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Intuition and Entrepreneurs

A Phenomenological Study
of Managerial Intuition
of Finnish Family Entrepreneurs





ABSTRACT

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Finnish Summary

Diss.

Business environments have changed rapidly especially during the last decades. Nowadays there are many unpredictable and uncertain factors in managing businesses. In addition, rational thinking and decision-making based on facts and figures have traditionally been emphasised in business. However, due to the changing environments one can not always know facts well enough in order to be sure about the choices. Sometimes decisions have to be made very quickly, or there is no explicit knowledge regarding a problem, or there is neither enough time nor enough information. Therefore, managers, and entrepreneurs as managers, need to rely more often on their intuition in making decisions and solving problems.

This study aimed at enhancing the understanding of the phenomenon of intuition in managerial work of family entrepreneurs. The research questions were formulated as follows: What is the essence of intuition experiences of family entrepreneurs in managerial work? How do managerial intuition experiences of family entrepreneurs appear?

This qualitative study involved 19 Finnish family entrepreneurs. The empirical data collection method comprised phenomenological, in-depth interviews. The data analysis method adopted in the study was a phenomenological.

Based on the findings, the essence of the managerial intuition involved three aspects called Social intuition, Opportunity intuition, and Action intuition. It seemed that some individuals had more intuition experiences than others. Further, it seemed that intuition appeared in different ways to different individuals and they made use of their intuitions in different ways in business. Female entrepreneurs did not have more intuition experiences, but they had more of one type of intuition, Social intuition, than males.

Key words: family entrepreneurs, intuition experiences, managerial work, phenomenology

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Mikkeli April, 2006

Marja-Liisa Kakkonen

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1 INTRODUCTION

"If pure thought runs all our trains, why should she run some so fast and some so slow, some through dull flats and some through gorgeous scenery, some to mountain-heights and jewelled mines, others through dismal swamps and darkness? – and run some off the track altogether, and into the wilderness of lunacy? Why do we spend years straining after a certain scientific or practical problem, but all in vain – thought refusing to evolve the solution we desire? And why, some day, walking in the street with our attention miles away from the quest, does the answer saunter into our minds as carelessly as if it had never been called for – suggested, possibly, by the flowers on the bonnet of the lady in front of us, or possibly by nothing that we can discover? If reason can give us relief then, why did she not do so earlier?"

(William James 1890 in Principles of Psychology, according to Laughlin 1997, 20)

This study deals with the phenomenon of intuition in managerial work of family business. The first chapter introduces the topic and rationale of the study, as well as provides insights of the research process and the report. Section 1.1 starts by detailing the motives and aims of the study, and after that Section 1.2 presents an overview of the research process. Finally, Section 1.3. discusses the structure of the report.

1.1 Motives and aims of the study

For more than a century, science has known that the two sides of the brain serve differing functions. By 1960 the left hemisphere was well accepted as the dominant and major hemisphere, whereas the right hemisphere was considered as subordinate and minor (Myers 2002, 18 - 19). Nowadays, it is known that the left hemisphere relates to the activities of a rational, verbal and analytical mind, such as reading, writing, speaking and arithmetic reasoning. The right hemisphere, in turn, relates to intuitive or creative activities and skills. (Simon 1989, 26). If a manager, or an entrepreneur as a manager, uses the right, creative side of the brain more than the left, the analytical side in decision-making or problem-solving, it might be helpful and could often be used most productively under the circumstances we live in today: rapid changes, crises and major

structural dislocations where managers need to act and make more decisions in a less analytical manner in order to perform well. In addition, intuitive brain skills can be productively used in the tasks like creating and establishing a vision, or generating several alternative directions in which this vision can be practically achieved. (Agor 1991, 11). Already Schumpeter emphasised intuition of entrepreneurs, for example, in the following way: "... *the success of everything depends upon intuition, the capacities of seeing things in a way which afterwards proves to be true, even though it cannot be established at the moment...*". (Neubauer & Lank 1998, 176). Yet, the intuition of entrepreneurs is still a neglected area in the research on entrepreneurship.

It is worth underlining that the phenomenon of intuition provides a challenge for studying it. The issue is what one means by intuition, or how one defines the concepts of intuition and mind. For example, Baggini (2002, 63–64) argues that human mind exists in time, but not in space. Mind is private and only directly observable by the person who has the mind. In addition, mind is not subject to laws of physics and it can not be divided.

Nevertheless, based on previous studies, there are various phenomena in one's mind which are called with different names and approached from different perspectives, as illustrated in Figure 1. Further, Massarik (1983) argues that mind is an unusually "slippery" construct. When considering the range of meanings attached to mind, one can start by examining the concepts in terms of definitions introduced in dictionaries which list the following synonyms: memory, recollection, attention, awareness, consideration, thought, opinion, attitude, view, conviction, mental set, intention, will, desire, inclination, motivation, intellect, reason, soul, mood, feeling, reason, consciousness, and brain itself. Massarik (1983) emphasises that the meaning of the concept of mind can not be taken for granted. Optimally, the concept can serve as a platform for the design of a suitable integrative theory which could add to the understanding of what, why, and how persons think, feel and act. (Massarik 1983, 246).

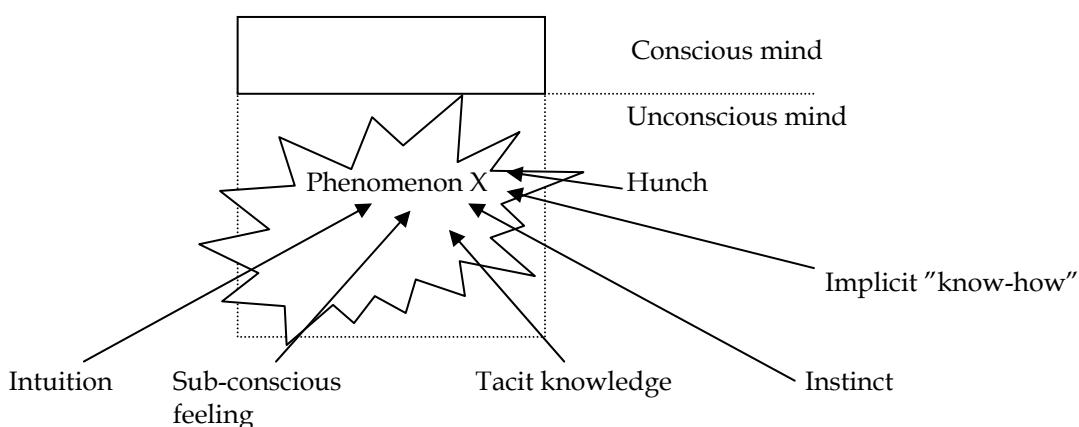


FIGURE 1 The examples of different concepts of the unconscious mind

The common sense view assumes that when we are at our decision-making best, formal logic gives us the best results for any problem. Based on this rational view, emotions and feelings must be kept out to obtain the best results. (Damasio 1994, 171). Damasio (1999, 297–298) refers to different psychological studies and argues that there is massive evidence for nonconscious influences in the human mind and behaviour. Nevertheless, he continues that consciousness begins as a feeling of knowing, a special kind of feeling, to be sure, but a feeling nonetheless (Damasio 1999, 312).

To conclude this section of introduction, it can be emphasised that previous studies on intuition have strongly indicated what kind of elements may be involved when experiencing intuition. Further, previous studies of intuition in management, which are often quantitative by nature, have examined potential abilities of managers. Nevertheless, there is not a necessary relation between these indicators of potential abilities and the actual behaviour of managers. This study examines the essence of intuition through experiences from the life-world perspective. By using a phenomenological method, the study examines the meanings of intuition, and therefore aims at providing a deeper understanding of intuition in management. By selecting the family business as the research context, the study suggests that upbringing and early socialisation are important for the development of creative abilities of a person. In other words, the study assumes that heredity and environmental factors influence one's level of creativity, intuition being a part of it. In addition, the study assumes that a family business culture, often in having personal relationships and informal functions in business, might create and provide more opportunities for using intuition in management than non-family firms do. Family business as a research context is discussed in more detail in Section 3.2.

1.2 Overview of the research process

The research process progressed gradually and deepened my understanding of the phenomenon of intuition. It included a lot of reading, writing thinking but also meeting various other scholars and doctoral students in order to discuss and change opinions relating to the study. Further, the entire process was quite iterative, including also meandering parts which were sometimes both frustrating and time-consuming. However, now afterwards it is easy to say that they belonged to the learning process. Nevertheless, the research process can be seen as a series of diverse phases. Although they have overlapping parts as well, they can be divided as follows: 1) Start-up phase, 2) Exploratory phase, 3) Main research phase, and 4) Completion of the study. Next, however, before introducing the different phases of the research process, I describe main contents and basis of my pre-understanding of intuition and managing a business.

Contents and basis of my pre-understanding

A pre-understanding is a starting point in a phenomenological research process. A person's pre-understanding has usually been constructed by traditions, theories, but also by personal beliefs and experiences. Pre-understanding refers to the knowledge a person possesses of the key topics. (Lindberg 2005, 84). Since the pre-understanding should not be used as a hypothesis, but bracketed in a phenomenological study, it is also important to know what kind of pre-understanding a researcher has, as well as how it has been developed. By describing the pre-understanding the study provides the reader with an opportunity to assess if and how much the pre-understanding has affected different phases of the study. (see e.g. Giorgi 1992, 121–122; Lehtovaara 1993, 9; Massarik 1983, 254). In other words, the key issue was that I was not able to delete my pre-understanding, but I had to be aware of it in each phase of the research process in order not to bring definitions or theories in the study before I had analysed the findings and made the synthesis based on them.

Based on my pre-understanding, I did not know what the nature or essence of intuition was. However, I assumed that intuition was experienced by an individual, and therefore, intuition experiences existed. Further, I considered intuition slightly positively, but above all in a curious way. I had heard and read about women's intuition in daily life, but I also understood that everybody might have intuitive feelings, and I was curious to find out if and how intuition was used in managerial work.

My pre-understanding of managing businesses was mainly based on the business studies and work experience during the 1980s and the 1990s. I did understand that running or managing a business could not be based on gut-feelings, inner knowing or insights only, but that it required various skills and knowledge, for example, of finance, accounting, leadership and of management in order to achieve the business goals. Therefore, this study does not deny explicit knowledge, facts and figures, which are required in managing a business. In addition, I understand that managing a business often requires decision-making processes in meetings and teams, which means that one person can seldom decide everything by himself or herself in a company. Therefore, it might limit an individual's use of intuition in companies.

Further, I had participated in many family business courses and workshops, and was therefore interested in using family business as the context of the study. I assumed that family businesses might create and offer more possibilities for using intuition in managerial work than non-family firms, which is discussed in more detail in Section 3.2.

Different phases of the research process

This section continues by introducing the most relevant contents and milestones of each phase of the research process, and their meanings to me and my study. First, Table 1 presents a summary of the research process.

TABLE 1 The research process

	2001	2002	2003	2004	2005	2006
1. Start-up phase - "finding the way"		11-12/01				
2. Exploratory phase - 6 interviews + data analysis - writing research papers		01-02/02				
3. Main research phase - methodological courses - interviews + data analysis - workshop and conference papers - preliminary interpretations		01/02	07/03			
4. Completion of the study - new interpretations - reading and reflecting theories and previous studies concerning the findings - finishing the report - public examination of the dissertation				06- 12/05		05/06

At the start-up phase I wrote the purpose of the study in the first version of the research plan in November 2001 as follows: ..."the purpose is to analyse intuition and to interpret the role of intuition in the context of family business". The plan was to use a qualitative survey as a method, which has also been used at an international level. However, quite soon when I had read more about previous studies, I understood that I also needed practical knowledge relating to the topic before making a commitment to any kind of study. Therefore, I decided to carry out a qualitative pilot study by interviewing family entrepreneurs.

The exploratory phase consisted of a pilot study and writing working papers based on it. The pilot study made me think about my basic choices once again. Based on the findings of the pilot study, I was even more uncertain of how to study intuition. Eventually, at the end of the exploratory phase, I chose phenomenology for the method of my dissertation.

The exploratory phase was followed by the main research phase where I conducted all the interviews and analysed the data in a preliminary way. However, one of the most important milestones for my research process was a course which was held in Sweden, in Strängnäs, in May 2002. The course was called Intuition, Inspiration and Improvisation in Organising and Managing. Although the entire week was good and useful for the study, one thing was above all. During a very intensive week I recognised the meaning of English language in the academic context. Therefore, I decided to change the reporting language from Finnish to English. Further, I decided that in order to express myself better in English, I had to study it more. As a consequence, I have studied English more or less systematically ever since, but also tried to apply

my communication skills in practice in various situations and events, e.g. in studies, teaching, teacher training, and in teacher exchange, and in international workshops and conferences. Participating in the conferences during the research process (see Appendix 2) helped me to develop the study a lot.

All in all, the main research phase was quite intensive. Reading, writing, and getting more familiar with the data were the basic tasks, but also the workshops and conferences in which I participated and met other doctoral students and scholars were useful. It was useful to discuss the topic with other people, to hear their presentations, to get new ideas for my own study. Nevertheless, I had also a period of time when I worked elsewhere for two years and continued the study only occasionally. However, it was quite useful in terms of reflecting what I had done so far. For example, I evaluated the preliminary findings of the study once again.

The last phase, completion of the study, was quite intensive. It was the easiest and the most difficult phase of the entire process at the same time. On one hand, I had already processed the study for quite long in order to know what to do while finishing the study. On the other hand, however, in order to write the final report, I had to be sure about the arguments and to make the final decisions and write them in the report.

1.3 Structure and contents of the report

Following somewhat phenomenological method in reporting as well, this report reflects the development of my understanding of the topic in a chronological way. Since I have used a phenomenological method, my subjectivity is shown throughout the study, including reporting. In other words, I have not tried to make the report "more objective" in reporting it, for example in the passive voice, but in the active voice. Nevertheless, in order to avoid repeating the words I, me and my, I use also it, one and the study as a subject, when it is natural in the text context. When reporting somewhat in the chronological way, it helps readers to follow the research process as well as its consistency and argumentation. Nevertheless, it is worth mentioning that it was also appropriate to consider the common guidelines of reporting a doctoral dissertation.

The first chapter introduces the research topic and discusses motives and aims of the study. It also presents an overview of the entire research process and describes the structure and the contents of the report. Next, the second chapter presents previous studies in order to discuss how other researchers have defined intuition and approached intuition in their studies. In other words, the second chapter describes previous studies on intuition and presents critical remarks on them. Then, the third chapter introduces the methodology and data of the dissertation, starting with the purpose and methodological choices of the study, and then continuing with the introduction of research

method. It also presents family business as context and how I analysed the data. Next, the fourth chapter presents the analyses and the synthesis of the findings. The fifth chapter discusses the findings in terms of previous studies and literature. Finally, the sixth chapter discusses the implications of the study by introducing its contributions, by evaluating the study and by presenting topics for further studies. Next, Table 2 introduces the structure of the report.

TABLE 2 The structure of the report

Chapter	Purpose and contents of the chapter
1 INTRODUCTION	<ul style="list-style-type: none"> • introduces the research topic • discusses motives and aims of the study • presents an overview of research process • describes the structure of the report
2 BRIEF REVIEW OF PREVIOUS STUDIES ON INTUITION	<ul style="list-style-type: none"> • presents a multidimensional nature of intuition • introduces the use of intuition in managerial work • reports the empirical pilot study
3 RESEARCH TASK, METHODOLOGY AND DATA	<ul style="list-style-type: none"> • introduces the purpose and research questions of the study • discusses phenomenology as a research method • presents family business as a research context and introduces the interviewees • describes the interpretative data analysis
4 INTUITION EXPERIENCES OF THE FAMILY ENTREPRENEURS	<ul style="list-style-type: none"> • explains the key points concerning the use of English in the analysis • presents the analyses one by one and sums up the individual analyses • introduces a synthesis of the findings
5 DISCUSSION WITH PREVIOUS LITERATURE	<ul style="list-style-type: none"> • discusses the synthesis and its aspects in more detail from different perspectives • presents selectively chosen topics from the findings for discussion with previous studies and literature
6 EVALUATION OF THE STUDY	<ul style="list-style-type: none"> • discusses contributions of the study • evaluates reliability of the research process and the findings • discusses topics for further research
SUMMARY IN FINNISH (TIIVISTELMÄ)	<ul style="list-style-type: none"> • sums up the contents of the report for Finnish speaking readers

2 BRIEF REVIEW OF PREVIOUS STUDIES OF INTUITION

This chapter aims at introducing previous studies in a neutral way. In other words, I have not chosen previous studies as a framework for the study, but in order to illustrate how different researchers have approached and defined the phenomenon of intuition in order to study it. Meanwhile the chapter also illustrates how my pre-understanding has been changed when selecting a research method for the dissertation. First, Section 2.1 explores the concept of intuition defined and approached by various researchers and scholars. Section 2.2 then continues providing examples of the use of intuition in managerial work, and Section 2.3 introduces few empirical studies on intuition in managerial work. After that Section 2.4 describes an empirical pilot study, which I carried out before choosing a research method for the dissertation. Finally, Section 2.5 presents critical remarks on previous studies on intuition to argue for the research method chosen. It is also worth mentioning that the empirical pilot study is introduced as one study among others. In other words, this chapter consists of different definitions and empirical findings of intuition in order to illustrate the challenge of studying it.

2.1 Diverse approaches and definitions of intuition

This surveys how intuition has been approached and defined in previous studies. First, Section 2.1.1 introduces various approaches to human mind and thus to intuition after which Section 2.1.2 presents intuition as a multidimensional and multilevel by nature. Then, Section 2.1.3 discusses other approaches to intuition and Section 2.1.4 concludes the discussion with further concepts related to intuition.

2.1.1 Various approaches to human mind and intuition

Starting with diverse approaches of the previous studies on intuition, it can be argued that various researchers have illustrated diverse forms, dimensions and perspectives to intuition. Arvidson (1997, 41) presents that there are many ways to approach the phenomenon of intuition, for example, its cognitive or affective components can be studied, as well as the processes that lead up to intuition. In addition, intuition can be studied from the perspectives of different disciplines. Nevertheless, there has been a great deal of disagreement on the nature and role of intuition in science (Monsay 1997, 106),

Continuing briefly with a historical point of view, Boucouvalas (1997, 5) provides a historical approach to the concept of intuition in science by referring to James McCosh, who inductively investigated intuition and argued in 1882 that "*there is an eye of wider sweep than the telescope and more searching than microscope*". McCosh referred to the two schools of mind in his investigations: 1) knowledge from observation and experiences, and 2) ideas, principles, truths originating in native power or as seen in the inward light of the mind, which were struggling with each other in studies. Today, these two schools of mind still define opposing positions as to what constitutes valid knowledge, and what one is willing to accept as data.

Next, continuing the discussion with a quite well-known scholar of psychology, Carl Gustav Jung, it is worth introducing how he considers and defines conscious and unconscious functions of mind. As a starting point, Jung regards unconscious as an exclusively psychological concept, and not a philosophical concept of a metaphysical nature. In his view the unconscious is a borderline concept which covers all psychic contents or processes that are not conscious (Jung 1981, 483). According to Jung the human psyche is the "place" of conscious and unconscious processes and the place of experiences and meanings. Consciousness refers to the range of experiences of which a person is aware at any given moment. Unconsciousness, in turn, contains the personal thoughts, experiences and memories that have been forgotten or repressed. (Brooke 1991, 14–15). Further, Jung regards intuition as a kind of instinctive apprehension (Jung 1981, 454).

Gopnik and Schwitzgebel (1998, 77) define intuition as follows: Intuition is any judgement, just in case that judgement is not made on the basis of some kind of explicit reasoning process that a person can consciously observe. Intuitions are judgements that can not be directly observed, but they flow spontaneously from the situations that engender them. According to Scott (1996, 87) intuition is a way of knowing without relying on deduction or reason. In addition, intuition is a clarity of vision or a flash of insight that bypasses the conventional routes to knowledge of a person, a process, or a historical happening. Sinclair and Ashkanasy (2005, 353) define intuition as a non-sequential information-processing mode, which comprises both cognitive and affective elements and results in direct knowing without any use of conscious reasoning.

Rauhala (1992, 71) argues that intuition provides broad and holistic insights of the relationships of different issues or things. Afterwards, rational reasoning will develop the insights in more detail. In other words, in many creative works, a solution to a problem might come first, and it has to be proved or justified later.

Finally, in order to conclude this section, it is worth mentioning two opposite approaches to intuition introduced by Henry Bergson and Herbert Simon. A French philosopher, Henry Bergson has a metaphysical approach and Herbert Simon has a logical positivist approach. Bergson was awarded the Nobel Price for Literature in 1927. He argues that the intuition is deeper than the intellect. In an *Introduction to Metaphysics* (1903) he states that intuition is the direct apprehension of a process and reveals the real world. (Bergson 2002, 107). Herbert Simon is an American psychologist who won a Nobel Prize in Economic Sciences “for his pioneering research into the decision-making process within economic organisations” in 1978. Simon is also regarded as one of the founders of cognitive science (Klahr & Kotovski 2001, 1). According to Simon (1989, 23) intuition bases solely on earlier experiences.

2.1.2 Intuition as multidimensional and multilevel by nature

Moving on to contemporary studies on intuition, I next introduce different approaches to defining and studying intuition. Parikh (1996) provides several options to approach intuition. He considers intuition as being multidimensional, multicontextual and multilevel. From the multidimensional viewpoint he sees intuition as a skill (as a talent which can be developed), as a trait (as a personal inborn characteristic), and as a being (in cases where an intuitive skill or an intuitive trait becomes the predominant mode of an individual’s work and life, in other words a way of life). Secondly, intuition as a multicontextual phenomenon means that it has no specific time period for its effects to be seen or acted upon. Regarding intuition as a multilevel phenomenon involves that the mind has many levels with only one of them being conscious and rational. In order to demonstrate this aspect, Parikh proposes that mind has four hierarchical levels: logical consciousness, subconsciousness, unconsciousness and supraconsciousness. Table 3 presents a summary of the key characteristics of these four levels of the mind introduced by Parikh (1996, 31-34). As the extremes, he suggests that the logical consciousness is the one with the help of which we normally think and communicate, and with which we are consciously in touch during most of our waking hours, and that the latter consists of the most complex systems of the mind. However, if intuition is a phenomenon generated at another level than at the conscious and rational level, we need another level of language to express or explain realisations that words can not express.

TABLE 3 The levels of mind (introduced by Parikh 1996, 31–34)

Level of mind	Key characteristics
Logical conscious	<ul style="list-style-type: none"> • we are consciously in touch with it during most of our waking hours • is the most mechanical and analytical level • tends to be selective • holds the patterns of our perceptions, knowledge and beliefs
Subconscious	<ul style="list-style-type: none"> • is always active • is not usually available to the conscious mind • includes deep patterns, complexity • subconscious is interfacing with the conscious
Unconscious	<ul style="list-style-type: none"> • is below subconscious • is more basic and more disorganised than subconscious • does not have a sensory contact, there is a sense of something which can prompt action • does not rely on having a previous sensory experience
Supraconscious	<ul style="list-style-type: none"> • consists of supercomplex systems • is a level of beyond any understanding in which a sense of knowing can arise • includes direct knowing • “in the moments that we lose touch with the details, and open ourselves to the truly universal aspects of the mind, the very greatest and most universal ideas may suddenly appear”

Relating to the different levels of mind Rowan (1986, 11) argues that intuition is knowledge gained without rational thought, and since it comes from some stratum of awareness just below the conscious level, it is slippery and elusive. Also Vaughan (1989) presents different levels of intuitive awareness: physical, emotional, mental and spiritual. She also emphasises that any intuition experience may have elements of more than just one level. At the physical level, a strong body response may be experienced even in a situation where there is no reason to think that anything unusual is going on. At the emotional level, intuition comes into consciousness through feelings. At the mental level, then, intuition comes into awareness through images, ideas, thoughts, or what is called inner vision. Intuition at the spiritual level is associated with mystical experiences – independent of sensations, feelings, and thoughts. (Vaughan 1989, 47–55).

Goldberg (1989, 62) has a similar type of approach to intuition than Vaughan does. He introduces six different types of intuition in terms of their functions: discovery, creativity, evaluation, operation, prediction, and illumination. However, he suggests that different types of intuition often work hand in hand together. Simon (1989), in turn, represents almost the opposite view of defining intuition than Goldbeg and Vaughan. He (1989, 31) considers intuition more or less a rational process whereby the brain evokes past memories and experiences to address the problem at hand. He argues that there is nothing irrational about intuitive reasoning. For example, an experienced manager has in his or her memory a large amount of knowledge gained from training and experience, and organised in terms of recognisable chunks and associated information.

2.1.3 Other approaches to intuition

Laughlin (1997, 23) refers to neurophysiological research of the last decades, and their attempts to explain the process of intuition. It is known that the two hemispheres of human brain perform complementary functions: the left one primarily mediates language production, analytic thought and causal sequencing of events, while the right one primarily mediates the production of images, "holistic" thought and spatiotemporal patterning. Both processes will be involved in producing an experience although the intentionality of an experience may emphasise one function over the other.

Like Laughlin, Monsay (1997, 105) approaches intuition as a process. She argues that creativity is a process where intuition plays a major role. The creative process involves a particular problem, followed by a period of incubation in which the problem is not consciously considered, and then the arrival of an intuitive notion as the solution to the problem. In her view, intuitive ideas typically arrive "lightning quick". Also Mulligan (1997, 57) regards intuition as an internal process of human being. The developed intuition has the capacity to pick out the essence of a situation or what is most important in a communication. Furthermore, it can often identify what is missing or needed in a situation. Guesses, hunch and hypothesis are often reflections of intuition at work. Its language is usually that of image, symbol, metaphor or analogy and can be vague and somewhat imprecise in its articulation. Relating to the language of intuition, Goldberg (1989, 184–185) states that it is often said that rational thought is verbal and intuition is non-verbal, although this might be overstated. In other words, intuition can appear in verbal forms, in visual images, but also in verbal and visual combinations, as well as in kinaesthetic forms (physical and bodily signals or sensations). Nurminen (2000, 34), in turn, emphasises that intuition does not always appear as clear knowledge or understanding of something, but as an unclear insight of something.

Arvidson (1997, 40–41) presents that the most revealing way to answer a question of what intuition is, is to simply describe from the phenomenological point of view what is happening in the consciousness, when an intuition occurs. He approaches intuition in a general way and defines it as follows: "intuition is a sudden solution to a problem, a solution that appears all at once, complete, and is markedly distinct from the processes that may have led up to it". While defining intuition like this, he is not interested in the process which makes it occur, but in the attentional shift that describes the structure of the subject's ongoing awareness, and how attention works in the structure of product itself.

In order to define intuition Goldberg (1989) describes the holistic nature of intuition. The holistic nature implies that intuition gives comprehensive knowledge as opposed to just items of knowledge. This holistic quality of intuition has to do with two characteristics. Firstly, a whole is greater than the sum of its parts, and secondly, the instance of intuition might contain an extraordinary amount of information. Furthermore, time seems to be compressed and so is meaning. We normally experience meaning in a linear fashion, but an intuitive experience may contain no clear boundaries, neither obvious

demarcations, nor sequential arrangement. Instead, it might contain the essence of knowledge or it might be a fragment of the whole. (Goldberg 1989, 182).

Lank and Lank (1995) have summarised previous research and define intuition as a brain skill which has the following features: It is a brain skill and operates largely from the right hemisphere of the brain. It is capable of entering awareness at physical, emotional and mental levels, and its sources are the subconscious, unconscious and supra-conscious. In addition, intuition enters consciousness without rational thought or careful analysis and quantitative calculation. Furthermore, they argue that intuition is nothing magical, mystical nor paranormal, nor is there anything irrational about intuitive decision-making or human problem-solving. Therefore, they argue that if one considers intuition as a brain skill, intuition is capable of being improved and developed. (Lank & Lank 1995, 19).

2.1.4 Related concepts to intuition

As a starting point Sauter (1999, 111) refers to previous studies and emphasises that there is a risk of confusing intuition with emotions or with a habit. In her own view, intuition is, however, the sudden appearance of something new. Also Parikh (1996, 40 - 41) emphasises that there are many experiences similar to that of intuition, and we should not confuse them to intuition. He argues that intuition is not instinct, impulse, ingenuity, inspiration, intellect or intelligence, inclination or wishful thinking. By defining the concepts, he argues why they can not be regarded as intuition. Next, Table 4 sums up the contents of his definitions, and presents the key quotations from his arguments.

TABLE 4 The phenomena of the same type to intuition

Instinct	Instinct is an inherent, an inbuilt mechanism that automatically leads to activities for survival unless consciously interfered with. Such interference is observed only among human beings. Instinct appears to be almost the opposite of intuition which is often characterised by heightened awareness.
Impulse	Impulse is a momentary kick-back to a stimulus. For example, a bull is programmed to attack to red cape of the matador; a human being can be programmed to react negatively to certain signs and symbols.
Ingenuity	Ingenuity works within the field of the known, whereas intuition brings the unknown into play. Ingenuity can find new connections, new uses, new combinations, however its raw material is known knowledge.
Inspiration	Inspiration is an experimental phenomenon rather than a conceptual on. We speak of our spirits lifting, of opening a door to the cosmic world, of a heightened state of living which sometimes may lead to creative expressions.
Intellect or intelligence	Intellect or intelligence is a function of the mind closely related to ingenuity. Intelligence is wisdom discretion, understanding ability to see things in a total perspective. Intelligence comes closest to intuition.
Inclination or wishful thinking	There is no clear way to distinguish between intuition and wishful thinking. Nevertheless, in intuition there is a sense of certainty, a feeling leading to a decision or action, and an absence of self-motivation. Wishful thinking is a manifestation of self in search of satisfaction. In wishful thinking one sees what one wishes to see; in intuition one sees what is available without interference from personal likes or dislikes.

To sum up, it can be concluded that there are various and differing views of the nature of intuition introduced by different researchers of different sciences. Among various scholars, there seems to be an agreement on it that intuition exists, but not on how to approach and define intuition. Finding a working definition for intuition is difficult, because we still lack specific co-ordinates to define intuition, as a phenomenon of human mind, in the ways we define phenomena for scientific purposes.

2.2 Use of intuition in managerial work

Starting with the discussion concerning the work of a manager, one could say that it includes making different kinds of decisions and participating in their making, communicating them to others and monitoring how they are carried out. A manager has to know a lot about the industry and the social environment in which he or she works and the decision-making process itself to make good decisions. (Simon 1989, 23). It can also be said that the higher the position in an organisation, the more the job involves conceptual rather than technical matters, a long-term rather than a short-term time horizon. Further, the job involves issues of what type of business the firm should be in rather than issues of how the firm should do its business. Therefore, top executives need to be concerned with the big picture. (Harper 1989, 112). Further, in the work of top managers, there are particular business settings, situations and circumstances, in which either intuitive or analytical brain skills might be the most appropriate one to emphasise (Agor 1985, 15; Agor 1989, 141; Agor 1991, 13; Driver, Brousseau & Hunsaker 1990, 6). Markeley (1988, 85) states that intuition is known to be an essential ingredient especially in strategic vision, creativity and problem-solving.

According to Hayes, Allison and Armstrong (2004, 406), Chester Barnard was one of the first to discuss logical (analytical) and non-logical (intuitive) thinking in the context of management, and to recognise that effective performance requires access to the both modes of information processing. Novicevic, Hench and Wren (2002, 992–993) argue that Bernard thought a lot about the role of intuition in business decisions and described the critical role of unconscious, intuitive processes play in the everyday affairs of executives. Barnard argued that managers' intuitions derived from their knowledge, experience, familiarity, and comprehension of their organisation and industry (Scott 1996, 87).

Moving on to psychological research on "split brain", it has provided encouragement to the idea of two qualitatively different kinds of decision-making: the right hemisphere plays a special role in the recognition of visual patterns, and the left hemisphere in analytical processes (Simon 1989, 26). Actually Rockenstein (1988, 78) puts it in an interesting way as follows: "If the logical analysis of information believed to be factual was a 100% reliable means

of problem-solving, life would be simpler in the executive suite. As it is, the constantly evolving dynamic of change frequently throws a wrench in even the most comprehensive attempts at trend analysis". Nevertheless, as Keegan (1984, 35) emphasises, it is also a relative issue: it depends on individuals, how the conscious and unconscious functions work. In other words, he argues that one person's unconscious functions may be more effective than another's conscious functions.

Relating to creativity in management, Parikh (1997, 143) argues that creativity comprises four elements: 1) the capacity for envisioning and understanding intuition, 2) the ability to have a much wider and deeper perception in order to see more than "what meets the eye", 3) to see deeper significance and connections, which may not be obvious, and the ability to break old connections and make new ones, and 4) the skill to convert such connections into concrete applications relevant to the organisation and its mission. He concludes that creativity implies a capacity for vision, intuition, perception, connection, and application.

When exploring intuition in managerial problem-solving, Hatsopoulos & Hatsopoulos (1999) suggest that an approach to managerial problem-solving invokes two processes: a logical process using explicit assumptions and rules, and an intuitive process using tacit knowledge and generating a feeling. Often, the aim is that both processes agree in terms of the outcome. Yet, most business problems do not emerge or appear in ideal conditions. Sometimes decisions have to be made very quickly, or there is no explicit knowledge regarding the problem at hand, or there is neither enough time nor enough information. Therefore, managers are not always adequately equipped to make the necessary decision or to solve the problem. A successful manager needs to rely more often on tacit knowledge and intuitive feelings to make decisions and to solve problems. Nevertheless, Simon (1989, 38) argues that it is a fallacy to contrast analytical and intuitive styles of management. Every manager needs to be able to analyse problems systematically and to respond to situations rapidly. Behaving like a manager means that he has sufficient range of management skills and applying the skills as they become appropriate.

In his dissertation, Andersen (1994, 211) has compared different decision-making styles according to the studies of Jung, Katz, Rowe and Driver. He divides a decision-making process into nine parts: observation, recognising a problem, setting a goal, understanding a problem, defining alternatives, choosing between alternatives, implementation and control. In this comparison, intuition exists only in the observation and recognising stages, and intuition is used for recognising problems and seeing opportunities, but it is not used for choosing between different alternatives.

Finally, it is worth mentioning Sauter's (1999, 111) viewpoint that experiences can also inhibit intuition. Expertise can make the decision-maker dependent upon a certain frame of reference or approach to a problem. Further, accountability can affect the process as well: if a solution to a problem will not be questioned by others or the decision is of a personal nature, intuition might

be more often used. The latter also refers to family businesses. A family business often provides family entrepreneurs with independence of action, flexibility due to limited bureaucracy. Further, family entrepreneurs are generally achievement-oriented individuals who like taking responsibility for their decisions. (Kets de Vries 1999, 25).

2.3 Empirical studies on intuition in managerial work

In order to better understand intuition in managerial work, this Section discusses the most relevant empirical studies which have been carried out relating to that topic and published in English. Agor (1989, 142) presented a survey on how to measure one's underlying or potential intuitive ability. The survey was called AIM Survey and it included 26 questions and an introduction on how to score and interpret the results. He divided the test results between intuitive and thinking scales. For example, intuitive abilities referred to it that a person bases his decisions on unknowns or possibilities. Thinking abilities, in turn, referred to applying experience to problems, bringing pertinent facts, keeping track of essential details and facing difficulties with realism. However, he emphasised that although a person obtained a high score on the intuition scale, it did not necessarily follow that he or she actually has used this skill in decision-making, but it indicated his or her potential intuitive abilities. Agor has used a survey instrument in order to test more than 3 000 managers in both private and public organisations representing a wide variety of situations and settings. The findings indicated that the ability to use intuition did vary e.g. by management level, by sex, and by occupational speciality, and to some degree by ethnic background. (Agor 1989, 142–143).

Actually, Agor's (1989, 147) findings indicated intuition appears to be a skill that is more prevalent as one moves up the managerial ladder. Top managers in the sample scored higher than middle or lower level managers in their underlying ability to use intuition in decision-making. It appeared plausible that one of the skills that top managers rely on most frequently is their intuitive ability to make the right decisions. At the second stage of the study, the executives ($n = 100$) were asked if intuition was most useful in particular circumstances to guide the major decisions. According to the findings they identified the following conditions as the ones under which intuitive ability seemed to function best:

- when a high level of uncertainty exists
- when little previous precedent exists
- when variables are less scientifically predictable
- when facts are limited
- when facts do not clearly point the way to go
- when analytical data are of little use

- when several plausible alternative solutions exist to choose from, with good arguments for each
- when time is limited and there is pressure to come up with the right decision. (Agor 1989, 159).

Parikh's (1996, 49) results support Agor's findings: there is evidence that the use of intuition becomes more common at higher organisational levels than at lower levels. Parikh has implemented an international survey ($n = 1312$) in order to study intuition and its relevance perceived and self-rated by top and senior managers in various countries around the world. According to the findings intuition is perceived as playing a major role in the respondents' work. In other words, it seems that the management level affects the potential use of intuition.

Keen (1996) has also used the AIM Survey in his dissertation. He has studied the role intuition plays in managerial decision-making process ($n = 108$). The results indicated that intuition was frequently used by 89% of the executives to guide their most important decisions. Over 50% regularly used intuition to guide more than 50% of their decisions. About 22% of the sample used intuition to guide 75% or more of their most important decisions. (Keen 1996, 56–57). However, as Agor has emphasised earlier, there was no necessary relation between these indicators and the actual behaviour of managers.

Bennett (1997) has studied in his dissertation what role intuition and tacit knowledge play in the strategic decision deliberations and discussions of the board of directors. He has implemented a quantitative survey ($n = 359$; of which 45% was board members and 55% was outsiders of the boards), but also a qualitative case study (by participating in and observing two board meetings) in order to confirm and enrich the results. Bennett (1997, 12–13) argues that insiders and outsiders obviously possess very different knowledge structures, the mental templates that are imposed on information environments to give them form and meaning. Insiders have a superior foundation of knowledge and understanding, and the cognitive ability to understand the "complex causality" of the firm's internal and external relationships. Nevertheless, it is less clear how influential the use of intuition is for insiders. According to his survey findings, statistically significant differences were between insiders and outsiders at the level of analysis and level of intuition employed in decision deliberations within the board meetings. Findings indicated that insiders were more inclined to make use of analysis than outsiders are. It appeared that some insiders were not so analytical than others. Insiders also reported using fairly high levels of intuition in the board deliberations.

Burke and Miller (1999) have studied how often professionals use intuition and in which situations it is used. They conducted semi-structured telephone interviews ($n = 60$) in various industry segments. According to the main findings, 47% of the sample answered that they used intuition in the workplace situations often, 30% of the sample sometimes, 12% always, 7% seldom, and 3% rarely. Intuition plays a significant role in the decision-makers' daily work. Burke and Miller (1999, 92) argue that intuition may be thought of as a cognitive

conclusion based on a decision-maker's previous experiences and emotional input. According to the findings managers reported employing intuition when decisions needed to be made quickly or unexpectedly. Further, 91,5% of the respondents said that they had combined intuition with data analysis in their decision-making by analysing intuition in concert with deductive processes.

Andersen (2000) has investigated to what extent managers are intuitive, and whether the intuition of managers relates to effectiveness. Based on Carl Jung's typology, he considers intuition as an element - besides sensing, thinking and feeling - in problem-solving and decision-making processes. His hypotheses and his survey ($n = 222$) are based on quantitatively measurable variables. Managers were investigated in terms of the way they perceived problems and made decisions. According to the findings, more managers (32%) were intuitive than those applying other functions (sensing, thinking or feeling). Intuition appeared to be characteristic of many managers. The combination of intuition and thinking as a decision-making style was the most common decision-making style. Andersen suggests that intuition as the dominant decision-making function relates to organisational effectiveness. However, Andersen (2000, 53) also argues that the most serious weakness in Jung's typology becomes evident when applied to the organisational phenomenon in terms of the situational variable - that is, when attempting to explain effectiveness. He continues that specific combinations of decision-making styles and specific situations are effective while some others are not. Finally, to sum up the empirical studies introduced above, Table 5 summarises previous empirical studies on intuition.

TABLE 5 The summary of previous empirical studies on intuition

	Research method	Purpose of the study	Sample	Target group
Agor (1989)	a survey	to measure one's underlying or potential intuitive abilities	$n = 3000$	managers in private and public sectors
Agor (1989)	interviews	to identify particular circumstances of using intuition	$n = 100$	executives
Parikh (1996)	an international survey	to study intuition and its relevance perceived and self-rated by managers	$n = 1312$	top and senior managers
Keen (1996)	a survey	to study the role of intuition plays in managerial decision process	$n = 108$	executives
Bennett (1997)	a survey + 2 case studies	to study the role of intuition and tacit knowledge play in the strategic decision deliberations and discussions	$n = 359$	board of directors
Burke & Miller (1999)	semi-structured telephone interviews	to examine how often intuition is used and in which situations	$n = 60$	professionals of various industry segments
Andersen (2000)	a survey	to find out to what extent managers are intuitive, and whether intuition is related to effectiveness	$n = 222$	managers

Based on the summary, it can be concluded that previous studies on intuition in management often seem to be quantitative by nature. Yet some of them have combined qualitative aspects, for example in order to enrich and better understand the results. The previous studies have strongly indicated what kind of elements or features might be involved when experiencing intuition. They also referred to the potential intuitive abilities of managers, but they have not actually demonstrated well the role of intuition in different managerial situations. As a conclusion, it can be said that although there is a ready amount of evidence to indicate that the process of intuition does exist, there are various, even contradictory ways to define, approach and study intuition in managerial work.

2.4 Empirical pilot study

This section reports an empirical pilot study which I carried out in order to learn more about intuition and its potential research methods. I have reported the findings in detail elsewhere (Kakkonen 2005). However, it is relevant to present the main findings of the pilot study and their meaning to the present methodological choices in this report as well.

The contents of this section are divided as follows: First, Section 2.4.1 introduces the purpose and interviewees of the pilot study. After that Section 2.4.2 describes the data collection and Section 2.4.3 the data analysis. Section 2.4.4 introduces the main findings of the pilot study followed by Section 2.4.5 which comprises a concluding summary of the pilot study.

2.4.1 The purpose and interviewees of the pilot study

The purpose of the pilot study was to explore what family entrepreneurs understood by intuition and what kinds of situational factors were involved when experiencing and making use of intuition in their work. In order to define a family business I used criteria based on succession. I chose the family entrepreneurs of the second, third and fourth generation as interviewees: three women and three men who had not founded the company themselves but who have worked in their family firms for a long time, and entered the ownership and management through succession.

However, since the purpose of the study was to explore the use of intuition in a comprehensive way, I selected family entrepreneurs of different backgrounds as interviewees. Table 6 below introduces the interviewees and their backgrounds. The informants are from 31 to 58 years old and they represent different managerial duties. For example, three of the interviewees are accounting managers or marketing managers, but they are also responsible for other tasks in the company. Therefore, they are listed under the position of a manager in Table 6, although they are considered family entrepreneurs based

on the other criteria. The company size of these family firms was defined according to an EU recommendation (see e.g. www.weltmark.fi) and thus, it is based on the quantitative criteria of a turnover and the number of employees. All the persons interviewed were Finns, representing a range of family business types in Finland. The study refers to the interviewees as Mary, Ellen, Mark, Frank, Daniela and John. The male interviewees, Mark, Frank and John are the main share holders and CEOs of their firms which represent small, medium and big companies. Mary is not one yet, but obviously is a forthcoming CEO of the family firm. Ellen and Daniela have shared ownership and responsibility as co-entrepreneurs in their family firms. All the female entrepreneurs represent small size firms.

TABLE 6 The interviewees of the pilot study

	Name	Age	Generation	Position	Company size	Number of employees
1.	Mary	31	Third	Manager	Small	< 10
2.	Ellen	50	Second	Manager	Small	Only the spouse as the CEO
3.	Mark	47	Fourth	CEO	Small	< 10
4.	Frank	58	Second	CEO	Big	280
5.	Daniela	47	Second	Manager	Small	< 10
6.	John	40	Third	CEO	Medium	75

2.4.2 Data collection of the pilot study

The empirical method of data collection was an open interview. An open interview is not bound to direct questions and it gives the opportunity for more flexible discussions (Denzin & Lincoln 2000; Kvale 1996). For these reasons I chose the open interview approach and conducted six personal interviews in 2002. Finnish was used as the language in the interviews, because it is the native language of both parties. Even then, the language caused problems in almost every interview in terms of semantics. Intuition is called "intuitio" in Finnish, which seems to be difficult to understand, perhaps because it is a loanword. This caused difficulties in answering the questions or speaking about intuition directly. Because of that the discussions about intuition as such were quite short, and it seemed that the interviewees felt more comfortable with describing their own experiences when they had had these intuitive feelings and experiences. When talking about opinions or conceptions, the interviewees discussed intuition in a general way, even in a normative way. Furthermore, they preferred to call intuition with their own synonyms such as inner knowing and inner understanding.

Each interview lasted from one to two and a half hours and was tape-recorded. The structure was slightly different in each case, but the basic guidelines were as follows: Each interview began with an ice-breaking stage (see e.g. Fontana & Frey 2003, 86). In most cases this happened while having coffee or lunch. Then it was easier to start with the interviews and have the

interviewees tell about themselves, their backgrounds and their present tasks. After the background information, I asked the interviewees to describe in their own words typical managerial situations, as well as other situations where they felt that they had not behaved in so rational a way. After this, intuition was discussed as such from various points of view, involving for example the concept of intuition, situations when intuition is used, the role of intuition in their actions and behaviour. Finally, the last part of the interviews was concerned with the interviewees' own family firm, including facts and figures like the number of the employees and the turnover. Before finishing the interview, I asked each of the interviewees to add or say anything they liked about the topics that had been discussed.

2.4.3 Data analysis of the pilot study

I analysed the interview data by the content analysis approach. The analysis method adopted was a data analysis whose main stages were data reduction, data display and conclusion drawing (Miles & Huberman 1994, 10; Alasutari 1999,40). I started the data analysis by listening to the tapes carefully and transcribing the data word by word. The purpose was to save and document all the interview material as carefully as possible, which made it possible to replay the interviews afterwards (see e.g. Silverman 2000, 829). The transcription stage resulted in altogether 73 pages of text.

Since the interviews were made in Finnish, the tapes were transcribed word by word in Finnish. Next, the analysis units concerning intuition were selected from the transcribed text, and they were translated into English. After this, the entire analysis process was carried out in English.

The next stage in the analysis process was to find all the original expressions concerning intuition. The aim was to reduce all the expressions of intuition logically and with small steps, but no strict rules were used in these reductions. In other words, in order to select the expressions for the analysis, I did not look for what they said about intuition or how, but only for that they talked about it. First, I selected analysis units of a few sentences from the text and then reduced them. I examined these reductions further, reduced once more as logically as possible, after which I gave them conceptual names. Next, I examined the final reduced expressions in order to establish similarities and categorised them according to various themes, which are later referred to as factors.

2.4.4 Main findings of the pilot study

Based on this process of grouping, I divided the reduced expressions into two categories: the conceptions of intuition and experiences of intuition. Appendix 1 lists the phases of the analysis process in more detail. In this report, however, it is relevant to survey the main findings and conclusions in order to understand their meaning to my present methodological choices. First, I introduce the

conceptions of intuition and then continue with the experiences on intuition. Finally, there is a concluding summary of the findings.

Conceptions of intuition

Starting with the concept of intuition, all the interviewees appeared to share the opinion that intuition was difficult to explain or define as such, but that it was somehow based on feelings and on "an inner understanding". The following quote represents the views of almost all the interviewees:

"Intuition...it is such a difficult word...when you start to really think about it, it becomes apparent that it is quite a difficult issue to be defined with a couple of words."

However, based on the inductive data analysis the following six factors emerged in the interviews: direct knowing, "seeing", decision-making, individual ability, feelings, and the changing nature of intuition. These factors are introduced in the following paragraphs in more detail.

Direct knowing and "seeing" are the conceptions of female entrepreneurs. Direct knowing emerges in the data as a kind of certainty when doing one's own tasks and as something instinctive. It also refers to knowledge or understanding arising from within. Direct knowing is, for example, recognising customers' feelings and needs. For example, Ellen explains her opinion of intuition in the following way:

"It really is an instinct, so that it cannot be explained with reason nor any fact, but it is inner knowledge, understanding".

"Seeing" seems to refer to inner vision and instant insights of different affairs, but also to an instant view of things. It also means that a person can use his or her earlier experiences in seeing new ideas in business. Daniela explains briefly that:

"In my opinion, intuition means that a person gets instant ideas."

The male entrepreneurs understood intuition as a factor in decision-making, but also as an individual ability. Decision-making refers to different kinds of decisions, in particular, to quick decisions and ideas emerging during a decision-making process. Frank explains his opinion in this way:

"I think that decision-making in family firms and small companies is fairly quick, informal in the sense that when you get an idea, you have actually already made a decision as well. And when you have a bigger company and the organisation grows, you need to find an approval, a blessing or support for your idea. In a smaller company, it really is so that you get a sort of an emotional experience that this is how I'm going to proceed, and the decision has been made."

Individual ability seems to refer to the personal potential of applying intuition, which can also be considered a subconscious tool for work. John explains intuition in one's behaviour as follows:

"It also has something to do with value judgements and information relating to emotional life, perhaps it relates to just patterns of behaviour... Anyway, from somewhere there, from within oneself, emerges the idea that this is how it should be done, although you would not necessarily act so, if you were rationally jotting down ideas on paper and considering the pros and cons and so on..."

The factor of individual ability also refers to assumptions that some individuals might apply intuition more than others. For example, Mark puts it this way:

"I think that intuition is a very important tool in business. I could, for instance, imagine that some great leaders, chiefs, let's say, fashion people or advertising people... apparently they have also lived according to their intuitive feelings."

All the male entrepreneurs found that intuition is often combined with emotions and feelings. An intuitive person is considered a person with strong feelings, and intuitive behaviour is understood as being based on emotions, feelings and values. For example, Mark explains his opinion as follows:

"Intuition, it is like emotional management of affairs..."

The changing nature of intuition refers to the emergence of different kinds of intuitive behaviour in different situations. Frank also emphasises its time dimension in the following way:

"But can we divide people into intuitive and non-intuitive? ... Today, you can be more intuitive and tomorrow less intuitive..."

To sum up, the results reveal that the conceptions of intuition might differ by gender. The female entrepreneurs considered intuition mainly direct knowing or "seeing" things, in other words getting instant insights of something. The male entrepreneurs, in turn, referred to decision-making, individual ability, feeling and the changing nature of intuition.

Experiences of intuition

Moving on to the findings on the experiences of intuition, the findings identified the following eight factors: direct knowing, "seeing", decision-making process, individual ability, feelings, the changing nature of intuition, the first impression and a situation determinant feature. The last expression, a situation determinant feature requires careful thought. In the pilot study, it is used for referring to the situational feature that strongly determines the interviewees' behaviour based on intuition. The following paragraphs present these eight factors in more detail.

Like the conceptions, also the experiences of intuition of female entrepreneurs relate to direct knowing and "seeing". Direct knowing refers to an inner certainty about one's own knowing, as if seeking for certainty under uncertain circumstances. For example, it appears when selecting right products

to sell, and at the general level, in life and running a business according to one's instincts. Mary describes her experiences as follows:

"When I face a situation, it just occurs to me that this is how it is. So that I do not consider matters that much, but I just feel that this is what will be done, and then I partly sense that I know that this is what I will do... I just know that this is how it is. It happens somehow inside."

According to the findings, "seeing" can be understood as seeing a holistic picture of an issue or a situation. It refers to the insights of big issues, to immediate understanding, as well as to future visions. Ellen puts it this way:

"Bigger decisions must have involved some stronger emotional factors in the background, but on the other hand they can come up in the midst of everyday chores. You just suddenly get an insight of something, an association of ideas relating to an issue ...".

Only one male entrepreneur refers to "seeing", while visioning the future.

The experiences of intuition concerning the decision-making process refer to solving a problem, finding alternatives and solutions, but also to finding new products and methods for one's own business. The intuition experiences are also involved in making decisions and timing investments. Thus, intuition is involved in sudden, daily business affairs, but also in long-term-issues. Frank describes the role of intuition when making decisions on long-term plans:

"For example, issues that relate to decision-making – that is, in the company's earlier years especially – like investments, their timing. You don't have any facts that something will surely happen in September of the next year. But fairly often, I must say, or actually really often, I have got it right. It's just that you get these feelings and thoughts from somewhere that by doing it like this you get it right."

Intuition experiences refer to feelings and emotions in various ways. Intuition as an individual ability refers to inner strength or subconscious resource, to a situation when the inner feeling has enough force. Mark puts it this way:

"At least I have done real estate business where I kind of felt that this should belong to me and had therefore the strength to make an effort. It kind of changes into an inner strength".

In addition, the findings show that there are often strong emotions and subconscious feelings involved in intuition experiences. Especially, the female interviewees describe intuitive feelings as being some sort of guides in their life and behaviour. Ellen reports on her experiences as follows:

"It really is a kind of an immediate comprehension, but in my case there are strong emotions, too. I just realise at some level of subconscious feelings that a certain thing has to be carried out this way or that it must go like this."

The changing nature of intuition refers to the connection between intuition and ageing. Frank puts it this way:

"It is regrettable that in ageing – although there are many nice things in it as well – the ability to take risks and to have this kind of intuitive behaviour, it declines because of seeking certainty. It might also stop the development. As a younger manager, when I did not know so much, I was more sure about things and more intuitive in my behaviour than now."

Furthermore, the changing nature of intuition also seems to refer to situations where applying intuition sometimes works and sometimes does not work at all.

The first impression refers to new interactive situations with other people, for example, when recognising the customer type at once. Mark puts it this way:

"Also my understanding of the human nature is fairly strong. At least, I feel like that if I face a stranger, and we talk to each other for a minute or so, I already feel that I know the person quite precisely. Or half a minute might be enough. And quite often I am right."

Based on the inner knowing, the male entrepreneurs can also be self-confident in that situation and act according to the situation. For example, John describes the role of intuition in recruiting situations as follows:

"Such situations that are extremely difficult, recruitment situations, for example, where you usually have many facts, you have CVs, and papers and certificates and then you also usually have the person there in front of you for an interview. At least I have learnt that in these situations I often make the decisions based on an inner feeling of whether the person would be suitable for us... I don't rely that much on the CV or testimonials; I just have to know whether this person is made of the right stuff."

To sum up the experiences of intuition, it can be concluded that the findings of the pilot study differed somewhat by gender. The intuition of the female entrepreneurs seemed mainly to be related to interaction situations with other people, direct knowing and "seeing" insights, while the experiences of the male entrepreneurs related to a decision-making process in different ways.

2.4.5 Concluding summary of the pilot study

To sum up the main findings of the pilot study, they can be presented as similarities between the conceptions of intuition and intuition experiences. And, since similar factors appear in the conceptions and the experiences, one might assume that these factors are the most typical features of intuition. However, it is also worth considering that the findings have differences or different perspectives in sub-categories, which also illustrate different natures of conceptions and experiences. Table 7 sums up the similarities in the findings concerning the conceptions and experiences of intuition.

TABLE 7 Similarities between conceptions and experiences

Factor	Conceptions and their sub-categories	Experiences and their sub-categories
Direct knowing	<ul style="list-style-type: none"> • certainty • instinct • inner knowing • inner knowledge 	<ul style="list-style-type: none"> • certainty to be sure • living according to instincts
"Seeing"	<ul style="list-style-type: none"> • emotional visioning • experimental "seeing" • instant insights 	<ul style="list-style-type: none"> • insights of big issues • insights of aha-experiences • visioning the future
Decision-making	<ul style="list-style-type: none"> • decisions • instant decision-making • quick decision-making 	<ul style="list-style-type: none"> • problem-solving • decision-making process • finding alternatives • finding solutions • deciding timing
Individual ability	<ul style="list-style-type: none"> • potential application • application • subconscious resource 	<ul style="list-style-type: none"> • mental willingness • mental resources
Feelings	<ul style="list-style-type: none"> • emotional management • feelings • a feeling person • emotional behaviour 	<ul style="list-style-type: none"> • strong feeling • emotions and feelings • feelings
Changing nature of intuition	<ul style="list-style-type: none"> • changing nature by persons • changing nature by situations 	<ul style="list-style-type: none"> • changes in intuition (when a person gets older) • intuition as a misleading factor

Moving on to the differences appearing in the findings between the conceptions and experiences of intuition, the factors which emerged include decision-making, the first impression and a situation determinant feature. These factors only relate to experiences, not to the conceptions of intuition. Starting with decision-making, it can be concluded that there are relevant differences between the findings on conceptions and those on experiences. According to the conceptions, intuition is involved in different kinds of decisions, in particular, quick decisions. The interviewees also talked about intuitive decision-making. The findings on the experiences of intuition, in turn, show the decision-making process in a more comprehensive way.

Commenting on the factor of the first impression, it is worth mentioning that it also relates to various situations. In other words, first impression is concerned with new interaction situations with other people. It seems that intuition results in better communication with customers or with employees.

Finally, to comment on the factor of a situation determinant feature, it seems to relate to various aspects, which have already been mentioned above, for example, to an inner understanding and decision-making, but the focus remains on the situation. In other words, a situation might be either sudden or spontaneous, or one has to understand the situation as a whole in order to make a decision. This factor emphasises the role of intuition in a holistic way. In other words, you get an inner understanding of the essence concerning the situation and you will be able to make a decision on the basis of it. It can be concluded, based on the factor of the situation determinant feature, that these situations seem to be different for male entrepreneurs than for female entrepreneurs. Male

entrepreneurs refer to the situations where money and risk are involved. Female entrepreneurs, in turn, refer mainly to sudden and spontaneous situations where they can use their intuition almost instantly.

To sum up the main findings, there are four main notions to make. Firstly, it is relevant to make a distinction between conceptions or opinions and experiences, if the purpose is to investigate speaker-related experiences and their meanings. Secondly, although both analytical and intuitive skills are considered to be important skills of entrepreneurs, there are circumstances and situations where applying intuition seems to be appropriate. Thirdly, relating to the experiences of intuition, there might be differences by gender. Finally, talking directly about intuition seems to be very difficult for entrepreneurs. Based on these notions, the next section presents critical remarks on previous studies on intuition in order to clarify the methodological foundation for this dissertation.

2.5 Critical remarks on previous studies on intuition

Previous studies have illustrated the rich and complex nature of intuition. In addition, they have introduced different approaches to intuition in different sciences. Nevertheless, it can be concluded that intuition can be studied as a knowledge, as a process or as an ability.

Conceptual studies have demonstrated that it is difficult to define the concept of intuition in an unambiguous way. Further, empirical studies have introduced potential intuitive abilities of managers, and how they might vary, for example, by gender or by organisational level. In addition, empirical studies have provided evidence that managers actively use intuition in their work. However, there are not necessary relations between the potential abilities and the actual use of intuition in behaviour. In other words, the findings of previous studies have often been good indicators of potential use of intuition in managerial work, but they do neither actually indicate how intuition is used, nor what the meaning of intuition is for the managers.

As Parikh (1996, 43) introduces, there is a dilemma relating to intuition studies in management: On one hand, there is an agreement among researchers on the utility of intuition in the managers' work. On the other hand, there is a disagreement on how to operationalise intuition in order to study it. He concludes that it is eventually very difficult to understand or to define intuition, since understanding it fully could inhibit intuition, just as a definition could limit it.

Turning to the findings of my own empirical pilot study, this section presents critical remarks on them. First of all, the findings indicated that it was very difficult to talk about intuition. The findings also illustrated that the interviewees considered intuition in business to be less acceptable than rational thinking and behaviour. Further, the findings demonstrated that there might be

a gap between family entrepreneurs' opinions concerning intuition and their actual experiences.

Based on the findings of the pilot study, it is worth discussing another important methodological issue. In the pilot study, language was seen as a tool for representing the interviewees' reality. However, since it seemed to be difficult for the interviewees to speak about these issues as such, I assumed that it might be better to approach intuition experiences in another way, not with the factual language. In other words, it seemed to me that intuition was a phenomenon that one could not study well by asking direct questions concerning it. Therefore, it might be useful not to pay too much attention to the language and single words as concepts, but rather, to try to approach the phenomenon in the entire situation, to go beyond the language. When doing that it is worth defining a concept, and a term, and making a distinction between them. A concept refers to certain characteristics or phenomena that can be grouped together. Alternatively, a concept represents similarities in otherwise diverse phenomena. However, there are formal and non-formal concepts. Formal concepts are defined within formal systems, whereas non-formal concepts refer to everyday contexts. A term, in turn, might correspond to one concept in ordinary language and to another concept in literature. In other words, a term represents a world of language, whereas a concept represents a world of thought. (Zaltman, Pinson & Angelmar 1973, 22-23).

Based on the review of the previous studies and on my own empirical pilot study, I learned new things about intuition, which was also confusing. I also learned that I was not able or willing to define intuition in a strict way for my study, but rather, I considered the concept of intuition in a broad way: as a sudden awareness, an inner knowing or understanding of something. Further, I assumed that intuition might be discussed in different terms. In addition, based on the findings of the pilot study, I assumed that by using a method which examines answers by self-assessment might not achieve so deep understanding of the phenomenon of intuition than by studying actual experiences of intuition. Eventually, I assumed that this kind of approach might provide new knowledge concerning the use of intuition in management.

3 RESEARCH TASK, METHODOLOGY AND DATA

This chapter presents the methodology and data of the study. The first Section 3.1 introduces the research task and questions after which Section 3.2 describes family business as a research context. After that Section 3.3 discusses phenomenology as a research method and Section 3.4 concludes the chapter by detailing the data analysis used in this study.

3.1 Research task and research questions

Based on my pre-understanding, which was presented in the Introduction chapter, and on the pilot study, I do not consider that there are pure rational versus intuitive management styles, nor the right-brain versus left-brain modes of thought. Instead, I follow Massarik (1983, 250) by not making the distinctions between body and mind or intuitive and management style, but by focusing on the whole human being. In other words, I focus on a family entrepreneur in an executive role that is not cut into discrete categories in advance and involves simultaneous phenomena at all levels. Nevertheless, I can not study all of the holistic executive mind at one time, but I have to examine certain aspects of it in the context of the whole. I do not consider these aspects, however, as segmented, autonomous part-functions. (Massarik 1983, 251).

The purpose of the study, the research task, is *to enhance the understanding of intuition of family entrepreneurs in managerial work*. Based on the research task, the research questions can be formulated as follows: *What is the essence of intuition experiences of family entrepreneurs in managerial work?* In other words, *How do managerial intuition experiences of family entrepreneurs appear?* Since the study focuses on managerial work of family entrepreneurs, the phenomenon is called managerial intuition. Therefore, the study emphasises problem-solving and decision-making situations in management, but as a starting point does not exclude other potential managerial situations in which the family entrepreneurs have had intuition experiences.

With the concept of essence, I follow Gelman and Wellman (1991, 215) who define it as follows: "An essence is the unique, typically hidden property of an object that makes it what it is, without which it would have a different identity". Further, according to them, an essence is generally not observable.

3.2 Family business as a context

This section introduces family business as a research context by presenting first in Section 3.2.1 the selection criteria which have been used in order to choose the interviewees. Then the second Section 3.2.2 continues with the backgrounds of the selected family entrepreneurs. Finally, the third Section 3.2.3 presents the interviewees one by one.

3.2.1 Selection criteria of the interviewees

Turning to this paper's context, a family business can be defined in many ways, but there are also some mutual criteria in these definitions, for example, the fact that family members are involved in ownership and in management. The definitions also often mention the co-existence of two generations in a family business. Further, according to previous research, family businesses have often dilemmas in balancing between business requirements and opportunities, and family demands and wants. These two social systems are typically based on different values (see e.g. Carlock & Ward 2001; Dyer & Handler 1994, Hoy & Verser 1994; Koiranen 1998). For example, relationships are often deeper and more personal in a family and less personal in a business; businesses are run with formal rules, while family functions are run more informally. Furthermore, because of lower bureaucracy, decision-making can be quicker and more efficient (Kets de Vries 1999, 17). When the family culture and business culture merge in family businesses, they create a context where all decisions are made. Family patterns, which are often invisible, become automatic responses to "how we do things around here". (Koiranen 2000, 39; Hollander & Bukowitz 1990, 140). This kind of family business culture might create and offer more opportunities for using intuition than non-family firms do. In other words, I do not assume that using intuition is only due to the family business culture, but it might provide better possibilities for using intuition.

In order to understand the family culture in more detail, this section describes it by following the scholars who have studied cultures. Welton (1995, 142) refers to Habermas who uses the term culture for the "stock of knowledge" which communicative actors draw upon to "come to an understanding about in the world". Schein (1995), in turn, defines culture as "a number of people interacting with each other for the purpose of accomplishing some goal in their defined environment". A family business founder has simultaneously created such a group and began to shape the group's culture. (Schein 1995, 221).

According to Hall, Melin and Norqvist (2000), in the family businesses where one person dominates the culture, the values, norms and meanings are strongly connected to this person. In the case of several family members in business, the values, norms and meanings are supported by several people within the owner-family. Further, they identify the business as a group of family members, rather than as individuals. (Hall, Melin & Norqvist 2000, 126). Schein (1995, 235) compares the analytical orientation of founders or owner-entrepreneurs to that of professional managers and argues that founders and owner-entrepreneurs are primarily intuitive and trust their own intuitions. Professional managers, in turn, are primarily analytical and more cautious about intuition. For these reasons, I assumed that a family business might offer a fruitful context to study the use of intuition. Figure 2 describes family businesses as a context in this study.

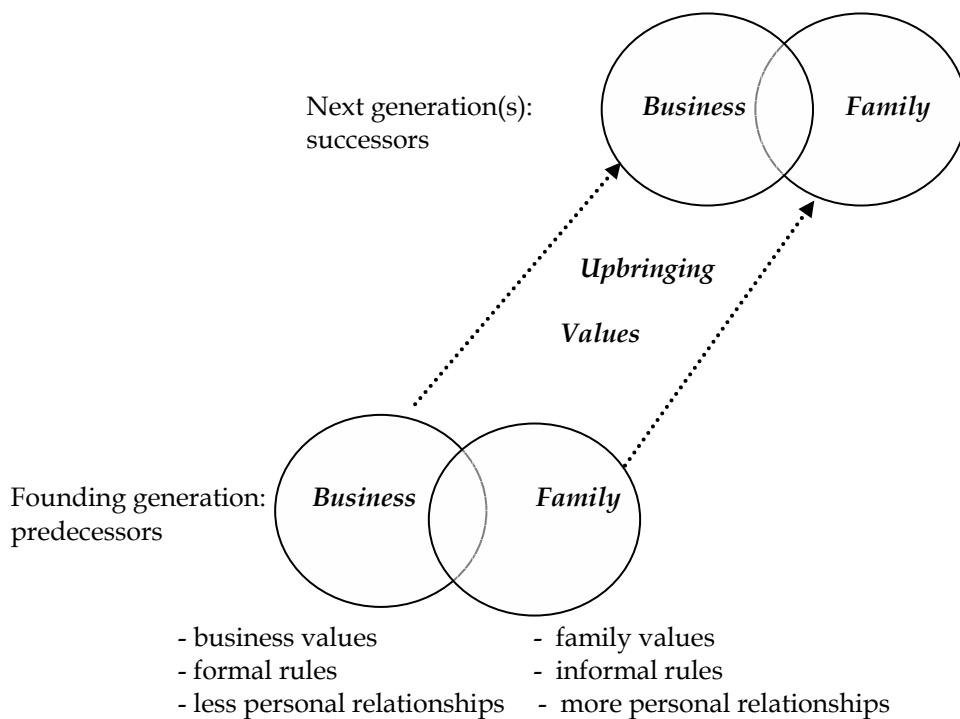


FIGURE 2 Family business as the context

The empirical study involved 19 Finnish family entrepreneurs. In order to select the interviewees, I used two criteria: One criterion was that they represented the next generation of a family business, and another criterion was that they were executives of their firms. In addition, my pre-assumption was that they were also current or forthcoming owners and share-holders in the firms. In other words, they have not founded the company themselves but have entered the family business management through succession. Further, according to Parikh (1997, 64) the most important factors which influence one's level of creativity are heredity and environment: depending on it if an environment is open and challenging, or restrictive and threatening, one's creative abilities become enhanced or stifled. In other words, since upbringing and early

socialisation seem to be important for the development of creative abilities, it could be the case in the development and use of intuition as well. Therefore, I interviewed only blood-related family members, by excluding in-laws.

3.2.2 Backgrounds of the interviewees

Since previous studies argue that intuitive abilities vary between individual, between gender and between managerial tasks, I decided to select the family entrepreneurs with diverse backgrounds. By choosing the number of 19 interviewees, I assumed it might reveal that some of the interviewees have had more intuition experiences in managerial work than others. In addition, as Giorgi (1999, 19) argues the more subjects there are, the greater variations in the data, and therefore the better ability to see what is essential. The interviewees, eight female and eleven male family entrepreneurs, were from 26 to 58 years old, 14 of them were CEOs and five represented other managerial duties in their firms. Six interviewees represented micro-size firms, five small firms, six medium-size firms and two were from big firms. Table 8 introduces the family entrepreneurs and their backgrounds. I do not use their real names in the study, but I changed their real names into ones which I refer to in the findings.

TABLE 8 The interviewed family entrepreneurs and their backgrounds

	"Name"	Age	Generation	Position	Company size	Number of employees
1.	Mary	31	Third	Manager	Micro-size	< 10
2.	Ellen	50	Second	Manager	Micro-size	Only the spouse
3.	Mark	47	Fourth	CEO	Micro-size	< 10
4.	Frank	58	Second	CEO	Big	> 250
5.	Daniela	47	Second	Manager	Micro-size	< 10
6.	John	40	Third	CEO	Medium	75
7.	Mike	51	Second	CEO	Medium	110
8.	Jim	55	Second	CEO	Medium	140
9.	Christine	41	Second	CEO	Micro-size	< 10
10.	Jill	55	Second	Manager	Micro-size	< 10
11.	Kate	36	Second	CEO	Small	12
12.	Peter	39	Second	CEO	Small	30
13.	Simon	35	Third	CEO	Micro-size	< 10
14.	James	48	Second	CEO	Big	> 250
15.	Andy	26	Second	Manager	Medium	110
16.	Kevin	37	Third	CEO	Medium	28
17.	Pauline	47	Second	CEO	Small	25
18.	Nick	39	Second	CEO	Small	17
19.	Susan	42	Second	CEO	Medium	70

3.2.3 Introductions of the interviewees

This section presents the interviewees individually and in more detail. The purpose is to introduce them and their life situations in order to better understand their life and working environment in family business. Furthermore, I present their opinions relating to the meaning of the family business in their own words in order to better understand their life-worlds.

Mary is 31 years old and represents the third generation of a micro-size family firm. She is married and has two sons. She has four siblings, but she is the only one who has worked in the company on a full-time basis. Since the age of 15 she has worked in the company during holidays and free-time. She has graduated from a business college. Another outlet of the company was set up about 10 years ago and she started to work and has worked as its manager ever since. In the future she obviously will become a co-owner of the company with her siblings and cousins. Nowadays, her father is the CEO of the family business. She describes that a family business means continuity and maintaining continuity to her. She does not insist that her sons would work there in the future, although they will be provided with an opportunity like she was. Furthermore, she emphasises the advantage that she has already learned the matters of the family business as very young; what it is like, how to proceed, and how she could be promoted in the company.

Ellen is 50 years old and represents the second generation of a micro-size family firm. She is married and has a son. Ellen has three siblings, and all of them tried to continue the family business, but eventually they gave it up. Ellen said that no one among the family members believed that she would continue the family business. She has training for a different profession and she has worked for over 20 years as an entrepreneur in that field of business before continuing her family's business with her husband as couple-entrepreneurs. They share the duties and ownership. Her husband is the CEO of the firm and they do not have any other employees in the firm. She describes that running a family business means to her that the family has a shared vision for the future as well as work for it. The family business is not only a work place, but a life commitment for her.

Mark is 47 years old and represents the fourth generation of a small family firm. He has four siblings, but he was the one who continued the business after the succession. At the age of 21 he made the commitment to continue the business with his wife. He has completed diverse courses in order to develop his knowledge and skills in business. After the succession, he has worked only for the company. He is the CEO of the firm. He has two sons, who have already started to work occasionally for the firm. Mark describes that the family business means a big responsibility to him, but also that he considers the family business a combination of a business and a way of life to him and his family.

Frank is 58 years old and represents the second generation of a big family firm. He has three siblings, two of which work for the company. He has worked in the company from the age of 17. The succession was implemented about 28 years ago, when he bought the majority of the shares of the company. He works as the CEO of the company. When describing the meaning of the family business, Frank emphasises two things: First, since he represents the second generation, he has made a commitment to continue his father's work, which he considers a strong foundation for the present business. Secondly, although he is the major shareholder, there are also other family members as the shareholders. Therefore, he has to consider financial risk-taking from their points of view as well.

Daniela is 47 years old and represents the second generation of a small family firm. She was 15 years old when she worked in the company for the first time. After graduating from a business school, she has worked in the company on a full-time basis. She has never worked outside the company. She owns the shares equally (50%/50%) with her brother, who is the CEO of the company. Since the employees have worked in the firm for very long time, a couple of them over 30 years, she finds the employees almost like family members. However, she emphasises that "work is work and a family is a family". The family business is an added value for the family in terms of providing a chance to the offspring, if they are interested enough and willing to educate themselves for the business.

John is 40 years old and the first born of three siblings. He represents the third generation of a medium-sized family firm. He has academic education and has worked outside the family for almost 10 years firm before taking over the company about 11 years ago, when he started as the CEO. He owns the shares with her wife and children. He describes the meaning of the family business as follows: Business is present 24 hours a day, and it is reflected in everything in many ways. Furthermore, values in business and in family are the same. It is a holistic way to consider things; the work has become a significant part of his life. It is shown, for example, in respecting and taking care of the employees. Although there are a lot of them, in a way they are a part of his family.

Mike is 51 years old and represents the second generation in the family firm. He has two siblings, but he has worked as the CEO and the main shareholder for about 18 years. He is married and has two sons and a daughter. Both of the sons work for the company, the daughter is still studying. Mike considers the continuity of the family business the most important value. Therefore, it is really important to maintain the high quality of the service and good reputation among the customers.

Jim is 55 years old and represents the second generation of a medium-sized family firm. He has two brothers, but he became the successor after he graduated from a business college. He has worked as the CEO and the main

shareholder of the firm for 30 years. He considers the meaning of the family business, so that the business is a way of life to him: it is a hobby and a job at the same time. Nevertheless, he does not consider the business strongly as a family business, but it is an option to his family members. He argues that human life is so unique that everybody should choose a profession he or she likes. A family business should not be a prison, if you were born in the family. He emphasises that he has had a chance to develop the business and its parts, so that they please him.

Christine is 41 years old and represents the second generation of a micro-size family firm. She has started to work in the family business on a full time basis at the age of 17. She has worked with her father for over 20 years before the succession. She is the CEO and the main shareholder of the firm. She is married and has two children. The family business means to her that it is difficult to separate the family and the business from each other. She is not always able to leave business issues at the office, but she continues discussions at home with her husband. On the other hand, she thinks that it is a convenient way to the children to learn business matters in practice when they hear the discussions.

Jill is 55 years old and represents the second generation of a micro-size family firm. She has academic education and she worked outside the company before joining the family business for 17 years. At the age of 75 years, her father still takes part in the business and is the main shareholder of the firm. All the employees have worked 10–30 years in the company, and she regards them as family members. Relationships between them are more like they are between family members than between employees. She has the same kind of strong commitment to work as her father does: everything should be done as well as possible and everything that can be finished, should be finished before leaving the work in the evening.

Kate is 36 years old and represents the second generation of a medium-sized family firm. She has a sister who is the other shareholder of the company after the succession. Kate is not married and has not any children. She has basic business education, but she emphasises that she has learned most in her father's strong, practical and work-based teaching. She has worked in the company for 17 years and nowadays she is the CEO. She says that the family business means hard work, responsibility and challenges to her. She argues that one challenge relates to the equal ownership (50%/50%) with her sister, which has caused diverse problems in practice every now and then. However, she considers herself an entrepreneur who is willing to take risks and have responsibility for them.

Peter is 38 years old and represents the second generation of a small family firm. He is the first born of two children. He has worked in the company for nine years, and nowadays he is the CEO of the firm and owns one third of the company shares. He has a wife and two small children. Peter considers the

family business a good possibility to participate in business and develop it with the family members. However, because of different viewpoints of the generations, he regards the family business as a burden, not an advantage to him nowadays.

Simon is 35 years old and represents the third generation of a micro-size family firm. The succession has been a long process, but nowadays he is the CEO and the owner of the firm. He tells that he has grown in a business family where entrepreneurship has always been present and a natural part of life. As the only child he has worked for the company and learned the business in practice over the years. The meaning of the family business is strong and important to him. He says that the family business still combines three generations unbelievably strongly nowadays.

James is 48 years old and represents the second generation of a big family firm. He has academic, juridical and economic education. First, he started to work as a development manager in the company, and five years later as the CEO which he has been for 13 years. He has a brother who also works in the company. His father or family has not founded the company, which is over 100 years old. First, about 50 years ago, his father bought shares, and nowadays 70% of the shares belong to the father, the brothers and their children. The third generation does not work in the company. James does not consider himself an entrepreneur, but more like a shareholder in a family business type venture, since the ownership has got stronger during the couple of past years. Nevertheless, 30% of the shareholders are outsiders, and therefore they are respected and the role of the family is not emphasised.

Andy is 26 years old and represents the third generation in a medium-sized family firm. He has spent a lot of time in the company since the early school years. When it was possible, he worked occasionally in the firm in his free-time. He has an engineer's education and after graduation he has worked as a technical manager in the company for two years. He chose the engineer's education in the field the firm is operating in order to work professionally in the company. He has a sister and a brother, of which the brother also works in the company. Andy is married, but his spouse does not work in the company. He has a strong vision to become the CEO of the company when his father will retire in the future.

Kevin is 37 years old and represents the third generation of a medium-sized family firm. He is the second oldest of three siblings. He has academic education and he has worked in a different business field for five years before joining the family business. He is married and his wife also works for the company. The succession took place nine years ago, after which he has worked as the CEO, and he, his wife and small children have owned the company shares. He says that many principles and values which have been created by his father and grandfather are shown in practical procedures. He respects them,

but it is not a self-value to him to be a third generation's entrepreneur. He considers the family business more his own family's business, not a family business in the broad sense. He is running the business under his own terms and he is the one who makes the last decisions.

Pauline is 47 years old and represents the second generation of a small family firm. She has vocational education and has worked in the company for 27 years. The succession took place seven years ago, when she became the CEO and the main shareholder of the firm. She has a sister who also works for the firm and is the minor shareholder. Pauline has three sons, one of which could become a potential successor in the future. She says that the family business means a lot to her. Actually, it is so important that it is difficult to describe it in detail, but anyway she is willing to make all the efforts which are required for its well-being and success.

Nick is 39 years old and represents the second generation of a small family firm. He has two brothers and a sister. He works with one brother in the company on a full time basis, but all the brothers are shareholders. The sister and another brother have their own companies where they work as well. Nick has worked in the company for 17 years and after succession, 13 years ago, he became the CEO and the co-owner with the brother in the firm. Nick is married, but his wife does not work for the company. Nick emphasises the meaning of the family business as follows: if the company is doing well, he is doing well and vice versa. He has been strongly involved in the company for a very long time. Therefore it is very important to him.

Susan is 42 years old and represents the second generation of a medium-sized family firm. She has two sisters, but they do not work for the company. Susan is not married and does not have any children. She has academic education, after which she worked outside the company for almost ten years before joining the family business. She has worked in different management tasks in the company, and in 2002 she became the CEO and a shareholder with her parents and sisters. Susan considers the meaning of the family business a very holistic matter which involves the life very strongly. She says that as a single person she has been able to make the commitment quite easily. Her vision is to continue and develop the business and retire from the company one day in the future.

3.3 Phenomenology as a research method

This section discusses phenomenology as the methodological choice for the study. Section 3.3.1 introduces the life-world perspective and Section 3.3.2 then presents phenomenological interviews. Finally, Section 3.3.3 describes how the interviews have been implemented in this study.

3.3.1 Life-world perspective

Starting with the philosophy of life-world, it is engaged in the great question: What is meant by "truth"? Based on phenomenology truth can be defined as lived experience of truth, which is evidence. "It is a moment of consciousness where the thing is said to be given in flesh and blood to consciousness, where the intuition is filled". However, there is not any "true experience" towards which we must turn. Truth is always and exclusively tested in the present experience; the earlier experience can not be relived. There is no absolute truth, but truth defines itself in a process. This dialectical operation always takes place at the heart of the living present. (Lyotard 1991, 61–62).

The life-world can be seen as the historical and cultural setting in which experience originates (Steyaert 1995, 214). As, for example, Lehtovaara (1993, 22) argues, revealing a person's life-situation is a key issue while aiming at understanding him. Küpers (2005, 115) argues that we find the life-world meaningful primarily in terms of the ways in which we act within it and which act upon us. Everyday experience and being inherently connected to our environment have in an ongoing interrelation. In addition, according to Massarik (1983, 251–252) the life-world "is constituted by the entire constellation of sensory affective and cognitive events observed as subjectively "there" by the person at the given time and place". In other words the contents of the life-world is "raw", direct, and not appropriately subject to dispute by an external observer. It is the total pattern of now-existing experiences at various levels of the person's self. Massarik (1983, 252) presents that the following levels are typically coexisting, simultaneous, and inter-influencing: cognitive/affective experience, verbal/non-verbal experience, conscious/unconscious experience, experience capable of being expressed/expressively inchoate, and experience clearly structured/undefined. Therefore, life-world is an intrapsychic phenomenon that results from both psychological forces within the person and also from external, environmental and interpersonal influences.

Further, Massarik (1983, 255) introduces phenomenological concepts of "noema" which relates to the nature of meaning, and the "cogitatio" which relates to identification of the person or event observed. He refers to Spiegelberg (1965) and argues that the process of double-bracketing can be paraphrased as follows:

"I need to know who I am and what I am and how I feel now as I proceed with observing who is before me. I need to understand my real relationship to the person whom I am to observe and the reciprocal relationships as well. Then, I want to look deeply at all that is before me, at the person and at the person's experience that I want to understand. I want to look openly at every possible aspect of all this, no matter what my "common sense" or scientific "biasing" assumptions may hold. I want to look at all aspects of person and experience as these present themselves, as they directly appear, as emergent "phenomena". In this way I want to experience the essence of that person and event: I want to give this person every possible opportunity to present this essence in our interaction with each other." (Spiegelberg 1965).

Based on the paragraphs above, phenomenology provides an approach and the method for my study. As an approach phenomenology is a way of thinking

about how we come to know and construct our realities. As a phenomenologist I investigate the meaning of phenomenon of intuition to the people experiencing them. (Brookfield 1990, 331; Laine 2001, 34; Varto 1992a, 86). The phenomenological method, in turn, can be characterised, so that I had a pre-understanding of the phenomenon, but I did not introduce any theories in the empirical study. In order to capture the essence of the experiences a German saying describes it well and briefly: "zu den Sachen selbst!" (Varto 1992b, 86). Further, Lyotard (1991, 98–99) refers to Merleau-Ponty and argues that we must turn "to the things themselves", describe them correctly and then draw an interpretation of their meaning from the description. The kernel of meaning is latent, and not hit upon immediately. That is what phenomenologists emphasise and, in turn, criticise introspection.

Based on the findings of the pilot study I also assumed that the interviewees were seldom able to answer or describe the use of intuition as such, if I asked them questions relating to it. Further, providing them with a questionnaire with different statements or questions, might limit the findings. In addition, as Massarik (1983, 256) argues, every experience is unique by its nature and therefore any intrusion by a questionnaire, interview, or other research method, itself creates a new experience, which rises a question of whether this new experience can capture the essence of "a prior" experience that one wishes to study. For that purpose a phenomenological interview might be in order, and I decided to choose phenomenology for the research method.

Phenomenology focuses on understanding the meaning of the phenomenon, its inner core and essence at the ontological level. Further, the phenomenon appears in the life-world and shows itself through the subject's descriptions of people's concrete everyday experiences. However, there are three different ways of appearance. Firstly, it might appear only as a part in its known entirety. Secondly, it might also appear in a wrong or in an unspecific way. For example, a physical disease might cause a social disturbance in behaviour. Thirdly, the appearance of the phenomenon might be either clear or misty, unclear. For example, if the phenomenon is too familiar to a researcher (a culture might be self-evident to him), it might prevent him to pass or penetrate cultural structures, and he might not see the essence of the phenomenon. (Varto 1992, 88–89).

To discuss the life-world perspective of the study in more detail a distinction between a natural world and a life-world of a person is in order, although they both exist and have overlapping "areas". Nevertheless, they can not be regarded in the same way. The natural world consists of natural events and situations, whereas the life-world consists of meanings. Therefore, they are very different kinds of worlds. As an extreme example one could present that a death of a family member is an event of the natural world, but the meanings of the death might be various and even contradictory to the other family members (Varto 1992b, 24).

The life-world perspective refers to family entrepreneurs in this study. A family entrepreneur as a human being is considered unique, a holistic person

who consists of all that his entire life is. In addition, a family entrepreneur in this study refers to a person who represents the next generation in a privately owned enterprise, and he or she is an executive in the company, as well as an owner of the company at the time of the study or in the future. In order to access a family entrepreneur's life-world, I first carried out phenomenological interviews, and then applied the phenomenological reduction process, aiming at revealing the essence of experience.

3.3.2 Phenomenological interviews

A phenomenological interview can be regarded as an open, in-depth interview where a researcher intervenes and generates rather than collects the data. The researcher enters an interaction with the environment, with the others, and this interaction contributes data. (Steyaert 1995, 209). Since phenomenology is a search for understanding based on what is apparent in the individual's environment rather than on interpretations made by the researcher, the context within which social action or behaviour occurs is crucially important in understanding actions or behaviours. (Remenyi, Williams, Money & Swartz 1998, 97). "The interview is characterised by maximal mutuality of trust, attaining a genuine and deeply experienced caring about interviewer and interviewee, and a commitment to joint search for shared understanding". There is little simplistic question-and-answer exchange, but free-form modes of communication and iterative opportunities for review and clarification characterise the process. (Massarik 1983, 256-257). The focus is on the experienced world, life-world, of both the interviewee and interviewer (Steyaert 1995, 214).

Researchers adopting phenomenology deliberately group their evidence - gathering technique in the theoretical tradition of phenomenology. This results in a very specific method which guides the evidence collection. (Remenyi, Williams, Money & Swartz 1998, 98). The core of the phenomenological reduction process in an interview means that the experiencer's (that is an interviewee's) life-world is bracketed by the observer (that is an interviewer). In addition, phenomenological bracketing requires a change of attitude in which nothing is taken for granted. Ideally, the person being observed is to be examined in full complexity, from every viewpoint experientially conceivable.

In addition, the phenomenological method regards the interview as a process-oriented event in which the core is open dialogue. Further, the development of knowledge through interviews is a relational event that takes place by mutual exploration, as each explores the other's understanding. The interviews explore the concrete settings within which both life-worlds meet and can learn from each other. (Steyaert 1995, 217). Lämsä (1998, 22-23) argues that although both parties (an observer and an experiencer) have their realities, life-worlds, they share the language and mutual interaction which aims at overlapping the boundaries of each others' life-world. Thus, shared language is also an instrument with which both parties are able to discuss and share experiences.

Therefore, it can be concluded that the phenomenological interview emphasises the interpersonal process and how the interviewer and interviewee relate during the interview. The main characteristics of the interview are openness and unboundness and an attempt to construct an environment of trust. Further, the phenomenological interview equally gives attention to the interviewer's world, both as a researcher and as a human being. In order to illustrate these characteristics of the phenomenological interview as a relational event, the list below presents the characteristics concerning the relationships between the interviewee and interviewer introduced by Massarik (1990, 205–206):

- 1) acceptance – hostility,
- 2) trust – distrust,
- 3) mutuality – inequality,
- 4) psychological closeness – psychological distance,
- 5) emphasis on total or material sector of "life world" – emphasis on clearly defined reply
- 6) emphasis on shared concerns – emphasis on the interviewer's or interviewee's concerns, one to the exclusion of the other
- 7) interview content and process determined primarily by interviewee, with facilitation by interviewer – interview content and process determined exclusively by interviewer, with possible interference by interviewee
- 8) unbound time allocation – tightly bound time allocation
- 9) balanced concern with both content and process – exclusive concern with process, or exclusive concern with content
- 10) intertwined spontaneous interviewer response – rigid role separation between the interviewer and interviewee.

The dimensions above also include values, and thus the first-mentioned polarity is to be preferred. Further, phenomenological interviewing is not intended to put stress on bits and pieces in research, but on the fullness of significant human experience. However, it does not result in a "licence for doing-anything-at-all" in the research process, nor does it possess intrinsic meaning outside the context. (Massarik 1990, 206). The fundamental understanding emerges, if any, in the interaction between profound understanding and profound effort to understand the other (Massarik 1983, 256).

Nevertheless, Steyaert (1995, 214) makes critical remarks about the phenomenological interview. He argues that it can also be seen as a naive approach relating to that how persons enter a dialogue with each other during an interview. He points out that openness is not something that is suddenly there in the interview process, but it also has to grow during an interview while building a relationship with an interviewee in general. Further, he emphasises that individuals will sometimes be wary, reluctant or defensive, when telling about their experiences in an open mode. Another issue Steyaert (1995, 214)

emphasises is what relates to the difference in life-world between the interviewee and the researcher in terms of differences in language. Since a phenomenological approach favours mutual understanding between the two parties, it could be questioned, if a truly relevant dialogue can take place.

3.3.3 Implementation of the interviews

There are different phases, when implementing a phenomenological interview, starting with defining the interview purpose with boundaries to the interviewees. Next, the interviewee chooses his or her own entry point into shared discourse with the interviewer and focuses on a given topic. Then the interview begins to develop “a life of its own”; some topics are raised, dropped, returned to and discussed in more detail. Eventually the interview approaches closure, and kinds of closing rituals can be recognised. Finally, mutual understanding is arrived at in written form as a protocol, which bases on recorded and transcribed conversation. (Massarik 1983, 259–261). Mutual understanding takes place, for example through empathy and feedback. Empathy becomes the way in which the interviewer gives the interviewee space to tell about their narratives. Further, feedback becomes more a manner of ascertaining if each side understands the other’s different viewpoint rather than a gauge of whether one has received the “right” information. (Steyaert 1995, 217–218).

All the interviews I carried out can be described mainly according to the pattern introduced above. Keeping in mind that when implementing a phenomenological interview, it is also a question of being confronted with two different life-worlds: the life-world of a family entrepreneur as an interviewee and my own life-world as a researcher. In addition, when aiming at implementing the interviews according to the phenomenological interviews, I paid attention to creating trust and openness. Most of the interviews did not have strict time limits in advance. However the interviewees wanted to know the approximate timing in order to plan their day schedules. Each interview lasted from one to two and a half hours. I interviewed some family entrepreneurs once and some twice, depending on the quality of the interview. Some of the interviews were carried out in the premises of the company, in office, and some of them were carried out in public places, out of office. All of the interviews were recorded on tape. Appendix 3 presents the interviews in more detail.

First, I contacted potential interviewees by calling them and agreed on the time and place of the interview. I also told them about my study, its purpose and background. Later, in the beginning of each interview I told them that I did not deny their professional skills and explicit knowledge, although my interest did not focus on these issues this time. In addition, in each occasion, we started with small-talk in order to break the ice and create a relaxed atmosphere and to make sure that both parties felt free to ask questions, if needed, before the interview began to develop “a life of its own” around the topic.

In the beginning of the interviews, I provided an entry point with a familiar topic to them: their own family firms. In order to encourage the interviewees to talk I asked them to tell me about the background of the business, but also how they became executives in the family business. Then it was quite natural to discuss their present managerial duties and life situation. I also asked them to tell about their experiences in more detail. The basic idea of each case was that they would describe and recall their experiences so that their narratives could be used as data (see also Flick 1998, 98–99). I tried to keep in mind my research topic, and sometimes I told them that we could focus more on their managerial experiences, if their seemed to concentrate too much on “by-paths”. But otherwise, I gave them space to tell their stories. The structure, in terms of content and process of the interview, were different in each case. In addition, both parties had active roles in each interview, yet the emphasis was on their stories. Eventually, we approached closure in the interviews and performed “the closing rituals”, such as a brief reflection on what had occurred, an exchange of thanks, or an expression of hope for another meeting.

Afterwards, when I had transcribed the interviews from the tape word for word I sent the interview texts to them as protocols for reading and checking in order to avoid mistakes or misunderstandings later. Seeing and reading their own speech as a text was quite confusing, especially for two of them. Therefore, we had a long talk on the phone and discussed the issue. I gave them the opportunity to not give a permission to use the text, but I also told them how I would use the interview text. By recognising that I aimed at being open and honest, they were eventually willing to participate. Later I met and interviewed them once again.

3.4 Data analysis process

To analyse the interview data I applied a method which bases on the methods introduced by Giorgi (1997, 1999) and Laine (2001). I follow them and call the process a data analysis, although it also consists of interpretation at different levels. The data analysis process goes forward phase by phase as a hermeneutic circle, which means a constant dialog with the data (Laine 2001, 34, 37) and eventually to understand what the interviewees had meant with their expressions. Finally, the data analysis process resulted in the essence of intuition experiences, a synthesis of how intuition experiences appear in managing family businesses.

It is worth discussing what I mean by the concepts of meaning and interpretation. Starting with the concept of meaning, it refers to the contents of an expression. Varto (1992a, 100) argues that a meaning refers to the way how something is going to be understood in relation to something else, and it refers to the viewpoint of a researcher who aims at understanding something, and therefore, a meaning is connected to something which he or she considers to be

relevant. In other words, if an expression has a meaning, it is not "empty", but it matters to a family entrepreneur (see also Alasuutari 1999, 59). I follow Giorgi (1992, 122) and mean by the concept of interpretation the development of a plausible but contingent line of meaning attribution to account for a phenomenon. In other words, I argued only for the plausibility of an account, not for its exclusivity. That is, even as I accounted for a phenomenon in interpretation, I was aware that arguments for other accounts could also be given. By doing that I aimed at finding out what the family entrepreneurs meant by the expressions, not just at describing how the expressions occurred to me. Therefore, I had to be self-critical and consistent in the analysis process, but also reflective concerning the meanings of different expressions.

Finally, it is worth mentioning that there are two concepts relating to meaning in the analysis: a meaning briefly described in the end of each individual experience, and is a meaning unit, which consists of different meanings. In the end, the analysis process results in different meaning units, different aspects, concerning how intuition experiences of family entrepreneurs appeared.

All in all, the data analysis consisted of three phases which I named in this study according to their contents as follows: 1) A general sense of the whole, 2) Descriptions, 3) A creation of meaning aspects. After and based on the analysis, I made a synthesis of the essence of intuition experience. The following sections introduce in more detail how I processed the data at each phase.

3.4.1 A general sense of the whole

I started the data analysis process by preparing the interview data for the process. In other words, I listened and transcribed the interviews from the tape verbatim. The 30 interviews resulted in 292 single-spaced pages of text, which was an interesting, but also an overwhelming amount of data in the beginning. Next, I combined the interview texts relating to the interviewees who I interviewed twice into the same paper. Finally, I had 20 interview texts ready for the analysis process. During transcribing I recalled the interviews and their contents.

Next, since phenomenological approach is holistic, I read through all the interview texts before beginning any analysis, which gave me a general idea of the entire data. At this phase I did not try to find any thematic aspects in the texts. The reading phase was important for determining how the parts were constituted, and therefore the phase provided a foundation for the next step, the discrimination of meaning units (Giorgi 1997, 246). At this phase I also paid attention to how the interviewees used the language: the use of dialects and metaphors, ability and willingness to express themselves as well as to what kind of narratives the interviewees told. However, getting a general sense of the whole was possible only after reading the interview texts several times.

3.4.2 Descriptions

Since I could not analyse the entire text simultaneously, I had to break it down into manageable units (Giorgi 1999, 11). In addition, since phenomenology is interested in meanings, the basis of the division into parts is meaning discrimination (Giorgi 1997, 246). However, in order to discover meaning aspects in the texts I needed to bracket past knowledge of the phenomenon in my mind before starting to read and analyse the data (Giorgi 1992, 121–122). Phenomenological bracketing aims at revealing and excluding all the subjective factors which one has learned by tradition or by theories (Lehtovaara 1993, 9). Further, phenomenological bracketing requires a change of attitude in which nothing is taken for granted (Massarik 1983, 254).

Bracketing meant in practice that I first reflected what kind of meanings and pre-assumptions I included in intuition and in managing businesses based on my pre-understanding. After that I aimed at bracketing them in my mind during the entire analysis process. However, as Perttula emphasises (1995a, 45), bracketing should be regarded as an aim, but not an absolute action. In other words, it was not possible for me to pass my subjectivity during the process, but recognise it and its potential effects on the process. Nevertheless, that enabled me to read the interview texts with open mind and attitude in order to reach immediate experiences of family entrepreneurs as original and versatile as possible.

I started by reading each interview text in its entirety. While reading I had a specific aim of discovering pieces of the text which I assumed to have meanings. However, the meanings did not exist in the text as such. Rather, they were constituted by my own attitude and activity as a researcher (Giorgi 1997, 246). In other words, I did not follow a logical-empirical approach where one would first specify a criterion and then look for the empirical presence or absence of the criterion. I followed the phenomenological approach in order to discover meanings in the data and I needed an attitude open enough to let unexpected meanings emerge as well (Giorgi 1997, 246–247). Thus, the method allowed my own lived sense to operate spontaneously first, and later I assessed the meaning of the key terms more precisely by analysing them (Giorgi 1999, 12). Further, in order to avoid a theoretical approach, I did not think and decide if the experience was essential in business or not. I tried to delineate the intuition experiences in the text as spontaneous as possible. (Giorgi 1997, 247). However, I read the texts keeping in mind the purpose of my study.

Besides delineating the intuition experiences in the text, I also started to exclude pieces of texts in order to support and facilitate the process. For example, I excluded the interviewees' opinions and general thoughts which were not actual experiences. Further, I excluded pieces of texts not concerning their managerial experiences, but some other interesting incidents in the company. Gradually, I had divided the text into smaller units which could include several sentences, or a longer passage, each relating to the intuition experiences. The descriptions were contexts for the situations or events the

interviewee told about. Finally, I had separated the intuition experiences from each other by including only one meaningful experience in one paragraph.

Next, in order to get started with the analysis, I underlined words or a sentence which immediately referred to the intuition experience in each paragraph. While doing that I tried to be loyal to the original expression of a family entrepreneur. At the same time, I also made brief notes in the texts. However, it is worth emphasising that I did not analyse individual words or sentences as such, but the words and sentences as a part of the entire meaning.

The phase of delineating intuition experiences was a long period of time, but finally, at the end of this phase I had 19 individual descriptions, series of the intuition experiences still expressed in the family entrepreneurs' own everyday language (Giorgi 1997, 246; Laine 2001, 38). It is worth mentioning that I interviewed 20 family entrepreneurs, but I had to exclude one interview text, which did not have any intuition experience, but other emotional aspects. The 19 descriptions were the foundations for the next phases of the analysis process (Laine 2001, 38).

3.4.3 Creation of the meaning aspects

Once I had delineated the intuition experiences in the texts, I read the descriptions once again to examine them in more detail. In order to reveal diverse meanings, I analysed all the 19 descriptions one by one. I aimed at revealing as many relevant meaning aspects from the data as possible to better understand the entire phenomenon of intuition of family entrepreneurs (Laine 2001, 39).

Since the concrete experiences of family entrepreneurs were from the perspective of everyday life, which is broader than scientific language, I needed to transform the original expressions into my own language as a researcher (Giorgi 1997, 247). While and after the transforming I aimed at understanding their original expressions. At this phase I paid special attention to the requirement of bracketing. In other words, with the help of my own life-world, I used intuition and open attitude in order to realise and understand what the family entrepreneurs had meant with their expressions. It should also be pointed out that since the descriptions represented family entrepreneurs' spoken everyday language in Finnish, I first analysed them in Finnish and only then translated them into English accordingly, aiming at maintaining the original idea of each expression.

I analysed all the descriptions one by one as follows: First, I chose the main expression relating to intuition experience, and then analysed all the matters the family entrepreneur told about the experience in order to interpret what was obviously meant by the expression. I analysed all the 19 descriptions one by one following this interpretative method. Finally, I had 19 individual analyses including the meaning aspects of intuition experiences.

3.5 Synthesis of the essence of intuition experiences

After having analysed all the 19 descriptions accordingly, I made a synthesis of them by comparing the meanings with each other. In other words, I first started by comparing different meanings in order to find what they had in common. I grouped them together, and finally the synthesis resulted in three main meaning aspects of intuition experiences, also including sub-themes relating to the main aspect (see Appendix 5).

During the synthesis process I tried to include all the relevant aspects and factors both in the written synthesis and in a figure I drew based on it. As a result, I expressed a synthesis, a structure of the meaning aspects concerning the essence of intuition, the appearance of intuition, that was the aim of the entire data analysis process (Giorgi 1997, 11; Laine 2001, 41). Next, Chapter 4 presents the contents of the analysis in detail, and the synthesis of intuition experiences by the interviewees.

4 INTUITION EXPERIENCES OF THE FAMILY ENTREPRENEURS

This chapter introduces the findings of the study by first explaining the key points concerning the use of English in the analyses in Section 4.1. Then Section 4.2 introduces the contents of the analyses. Finally, Section 4.3 presents the synthesis of the meaning aspects and draws conclusions based on the findings.

4.1 Use of English in the analyses

Since the interviews were carried out in Finnish, I first made the analysis and the synthesis in Finnish in order to maintain the expressions relating to intuition experiences as original as possible. After having made the entire analysis and completed the synthesis I changed the language of reporting into English. The translation process of the interviews could have caused small changes in the original expressions, yet the aim was to maintain the original idea of each expression as well as possible.

The original descriptions concerning intuition experiences represented spontaneous spoken language and they were translated into English accordingly (see Appendix 4). For example, if the interviewees had used nouns such as instinct, hunch or gut-feeling in their speech, the words were translated accordingly in the descriptions. The aim was to illustrate the original experiences as the interviewees had described them word for word, and therefore this has obviously resulted in grammar mistakes in the quotes. In order to understand what the interviewees meant with the expressions, it was especially important to know the original verbs which they used in their language. Nevertheless, it is worth remembering that the analysis did not aim at analysing single words and sentences, but analysing the meanings of the expressions.

There are three key verbs in the interviewees' expressions. I have chosen the verbs to sense, to know instinctively and to feel to best describe the verbs in

English. Starting first with to sense, it originates from a sense, which is any one of the five faculties by which sensation is received through special bodily organs (eye-sight, hearing, touch, taste and smell). In addition, a sense refers to an intuitive perception, comprehension or appreciation. Secondly, to know instinctively refers to having a clear perception or apprehension of something by instinct, which is usually considered to be a natural impulse present in most animals, leading them to perform certain actions without reasoning or conscious design. According to dictionaries, it can be a similar innate or intuitive impulse in human beings. Thirdly, to feel often refers to perceiving by touch. However, it also can be used when having a sensation, otherwise than by the senses of eye-sight, hearing, taste or smell. Further, it also means being conscious of knowing one's consciousness.

In addition, it is also worth mentioning that an experience in English includes two dimensions, which are in German "das Erlebnis" and "die Erfahrung" [in Finnish "elämys" and "kokemus"]. According to Massarik (1983, 252) the first one, das Erlebnis, addresses the notion of ongoing, direct, and lively experience in the sense of "what is happening to me now". The other one, die Erfahrung, relates to what one may reflect and from which he might learn. For my study, both dimensions are relevant, because intuition addresses the first one, and making use of intuition the latter. Since the English language does not include the equivalent to the noun "elämys", I use the expression of "an immediate apprehension" to describe this noun, when the interviewees mention it.

Finally, it is worth explaining that I introduce the quotes of the interviewees spoken language *in Italics* and use "quotation marks" in the middle of the analysis text. The descriptions also include square brackets to explain what is not said in a quote, but is referred to. For example, when an interviewee refers to a Finnish person without saying who the person is I explain it in square brackets [for example: a former president of Finland].

In order to sum up the key points concerning the use of English in the analyses, the descriptions aim at following the interviewees' words and sentences in Finnish, at least at maintaining the original idea of each expression literally. Nevertheless, the basic idea in the analyses is not to follow the original text literally and interpret the words as such, but to interpret the meanings of the original expressions in their contexts with the help of words and sentences used. In addition, three key verbs are used: to sense, to know instinctively and to feel in the analyses.

4.2 Contents of the analyses

Turning to the analyses, Section 4.2.1 first presents one example of the 19 analyses with the description of intuition experiences. Then, the following Sections from 4.2.2 to 4.2.19 introduce all the other completed analyses one by

one without the descriptions, which, however, are enclosed in Appendix 4 in order to provide an access to the origins of the entire analysis process. The final Section 4.2.20 summarises the individual analyses.

4.2.1 Analysis of Simon's description

Since all the analyses can be followed from the original experiences to their explicit meanings in the report, it is not relevant which of the descriptions I use as an example. However, since Simon's description is quite representative in terms of having diverse meanings. In order to illustrate how I have analysed the text, I first present one passage of the original description and then present my analysis of it. Finally, I present my interpretation of the meaning of the main expression relating to the intuition experience. The entire example is presented accordingly experience by experience.

It is fairly often a matter of luck when hiring employees. In the beginning there is no way of knowing, but then at some point I just start to sense... I see it or experience it somehow that this fellow really has that quality, that he is able to see things that way, that he understands the spirit of family business entrepreneurship.

Simon also says that he needs luck in recruiting new employees. Soon after having recruited a new person he starts to recognise a person's competencies as well as to sense a person's understanding of the family business spirit. With the expression of "*I just start to sense that this fellow understands the spirit of family business entrepreneurship*" Simon means that he senses the employee's understanding of family business spirit.

It's one important point in working for us that a kind of symbiosis appears. Also the employee should have entrepreneurial spirit and understand how this kind of a small family business works. That we are involved during and outside working hours and that we pull together. I can only see this when the person has been around for while. If I manage to find such a person, it's really great to work with him or her, and then I dare to give responsibilities.

Simon finds it important that an employee has entrepreneurial spirit and also understands how a family business operates. He tells that he is able to recognise that only after the employee has worked for the company for a while. However, if he finds a right kind of a person, he is ready to share responsibility with him. According to my interpretation, with the expression of "*a kind of symbiosis appears*" Simon means that he starts to sense a positive connection with a new employee who has entrepreneurial spirit and who wants to commit himself to the company and its goals.

It's like belonging to the same family. At its best, I know quite well what the other person is thinking about without saying it aloud. That's a splendid situation.

Simon mentions the phenomenon of belonging to the same family with the employees. He describes that at its best he instinctively knows what an employee is thinking about an issue. With the expression of "*I know quite well*

what the other person is thinking about without saying it aloud" Simon means that he senses a shared connection with an employee almost without words.

Interactive situations with the employees often have a relaxed atmosphere arising from humour. It's possible to laugh at each other, to tease each other for silly mistakes, and even to talk about the customers behind their backs to some extent. When I see eye to eye with the employees, it is very convenient to deal with work-related issues on the side of other things, so that it does not feel like ordering assignments. When I see eye to eye with the employees in everything else, in non-work-related issues, it is possible to deal effortlessly with the work-related ones as well.

Simon also describes informal interaction situations with employees. The interaction situations have relaxed atmosphere and include humour as well as spontaneous situation-related communication. Simon emphasises a convenient way of communication with the employees in dealing with all kinds of issues. With the expression of "*When I see eye to eye with the employees*" he means that he senses a shared understanding of an issue with an employee.

The feeling that I just know something off-hand does sometimes come up. In fact, I have such feelings weekly, relating especially to the movies [the main products he provides customers with] and their life cycle here. For example, when I see a film's results for the weekend [the sales figures], I might get the feeling that we are finished with it, or that we don't continue with it. It's some kind of expertise that results from not just staring at the numbers as such but from realising that this was a certain type of a movie and it had only so few viewers. If it's a good film on top of everything and I have seen it myself and noticed that the audience likes it, I know that when the grapevine starts to grow, the film might continue for even ten weeks, and the result for such a film usually grows. Knowledge that stems from my bones somewhere, appears at least in such situations, and was born through experience.

Simon tells about a feeling that he sometimes recognises something directly. He refers to the life cycle of the products he sells. In a situation, when he looks at a report concerning the sales, he might sense that it is not worth continuing with the product, since it will not soon sell well any more. He relates the feeling to his expertise that he does not consider figures as such, but recognises them in a bigger context. He also refers to informal marketing communication and its effects in many cases. Nevertheless, with the expression of "*Knowledge that stems from my bones somewhere*" he means that he instinctively knows what to decide in the situation.

They obviously have to be different types of movies, and what they turn out to be comes from my bones, so that I choose movies that possibly result in turnover, in other words, movies that interest people. How I know their interests, results from listening to the customers, and maybe the years passed have brought about some kind of a hunch for what could work well here.

Simon explains that in choosing products for the selection, he senses the products which could sell well and interest customers. He refers to customer feedback and also to his experience. With the expression of "*some kind of a hunch for what could work well here*" Simon means that he instinctively knows in advance which new products will sell well.

The most important aspect in leading people is that you assign a person tasks according to his or her abilities. I can sense what kind of capacity a fellow has and assign duties accordingly, as far as it is possible, that I want to delegate them.

In Simon's opinion one crucial factor of leadership is that he delegates tasks according to the employees abilities as much as possible, yet keeping the most important tasks in his own hands. With the expression of "*I can sense what kind of capacity a fellow has*" Simon means that he senses the competence of an employee in order to delegate the right kind of tasks to him.

There have been conflicts and problematic situations when personal chemistries do not match. It depends so much on personalities that if I have made wrong recruitment decisions, things just start to take a wrong turn at some point. Then the working relationship kind of lacks trust, which soon starts to show as tension. It kind of grows inside. And when I sense that kind of an attitude, it's not possible to change it. It really is so that at least I am not capable of handling such an issue so that we could start anew, but one way or the other such a person will have to leave.

Simon finally describes conflicts and problems which have occurred if personal chemistry does not exist between people. He emphasises the importance of choosing the right kind of personalities in recruitment. If he has recruited a person who considers his work only an accomplishment, the relationship does not have trust and might show as a tension. Eventually, the employee does not want to commit himself, and therefore Simon does not want to have the employee in his company any more. According to my interpretation, with the expression of "*when I sense that kind of an attitude*" Simon means that he senses a new employee's attitude to work.

In order to sum up, the diverse meaning aspects of Simon's intuition experiences are as follows:

- sensing a new employee's understanding of family business spirit
- sensing a symbiosis which relates to a positive connection with an employee who has entrepreneurial spirit and who wants to commit himself to the company and its goals
- sensing a shared connection almost without any words
- sensing shared understanding of an issue with an employee
- knowing instinctively what to decide in a current situation
- knowing instinctively what new products will sell well in the future
- sensing the competence of an employee
- sensing an employee's attitude to work.

As a result, it can be concluded that Simon's intuition experiences are related to sensing the understanding or connection with an employee. They are also linked to sensing competence and an employee's attitude to work. Further, his intuition experiences are connected to knowing instinctively which new products will sell in the future as well as to knowing instinctively what to

decide in a situation. In other words, Simon's intuition experiences appear in his relationships to employees and product suppliers.

4.2.2 Analysis of Mary's description

Starting this section I introduce all the other analyses of the data one by one. Having introduced one example of the analyses with the description, all the other analysis are presented without the descriptions which are enclosed in Appendix 4. The order of the presentation is not important, but the contents and the meaning of each intuition experience are. I start the analysis with Mary's description.

Mary says that when she selects and buys new products from wholesalers she feels quite certain about choosing the products which will sell well. In other words, she does not think a lot, but makes the decisions based on her inner feeling. With the expression of "*intuition ensures that I select the right kind of products which will sell well*" Mary means that she knows instinctively the products which will sell well.

Mary mentions that sometimes there are schedule problems in customer service situations where she acts quickly and based on her inner feeling in order to solve a problem. She considers it to be related to her human knowledge and her attitude to the situation. With the expression of "*I always have to sense a bit how it feels*" Mary means that she knows instinctively a solution to a problem in a customer service situation.

Mary also says that she acts as a leader based on the situations. In addition, she might change her course of action according to employees' moods or mood swings. She tells that she senses their moods and thinks that this sensing might be based on the employee's facial expressions or eagerness to serve customers or to do extra tasks. With the expression of "*to sense another person's moods*" Mary means that she senses employees' moods and mood swings.

Mary talks about sudden face-to-face customer service situations and how she acts in them. She often has an inner feeling in the situations about making the right kind of a decision. She tells that depending on the customer, she already knows what to expect as soon as a customer walks in. Mary refers to her knowledge of human nature which she considers to be strongly related to customer service situations. With the expression of "*I just know that this is how it is. It arises somehow from within*" Mary means that she senses a human character in customer service situations.

Mary also mentions interaction situations with the employees. She emphasises that a person behaves in different ways under stressful or peaceful circumstances. Therefore, chemistry between persons might vary in different situations. Mary gives an example of an employee who was pregnant and thought and talked about the forthcoming baby all the time. She did not have good chemistry with the other employees. Nowadays, however, she finds that they have a better connection again and that this person is the one who understands with a couple of words what Mary means or is aiming at in

different tasks. With the expression of "*understands the point already after a couple of words*" Mary means that she senses a mutual, almost wordless connection with an employee.

In order to sum up, the meaning aspects of Mary's intuition experiences include:

- knowing instinctively the products which will sell well
- knowing instinctively a solution to a problem in customer service situations
- sensing employees' moods and mood swings
- sensing a human character in customer service situations
- sensing a mutual, almost wordless connection with an employee.

It can also be concluded that Mary's intuition experiences appear in her relationships to wholesalers, employees and customers.

4.2.3 Analysis of Ellen's description

Ellen reports the situations where she has experienced immediate comprehensive insights. There is usually strong emotional impact involved as well. She describes that at some level of subconscious feeling, she realises that a certain thing has to be carried out, or something must go in a certain way. With the expression of "*It really is a kind of an immediate apprehension, but in my case there are strong emotions, too*" Ellen means that she senses an immediate apprehension which involves emotions, and which guides her to take the right course of action.

Ellen describes her significant intuition experiences to be sudden and spontaneous, and involving emotional factors on the background as well. Ellen tells that her intuition of something can come up in the midst of everyday chores. With the expression of "*I just suddenly get an insight of something, an association of ideas relating to an issue*" Ellen means that she gets a sudden and unexpected insight which is related to something else than she is doing at the moment.

Ellen continues that she has always utilised her intuition. She finds that if there is not enough time to analyse a situation she makes her decision based on her intuition. She tells that she has made many good decisions while relying on her intuition. With the expression of "*I have always lived pretty much according to my instincts*" Ellen means that she has often known instinctively the right solution to a problem in decision-making.

In Ellen's opinion it is often difficult to separate work and leisure in a family business, because it is more like a way of life. Therefore, it is difficult to analyse all the situations in which she utilises her intuition, yet she emphasises human relationship situations. She has made especially good decisions based on her intuition while solving problems in human relationships. With the expression of "*many problems I have solved that way that I have just instinctively*

understood that these things, how they should be and how they go right" Ellen means that she knows instinctively the right solution when solving human relationship problems.

Ellen says that she sometimes faces situations where personal chemistry does not exist. She refers to over 30 years' experience in the service sector, which might be the reason for it that she gets along well with persons she meets. Therefore, any kind of conflict with another person is rare. With the expression of "*I do sense it sometimes that I'm not on the same page with somebody*" Ellen means that she senses when chemistry between her and another person does or does not exist.

Ellen also argues that it is like a way of life to make business decisions based on intuition and having strong emotions involved. She finds it very relevant in their family business. With the expression of "*many business decisions and solutions are based on intuition, based on strong emotions*" Ellen means that she knows instinctively how to make right decisions where also strong emotions are often involved.

Ellen thinks that intuition and personal chemistry are interrelated. She gives a negative and positive example concerning the successor of her service sector company, which she gave up when joining the family business totally. Ellen describes that she experienced a strong negative intuition during a phone call which a candidate made. Ellen emphasises the meaning of the first sentences in the conversation. In her opinion the words as such were not important, but the way the person spoke. The positive intuition was just the opposite one. Ellen made her decision based on the first impression. With the expression of "*after the first couple of sentences I just knew that I would never ever choose this woman to continue my company*" Ellen means that she knew instinctively not to select the person for the successor of the company.

Ellen finally tells about a new customer who ordered products by phone. During the conversation she wondered, if she should sell and deliver the products at all, and refers to the customer's diverse explanations during the conversation. However, she decided to sell a few boxes of products. Ellen emphasises that she has always been willing to trust people and has not had any problems earlier. Nevertheless, this time the company never received the payment from the customer. Ellen explains that it was not a big deal, but a good learning experience of it that you should not always trust persons who you do not know. With the expression of "*...made me feel a bit uncertain about it that how it's going to work*" Ellen means that she sensed unsecured feeling in decision-making when selling to a customer.

To sum up, the meaning aspects of Ellen's intuition experiences are the following:

- sensing an immediate apprehension which involves emotions, and which guides her to the right course of action
- getting a sudden and unexpected insight which is related to something else than she is doing at the moment

- knowing instinctively the right solution to a problem in decision-making
- knowing instinctively the right solution when solving human relationship problems
- sensing when chemistry between her and another person does exist
- knowing instinctively how to make right decisions, which often involves strong emotions
- knowing instinctively not to select the person for the successor of the company
- sensing unsecured feelings in decision-making when selling to a customer.

Ellen's intuition experiences are related to human relationships as well as to making business decisions. She emphasises that there are often strong emotions involved as well. Ellen's intuition experiences are mainly guiding by nature, but also a kind of warning exists.

4.2.4 Analysis of Mark's description

Mark compares intuition with recognising future trends in business. He emphasises that at least to him it is very important to know what will happen or how long life cycle a certain product will have. With the expression of "*just knowing the future*" Mark means that he knows instinctively factors relating to his future business operations.

Mark emphasises the meaning of intuition in guiding business life. He tells that he acts so that he does not always analyse everything, but acts according to a situation. In this respect, he refers to his long experience. With the expression of "*often come from the back bone*" Mark means that he often knows instinctively the right course of action in business operations.

Mark says how he acts when a plan changes suddenly. He tells that he has to understand the entire situation first, and to sense the feelings of customers and what is the general atmosphere in the occasion. With the expression of "*I have to live and act according to each situation, not according to any completed plan*" Mark means that he senses the right course of action in customer service situations.

Mark considers his knowledge of human nature to be good. He says that he is able to sense a human character type when discussing something with the person for the first time. He argues that he has often been right. With the expression of "*I feel like that if I face a stranger, and we talk to each other for a minute or so, I already know about the person quite precisely*" Mark means that he senses a human nature through the first impression.

Mark tells about recruiting a new employee who had been working abroad and had been good at school. He felt right in the recruitment situation that everything was not all right with him. Nevertheless, because of good papers Mark hired him. Eventually the employee's ability to work under

pressure turned out to be very poor, which also caused other side effects, and Mark had to terminate the employment contract. In other words, his feeling turned out to be right. With the expression of "*somehow I felt that there's something – that something wasn't right*" Mark means that he senses problems relating to a potential employee in the recruitment situation.

Mark says that once he felt that one of his key employees had a burn-out. The employee's behaviour started to cause problems in the business as well. Eventually, he decided to discuss the issue with the person. They had a long and open discussion and they realised a big misunderstanding they had had relating to leadership. Mark tells that he strongly felt that it was a case of burn-out. With the expression of "*And I imagined with all my feeling-based thoughts*" Mark means that he sensed problems relating to the employee in an incorrect way. The feelings misled Mark to understand the situation totally wrong.

Mark also explains that in customer service situations he has diverse feelings which guide his business actions. He says that in sales situations by phone he is able to realise what to provide to each type of a person regardless of what the customer is demanding from him. In other words, he senses that it is worth providing more expensive products or inexpensive ones in the menu. With the expression of "*in customer service, instincts play a role there*" Mark means that he senses the right kind of course of action in customer service situations.

Mark reports a sales discussion where he provides a customer with products by phone. He senses how he has managed to encourage the customer and to create a special atmosphere during the conversation. If he senses that he has succeeded he provides even more specialities. With the expression of "*I sense it when I get somebody inspired*" Mark means that he already senses in a phone call conversation how willing a customer is to purchase special products for the occasion.

In order to sum up, the meaning aspects of Mark's intuition experiences consist of:

- knowing instinctively factors relating to the future business operations
- knowing instinctively the right course of action in business operations
- knowing instinctively the right course of action in customer service situations
- sensing a human nature through the first impression
- sensing problems relating to a potential employee in a recruitment situation
- sensing problems relating to the employee in an incorrect way
- sensing the right kind of course of action in customer service situations
- sensing during a phone call conversation how willing a customer is to purchase special products for the occasion.

Mark's intuition experiences appear in his relationships to customers and employees. They also appear in relation to present and future business

operations. Mark's intuition experiences seem mainly to be correct, but also an incorrect one appears in sensing an employee's problems.

4.2.5 Analysis of Frank's description

Frank says that his inner feelings strongly guide his actions sometimes. However, he also emphasises that in a large organisation one has to act according to the norms and regulations, and one has to respect hierarchical levels of the organisation. Nevertheless, with the expression of "*a feeling that I am in charge of the whole world*" Frank obviously means that he senses an overwhelming feeling of enabling him to achieve big goals in business.

Frank tells about the company's bigger investments and their timing. Often in decision-making, he could not have enough facts concerning the future, yet he made good and successful decisions. According to my interpretation, with the expression of "*It's just that I get these feelings and thoughts from somewhere that by doing it like this I get it right*" Frank means that he knows instinctively the right course of action concerning investment decisions.

Frank continues that sometimes mistakes happen as well. He refers to uncertain and changing circumstances of industrial environments and diverse forecasts, although he often has to make a decision without comprehensive facts available for the future. He gives an example of the saw mill business and wonders whether it has been a good choice for the company at all. According to my interpretation, with the expression of "*If you fall through ice into the water, you can't just stay there, but you must try to get up from there and reach the shore*" Frank reports a decision which was made a long time ago. It was based on insufficient facts available for the future. Although this field has not turned out to be so successful as estimated, he has had to find a way to cope with the business sector in his entire enterprise. After all, Frank means that he knew instinctively the right course of action in decision-making concerning the future, yet it turned out not to be very successful.

Frank considers that getting older, taking risks and having intuitive behaviour are interrelated. He tells that as a younger manager of the company, when he was not so experienced, he was more sure about things and more ready to take risks. With the expression of "*this kind of intuitive behaviour, declines because of seeking certainty*" Frank obviously means that as a younger manager he was not seeking certainty and had more courage to take risks in order to make good decisions. In other words, his behaviour was more based on intuition than nowadays, and he sensed certainty and security in decision-making without knowing that many facts.

Frank further finds that creativity relates to new products and innovative methods. In other words, it means finding and developing new methods of production or marketing for the company. It is also related to finding good ways to develop and keep up company spirit and atmosphere. Frank mentions that sometimes he just sees or hears something which also gives him an insight of how to develop something. In addition, if there is a certain problem which should be solved, he aims at finding a solution in one way or another. With the

expression of "*I can see somewhere something that switches on the lights*" Frank means that he gets an insight from another context which is not related to the problem.

In order to sum up, the meaning aspects of Frank's intuition experiences are as follows:

- sensing an overwhelming feeling of enabling him to achieve big goals in business
- knowing instinctively the right course of action concerning investment decisions
- knowing instinctively the right course of action in decision-making concerning the future
- sensing certainty and security in decision-making without knowing enough facts
- getting an insight from another context which is not related to the issue.

Frank's intuition experiences appear predominantly in relation to present and future business operations. The intuition experiences seem to be guiding by nature.

4.2.6 Analysis of Daniela's description

Daniela says that personal chemistry is crucial in social interaction with people. She refers to a customer service situation where she has to be as if a psychologist by monitoring a customer's behaviour. With the expression of "*read a customer*" Daniela means that she senses a customer's needs and wants by observing him in the situation.

Daniela tells about conflict situations with employees. She emphasises the importance of solving the problem already at its early stage and refers to open discussion already when the situation is about to start. Also the behaviour and interaction of an employee starts to change and gives her signals. With the expression of "*I can sense the situation immediately, I sense it in an employee's behaviour*" Daniela means that she senses immediately a forthcoming conflict with an employee, already when it is just emerging.

To summarise, the meaning aspects of Daniela's intuition experiences are:

- sensing a customer's needs and wants by observing him in the situation
- sensing immediately a forthcoming conflict with an employee.

Daniela's intuition experiences appear in her relationships to employees and customers, and they are guiding by nature.

4.2.7 Analysis of John's description

John says that customer service situations of the company are sudden and they vary a lot. Therefore, he has to make decisions concerning them quickly. In a sudden situation he is neither able to analyse the situation nor its rationality or profitably to the company. With the expression of "*I just act like how I feel now; that this is what I have to do*" John means that he knows instinctively the right solution in customer service situations.

John explains that recruitment situations are sometimes difficult. He has a lot of certificates concerning the applicant's background, and also the person in front of him in the interview situation. John says that he often makes a decision based on his inner feeling of whether the person would be the right kind of type for the company. He does not rely too much on CVs or testimonials. With the expression of "*I often make the decisions based on an inner feeling of whether the person would be suitable for us*" John means that he senses the potential of an applicant and makes the recruitment decision based on that.

John admits that he has also made mistakes when relying on his inner feeling. Afterwards he has analysed the mistake and understood that he had considered all the aspects needed in decision-making. Nevertheless, he thinks that these things happen every now and then, because it is not possible to cover everything in each decision-making situation. According to my interpretation, with the expression of "*I, personally, cannot function so rationally that I would always think about everything*" John means that based on his inner insight of an issue, he got excited about it and could not analyse all the aspects needed for decision-making. Eventually, he made a wrong decision based on the inner insight and excitement of the issue.

John also says that he does not trust intuition perfectly. He gives an example of recruiting new employees. John tells that there is always kind of wishful thinking involved as well. He describes that if he has to do it in a certain way, the decision often fails. However, he refers to his experience of recruiting certain types of persons, for example sales persons or heads of the departments, and these recruitments have been good and successful. With the expression of "*there is something pounding inside*" John means that he as if senses a physical feeling inside telling him to make a decision in a certain way.

In order to sum up, the meaning aspects of John's intuition experiences are the following:

- knowing instinctively the right solution in customer service situations
- sensing the potential of applicants and making the recruitment decisions based on that
- getting an exciting insight of an issue
- sensing a physical feeling inside telling him to make a decision in a certain way.

As a result, John's intuition experiences appear in his relationships to customers and employees, and they relate to making the right decision. They are guiding by nature, yet getting an exciting insight of an issue might replace careful rational thinking in decision-making.

4.2.8 Analysis of Mike's description

Mike says that sometimes he as if senses new things and adopts them to his own business. It is an ability which he has in common with his father. He spends quite a lot of time creating and developing customer relationships. He emphasises the meaning of social relationships in order to gain new ideas and insights. With the expressions of "*In some cases, I have a better hunch ...they just fall into places just like that*" he refers to getting new insights and sensing how to adopt and apply a new insight to his own business.

Mike describes that he often gets a good idea in business, but while putting it into practice he has recognised that it has been too early for that kind of an idea. It has not yet reached enough demand among customers, and eventually it has failed. Therefore, Mike emphasises the importance of careful planning before launching any new idea in practise. With the expression of "*This creativity or such... that I feel good about something causes me trouble*" Mike obviously means that his creativity in generating new ideas becomes opposed to his planning. Before putting a new idea in to practise, he should plan and calculate its profitability in order to avoid a failure. On the other hand, he obviously refers to it that careful calculations might eliminate applying bad ideas, and they would remain just ideas. The meaning of the intuition experience is that he gets a new, innovative idea which becomes opposed to his planning.

Mike argues that he somehow sensed the signals of the recession in advance. Based on these signals, he also realised the depth of the recession, which made him to reorganise and to downsize in the firm quick early beforehand. This helped the firm to cope with the recession and to secure the existence of the business. With the expression of "*I somehow foresaw it...it just occurred to me*" Mike means that he foresaw big problems in advance.

Mike says that when there is a good time in running the business, he does not focus on routine tasks, but on generating and adopting new ideas. Then his decision-making is not so rational. With the expression of "*It does not base on any rational reasons, but I make the calculations afterwards*" Mike means that his decision-making does not base on rational reasons when adopting new ideas.

Mike also argues that he has often made unprofitable business transactions when putting his new innovative ideas in to practise. Because of a too early stand, the innovative business idea has not had demand nor any financial success and has eventually failed. According to my interpretation, with the expression of "*I start to feel that this is a good idea, and then it goes so that the idea doesn't work yet at that stage*" Mike means that he often knows instinctively innovative business ideas, which however, are too early for the market and fail in the practical implementation.

Usually Mike makes business decisions in a rational way. However, when he suddenly gets an exciting new idea, he might easily neglect a systematic planning process and rational decision-making. Afterwards he understands the reasons for making mistakes in putting the idea in to practice. According to my interpretation with the expression of "*when an idea appears, reason disappears*" Mike means that getting a sudden new idea might replace rational decision-making, which he considers to be the opposite of intuition.

Mike further adds that sometimes his business actions are guided by his feelings and inner insights of issues. Based on that he also selectively chooses his own managerial tasks. When he has a good feeling of managing diverse things he accomplishes more actual tasks as well. Then there is a bigger risk to make mistakes as well. With the expression of "*when there's a good feeling, I just go by feelings and do what feels nice*" Mike means that sensing an affective intuition experience strongly as if as a driving force, guides his actions in his managerial work.

In order to sum up, the meaning aspects of Mike's intuition experiences consist of :

- getting new insights and sensing how to adopt and apply them to his own business
- getting new, innovative ideas, which become opposed to his planning
- foreseeing big problems in advance
- getting an inner insight of issues on which he bases his decision-making
- knowing instinctively innovative business ideas, which however, are too early for the market and fail in the practical implementation
- getting a sudden new idea might replace rational decision-making, which he considers to be the opposite of intuition
- sensing an affective intuition experience strongly, as if as a driving force, which guides his actions in his managerial work.

It can be concluded that Mike's intuition experiences relate to new ideas and insights as well as knowing instinctively how to implement innovative ideas in business. His intuition experiences are linked to sensing problems in advance. Finally, it could be concluded that although Mike's intuition experiences are positive by nature, they might turn to negative: either he adopts them too early or they become entirely opposed to his rational planning and decision-making. Mike's intuition experiences predominantly appear in relation to existing markets and new business operations. Mark's intuition experiences are strongly innovative and guiding by nature.

4.2.9 Analysis of Jim's description

Jim says that when he feels certain and is convinced of an issue for the company's future, he makes a decision based on his vision. In his opinion, it is then not worth trying for the employees to have any influence on his decision-

making. On the other hand, Jim emphasises that the employees also know when and how they can influence the decision-making process. With the expression of "I anyhow see the big picture and know the vision" Jim means that he sees the overall picture of the business and the company's future vision.

Jim explains that he does not participate in decision-making at the operational level, yet he follows that the decisions are made according to the company's long-term strategy. He knows the guidelines, but does not necessarily know about operational tasks. With the expression of "*When I have a certain vision, I cannot know everything that precisely*" Jim obviously means that he sees the future vision of the company, which also makes him feel secure about the operational level decisions even though he knows mainly the guidelines.

In order to summarise, the meaning aspects of Jim's intuition experiences include:

- seeing an overall picture of the business and the company's future vision, which makes him to feel certain in strategic decision-making
- seeing the future vision of the company, which also makes him feel secure about the operational level decisions even though he knows mainly the guidelines.

Jim's intuition experiences relate to the company's future vision.

4.2.10 Analysis of Christine's description

Christine emphasises the meaning of diverse feelings and instincts in customer service situations which can not be trained in advance. Each situation is unique and she always acts according to it. With the expression of "*customer service situations where instincts play a role automatically*" Christine means that she knows instinctively the right course of action in each customer service situation.

Christine points out that she is able to guide and influence different customers in different ways. She, however, emphasises openness in each customer service situation. Further, she has to make decisions in the situation straightforward and refers to her own expertise and long-term experience in the field. With the expression of "*I just know it in my bones how each customer can be guided*" Christine means that she senses how to guide different customers.

Christine describes that when a customer walks in to buy an expensive product, she is able to tell if that person has already made up his mind. In other words, she can tell if the customer will purchase it or not. She also refers to the customers' commitment to the service situation. With the expression of "*I just have a hunch about it*" Christine means that she senses customers' willingness to purchase.

Christine reports that such situations often appear that she feels that something should be checked or discussed with a customer. If she sometimes does not do it, she realises afterwards that she should have done it. With the expression of "*There is often a kind of a premonition which tells me to do something*"

Christine obviously means that she senses as if a voice would guide her towards the right course of action.

Christine also points out that her work includes a lot of routine tasks and therefore she seldom gets sudden "aha-experiences" of something. However, she refers to digital image processing that they have nowadays. In that work she gets sudden insights of a certain method of the process. Christine says that insights are indeed involved in new things or tasks at work. With the expression of "*such immediate apprehensions are connected to something new*" Christine means that she gets sudden insights of new things in new tasks.

Christine tells about an investment in a new digital image processing machine. Although the company had quite a new machine, it was however changed to a more modern one. She describes that she just realised the opportunity concerning the digital machine. It was an expensive investment, but Christine relied on the continuity of the business, and she decided to invest in the new machine. It just occurred to her that they must have it, although it included a big financial risk as well. With the expression of "*It just occurred to me that we must have it now and that's it*" Christine means that she knew instinctively the future opportunity relating to an investment.

Christine adds that creativity refers to everything in their business. She compares school studies with on-the-job learning and argues that at school, they say that things are in a certain way, or should be implemented in a certain way. At work, however, things and circumstances change quite suddenly in different situations. Christine emphasises that creative behaviour is connected to her every day tasks at work. With the expression of "*that creativity and such...it's a daily thing for us*" Christine means that she knows instinctively the right course of action in constantly changing circumstances of each customer service situation.

In order to sum up, the meaning aspects of Christine's intuition experiences are the following:

- knowing instinctively the right course of action in each customer service situation
- sensing how to guide different customers
- sensing a customer's willingness to purchase something
- sensing a voice that would guide her towards the right course of action
- getting sudden insights of new things in new tasks
- knowing instinctively the future opportunity relating to an investment
- knowing instinctively the right course of action in constantly changing circumstances of each customer service situation.

Christine's intuition experiences appear in her relationships to customers and to the work community. They are linked to the present, but also to the future, they are positive and guiding by nature.

4.2.11 Analysis of Jill's description

Jill finds that intuitive knowing appears daily in her work. She gives an example of new designs. She tells that with a quick look at a certain piece of jewellery, she is able to tell if the new product will sell well in the future. Quite often she has been right. She also explains that there are fashion trends in the air that unconsciously quite quickly appear in the designs, and might help her in getting insights. With the expression of "*my mind says if this piece will sell or if it's just a sample piece*" Jill obviously means that she senses a voice which says if a new product will sell well.

Jill continues that she already realised many years ago the meaning of brand image, although it was not typical in their business field. Based on that Jill has developed a logo for the company and used it in advertising. Creating and developing the brand image has been a good and successful thing for the company. According to my interpretation, with the expression of "*I have sometimes had such aha-experiences in relation to this kind of brand advertising*" Jill means that she knew instinctively the meaning of brand image for the company, although it was not typical in the business field.

Jill says that when she buys products from wholesalers she uses her inner feelings of new products. With the expression of "*a kind of gut-feeling of it whether anyone likes this product that we are offering*" Jill means that she has a gut-feeling concerning the products which will sell well.

Jill further tells about a sales promotion event. She realises the importance of the event in order to get new retail customers and to increase sales in the future. The participation fee for the event was quite high, but she was willing to take a risk, and it was worth it. With the expression of "*I kept my head and signed up*" Jill means that she knew instinctively the importance of a certain sales promotion event in order to increase sales in the future.

In order to summarise, the meaning aspects of Jill's intuition experiences include:

- sensing a voice which says if new products will sell well
- knowing instinctively the meaning of brand image for the company although it was not typical in the business field
- having a gut-feeling concerning the products which will sell well
- knowing instinctively the importance of a certain sales promotion event in order to increase sales in the future.

Jill's intuition experiences appear in relation to forthcoming business operations. They are positive and guiding by nature.

4.2.12 Analysis of Kate's description

Kate reports that her daily business decisions are quite logical by nature. However, sometimes she makes decisions based on her inner feelings, although

the employees would not agree with these decisions. Kate thinks that she has made successful decisions based on her inner feelings. With the expression of "*purchases, and advertising and such, they involve that gut-feeling that this is how it should go*" Kate means that she has a gut-feeling of the right course of action in her decision-making.

Kate points out that one of her tasks is to create the company's atmosphere that motivates and helps the employees to work. Kate thinks that as a woman she easily experiences and senses if something is not right in the work community. With the expression of "*I can sense and feel it so easily, especially being a woman, if things don't go that well*" Kate means that she easily senses the problems of the employees.

Kate describes that gut-feeling is always involved in her work. She says that although facts are needed as well, gut-feeling is always there on the background of ideas and argues that gut-feeling and facts support each other. Kate says that gut-feeling is especially relevant in long-term purchasing plans, in which there are not actual facts available. She has only the sales figures of the previous year. With the expression of "*It really is continuous balancing between facts and gut-feeling*" Kate obviously means that she senses the right course of action, and combines it with the information available in order to make bigger purchasing decisions. On the other hand, Kate might mean that she senses the right course of action based on the sales figures of the previous year in order to make right bigger purchasing decisions.

Kate says that work morale of an employee is important. She tells that she recognises it in recruitment situations, although she is not able to say how she does it. However, she considers work morale to be linked to a person's attitudes and education. All in all, it is connected with the person's willingness to work. With the expression of "*And what is also quite relevant, is work morale. I somehow sense it*" Kate means that she senses work morale of a potential employee.

Kate emphasises that she does not take big risks with the company money. However, she tells that she does not hesitate to make big purchases when she knows that the price is suitable and the goods sell well. With the expression of "*There's that gut-feeling involved, and of course experience*" Kate means that she has a gut-feeling if the price is suitable and the goods will sell well. She combines her gut-feeling with her earlier experiences in order to make decisions relating to big purchases.

Kate says that when she creates advertisements, it begins at work. She has an idea for producing a headline or an event, but further things relating to it, however, she finds only at home, for example, when watching TV in the evening. With the expression of "*It very much emerges during a process, not on the spot, or it might occasionally*" Kate means that she gets further insights of new ideas usually during a process, yet sometimes they might appear suddenly as well.

Kate finally that emotions and instincts provide a basis for all corporate functions. It is like a requirement for entrepreneurship. She thinks that emotions and instincts emerge through experiences and they are inherited in the blood as well. With the expression of "*it is and must be involved in today's*

interactions among people and in the human resources management" Kate means that she knows instinctively the right course of action in interaction situations with people and in the human resource management.

In order to sum up, the meaning aspects of Kate's intuition experiences are as follows:

- having a gut-feeling of the right course of action
- sensing the problems of the employees
- sensing the right course of action in order to make right bigger purchasing decisions
- sensing the work morale of potential employees
- having a gut-feeling if the price is suitable and the goods will sell well
- getting further insights of new ideas during a process or as a sudden insight
- knowing instinctively the right course of action in interaction situations with people and in the human resource management.

Kate's intuition experiences appear in her relationships to employees and wholesalers, but also to other persons whom the decisions concern. Her intuition experiences are predominantly guiding by nature.

4.2.13 Analysis of Peter's description

Peter describes that if he has a strong intuition, an inner insight in a planning process, the plan will often be implemented based on his insight. He says that he relies on it. With the expression of "*I have a strong intuition that this is how it goes and how it should be*" Peter means that he gets an inner insight of how a certain thing should be done in a planning process. In other words, Peter senses the right course of action relating to the matter.

Peter talks about chemistry with an employee and that it is at its best when he uses short reports or just key words to put the matter forth, and the employee understands it as well as he does, probably even better, and deals with it properly. Peter tells that in the other extreme, an employee might intentionally understand things wrong, when there is no chemistry. He explains that it happens at every level of the organisation. With the expression of "*When the chemistry with an employee works well, our ideas tend to be fairly consistent*" Peter means that he senses chemistry with an employee, a sort of understanding based on only a few words.

Peter tells about taking an expensive car model for presentation use. He explains that he had to make a lot of efforts in order to convince other managers that it is worthwhile. Peter is very fond of that car model, and therefore it might also have been one reason why he was so eager to have it. However, he had strong faith in increasing sales with the help of the new model. Eventually, it turned out to be a good decision, and they got double the sales of the car model during the time period they had it in presentation use. With the expression of "*I*

also had faith that it will work and that it's worth the effort" Peter means that he had strong faith in increasing sales with the new car model. In other words, Peter saw an opportunity of increasing sales in the future.

In order to sum up, the meaning aspects of Peter's intuition experiences are the following:

- sensing the right course of action in certain matters
- sensing chemistry, a sort of understanding with an employee based on only a few words
- seeing an opportunity of increasing sales in the future.

Peter's intuition experiences appear in relation to employees and to future business operations, and they are positive by nature.

4.2.14 Analysis of James's description

James emphasises that he always participates in the recruitment of superiors, and often in the recruitment of other key employees of the company. James tells that the aim of each recruitment process is that it would be thoroughly carried out, including psychological evaluations as well. James tells about the final situation in which the person will be selected from three candidates and refers to his experience of participation in the recruitment processes, but also to the role of gut-feeling in the final decision. With the expression of "*the more I have done these things, the more my instincts have kind of developed*" James obviously means that after the formal evaluations, he also knew instinctively the right person for the job.

James says that wireless communication has been a trend in the company's business field. In the beginning, there were many kinds of predictions of how it will develop. Since there were not enough facts available, James chose passivity in that case, and decided to wait until others will invest in it, and have some experiences of it. According to my interpretation, with the expression of "*There has been a kind of a gut-feeling that we nevertheless shouldn't hurry joining it*" James means that he sensed a guiding feeling not to invest any money in the new trend in the beginning.

James argues that many things are actually matters of faith in his field of business. He gives an example of expanding to new international market with new products. The company has started big investments in order to increase production capacity, and the strategy plan has been made for the new market entry. Nevertheless, James concludes that there is no such calculation available that would give, even with a reasonable certainty, return on investment. Therefore, it also bases on faith. With the expression of "*in this kind of a situation that inner insight appears that there are some kinds of chances*" James means that he has good faith in entering the new international market with the new products which will have success and return on investment. In other words, James saw a good business opportunity for the future.

In order to summarise, the meaning aspects of James's intuition experiences consist of:

- knowing instinctively the right person in the final phase of the recruitment process
- sensing a guiding feeling not to invest any money in the new trend in the beginning
- seeing a good business opportunity for the future.

James's intuition experiences appear in relation to potential employees and to the new market. They are guiding and positive by nature.

4.2.15 Analysis of Andy's description

Andy reports that often when he visits construction sites, an employee calls out to him to come and look at it if a certain place should be done according to the drawing or not. With the expression of "*Then I get it that I feel that no; this time we are doing it this way*" Andy means that he gets an insight of a matter and feels how it should be done instead of the facts. Andy emphasises that these things are often related to small details, but there are lots of them.

Andy describes an incident when they restored one old building, which had kind of supporting concrete baulks in the ceiling. Once there was an employee who was starting to make a big hole in the middle of the baulk which was in the middle of the building. Andy went to ask him if he had ensured whether it could be done there. Andy did not know, but he felt that it could not be made there. They checked the matter together and it turned out that obviously the ceiling would have fallen down or the concrete baulk could have given in and it could have at least bent or dropped down, if the employee would have made that big hole there. With the expression of "*Then it came somewhere from the spine that that's something you won't do, that you confirm it somehow*" Andy means that he sensed a kind of warning feeling relating to the dangerous situation at the construction site.

Andy admits that he has sometimes relied too much on his inner feeling and it has resulted in doing it the hard way. He considers that sometimes he assumes that he possesses gut-feeling more than he actually does. He emphasises that it would be worth checking it first somewhere, and only then do it, because he is not yet sure about that ability. With the expression of "*Sometimes there's too much of it that I feel that this is my opinion and I just pull it through with it*" Andy obviously means that he has sensed an inner feeling of a matter and made a decision based on it, which has failed eventually.

Andy tells about situations when a change turns up, and he has to evaluate how much financial influence the change has. Andy gives an example where he estimated the costs with gut-feeling and failed. The customer noticed that they did not get as much money as they should have, and Andy made an adjustment. He emphasises that it was a bad mistake, because he did not check

it. He does not want the customers to get a feeling that the company tries to swindle them. With the expression of "*Often I can throw in some estimates for material costs with gut-feeling*" Andy means that he has a gut-feeling concerning some estimates for the costs.

In order to summarise, the meaning aspects of Andy's intuition experiences include:

- getting an insight of a matter and feeling how it should be done instead of what the facts say
- sensing a kind of warning feeling relating to the dangerous situation at the construction site
- sensing an inner feeling of a matter and making a decision based on it, which has failed eventually
- having a gut-feeling concerning some estimates for the costs.

Andy's intuition experiences appear in his relationships to employees and customers. The nature of the intuition experiences vary: they are guiding, warning and misleading by nature.

4.2.16 Analysis of Kevin's description

Kevin describes that everything that he does he actually does with gut-feeling. He argues that although there is information available, converting it to a profitable form is very difficult. He further emphasises that most of his work is related to working with people, and most daily routines are done with gut-feeling. In big decisions he thinks about the matter over and over again, however, in the end they also involve gut-feeling. With the expression of "*all this is gut-feeling in the sense that one big issue involving gut-feeling is working with people*" Kevin means that he has a gut-feeling concerning the right course of action while working with the employees.

Kevin tells that he does not draw conclusions straight from the figures in a report, although he realises cause and effect relations in them. He says that when he has enough pieces of information, he gets the big picture. With the expression of "*when a suitable number of pieces find their places some day, they make the puzzle complete*" Kevin means that having enough pieces of information, he gets an insight of the big picture, and he knows instinctively the right course of action.

Kevin describes a new employee whom he recruited a while ago. He argues that most retailers would not have recruited her because her background did not involve anything which would refer to working in the retail business. Kevin also adds that he did not need any new employees at that time. With the expression of "*I just had a feeling that this person was a right kind of person for working here*" Kevin means that he sensed that she was a right kind of person to work for the company. He thought that it was worth taking a risk, although the risk was not a big one.

To sum up, the meaning aspects of Kevin's intuition experiences are the following:

- having a gut-feeling concerning the right course of action while working with the employees
- getting an insight of the big picture, and knowing instinctively the right course of action
- sensing that some one was a right kind of person to work for the company.

Kevin's intuition experiences appear in his relationships to employees, and they are guiding and positive by nature.

4.2.17 Analysis of Pauline's description

Pauline points out that in recruitment situations she pays attention to it if a person is lively and brisk. It is also important that the person has been active to some extent, for example, has gained some working experience from elsewhere. Pauline, however, does not appreciate good school reports, which do not necessarily indicate that the person is good at practical work as well. She further regards the first impression as an important factor. With the expression of "*first impression when a person enters...with some it's so that they put me off straightaway, but with some it's so that...*" Pauline obviously means that she senses straightaway a positive or negative feeling of the person whom she meets at the first time.

Pauline says that sometimes she suddenly gets a wondering idea of why she has done a certain thing or why a certain machine is placed in a certain way, even though it could be other way around and be more efficient. With the expression of "*Sometimes I can suddenly get a wondering idea that why on earth I have done such a thing*" Pauline means that she gets sudden insights of issues which are related to her routine tasks at work.

Pauline finds that it is at its best at night, when she gets sudden insights of how a certain thing should be or should be done. Nevertheless, she tells that often when the morning comes she is not able to remember the contents of the insight. With the expression of "*come about just like that, appearing casually*" Pauline means that she gets an idea or an insight unexpectedly, but also while wondering, for example, the diverse possibilities of a machine.

In order to summarise, the meaning aspects of Pauline's intuition experiences are:

- sensing straightaway a positive or negative feeling of persons she meets
- getting sudden insights of issues which relate to her routine tasks at work
- getting an idea or an insight unexpectedly, but also while wondering diverse possibilities

Pauline's intuition experiences appear in relation to potential employees and to her own tasks. Her intuition experiences are guiding by nature.

4.2.18 Analysis of Nick's description

Nick reports that he is always present when recruiting a new employee for the company. First, he pays attention to what kind of a type a person is. He argues that when a potential employee walks in, he is able to say after a couple of minutes if the person is suitable for the company. Nick refers to a way of walking, a way of talking, and eye-contact. It is also an important factor, if the person is brisk. With the expression of "*I know it from the general appearance*" Nick means that in recruitment situations he senses if the person is the right kind of a type for the company.

Nick says that he has a note book on his night table, in which he has written down many things appearing in his dreams. They relate to work issues he has been thinking about for a long time. At night, when waking up, he has written the matter on a piece of paper and seen in the morning that this is how he is going to do it. With the expression of "*I had many things that I had written down at night when waking up*" Nick means that at night he sees in his dreams different things, which are solutions to problems at work he has had for a long time. In other words, Nick obviously means that he sees the right course of action in his mind at a subconscious level, and he is able to remember it just after waking up.

Nick describes that he often acts based on his inner feelings. He gives an example of pricing products daily. He makes phone calls and hears messages concerning the prices. He says that in his field of business, there is also a phone call centre, which gives advice for pricing the products. However, the price information is a couple of days old. With the expression of "*I instinctively know that now it's a bit like that I had better lower the price per kilo with some five cents*" Nick means that he knows instinctively if his prices are correct.

Nick tells about an investment which also goes a bit beyond his own comprehension. Before the investment decision, he watched videos relating to it with the employees in order to illustrate how it should work. He explains that he had a problem in the production, and he wanted to solve the problem. With the expression of "*that decision emerged through such gut-feeling...I did it completely instinctively, and that it didn't have anything to do with reason*" Nick means that he knew instinctively that the device would solve the problem. Afterwards, it turned out to be a good investment decision, because the device solved the problem.

Nick tells about dealing with the employees who have worked for 15 to 20 years for the company. He explains that he can not rely on facts only, but they must help him in decision-making. He gives an example of an employee who arrived after being away from work for three weeks just boozing. The person knew, and the other employees thought, that Nick should have said that there was no job for him any more, but he could not. It was a very difficult decision, but Nick sensed that it is worth carrying on with the employee, and Nick has

not regretted it at all. With the expression of "*I can't make a decision, if I feel differently from what facts indicate*" Nick means that he has a feeling of the different course of action, which is opposite to the facts. As a result, he makes a decision based on his inner feeling instead of the facts.

Nick adds that gut-feeling is often involved when changes turn up and quick decisions are required. He gives an example where a supplier calls him and tells about changes in the delivery. Then Nick has to consider who the customers are, and to make a decision on how to deal with their changes. With the expression of "*Then it just goes with gut-feeling that it was that and that product and that customer*" Nick means that he has a gut-feeling concerning it how certain customers react because of the changes.

In order to summarise, the meaning aspects of Nick's intuition experiences are as follows:

- sensing in recruitment situations if the person is the right kind of type for the company
- seeing the right course of action in his mind at a subconscious level, and remembering it only straight after waking up
- knowing instinctively if his prices are correct
- knowing instinctively that the device would solve the problem
- having a feeling of a different course of action, which is opposite to the facts, and making a decision based on the inner feeling instead of the facts
- having a gut-feeling of how certain customers react because of the changes.

Nick's intuition experiences appear in his relationships to employees and retailers as customers. They are positive and guiding by nature and can also replace the facts in decision-making.

4.2.19 Analysis of Susan's description

Susan describes that in recruitment situations she emphasises the abilities needed in the job. When a person comes for an interview, she first pays attention to how the person looks like, then what kind of handshake he has. In the interview situation it is important what kind of answers the person gives, how he speaks, whether he has eye-contact, and if he is able to answer the questions. With the expression of "*what is his or her general appearance*" Susan obviously means that she senses a holistic impression of a person in recruitment situations.

Susan points out that each office worker is evaluated by a psychological test, which often supports her own impression of the person. She concludes that the selection is made based on the certificates and school reports, the psychological test, but also based on her impression. With the expression of "*the impression does play its role – if we see eye to eye and if our chemistry works during the*

interview" Susan means that she senses if there is, and what kind of a connection, between her and the person in a recruitment situation.

Susan reports that she asks two or three final candidates for the second interview. She wants to see a person twice in order to test her own impression. With the expression of "*if the impression of the second time matches the first one*" Susan means that she senses if the connection with the person has changed, or if it remains the same.

Susan emphasises the importance of personal chemistry at each level of an organisation. It always matters, especially in recruitment situations. With the expression of "*all recruitment decisions base on it what I feel about the chemistry – if it works or not...*" Susan means that she senses if the connection with another person is good enough.

To sum up, the meaning aspects of Susan's intuition experiences include:

- sensing a holistic impression of persons in recruitment situations
- sensing if there is, and what kind of a connection, between her and a person in a recruitment situation
- sensing if the connection with the person has changed, or if it remains the same
- sensing if the connection with another person is good enough.

Susan's intuition experiences appear in her relationships to potential employees in recruitment situations, and they are guiding by nature.

4.2.20 Summary of the individual analyses

Based on the individual analyses, it seems that the most of the meanings of intuition were correct, although a few incorrect intuitions appeared as well. Further, most of the meanings were guiding by nature. In other words, they consisted of an element of doing something in a certain way, yet such meanings of intuition also appeared which guided against doing something, as if as a warning. In addition, it is also worth mentioning that there seemed to be differences between female and male intuition. This is discussed in more detail in the synthesis section after presenting the main meaning aspects one by one.

In order to summarise the individual analyses and to provide an overall review, Table 9 introduces the key contents of each analysis in terms of verbs used in describing the meanings, objects of intuition and to whom intuition relates to. The basic idea of the table is to sum up the main contents of the individual analyses. It is worth remembering that the purpose of the study was to find out the essence of the phenomenon of intuition, not to analyse the language used as such. The verbs used by the interviewees were listed here to illustrate how they talked about intuition, and the aim was to understand what they meant with their expressions. The synthesis introduced after this section discusses the contents in more detail in terms of different meaning aspects.

TABLE 9 Summary of the individual analyses

	Verbs describing the meanings	Focus/objects	In relationships to
Simon	sensing, knowing instinctively	family business spirit, a symbiosis, shared connection, shared understanding, right decisions, well-selling products, competence, attitude to work	new and present employees, product suppliers
Mary	knowing instinctively, sensing	well-selling products, a solution to a problem, persons' moods, human character, almost wordless connection	wholesalers, employees, customers
Ellen	sensing, getting an insight, knowing instinctively	right decisions, a solution to a problem, chemistry	present customers, new customers
Mark	knowing instinctively, sensing	business operations, a human nature, problems of persons, customers' willingness to purchase	customers, present employees, new employees
Frank	sensing, knowing instinctively, getting an insight	a driving force in business operations, right actions, right decisions	work community, business partners
Daniela	sensing	customers' needs and wants, forthcoming conflicts	customers, employees
John	knowing instinctively, sensing, getting an insight	right solutions, potential of applicants, right decisions	customers, potential employees, work community
Mike	getting an insight foreseeing, getting an insight, knowing instinctively, sensing	innovative business ideas, new business operations, a recession, right decisions, a driving force in business operations	business partners, work community, market/new customers
Jim	seeing an overall picture, seeing a vision	company's vision	work community
Christine	knowing instinctively, sensing, getting an insight	right actions, customers' willingness to purchase, news ways of doing tasks	customers, work community
Jill	sensing, knowing instinctively, having a gut-feeling	well selling products, importance of certain business operations,	employees, wholesalers, business partners
Kate	having a gut-feeling, sensing, getting an insight, knowing instinctively	right business operations, problems of a person, work morale, well selling products, right ways of interaction	new and present employees, wholesalers
Peter	sensing, seeing an opportunity	right decisions, chemistry, opportunities of increasing sales	employees, product suppliers
James	knowing instinctively, sensing, seeing an opportunity	the right person for the job, not to invest any money, new market areas	potential employees, new market/customers,
Andy	getting an insight, sensing, having a gut-feeling	right decisions, not to do something,	employees, customers
Kevin	having a gut-feeling, getting an insight, sensing	right ways of interaction, right decisions, the right person for the company	employees, work community
Pauline	sensing, getting an insight	first impression, new ways of doing something,	potential employees, work community

(continues)

TABLE 9 (continues)

Nick	sensing, seeing, knowing instinctively, having a feeling	right kind of a type for the company, a solution of a problem, the right level of pricing, forthcoming reactions	potential and present employees, retailers, customers
Susan	sensing	a holistic impression, a connection, changes in connection	potential employees

Table 9 illustrates that intuition of family entrepreneurs focuses on three main aspects. First, sensing or knowing instinctively something relating to people or human behaviour. Secondly, knowing instinctively something concerning certain things in one's work or in the business environment. Thirdly, intuition focuses on family entrepreneurs' own behaviour or the way of doing something. In other words, the family entrepreneurs express intuition through different verbs and concepts, but the objects of the meanings can be summarised with these three aspects. Further, the first ones have a direct object, and therefore they seem to be similar. The latter, in turn, does not have a direct object, but an indirect one. It appears in relation to other people while doing or producing something in one's work. Its dimensions relate to actions or decisions at the very moment and to actions or decisions of the future. I have categorised the meanings according to these aspects, which are introduced as a list in Appendix 5. The next section introduces the synthesis of the findings according to the three meaning aspects.

4.3 Synthesis of the findings

This section presents a synthesis of the findings. They can be categorised according to three main meaning units, which are presented in the following sections. The first Section 4.3.1 deals with the meanings concerning Sensing people. Section 4.3.2 then introduces the meanings related to Getting an insight of an issue followed by Section 4.3.3 which accounts for the meanings relating to Knowing instinctively the right course of action. Furthermore, in order to illustrate how the synthesis was constructed, Appendix 5 lists the contents and origins of the structure in more detail. Section 4.3.4 then sums up and introduces conclusions based on the main findings. Finally, Section 4.3.5 compares Social Intuition, Opportunity Intuition and Action Intuition between genders.

4.3.1 Sensing people

Starting with the meaning unit of Sensing people, it appears at different levels: as sensing a type of person, sensing abilities or qualities of a person, sensing a connection with another person and sensing a forthcoming behaviour of a person. Next, this section details these meaning aspects further.

Sensing a type of person means sensing a person in a holistic way. In other words, it is connected with a personality or character of a person. Sensing a type of person refers to it, if a person is the right kind of a person for a certain purpose. It means sensing straightaway a positive or negative impression of a person when meeting him the first time. It appears in customer service situations as well as in recruitment situations. It seems that non-verbal features and communication are strongly involved in these situations. It also seems that earlier experiences encourage family entrepreneurs to rely on inner feelings.

Sensing another person's abilities and qualities means sensing something in another person's mind. Sensing the abilities and qualities of a person consists of sensing competence, attitude to work, mood, potential and work morale of an employee. They also consist of customers' needs and wants, and willingness to purchase. Therefore, the former appears in recruitment and work community situations, and the latter, in turn, in customer service situations. Further, such sensing appears in the first moments when meeting other person's, and verbal communication is involved in the situations.

Next, *sensing a connection* means sensing a connection or a shared understanding with someone. It appears in relation to employees by sensing their understanding of family business and entrepreneurial spirit, and sensing shared understanding of an issue with only few words. Sensing connection appears in customer service situations and in recruitment situations. It seems to be usually correct, yet sometimes incorrect.

Finally, *sensing a forthcoming behaviour* of a person means sensing another person's forthcoming reactions or problems related to his behaviour. It appears in relation to employees and customers. In case of employees, it consists of sensing problems concerning a new employee and sensing a forthcoming conflict with an employee. It also appears in sensing problems of an employee in an incorrect way, in other words, as a misleading feeling. In addition, it consists of sensing how to guide customers, and sensing customers' reactions in changing situations. To conclude, Table 10 next summarises the contents of the meaning unit of Sensing people.

TABLE 10 Summary of the meaning unit of Sensing people

Meaning	Characteristics
Sensing a type of a person - in a holistic way	<ul style="list-style-type: none"> • involves sensing during the first sentences, when meeting other persons • involves non-verbal communication (e.g. voice, eye-contact, a way of talking, a way of talking) • is considered to have been developed based on earlier experiences • is mainly linked to face-to-face situations, but also to phone call conversations • takes place in customer service situations, work community situations

(continues)

TABLE 10 (continues)

Sensing abilities or qualities of mind	<ul style="list-style-type: none"> • involves facial expressions • involves special atmosphere • involves personal chemistry • earlier experiences encourage entrepreneurs to rely on an inner feeling • takes place in recruitment situations and work community situations • is mainly linked to face-to-face situations, but also to phone-call conversations
Sensing a connection with	<ul style="list-style-type: none"> • takes place when good personal chemistry exists • involves reference to earlier experiences when sensing chemistry • does not require many words • takes place in spontaneous situations • involves relaxed atmosphere • involves not only a connection, but changes in a connection, and the level of connection can be sensed • takes place in recruitment situations, work community situations and customer service situations
Sensing forthcoming behaviour of	<ul style="list-style-type: none"> • is sometimes opposite to facts • can be a misleading feeling, when combined with thinking and rational reasoning • involves reference to expertise and long-term experiences • involves changes and quick decisions • takes place in recruitment situations, work community situations and customer service situations

In order to sum up, Sensing people means sensing an impression of a person in a holistic way, but also sensing a certain feature of a person's frame of mind. Sensing people also means sensing a connection or shared understanding only with few words with another person, and it also means sensing a forthcoming reaction or a problem in a person's behaviour. Sensing people seems to be usually correct, even if it sometimes includes negative aspects of a person. In other words, sensing people seems to be seldom incorrect. It appears to have been developed based on earlier experiences. In addition, Sensing people takes place in recruitment situations, work community situations and customer service situations.

4.3.2 Getting an insight of an issue

Getting insights of an issue is connected to getting new ideas for the business, seeing new business opportunities and getting holistic feelings of control in one's own managerial work. Getting insights of an issue is predominantly an inner feeling, which makes family entrepreneurs to sense or know instinctively something.

Getting new ideas for the business often appears suddenly and unexpectedly. It might also appear in another context which is not related to the issue. The new ideas relate to new business operations, business ideas, and to new tasks at work. These ideas might be exciting or become opposed to making plans. In other words, it might replace rational decision-making. The ideas are often guiding and turn out to be correct while implemented, yet sometimes the idea turns out to be

incorrect and its implementation fails, for example, due to being too innovative or neglecting relevant other aspects in the decision-making process.

When *Seeing new opportunities in business* family entrepreneurs sense more than just a new idea, but a more concrete insight as an opportunity in business. The opportunities relate to investments and their timing, and to new methods of increasing sales, and there are also big financial risks involved. In seeing opportunities family entrepreneurs adopt something new when implementing insights. Sometimes they also encounter resistance from others while convincing them of the new opportunity. The insights concerning new opportunities seem to be correct by nature.

The last aspect of Getting an insight of an issue is connected to *holistic feelings of control in one's own managerial work*. It is worth mentioning that they are more than feelings, they are more like driving forces which make a person feel certain and secure in decision-making even without knowing enough facts. Holistic feelings of control relate to visioning the company's future, seeing the big picture, and sensing an overwhelming feeling, as if a driving force in managerial work. Visioning the future means that it makes family entrepreneurs feel secure and certain in decision-making, since they know instinctively "where" the company will be in the future. Sensing an overwhelming feeling makes family entrepreneurs to sense strong and affective feelings as if a driving force would enable them to control the entire situation. Seeing the big picture relates to sensing an entire social situation in advance, but also to sensing the big picture in certain business situations. In both cases, family entrepreneurs plan and take actions based on the inner insight of the big picture. Next, Table 11 sums up the contents of the meaning unit of Getting an insight of an issue.

TABLE 11 Summary of the meaning unit of Getting an insight of an issue

Meaning	Characteristics
Getting new ideas for the business concerning - future business operations - business ideas - new tasks at work	<ul style="list-style-type: none"> • appears often suddenly and unexpectedly, yet sometimes in a process • is guiding and innovative by nature • sometimes turns out to be incorrect while implementing into practice • sometimes replaces rational thinking • is sometimes opposite to the facts
Seeing new opportunities in business relating to - investments and their timing - new methods of increasing sales	<ul style="list-style-type: none"> • might cause resistance while convincing others • is correct by nature • often makes family entrepreneurs certain and secure • involves strong faith • involves big financial risks
Sensing holistic feelings of control in one's own managerial work when - visioning the company's future - seeing the big picture - sensing an overwhelming feeling of control	<ul style="list-style-type: none"> • is a driving force • involves certainty and security, without knowing enough facts • is guiding by nature • is linked to foreseeing big problems • is linked to different decision-making situations

In order to summarise Getting an insight of an issue, it involves getting new ideas for the business, Seeing new business opportunities, and sensing a holistic feeling of control in one's own managerial work. The appearance of new ideas is often a sudden and unexpected insight. Most of the insights are guiding by nature. However, some of the new ideas fail when they are implemented in practice. Further, sensing new opportunities is more concrete than the new ideas, and when they are implemented in practice, they seem to be correct. They relate to new investments and new methods of increasing sales. Finally, to sum up the holistic feelings of control in one's own managerial work, it could be said that they relate to the company's vision, but also to the present business situation. The holistic feelings make family entrepreneurs feel certain and secure without knowing enough facts, as well as seeing the big picture of an issue.

4.3.3 Knowing instinctively the right course of action

Knowing instinctively the right course of action appears in diverse ways. First of all, it involves the time dimension. In other words, the right course of action concerns present, even spontaneous actions at the very moment, but also future actions. However, it is worth mentioning that the time perspective of future actions varies from the near future to a long time perspective. However, the decisions concern the future actions and the decisions have to be made at the very moment. Next, this section presents how Knowing instinctively the right course of action appears in each time dimension.

Knowing instinctively the right course of present action involves knowing instinctively what to decide in a certain situation, which concerns human relationships, interaction situations, human resources management, or changing business situations. It relates to a right solution to a problem in customer service situations, and while working with employees. Knowing instinctively the right course of action is also linked to estimating costs and pricing products. Further, it comprises sensing a physical feeling that tells to act in a certain way in customer service situations, and also a warning feeling relating to a dangerous situation with an employee. Sometimes Knowing instinctively the right course of present action involves strong emotions, or it is an insight of how something should be done instead of the facts, and also turns out to be right later. All in all, Knowing instinctively the right course of present action is guiding by nature and usually correct. Nevertheless, sometimes it can also be incorrect and lead to a failure.

Knowing instinctively the right course of future action comprises knowing instinctively new products which will sell well, making bigger purchasing decisions concerning prices and quantities, making investments and deciding the right timing or also not to invest in a certain new field of business. Further, it involves sensing a solution to a human resources problem which is opposite to the facts, and which turns out to be correct later. All in all, it consists of diverse business operations in relation to customers, wholesalers, and other

business partners, but also employees. Next, Table 12 summarises the contents of the meaning unit of Knowing instinctively the right course of action.

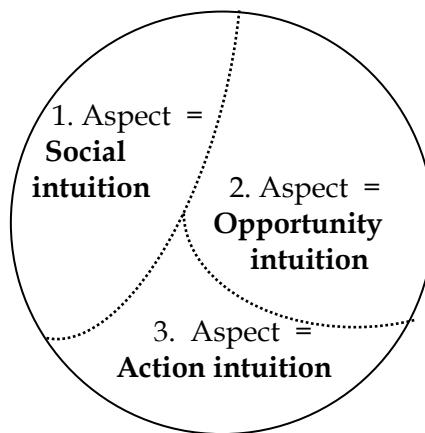
TABLE 12 Summary of the meaning unit of Knowing instinctively the right course of action

Meaning	Characteristics
Relating to present actions - in decision-making concerning human relationships, customer service situations and work community situations - in estimating costs and pricing products	<ul style="list-style-type: none"> • appears as a physical feeling, a gut-feeling, a voice, a warning feeling that comes somewhere from the spine, and an inner feeling or insight • involves sometimes strong emotions • is usually correct, seldom incorrect • shows a solution to a problem in decision-making • is linked to changing circumstances
Relating to future actions - in selecting products which will sell well in the future - in making investments and deciding their timing	<ul style="list-style-type: none"> • appears as certainty in decision-making situations concerning future business operations, although lack of knowledge is involved • is guiding by nature • is sometimes opposite to facts • comes from the back-bone, an inner feeling or insight • balances between facts and a gut-feeling

In order to sum up Knowing instinctively the right course of action, it can be said that it relates to present actions and future actions. Further, it appears in relationships to customers, employees, wholesalers, and other business partners. Most of them turn out to be correct later, seldom incorrect. All in all, Knowing instinctively the right course of action guides family entrepreneurs to act or make a decision in a certain way in a certain situation, sometimes even opposite to the facts.

4.3.4 Summary and conclusions based on the main findings

In order to summarise the meaning units of the intuition experiences, they are named as follows: Sensing people, Getting an insight of an issue and Knowing instinctively the right course of action. They appear predominantly in relation to customers as well as to potential and present employees. Further, they appear in relation to wholesalers and other business partners. They usually seem to be guiding and correct. They concern doing business at the very moment or making decisions on new investments or new methods of increasing future sales. In order to answer the main research questions, what is the essence of the intuition experiences of family entrepreneurs; how do the intuition experiences of family entrepreneurs appear in managerial work, Figure 3 summarises the main findings of the study: the holistic phenomenon of managerial intuition of family entrepreneurs.



1 : Sensing people → **Social intuition**

- a type of person, abilities and qualities, a connection, and forthcoming behaviour
- usually correct, seldom incorrect
- in recruitment situations, work community situations and customer service situations

2 : Getting an insight of an issue → **Opportunity intuition**

- new ideas, new opportunities, holistic feelings of control
- usually correct, sometimes incorrect
- might replace rational thinking
- often sudden and unexpected
- often big financial risk involved

3: Knowing instinctively the right course of present and future actions

- **Action intuition**
- in customer service situations, work community situations, estimating costs, pricing products, making investment decisions
- often strong emotions involved; sometimes opposite to facts
- usually correct, sometimes incorrect
- makes family entrepreneurs certain and secure in decision-making

FIGURE 3 Summary of the main findings

In order to conclude the synthesis of the findings, it is worth emphasising three main issues relating to them. First, intuition appeared in different forms and types. Secondly, based on the findings, it seemed that intuition appeared in slightly different ways in case of female and male entrepreneurs. In addition, there were differences of intuition experiences by individuals and by managerial positions. Further, it seemed that intuition was usually right, but the findings also indicated that intuition might be incorrect as well. Thirdly, it turned out that quite often the family entrepreneurs referred to their long work experiences while aiming at explaining their intuition experiences. Therefore, it is worth discussing the relationship between intuition experiences and learning in more detail. The next main chapter discusses these issues in terms of previous studies and literature.

4.3.5 Comparing Social, Opportunity and Action intuition between genders

The findings already indicated during the analysis process that there might be differences between female and male intuition. By examining the findings further and comparing them in detail, they seemed that female intuition emphasises on Social intuition, whereas male intuition involves different aspects of intuition almost equally. However, in order to discuss the comparison further, this section details the main contents of female and male intuition. It is worth mentioning that this comparison is due to data-generated findings, not a purpose in the beginning of the study.

Starting with female intuition, it seems that female intuition is predominantly connected to social interaction situations while doing business at operational level. In other words, female entrepreneurs seem somehow to "read" the situation in terms of forming a sudden view of another person involved. It also seems that female intuition is linked to human relationships and human resources management while solving problems. In addition, female intuition also relates to routine tasks or making decisions on new products for sales. All in all, female intuition seems to be positive, guiding and correct by nature as well as focusing on social and operational matters.

Turning to male intuition, it seems that male intuition involves all the aspects of intuition introduced earlier quite equally: Social intuition, Opportunity intuition, and Action intuition. Social intuition takes place in sensing a person in a holistic way and sensing abilities and qualities of a person. The aspect of sensing a connection is more linked to business; for example, understanding family business spirit, understanding entrepreneurial spirit, and understanding customers' reactions when changes occur in deliveries. Further, Opportunity intuition and Action intuition appear in relation to business transactions. In addition, male entrepreneurs seem to use intuition more in different situations, sometimes opposed to planning or instead of facts. Male intuition seems to be connected to bigger contexts and relates more to strategic decisions than female intuition does. Male intuition involves more financial decisions and provides certainty and security to make decisions also instead of facts. Male intuition is guiding by nature and it is usually correct, although sometimes it might be incorrect as well.

Next, Table 13 presents the key points of the comparison between female and male intuition. Appendix 6 introduces the contents and origins of the comparison in order to provide a possibility to examine the original experiences in more detail.

TABLE 13 The comparison of female and male intuition

	Objects of female intuition	Objects of male intuition
Social intuition:		
- types of persons	<ul style="list-style-type: none"> • a human character • a "wrong" kind of person • an unreliable person • a holistic impression 	<ul style="list-style-type: none"> • a human nature • the right person for the job • the right person for the company
- abilities and qualities	<ul style="list-style-type: none"> • moods and mood swings • customers' needs and wants • willingness to purchase • work morale 	<ul style="list-style-type: none"> • customers' willingness to purchase • potential of applicants • competence of employees • attitudes to work
- connections	<ul style="list-style-type: none"> • almost wordless connection • chemistry • changes in connection • levels of connection 	<ul style="list-style-type: none"> • understanding of family business spirit • understanding of entrepreneurial spirit • almost wordless connection
- forthcoming behaviour	<ul style="list-style-type: none"> • forthcoming conflicts • "advice" on how to guide customers • problems of employees 	<ul style="list-style-type: none"> • problems of potential employees • problems of employees • customers' reactions
Opportunity intuition:		
- new ideas	<ul style="list-style-type: none"> • sudden insights from other contexts • new tasks • ideas as a process • unexpected insights 	<ul style="list-style-type: none"> • new business operations • new ideas from other contexts • too innovative ideas • ideas opposed to planning • ideas replacing rational decision-making
- new opportunities	<ul style="list-style-type: none"> • investments • well-selling products • brand images • increases of sales 	<ul style="list-style-type: none"> • business concepts from another context • companies' vision • new markets • well-selling products
- holistic feelings of control	<ul style="list-style-type: none"> • security in risk-taking while big purchases 	<ul style="list-style-type: none"> • a driving force • certainty and security without knowing enough facts • foreseeing big problems • a big picture

(continues)

TABLE 13 (continues)

	Objects of female intuition	Objects of male intuition
Action intuition:		
- present actions	<ul style="list-style-type: none"> • solutions to customers' problems • solutions to human relationship problems • way of doing routine tasks 	<ul style="list-style-type: none"> • certainty to make a right decision without facts • certainty to make decisions • a warning feeling • gut-feeling of cost estimates • gut-feeling of the price level
- future actions	<ul style="list-style-type: none"> • well selling products • security in big purchasing decisions 	<ul style="list-style-type: none"> • business operations • investments and their timing • not investing any money in a new market • right decisions • right decisions opposite to facts

To summarise the main findings of the comparison between female and male intuition, it seems that similarities and differences exist. Female intuition emphasises more Social intuition, whereas male intuition involves almost equally of Social, Opportunity and Action intuition. Further, female intuition focuses more on factors at the operational level and is guiding by nature. It is connected to positive and negative things, and it seems to be correct by nature. Male intuition, in turn, focuses on factors both at the operational and the strategic level, and it is also guiding by nature. Nevertheless, although male intuition seems to be usually correct, sometimes it is incorrect. Sometimes male intuition might replace rational decision-making and be opposed to planning. All in all, it could be concluded that although female and male intuition share similar aspects, the emphasis and contents of each aspect involve differences.

5 DISCUSSION WITH PREVIOUS LITERATURE

This chapter discusses the findings of the study in terms of previous literature. The first Section 5.1 presents different types of intuition after which Section 5.2 introduces differences in intuition experiences between genders. Section 5.3 then discusses the relationship between intuition experiences and learning. Finally, Section 5.4 summarises and concludes the discussion. It is worth emphasising that the discussion does not aim at explaining intuition experiences, but at understanding the findings better on the basis of previous studies and literature.

5.1 Different types of intuition

To start the discussion of different intuition types Section 5.1.1 first introduces previous classifications after which Section 5.1.2 discusses “a sixth sense”. Section 5.1.3 continues with Social intuition, the first aspect of intuition resulting from this study. It is discussed in terms of previous studies. After that, Section 5.1.4 deals with the aspect of Opportunity intuition, and Section 5.1.5 with the aspect of Action intuition.

5.1.1 Previous classifications of intuition types

The findings of this study indicated that there were three main aspects of family entrepreneurs’ intuition. These aspects were Social intuition, Opportunity intuition, and Action intuition. In order to discuss the aspects further in terms of previous studies, this section presents classifications of intuition types introduced in previous literature.

Parikh (1996, 38) presents different kinds of intuition as multiple facets. By selecting six dominant disciplines, philosophy, epistemology, psychology, arts and aesthetics, neuroscience and mysticism, he illustrates that one may identify

different kinds of applications of intuition in them. Starting with introducing them, Figure 4 presents these multiple facets.

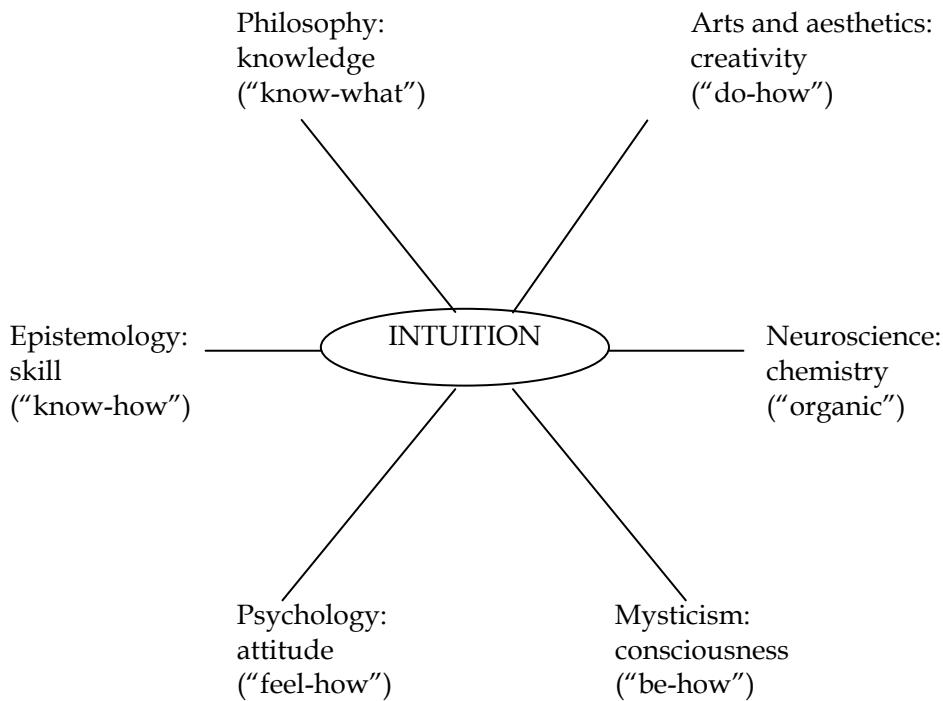


FIGURE 4 The multiple facets of intuition (Parikh 1996, 39)

Parikh (1996) argues that there are two basic approaches in philosophy: intuitionism and empiricism. The former recognises intuition and the latter does not. In other words, the philosophers who believe in intuition would describe it as a direct, non-inferential and immediate knowing. Empiricism does not recognise intuition, but considers that what may appear as intuition is still an inference, and all knowledge is inferential by nature. To conclude, philosophy emphasises knowledge. In epistemology, the main focus is on how we know what we know, which refers to the process or skill. In psychology, in turn, one of the major interests is in developing insights of human nature and traits. An example is Carl Gustav Jung's classification of various human styles of processing information. Neuroscience, in turn, is concerned with the chemistry of the brain at an organic level. It deals with the configuration of the brain waves and their patterns or the neural networks and their behaviour when the intuition processes are supposed to be operating. Finally, in mystical traditions, the main interest is in the various levels of "being". The intuitive level is supposed to be the one where one is in tune with pure consciousness: intuition is a way of life. (Parikh 1996, 38–40).

Monsay (1997, 111) introduces that there is a large variety of intuition types. She argues that one of the problems of studying the role of intuition is to be able to know which variety of intuition one is dealing with in science. Monsay presents a grouping which consists of physical intuition, visual intuition, spatial or geometric intuition, sensible intuition, kinematic intuition,

intellectual intuition, which lies between sensible intuition and pure reason, and finally the “strangely oxymoronic” logical intuition of mathematicians and logicians. In addition, she continues that abstract creative imagination must take place in metaphysical or even mystical intuition, when intuition is reached beyond what is understood. (Monsay 1997, 111).

Vaughan (1989, 47) states that the broad range of intuitive human experience falls into four distinct levels of awareness: physical, emotional, mental, and spiritual. Nevertheless, she also argues that any given experience may have elements of more than one level. Goldberg (1989, 62) distinguishes six different functional types of intuition: 1) discovery, which is a sudden leap to understanding, 2) creative intuition, which can be compared to imagination, 3) intuitive evaluation, which tells us “go or not to go, yes or no”, 4) operative intuition, which might urge us to move into what seems to be a strange direction (and if we follow it, we find ourselves doing things for no apparent reason, wondering what on earth has possessed us), 5) predictive intuition, which includes intuitive judgement and often needs some specialised knowledge of the issue, and finally, 6) illumination, which is the highest form and is known as mystical experience as well. In addition, according to Rauhala (1995, 143) intuition can be categorised according to three types. He regards intuition 1) as immediate, self-evident knowledge, 2) as a pre-phase for explicit knowledge, and 3) as a paranormal ability.

To sum up, the classification of the varieties of intuition introduced above illustrated well enough that there is a large variety of different types of intuition at the conceptual level. In addition, it depends on the discipline what types of intuition we are dealing with. It is worth remembering that this study has phenomenology as an approach and as the applied method in the context of family business. Phenomenology does not first deal with concepts and theories, but aims at revealing the phenomenon in its context. The findings resulted in a holistic way the three main aspects of the intuition of family entrepreneurs from the life-world perspective. In other words, the findings indicated family entrepreneurs’ intuition experiences in relation to their own life-world. Nevertheless, by comparing the findings of this study with the previous classifications of intuition, the findings refer to knowing-what, doing-what, knowing-how, feeling-how, but also to knowing who and knowing why.

5.1.2 A sixth sense?

The findings indicated that the interviewees often described their intuition experiences with the verbs to sense and to know instinctively. In other words, in their speech, they referred to senses and instincts [“aisti” and “vaisto” in Finnish; “der Sinn” and “der Instinkt” in German]. It is worth discussing these words in more detail. Starting with the latter one, instinct is often considered as a biological phenomenon. For example, Parikh (1996, 41) claims that it is “an inbuilt mechanism that automatically leads to activities for survival”. Jung (1981, 451), in turn, defines instinct as an impulse towards certain activities. “The

impulse can come from an inner or outer stimulus which triggers off the mechanism of instinct physically or from organic sources which lie outside the sphere of physic causality." However, Vaughan (1989, 47) also argues that intuition differs from instinct in that instinct remains unconscious, while intuition becomes fully conscious, although a person may act on it without stopping to justify or rationalise it. The person simply knows something he or she needs to know without knowing how she or he knows it. (Vaughan 1989, 47).

The findings illustrated that the interviewees did not refer to instinct with their expressions. With the word of instinct they aimed at explaining their sudden or not understandable awareness of something that emerged somehow from within. Next, continuing with the word of sense, it usually refers to our five senses: eye-sight, hearing, taste, touch and smell. The findings indicated that the interviewees expressed their intuition experiences with the word of sense especially when they described the intuition experiences related to other people. Further, it is worth mentioning that the word intuition appeared rarely, but still, as a kind of physical feeling to them: a voice without being voice, a bodily feeling without touch, a feeling coming form the spine without coming from there. In other words, they referred to intuition as if it would be a sense.

Based on the findings, one could also ask whether there is a sixth sense. This issue can be approached at least from the viewpoints of biological psychology and para-psychology, but also in terms of semantics. Starting with a parapsychologist's point of view, Radin (2000) considers that if the sixth sense exists, it might, for example, foretell the future. However, he finds that science does not yet prove that the sixth sense would exist despite various research results which support the hypothesis. Further, he presents arguments for it that if scientific experiments eventually agree that a sixth sense exists, it might change society. On one hand, it may change nothing, because the genuine sixth ability is rare and weakly predictive, and therefore inconsequential for most practical purposes. On the other hand, it is possible that the study of the sixth sense will revolutionise our understanding of causality and have radically new applications, for example, healing illnesses virtually overnight. Further, he claims that a less radical application might be warning systems. In addition, he concludes that very likely some intuitive hunches do indicate the presence of a sixth sense. However, he states that although everyone might have intuitive hunches, some people are "blind" to them, or at least their sixth sense is quite weak. (Radin 2000, 51).

In the present findings, there were only few examples of intuition as a warning feeling, which could relate to the sixth sense. There were also examples of foreseeing a recession or forthcoming problems. However, since this study did not examine the origins of intuition, they were considered as a kind of intuition as the other intuition experiences were. Relating to the discussion of the sixth sense, it is also worth discussing a physical intuition as one type of intuition. Vaughan (1989, 47) argues that at the psychical level a strong bodily response may be experienced in a situation where there is no reason to think that anything unusual is going on. This kind of jungle awareness enables

"primitive" people to sense danger when there are no sensory cues of its presence, and it is a highly developed form of intuition at the physical level. Finally, in order to discuss the sixth sense in terms of semantics, it seems that intuition is sometimes called a sixth sense (Keegan 1984, 26; Cunningham & Lischeron 1991, 47; Hogarth 2001, 1). Expressions like "I felt it in my bones", "I had a gut-feeling", and "electricity running through me" indicate that physical sensations are often associated with intuition. They are often global feelings that seem to radiate all over. (Goldberg 1989, 186).

In order to conclude the section of a sixth sense, it seems that there is disagreement about whether a sixth sense exists or not. The findings of this study indicated that it has predominately a question of using a certain expression to describe the experience, for example using the physical or biological expressions that were more concrete. Intuition seemed to be a difficult phenomenon to speak about as such, and therefore people preferred to use concrete expressions as synonyms. On the other hand, intuition appeared as a physical sensation as well, which seemed to be more complicated to understand. The more intuition studies will be carried out in the future, the more we obviously will understand and know about this type of intuition, too.

5.1.3 Social intuition

The findings indicated that social intuition related to reading people in diverse interaction situations: customer service situations, recruitment situations and work community situations. It consisted of sensing a type of person, abilities and qualities of mind, and a forthcoming behaviour of a person in terms of reactions and problems. In other words, according to the findings, sensing people was strongly linked to social situations. With a social intuition Myers (2002, 31) refers to human behaviour, social cognition and perception in social situations.

In Myers's (2002, 31) opinion, a social intuition includes reading "thin-slices" of someone's behaviour, which however, might reveal a lot. Myers argues that an experience of lasting impression can be formed within a few moments of meeting someone and noting the person's manner of speaking and gestures. He refers to various experiments and argues that after watching people's walking and talking for 90 seconds, they could be evaluated. Also, after a trifling glance at someone's photo, one can gain an idea of the person's personality traits. Meyers refers to an ancient biological wisdom in order to express a link between perception and response in the following way: "When meeting a stranger in the forest, one had to instantly assess whether that person was a friend or foe. Those who could read a person accurately were more likely to survive, and leave descendants, which helps to explain why humans today can detect the facial expressions of anger, sadness, fear, or pleasure at a glance." He continues that the first seconds of a relationship tell us a great deal, or that our capacity for reading non-verbal cues crosses cultures still nowadays. (Myers 2002, 31-32).

Banaji, Lemm & Carpenter (2004, 33 - 34) refer to earlier studies and argue that our judgements of others are influenced by the concepts that are active in our own minds at the time of perception. They claim that the most common inference made is a trait attribution, which means that we encounter a behaviour, and infer that some trait of the actor must be associated with its occurrence. The traits are inferred spontaneously, possibly automatically. In addition, Banaji, Lemm & Carpenter (2004, 34) also refer to various recent studies which suggest that most trait inferences made without intention are inferences of behaviour, not inferences directly linked to the actor.

Relating to Social intuition, Myers (2002, 33) continues that the mental processes that control our social behaviour are distinct from the mental processes through which we explain our behaviour. Our gut-level attitudes often guide our actions, and then our rational mind makes sense of them. Gut-level feelings not only predict some behaviour better than analysed feelings, but they also better predict the judgements of experts. Our automatic, implicit attitudes regarding someone or something often differ from our consciously controlled, explicit attitudes. Further, our likes and dislikes, our preferences and prejudices are partly unconscious, partly conscious. Explicit attitudes may change with relative ease, but implicit ones change more slowly. (Myers 2002, 33).

In order to summarise the section of Social intuition, it can be concluded that social intuition is a situation-related phenomenon. It seems that when having Social intuition one assesses the situation and the other person involved. One encounters the person's behaviour and infers spontaneously that a trait relating to the person is associated with its occurrence. However, it seems that most trait inferences made without intention are inferences of behaviour, not inferences directly of the person. To conclude from the family entrepreneurs' point of view, this means that Social intuition aims at facilitating interaction in business situations. Further, since the situation is often quick and sudden, Social intuition might enable them to be more self-confident and improve their own performance according to the situation. In addition, the findings illustrated that Social intuition is related more to females than males. This aspect is discussed in more detail in Section 5.2.

5.1.4 Opportunity intuition

According to the findings of the study, Opportunity intuition consists of getting new ideas, often sudden and unexpected ones for the business, seeing new opportunities, often concerning new investments and new methods of increasing sales, and sensing a holistic feeling of control in one's own managerial work. In other words, getting an insight of an issue relates to various business situations, in which money is often involved. Therefore, this type of intuition is called Opportunity intuition in this study.

To start with Opportunity intuition, it seems to relate to a personal trait, and it seems to be an in-born character. "Without this trait the individual would be like the rest of us mortals". It is often needed in the start-up phase of the company, when setting up a business. (Cunningham and Lischeron 1991, 47).

Further, based on his studies Agor (1989, 147) argues that intuition appears to be a skill that is more prevalent as one moves up the managerial ladder. Relating to executives, Agor (1989, 151) suggests that they have learned through practice to develop their inherent ability to the point that they can use this brain skill effectively to make decisions in their work.

Actually, many excellent business ideas base on intuition. However, new business is not possible if the idea is not conceptualised. Intuition is a remarkable factor in research and development. In a creative planning process a person processes an overwhelming amount of information in his memory. Intuition brings new ideas and insights from the subconscious level to the conscious level. (Lampikoski & Lampikoski (2004, 98 - 99).

Moving on to seeing new opportunities in business, the findings indicated that intuition is connected to different business operations. For example, Parikh's (1996, 60) international survey indicated that intuition in business management related mostly to corporate strategy and planning, as well as to investments. Neubauer and Lank (1998, 176) relate intuition to visioning and seeing opportunities where nobody else sees them. They refer to Joseph Schumpeter (1883–1950) who wrote in the Theory of Economic Development as follows:

"Here the success of everything depends on intuition, the capacities of seeing things in a way which afterwards proves to be true, even though it cannot be established at the moment, and of grasping the essential fact, discarding the unessential, even though one can give no account of the principles by which this is done".

Mintzberg (1991, 23–24) includes seeing things in a holistic way into strategic thinking. Creative ideas have to be placed into a context, to be seen to work in a world that is to unfold. Managers as strategic thinkers have to see beyond, which differs from seeing ahead. The latter foresees an expected future by construction a framework out of the events of the past. It intuitively forecasts discontinuities. The former, seeing beyond, constructs the future itself and a world that would not otherwise be.

Finally, it is worth discussing the holistic nature of intuition. Goldberg (1989, 181–182) finds that intuition gives knowledge of wholes as opposed to just parts. Further, he argues that the holistic quality of intuition has to do with two things: first, a whole is greater than the sum of its parts, and secondly, intuition often comes as a flash, which might contain an extraordinary amount of information. Also Keegan (1984, 26) points out that intuition apprehends the totality of a situation; it is holistic by nature. Sensation, perceived by a sense, tells us that something exists. Intuition, in turn, tells us about the possibilities in that something.

In order to sum up the paragraphs above, it seems that Opportunity intuition, relates strongly to getting information on insights, a way of getting to know things. They are often sudden new ideas for the business, but also seeing new opportunities in business. Further, Opportunity intuition is also linked to a holistic feeling of control in one's own work in business. In other words, business intuition is getting new information as insights, and eventually

knowing something at the very moment. To conclude, intuition can be regarded as a way of knowing in an implicit or tacit way. It seems to be somewhat connected to increasing sales and expanding business operations. In addition, intuition seems to be useful in certain business settings, which is next discussed in terms of previous literature.

Different kinds of knowing

Getting insights refers to getting information beyond language. Myers (2002, 29) argues that our minds process vast amount of information outside consciousness, beyond language. Inside our brain, many streams of activity flow in parallel, function automatically, are remembered implicitly, and only occasionally surface as conscious words. He continues that our two ways of knowing are automatic (unconscious) and controlled (conscious). Unconscious, intuitive inclinations detect and reflect the regularities of our personal history.

Polanyi (1998, 55–56) distinguishes two kinds of awareness: knowing “what” and knowing “how”: the first has the object of our attention, but the latter has not. He also defines them as subsidiary awareness and focal awareness. The subsidiary elements of an action are known as self-consciousness, and focal awareness is connected to it where the object our focal attention is. Ryles (1961, 27–28) discusses knowing how and knowing that. He argues that there are certain similarities in them, as well as certain differences. He gives as an example that we speak of learning how to play an instrument, but of learning that something is the case.

Besides the two kinds of knowing, there are two kinds of knowledge as well. According to Nonaka & Takeuchi (1995, 60–61) a person’s knowledge of experience is tacit, physical, and subjective, while the knowledge of rationality is explicit, metaphysical and objective. Tacit knowledge is created “here and now” in a specific, practical context. Therefore, tacit knowledge also includes cognitive and technical elements. Table 14 illustrates the distinction between tacit and explicit knowledge.

TABLE 14 The two types of knowledge (Nonaka & Takeuchi 1995, 61)

Tacit knowledge (subjective)	Explicit knowledge (objective)
Knowledge of experience (body)	Knowledge of rationality (mind)
Simultaneous knowledge (here and now)	Sequential knowledge (there and then)
Analog knowledge (practice)	Digital knowledge (theory)

However, the distinction between tacit knowledge and explicit knowledge is not entirely clear, since tacit knowledge means different things to different people (Mooradian 2005, 104). The term tacit knowledge is conventionally opposed to explicit knowledge, which is used to describe knowledge that cannot be explicitly represented. It covers a very broad range of meanings.

(Linde 2001, 160). According to Cavusgil, Calantone and Zhao (2003, 9) it is rare to find absolute tacit knowledge or absolute explicit knowledge. Therefore, the distinction between explicit and tacit knowledge should not be viewed as a dichotomy, but as a spectrum with the two knowledge types as the poles at either end. They propose that there are degrees of tacitness of knowledge: the higher the degree of tacitness of knowledge, the harder it is to be transferred from one to another.

In addition, Nonaka and Konno (1998, 41) have emphasised the importance of a context in the creation of tacit knowledge. They argue that tacit knowledge is highly personal and difficult to share with others. Tacit knowledge consists of subjective insights, intuitions, and hunches. It is imbedded in what they call "ba", a phenomenal place in individuals, working groups, project teams, etc. where it is acquired from through one's own experience.

Li and Gao (2003, 9) claim that the tacitness of knowledge is broken down into two parts: implicitness and real tacitness. The tacit knowledge actually includes implicitness. They state that Nonaka emphasises the role of tacit knowledge in the processes of organisational knowledge creation. In addition, they argue that the mixture of tacitness and implicitness reinforce the mystification of tacit knowledge. According to Linde (2001, 161) tacit knowledge is used to describe any form of non-quantifiable knowledge within the field of knowledge management. It is especially related to knowledge of social interactions, social practices, yet most generally, to how a group or an institution gets things done. Nevertheless, Linde (2001, 161) argues that there are two kinds of social knowledge: individual knowledge and group knowledge. Individual knowledge consists of language, individual identity, membership practice and work practice. Group knowledge, in turn, includes the following practices: work practice, identity practice and membership practice.

According to Mooradian 2005, 109) we can not be aware of all ideas actively participating in the "act of knowing" which relate to our mental states. Sometimes these mental states are experiential, sensual, and emotional, and expressing them in a natural or formal language is difficult or even impossible. Bennett (1998, 591) finds that tacit knowledge is sometimes regarded as practical or intuitive understanding. Individuals are often not able to articulate tacit knowledge directly. Further, intuition is based on an enormous stock of tacit knowledge stored subconsciously (Bennett 1998, 591). In addition, Stover (2004, 165) argues that tacit knowledge is intuitive and practice-based, which makes it both valuable and difficult to pass on to other persons. When a person has a great deal of knowledge of something, his or her expertise allows him or her to intuitively find answers to problems a lot faster than a colleague whose area of expertise is in a different area.

Finally, it is worth emphasising that only individuals create knowledge. In other words, an organisation can not create knowledge without individuals, but an organisation supports the individuals or provides a context for them to

create knowledge (Nonaka 1994, 17). Tacit knowledge is procedural knowledge that guides behaviour but it is not available for introspection. It relates to actions and is relevant to the goals that people value. (Sternberg 199, 231). In sales, tacit knowledge consists of it how to read people and their wants in sales situation (Gregory 1999, 155).

To conclude, Opportunity intuition seems to be “knowing what” rather than “knowing how”. In addition, the present findings indicated that intuition could be “knowing-who” and “knowing-why”. Opportunity intuition is subjective and bases on experiences. It is created at the very moment, but it can be applied both immediately or later. Opportunity intuition relates to new business ideas, seeing new opportunities, potential opportunities and visioning the future, as well to the apprehension of the totality of business situations.

Rationale of intuition

Continuing the discussion with a quite well-known scholar of psychology, Carl Jung, it is worth introducing how he considers and defines conscious and unconscious functions of mind. As a starting point, Jung regards unconscious as an exclusively psychological concept, and not a philosophical one of a metaphysical nature. In his view the unconscious is a borderline concept, which covers all psychic contents or processes that are not conscious (Jung 1981, 483). He regards intuition as one basic psychological function besides feeling, thinking and sensation. Next, Figure 5 presents the four different functions of the mind, introduced originally by Carl Jung (1921) in German as “Psychologische Typen”.

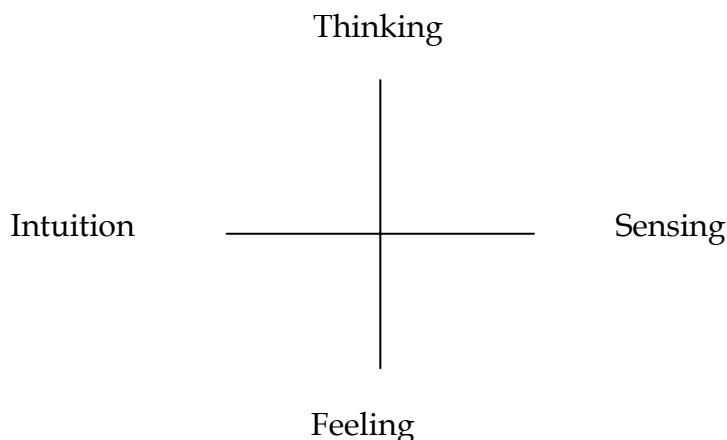


FIGURE 5 The four functions of mind (Jung 1921; according to Keegan 1984, 18; Parikh 1996, 27)

Feeling and thinking are rational conscious functions, since values in general are assigned according to the laws of reason (Jung 1981, 435). According to Jung sensation mediates the perception of a physical stimulus by the sense organs and “body-senses”. Sensation relates to external stimuli, but also to inner ones, i.e. to changes in the internal organic processes. (Jung 1981, 461–463).

Everything can be the focus of intuition, in which a content presents itself whole and complete without our being able to explain or discover how this content came into existence. According to Jung, intuition is a kind of instinctive apprehension. Further, it is an irrational function. With the term irrational Jung does not denote something contrary to reason, but something beyond reason. (Jung 1981, 453–454). Jung regards sensation as a conscious and intuition as an unconscious perception. He considers intuition and sensation as a pair of opposites, or two mutually compensating functions, like thinking and feeling.

According to Gollwitzer & Bargh (1996, 458), people often have strong faith in the rationality of consciousness. Therefore, in order to demonstrate the existence of unconscious phenomena, researchers have had to demonstrate irrationality, which means judgements and behaviour that can not be explained in terms of the conscious goals and intentions of persons. (Gollwitzer & Bargh 1996, 458, 475). In addition, a common misconception is the belief that good analyses and good outcomes are synonymous, although the former means that the problem has been diagnosed correctly. Nevertheless, an articulated analysis does not automatically produce good results. (Rowan 1986, 19).

Intuition is a perfectly normal and common mental state or process that is the end product of tacit knowledge acquisition. Intuition is a cognitive state that emerges under specifiable situations, and it operates to assist an individual in making choices and in engaging in particular actions. Therefore, intuition can be regarded as a kind of “second nature” which derives from the internalisation of explicit knowledge. (Koskinen 2003, 71).

Moving on to an overview of the use of intuition in an organisational setting, Agor (1989, 141) points out that when a manager emphasises thinking skills in his tasks, it is well suited, for example, in routine tasks, details, implementation, and repetitive tasks. Further, if a manager prefers intuitive skills, it is well suited in non-routine tasks, exclusive tasks, and constant new assignments. The former is objective and prefers solving problems by breaking these into parts, and then approaching the problems sequentially by using logic. The latter, in turn, is subjective and prefers solving problems by looking at the whole, then approaching the problems through hunches. (Agor 1989, 140–141).

Individuals who can convince themselves that they will achieve an objective and who can clearly imagine that this achievement engages something called the creative subconscious; that first starts to work overtime to eliminate cognitive dissonance that is different from the vision. Eventually, the result is that the individual makes things happen in such a way that the vision becomes a reality. (Campbell & Alexander 1997, 49). Intuitive processes work best when integrated with non-verbal thought processes. We must also be able to translate intuitive knowledge into language suitable for interpersonal communication. (Rockenstein 1988, 83).

In order to conclude the section of Opportunity intuition, it can be considered to be one way of knowing. It consists of getting new ideas in business, seeing new and potential business opportunities, sensing a holistic feeling of control in one's own work. It is subjective and prefers solving

problems by looking at the whole, and then approaching the problem through using intuition. At its best, based Opportunity intuition, managers make things happen in such a way that a vision becomes a reality.

5.1.5 Action intuition

According to the findings, Action intuition relates to present and future business operations, and it guided the family entrepreneurs to act or to make decisions in a certain way in certain situations, even if it might be opposite to facts. In terms of present business operations it related to decision-making at the very moment. Relating to the future business operations, in turn, the question is how the intuition occurred is utilised in the decision-making process further on. Action intuition refers to social interaction situations, but also to business transaction situations. In addition, these situations involve decision-making. For these reasons, it is called Action intuition in this study.

Intuition in decision-making and in problem-solving

To start with the concept of decision-making, it refers to learned habits. In other words, people learn various styles to make decisions. For example, some people rely strongly on intuition, whereas some base the decisions on detailed analysis. Further, some are quick, some are slow to make a decision. However, the key factors are the amount of information obtained and used in decision-making, and the number of alternatives identified when reaching the decision. (Driver, Brousseau & Hunsaker 1990, 3). Patton (2003, 995) suggests that an expert intuition is an analysis frozen into habit and into the capacity for rapid response when a person recognises familiar kinds of situations. Therefore, it involves a kind of pattern recognition. According to Patton (2003, 995) confident decision-makers are able to blend logic and intuition.

Next, it is worth discussing different decision-making and problem solving styles and how intuition is involved in them. Based on the Jungian type of model, Keegan (1984, 34–35) presents that the conscious and unconscious are opposite functions. Sensation and intuition are perceptions and opposed to each other, and thinking and feeling are judging functions and they are opposed to each other. Figure 6 illustrates these functions in more detail. Although the figure helps us to understand the role of feelings and emotions when intuition occurs, the explicit distinction between different styles might not be useful as such in terms of improving the understanding of the findings of this study.

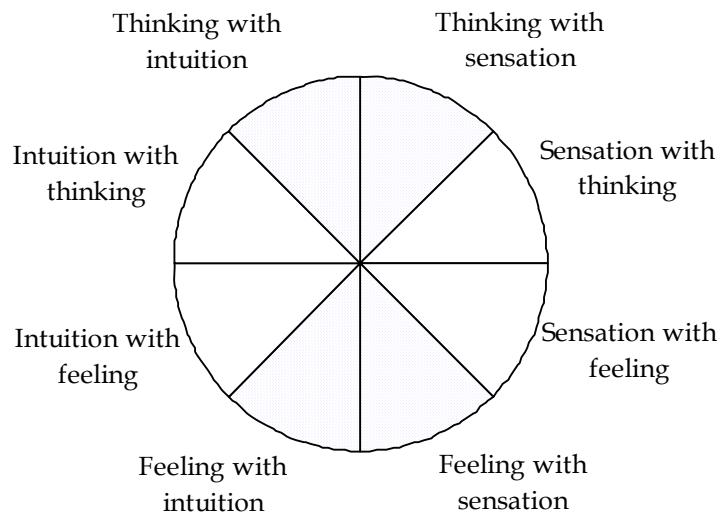


FIGURE 6 The functions of the conscious and unconscious mind (Keegan 1984, 35)

According to Keegan (1984, 34), each person has a preference for one of the four functions which is known as his or her superior function. The opposite of the superior function is the inferior function. The decision-making function refers to one of the four functions and the decision-making style refers to one of the eight combinations of one dominant and one auxiliary function. (see also Andersen 1999, 252). Table 15 illustrates the combinations relating to the different decision-making and perception styles. Further, it illustrates well that intuition sometimes appears with thinking, feeling and sensing, sometimes in decision-making and perception functions.

TABLE 15 The decision-making and perception styles

Judgement or decision-making functions:	Perception functions:
thinking with intuition	intuition with thinking
thinking with sensation	intuition with feeling
feeling with intuition	sensation with thinking
feeling with sensation	sensation with feeling

Nevertheless, Kardes (2006, 20) argues that too much information, too much knowledge or too much analysis can reduce the accuracy of intuitive judgement. Nevertheless, he continues that managers should trust their intuition only when high quality feedback (in terms of frequency, prompting, and diagnostics) is available and when inferential errors are consequential and therefore easy to detect.

Munoz-Seca and Riverola (2004, 6) consider knowledge as the ability to solve a certain set of problems. They introduce a classification of problems by the degree of structuring: structured solutions and non-structured problems.

The latter problems require creative answers whose outcome is often unknown in advance. (Munoz-Seca & Riverola 2004, 9–10). Therefore, intuition can be used well in solving non-structured problems. However, intuition can be used in structured problem-solving as well. For example, Harbort (1997, 135) discusses the role of conscious intuition in structured problem-solving activities where the problem-solver's eventual goal is some intentional activity. In this context, intuition is the process of imagining something that turns out to be true. By "true" he does not mean to imply correctness in the logical sense but only in the sense that the person is also willing to act upon his or her conclusions. Harbort (1997, 135) refers to Bergson (1946) and argues that familiarity is an important characteristic when intuition works. It is more successful when the person is familiar with the question at hand. Also Kuo (1998) argues that managers' intuition can be effective in handling dynamic, ill-structured problem-situations when the knowledge needed for problem-solving is distributed between their minds and the surrounding world. (Kuo 1998, 89).

To conclude the section of intuition in decision-making and in problem-solving, it seems that action intuition relates to "knowing how" in various decision-making situations which involve people and various business operations. Therefore, knowing how involves the feeling of certainty to make the right decision. Action intuition guides managers in different decision-making and problem solving situations. Further, it seems that decision-makers have to balance between explicit knowledge and their intuition in order to make good business decisions.

Correct vs. incorrect intuition

The findings indicated that intuition was predominantly guiding by nature in decision-making and problem-solving, and usually turned out to be correct by nature eventually. However, it seemed that sometimes intuition might be incorrect as well. When making decisions, people typically consider the chances of the event which will occur. Uncertainty constitutes important input to decision-making. (Hogarth 2001, 150–151). Ignorance might create a certain tension, an incompleteness in an unresolved problem. When the answer comes, there is a feeling of restoration. Wholeness is restored, and that feels good and comfortable. It is like filling in a circle that had a missing section. (Goldberg 1989, 190).

Monsay (1997, 117-118) points out that it depends on the type of intuition one is dealing with and the quality of the circumstances whether intuition will be correct or not. She argues that correct intuition will be more likely if there is an emotional need for a solution to a certain problem. The quality of intuition will be enhanced if, after intensive involvement with the problem, conscious attention is turned away from it for a while. On the other hand, according to Wisniewski (1998) a number of studies in social psychology suggest that people sometimes explain their behaviour of feelings by using their intuitions to decide which factors of the situation caused their behaviour. In addition, people sometimes fail to understand why they do things in a particular way, which is

due to it that people do not always have conscious access to their thought process. (Wisniewski 1998, 54).

To summarise the discussion of Action intuition, it seems that it is linked to diverse decision-making and problem-solving situations. In other words, based on his or her Action intuition, a person knows first without awareness how to act in the situation. Nevertheless, although intuition is predominantly and usually guiding by nature, it might be incorrect as well. Intuition might be incorrect in the way that it is not put into practice at all. In addition, incorrect intuition might also appear in a misleading way when it is put into practice.

5.2 Differences in intuition experiences between genders

The findings indicated that there were differences in intuition experiences by gender. This section discusses this topic as follows: the first Section 5.2.1 discusses masculinity and femininity stereotypes, and Section 5.2.2 continues introducing aspects towards understanding the differences through socialisation. However, before starting the discussion, it is worth mentioning individual differences first. The findings consisted of intuition experiences of 19 family entrepreneurs. Some of them seemed to have more intuition experiences relating to many kinds of situations, whereas others had only few and they related to one kind of situation only. In other words, it seems that there are individual differences between family entrepreneurs' intuition experiences in terms of their quantity and quality. I detail this matter further when evaluating the study in Section 6.2.

5.2.1 Masculinity and femininity stereotypes

Moving on to discuss the gender differences, I start by referring to Burr (2003, 11) and define gender as follows:

"Gender is the social significance of sex. It refers to the constellation of characteristics and behaviours which come to be differentially associated with and expected of men and women in a particular society, our notions of masculinity and femininity. Such differences may really exist, or they may be only supposed to exist".

The differences between women and men can be explained by biological and cultural factors. Sometimes the emphasis bases on biology, sometimes on cultural factors (Aaltio-Marjosola 2001, 35).

Based on the findings, women's intuition experiences seemed to be different in terms of the differences in quality. However, the findings did not indicate that women had had more intuition experiences (cf. Agor 1985, 1989; 1991; Parikh 1996). The findings of this study showed that women had somewhat different kinds of intuition experiences than men had. In other words, the emphasis of women's intuition experiences related more to the social

and operational situations, whereas men's intuition experiences represented more equally all the three aspects introduced earlier in the findings of this study, Social intuition, Opportunity intuition and Action intuition.

To understand differences by gender, it is worth discussing the masculinity and femininity stereotypes of managers. Maclaran, Stevens & Catterall (1997, 312) argue that the traditional view is that managers are male, and there is a "male norm" in many organisations still today. Further, women are constantly being measured against the male, masculine managerial stereotype, which consists of the following characteristics: competence, very aggressive, very independent, almost hides emotions, very objective, not at all easily influenced, very dominant, has distance, uses harsh language, not at all talkative, very rough, and not at all aware of the feelings of others. The feminine stereotype, in turn, is characterised as the opposite of the masculine characteristics. The findings of Maclaran, Stevens & Catterall's study (1997, 313) indicate that women marketing managers could "read" the situations both within the organisation and outside it. They referred to their hunches and gut-feelings. A number of women perceived their sensitivity to mood and atmosphere as perhaps related to their gender.

Relating to females' intuition Myers (2002, 46–47) considers the following issues: gender and empathy, gender and decoding emotions, and gender and "ways of knowing". He refers to previous studies and points out that women seem to be more empathetic than men. The empathy differences could be explained with the second issue: women's skills at reading others' emotions. In terms of gender and "ways of knowing", the gender intuition gap is easily overstated. Although there are individual differences between females and males, the gap appears to be real. It is said that women base knowledge on intuitive and personal grounds more often than men.

The study of Glover, Bunns, Sharp and Munchus (2002, 224) suggests that the characteristics and managerial skills women possess may make them more effective leaders. They present that the more empathetic a person is, the more closely he or she gets with employees, customers, shareholders, suppliers and peers. In fact, one of the key characteristics of the feminine model of leadership style is empathy.

Tacit knowledge refers to silent, voiceless or wordless knowledge. It includes everything that can not be described in a verbal way. (Koivunen 1997, 78). Koivunen (1997, 112) discusses women's tacit knowledge. She argues that women's way of knowing is different than men's way of knowing. Women's way of knowing has developed and become specified through their bodily experiences and through work specialisation by gender. For a long time women have transmitted their tacit and explicit traditions from one woman to another, from a mother to a daughter. (Koivunen 1997, 112). In order to conclude it seems that there is a women's way of knowing things. Although there are individual differences, women's intuition relates to different social situations.

Nevertheless, Cole's (1997, 362–363) findings disagree with the gender stereotype differences introduced in literature. His findings, however, indicated

an interesting fact concerning women's decision making in family business: women needed more time to make a decision. In other words, women thought more about the matter before making a decision. Hayes, Allison and Armstrong (2004, 411) have studied the intuition of managers and gendered stereotypes. Their findings do not support gender stereotypic thinking about the intuitive nature of women managers. Their findings do not indicate that there is a difference between male and female managers in terms of intuitive orientation.

5.2.2 Towards understanding of differences through socialisation

According to Burr (2003, 38) socialisation refers to the processes by which people come to adopt the appropriate behaviour deemed in their culture. It is often linked to children who gradually learn to adopt the appropriate and acceptable behaviour in different social situations. However, she emphasises that our behaviour as adults is also continually moderated by social pressures and expectations.

Although the concept of socialisation does not specify how appropriate behaviour is acquired, it is commonly assumed that this mainly happens through reinforcement, learning, and through modelling. In addition, gender-appropriate behaviour is often either directly or indirectly rewarded by parents, teachers and peers. (Burr 2003, 41).

Hogarth (2001, 160) raises the question of whether women in fact make more accurate intuitive judgements on interpersonal matters. He refers to previous studies and points out that in terms of vicarious emotional responding, non-verbal decoding ability and emphatic accuracy women are more intuitive than men. Further, Hogarth (2001, 162) presents a hypothesis that as children females learn to make more accurate observations of others engaged in social interaction than males do, and this accounts for the enhanced intuitive ability that they later exhibit as adults. The pressure to learn seems to be social and cultural in origin and this pressure has its roots in the fact that females are not socialised to play leadership roles in many societies. This means that in order to be successful females need to observe how others act before taking actions themselves and learn to be adaptable. Males just take action, but lose the opportunity for developing their observational skills. (Hogarth 2001, 162).

Successors in family businesses have been in contact with the business from early childhood onwards. Breakfasts, dinners and other family gatherings, after-school work and summer jobs have all created opportunities to learn more about the business. (Kets de Vries 1999, 18). Relating to the socialisation patterns of successors in family businesses, Garcia-Elvarez, Lopez-Sintas and Gonzalvo (2002) argue that there are two different phases in common to all socialisation processes. The first phase is the family socialisation, and it comprises value transmission and training and is common to founders' all descendants. It is developed during their childhood inside the family. The second phase is the business socialisation, and it is only reserved for the founders' potential successors and begins when they work full-time for the business. (Garcia-Elvarez, Lopez-Sintas and Gonzalvo 2002, 189, 193, 196).

Agor (1989, 149) emphasises that his findings show that there are statistically significant differences between the sexes when regarding intuitive ability of both private and public sector executives. Women consistently scored higher on the intuition scale than men in every group sampled. Agor suggests two things as explanations: First, there may be different patterns of psychological growth of the brain for men and women, which could help to understand some of the score differences. Secondly, women have learned culturally to use and develop their native intuitive ability. In contrast, men historically have learned through societal and cultural pressure to suppress feelings and rely on deductive processes vs. inductive ones. (Agor 1889, 149–150). Nevertheless, it is worth discussing what Agor (1989, 133, 144) has emphasised: Although one person might obtain a high score on the intuition scale, it does not necessarily follow that he or she actually uses this skill on the job to make decisions, but, rather, it indicates his or her underlying potential intuitive abilities. Keen (1996) has used Agor's test in his survey, and the results contradict Agor's research that females are more intuitive than males. However, as Agor has emphasised, there was no necessary relation between these indicators and the actual behaviour of managers.

Finally, Parikh's (1996, 66) results in an international survey indicated that intuition is a characteristic associated more to women than to men. The index scored 53/100 was obtained on a five-point scale. The findings could be interpreted in the way that if intuition is associated almost equally to men and women, one could ask, if differences exist? Therefore, in order to conclude, it seems that differences in using intuition in business by gender are difficult to specify.

5.3 Intuition experiences and learning

The findings illustrated that the interviewees often referred to their earlier experiences when having intuition experiences. In other words, while recalling their memories, they referred to their experiences and also to learning from them. This section deals with the potential relationship between intuition experiences and learning. Section 5.3.1 first introduces different types of memories, and then Section 5.3.2 discusses learning from experience.

5.3.1 Different types of memories

Besides the two ways of knowing, unconscious and conscious, we also have two ways of remembering, implicit and explicit (Myers 2002, 33). Remembering relates to the memory system. Spear and Riccio (1994, 2) argue that it would seem difficult to have learning without memory or vice versa. However, the distinction between these two psychological processes is important. Actually, Smith et al (2003, 268) introduce that psychologists today make three major distinctions of

memory. First, there are three stages of memory: encoding, storage and retrieval. Secondly, there are different memories for storing information for short and long periods. The third distinction deals with different memories being used to store different kinds of information. In order to briefly sum up the distinctions introduced above, Table 16 presents the main factors.

TABLE 16 The main factors of three major distinctions of memory (see Smith et al 2003, 268–270)

	"Sub-categories"	Characteristics /contents
Three stages of memory	1. Encoding 2. Storage 3. Retrieval	to put information into memory to maintain information in memory to recover encoded and stored information from memory
Three memory stores (Atkinson-Shiffrin theory)	1. Sensory store 2. Short-term store 3. Long-term store	information resulting from the environment is first placed here the next repository of information, where attended information from the sensory store is placed the large repository of information that we remain of all information that is generally available to us
Different memories for different kinds of information	1. Explicit memory 2. Implicit memory	in which a person consciously recollects an event as occurring in a particular time and place in which a person unconsciously remembers information of various sorts

In addition, there is an important distinction between declarative memory and procedural memory. The declarative memory refers to the ability to state a memory in words, and the procedural memory to the development of motor skills and responses. (Kalat 2004, 397). According to Spear & Riccio (1994, 25) memory has two meanings. Sometimes memory refers to a process (series of events) that carries us from the time an episode-to-be-remembered is first perceived until it is remembered later. In other cases remembering involves an individual's particular representation of a learned episode. Also Hogarth (2001, 91–94) argues that we tend to experience memory in two distinct ways: recall and recognition. Recall often involves attention to finding or identifying a particular piece of information. The mental effort involved in recall can vary from a little, or none, to a lot. Recognition, in contrast, is a process that seems to work with little conscious awareness or effort. In other words, it means that either you recognise something, or you do not.

According to Roediger (1990, 1043) humans learn many skills in which conscious remembering is unlikely to play a great role, and people are unlikely to recall how to perform these skills. Actually, when a person pauses to reflect on how a complicated skill is carried out, the performance deteriorates. Although these performances reflect prior learning, they seem to resist conscious remembering. Since their basis is difficult to describe in words, they are considered to be "unconscious".

In order to conclude, Hogarth (2001, 91) argues that intuition is acquired through experience and thus it is specific to particular domains and particular

people, residing in memory. In other words, intuition relates to implicit memory in which a person unconsciously remembers information of various kinds. Nevertheless, although there seem to be a connection between implicit memory and intuition, systematic studies on the implicit phenomena have been carried out only since the 1980s (Roediger 1990, 1954).

5.3.2 Learning from experience

The concept of learning can be defined in different ways. This study follows Marsick and Watson (1990, 12) and regards learning broadly as “the way in which individuals acquire, interpret, reorganise, change or assimilate a related cluster of information, skills, and feelings”. Therefore, learning also includes informal and incidental learning which take place without much conscious reflection. (Marsick & Watkins 1990, 4, 8). Incidental learning is a sub-category of informal learning, and a by-product of some other activity, such as task accomplishment, interpersonal communication, and sensing the organisational culture. Incidental learning includes learning from mistakes, learning by doing, and learning through a series of covert interpersonal experiments. (Marsick & Watkins 1990, 12–13).

Further, since the body affects the mind and the mind affects the body, a holistic approach to learning concerns tall the mind processes. Consciousness is what we usually pay attention to. Expanding our ways of paying attention increases our flexibility and fluency in learning. (Maxfield 1990, 103).

Mulligan introduces (1997, 47) a model of internal processes or skills that can be used to improve the way people learn from experience. The model consists of seven categories: reasoning, feeling, sensing, intuiting, remembering, imagining, and willing. All the categories interrelate to each other. Figure 7 presents the model of these internal processes.

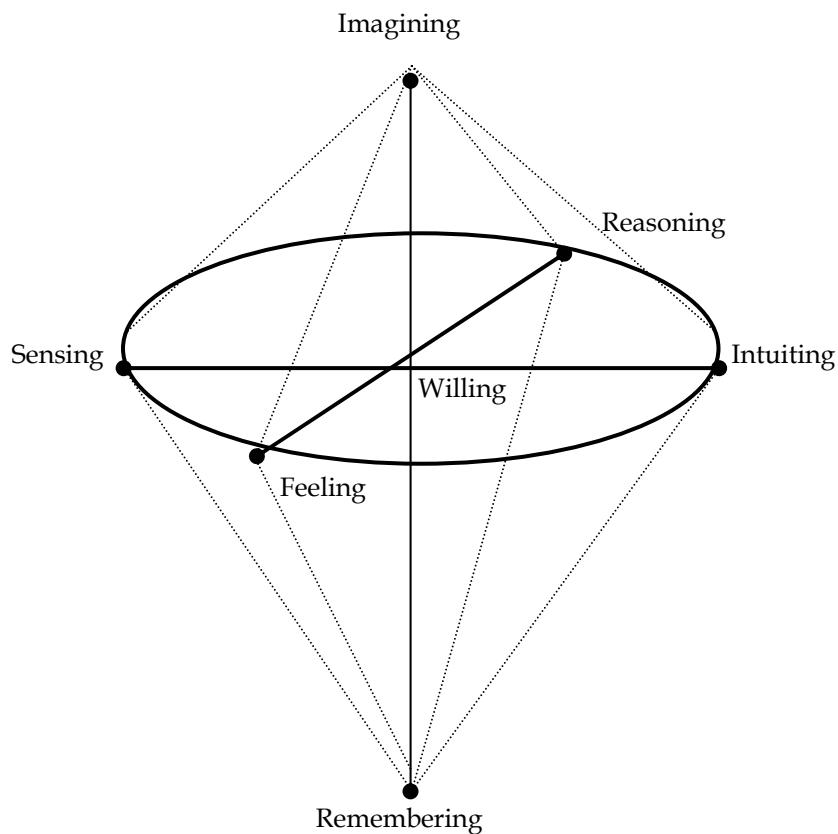


FIGURE 7 The model of internal processes (Mulligan 1997, 47)

From the psychological point of view, the basic mechanism that enables humans to learn from experience is simple, involving two key principles: First, people learn by association or contingencies, and the more such association are observed, the more likely they are to be remembered. Second, rewards and punishments help people to remember some associations better than others. (Hogarth 2001, 19).

Hatsopoulos and Hatsopoulos (1999, 150) argue that it is often a mystery where the knowledge that forms intuitions and tacit knowledge come from. Further, are they in-born or acquired through experience? According to Hatsopoulos and Hatsopoulos (1999, 150) managerial intuition is predominantly based on the accumulation of decisions and solutions made in business situations, and their positive and negative consequences. Also according to Argyris (1999, 123), tacit knowledge is the primary basis for effective management. Many routines of managers are implemented through skilful actions, and skilful actions are internalised and tacit.

According to Nurminen (2000, 35) intuition and expertise are connected: the more expertise has been developed, the more the expert trusts and relies on his intuition. Also McKinnon (2005, 44) argues that “physiologically evidenced intuitive processes and emotion-gated cognition mean that the place of an effective domain in models of reflection and the role of motivation in

experimental learning are further confirmed and clarified". In other words, it has been demonstrated that intuitive knowledge can be learned. In addition, Kerfoot (2005, 404) defines clinical experts as persons who automatically go through an analysis subconsciously, and intuitively determine what is happening and what needs to be done. However, she continues that when leaders use the skill of intuition they are not always highly valued for their ability. In turn, they are often valued for their ability to produce analytic planning which lead actions. Nevertheless, Kerfoot (2005, 404) emphasises that a leader needs both skills.

The problem for management development is the uncertainty about to what degree the skills and abilities are in-born rather than learned. If they are learned, then to what degree can they be formally developed rather than learned through experiences? (Paauwe & Williams 2001, 95). Jocumsen (2004, 663) reviews literature on the strategic decision-making process and its different phases. Based on the review, he presents a table in which intuition and gut-feeling are parts of inherent competencies, not learned competencies like rationality, formality and written activity. Paauwe and Williams (2001), in turn, argue that intuition seems to be learned rather than inherited, but that it is also very difficult to develop formally. It needs to be based on experience and reflection. Although most executives do not have time for reflection, they do have time for socialising and talking with colleagues. The social networking time might be a basis for building up intuition. (Paauwe 2001, 95).

Intuition could also be considered as a starting point for organisational learning. Crossan, Lane and White (1999, 522) present organisational learning as four processes: intuiting, interpreting, integrating, and institutionalising. In other words, they link learning to the individual, group and organisational levels. However, since intuition is a uniquely individual process, it may happen within a group or organisational level. The recognition of a pattern or possibility as an intuition, however, comes from within an individual. Organisations do not intuit. (Crossan, Lane & White 1999, 522, 525).

Professionals who work in isolation may have only limited opportunity to acquire tacit knowledge. Also the environment often makes acquisition of tacit knowledge difficult. Organisations may even have incentives for not wanting to disseminate this knowledge, and therefore tacit knowledge might be hidden. (Sternberg 1999, 155). In addition, creative processes have to be given time to flower. Criticism at the wrong point can kill an emerging idea. Creativity can be inhibited by trying to do too much too soon or at the same time. (Robinson 2001, 136).

To sum up, it seems that intuition experiences and learning might be related to each other through implicit memory and other internal processes of mind. It might be related to incidental learning in the activities of task accomplishment, interpersonal communication, but also in other activities within the organisation. Finally, to conclude, it seems that intuition is both an in-born characteristic and a sort of tacit skill which can be learned and developed through experience.

5.4 The main conclusions of the study

This study discussed the phenomenon of intuition in the context of family business. The findings enhanced the understanding of family entrepreneurs' managerial intuition. Starting by referring to Figure 1 presented in Chapter 1, the study indicated that intuition was a holistic phenomenon of the unconscious mind. The findings illustrated that the managerial intuition included three aspects which were interrelated to each other: Social intuition, Opportunity intuition, and Action Intuition. Figure 8 shows the findings in terms of enhancing the understanding of managerial intuition.

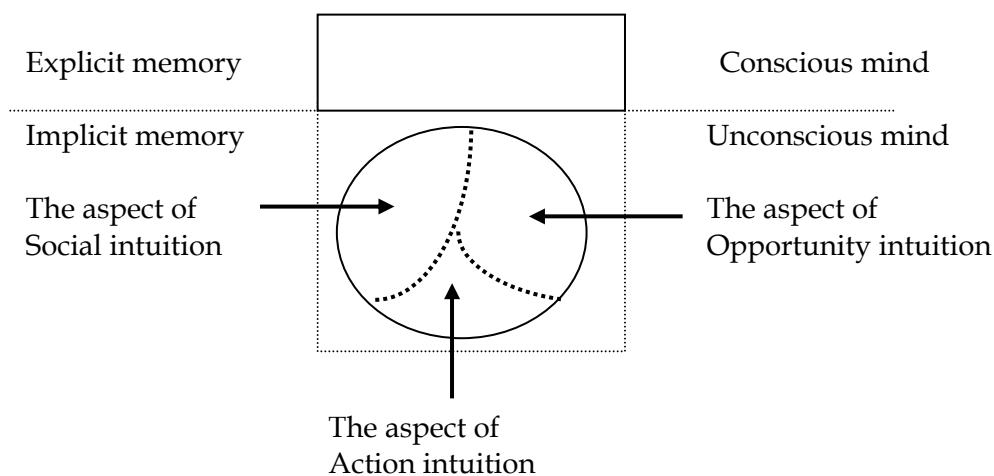


FIGURE 8 The essence of the phenomenon of managerial intuition

The main conclusions of the study can be presented as follows:

1. The essence of family entrepreneurs' managerial intuition experiences consists of three aspects of intuition:

*Social intuition
Opportunity intuition, and
Action intuition*

From the phenomenological point of view this study considers intuition in a holistic way. In other words, intuition is a holistic phenomenon, which however, has three main aspects. It is not worth conceptualising managerial intuition with diverse concepts or making clear distinctions between different concepts. Instead of using explicit concepts intuition is approached by three aspects which have different objects and they appear in different situations. To conclude, there are various aspects of intuition in terms of their objects, and they appear in relationships to different situations and people. Therefore, it seems that the phenomenon of managerial intuition consists of three different types.

2. Intuition experiences vary between individuals

It seems that some individuals have more intuition experiences than others. Therefore, it seems that intuition appears in different ways to different individuals. In addition, it seems that individuals make use of their intuitions in different ways in business.

3. Intuition experiences vary by gender

It seems that females do not have more intuition experiences, but they have more one type of intuition, Social intuition, than males. Social intuition appears in human relationships and has different nature than Opportunity intuition and Action intuition. In addition, Social intuition made use of at the moment it occurs.

4. Intuition is a managerial skill

It is not irrational to use intuition in management. Especially Opportunity intuition involves recognising new potential and new business opportunities. Although intuition seems to be predominantly guiding by nature, it might be incorrect and misleading as well. In addition, like other managerial skills used in practice, intuition can be sometimes used in incorrect ways, yet usually it is guiding and correct by nature. It does not seem to be solely an in-born characteristic, but it can often be considered a good managerial skill which can be learned and developed through experience.

6 EVALUATION OF THE STUDY

In order to complete the study, this chapter evaluates the findings and the research process. The first Section 6.1. discusses the implications of the study and Section 6.2 continues with reliability, validity and the limitations of the study. Finally, Section 6.3 introduces topics for further research.

6.1 Implications of the study

The implications of a qualitative study can be evaluated in different ways, for example, in terms of theoretical, methodological and practical implications can be evaluated (Kyrö 2004, 137–138). This section starts by discussing the theoretical implications relating to intuition in management. I first refer to Khatri and Ng (2000, 79) who argue that although intuition also seems to play a critical role in strategic decision-making in management, there is not much serious research on the subject. Further, they argue that the studies on intuition are often essentially theoretical by nature. This study enhanced the discussion about intuition in management both at a theoretical and a practical level.

Next, continuing with family business contribution, it is first worth emphasising that family business provided the context for understanding intuition. Nevertheless, Kets de Vries (1999, 5) argues that too many students give their attention to structures and systems in business instead of to the people involved. For example, the theories of individual motivation, decision-making, and group behaviour applied in studies are oversimplified: they make the people who run these organisations look one-dimensional. Since this study enhanced the understanding of managerial intuition of family entrepreneurs, it could therefore be seen to have an implication for family business studies as well, and the effect of the context can be seen in the study. In the beginning, I assumed that family businesses might provide a good context to study intuition due to the family business culture. It seemed that the context did have effects on managerial intuition: a family business might facilitate making use of intuition,

or it might inhibit it. For example, one could ask if it is so that female successors emphasise the rational factors of running a business in order to seek for certainty, and they might be willing to show that also they are capable of managing the firms, which their fathers have established, in a formal and acceptable way. They do not use their intuition in situations where big financial risks are involved, but in sudden and spontaneous situations where they can use their intuition almost instantly. This might also explain why the essence of managerial intuition of female entrepreneurs relates to social intuition. On the other hand, one could see a context effect so that male family entrepreneurs, as CEOs, "play with their own money" in their companies, and might therefore trust and lean more on their intuition. Nevertheless, these are only conclusions on the context effect which has not been studied. However, to sum up the potential context effect, it seems that family business as the context did have a guiding nature in the managerial intuition of family entrepreneurs, in a facilitating way and in an inhibiting way.

Moving on to the methodological implications, I agree with the assumption that human social behaviour can only be understood by asking those capable of saying, what they think, feel, and intend to do, is a limited way of study (Banaji, Lemm & Carpenter 2004, 44). In order to illustrate this assumption I refer to Khatri & Ng (2000, 79) who argue that one important limitation of their survey concerning intuition of senior managers was the self-report measures which may not truly reflect the phenomena of interest. They conclude that personal bias, values, and misperceptions may influence responses. Phenomenology, in turn, is the art of "let that which shows itself be seen from itself in the very way in which it shows itself from itself". Its practice is a matter of being acutely attentive to whatever phenomenon is under consideration. (Bontekoe 1996, 63). However, it is an illusion to think that any method could reveal the reality as such. The reality always appears in a way which is possible for the research method chosen (Rauhala 1989, 7). However, phenomenology provided a good grasp to study the multidimensional phenomenon of intuition. In order to introduce one rigid approach to applying phenomenology as the research method, this study might help other researchers to apply phenomenology in their studies as well.

Finally, turning to practical implications, Mitchell, Friga and Mitchell (2005, 671) argue that the notion that entrepreneurial intuition is relevant would not have survived long without some basis in the experiences of entrepreneurs. Therefore it is not the case of introducing the idea of intuition in practice, but showing and illustrating evidences of its benefit and potential. Also this study suggests that it is worth increasing discussions about managerial intuition. Further, it seems that intuition is a skill which can be learned in practice; the more good and correct intuition experiences family entrepreneurs had, the more they seemed to rely on intuition.

6.2 Reliability, validity and limitations of the study

In order to evaluate the reliability of the study, it seems that such evaluation can be done in different ways (i.e. Alasuutari 2000, 143; Anttila 1998, 400; Silverman 2001, 225; Tuomi & Sarajärvi 2002, 35; Tyrijälä 1991, 387). Nevertheless, these different ways often consist of the concepts of validity of the findings, reflection of the research process, assessment of the weaknesses and strengths of the study. Also Anttila (1998, 408) emphasises that the reliability of a qualitative study means the reliability of the data analysis process. It is strongly related to the research process phase in which a study moves on from the empirical data to analysis and interpretation.

Research process's point of view

Next, starting the discussion of reliability from the research process's point of view, I evaluate the research process and the findings in a more or less chronological order. I approached the phenomenon of intuition through phenomenology, which resulted in the methodological commitments introduced earlier in Chapter 3. Further, I have given the arguments for the choices I have made during the research process. The aim was that readers could follow the process phase by phase, and to understand the research process as a whole, too. According to Perttula (1995, 43), a researcher has to pay special attention to a concrete description of a data analysis process. I aimed at following the phenomenological method in a systematic and rigorous way. In other words, I completed one main phase before processing the next one. I have described all the phases of the analysis process, and how I have carried them out.

Heron (1990, 34) argues that traditional research on persons is also a way of exercising power over them. Although the subjects voluntarily agree to be subjects, they do thereafter what they are asked to in accordance with the principles frequently not disclosed to them and in accordance with the decisions made unilaterally by the researchers. By implementing phenomenological interviews I also made also a commitment in terms of how to confront the interviewees and their life-worlds.

Understanding is based on interpretation, and in each case a researcher is in the middle of understanding the phenomena, never in the beginning nor in the end. In other words, there is not absolute knowledge, but relative and subjective. (Oesch 1994, 66). On the other hand, if a researcher has a strong pre-understanding of the phenomenon, it might guide the research process and he or she is not open enough to new phenomena (Varto 1992b, 26–27). My pre-understanding of intuition was a slightly positive one, although I did not know nor understand the phenomenon, but I believed that intuition experiences existed. Further, the study based on the data and moved on its conditions which meant that the findings were the basis for the theoretical discussion, not

vice versa. Further, as a researcher I had to be aware of and deal with my subjectivity through the research process.

Research method's point of view

When next discussing the concept of validity, one can say that it relates to it whether the research method measures or describes the phenomenon that it is supposed to do. For example, Maxwell (1992, 279) regards validity as descriptive, interpretative, theoretical, and evaluative. All in all, he emphasises that validity is relative to purposes and circumstances. Data or method themselves, can not be valid or invalid. Perttula (1995, 43–44) introduces the criteria of a qualitative study which involve meaning relations. The criteria emphasise the research process as a whole, and the analysis of the structure of the phenomenon under study.

Continuing with the evaluation of the validity of the research method, phenomenology, it is worth mentioning that the study did not result in the same categories introduced in previous literature. In other words, phenomenology provided a method which resulted in different categories and types of intuition. This indicates the validity of the method used in the study. Perttula (1995, 45) emphasises that the findings of a phenomenological study are not reliable, if the researcher does not describe the original experiences. I have included all the original descriptions of intuition experiences in the analysis and illustrated how I have analysed the original experiences step by step.

Limitations' point of view

Moving on to the limitations of the study, it is worth emphasising three things. First, the study focused on managerial intuition of family entrepreneurs. In other words, the study examined intuition experiences relating only to management tasks and situations. Since the study did not examine the logical or analytical side of the management situations, the family entrepreneurs management styles in different situations could not be compared. Secondly, in order to review the limitation concerning the number of experiences the interviewees told about, it is worth mentioning that although I received a rich interview data, it also included all the experiences of the study. In other words, some of the interviewees had a lot of intuition experiences, whereas some of them had only few. The reasons for that might be that they had not had such experiences, or they could not remember or did not want to tell about them. Obviously, this might also be due to it that some individuals are less intuitive (e.g. Jung 1981, Keegan 1994, Parikh 1996, Agor 1989), and have therefore less intuition experiences. Finally, to discuss the findings in terms of generalising them, I start by reminding readers that the aim of the study was not to explain the phenomenon, but to understand it in its context. Nevertheless, since the number of interviewees was 19, one could argue that a certain level of saturation was achieved to propose that the findings could be applied in an

other family business context as well, depending however on the situations and people involved.

A study succeeds seldom well in all respects. Obviously, some phases or proceedings have been implemented in a less successful way than others. One could even argue that a failure or failures do happen in a certain phase of the research process. The key issue is to discuss them in the report as well, and to provide readers with a chance to assess how significant the failures have been to the entire study and its findings. (Kyrö 2004, 136). In order to asses the main challenge of the study, it is worth evaluating the research method. Phenomenology means different things to different people, and as a research method it might be employed in a loose or rigid way. Therefore, when a doctoral student enters the world of phenomenology, he or she might be quite confused. (Remenyi, Williams, Money & Swartz 1998, 95). This was exactly what happened to me and I did not understand the problem. It seemed to me in the beginning of the process that there are a lot of studies which have used a phenomenological research method. After having read a couple of the reports from a methodological point of view, I was confused for quite a long time. The study reports which I read focused on results, or on a part of the research process, but not on reporting the process in a consistent way that one could easily follow. Being a novice researcher I did not understand the strengths and weaknesses of these studies. There were various ways how phenomenology was, or was said to be, applied in the studies. It took time to get rid of the confusion by reading more about phenomenology and to understand the method better, especially what I understood by phenomenology. Eventually, this weakness turned out to be a strength for the research process, and I was able to move on.

Nevertheless, from the phenomenological point of view, a life-world is always richer and more original than it could ever be described or interpreted in any findings (Perttula 1995, 45; Giorgi 1999, 11). "The important lesson which the reduction teaches us is the impossibility of a complete reduction" (Merleau-Ponty 1945; according to Brooke 1991, 34). Therefore, this study was a serious attempt, but still only a limited way to illustrate family entrepreneurs' intuition experiences from the life-world's perspective.

6.3 Topics for further research

Starting by discussing the phenomenon of intuition, I still perceive it a curious way. I think that there is something that can not be explained in it. However, by carrying out this study I learned a lot about it. The more I learned, the more I started to consider it in a practical way. In other words, it makes sense to me to consider intuition as a phenomenon which somewhat leans on earlier experiences, learning and memory. However, the key issue seems to be the dual-memory system (explicit-implicit). If intuition occurs based on the implicit

memory, a part of intuition will obviously remain "mysterious" and unknown. Nevertheless, based on the findings, there are a lot of perspectives which could be studied further.

To continue with the topics relating to family business, and since the study focused only on managerial intuition, the focus of a further study could be on overlapping areas of family business. For example, intuition in the interaction situations between a family and a business might be interesting to study, since it provides a possibility to examine both family and business events in a more holistic way. Next, when considering that intuition is an in-born ability that can be developed through socialisation, training and education, it might be interesting to study the relationship between intuition and learning in more detail. In other words, it might be useful and interesting to investigate the ways how an ability to use intuition has been developed at an individual level in due time, and further, how family entrepreneurs as professional managers have learned to use and trust their intuition.

It seems that emotions in business and in management would be an useful and interesting topic to study. During the interview discussions I noticed that emotions and feelings were strongly involved in family entrepreneurs' work. It is worth reminding readers that one interview was excluded since it did not include any intuition experiences, but it included other emotional managerial situations, events and incidents. Also other family entrepreneurs talked about various situations involving emotions. In addition, the findings indicated that emotions were sometimes involved in intuition experiences.

In order to suggest other topics for future research, I assume that the role of emotions in family business management might be an interesting one. Hogarth (2001, 27-28) argues that emotions and feelings play a dual role. Sometimes emotions and feelings are intuitions in the situations, where we experience intuition in that we sense a feeling of unease. At other times, emotions and feelings affect the way in which we process information, which means that they may induce us to process information in an intuitive as opposed to an analytic mode. Further, the core of emotions is readiness to act. From that perspective Oatley and Jenkins (1996, 96) define emotions as follows: "an emotion is usually caused by a person consciously or unconsciously evaluating an event as relevant to a concern or a goal that is important; the emotion is felt as positive when a concern is advanced and negative when a concern is impeded". In addition, Aaltio-Marjosola (2001, 51) argues that emotions and feelings in business should not only be connected to women. For example, many strategic decisions involve strong emotions, and there are many kinds of emotions and feelings in business. Both female and male managers do have and need to show their feelings in various ways. In addition, Ostell (1996), for example, has studied how dysfunctional emotional behaviour of others can be effectively influenced at work. How to deal with the emotional behaviour of others, might be an important topic to examine in the context of family businesses, which often have various human dilemmas (Kets de Vries 1999).

Actually, conflicts often seem to be a prominent characteristic of family businesses. Family businesses are concerned with profitable business and often with family-member involvement and satisfaction in the business (Sorenson 1999, 133). In addition, the key problems family businesses often face are psychological centering on issues such as the senior executives' leadership style, the overflow of family conflicts into the business, collusion among various family members and the question of succession. Eventually, any of these problems can turn into high drama (Kets de Vries 1999, 19), and any of these issues might be worth studying in more detail still nowadays. To finally conclude, although the study answered the research questions and enhanced the understanding of managerial intuition of family entrepreneurs, it also raised many new interesting and challenging questions and topics for further examination.

SUMMARY IN FINNISH (TIIVISTELMÄ)

Yritysten toimintaympäristöt ovat muuttuneet nopeasti erityisesti viimeisten vuosikymmenten aikana. Monet epävarmuustekijät ja jatkuvat muutokset ovat olleet leimaa-antavia piirteitä yrityksille. "Perinteisesti" yritysten johtamisessa on painotettu järkiperäistä ajattelua ja faktatietoihin perustuvaan päätöksenteko-prosessia. Toimintaympäristön jatkuvien muutosten vuoksi aina ei ole kuitenkaan saatavilla riittävästi tietoa päätöksenteon pohjaksi tai aina ei ole aikaa valmistella ja suunnitella päätöksiä, joten yritysten johtajat ovat joutuneet tekemään erilaisia päätöksiä intuitionsa perustuen.

Tutkimuksen tarkoituksesta oli lisätä ymmärrystä intuitionista johtamistyössä. Tutkimuskysymykset esitettiin seuraavasti: Mikä intuition olemus on perheyrittäjen johtamistyössä? Miten perheyrittäjen intuitiokokemukset ilmenevät? Tutkimus toteutettiin haastattelemalla 19:ää suomalaista perheyrittäjää ja analysoimalla haastatteluaineisto fenomenologisella metodilla.

Tutkimustulosten mukaan perheyrittäjen intuitiokokemukset sisältävät kolme näkökulmaa eli intuition ilmenee kolmella eri tavalla: sosiaalisena intuitiona, liiketoimintamahdollisuksiin liittyväna intuitiona ja toimintaan liittyväna intuitiona. Lisäksi tulosten mukaan näyttää siltä, että intuition ilmenee eri tavoin eri yksilöille ja että perheyrittäjät hyödyntävät intuitiota eri tavoin johtamistehävissään. Naisilla ei ollut määrällisesti enempää intuitiokokemuksia kuin miehillä, mutta naisten intuitiokokemuksissa painottui sosiaalinen intuition. Tulosten mukaan näyttää myös siltä, että vaikka intuition ohjaa yleensä toimimaan oikein, kuitenkin eräissä tilanteissa intuition voi johtaa myös toimimaan loppitulojen onnistumisen näkökulmasta väärällä tavalla. Kaiken kaikkiaan intuition koetaan pääsääntöisesti myönteisenä asiana ja intuition hyödyntäminen on johtamistyöhön liittyvä taito, joka joillakin perheyrittäjillä on parempi kuin muilla. Kuitenkin intuition näyttää olevan myös ilmiö, josta on vaikea puhua ja sen käyttö ei näytä olevan yhtä hyväksyttävää johtamisessa kuin faktatietojen hyödyntäminen.

Perheyritksissä yhdistetään aina tavalla tai toisella kaksi erilaista sosiaalista systeemiä: perhe ja liiketoiminta. Tällöin yhdistyvät myös erilaiset arvot ja henkilökohtaiset suhteet, mikä esimerkiksi luo perheyritskulttuurille erityispiirteensä. Lisäksi kasvatuksessa ja yritystoimintaan sosiaalistumisessa esimerkiksi monet arvot, hiljainen tieto ja kokemuksellinen oppiminen ovat saattaneet siirtyä informaalisti sukupolvelta toiselle. Näin ollen tutkimuksen lähtökohtana oli oletus, että perheyritskulttuuri saattaa luoda paremmat mahdollisuudet hyödyntää intuitiota eri tavoin kuin "ei-perheyritksessä".

Tulosten perusteella näyttää siltä, että kontekstilla on vaikutusta intuition käyttöön. Koska naisten intuition käyttö ei liity isoa taloudellista riskiä sisältäviin tilanteisiin, vaan pikemmin äkillisiin ja spontaaneihin ihmisten välisiin vuorovaikutustilanteisiin, ja toisaalta miespuolisten perheyrittäjien intuition käyttö liittyy myös isoja taloudellisia riskejä vaativiin tilanteisiin, voidaan pohtia mahdollista kontekstin vaikutusta. Miespuoliset perheyrittäjät toimivat

pääomistajina ja toimitusjohtajina yrityksissään, jolloin heillä saattaa olla enemmän halua, kykyä ja rohkeutta luottaa intuitioonsa epävarmoissa päätöksentekilanteissa. Näitä päätelmiä edelleen tutkimalla voitaisiin saada lisätietoa intuition käytöstä perheyristen kontekstissa. Kaiken kaikkiaan perheyrittäjyys näyttää olevan kontekstina kaksijakoinen: joko se edesauttaa intuition hyödyntämistä tai se voi vähentää intuition käyttöä perheyrittäjien johtamistehtävissä.

Avainsanat: fenomenologia, intuitiokokemukset, johtaminen, perheyrittäjät

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APPENDICES

APPENDIX 1: Stages of the data analysis of the pilot study

The data from the pilot study was analysed by reducing it in three stages. The numbers in brackets refer to the number of interviewees listed in in the report in Section 2.4.

1. Stage: Reducing the original expressions of conceptions of intuition:

“It is a sort of certainty to get the tasks started, to be able to do it, without any theoretical knowledge of it.” => certainty to get the tasks started (1)

“To put it in few words, I understand intuition as something instinctive.”
=> something instinctive (2)

“A person has inner knowledge based on feelings, a kind of gut-feeling, but it becomes strongly tangible that you have such an inner vision.” => emotions based on inner vision (2)

“It really is an instinct, so that it cannot be explained with reason nor any fact, but it is inner knowledge, understanding.” => inner knowledge or understanding (2)

“I think that in business in general, and why not at leisure as well, it is strongly involved in different kinds of decisions and plans.” => different kinds of decisions (2)

“I would think that they do not make that much use of it [intuition] in big companies nor perhaps can make such use of it either. And, I think that they believe more in tables and indicators and studies, but I am sure that every manager also uses intuition to some extent.” => mainly unused in big companies & used by individuals (2)

“Intuition, it is like emotional management of affairs...”. => emotional management of affairs (3)

“But you have to apply all the ideas in practise. Any knowledge in business is of no use, if you can not apply it. On the other hand, successful intuition, or instinct, can guide your business in many ways.” => potential application (3)

“I think that intuition is a very important tool in business. I could, for instance, imagine that some great leaders, chiefs, let’s say, fashion people or advertising

people... apparently they have also lived according to their intuitive feelings."
=> intuition as a tool (3)

"Intuition is one part of entrepreneurship, and I think that it is important in customer service. First of all, to recognising customers' feelings and needs as well as trends in business, and your own style to run the business." => to recognise customers' feelings and needs (3)

"It is like a feeling, insight, creativity... although there is direct creativity, too ... an idea, such issues I would relate to it. It is not impulsive, intuitive has perhaps more to do with the emotional side." => feeling, insight, creativity, emotions (4)

"An intuitive person works more with feelings, takes feelings into account..."
=> intuitive person with feelings (4)

"But can we divide people into intuitive and non-intuitive?...Today, you can be more intuitive and tomorrow less intuitive..." => no distinction between intuitive and non-intuitive (4)

"I think that decision-making in family and small companies is fairly quick, informal in that sense that when you get an idea, you have actually already made a decision as well. And when you have a bigger company and the organisation grows, you need to find approval, blessing or support for your idea. In a smaller company, it really is so that you get a sort of emotional experience that this is how I'm going to proceed, and the decision has been made. And maybe this is the drawback in a bigger company, in a bigger organisation." => to create ideas and make decisions at the same time (4)

"It could be quite boring, if a person did not have any intuition at all...because a person might behave in different ways in different situations...behaves differently among family members at home, differently at work." => different kind of intuitive behaviour & intuition in different situations (4)

"If a person has earlier knowledge of something and receives new different insight and information relating to what he or she knows, it is perhaps possible to react and take that matter in more quickly." => using earlier experiences in seeing new things (5)

"In my opinion, intuition means that a person gets instant ideas." => instant insight (5)

"I think that everybody has that kind of insight more or less." => instant insight (5)

"A person has a way of thinking where he or she is able to think about and look at some things very quickly, so that it does not involve any shilly-shallying (e.g. hesitation)... => instant view of things (5)

"All the decision-making, plans and other things which should be made quickly, all of them need the instant insight into the issue." => quick decisions (5)

"I find intuition to be something that just comes from within...Now I just feel that I have to do something this way...without any theoretical knowledge, or without reading how it should be done in some book." => knowledge appearing from within (6)

"It also has something to do with value judgements and information relating to emotional life, perhaps it relates to just patterns of behaviour... Anyway, from somewhere there, within oneself, emerges the idea that this how it should be done, although you would not necessarily act so, if you were rationally jotting down ideas on paper and considering pros and cons and so on..." => ideas and behaviour based on values and emotions (6)

2. Stage: Categorising the reduced expressions of conceptions of intuition and combining the sub-categories to the main categories

In order to illustrate the main themes clearly enough, the reduced expressions are listed according to the main categories (factors).

Reduced expressions	Sub-category	Main category / Theme
certainty to get the tasks started (1)	certainty	"direct" knowing
something instinctive (2)	instinct	"direct" knowing
inner knowledge or understanding (2)	inner knowing	"direct" knowing
to recognise customers' feelings and needs (3)		"direct" knowing
knowledge appearing from within (6)	inner knowledge	"direct" knowing
emotions based on inner vision (2)	emotional visioning	"seeing"
using earlier experiences in seeing new things (5)	experimental "seeing"	"seeing"
instant insight (5)	instant insight	"seeing"
instant view of things (5)	instant insight	"seeing"
different kind of decisions (2)	decision-making	decision-making
to create ideas and make decisions at the same time (4)	instant decision-making	decision-making
quick decisions (5)	quick decision-makings	decision-making
mainly unused in big companies & used by individuals (2)	potential application	individual ability
potential application (3)	potential application	individual ability
intuition as a tool (3)	subconscious resource	individual ability
emotional management of affairs (3)	emotional management	feelings

feeling, insight, creativity, emotions (4)	feelings	feelings
intuitive person with feelings (4) ideas and behaviour based on values and emotions (6)	a feeling person emotional behaviour	feelings feelings
no distinction between intuitive and non-intuitive (4)	changes in the use of intuition	changing nature
different kind of intuitiveness in different situations (4)	changing nature	changing nature

3. Stage: Reducing the original expressions of intuition experiences:

"When I face a situation, it just occurs to me that this is how it is. So that I do not consider matters that much, but I just feel that this is what will be done, and then I partly sense that I know that this is what I will do. But when the situations also in our field come up fairly suddenly - and that they take place between people - I must make the decision at that moment. I just know that this is how it is. It happens somehow inside." => inner certainty about knowing (1)

"If I think about the product selection in the firm, intuition ensures that I select the right kind of products which will sell well." => certainty to select the right products to sell (1)

"It is already possible to consider when a person walks in; you can already see a bit what kind of a person it is and what you could expect." => recognising the customer type at once (1)

"Knowledge of human nature is somehow something that strongly relates to it, at least in our field where we have a lot to do with people." => knowledge of human nature (1)

"A customer has, for example, an old broken chain and suddenly I find a solution on how to fix it." => solving a problem (1)

"When a situation comes up in our business, it is quite sudden and it is always between individuals. I can not hang onto the situation. I can not call him or her afterwards, but I have to make decisions right away. In such situations I just know the good solutions. Somehow it comes from inside." => inner knowing in sudden customer service situations (1)

"If you think about it, so that when such situations and feelings come up the strongest, they are indeed sudden. It really is a kind of a spontaneous feeling that you sense that you saw the light." => strong feelings in spontaneous situations (2)

"Bigger decisions must have involved some stronger emotional factors on the background, but on the other hand they can come up in the midst of everyday

chores. You just suddenly get an insight of something, an association of ideas relating to an issue ..." => insights of big issues (2)

"This is more like a way of life where many business decisions and solutions are based on intuition, based on strong emotions. Actually this kind of behaviour is very relevant in our business." => decisions based on intuition (2)

"In fact, it happens a lot so, that when I'm doing something, another thing occurs to me that "aha" this is how it is; that now I understood or became aware of something." => aha-experiences (2)

"I can remember situations where I have personally experienced a more comprehensive insight in that sense. In my case there is usually always fairly strong emotional impact involved." => strong feelings involved (2)

"It really is a kind of an immediate apprehension, but in my case there are strong emotions, too. I just realise at some level of subconscious feelings that a certain thing has to be carried out this way or that it must go like this." => strong emotions and subconscious feelings (2)

"As I mentioned before, I think that intuition is based on instincts, and I have always lived pretty much according to my instincts." => living according to instincts (2)

"It must not be the only way to run the business, – of course there are accounting systems and other necessary things, – but still, our family business is quite much like living according to our feelings." => living according to our feelings (3)

"Intuition could be, for example, compared with recognising different trends in business. At least in our case, it is, for example, very important that we would know what will happen in the future, what will be the life cycles of different products...and just knowing the future..." => knowing about the future (3)

"That intuition is also some kind of state of will. At least I personally feel that if there is something that you necessarily want, there are ways to get it, for sure. You can't reach the moon though, but if there is something you are really after, it is possible to come up with all kinds of by-paths and evasions." => some kind of state of will (3)

"At least I have done real estate business where I kind of felt that this should belong to me and had therefore the strength to make an effort. It kind of changes into an inner strength." => inner strength (3)

"... to recognise the feelings of customers and what is the general atmosphere in that occasion. I have to live and act according to each situation, not according to any completed plan." => acting according to situation (3)

"Also my knowledge of human nature is fairly strong. At least, I feel like that if you face a stranger, and you talk to each other for a minute or so, you already know about the person quite precisely. Or half a minute might be enough. Or you think you know. And quite often you are right." => knowledge of human nature (3)

"... for example changes in schedules; if a bus, which is full of customers, comes one and a half hour in advance, and another bus comes one and a half hour late. Then I have to understand the entire situation, and how we have to act. I have to handle it by controlling of the situation." => control of situation (3)

"In an industrial enterprise, where everything, products and services, have their own life cycle, you should find new products, new solutions, new models all the time and new methods for more efficient production..." => finding new products, solutions and methods (4)

"It often happens however that this [intuition] is involved when finding alternatives, solutions or methods. And even so that you do not stick too quickly to a certain method, but that you are able to first play fairly freely with them in your imagination and thoughts." => finding alternatives and solutions (4)

"For example, issues that relate to decision-making – that is, in the company's earlier years especially – like investments, their timing. You don't have any facts that something will surely happen in the September of the next year. But fairly often, one must say, or actually really often, I have got it right. It's just that you get these feelings and thoughts from somewhere that by doing like this you get it right." => timing investments (4)

"It is regrettable in ageing, – although there are many nice things in it as well, – that the ability to take risks and to have this kind of intuitive behaviour, declines because of seeking certainty. It might also stop the development. As a younger manager, when I did not know so much, I was more sure about things and more intuitive in my behaviour." => declining intuition by ageing (4)

"Such situations that are extremely difficult, recruitment situations, for example, where you usually have many facts, you have CVs, and papers and certificates and then you also usually have the person there in front of you to interview. At least I have learnt that in these situations I often make the decisions based on an inner feeling of whether the person would be suitable for us ... I don't rely that much on the CV or testimonials; you just have to know

whether this person has the right stuff." => inner knowing in recruitment situation (6)

"When thinking about our line of business, the field of customer service where customer service situations come up so suddenly and they are different, customers are different... then you have to make decisions terribly quickly in such situations and you can rarely analyse the situations; whether it is so and so, and whether this is reasonable, whether this is sensible for us from the financial point of view. You just act like how you feel now; that this is what I have to do." => quick decision-making situations (6)

"But it does not always work well in recruitment situations. For example, if I put too much hope on a person. Then a feeling might come that is not right, but still I make a decision. Usually it fails." => combination of hope and intuition makes failure (6)

4. Stage: Categorising the reduced expressions of conceptions of intuition and combining the sub-categories to the main categories:

In order to illustrate the main themes clear enough, the reduced expressions are listed according to the main categories, the emerged themes.

Reduced expressions	Sub-categories	Main categories / Theme
inner certainty about knowing (1)	certainty to be sure	"direct" knowing
certainty to select right products to sell (1)	certainty to be sure	"direct" knowing
living according instincts (2)	instincts	"direct" knowing
insights of big issues (2)	insights	"seeing"
aha- experiences (2)	insights	"seeing"
knowing about the future (3)	visioning (the future)	"seeing"
solving a problem (1)	problem-solving	decision-making process
decisions based on intuition (2)	decision-making process	decision-making process
finding new products, solutions and methods (4)	finding solutions	decision-making process
finding alternatives and solutions (4)	finding alternatives	decision-making process
timing investments (4)	deciding timing	decision-making process
some kind of state of will (3)	mental willingness	individual ability
inner strength (3)	mental resource	individual ability
strong feelings involved (2)	strong feelings	feelings
strong emotions and subconscious feelings (2)	emotions and feelings	feelings
living according to our feelings (3)	feelings	feelings
declining intuition by ageing (4)	changes on intuition by ageing	changing nature
combination of hope and intuition makes failure (6)	intuition as a misleading factor	changing nature
recognising the customer type at first impression of		first impression

once (1)	customers	
knowledge of human nature (1)	first impression of people	first impression
knowledge of human nature (3)	first impression of a person	first impression
inner knowing in sudden customer service situations (1)	sudden situations	situation determinant
strong feelings in spontaneous situations (2)	spontaneous situations	situation determinant
acting according to situations (3)	changing situations	situation determinant
control of situation (3)	control of situation	situation determinant
inner knowing in recruitment situations (6)	recruitment situations	situation determinant
quick decision-making situations (6)	decision-making situations	situation determinant

To sum up the main findings of this study, the following notions can be presented. The main factors came up in the data relating to perceptions of intuition were direct knowing, seeing, decision-making, individual ability, feelings and changing nature. Factors relating to intuitive experiences, in turn, are direct knowing, seeing, decision-making process, individual ability, feelings, changing nature, first impression and situation determinant feature.

APPENDIX 2 Papers at conferences during and relating to the research process

- Kakkonen, M.-L. 2003. *Intuition as a misleading factor in family business*. Paper has been presented at the Entrepreneurship, Innovation and Small Business (EISB) - conference, Milan, Italy, September 10–12, 2003.
- Kakkonen, M.-L. 2003. *The application of intuition in leading and managing family business*. Paper has been presented at the International Family Business Research Academy- conference (IFERA), Milan, Italy, March 27–28, 2003.
- Kakkonen, M.-L. 2003. *Intuition as a part of managerial creativity: A cross-generational study*. Paper has been presented at the EIASM Workshop on Managerial and Organisational Cognition; Creativity in Organisations”, Paris, France, June 18–20, 2003.
- Kakkonen, M.-L. 2002. *Intuition in Entrepreneurship: Towards an Understanding of the Phenomenon in Family Business*. Paper has been presented at the Research in Entrepreneurship and Small Business in Europe (RENT) conference, Barcelona, Spain, November 21–22, 2002.
- Kakkonen, M.-L. 2002. *Choosing to Study Intuition Experiences rather than Intuition Conceptions: How to Approach the Phenomenon from the Viewpoint of Methodology?* Paper has been presented at the Entrepreneurship Research in Europe: Specificities and Perspectives- conference, INPG-ESISAR, Valence, France, September 19–22, 2002.
- Kakkonen, M.-L. 2002. *Intuition in Entrepreneurship: Improving an Understanding about the Role of Intuition in Family Business Management*. Paper has been presented at the 13th Family Business Annual World Conference, Helsinki, Finland, September 11–14, 2002 (Doctoral Students' Track).
- Kakkonen, M.-L. 2002. *A Theoretical Introduction into Intuition in the Context of Family Business Management*. Paper has been presented at the EIASM Workshop on Crossing Issues of Gender & Management in Organisations, Brussels, Belgium, March 15–16, 2002.

APPENDIX 3 The interviews

Number of the interviewee	Date of the interview in 2002	Time	Date of the additional interview in 2002	Time of the additional interview
1.	8 January	14.00 - 15.30	12 June	12.00 - 13.30
2.	9 January	13.00 - 15.30	13 June	13.00 - 15.00
3.	14 January	12.00 - 13.15	28 August	8.30 - 10.30
4.	24 January	10.00 - 11.00	28 August	15.00 - 16.15
5.	24 January	15.00 - 16.15	26 June	9.30 - 10.45
6.	31 January	15.00 - 16.00	18 June	11.00 - 12.00
7.	19 April	10.00 - 11.00	25 June	9.00 - 10.30
8.	14 May	9.00 - 10.30		
9.	15 May	9.00 - 10.00	26 June	8.00 - 9.00
10.	21 May	10.00 - 11.15	25 June	14.00 - 15.00
11.	21 May	13.00 - 14.00	11 July	11.00 - 12.00
12.	11 June	10.00 - 12.00		
13.	13 June	9.00 - 10.30		
14.	19 June	9.00 - 10.30		
15.	21 August	10.00 - 12.00		
16.	26 August	13.00 - 15.15		
17.	27 August	11.00 - 12.15		
18.	29 August	9.00 - 11.00		
19.	30 August	9.00 - 10.30		

APPENDIX 4 Descriptions of the Intuition Experiences

1 Description of Mary's intuition experiences

If I think about the product selection in the firm, intuition ensures that I select the right kind of products which will sell well... For example, I do not need to think awfully long, what to take for sale from wholesalers... Creativity of course means, compared to routines, that I don't just sell the basic products but can include some funny items in the range as well. Not just products of our field, but there can be a decorative item or two, something that doesn't directly relate to this field.

We have there a kind of a list for repairs with deadline dates. Then if something isn't ready, I always have to see a bit how it feels... Others sometimes worry that now there's somebody to pick it up today, and I can sometimes be quite quick about it. Well, this customer is that kind of a person that I believe that he or she doesn't mind if it's not ready – that it wasn't that urgent and it's ok. It's maybe that – it comes from knowing about people and that I have seen the situation when something was brought in and can therefore react in the right way, and that I don't find it stressful.

Every person does have different moods every day. I'll just have to zigzag and pay attention to it if it's not a day for jokes with some one. And then sometimes we discuss more serious issues there. It really is possible to sense another person's – or now there are three of us – moods from facial expressions...whether the person is up to working in the shop or rather goes to that back room, how she is up to chatting with customers or starting with other tasks, mainly those of cleaning.

When a situation comes up in our business, it is quite sudden and it is always between individuals. I can not hang onto the situation. I can not call him or her afterwards, but I have to make decisions right away. In such situations I just know that this is how it is. It arises somehow from within. I can already see it a bit, when a person walks in that what kind of person he or she is and what I can expect. Knowledge of human nature is somehow something that strongly relates to it, at least in our field where you have a lot to do with people.

Of course, it shows in all this...a person is different under stress than when there's no hurry. Personal chemistry can even vary between the same persons in different situations. For example, we just had it earlier when one person was expecting a baby, and no one's chemistry worked with hers. She was able to think about nothing but the baby. Now that it's over for her that connection has improved a lot. She's the one at work who understands the point already after a couple of words. But earlier it was really difficult. But then if I sometimes notice that her spirits are low and she is starting to be a bit cross, I play it down then, let her be. When I zigzag like that in all situations, I do manage – that luckily I haven't had any conflicts and such.

2 Description of Ellen's intuition experiences

I can remember situations where I have personally experienced a more comprehensive insight in that sense. In my case there is usually always fairly strong emotional impact involved. It really is a kind of an immediate apprehension, but in my case there are strong emotions, too. I just realise at some level of subconscious feelings that a certain thing has to be carried out this way or that it must go like this.

If I think about it that so, when such situations and feelings come up the strongest, they are indeed sudden. It really is a kind of a spontaneous feeling that I sense that I saw the light. Bigger decisions must have involved some stronger emotional factors on the background, but on the other hand they can come up in the midst of everyday chores. I just suddenly get an insight of something, an association of ideas relating to an issue...

As I mentioned before, I think that intuition is based on instincts, and I have always lived pretty much according my instincts. But surely, in case of hurry and pressure, there just isn't time to start to ponder issues in depth, and then I rely on this intuition. And I have found it reliable, too. I find that when I have made decisions based on intuition, it has gone well.

Defining spare time is sometimes difficult in a family business, especially in case of living in the country like this, it's a way of life, and not knowing where work ends and where the spare time begins. But I do think that I make use of it in all areas of life, especially, in relationships. For example, in a marriage and such, and long relationships...they all have difficult times where I could think that many problems have been solved that way that I have just instinctively understood that these things, how they should be and how they go right.

Personal chemistry does show, or better yet, I can feel it, because it's one of those things I can suddenly run into when chemistry doesn't work with somebody. It's also of course that it might have something to do with my background and over 30 years' work experience in the service sector that I usually get along with people. There are very few conflicts with people, although I do sense it sometimes that I'm not on the same page with somebody, but it doesn't result in thunder and lightning.

This is more like a way of life where many business decisions and solutions are based on intuition, based on strong emotions. Actually this kind of behaviour is very relevant in our business.

In a way they relate closely to each other or overlap, meaning, where the line between intuition and personal chemistry goes. There's a good example when I was looking for a successor to my former company, and both negative and positive feelings already appeared in the first meetings. Or, the negative came about in a telephone conversation when a woman called me and was interested in continuing [the business]. After the first couple of sentences I just knew that I would never ever choose this woman to continue my company. I don't remember the exact sentences anymore, but the way she spoke. She

somehow started to market herself in a negative way. And positive in contrast, this girl that is now continuing there, when she called me, I already felt on the phone that there could be possibilities. And, straightaway when she came to meet me, there were no doubts about it.

It was already a couple of years ago when it once happened that a small retailer from another region called us. The woman was short of honey in her store. How she was on the phone, already made me feel a bit uncertain about it that how it's going to work. It was her terrible explaining that resulted in such uncertainty. Her explanations themselves lacked certainty, too. However, I thought that we could try it and we took a couple of crates there. We have always wanted to trust people, and there hadn't been any problems before that. We gave them the invoice, but never received the money. When the sum is so small, it's of course not worth starting to collect it. It wasn't a big deal financially, but an example of it that I actually shouldn't rely on strangers in business issues.

3 Description of Mark's intuition experiences

Intuition could be, for example, compared with recognising different trends in business. At least in our case, it is, for example, very important that we would know what will happen in the future, what will be the life cycles of different products... and just knowing the future...

All things should be tested in practise. The knowledge itself is worth nothing in business, if you cannot make use of it. And, successful intuition, or maybe instinct, directs business life in many situations. These of course often come from the back bone, or might be learned at some stage, but it is true, at least in this kind of small scale operations, that sentence of Antti Rokka [a central character in Väinö Linna's novel Unknown soldier] "that the nearest enemy will be shot", and that's who the first one will be...that such issues often appear in the middle of the worst bustle.

For example, changes in schedules, if a bus, which is full of customers, comes one and a half hour in advance, and another bus comes one and a half hour late. Then I have to understand the entire situation, and how we have to act. I have to handle it by controlling the situation....to recognise the feelings of customers and what is the general atmosphere in that occasion. I have to live and act according to each situation, not according to any completed plan.

Also my knowledge of human nature is fairly strong. At least, I feel like that if I face a stranger, and we talk to each other for a minute or so, I already know about the person quite precisely. Or half a minute might be enough. Or, I think I know. And quite often I am right.

It was a recruitment situation and a candidate who had been working abroad, had been good at school and very well appreciated by earlier employers. I hired him, and somehow I felt that there was something - that something wasn't right. Then his ability to work under pressure turned out to be very poor. And, other side effects appeared as well, and we terminated the

employment contract. There was that feeling already when we discussed it with my wife the first time. That there's something there, and I wonder if everything's what it seems. That feeling turned out to be right. Practise and what his papers and talks showed didn't match by far.

Then last summer things again went wrong with a long-term employee... I felt that he had some kind of problems, when the atmosphere had been really tense. Eventually I asked him for a chat when there were small – not exactly signs of a crisis – but problems and I asked him to discuss it in person. ... When we talked it over – we sat there for two hours and talked about it really openly – the things could not have gone better. It was a question of our true key person. And I imagined with all my feeling-based thoughts that now we have a really burnt-out guy here.

Feelings appear in customer service, too, or whether they are feelings or what, but instincts play a role there. A sales situation itself is such that you should know what to sell and to market to each customer, on the phone as well. Let's give a crude example of who you would sell champagne to and who sparkling wine for an aperitif of an event. I can sense that, too, or my effort works well quite often.

I sense it when I get somebody inspired. Let's say that I sell something to somebody who hasn't visited us earlier, and has been persuaded by another customer that let's go there for dinner with corporate customers. He says that it's only that kind of a simple menu that he needs, and at least personally I might introduce visions when the spirit is right for doing business that you could have this kind of a poultry dinner with some schnapps to start with. If the person is into it, I am pretty sure that I can market whatever I want. In other words, I can make that person to play along, and there aren't that kind of cynical nihilists that interrupt and say that we don't want it. At least I haven't met them yet.

4 Description of Frank's intuition experiences

In my opinion, what kind of a feeling I have, plays a major role in it whether I start developing something in a routine way or with a feeling that I am in charge of the whole world. But as what was said earlier, an organisation of a certain size determines it and forces us to operate in a certain way. I can't just suddenly dash off to complete a job when there are three superiors in between.

For example, issues that relate to decision-making – that is, in the company's earlier years especially – like investments, their timing. I didn't have any facts that something will surely happen in the September of the next year. But fairly often, I must say, or actually really often, I have got it right. It's just that I get these feelings and thoughts from somewhere that by doing it like this I get it right.

Sometimes mistakes happen as well. It's bound to happen, because comprehensive facts are not available for everything so that one could say with certainty that this is how this works. It's however in this changing world – with such new products, big investments, efforts made to do something... You have

different forecasts and existing background for making a decision, but no one guarantees that it is so. If I now wonder whether we shouldn't have caught up with the saw mill business at all, when we did it decades ago... If you fall through ice into the water, you can't just stay there, but you must try to get up from there and reach the shore...

It is regrettable in ageing, - although there are many nice things in it as well, - that the ability to take risks and to have this kind of intuitive behaviour, declines because of seeking certainty. It might also stop the development. As a younger manager, when I did not know so much, I was more sure about things and more intuitive in my behaviour.

In practise creativity in this kind of an industrial enterprise means that we can develop new products so that our company lives to the next day. Or, we can further develop existing products and find brand new solutions for production and marketing. It means that I find good ways or means to maintain the atmosphere and spirit of the company good and active. Without creativity, some parts of the company surely die out.

Sometimes I can see somewhere something that switches on the lights. Sometimes I can hear something that inspires me, or somebody says something. And, there are a lot of people in organisations who come to suggest things. But of course, it's also so that if everything were ready, I wouldn't have to do much anymore. When there's a problem, be it a smaller or a bigger one, and you want to solve it, it's kind of obligatory to go and search for a new solution in order to get rid of the problem.

5 Description of Daniela's intuition experiences

Chemistry between people is absolutely a must. Even solidarity won't be achieved if chemistry doesn't work. And it's the same in customer service where I actually am a kind of psychologist monitoring how a customer operates, what he wants. Also in customer service I must really study the customer a lot.

But it is extremely essential that if I end up in a stalemate with an employee, it must be cleared up that why these talks and these common things and such won't work. The stalemate just has to be disentangled. I must start talking it through, because there's something on the background. I can sense the situation immediately. Let's say that already when I go to work and meet the employees. I sense it in an employee's behaviour. It deviates from the normal with angry behaviour, or the person doesn't really say anything or behaves in a completely different way.

6 Description of John's intuition experiences

When thinking about our line of business, the field of customer service where customer service situations come up so suddenly and they are different, customers are different... then I have to make decisions terribly quickly in such situations and I can rarely analyse the situations; whether it is so and so, and

whether this is reasonable, whether this is sensible for us from the financial point of view. I just act like I feel now; that this is what I have to do.

Such situations that are extremely difficult, recruitment situations, for example, where you usually have many facts, you have CVs, and papers and certificates and then you also usually have the person there in front of you to interview. At least I have learnt that in these situations I often make the decisions based on an inner feeling of whether the person would be suitable for us... I don't rely that much on the CV or testimonials; you just have to know whether this person has the right stuff.

Also big mistakes have indeed been made. In such cases it's somehow so that – when I think about it afterwards – I have just completely forgotten a certain aspect and I have bound myself in too narrow a point of view. It's just for some reason that I have in a way got excited about something and got stuck with it. Then, a part of the issues involved have been completely neglected. Afterwards, when I think about it that how on earth I could have done such a stupid thing. Such things do happen, and probably in that sense especially that at least, I personally, cannot function so rationally that I would always think about everything.

But it [intuition] never works for 100 percent, for example, when recruiting a new employee. There is always kind of wishful thinking involved as well. But it is nevertheless so that if I make a certain decision in a way that there is something pounding inside...that I must do it this way, but it isn't necessarily a good way...the decision in general fails. In things that I have done a lot such as hired sales persons or heads of departments the percentage of success is quite good at the moment, and they [the decisions] are good, but it isn't for 100 percent however.

7 Description of Mike's intuition experiences

In some cases, I have a better hunch. A feature I have in common with my father is that he also easily sees complete plans at once, that this is what we will do. And what gives these insights and ideas to me personally is just it when I pass the time, by loitering there with the clients, playing chess or something like that... I get insights from different fields. And when things come up in my own field, they just fall into places just like that. I have noticed that if I'm good at something, then it is in seeing something somewhere and just placing it in a slightly adapted form into another environment, and then making use of it.

It has happened many times that I start to feel that this is a good idea, but then it appears to me too late that it's too early for the idea to take off. This creativity or such... that I feel good about something causes me trouble. I then get all kinds of crazy ideas and then our staff does wrong kinds of jobs. It's so that if I decide to start with something, I should also consider the resources. It's important.

When the recession arrived, it was kind of so that I somehow foresaw it. Well, people did start to smell it, but it just occurred to me that now we may plunge terribly deep, deeper than ever. It finally was our luck in it. I don't know where it came from – that these pieces just fall into their places – that we got so strongly prepared for it that we made it. That's what I have wondered afterwards, I didn't clearly realise it like that at that time...

When the times are good, that's when I make the mistakes. During bad times I cannot even afford mistakes. I just push ahead without thinking, without creating ideas. Or that creation of ideas is involved in improving production, in improving efficiency, in routines like that. Then when the times are good, it's just like that, that I make an agreement just like that with the head of the municipality that we build an industrial hall. It does not base on any rational reasons, but I make the calculations afterwards.

I have noticed that I'm always a bit too early in it – that I have wasted money to things just like this. I set up a mobile phone store here downstairs. It started from it that my friend worked for Mäkitorppa Autoradio and that first big phone, which Mr Kairamo [former head of Nokia], President Kekkonen and this fellow, head of Mäkitorppa had, had just come out then. There were three of them. I thought that that's a hell of a good idea and surely the phones will become terribly popular. Then, I also persuaded one poor fellow into seeing how it is such a good idea that we should set up a store. And a mobile phone store was set up here downstairs. Well, it didn't... maybe the fellow, the person in charge, was also to blame, but it was at so early a stage that it didn't... We wound it up and he lost more money and I lost less money, but that's where it went... It has happened quite often that I start to feel that this is a good idea, and then it goes so that the idea doesn't work yet at that stage.

I do bustle about fairly rationally mainly, but then it happens fairly easily when this kind of an idea comes up that my rationality starts to fade away. Then I wonder afterwards whichever calculations were applied in that and that case. That's where I aim at with this Board input that it corrects and prevents me from getting involved in everything. That's just it that when an idea appears, reason disappears, and I need somebody to tell me: "Hey, hold on a minute".

It is a bit amazing that sometimes although everything runs smoothly, I have the feeling that everything goes bust. And although sometimes everything goes wrong, I anyway feel that this is going fairly nicely. It is really astonishing. This results in that when I feel good, I manage much more, even mistakes, and when there's a bad feeling, I work very thoroughly and with precision. That's just it. It must be so that when there's a bad feeling, I really accomplish more actual tasks, and when there's a good feeling, I just go by feelings and do what feels nice. This business with mood and atmosphere works so that when things in the company run smoothly, it's easier to keep up good spirits of the entire personnel. But when bad times hit, it is a tough job to restore confidence and to break the bad cycle, so to speak.

8 Description of Jim's intuition experiences

If the situation seems to be such that I feel certain and good about the issue, we make a schedule and proceed as I see fit. I anyhow see the big picture and know the vision. There's then a detailed schedule for the proceedings for those persons in the organisation who like to push the brakes, but that's it then. After that there's no more discussion. But when we are still at the feeling stage, there is room for everything. The employees do know when there's room for discussion and when not.

When I have a certain vision, I cannot know everything that precisely. When talking about baking and other activities, although I find something good, I also have to know what we are aiming at and whether a new product brings us and the customers added value, whether it is, for example, healthier and in line with the present trends. In other words, I know the guidelines, but I don't necessarily know about baking. That is what I say in the bakery that this isn't exactly the product we are looking for. Also when moving on to sales and marketing, we must consider how and to which direction we are going, and whether we have the right kind of employees.

9 Description of Christine's intuition experiences

Of course feelings and instincts are important, for example, in customer service. I just cannot practise customer service situations beforehand. None of them is similar to others, and they at least are something where instincts play a role automatically.

I just know it in my bones how each customer can be guided. I can say nothing to a certain customer, but can suggest almost anything to another, and make him or her to accept my own ideas. But I must know and decide this straightforwardly. It really does depend a lot on my own expertise and long-term experience in my own field. That you rely on what you are presenting to a customer.

If a customer comes in to buy a camera, it's possible to tell quite easily that this person just came to browse and has already made the decision, but he or she just came from the neighbouring store to see about the price. It's easy to tell if the customer is in it by 100 or just by 50 percent. I can almost tell that a certain customer won't be back no matter what I had done. And, I can tell it quite well that another customer will be back, and in many cases they do. I just have a hunch about it.

Such situations appear quite often when I feel that something should be checked or brought up with a customer. There often is a kind of a premonition which tells me to do something. And then afterwards, if I didn't do it, I have realised that I hadn't caught the bite even though I should have.

Perhaps this job has already been routine-like for so long that such aha-experiences don't appear. But on the other hand, maybe now that we have that digital picture editing which involves learning new things every day, such aha-experiences do appear in the job. When I'm editing a customer's picture in there

and doing something special, and even though I might have said on the counter that we'll do that and that, but when I start the work, a kind of an idea might appear that that could be done this way, too, ...and I can make use of it then. Usually, such immediate apprehensions are connected to something new. Then I realise it that "hey" this could be done this way, too, and not just like that. But the other routine things, they don't actually involve that.

For example that digital machine of ours over there... We only had had the old one for a year and a half when we passed it forward and bought a completely new one, a digital machine. It just occurred to me that we must have it now and that's it. And, in a way we took quite a big risk, but I relied on it...

In principle, creativity is involved a little in all this. For example, it's said during studies at school that it's like this and this, as you can learn from books. It's always said that things are black and white, and it's never so in our working life that things would be black and white, but there's a scale of millions of colours. If I have thought that something is like this today, it might be totally opposite tomorrow. So, that creativity and such...it's a daily thing for us. I cannot learn anything by heart, but I must be involved in it by one hundred percent.

10 Description of Jill's intuition experiences

This kind of intuitive knowing appears daily, for example, in lines, because new lines are designed all the time. It's when I take one quick look at a certain piece of jewellery, and my mind says if this piece will sell or if it's just a sample piece which remains as such. And I must say that in most cases it has been right, that my own insight. Of course, there are trends in the air in jewellery design as in all fashion issues that unconsciously quite quickly appear in the design of a certain line. And in such cases it comes to me that this is a good one, this will sell well for sure.

I have sometimes had such aha-experiences in relation to this kind of brand advertising when we had a design, our logo, done. I already got it quite many years ago that I have to start to promote it and now it keeps appearing in all our price tags for rings and in the cases and boxes for other products. And, such branding didn't exist that much in this field at that time. I don't know if it's that well-known logo among wider clientele, but it's well-known within this field. It must be six or seven years ago, when I started to work for it. And before that, there weren't any advertisements anywhere in our factory, although it's such an old company. Of course, the retail outlet had advertised, but never in the factory, and no brochures what so ever. Now we have done proper brochures that are updated about once a year as the lines keep changing and developing. Then this logo idea runs through the entire process. In other words, I have tried to create a kind of brand image. Of course, that brand first reaches the personnel of retailers and then through them slowly the consumers. Now I already receive feedback that it's used as a brand name among customers.

Let's also say that when I buy goods in here, there has to be a kind of gut-feeling of it whether anyone likes this product that we are offering and what we are buying in or whether they will be shelf-warmers. It's like that in many cases.

One example is the so called Caratia purchase days for small businesses in our field. I went through quite a tournament about going, if we participate in the Caratia purchase days or not, because there are fairly considerable fees. It's an example where I kept my head and signed up. I listened to that awful wining that how much money would be wasted and never received back. But I was right. We got more customers and did quite well business there, too. They are kind of small stores that make their purchases fairly loyally with the wholesalers and manufacturers that invest in their purchase events. The threshold into these stores is quite high without these investments. It was quite a big fight, too, that went on.

11 Description of Kate's intuition experiences

It's somehow a logical pattern of thinking appearing daily. But sometimes it just says somewhere in my head that I'll do it this way, although others would completely disagree in practise. And then it nevertheless happens, or I feel that it's just right, when it goes according to my ideas. It's really difficult to name any specific situation, but I solve problems like that daily. Or, for example, purchases are something that belongs to my duties, and advertising and such. They involve that gut-feeling that this is how it should go.

My job is to create such an atmosphere that it's nice and easy to do your own job in here, and I can sense and feel it so easily – especially being a woman – if things don't go that well. That feeling also tells me that problems are emerging if attitudes towards me become somewhat rougher or somehow different.

Gut-feeling really is always involved. Although facts are needed as well, it is always there on the background of ideas. They kind of support each other. It really is continuous balancing between facts and gut-feeling. It is especially relevant in purchasing, as it has started to involve a lot of advance deals so that we make long-term purchasing plans, say, for the next autumn, for instance. I really need to have lots of knowledge, even though I cannot take it as a fact, when it's more like information for the last year, for example what we have sold then.

And what is also quite relevant, is work morale. I somehow sense it. It pops up one way or the other, but how I see it, is difficult to explain. But it's the attitude to things. Work morale is terribly important as attitudes can be so different. Actually, it emerges through what the person has done, including different jobs, education and such things. And what is the person's real willingness to work. That willingness should show and be present in the person.

I personally work so that I don't take huge risks with the company money or I try to minimise the risk in practise. I don't hesitate to make big purchases when I know that the price is suitable, and I know that the goods sell well.

There's that gut-feeling involved, and of course experience. When these two are combined, they result in skills.

I have noticed in creating advertisements that it begins at work. I have an idea, for example, for producing a headline or an event, but I really find it only when, for example, watching TV in the evening. It very much emerges during a process, not on the spot, or it might occasionally. It depends so much on the situation.

In a way emotions and instincts provide a basis for all corporate functions. It's like a requirement for entrepreneurship. It emerges through experience or maybe it is inherited in the blood, but it is and must be involved in today's interactions among people and in the human resources management.

12 Description of Peter's intuition experiences

It does happen so that if we are planning or carrying out and implementing something, and I have a strong intuition that this is how it goes and how it should be, that is what we will do. If I can help it, that's how we do it, which means that I rely strongly on this inner insight.

When the chemistry with an employee works well, our ideas tend to be fairly consistent. In other words, I can use short reports and just key words to put the matter forth, and the receiver understands it as well as I do, or probably even better, and will proceed and deal with it properly. In the other extreme, however, it's possible to come across persons who intentionally understand things wrong, when there's no chemistry. So, even though I would explain everything explicitly, the listeners still ask what and how they should proceed. This can be found at every level, from managers to those working in the production.

Well, for instance choosing the car for test drives is an example. Audi has Quattro, and I'm a devoted supporter of four wheel drive. Once I struggled to get the Quattro for test driving, because I wanted to try it myself, too. Of course, it was 20 000 Finnmarks more expensive than any other corresponding model, but when considering the time after that, we sold some eight or nine of those Quattros while we had it as a test-drive car. When comparing that to the time period before the test-drive car, it was probably 100 percent more than we would have sold otherwise. That amount would otherwise have gone elsewhere. That I had to push it, might have been more due to my own desire, but I also had faith that it will work and that it's worth the effort. I'm not sure if it's a good example, but there are others as well...

13 Description of Simon's intuition experiences

This description is presented as an example of the analysis process in Section 4.1.1.

14 Description of James's intuition experiences

I'm involved when it comes to superiors, but also in the recruitment of other key personnel. First, we naturally consider the need, but if we have shortlisted three, for example, we usually discuss it. We see how it seems... Recruitment really is a very important thing. We try to be – sometimes with more sometimes with less success – but we try to be fairly thorough even in the recruitment of operative personnel so that evaluations of the other personnel, among other things, are used in almost all cases nowadays. Of course, it isn't the decisive factor, but one among others. Then I have to consider how big a role gut-feeling played in it, if it's like... But obviously the more I have done these things, the more my instincts have kind of developed, so that I might form some kind of an idea quite quickly.

This wireless communication is of course a trend, or let's call it the boom of online communication. There has been a kind of a gut-feeling that we nevertheless shouldn't hurry joining it, although passivity can't be a guideline for life, but in this case it completely based on a gut-feeling, because there wasn't anything available...Or, there were many kinds of predictions and most predictions were that this field is now developing. But we chose a more peaceful road: Let's have the more prosperous ones first test these things.

In our case many things really are matters of faith. For example, we have fairly big investments going on at the moment aiming at entering a certain market area and with new products. So, there just has to be a certain amount of that faith when operating within international competition. Of course, it involves thinking about a strategy for what we are going to do and how, or at least, we have tried to think about it. But when making big investments the bottom line really is, however, that there's no such calculation that would give – even with a reasonable certainty – return on investment. In this kind of a situation that inner insight appears that there are some kinds of chances.

15 Description of Andy's intuition experiences

When I have been at construction sites, it's often so that someone calls out to me to come and look at how this place should be done. That drawings look like this, but could it be done like this instead? Then I get it that I feel that no; this time we are doing it this way. These are, however, often very small details in practise, but there are lots of them.

It was a good example when we restored one old building. There were that kind of supporting concrete baulks in the ceiling. There was an old concrete baulk of about 30 centimetres wide and 40 centimetres high in the middle of the school... There was a fellow starting to make a hole in the middle of that baulk. Then I went to ask him if he had ensured whether it could be made there, and that I felt that it could not be made there. The ceiling will fall down if you make that big hole there. He said that he hadn't asked anyone. Then it came somewhere from the spine that that's something you won't do, that you

confirm it somehow. Then we had to confirm it, because I could not say whether that was the case. And, it wasn't possible to make that hole there. If he had done it, it would have soon come down, or if he had put that hole there, the concrete baulk could have given in and it could have at least bent or dropped down. It would have resulted in big repairs, which had been difficult to repair.

But it has also happened so that I have relied on it too much and it has resulted in doing it the hard way. I have sometimes relied too strongly on that my own feeling and it hasn't necessarily been the best solution... In other words, that gut-feeling is sometimes such that I assume to possess it more than I actually do. Although I told about the examples in a positive sense, negative ones turn up, too. Sometimes there's too much of it that I feel that this is my opinion and I just pull it through with it. Although then when I think about it, it would have been worth checking it first somewhere, and then do it only afterwards, because that skill [making use of intuition] isn't yet so developed after all.

It's just that when changes turn up, and one has to figure out the specific changes, for example, how much financial influence the change has. Often I can throw in some estimates for material costs with gut-feeling, but then I do have to check. It's a good example when I carried out one restructuring job in a construction site for a contractor and threw in some figures for the costs just like that. It went completely wrong and even in such a way that we had to credit it to the contractor, and we first credited them a lot less than we finally had to, because I didn't check it anywhere. The customer noticed that they didn't get as much money as they should have, because they checked it. Then we had to make an adjustment, and it was such a bad mistake when it wasn't checked. In such issues one should always make sure – if it goes to our customer – so that there's no feeling that we try to swindle them.

16 Description of Kevin's intuition experiences

In fact, I do everything that I do with gut-feeling. There's so little information based on real studies, or there's information, but converting it to a profitable form is extremely difficult. Actually, all this is gut-feeling in the sense that one big issue involving gut-feeling is working with people. Then there can't be scientific information, because 90 percent of it is about being involved with people. And, if I say that we have succeeded in something, I can't be sure if it's due to what we did. Most daily routines are just done with such gut-feeling. And then when there are bigger issues, they are thought over and over again, although in the end they also must involve gut-feeling.

In a way it's so with collecting numbers that it rarely results in any direct conclusion. It's more so that "aha, okay" this results from this, or then it comes later. In a way I try to explain to these employees that when they come across something and it should be mentioned to somebody that they should say that it won't necessarily result in anything immediately, but when a suitable number

of pieces find their places some day, they make the puzzle complete. And it comes from there that "aha": this is what we do now.

One example is this girl that I hired here. I would argue that four out of five shopkeepers wouldn't have hired her. There wasn't anything that would have directly brought her to work in the shop. And then I didn't even have a need for an employee in that situation, but I just had a feeling that this person was a right kind of person for working here. It was worth a small risk, because I didn't find the risk that big.

17 Description of Pauline's intuition experiences

When new people are hired, I usually pay attention to it if a person is in general active. Some kind of briskness and liveliness must be there, and of course that the person has been employed elsewhere – has been active in that sense. I'm neither startled by appearances nor by foreign nationalities. We have some experiences of foreigners, too. But it isn't necessarily about having good school diplomas and such, because it doesn't necessarily translate to a good practical worker. And, the first impression when a person enters – that he or she at least walks quickly enough in order to avoid being trampled on... with some it's so that they put me off straightaway, but with some it's so that... I don't know what it is and how to put it.

Sometimes I can suddenly get a wondering idea that why on earth I have done such a thing, or that that machine is placed there that way, even though it could be other way around as well and be more efficient. They are things like that, but they appear along side the daily work.

But it is at its best then, at night when I can't reach any one else, and I think about things in there and realise that this is how it should be or should be done. Then when the morning comes I can't even remember what it was. I had a good idea, but now it's gone... And surely some recipes have come about just like that, appearing casually, or while using and wondering the many possibilities of a bread maker. Then I have realised that this could be used for such and such purposes.

18 Description of Nick's intuition experiences

When new employees are hired, I'm always present, and although I hire somebody for a day, this person has to first come by in person and meet me face to face. It won't work otherwise. And, what is the first I pay attention to, is kind of general, what type of a person the candidate is. When a person enters that door, I can say it during the first three to four minutes if he or she suits us or not. I know it from the general appearance, from the gait and the pitch and tone of voice...looks and all such. If the person seems active, then... it's what is obvious when you talk to a person. We can talk about breeding dogs, for instance, for two hours, and I know after that if a person suits us or not. It doesn't have to be about our business.

Some laugh at it, but I have sometimes had a note book on the night table – for example, when the investments were made – I had many things that I had written down at night when waking up. I have written down that that's how I'm going to go about something that I have been thinking about for weeks. I have put it down on a piece of paper and seen in the morning that this is how it was. Now I'm going to do it.

In practise, I have based my actions on gut-feeling weekly. The most practical example, which I did already mention, is pricing vegetables on a daily basis. I make a round of calls to the shops and get information. A head of a fruit and vegetable department might curse the number of cucumbers they have. Then I say that this is the price now and he says that they take them anyway. This is how it goes. Then I think about the next day and what I have heard, and I instinctively know that now it's a bit like that I had better lower the price per kilo by some five cents. It seems to me that I'm back in business. Or, then sometimes I increase the price when the demand seems to be good. It just comes to me, I cannot justify it. The national guidelines we have for it involve a telephone number we can call to get information on production and prices three times a week. But it's always a couple of days late and doesn't tell about present trading with fresh products, which is what I do.

We got a kind of a water energizer which goes a bit beyond comprehension (makes gestures with hands), in my opinion, too. But it did start to work. We got an idea to watch videos after a coffee break, two videos relating to it and taking an hour. The employees laughed and said that it cannot be true, as if even dead fish might be revived with this water. But now when they have seen themselves that it's working over there... and that decision – that water energizer – emerged through such gut-feeling. It cost close to 50 000 Finnmarks, meaning that it was filthy expensive for us to buy. But I heard about it from a colleague who I asked to tell the supplier to call me so that I could ask about it a little. After two hours the supplier had called me twice, and I had already ordered it. Never had I bought such an expensive component, never, and I hadn't even seen the gadget itself. But it was a gut-feeling when we had a problem I absolutely wanted to solve, and we had been stuck with for a long time. Now that bugger may work and it probably paid itself back already in July. But passing this gut-feeling on to the personnel was already a bigger issue. I said that I did it completely instinctively, and that it didn't have anything to do with reason, and that they should watch the videos. Now you will see that others have got carried away with this water energizing in the same way. And, it works, you have now seen that. Cucumbers grow in a different way and diseases in them have decreased, disappeared even.

With the regular employees, in turn, who have been here 15 to 20 years, when I get involved we usually try to... Well I can't only rely on facts in an outfit of this size, but they must help me, and that feeling has to be there. I can't make a decision, if I feel differently from what facts indicate. I must have someone else to attend to it. I can't make the decision. It often relates to these personnel issues. Let's say – this is a text book example – that an employee

arrived after being away from work for a long time, three weeks, just boozing. He came back asking, knowing that there's work, whether there's a job. And of course the others knew how it was, being a small group, they knew it. And the others thought, too, that he can't have a job when he comes back. And the fact is that I should have said that there's no job and so long. But we carried on from that. The feeling was different and I haven't regretted it at all. But it's really difficult to make the decision.

But then these purely gut-feeling based issues keep appearing when there's a change of plan. I must make quick decisions when a supplier calls that you had ordered 10 000 pieces of that and that seedling already some time ago, but they won't be in next week's shipment, but in the following week's shipment, or that they won't be arriving at all. And unfortunately they often do it. Then I just have to make quick decisions that – just a moment – whether I should call the customers through and ask if they could accept another variety or different colour, or whether I should go and try to find them elsewhere. Then it just goes with gut-feeling that it was that and that product and that customer who isn't that particular as some customers are very particular about colour. I'll try that one first. It's based on that gut-feeling that "yes": This is what I do.

19 Description of Susan's intuition experiences

In recruitment situations papers are studied based on what we are looking for. If we require a person mastering four languages, then we see who can manage that and who has work experience, but this is obvious. But when a person comes to that lobby and I go and meet him, the first reaction bases on how the person looks. And, it's not that if the person is beautiful or not, but how the person is dressed and carries the clothes, what is his or her general appearance. The next thing is hand-shake. That kind of a loose grip is the first negative thing for me. I find it terrible. Then there's some small talk and walking around or up there to that meeting room. Then the interview starts and of course it depends a bit on the vacancy but it's all that relates to the interview – how the person replies, what's the speed and rhythm and whether there is eye-contact or not and whether the person is able to answer the questions.

Then we have these psychological tests, all office employees are always tested. They usually support my own impression, so that there are rarely terrible surprises. And then the employee is selected...based on credentials and tests, but the impression does play its role – if we see eye to eye and if our chemistry works during the interview.

I usually take the last two or three [applicants] to the second round of interviews. I have to see a person at least twice. This is how I test it if the impression of the second time matches the first one. There are rarely differences, or at least it hasn't led to a more negative impression.

If someone tells me that personal chemistry doesn't have an influence, I'll say that the person is lying. No matter what is the level, it always has an

influence. For example, in my opinion all recruitment decisions base on it what I feel about the chemistry – if it works or not...

When I then collect information and I know that I have a problem, and I kind of search for it [information] in different sources, I'll draw up a memo and make conclusions. This kind of involves it how I have interpreted what I have seen. In the end, that is gut-feeling. In other words, the starting point bases on facts, or actually on opinions, but it's not an engineer's approach involving digging out all statistics. It's quite the opposite. But all decisions are always contradictory. Then you just have to choose between the less negative options.

APPENDIX 5: Structure of the synthesis

This appendix introduces with the list of meanings how the synthesis was constructed. The three meaning units consist of the meanings presented in the analysis in more detail. The letter and number in the brackets after the meaning refer to the gender [f = female; m = male] and the number of the interviewee.

1 Sensing people:

1.1 Sensing a type of person appears in the following ways:

- sensing a human character in customer service situations (f1)
- knowing instinctively not to select the person for a successor of the company, not a right kind of a person (f2)
- sensing unsecured feeling in decision-making concerning selling to a customer (f2)
- sensing a human nature by the first impression (m3)
- knowing instinctively the right person in the final phase of the recruitment process (m14)
- sensing that she was a right kind of person to work for the company (m16)
- sensing straight away a positive or negative feeling for persons she meets (f17)
- sensing in recruitment situations if the person is the right kind of type for the company (m18)
- sensing a holistic impression of persons in recruitment situations (f19)

1.2 Sensing abilities and qualities of a person appears in the following ways:

- sensing employees' moods and mood swings (f1)
- sensing during a phone call conversation, how willing a customer is to purchase special products for the occasion (m3)
- sensing a customer's needs and wants by observing him at the situation (f5)
- sensing the potential of applicants and making the recruitment decisions based on that (m6)
- sensing a customer's willingness to purchase (f9)
- sensing the work morale of a potential employee (f11)
- sensing competence of an employee (m13)
- sensing a attitude to work of an employee (m13)

1.3 Sensing a connection with another person appears in the following ways:

- sensing a mutual, almost wordless connection with an employee (f1)
- sensing when chemistry between her and another person exists or lacks of (f2)

- sensing chemistry with an employee a sort of understanding based on only a few words (f12)
- sensing a new employee's understanding of family business spirit (m13)
- sensing a symbiosis, which relates a positive connection with an employee who has entrepreneurial spirit and who wants to commit himself to the company and its goals (m13)
- sensing a shared connection almost without any words (m13)
- sensing shared understanding of an issue with an employee (m13)
- sensing if there is, and what kind of a connection, between her and a person in a recruitment situation (f19)
- sensing if the connection with the person has changed, or does it remain the same (f19)
- senses if the connection with another person is good enough (f19)

1.4 Sensing a forthcoming behaviour of a person appears in the following ways:

- sensing problems relating to a potential employee in a recruitment situation (m3)
- sensing problems relating to the employee in an incorrect way (m3)
- sensing immediately a forthcoming conflict with an employee (f5)
- sensing how to guide with different customers (f9)
- sensing the problems of the employees (f11)
- having a gut-feeling concerning how a certain customer reacts because of the change (m18)

2 Getting an insight of an issue:

2.1 Getting new ideas for the business appears in the following ways:

- getting a sudden and unexpected insight, which relates to something else than she is doing at the moment (f2)
- knowing instinctively factors relating to the future business operations (m3)
- getting an insight from another context, which is not related to the problem (m4)
- getting an exciting insight of an issue, yet which failed in implementation (m6)
- getting an inner insight of issues, on which he bases his decision-making (m7)
- getting new, innovative ideas, which become opposed to his planning (m7)
- knowing instinctively innovative business ideas, which however are too early for the market and fail in implementation in practice (m7)
- getting a sudden new idea, it might replace rational decision-making, which he considers to be the opposite of intuition (m7)

- getting sudden insights of new things at new tasks (f9)
- getting further insights of the new idea during a process, yet sometimes as one sudden insight of the new idea (f11)
- getting an idea or an insight unexpectedly, but also while wondering diverse possibilities (f17)

2.2 Seeing new forthcoming opportunities in business appears in the following ways:

- getting new insights and sensing how to adopt and apply them in his own business (m7)
- seeing an overall picture of the business and the company's future vision, which makes him to certain in strategic decision-making (m8)
- seeing the future vision of the company, which also makes him feel secured at operational level decisions even though he knows mainly the guidelines (m8)
- knowing instinctively the future opportunity relating to an investment (f9)
- sensing as if a voice which says if new products will sell well (f10)
- knowing instinctively the meaning of brand image for the company although it was not typical in the business field (f10)
- having a gut-feeling concerning the products which will sell well (f10)
- knowing instinctively the importance of a certain sales promotion occasion in order to increase sales in the future (f10)
- seeing an opportunity of increasing sales in the future (f12)
- knowing instinctively what new products will sell well in the future (m13)
- seeing a good business opportunity for the future (m14)

2.3 Holistic feelings at one's own managerial work appears in the following ways:

- sensing an overwhelming feeling of enabling him to achieve big goals in business (m4)
- sensing certainty and security in decision-making without knowing enough facts (m4)
- sensing an affective experience strongly as if as a driving force, which guides his actions in his managerial work (m7)
- foreseeing big problems from individual signals in advance (m7)
- having a gut-feeling if the price is suitable and the goods will sell well (f11)
- getting an insight of the big picture, and he knows instinctively the right course of action (m16)

3 Knowing instinctively the right course of action

3.1 Knowing instinctively the right course of present action appears in the following ways:

- knowing instinctively a solution to a problem in customer service situations (f1)
- sensing an immediate apprehension, which has emotions involved, and which guides her in the right course of action (f2)
- knowing instinctively a right solution to a problem in decision-making (f2)
- knowing instinctively a right solution in solving human relationship problems (f2)
- knowing instinctively how to make right decisions, where often are also strong emotions involved (f2)
- knowing instinctively the right course of action in a customer service situation (m3)
- sensing a right kind of course of action in a customer service situation (m3)
- knowing instinctively a right solution in a customer service situation (m6)
- sensing a physical feeling inside telling him to make a decision in a certain way (m6)
- knowing instinctively the right course of action in each customer service situation (f9)
- knowing instinctively the right course of action in constantly changing circumstances of each customer service situation (f9)
- sensing as if a voice that guides her to the right course of action (f9)
- having a gut-feeling of the right course of action (f11)
- knowing instinctively the right course of action in interaction situations with people and in the human resource management (f11)
- sensing the right course of action in certain matters (f12)
- knowing instinctively what to decide in a situation (m13)
- getting an insight of a matter and how it should be done instead of the facts (m15)
- sensing a kind of warning feeling relating to the dangerous situation at the construction site (m15)
- sensing an inner feeling of a matter and made a decision based on it, which has failed eventually (m15)
- having a gut-feeling concerning some estimates for the costs (m15)
- having a gut-feeling concerning the right course of action while working with the employees (m16)
- getting sudden insights on issues, which relate to her routine tasks at work (f17)
- knowing instinctively if his prices will hit the mark (m18)

3.2 Knowing instinctively the right course of future action appears in the following ways:

- knowing instinctively the products which will sell well (f1)
- knowing instinctively the right course of action in business operations (m3)
- knowing instinctively the right course of action concerning investment decisions (m4)
- knowing instinctively the right course of action in decision-making concerning the future (m4)
- sensing the right course of action in order to make right bigger purchasing decisions (f11)
- sensing a guiding feeling not to invest any money in the new trend in the beginning (m14)
- seeing the right course of action in his mind at a subconscious level, and remembering it only straight after waking up (m18)
- knowing instinctively that the device would solve the problem (m18)
- feeling a different course of action, which is opposite to the facts, and making a decision based on his inner feeling instead of the facts (m18)

APPENDIX 6 Intuition by gender

This appendix introduces with the list of meanings how the synthesis was constructed by gender. The three meaning units consist of the meanings presented in the analysis in more detail. The number in the brackets after the meaning refers to the number of the interviewee.

1 Female intuition

1.1 Sensing people

Sensing a type of person appears in the following ways:

- sensing a human character in customer service situations (1)
- knowing instinctively not to select the person for a successor of the company, not a right kind of a person (2)
- sensing unsecured feeling in decision-making concerning selling to a customer (2)
- sensing straight away a positive or negative feeling for persons, she meets (17)
- sensing a holistic impression of persons in recruitment situations (19)

Sensing abilities and qualities of a person appears in the following ways:

- sensing employees' moods and mood swings (1)
- sensing a customer's needs and wants by observing him at the situation (5)
- sensing a customer's willingness to purchase (9)
- sensing the work morale of a potential employee (11)

Sensing a connection with another person appears in the following ways:

- sensing a mutual, almost wordless connection with an employee (1)
- sensing when chemistry between her and another person exists or lacks of (2)
- sensing chemistry with an employee a sort of understanding based on only a few words (12)
- sensing if there is, and what kind of a connection, between her and a person in a recruitment situation (19)
- sensing if the connection with the person has changed, or does it remain the same (19)
- senses if the connection with another person is good enough (19)

Sensing a forthcoming behaviour of a person appears in the following ways:

- sensing immediately a forthcoming conflict with an employee (5)
- sensing how to guide with different customers (9)
- sensing the problems of the employees (11)

1.2 Getting an insight of an issue

Getting new ideas for the business appears in the following ways:

- getting a sudden and unexpected insight, which is related to something else than she is doing at the moment (2)
- getting sudden insights of new things at new tasks (9)
- getting further insights of the new idea during a process, yet sometimes as one sudden insight of the new idea (11)
- getting an idea or an insight unexpectedly, but also while wondering diverse possibilities (17)

Seeing new forthcoming opportunities in business appears in the following ways:

- knowing instinctively the future opportunity relating to an investment (9)
- sensing as if a voice which says if new products will sell well (10)
- knowing instinctively the meaning of brand image for the company although it was not typical in the business field (10)
- having a gut-feeling concerning the products which will sell well (10)
- knowing instinctively the importance of a certain sales promotion occasion in order to increase sales in the future (10)
- seeing an opportunity of increasing sales in the future (12)

Holistic feelings at one's own managerial work appears in the following ways:

- having a gut-feeling if the price is suitable and the goods will sell well (11)

1.3 Knowing instinctively the right course of action

Knowing instinctively the right course of present action appears in the following ways:

- knowing instinctively a solution to a problem in customer service situations (1)
- sensing an immediate apprehension, which has emotions involved, and which guides her in the right course of action (2)
- knowing instinctively a right solution to a problem in decision-making (2)
- knowing instinctively a right solution when solving human relationship problems (2)
- knowing instinctively how to make right decisions, which often involves strong emotions (2)
- knowing instinctively the right course of action in each customer service situation (9)

- knowing instinctively the right course of action in constantly changing circumstances of each customer service situation (9)
- sensing as if a voice that guides her to the right course of action (9)
- having a gut-feeling of the right course of action (11)
- knowing instinctively the right course of action in interaction situations with people and in the human resource management (11)
- sensing the right course of action in certain matters (12)
- getting sudden insights on issues, which are related to her routine tasks at work (17)

Knowing instinctively the right course of future action appears in the following ways:

- knowing instinctively the products which will sell well (1)
- sensing the right course of action in order to make right bigger purchasing decisions (11)

2 Male intuition

2.1 Sensing people

Sensing a type of person appears in the following ways:

- sensing a human nature by the first impression (3)
- knowing instinctively the right person in the final phase of the recruitment process (14)
- sensing that she was a right kind of person to work for the company (16)
- sensing in recruitment situations if the person is the right kind of type for the company (18)

Sensing abilities and qualities of a person appears in the following ways:

- sensing during a phone call conversation, how willing a customer is to purchase special products for the occasion (3)
- sensing a potential of applicants and making the recruitment decisions based on that (6)
- sensing competence of an employee (13)
- sensing a attitude to work of an employee (13)

Sensing a connection with another person appears in the following ways:

- sensing a new employee's understanding of family business spirit (13)
- sensing a symbiosis, which relates a positive connection with an employee who has entrepreneurial spirit and who wants to commit himself to the company and its goals (13)
- sensing a shared connection almost without any words (13)
- sensing shared understanding of an issue with an employee (13)

Sensing a forthcoming behaviour of a person appears in the following ways:

- sensing problems relating to a potential employee in a recruitment situation (3)
- sensing problems relating to the employee in an incorrect way (3)
- having a gut-feeling concerning how a certain customer reacts because of the change (18)

2.2 Getting an insight of an issue

Getting new ideas for the business appears in the following ways:

- knowing instinctively factors relating to the future business operations (3)
- getting an insight from another context, which is not related to the problem (4)
- getting an exciting insight of an issue, yet which failed in implementation (6)
- getting inner insights of issues, on which he bases his decision-making (7)
- getting a new, innovative idea, which becomes opposed to his planning (7)
- knowing instinctively innovative business ideas, which however are too early for the market and fail in implementation in practice (7)
- getting a sudden new idea, it might replace rational decision-making, which he considers to be the opposite of intuition (7)

Seeing new forthcoming opportunities in business appears in the following ways:

- getting new insights and sensing how to adopt and apply them in his own business (7)
- seeing an overall picture of the business and the company's future vision, which makes him to certain in strategic decision-making (8)
- seeing the future vision of the company, which also makes him feel secured at operational level decisions even though he knows mainly the guidelines (8)
- knowing instinctively what new products will sell well in the future (13)
- seeing a good business opportunity for the future (14)

Holistic feelings at one's own managerial work appears in the following ways:

- sensing an overwhelming feeling of enabling him to achieve big goals in business (4)
- sensing certainty and security in decision-making without knowing enough facts (4)

- sensing an affective experience strongly as if as a driving force, which guides his actions in his managerial work (7)
- foreseeing big problems from individual signals in advance (7)
- getting an insight of the big picture, and he knows instinctively the right course of action (16)

2.3 Knowing instinctively the right course of action

Knowing instinctively the right course of present action appears in the following ways:

- knowing instinctively the right course of action in customer service situations (3)
- sensing the right kind of course of action in customer service situations (3)
- knowing instinctively a right solution in customer service situations (6)
- sensing a physical feeling inside telling him to make a decision in a certain way (6)
- knowing instinctively what to decide in a situation (13)
- getting an insight of a matter and how it should be done instead of the facts (15)
- sensing a kind of warning feeling relating to the dangerous situation at the construction site (15)
- sensing an inner feeling of a matter and made a decision based on it, which has failed eventually (15)
- having a gut-feeling concerning some estimates for the costs (15)
- having a gut-feeling concerning the right course of action while working with the employees (16)
- knowing instinctively if his prices will hit the mark (18)

Knowing instinctively the right course of future action appears in the following ways:

- knowing instinctively the right course of action in business operations (3)
- knowing instinctively the right course of action concerning investment decisions (4)
- knowing instinctively the right course of action in decision-making concerning the future (4)
- sensing a guiding feeling not to invest any money in the new trend in the beginning (14)
- seeing the right course of action in his mind at a subconscious level, and remembering it only straight after waking up (18)
- knowing instinctively that the device would solve the problem (18)
- feeling a different course of action, which is opposite to the facts, and making a decision based on his inner feeling instead of the facts (18)