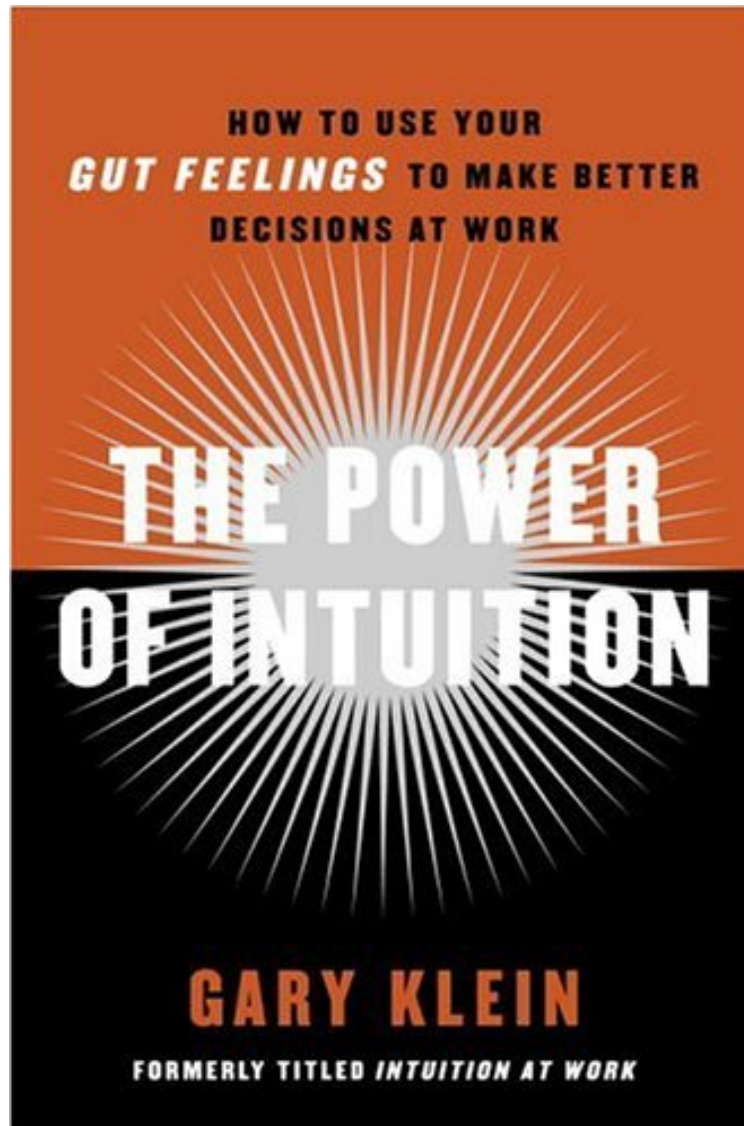


The Power of Intuition: How to Use Your Gut Feelings to Make Better Decisions at Work

Gary Klein Phd

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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, *THE POWER OF INTUITION*, 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, *THE POWER OF INTUITION* is essential reading for those who wish to develop their intuition skills, wherever they are in the organizational hierarchy. From the Trade Paperback edition.

"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*; reg; 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 From the Hardcover edition. From the Inside Flap 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, *THE POWER OF INTUITION*, 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, *THE POWER OF INTUITION* is essential reading for those who wish to develop their intuition skills, wherever they are in the organizational hierarchy. About the Author GARY KLEIN, Ph.D., Chairman and Chief Scientist of Klein Associates, is the author of *Sources of Power*, named by *Business Strategy* as one of the best books of the new millenium. He is renowned for his pioneering work with the U.S. Marines, firefighters, and business organizations in determining the role intuition plays in individual performance. He lives in Yellow Springs, Ohio. From the Hardcover

edition.