

Complexity and intuition: What is at stake?

"There are two main crises that affect the world today. The most visible is the population/environment crisis. There is also a crisis of humankind's relationship to its extensions, institutions and, ideas, as well as relationships between individuals and groups. There are no technical solutions for these crises. Solutions are related to power. The future depends on the ability to transcend the limits of individual cultures. To do so, people must first recognize and accept the hidden dimensions of unconscious culture" (Hall, 1976).

Like autopoiesis systems, society can be envisioned as a system with its own auto-production and auto-perpetuation rules whose components include individuals and organizations. To understand the capacity of this system to transform and renew itself requires going beyond dualistic, reductionist, and determinist thinking to develop a more integrative, systemic, and complex approach to contemporary tensions. This is not just a matter of making a decision, but more a matter of identifying "how to manage the decision-making transformation in the context of a random trajectory direction" (Prigogine, 1977). The crisis can thus be seen as an opportunity to facilitate the power of operational decision makers to develop the capacity of the system to renew itself.

General Focus

We refer to the *dynamic open complex adaptative systems* or DOCAS (Holbrook, 2003) that bring into focus a learning-oriented recursive process of consciousness inherent to the transition from the art of acting to the art of becoming. The organization can thus be seen through its structure, pattern, and functions (Giddens, 1986) as well as through its components and flows. In other ways, the historicity (Touraine, 1977) and the creativity of the organizer are catalysts of change by and for the organizing (Bateson, 2000, Avenier, 2007). Looked at this way, considering ever-increasing organized intricacy, the acceptance of the unpredictability of human behavior implies going beyond a dualistic focus on the individual and organization. For all that, to give free rein to autonomy is to release energy. That is to say that the transition of a goal-oriented system to a memory-oriented system generates an individual-and-organizational learning process but also the very capacity for organizers to reach their dreams and live their emotions and intuitions.

Has the transformation process reached a turning-point that could consist of reappraising the sense-making role of an unbounded stream of complexity (Weick, 2003)? To what extent can we act in a memory-oriented system, whose main characteristics are time irreversibility and robustness of routines? Such social, cultural, and institutional communication challenges raise a question: Are the systems-oriented and complexity approaches being directed toward an understanding of life and of the transformation of consciousness (Morin *and al.*, 2003)? Further, what possible managerial applications could complexity-and-chaos perspectives suggest?

The call

The scope of this call for papers is fairly broad. We are open to various theoretical, methodological, and empirical approaches. We favour contributions based on a transversal and integrative approach combining various disciplines related to management science.

We particularly encourage points of view that pursue the following lines of inquiry:

- Complexity-and-chaos theory and possible applications to managerial strategy
- Transition from an environment of learning to one of resiliency
- Gaïa-like implications, management science and the biology of man
- Mythologies, feminine qualities and their framework in business
- Dreams and intuition: The courage to act
- Robustness, cognitive routine, and struggle against entropy
- Future forms of barbarism
- Crossing through chaos, resonance

- Unpredictability, emergent-and-random properties, risk
- The undermining of beliefs in autonomy and rationality
- Creativity, adoption-and-diffusion of innovation
- Emotions, time encapsulating and poetry: Toward the prime source of knowledge about human life?
- The setting in music of *the adventures in complexity*: What methodologies?
- Spirituality, uncertainty, and decision-making

References

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