

INTEGRATING FIVE TYPES OF INTELLIGENCE TO ACHIEVE ORGANIZATIONAL EXCELLENCE

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Abstract:

Decision Support Systems have existed for decades, and today firms are turning to such promising technologies as big data, machine learning, and artificial intelligence to help guide strategy development and improve organizational performance. While technology is a powerful enabler, it is not a panacea; the reality is that technology alone is insufficient for informed, wise decision-making and problem-solving. Human intelligence must also be effectively brought to bear. In line with this assertion, this paper introduces the A2E Integrated Intelligence Model, which blends technology and humanity to support strategic decision-making. The A2E model builds upon the Data-Information-Knowledge-Wisdom (DIKW) hierarchy and knowledge management concepts including tacit and explicit knowledge as its theoretical foundation to integrate five different types of intelligence into a unified and coherent framework: Artificial Intelligence (AI), Business Intelligence (BI), Competitive Intelligence (CI), Decision Intelligence (DI), and Emotional Intelligence (EI). While these five concepts represent five different approaches and perspectives, and are studied and practiced within five different disciplines, they are inherently related and complementary. Integrating them into a cohesive framework provides a simple, yet powerful, mental model to help organizational strategists and business executives conceptualize an effective approach to problem-solving. In addition to describing each of the five intelligence types incorporated in the A2E model, this article uses the U.S.-based consumer electronics retail giant Best Buy as a case study to illustrate the relevance and efficacy of this model in a real-world business scenario. The survival and prosperity of Best Buy in a challenging retail environment demonstrate the benefits of applying all five types of intelligence to overcome weaknesses and threats, leverage strengths and opportunities, and ultimately achieve optimal organizational performance.

Keywords: DIKW Hierarchy, Artificial Intelligence, Business Intelligence, Competitive Intelligence, Decision Intelligence, Emotional Intelligence.