

## THE INTUITIVE MANAGER THAT MANAGES A FLEXIBLE ENTERPRISE

Corina Ana Borcoși

Researcher III, PhD, "Constantin Brâncuși" University of Târgu-Jiu

*Abstract: On our way to complex, sophisticated, civilized, science, progress we have neglected the very inner dimension of the human being. The true engine of external changes is the inner engine of man, his intuition that it is necessary let to speak to rediscover the capacity to create the world to the point of man.*

*A different look at the enterprise, intuitive, could generate the firm to turn to performance, and the individual be restituted to his real place.*

*The paper presents elements specific to the intuitive manager, improvements to his organization and the need for flexible businesses that need proper leadership. The paper also presents a case study - a successful flexible enterprise, managed by an intuitive manager.*

*Keywords: intuition, intuitive manager, flexible enterprise, responsibility*

### 1. INTRODUCTION

Intuition is the ability of thinking to gain knowledge based on experience and knowledge previously acquired<sup>1</sup>.

Intuition is the key element in human intelligence because people discern information intuitively.

Intuition is our inner voice, "the voice of the soul," which is why it is hardly accepted in the realm of absolute pragmatism, especially because it cannot be quantified. Choices made by the inner voice it cannot analyzed, evaluated immediately, in the tables or analytical reports, but they show their positive effects after the implementation of the decisions taken.

The sixth sense, the inner voice, no matter how it told intuition, you use it even without knowing it. Find the meaning of a problem, know that an event is about to happen, perceive the true face of a person, and make the right decision ... all that means you have intuition<sup>2</sup>.

Intuition is a profound faith, an unwavering confidence in the inner world<sup>3</sup>.

In the eyes of the majority, intuition is something unsafe, impalpable, immeasurable, so it cannot among the proven decision-making tools or that can scientifically explained.

However, intuition is the attribute of courageous people who accept the way to self-consciousness. This is the real courage! Business people are still afraid of intuition, they tend to use rationality, logic, verified and safe things - making it easier to justify in case of failure.

*Intuition must be followed both! That is why it is intuition<sup>4</sup>!*

### 2. INTUITIVE MANAGER

*"Here is my mystery: You see clearly only with heart. The eyes cannot penetrate into the mystery of things. "(Antoine de Saint-Exupery)*

---

<sup>1</sup> <https://ro.wikipedia.org/wiki/Intui%C8%9Bie>

<sup>2</sup> Mielczareck, V. - Inteligența intuitivă, Editura Curtea Veche, 2014

<sup>3</sup> Sawyer, H - Hiperintuitivii. 7 trăsături ale emisferei drepte ce pot schimba viața persoanelor intuitiv-senzitive, Act si Politon, 2017

<sup>4</sup> <https://www.cariereonline.ro/actual/intuitia-sursa-inteligentei-spirituale-leadership>

In life, it is increasingly evident that the real is not rational. If you rely solely on numbers in business leadership, without taking into account the intuitive emotional sphere, you get to give more and more confidence to the models, which takes you away from reality.

Being a manager means more than a title, a large desk, and other symbols that characterize this activity. Competencies, performance, is necessary be achieved. It can this management activity be done with intuition or using methods? How do managers do their work?<sup>5</sup>

In enterprises, in general, the irrational is less acceptable, everything that is rational, logical, measurable is preferred. However, the affective, the irrational, has penetrated into these "temples of controlled thinking"<sup>6</sup>, how organizations can be considered. If in the past, personal emotional life had be left at the gates of the enterprise, employees having to act as responsible, serious people, fully involved in the business. Were they more effective if they depersonalized themselves?

Today, employees are looked as a whole that includes their expectations, goals, and sensitivities. An intuitive manager is the one who, taking into account the personality of the employees, not only the knowledge, the skills they have, can get, use everything that can best give its employees. Therefore, their emotions in the work relationship also taken into account. It is know that "the two engines of individual and collective performance - efficiency and motivation - both lean on a strong motivational competence."<sup>7</sup>

The intuitive manager must have a vast perception of the world, to be able to perceive all its nuances. He must be able to manage tension between people within the group to form, in time, emotionally solid teams.

For the managers, understanding the staff, accepting them, is important because it will allow them to lead the enterprise without manipulating employees. The intuitive manager must perceive the affective, non-logical aspects of the enterprise, use his or her intuition in good faith effort, act to meet the aspirations of each employee, but also the purpose of the enterprise he is leading.

Access to intuition requires some quietness and finds its resources in solitude. The inner voice of intuition can disturbed by environmental stridence. Intuition speaks when we have a habit of listening to it<sup>8</sup>.

### **3. FLEXIBLE ENTERPRISE**

The classic enterprise with a pyramid structure has become too rigid, considered as an obstacle to adapting the company to rapid markets development. This has led to passing to a flexible enterprise with a structure adapted to the new challenges. The tendency towards flexibility is participatory; it does not mean abandoning power but has another way of looking at authority, the hierarchical spirit remains, taking various forms. There remains the hierarchical structure, subject to procedures, of systems in which the information moves vertically, but progresses in suppleness. A flexible enterprise can structured by function, by branch of activity, by market, etc. The matrix structure of organizing a flexible enterprise combines classical structures with horizontal structures that share resources to achieve a goal. The ability to work for two teams: the hierarchical, the pyramid and the one imposed for the moment project require team spirit and good communication techniques. The teams welded by adhesion to the identity and culture of the enterprise, the current activity organized around small teams, often smaller than ten are<sup>9</sup>.

Turning the classic enterprise into a flexible enterprise responds to a real need for adaptation. The structure of the flexible enterprise must serve the vision and objectives of the

---

<sup>5</sup>Drucker, Peter F. – Management - Tasks, Responsibilities, Practices, Truman Talley Books / E.P. Dutton / New York, p. 274

<sup>6</sup>Meryem Le Saget – Managerul intuitiv, Editura Economică, București, 1999, p. 191

<sup>7</sup>Meryem Le Saget – Managerul intuitiv, Editura Economică, București, 1999, p. 191

<sup>8</sup>Meryem Le Saget – Managerul intuitiv, Editura Economică, București, 1999

<sup>9</sup>Meryem Le Saget – Managerul intuitiv, Editura Economică, București, 1999, p. 17

enterprise. Once the structure is established, the enterprise will look for the most suitable people for this structure or will form them in the time of preparation for change. To make the change, it is necessary to establish:

- what structure is useful for the enterprise;
- what needs of the market must be satisfied;
- when change is needed;
- with the help of whose people, who have what kind of attitude.

For an enterprise to be successful, it needs to derive to be flexible and to apply rapid changes<sup>10</sup>.

Preparing for enterprise flexibility should take into account the fact that the business is like a living organism undergoing constant transformation. In a system with multiple, complex and well-organized variables, it is possible, if you touch one element, to trigger a real revolution. Frequent interactions between elements may exaggerate the smallest disturbance. Therefore, a small cause can produce great effects.

In a flexible enterprise, order makes sense. There is the enterprise - the brain, the enterprise - the flow, the enterprise - the tribe and the enterprise citizen of the world.<sup>11</sup>

The brain-enterprise uses its "neurons" to create different connections between different circuits according to its needs.

The flow-based enterprise adapts itself as a river to all the changes that occur in all places where it operates.

The tribal enterprise is proud of its history, the cohesion it has managed to form inside and with those who come into contact, is currently living in many countries, is undergoing a true cultural revolution and transforms into an enterprise - citizen of the world, an enterprise with a democratic vision that shares its power with its employees.

#### **4. INTUITIVE MANAGER FOR A FLEXIBLE ENTERPRISE - CASE STUDY**

##### **- SC ILIANA SRL -**

SC ILIANA SRL has as object of activity the manufacture of wood-layered products. The enterprise is a medium-sized enterprise with 120 employees, of which over half are women. Headquarter is located in Târgu-Jiu, Gorj County. The qualified personnel is 70%, having the following specializations: economist-engineer, economist, engineer, carpenter, electrician, mechanical locksmith, auto mechanic.

Workers account for 98% of the total staff of the enterprise. SC ILIANA SRL is equipped with advanced machines used in the production of laminated wood windows and doors (numerical control centers, grinding machines, multiple circulars, etc.). The products are of the highest quality and have a great design. Most customers (over 90%) are external customers (Germany, Austria).

The enterprise is flexible due to the need to adapt to customer requirements. The pyramid has only one top: the administrator of the company that is also the employee of the company, having the function of general manager, all other employees form the basis of the pyramid and subordinate to a greater or lesser extent to the general manager. Operation is networked, all employees working together to meet the enterprise's goals, to meet customer needs. For a customer request to be done, they work in the network: the Manager of the enterprise, the representatives from the Marketing Department, the Production Department responsible, Human Resources managers, employees directly productive.

---

<sup>10</sup>Drucker, Peter F. – Management Challenges for the 21st Century, HarperCollinsPublishers, p. 64

<sup>11</sup>Meryem Le Saget – Managerul intuitiv, Editura Economică, București, 1999, p. 17

The implementation of a project funded by European Funds, which involves the purchase of machinery, the increase of the number of employees, all with the purpose of increasing the level of sales by 15%, required the involvement of all compartments in the project, which operate in the network. The network strengthens from exchanges, from human heat, from availability accorded.

The manager of SC ILIANA SRL is an intuitive manager who, beyond the technical training he has, by financial reports, manages his own business using his intuition.

He often used by intuition, both in operative decisions and in strategic decisions or in the selection or promotion of key people. For example, whenever the recruiting process has two managers with professional experience and equal skills, the choice based on "feeling" ... And he made only good choices, SC ILIANA SRL being a successful enterprise that has always passed the various difficult situations, whether economic or otherwise.

### CONCLUSIONS

Intuition allows us to understand what surrounds us, to have deep feelings, to understand events, to think deeply beyond appearances.

The intuitive manager is a balanced person, sensitive to change, vulnerable, who knows and gets away from personal perceptions and emotions to explore more capturing reality.

The intuitive manager has that rare and precious resource that is the intuition we lose under the pressure of aggressive logic that dominates today's industrial civilization.

The case study of SC ILIANA SRL presents a successful manager who, beyond numbers, calculations and statistical processing, keeping a direct contact with customers, gets to know better the future evolution of the market related for the products and services they offer, those who only surround statistical data, reports, etc. Today, there is a need to balance the logical and analytical thinking through another form of judgment that allows us know and understand every situation - this is the intuitive thinking that only a flexible, open-minded manager can use in an flexible enterprise, always adapted to the requirements of the market, which is the reason for being of any business.

### BIBLIOGRAPHY

1. Drucker, Peter F. – Management - Tasks, Responsibilities, Practices, Truman Talley Books / E.P. Dutton / New York
2. Drucker, Peter F. – Management Challenges for the 21st Century, HarperCollinsPublishers
3. Meryem Le Saget – Managerul intuitiv, Editura Economică, București, 1999
4. Mielczareck, V. - Inteligența intuitivă, Editura Curtea Veche, 2014
5. Sawyer, H - Hiperintuitivii. 7 trăsături ale emisferei drepte ce pot schimba viața persoanelor intuitiv-senzitive, Act și Politon, 2017
6. <https://ro.wikipedia.org/wiki/Intui%C8%9Bie>
7. <http://www.managerexpress.ro/management/strategie/dezvoltarea-organizationala-prin-inuitie.html>
8. <http://www.revistabiz.ro/drumul-managerului-de-la-intuitie-la-stiinta/>