

MANAGEMENT: USING INTUITION AS A BRAIN SKILL

Dr Vipin Jain*

* Teerthanker Mahaveer Institute of Management and Technology,
Teerthanker Mahaveer University, Moradabad, Uttar Pradesh, India
Email id: vipin555@rediffmail.com

DOI: **10.5958/2249-877X.2021.00120.X**

ABSTRACT

According to a number of futurists, we are approaching an era of upheaval in which the economic and political environment will be marked by fast change, crises, and significant structural dislocations. Technological progress is likewise anticipated to be enormous. If these predictions are close to being accurate, future managers are likely to be confronted with the reality of having to make important choices under very challenging conditions on a regular basis. To begin with, tomorrow's top executives will have to deal with very complicated management issues. Second, they will often be forced to deal with these issues in situations where full data bases required for "left brain" (analytical, deductive) processing are either unavailable or too expensive to collect in a timely manner. Third, in order to meet their employees' growing expectations for a larger involvement in the decision-making process, top managers will need to make choices in a "high touch" way under these circumstances.

KEYWORDS: *Brain Skill, Executive Skills, Intuition, Intuitive Cognitive, Management Skill.*

1. INTRODUCTION

The brain skill intuition is getting increasing attention in prominent journals such as The Wall Street Journal, Harvard Business Review, Public Management, and The Bureaucrat in this developing management environment." Even prestigious business institutions, such as Stanford University's, are testing a new MBA course aimed at helping MBAs improve intuitive decision-making abilities (1–3). Intuition is a talent that requires deduction. It's the capacity to "see the big picture," to feel the possibilities and ramifications of any given circumstance or prospective action by looking at the entire issue rather than its individual components. It's the capacity to come up with a practical solution to an issue even when the evidence needed to make that choice is insufficient or unavailable." More precisely, your system analyzes a broad range of data on many levels and provides you with an immediate signal on how to proceed(4–6). Even if you don't comprehend all of the procedures or all of the data your system analyzes to provide you with this signal, you have the solution. Intuition, according to Lawrence R.

Sprecher, a senior associate at Public Management Associates in Oregon, is a subspecies of logical reasoning in which the stages of the process are concealed in the subconscious mind. "Wouldn't we be more comfortable utilizing intuition if we regarded it as an extension of the logical?" he wonders. When a manager is faced with a crisis or emergency situation, where new trends are emerging that differ from previous patterns, and where data is insufficient, unavailable, or inappropriate for the situation at hand, intuition is a brain skill that can be particularly useful as a tool in decision-making. When chief executive officers' performance in the private sector is compared, many leading executives readily admit to relying on intuition to

make some of their most successful decisions(7–10). Recent research has found that the ability to use intuition is positively correlated with a higher profit record. The author planned and performed a large research in 1981-82 to evaluate managers' capacity to utilize intuition since intuition seems to be a potentially essential talent that may be helpful in management decision-making(11).

Over 2,000 managers were assessed throughout the nation in both the public and commercial sectors, in a range of organizational contexts (enterprise, government, education, military, and health), at all levels of management responsibility, and in a variety of occupational specialties. The Myers-Briggs Type Indicator (MBTI) intuition section was chosen as the test instrument because it has been used widely in the area of psychology for over forty years and has an established track record for both reliability and validity(12–15). The aim was to see how intuitive real managers seemed to be, as well as to see whether there was any substantial difference from organization to organization and by management level, as well as by sex, ethnic origin, and occupational specialization. The specific groups examined were chosen, first and foremost, to reflect a broad horizontal range of various organizations and situations. This was done so that, whatever the findings came out to be, more specific comments could be made regarding the circumstances under which the results seemed to be true in organizational life or did not appear to be valid in organizational life. Second, in each of the organizations chosen, an effort was made to obtain a representative sample of the total management structure so that meaningful (statistically significant) statements about the level of intuitive ability in each organization could be made from the findings. Third, access also played a role in the organizations chosen(16).

A significant peer leader or top manager in each management group examined supplied the required access to ensure that the questionnaire instrument was disseminated and returned at a high rate. The management groups that were really put to the test were as follows: To begin, 5000 questionnaires were sent to a random sample of public administration professionals throughout the nation (excluding academics who are members of the American Society for Public Administration). Nearly 1700 questionnaires (34%) were returned. A total of 800 questionnaires were also distributed to managers from three of the country's largest states (including private sector CEOs, emergency preparedness military personnel, community college presidents, state health and rehabilitative services managers, city managers, and state legislators/staff) (California, Florida, and Michigan). Sixty-five percent (458) of the questionnaires in this sample were returned. Because peer leaders sent cover letters describing the test instrument and encouraging each manager to submit the questionnaire, the response rate for all of the groups examined was very high(17).

For scoring the answers, an intuition scale was created. The scale has a maximum score of 12 and a lowest value of 0. Each manager (and group) may be rated from top to bottom based on their individual scores as well as how they compared to other managers who took the exam. Key variables such as level of management (top, middle, and lower), level of government (national, state, county, and local), sex, occupational specialization (as defined by the American Society for Public Administration membership classification system), and ethnic background were used to stratify responses. All of the answers were computer-analyzed, and the results presented below all passed statistical significance tests. Using the One-Way Anova (analysis of variance) statistical test method, the mean differences in scale scores observed between management level, sex, occupational specialty, and ethnic background were at the .05 level or below(18). The findings show that intuitive ability varies by management level, government service level, gender, occupational specialization, and ethnic origin to some extent. As one climbs the

corporate ladder, intuition seems to be a more important ability. In every sample group examined, top managers scored better than middle/lower level managers in their ability to make choices based on intuition(19–21). It also seems that when one rises through the ranks of government service (from county to national), one's capacity to utilize intuition grows. Based on these results, it seems that intuitive ability may be one of the talents that top managers depend on to make critical choices(22).

2. DISCUSSION

Women score higher on the scale that evaluates their capacity to utilize intuition than males, indicating statistically significant differences between the sexes. The mean scale scores of the vocations show statistically significant variations once again. This shouldn't come as a big surprise. Certain professions, such as law enforcement and financial management, have traditionally prioritized "left brain" analytical, quantitative, and deductive decision-making methods above managerial abilities that need "right brain" inductive talents such as intuition(23). Executives are likely to choose a career that emphasizes the cognitive talent or style they like or excel in. Higher scale scores are likely to be found in the other two occupational specialties (general administration/policy and health), on the other hand. This is due to the fact that general administration and policy have a wider reach. The problems that a manager is more likely to confront are going to be much more complicated.

Uncertainty and fast change, as well as a diverse array of customer groups seeking contradictory services, may be more frequent issues that must be handled. In this case, intuitive abilities would seem to be very helpful. Only three ethnic groups - Whites, Asians, and Blacks - have enough data gathered to conduct statistical significance tests. Scores differed by ethnic origin for these three groups, with the Asian sample scoring the highest. The fact that Asians scored highest on the scale may be due to the fact that managers raised in Asian families were socialized from birth to emphasize and practice the Oriental approach to life, which emphasizes the development of "right brain" skills such as intuition over analytical/deductive "left brain" skills. One of the practical consequences of these results is that CEOs from Asian ethnic origins may be more successful in managerial situations that need intuitive abilities (e.g., crisis management, "brain storming"). The national manager testing described here is the first of its kind in the world. As a result, it should be considered an exploratory research.

However, it's worth briefly discussing some of the results' potential practical implications for enhancing organizational management in the future. An overview of a few instances and a case study illustration follow. Intuition as a cognitive talent may be especially helpful in a variety of managerial settings (e.g., future projections, crises, and problem-solving). One approach to put these test results into practice and boost organizational productivity is to create a bespoke team or problem-solving group capable of tackling any given issue (e.g., assessing the influence of technology on an organization's future path). In addition to testing over 2,000 managers throughout the country in the past three years, the author has also led seminars and assisted with the implementation of programs in a broad range of companies(24). These programs were created to help people develop and utilize right-brain abilities like intuition in order to make better management choices. A case study of how such a program may be utilized to boost productivity can be seen below. One of these seminars was recently attended by senior executives from the city of Phoenix, Arizona. Following initial testing for brain skills and management styles, several major patterns emerged, which were later used to design a completely new way of using existing brain skills/management styles in city management, as

well as a new ongoing training program that outlined how to use intuition in daily decision-making.

Top managers, in particular, were seen to be working in positions where their intuitive and other brain talents could be put to the best use. It was also often discovered that some managers were completely ignorant of important elements of their underlying ability (for example, creativity) that might be systematically "brought on line" to enhance their performance - especially in critical management situations like crisis decision-making. Following up with the people in issue, various career adjustments were made, which seemed to enhance both performance and work happiness. Another significant result was that managers were not allocating people to deal with problem-solving problems in the most efficient way possible. The standard procedure was to assign managers to a certain department for the sole purpose of dealing with a problem. Managers from other departments were seldom, if ever, called in to provide feedback. A more successful method was developed using the findings of the brain skill/management style data. Managers who scored well on the right brain skill intuition were first placed together outside of regular department hours and instructed to come up with a list of potential new solutions to the problem of "improving media coverage of the police" - an issue that the city managers themselves chose to solve. This method offers a number of benefits. Managers that are intuitive are more likely to be innovative. They are more perceptive and capable of identifying new methods of doing things. They also favor a collegial, informal decision-making approach that allows them to work beyond traditional boundaries of authority.

Following this initial stage, a separate group of left brain managers was provided with the list of possible solutions produced by the right brain management group. This method also offers a number of benefits. Managers with a left brain are more analytical and critical. They are also better at evaluating the feasibility and pertinent facts of another manager's suggestion than they are at coming up with fresh ideas on their own. They also have a tendency to dismiss fresh and innovative ideas too fast, impairing the capacity of right brain managers to work in tandem with them. The last stage was to bring the two sets of managers together in a third meeting, which would be led by a manager with strong integrative brain abilities. The integrative manager is best able to recognize the worth of the various ideas presented (whether from the left or the right) and combine parts of each into a workable plan of action.

Another possible use for brain talent assessment is the development of management training programs. Diagnostic testing provides a better picture of the current and prospective cognitive abilities accessible to both the person and the business. Training programs for improvement may therefore be developed more effectively. Managers who want or need more comprehensive "left brain" skill development (i.e., deductive thinking and analytical capacity) may be sent to specific courses, seminars, or clinics where this can happen. Managers who want to learn how to improve their "right brain" talents (e.g., intuition) and apply them to real-world issues they face in the workplace may be directed to programs that help them fully develop and actualize these abilities. Managers who want to acquire "integrative" brain abilities (i.e., the ability to utilize "left" and "right" brain skills interchangeably) will be exposed to training materials that will help them achieve this goal. It's becoming clearer that "right brain" abilities like intuition can be utilized to make choices in companies, and that these skills are only going to become more important in the future.

There are already signs that top management education programs are developing courses to better enhance this skill. By 1990, the author predicts that the country's top management training

programs (both public and private) would put equally as much emphasis on the development of "right brain" abilities (intuitive, precognitive) as they do on "left brain" skills (deductive and analytical) in order to make choices. As a consequence of this trend, organizational productivity is expected to improve. Intuition is based on the recognition of important patterns that reveal the dynamics of a situation via the application of experience. People often cannot explain what they really observed or how they evaluated a scenario as typical or unusual since the patterns seen in real-life settings may be complex and obscure. Klein is quick to warn out that intuition isn't perfect, and our experiences may lead us astray, causing us to make mistakes. Such experience, on the other hand, has the ability to contribute to our knowledge and skill base (both implicit and explicit), thus aiding in the continuous development of expertise.

He referred to the possibility of somatic markers as an explanation for this occurrence, but did not go into detail. The overall trend among management scholars in the 1990s was to ignore significant theoretical developments in the foundation disciplines. Instead, management scholars were more interested in asking questions about the role of intuition in managing contemporary companies and, depending on their results, prescribing when and when not to utilize it based on a skewed view of the scientific foundation of intuitive cognition. Burke and Miller drew a picture of intuition in action based on their findings and advised executives on when intuition should be used, such as when time is of the essence, when explicit cues or guidance are lacking, when uncertainty reigns, and when a check-and-balance on quantitative analyses is required. By the end of the 1990s, intuition research as it applied to management and organization had come full circle, reiterating, confirming, or expanding on a number of the insights offered by Barnard over half a century earlier (e.g., what intuition is, its nature and origins, and the circumstances and job roles to which it is relevant).

The overall trend among management scholars in the 1990s was to ignore significant theoretical developments in the foundation disciplines. Instead, management scholars were more interested in asking questions about the role of intuition in managing contemporary companies and, depending on their results, prescribing when and when not to utilize it based on a skewed view of the scientific foundation of intuitive cognition. BDT saw not just acknowledgment of the importance of affect in decision making in general and intuitive judgment in particular around the turn of the century, but also a systematic effort to explain for it by integrating ideas from neurology (i.e. the SMH) with pertinent insights from dual-process theory. In the early 2000s, empirically based innovations relied on ideas from BDT and dual-process theories, and moved beyond the reporting of frequencies and percentages that defined the descriptive and prescriptive work of the 1990s. Instead, many groups of researchers in the United States, Europe, and elsewhere used multivariate statistical methods in medium- to large-sample cross-sectional studies to investigate connections between intuition, behavior, and performance, as well as construct validation problems.

3. CONCLUSION

We have provided our understanding of the historical events that make up the history of intuition research in management in this review. Until the turn of the century, notable advances in intuition research took place mostly outside of management disciplines. The image was often muddled and conflicting within management research: for example, there was no clear explanation of the now well-established difference between insight and intuition. One result of this conceptual ambiguity was that organizational learning researchers' models lacked clarity. It is evident that management intuition researchers have embraced the integration project and

achieved significant progress; however, it is unclear if such development would have happened sooner if management intuition researchers had adopted a more holistic approach. However, there is little question that theoretical advances are continuing apace, and empirical data from the psychology sciences is quickly collecting with regard to a broader range of intuitive processes, including implicit attitudes.

REFERENCES:

1. Laub JA. Assessing the servant organization; Development of the Organizational Leadership Assessment (OLA) model. Dissertation Abstracts International,. Procedia - Soc Behav Sci. 1999;
2. Kaur G, Oberoi A. Novel Approach for Brain Tumor Detection Based on Naïve Bayes Classification. In: Advances in Intelligent Systems and Computing. 2020.
3. Gaurav A, Yadav MR, Giridhar R, Gautam V, Singh R. 3D-QSAR studies of 4-quinolone derivatives as high-affinity ligands at the benzodiazepine site of brain GABAA receptors. Med Chem Res. 2011;
4. 4. Nathan M. Intuition in Organizations: Leading and Managing Productively. Acad Manag Rev. 1991;
5. 5. Bhardwaj S, Singhal N, Gupta N. Adaptive neurofuzzy system for brain tumor. In: Proceedings of the International Conference on Innovative Applications of Computational Intelligence on Power, Energy and Controls with Their Impact on Humanity, CIPECH 2014. 2014.
6. Hasan MR, Hassan N, Khan R, Kim YT, Iqbal SM. Classification of cancer cells using computational analysis of dynamic morphology. Comput Methods Programs Biomed. 2018;
7. Jourden FJ. Intuition in Organizations: Leading and managing productively. Agor, W. H. (ed.). Newbury Park. CA: Sage. 1989 (paperback). J Behav Decis Mak. 1994;
8. Gupta S, Mishra T, Varshney S, Kushawaha V, Khandelwal N, Rai P, et al. Coelogen ameliorates metabolic dyshomeostasis by regulating adipogenesis and enhancing energy expenditure in adipose tissue. Pharmacol Res. 2021;
9. Arora M, Som S, Rana A. Predictive Analysis of Machine Learning Algorithms for Breast Cancer Diagnosis. In: ICRITO 2020 - IEEE 8th International Conference on Reliability, Infocom Technologies and Optimization (Trends and Future Directions). 2020.
10. Tripathi L, Kumar P, Singh R. Role of chelates in magnetic resonance imaging studies. Journal of Cancer Research and Therapeutics. 2009.
11. Polzer JT, Diekmann KA, Neale MA. Intuition in Organizations: Leading and Managing Productively Weston H. Agor (ed.), Sage Publications, 1989. No. of Pages: 285. J Organ Behav. 1992;
12. Yogeve-Seligmann G, Hausdorff JM, Giladi N. The role of executive function and attention in gait. Movement Disorders. 2008.
13. Isha, Rana P, Saini R. Performance of different bit loading algorithms for OFDM at PLC channel. In: Proceedings - 2012 2nd International Conference on Advanced Computing and Communication Technologies, ACCT 2012. 2012.

14. Senapati R, Nayak B, Kar SK, Dwibedi B. HPV Genotypes distribution in Indian women with and without cervical carcinoma: Implication for HPV vaccination program in Odisha, Eastern India. *BMC Infect Dis.* 2017;
15. Mir MA, Verma P. Use of polyethylene waste with stone dust in flexible pavement. *Int J Sci Technol Res.* 2019;
16. Cragg L, Keeble S, Richardson S, Roome HE, Gilmore C. Direct and indirect influences of executive functions on mathematics achievement. *Cognition.* 2017;
17. Chan RCK, Shum D, Touloupoulou T, Chen EYH. Assessment of executive functions: Review of instruments and identification of critical issues. *Arch Clin Neuropsychol.* 2008;
18. Daly M, McMinn D, Allan JL. A bidirectional relationship between physical activity and executive function in older adults. *Front Hum Neurosci.* 2015;
19. Kearney FC, Harwood RH, Gladman JRF, Lincoln N, Masud T. The relationship between executive function and falls and gait abnormalities in older adults: A systematic review. *Dementia and Geriatric Cognitive Disorders.* 2013.
20. Kumar S, Wahi A, Singh R. Synthesis and preliminary pharmacological evaluation of 2-[4-(aryl substituted) piperazin-1-yl]-N-phenylacetamides: Potential antipsychotics. *Trop J Pharm Res.* 2011;
21. Ahuja R, Purnima, Haque MJ, Tanwar S, Gautam N, Rana A. Secure and Robust Watermarking Scheme based on Motion Features for Video Object. In: *ICRITO 2020 - IEEE 8th International Conference on Reliability, Infocom Technologies and Optimization (Trends and Future Directions).* 2020.
22. Miyake A, Friedman NP, Emerson MJ, Witzki AH, Howerter A, Wager TD. The Unity and Diversity of Executive Functions and Their Contributions to Complex “Frontal Lobe” Tasks: A Latent Variable Analysis. *Cogn Psychol.* 2000;
23. Zargar K, Singla S. Impact of pet plastic waste on mechanical properties of mix concrete design. *Int J Sci Technol Res.* 2020;
24. Cha SH, Son JH, Jamal Y, Zafar M, Park HS. Characterization of polyhydroxyalkanoates extracted from wastewater sludge under different environmental conditions. *Biochem Eng J.* 2016;