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**Research Report**

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# **Inspirational Intuition – Bridge to Future Viability**

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## **Abstract:**

The management of companies should recognize the important role of the intuitive competence of employees and make it available for knowledge generation. There is a special role and relevance of Inspirational Knowledge Imagination, for creating inventions and innovations, as a source of competitive advantage and future viability. A newly developed inventory for self-estimation of intuitive competence helps to unlock these competitive advantages. Based on a selective analysis of relevant literature research and studies, a ten-question questionnaire was created using a Likert scale for the self-estimating Inspirational Knowledge Imagination Inventory (IKII-10). The originally designed questionnaire was tested and extractable principal components were found, using Principal Component Analysis. This is done to describe Inspirational Intuition in more detail so that it could be further approached in terms of content. Possible applications of the intuitive, inspirational competence in the innovative business context, will give the management suggestions for professional use of the intuitive abilities and their targeted development. Intuitive competence, in the sense of an inspirational knowledge imagination, can promote the development of new knowledge and build an intuitive bridge to an imaginary and divined world.

## **KeyWords:**

intuition, innovation, knowledge, imagination, creativity, competence, leadership, future, viability.

## 1. Introduction

Intuition is a unique ability of humans. Our society today faces countless challenges that need questions to shape the future of people positively. The reasoning of our ratio helps us only to a limited extent to provide the variety and scope of the answers that we urgently need. Especially in the age of artificial intelligence, logic, and algorithms, man should remember his unique intuitive ability and use it as a source of intuitive inspiration. Albert Einstein warned in one of his famous quotes: „Der intuitive Geist ist ein heiliges Geschenk und der rationale Verstand ein treuer Diener. Wir haben eine Gesellschaft erschaffen, die den Diener ehrt und das Geschenk vergessen hat.“ (Einstein 2020).<sup>1</sup> It is a challenge for the management to recognize the intuitive competence of the employees and to make it available. There is a desire for a compressed, selective analysis to support the management with a managerial approach to cross the bridge to future viability. The main goal of this article is to explain a developed system of measuring inspirational intuition in an organization. A reflected and improved inspirational intuition can enhance the invention and innovation power of companies, thereby unlocking increased innovation returns. Inventions and innovations are important for economies and companies in terms of creative problem-solving, competitive advantages, and sustainable growth (Romer 2018). Intuition has so far been studied mainly outside the economic sciences. For example, psychology and sociology. Mainly in the focus of decision making. Inspirational Intuition and in particular Inspirational Knowledge Imagination is a new area, which has been insufficiently researched and measured in the economic sciences.

## 2. Material and Methods

The research process can generally be divided into four process phases. First the theoretical phase, second the empirical phase, third the evaluation phase, and fourth the practical phase. (Stein 2014, p. 135). This scientific article also follows this logic and is divided into four chapters. In the first two chapters, the task is first outlined and the methodology and structure of the treatise are described. The publication, based on literature and online research, deals in the third part with the scientific background of intuition and concretizes the research area of intuition and intuitive competence. A selective review for determining variables of inspirational intuition was carried out. The review is based on an analysis of the literature, studies, and research approaches. The findings were used to develop a questionnaire for determining the competence of inspirational intuition to act creatively in a professional context. An empirical survey enabled the application and validate the questionnaire. With the help of a multivariate analysis the suitability of the survey tool was tested and the results were discussed. Intuitive competence is presented as an innovative addition to the existing competence spectrum of competence identification. Possible fields of application of intuitive competence are pointed out and ways of promoting it are discussed. A discussion and concluding summary reflect the results of the scientific article.

An unavoidable methodological criticism of the study is based on a self-report questionnaire, where possible self-report bias and falsification of answers cannot be

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<sup>1</sup> Translated by the author: “The intuitive mind is a sacred gift and the rational mind is a faithful servant. We have created a society that honors the servant and has forgotten the gift.” (Einstein 2020).

completely ruled out. The possible methodological dangers of self-reporting in the form of unintentional bias could maybe be mitigated by using the think-aloud method or a think-aloud protocol (Whitney / Budd 1996). Think-aloud protocols expect participants to think aloud as they are performing a set of specified tasks. Furthermore, interval scaling is assumed for simplicity. Another limitation is the limited scope of the inventory. The Inventory describes the question battery, which was defined as a 10-question-battery. The 10 questions obtained based on a selected review cannot fully describe inspirational intuition and therefore represent only a selection. Nevertheless, this operationalization is a valuable pragmatic approach and allows for improved perception and assessment of intuitive competence.

### 3. Results

#### 3.1 New system of measuring inspirational intuition

The selective analysis shows, on the one hand, the essential definitional characteristics of intuition as well as central individual styles of perception and processing information have become apparent.

It became clear, that Inspirational Intuition and in particular Inspirational Knowledge Imagination is a new area, which has been insufficiently researched and measured in the economic sciences. Beyond the 2-system thinking according to Kahneman (Kahneman 2011, pp. 20-21), hypothetically a third system seems necessary to do justice to the inspirational-imaginary side of intuition (see figure 1).

Individual Style of Perception and Processing Information – System 3-Hypothesis

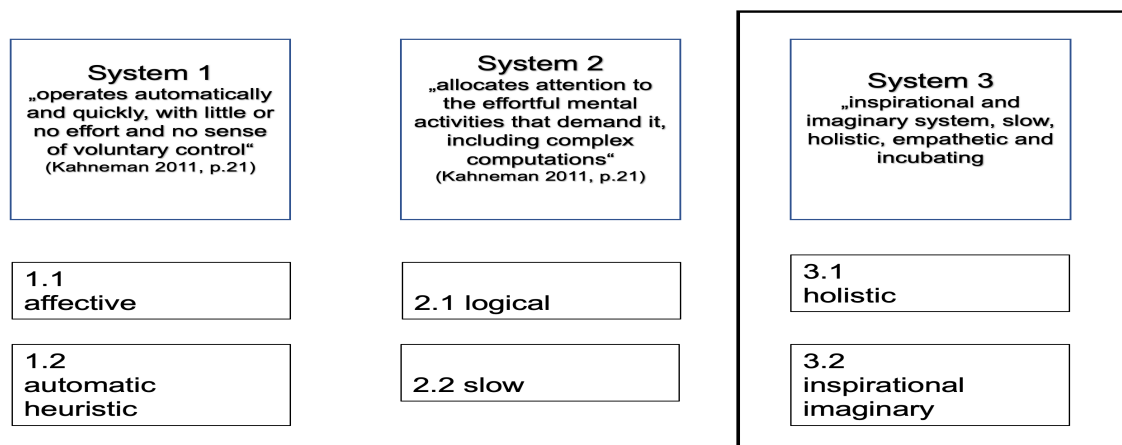


Figure 1: System3-Hypothesis – Filling the research gap of inspirational intuition (own illustration, 2020).

This new form of inspirational intuition works slowly, holistically, empathetically, and incubative. Inspirational intuition serves to generate new knowledge and not as accelerated decision-making. In contrast to Kahneman's System 1, which acts quickly and affective, the effect of System 3 unfolds gradually and over time.

Further, the number of publications on the subject of "intuition" and the terminological approaches to explaining it is extremely extensive. In a 1991 study conducted between 1976 and 1987 alone, Behling and Eckel documented 87 different paraphrases for "intuition": Intuition as a paranormal ability, as a personality trait, as an unconscious process, as a repertoire of actions, as experiential knowledge and as a reservoir for everything irrational (Behling / Eckel 1991, pp. 46 ff.). Central attempts to explain the content and terminology of intuition: paranormal ability, personality trait, unconscious process, the repertoire of actions, experiential knowledge, and the reservoir for everything irrational.

The following selective literature research was intended to systematically compile and further develop scientific findings. As the first step, various publications on the topic of intuition have been consulted and evaluated. The systematic review focuses on definitional approaches and analyses the terminological delimitations of the term "intuition". With the help of the content analysis, central characteristics of intuitive competence have been found which were suitable for the following questionnaire development. In this conceptual concretization, in contrast to mere mental reflection, the focus is on a holistic perception. Interim findings concerning intuition: to see through entangled relationships, seeing the supernatural, holistic perception, directly perceiving, the psychic ability of the human being, direct insight into the truth, spiritual vision, empathetic feeling, and connection.

Central factors are an "unconscious intelligence" and a "decision under uncertainty". In the opinion of Gigerenzer and Gaissmaier, clear weighing up is only difficult or even impossible in such situations due to the complexity and lack of conscious knowledge (Gigerenzer / Gaissmaier 2011, p. 451). Interim findings concerning intuition: unconscious intelligence, often volatile, uncertain, complex, and ambiguous situation (vuca), activates the unconscious, and stimulates creativity.

A number of other definitions (see figure 2), with a thematic reference to decision making, can be found at Dane / Pratt. (Dane / Pratt 2007, p. 35). Essentially, central characteristics of intuition are also confirmed here: unconscious, immediate awareness, no or little conscious analytic apparatus, previous experience, experiential, emotional inputs, hunch, inspiration, ground for reasonable speculation. An extended definition, which opens a point of contact for an inspiring intuition, can be found in the Encyclopedia of Values: „Das unmittelbare Erkennen, welches nicht diskursiv (methodisch) ist und auf keiner Reflexion (prüfendes Nachdenken) beruht. Eine Eingebung, welche meist aus dem Unterbewusstsein stammt oder verursacht ist. Ein plötzlich ahnendes Erfassen – z.B. eines Sachverhalts bzw. eines komplizierten Vorgangs.“<sup>2</sup> (Sauer 2020).

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<sup>2</sup> Translated by the author: "The immediate recognition, which is not discursive (methodical) and is not based on any reflection (examining reflection). An inspiration, which usually comes from or is caused by the subconscious. A suddenly foreboding grasp - e. g. of a fact or a complicated process." (Sauer 2020).

<b>Definitions of Intuition</b>	
<b>Source</b>	<b>Definition of Intuition</b>
Jung (1933: 567–568)	That psychological function transmitting perceptions in an unconscious way
Wild (1938: 226)	An immediate awareness by the subject, of some particular entity, without such aid from the senses or from reason as would account for that awareness
Bruner (1962: 102)	The act of grasping the meaning, significance, or structure of a problem without explicit reliance on the analytic apparatus of one's craft
Westcott & Ranzoni (1963: 595)	The process of reaching a conclusion on the basis of little information, normally reached on the basis of significantly more information
Rorty (1967: 204)	Immediate apprehension
Bowers, Regehr, Balthazard, & Parker (1990: 74)	A preliminary perception of coherence (pattern, meaning, structure) that is at first not consciously represented but that nevertheless guides thought and inquiry toward a hunch or hypothesis about the nature of the coherence in question
Shirley & Langan-Fox (1996: 564)	A feeling of knowing with certitude on the basis of inadequate information and without conscious awareness of rational thinking
Simon (1996: 89)	Acts of recognition
Shapiro & Spence (1997: 64)	A nonconscious, holistic processing mode in which judgments are made with no awareness of the rules of knowledge used for inference and which can feel right, despite one's inability to articulate the reason
Burke & Miller (1999: 92)	A cognitive conclusion based on a decision maker's previous experiences and emotional inputs
Policastro (1999: 89)	A tacit form of knowledge that orients decision making in a promising direction
Lieberman (2000: 111)	The subjective experience of a mostly nonconscious process—fast, alogical, and inaccessible to consciousness—that, depending on exposure to the domain or problem space, is capable of accurately extracting probabilistic contingencies
Raidl & Lubart (2000-2001: 219)	A perceptual process, constructed through a mainly subconscious act of linking disparate elements of information
Hogarth (2001: 14)	Thoughts that are reached with little apparent effort, and typically without conscious awareness; they involve little or no conscious deliberation
Myers (2002: 128–129)	The capacity for direct, immediate knowledge prior to rational analysis
Kahneman (2003: 697)	Thoughts and preferences that come to mind quickly and without much reflection
Epstein (personal communication, 2004)	The working of the experiential system

Figure 2: Definitions for intuition in the context of decision making (Dane / Pratt 2007, p. 35).

Brain researcher Gerald Hüther and his co-author Christoph Quarch call for an intuitive and playful attitude from decision-makers. Playfulness creates free spaces that activate the unconscious and stimulate creativity. (Hüther / Quarch 2016, p. 17). Interim findings concerning intuition: playful lightness, associated physical reactions, decisions more coherent and harmonious.

Max Blanck described this gradual realization and hypothetical ancestry during his Nobel Lecture in 1920 as follows: „Blicke ich zurück auf die nun schon zwanzig Jahre zurückliegende Zeit, da sich der Begriff und die Größe des physikalischen Wirkungsquantums zum ersten Mal aus dem Kreise der vorliegenden Erfahrungstatsachen herauszuschälen begann, und auf den langen, vielfach verschlungenen Weg, der schließlich zu seiner Enthüllung führte, so will mir diese ganze Entwicklung bisweilen vorkommen als eine neue Illustration zu dem altbewährten Goethe'schen Wort, dass der Mensch irrt, solange er strebt.“<sup>3</sup> (Blanck 1920, p. 1).

The necessary perseverance, indeed often obsession, which is necessary to achieve important insights and successes, is also required here. The professor of theoretical philosophy, Wolfram Högbe, also stresses the important role of intuition in discovering something new. „Da wir aber nie sicher sein können, ob wir wirklich wissen, muss der gesamte Corpus unserer Überzeugungen, Meinungen und unseres Wissens stets von unserer Ahnungsnatur umgriffen bleiben, wenn wir für Neues in

<sup>3</sup> Translated by the author: "Looking back on the time now already twenty years ago, when the concept and the magnitude of the physical quantum of action began to emerge for the first time from the circle of the present facts of experience, and on the long, often tortuous path that finally led to its revelation, this whole development sometimes seems to me to be a new illustration of the well-tried Goethe's word that man is wrong as long as he strives". (Blanck 1920, p. 1).

grundsätzlicher Weise empfänglich bleiben wollen.“<sup>4</sup> (Hogrebe 1996, p. 21). Hogrebe also illustrates the contradiction that intuition is very important in the heuristic phase of science, but intuition as the entry point for ideas and new knowledge has long been scornfully ignored. Premonitions are an important key to scientific discoveries and the search for new ideas. Interim findings concerning intuition: activating premonitions and assumptions, wide available knowledge base, systemic and sustainable intelligence, synergetic and spiritual references, intrinsic motivation and conviction, extrasensory perception, holistic creativity, and primary intuition.

Based on the results of the selective analysis, central investigation categories are set up and specific questions are formulated or taken from existing research. The collected data are then evaluated using principal component analysis.

#### Holistically-affective items of intuition:

I listen carefully to my deepest feelings. (Betsch 2005, part III, p. 61 (No. 2)).

I believe in trusting my hunches. (Epstein / Pacini / Denes-Raj / Heier 1996, p. 399).

I trust my initial feelings about people. (Epstein / Pacini / Denes-Raj / Heier 1996, p. 399).

#### Personal items of intuition:

I am curious about many different things. (John 1991, p. 70, (No. 10)).

I like emotional situations, discussions, and movies. (Betsch 2005, part III, p. 61, (No. 19)).

#### Inspirational-imaginary items of intuition:

I perceive my inner plurality, my inner voices, and my role models. Especially my intuitive inspirations.

In the inner silence, I feel the unity with all people, with all creation, and with universal spirituality (Grün 2017).

Creativity is a process. I know about the enormous importance of unconscious incubation and trust in intuition.

I think holistically and love systemic harmony.

I think in pictures and have a strong imagination.

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<sup>4</sup> Translated by the author: "But since we can never be sure whether we know, the entire corpus of our convictions, opinions and knowledge must always remain embraced by our suspicion nature if we want to remain fundamentally receptive to new things." (Hogrebe 1996, p. 21).

The following figure summarizes the Inspirational Knowledge Imagination Inventory (IKII) consisting of a statement part with 10 items and the corresponding evaluation using a five-step Likert scaling (see figure 3).

Questionnaire Inspirational Knowledge Imagination-Inventory (IKII10)		Disagree strongly	Disagree a little	Neither agree nor not agree	Agree a little	Agree strongly
No.		1	2	3	4	5
1	I listen carefully to my deepest feelings.					
2	I believe in trusting my hunches.					
3	I trust my initial feelings about people.					
4	I am curious about many different things.					
5	I like emotional situations, discussions, and movies.					
6	I perceive my inner plurality, my inner voices and role models. Especially my intuitive inspirations.					
7	In the inner silence I feel the unity with all people, with all creation and with universal spirituality.					
8	Creativity is a process. I know about the enormous importance of unconscious incubation and the trust in intuition.					
9	I think holistically and love systemic harmony					
10	I think in pictures and have a strong imagination.					
<p>Instructions: Please answer the above questions regarding to your intuitive competence.  Your answer should correspond to your ability to develop an inspirational knowledge imagination.</p> <p>1 means that you strongly disagree; 5 means that you are strongly agree.</p>						
Version 1-2020						

Figure 3: Inspirational Knowledge Imagination-Inventory (IKII-10) (own illustration, 2020).

A representative survey was conducted using the questionnaire developed (Inspirational Knowledge Imagination-Inventory 10). The participants were recruited via the online platform XING. A total of 318 items were collected for each question respectively variable. The respondents are evenly distributed across a range of industries and different career levels. In this respect, it can be assumed that both managerial and executive employees completed the questionnaire. There was no specific focus on particular survey groups (e. g., students, professional groups, etc.) (see table 1). Random samples are used to represent the total population or the basic population. They are a selected subset that can be extrapolated and generalized to make general statements about larger or elusive groups.



Table 1: Frequencies of surveyed variables to verify the Inspirational Knowledge Imagination-Inventory (IIKI-10) survey (own survey, 2020).

		I listen carefully to my deepest feelings.	I believe in trusting my hunches.	I trust my initial feelings about people.	I am curious about many different things.	I like emotional situations, discussions, and movies.	I perceive my inner plurality, my inner voices and role models. Especially my intuitive inspirations.	In the inner silence I feel the unity with all people, with all creation and with universal spirituality.	Creativity is a process. I know about the enormous importance of unconscious incubation and the trust in intuition.	I think holistically and love systemic harmony	I think in pictures and have a strong imagination.
N	Valid	318	318	318	318	318	318	318	318	318	
	Missing	0	0	0	0	0	0	0	0	0	
Mean		3,73	3,84	4,10	4,14	3,71	3,66	2,85	3,93	3,98	
Median		4,00	4,00	4,00	4,00	4,00	4,00	3,00	4,00	4,00	
Mode		4	4	4	5	4 <sup>a</sup>	4	3	4	4	
Std. Deviation		,781	,774	,858	,925	1,108	,904	1,127	,858	,932	
Variance		,609	,600	,737	,855	1,228	,817	1,271	,736	,869	
Minimum		2	1	1	1	1	1	1	1	1	
Maximum		5	5	5	5	5	5	5	5	5	

a. Multiple modes exist. The smallest value is shown

The Rotated Component Matrix (see figure 4) displays the loadings for each item on each rotating component, again clearly showing which items make up each component.

	Component		
	1	2	3
I trust my initial feelings about people	,778	-,127	-,306
I believe in trusting my hunches	,599	,182	,126
I listen carefully to my deepest feelings	,491	,195	,287
I like emotional situations, discussions and movies	,422	,210	,259
In the inner silence I feel the unity with all people, with all creation and with universal spirituality		,790	
Creativity is a process. I know about the enormous importance of unconscious incubation and the trust in intuition		,692	,118
I perceive my inner plurality, my inner voices and role models. Especially my intuitive inspirations	,504	,557	,164
I think holistically and love systemic harmony	,355	,368	,232
I am curious about many different things			,809
I think in pictures and have strong imagination	,408		,585

Extraction Method: Principal Component Analysis.  
 Rotation Method: Varimax with Kaiser Normalization.  
 a. Rotation converged in 8 iterations.

Figure 4: Rotated Component Matrix using Rotation Method Varimax IKII-10 (own survey, 2020).

The Principal Component Analysis shows the ten questions of the Inspirational Knowledge Imagination-Inventory (IKII-10) can be condensed into three factors (see figure 5). Many studies reported that factor loadings should be greater than 0.5 for better results (Truong & McColl 2011; Hulland 1999). Ertz, Karakas & Sarigöllü, 2016 even considered the factor loadings of 0.4. It is indicated to calculate the AVE for validity (AVE: sum up each squared standardized factor loading, divide it by the

number of indicators) to result in a non-valid conclusion for the inventory, as the minimum cut-off value for AVE is 0.50. On average the AVE for the developed inventory is less than acceptable at 0.60. The further development to a shortened 6-Variable-Inventory improved the AVE nearly to 0.76.

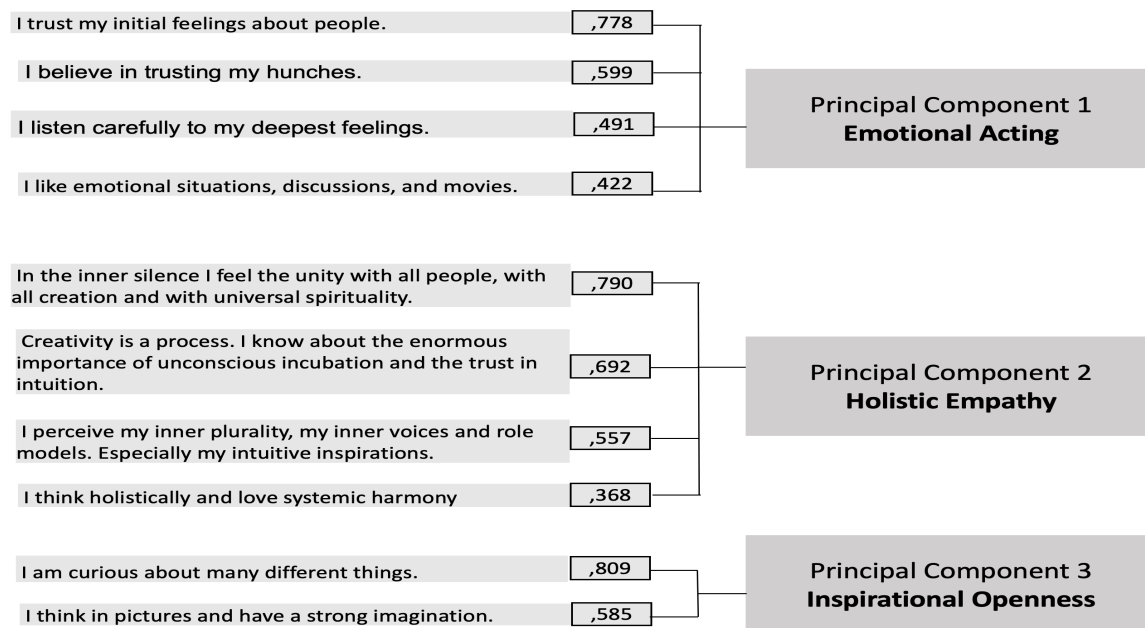


Figure 5: Assignment of variables and extracted components IIKI-10 (own survey, 2020).

### 3.2 Fields of application and economic consequences

The use of inspirational intuition can result in interesting options for action in a professional context. Some selected fields of application in management are described below:

#### Innovation Management and Creative Leadership

In the field of innovation management, inspirational intuition can help to actively support the creative and inventive process. The intuitive imagination forms the bridge between rational initialization and final illumination in the unconscious creative process. One's own experience and trust in the unconscious, intuitive processes create a dynamic of hopeful and confident intuition. Dream journeys, daydreams, or simply a distraction and doing nothing are conceivable approaches to develop new ideas and visions in addition to the classical creativity techniques. Inspirational intuition forms a visionary force for our creativity. Creativity has long become the most important resource in modern economies. Richard Florida already pointed out in 2003, the great importance of the creative class and its creativity, in a country: "Human creativity is the ultimate economic resource. The ability to come up with new ideas and better ways of doing things is ultimately what raises productivity and thus living standards." (Florida 2003, p. xiii). With our intuitive dreams and visions, we create the foundations for inventions and their implementation of innovations in the market. Intuition, and especially our inspirational knowledge imagination, will play an important role as a precursor to creativity. Richard Florida also foresaw this important transformation,

which is in full swing today, in his book "The rise of the creative class...and how it's transforming work, leisure, community, & everyday life.": "...the current one is based fundamentally on human intelligence, knowledge, and creativity." (Florida (2003), p. xiii). The classic, generic strategy approaches according to Porter - Cost Leadership and Differentiation (Porter 1985, pp. 11-15) - are further developed into a Creative Leadership Strategy. Because of the constant changes in the corporate environment and customer needs, companies are challenged to achieve a unique position through creative customer value. The competition separates creative leaders and creative followers. With creative leadership, companies strive for the predominant position in the development and implementation of innovative products and services (Müller / Rippel 2011, p. 149).

Miles and Snow postulated that companies develop their adaptive strategies, concerning their environments. These adaptive strategies allow companies to be more adaptive or more sensitive, to their environments than others. Such companies find it easier, due to inspirational intuition, to abandon the intended strategy in favor of an emergent strategy (Mintzberg / Waters 1985, pp. 257-272). In their foresight mainly the prospector organizations, and the analyzers, rely on their early perception and strategy adaption. Intuitive power plays an important role, as a strategic explanatory factor. (Miles / Snow 1978, pp. 20-23). In the company's competence-strategy portfolio, inspirational intuition as an intuitive core competence has central importance for the early perception and exploration of potential and secret customer wishes for the Creative Scout. The development can be illustrated by the company BioNTech SE. BioNTech SE is a German biotechnology company based in Mainz. An acute vaccine need was technically developed with the adaptation and improvement of the mRNA technology (disruptive innovation). The founding of the company as a Start-up led to a change from mere research to entrepreneurship, either in-house or under license. In the meantime, the market position is stable and the optimization phase has been reached, especially in production and sales. Vaccine adaptation to individual virus variants or target groups is carried out within the framework of incremental research competence. The context-specific IKII-10-results and the indices focused on the principal components will be condensed to an overall IKII-10 Index. The IKII-10 index can be used to estimate inspirational intuition and to position it within the Inspirational Intuition Matrix (see figure 6).

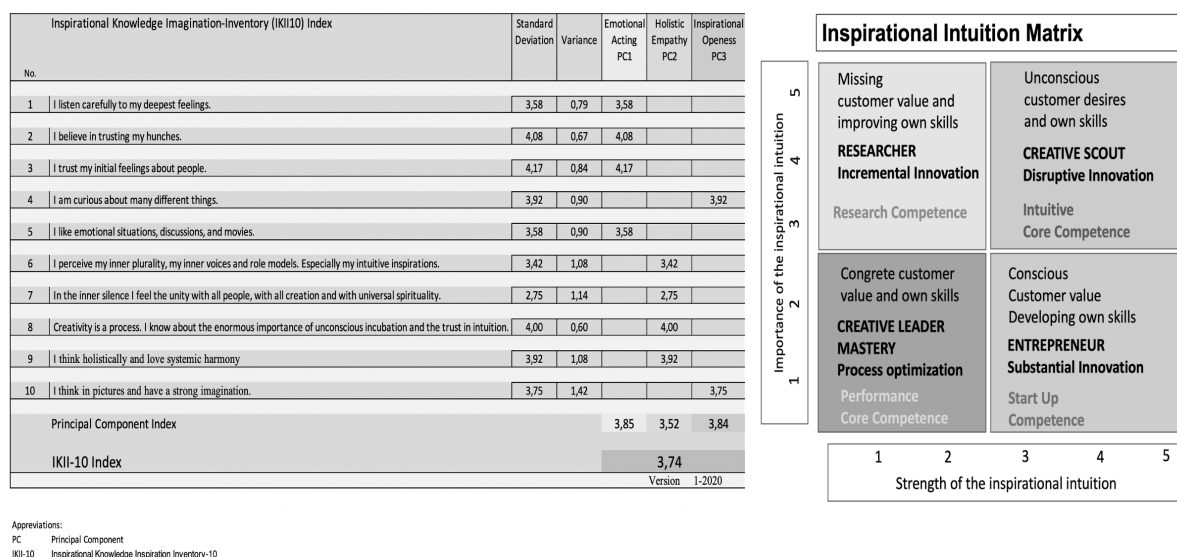


Figure 6: IKII-10 Index and Inspirational Intuition Matrix (own survey, 2020).

## Project Management

In the context of project management, the strengths of inspirational intuition lie in the field of vision finding and the visionary orientation of project activities. The courage to experiment and the ability to learn quickly, or even fail, lead to agile and fast project planning of innovative projects. Modern forms of project management like crea-m5<sup>®</sup> (Müller / Rippel 2014), Scrum, Lean Startup, or Design Thinking help to develop, test, and market products and services quickly in Design Sprints (Campbell 2021).

## Knowledge Management

Many of the world's most developed countries have shifted from an industrial economy to a knowledge economy, based on the creation of information, knowledge, competencies, and innovation. Fundamentally, Sawyer writes in this regard: "The knowledge economy is, at root, driven by the creation of new knowledge-prototypically, technological innovation, but also the creation of new procedures and new organizational forms." (Sawyer 2006, p. 47). The importance of inspirational knowledge imagination is underscored by Sawyer's call for improvisational skills: "To educate for the innovation economy, schools must provide students with opportunities to engage in collaborative knowledge building activities, through disciplined improvisations." (Sawyer 2006, p. 47). Senge already recognized the inspirational power of a vision of the future as an essential element of the learning organization: "The practice of shared vision involves the skills of unearthing shared „pictures of the future" that foster genuine commitment and enrollment rather than compliance." (Senge 1990, p. 206). Improved inspirational intuition also facilitates knowledge transition from tacit to explicit knowledge and thus knowledge generation as a process of knowledge acquisition and knowledge sharing in organizations (Nonaka/Takeuchi 1995, p. 62). Especially in the phases of socialization and internalization of the knowledge spiral, the intuitive competence of inspirational knowledge imagination is crucial.

## Competence Management

Competence management is an important link for competence-oriented future orientation. Here it is important to recognize and promote intuitive competence. According to the knowledge ladder of North, data, information, and knowledge are not an end in themselves but should be aligned with the corporate goal of "competitiveness" through knowledge management. Only the transformation ability and action develop knowledge towards competence. In their perfection, such skills become core competencies and can justify uniqueness and competitiveness (North 2011, p. 36). In the innovative process, non-knowledge is imaginatively and creatively transformed into new knowledge with the help of intuition and creativity. A creative process of destroying old to create sustainable new takes place.

## Intuitive Human-Machine Interaction

As a technical perception option, sensory machine learning complements purely human rational perception – senso-motoric perception. Machine learning is a key technology for cognitive systems based on artificial intelligence (Fraunhofer-Gesellschaft 2018, p. 8). From the assessment point of view, human thinking and feeling are flanked and improved by rational artificial intelligence analysis. In addition, human being can perceive their environment emotionally through their creative intuition. This ability can be creatively used, for example, in the context of systemic

corporate constellations. Inspirational intuition can become an important link between artificial intelligence and human intuition.

### Recruiting

For recruitment, especially for creative professions, the presence of inspirational intuition can be very important. For example, a design process can be specifically supported or the development of new product ideas can be specifically promoted. In this case, it is advantageous if people with distinct intuitive competence can be specifically recruited. Recruitment professionals should also rely on their intuition in the selection process. There is a wealth of possibilities to train the development of intuitive competence and to direct one's perception back to the enormous abilities of the unconscious. Two judgment methods can be differentiated in personnel selection for a predictive or diagnostic purpose: holistic and mechanical judgment. Holistic selection relies more on intuitive or subjectively acquired knowledge. Mechanical judgment, on the other hand, employs defined decision rules designed to enable objective selection. Empirical comparisons have not shown any significant superiority of intuition. Rather, the mechanical method is almost always equivalent to or even slightly superior to the holistic one (Grove / Meehl 1996, pp. 293-323). The combined use of mechanical and holistic methods could increase the quality of personnel selection. For example, the use of the IKII-10 questionnaire could provide helpful insights into intuitive competence within the three principal components.

### Personnel Development and Coaching

Knowledge of the competence profile and existing skills of individual employees is also very important for personnel development. It is a matter of weighing up and developing the competencies in comparison with the requirements. Feelings and intuition are useful supplements to rational decision-making. The broader your competence spectrum, the more versatile the management and decision-making process becomes. Your actions are not only based on sober and rational facts, but also on emotions. Higher sensitivity to emotions facilitates communication and gives courage to decisions and actions. Above all, inspirational intuition offers starting points for developing the visionary power of employees and managers. In terms of entrepreneurship, the focus is on creativity, innovation, entrepreneurial risk, and entrepreneurial initiative.

### Business Modelling and Trend Research

Inspirational intuition can also be valuable in the area of strategic business model development and future orientation. Osterwalder / Pineur describe the value proposition as the heart of the business model generation. The intuitive core competence can help to uncover the secret wishes and needs of customers and to develop adequate products and services (Osterwalder / Pineur 2010, pp. 28-31). The great importance of intuition for creative problem-solving in the context of presensing is also claimed by Otto Scharmer in his Theory U (Scharmer 2011, p. 40). Intuitive creativity techniques and holistic thinking structures indirectly affect the creative process. They create a connection between rational and emotional intelligence. Intuitive competence acts as a kind of training and preparation program. While derivative intuitions arise in the beta and alpha phases of our brain, we find access to original intuitions rather in the brain activity of the theta and delta phases. Concrete creativity techniques include intuitive routines, meditation, lucid dreaming, dream journeys, mindfulness, focusing, positive psychology, mental training, empathy, creative role-playing, improvisation, or "try to become the problem" as a deeper

understanding of the problem and empathizing with the problem (Müller / Rippel 2011, pp. 252-263).

Inspirational intuition about the future can help identify relevant industry trends at an early stage. The effects on the business models can be anticipated earlier and important success factors can be predicted. Emerging changes can thus be recognized in time and the necessary transformation can be initiated.

#### **4. Discussion and Conclusion**

Only through rational and intuitive perception, evaluation and action do a holistic field of application emerge. Through their Inspirational Intuition, the human side continues to help create holistic solutions in the change and design process. The Inspirational Knowledge Imagination-Inventory helps operationalize and select the intuitive skills to improve the methodological approach to knowledge generation and innovation. There are three main central components of inspirational intuition: Emotional Acting, Holistic Empathy, Inspirational Openness. A principal component analysis aims to reduce a large number of correlating, manifest variables to a small set of latent variables (factors) that explain as much of the variance of the initial variables as possible. The formation of the main factors is a subjective process of meaning attribution. The represented variables are interpreted and the principal components found are conceptually defined.

It is necessary to foster inspirational intuition as a unique human feature. The previous competence models have a content gap in the area of intuitive competence. Intuition has been neglected in personnel development. A fifth dimension (intuitive competence) needs to be added to the scientific competence models. In particular, the importance of inspirational intuition for the generation of new ideas and innovations makes a better differentiation necessary. The explored and postulated inspirational intuition fills a research gap and provides an explanatory approach to the intuitive emergence of new knowledge. For the first time, Inspirational Intuition is presented as an important subsystem in the sense of Graham Wallas (Wallas 1926, p. 1). The topic of Inspirational Intuition is brought into the focus of economic sciences. Already Poincaré emphasizes the role of intuition in inventions. By this he means the here defined inspirational and imaginary "System 3", as slow, holistic, empathetic, incubating, and inspirational intuition: "Thus logic and intuition have each their necessary role. Each is indispensable. Logic, which alone can give certainty, is the instrument of demonstration; intuition is the instrument of the invention." (Poincaré 2012, p. 219).

As shown in chapter 3 there are many economic consequences for the firms and the economy. It is above all the inspirational power that can be released in business entities with the help of inspirational intuition. Within the framework of knowledge generation, inspirational intuition forms a bridge to the future. It helps new knowledge, original knowledge, to emerge. In the beginning, there is a vague hope, hunches, and assumptions, which gradually concretize into visions and ideally into inventions. Inventions and innovations are important for economies and companies in terms of creative problem-solving, competitive advantages, and sustainable growth. (Romer 2018; Schumpeter 1934, pp. 366 ff.).

The developed Inspirational Knowledge Imagination Inventory helps to become sensitive to inspirational intuition, focus on it, and operationalize it. This allows it to be purposefully built, nurtured and applied. The improved holistic creativity opens the

improved option for a creative leadership strategy and thus for sustainability, i. e. preserving, creative destruction in the sense of Schumpeter and Carl von Carlowitz. Creative Leadership as a generic strategic approach to the future is based on visionary, systemic, and sustainable thinking and acting. Inspirational intuition and creativity are the key success factors. As an economic consequence, the future viability of companies and the economy can be sharpened and an agile adaptation to the constantly changing framework conditions is supported.

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