Qeios

Peer Review

Review of: "Effective Organization is a System of Four-Dimensional Evolutionary Coordination"

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Novelty and Theoretical Contribution

The paper presents an original conceptual framework, **Evolutionary Intelligence (EI)**, which integrates evolutionary theory, organizational theory, strategic management, the Balanced Scorecard, and the DIKW model into a unified four-dimensional coordination framework. The proposed model offers a fresh perspective on organizational evolution and strategic resilience.

Strengths

The manuscript is well-structured and demonstrates extensive interdisciplinary thinking. The integration of multiple theoretical perspectives is comprehensive, and the proposed four-dimensional framework is logically presented. The discussion effectively highlights the potential implications for organizational strategy and management practice.

Methodological Concerns

The study primarily relies on **microhistory and the author's lived experiences** to develop the framework. While suitable for theory building, the absence of empirical validation or case-study evidence limits the practical credibility and generalizability of the proposed model. Future studies should test the framework in organizational settings.

Literature Review and Theoretical Positioning

The literature review is broad and relevant; however, the manuscript would benefit from a more balanced comparison with recent organizational and strategic management theories. Some claims regarding the limitations of existing evolutionary theories appear strong and would require additional supporting evidence or a more nuanced discussion.

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Presentation and Clarity

Although the framework is intellectually stimulating, the manuscript is lengthy and conceptually dense. Several sections contain repetitive explanations, making it difficult for readers to follow the central argument. Simplifying the narrative, reducing redundancy, and providing illustrative examples or real-world applications would significantly improve readability.

Overall Recommendation

This is a **promising conceptual contribution** with potential significance for organizational and strategic management research. However, before publication, the manuscript would benefit from **major revisions**, particularly in terms of empirical support, concise presentation, stronger justification of theoretical claims, and clearer practical implications.

Declarations

Potential competing interests: No potential competing interests to declare.