Organizational Cognition and Organizational Intelligences

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Research Highlights

Purpose:
Organizational intelligence and inefficacy set limits to the capabilities of achieving high levels of performance in organizations. Managerial and organizational cognition emerge from organizational intelligences. In this paper we aim at providing theoretical foundations for understanding how managerial cognition in turn can have either a positive or a negative influence on the intelligences and by that can promote or constrain performance.

What is original? What is the value of the paper?

A cybernetic agency approach is developed to design a theory of Organizational Coherence and Trajectory and to support the creation of tools for modeling, identification, evaluation and diagnosis of organizational coherence, sustainability and change, addressing function, dysfunction and pathologies of organizations.

Concepts of cultural, figurative, operative and social intelligence are embedded into a ***theory of organizational coherence and trajectory***. Emotional intelligence and its relation to the other four forms of intelligence are considered.

Findings and Status of Research:

Within the theory of organizational coherence and trajectory the concepts of managerial and organizational intelligence constitute a theoretical counterpoise to the literature on management paradox. What numerous management scholars call 'a paradox' and understand as 'a simultaneous existence of two inconsistent states' is the normal state of a well-functioning organization, reflecting a necessary and indispensable constituting element of the organization as a viable system.

The paper is part of a theory-building endeavor. Parts of the model and a comprehensive questionnaire ***(OCT-NP Instrument 2013)*** were empirically tested.

Practical and social implications:

The theory of organizational coherence and trajectory permits to set up a questionnaire offering the potential of delivering insights into cultural fit within and between organizations and allowing predictions of the potential emergence of pathologies within an organization.

Understanding the normative trait systems, which guide interaction between managerial and organizational cognition, organizational intelligences and efficacy, can lead to an improved understanding of the cognitive processes that an organization has and how this affects its social behaviors.

Keywords:

Configuration model; cognitive management; efficacy; managerial paradox; loyalty; organizational intelligences.