

INTUITION IN MANAGEMENT

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Abstract: *In this paper we perceive the phenomenon known as intuition. Intuitive opinion – is it a flash of inspiration, creation of new ideas or is it the product of years of experience? Intuition is certainly a growing value of modern management. Very often, intuition goes hand in hand with a willingness to accept the problem as a chance for success. We will try to give answers to the questions: can the intuitive thinking be learnt? Is intuitive thinking the result of experience and a deep understanding of the job? Are there some techniques to sharpen intuitive thinking?*

Keywords: *intuition, management, intuitive thinking*

1. INTRODUCTION

In this article we entertain the phenomenon that is known as intuition. Intuitive thinking - whether it's a flash of inspiration, creation of new ideas or is it a product of years of experience? One of the best definitions of psychological intuitions is provided by Carl Gustav Jung: "Intuition means processing information in our psyche that we are not aware of, but we are aware of the results of this process. The product of intuition, in addition to thoughts and clearly defined feelings such as suspicion, infatuation, fear and the like, may also be what is called a feeling or a hunch." [1] Philip Goldberg perceives intuitive people as people who at "this guessing game to life" have more precised quesses, arguing that such people do not think, but simply guess. [2] A great statesman, Henry Kissinger says that "the dilemma of every statesman lies in whether he can be certain within an amazing course of events." [3] Out of the whole sea of possible decisions, "a statesman must inevitably react on the basis of intuition, which is quite unfathomable. If he insists on security, he runs the risk of the upcoming as prisoner of events."

Intuition is indeed a growing value of modern management. Very often intuition goes

hand in hand with readiness to accept problems as chances for success.

Intuitive thinking cannot be learned. It is the results of years of experience and deep understanding and knowledge of work. Still, there are certain techniques that could be adopted for sharpening of intuitive thinking. [6]

Intuitive thinking requires breathing space. It functions best far from working time and place. Therefore, managers now often use meditation as a technique. In modern management intuition is perceived as a true asset in the struggle to build up comparative advantages in the market. By using intuitive thinking, companies hope to find creative solutions for their problems. Intuitive decisions are especially valuable when we face new trends in business, and when companies face new challenges. [7]

2. WHAT IS INTUITION

Most authors agree that intuition is as follows:

- fast or ready-made idea based on experience, feelings and memory;
- type of understanding without reference to the normal process of rational thinking;
- way of conclusion based on limited information;
- something that we are born with, that we can develop on the outside. [1][2][4][5]

From the point of view of business intuition is the ability to systematically 'see "see the forest for the trees."

The ability to see the large picture from high above – 'from a helicopter' – and ability to make combinations both offer a quick access to the top and explains the success of certain people, such as Steve Jobs, founder of Apple. He claimed that people would most certainly purchase personal computers, if offered to do so.

People with a developed intuition enjoy working in an environment where change is constant. They are unhappy if they are deployed on routine tasks. They enjoy business challenges and struggle of opinions.

We all agree that intuition is one of the important skills that employees can have, but if you ask them to define it, you get various answers. What they all have in common is that intuition is defined as "a nose for business." [2]The power of intuition lies in the ability of rapid action. The music in his head was enjoyed only by Mozart himself. Transforming that music into notes, he gave that pleasure to all of us.

This is, therefore, about the deepest level of consciousness in which a person associates with the "primary understanding" with its "deep internal knowledge." Although the professional and scientific literature, so far, did not pay much attention to this level of consciousness, in the collective wisdom of the people it was not left unrecorded. Each of us has, at least once in his life, have had the opportunity to hear or pronounce the phrase "deep in the heart I know that ..." According to Karl Jung, "... *the vision will become crystal clear after you sincerely listen to what your heart says ... dreamers search outside himself ... those awakened search in their inner being.*" [1]

Intuition marks the knowledge that goes deeper and further than the classic rationalist-analytical approach. The plunge in the deeper levels of consciousness is followed by a deeper understanding of the whole as such, and the increasing readiness for the action in favor of the whole. And that, in fact, is the very essence of moral development.

3. LEFT HEMISPHERE AGAINST RIGHT HEMISPHERE

No discussion of intuition is complete without mentioning the right and left hemispheres of the brain. It is a theory which assumes that the two brain hemispheres represent the “division of labor”. The right hemisphere is focused on visual templates and creative, nonlinear thinking, while the left specializes in analytical processes and the use of language. In business left hemisphere takes care of the daily routine jobs, while the right is responsible for the vision and innovation management. There is, however, evidence that the right hemisphere is able to solve problems, make decisions and creates discovery independently from the left. In any case, the desire to define the exact seat of intuition in the brain is less important than the fact that we have what intuition can do. It is clear, however, that no manager can arrive at decisions without the balance of both cerebral hemispheres. Of course, the continuity of either predictive or analytical decision-making divides managers into the intuitive and analytical ones. Of course, this depends on the type of problems that managers are faced with.

Turbulent market, with very narrow margins of action requires that the analytical decision-making be abandoned, in which each next step is made after the safe first. The risk becomes an integral part of the business, and with it the intuitive mind. Conflict of innovators is the reality of modern business. [4] [5][10]

4. INTUITION AND INNOVATIVE MANAGEMENT

The belief that intuition is a very important thing in business is on the rise. Intuition is a powerful in the following situations:

- when there is a high level of uncertainty,
- when there is no basis for deciding,
- when “available” factors are limited or unavailable,
- when the time is very limited,
- when there are several possible choices and all are equally supported by reason and facts.[7]

Big business requires us to inspire intuition. This means improving learned behavior. In this context, theree an adequate analogy wiht driving a car - a novice first notices things and then acct, while an experienced driver reacts automatically. In his doctoral dissertation Roy Bhaskor compares the thinking process of students in the Business School and of an experienced manager. As expected, the businessmen are able to come out of the analysis of the problem very quickly, with little evidence of conscious thinking, while students spend much more time jumping through fire and a series of analytical processes. What do experienced drivers and managers have in common? They recognize the pattern and take the necessary action, without thinking about the processes in between. [8]

This is about a kind of continuous learning. At one end the pupil is unconsciously incompetent when not familiar with the case, or he does not know what leads him to solution. Graduating to the next step, conscious incompetence, we may request a different meaning outside the student’s disability, or a flash of inspiration from within. Without the previous state of conscious incompetence we cannot cross over to the next status of conscious ability.

While changing gear, clutching breaks, looking in the rearview mirror, and all this at the same time, the student-driver is at the state of consciously incompetence. Only after certain practice, qualified driver will do the following: put a tape in stereo, use mobile phone,

overtake other cars – all without thinking about it. This is called unconscious competence. For such a driver, driving is intuitive behavior. [8]

Innovative management implement intuition in a several different ways:

- when there is a problem,
- to implement quickly learned good behavior,
- to synthesize information and experience in integrated picture,
- to verify the result of rational analysis,
- to bridge the in-depth analysis and find a likely solution quickly.

As we have seen, intuition is not the opposite of rationality, nor a matter of mere accidental hit. And, most importantly, intuitive behavior can be learned through experience, by using a request for a deeper understanding of a certain area or a certain man. [7]

5. HOW INTUITION WORKS

Graham Walas has proved that the process of creating new ideas comprises of three stages:

- Incubation
- Illumination (enlightenment)
- verification [9]

In order to seize profits from innovative thinking, managers need to pay attention to each of these three different levels.

INCUBATION

Incubation of some new idea may occur during walking, on the bus, in bed or climbing a mountain. Being free, breathing deeply – all this is essential for intuitive thinking. Intuitive thinking most happens in moments of rest from the current job. It is therefore important that the manager knows which factors influence the motivation of his employees. Some of these factors are:

1. Autonomy - creative people often want to work in their own way without someone looking over their shoulder telling them what, when and how to work;
2. Innovation - creative people constantly feel the need to innovate, to make a change and to leave a personal mark on the product or service;

The personal growth and development - innovative and creative people need to constantly doing something new. They do not like routine and want a challenge.

Below we describe the event with Tex Gunning, president of Unilever Bestfood Asia, to the importance and validity of these assumptions. In 1995 Gunning was appointed as Chairman of the Board of Unox factory a medium-sized property owned by Unilever and faced with many challenges (from an outdated product portfolio, to poor quality products). Immediately upon arrival Gunning began with organizational change. He formed a team of 200 leaders and kept taking them to many outdoor workshops. At these workshops, the openness in presenting his life story shifted the organizational climate. Together with a network of leaders he created a vision of 'Competition for the Future', each year organized a

study conference where all employees were free to express their ideas. Of course, tangible results soon followed: once stagnating company became a leading player in its industry.

The modern way of life is not the most appropriate ground for stimulation of new ideas, because of the constant exposure to stress. Therefore, as one of the “best” techniques for the “liberation” of the mind, people usually recommend meditation.

ILLUMINATION

This stage of the creative process is the moment when the “dawn” new ideas occur. Journalist Roy Rowen calls this state the EUREKA state. Man is in a state of high observations.

The authors agree that illumination is actually the most difficult to be described. However, they all agree that it is the focusing stage, reaching new cognitive details - as on top of the building, from which we get a completely new perspective to the usual views.

VERIFICATION

In this ultimate stage logic and reason estimate the results of intuitive thinking. Verification is an important part of the process of intuition. Without it, there is a danger that people may simply assume that a very strong intuition must be true.

Intuition is indeed a very powerful tool and requires extreme care.

In the same way that intuition can be “sharpened” through psychological training, verification process can be proven in practice. Sometimes a person recognizes the good or bad things as per physical events. Many intuitive managers describe it as euphoria and flo for making the “right decision”, the feeling of “butterflies in the stomach”. On the other hand, many sleepless nights and anxiety in the stomach can signal the wrong decisions.

However, in moments of anger or pressure we should not make intuitive decisions. It is a condition when we should not stubbornly follow the “sense”. The other extreme which is important for us to speak out is the state of indifference and lack of honesty with oneself. This also leads to extreme misjudgments of intuitive decisions.

6. CONCLUSION

With careful use, intuitive thinking can become an important and powerful tool for innovative managers. It is also important to note that none of these opinions is a substitute for analytical thinking. It is a complementary way of thinking about business problems. Therefore, every manager needs to work on personal development and the development of his employees in order to adequately make decisions, in a timely manner and useful to the organization. The only way is to create an organization that has the following performance:

- intuitive - unconsciously competent, instinct gotten through using the experience and knowledge,
- Cast-it - able to determine its role in the market, to position itself,
- Irrigating - able to grow and to be supplied independently
- Chaotic - everyone works and everyone is changing, creative chaos. [10]

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