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A survey of top executives with strong intuitive ability found that they do use this skill to make decisions but don't always tell colleagues how they reach important conclusions.

The Logic of Intuition: How Top Executives Make Important Decisions

Weston H. Agor

The decade of the 1980s may well become known as that benchmark period in management history when intuition finally gained acceptance as a powerful tool guiding executive decision making. The first half of the decade has witnessed a crescendo of interest in the topic by both top executives and students of management: certainly, managers are far more comfortable today than they were ten years ago to admit that they often actually use intuition to help make their most important decisions.

For example, Thomas Peters and Robert Waterman, Jr. report in their best-selling book, *In Search of Excellence*, that the ten best-run companies in America now en-

courage the use of intuitive skills and nurture its development in their management cultures. Similarly, John Naisbitt pointed out in his new book, *Reinventing the Corporation*, that the use of intuition in corporate decision making has gained new respectability. Such well-known scientists and inventors as Jonas Salk and the late Buckminster Fuller recently published books extolling intuition for its role in their most important discoveries.

Why is so much interest in this brain skill being generated right now? A number of reasons can easily be identified. One significant factor is that top managers often find that left-brain analytical techniques (for example, management by objectives, PERT, and

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