

The Most Important Human Skills for the Age of AI and the Future of Work: FILE — The Five Intelligences of Leadership Evolution

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Abstract

Artificial intelligence changes what organizations can do; human leadership must decide what should be done, what remains accountable, and what must never be surrendered to machines. This working paper presents FILE — the Five Intelligences of Leadership Evolution — as **a human-centered management theory and diagnostic framework for responsible leadership and decision-making in the age of AI**. FILE argues that the most important human skills for the AI era and the future of work require the integrated exercise of five meta-intelligences: Augmented Intelligence, Emotional Intelligence, Cultural Intelligence, Political Intelligence, and Adaptive Intelligence. The paper defines the FILE formula, maps the framework onto the human hand, presents the 70 nested intelligences of FILE, explains five emergent outcomes, and develops RC — The Relational Commons as the shared human ecosystem that leadership must protect, cultivate, and renew. It also clarifies boundaries among adjacent intelligences, offers a diagnostic application to AI-supported employee performance evaluation, and states limitations and future research directions. Its purpose is to establish a public, citable, and timestamped record of FILE as **a management theory of human leadership in the age of AI**.

Keywords

Keywords: FILE; Five Intelligences of Leadership Evolution; FILE Formula; leadership; leadership in the age of AI; augmented leadership; ethical leadership; responsible leadership; leadership studies; leadership theory; management science; management theory; organization studies; organization theory; decision-making; artificial intelligence; AI governance; future of work; human skills; augmented intelligence; emotional intelligence; cultural intelligence; political intelligence; adaptive intelligence; human-AI complementarity; sociotechnical systems; human judgment; Human Irreducibility; human flourishing; Relational Commons.

1. Introduction: Human Skills for the Age of AI and the Future of Work

The age of AI does not make human skills less important. It makes them more decisive. Machines now classify, rank, summarize, draft, recommend, optimize, and simulate. They enter decision processes before leaders act and shape what leaders see, what they ignore, and what they treat as possible. The central leadership problem is therefore not whether AI will replace every human task. The deeper question is what human intelligences must govern work when machine intelligence becomes part of organizational life.

This paper answers that question through FILE — the Five Intelligences of Leadership Evolution. FILE is a human-centered management theory and diagnostic framework for responsible leadership and decision-making in the age of AI. It argues that leadership after AI requires five integrated meta-intelligences: Augmented Intelligence, Emotional Intelligence, Cultural Intelligence, Political Intelligence, and Adaptive Intelligence. These are not decorative categories. They name the human architecture required to govern cognition, relation, culture, power, and evolution when organizations become increasingly shaped by artificial intelligence.

Human beings should not be entirely replaced by AI in work, management, and leadership because responsibility cannot be automated. FILE calls this principle **Human Irreducibility**. Human Irreducibility names the irreducible human capacities that cannot be genuinely transferred to a machine. AI may simulate functions associated with empathy, judgment, care, or meaning. Simulation does not transfer moral agency. It does not bear dignity. It does not become accountable. It does not love. It does not carry responsibility for what its outputs make possible.

Dejoux's work on artificial intelligence and the manager is essential because it treats AI as a transformation of management, not as a technical addition to existing routines. Dejoux and Léon frame the metamorphosis of managers in the digital and AI age; Dejoux asks directly how AI attacks, challenges, and reconfigures the managerial role; Dejoux and Lachaise extend the question into the age of generative AI (Dejoux and Léon 2018; Dejoux 2020; Dejoux and Lachaise 2025). This is the level at which FILE intervenes. AI does not merely give managers more tools. It changes the professional conditions under which managers see, decide, communicate, evaluate, and remain accountable.

This is why the future of work cannot be discussed only through productivity, automation exposure, and task substitution. Those debates matter, but they remain incomplete. Research on automation and work shows that technology displaces some tasks while creating new forms of complementarity, new skill demands, and new organizational configurations (Autor 2015; Acemoglu and Restrepo 2019; Deming 2017). Recent generative-AI studies show productivity gains and quality effects, but also uneven effects across tasks and workers (Brynjolfsson, Li, and Raymond 2023; Noy and Zhang 2023; Dell'Acqua et al. 2026). FILE begins where those findings become a leadership question: which human intelligences must govern the redesign of work, decisions, education, and organizations?

The answer cannot be only technical. Human skills, humanities, and social sciences matter more because AI intensifies questions of judgment, culture, meaning, power, trust, legitimacy, care, and adaptation. The more artificial intelligence can generate, the more human beings must discern. The more systems can optimize, the more leaders must ask what should never be optimized. The more work becomes datafied, the more leadership must protect the human conditions under which people can learn, challenge, belong, and create.

The contribution of this paper is fourfold. First, it presents the FILE formula and hand metaphor as a compact architecture for leadership after AI. Second, it defines the 70 nested intelligences through which the five meta-intelligences become operational. Third, it explains the five emergent outcomes that arise when the intelligences work together. Fourth, it develops RC — The Relational Commons as the final human horizon of FILE.

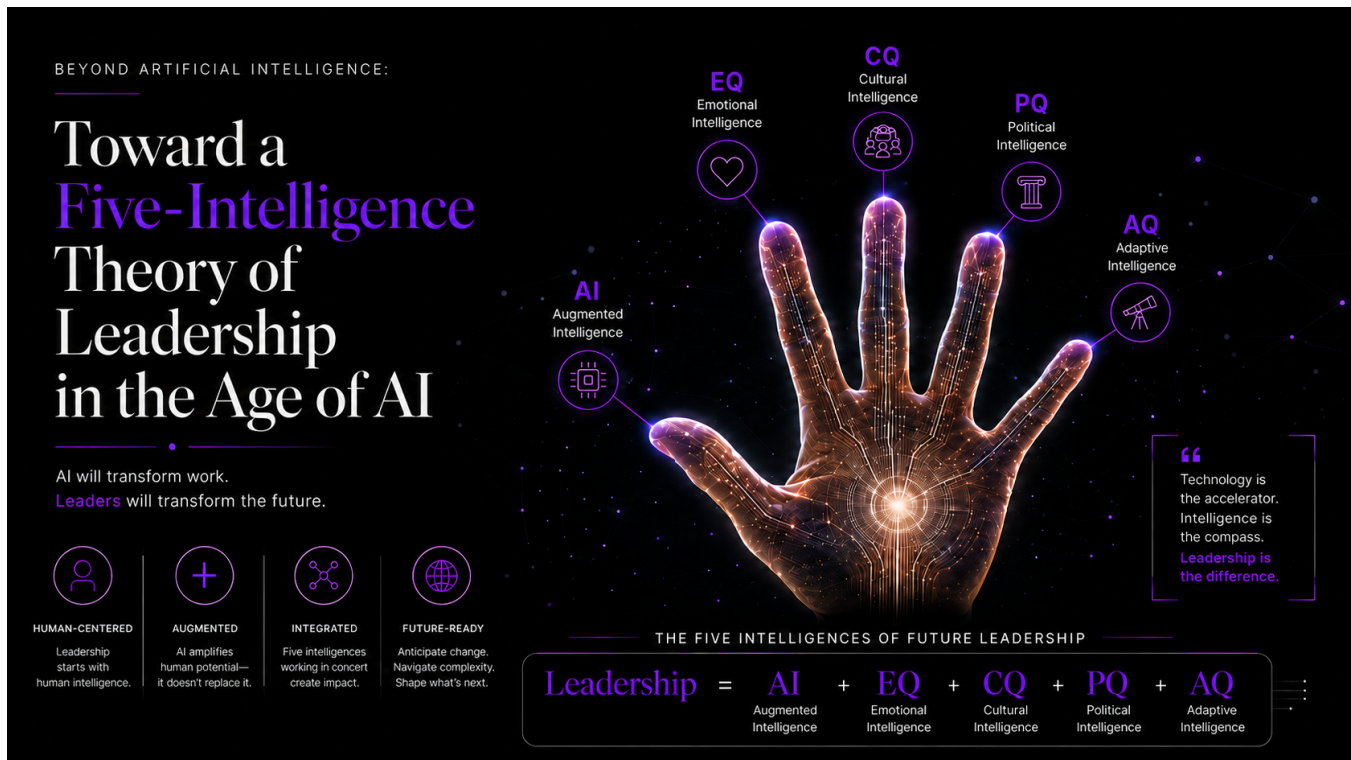


Figure 1. FILE as a five-intelligence theory of leadership in the age of AI.

2. Literature Review and Research Gap

FILE builds on several bodies of scholarship without being reducible to any one of them. Leadership theory explains influence, transformation, authenticity, ethics, relationships, and adaptation (Burns 1978; Bass 1985; Avolio and Gardner 2005; Brown, Treviño, and Harrison 2005; Uhl-Bien 2006; Heifetz 1994). Management theory explains decision-making, coordination, organizational roles, power, learning, and implementation (Drucker 1974; Mintzberg 1973; Simon 1947; March and Simon 1958; March 1994; Argyris and Schön 1978). Future-of-work research examines automation, task redesign, human skill demand, and the changing distribution of work (Autor, Levy, and Murnane 2003; Autor 2015; Deming 2017; Eloundou et al. 2023).

Leadership formation adds another layer. Petriglieri and Petriglieri's work on identity workspaces shows that management education and leadership development are not only about transferring analytical content. They are also about forming identities, relationships, and conditions in which people can become leaders (Petriglieri and Petriglieri 2010). Ibarra's work on leader identity and transitions similarly shows that leadership develops through experimentation, identity work, and new forms of action, not only through abstract knowledge (Ibarra 2015). Deslandes's work on management ethics strengthens this point by refusing to separate leadership formation from moral responsibility (Deslandes 2012).

Power's work on audit and verification is useful here because it shows how systems of accountability can become rituals that define what counts as responsible conduct (Power 1997). Cabantous and Gond also show that rational decision-making can become performative: it

does not merely describe organizational rationality, it helps produce what organizations recognize as rational (Cabantous and Gond 2011). In AI-supported management, this performative dimension becomes central. The system does not only support judgment. It may help produce the categories through which judgment is exercised.

French and European management scholarship strengthens this section. Edouard and Gratacap connect ICT to business-ecosystem configuration in the Boeing and Airbus cases (Edouard and Gratacap 2010), and later propose a collective-intelligence model for business ecosystems (Edouard and Gratacap 2011). Ben Letaifa, Gratacap, and Isckia extend the ecosystem conversation toward convergence and firm strategy (Ben Letaifa, Gratacap, and Isckia 2013). Loufrani-Fedida's competence-management work helps show why human capabilities must be understood not only as individual traits, but as organizationally embedded resources developed through practice, education, and management systems (Grasser, Loufrani-Fedida, and Oiry 2020).

AI and organization studies add a second foundation. Sociotechnical theory insists that technology and social organization must be designed together (Trist and Bamforth 1951; Orlikowski 2000). Distributed cognition shows that intelligence can be shared across people, artifacts, and environments (Hutchins 1995). Human-centered AI emphasizes that systems should augment human capability while remaining intelligible, controllable, and accountable (Shneiderman 2022). Research on AI in organizations shows that artificial intelligence changes decision structures, expertise, opacity, authority, and management itself (Faraj, Pachidi, and Sayegh 2018; Shrestha, Ben-Menahem, and von Krogh 2019; Raisch and Krakowski 2021; Berente et al. 2021; Benbya, Pachidi, and Jarvenpaa 2021).

De Vaujany's work on digital management extends the sociotechnical argument toward contemporary organizational life. Digital systems do not simply support work. They reorganize coordination, platforms, space, time, mobility, visibility, and managerial authority (de Vaujany 2024). Godé's work strengthens the FILE argument across several distinct strands: predictive analytics and decision systems (Godé and Brion 2024), generative AI in management higher education (Godé and Meissonier 2024), critical thinking and creativity with generative AI (Godé and Meissonier 2026), ChatGPT in higher education (Godé, Lebraty, and Bidan 2023), and coordination in extreme contexts (Godé and Lebraty 2015). Dejoux's work on the augmented manager completes the management bridge by treating AI as a transformation of the managerial role itself (Dejoux and Léon 2018; Dejoux 2020; Dejoux and Lachaise 2025).

Competence and skill scholarship provides a third foundation. Management competence research explains why performance depends on learned capabilities rather than formal position alone (Boyatzis 1982; Spencer and Spencer 1993; Grasser, Loufrani-Fedida, and Oiry 2020). Emotional intelligence research clarifies the role of self-awareness, emotion, and relational competence (Salovey and Mayer 1990; Goleman 1995). Cultural intelligence research explains capability across cultural difference (Earley and Ang 2003; Ang et al. 2007). Political skill research shows that leadership also depends on influence, social astuteness, networking,

and sincerity (Ferris et al. 2005). Wisdom research links intelligence to virtue, judgment, and excellence (Baltes and Staudinger 2000; Sternberg 2003).

The humanities and social sciences are also central to FILE. Ethics, recognition, care, dignity, narrative, power, institutions, privacy, and legitimacy are not technical afterthoughts. They are part of the human conditions that make leadership legitimate (Weber 1978; Noddings 1984; Tronto 1993; Taylor 1992; Foucault 1977; Lukes 2005; Nissenbaum 2010; Nussbaum 2011). AI governance and algorithmic accountability scholarship further show that transparency, fairness, abstraction, privacy, and explainability cannot be reduced to technical performance (Ananny and Crawford 2018; Selbst et al. 2019; Floridi and Cowls 2019; Buolamwini and Gebru 2018).

The research gap is precise. Existing literatures explain important parts of the problem: leadership, management, decision-making, sociotechnical systems, future work, competence, emotional intelligence, cultural intelligence, political skill, ethics, and AI governance. What they do not yet provide is a single integrated human-intelligence architecture designed specifically for responsible leadership and decision-making under AI-mediated complexity. **Major leadership theories explain dimensions of leadership; FILE asks what integrated human intelligences must govern leadership judgment under AI-mediated complexity. Management frameworks help organizations coordinate action; FILE asks what human intelligences must govern that coordination** (Mariani 2026c; Mariani 2026d; Mariani 2026e).

FILE does not claim that previous theories are obsolete. It claims that the AI era creates a need for integration. Leaders need cognitive augmentation without cognitive surrender. They need emotional relation without sentimental reduction. They need cultural interpretation without stereotypes. They need political legitimacy without manipulation. They need adaptation without blind acceleration. FILE's research gap is the absence of a framework that holds these requirements together as one architecture of human leadership after AI.

3. FILE's Theoretical Response

FILE stands for **The Five Intelligences of Leadership Evolution**.

The formula is deliberately memorable. Leaders, managers, executives, founders, institutions, and students need a language simple enough to use and strong enough to think with. But the simplicity of the formula should not be confused with simplicity of the theory.

FILE refuses two common mistakes.

The first is technological reduction. Leadership after AI is not AI literacy with a leadership vocabulary attached. It is not prompt skill. It is not digital transformation rhetoric. It is not the ability to adopt new tools faster than competitors. Technical competence matters, but it cannot carry leadership alone.

The second is soft-skill reduction. FILE is not a warm list of interpersonal qualities. It includes care, trust, empathy, and dignity, but it also includes verification, algorithmic awareness, legitimacy, governance, accountability, privacy, safety, refusal, risk, and judgment under uncertainty.

The five intelligences hold these dimensions together.

Augmented Intelligence concerns the mind working with machines without surrendering judgment. Emotional Intelligence concerns the heart of leadership: care, dignity, trust, regulation, and relational responsibility. Cultural Intelligence concerns the world of meaning, language, context, difference, inclusion, and translation. Political Intelligence concerns society: power, legitimacy, institutions, stakeholders, accountability, and consequences. Adaptive Intelligence concerns evolution: decision, judgment, learning, transformation, implementation, refusal, recovery, risk, and uncertainty.

FILE is a management theory and diagnostic framework for responsible leadership and decision-making in the age of artificial intelligence. It proposes a theory of the human intelligences required for responsible leadership when AI becomes part of management, organizational life, and everyday life. It also gives organizations a diagnostic framework for identifying where leadership fails: in cognition, emotion, culture, power, adaptation, or their integration.

This is why FILE uses the image of the human hand.

The hand can hold a tool, but it is not the tool. It can grasp, build, protect, repair, refuse, and create. Its strength does not come from one finger. It comes from coordinated movement.

This paper translates the architecture into a human-skills map. It asks what leaders need to develop when AI enters the work of seeing, deciding, communicating, evaluating, governing, and learning.

The answer is not one skill. It is a structured set of 70 nested intelligences.

3.1 The Eight Original Contributions of the FILE Corpus

This paper focuses on FILE as a human-skills architecture for the age of AI, but it also belongs to the wider FILE Corpus. That corpus introduces eight original contributions to management, leadership, and the social sciences (Mariani 2026b). First, **FILE — The Five Intelligences of Leadership Evolution** is the human-centered management theory and diagnostic framework developed in this paper. Second, **FILE, FILE³, FILE⁵, FILE⁷, and the 7E Cascade — Evolution → Effectiveness → Excellence → Ecosystems → Empowerment → Execution → Embodiment** name the developmental pathway through which leadership intelligence matures from change to mastery, ecosystemic scale, empowerment, execution, and embodied practice. Third, **RC — The Relational Commons** names the shared human ecosystem that FILE seeks to protect, cultivate, and renew through trust, dignity, psychological safety, meaning, and the other conditions of human work and life. Fourth, **MAIL — Management, AI, and Leadership** names a curriculum framework supporting proposed **MLT — Management, Leadership, and Technology** degrees as alternatives to the traditional BBA and MBA, and reframes management education for an era in which management, artificial intelligence, and leadership can no longer be taught as separate fields.

Fifth, **HACK — Human-AI Co-created Knowledge** names FILE's methodology for AI-assisted scholarship: human judgment governs, curates, verifies, and gives meaning to machine

contributions. Sixth, **LENS — Leadership, Ethics, Nondelegation, and Sense** is the second-order judgment model behind the paper's repeated insistence that responsibility cannot be delegated to machines. The Nondelegation proposition in this paper should therefore be read not as an isolated rule, but as part of LENS. Seventh, **Human Irreducibility** is the philosophical foundation of FILE: judgment, discernment, conscience, moral agency, dignity, meaning, responsibility, care, trust, and love cannot be replaced by a machine. Eighth, **HTTPS — Humanity, Truth, Transparency, Protection, and Security**, the Five Immutable Laws of AI and Robotics, names the human-centered AI governance principles that must govern AI systems and robots.

This paper does not develop all eight contributions equally. Its primary task is to present FILE's 70 nested intelligences, its five emergent outcomes, and the Relational Commons as the human horizon of leadership after AI. The eight contributions are named here to locate this paper inside the wider FILE Odyssey and to preserve the complete original contribution set in the public repository record.

3.2 The FILE formula and human hand

The FILE formula is:

$$\text{Leadership} = \text{AI} + \text{EQ} + \text{CQ} + \text{PQ} + \text{AQ}$$

AI means Augmented Intelligence. EQ means Emotional Intelligence. CQ means Cultural Intelligence. PQ means Political Intelligence. AQ means Adaptive Intelligence (Mariani 2026a).

The five intelligences are:

- Augmented Intelligence: Mind
- Emotional Intelligence: Heart
- Cultural Intelligence: World
- Political Intelligence: Society
- Adaptive Intelligence: Evolution

The human hand mapping is:

- Augmented Intelligence = Thumb
- Emotional Intelligence = Index Finger
- Cultural Intelligence = Middle Finger
- Political Intelligence = Ring Finger
- Adaptive Intelligence = Little Finger

The hand is a human hand — reminding us that leadership, however augmented by technology, remains a human responsibility. Leadership after AI requires a human hand capable of holding machine intelligence without being held by it.



Figure 2. FILE as a human hand: the five intelligences of leadership evolution.

Figure 2 presents the FILE human hand visual. The five canonical FILE hand colors help readers distinguish the five co-equal intelligences: blue for Augmented Intelligence, red for Emotional Intelligence, green for Cultural Intelligence, purple for Political Intelligence, and orange for Adaptive Intelligence. The colors are visual identifiers for the hand representation, not separate theoretical categories. The palm carries FILE as an integrated leadership architecture, while each finger expresses one intelligence within the same human hand.

The 70 nested intelligences are distributed as follows:

- **Augmented Intelligence — Mind**, Thumb, 16 nested intelligences: Cognitive Intelligence; Complexity Intelligence; Critical Intelligence; Strategic Intelligence; Technological Intelligence; Human-AI Complementarity Intelligence; AI Literacy Intelligence; AI Orchestration Intelligence; Automation Intelligence; Algorithmic Intelligence; Data Intelligence; Epistemic Intelligence; Verification Intelligence; Sensemaking Intelligence; Synthesis Intelligence; Systems Intelligence.
- **Emotional Intelligence — Heart**, Index Finger, 10 nested intelligences: Self Intelligence; Relational Intelligence; Social Intelligence; Empathic Intelligence; Compassionate Intelligence; Trust Intelligence; Coaching / Developmental Intelligence; Emotion Regulation Intelligence; Resilience Intelligence; Embodied Intelligence.
- **Cultural Intelligence — World**, Middle Finger, 11 nested intelligences: Global Intelligence; Intercultural Intelligence; Diversity Intelligence; Contextual Intelligence; Linguistic Intelligence; Communication Intelligence; Digital Culture Intelligence; Intergenerational Intelligence; Inclusion Intelligence; Narrative Intelligence; Bridging Intelligence.
- **Political Intelligence — Society**, Ring Finger, 19 nested intelligences: Purpose Intelligence; Moral Intelligence; Sustainable Intelligence; Governance Intelligence; Legitimacy Intelligence; Stakeholder Intelligence; Influence Intelligence; Accountability Intelligence; Conflict Intelligence; Ecosystem Intelligence; Institutional Intelligence; Integrity Intelligence; Negotiation Intelligence; Power Intelligence; Privacy Intelligence; Regulatory Intelligence; Safety Intelligence; Systemic Impact Intelligence; Transparency Intelligence.
- **Adaptive Intelligence — Evolution**, Little Finger, 14 nested intelligences: Decision Intelligence; Judgment Intelligence; Learning Intelligence; Experimental Intelligence; Transformational Intelligence; Agility Intelligence; Foresight Intelligence; Implementation Intelligence; Meta-Learning Intelligence; Paradox Intelligence; Recovery / Redundancy / Robustness Intelligence; Refusal Intelligence; Risk Intelligence; Uncertainty Intelligence.

The total is:

$16 + 10 + 11 + 19 + 14 = 70$ nested intelligences.

The future of work does not require one more leadership competency. It requires a serious map of the human capacities that become more necessary when machine intelligence becomes more powerful.

4. Theory of Integration: Six Propositions

FILE is not a catalogue.

A catalogue places items beside one another. FILE asks how they move together.



Figure 3. The five FILE intelligences as an integrated leadership system.

The five intelligences matter because leadership after AI is never only cognitive, emotional, cultural, political, or adaptive. It is usually all five at once, though one dimension may become more visible in a given situation.

Consider AI-supported recruitment. At first, it looks like an Augmented Intelligence problem: data quality, algorithmic ranking, AI literacy, verification, and model understanding. But the moment candidates are affected, Emotional Intelligence enters through trust, dignity, fear, and

recognition. Cultural Intelligence enters through language, bias, context, and difference. Political Intelligence enters through legitimacy, accountability, stakeholder pressure, regulation, and power. Adaptive Intelligence enters when the organization must learn, revise, refuse, or redesign the system.

A single intelligence cannot govern that situation.

4.1 Complementarity

Conceptual Proposition 1: FILE proposes that the five intelligences operate through complementarity, because each intelligence corrects the failure tendencies of the others.

The mechanism is mutual correction. Augmented Intelligence helps leaders think with AI. Emotional Intelligence keeps that thinking answerable to human vulnerability. Cultural Intelligence prevents false universality. Political Intelligence confronts power and legitimacy. Adaptive Intelligence keeps leadership capable of learning when conditions change.

Technical fluency without emotional care becomes cold optimization. Emotional care without cultural understanding becomes paternalism. Cultural sensitivity without political analysis becomes politeness without justice. Political skill without moral purpose becomes manipulation. Adaptation without judgment becomes movement without direction.

The boundary condition is context. In routine situations, one intelligence may be most salient, but no single intelligence is sufficient for responsible leadership. In high-stakes decisions involving people, power, culture, uncertainty, or artificial intelligence, the absence of one intelligence can distort the whole judgment.

Simon and March and Simon help explain why this matters: decision-making is bounded, structured, and organized by attention and routines (Simon 1947; March and Simon 1958). Weick adds that organizations do not merely process information; they make sense of ambiguous worlds (Weick 1995). Hutchins shows that cognition is distributed across people, tools, and environments (Hutchins 1995). Suchman adds that action is situated, which means technical systems never act outside human context, practice, and interpretation (Suchman 2007). FILE adds a leadership claim: when cognition becomes distributed between humans, organizations, and AI systems, the human intelligences governing that distribution must become explicit.

4.2 Imbalance

Conceptual Proposition 2: FILE proposes that leadership failure often results not from the absence of intelligence in general, but from imbalance among the five intelligences.

The mechanism is domination. One intelligence becomes too strong, too isolated, or too rewarded. It then colonizes the others. Augmented Intelligence can dominate through cognitive and technical control. Emotional Intelligence can become affective manipulation. Cultural Intelligence can become superficial translation. Political Intelligence can become strategic cynicism. Adaptive Intelligence can become permanent instability.

An organization may have excellent AI tools and weak trust. The result is suspicion at scale. A leader may show empathy but ignore power. The result is reassurance without structural change. A global company may celebrate cultural diversity but impose the same AI system everywhere. The result is standardization disguised as inclusion. A politically skilled executive may manage stakeholders brilliantly while lacking purpose. The result is influence without moral direction. A highly adaptive team may pivot constantly and call it learning. The result may be exhaustion.

Political Intelligence without Purpose degenerates into Machiavellianism.

The boundary condition is ethical orientation. Capability without purpose does not become leadership. It becomes technique.

Lukes's account of power helps make the danger visible: power is not only direct influence; it also shapes agendas, perceptions, and what people come to accept as possible (Lukes 2005). Zuboff's critique of surveillance capitalism shows how data infrastructures can reorganize behavior and autonomy while presenting themselves as neutral systems (Zuboff 2019). Tronto's ethics of care reminds us that care is political, not merely emotional (Tronto 1993). Honneth and Taylor show that recognition is a social and moral condition, not a decorative interpersonal gesture (Honneth 1995; Taylor 1992).

Integration is not decorative. It is protection.

4.3 Context

Conceptual Proposition 3: FILE proposes that the salience of each intelligence varies by context, but the five-intelligence structure remains the governing diagnostic architecture.

The mechanism is contextual activation. A flawed AI output calls for verification and epistemic discipline. A frightened workforce calls for trust and emotional recognition. A cross-cultural rollout calls for translation and contextual intelligence. A contested governance decision calls for legitimacy and accountability. A crisis calls for judgment, learning, refusal, and recovery.

The dominant intelligence changes with the situation. The whole hand remains involved.

The boundary condition is misdiagnosis. Leaders fail when they treat an adaptive challenge as a technical problem, a political conflict as a communication issue, or a cultural problem as a training defect.

Heifetz's distinction between technical problems and adaptive challenges remains useful because many AI problems appear technical while actually requiring learning, conflict work, and changes in values or behavior (Heifetz 1994; Heifetz, Grashow, and Linsky 2009). Jarrahi's work on human-AI symbiosis shows that organizational decision-making becomes distributed between people and systems (Jarrahi 2018). Suchman's work on situated action warns against treating plans and technical systems as if they operate outside context (Suchman 2007).

FILE works as a diagnostic framework because it helps leaders ask where the failure sits. Is the problem technical? Emotional? Cultural? Political? Adaptive? More often, it is a combination.

The value of the framework is not that it gives a label. It helps leaders locate the missing human work.

4.4 Nondelegation

Conceptual Proposition 4: FILE proposes that AI may support leadership judgment, but responsibility for leadership judgment cannot be delegated to AI systems.

The mechanism is responsibility retention. Human beings may use AI to see more, compare more, simulate more, write more, and decide with more information. But the responsibility for judgment remains human. A system can inform a decision. It cannot be accountable in the moral and institutional sense required by leadership. A model can produce a classification. It cannot justify the dignity of the person classified. An automated process can scale an action. It cannot carry the human meaning of that action.

The boundary condition is institutional answerability. Whenever AI-supported action affects dignity, rights, opportunity, work, education, evaluation, safety, or legitimacy, human and institutional accountability must remain explicit.

This principle connects FILE to Human Irreducibility. Judgment, discernment, conscience, moral agency, dignity, meaning, responsibility, care, trust, and love cannot be delegated to AI systems as human responsibility. They can be supported, expressed, challenged, or simulated through technology. They cannot be transferred (Mariani 2026b).

Bovens's work on accountability clarifies the institutional stakes: accountability concerns answerability, explanation, and responsibility within a relationship between actor and forum (Bovens 2007). Floridi and Cowls's AI ethics framework adds the governance dimension by insisting that AI must remain aligned with human values and intelligibility (Floridi and Cowls 2019). FILE pushes the point into leadership theory: a leader cannot delegate responsibility to a system that cannot answer as a moral agent.

Without nondelegation, leadership becomes theater. The leader appears to decide, but the system has structured the field. The leader appears accountable, but responsibility is displaced into technical language. FILE refuses that displacement.

4.5 Emergence

Conceptual Proposition 5: FILE proposes that the integrated exercise of the five intelligences generates five emergent outcomes that cannot be reduced to any single intelligence.

The mechanism is emergence through integration. Responsible Leadership and Decision-Making emerges when cognition, care, culture, legitimacy, and adaptation meet inside accountable action. Collective Intelligence and Human-AI Co-creation emerges when human and machine contributions are orchestrated under human judgment. Creativity and Innovation emerges when imagination, trust, context, power awareness, and experimentation work together. Wisdom and Discernment emerges when leaders distinguish what can be done from what should be done. Human Flourishing through RC — The Relational Commons

emerges when leadership protects the shared human world in which people can work, speak, challenge, learn, belong, and create.

The boundary condition is reduction. If an organization reduces creativity to ideation, wisdom to expertise, collective intelligence to collaboration software, or flourishing to employee satisfaction, the emergent outcome collapses into a narrow metric.

Lévy's account of collective intelligence and Malone's work on superminds ground the idea that intelligence can emerge from networks of people and computational systems (Lévy 1997; Malone 2018). Woolley and colleagues add empirical grounding by showing that collective intelligence can be studied as a group-level phenomenon (Woolley et al. 2010). Amabile anchors creativity and innovation in social and organizational context rather than treating creativity as spontaneous inspiration (Amabile 1996). Sternberg, Baltes and Staudinger, Ardel, and Schwartz and Sharpe ground Wisdom and Discernment in leadership judgment, the psychology of wisdom, and practical wisdom (Sternberg 1998; Baltes and Staudinger 2000; Ardel 2003; Schwartz and Sharpe 2010).

Nussbaum, Sen, Ryff, Ostrom, Edmondson, Honneth, Taylor, Noddings, and Tronto ground the human-flourishing and relational-commons logic through capabilities, wellbeing, commons governance, psychological safety, recognition, care, and relational responsibility (Sen 1999; Nussbaum 2011; Ryff 1989; Ostrom 1990; Edmondson 1999, 2018; Honneth 1995; Taylor 1992; Noddings 1984; Tronto 1993).

Creativity is not one finger. Wisdom is not one finger. Responsible decision-making is not one finger. Human flourishing is not one finger.

They require the movement of the whole hand.

4.6 RC — The Relational Commons

Conceptual Proposition 6: FILE proposes that the integrated exercise of the five intelligences and RC — The Relational Commons — form a recursive relationship: the integrated exercise of the five intelligences builds and renews RC, while an existing RC strengthens the conditions for future responsible leadership.

RC — The Relational Commons names the shared human ecosystem built on trust, dignity, psychological safety, meaning, respect, emotional recognition, mutual recognition, human connection, belonging, care, reciprocity, collaboration, voice, ability to challenge and contest, autonomy, responsibility, legitimacy, harmony, wellbeing, and creative possibility.

RC is not a sixth intelligence, and Human Flourishing is not an RC component; RC is the relational ecosystem FILE seeks to protect, cultivate, and renew, while Human Flourishing through RC is one of FILE's emergent outcomes.

The mechanism is relational recursion. Leadership builds trust, dignity, psychological safety, voice, care, legitimacy, and creative possibility through the integrated exercise of the five intelligences. Once present, these relational conditions make future judgment, challenge, learning, collaboration, and responsible decision-making more possible.

The boundary condition is instrumentalization. RC is damaged when organizations treat trust, voice, dignity, care, wellbeing, or belonging as instruments for productivity while ignoring the human conditions that give them meaning.

Ostrom's work on governing commons places RC in a broader commons tradition, while FILE extends commons logic into the shared relational ecosystem of work, leadership, learning, voice, dignity, and creative possibility (Ostrom 1990; Mariani 2026b). Suchman matters because RC is not an abstract ideal above practice. It lives in situated action: in how people actually experience systems, decisions, roles, voice, authority, and accountability inside organizations (Suchman 2007). Honneth and Taylor ground recognition, dignity, and respect (Honneth 1995; Taylor 1992). Edmondson grounds psychological safety and voice in organizational learning (Edmondson 1999, 2018). Noddings and Tronto give care its moral and political seriousness (Noddings 1984; Tronto 1993). Hirschman and Morrison strengthen the agency cluster by grounding voice, challenge, and contestation (Hirschman 1970; Morrison 2011). Deci and Ryan connect autonomy to motivation and self-determination (Deci and Ryan 2000). Ryff provides a psychological-wellbeing anchor that helps distinguish wellbeing as an RC component from Human Flourishing through RC as the broader final objective (Ryff 1989).

FILE does not treat RC as decoration after leadership. It treats RC as the relational world leadership is responsible for preserving.

5. Selection Logic and Multilevel Architecture

A list of 70 human skills would be easy to produce and easy to mistrust.

FILE cannot be that list.

The 70 nested intelligences must earn their place. They are included because each one makes a FILE meta-intelligence visible in leadership practice. They are not new primary intelligences. They are not personality traits. They are not independent psychometric scales. They are leadership capacities that can be taught, diagnosed, discussed, practiced, and later tested.

Competence research is essential here. Boyatzis established that managerial effectiveness can be studied through underlying human competences (Boyatzis 1982). Spencer and Spencer developed competence as a practical and organizationally relevant language for work performance (Spencer and Spencer 1993). Loufrani-Fedida and her colleagues extend competence management into contemporary organizational practice, where capabilities are not only individual possessions but also collective, managerial, and strategic resources (Grasser, Loufrani-Fedida, and Oiry 2020). These sources protect the 70 nested intelligences from being read as arbitrary labels.

Deming's work on social skills strengthens the selection logic. The point is not only that human skills are morally desirable. They are increasingly central to how work is coordinated, interpreted, and performed in complex economies. FILE extends that insight into leadership after AI: human capabilities matter because artificial intelligence raises the value of coordination, communication, judgment, trust, and social interpretation rather than eliminating them (Deming 2017).

The selection follows six criteria.

First, each domain must be conceptually distinct enough to name something real. Verification Intelligence, Sensemaking Intelligence, Synthesis Intelligence, and Systems Intelligence all belong to Augmented Intelligence, but they do not do the same work. Verification checks. Sensemaking interprets. Synthesis integrates. Systems Intelligence sees interdependence.

Second, each domain must matter for leadership and decision-making. FILE is not a general anthropology of the human person. It is a management theory and diagnostic framework. A capability belongs in the map because it helps leaders decide, govern, relate, interpret, influence, learn, adapt, or protect human conditions when work is transformed by artificial intelligence.

Third, the capability must become more important under conditions created by artificial intelligence. AI makes Verification Intelligence more urgent because fluent outputs can hide weak evidence. It makes Trust Intelligence more urgent because automation can produce opacity and fear. It makes Cultural Intelligence more urgent because AI systems travel across contexts faster than human interpretation. It makes Legitimacy Intelligence more urgent because automated decisions can weaken the perceived rightfulness of authority. It makes Refusal Intelligence more urgent because leaders must sometimes say no to automation.

Fourth, the capability must be teachable. Some human capacities are difficult to measure, but that does not make them impossible to develop. They can be formed through cases, reflection, feedback, simulations, executive education, organizational practice, dialogue, and experience. Petriglieri and Ibarra strengthen this point because leadership development involves identity, experimentation, and formation, not only knowledge acquisition (Petriglieri and Petriglieri 2010; Ibarra 2015).

Fifth, the capability must be diagnosable. FILE should help leaders ask what is missing. An AI rollout may fail because the technical system is weak. It may also fail because trust is broken, cultural translation is poor, legitimacy is absent, or implementation has been confused with transformation.

Sixth, each domain needs a primary home. Some capabilities support several intelligences, but the architecture requires placement discipline. Trust Intelligence belongs in EQ as a leader's capacity; trust in RC belongs to the shared relational condition. Legitimacy Intelligence belongs in PQ as a political capacity; legitimacy in RC belongs to the collective experience of rightful authority. Resilience Intelligence belongs in EQ because it concerns emotional endurance and recovery; Recovery / Redundancy / Robustness Intelligence belongs in AQ because it concerns system-level adaptive design.

The architecture of 70 nested intelligences is intentionally comprehensive. Future empirical work may test its operational definitions, refine boundary conditions, develop measurement instruments, and examine how the domains appear across sectors, cultures, and leadership levels. Hinkin's work on measure development and DeVellis's work on scale development will be important for future empirical instruments, but the contribution here is prior and necessary: a conceptual capability architecture for leadership after AI (Hinkin 1998; DeVellis 2017).

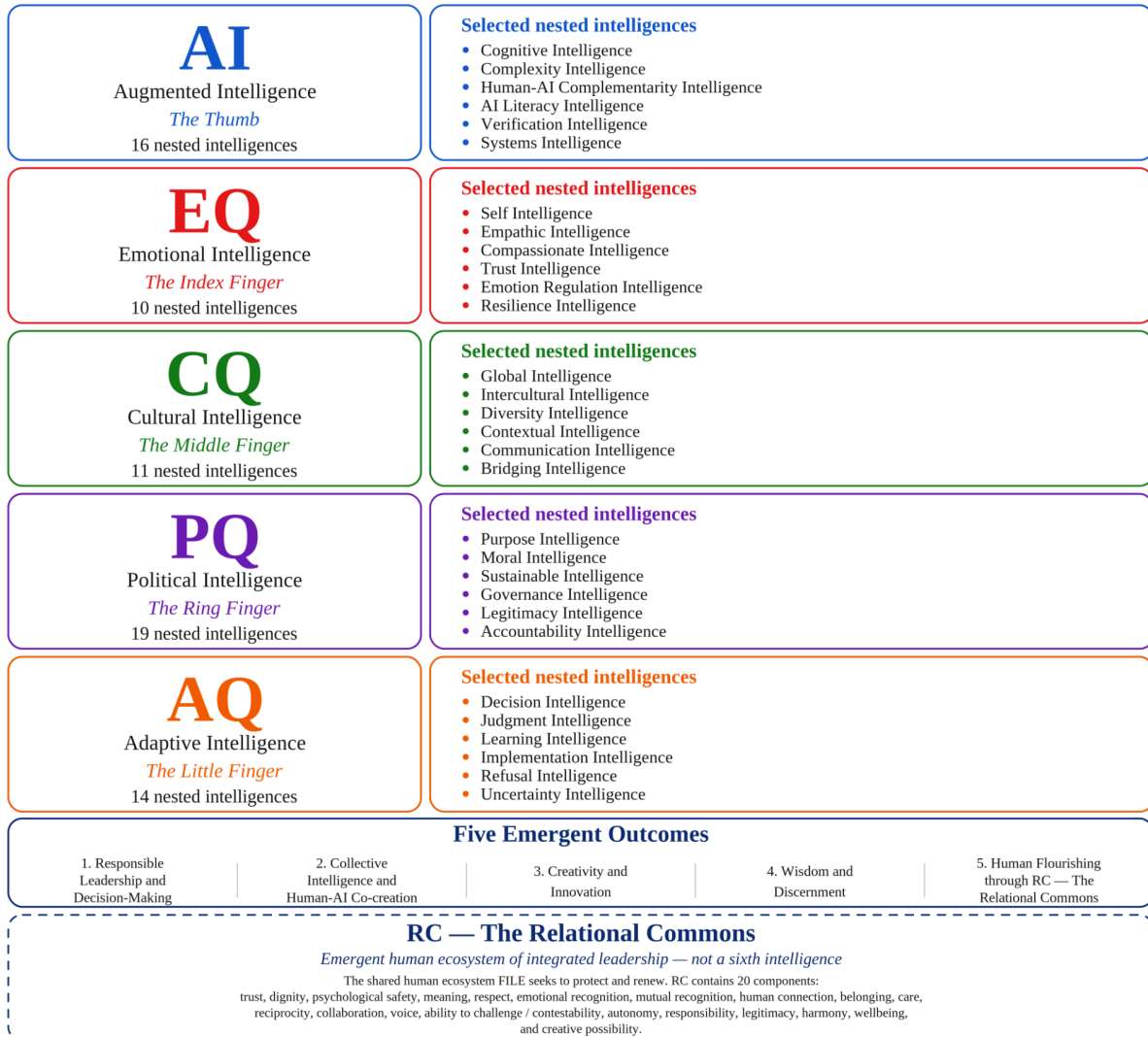
The map is large because the problem is large. AI changes cognition, emotion, culture, power, and adaptation at the same time.

FILE: The Five Intelligences of Leadership Evolution

$$\text{Leadership} = \text{AI} + \text{EQ} + \text{CQ} + \text{PQ} + \text{AQ}$$

5 meta-intelligences • 70 nested intelligences • 5 emergent outcomes • RC — The Relational Commons

Selected examples from FILE's complete architecture of 70 nested intelligences.



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Figure 4. Selected nested intelligences within FILE's complete architecture of 5 meta-intelligences and 70 nested intelligences.

FILE is also multilevel:

- **70 nested intelligences:** human leadership capabilities, individually and collectively exercised. Their function is to diagnose and develop what leadership requires.
- **Five meta-intelligences:** an integrated leadership architecture. Their function is to organize cognition, relation, culture, power, and adaptation.

- **Five emergent outcomes:** team, organizational, institutional, and societal consequences. Their function is to show what integrated leadership produces.
- **RC components:** collective relational conditions. Their function is to name the shared human ecosystem leadership must protect.
- **Human Flourishing through RC:** the human and collective destination. Its function is to define the final horizon of leadership after AI.

6. Boundary Matrix

The following matrix preserves essential distinctions without repeating long boundary prose throughout the paper.

- **Cognitive / Complexity / Critical / Strategic:** Cognitive Intelligence reasons; Complexity Intelligence sees interdependence; Critical Intelligence questions claims; Strategic Intelligence connects choices to long-term direction. Primary level and FILE location: Individual and organizational judgment; AI pillar.
- **Complexity / Systems:** Complexity concerns nonlinearity and emergence; Systems concerns the whole architecture of interacting elements. Primary level and FILE location: Organizational analysis; AI pillar.
- **Technological / AI Literacy / Algorithmic / Data:** Technological Intelligence understands tools; AI Literacy understands AI use and limits; Algorithmic Intelligence understands ranking and classification; Data Intelligence interprets evidence. Primary level and FILE location: Tool literacy and decision infrastructure; AI pillar.
- **Human-AI Complementarity / AI Orchestration:** Complementarity decides the human-machine division of labor; Orchestration coordinates the workflow of people and tools. Primary level and FILE location: Work design and governance; AI pillar.
- **Data / Epistemic / Verification:** Data Intelligence interprets evidence; Epistemic Intelligence judges knowledge; Verification Intelligence checks claims. Primary level and FILE location: Knowledge governance; AI pillar.
- **Sensemaking / Synthesis / Systems:** Sensemaking interprets ambiguity; Synthesis integrates fragments; Systems Intelligence sees the whole ecology. Primary level and FILE location: Interpretation and integration; AI pillar.
- **Relational / Social:** Relational Intelligence builds relationships; Social Intelligence reads group dynamics. Primary level and FILE location: Interpersonal and group life; EQ pillar.
- **Empathic / Compassionate:** Empathic Intelligence understands another's experience; Compassionate Intelligence responds with care and action. Primary level and FILE location: Human relation and care; EQ pillar.
- **Trust Intelligence / Trust in RC:** Trust Intelligence is a leadership capability; Trust in RC is a collective relational condition. Primary level and FILE location: Capability in EQ; condition in RC.
- **Diversity / Inclusion / Belonging / Recognition:** Diversity concerns difference; Inclusion concerns participation; Belonging concerns place; Recognition concerns being seen as a person. Primary level and FILE location: Cultural and relational conditions; CQ and RC.

- **Contextual / Complexity / Systems:** Contextual Intelligence interprets local meaning; Complexity Intelligence reads interdependence; Systems Intelligence sees structural connection. Primary level and FILE location: Interpretation across AI and CQ pillars.
- **Linguistic / Communication:** Linguistic Intelligence understands language as meaning and power; Communication Intelligence governs exchange and understanding. Primary level and FILE location: Cultural action; CQ pillar.
- **Narrative / Sensemaking:** Narrative Intelligence works through stories; Sensemaking works through interpretation under ambiguity. Primary level and FILE location: CQ and AI pillars.
- **Legitimacy Intelligence / Legitimacy in RC:** Legitimacy Intelligence builds and repairs legitimacy; Legitimacy in RC is the collective condition of accepted authority. Primary level and FILE location: Capability in PQ; condition in RC.
- **Ecosystem / Systems / Systemic Impact:** Ecosystem Intelligence maps external interdependence; Systems Intelligence maps internal and whole-system relations; Systemic Impact Intelligence judges structural consequence. Primary level and FILE location: PQ and AI pillars.
- **Institutional / Regulatory:** Institutional Intelligence understands norms and structures; Regulatory Intelligence understands formal rules and compliance. Primary level and FILE location: PQ pillar.
- **Transformational / Implementation:** Transformational Intelligence leads deep change; Implementation Intelligence turns decisions into practice. Primary level and FILE location: AQ pillar.
- **Resilience / Recovery / Redundancy / Robustness:** Resilience is emotional recovery; Recovery / Redundancy / Robustness concerns operational and systemic capacity to withstand failure. Primary level and FILE location: EQ and AQ pillars.
- **Risk / Uncertainty:** Risk can be partly estimated; uncertainty cannot be fully calculated. Primary level and FILE location: AQ pillar.
- **Wellbeing / EQ / RC:** Wellbeing is not a nested EQ intelligence; it is a collective RC condition produced by many intelligences. Primary level and FILE location: RC condition.

7. Augmented Intelligence: Mind, Thumb

In the sequence of this paper, Augmented Intelligence is the first FILE pillar because artificial intelligence first enters leadership as a cognitive challenge. It changes how leaders search, read, write, calculate, compare, summarize, predict, analyze, simulate, and decide. It changes the conditions of attention. It changes the first draft of knowledge. It changes the speed of reasoning. It changes the relationship between expertise and output. It changes the boundary between human thinking and machine assistance. But Augmented Intelligence is not artificial intelligence. **In the FILE formula, AI means Augmented Intelligence:** the disciplined human capacity to think with artificial intelligence without surrendering judgment to it. It names the leadership intelligence required to use machine intelligence while preserving human responsibility. It is not the worship of AI. It is not technological enthusiasm. It is not prompt technique. It is not the fantasy that machines will replace the mind. It governs the relationship

between human cognition and machine cognition. The old leadership problem was bounded rationality. Simon showed that human beings and organizations decide under limits of information, attention, time, and cognitive capacity (Simon 1947). March and Simon showed that organizations structure attention through routines, roles, rules, and procedures (March and Simon 1958). AI does not abolish bounded rationality. It changes its form.

This pillar draws on augmentation, decision-making, distributed cognition, human-centered AI, and organizational AI research (Engelbart 1962; Simon 1947; Hutchins 1995; Shneiderman 2022; Raisch and Krakowski 2021).

7.1 Cognitive Intelligence

Cognitive Intelligence names disciplined thinking under conditions of information abundance, speed, uncertainty, and machine assistance. It includes attention, reasoning, memory, framing, comparison, abstraction, prioritization, problem definition, and the ability to distinguish the central issue from surrounding noise. It is not general cleverness. It is leadership cognition under pressure. AI makes Cognitive Intelligence more necessary because it increases the supply of possible answers. A leader can ask for ten strategies, twenty objections, fifty risks, or one hundred summaries in seconds. The problem is no longer only scarcity of information.

7.2 Complexity Intelligence

Complexity Intelligence enables leaders to understand situations in which causes interact, consequences unfold over time, and no single variable explains the whole. Leadership problems are rarely linear. A decision about AI adoption may affect productivity, trust, job design, surveillance, skill formation, employee voice, customer experience, legal exposure, brand legitimacy, and long-term organizational culture. These effects do not arrive separately. They interact. AI may support the modeling of complex situations. It may also create false simplicity when its outputs compress living interdependence into clean signals.

7.3 Critical Intelligence

Critical Intelligence names the discipline of questioning assumptions, challenging outputs, identifying weaknesses in reasoning, and resisting intellectual dependence. It is the intelligence of disciplined doubt. Critical Intelligence does not mean cynicism. Cynicism dismisses. Critical Intelligence examines. It asks where an argument comes from, what evidence supports it, what alternative explanations exist, whose perspective is missing, what incentive shaped the claim, and what harm may follow if the answer is wrong. This emphasis on interpretation, inference, evaluation, explanation, and self-regulation is consistent with the critical-thinking tradition identified in the Delphi consensus led by Facione (Facione 1990).

7.4 Strategic Intelligence

Strategic Intelligence names the capacity to connect analysis, choice, direction, resources, timing, and long-term consequences. AI supports strategic work only when leaders remain responsible for strategic direction. A model may generate options, summarize competitors, scan markets, simulate scenarios, identify weak signals, and support analysis. But strategy is

not only option generation. Strategy requires choice. It requires saying no. It requires deciding what the organization will become, what it will not become, what capabilities it must build, what risks it will accept, and what future it is willing to defend.

7.5 Technological Intelligence

Technological Intelligence understands technology as a social, organizational, and managerial force. It is broader than AI Literacy. AI Literacy asks whether leaders understand artificial intelligence enough to use and govern it. Technological Intelligence asks how technologies enter work, reshape routines, reorganize authority, transform professions, alter relationships, change time, change space, and produce new forms of visibility and control. Technology is never just a tool. Orlikowski's practice lens shows that technology is enacted through human practice, not simply inserted into organizations as a neutral object (Orlikowski 2000).

De Vaujany extends this logic into digital management, where platforms, devices, and digital infrastructures reshape organizational life, coordination, mobility, and managerial authority (de Vaujany 2024).

7.6 Human-AI Complementarity Intelligence

Human-AI Complementarity Intelligence governs how human and machine capabilities should work together. It is the practical intelligence of division of labor under human responsibility. Licklider's vision of human-computer symbiosis and Engelbart's idea of augmenting human intellect remain foundational because they frame machines as extensions of human problem-solving rather than replacements for human purpose (Licklider 1960; Engelbart 1962). Hutchins's distributed cognition adds that thinking can move across people, tools, representations, and environments (Hutchins 1995). Jarrahi brings this into organizational decision-making by describing human-AI symbiosis as a future of work and management problem (Jarrahi 2018). Human-AI Complementarity Intelligence begins with a simple question: what should the machine do, what should the human do, and how should the relationship be governed? This question cannot be answered once for all tasks. Dell'Acqua and colleagues show that AI creates a jagged frontier: it can improve performance on some tasks while damaging performance when used outside its effective range (Dell'Acqua et al. 2026).

7.7 AI Literacy Intelligence

AI Literacy Intelligence means understanding artificial intelligence well enough to use, question, govern, and explain it responsibly. It does not require every leader to become an engineer. But it does require leaders to understand what AI is doing at the level necessary for responsible management. Long and Magerko define AI literacy through competencies that allow people to critically evaluate, communicate, and use AI technologies (Long and Magerko 2020). Shneiderman's human-centered AI reinforces the leadership importance of reliability, safety, trustworthiness, and human control (Shneiderman 2022). For FILE, AI Literacy Intelligence is not optional knowledge for specialists.

7.8 AI Orchestration Intelligence

AI Orchestration Intelligence refers to the capacity to coordinate human and machine contributions inside workflows, teams, decisions, and organizations. It goes beyond personal AI use. A leader with AI Literacy may understand the tool. A leader with Human-AI Complementarity may know what humans and machines should each do. A leader with AI Orchestration Intelligence designs the process through which people, AI tools, data, review mechanisms, accountability structures, and feedback loops work together. This is a managerial intelligence. AI often fails not because the tool is useless, but because orchestration is weak.

7.9 Automation Intelligence

Automation Intelligence decides what should be automated, what should be augmented, what should remain human, and what should be refused. It is not anti-automation. It is responsible automation judgment. The future-of-work literature shows why this matters. Autor, Levy, and Murnane demonstrated that automation affects routine and nonroutine tasks differently (Autor, Levy, and Murnane 2003). Autor later argued that automation changes the structure of work rather than simply eliminating work as such (Autor 2015). Acemoglu and Restrepo show that automation can displace tasks, but new tasks can also be created (Acemoglu and Restrepo 2019).

7.10 Algorithmic Intelligence

Algorithmic Intelligence gives leaders the capacity to understand how algorithmic systems classify, rank, score, recommend, optimize, and shape decisions. This intelligence matters because algorithms often enter leadership through apparently technical forms: a risk score, a ranking, a recommendation, a prediction, a candidate fit score, a performance dashboard, a fraud flag, a customer segmentation, a learning analytics indicator, or a promotion model. These systems do not merely process reality. They format it.

7.11 Data Intelligence

Data Intelligence understands data as representation, not reality. Data are never just given. They are selected, produced, cleaned, categorized, stored, labeled, interpreted, governed, and used. They reflect choices about what counts, what is ignored, what is measurable, what is invisible, who is recorded, who is excluded, and which histories are turned into inputs. Kitchen's work on data reminds us that data infrastructures shape knowledge and consequences, rather than merely reflecting the world (Kitchen 2014). Zuboff's work shows how data extraction can become a structure of power, visibility, prediction, and control (Zuboff 2019).

7.12 Epistemic Intelligence

Epistemic Intelligence judges what counts as knowledge. It asks how leaders know what they think they know. This intelligence becomes essential when AI systems produce fluent answers at scale. A machine can generate a claim, summarize a literature, draft a recommendation, or provide an explanation. But the leader must ask whether the output is knowledge, speculation,

pattern reproduction, statistical inference, plausible language, or unsupported synthesis. Epistemic Intelligence concerns evidence, justification, source quality, uncertainty, credibility, expertise, testimony, silence, and the conditions under which a claim deserves trust.

7.13 Verification Intelligence

Verification Intelligence checks claims, outputs, sources, data, assumptions, references, and consequences before action. It is one of the most practical forms of Augmented Intelligence. Generative AI makes verification unavoidable because fluent outputs can be wrong. They can invent references, compress nuance, misstate evidence, misattribute claims, or produce confident answers where uncertainty is required. Predictive systems also require verification because model performance may decline across contexts, groups, time, or deployment conditions. Verification Intelligence is not distrust of everything. It is disciplined trust. It asks: what must be checked, how should it be checked, who should check it, which sources count, what level of confidence is required, and what happens if the output is wrong? Power's work on verification and audit is useful because organizations often create formal assurance systems that can become symbolic rather than substantive (Power 1997). Shneiderman's human-centered AI makes reliability and safety central (Shneiderman 2022).

7.14 Sensemaking Intelligence

Sensemaking Intelligence enables leaders to interpret ambiguous situations and construct meaning for action. It is not the same as verification. Verification checks whether a claim is accurate. Sensemaking asks what the situation means. Weick's work is central: organizations do not simply process information; they make sense of ambiguous events through interpretation, cues, narratives, and action (Weick 1995). AI can provide more cues, and generative AI can itself become a cue that shapes interpretation. But AI does not decide which cues matter.

7.15 Synthesis Intelligence

Synthesis Intelligence integrates fragments into a coherent whole without flattening difference. It is not summarization. AI can summarize, compress, list themes, extract bullet points, and compare documents. These operations are useful. Synthesis is more demanding. It requires judgment about relationships, hierarchy, tension, contradiction, relevance, causality, implication, and meaning. Synthesis Intelligence connects what should not remain separated: technical analysis, human experience, cultural context, political legitimacy, ethical responsibility, strategic direction, and adaptive learning. Hutchins's distributed cognition helps explain why synthesis is now harder: cognition is distributed across people, tools, environments, and representations (Hutchins 1995).

7.16 Systems Intelligence

Systems Intelligence gives leaders the ability to see interdependence, feedback loops, delayed consequences, system boundaries, leverage points, and unintended effects. It is closely related to Complexity Intelligence, but not identical. Complexity Intelligence recognizes nonlinearity and ambiguity. Systems Intelligence maps relationships and consequences across a whole.

Senge's work on systems thinking in learning organizations remains important because organizations often fail when they treat symptoms instead of structures (Senge 1990). Meadows's work on systems clarifies the importance of feedback loops, delays, stocks, flows, and leverage points (Meadows 2008).

8. Emotional Intelligence: Heart, Index Finger

Emotional Intelligence is the second FILE pillar because leadership after artificial intelligence is not only a cognitive challenge. It is also an emotional and relational challenge. Artificial intelligence changes tasks, decisions, workflows, writing, analysis, coordination, and organizational speed. But these changes do not enter empty systems. They enter human systems already shaped by fear, trust, ambition, fatigue, pride, silence, resistance, care, identity, status, conflict, hope, and meaning. This is why Emotional Intelligence cannot be treated as a soft supplement to Augmented Intelligence. The more artificial intelligence enters work, the more leaders must understand what happens inside and between human beings. FILE places Emotional Intelligence in the heart of leadership because the age of AI will intensify emotional demands. Employees may fear replacement. Managers may feel pressure to adopt tools they do not understand. Students may confuse output with competence. Experts may feel devalued. Teams may lose confidence in what is human, original, or trustworthy. Organizations may gain speed while losing attention to dignity. Salovey and Mayer's foundational definition of emotional intelligence emphasized the ability to monitor one's own and others' feelings and emotions, discriminate among them, and use that information to guide thinking and action (Salovey and Mayer 1990). Goleman popularized emotional intelligence as a central leadership capacity, especially in self-awareness, self-regulation, motivation, empathy, and social skill (Goleman 1995).

This pillar draws on emotional intelligence, relational leadership, trust, care, psychological safety, and resilience research (Salovey and Mayer 1990; Goleman 1995; Uhl-Bien 2006; Mayer, Davis, and Schoorman 1995; Edmondson 1999).

8.1 Self Intelligence

Self Intelligence names the capacity to understand one's own motives, emotions, limits, fears, habits, biases, and responsibilities. Leadership after AI begins with the self because artificial intelligence does not remove human psychology from decision-making. It often reveals it. AI may make leaders faster, more informed, and more productive. It may also make them more dependent, more overconfident, more impatient, and less aware of how their own desires shape their use of machine output. A leader may use AI to confirm a preferred strategy. A manager may use a dashboard to avoid a difficult conversation.

8.2 Relational Intelligence

Relational Intelligence governs how leaders build, sustain, repair, and interpret relationships in conditions of pressure, ambiguity, and technological change. Leadership does not happen inside isolated minds. It happens between people. Artificial intelligence may support communication, scheduling, analysis, documentation, and coordination. It may help draft

messages, summarize meetings, translate exchanges, and organize workflows. But relationships are not built by output alone. They are built through attention, reliability, responsiveness, mutual recognition, emotional presence, and the ability to repair damage when trust is strained.

8.3 Social Intelligence

Social Intelligence enables leaders to read social situations, group dynamics, status relations, informal norms, emotional climates, and collective behavior. It is broader than interpersonal warmth. It is the intelligence of social reality. AI-supported organizations generate new forms of visibility and new forms of blindness. Dashboards may show performance but miss fear. Communication tools may show activity but miss silence. Sentiment analysis may detect tone but miss irony, dignity, or political caution. Collaboration platforms may map interaction but miss exclusion. Social Intelligence sees what systems do not show.

8.4 Empathic Intelligence

Empathic Intelligence understands another person's experience without reducing it to one's own assumptions. Empathy is not sentimentality. It is disciplined perspective-taking. In the age of AI, Empathic Intelligence matters because technological change is rarely experienced equally. One employee may experience AI as liberation from routine work. Another may experience it as surveillance. A senior executive may see productivity. A junior employee may see deskilling. A professor may see academic risk. A student may see cognitive support. A customer may see convenience. A vulnerable person may see exclusion.

8.5 Compassionate Intelligence

Compassionate Intelligence turns the recognition of vulnerability into responsible action. It goes beyond empathy. Empathy understands another person's experience. Compassion asks what responsibility follows. A leader may understand that employees fear automation and still do nothing. A professor may understand that students are overwhelmed by generative AI and still design policies that humiliate them. An executive may understand that constant monitoring damages dignity and still pursue it because it improves measurable control. Compassionate Intelligence turns recognition into responsible action. Care ethics helps clarify this distinction.

8.6 Trust Intelligence

Trust Intelligence builds, calibrates, extends, protects, and repairs trust between people. Trust Intelligence is a capability. Trust in RC — The Relational Commons is a condition. This distinction is essential. In FILE, Trust Intelligence belongs inside Emotional Intelligence because leaders need the human capacity to create and sustain trustworthy relationships. Trust also appears in RC because trust is one of the collective conditions that integrated leadership seeks to protect, cultivate, and renew. The capability builds the condition. The condition strengthens the capability. Trust becomes more fragile in the age of AI because people may no longer know who or what produced a decision, a text, a recommendation, a

score, or an evaluation. Did a human judge this? Did a model rank it? Did a manager read it? Was the appeal heard? Was the answer copied? Was the decision accountable?

8.7 Coaching / Developmental Intelligence

Coaching / Developmental Intelligence enables leaders to help others grow in judgment, competence, confidence, autonomy, and responsibility. The age of AI makes this intelligence more important, not less. If artificial intelligence performs too much cognitive, communicative, or analytical labor too early, people may gain productivity without formation. A student may submit polished work without developing thinking. A junior manager may produce a strategy memo without learning strategic reasoning. An employee may rely on AI suggestions without building professional judgment. A team may automate tasks that once developed skill, memory, and discernment.

8.8 Emotion Regulation Intelligence

Emotion Regulation Intelligence recognizes, modulates, expresses, and governs emotions under pressure. Leadership after AI will involve emotional turbulence. AI adoption can provoke enthusiasm, anxiety, resentment, shame, dependency, anger, excitement, confusion, and moral discomfort. Leaders themselves will experience pressure: pressure to adopt, pressure to compete, pressure to cut costs, pressure to appear innovative, pressure to decide quickly, pressure to explain technologies they only partially understand. Emotion Regulation Intelligence keeps leaders emotionally competent when conditions accelerate.

8.9 Resilience Intelligence

Resilience Intelligence names the capacity to recover, adapt emotionally, and continue acting responsibly after disruption, error, loss, or shock. Resilience belongs in Emotional Intelligence, not Adaptive Intelligence, because it concerns the human capacity to absorb emotional strain, recover from difficulty, and remain capable of responsibility. Adaptation may redesign systems, strategies, and practices. Resilience sustains the person and the collective through the strain of that adaptation. AI will create disruptions that are not only technical. It may change professional identity, status, expertise, employment security, learning processes, and organizational trust.

8.10 Embodied Intelligence

Embodied Intelligence reminds leaders that leadership is not only cognitive, verbal, or digital, but lived through the body. The age of AI risks making leadership appear disembodied. Work increasingly passes through screens, dashboards, messages, prompts, avatars, documents, simulations, and digital traces. Leaders may begin to mistake written output for presence, sentiment data for emotion, meeting summaries for participation, and productivity signals for human energy. Embodied Intelligence resists this reduction. Human beings think, feel, decide, and relate through bodies. Fatigue matters. Voice matters. Silence matters. Breath matters. Posture matters. Presence matters.

9. Cultural Intelligence: World, Middle Finger

Cultural Intelligence is the third FILE pillar because leadership after artificial intelligence does not unfold in a neutral world. AI enters cultures. It enters national cultures, organizational cultures, professional cultures, digital cultures, linguistic communities, generational groups, educational systems, legal traditions, and moral worlds. It changes what people consider legitimate, efficient, fair, respectful, intelligent, original, private, human, or acceptable. A technology that appears useful in one context may be distrusted in another. A data practice accepted in one organization may be seen as surveillance in another. An AI tutor may be interpreted as empowerment by one student and as cheating by another. A performance algorithm may be accepted as objective in one culture and rejected as dehumanizing in another. A chatbot may appear convenient to one customer and insulting to another. This is why Cultural Intelligence is not decorative. It is the leadership capacity to understand difference without reducing it to stereotype, manage across contexts without imposing one dominant norm, and build meaning across boundaries. Earley and Ang define cultural intelligence as the capability to function effectively in culturally diverse situations (Earley and Ang 2003). Ang and colleagues operationalized cultural intelligence through metacognitive, cognitive, motivational, and behavioral dimensions linked to judgment, adaptation, and task performance across cultures (Ang et al. 2007).

This pillar draws on cultural intelligence, diversity, inclusion, communication, narrative, and contextual interpretation research (Earley and Ang 2003; Ang et al. 2007; Ely and Thomas 2001; Bruner 1991; Shore et al. 2011).

9.1 Global Intelligence

Global Intelligence understands leadership across countries, institutions, markets, legal systems, histories, and geopolitical contexts. AI is global, but its meanings are not universal. A multinational organization may adopt the same AI platform across several countries, but employees, regulators, customers, and managers will not interpret it in the same way everywhere. Data rules differ. Labor protections differ. Privacy expectations differ. Trust in institutions differs. Education systems differ. Managerial authority differs. Public debates about AI differ. Global Intelligence understands these differences before exporting a single model of technological change.

9.2 Intercultural Intelligence

Intercultural Intelligence enables leaders to interact effectively across cultural differences without reducing people to cultural categories. It is the intelligence of respectful crossing. Culture matters because people do not experience technology from nowhere. They interpret it through norms about authority, communication, privacy, hierarchy, uncertainty, community, individual responsibility, and trust. But culture can also be misused. A leader may turn cultural analysis into stereotype. A consultant may reduce complex societies to dimensions. A company may assume that one national label explains individual behavior. Intercultural Intelligence avoids both errors: cultural blindness and cultural determinism.

9.3 Diversity Intelligence

Diversity Intelligence concerns how human differences shape work, power, opportunity, voice, and technological experience. Diversity is not a demographic checklist. It concerns the ways in which gender, race, class, age, disability, language, nationality, education, profession, religion, sexuality, cognitive style, and social background shape how people are seen, heard, evaluated, included, or excluded. In the age of AI, these differences may be amplified by data, models, interfaces, and organizational systems. Diversity Intelligence examines who benefits from AI adoption and who carries its risks. An algorithmic hiring tool may reproduce past exclusion.

9.4 Contextual Intelligence

Contextual Intelligence understands situations through their surrounding conditions, histories, constraints, and meanings. It protects leaders from false universalism. AI tools often travel faster than context. A system developed in one environment is applied in another. A policy written for one organization is copied by another. A benchmark created in one language is generalized to another. A managerial practice designed for one culture becomes global doctrine. Contextual Intelligence slows the decision enough to ask what changes when the setting changes. Context includes industry, profession, law, geography, history, language, organization, power, infrastructure, education, and social expectation.

9.5 Linguistic Intelligence

Linguistic Intelligence names the capacity to understand how language shapes thought, power, trust, identity, and action. Artificial intelligence is increasingly linguistic. Generative AI writes, summarizes, translates, classifies, explains, answers, recommends, and speaks. It enters organizations through language. It produces memos, policies, emails, reports, feedback, code comments, classroom answers, customer responses, and strategic narratives. Leaders therefore need more than technical fluency. They need linguistic judgment. Language is never neutral. Bourdieu showed that language carries symbolic power because not all speakers, accents, vocabularies, and forms of expression are equally valued (Bourdieu 1991).

9.6 Communication Intelligence

Communication Intelligence enables leaders to create shared understanding, explain decisions, listen across differences, and make meaning actionable. It is not the same as Linguistic Intelligence. Linguistic Intelligence concerns the power and structure of language. Communication Intelligence concerns the relational act of making meaning between people. AI can accelerate communication. It can draft emails, summarize meetings, translate messages, generate presentations, and produce explanations. But faster communication is not necessarily better communication. A message may be clear and still not be trusted. A summary may be accurate and still omit what mattered.

9.7 Digital Culture Intelligence

Digital Culture Intelligence understands the norms, behaviors, identities, rituals, and meanings produced inside digital environments. AI does not enter culture only from outside. It is part of digital culture. People now work, learn, debate, perform, joke, resist, organize, and build identity through platforms, feeds, chats, documents, dashboards, virtual meetings, online communities, learning systems, and algorithmic environments. These spaces create norms: speed, visibility, ranking, sharing, remixing, surveillance, virality, comparison, anonymity, performativity, and permanent traceability. Digital Culture Intelligence understands these norms before governing digital work. Digital Culture Intelligence is not AI Literacy Intelligence.

9.8 Intergenerational Intelligence

Intergenerational Intelligence refers to the capacity to understand and coordinate across age groups, career stages, learning histories, and generational experiences. Artificial intelligence enters generations differently. A student who grows up with generative AI may experience it as a normal cognitive companion. A mid-career professional may experience it as a threat to accumulated expertise. A senior executive may experience it as strategic necessity but also as technical distance. A professor may experience it as disruption to assessment. A young employee may use it fluently but lack judgment about when not to use it.

9.9 Inclusion Intelligence

Inclusion Intelligence creates conditions in which different people can participate, contribute, challenge, and belong without being forced to erase who they are. Inclusion is not the same as diversity. Diversity concerns the presence of difference. Inclusion concerns the quality of participation and belonging. A team may be diverse and still silence people. A company may hire difference and still promote conformity. A classroom may welcome many backgrounds and still reward only one style of expression. An AI tool may expand access for some and create exclusion for others.

9.10 Narrative Intelligence

Narrative Intelligence names the capacity to understand, create, question, and renew the stories through which people make sense of change. Organizations do not live by data alone. They live by stories. AI adoption always creates narratives: AI will save us, AI will replace us, AI will make us efficient, AI will make us obsolete, AI will democratize expertise, AI will destroy learning, AI will remove bias, AI will intensify control. These narratives shape behavior before policy does. They create hope, fear, resistance, legitimacy, or resignation. Narrative Intelligence governs the story of AI without manipulating people.

9.11 Bridging Intelligence

Bridging Intelligence connects people, groups, languages, disciplines, generations, cultures, institutions, and worlds that would otherwise remain separate. It closes the Cultural Intelligence pillar because leadership after AI will require bridge-builders. AI creates new

divides: between technical and non-technical people, executives and employees, data teams and frontline workers, English speakers and non-English speakers, younger and older workers, wealthy and resource-constrained institutions, global platforms and local communities, machine logic and human meaning. Bridging Intelligence crosses these divides without erasing difference.

10. Political Intelligence: Society, Ring Finger

Political Intelligence is the fourth FILE meta-intelligence because leadership after artificial intelligence is not only cognitive, emotional, or cultural. It is also political. Artificial intelligence enters organizations through power. It changes who sees, who decides, who is scored, who is monitored, who is heard, who is ignored, who gains authority, who loses discretion, who owns data, who defines risk, who controls systems, who benefits from automation, and who bears the consequences when machines fail. This is why Political Intelligence is indispensable. Leadership after AI cannot be reduced to cognition, empathy, or culture. It must also govern purpose, legitimacy, accountability, institutions, stakeholders, conflict, privacy, safety, regulation, influence, and power. The more organizations depend on artificial intelligence, the more leadership must become politically responsible. Political Intelligence is not manipulation. In FILE, Political Intelligence is the leadership intelligence required to understand and govern power, purpose, legitimacy, institutions, stakeholders, responsibility, and collective consequences. It is not Machiavellianism. It is not tactical maneuvering. It is not office politics. It is responsible action inside systems of power. Power is unavoidable in organizations. Weber showed that legitimate authority depends on recognized forms of domination and institutional order (Weber 1978). French and Raven identified bases of social power that continue to shape organizational life (French and Raven 1959).

This pillar draws on leadership, power, legitimacy, accountability, institutions, privacy, safety, regulation, and stakeholder theory (Weber 1978; Freeman 1984; Ferris et al. 2005; Suchman 1995; Bovens 2007; Zuboff 2019).

10.1 Purpose Intelligence

Purpose Intelligence orients leadership toward meaningful ends rather than mere performance, speed, efficiency, or optimization. Purpose is not a slogan. In the age of AI, purpose becomes a governance necessity. Artificial intelligence can accelerate execution, produce recommendations, automate processes, and optimize measurable outcomes. But acceleration is dangerous when the destination is unclear. Optimization is irresponsible when the objective is wrong. Efficiency is not leadership if it serves the wrong purpose. Purpose Intelligence forces the first political question: what is technology for?

10.2 Moral Intelligence

Moral Intelligence distinguishes what can be done from what should be done. AI makes this distinction unavoidable. Artificial intelligence expands organizational capability. It can classify, predict, personalize, automate, monitor, recommend, simulate, and generate. But expanded capability does not create moral permission. The fact that an organization can

measure workers more closely does not mean it should. The fact that a system can predict behavior does not mean it should be used. The fact that a tool can generate persuasive language does not mean persuasion is legitimate.

10.3 Sustainable Intelligence

Sustainable Intelligence connects present decisions with long-term ecological, social, economic, and institutional consequences. Sustainability is not a communication label. It is time discipline. AI adoption has material and social consequences. It consumes energy, depends on infrastructure, reorganizes labor, changes skill formation, affects supply chains, concentrates power, and may intensify inequalities between organizations that can afford advanced systems and those that cannot. It can also support climate modeling, resource optimization, scientific discovery, public services, and social coordination. Sustainable Intelligence holds both realities together. The leadership question is not whether AI is sustainable in the abstract.

10.4 Governance Intelligence

Governance Intelligence designs, maintains, and revises the rules, structures, roles, processes, and safeguards through which power is exercised responsibly. Governance is not bureaucracy. It is the architecture of responsibility. AI governance becomes necessary because artificial intelligence does not remain inside one function. It crosses strategy, HR, marketing, finance, education, operations, legal, technology, security, ethics, and external stakeholders. A model trained by one team may affect another. A system purchased for efficiency may reshape rights, work, voice, and reputation. A tool adopted informally by employees may expose data or change standards of authorship.

10.5 Legitimacy Intelligence

Legitimacy Intelligence builds, preserves, and repairs the right to lead, decide, govern, and act in the eyes of those affected. Legitimacy is not popularity. A leader may be liked and illegitimate. A decision may be legal and illegitimate. A system may be efficient and illegitimate. Legitimacy concerns whether authority is recognized as appropriate, justified, and acceptable within a social order. Suchman defines legitimacy as a generalized perception that actions are desirable, proper, or appropriate within socially constructed systems of norms, values, beliefs, and definitions (Suchman 1995). In the age of AI, this becomes central because technical decisions often affect people who did not design the system, choose the data, define the objective, or understand the model. Legitimacy Intelligence tests whether AI-supported decisions can be justified to those affected by them. A hiring algorithm may be efficient, but candidates may reject its legitimacy if they cannot understand or contest it.

10.6 Stakeholder Intelligence

Stakeholder Intelligence identifies, understands, prioritizes, engages, and responds to those affected by organizational decisions. After AI, stakeholders multiply. An AI decision may affect employees, customers, students, suppliers, regulators, communities, platform providers, unions, professional bodies, investors, citizens, and future workers. Some stakeholders are visible because they have power. Others are invisible because they lack voice, data rights,

expertise, access, or representation. Freeman's stakeholder theory remains foundational because it rejects the idea that organizations can be understood only through shareholder interests (Freeman 1984).

10.7 Influence Intelligence

Influence Intelligence shapes attention, interpretation, motivation, and action ethically. Influence is unavoidable in leadership. Leaders influence through words, incentives, structures, symbols, decisions, relationships, data, platforms, and example. Artificial intelligence adds new influence tools: personalization, behavioral prediction, automated messaging, recommendation systems, targeted persuasion, sentiment analysis, and persuasive interfaces. These tools can support coordination. They can also manipulate. Influence Intelligence distinguishes ethical influence from domination. French and Raven's bases of social power remind us that influence can rest on reward, coercion, legitimacy, expertise, reference, and information (French and Raven 1959).

10.8 Accountability Intelligence

Accountability Intelligence governs how leaders assign, accept, explain, and enforce responsibility for decisions and consequences. AI makes accountability harder because action becomes distributed. A decision may involve a vendor, a model, a dataset, a procurement team, a manager, a policy, a dashboard, a workflow, and a human reviewer. When harm occurs, responsibility can disappear into the chain. The vendor blames the user. The manager blames the system. The system is treated as neutral. The policy is treated as sufficient. The affected person is left without answer. Accountability Intelligence refuses this disappearance. Accountability is not only reporting. It requires answerability, justification, correction, and consequences. Bovens's account of public accountability is useful here because accountability involves an actor explaining conduct to a forum that can question, judge, and impose consequences (Bovens 2007). FILE applies this logic inside AI-supported leadership: someone must remain answerable for what artificial intelligence changes.

10.9 Conflict Intelligence

Conflict Intelligence understands, contains, transforms, and learns from conflict without denying it or allowing it to become destructive. AI adoption will generate conflict. It will produce conflict between efficiency and dignity, automation and employment, innovation and regulation, surveillance and trust, personalization and privacy, standardization and culture, speed and deliberation, managerial authority and employee voice, technical experts and non-technical stakeholders. Conflict is not always failure. Hirschman's work on exit, voice, and loyalty shows that dissent can be a signal of institutional strain and a source of repair (Hirschman 1970).

10.10 Ecosystem Intelligence

Ecosystem Intelligence enables leaders to understand the wider network of actors, platforms, institutions, technologies, communities, and dependencies in which organizations operate. No organization adopts AI alone. AI adoption depends on vendors, cloud providers, data

infrastructures, regulators, consultants, universities, professional bodies, industry standards, open-source communities, labor markets, customers, and public trust. A decision made inside one organization can create effects across a wider ecosystem. Moore's business ecosystem concept remains useful because firms increasingly co-evolve with suppliers, customers, competitors, and complementary actors (Moore 1996).

10.11 Institutional Intelligence

Institutional Intelligence understands the rules, norms, professions, laws, traditions, and taken-for-granted assumptions that shape legitimate action. Institutions define what counts as proper. AI adoption does not happen in an empty space. It enters professions with ethical codes, universities with academic norms, hospitals with clinical obligations, courts with procedural rights, companies with governance expectations, public administrations with democratic duties, and industries with standards. North defines institutions as the rules of the game that structure human interaction (North 1990). Scott identifies regulative, normative, and cultural-cognitive pillars of institutions (Scott 1995).

10.12 Integrity Intelligence

Integrity Intelligence names the capacity to maintain coherence between values, words, decisions, systems, and consequences. Integrity is not image. It is alignment under pressure. AI adoption will test organizational integrity because it creates moments where declared values can be contradicted by operational systems. A company may claim to value people while using AI to intensify surveillance. A university may claim to form judgment while allowing students to outsource thinking. A public institution may claim fairness while deploying systems that affected citizens cannot understand or challenge. Integrity Intelligence asks whether the organization's systems embody its values.

10.13 Negotiation Intelligence

Negotiation Intelligence reaches agreements, manages trade-offs, protects essential values, and creates workable arrangements among actors with different interests. AI adoption requires negotiation. Leaders must negotiate with employees, unions, regulators, vendors, customers, educators, students, communities, investors, technical experts, and internal functions. These negotiations are not only about price or implementation timelines. They concern rights, responsibilities, data use, monitoring, autonomy, safety, learning, jobs, and legitimacy. Fisher, Ury, and Patton's principled negotiation approach remains useful because it distinguishes positions from interests and emphasizes options, criteria, and mutual gains (Fisher, Ury, and Patton 1991).

10.14 Power Intelligence

Power Intelligence gives leaders the capacity to see, interpret, limit, distribute, and govern power. Power is not a dirty word. It is a condition of leadership. Every organization contains authority, hierarchy, influence, dependency, expertise, control, incentives, and informal power. Artificial intelligence reorganizes these relations. It can centralize decisions, automate monitoring, empower experts, weaken professional discretion, create new dependencies on

vendors, and shift power toward those who control data and infrastructure. Power Intelligence examines what AI changes in the distribution of power. Who becomes more powerful when this system is deployed? Who becomes more visible?

10.15 Privacy Intelligence

Privacy Intelligence protects personal, relational, organizational, and civic boundaries in data-intensive environments. Privacy is not secrecy. It is the condition under which human beings can maintain dignity, autonomy, intimacy, identity, and freedom from excessive exposure. AI makes privacy more fragile because it depends on data collection, inference, prediction, profiling, storage, aggregation, and reuse. Even when data are not sensitive in isolation, they can become sensitive when combined. Privacy Intelligence examines what data practices do to human beings.

10.16 Regulatory Intelligence

Regulatory Intelligence enables leaders to understand, anticipate, interpret, and comply with legal and regulatory obligations while preserving responsible judgment beyond compliance. Regulation matters because AI affects rights, safety, discrimination, labor, privacy, security, intellectual property, consumer protection, education, and public accountability. But regulatory compliance is not the same as responsible leadership. A leader may comply with minimum law and still act irresponsibly. A system may be technically legal and still damage trust. A policy may satisfy documentation requirements and still fail human beings. Regulatory Intelligence therefore includes compliance, but it does not end there.

10.17 Safety Intelligence

Safety Intelligence prevents, detects, reduces, and responds to harm in systems that affect human beings. Safety is not only physical. AI creates technical, psychological, social, organizational, reputational, epistemic, and political risks. A system may produce harmful recommendations. A chatbot may give misleading advice. A predictive tool may misclassify people. A monitoring system may create stress. An automation process may remove human intervention at the wrong moment. A generative tool may spread false information. Safety Intelligence requires leaders to design for failure before failure occurs.

10.18 Systemic Impact Intelligence

Systemic Impact Intelligence gives leaders the ability to understand how decisions create effects across people, organizations, institutions, ecosystems, and time. It is the political extension of systems thinking. Systems Intelligence in Augmented Intelligence helps leaders see interdependence, feedback loops, and consequences. Systemic Impact Intelligence asks how those consequences affect society, institutions, stakeholders, and RC — The Relational Commons. It moves from system structure to human and social impact. AI decisions rarely stay local. An automated HR tool can shape career trajectories. A recommendation engine can shape public discourse. A learning platform can shape educational norms.

10.19 Transparency Intelligence

Transparency Intelligence makes relevant decisions, processes, assumptions, limitations, and responsibilities visible enough for understanding, trust, accountability, and contestability. Transparency is not total exposure. Not everything can or should be disclosed. Security, privacy, trade secrets, and legitimate confidentiality matter. But opacity becomes dangerous when people are affected by systems they cannot understand, question, or challenge. Transparency Intelligence determines what must be made visible, to whom, in what form, at what moment, and for what purpose.

11. Adaptive Intelligence: Evolution, Little Finger

Adaptive Intelligence is the fifth FILE meta-intelligence because leadership after artificial intelligence is not only cognitive, emotional, cultural, or political. It is evolutionary. AI changes the conditions of change itself. Organizations must learn faster, decide under uncertainty, experiment responsibly, redesign work, recover from shocks, confront paradoxes, refuse harmful tools, manage risk, and act when the future is unclear. But adaptation after AI cannot mean blind flexibility. It cannot mean permanent acceleration. It cannot mean accepting every technology because the environment changes. Adaptive Intelligence means evolving without losing judgment. It is the leadership intelligence required to decide, learn, experiment, transform, implement, recover, refuse, and act responsibly under uncertainty. It is not agility theater. It is not change management as slogan. It is not adaptation as obedience to technological pressure. It means changing without surrendering what must remain human.

Together, these nested intelligences define the evolutionary dimension of leadership after AI.

This pillar draws on decision-making, organizational learning, adaptive leadership, change, resilience, risk, uncertainty, and implementation research (March 1991; March 1994; Argyris and Schön 1978; Heifetz 1994; Weick and Sutcliffe 2001; Taleb 2012).

11.1 Decision Intelligence

Decision Intelligence makes responsible choices under conditions of complexity, uncertainty, bounded rationality, incomplete information, and AI-supported analysis. Leadership is decision-making under responsibility. AI can support decisions by producing forecasts, options, summaries, rankings, scenarios, and recommendations. It can expand the information field. It can also create overconfidence, false precision, and dependence on outputs whose assumptions remain hidden. Decision Intelligence governs the full decision process. What is the decision? Who defines it? What alternatives are considered? What evidence matters? What assumptions are being made? What values guide the choice? What risks are acceptable? Who is affected?

11.2 Judgment Intelligence

Judgment Intelligence names the capacity to interpret evidence, weigh values, compare alternatives, recognize limits, and decide responsibly when no formula can settle the matter. Judgment is not prediction. Prediction estimates what may happen. Judgment decides what

should be done. AI can improve prediction in some domains, but leadership still requires judgment because decisions involve values, consequences, uncertainty, responsibility, and context. Klein's work on naturalistic decision-making shows that expert judgment often operates in real-world conditions of time pressure, ambiguity, and incomplete information (Klein 1998).

11.3 Learning Intelligence

Learning Intelligence enables leaders to acquire, revise, apply, and share knowledge under changing conditions. AI makes learning easier and harder at the same time. It can accelerate access to information, personalize explanations, simulate practice, translate knowledge, summarize literature, and support skill development. It can also weaken learning if people outsource effort, skip struggle, accept fluent answers, or confuse output with understanding. Learning Intelligence protects the conditions of learning while using AI responsibly. Argyris and Schön's distinction between single-loop and double-loop learning remains essential (Argyris and Schön 1978). Single-loop learning corrects errors within existing assumptions.

11.4 Experimental Intelligence

Experimental Intelligence tests ideas, tools, policies, and systems through disciplined experimentation before scaling them. After AI, experimentation becomes necessary, but dangerous. Leaders cannot understand every consequence of AI adoption in advance. They need pilots, prototypes, trials, sandboxes, simulations, feedback loops, and controlled deployment. But experimentation with human beings, data, jobs, learning, rights, and trust must be governed responsibly. Experimental Intelligence allows leaders to learn without treating people as disposable test subjects. The experimental tradition in innovation and learning emphasizes iteration, feedback, and discovery. Ries's lean startup approach popularized build-measure-learn cycles in entrepreneurial contexts (Ries 2011).

11.5 Transformational Intelligence

Transformational Intelligence enables leaders to guide deep, long-term organizational change in identity, strategy, structure, culture, work, and capability. Transformation is not implementation. Implementation translates decisions into action. Transformation changes the organization's deeper pattern. It may reshape what the organization does, how it works, how people understand their roles, what capabilities matter, what culture supports action, and what identity the organization carries into the future. AI will demand transformation in many organizations because it changes knowledge work, coordination, decision-making, learning, authorship, customer relations, operational design, and managerial authority.

11.6 Agility Intelligence

Agility Intelligence adjusts direction, structure, process, and behavior quickly without losing purpose, coherence, or responsibility. Agility is not restlessness. The age of AI rewards responsiveness, but it also tempts organizations into permanent reaction. Leaders may chase tools, follow trends, imitate competitors, reorganize too often, or call every change "agile" while exhausting people. Agility Intelligence moves fast only when speed serves judgment.

Doz and Kosonen's work on strategic agility emphasizes strategic sensitivity, leadership unity, and resource fluidity (Doz and Kosonen 2008).

11.7 Foresight Intelligence

Foresight Intelligence enables leaders to imagine, anticipate, explore, and prepare for possible futures without pretending to predict them with certainty. AI intensifies the need for foresight because it changes work, education, competition, governance, identity, and social trust in ways that unfold over time. Foresight is not prophecy. It is disciplined imagination under uncertainty. Schoemaker's work on scenario planning emphasizes the value of exploring multiple possible futures rather than relying on a single forecast (Schoemaker 1995). Wack's scenario planning tradition at Shell similarly showed that strategic imagination can prepare organizations for discontinuity (Wack 1985).

11.8 Implementation Intelligence

Implementation Intelligence translates judgment, strategy, and adaptation into concrete action. It is the execution spine through which adaptation becomes action. A brilliant decision that is not implemented remains an idea. A responsible policy that is not practiced remains theater. A governance principle that does not change workflow remains symbolic. After AI, this gap becomes dangerous because organizations often announce responsible AI principles before they know how to operationalize them. Implementation Intelligence moves from abstract commitment to disciplined action.

11.9 Meta-Learning Intelligence

Meta-Learning Intelligence learns how learning happens, examines learning processes, and redesigns them when conditions change. It is second-order learning. After AI, leaders must not only learn new tools. They must understand how AI changes learning itself. What does it mean to read when summaries are instant? What does it mean to write when first drafts can be generated? What does it mean to know when answers are available on demand? What does it mean to develop expertise when assistance is always present?

11.10 Paradox Intelligence

Paradox Intelligence enables leaders to hold competing demands together without collapsing them into false choices. The age of AI is full of paradoxes. Leaders must pursue efficiency and dignity. Automation and human development. Speed and deliberation. Personalization and privacy. Innovation and safety. Global scale and local context. Transparency and security. Standardization and inclusion. Machine assistance and human judgment. Paradox Intelligence resists simplistic binaries. Smith and Lewis define paradox as persistent contradictions between interdependent elements that seem logical individually but inconsistent together (Smith and Lewis 2011).

11.11 Recovery / Redundancy / Robustness Intelligence

Recovery / Redundancy / Robustness Intelligence gives leaders the capacity to design systems, teams, and organizations that can absorb failure, continue operating, and recover without

collapse. This is one compound intelligence in FILE. Recovery means returning after disruption. Redundancy is the presence of backup capacity, alternative pathways, and non-fragile design. Robustness is the ability to continue functioning under stress, variation, and failure. Together, they define adaptive durability. AI-supported organizations need this intelligence because dependency on technical systems can create fragility. If an AI tool fails, who can still perform the task? If a platform becomes unavailable, what alternative exists? If a model produces systematic error, who detects it? If automation removes human skill, who can intervene? If a cyber incident disrupts systems, how does the organization continue? Taleb's work on antifragility argues that some systems gain from disorder, while fragile systems break under volatility (Taleb 2012).

11.12 Refusal Intelligence

Refusal Intelligence says no to AI adoption, automation, optimization, or technical possibility when it violates responsibility, dignity, legitimacy, safety, or human judgment. This is one of FILE's most important adaptive intelligences. Adaptation does not mean acceptance. In many organizations, the pressure is to adopt. Leaders are told that they must use AI, accelerate, automate, transform, and compete. Refusal Intelligence rejects the idea that every technological possibility deserves implementation. It gives leaders the authority to pause, limit, reject, or reverse a tool when adoption would damage human or institutional conditions. Refusal Intelligence asks: what should not be automated, what should not be measured, what should not be delegated, what should not be optimized, and what must remain human? This intelligence connects directly to Human Irreducibility (Mariani 2026b).

11.13 Risk Intelligence

Risk Intelligence enables leaders to identify, assess, prioritize, communicate, mitigate, and monitor risks under conditions of uncertainty and interdependence. AI creates new risk landscapes. There are technical risks, such as model error, hallucination, bias, cyber vulnerability, data leakage, and system failure. There are organizational risks, such as deskilling, dependency, role confusion, weak governance, and poor implementation. There are human risks, such as dignity loss, stress, exclusion, unfair evaluation, and weakened trust. There are societal risks, such as misinformation, inequality, surveillance, and institutional legitimacy loss. Risk Intelligence sees risk before harm becomes visible.

11.14 Uncertainty Intelligence

Uncertainty Intelligence acts responsibly when the future cannot be fully predicted, controlled, or known. It closes Adaptive Intelligence because leadership after AI will remain uncertain. Artificial intelligence can produce forecasts, simulations, probabilities, and scenarios. It can reduce some uncertainty. It can also create new uncertainty by changing behavior, markets, work, regulation, education, trust, and public expectations. AI does not eliminate uncertainty. It reorganizes it. As Risk Intelligence already clarified, some risk can be estimated, but uncertainty cannot be fully calculated. Uncertainty Intelligence preserves action without pretending to certainty.

12. Five Emergent Outcomes of FILE

The 70 nested intelligences are not the final purpose of FILE. They are the architecture through which five outcomes become possible.

12.1 Responsible Leadership and Decision-Making

The first emergent outcome of FILE is Responsible Leadership and Decision-Making. This outcome comes first because leadership after AI remains decision-making under responsibility. Artificial intelligence can support analysis, prediction, classification, simulation, search, synthesis, recommendation, and execution. It can extend cognition. It can accelerate work. It can reveal patterns that human beings may miss. But it does not remove responsibility from leadership. It intensifies it. The central question is no longer only whether a leader can make a decision. The question is whether a leader can govern the conditions under which the decision is made. Responsible Leadership and Decision-Making emerges from the interaction of all five FILE meta-intelligences. Augmented Intelligence helps leaders understand what AI can and cannot do. Emotional Intelligence helps leaders understand how decisions affect trust, fear, care, recognition, and relational life. Cultural Intelligence helps leaders read context, meaning, language, diversity, and human difference. Political Intelligence helps leaders govern power, legitimacy, accountability, stakeholders, institutions, safety, privacy, and transparency.

12.2 Collective Intelligence and Human-AI Co-creation

The second emergent outcome of FILE is Collective Intelligence and Human-AI Co-creation. Leadership after AI will not be performed by isolated individuals acting alone. It will be exercised by human beings through teams, organizations, communities, networks, platforms, tools, and institutions, under human responsibility. The challenge is not only to make individuals more competent. It is to design human and technological conditions under which groups become more intelligent together. Collective intelligence has long been studied as the ability of groups to solve problems, coordinate knowledge, and generate outcomes beyond individual contribution. Lévy's work emphasized the distributed nature of intelligence in human communities (Lévy 1997). Malone and colleagues developed the idea of collective intelligence as groups acting together in ways that appear intelligent (Malone, Laubacher, and Dellarocas 2010). Woolley and colleagues showed that collective intelligence is not reducible to the intelligence of individual members alone (Woolley et al. 2010). FILE extends this logic into the age of artificial intelligence. The question is not whether humans or machines are smarter.

12.3 Creativity and Innovation

The third emergent outcome of FILE is Creativity and Innovation. The age of AI will not eliminate creativity. It will change its conditions. Artificial intelligence can generate text, images, code, concepts, strategies, summaries, designs, scenarios, and combinations at scale. It can support ideation, variation, prototyping, and exploration. It can help people overcome blank pages, test alternatives, translate styles, and accelerate creative work. But generation is not the same as creativity. Novel output is not the same as meaningful creation. Innovation is not the same as producing more options. Creativity requires human meaning. Innovation

requires human judgment, adoption, legitimacy, implementation, and consequence. Amabile's work on creativity emphasizes the interaction of domain-relevant skills, creativity-relevant processes, and motivation (Amabile 1996). Sternberg's work on creativity and wisdom reminds us that creative contribution is not only novelty, but also value, context, and judgment (Sternberg 2003). FILE places Creativity and Innovation as an emergent outcome because creativity after AI requires more than prompt skill. It requires integrated human intelligence.

12.4 Wisdom and Discernment

The fourth emergent outcome of FILE is Wisdom and Discernment. This outcome cannot be reduced to intelligence alone. A person can be intelligent and unwise. A team can be knowledgeable and undiscerning. An organization can be data-rich and judgment-poor. A machine can generate fluent answers without understanding what should matter. The age of AI will make this distinction more important, not less. Wisdom and Discernment emerge when the five FILE meta-intelligences are integrated deeply enough to govern complexity, power, uncertainty, morality, emotion, culture, and consequence. Wisdom is not slowness. Discernment is not hesitation. Wisdom judges what matters in light of human ends, long-term consequences, moral responsibility, and contextual complexity. Discernment distinguishes signal from noise, truth from fluency, purpose from performance, courage from impulsiveness, care from sentimentality, and innovation from distraction. Baltes and Staudinger described wisdom as expert knowledge in the fundamental pragmatics of life, involving rich factual and procedural knowledge, lifespan contextualism, value relativism, and recognition of uncertainty (Baltes and Staudinger 2000).

12.5 Human Flourishing through RC — The Relational Commons

The fifth emergent outcome of FILE is Human Flourishing through RC — The Relational Commons. This is the final outcome because FILE does not exist only to make leadership more effective. It exists to protect, cultivate, and renew the human conditions under which work, learning, decision-making, creativity, responsibility, and collective life remain human. Human flourishing is not a decorative ideal at the end of the framework. It is the human destination of FILE. The point of leadership after AI is not simply to increase productivity, adopt better tools, improve governance, or accelerate innovation. These may matter. But they are not enough. The deeper question is whether human beings can still flourish in organizations and societies transformed by artificial intelligence. Sen's capability approach emphasizes what people are substantively able to be and do (Sen 1999). Nussbaum's capabilities framework similarly connects justice to the conditions that allow human lives to develop with dignity (Nussbaum 2011). Deci and Ryan's self-determination theory emphasizes autonomy, competence, and relatedness as central psychological needs (Deci and Ryan 2000).

13. RC — The Relational Commons

RC — The Relational Commons names the shared human ecosystem built on trust, dignity, psychological safety, meaning, respect, emotional recognition, mutual recognition, human connection, belonging, care, reciprocity, collaboration, voice, ability to challenge and contest,

autonomy, responsibility, legitimacy, harmony, wellbeing, and creative possibility. This sentence is central to FILE. RC is not a sixth intelligence. RC is not a governance model. RC is not a methodology. RC is not a soft-skills list. RC is the relational field where humans work, learn, decide, disagree, create, belong, and act together without reduction to machine-readable behavior. Artificial intelligence enters this field. It does not stand outside it. Every AI adoption changes relations among people.

Isaac Getz's work on liberated companies provides a French management anchor for the relationship among autonomy, trust, initiative, responsibility, and organizational design. Carney and Getz show how organizations can release employee initiative through structures of freedom and responsibility, while Getz and Arnaud clarify that the liberated company remains a demanding organizational-design concept rather than a simple absence of hierarchy (Carney and Getz 2009; Getz and Arnaud 2024). This supports FILE's claim that autonomy, voice, trust, and responsibility must be institutionally designed within RC — The Relational Commons, not treated as motivational slogans.

13.1 Trust

Trust is the first component of RC because collective life cannot function without it. Trust allows people to speak, cooperate, learn, delegate, accept vulnerability, and act without constant defensive calculation. Fukuyama connected trust to social order and economic life (Fukuyama 1995). Mayer, Davis, and Schoorman emphasized ability, benevolence, and integrity in organizational trust (Mayer, Davis, and Schoorman 1995). After AI, trust becomes fragile. People must trust leaders, systems, data practices, explanations, safeguards, and institutions.

13.2 Dignity

Dignity means that human beings must not be reduced to scores, outputs, predictions, roles, data points, or economic units.

13.3 Psychological Safety

Psychological safety allows people to speak, question, admit error, challenge assumptions, and report problems without fear of humiliation or punishment. Edmondson's work made psychological safety central to learning behavior in teams (Edmondson 1999). After AI, psychological safety becomes even more important because people must be able to question machine outputs, report failures, contest automated decisions, and admit uncertainty. A workplace that uses AI but silences doubt is unsafe.

13.4 Meaning

Meaning connects work to purpose, identity, contribution, and human significance. AI can support meaningful work by reducing repetitive burden. It can also destroy meaning if people feel that judgment, creativity, authorship, care, or responsibility have been hollowed out.

13.5 Respect

Respect is the everyday recognition that people deserve to be treated as persons.

13.6 Emotional Recognition

Emotional Recognition means that human emotions are acknowledged as real information about work, change, trust, fear, fatigue, dignity, and belonging. AI transformations generate anxiety, excitement, resistance, grief, hope, confusion, and vulnerability.

13.7 Mutual Recognition

Mutual Recognition means that people see and are seen by others as legitimate participants in shared work. Honneth's theory of recognition emphasizes the importance of love, rights, and social esteem in human development and social life (Honneth 1995).

13.8 Human Connection

Human Connection is the relational bond that allows people to cooperate beyond transactional exchange. Connection matters because work is not only coordination. It is also presence, attention, conversation, shared effort, humor, memory, conflict, repair, and care.

13.9 Belonging

Belonging means that people experience themselves as part of a shared human world where they matter. Belonging is not assimilation. It does not require people to erase difference. It means that difference can exist inside a shared relational field.

13.10 Care

Care is the relational commitment to attend to human need, vulnerability, development, and interdependence. Noddings placed care at the center of ethical relation (Noddings 1984). Tronto connected care to political responsibility and democratic life (Tronto 1993).

13.11 Reciprocity

Reciprocity means that relationships are not purely extractive. In healthy organizations, people give and receive effort, recognition, support, trust, flexibility, and responsibility.

13.12 Collaboration

Collaboration is the shared relational practice through which people work together across roles, expertise, functions, cultures, and tools toward common purposes. AI can support collaboration by improving access to information, coordination, translation, and synthesis.

13.13 Voice

Voice is the recognized ability and right to speak, question, contribute, warn, object, and propose. Morrison's work on employee voice shows that speaking up is essential to organizational learning and correction (Morrison 2011).

13.14 Ability to Challenge / Contestability

Ability to Challenge / Contestability means that people can question decisions, dispute outputs, request review, and challenge authority without being treated as obstacles. This component is essential after AI. Automated or AI-supported decisions can appear objective, final, or too technical to dispute. Contestability restores human agency. It ensures that affected people are not trapped inside systems they cannot understand or challenge. Contestability is not a threat to leadership. It is a condition of legitimate leadership.

13.15 Autonomy

Autonomy means that people retain meaningful agency over action, judgment, identity, learning, and participation. AI can support autonomy when it expands capability. It damages autonomy when it manipulates choices, narrows options, automates judgment, or increases dependency.

13.16 Responsibility

Responsibility is the shared condition in which human beings and institutions remain answerable for action, consequence, and care. Responsibility is also one of the pillars of Human Irreducibility in FILE because it cannot be transferred to a machine (Mariani 2026b). AI can support decisions. It can produce outputs. It can automate processes. But it cannot assume moral responsibility. Responsibility in RC means that people and institutions remain answerable to one another.

13.17 Legitimacy

Legitimacy in RC is the collective condition in which authority is recognized as justified, appropriate, and acceptable. It differs from Legitimacy Intelligence in PQ. Legitimacy Intelligence is the capability to build, preserve, and repair legitimacy. Legitimacy in RC is the shared condition that results when authority is exercised responsibly and recognized as valid by those affected. After AI, legitimacy requires explanation, participation, fairness, accountability, and contestability. Without legitimacy, compliance may remain, but belief disappears.

13.18 Harmony

Harmony is not the absence of conflict. It is the capacity of a relational field to hold difference, disagreement, cooperation, and shared purpose without fragmentation. Harmony does not silence dissent. It makes dissent livable.

13.19 Wellbeing

Wellbeing is a condition of RC, not a nested intelligence inside EQ. This boundary is locked in FILE. Wellbeing is not treated as a separate nested intelligence because it functions more powerfully as a collective condition produced by several capacities, including Self Intelligence, Emotion Regulation Intelligence, Resilience Intelligence, Embodied Intelligence, Compassionate Intelligence, and Coaching / Developmental Intelligence. Wellbeing in RC

concerns whether the relational environment allows people to sustain psychological, emotional, social, and moral health.

13.20 Creative Possibility

Creative Possibility is the condition in which people feel able to imagine, propose, experiment, create, and build something new. This is the final component of RC because human flourishing includes possibility. A healthy relational commons does not only protect people from harm. It opens space for creation. It allows people to ask what could be otherwise. It allows innovation to emerge from trust, diversity, voice, care, and meaning.



Figure 5. Consolidated FILE architecture: five intelligences, selected nested intelligences, five emergent outcomes, RC — The Relational Commons, and leadership implications.

14. FILE in Practice: Diagnostic Application

Consider an organization introducing AI-supported employee performance evaluation. The technical promise is attractive: faster analysis, more consistent feedback, detection of patterns managers may miss, and support for promotion, training, or compensation decisions. A narrow technical approach would ask whether the model is accurate, efficient, and compliant. FILE asks a wider leadership question: what human intelligences must govern this decision so that performance evaluation remains legitimate, responsible, and human?

Augmented Intelligence asks whether the data are valid, whether the algorithmic criteria are understood, whether outputs can be verified, and whether managers know how to use the system without surrendering judgment. Emotional Intelligence asks how employees will experience the tool: as support, surveillance, threat, recognition, mistrust, or silent punishment. Cultural Intelligence asks whether the system reads different roles, languages, work styles, disabilities, career paths, and cultural expectations fairly. Political Intelligence asks who has authority, who can contest a score, who remains accountable for harm, what privacy is protected, and whether the process remains legitimate. Adaptive Intelligence asks whether implementation should be phased, tested, revised, limited, or refused.

The RC diagnosis is equally important. Trust may decline if employees cannot understand or challenge the output. Psychological Safety may weaken if people feel continuously ranked. Voice becomes essential because affected employees need a real channel to question data, context, or interpretation. Responsibility must remain visible: managers cannot tell employees that “the system decided.” Legitimacy depends not only on model performance, but also on whether people experience the process as explainable, contestable, and fair.

A responsible FILE-informed response would not ban every AI-supported evaluation tool. Nor would it deploy one because it appears efficient. It would require human review, transparent criteria, contestability, privacy safeguards, bias testing, manager training, employee participation, and a clear refusal option for uses that violate dignity or legitimacy. It would also separate developmental feedback from punitive scoring, because a tool designed to support learning may become harmful if used for hidden ranking.

FILE therefore changes the leadership question. The issue is not whether AI can evaluate performance. The issue is whether humans can govern evaluation responsibly when AI enters the process. The framework makes visible what a technical audit alone might miss: fear, dignity, voice, trust, power, context, institutional legitimacy, and the human responsibility that remains after the machine has produced its output.

The same diagnostic logic can be applied to other AI decisions: recruitment, education, customer service, strategic forecasting, compliance monitoring, or executive dashboards. In each case, FILE prevents leaders from asking only whether a tool works. It asks whether the tool should be used, how it should be governed, who is affected, what can be challenged, and which human intelligences must remain active before the organization acts.

A second practical point follows. FILE does not make the decision slower for the sake of slowness. It makes the decision complete. Technical teams may test accuracy. Legal teams may

test compliance. HR teams may test procedural fairness. FILE asks leadership to integrate these partial checks with trust, dignity, context, power, learning, refusal, and RC. In this sense, FILE is not an alternative to technical governance. It is the human leadership architecture that prevents technical governance from becoming too narrow.

15. Implications for Leaders, Managers, Executives, Entrepreneurs, and Educators

For leaders and managers, FILE offers a diagnostic architecture for identifying which human intelligences are at stake in a concrete decision. It does not require every leader to master all 70 nested intelligences equally. It requires leaders to recognize when a decision is cognitive, emotional, cultural, political, adaptive, or all five at once. A leader using FILE can ask: what does AI help us see, what does it hide, who is affected, what must remain contestable, and which human responsibility cannot be delegated?

For executives and entrepreneurs, FILE clarifies that AI strategy is not only a technology strategy. It is also a leadership, governance, legitimacy, culture, and human-development strategy. A firm that adopts AI without trust, accountability, learning, refusal, and RC may gain speed while losing authority. FILE therefore gives boards, founders, and senior teams a language for connecting AI adoption with purpose, stakeholder responsibility, organizational culture, and long-term legitimacy.

For educators, FILE offers a curriculum map for leadership formation in the age of AI. Students must learn how to use AI, but also how to verify, challenge, contextualize, refuse, and govern it. The future of management education cannot be only prompt literacy. It must be human leadership formation: judgment, discernment, conscience, responsibility, care, and the ability to act with others under conditions shaped by machines.

For workers and citizens, FILE also clarifies that human skills are not secondary because machines become stronger. They become more visible and more necessary. The future of work will require people who can cooperate with AI while preserving voice, dignity, agency, and the capacity to challenge systems that affect them.

For policymakers and institutional leaders, FILE offers a language for connecting AI governance with human development. Regulations can prohibit harmful uses, but organizations also need leadership capacities that make responsible use possible inside everyday decisions. FILE therefore complements legal and technical frameworks by naming the human intelligences through which rules become lived practice.

16. Boundaries and Limitations

FILE is a management theory and diagnostic framework, not an empirically validated measurement instrument. Its 70 nested intelligences should be read as a structured leadership architecture that requires further theoretical refinement, empirical testing, and contextual adaptation. The framework proposes a map of leadership after AI; it does not claim that the map is already a psychometric scale or a finished empirical model.

Several limits must be stated clearly. First, the number of nested intelligences creates a risk of construct proliferation. FILE answers this by assigning each intelligence to one primary home, but future research may find that some domains should be narrowed, combined, operationalized differently, or weighted differently by context. Second, adjacent intelligences can overlap in practice. The Boundary Matrix reduces this risk, but real leadership situations often activate several intelligences at once. Third, the word “intelligence” is used in a FILE-specific sense. Nested intelligence is FILE’s term for a leadership-relevant human capability nested within one of the five meta-intelligences; it does not claim that each intelligence is already an independently validated psychometric construct.

Fourth, FILE combines normative and diagnostic claims. It argues that human beings should retain responsibility for AI-shaped leadership, not merely that they currently do. This normative stance is deliberate, but it should be distinguished from empirical claims about how leaders behave in practice. Fifth, the framework moves across levels: individual leaders, teams, organizations, institutions, ecosystems, and societies. That breadth is a strength, but it requires careful empirical separation. The intelligences may be exercised by individuals, distributed across teams, embedded in routines, or supported by institutional governance.

Sixth, FILE may reflect Western management, leadership, and humanist traditions and should be tested across cultures, sectors, and institutional contexts. The meaning of autonomy, dignity, voice, legitimacy, and care may vary across institutional and cultural settings. Seventh, organizations may instrumentalize trust, dignity, care, or wellbeing as productivity tools. FILE rejects that reduction. RC is not a managerial technique for extracting more performance. It is the relational commons that makes responsible human work possible.

Finally, the 70 nested intelligences are not equally salient in every situation. A crisis, a classroom, a startup, a hospital, a public agency, and a multinational firm will activate different combinations. FILE should therefore be used diagnostically, not mechanically. It should help leaders ask better questions, not pretend that a single checklist can replace judgment.

The framework also has a selection-limit. It does not claim that these 70 nested intelligences are the only possible leadership intelligences, nor that their boundaries will remain unchanged after empirical study. The claim is more precise: this is the current FILE architecture for identifying the human intelligences most needed when leadership and decision-making are transformed by artificial intelligence.

There is also an operational limit. FILE should not be used as a bureaucratic checklist that requires all 70 intelligences to be scored in every case. That would contradict the spirit of the framework. FILE is designed to support judgment, not replace it with another mechanical instrument. In practice, leaders should identify the five or ten intelligences most relevant to the decision at hand, while keeping the full architecture available as a diagnostic map.

17. Research Agenda and Empirical Validation

Future research should develop FILE through several complementary pathways. The first is conceptual refinement. Scholars can test whether each nested intelligence is sufficiently distinct, whether the five meta-intelligences are correctly bounded, and whether the Boundary Matrix resolves or merely names adjacent concepts. This work can clarify where FILE adds new theoretical precision and where it overlaps with established leadership, management, competence, and sociotechnical literatures.

The second pathway is expert review and content validity. Leadership scholars, AI governance specialists, managers, educators, and practitioners could assess whether the 70 nested intelligences cover the intelligences leaders actually need under AI-mediated complexity. Such review should examine completeness, redundancy, level of analysis, cultural transferability, and practical usefulness. The third pathway is construct mapping. Researchers can connect FILE domains to existing literatures on decision-making, emotional intelligence, cultural intelligence, political skill, adaptive leadership, sociotechnical systems, human-AI interaction, and management education.

A fourth pathway concerns discriminant and convergent validity. Some domains should correlate; others should remain empirically distinguishable. Trust Intelligence and Trust in RC should relate but not collapse. Legitimacy Intelligence and Legitimacy in RC should also remain connected but distinct. Resilience Intelligence and Recovery / Redundancy / Robustness Intelligence should remain separate across human and system levels. Verification Intelligence, Epistemic Intelligence, and Sensemaking Intelligence should likewise be tested as related but different leadership functions.

A fifth pathway is empirical application. FILE can be studied through organizational cases, leadership-development programs, management education, cross-cultural comparison, sectoral research, and longitudinal studies. Researchers could examine whether FILE-informed leadership improves decision quality, contestability, trust, learning, legitimacy, and RC conditions in AI adoption. Evidence may confirm parts of the architecture, challenge others, or require revision. That openness does not weaken FILE. It makes the theory available for serious scholarly development.

A sixth pathway is educational validation. Business schools and executive programs can test whether FILE helps learners diagnose AI-related leadership problems more completely than technical, ethical, or competency frameworks alone. The question is not only whether participants remember the formula. It is whether they make better judgments when machine output, human consequence, cultural context, institutional power, and uncertainty appear together.

A seventh pathway is organizational diagnosis. Researchers could study whether teams using FILE ask broader questions during AI adoption, identify more stakeholder risks, preserve more contestability, and design stronger safeguards than teams using only technical or compliance checklists. Such studies would help determine whether FILE changes leadership practice, not only leadership language.

18. Conclusion: The Human Hand After AI

This paper has argued that the future of work will be decided by the quality of human leadership, not by technical acceleration alone. As artificial intelligence enters work, management, education, governance, and strategy, leadership cannot be reduced to adoption. It must become more integrated, more responsible, more culturally aware, more politically serious, and more adaptive.

FILE names this integrated architecture through five meta-intelligences and seventy nested intelligences. Augmented Intelligence gives leadership a mind capable of working with machines. Emotional Intelligence gives it a heart capable of care and trust. Cultural Intelligence gives it a world capable of meaning across difference. Political Intelligence gives it a society capable of legitimacy and accountability. Adaptive Intelligence gives it evolution without surrender.

The five emergent outcomes show why the architecture matters. FILE aims at responsible leadership and decision-making, collective intelligence and human-AI co-creation, creativity and innovation, wisdom and discernment, and Human Flourishing through RC — The Relational Commons. These outcomes cannot be produced by technical capability alone. They require integrated human intelligence exercised under human responsibility.

The human hand matters because it symbolizes integration. No finger alone is leadership. No machine can replace the hand that must hold, judge, protect, refuse, and decide. Human Irreducibility names the ten pillars that cannot be transferred to a machine. AI may extend cognition, accelerate analysis, and multiply options, but it cannot become the moral subject of leadership.

The contribution of this paper is therefore not only to list human skills. It is to argue that the most important human skills for the age of AI and the future of work must be understood as an integrated leadership architecture. The future will not reward isolated soft skills detached from judgment, power, culture, systems, and responsibility. It will require humans capable of governing intelligence that is no longer only human.

For that reason, FILE is both practical and philosophical. It gives leaders a diagnostic map, but it also defends a human claim: machines may extend what organizations can do, but they do not remove the need for human beings who can decide what should be done.

The final question is therefore not whether AI will become more powerful. It will. The question is whether human beings, organizations, and institutions will develop the intelligences required to govern that power. FILE answers by naming the hand, the five intelligences, the seventy nested intelligences, and the five emergent outcomes, including RC — The Relational Commons as the final destination and North Star of responsible leadership.

The future of leadership will not be built by choosing between humanity and technology, but by ensuring that human purpose, strategic thinking, critical thinking, judgment, responsibility, care, and moral agency govern AI systems and robots—the defining commitment of the FILE School of Thought: **Humans + Machines, under human leadership.**

19. Consolidated Architecture and Diagnostic Appendices

19.1 Consolidated FILE architecture

Leadership = AI + EQ + CQ + PQ + AQ

Augmented Intelligence — AI — Mind — Thumb — 16 nested intelligences

Cognitive Intelligence; Complexity Intelligence; Critical Intelligence; Strategic Intelligence; Technological Intelligence; Human-AI Complementarity Intelligence; AI Literacy Intelligence; AI Orchestration Intelligence; Automation Intelligence; Algorithmic Intelligence; Data Intelligence; Epistemic Intelligence; Verification Intelligence; Sensemaking Intelligence; Synthesis Intelligence; Systems Intelligence.

Emotional Intelligence — EQ — Heart — Index Finger — 10 nested intelligences

Self Intelligence; Relational Intelligence; Social Intelligence; Empathic Intelligence; Compassionate Intelligence; Trust Intelligence; Coaching / Developmental Intelligence; Emotion Regulation Intelligence; Resilience Intelligence; Embodied Intelligence.

Cultural Intelligence — CQ — World — Middle Finger — 11 nested intelligences

Global Intelligence; Intercultural Intelligence; Diversity Intelligence; Contextual Intelligence; Linguistic Intelligence; Communication Intelligence; Digital Culture Intelligence; Intergenerational Intelligence; Inclusion Intelligence; Narrative Intelligence; Bridging Intelligence.

Political Intelligence — PQ — Society — Ring Finger — 19 nested intelligences

Purpose Intelligence; Moral Intelligence; Sustainable Intelligence; Governance Intelligence; Legitimacy Intelligence; Stakeholder Intelligence; Influence Intelligence; Accountability Intelligence; Conflict Intelligence; Ecosystem Intelligence; Institutional Intelligence; Integrity Intelligence; Negotiation Intelligence; Power Intelligence; Privacy Intelligence; Regulatory Intelligence; Safety Intelligence; Systemic Impact Intelligence; Transparency Intelligence.

Adaptive Intelligence — AQ — Evolution — Little Finger — 14 nested intelligences

Decision Intelligence; Judgment Intelligence; Learning Intelligence; Experimental Intelligence; Transformational Intelligence; Agility Intelligence; Foresight Intelligence; Implementation Intelligence; Meta-Learning Intelligence; Paradox Intelligence; Recovery / Redundancy / Robustness Intelligence; Refusal Intelligence; Risk Intelligence; Uncertainty Intelligence.

19.2 Five emergent outcomes

1. Responsible Leadership and Decision-Making
2. Collective Intelligence and Human-AI Co-creation
3. Creativity and Innovation
4. Wisdom and Discernment
5. Human Flourishing through RC — The Relational Commons

19.3 RC — The Relational Commons: 20 components

Trust; Dignity; Psychological Safety; Meaning; Respect; Emotional Recognition; Mutual Recognition; Human Connection; Belonging; Care; Reciprocity; Collaboration; Voice; Ability to Challenge / Contestability; Autonomy; Responsibility; Legitimacy; Harmony; Wellbeing; Creative Possibility.

19.4 Diagnostic questions

1. Are humans using artificial intelligence to extend cognition, verification, synthesis, and systems understanding in ways that support human judgment without surrendering responsibility to machines?
 2. Are leaders protecting trust, care, emotional recognition, resilience, and development in AI-supported work?
 3. Are cultural, linguistic, contextual, intergenerational, and inclusion questions visible before decisions are made?
 4. Are power, legitimacy, accountability, privacy, safety, regulation, stakeholders, and systemic impact governed explicitly?
 5. Are leaders deciding, learning, experimenting, transforming, implementing, recovering, preserving redundancy and robustness, refusing harmful tools, managing risk, and acting under uncertainty responsibly?
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Generative AI tools were used as assistive technologies for organization, drafting support, critical review, and language refinement. The author retained full responsibility for the theory, argument, interpretation, claims, references, and final text. No AI system is listed as an author or cited as an author.

About the Author

[Guillaume Mariani](#) is a management scholar, entrepreneur, executive, and educator, and the author and creator of FILE: The Five Intelligences of Leadership Evolution — a management theory and diagnostic framework for responsible leadership and decision-making in the age of artificial intelligence — and of eight original contributions to management, leadership, and the social sciences: a human-centered framework (FILE); a human-centered theory (FILE, FILE³, FILE⁵, FILE⁷, and the 7E Cascade); a human-centered vision (RC — the Relational Commons); a human-centered education (MAIL — Management, AI, and Leadership, a curriculum supporting proposed MLT — Management, Leadership, and Technology — degrees as alternatives to the traditional BBA and MBA); a human-centered methodology (HACK — Human-AI Co-created Knowledge); a human-centered judgment model (LENS — Leadership, Ethics, Nondelegation, and Sense); a human-centered philosophy (Human Irreducibility); and a human-centered AI governance (the Five Immutable Laws of AI and Robotics: HTTPS — Humanity, Truth, Transparency, Protection, and Security).

The Five Intelligences of Leadership Evolution is the subject of ongoing research and will be developed further in subsequent publications.

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