Management by Intuition

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ABSTRACT

Intuition does not denote something contrary to reason, but something outside the province of reason, it is neither a magical six sense nor a paranormal process. Intuition is not the opposite of rationality, nor is it a random process of guessing, it is a sophisticated form of reasoning based on chunking that an expert hones over years of job experience. Intuition means “being able to bring to bear on situation everything you have seen, felt, tested, and experienced in an industry. Human intuition and the creativity afforded by that intuition is an aspect of the essential human-ness of any Human Being. Intuition should be an organization’s greatest asset. It is accordingly, at least initially, difficult to understand why the management of almost all organizations do not pay more attention to the development of this asset.

INTRODUCTION

Intuition is a “synthetic” psychological function in that it apprehends the totality of a given situation, it allow us to synthesize isolated bits of data and experiences into an integrated picture. It is a holistic perception of reality that transcends rational ways of knowing. The notion of (the thing-in-itself), a grasp of which, is essential in coming to terms with the human capacity for intuition and creativity.

Tomorrow managers will face extremely complex situations in which they will need to make decisions under circumstances where complete data necessary for traditional decision making process will be unavailable or too costly to gather. The managers will be dealing with the changing world and the work force that will make increasing demands for real participation in the decision making process. Managers will need to work on intuitive judgment in order to handle the shift to bottom up, horizontal organizational communication with sensibility and persuasiveness.

Managers will need a new set of skills to cope with this shifting environment until now the predominant management approach has been the logical, analytical left brain style. Business and
public administration schools cross the United States have stressed linear deductive reasoning based on cases of United States but a model is developing one pattern after the emerging successful journeys management style that blends analysis with inside. Shigeru Okada, head of one Japan’s largest store explains the reason for his company’s success in the American banker “it was due to our adoption of the west pragmatic management combined with spiritual intuitive aspects of the east”.

Many leaders are hoping with quick changes by sharpening their intuitive, inductive skills and intuition’s value in business and management is already becoming clear. According to Shri Aurobindo, the levels of mind –higher mind, intuitive mind, over mind, super mind. According to him, intuition is always an edge or a ray or out leap of superior light: it is in us projecting blade of a far off super mind.

Intuition has four cold powers. A power of inspiration or truth hearing, truth seeing, a power of truth touch, a power of true and automatic discrimination of the correct relation of truth. Intuition can therefore perform all the action of reason including the function of logical intelligence which is to work out the right relation of things and the right relation of idea.

The top managers in every organization rated significantly higher than middle and lower managers in their ability to use intuition on the job to make decisions.

Managers use intuition in a variety of ways successful managers tend to rely less on fact gathering and more on their instincts. any time decisions must be made quickly or an issue is so complex that complete information is not available, the managers who have developed their intuition will have to an advantage over those who have not, and rapidly changing complex world of the future, these situations will be more and more common.

Intuition one of the four basic psychological function that explores the unknown and senses possibilities and implications which may not be readily apparent.

Intuitive understanding of a person or a situation but are afraid to the act on the basis of this instant awareness. Instead, we play the mental “tape” we have been socialized to follow “you had better wait, gather more facts, get to know the situation better “thus we delay decisions and actions, our subconscious only after actual day to day experience with a person or situation do we allow our feelings to surface to our conscious mind and we come to realize that those initial instincts that we failed to act upon were correct.

Fully developed intuition is highly efficient – a way of knowing immediately. It is fast and accurate. Intuition abilities will become more and more valuable during the coming period of surprises, complexities and rapid changes, the organizations of tomorrow will require a breed of executives trained in these decision making techniques.

As a businesses realize the potential of intuition and the importance of these other brain skills, they will learn how to use personality tests and the other methods to match an individual’s brain skills with job requirements in ways that can raise both productivity and job satisfaction, the kind of brain skills needed for various jobs vary by organizational type, level of management and occupational specialization, with some tasks calling for left brain skills and still others for integrative skills that combine both kinds of thinking.
An individual’s particular abilities can be determined using a combination of tests. A basic personality test can help determine what kinds of occupations would be most appropriate for an individual. Personality that measures the person’s potential capacity to use intuition in decision making.

Knowledge of brain skills can improve a company’s productivity in other ways as well. Test results can be used to choose work teams for various projects in ways that enhance maximum performance, such factor as a degree of intuitive or analytical skills required, the most advantageous mix of brain types and the personality types that would ensure the most effective team effort can be taken into account.

Brain style testing can also improve communication with in an organization.

The intuitive imaginers –the artist, the writers and craftsman- approached the problem quite differently from the analytical engineers or financiers. the rift began to heal and communication began to improve only after each group saw the result of the brain style test and understood the basis for their colleagues thoughts and actions.

Individual will also find ways that their careers can benefits from brain style testing. My own test results indicate that those managers with higher levels of intuitive ability are likely to be particularly effective in such fields as personnel, health, public affairs, advertising public relations marketing and crisis management – areas that demand imagination creativity and other right brain skills.

Intuition becomes more efficient as we become more open to our feelings and more secured through experience in its ability to provide the correct cues. The first rule is to believe in it. What we believe we can do if one of the most important factors in determining what we can in fact do. For example Managers who believe in their ability to make decisions guided by intuition also have highest profit record, according to report by Douglas.

The second rule is practice makes perfect. We all possess the ability to use intuition to make decisions, but all too frequently we fail to develop our capacity to the fullest. A blind person can develop his/ her sense of touch to the extent of seeing colors through sensing the relative degree of heat given off by the intensity of hues. With efforts and persistence, we can develop our intuition in the same way.

The third rule is to create the supportive environment in which intuitive skills are valued, these are test exercise and games— involving such techniques as meditation, guided imagery and dream analysis—that serve to focus our attention with in rather than without.

More executives and organizations are likely to embrace such positive efforts to increase intuitive abilities as the need for new skills to cope with the shifting organisational climate increases. Managers, who continue to realize solely on empirical evidence that has been shifted, digested and enlight may lose to leaders who have the confidence and the competence to follow their intuitive instinct in times of rapid change.

The hidden aspects of intuition and creativity and not treat them, or worse their creators, as “information packets” to be managed, but rather as crucial human assets to be nurtured and cared for. In many respects intuition and creativity is seeing their possibilities in the context of an organization and guiding that transition from implicit conception to explicit recognition as a perceivable product.
But humans who are (considerably) creative cannot always make the organizational contextual connection themselves, and in that sense intuition and creativity in an organizational context cannot be successfully self-managed. There needs to be a type of management that “contextually sees the possibilities of creativity and intuition”

**The Notion of Intuition**

The acceptance of the ‘form’ or the concept or the idea of being (as distinct from the thingness or content of being or being-in-the-world) is an example of the implicit nature of intuition. Almost all of Heidegger’s work is the attempt to reveal, and render in all its beauty, the form or idea of being in its relation to being. He states again and again that our Being shines forth in the (good) actions of our being or being-in-the-world. It is evident, also from Heidegger’s own actions, for that matter, that good-ness is not intrinsic. Introducing value, *i.e.*, good-ness, turns his program of revelation into an ideology. The intensity of Heidegger only confirms that Dasein cannot escape ideological revelation. Existence always involves responsibility. Man’s responsibility is grounded in his intuition. Intuition is not a thing and is therefore not able to be perceived as such. The process of intuition is hidden from our sense perceptions. Generally at the level of perception things are open to perception (by which they may, or may not, be perceived), but, importantly, we are not able to perceive an idea or concept – simply because neither have any identifiable ’thingness’ about them to enable them to be perceived. However, in the mode of conception, the invisibility of ideas, (or concepts, or form) provides the ground from which we can conceive such ideas, concepts, form.

The notion of conception itself is an idea hidden from Dasein’s perception and can only is comprehended in terms of its own hidden process of coming-into-being. In this sense conception is its own becoming, insofar as the idea that is conceived is its being conceived. That is how we come to know the idea, by conceiving of it, including conception itself. What emerges from that hidden ness is the manifest idea, the resultant knowing that has transpired in that implicitness that (the level of) perception cannot comprehend. As indicated in an earlier section, organizational perceiving relates to things as factors (as fragments), and organizational conceiving relates to things in- themselves as process (wholes). It follows then that Management needs to clearly see the crucial relation between perceiving and conceiving in order to apply a “thematic approach” to the organization.

**Thematic Management**

The type of Management we speak of above we refer to, in this paper, as Thematic Management precisely because that type of Management needs to take the journey into what constitutes a thing in itself and to relate that understanding thematically to the organization.

Management needs to clearly see the relation between perceiving and conceiving in order to apply a “thematic approach” to the organization. Why? Because a theme of some work or process arises out of the reconciliation of the composition of the work or process as part and whole.

**Intuition**

The process is dominated by your subconscious mind, even if you use your conscious mind to formulate or rationalize the decisions.
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The information is processed in parallel rather than sequentially. Instead of going through a logical sequence of thoughts one by one, you see the situation more as a whole, with different fragments emerging in parallel. You are more connected with your emotions. For example, it may occur to you that an option you consider does not feel right, even though there is no clear logic to prove that.

Properties of Intuition: Intuition is Subconscious

Although intuition lies along a continuum of consciousness-sub consciousness, only a fraction of lessons of experience become fully crystallized as facts and are thus accessible to the conscious mind. “It is subconscious drawings from innumerable experiences that are stored experiences (or knowledge) in the subconscious are more readily available than other.

Intuition consists of “accessing the internal reservoir of cumulative experience and expertise developed over a period of years and distilling out of that a response; or an urge to do or not do something, or choose from some alternatives –again without being able to understand consciously how we get the answer”

Intuition is Complex

Because of the subtle quantitative and qualitative balances it can embrace, Intuition, (subconscious feel for all the factors, their importance, and relationships).it can be deal with systems more complex than those which can be figured out in our conscious minds”.

Intuition is not Emotion

Intuition does not come from emotion as opposed to reason. It is the observation that fear and desire both interface with intuitive perception. If you are anxious, angry, or emotionally upset, you are not likely to receptive to the subtle messages which come into consciousness via intuition.

Intuition is not Biased

Cognitive psychology suggests that intuitive decision making is full with cognitive biasness for example everyday inductive reasoning which managers or decision makers use is in a way roughly equivalent to using formal statistical principles.

Intuition is the Part of all Decisions

Intuition is central to all decisions even those based on the most concrete and hard facts rational –analytic methods seldom be used, by its nature, prediction deals with the unknown and we can calculate or measure only what is known

Intuition is not irrational process, it is based on a deep understanding of the situation, it is a complex phenomenon that draws from the store of knowledge in our subconscious mind.

Intuition and Decision Making

As our life becomes more dynamic and less structured, intuition gains more and more recognition as an essential decision making tool. You have probably heard of experienced decision makers who
are able to directly recognize the best option or course of action in many tricky situations. The solution just comes to them from somewhere in their subconscious mind, instead of being a result of a lengthy chain of logical derivations or a computer output from a complicated Monte Carlo simulation.

Yes, intuition can make you a much more effective decision maker, especially when you deal with non-standard situations or in expedient decision making. Yet, before you put more weight on intuitive choices, there are a few important points you need to keep in mind.

**Necessitate Intuition**

Decision making situations where intuitive approach include:

- Expedient decision making and rapid response are required. The circumstances leave you no time to go through complete rational analysis. Fast paced change. The factors on which you base your analysis change rapidly. The problem is poorly structured. The factors and rules that you need to take into account are hard to articulate in an unambiguous way. You have to deal with ambiguous, incomplete, or conflicting information. There is no precedent.

**Arguments**

Intuitive mix is more suitable for strategic decisions than routine decisions. Intuitive mix is more effective in an unstable environment.

1. Intuitive mix is more suitable for strategic decision than routine decision.
   - Rational analytical approaches are superior to judgmental approaches or intuitive approaches. The extension of this approach is problematic; however, this is because strategic decisions are characterized by incomplete knowledge especially, in dynamics business environment prevalent today.
   - It may be impossible to identify quantitative equations among variables or find numeric values for parameters and initial states, the answer as to why people still use their heads instead of formulas is that many management decisions and problems, intuition plays an important role in effective management and leadership, particularly at higher organizational levels.

2. Intuitive mix is more effective in an unstable environment.
   - In a stable environment data tend to be more reliable, this is no pressure to collect data quickly and it is possible to collect it at relatively low cost. Decision based on facts may then achieve better performance than decision based on judgments.
   - An unstable environment poses three challenges
   - Time constraint on collecting data/information
   - A need to collect a large amount of data to deal with environmental instability
   - A lack of reliability of data information.

**Intuitive Talent**

Organization’s strategic planning and decision making can be improved Intuitive talent

Appropriate use of the intuitive talent an organization already has and/or requires. Integration of
this talent with more-traditional management approaches in the strategic-planning process to solve critical problems or issues. The development of the intuitive talent within an organization for strategic problem solving.

Highly intuitive on such test instruments as the Myers-Briggs Type Indicator tend to be the most innovative in strategic planning and decision making. They tend to be more insightful and better at finding new ways of doing things. Highly intuitive managers work in an organizational climate that is the opposite of that which would enable them to flourish and to readily use their skills for strategic decision making.

Higher productivity in the strategic-planning and decision-making process, clearly what is needed is an organizational climate in which intuitive brain skills and styles can flourish and be integrated with more-traditional management techniques. The organization’s leadership must have a special sensitivity to the value of intuitive input in strategic decision making and understand how to create an environment in which the use of intuition will grow, integrating it into the mainstream of the organization’s strategic-planning process.

Intuition Versus Rational Analysis

Intuition-based approach is rational thinking. The rational decision making process relies mostly on logic and quantitative analysis. You consciously analyze all the options. You formulate the main criteria for judging the expected outcomes of your options and you assign certain weights to those criteria to reflect their relative importance. Then, based on the expected outcomes and their weights, you rate your options by their perceived utility. Finally, you choose the option that has the highest rating.

Rational analysis still plays crucial role in many situations, especially when you have clear criteria and have to deal with extensive quantitative data, like quantitative finance. Yet, you will likely face even more business situations where the rational decision making becomes impractical.

Working of Intuition

This is the big question that how Intuition work. Your subconscious mind somehow finds links between your new situation and various patterns of your past experiences. Intuition can be learned:

1. Intuition through varied experiences and relationships.
2. Intuition through contemplation and reflection.
3. Intuition through perceiving beyond the obvious.

You may not recall most of the details of those experiences. And even if you did, it may be very hard to express the lessons you learnt in a form acceptable for analytical reasoning. Yet, your subconscious mind still remembers the patterns learnt.

CONCLUSION

Intuition one of the psychological function that explores the unknown and senses possibilities and implications which may not be readily apparent.

Intuitive understanding of a person or a situation but are afraid to the act on the basis of this instant awareness. Thus we delay decisions and actions, our subconscious only after actual day to
day experience with a person or situation do we allow our feelings to surface to our conscious mind and we come to realize that those initial instincts that we failed to act upon were correct.

Finally, you can greatly increase the quality of your intuitive decisions if you include certain elements of the analytical approach. In particular, try to follow the procedure of the rational analysis first. As much as you can, capture on paper the ideas on the main options and the criteria for evaluating your choices. Write down the key facts and factors you need to keep in mind. Intuition is an effective way to feed your subconscious mind with all the relevant data it needs.

REFERENCES

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