



CREATIVE FUTURES

INTUITION

Monica Parker:

I think that the ideas of intuition, of allowing people to sort of go with their gut is very important. Are there ways that we can quantify the power of intuition? How can we quantify even things like creativity? And it's not to say that it can't be done, but sometimes there's a bit of an argument even of: well do we need to? If we just know in our gut as leaders and as managers that it is the right thing to do, then should we perhaps be empowered to simply go with that instinct?

Jane Henry:

Intuition is a very interesting topic actually because 30 years ago cognitive psychologists might not have thought it was so important. But actually, what's happened over the last 30 years is they've realised that basically our learning, decision making, is really primarily driven by intuitions, by unconscious processing, implicit learning. And our conscious mind, not only is it fallible but it's much less important than it's given credit, particularly in the West.

Karl Robinson:

You have to make sometimes, decisions purely and simply through gut. An injury during a game, you're getting beat 1-0. The norm would be you've lost a player, go to a certain shape, but you believe in that certain time that your players are on the front foot. So my decision to go on the back foot would be against the grain of what they are.

Jane Henry:

When people have studied intuition, what they find is, actually people are more intuitive in those areas they know something about. You chunk the information differently in your brain. And this basically makes it much easier for you to access. And it's particularly important in messy, complex situations. And in those sort of situations where the data's uncertain, there isn't a right answer. Intuition is especially important.

Karl Robinson:

I do tend to make a judgement on previous, but sometimes the best decisions I've made have been the ones completely outside the box that have been the unquickest ones.

Jane Henry:

Although intuition is often based on expertise, these thousands of patterns you've built up over years. There's another sort of intuition that's based on heuristics or rules of thumb, shortcuts that you found worked in a past. So people like firemen or soldiers develop a sixth sense based on years of experience. They sense something different about the situation, they have to get out. And actually they're right.

Ronnie McCourt:

Well we're not just after naïve intuition here but what we're trying to do is build up through the training experience, primed intuition, informed intuition, if an explosive goes off, you're suddenly ambushed, of course you're gonna have to make quick decisions because that will effect lives. But you wanna make sure those, that intuition is educated and that part of the training is to inform that intuition.

Karl Robinson:

The older you are, be a past experience revisited quickly to make a decision quickly. The younger we are, the more we lean on our peers or we take a chance. Chances are good -- as long as if it works, but if it doesn't work you learn. There's not been one successful businessman who hasn't not had to take a chance. 95% of my decisions will be structural ones, off the protocol, off the programme, off everything that we do. There'll be a devilment in me that I love the 5% and that's the bit that keeps me alive I think. That's the bit that keeps me alive doing my job, is decisions that you're not just quite sure.