform cognition, conduct, and choices (see Figure 9). A leader's eQ is vital in enhancing an organization's transformative intelligence. By effectively navigating the digital landscape with emotional intelligence, leaders can foster a collaborative and innovative culture, driving successful organizational transformations. Thus, eQ enables leaders and their respective brands to comprehend the interpersonal dynamics in the connected space by creating empathy through data intelligence. However, it is crucial to acknowledge the weaknesses of eQ within an organization. Challenges may arise in interpreting emotional cues accurately through digital channels, potentially leading to misunderstandings or miscommunications. Additionally, the reliance on digital platforms may limit the depth of personal connections. These weaknesses ultimately impact an organization's transformative intelligence and the capacity to make meaningful change. Therefore, despite the transformative power of eQ, it is crucial for leaders to balance virtual interactions and face-to-face engagement to ensure a comprehensive approach to emotional intelligence in the digital era to achieve true organizational transformation.

Table 1: eQ Competencies.

Perceive	Identifying touch points using listening tools to generate and access data.
Understand	Understanding what the data indicates.
Use	Evaluating data and knowing how to turn it into insight.
Manage	Knowing how data can drive physical and digital consumer behavior.
Connect	Applying it to one-to-one, ongoing consumer–brand relationships.

Source: (Powel, 2017)

2.2.3 MQ (Moral Intelligence)

Moral intelligence (MQ) is the capacity to discern and apply ethical principles, values, and virtues in decision-making. It guides one's actions with a heightened awareness of the impact on oneself and others. Although ethical intelligence (EI) is perceived as the capacity to assess the correct course of action by applying one's "standards and values" to socio-moral dilemmas, MQ is guided by one's standards and values. In short, a thin line exists between MQ and EI. Primarily, EI is predicated on utilizing one's comprehension of emotions (both of oneself and others) to inform decision-making (Athota et al., 2009). Ideally, a leader's moral intelligence is vital in enhancing an organization's transformative intelligence by fostering a culture of ethical decision-making and responsible behavior. Leaders with high MQ possess the ability to navigate complex ethical dilemmas, inspire trust, and build strong relationships with stakeholders. This aspect contributes to a positive work environment, where employees feel valued and motivated, ultimately fueling innovation and collaboration. However, MQ can be a disadvantage to an organization if a leader prioritizes morality over strategic decision-making. This weakness can hinder the organization's competitiveness. Thus, MQ is pertinent solely to particular circumstances, such as moral dilemmas; nevertheless, it is crucial that an organization strike a balance between moral principles and strategic goals, as an excessive focus on morality may impede necessary changes or adaptive measures in a dynamic business landscape.

2.2.4 NQ (Innovation Intelligence)

Innovation intelligence (NQ) comprises an assortment of specialized offerings that allow organizations to discern the most promising enterprises and technologies. The notion also acts as a guide to how to integrate diverse innovations to propel a business forward. Significant services in innovation intelligence include trend intelligence, startup intelligence, innovation intelligence, and technology intelligence (StartUs, 2024). Innovation intelligence empowers organizations to achieve transformative intelligence by fostering a culture of continuous improvement and adaptability. By leveraging NQ, businesses can stay ahead in competitive environments and identify emerging trends, technological advancements, and market opportunities. This proactive approach enables organizations to make informed strategic decisions, optimize processes, and enhance their competitive edge. Thus, the information furnishes organizations with a process or decision support system for implementing their strategy for innovation. However, NQ presents the risk of information overload and the challenge of effectively integrating new technologies into existing frameworks. Additionally, a lack of proper implementation strategies or resistance to change within the organizational culture can hinder the successful adoption of innovative practices. Thus, an organization must balance the benefits with a thoughtful consideration of these weaknesses to maximize the impact of NQ on an organization's internal transformation.

2.2.5 SQ (Spiritual Intelligence)

Spiritual intelligence (SQ) is an elevated kind of intelligence that triggers abilities such as heightened comprehension, empathy, and creativity. The notion arises from a profound comprehension of its objectives and purpose, enhancing skills and productivity. Further, it may be described as a "transpersonal intelligence that surpasses human limitations, an irrational aspect that links humans to nature and a higher power" (Moleka, 2021). The author highlights the significance of spirituality in shaping human personality

characteristics and motives (Moleka, 2021). Spiritual intelligence is considered the highest form of intelligence, enabling individuals to make sound judgments about circumstances and respond appropriately. The notion enables individuals to examine circumstances to determine how to modify them rather than only responding to them. Further, the concept allows individuals, especially leaders, to attain mastery over circumstances rather than merely endure them. A leader's SQ can significantly enhance an organization's transformative intelligence by fostering a deeper understanding of purpose, values, and interconnectedness. Leaders with high SQ often exhibit a heightened sense of empathy, ethical decision-making, and a capacity to inspire and align their teams toward a shared vision. This holistic approach to leadership can contribute to a positive organizational culture, and increased employee engagement and resilience in the face of change. However, it is important to balance SQ with practical and strategic considerations. An overemphasis on SQ could lead to idealistic decision-making that may not align with the pragmatic needs of the organization. Thus, finding a meeting point between SQ and other leadership competencies is essential for maximizing its benefits within an organizational context.

3. Findings and Approach

3.1 Synopsis of Pillay's 5Qs and Contribution to Transformative Intelligence

A complex and constructive interplay exists between Pillay's 5Qs and the major crucial business intelligence discussed. IQ, which mainly relates to cognitive ability, plays a crucial role in enhancing decision intelligence through supporting logical and strategic problem-solving. On the other hand, eQ matches the critical emotional facets essential in customer-centric business intelligence. Meanwhile, MQ, which highlights advanced principles and beliefs, naturally combines with ethical intelligence. This synergy influences ethical decisions in competitive intelligence activities. Lastly, SQ enhances a healthy corporate culture by aligning with the ideologies that support ethical and imaginative decision-making. The existing mutually beneficial link enhances corporations' overall structure by incorporating cognitive, emotional, moral, inventive, and spiritual facets in decision-making, business operations, and competitive analysis.

The combined and mutually beneficial interaction of the 5Qs with decision intelligence, business intelligence, and competitive intelligence leads to transformative intelligence within a company. This combination promotes a comprehensive approach to leadership and decision-making beyond conventional limits. Further, the convergence is not purely a technological advancement; rather, it is a strategic imperative that reshapes how firms approach data and decision-making processes. Therefore, transformative intelligence utilizes cognitive, emotional, moral, inventive, and spiritual aspects to enhance decision-making, promote customer-centric tactics, uphold ethical standards, encourage innovation, and cultivate a healthy company culture. Consequently, firms that employ transformative intelligence become flexible, durable, and strategically placed for long-term success in the constantly changing business environment. The extensive analytics architecture drives enterprises towards operational excellence and facilitates ongoing innovation, good societal influence, and long-lasting success through streamlined decision-making, customer centricity, anticipating disruptive forces, driving innovation and enhancing corporate culture.

3.2 Analysis of Integrating the 5Qs to Transformative Intelligence
3.2.1 Streamlined Decision-Making

The primary benefit of incorporating the 5Qs with decision intelligence within organizations is the resultant quality of decision-making that drives corporate success. These facets enable business leaders to analyze internal and external business environment data and use their skills to make informed decisions. The intelligence associated with the 5Qs, therefore, eliminates the need for managers to rely on intuition or preconceived notions of the business environment (Asadov, 2023). Importantly, it allows decision-makers to evaluate the effectiveness of their decisions and identify improvement areas. As such, managers are proactive and not reactive; they use data to anticipate challenges instead of reacting to them after they happen. However, although integrating various forms of intelligence such as IQ, eQ, MQ, NQ, and SQ can contribute to a more holistic approach to decision-making in an organization, integrating multiple intelligence factors can lead to increased complexity and potentially overwhelm decision-makers. Balancing and interpreting diverse inputs from different intelligence dimensions may be challenging, especially if the interplay between these intelligences is not well-understood or if there is a lack of clear frameworks for synthesizing the information. This scenario implies that organizations need to carefully design frameworks, processes, and communication strategies to mitigate these weaknesses and ensure a balanced and effective integration of intelligence dimensions in decision-making.

3.2.2 Customer Centricity

With transformative intelligence, leaders can leverage internal data to understand customer needs and pain points. Markedly, leaders can utilize external data to track competitor strategies and apply advanced analytics to predict customer behavior and customize offerings. This information enables them to develop personalized consumer experiences, securing their loyalty (Shinde & Sunjita, 2018). Consumers today encounter items and services that suit their needs, encouraging them to purchase from certain firms. This development entails a practical example of transformative intelligence in action and why upcoming businesses should adopt it. Nonetheless, regardless of the power of these forms of intelligence to an organization's transformative ability and customer-centricity, combining multiple intelligence metrics can lead to complex frameworks and methodologies. Managing and

interpreting data from different sources may require sophisticated systems and processes, making it challenging to implement seamlessly across an organization. Thus, a firm should undertake regular reviews and adjustments to the integration process to help mitigate these weaknesses and ensure a more successful and customer-centric approach.

3.2.3 Anticipating Disruptive Forces

Integrating various forms of intelligence such as IQ, eQ, MQ, NQ, and SQ can provide a holistic view of an organization and its ability to anticipate disruptive forces. Nokia's example underscores the importance of anticipating disruptive forces in the business environment. Although industry leaders can dominate for years, failure to acknowledge upsets that can occur due to technology or shifts in consumer preferences is fatal. Regular data reviews enable them to expect challenges from multiple directions and take corrective action (Perifanis & Kitsios, 2023). Therefore, transformative intelligence challenges managers not to remain in their comfort zones, allowing an organization to transform positively. However, overemphasizing internal metrics might result in a misalignment with customer expectations, as the organization may prioritize its own intelligence measures over delivering value to customers. Therefore, it is important to balance the 5Qs and internal metrics with a continued focus on understanding and meeting customer expectations.

3.2.4 Driving Innovation

Merging the 5Qs with transformative intelligence fuels innovation. The development enables organizations to develop new products, services, and business models. Samsung produces some of the most innovative products in the electronics market. The corporation utilizes the features of transformative intelligence by researching customer demands and shifts in the market (Yoo & Kim, 2015). The company has a team of designers from various backgrounds to ensure that products align with market needs. Thus, transformative intelligence plays a crucial role in enhancing innovation in organizations. Nonetheless, while integrating various forms of intelligence such as IQ, eQ, MQ, NQ, and SQ can contribute to driving innovation, focusing too much on one or a few specific intelligences may lead to a narrow perspective on innovation. For example, if an organization places excessive emphasis on IQ and NQ (Innovation Intelligence), it might neglect the importance of eQ or MQ, which are crucial for understanding and addressing the human and ethical aspects of innovation. This oversight might negatively impact transformative intelligence and weaken the internal innovation process. Thus, an organization should carefully integrate the 5Qs with other aspects of transformative intelligence to achieve true transformation.

3.2.5 Organizational Culture

Integrating multiple forms of intelligence, such as IQ, eQ, MQ, NQ, and SQ, can contribute positively to organizational culture. Organizational culture is often ignored in discussions regarding transformational intelligence. However, it influences the receptiveness to change and determines the success of transformative initiatives (Bagga et al., 2022). An organization's shared values and behaviors impact how transformative intelligence is embraced and implemented (Kıvanç Bozkuş, 2023). Aligning transformative intelligence with the existing organizational culture is essential for adaptive leadership, continuous learning, and a commitment to organizational transformation. As such, firms that utilize various forms of intelligence develop a supportive culture and become well-positioned to achieve their transformation agenda. However, different cultures may have varying perspectives on what constitutes high levels of IQ, eQ, MQ, NQ, and SQ. Integrating these intelligences without considering cultural diversity can lead to misunderstandings and conflicts within the organization. This potential drawback implies that organizations should strive for a balanced and inclusive approach to realize the benefits of combining the 5Qs with transformative intelligence and achieve true internal transformation.

4. Conclusion

The various types of intelligence and the 5Qs drive organizations towards flexibility, allowing them to achieve genuine change and enduring success within today's competitive business environment. Quality decisions guarantee organizational success in today's business landscape. Decision intelligence, business intelligence, and competitive intelligence are critical components of the contemporary decision-making process. These components utilize data in making business choices, enhancing company outcomes. Although each type of intelligence has a unique scope and potential drawback as shown in this analysis, combining them leads to synergistic forces that accelerate organizational growth and facilitate survival. Additionally, the 5Qs contribute to strategic decision-making. Fusing the 5Qs with the three major forms of intelligence leads to transformative intelligence, a concept that enables businesses to achieve streamlined decision-making, become customer-centric, anticipate disruptive forces, drive innovation, and develop a positive organizational culture. Overall, as technology evolves and the business landscape becomes more competitive, firms that embrace transformative intelligence are more inclined to remain relevant. Adopting these concepts opens the next frontier for competition and organizational operations.

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