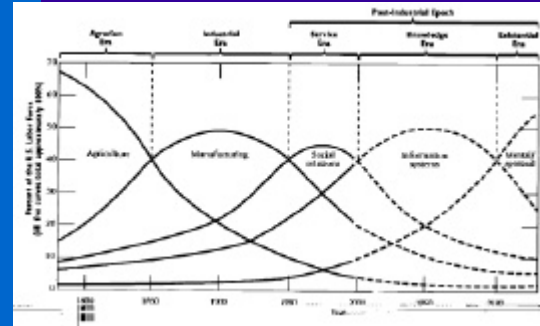


INTELLIGENT ORGANIZATIONS



- The structure and behavior of knowledge-based enterprise
- Based on an NSF sponsored study of 30 CKOs and scholars

The Evolution of Work



Comparing Human and Organizational Intelligence

	HUMANS	ORGANIZATIONS
Structure	Network of Cells	Network of Units
Identity	Personal Beliefs	Organizational Culture
External Ties	Social Relations	Stakeholder Relations
Information Base	Memory	Knowledge Management
Major Decisions	Problem-Solving	Strategic Planning
Direction	Ego	Leader
Dark Side	Id	Informal Organization

Implications of OI

- Knowledge Mgt is only small part of OI
- Major organ'l changes can raise OI
- Learning is best achieved through action
- Leaders should act as teachers
- Work with the informal organization
- High OI may **not** be justified