

Key Factors in Achieving to an Intelligent Organization in the View of Employee in Shiraz University of Medical Science in 2008

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Abstract: As everybody knows, large organizations today face challenges of increasing complexity. Change is happening faster, everything is connecting to everything else, people and the earth are demanding more consideration, new forms of competition are appearing, computer systems are eliminating the need for whole levels of management and the list grows. How do we cope? Organizations must grow far more intelligent to deal with so many diverse and simultaneous challenges. This research studied the key factors that are effective on having an intelligent organization in Shiraz University of Medical Science in 2008. Indexes of OI are Strategic Vision, Shared Fate, Appetite for Change, Heart, Alignment & Congruence, Knowledge Deployment and Performance Pressure. This research was Descriptive. Statistical universe was 280 of personnel that selected on Stratified Random Sampling. Data collected with Albrecht OI questionnaire. According to the finding Shiraz University of Medical Science located at the acceptable level. We must pay specific attention to improve our organization to the smart system.

Key words: organizational intelligence, intelligent organization, indexes of organizational intelligence.

INTRODUCTION

Every day our bodies fight off infections. Who is in charge of this highly successful effort? Certainly not the brain! It happens naturally through the innumerable interaction of autonomous cells. We call it healing. What if organizations could do that? What if ailing companies, under attack from competitors, had the capacity to organize themselves to do exactly what was necessary to restore competitive integrity? To answer that question, a new way of looking at organizations is emerging, one which models companies on living things, not on machines.

A company is not a machine but a living organism (Chun Wei Choo, 1995) so for being strived needs continuous information (Pere Z., 2007). Much like an individual, it can have a collective sense of identity and fundamental purpose. This is the organizational equivalent of self-knowledge, a shared understanding of what the company stands for, where it is going, what kind of world it wants to live in, and, most important, how to make that world a reality (Chun Wei Choo, 1995). Nowadays, organizations are shifting form "thing-work" to "think-work". While organization in the past have been viewed as compilations of tasks, products, employees, profit and processes, today they are increasingly seen as intelligent systems (Albrecht, K., 2003). It is shown that it is reasonable to consider organizations as intelligent systems because they have the capability to abstract, interact, and learn from their environments (Hunt R.G. and G.L. Sanders, 1989). David and James Matheson state that the performance chance in smart organization compared to organizations with lower organizational intelligence is five times as much (Matheson, D. and J. Matheson, 2001). Organizational Intelligence (OI), a broad measure of the fitness of organizations, developed at Stanford University by studying relationship of OI and organizational performance of 164 different organizations in 1999, (Pere Z., 2007). The concept of OI originates from a naive analogy with the individual intelligence. Karl Albrecht defined OI as the capacity of an enterprise to mobilize all of its brainpower, and to focus that brainpower on accomplishing its mission (Albrecht, K., 2003). Organization Intelligent quality (OIQ) is selected as a measure of a firm's capabilities to assimilate, manage and use information in order to make effective decisions (Riera, A., G. Christian, 2007). It can be measured and, unlike human's, vastly improved (Matheson, D. and J. Matheson, 1998).

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Intelligent organizations (IO) increase and improve their mental abilities like physical (Pere Z., 2007). It is able to mobilize the different kinds of knowledge in order to enhance performance. IO pursues goals in a changing environment by adapting behavior according to knowledge about itself and the world it thrives in. The intelligent organization is therefore a learning organization that is skilled at creating, acquiring, organizing, and sharing knowledge, and at applying this knowledge to design its behavior (Chun Wei Choo, 1995). Research aim studied the key factors in achieving to an intelligent organization in the view of personnel in Shiraz University of Medical Science (SUMS) in 2008.

2. Theoretical Background:

Stuart M. Sanderson says that world change motor is mind prominence power against physical resources. New theory of competitive profit depends on mind power more than physical resources (Sanderson Stuart, M., 1998). Just as we now measure the intelligence of people by using I.Q., the study of organizational intelligence measures the intellectual capacity of entire organizations, what I call O.I.Q (Halal, E. William, 2006). Peter Drucker talks about new organizations that govern with mind power (Alvanee, S.M., H. Danaeefard, 2002). Karl Albrecht mentions intelligent organization, intelligent team and intelligent people as 3 factors affecting success (Abraze, M., A. Eetebareyan, 2007). O.I. is more than the aggregate intelligence of organizational members; it is the intelligence of the organization itself as a larger system (Halal, E. William, 2006). It is fundamentally concerned with transforming your organization's operational data into an accessible store of high-value information and distributing the right information in the right way to the right people at the right time (Pratte, D., 2001). Companies hire bright, high-IQ people and then the organization tends to dumb them down by policies and practices that inhibit value creation (Matheson, D. and J. Matheson, 1998). Organizational intelligence is a quantitative measure of an organization's effectiveness in information distribution, decision making and execution (Riera, A., G. Christian, 2007). OI is a social outcome that is related to individual intelligence by mechanisms of aggregation, cross-level transference, and distribution (Glynn Mary Ann, 1996). Just as people, for various reasons, may not use their intelligence to succeed, organizations may not employ their intelligence if they do not have good leaders, clever strategies and a favorable environment. Clearly there is great potential value for companies to be able to determine their O.I.Q. and where both their strengths and weaknesses lie in responding to change and complexity (Halal, E. William, 2006). Many organizations defeat themselves than get beaten fair and square by worthy competitors. Executive incompetence, palace wars, political battles at all levels, lack of direction, malorganizations, nonsensical rules and procedures all conspire to prevent a business from deploying all of the brainpower it's paying for (Albrecht, K., 2003). Albrecht stated that when smart people gather in an organization, they tend to group stupidity and dullness (Abraze, M., A. Eetebareyan, 2007).

Among specialists that defined model for organizational intelligence, Albrecht designed a complete modal that includes seven key dimensions of OI:

1. Strategic Vision: strategic vision refers to the capacity to create evolve, and express the purpose of the enterprise and not to any particular vision, strategy, or mission concept in and of itself. Note that the OI dimension of strategic vision presupposes that the leaders can articulate and evolve a success concept, and that they can reinvent it when and as necessary.
2. Shared Fate: When all or most of the people involved in the enterprise, including associated stakeholders like key suppliers and business partners, and in some cases even the families of its members, know what the mission is, have a sense of common purpose, and understand their individual parts in the algebra of its success, they can act synergistically to achieve the vision, this sense that "We're all in the same boat " creates a powerful sense of community. Without a sense of shared fate, the psychological tone of the culture degenerates into a "Look out for number one" spirit.
3. Appetite for Change: In smart organization, change represents challenge, opportunity for new and exciting experiences, and a chance to tackle something new. People in these environments see the need to reinvent the business model as a welcome and stimulating challenge, and a chance to learn new ways of succeeding.
4. Heart: Separate form the element of shared fate, the element of heart involves the willingness to give more than the standard. Organizational psychologists refer to discretionary effort as the amount of energy the members of the organization contribute over and above the level they have "contracted" to provide.
5. Alignment and Congruence: Any group of more than a dozen people will start bumping into one another without a set of rules to operate by. They must organize themselves for the mission, divide up jobs and responsibilities, and work out a set of rules for interacting with one another and for dealing with the environment. In the intelligent organization the system, broadly defined, all come together to enable the people to achieve the mission.

6. Knowledge Deployment: More and more these days, enterprises succeed or fail based on the effective use of knowledge, information and data. Knowledge deployment deals with the capacity of the culture to make use of its valuable intellectual and informational resources. OI must include the free flow of knowledge throughout the culture and the careful balance between the conservation of sensitive information and the availability of information at key points of need. It must also include support and encouragement for new ideas, new inventions and an open-minded questioning of the status quo.
7. Performance pressure: It's not enough for executives and managers to be preoccupied with the performance of the enterprise. In the intelligent organization, everyone owns the performance proposition, the sense of what has to be achieved and the belief in the validity of its aims. Leaders can promote and support a sense of performance pressure, but it has the most impact when it is accepted by all members of the organization as a self-imposed set of mutual expectations and an operational imperative for shared success. These seven dimensions or indicators of OI are portrayed in Figure 1 (Albrecht, K., 2003).

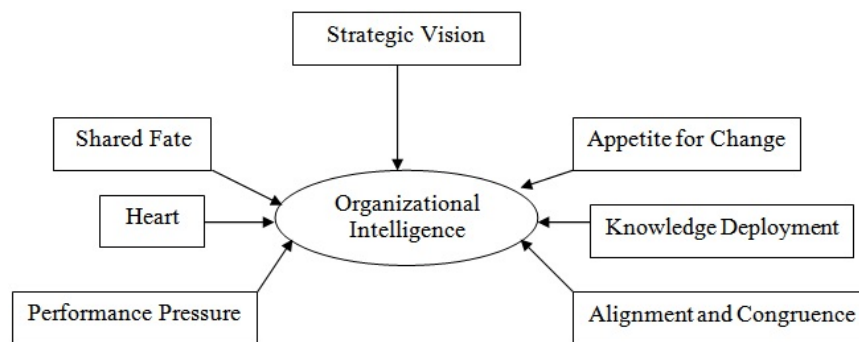


Fig. 1: Seven dimensions of organizational intelligence.

The organization that is moving in the direction of its highest potential must be continuously advancing in all seven of these key dimensions.

Researchers study relationship of OI with productivity, organizational culture, innovation, knowledge management and creativity (Riera, A., G. Christian, 2007; Abraze, M., A. Eetebareyan, 2007; Glynn Mary Ann, 1996; Albrecht, K., 2003; Jose Antonio Rosa, 2008; Sadahara Tezuka, Kiyoshi Niwa, 2004; Nasabee N.A., J. Jahani, 2009).

Yet as the individuals have the skills that are most needed to effectively acquire, organize, and distribute information, the intelligent organization cannot afford to do without their contribution and participation in its strategic activities (Chun Wei Choo, 1995). Most members of large organizations we talk with are frustrated that their wisdom, what they have observed and figured out, is not being used when plans and decisions affecting the things they know about are made from above. These people have repeatedly watched their organization do foolish and wasteful things. Crazy systems devote the bulk of their people's intelligence to non-productive activities required for political justification and advancement, rather than finding better ways to serve their customers and their own human needs and values. The potential intelligence of organizations is widely distributed because the brains are widely distributed, one per person. To be fully intelligent, an organization must use the intelligence of its members well (Pinchot, G., 1996). Smart Organizations are designed to bring about transformational and evolutionary change resulting in increased productivity, profitability, individual satisfaction and organizational engagement (Smart Organization).

Knowledge is property and intelligence is trait. Inevitably we can't separate these two assets. If we use both properties, various values will be engendered; these two properties can be improved by exercise and without, both will be weakened. Researchers advise managers to base effective knowledge management and improve organizational intelligence (Rahimi, H., 2008). The intelligent organization needs to feed on a balanced diet of high quality information supplied through a varied menu of information products and services. At the heart of the intelligent organization experts need to work together as teams of knowledge partners. In effect, the intelligent organization can significantly enhance each of the information processes that make up the information management cycle (Chun Wei Choo, 1995).

Unfortunately, many traditional managers think that a smart organization is full of highly educated people with high IQ's. However, for star performance in all jobs, in every field, emotional competence is twice as important as purely cognitive abilities. For success at the highest levels, in leadership positions, emotional competence accounts for virtually the entire advantage (Goleman, D.,).

Studies of several hundred companies, however, show that underlying cultural and organizational patterns lead to effective implementation of many best practices, which the authors call the "principles" of a smart organization. These patterns, which are measured with an organizational IQ test, correlated positively with overall corporate performance, leading to the conclusion that smart organizations perform better (Matheson, D. and J. Matheson, 2001).

Generally new and complicate world needs human and organization power focuses on achieving foreseen goals. Mind power is one of requisite factor to improve, made us to try to know OI and its usages as a competitive profit. In addition, With regard to 20 year vision, Iran plans to overcome in economy and trade from its neighbors. Therefore economy depending on knowledge must be the most strategic instrument to be organized correctly and beneficially. Consequently, if we want to reach it have to focus and enforce these instruments such as technology, information, learning structure, creative human and intelligent organization. We need intelligent organization besides other factors to improve in social, economical, cultural and training situations to accomplish and overcome in this competitive environment.

3. Method:

Shiraz University of Medical Science is one of the most successful universities in Iran that has 15000 personnel. Many students graduated in Medicine and Para clinic yearly. There are 1000 personnel in the central office divided to 3 groups: 100 managers with PhD, 640 expertise with bachelor and master degree and, 280 personnel with below bachelor degree. This study was descriptive. Total of 400 questionnaires selected on statistical Random sampling were submitted to central office to collect data and 280 questionnaires were returned that all of them included. Organizational intelligent questionnaire was designed by Karl Albrecht in 2002. It has 49 questions in 7 indexes included in Strategic view, Shared Fate, Appetite for Change, Heart, Alignment & Congruence, knowledge Deployment and Performance Pressure. Its reliability was 0.86. This questionnaire is in 5 point Likert-type scale ranging from "I strongly disagree" to "I strongly agree ". Additionally demographic data included in age, sex, education degree, job type, firing situation and years of work were collected. Data analysis was carried out by using the statistical program packages SPSS. P-value, equal or lower than 0.05, were considered statistically significant.

4. Results:

The participants were male (53.2%) and female (46.1%) with a mean age of 33 ranging from 23 to 51. According to results, they were 14.6 % manager, 56.4% expertise and 27.5% personnel. Their degree of education was 28.2% below bachelor, 53.9% with bachelor, 7.5% in master and 8.9% with PhD. They have been working at SUMS on an average 8 years.

According to the analysis we found that Shiraz University of Medical Science depending on Albrecht key was placed at an acceptable level with 153.04. Therefore, keeping and improving organizational intelligence in sums needs effective alternatives.

Data in table 1 showed that Alignment and Congruence got the upper grade (22.63 from 35) and Appetite for Change was located at the lowest level (20.98 from 35). There were from up to down according to the regularity and value: Alignment and Congruence, Shared Fate, Strategic Vision, Performance pressure, Knowledge Deployment, Heart and Appetite for Change.

Table 1: Value of each index

indexes	Strategic Vision	Shared Fate	Appetite for Change	Heart	Alignment and Congruence	Knowledge Deployment	Performance pressure
value	22.32	22.45	20.98	21.36	22.63	21.5	21.8

Surveying the data of each question of questionnaire showed place and the view of participant in the search about the each question's situation in Shiraz University of Medical Science (table 2).

Analysis showed that the questions 7,19,20,22,23,24,40 and 49 were located at the weaker level; however personnel estimated the state of others in the better situation.

5. Discussion:

Intelligence is the superior characteristic that is put in each organization member. Organizational intelligence is a social outcome and is related to individual intelligence. So its root is located in mind. It is board range of managerial performance related to creativity and innovation, organizational development and strategies that result in time and cost efficiency in organization. It is important to pay attention to the factors effective on having an intelligent organization.

Table 2: Frequency, upper valid percent and the state of each question.

state	Upper Valid percent	frequency	topic	question
agree	45.7	128	Strategic Conversation	1
agree	31.8	89	Environmental Scanning	2
agree	46.1	129	Annual Strategic Review	3
agree	34.3	96	Have a Value Proposition	4
agree	56.8	159	Statement of Direction	5
agree	29.3	82	Using Mission Statement	6
disagree	32.9	92	Finding Future Leaders	7
agree	40.7	114	Share Plans & Results	8
agree	35.4	99	All Understand Biz Idea	9
agree	54.6	153	Departments Help & Share	10
agree	36.8	103	Employee's Sense of Belonging	11
agree	38.9	109	Employee's Sense of Partnership	12
agree	38.6	108	Employee's Believe in Success	13
agree	33.6	94	Employee's Lasting Relationship	14
agree	36.8	103	Processes Always Evolving	15
agree	45.7	128	Encouraging Innovation	16
agree	32.5	91	Encouraged to Improve Job	17
agree	48.2	135	Allowed to Question	18
disagree	33.2	93	Minimum Bureaucracy	19
disagree	38.9	109	Leaders Admit Mistakes	20
agree	41.4	116	Atmosphere for Change	21
disagree	29.6	83	Quality of Work Life	22
disagree	29.6	83	Employee's Interests At Heart	23
disagree	34.3	96	Pride in Organization	24
agree	35	98	Employee's Give Extra Effort	25
agree	33.6	94	Career Opportunities	26
agree	33.2	93	Managers Attitude Toward Job	27
agree	41.8	117	Managers Model Commitment	28
agree	41.8	117	Structure is Appropriate	29
agree	40.4	113	Policies Support Mission	30
agree	36.1	101	Business Processes Help	31
agree	58.9	165	Information Systems Empower	32
agree	35.4	99	Information Systems – Customer Value	33
agree	34.3	96	Pass Responsibility Down	34
agree	42.9	120	Department Missions Aligned	35
agree	33.9	95	Culture of Sharing Knowledge	36
agree	40.4	113	Managers Respect Knowledge	37
agree	36.8	103	Boundaries Porous - Ideas	38
agree	36.4	102	Operating Information Flows	39
disagree	35.7	100	Executives Study Latest Ideas	40
agree	35.7	100	Employee Learning & Development	41
agree	35	98	Managers Appreciate Skills	42
agree	53.9	151	Employees Under Expectations	43
agree	48.6	136	Managers Communicate Goals	44
agree	36.1	101	Managers Solve employee Problems	45
agree	34.3	96	Bad Managers Not Tolerated	46
agree	36.8	103	Employees Receive Feedback	47
agree	57.1	160	Employees Feel Work Contributes	48
disagree	36.8	103	Employees Advance on Merit	49

Any group of more than a dozen people will start bumping into one another without a set of rules to operate by. They must organize themselves for the mission, divide up jobs and responsibilities, and work out a set of rules for interacting with one another and for dealing with the environment. Any organizational structure you can imagine will impose limits and constraints as well as provide for cooperation. It's hard to work intelligently and perform effectively with crazy systems. Strong and board information systems and tools, authority according to responsibility, suitable structure and vivid process with clear and subtle policies and rules are key steps for having an intelligent organization. Unvoiced policies, norms, values, and expectations also play a part in shaping human effort either toward or away from the value proposition that justifies the organization's continued existence. Without the systems of rules, each one and each team will be ruined and so many problems appear.

We're all in the same boat. Sharing information and idea freely, supporting one another in getting work done, sharing plans, priorities, and operating results with the employees by management, a sense of partnership with management, adjusting and achieving organizational goals, a sense of belonging, a sense that they are a part of the organization and not merely employees of it, successful teams, supporting cooperation and job

security are basic steps for reaching to the shared fate. Without a sense of shared fate, the psychological tone of the culture degenerates into a "Look out for number one" spirit.

In strategic view, sign of changes, we consider codifying and executing goal and strategies and review them. With regard to strategic vision, selecting successful strategies and upbringing strategist's creativity is effective and important. Focusing on employer's view and active partnership in adjusting, performing and evaluating organizational aims; provoke their commitment to the organization and its goals. A meaningful and compelling statement of direction, vision, mission, or key principles for guiding the enterprise, an annual strategic review, an ongoing strategic conversation throughout the organization, a continuing discussion of the business environment and ways to meet the challenges, a systematic review of the business environment to identify key trends, threats, and opportunities help employee to step depending on smart principles. Managers should use the mission or vision statement regularly for guidance in making key decisions and setting major priorities. SUMS doesn't have an effective process for identifying, developing, and promoting its future leaders and strategic thinkers.

In the intelligent organization, everyone owns the performance proposition. Leaders can promote and support a sense of performance pressure, but it has the most impact when it is accepted by all members of the organization as a self-imposed set of mutual expectations and an operational imperative for shared success. When people hold one another accountable for their contributions to the mission, a performance culture takes shape, and every new member who joins can feel the shared sense of imperative. In an intelligent system, employees feel their work contributes to the success of the enterprise. They understand clearly what their roles and responsibilities are, and what contributions are expected from them. Employees receive feedback about their performance and recognition of their contributions. Executives, managers, and supervisors communicate the performance goals, targets, and expectations clearly and continually. Supervisors act quickly and decisively to solve employee performance problems, rather than allowing unproductive workers to undermine the efforts of productive workers. Senior and middle managers act to rehabilitate or remove failing managers, and to require a high level of managerial competence in all leadership positions. In sums employees don't believe their compensation and career successes are fairly determined by their job performance.

As Fiaz (Fiaz, E., 2009) said no one can do anything even if know the necessary knowledge and information technology that have basic role in developing organizational intelligence. Tezuka and Niwa focused on importance of knowledge between personnel. As Jose said we should manage organization in the way that they use new knowledge. There are many factors that develop organizational intelligence such as: clear perception of jobs and responsibilities, healthy work relationship, solving problems in golden time, getting feedback and feeling effective to the organization. However, even if the value of knowledge is something we can not know in general or absolute terms, we still need to be able to measure organizations in the knowledge dimension. If knowledge is the key to effective action in intelligent organizations, we need to be able to tell how the organizational knowledge system works, where its bottlenecks are, and how the system could be improved. Human knowledge can create value only if it is complemented with systems of activity where this knowledge can be transformed into intelligent action. The intelligent organization lives on the free and open exchange of information, and anything which blocks information must be viewed with suspicion.

With respect to organizational intelligence, heart is arbitrary attempt as an organization member's energy upper than what should done. Personnel's tendency to work harder and more than what expected is as a result of that they know their success in organization success. Manager's and employee's commitment, energy, enthusiasm, and optimism, willing to put in extra effort to help the organization succeed and achieve its goals, honorable feeling to the organization and opportunity for job improvement are main points in heart. Motivating factors affect parts of the arbitrary attempt to accomplish organizational goals and devoting themselves for it. However in sums unfavorable quality of work life in the organization, weak role of management in employee heart and light sense of belonging to the system need to be more paid attention.

In intelligent system, change represents challenge, opportunity for new and exciting experiences, and a chance to tackle something new. People in these environments see the need to reinvent the business model as a welcome and stimulating challenge, and a chance to learn new ways of succeeding. In smart organization, people at various levels should be allowed to question the accepted way of doing things, encouraged to find better ways to do their jobs. Management must promote an atmosphere of openness to and acceptance of change, and of thinking about the business in new and original ideas and suggestions. The products, services, and forms of value delivery are continually evolving and keeping up with the changing demands of the business environment.

Consequently, we must pay specific attention to percept organizational intelligence and improve our system to be smarter. Organizations which learn and apply their secrets of freedom, voluntary interdependence, and

community co-responsibility may be the first to attain higher intelligence. What a cosmic joke it would be if we were given so much intelligence and potential, but because of flaws in our innate character, or because of inherent human limitations on information processing, most of us will never use our brains effectively at work. We will never build intelligent organizations if we focus our explanations on what is wrong with the character of the people involved that we are innately limited with greed or shortsightedness. Often new people move into large organizations with capacity for wisdom and soon fall into similar patterns of behavior, as if the system is calling for that behavior. A "Smart Organization" fosters and facilitates aligned engagement from its members. An intelligent organization receives, embraces and acts upon proven tools wherever they are found and develops an internal competency to self develop or acquire actionable methods and tools.

So, the best way for the senior leaders of the organization is to start thinking and talking about their enterprise as a potentially intelligent operation, and to undertake a never-ending assessment of its possibilities for advancement. There should be an ongoing conversation around the simple question: "How can we operate more intelligently?" The second step is to start giving people the authority to think. When even the lowliest worker believes that his or her ideas, experiences, insights, and suggestions will be listened to and appreciated, we begin to liberate more of the tremendous brainpower that we've already hired - and that we're already paying for every payday. The third step is a systematic and never-ending attack on the causes of collective stupidity: organizational structures that don't make sense; policies, rules, and procedures that thwart the value-creation process; incompetent and ineffective managers; innate wars between managers and departments; union-management conflict; caste systems that have grown up in the organization; top-management behaviors that confuse, divide, or demotivate people; unfair treatment of employees that destroys morale and the sense of shared fate; and, sometimes, even the lack of a clearly defined vision and mission.

All in all, the most intelligent organizations operate on the principle that "good is never good enough."

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