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“There is only the way of intuition, which is helped by a feeling for the order lying behind the appearance, and this Einfuehlung is developed by experience.”

Einstein
understanding intuitive knowledge

Viktor Dörfler
Fran Ackermann
Strathclyde Business School

AoM 2010, Montréal
or, at least, very-very rapid
a leap bypassing the analytical steps

may be preceded with conscious hard work
“Whence and how they come, I know not...”

holistic processing that summons the entire mind
“big picture” outcome

sometimes wrong but never in doubt
what you know for sure without knowing for certain

not accessible for meta-cognition
“... I still do not know how I arrived at them”

or arational rather than illogical or irrational
pattern recognition: analysis and synthesis

experimenting with your students?
are Mozart’s early works really good?
experience recorded in two different areas

- decision taking and creative problem solving
- more similar than different
- the 7 characteristics apply
- usually inextricably inter-mingled
- any creative problem-solving requires judgments and vice versa
awareness: the hammer and the nail, the probe and the cavern
attention: 1 focal + 6±2 subsidiary
attending from the proximal to the distal
what is tacit and what is explicit?
we perceive fragments of bones and we see a dinosaur

**particulars**
- proximal part
- subsidiary awareness
- back-of-mind attention

**whole**
- distal part
- focal awareness
- front-of-mind attention

**integration**
improving intuition

learning the facts and practising to use the rules

🔹 improves subsidiary intuition
🔹 frees up mental capacity by automation

the many recipes grouped

1. creating a suitable setting: personal (mindset), transpersonal (feedback), organizational (intuitive reasons)
2. increasing awareness (noticing and recognizing)
3. acting upon (learning by doing and reflecting on real action)

master and apprentice

🔹 not a substitute for experience
🔹 experience does not automatically becomes expertise
any questions?