

# A New Paradigm of Intelligence in the Organizational Era

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**Abstract.** This research is a sole study about the role of Multiple Intelligences, (MI) in organizational effectiveness, (OE) in management era. Nowadays managers should be more intelligent than their rivals in this competitive and turbulent market. This paper aims to review the new paradigm of intelligence, called Multiple Intelligences in the area of organization

**Keywords:** Organizational Effectiveness, Multiple Intelligences, Management, Organization

## 1. Introduction

Answers to the question of what makes an organization effective have proved elusive despite more than 20 years of intensive theorizing and research.

The work of Howard Gardner sparked a shift in our traditional thinking by suggesting that one's multiple intelligences are as important as one's ability to reason. This paper extended this idea to OE practice and organizations.

Effectiveness is an elusive concept that can be approached through several models, none of which inappropriate in all circumstances.

This paper aims to discuss the organizational effectiveness and multiple intelligence notions in the area of management and organization.

## 2. Multiple Intelligences

### 2.1. Background of Multiple Intelligences

There are different approaches to understanding intelligence. The psychometric view is the most traditional one. According to this approach, there is a single intelligence, which is often called general intelligence. Every individual is born with a certain intelligence or potential intelligence, which is difficult to be changed. Psychologists can assess one's intelligence (IQ) by means of short-answer tests and other purer measures such as the time it takes to react to a flashing light or the presence of a certain pattern of brain waves (Gardner, 2004). But the traditional IQ tests did not satisfy the researchers, so they developed a number of alternative theories, all of which suggest that intelligence is the result of a number of independent abilities that uniquely contribute to human performance. These theories suggest that rather than being fixed, unitary, and predetermined, intelligence is modifiable, multi-faceted, and capable of development (Gardner, 1993; Sternberg, 1986; Vygotsky, 1978; Yekovich, 1994; cited in Campbell, 2000, p. 8).

### 2.2. Multiple Intelligences Theory

Gardner provided a means of mapping the broad range of abilities that humans possess by grouping their capabilities into the following eight comprehensive categories or "intelligences" (Armstrong, 2009, pp.6-7):

- Linguistic:
- Logical-mathematical:
- Spatial:
- Bodily-kinesthetic:

- Musical:
- Interpersonal:
- Intrapersonal:
- Naturalist:

The theoretical framework of the present study is based on Gardner's MI theory. This theory has a positive and expansive view towards intelligence (Campbell, 2000).

### 3. Organizational Effectiveness

To be effective and achieve its goals, an organization must successfully respond to environmental factors. How can the effectiveness of an organization be measured? Various models of determining organizational effectiveness exist because organizations face different environments, they produce different products, their organizational members are made up of different kinds of people, and the organizations are at different stages of development. Each model is most useful to an organization having a particular combination of these environmental and organizational attributes.

Two different underlying dimensions may be considered to develop models of organizational effectiveness. The first is the organization's internal versus external focus. The second dimension is the organization's emphasis on flexibility versus control. Flexibility allows faster change, whereas control allows a firmer grasp on current operations. When these two dimensions are drawn at right angles to each other, the first four models of organizational effectiveness can be plotted. They are the rational goal, open system, internal process, and human relations models.

According to the **rational goal model** of effectiveness, an organization is effective to the extent that it accomplishes its stated goals. For example, the formal goals of the Toronto Blue Jays are to win their division, the American League pennant, and the World Series.

With an **open system model** an organization is effective to the degree that it acquires inputs from its environment and has outputs accepted by its environment. The University of Alberta follows this model when it is concerned about the quality and number of students applying for admission and what jobs they receive on graduation.

The **internal process model** focuses on the effectiveness of the internal transformation process. When Hamilton's Stelco Inc. examines its steel-making methods to determine price and quality competitiveness, it is focusing on its internal processes.

The **human relations model** focuses on the development of the organization's personnel. Marlin Travel sends its agents on familiarization trips to expand their knowledge of specific hotels, cruises, and destinations (Field, 2002).

According to Drucker (1974, p. 43), "Efficiency is concerned with doing things right. Effectiveness is doing the right things." Whereas this definition of effectiveness is often cited, there is a lack of consensus about how to operationalize the concept (for example, Anspach, 1991; Cameron and Whetten, 1983; Cook and Brown, 1990; Hall, 1991; Herman, 1990; Kanter and Brinkerhoff, 1981; Kraft, 1991; Quinn and Rohrbaugh, 1983; Seashore, 1983; Seashore and Yuchtman, 1967; Spray, 1976; Steers, 1977). If effectiveness is doing the right things, then who determines what is right, what constitutes the right things, and how they are to be measured? The literature on organizational effectiveness contains a variety of competing perspectives. Indeed, the very concept of effectiveness has been challenged on the grounds that multiple constituencies often cannot agree on the factors or weights underlying such evaluative judgments (Green & Griesinger, 1996).

### 4. Organizational Effectiveness Solutions

According to the right management institute there are some effective solutions for enhancing organizational effectiveness as below:

- **Strategy Implementation**

improving an organization's ability to successfully execute strategy. This is achieved by focusing on structure, people systems and processes, and to deliver great customer experiences.

- **Strategic Workforce Alignment**

Strategic Workforce Alignment is a unique interactive process for executives to quickly assess and prioritize various workforce strategies, employee needs and investments. Based on proven Six-Sigma methodologies, individuals use a specially designed diagnostic process called RightNavigator™ to prioritize (based on importance and satisfaction) a comprehensive set of organizational workforce strategies.

- **Change Effectiveness**

Right Management's Change Effectiveness offerings are designed to support change at all levels of the organization. Our change management programs assist executives to drive organizational change, empower managers to lead through change, and enable employees to navigate and respond to change appropriately (Right Management, 2010).

There may be some circumstances in which any Effectiveness is an elusive concept that can be approached through several models, none of which inappropriate in all circumstances or for all organizations.

## 5. Conclusion

### Conclusions and Implications

Managers who have a good multiple intelligences can understand the challenges face with employees. Some challenges are shown below (Cherniss, 2001):

- People need to cope with massive, rapid change.
- People need to be more creative in order to drive innovation.
- People need to manage huge amounts of information.
- The organization needs to increase customer loyalty.
- People need to be more motivated and committed.
- People need to work together better.
- The organization needs to make better use of the special talents available in a diverse workforce.
- The organization needs to identify potential leaders in its ranks and prepare them to move up.
- The organization needs to identify and recruit top talent.
- The organization needs to make good decisions about new markets, products, and strategic alliances.
- The organization needs to prepare people for overseas assignments.

A manager with high in MI is the "executive" of organizational intelligence. These managers must establish and encourage norms, roles, and rules for efficient application to known tasks, but must also be sensitive and responsive to change by employing sensitivity, problem solving and decision making strategies that allow for adaptation.

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