

The Determinants of Contextual Intelligence Factors Across Supply Chain Linkage for Optimizing Value in Decision Making and Outcomes

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Abstract: *The logical intelligence and innovative framework that aids in the examination of relevant components that influence the performance of business organization processes. A huge shift in management viewpoint is required due to the extraordinarily dynamic conditions in which leaders must work. Failure to address developing settings has been a source of concern for the leadership in recent years, and it is likely to continue to be so in the future. Contextual intelligence and intuition diagnostic capability are required for effective management, allowing a leader to grasp change, develop objectives, and align plans and activities accordingly. The leader must be a quick learner, capable of testing reality, willing to adapt his perspective as circumstances change, and capable of responding calmly in a crisis. Contextual Intelligence is an important tool in decision-making and change management because it is practical and usable in the actual world.*

Keywords: Contextual intelligence, Business organization, awareness, analyze, process change

1. Introduction

Logical intelligence is the ability to apply information and data to real-world situations and can be defined as: the ability to manipulate business actions and operational events in a way that make it possible to create educated decisions and make a successful move in shifted, changing, and uncertain circumstances (Ngcobo & Tikly, 2010 & Khanna, 2014). A context is the basis on which an event takes place. Contexts occur in a variety of shapes and sizes, and they comprise any scenario that surrounds an event. Context allows for higher situational awareness, which leads to better decisions, more engaging activities, and new sources of consumer esteem. Individuals that can switch logical intelligence and construct reasonable perceptive ventures and natural processes will be rewarded with future commercial value (Mokhber, Khairuzzaman & Vakilbashi, 2015).

Leadership is the essential element in a company organization that ensures everything works flawlessly; without leadership, all other business assets are insufficient. Turned-on company leaders are aware of their employees' concerns and are up to date on new developments in leadership theory and practice in order to create more successful workplaces. Solid executives may help an organization increase profitability and achieve its goals, whereas ineffective leadership can stifle efficiency and jeopardize the company's long-term viability (Turnbull,

2011). Leadership isn't a one-size-fits-all solution to all issues; rather, there are a number of components that must be present for an organization's leadership to be considered satisfactory.

A leader may access many distinct sorts of intelligence, each with its own significance and usefulness, However, Sternberg (as referenced by Kutz, M.R., & Bamford-Wade, A., 2013) stated in the 1980s that contextual intelligence is important ability to employ intellect realistically, especially when historical and social contexts are taken into account. Individuals with strong contextual intelligence can quickly adapt to their environment, switch to various settings, and are willing to shift their settings as needed. It is also the ability to function well in both informal and formal educational settings, to adapt to and mould one's circumstances, and to be street smart.

R. Kutz, M., (2008) is a modern-day pioneer in this field, and his work makes sense and also contextualizes many of the issues we encounter. He defined contextual intelligence is the capability that identify and analyze changing situations, characteristics intrinsic in an action or context quickly and easily, resulting in conscious modification of actions to exert appropriate impact in that environment.

Additionally, Matt Kutz et al., (2011) mentioned healthcare is a dynamic and testing workplace with elevated levels of vagueness and unpredictability. Leadership practices and models are required that present another framework for leadership practices in this kind of climate. Relevant intelligence (CI) has been recommended as a valuable and suitable answer for driving in fierce conditions. This examination investigated the recurrence of CI practices of female medical services supervisors from 13 distinct emergency clinics. Be that as it may, certain practices, fundamentally those from Insight, were drilled with much lower recurrence. Along these lines, leadership improvement programming should consider including CI practices to upgrade in general CI for leaders and directors in tempestuous conditions.

According to Guzmán, Muschard, Gerolamo, Kohl & Rozenfeld, (2020), in order to effectively progress a development culture in an organization, leadership is required. As a result, executives anticipate playing a critical role in the shift to Industry 4.0. With relation to Industry 4.0, the purpose of this article is to introduce critical leadership traits and aptitudes. It was based primarily on an examination of the literature on leadership and Industry 4.0. These abilities should be seriously considered by organizations as qualifications for leaders in the transition to Industry 4.0.

Marishane & Mampane, (2019) identified one of the most significant issues confronting school administrators in how to strike a balance between duty and advancement. This research is based on the present pressure between managerial-ism and leadership hypothesis winning in a variety of situations and locations. Researcher identified the difficulties that exist between school leadership and executives, as well as how this manifests itself in both theory and practice. Thus, possibility of lowering the pressure using relevant intelligence, and then plots viable techniques to close the gap between the two and resolve the situation.

2. Contextually intelligent leadership skill set as a Tool for Effective Leadership

A leader who is contextual sensitive must also be diverse, capable of diagnosing context, acting as a change agent, and capable of making efficient use of influence. A leader who is contextually savvy must be deliberate, critical thinker, and consensus builder. To be contextually intelligent, a leader must possess all of the leadership talents and

other intelligences. According to R. Kutz, M., (2008), the outcome of combining all leadership talents is more unlike the total of another individual aspects. R. Kutz, M., (2008) It should be mentioned that intelligence is relative, and hence the assessment of environmental stimuli may vary based on the individual's level of both external and interior awareness, knowing what to do is just as crucial as knowing how to accomplish it.

R. Kutz, M., (2008) went on to investigate the idea of expertise and a person's capacity to extract many experiential learning through a single encounter. A individual who is contextually aware can learn a variety of skills through a single incident, but A person with less contextual intelligence might need to go through numerous events before acquiring the same lesson. Individuals who can challenge previous notions, dispute, and learn and gain experience more quickly are said to have contextual intelligence. This newly acquired information may be used to any circumstance or new setting.

Likewise, Brouwers, S. and van de Vijver, F., (2015) asserted as all intellectual processes take place within a social perspective, context must be considered when judging intelligence. They advised including context to include this element first before beginning an intelligence study, and so assessing all of the accessible talents that individual possesses to tackle everyday situations. All suggested development factors include learning languages, studying the circumstances, cultivating context - specific layouts, knowing the formally and informally frameworks, making comparisons inside the context, adhering to opinions, classifying all available methods of impact, and and have a broader view.

3. Recognizing Context: Today's Leader Requirements for context awareness

Before digging into any traits, qualities, or skills, is therefore essential to comprehend and take the opportunity to understand, the all-inclusive context. It is frequently referred to as a setting in which some incidents happen. Thus, every environment the background is distinct among a number of viewpoints, and this distinct set of characteristics is referred as the contextual ethos. Kutz, M.R., & Bamford-Wade, A., (2013) describe context being as type of interaction and interconnections between and among actors (e.g., persons, views, values, views, cultures, and many others), political alliances, organizations, religious alignment, cultural context, and private context. These environments shape how leaders lead, organizations learn, and stakeholders see and position themselves in the world. As a result, it might be claimed that in order for a leader to communicate and engage within context, the leader has to be aware of the impact context does to the firm, employees, and people.

Personality traits such as insight, collaboration, extrovert, dependability, and emotionality, according to scholars, Brouwers, S. and van de Vijver, F., (2015), are essential for a leader. Similarly, it was stated that conceptual appraisal and assessment must include both generic leadership characteristics and contextual traits, abilities, and/or abilities for a given situation. Conventional intelligence, such as challenge capability, cognitive ability, and logical intellectual ability, as well as competitiveness or targeted accomplishment objectives, doesn't guarantee leadership performance, instead, personality attributes like assertiveness, compassion, and creativity are better indicators of excellent leadership. While various individuals have varied beliefs on what constitutes leadership, It is obvious that a great leader must possess intellectual insight as well as various components and variables that form context

or contextual ethos. As a result, intelligence and various notions of intelligence are being examined in diagnostic contexts as a leadership capacity.

4. Contextual intelligence key ingredients in supply chain process

Contextual Intelligence is a distinctive approach of combining new technology, such as machine learning and explainable AI, with human intelligence to assist businesses in developing more meaningful connections. Achieving a “human level” of intelligence and delivering it in a form that humans want to interact with necessitates a highly exact combination of elements. Beck, (2019), mentioned, elements themselves are crucial, but it is the frequency, proportions, and strategy with which they are employed that produces the best outcomes.

- **Explainable AI** - By presenting the user the evidence and reasoning behind each suggestion, explainable AI guarantees that choices feel right and aids adoption. Explainable AI also gives managers the visibility they need to set up the speed and provides clear guidance on what's working and what isn't. The goal is to develop a purposeful feedback loop that becomes progressively better over time.
- **Machine Learning** - Machine learning is a subfield of artificial intelligence that allows computers to learn and improve based on their experiences without the need for extra programming. Instead of creating 1000 individual rules to establish brand messaging strategy, use business logic to codify 50 guiding "best practices" and machine learning algorithms to determine the optimal message sequence, timing, and channel.
- **Optimization** - Managers can remain nimble by optimizing components of their commercial campaigns to perform more efficiently, spend fewer resources, or achieve better outcomes. It also assists managers in avoiding information overload by prioritizing only those proposals that are relevant within the restrictions they are dealing with and, as a result, are more likely to engage leaders.
- **Business Rationale** - Business rules govern how data is transformed, set go-to-market strategies, and enable management to observe top performers' behaviour. In principle, could map out and codify the "professional approach" to every aspect of the commercial process, but the time and overhead required make it nearly impossible. However, when combined with machine learning, the effect is significant.

5. Contextual factors

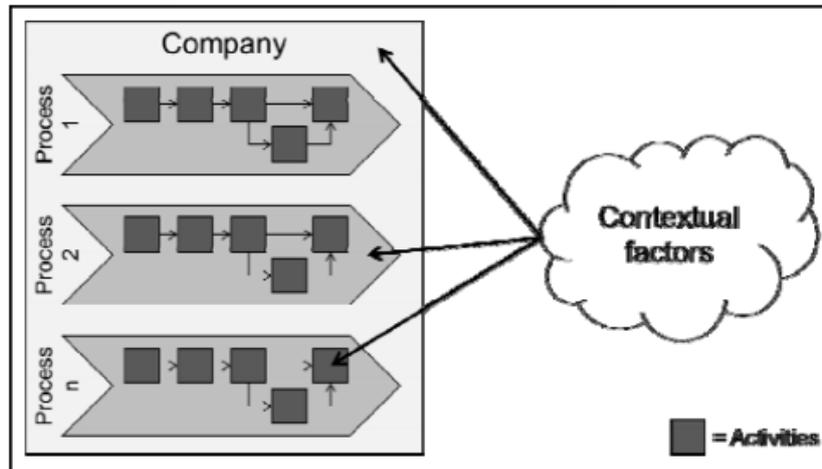
The context in which a business process is placed is the combination of all specific and express conditions that influence the scenario of a business organization procedure. To summarize, context is any verifiable and unequivocal evidence regarding conditions or circumstances that influence an element Kronsbein, Meiser & Leyer, (2014). A contextual factor is a characteristic of such a condition or circumstance.

Levels of contextual factors

Several studies focus on how contextual factors affects business processes within organizations, thus can be distinguished by their emphasis on various corporate features, namely the complete procedures, and its activities. From the standpoint of business organization processes, it is very well possible to say that an organization is made up of

multiple processes, and each process is made up of various activities. Figure 1 depicts the relationships discovered in the literature between contextual factors and several business aspects. Typically, a commendable business process is picked, and the effects of contextual factors on this process are described.

Figure 1: Contextual Factors Influencing Entities



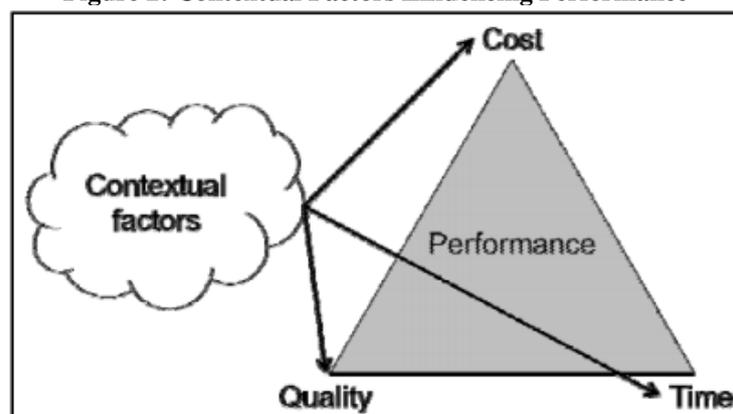
Source: (Kronsbein, Meiser & Leyer, 2014).

6. Performance of business processes impacted by contextual factors

The main goal of studying the context is to identify the causes for business process variations and minimize the explanations for poor process performance or to encourage the reasons that improve business process performance. Because there are several Key Performance Indicators (KPIs), Figure 2 depicts three major groups of KPIs.

The discussion and conclusions section should answer your research questions and explain what your results mean. In other words, the majority of the discussion and conclusions section should be an interpretation of your results.

Figure 2: Contextual Factors Influencing Performance



Source: Kronsbein, Meiser & Leyer, (2014).

Quality is the primary categorisation of performance indicators. These indicators assess the conformity of things or administrations with specifics by examining aspects such as the number of flaws or the effort required to avoid unacceptable quality (Suša Vugec, Ivančić & Milanović

Glavan, 2019). The following class is identified by time. Process length or time-to-market are common KPIs used to demonstrate a company's manufacturing success. KPIs that survey a company's costs fall under the third category. This should be achieved by looking at the cost type (for example, bookkeeping beds or consumed costs) as well as the various sources of expenses (for example, material costs, work costs).

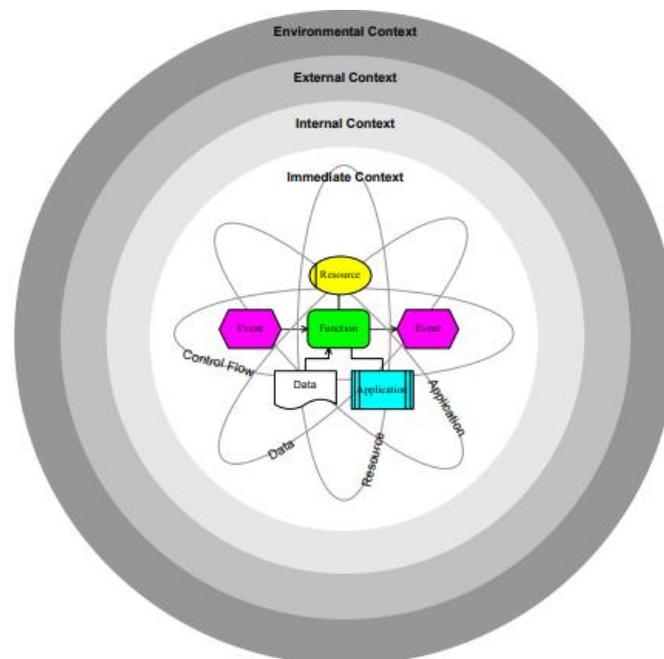
7. Framework for context-awareness in business processes

Figure 3 depicts a reference framework that can be used to identify, document, comprehend, and integrate relevant context with business process models. There are four distinct types of contexts based on their proximity to the 'core' business process. In the following, researchers would then look at these distinct types, beginning with the immediate context that, as previously stated, is closest to the heart of business process models, namely, capturing the progression of tasks.

Immediate Context

The immediate context of a business process contains those components that go beyond the developments that generate the control stream and covers components that are now generally considered in business process showcasing strategies. These elements are frequently critical to the design and execution of a business process (e.g., what information is required? Where will the information originate from? Who has authority over the following action?). According to existing definitions, the immediate context includes (input, output) information, organizational constructs (e.g., organizational unit, gathering, position, individual), and IT and related assets (e.g., application framework, worker, data set, strategic assets).

Figure 3: Context-Awareness framework



Source: Rosemann, Recker, Flender, & Ansell, (2006).

Internal Context

The internal context has a less direct relationship with the business process and includes information about an organization's internal environment that affects the process. This

includes, for example, the corporate procedure and related process goals. A shift from a quality-focused approach to a cost-cutting technique, for example, will have ramifications for a wide range of business activities (Rosemann, Recker, Flender, & Ansell, 2006). Approaches are another important internal context variable because they are the primary constraint on business process planning exercises. An express understanding of the impact of a strategy on a process provides not only controlling data to a business organization process improvement conversation but may also be crucial data for an anticipated change of a (unprofitable) arrangement. Further models for internal context elements include an organization's primary partners and their risk recognitions, correspondence and strategic frameworks (e.g., local distribution of factories), and monetary and other assets (legitimate specialists, R&D). The last one might operate as a crucial empowering or restricting influence in one's ability to change.

External Context

The external context captures elements that are outside of an organization's ability to control circle but reside inside the business network in which it operates. Despite the fact that this context isn't directly related to the organization's day-to-day business responsibilities, it has a significant impact on how the organization develops and executes its business processes. External context elements can be distinct from frameworks, such as the Five Forces model, and may include external partners and their procedures, requests, assets, and failures (Roblek, Meško & Krapež, 2016). Furthermore, it incorporates aspects specific to the business (for example, general interest for an industry's administrations, mechanical developments) and guidelines. For instance, industry-specific practices (e.g., flexibly chain the board rehearses). As a rule, external context will frequently request consistency of internal business processes, resulting in a slew of restrictions that must be considered and consistently observed in order to achieve conformance goals in addition, or in place of, performance targets.

Environmental context

The environmental context, as the farthest layer, exists beyond the business network in which the organization is located, although it may have an impact on the business processes. It takes into account elements such as climate (For instance, greater phone volume during hurricane season), time (For example, various firm working models on Sundays or around the holidays), and labor force related issues (For example, in the case of a general specialist shortage or strike). Numerous connections may occur between the layers and the context components contained inside them. More internal context components may interfere or attenuate contextual impacts from an outside layer. Context components may also have an impact on other context components on the same tier (Berglund, 2007).

8. Conclusion

In practice, organizational transformation and contextual intelligence are linked. Leaders must manage change in such a way that employees can adapt. Managers must be versatile and inventive in their ways to coping with the odd events that they meet on a regular basis. We live in a time of changing world. Today's reality has been proven false, and no one knows what the truth will be tomorrow. The world's rising complexity requires much too much of us. How can we prepare as people and organizations for an uncertain future? Contextually intelligent people may prepare for this future by immediately understanding the contextual ethos and thinking and behaving appropriately when the context changes. Allowing firms and individuals to take control of their own future is what change management includes. It necessitates the capacity to spot patterns during chaos, along with adaptability while attempting to alter results. Contextual intelligence change leaders are similar to surfers, always have the reasoning to react to new

waves and surf on to them successfully. Contextual intelligence makes it possible change agents to tailor their approach to accommodate their followers' circumstances and requirements.

It is the result of one's own hard work. In unstructured situations, it is frequently increasingly challenging to make more informed decisions than it is to get the right answer. Contextual intelligence leaders are skilled at desired pattern or a route map. describing a group's dilemma. They see the conflict between the many values at work in a situation and how to bridge the gap between what is desired and what is possible. Contextual intelligence has the potential to promote team cohesion and, as a result, reduce the chance of team failure as well as resistance to change. Change managers with contextual intelligence think and adapt quickly as the conditions and events around their context change. Inability to accurately recognize the context obstructs a smooth transition during times of change and robs vital flexibility. Being able to successfully determine what is influencing your setting, on the other hand, is favorable. Many practicing managers would agree that the problem arises from managers' growing inability to develop and enforce their roles in complex, dynamic, and demanding environments. Failure to confront and adapt working conditions in the face of impending change may worsen the issue.

This research introduced contextual intelligence and a novel framework for obtaining a diagram of contextual elements that influence the performance of business organization procedures. Each organization should be encouraged to assess its business processes in order to differentiate between contextual influences from within and outside the organization. Organizations will be able to work their procedures more successfully as a result. To further this area of applied study, we investigated information flow aggregation and provided a framework that aids in acquiring a better understanding of various types of context and their impact on business processes. We established the framework's materiality.

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