

**BOOK REVIEW: THE TRIARCHIC MIND - A NEW THEORY OF HUMAN INTELLIGENCE
BY ROBERT J. STERNBERG, 1988. 354 PAGES**

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"Despite 30 years of experimentation and study, we are only starting to understand that some managerial knowledge is universal and some is specific to a market or a culture" (Khanna, 2014). Khanna provides an insight that applying management practices uniformly across geographies is incorrect. Contextual intelligence defined by Khanna as "the ability to understand the limits of our knowledge and to adapt that knowledge to an environment different from the one in which it was developed." To Khanna, it is important to acquire and apply this kind of intelligence, if not the failure rate for cross border businesses will remain high, humans' ability to learn from experiments unfolding across the globe will remain limited, and the promise of healthy growth worldwide will remain unfulfilled. Most universal truths about management play out differently in different contexts, and best practices do not necessarily 'travel'. Global companies would not succeed in unfamiliar markets unless they adapt-or even rebuild their operating models. The first steps in that adaptations are the toughest, and jettisoning assumptions about what will work and then experimenting to find out what actually does work. Hence, the book review is being made related to the theory that explained on contextual intelligence.

The book being reviewed is titled 'The Triarchic Mind: A New Theory of Human intelligence' and it was formulated by Robert J. Sternberg. The preface of the book was written well to explain how did the idea of the theory came to his (Sternberg's) mind as how he started with his own test Sternberg Test of Mental Abilities (STOMA), added with the unfortunate series of testing on Stanford-Binet intelligence Test, which conveniently he found it at the adult section of the town library led him to be summoned to the Principal's office. His interest on intelligence since then embarked and continued to 354 pages of book.

Sternberg provided some important insights of the book, chaptered into Part I, Part II, Part III, and Part IV. At the Preface, he opened it with a review and critique of some ideas about the nature of intelligence, Part II was on his presentation on the "Triarchic Theory" of his, that explained must be examined in three manifestations: (1) What is its relationship to the internal world of the individual? (2) What is the relationship of intelligence to the external world of the individual? And (3) what is the relationship of intelligence to experience? Part III of the book discussed on "executive intelligence" – questions of how intelligence is applied by managers both inside and outside of the business setting. Part IV – was on the examination of issues foreshadowed throughout the book, as how human utilize intelligence and how does it combines with personality to form "intellectual styles".

Part by part, the book consists of 12 chapters of four parts of the book. The book was organized well, topics were developed from the debate on IQ Test measuring IQ, not intellectual, that led to his introductory ideas on The Triarchic View of Human Intelligence by four chapters: Understanding Mental Self-Management; Metacomponents: The White Collar

Processes of Human Intelligence; Performance Components: The Blue collar processes Mental Self-management; and Knowledge Acquisition Components. 3rd part of the book focused on the Application of the Theory, explained in three chapters: Executive Intelligence; Who is intelligent?; and The Socialization of Intelligence. All of the chapters led to final discussion of it in Part Iv – The Roles of Personality and Motivation, explained in two chapters: Intellectual Styles; and When Mental Self-Management Fails.

The general field of the book fits into the social science discipline, field of psychology. However, Sternberg's Theory as proposed in the book was a different way of seeing psychology that is applicable by managers at workplace. The theory characterizes intelligence composed of different set of components, rather than as a single unit ability to measure (as opposed to IQ Test used to measure intelligence). In the Triarchic Theory of Sternberg, the theory distinguishes three aspects of intelligence: analytic skills, creativity and practical skills. The analytic skills are set of ability to think abstractly and evaluate information, creativity to invent solutions and ideas, and practical skills that enable one copes with concrete situations. One of the major reasons Sternberg proposed the theory as he argues that intelligent test often ignored creativity and practical skills of one person being tested. He further argued that intelligence involves cognitive processes: metacomponents (planning and decision making skills); performance components (plan execution); and knowledge acquisition components (learning skills).

The application of the theory in general can be applied into leadership, management and strategy with decision making, Its application is widely accepted as the content fits to those who are looking for the missing pieces of measurement in intelligence, or explaining one's capability not fully relies on book smart or street smart, but rather a combination of it all (refers to the three components of the theory). Sternberg's Triarchic Theory highlighted that one individual's performance should not be measured by a one time measurement but rather a real time learning and application processes, such as ability of one self to adjust accordingly to environment, applying different strategy to fit one particular situation, being adjustable (contextual) to the situations given, that allows oneself to build and rebuild its characteristics that supersede the situation.

The book contesting the concept of IQ Test (psychometrics a field that concerned with psychological measurement), involves two major tasks: the construction of instruments and the development of procedures for measurement. The contrast is made against the cognitive science, a interdisciplinary, scientific study of the mind and its processes, and cognitive psychology, a study of mental processes e.g. creativity, perception, problem solving, and thinking.

To this date, this book has been the best book to explain the 'contextuality' of oneself to deal with situations. Various intelligence theories of human have been discussed: intellectual intelligence, emotional intelligence and multiple intelligence. The book will be best fit to those who requires substantial readings in understanding human capability, other than just IQ, EQ and MQ. Yet again to this date, the Triarchic Theory seems to be grounded and has not been debated by scholars from time to time, while part of it has been used to explained in various context of management case studies.

REFERENCES

- Robert J. Sternberg 1988. *The Triarchic Mind: A New Theory of Human Intelligence*. Viking Penguin, 354 pages.
- Tarun Khanna, 2014. *Contextual Intelligence: Spotlight on Managing across Borders*. Harvard Business Review. September 2014.