

2019

It Just Feels Right: The Intuitive Mind and Decision Making

Warren Goodsir

Auckland University of Technology, New Zealand

Follow this and additional works at: <https://digitalcommons.library.tru.ca/cts-proceedings>

Recommended Citation

Goodsir, Warren (2019) "It Just Feels Right: The Intuitive Mind and Decision Making," *Critical Tourism Studies Proceedings*: Vol. 2019 , Article 64.

Available at: <https://digitalcommons.library.tru.ca/cts-proceedings/vol2019/iss1/64>

This Abstract is brought to you for free and open access by Digital Commons @ TRU Library. It has been accepted for inclusion in Critical Tourism Studies Proceedings by an authorized editor of Digital Commons @ TRU Library. For more information, please contact apaterson@tru.ca.

CTS 2019

G

Title: It Just Feels Right: The Intuitive Mind and Decision Making**Author:**Warren Goodsir
Auckland University of Technology, New Zealand**Abstract:**

The introduction to the Handbook of Decision Making (Nutt & Wilson, 2010) calls for managers “to choose wisely in order to benefit both the organisation and its key stakeholders” (p. 3). Yet within the 679 pages of the Handbook of Decision Making, wisdom is only mentioned once. However, this oversight of wisdom is not uncommon, as *The Oxford Handbook of Organizational Decision Making* (Hodgkinson & Starbuck, 2008) makes no mention of wisdom whatsoever. However, there is increasing acknowledgement that rational decision-making models are not adequate for complex social systems (Hodgkinson & Starbuck, 2008; Nutt & Wilson, 2010; Stacey, 2011). As a result, there is growing interest in the role of intuition within decision making (Malewska, 2015a; Weber & Lindemann, 2011). There are conflicting interpretations and descriptions of intuition. Intuition has been described as “a paranormal force,” “a sixth sense,” (Malewska, 2015b) “premonitions,” “unbidden hunches” and “gut reactions” (Myers, 2002). Conversely, intuition is also described as a rational process, where the input into the process is generally provided by knowledge or experiences stored in the long-term memory and processed automatically in the subconscious (Betsch, 2008; Malewska, 2015b; Sadler-Smith, 2010). Similarly, Claxton, Owen, and Sadler-Smith (2015) suggest that intuition exists at the “nexus of cognition and affect” (p. 57). These descriptions of intuition suggest that it is an expertise-based response as opposed to a mystical experience. This research adopted a qualitative research methodology and paradigmatic case study methods (Flyvbjerg, 2011) to investigate decision making and the use of intuition within the hospitality environment. Data collection methods included in-depth semi-structured interviews and document analysis (Merriam & Tisdell, 2015; Neuman, 2014). Data analysis involved inductive and abductive reasoning to guide and inform ongoing interpretation and examine divergence within the data (Patton, 2002). The finding revealed that intuition is an important contributor to the decision-making process by many of the participants as it informed interpersonal interactions and also provided relevant and sometimes compelling information. While the participants used terms like instinct, gut and emotions to describe intuitive processes, it is apparent that the participants’ intuition was generally associated with values, feelings and tacit knowledge gained from experience. The value placed on intuition by the participants and their acceptance of it as a valid form of information challenges the dominance of rational decision-making strategies (e.g. Beshears & Gino, 2015) which, as Sadler-Smith (2010) suggests, regard the use of intuition as undesirable and to be avoided if possible. Instead, intuition is identified as a key source of information within this study. It is developed over time, which requires practice in listening to and interpreting feelings, exercising values, and accumulating tacit knowledge. This description is consistent with Cokely and Feltz’s (2014) claim that intuitions are based on past experiences, connections and feelings. However, rather than intuition being mystical, random and irrational,

CTS 2019

the findings of this study conceptualise intuition as natural, purposeful and sensible, and in this sense, when mastered it can be described as intelligent intuition.

- Beshears, J., & Gino, F. (2015). Leaders as Decision Architects. (cover story). *Harvard Business Review*, 93(5), 51–62.
- Betsch, T. (2011). The nature of intuition and its neglect in research on judgement and decision making. In H. Plessner, C. Betsch, & T. Betsch (Eds.), *Intuition in judgment and decision making*. (pp. 191–208). Hoboken: Taylor and Francis.
- Cokely, E., & Feltz, A. (2014). Expert intuition. In L. M. Osbeck & B. S. Held (Eds.), *Rational intuition: philosophical roots, scientific investigations* (pp. 213–238). New York, NY: Cambridge University Press.
- Flyvbjerg, B. (2011). Case study. In N. K. Denzin & Y. S. Lincoln (Eds.), *The Sage handbook of qualitative research* (pp. 301–316). Los Angeles: Sage, [2011]. Hodgkinson, G., & Starbuck, W. (Eds.). (2008). *The oxford handbook of organizational decision making*. Oxford University Press, USA.
- Hodgkinson, G., & Starbuck, W. (2008). Organizational decision making: Mapping terrains on different planets. In G. Hodgkinson & W. Starbuck (Eds.), *The Oxford Handbook of Organizational Decision Making* (pp. 2–29). Oxford University Press, USA.
- Malewska, K. (2015). Intuition in Decision Making -Theoretical and Empirical Aspects. *International Journal of Business & Economic Development*, 3(3), 97–105.
- Malewska, K. (2015). Intuition in managerial decision-making: The results of the empirical study. In *Proceedings of the European Conference on Management, Leadership & Governance* (pp. 254–261). Lisbon, Portugal: Academic Conferences and Publishing 3 International Limited Reading, UK. Retrieved from <http://ezproxy.aut.ac.nz/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=111356841&site=eds-live&scope=site>
- Merriam, S., & Tisdell, E. (2015). *Qualitative research: A guide to design and implementation* (Vol. Fourth edition). San Francisco, CA: Jossey-Bass. Retrieved from <http://ezproxy.aut.ac.nz/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=nlebk&AN=1022562&site=eds-live>
- Myers, D. G. (2002). *Intuition: its powers and perils*. New Haven: Yale University Press.
- Neuman, W. (2014). *Social research methods: qualitative and quantitative approaches* (7th ed.). Harlow, England: Pearson.
- Nutt, P., & Wilson, D. (2010). Crucial trends and issues in strategic decision making. In P. C. Nutt & D. C. Wilson (Eds.), *Handbook of decision making* (1st ed., pp. 3–29). WileyBlackwell.
- Patton, M. (2002). *Qualitative research & evaluation methods* (Vol. 3rd). London: Sage Publications.
- Sadler-Smith, E. (2010). *The intuitive mind: profiting from the power of your sixth sense*. Hoboken, N.J.: Wiley, 2010.
- Stacey, R. (2011). *Strategic management and organisational dynamics: The challenge of complexity* (6th Revised edition). Harlow, United Kingdom: Pearson Education.
- Weber, E. U., & Lindemann, P. G. (2011). From intuition to analysis making decisions with your head, your heart, or by the book. In H. Plessner, C. Betsch, & T. Betsch (Eds.), *Intuition in judgment and decision making*. (pp. 191–208). Hoboken: Taylor and Francis. Retrieved from <http://grail.ebilib.com.au/patron/FullRecord.aspx?p=957186>
-