



Intuition at Work: Why Developing Your Gut Instincts Will Make You Better at What You Do

By Gary Klein Ph.D.

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At times in our careers, we've all been aware of a "gut feeling" guiding our decisions. Too often, we dismiss these feelings as "hunches" and therefore untrustworthy. But renowned researcher Gary Klein reveals that, in fact, 90 percent of the critical decisions we make is based on our intuition. In his new book, **INTUITION AT WORK**, Klein shows that intuition, far from being an innate "sixth sense," is a learnable--and essential--skill.

Based on interviews with senior executives who make important judgments swiftly, as well as firefighters, emergency medical staff, soldiers, and others who often face decisions with immediate life-and-death implications, Klein demonstrates that the expertise to recognize patterns and other cues that enable us--intuitively--to make the right decisions--is a natural extension of experience.

Through a three-tiered process called the "Excelleration Program," Klein provides readers with the tools they need to build the intuitive skills that will help them make tough choices, spot potential problems, manage uncertainty, and size up situations quickly. Klein also shows how to communicate such decisions more effectively, coach others in the art of intuition, and recognize and defend against an overdependence on information technology.

The first book to demystify the role of intuition in decision making, **INTUITION AT WORK** is essential reading for those who wish to develop their intuition skills, wherever they are in the organizational hierarchy.

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Editorial Review

From Publishers Weekly

According to Klein (*Sources of Power*), the key to success at work is acting on one's intuition and making quick, savvy decisions based on experience and, sometimes, just a strong gut feeling. Based on his research into corporations, the Marine Corps and teams of firefighters, the author has devised an "Intuition Skills Training" program of repeatedly practicing a series of exercises where situations are analyzed for anticipated problems and possible outcomes. A significant part of learning how to trust your instincts is evaluating information and its quality related to a certain project: is it reliable, accurate, complete or confusing? Klein's approach focuses on teamwork; for example, he discusses his work with the navy, where he helped people become "on-the-job" coaches and carry out routines at sea. While Klein's example-based style is appealing to anyone the firefighter angle alone could attract readers it will be most appreciated by training professionals. The book is not as approachable as Daniel Goleman's *Primal Leadership: Realizing the Power of Emotional Intelligence*, and readers looking for quick fixes may find it slightly intimidating.

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From [Booklist](#)

Klein, a research scientist and the founder of his own company, presents his thesis that intuition is an essential, powerful, and practical tool for decision making and not a special gift of perception or magic. Defining *intuition* as the way we translate our experience into action, he shows how anyone can build intuitive decision-making skills through a program of mental conditioning. The origin of this book is interesting: the U.S. Marine Corps sponsored Klein's initial research and asked his company to develop a training program that would strengthen marines' intuitive abilities. Application to other clients followed, and this book's primary purpose is apparently as a handbook for the author's training seminars. With examples and decision games, *Intuition at Work* provides instruction on how to build intuition, how to apply it when making decisions, and how to effectively communicate intuitive decisions. These ideas offer valuable insight that can be useful for any library patron. *Mary Whaley*

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Review

"Gary Klein has written a clear, useful book that will help managers increase the quality of their decision making. Read it!"

--Ken Blanchard, coauthor of *The One Minute Manager*® and *Whale Done!*(tm)

"Good executives recognize that they make decisions based on the gut instincts developed from experience. Based on years of research in fields from fire-fighting to chess, Gary Klein has developed an actionable model for how systematically to develop and leverage expert intuition. His work cannot be ignored by anyone who makes decisions for high stakes."

--Jon Katzenbach, Senior Partner, Katzenbach Partners LLC, author of *The Wisdom of Teams*

"Intuition is an essential tool for innovation, and Gary Klein shows us how it's done. For anyone managing uncertainty (and who isn't these days?) reading this book would be time well spent."

--Tom Kelley, General Manager IDEO, author of *The Art of Innovation*

"When I was searching for innovative leadership theories as a Wall Street Journal concept, I came across Gary Klein's work. It was one of the best discoveries I made in years of searching. At the most rigorous level, Klein has devoted a career to de-mystifying the powers of human intuition. Now, in his new book, he

demonstrates how to marshal it in the service of better organizations. Gary Klein is our guru of effective decision-making."

--Tom Petzinger, CEO, LaunchCyte LLC; former "Front Lines" columnist, *The Wall Street Journal*.

"Gary Klein is regarded as the leading expert on intuition and has produced another groundbreaking work on the subject. This is a must read for all those charged with making important decisions and for those who want to truly understand how we decide things." --Anthony C. Zinni, USMC (Retired)

"Gary Klein does a masterful job of accessing 'invisible' intuition in this book. Klein's rigorous appreciation reveals that intuition is an improvable skill, which is surely welcome news at a time when so much is up for grabs."

--Karl E. Weick, Rensis Likert Distinguished University Professor of Organizational Behavior and Psychology University of Michigan Business School

Users Review

From reader reviews:

Ethel Davidson:

Now a day people that Living in the era wherever everything reachable by talk with the internet and the resources inside it can be true or not call for people to be aware of each data they get. How people have to be smart in having any information nowadays? Of course the correct answer is reading a book. Reading through a book can help men and women out of this uncertainty Information especially this Intuition at Work: Why Developing Your Gut Instincts Will Make You Better at What You Do book because book offers you rich details and knowledge. Of course the data in this book hundred % guarantees there is no doubt in it as you know.

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