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# Communicating and sharing intuitive judgment in a data driven culture

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# Opening questions

To what extent would you describe your organization as intuitive versus data-driven in its decision making?

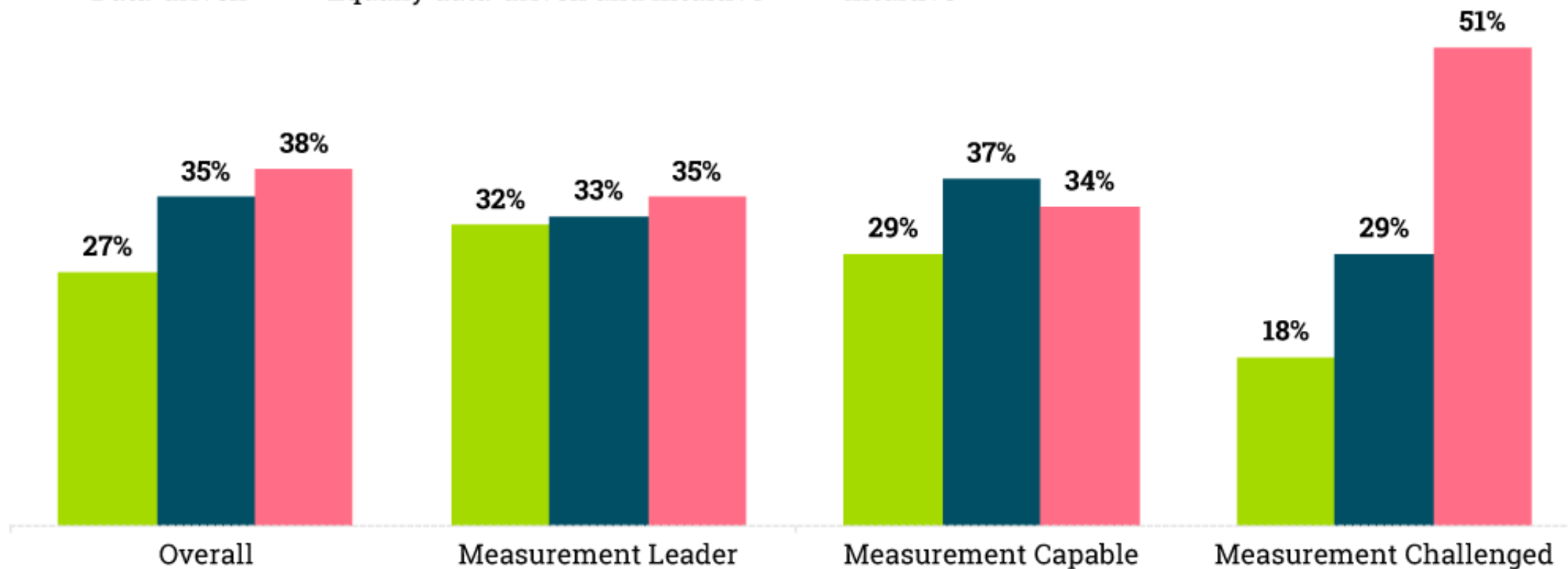
Is there a trend towards one or the other?

# Data vs. Intuition in Organizational Decision-Making

"To what extent would you describe your organization as intuitive versus data-driven in its decision-making?"



■ Data-driven   ■ Equally data-driven and intuitive   ■ Intuitive

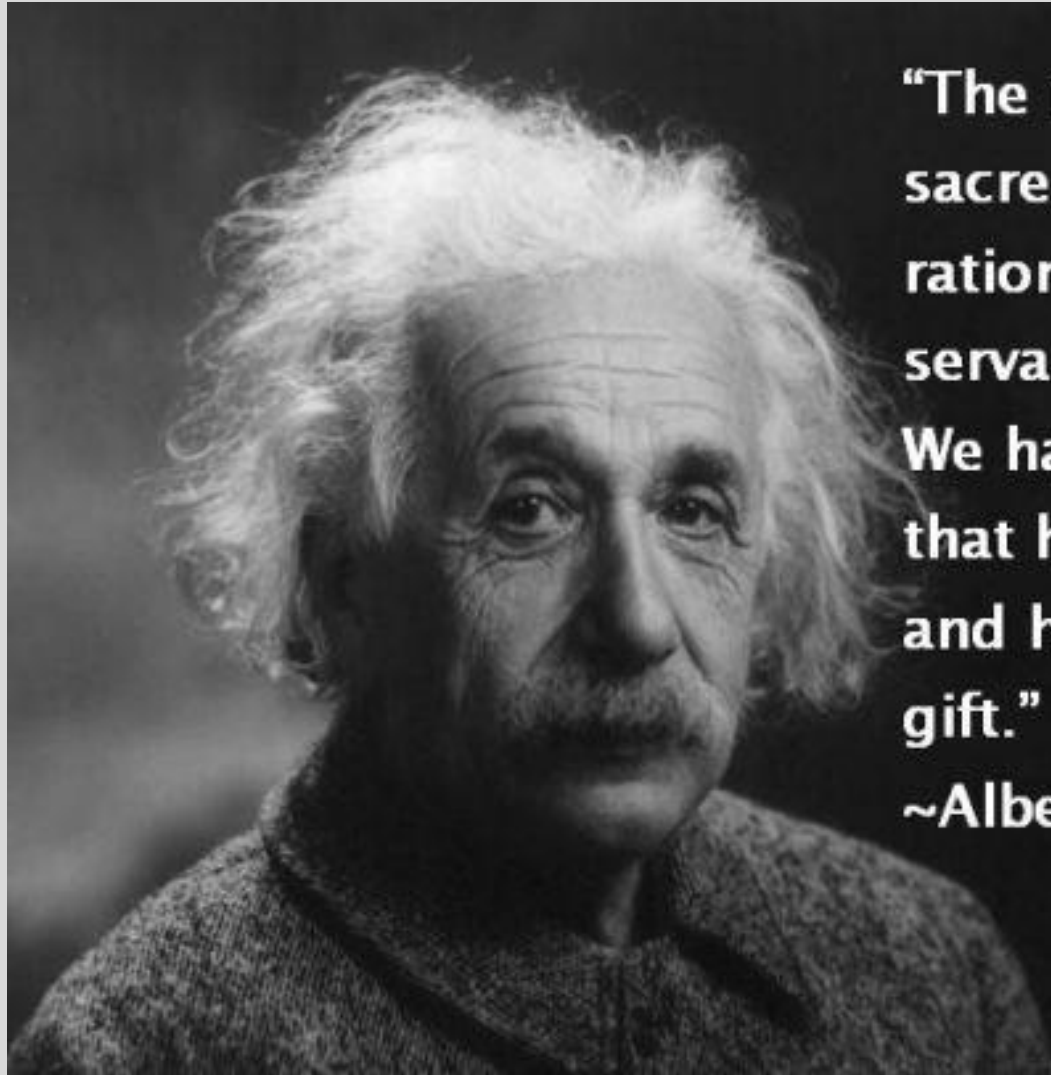


Published on MarketingCharts.com in July 2018 | Data Source: MIT Sloan Management Review / Think with Google

Based on a global survey of 3,225 executive-level respondents, more than 1,600 of whom are marketing executives. Measurement groupings were generated from a KPI Alignment Index derived from responses to 6 questions. Leaders = Top quintile; Capable = Middle 3 quintiles; Challenged = Bottom quintile.

# Mobilizing intuitive judgment





**“The intuitive mind is a sacred gift and the rational mind is a faithful servant.**

**We have created a society that honors the servant and has forgotten the gift.”**

**~Albert Einstein~**

## What is intuition?

- From Latin in-tuir: looking, knowing from within
- Long history, yet many questions are still unanswered
- A mysterious or mystical sixth sense?
- It is not instinct, heuristic, guessing!!!



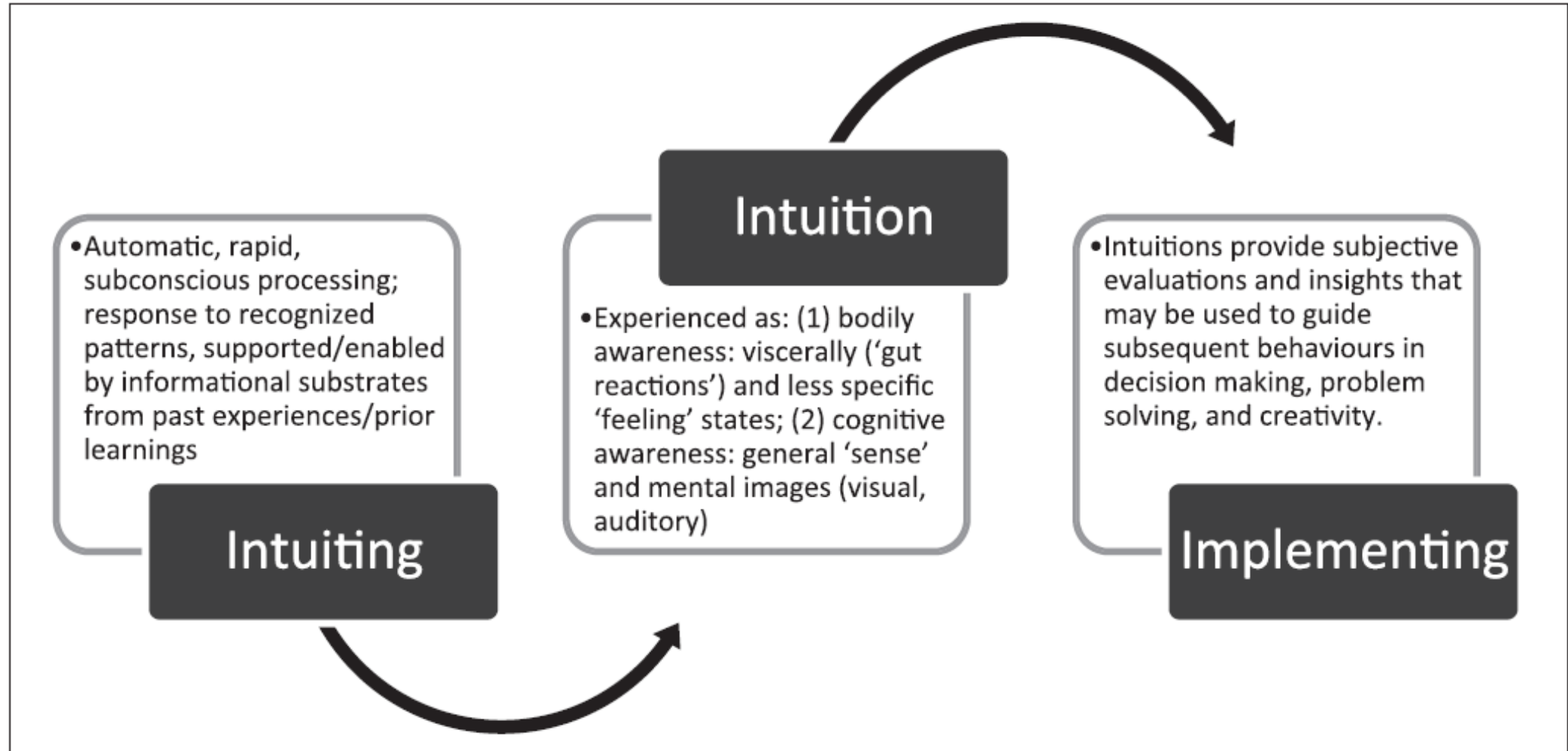
# Intuition defined

Affectively-charged judgments that arise through rapid, nonconscious, and holistic associations”

(Dane & Pratt, 2007, p. 40)

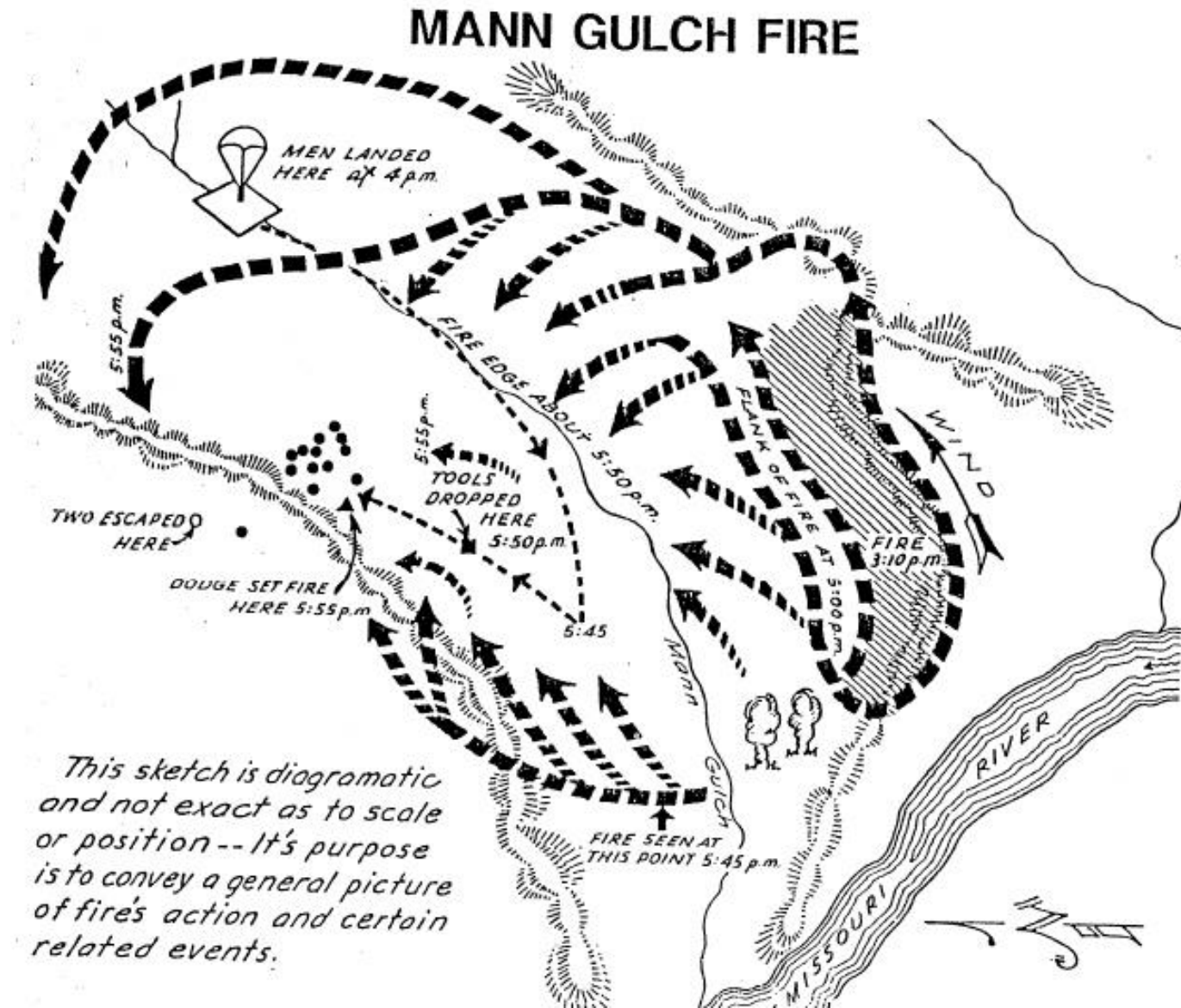


# Intuiting, intuition, implementing model





# The Mann Gulch fire disaster!



# Judging business cases

- How do you think the business case for mobile pay looked back in 2010?
- How do you think the business case for Uber or Tesla looked/looks?

# Intuition in project prioritization

All the things are important, all the things are good, all the things make sense, I can't see a thing that does not have a cost benefit ratio of something. So therefore people really convincing me are [the ones that] make me also feel in my stomach that they know what will this mean if we go out and try to implement. (Follow-up on IT committee final prioritization meeting with Senior Business Representative 1)

# Intuition in project prioritization

I think it's more a question of believing whether the IT solution is the right solution or not rather than just trusting a benefit calculation. (CFO)

It is more a decision based on intuition, discussing what our appetite for this area is and not really looking at the total benefits that this area provides. For example, we don't earn any money on i-phone it was a decision based on the soft intangible benefits or intuition that [application X] would put us in front of our competitors. (Business representative)

# Question?

How do managers share and communicate intuition during project prioritization meetings in an organization where analytical decision-making tools are the canonical technologies?

# Mobilizing techniques

Technique	Description
Presenting intuitive judgement	Explicitly expressing intuitive judgement based on expertise
Framing calculations	Providing alternative frames of calculations
Appealing to an expert	Enrolling an expert to validate an intuitive judgement
Connecting to group context	Relating an intuitive judgement to issues commonly accepted by the group

# Conditions for mobilizing techniques

		Familiarity with the Group	
		Low	High
In-group	Low	Presenting intuitive judgement	Appealing to an expert
Convergence	High	Framing calculations	Connecting to the group context