Abstract

Our working environment is changing rapidly. The key issues in this new work environment are the questions of innovation, creativity and leadership. Will we see more innovative workers, teams and organizations in the future? Do we need a new kind of leadership in the future? Are we able to develop new kinds of leadership theories and models, which could help us to create more innovative organizations? Creativity and social innovations will be our most important competitive factors in the future. In addition creative management, Business Intelligence, spiritual intelligence, organizational intelligence and using artificial intelligence and modern technology from this new view certainly has more efficiency. This article is based on survey study and the models presented here (intelligent leadership model and organizational intelligence model) is based on broad practical experience from Finnish-based multinational corporations such as Iran gol gohar iron corporation.

Keywords: intelligent leadership model; organizational intelligence model; artificial intelligence model; spiritual intelligence model; multinational corporations.

1. Introduction

2. The leadership process is important because, leaders cannot lead by themselves. Leadership is possible just with participation contribution. The strong leadership is participating leadership and it is far from traditional individualistic philosophy and hierarchical models. The leadership theories have paved passed from frightening to enlightening leadership and for the sake of this; we can succeed dynamic, active and intelligent organizations (Sydänmaanlakka, 2008:2). Today in the most organizations (private or governmental) the lack of an active leader is felt. The fact is that, leaders who are powerful still exist, but the environment is not like the environment before. Also, different conditions have changed surprisingly in recent decades. And leaders couldn’t match themselves with these changes proportionally. So, there is a strong need to have creative leaders and it is not possible to rule offices as the past. Organizations have change clearly from industrial mode to up to date ones. Of course managers must match themselves with organizations. From one direction leadership system has knotted with values and aims which are not correspond with progressive changes. The lack of safety, disturbance in aims and daily days is very important, therefore instead of searching for a great leader we should search the greatness in all of members of organizations and of course grow it. Then definitely the aim is to create a modern culture of learning.
3. Intelligent leadership is a synthesis of Western pragmatism, Nordic rationalism, Eastern holism and Southern humanism. It approaches intelligence from widely different angles, which is not a new issue but perhaps a perspective that we modern people have forgotten. Many indigenous peoples, such as North American Indians, knew that there are four kinds of intelligence: intelligence of the hand (the skill to do things), intelligence of the head (the ability to reason things out), intelligence of the heart (awareness of one’s own feelings) and intelligence of the soul (clarity over the values guiding all action). The most important of these is *intelligence of the soul*. Doing, knowing and feeling are important, but real intelligence lies at the level of being. In terms of leadership this means that we need to use not only rational intelligence, but also physical, emotional and spiritual intelligence. So, for the sake of below reasons, redefine of leadership and create a new paradigm is necessary:

4. 1. The models we are using now are dated and were developed mainly during the sixties and seventies. Perhaps the last true innovation was the transformational leadership model developed by Burns (1978)

5. 2. There is a call for approaches deriving from sources other than Anglo-American tradition and culture. Nearly all previous theories have originated in the United States.

6. 3. The work environment of leaders has changed dramatically during the last twenty years, and we have to move from the industrial to the post-industrial paradigm and to redefine the role of work, worker and organization.

7. 4-The scientific paradigm has also changed; the constructivist paradigm is replacing the behaviorists paradigm. In addition, quantum physics, self-organizing systems and chaos theory add intriguing perspectives to leadership.

8. 5- We should add emotional and spiritual thinking to our rational and practical thinking and We should reveal the true simplicity and practicality of leadership. We should not make leadership any more complex than it actually is.

2. The new structure of leadership in 21 century (intelligent leadership model):

In the new century, we need a new structure which returns to our thoughts and creativity; the fast changes with universality are occurred in different communities, differently. And leading the labors in 21 century who are up to date in contrast with industrial labors in 20 century is very different. First of all, we should try to find new ways to see leadership as a phenomenon; creative and intelligent ways. “Creative” intelligence tries to integrate practical, intellectual, emotional and spiritual elements of intelligence. This is the reason the term intelligent leadership has been chosen (cf. an intelligent organization, Sydänmaanlakka 2002). In intelligent leadership we try to lead employees at four levels: practical, rational, emotional and spiritual. Practical leadership is management by walking around, rational leadership is management by objectives, emotional leadership is management with emotions and spiritual leadership is management by meaning. The model should also be as simple as possible. Leadership is a complex phenomenon, but let us not make it more complex than it is.

Whereas in intelligent leadership model, the main aim is trying to make an universal leadership model, the staffs and their relations should be a general factor in order to apply this is in different parts of organization and community (Gratton, 2000). One the most important reasons which causes to remain models just as theories is their complexity, therefore we tried to give simple and touchable explanations. Also the intelligent leadership model is based on systems theory and systems thinking (Senge, 1990: 68-92). Systems thinking is a direction to understand the entirety of the systems. The nature of system thinking is about two topics: 1- observing and understanding the interrelationships and inside groups, instead of linear cause and effect relationship. 2- and observing the process of change instead of snap shot of an organization. The new designed model must help us in solving different economical, political, technological, social, ecological and intellectual problems which to be created in third millennium. also Intelligent leadership is a participation contribution process which should be taught not only to leaders but also to other members of organizations and its aim should be to put members in group in order to have effective co-working with each other, in other meaning, leadership is not just to order, but the leader should produce energy for staff and organization. In other words, the method which we lead organizations, effects their behaviors as
a citizen (Sydänmaanlakka, 2008:8). In general, intelligent leadership is a speech between leaders and labors in the direction to achieve a common point of view and aim.

3. Presentation of model

In figure 1 the intelligent leadership model is presented. The basis of the model is input-process output -thinking. The main input for this process is some kind of purpose, which is usually a vision, or more concretely, an objective. In the leadership process leaders and followers are in interactions in different kinds of situations; at its best these interactions will be a true dialogue. The output is the intended result or change. This leadership process happens in a team and in an organization, in an industry and in a society, in a region and at the global level. Certain values and culture are also affecting this process. All these variables have some kind of an impact on the leadership process. There are ten variables altogether in this model. In the following the main contents of these variables will be explained briefly.

1. Shared vision and objectives

Vision and objectives are the starting point for a leadership process: they give justification for the leadership process. Leadership should give a purpose and meaning for action and guide concrete leadership behavior. If you don’t know what your goal is, it doesn’t matter where you are going. Without a clear vision it is very difficult to lead efficiently.

2. Leader(s)

Leaders are certainly the key players in the leadership process. In the leadership process we can have more than one leader: the leader’s leader and the leader’s colleagues. They have the responsibility to create a process that works well, because usually they have more authority and power and they exert more influence than do followers.

3. Followers

Leaders need followers and usually there is more than one follower. Leadership takes place in a team setting. Followers should be active; they share the responsibility of the leadership process. Followers do not ‘do’ followership, they ‘do’ leadership. They are in the leadership relationship together. This is shared and collaborative leadership. Followers and leaders develop a relationship wherein they influence one another as well as the organization and society.
4. Interaction
Leaders and followers are the people in this leadership interaction, which at its best can be described as a dialogue. Usually leaders must use a more directive leadership style like commanding and coaching. The interaction is based on influence relationship. Influence is a process of using persuasion to have an impact on other people in a relationship. Influence as persuasion depends for example on purpose, status, authority, personality, charisma, interpersonal skills, perception, motivation, reputation and prestige.

5. Situation
There are many situational factors, which affect the interaction process. These are e.g. task / job demands, time, readiness of followers and readiness of leaders. The readiness of leaders means how able, willing and flexible they are in using different kinds of leadership styles. The readiness of followers means how able and willing they are in sharing the leadership responsibilities and tasks. A mature follower has high competence, motivation, commitment, responsibility and independency.

6. Team
Leadership always happens in a team setting. Leadership is the sum of all the interactions among a leader and followers in that relationship, not only the individual interactions between one leader and one follower in that relationship. Leadership is a team (communal) relationship.

7. Results
Leaders and followers intend to achieve real results or change. This kind of result orientation is a typical feature of leadership. Feedback is the basic requirement of all learning, growth and development. Feedback should be given to every unit/variable of this process. The quality of leadership can be assessed at the interaction level and at the results level. At result level we can be successful or unsuccessful. The successful results can be effective or ineffective. The case where intended results are achieved at the expense of followers’ motivation is an example of ineffective leadership.

8. Values and culture
Values and culture have a very crucial role in intelligent leadership. The moral dimension of leadership can also be clarified by applying Koestenbaum’s (1991) leadership diamond model. In intelligent leadership culture the following features are true:
- A leader always responds to the facts, for realism means having no illusions
- A leader is always sensitive to values, for ethics means to be of service
- A leader always sees the larger perspective, for dreaming means to think big and new.

9. Organization
It should be possible to apply this model in different kinds of organizations such as companies, public organizations, military organizations, NGO’s, hospitals, universities etc. It should also be able to apply it to teams, networks and virtual organizations. Every organization has its own values, culture and structure. A leader should be flexible enough to apply his/her leadership behavior to the features of the organization or clever enough to understand that certain organizations are not suitable for her/him. There must be a certain fit between the manager and organizational environment.

10. Industry, society, world
The leadership process takes place in an organization, which is part of an industry or a branch. Organizations are part of societies, countries, continents and so on (see figure 1.) All this happens in our “global village”, which in a way has become smaller and smaller and is now the wider system within which we work. In intelligent leadership it is important to see the big picture. We should lead in a comprehensively simplified way. We should develop a global balanced scorecard, which should include financial, political, technological, societal, ecological and spiritual factors.
4. Explaining organizational intelligent in intelligent leadership:
Most of critics believe that IQ can not be evaluated with marks and educational progresses, because in jobs and works which people are able to do are depend on IQ. Organizational intelligent also means, to achieve general information which affects organization. Those factors are like customers, clients, competitions and economical and cultural environment and organizational process (Mazdai & Sabzi, 2011: 17). Albrecht (2002) believe that, organizational intelligent means talent and capacity of an organization in order to activate ability of organizational mind and to focus on this ability directed to reach organizational responsibility. It is noticeable, some researchers apply commercial intelligent instead of organizational intelligent. Commercial intelligence evaluates organizations via jobs and business factors but organizational intelligence evaluates organizations without notice to these factors.

4-1- presentation of organizational intelligent model:

Figure 2: Proportional organizational intelligence model with intelligence leadership in Iranian organizations.(mazdai & sabzi, 2011:68)

4-2. General features of the Model :
- Evaluation and feedback: Evaluation and feedback are constant and systematic processes in this model; it differs from other leadership models due to the operation method and applying new scientific methods.
• Goal based management’s advantages are to clarify organization and management recovery, effective control development, and boost employee commitment.
• Logical division of model is defined as giving simultaneous attention to time, approach, and method which are important factors in scientific and Japanese management.
• Accordance with principles of hierarchy and an emphasis on operational levels.
• Study context: Role and effects of environmental issues that exist in this pattern, which are emphasized in governmental management methods, type, and relationships. Having context means considering all environmental and cultural conditions, forms of relationships in the organization, type, and quality of economic management as well as the infrastructure.
• Using and developing creative ways in an organization, in decision making, and execution.
• Focus on changing organizational culture and influence on other systems.

5. Concluding remarks:
We need quite a radical paradigm shift in our thinking of leadership. We should move from an industrial paradigm into a paradigm of knowledge-intensive societies. I believe that the new framework, intelligent leadership, can better describe the leadership phenomena at different levels: individual, team, organization, society, region and global. We also hope that the intelligent leadership would help us to create better futures in different societies. Also, We have to challenge our basic assumptions about work, worker, organization and the role of society. We need intelligent workers, whole persons, who are doing meaningful work, which could even be a calling for many of them. We need intelligent organizations where efficiency, renewal and wellbeing are in balance. We need societies where growth and efficiency are in balance with sustainability and well-being.

5-1. Suggestions:
1) Leadership is important and should not be just in leaders, hands. Intelligence leadership is about freely contribution and giving responsibilities to workers and just via this method, creative intelligent organizations and communities are reachable.
2) the general aim is to establish a joint work and target which motivate participating sense and encourage team work. These things must be along with work or reviewing project application, annual evaluating, giving motivation and hope and recognizing individual work.
3) Spiritual leadership requires to put a side humanity leadership models which are based on personal benefits. These models emphasized on power, wealth and credit, but spiritual leadership emphasizing on moral values. so, the results of spiritual leadership are clear for leadership. successful leadership is depend on high IQ, but high IQ does not guarantee great success. Great success in today’s world and rush markets needs to something better and deeper. In fact for the sake of spiritual intelligent leadership, the final success will be achieved.
4) scientific witnesses make clear to use of spiritual intelligence in working environment is positive, also the effect of spiritual intelligence on important factors of management and leadership like motivation, self-control, change ability, relations, application and it’s relation with other types of intelligence is high.
5) organizational intelligence in organizations will be a compound of both humanity active intelligence and automated artificial intelligence which managers of organizations, doubtless to develop organizations efficiency will not have anything to do, except to apply these two intelligent systems.

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