

## The Role of Collective Intelligence in Modern Organisation

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*This paper focuses on a comparison between collective intelligence and intelligent organization. Today, the modern organisations have intelligent systems covering the technical necessities. With the help of these intelligent systems can be tracked various areas of the organisation: sourcing, production, quality, stocks, and human resources, level of salaries.*

**Keywords:** *collective competence, collective intelligence, intelligent organisation, knowledge management.*

### Introduction

Knowledge management is based on an inexhaustible resource – the knowledge the employees pose. Within the organisation, this capital is to be found in a native form, requiring important efforts to identify, collect and channel the knowledge toward the final product or service that will be offered to the market.

The exploit of knowledge is even difficult in the case of intelligent organisations. This difficulty is dictated by the diversity of knowledge and by the complexity of the motivational systems.

*Knowledge management is a process of efficient administration and handling of knowledge within an organisation. It is important for a person to make a connection between a new phenomenon and the phenomena he already knows. This varies with his intelligence.*

Channelling the variety of connections among the members of a team toward a common entity is a strong point for the organisation, leading to the development of collective intelligence.

The manager of an intelligent organisation must know to valorise the collective competence and he should turn into a leader which co-ordinates the activity and solves the conflicts among groups. Each person poses a series of competences. Putting these individuals in a team presupposes the reunification of personal competence and obtaining a set of competences – a collective competence that is superior to the individual one. The collec-

tive actions that lead to the mobilisation of the competence of many individuals have a superior quality because the reflection framework is larger.

*The collective intelligence is the united capacity of a group of persons, united in a team by a common goal that sets and accomplishes objectives.*

*The relation between collective intelligence and intelligent organisation*

### The relationship between collective intelligence and intelligent organisation

The intelligent organisations which are based on knowledge management have the following objectives:

- the identification and protection of collective knowledge;
- the development of key knowledge and competence based on actual individual capacity;
- the improvement of existing information accessibility.

The cultural dimension at the organisational level is reflected at the following quality levels:

**A. The quality of management** – the way in which the mission, the values and organisational strategies mix with the motivations, objectives and individual techniques. Knowledge management within intelligent organisations becomes a support for key competence. The mission of knowledge management is to establish the type of knowledge for ensuring total management quality.

**B. The quality of working climate** – the working climate can become instable and be affected by a series of conflicts. Each organisation poses, in its field of activity, some specific information. Within the intelligent organisation, the information available to the organisation is broad and hard to manage because of the different visions of the employees. This personal vision is not always in range with the organisational vision. In order to get a general consensus it is necessary to improve the working climate and to establish a motivational system complex and flexible, able to face the cultural diversity of the employees. The quality of working climate is also influenced by the impact of institutional, national, and multinational laws, which can help or block the dissemination of knowledge within the organisation.

**C. The quality of products and services** – this is reflected in the image of the organisation, leading to small market shares. The strong bond between the quality of products and services and the quality of the clients is sustained by the quality of incorporated knowledge and is considered to be a determinant of the organization efficiency.

The advanced technology, incorporating various data, generates:

- changes in the traditional organisation structure;
- downsizing the firm;
- increasing the responsibilities and personal competence;
- increasing dynamics of internal communication.

Knowledge management is the premise of new strategic and managerial approaches, ensuring the success of initiative groups within the organisation.

The identification of collective intellectual capital and the identification of key competence can be centralised in a dynamic database which reunites all the information and knowledge from the organisation. Within intelligent organisations, a key role plays the development of centres for competence management using IT.

The organisations have intelligent systems covering the technical necessities. With the help of these intelligent systems can be tracked various areas of the organisation: sourcing, production, quality, stocks, and human resources, level of salaries.

The centralised administration and the hierarchic structure are no longer compatible with the vision and strategy of the intelligent organisation. The flexibility of intelligent information systems offers new possibilities to face an increase in the competition.

The efficiency of the intelligent organisation depends on:

- the degree in which are disseminated and utilised important information and the collective knowledge;
  - the way in which information passes from the employees who poses them to the employees that need that information;
  - the degree of analysing the information;
- the solidity of the relation between organisations and clients.

The complexity of the environment often makes the organisation unable to adapt to the new changes and to stimulate employees. Therefore it is necessary to use instruments allowing a fast approach toward the economic, social and political fluctuations.

The efficient use of collective intelligence requires an intellectual co-operation among the team members, and also the development of an external co-operation with the clients and suppliers.

The intellectual co-operation can be an inter-personal co-operation (more persons work together) and also an inter-organisational co-operation (more teams or organisations work together).

The elaboration of a co-operation social contract, supported by the ethics of co-operation must state the rights and individual responsibilities based on co-operation behaviour.

The collective management must be sustained by co-operation contract and by a collective strategy of the organisation.

The intellectual co-operation is part of the cultural values of the organisation, so that it is necessary for the organisation to adapt the

strategy to the cultural values in order to avoid false co-operation.

It is important to distinguish between the collective reflection and collective communication:

➤ communication allows the information exchange without intellectual co-operation;

➤ reflection implies intellectual co-operation leading to information creation, interacting with the existent information in order to transform it in new information;

Co-operation implies both communication and individual intelligence channelled toward collective intelligence. Co-operation benefits from the communication feedback, by creating new information and knowledge.

The existing intelligent information systems in the field of human resources management are complex and offer the users a new perspective. Taking into account their complexity some information is useless. The developers of solutions for human resources management seek to adapt to the particularities of the field and to identify the necessary information to take an efficient decision.

### Conclusions

Collective intelligence and knowledge management can become effective mechanisms to help avoid the disturbances leading to internal disequilibrium within the organisation. Collective intelligence and knowledge management can remediate the negative effects of the instability of environment.

The information and knowledge become "raw materials" for the intelligent organisation; their management requires simple solutions. Life cycle for products and services is getting shorter; the markets are global, fragmented by the needs and exigencies of the clients.

The organisational culture evolves according to the aggregate strategy. The role of knowledge manager is to invest in the acquisition and dissemination of knowledge, leaving the employees to capitalise their personal competence.

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