
WELCOME ...

to the *Learning Curve* training pack on The Intelligent Organisation.

This pack has been prepared to help managers and trainers (and, indeed, anyone else involved in making sure that organisations are successful in pursuing their aims) to make the best use of the human resources available to them. We often hear the argument that an organisation's most important resource is its people - its human resource. This pack seeks to help people who are committed to this idea to make it more than a cliché or empty rhetoric and actually to make it a fundamental part of what drives the organisation.

In our view, simply asserting that people are important is not enough. What is needed is a much more sophisticated understanding about how organisations work, how people fit into those organisations and what it is that people find positive and motivating about their organisation in general and their working environment and practices in particular. This pack is intended to make a contribution to that more sophisticated understanding by examining what is involved in creating working environments

where: learning and development are supported and nurtured; the emotional dimensions of working life are recognised and the importance of 'emotional intelligence' is fully appreciated; and the important role of meaning, purpose and direction is recognised as part of an understanding of the relatively new concept of 'spiritual intelligence'.

This pack therefore covers intelligence in three senses or at three levels. These are:

- *organisational intelligence* This refers to the organisation's ability to use the knowledge it holds, to learn and to promote learning in all its stakeholders. This is closely linked to the idea of the 'Learning Organisation'.
- *emotional intelligence* This has become a fashionable term, although sadly, as often happens when 'buzzwords' develop, it has often been misunderstood and oversimplified.
- *spiritual intelligence* This is an emerging concept which emphasises the importance of employees finding meaning, purpose and direction in their work if they are to achieve job satisfaction and maximise their potential as far as possible.

The pack provides helpful background information and guidance on training and development exercises, as well as suggestions for further reading, information about relevant organisations and websites and so on. We hope you will find it a helpful and worthwhile resource and we wish you well in your attempts to develop an *intelligent organisation*.

CONTENTS

Part One: Introduction

Learning Curve Publishing

The authors

Disclaimer

Who is the pack for?

Introduction

Part Two: Setting the Context

2.1 What is intelligence?

2.2 Organisational learning and knowledge management

Can organisations learn?

Knowledge management

2.3 Emotional intelligence

What is emotional intelligence?

Is emotional intelligence a new idea?

How does emotional intelligence help?

How can emotional intelligence be fostered?

2.4 Spiritual intelligence

What is spirituality?

What is spiritual intelligence?
How does spiritual intelligence help?
How can spiritual intelligence be fostered?

Part Three: Training and Development

Introduction to Part Three
Organisational learning
Emotional intelligence
Spiritual intelligence

Part Four: Conclusion

Conclusion
Recommended reading
Organisations and Internet resources
References

Part Five: Resources

LEARNING CURVE PUBLISHING

This pack is the fourth in a series of training and development resources to be developed by *Learning Curve Publishing*, a division of *Avenue Consulting Ltd*. It represents the first step in building up a library of materials to guide and support trainers, staff development officers and others involved in human resource development.

The team behind *Learning Curve Publishing* has considerable breadth and depth of experience in what can broadly be termed the 'human relations' field - training and development; management; psychology; social work and social care; nursing and health care; and organisational development. Our focus is on personal, professional and organisational development.

To find out more about *Learning Curve Publishing* or to keep up-to-date with developments, visit our website at

www.avenueconsulting.co.uk

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Neil has over 80 publications to his name and has been a speaker at conferences and seminars in Britain, Greece, the Netherlands, Norway, Canada, the United States and Australia. His books include: *Stress Matters* (Pepar, 1999) and *Tackling Bullying and Harassment in the Workplace* (Pepar, 2000) and *Promoting Equality* (Palgrave Macmillan, 2nd edn, 2003). He is also the co-author of other *Learning Curve* training packs: *The Human Rights Act 1998* (with Ian Crompton), *Learning Matters* (with Ros Harrison) and *Supervision and Leadership Skills* (with Peter Gilbert).

He is a Fellow of the Royal Society of Arts; the Chartered Institute of Personnel and Development; and the Institute of Training and Occupational Learning. He is a member of the British Psychological Society; the Academy of Experts; the

International Stress Management Association; the International Work Group on Death, Dying and Bereavement and the Institute for Teaching and learning in Higher Education.

He is the editor of the *British Journal of Occupational Learning* (www.traininginstitute.co.uk).

Neil holds qualifications in social work; management; training and development; and mediation and alternative dispute resolution, as well as a PhD and a first-class honours degree in social science subjects. He acts as an external examiner to a number of universities and has links with academic and professional colleagues in various countries around the world.

Ros Harrison is a senior lecturer in education at North East Wales Institute of Higher Education, where she is the programme leader for the PGCE/Certificate in Education (Post-compulsory education and training) and manages four franchised programmes in further education colleges. She was formerly Assistant Director of a staff training and development unit providing training and consultancy services to three LEAs.

Ros has taught overseas in the West Indies and West Africa, where she was able to develop teaching skills with limited resources. She is a member of the Institute for Learning and Teaching in Higher Education and passionate about effective teaching and learning. She has worked as a consultant in both

the private and public sectors to promote personal and organisational transformation. She is trained as a Relate counsellor in individual and couple therapy, and is a member of both BACP and BABCP.

Ros's current research interest is in exploring the use of Internet-based technologies and blended learning in higher education. She is developing a distance learning programme for nurse educators which, it is hoped, will reflect her commitment to the principles of adult learning.

Ros holds qualifications in education, management, training and development and counselling. She acts as an external examiner to a number of universities and also has a wide network of links to academic and professional colleagues.

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DISCLAIMER

This pack has been researched, prepared and presented in good faith, with all due care and attention. However, no responsibility can be taken for any errors or oversights.

The pack and its contents are intended as a resource to facilitate training and staff development and should not be seen as a definitive statement of the law. The pack is not a substitute for professional legal advice or guidance and should not be relied upon as such.

WHO IS THE PACK FOR?

In effect this pack could apply to any organisation, in so far as it addresses issues that relate to organisations large and small, and covering a wide spectrum, across the private, public and voluntary sectors. The key subject areas of this pack (organisational learning, emotional and spiritual intelligence) are not restricted to any particular type or size of organisation, although the way they operate - and the way they will need to be addressed - will differ from setting to setting.

So, who within these various organisations will find the pack of benefit? As a reference resource, then anyone with an interest in and commitment to developing organisational effectiveness will find useful ideas and materials which will provide food for thought and act as a basis for further learning and development. However, those who will gain most from the pack will be trainers and managers who are intending to run training workshops or staff development exercises relating to organisational learning and effectiveness.

This will include experienced trainers (whether employees of the organisation concerned or acting on a freelance basis) who will no doubt feel confident enough to be able to adapt the materials to suit their particular purposes or their preferred styles of working, as well as less experienced training practitioners who will probably prefer to stick more closely to the guidance given in the use of each of the exercises.

The materials can be used as part of one or more structured training programmes or may be used on an *ad hoc* basis for particular purposes. For example, some of the exercises can be used as stand alone activities as part of staff meetings, 'awaydays' or other such staff development opportunities.

INTRODUCTION

The pack is divided into five main parts. Part One comprises the introductory and scene-setting materials of which this introduction forms a part. In Part Two, entitled 'Setting the Context', we explore the background knowledge base underpinning the topics covered in the pack. This is intended as a resource for trainers intending to present courses or run staff development exercises relating to the themes of the pack, so that they will feel reasonably well informed about the relevant issues and will have reference material to fall back on as and when required. Of course, this will not tell you everything you need to know about 'The Intelligent Organisation', but it will provide a sound foundation on which to base your learning and will give you at least a basic understanding of the relevant issues.

Part Three is what could be regarded as the 'nuts and bolts' part of the pack. It is here that you will find details of exercises that can be used to form the basis of training workshops or staff development exercises (for example, as part of a team meeting or a teambuilding day). The materials are presented with guidelines that can be adapted to suit the purposes and styles of experienced training presenters, while less experienced and less confident presenters will probably

feel more comfortable following the guidelines quite closely and carefully. Either way, the materials should be sufficiently flexible to meet all the needs of presenters, regardless of their level of experience.

Part Four is the concluding part of the pack. It contains the concluding comments which attempt to pull together the main themes of the pack, together with suggestions for further reading, details of relevant organisations and Internet resources and the reference details of all the books and articles referred to in the pack.

Part Five is simply a section headed 'Resources', and this provides a location for storing journal or magazine articles, newspaper clippings, pages downloaded from the Internet and so on. Its purpose is simply to provide a convenient place for storing supplementary materials related to organisational, emotional and spiritual intelligence.