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Intuition in Decision Making of Social Business: Integration of the Garbage Can Model and the Cognitive-Experimental Self-Theory

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Introdução

The processing of information of the individual used for decision making happens in a dual way by the systems: intuitive (non-linear, unconscious, fast, associative and automatic); and analytical reasoning (linear, conscious, slow and deliberate). These systems work in parallel, are interactive and complementary, and their combination influences people's behavior. As for the theoretical lens, intuition usually takes place in the same scenario as decision making explained by the Garbage Can model, which involves uncertainty, time pressure, major changes and little information.

Problema de Pesquisa e Objetivo

Thus, this research aims to understand how social business entrepreneurs make critical decisions by examining their use of intuition and analysis. Additionally, we intend to present a conceptual framework that explains the use of intuition and analysis in decision making, integrating the theoretical lenses of the Garbage Can model and the Cognitive-Experimental Self-Theory.

Fundamentação Teórica

Intuition synthesizes information and the history of experiences and learning quickly, effectively and unconsciously (Dane & Pratt, 2007). Decision making is guided by different forms of knowledge in which the individuals involved can arrive at non-deliberative solutions to problems. The Garbage Can Model indicates that rather than consistent intentions, plans, and decisions (where decision alternatives and solutions arise from choice opportunities), the nature of choice depends on the complicated mix and independent interrelationship between four elements that explain the process.

Metodologia

A qualitative and descriptive study was carried out, using the inductive method through in-depth interviews with social business entrepreneurs and the application of the Critical Incident Technique (CIT). It involves in-depth interviews with questions that seek to understand the factors or activities that led to specific incidents in organizations and the result of these actions. CIT was used to identify the main experiences and decisions under extreme uncertainty of entrepreneurs, from different memorable events in their memory, from the phases along with the evolution of the social business.

Análise dos Resultados

Contrary to what was expected, entrepreneurs and/or managers of social business did not present a paradoxical thought between intuition and analysis in strategic decision making, this happens if they are aligned with the purpose of the business and are open to hearing opposing opinions. In addition, it proposes a conceptual framework that suggests the integration of the Garbage Can model and Cognitive-Experiential Self-Theory.

Conclusão

The literature on non-linear decision making and dual information processing has been walking separately. The proposed framework advances knowledge, providing a multidisciplinary view of applied intuition in decision making and strengthening the relevance and explanation of intuition in decision making. In addition, this research also seeks to generate provocations and motivate the inclusion of intuition in decision making in the curriculum of business schools and organizational formation.

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