

“Crucial Decision Parameters For The Establishment Of Strategic Human Intelligence System For Sustainable Competitive Advantage In The Corporate World

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Abstract

The use of strategic intelligence has become critical, and the skills for its management and application are of great relevance in terms of defining management strategies and decisions, and complementary to the use of technology tools. Establishment of Strategic Human Intelligence Agency and exploiting it for the information superiority in the operations of business and corporate affairs is the latest pursuit of those seeking competitive advantages. In strategic essence, human intelligence is used for expeditions in corporate arenas though its existence remains seamless and concealed to the core team and the agency is always stringently controlled. Exploring Strategic Human Intelligence systematics seems to be a holy grail as the intelligence gatherings are fundamentally cognitive and highly valued in all domains of business. It is recognized as the crucial resource that contributes to overall leverage for any organization. Thus, making it a factor of strategic importance and its management is therefore far too important to be left to chance. Intelligence agency management is the explicit and systematic management of intelligence and associated processes i.e. establishing, gathering, extracting, organizing, distributing, applying, securing, and exploiting it. The concept of competitive intelligence, economic intelligence, business intelligence etc are all based on the core fundamentals of intelligence science and factually the corner stone in today's knowledge-based economies. This research initiative attempts to perform the viability analysis of Strategic Human Intelligence for competitive advantage in the corporate world. This research effort also tries to identify the decision parameters for ascertaining the need of establishing Strategic Human Intelligence agency within and outside corporate organizations for superiority in all strategic intends and preempts.

Keywords: Strategic Human Intelligence, Corporate World, Competitive Advantage, Strategic Intend, Intelligence Agency, Competitive Intelligence, Economic Intelligence, Business Intelligence.

Introduction:

In the strategic quintessence, intelligence gathering in corporate world means acquiring secret information in all essence and transforming it into a corporate resource that can be appropriately applied for a competitive advantage. In true essence, intelligence usually flows and is ultimately channelized through human entities within and outside organizational premise. Corporate organizations that aspire to leverage the intelligence capabilities as a source of competitive advantage need to invest in effective human intelligence system. This initiative facilitates management executives in taking informed corporate decisions and as such its typical categorization includes human capital (knowledge and expertise), structural capital (business processes, computer systems, organizational infrastructure) and customer capital (the value in ongoing business relationships). Intense competition in the market place and space is leading an increasing number of organizations to appreciate the role of human intelligence and procedures as a critical driver for sustainable differentiation and transcendence. As the businesses' value drivers are getting more complex, there is a greater demand to generate meaningful intelligence systems to acquire and keep

knowledge of all factors pertaining to business operations and corporate prospectives. Business intelligence is initially described as a management tool used to manage and enrich business information and to produce knowledge and intelligence updated for operational and strategic decision-making (Seitovirta, 2011). As such strategic human intelligence is a fundamental requirement for knowledge management and is emerging as an effective tool for organizations to understand what impacts their business in all domains. Implementation of strategic human intelligence units is fundamental to future success in a knowledge intensive corporate world. Properly executed, it can bring significant benefits to organizations by increasing productivity through better knowledge sharing, and can also help solve intractable problems be it structured, semi-structured and unstructured by connecting the relevant experts and components of business systems. Within the limits of strategic impact, intelligence including customer knowledge, knowledge in people, and knowledge with competitors and processes that are potential focal points for proactive initiatives. Strategic intelligence initiative incorporates organizations to help the recipient make critical decisions that often affect the business bottom-line.

The management of knowledge via Strategic Human Intelligence helps organizations to provide accurate, evidence based, comprehensive and timely information as and when required for the organization's operations, interests, security, and counter intelligence activities. It stands for the objectives that are preset in the corporate entities and adds substantive values to the slackening from crises, minimizing risk, and business rivalry and to counter the doctrine of foreseeable interventions. Thus, all proactive organizations are now realizing that their competitive edge lies mostly in the brainpower - the intellectual capital of their core management team. This concept refers to the information and knowledge that describes the business environment, the company itself and its status in relation to its markets, customers, competitors and economic issues, as well as the process of producing ideas, suggestions, and recommendations for management and decision makers (Pirttimäki, 2007). To stay ahead of the pack, companies are realizing that they must leverage their knowledge, internally and externally. Industrial experts believe that the current savior of organizations is Intelligence Management - the conceptualization, review, consolidation, and action phases of creating, securing, combining, coordinating, and retrieving intelligence - in short, the process of creating value from an organization's intangible assets. The management of strategic human intelligence for acquiring knowledge always adapts to both dynamic world environment and emerging needs over time. It requires high accountability and responsibility for all operations, since every instinct has a great repercussion that affects all the domains of business articulations. Pioneers in intelligence arena take a more strategic approach and rather opt for formal intelligence initiatives. Today many organizations have formal intelligence management systems operational. Some have completely institutionalized it as a widespread practice and therefore it is fully integrated into their main business processes and management decisions.

Strategic Human Intelligence has mostly been used in military settings, but the worth of it goes well beyond the limited role in specific organizations. It has become priceless for improving any corporate organization's strategic decision making process. Many academicians and practioners are of the belief that business intelligence, competitive intelligence, and economic intelligence recognizes synergies among the components of strategic intelligence, and contributes through demonstrations as to how executives can best utilize this internal and external information toward making better decisions. As a doctrine, the operations of Strategic Human Intelligence for seeking and maintaining ultimate knowledge differ in context from one organization to other. Strategic Intelligence deals in all things that an organization should know in advance of initiating a course of action. The final produce from the collection, processing, integrating, analysis, evaluation, interpretation, and timely utilization leads corporate business entities in minimizing risk in uncertain dynamic environments i.e. the tendency of converting unfavorable events to favorable.

For all practical purposes, Strategic Human Intelligence involves deep commitment, organizational integrity, and team work throughout the core intelligence group within intelligence communities for total participation of an excellent and diverse work force. Establishment of such a system within and outside the organizational premise requires high accountability and responsibility, and for all stakes involves greater repercussion. Besides other things, it requires human resources that is both intelligent and cleaver with absolute dedication, sincerity and faithfulness towards the organizational goals and missions. At times, it requires huge sacrifices in all kinds especially in the demanding situations.

In terms of the competences required for the establishment and implementation of Strategic Human Intelligence in the corporate world, five forces are required to acquire, maintain, and utilize intelligence. The first referential competency is foresight - the ability to think in terms of forces that are not obvious and that can't be measured but are shaping the future. It means seeing a coming wave so that one can ride on it. The second competency is system thinking - as it requires the ability to

synthesize and integrate elements rather breaking them into parts for analysis. The third competency is visioning - as it means using foresight and system thinking to design variables for idea generations. The fourth competency is motivation - as it is the ability to get people embraces common purpose to implement the vision. The fifth and the last competency is collaborating - as it is the ability to make timely strategic alliances with the help of other networks of intelligence.

Review of Literature:

Successful implementation of intelligence structure always depends on keeping appropriate focus on the non-technical factors such as human factors, organizational processes and culture, the multi-disciplinary adroitness of hybrid team, and the already existing knowledge repository of prior learning. In fact, any activity that uses and applies knowledge can benefit from the disciplines of Intelligence Management, and that usually covers most corporate activities. The importance of knowledge as a strategic lever can in fact be traced back many decades, to writers like Peter Drucker, who is credited with coining the term 'knowledge worker. Management practioners have given important insights as to the contribution of knowledge to corporate success. Based on their valuable observations, what is new, and therefore makes Intelligence Management more fundamental than simply a passing trend. The value of an organization's wealth is increasingly in its intangible assets - its people, ability, brands, patents, licenses, customer relationships etc. Applied knowledge fetches superiority in the operations of business as organizations become more efficient at what they do, they need to apply new learning and talent to help them differentiate themselves with strategic intend. The significant change as companies respond to these factors is that their knowledge processes become more explicit, more systematized, more cross-organizational, and more geographically dispersed.

Social scientists are of the belief that there is a global corporate tendency in tandem with social network businesses to capture human minds by using big data and artificial intelligence paradigms. This is a real paradigm shift in the vision and projection of strategies that are seriously affected by many different events of social, economic, cultural, technological and political. Thus, the environment in which businesses, public institutions and citizens interact is substantially different from what is known, and all have to face intense changes from all areas (Fernández-Villacañas, 2016). Yet the most successful applications of intelligence are in the functional areas of management of business. The impact of each technology varies enormously from situation to situation. This impact is even more noticeable in the fields of senior management, which requires decision-making processes to be fully timely, rigorous, transparent and credible in the face of growing demands from customers and the public. In this situation, strategic intelligence has become a key element, requiring a specific methodology for its collection, processing and use (Fernández-Villacañas, 2017). Strategic Human Intelligence is now-a-days used in social computing and also in practices of business and therefore it needs a thorough study to be used for the competitive advantage in the corporate world. The functions of anticipation and early assessment of threats, risks, and opportunities, constitute the central functionality of this new strategic approach. Its impact is especially notable in the field of strategic decision making, which must be fully timely, rigorous, transparent, and credible in the face of the growing demands of customers and the public.

Need for the Current Research:

All activities within the scope of Strategic Human Intelligence have primarily been the domains of military, security and political organizations and hence their operations have always been put under the classified status quo because of the confidentiality and high sensitivity involved. In this scenario, the information resource has not only piled up, but has also progressed as a sup-port for decision making, with a specific methodology for its production, processing and distribution, as previously established objectives, in order to build future scenarios and thus anticipating possible conflicts and crisis situations. In this way, we are able to assess future threats, reduce risks, identify early warning indicators and identify future opportunities, which are the basic elements of what we call intelligence. Its use leads to obtaining a competitive advantage in any field in which you work through the improvement of management and leadership (Noe et al, 2017). It is understood that if the Intelligence science is fully utilized in the management of business, the benefits that would be derived would be enormous. So far such articulations have neither been fully understood nor explored in the corporate world. It is necessary to be able to build more probable future scenarios, anticipate potential conflicts and critical situations, evaluate future threats, reduce risks, identify future opportunities, discover hidden opportunities in the most complex difficulties, create added value, etc. (Clark, 2019). The osmosis in the corporate affairs for information superiority created mega impact in different facet, which in turn needs to be understood and realized for competitive advantages in today's businesses. For this reason, a fundamental research needs to be carried out to ascertain the factual position in this regard. In fact, the information about the methodologies followed

in operations of Strategic Human Intelligence for fetching knowledge is predominately inaccessible and factually the literature is silent about issues pertaining to the management of critical issues within this context and domain.

In the light of the above discourse, any study carried out for indepth analysis of viability of Intelligence Science for competitive advantage in the corporate world would be fascinating and overwhelming in response from all vicinities of business world. Therefore, the outcome of this research work in terms of conceptual base would act as guidance for all those who believe that Strategic Human Intelligence is the key ingredient in making corporate organizations compact and competitive for tomorrow. Currently, business intelligence has evolved into an activity that collects and analyses all the immeasurable information and knowledge about competitors, customers, markets, technologies and broad social trends, using and exploiting all the resources of the digital environment in real time (Richards et al, 2019). For any future orientation, the following research objectives need to be set to chip in the role of Intelligence Science Management for competitive advantage in the corporate world:

- i. To understand the decision parameters for ascertaining the need of establishing strategic intelligence units SIUs within and outside corporate organizations for sustainable competitive advantage.
- ii. To understand the competencies required for the strategic human intelligence work force for optimizing the knowledge resources to an organization's best advantages.

Hypothesis:

In view of the above discourse and the research objectives into consideration, the following hypothesis got formulated.

“Strategic human intelligence is a critical factor for information superiority for sustainable competitive advantage in the corporate organizations”

Research Methodology:

Keeping in view the nature of the research, this pioneer study is undertaken using both primary as well as secondary data source. The source of information is retrieved through interaction and administration of questionnaires to CEOs, BODs and top core management officials in four categories of industries i.e.

- Finance
- Information Technology
- Food Process
- Health Care

Two corporate organizations were randomly selected in each of the above-mentioned categories. To further elicit the required information from the corporate organizations, a suitable questionnaire was designed & administered to the corporate executives. It was followed by the personal interaction. The data fetched was then translated into resource information and was very much appropriate for addressing the research objectives. The research module was set to be exploratory type by the implementation of 80:20 parito principles.

Sample Size:

The huge sample size of the study comprised of eight MNCs in four segments of the industry (two in each). The total sample size of the respondents of questionnaire was 1680. Out of this sample size, 240 respondents (14.28% of total sample size) would constituted of top-level management, 480 respondents (28.57% of total sample size) constituted of middle level management and 960 respondents (57.14% of total sample size) constituted of lower level management. This sample size represents executives from all functional areas and also from all levels of management hierarchy. Also, the information was retrieved by holding personal interviews with executives.

Statistical Analysis:

IBM SPSS (Statistical Package for Social Sciences) Version 20.0 was used for data analysis. The scores were recorded in the tabulated form, where two-way analysis of variance (ANOVA) was computed for analyzing the data. The differences among the structured data groups were computed using t-tests. The significance value was determined at 0.05.

Ethical Consideration:

Keeping into consideration the sensitivity of this research field, the identity of any person or organization/s involved in this study shall have to be in no case disclosed at any instance of time, what so ever be the reason and consequence thereof. The researcher obtained written consent from the organizations and employees. All identities and stakeholders in this research work were ensured of the data confidentiality as well as anonymity. It carries no conflict of interests.

Result and Discussion:

Strategic Human Intelligence usually operates in a seamless mesh topology of human – human networks. And the requirement to establish and install these intelligence units within and outside corporate organizations depends on the requirements, circumstances and contingency. Eighteen most prominent and compelling factors cum criteria have been identified that trigger the operational essence for the establishment of Strategic Human Intelligence units are enumerated in the Table 1. In corporate sagacity, these compelling factors are so complex and baffling in orientation that their resolution cannot be fetched through routine management modus operandi. As a matter of fact, management in extreme testing times chooses a realistic approach and prefers to use prudence rather than a judgmental attitude. Such decisions to go off the track in corporate affairs often challenge decision maker's ethics, integrity, moral philosophy, conscience, value system, and principles. The decision to establish and implement Strategic Human Intelligence system is so perplexed and inevitable that it often leads corporate organizations to impasse situations. In this context, the skills acquired by managers regarding the management and use of strategic intelligence in decision-making, are of great relevance and are complementary to the knowledge of the most advanced technological tools that support decision making. Therefore, emphasizing the need for trained professionals to analyze the information visually and strategically, especially with regard to the development and implementation of scientific data (López-Robles et al, 2019). In business essence, it is to be understood that such agencies under different nomenclature already exist and operate in the corporate world, and this is the key driving force and a concrete decision parameter to be taken into consideration for the establishment of intelligence system for competitive advantages.

The intentional action of one company to hire an employee or group of employees currently employed at another competing company is technically referred to as corporate poaching. Poaching talent from another company is a corporate move that can bolster a company's workforce while simultaneously depriving the competitors. Corporate organizations facing relentless poaching must establish Strategic Human Intelligence system to counter this peril. Such a system can help in the employee retention by adopting a proactive approach in all its strategic intends. Corporate secrets are a type of intellectual property that comprises formulas, practices, processes, designs, instruments, patterns, or compilations of information that have inherent economic value. Corporate secrets are not generally known or readily ascertainable by others and the owner takes reasonable measures to keep them as secret. Owners of trade secrets seek to protect trade secrets from competitors by instituting special procedures for handling it, as well as technological and legal security measures. Companies often try to discover one another's trade secrets through lawful methods of reverse engineering or employee poaching on one hand, and potentially unlawful methods including industrial espionage on the other. Organizations vulnerable to contain their corporate secrets must employ their own intelligence system. This system when implemented can be applied to clandestinely cross check the trust and faithfulness of the employees. Thereby protecting and restricting the key information to time tested and trusted workforce only.

In corporate world, business volume decline is a grave concern and requires immediate attention. It is taken very seriously by ascertaining the actual event that is responsible for triggering it. Instant financial audits are put into action and endorsed for the true fact findings. Such information could be quickly compiled by established Intelligence System for

corrective sequencing of business portfolios. Extreme business rivalry is the struggle for existence and superiority between businesses or organizations who are competing in similar entities be it products, services, place or space. It is the instinct of trying to defeat or be more successful than other rivals. Intelligence system helps in to keep competitors at bay, by virtue of information superiority in all operations of business, thereby breaking stiff competitions. Business organizations are well versed of the fact that in corporate affairs intelligence activities of competitors are to be dealt with amicably. Strategic Human Intelligence System offers a timely remedy to counter the intelligence activities of competitors. It acts as an invisible force for the vigil within and outside organizations. Deliberately destroying, damaging or obstructing the business operations especially for any advantage by any vested interest are technically referred to as sabotage. Anti sabotage and security can primarily be achieved by established Intelligence grids across organizational premise. Such grids conform to the standards of conformity and pre establish the mitigation scenarios for any subversive activities. Internal security issues can also be resolved by timely interventions and inputs of Intelligence System.

Corporate organizations in today's competitive environments cannot succeed without research and development initiatives. Market intelligence system, strategy formulation, R&D, reverse engineering, brand repositioning and product development etc can in no way be worked out without timely crucial information and the only source for such endeavors is Strategic Human Intelligence System. Competitive intelligence is the process by which organizations collect actionable information about competition and the competitive environment and then apply it to their planning and decision-making processes combining signals, events, perceptions and data in patterns and visible trends with respect to the competitive and business environment (Fleisher & Bensoussan, 2007). The primary use of competitive intelligence is to help a company assess its competitive and market conditions (Pirttimäki, 2007). Corporate organizations dedicate a team to identifying research that has potential commercial interest and strategies for how to exploit it. Intense competition at times obstruct genuine articulations to move research into production, the practical aspects are at times too difficult to perform in real practice. The goal is to ensure that decision makers have accurate and up-to-date information about the organization's competitive environment, and a plan for using that information. Competitive Intelligence contributes to the foundation on which strategies and tactics are built, evaluated and modified (Fleisher & Bensoussan, 2007). Most often, corporate organization opt for shortcuts; such shortcuts are maneuvered by competent intelligence systems. The information inputs for technology transfer are solitary fetched by constantly scanning the contemporary business arenas, and such systems are technically known radar information entities.

Criteria	Indicators
A	Corporate Poaching and Employees Retention
B	Pilferage in Corporate Secrets
C	Business Volume Decline & Financial Audits
D	Extreme Business Rivalry and Stiff Competition
E	Counter Intelligence Initiative and Competitors Surveillance
F	Anti Sabotage and Organizational Internal Security
G	R&D, Reverse Engineering, Brand Repositioning & Product Development
H	Technology Transfer Initiative
I	Performance Appraisal, Potential Evaluation and Employee - Background Check
J	Intra Organizational Competition and Conflict Mitigation.
K	SWOT & ETOP Analysis.
L	Drive Against Counterfeiting.
M	Social Media Surveillance and Organizational Profile.
N	Corporate Politics and Corporate Affairs.
O	National and International Business Operations.
P	Family Politics- Succession to the Business Throne.
Q	Deterrent – Psychology Impact of Vigil.
R	Operational Efficiency of Strategic Human Intelligence Units.

Table 1: CDP - Crucial Decision Parameters for the establishment of Strategic Human Intelligence System in Corporate Organization.

In corporate affairs, it is incumbent upon the operators of business, that they carry employee screening. A background check is a process a company uses to verify that an individual who they claim to be is the same one. A background check investigates a candidate's background based on criteria determined by their prospective or current employer. Strategic Human Intelligence systems has the potential to scan candidate's background for information which may include education, employment history, criminal records, ideology and religious influence, terror links, credit history, motor vehicle and license record checks. Everything cannot be sought from security or law enforcement agencies. Significantly, crucial and reliable information can only be fetched internally by establishing Intelligence reporting systems. Such a system would suffice all the information requirements for preemptive actions e.g employee hiring, firing or layout. Strategic Human Intelligence System is the only known reliable source of information that can be fetched and used for performance appraisal and potential evaluation.

Intra Organizational Competition and Conflict mitigation includes all actions and processes that are sensitive to conflict resolution and as such do not increase tensions or sources of violence. Management professionals always aim to address causes of conflict and change the way that those involved act and perceive the issues for amicable solutions. For example trade unions and environmental activism can be checked using Intelligence gathered via established agency. SWOT analysis is a technique for assessing four aspects of business i.e. actually a simple and effective framework for identifying strengths, weaknesses, opportunities, and threats that a company faces. SWOT Analysis is a simple tool that can help to analyze what an organization does best right now, and to devise a successful strategy for the future. Intelligence System comes to the rescue of business concerns when it comes to strategic planning phase. Similarly, environmental threat and opportunity profile analysis is the process by which organizations monitor their relevant environment to identify opportunities and threats affecting their business for the purpose of taking strategic decisions. The required evidence based information can be fetched from the system that is already operational within and outside business concern.

Counterfeit goods span multiple industries, including apparel, accessories, music, software, medications, cigarettes, automobile and airplane parts, consumer goods, toys, electronics, and much more. In Fiscal Year 2020, the Department of Homeland Security seized over 26,000 shipments of counterfeit goods valued at over \$1.3 billion at U.S. borders alone. Globally, the trafficking of counterfeit goods is much larger and growing. This growth is driven in part by consumer demand. An initiative like the establishment of market intelligence system is directly responsible for remedial measures to be taken against counterfeit. Social media surveillance refers to the collection and processing of personal data pulled from digital communication platforms, often through automated technology that allows for real-time aggregation, organization, and analysis of large amounts of metadata and content. In corporate world, such intelligence collections have become part of the systematic drive toward big data surveillance. The resulting information is frequently deposited in massive multiagency databases where it can be combined with public records, secret intelligence materials, and datasets (including social media data) assembled by companies. Advances in artificial intelligence (AI) have opened up new possibilities for automated mass surveillance. Sophisticated monitoring systems can quickly map users' relationships through link analysis; assign a meaning or attitude to their social media posts using natural-language processing and sentiment analysis; and infer their past, present, or future locations. Machine learning enables these systems to find patterns that may be invisible to humans, while deep neural networks can identify and suggest whole new categories of patterns for further investigation. Whether accurate or inaccurate, the conclusions made about individual or corporate organizations can have serious repercussions, particularly in countries where one's political views, social interactions, sexual orientation, or religious faith can lead to closer scrutiny and outright punishment. Incorporating technologies, the Strategic Human Intelligence plays a very crucial role in the maintenance of optimistic corporate profiles.

Corporate politics is the process and behavior that organizations involve in power and authority. It involves the use of influence and corporate relations to achieve changes that benefit organizations. Corporate politics, governance, and value relate to each other. In regulated industries, politics is nearly universal, and correlated with stakeholder power, agency costs, or value. However, the politics-value relationship interacts with capital expenditures, and is stronger in regressions with firm and time fixed effects. Corporate affairs relate to corporate communications – internal and external, government relations, public affairs, community relations and investor relations. Thus, Corporate Affairs systematically organizes governance

processes, coordinates coherent policy and internal audit, and is responsible for external marketing and communications. They are also reasonably responsible for managing the stakeholder landscape of the business. Corporate governance on the other hand, deals with the rights and responsibilities of a company's management, its board, shareholders and various stakeholders to check how well companies perform in due course of time. Corporate politics and corporate affairs are dependent on the osmosis of concrete information, there by paving the ways for symbiotic associations by virtue of augmented perfect information. Since concrete information is required every time, intelligence system furnishes it on timely bases.

International Business Operations enhance trade at global level and attempt to bring all the countries together for the purpose of trading. It increases globalization by integrating the economies of different countries and achieve world peace by building trade relations. It helps the business in the global integration in fields of trade, investment, factor, technology, and communication. International company structure, foreign laws and regulations, International accounting, Cost calculation and global pricing strategy, Universal payment methods, Currency rates are few of the portfolios where in concrete information is required on regular basis, thus making it imperative for an organization to establish Strategic Intelligence System for competitive advantages. The concept has evolved and different opinions about strategic intelligence are expressed as a polyhedral and polysemic concept, which are based on the aspects to be highlighted and the approach (Palacios, 2018).

Huge business empires often are confronted with the family politics in the arenas of business. This affects the bottom line of the structural hierarchy of an organization in terms of business assets, ownership, control, strategic intend, social relations etc. usually involving intrigue to gain supreme authority and power. Strategic Human Intelligence establishment plays a vital role in resolution of their differences and conflicts. It also substantially provides inputs for the impartial selection of the succession at top executive post. Formal disclosure of the existence of Strategic Human Intelligence System within a corporate organization helps to create an atmosphere of surveillance so as to obtain introspective seamless vigil and it also acts as a deterrent for any subversive thought process. And it thrives positive results by tight liping workforce for constructive productivity streamlined with their portfolio and monitored authority.

Strategic Human Intelligence System is designed primarily for making decisions specific to missions and policies. Strategic intelligence provides the means of support for operational objectives by predicting future challenges, which can have a direct impact on the operational planning of a business entity. The workforce employed for these specific engagements often perceive themselves as entities with impunity to act without any scrutiny. Though most successful corporate organizations make it sure that the super intelligence core group is operational and functional deep down for keeping a vigil on Intelligence System that is already existent. This creates a sense of responsibility among the members that nothing goes unseen within the system and all intelligence gathering forwarded is being cross checked and verified at many levels.

Future Research Direction:

The field has been analyzed to identify the decision parameters for ascertaining the need of establishing Strategic Human Intelligence within and outside corporate organizations for superiority in all strategic intends and preempt. The establishment of strategic human intelligence for the competitive advantage in the corporate world raises interesting lines of research that should also explores infringe motivational paradigm required for the operational endurance of Strategic Human Intelligence agency. The projection and motivation of the human factor plays a very crucial role in the development of workforce systems with intelligence capabilities that can maintain the sensitivity and cultural coherence of organizational values.

Conclusion:

Transforming intelligence cables into a corporate resource is desperately required by competitive corporate organizations that intend to apply it for competitive advantage. In business world, the establishment of Strategic Human Intelligence by a corporate organization is primarily a requirement to attain information superiority in all essence within the domains of the strategic intend. Fundamentally, it is the collection of reliable information from any resourceful entity in business arena so as to identify elements, intentions, composition, strengths, dispositions, tactics, equipment, personnel, and capabilities that concerns the business operations. Strategic Human Intelligence uses human sources as a tool and a variety of collection methods

both passively and actively to gather information to satisfy the intelligence requirements and cross-cue other intelligence disciplines. For every proactive and preemptive action, the repercussion complexity exists and the reason that every action in Strategic Human Intelligence predominantly remains in covert status quo. Strategic Human Intelligence is a fundamental requirement for knowledge management and is emerging as an effective tool for organizations to understand what impacts their business in all domains. It helps organizations to provide accurate, evidence based, comprehensive and timely information as and when required for the organization's operations, interests, security, and counter intelligence activities.

Numerous organizations have formal intelligence management systems incorporated and operational, though majority of them categorically deny the fact of their existence. Some of the bold organizations have completely institutionalized it as a widespread practice and therefore it is fully integrated into their main business processes and management decisions. For all practical purposes, Strategic Human Intelligence involves deep commitment, organizational integrity, and team work throughout the core intelligence group within intelligence communities for total participation of an excellent and diverse work force. Establishment of such a system within and outside the organizational premise requires high accountability and responsibility, and for all stakes involves greater repercussion, henceforth at times demand great sacrifices. Strategic Human Intelligence usually operates in a seamless mesh topology of human – human network. And the requirement to establish and install these intelligence units within and outside corporate organizations depends on the requirements, circumstances and contingency.

The decision to establish and implement Strategic Human Intelligence system is so perplexed and inevitable that it often leads corporate organizations to impasse situations. In corporate sagacity, the compelling factors are so complex and baffling in orientation that their resolution cannot be fetched through routine management *modus operandi*. As a matter of fact, management in extreme testing times chooses a realistic approach and prefers to use prudence rather than a judgmental attitude. Such decisions to go off the track in corporate affairs often challenge decision maker's ethics, integrity, moral philosophy, conscience, value system, and principles.

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