

# “Business Adaptive Intelligence: The Next Frontier in Organizational Sustainability”

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## Abstract

Many previous scholars have proposed that biological and cultural influences are primary in shaping the perception of intelligence. The term "intelligence" is often used to describe a person's level of mental acumen. Adaptability is a concept that has to be recognised and guarded by organisations that are tailored to the various people that make up the ecosystem. By doing so, the workforce has the flexibility to adopt strategies that promote greater efficiency and effectiveness, ultimately leading to improved performance. Developing adaptable intelligence requires training the mind to think creatively and function in an inclusive, harmonious team environment. An organisation may better respond to its dynamic environment if its members take the time to "look, listen, and learn." Transformative organisational transformation requires not only the acceptance of innovative ways but also the adaptation to those approaches and the development of specific skill sets. The knowledge and skills gained via hands-on experience may then be used in novel settings, giving the learner both the freedom to build their environment and the experience to respond effectively to changing conditions. An engaged workforce that can reliably produce extraordinary and collaborative performance for the benefit of the company is made possible by adaptive intelligence at the micro level and within a business context. By putting an emphasis on employees' mindsets, businesses may assemble top-tier groups capable of meeting the ever-evolving challenges of the market. Adaptive intelligence is characterised by the use of abilities that are transferable, flexible, and useful in everyday situations. The health and longevity of an organisation benefit from a combination of intellectual prowess and emotional maturity. Adaptive intelligence includes the foundations of critical thinking, the ability to work in teams to synthesise large concepts, and the ability to be creative. Using this phenomena to your advantage may light the way to success for any business. The goal of this piece is to expand upon the groundbreaking research done by people like Robert Sternberg by looking at adaptive intelligence as it applies to business ecosystems.

Keywords : Sustainability, Social Intelligence, Organizational Systems, Emotional Intelligence, and Adaptive Intelligence

## INTRODUCTION

The modern corporate environment is fraught with difficulty on both an individual and a group basis. It is possible to maintain a healthy and productive business by focusing on recruitment, development of training to improve skills, "requirements" for certain employees to work remotely, retention, and employee engagement programmes. Ubiquitous learning, or the cultivation of individual and shared knowledge, is rapidly gaining recognition as a critical component in building and maintaining an agile organisational structure. One of the most important skills for a leader to have is the capacity to learn quickly and acquire flexible, situation-specific expertise. There are several internal and external pressures on a business. The capacity to adapt quickly and effectively has been shown to be a crucial factor in bringing about lasting, positive change. Turnover, declining revenue, and inefficient marketing are all factors that might put a company in jeopardy. Leadership's vision and objective, together with the capacity to generate and drive flexible and adaptive talents, are essential to the long-term success of any undertaking. McKinsey & Co. used the term "adaptability muscle" to describe the value of being able to recover quickly from setbacks in an essay published in August of 2021. Similarly, adaptation relies on "memory" in that a firm grasp of what led us to a given point is necessary to chart a course for future scenario assessments, transformational planning, and methodical actions toward success.

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The capacity to adapt is critical on two fronts: the personal and the ecological. Having the flexibility to adjust to different work settings is a great source of motivation and concentration. It doesn't take much exploration to realise that companies can successfully expand into non-domestic markets. But the power to alter external conditions has far-reaching, beneficial consequences on a company's long-term viability. Many companies in the sports consumer goods industry today have repositioned their brands with new offers in adjacent industries, such as golf and tennis, after successfully penetrating their original target market, say, workout clothes. A company that has done this and found success is Under Armor. In addition, firms who are able to discover or build new surroundings have a better shot at survival and expansion in such markets, thanks to the availability of customers for their novel goods and services. Recent developments include the "juggernaut" Amazon selling its own private label items (such as Blink) via traditional distribution channels.

Additionally, we pick new markets to enter as part of our efforts to expand our revenue. For instance, owing to the nature of the goods we sell, we do not target customers in Europe. Is it possible to implement alterations to the look and feel of the product that would pique customer interest in Germany and Spain? The development of work communities, their maintenance, and the promotion of change may all be significantly aided by technological advancements. Work teams may become more productive, effective, and agile as a result of the subtleties of the upgraded condition of the back-office tools, regardless of whether the firm decides to introduce more information technology or adopts new ways to information systems management. It's undeniable that the success of a corporation depends on the intelligence with which its methods are applied and carried out. You might say that social intelligence, IQ, and emotional intelligence all meet in adaptive intelligence. An approach that Goleman and Boyatzis (2008) call "social circuitry" may help people alter their behaviour. Intelligence advancement is in its infancy with regards to adapting strategies, establishing social interactions, and establishing clear limits. Leaders who are "socially smarter" are those who can successfully adjust to new circumstances and pressures, and it is they who are entrusted with boosting the productivity of both their subordinates and the company as a whole.

Communication skills are frequently cited as another set of essential leadership abilities. Taking a fresh look, listening carefully, and then learning from the experience are the three pillars of this revised strategy. Sincerity dictates that carrying out these steps in the specified sequence is essential for achieving the best possible results. Collectively, "trying to comprehend before you are known" is a tenet that fits nicely with adaptive intelligence. To this purpose, "the leader is gifted to safeguard and nurture people who seem to be in distress - educate, train, and empower," as Fioravante (2021) puts it, leadership has a responsibility to the company. The key is for leaders to see what their teams have in them and invest in helping those people grow their interpersonal and technical abilities to peak performance. The "intellectual capacity" of workers is a foundational component of their aptitude and potential to reach new heights of productivity and contribution. Thus, the definitions provided by the American Association on Intellectual and Development Disabilities (AAIDD) enrich this conversation. A word is proposed by Sternberg (2019). "Pragmatic intelligence," which he claims is strongly related to adaptive intelligence (p.11). To paraphrase the American Academy of Intellectual and Developmental Disabilities (AAIDD), "intellectual functioning" is the ability to study, reason, solve problems, and so on. Consistent, adaptable actions are the sum of mental, interpersonal, and bodily practises acquired through time. Integration into the commercial world calls for widespread intelligence throughout a company.

Over the course of human history, cultures have shown adaptability to new circumstances. This also holds true in a professional setting. Since organisations are made up of people, each of whom has their own set of beliefs, experiences, and viewpoints, it's crucial for them to be able to adapt as a group. There can be no long-term success for the organisation unless all members work in tandem to maximise the total of their contributions. Resilience and its connection to IQ is another crucial factor. The ability to emotionally adjust to new situations is a key skill in today's fast-paced world. One's attitude, psychological capacities, and awareness of the need of change in order to better the situation are all crucial contributors to one's receptivity and openness to change.

### LITERATURE REVIEW

Perhaps it goes without saying, but Charles Spearman (1904) had a major impact on the field of intelligence research. His approach is grounded on the idea of "function" in comprehending aspects of intelligence and the pervasiveness of intelligence across all jobs performed by [business] people. As used here, "function" refers to the ways in which people

learn to work together to produce coherent thoughts, construct convincing arguments, and implement concrete plans.

According to Spearman (1927), intelligence is a functional notion that refers to a set of interrelated cognitive abilities such as sensing, perceiving, associating, remembering, imagining, discriminating, judging, and finally, reasoning. In turn, they affect the aggregate's decisions, actions, and consequences. Numerous studies and hypotheses have been developed about the connections between intelligence, biological flexibility, social psychology, neurological processes, and cultural milieu. In-depth analyses of the relevance of adaptable intelligence to each field of study have been offered. All this background work has also given us a chance to consider how its many components contribute to the phenomenon of adaptive intelligence within a commercial context.

For instance, Sternberg (2019) claims that "intelligence is important exclusively to individual adaptation" (p.9) when discussing how one responds to one's own unique surroundings. The importance of the brain in adaptable intelligence is also emphasised by others. There are cognitive biases that have been formed through time, and the brain has the processing ability to seek patterns and construct "shortcuts" in order to evaluate the context of a given circumstance. These so-called "shortcuts" allow us to swiftly apply previously acquired lessons to a new or existing circumstance, allowing us to better prepare ourselves and our organisation for what lies ahead.

Sternberg (2019) went even farther, speculating that people's brains actively build and choose surroundings that facilitate bias alignment and need modification to assure comprehension in a variety of contexts (including, but not limited to, personal and professional ones).

Lin and Zhou (2016) examined the relationship between adaptability and happiness. The research highlighted the significance of flexibility in maintaining a healthy work-life balance for one's own physical and mental well-being. Adaptive intelligence may help bring people together, improve communication, and foster a more collaborative environment for innovation. In this context, self-awareness plays a pivotal role in enabling a person, and more crucially, the larger organisation, to embrace the potential of adaptation in pursuit of a better conclusion. Humans have a remarkable capacity for self-reflection, which helps them learn the context of current events, as well as adapt and grow through time to meet future difficulties and take advantage of new openings.

Humans, as history has demonstrated, have the unique capacity to shape the contexts in which they operate and to evaluate the optimal conditions to pursue their goals. As businesses, we have the ability to sway others' opinions in our favour by presenting them with compelling arguments for why they should do business with us. The cleverness of this provision is on display in the firm's ability to articulate a strategy that balances customer wants and requirements with those of the business (the marketer). In continuation of this line of thought, Sternberg (2019) argued that "skills is that they include adaptation to the environment" and went on to define adaptive intelligence as "intelligence that is employed in order to serve the objective of biological adaptation" (p.2).

Like I said before, Sternberg (2012) defines intelligence as "one's capacity to learn..." (p.19). By gaining practical experience, one may better adjust to new circumstances and take control of their immediate surroundings. Therefore, it follows that both people and the company as a whole need proficiency in critical thinking, cultural sensitivity, and execution in order to propel outstanding results.

According to Haier (2016), cultural influences on intelligence may show up in a variety of forms and should be taken into account in any study of these relationships. Particularly important is the need for thorough consultation with all relevant parties before to, during, and after any major changes in the organization's lifecycle. The transition of the organisation as a whole into an ecosystem of innovation and adaptation need specific attention from leaders, who must be aware of how they must change their own flexibility. Leaders foster "psychological safety" among their teams by influencing them to share a common goal. When people in an organisation understand why they need to change, have confidence in the direction the change will go, and are willing to make the necessary adjustments, the company is more likely to promote a culture of adaptive intelligence that leads to favourable performance results. Scalability and adaptability are critical to any successful endeavour. When it comes to developing an adaptable workplace, the most successful businesses are

those who understand the value of fostering "learning communities," which are founded on employee participation and common objectives. As a corollary, members of the organisation need access to mentorship programmes, hands-on training, and regular feedback in order to develop their adaptive intelligence.

It was argued by Sternberg (2003) that human intelligence is a triad of creative ability, analytical acuity, and practical know-how. Wisdom-based abilities are also included in a later edition. One's "cultural background," one's ability to draw on one's knowledge and the lessons one has learned from the past to shape one's vision of the future, and one's command of basic business skills are all factors that contribute to an individual's intelligence in this framework. Given this context, it is clear that

- 1) originality in developing plans and tactics has to be at the heart of the most essential business-related abilities.
- 2) the ability to analyse and evaluate information critically in order to choose those ideas that will provide the most advantage
- 3) the wisdom-based abilities that will materialise in assisting to realise the intended goal of the ideas in an ethical way;
- 4) the essential practical skills necessary to influence and instrument the pool of ideas towards value creations.

All of these enumerated abilities and traits are connected to the concept of adaptable intelligence. To elaborate, employees may make a difference by contributing to the company's success by integrating the three triarchic abilities into an initiative-driven mindset. It's important to keep in mind that there might be unintended consequences if the implementation isn't handled properly, if scenario assessments aren't performed, and if effective and efficient communication isn't prioritised among the key stakeholders.

Collaboration initiatives, particularly those aimed at reforming an organisation to achieve greater performance levels, might benefit greatly from a dose of positive [social] psychology. Because the old, one concept of intelligence no longer applied to cutting-edge ways of thinking in corporate settings, Gardner (1983) shifted to a more nuanced, multifaceted approach.

"Learning agility" is a feature that Hoff and Burke (2017) see as crucial for leaders (and all employees). Adaptive intelligence, as used here, is shown by leaders who grasp this concept early in the process. The discovered micro-level intelligences, such as linguistic, naturalist, interpersonal, and intrapersonal, may all be related to adaptive intelligence, despite the fact that this new(er) approach has its drawbacks, such as missing empirical confirmation and application to business today.

Another classic idea distinguishes between two kind of mental acuity. Fluid intelligence and crystallised intelligence were proposed by Cantell (1987). The cognitive ability to evaluate, invoke logic-based reasoning, and solve issues via pattern detection and application of logic is indicative of a fluid-type mind. In its place, we've been using reasoning, pattern-spotting, and abstract problem-solving to address contemporary issues. Those who are able to switch departments within a company, such as those who go from engineering to sales, must be able to apply the pragmatic and flexible thinking they have honed in one field to the other. But what we call "crystallised intellect" refers to the wisdom that comes from years of experience and formal and informal learning (i.e., academic-based). Crystallized information is gained and improved based on adaptation to life's experiences and exposure to the environment, hence this intelligence reference is closely related to adaptive intelligence. Consider a company that first manufactured a product for, say, the automobile business but now wants to sell the same product [in modified form] to the healthcare goods market. The business would be able to securely provide similar goods to the new target market - Healthcare - thanks to the lessons it has learnt in manufacturing the product for its automotive clients (tolerances, price, testing, etc.). Success will be achieved by an awareness of and adherence to relevant customer and industry standards, as well as sound production practises. Consider Gardner's notion of multiple intelligences, which is similar but distinct. He argued that intellect may come in more than one shape, suggesting it is not a monolithic concept. There is a taxonomy of sorts here, with each factor playing a part in things like organisational structures, interpersonal dynamics, personal contributions to success, risk management, issue resolution, and the exchange of information.

Researchers have dedicated a lot of time and energy to finding and proposing new intelligence models that account for the impact of psychological factors on IQ. The 5-domain Aspect Model of Positive Psychology developed by Ryff (1989) is of particular interest and practical relevance to this study.

- 1) Acceptance of Oneself
- 2) The ability to form healthy relationships with others
- 3), Independence
- 4) Command of the Natural World
- 5), Meaning and Develop oneself.

When looking at the numerous terminologies proposed, there seems to be a linear connection with the phenomenon of adaptable intelligence. Self-acceptance first involves the many facets of one's experiences and social psychology that serve as a foundation for making choices and a reflection of oneself. Maintaining good connections with those within and outside the company is crucial. When people work together, they are more likely to come up with creative solutions to problems and achieve favourable results in a commercial context. The writers of an essay published by McKinsey & Co. in 2021 said that two of the most important factors in an organization's success were its capacity to adapt and maintain positive connections with its stakeholders. Therefore, the ability to adjust to new social situations throughout time is a sign of adaptive intelligence. Members of a business team, whether handpicked or drawn at random, need to be able to see things from many angles and overcome their own inherent prejudices. All members of a team will adjust to changing circumstances in some way, whether it's a little tweak or a major one. The authors (Stürmer, Snyder, Kropp, & Siem 2006) As a result, the company may evaluate the impact on its operational systems, finances, and even customers, and make the necessary adjustments to return to business as usual.

Independence and conformity to receptive intelligence come next. This is something that Ryff (1989) highlights in the ability to handle ambiguous circumstances such that they fit inside one's own set of psychosocial needs and principles. This means that each employee brings their own set of expectations, priorities, and worldview to the company. Learning from and educating others in an ecosystem may be evaluated and adjusted with the use of adaptive intelligence (AI). Affect [experiences], behaviour, and cognition are all important parts of social psychology. Artificial intelligence can easily create all of these. Consider the case of a potential customer who provides a business possibility. The company's actions will need to change if they want to win the new income streams. The company's standard practise is to provide quotes to clients in the form of a straightforward pricing model. In order to stand out and demonstrate their degree of creativity, however, modern merchants must provide customers with a variety of choices.

According to the authors of Principles of Social Psychology (2015), people are obligated to modify their conduct in order to accommodate changing social contexts and cultural mores. The success of a person and their organisation hinges on their ability to "look, listen, and learn." These are shown by the fact that the vendor and the buyer must develop a more intimate and nuanced connection than in a typical buy-sell scenario. Though both are necessary for a healthy firm, the long-term development and success will be fueled by the sustainable competitive advantages that come from differentiating from the competition. This is where adaptive intelligence comes into play.

## **METHOD OF STUDY**

The phenomena of intelligence is framed by a collection of competing ideas. The concept of "psychometrics" is emphasised throughout the paper. "The skill of imposing measurement and number onto actions of the mind" is what intelligence means in this framework (Galton, 1879, p.149). Intelligence may also be seen as a "process roadmap" that is unique to each individual because of their exposure to diversity, accumulation of specialised knowledge, and development of personal biases.

Fifteen people were asked to fill out a survey consisting of 10 questions. Each respondent was given a summary of the survey and, more crucially, a definition of adaptable intelligence that was based on the text of this article's abstract. The researcher made this decision in an effort to disseminate knowledge and ensure that all participants had a common vocabulary with which to approach the study. In addition, interviews were conducted following data collection to ensure objectivity in the study. Both during and after the in-depth interviews and data analysis, the researcher uncovered recurring patterns.

## RESEARCH RESULTS

The findings of the 10-question poll were encouraging, and the data they gave will be useful in both interpreting the results and planning for future studies. Appendix A shows that the respondents' overwhelming positive reaction to the phrase "adaptive intelligence." Since this is a commercial context, it is assumed that folks are familiar with the word and can define it both in isolation and in context. What stands out most from the data is that every single respondent agrees that corporate culture has to include some degree of adaptation in order to survive. Many people who were interviewed face-to-face mentioned the importance of employees being flexible in order to support the company's overall business plan. Similarly, everyone who filled out the poll agreed with the concept of "emotional flexibility" [note: this term was not defined]. In contrast, this concept was extensively explored throughout the interviews. One response was that "the capacity to think and behave flexibly in response to change is crucial." Another person said, "there should be a warning of 'intelligent and intellectual' - they are not the same."

There was one very critical question about setting up scenes in the survey. Businesses that discover or develop novel surroundings have a greater chance of success, according to 93% of respondents. The idea of "new settings" was examined in further depth during the follow-up interviews to investigate potential themes. In general, participants agreed that companies model their internal "environments" after the larger society in which they operate. Several others have mentioned the importance of inertia and momentum in any transformation strategy. Since organisations that operate with purpose and speed have often led their industrial sectors in terms of growth and longevity, these two factors would appear to provide support to business model sustainability. Responses to the question, "Do you support, 'intellectual ability' of workers as a building block of a firm's success?" showed an unexpected finding. with a negative answer from 27% of respondents. During the subsequent interviews, this topic was probed even deeper. During our discussions, we unpacked the meaning of 'intellectual capability' in detail. An employee said, "Employees are the lifeblood of our organization's success," while another said, "We must guarantee our team members are well-equipped to thrive - as this makes us all successful." There seems to be a common thread here about how important it is for workers to feel like they are making a difference, but although "intellectual capability" was a topic of discussion in the interviews, it did not emerge as a common thread among the leaders. Similarly, "Do you feel that people have the capacity to build a process roadmap for success?" was presented as a closing aligned question. A mere 73% of those polled answered in the affirmative. One respondent stressed the need of openness on an interpersonal level, while another emphasised its significance at the corporate level. Organizations need to focus more on the reality that people are unique and on the need of learning how each person's social psychology and adaptability to changing business conditions influence and effect organisational results.

## CONCLUSIONS

Studies of intelligence go back quite a ways. The term has been defined, re-defined, analysed, and even condemned for being overused. "Intelligence, therefore, is one of the most significant attributes that have permitted humans...to prosper in their settings," said Sternberg (2021). (p.65). People make choices to optimise outcomes as a strategy to successfully and efficiently cope with dynamic corporate environments. There is no such thing as intrinsic intelligence; rather, adaptive intelligence is developed as a person matures and their life experiences inform their decision making. True, adaptive intelligence requires not just the ability to identify issues but also to devise creative solutions. Our shared goal is to make the world a better place by finding answers to the challenges that have been brought to our attention. However, an essential initial step and component of adaptive intelligence is the capacity to perceive that a given scenario is broken or sub-optimal. In a professional situation, adaptation occurs on two levels: the personal one, and the environmental one, or the culture of the company. A company or group has a guiding philosophy that determines its overall direction and strategy, and everyone in it must adhere to this philosophy. With the help of adaptive intelligence, this idea can be put into practise and its results may be monitored to assure success. Effective and meaningful results may be expected whenever tacit knowledge is activated in a timely, flexible, and decisive manner. Knowledge acquisition vs. knowledge storage is a phenomenon that has been documented at both the individual and organisational levels. Knowing when, how, and where bias is useful or has an influence in a given context is a difficulty when it comes to regulating the activation of stored information.

It is important to consider the connection between adaptive intelligence and thinking as you assimilate the two. Studies have proven that our minds do not operate in a linear fashion. Multidimensional and multilayer ways of thinking better reflect the way people really think. Wisdom, experience, expertise, creativity, analysis, criticism, and practicality are all terms that are taken into account often. Simultaneously, the linguistic, naturalist, interpersonal, and intrapersonal intelligences discovered in earlier studies may be pertinent to characteristics of adaptive intelligence. The most common way to demonstrate competence in a business context is via the presentation of leadership and business performance results. Nowadays, it's all the rage to base goals and achievements on quantifiable metrics. Measuring an organisation is essential, and when coupled with adaptive intelligence, the results are fruitful.

It will require considerable thought and consideration of the organization's goals to incorporate these insights into day-to-day operations. There have to be regular evaluations of where an organisation is in relation to the rest of the sustainability spectrum. Alterations in the company's operating environment need course modifications midway through an endeavour. Micro-level scenario analysis, tactical decision making, and rapid adaptation to confront the day's many microcosms are all made possible by the capabilities provided by Adaptive Intelligence. At the macro level, AI can help senior leadership get inputs from a wide range of thought leaders both within and outside the firm, creating a more cohesive body of work from which a strategic plan may be constructed. As said before, results should be linked to metrics that demonstrate a "moving of the needle" impact in terms of operational excellence, customer happiness, stakeholder value generation, market presence, and employee experience across all levels. A decisive edge may be gained via the use of adaptive intelligence.

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