



20th EUTIC International Conference

(International Multidisciplinary Research Network on the Challenges and Uses of ICT)

The Orchestration of Organizational Intelligences and Dynamics

22 - 24 october 2025

IPSI, Université La Manouba, Tunis

2025 Conference website : <https://ipsi.rnu.tn>



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The Orchestration of Organizational Intelligences and Dynamics

In the dynamic landscape of digital advances, exploring the interactions between humans, the collective and artificial intelligence (AI) is fundamental. This theme highlights not only the unwavering importance of individual and collective human intelligence in face of technological expertise, but also the promising synergies that may result from this complex relation. These new alliances redefine our ways of thinking, creating and interacting, hence leading to profound transformations in the communication, collaboration and decision-making processes at individual and organizational levels. This context requires dynamic organizations that are indefinitely and systemically active, so as to have internal constructive exchanges between individuals and groups, good relations with their various external partners, and efficient management and development strategies.

Today, more than ever, the different processes involved in organizational dynamics require a good orchestration between human intelligences, both individual and collective. As Moran, Kornhaber and Gardner point out in their article “Orchestrating Multiple Intelligences”¹, “The theory of multiple intelligences proposes that it is more advantageous to describe an individual’s cognitive ability as several cognitive abilities that are somehow independent but interactive, rather than as only one “general” intelligence.” (Moran, S., Kornhaber, M. & Gardner, H. 2006). The main question is therefore how to optimize the complementarity between human and artificial intelligences so as to guarantee the desired evolutions.

Despite their participation in organizational dynamics, AI technologies represent many challenges that need to be dealt with despite their complexity. In fact, the integration of these technologies into the different processes requires an efficient management, for in all cases it affects the existing organizational culture. Hence the need to answer the following question: How can a culture of change and innovation be promoted to avoid the resistance of individuals and formal and/or informal groups? Among the solutions, St-Germain and White (2002)², who studied the uses of AI-related tools in the newsrooms in Canada, recommend “to integrate

1 Moran, S., Kornhaber, M., & Gardner, H. (2006). *Orchestrating Multiple Intelligences*. *Educational Leadership* 64(1), 22)

2 St-Germain, N. et White, P. (2021), “Les impacts de l’intelligence artificielle sur les pratiques journalistiques au Canada”. In SSRN Electronic Journal. DOI :10.2139/ssrn.3840582

these tools by collaborating with journalists to gather their opinions during the project design.” They give the example of the newspaper *Globe and Mail* “where a good relationship between the Chief Technology Officer (CTO) and the Editor-in-Chief allowed the integration of the tool “Sophi” into the newsroom practices without resistance.”

As underlined by D.C. Engelbart ³, AI can be a cognitive augmentation tool that amplifies human capabilities rather than replaces them, thus creating a synergy between man and machine.

How can human and artificial intelligences coexist harmoniously? What should organizations do to benefit from this relation and achieve the dynamics that are necessary for their prosperity and sustainability? These are the main questions that this EUTIC 2025 Conference aims to answer. They raise other questions which include:

How can collectives take advantage of this interaction to improve their efficiency and resilience? What should be done to cope with this change? Which models of collaboration, cooperation, partnership or symbiosis between humans and AI are the most suitable to achieve the desired dynamic? What strategy should be implemented and how should systems that promote a true complementarity between these intelligences be designed? What are the ethical, legal, social and technological challenges that should be addressed to achieve this vision?

Thus, the conference aims to explore the challenges and opportunities of this new cognitive ecology (P. Lévy ⁴), which is defined as a mutually beneficial interdependent relationship between various intelligent entities. It goes beyond a mere coexistence to achieve a level of collaboration where every form of intelligence amplifies and complements others, hence creating a whole that is greater than the sum of its parts. This perspective is mainly relevant to the digital era, as our interactions with information technologies are deeply transforming our cognitive processes and lifestyles. It is a synergistic approach that promises to revolutionize the way we tackle the complexity of 21st century transitions.

3 Engelbart, D. C. (2023). Augmenting human intellect: A conceptual framework. In *Augmented Education in the Global Age* (pp. 13-29). Routledge.

4 Lévy, P. (1990). *Les technologies de l'intelligence : l'avenir de la pensée à l'ère informatique*. Paris: La Découverte.

This situation led to human activities reconfiguration, which in turn has generated many debates about (physical and moral) relations between people as well as relations between the latter and digital technologies. Mr Zouinar emphasized an aspect of these controversies: “The current status quo of technology does not allow yet the development of truly cooperative, collaborative and symbiotic systems or even those systems that act as “partners”. But this does not mean that we should stop drawing inspiration from these models when thinking about the Human-AI relationship.”⁵

To answer these questions, researchers, practitioners and intellectuals from all fields are invited to participate. EUTIC aims to be a space open for transdisciplinary exchanges. We welcome contributions from a wide range of disciplines, including information and communication sciences, philosophy, sociology, law, economics, ergonomics, political sciences, anthropology, educational sciences, etc.

Conference Tracks:

Several themes will be addressed through presentations, workshops and roundtables. The following list is not exhaustive:

Track 1: Epistemological Aspects of the Convergence of Intelligences

Track 2: Human and Machine Intelligence: Complementarity and Interaction/ and or competition

Track 3: Artificial Intelligence and Reconfiguration of Human Capital in Organizations

Track 4: Ethics and Responsibility in the Orchestration of Intelligences

Track 5: Collective and Digital Intelligence: Towards Augmented Collaboration Systems

Track 6: Strategies for the Complementarity of Intelligences

EUTIC Conferences 2005-2024

19 conferences have been organized by the EUTIC research network, aiming to bring forward the interdisciplinary character of research on the evolution of ICT. Today, the network is enriched with new participants and continues to explore the multiplicity of

⁵ Zouinar, M. (2020). *Évolutions de l'Intelligence Artificielle : quels enjeux pour l'activité humaine et la relation HumainMachine au travail ?* Activités, 17(1)

viewpoints treating the role of ICT in changes and transformations within organizations, society and culture.

The network was formed as an association in june 2023

Below are the themes and location for the former conferences

Date	Location	Theme
XIX 21-23, October 2024	Tenerife (Espagne)	Digital generations: complexity, controversies and challenge
XVIII 11-13, October 2023	Bordeaux (France)	Digital humanism and social sustainability
XVII 13-15, October 2022	Corfu (Greece)	In the intersection of art, science and technology: dialogos between humans and machines
XVI 25-26, October 2021	Brussels (Belgium)	The challenges of the digital transition
XV 16-18, October 2019	Dakar (Senegal)	Smart Territories and Learning Societies
XIV 17-19, October 2018	Bordeaux (France)	Adaptability, flexibility, agility of information systems
XIII 18-20, October 2017	Recife (Brazil)	Digital cultures and knowledge crossing
XII 15-17 September 2016	Zakynthos (Greece)	<u>Network logic and new forms of governance</u>
XI 3-4 November 2015	Fort de France	Digital ecosystems and democratization of information
X 29-31 October 2014	Lisbon (Portugal)	The role of ICT in information and cognitive process design
IX 23-25 October 2013	Waterford (Ireland)	Engagement of publics and enterprises in a dynamic environment. The role of global networks
VIII 17-19 October 2012	Metz (France)	Publics and media practices
VII 23-25 November 2011	Brussels (Belgium)	Transformation of organizations, evolution of agendas and functional mutations
VI 25-27 November 2010	Dakar (Senegal)	The digital at the heart of partnerships
V 18-20 November 2009	Bordeaux (France)	Change strategies in systems and territories
IV 23-25 October 2008	Lisbon (Portugal)	Development dynamics at the cross-roads of worlds
III 7-10 November 2007	Athens (Greece)	Media and information diffusion: towards an open society
II 13-15 September 2006	Brussels (Belgium)	Social and professional integration
I 22 -23 September 2005	Bordeaux (France)	Social and cultural aspects

2025 conference website: <https://ipsi.rnu.tn>

EUTIC website <http://conference-eutic.org/>

Registration

Registration fees for 2025	Early Bird (01/09/2025)	Standard
1st author researchers and faculty members	200 €	250 €
2nd and following authors among researchers and faculty members	100 €	125 €
PhD students	100 €	120 €
Others	270 €	320 €
Dinner	50 €	60 €

EUTIC members will benefit of a 25 euro reduction. This amount is the affiliation fee to the EUTIC association

The registration of people at the « EUTIC partners » rate is only reserved for members of the association who can produce a certificate of membership to the EUTIC association online at the time of registration

Registration for Tunisian participants

Researchers and faculty members : 200 dinars

PhD Students 100 dinars

Deadline for registration : 1 October 2025

CALL FOR PAPERS

1. Papers and Symposia:

- Up to 2 contributions per author
- Maximum of 4 authors per paper

PHASE 1: Extended Summary Submission

- Title
- Key words
- Thematic line
- Abstract of 6,000 characters
- Languages: Arabic, French, English
- Deadline for submission: 15 June 2025 . Summary to be sent to mct@ipsi.uma.tn

PHASE 2: Submission of Papers After acceptance by the Committee.

- Title
- Key words
- Abstract 250 words

- Thematic line
- Body of the paper (40,000 to 50,000 characters.)
- Chicago style references and bibliography: a style sheet will be made available to the authors.

Papers are sent to mct@ipsi.uma.tn

2. On-site or virtual exhibition

- Presential communications at the conference preferentially
- Intervention by synchronous / asynchronous videoconference, accepted on a case-by-case basis with justification. Registration fees must be paid.

3. Publication of a Digital Proceedings Book with ISBN and Acknowledgement of participation in the conference

Timeline

Dissemination begins : 25 March 2025

Registration opening : 31 March 2025

Submissions start : 7 april 2025

Deadline for submissions : 30 june 2025

Notification to the authors : 20 July 2025

Deadline for registration at a reduced rate : 1 September 2025

Deadline for registration : 1 October 2025

Conference : 22 - 24 October 2025

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