

INTUITION AS A BASIS FOR LEADERSHIP: PSYCHOLOGICAL AND STATISTICAL MEASUREMENT INSTRUMENTS

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The aim of this paper is to overview a set of research results concerning the influence a person may have on others by simply using leadership skills. The premise underlying the endeavor is that, in the end, intuition is a basis for leadership. Based on the findings, the definition for leadership suggested by this article runs as follows: the harmony between what one thinks and does. Moreover, the article proposes that this harmony be taught through distinct subject matters at undergraduate level for those who are to obtain a diploma in “organizational management”.

Key words: *management, intuition,, leadership, charisma, leader, self-confidence.*

1. CAPACITY TO FOLLOW ONE'S INTUITION

The measure of leadership is the leader's capacity to go beyond simply defending certain ideas/ values/ beliefs/aspirations and to actually be a promoter of these through his/her own behavior.

The harmony and congruence between an individual's thoughts/emotions/actions is a landmark of psychological maturity expressed through creative ideas and inner tranquility. It is only under such circumstance that the individual's actions can be effective, consuming an extremely small amount of energy, but yielding maximum results.

The issue of congruence raises two problems that need to be solved:

1. leading positions, regardless of the hierarchical level, should be filled by psychologically congruent people.

2. any organization should be focused on increasing the mental congruence among its employees, as a characteristic of personal development.

Cognitively speaking, all employees comprehend and are capable of explaining certain things, but not all people are able to apply them in other actions other than those adequate to their biological age.

At the level of the organization, the selection for managerial positions must necessarily be made relying on a battery of psychological tests, with the purpose of employing people with leadership skills, so that any manager,

regardless of the hierarchical level, may be a natural leader. Such a position would translate in reality into the following behavioral markers:

- The person in question will constrain no one to behave in accordance with a pre-established scenario suiting his/her personal needs, but will rather impose the observation of the internal regulations of the organization, the application of the labor norms, of the country's laws and of the principles of Christian moral, by the scientific methods acquired from management training course;

- The person is self-confident;
- The person is genuine;
- The person will act in accordance with his/her own values and, by way of consequence, will do what he/she preaches and should not have any problems with transparency issues.

The increase of the mental congruence of any organization's employee is important for the process of self-development and mental maturity and should be based on the following aspects:

- To work, relying on what we ourselves can do;
- To eliminate the 'to be perfect' imperative;
- To learn optimism;
- To discover skills/passion/ things that may support optimism and the individual's state of happiness;
- To reorient the imperative of perfection towards skills/passions/ / things that support optimism and the individual's state of happiness.

These methods aimed at increasing mental congruence will materialize in:

- physical and psychological relaxation;
- free expression of personal emotions and opinions;
- honest recognition that the individual 'does not know', 'does not have what it takes', 'lacks the theoretical/practical knowledge' required to solve a problem;
- the choice of simplicity in the relations with the others, renouncing at the 'confrontation' with the fellow-creatures and choosing instead to 'uphold one's own values/beliefs', while expressing themselves clearly/ bravely/honestly, using metaphors to allow comprehension and to help those around them feel intelligent/ relaxed/respected as interlocutors.

2. CASE STUDY: 2008-2009 SURVEY

All of the above ideas supported the conduct of a survey among Air Force and Armed Forces cadets that, upon graduation, were to hold a degree in 'organizational management'. The aim of the survey was to evaluate the charisma of future officers that should act as military leaders at their prospective workplaces. Figure 1 presents the form used to collect the necessary data. The items were taken from various psychological tests and were aimed at those dimensions that measure the magnetism of the personalities of the subjects from two groups of cadets who chose to

complete the form on a volunteer basis.

Group 1- made up of 13 non-flying, military aviation students (air traffic controllers) and artillerymen of the Air forces.

Group 2 – made up of 24 infantry military students of the Army.

The hypothesis we aimed to verify was:

Do most of the subjects from the two groups express psychological congruence through their capacity to become aware and trust their intuition? This hypothesis may have the significances below:

- The null hypothesis: ‘flair, imagination, the anticipation capacity, affectivity’.

- Rejection of the null hypothesis: ‘reason, pragmatism, focusing on routine, the failure to use one’s imagination and the lack of intuition’.

The instruments used for data collection were selected from a set of psychological tests and contained the adapted variants below. The resulting test evaluated the dimension of congruence, namely the capacity to respect one’s intuition. The bibliography used to design it is the ‘Corpus of psychological tests to get to know yourself better’, by Gilles D’Ambra, Litera International Publishing House, 2008, page 52.

The evaluation scale is of 4 points distributed as below:

- 1-Obsessive
- 2-Rational
- 3-Extremely intuitive
- 4-Intuitive

The battery of psychological tests was aimed at verifying the basic hypothesis presented in this article, namely that intuition is a basis for leadership. As a result, the items were presented in the succession below:

1. Check the box each time your answer to the statements below is YES:

- You have a cat or you would like to have one.

- You remember your night dreams at least once a week.

- You prefer round or oval shapes.

- Weather changes affect your mood (positively or negatively).

- You are rarely mistaken about people, (your first impressions always prove correct).

- It has happened to you (at least once) that a thing you dreamed of (in your sleep) came true.

- You do not feel like yourself on the full moon nights.

- You have gotten lost, (in a wood/ in a shop).

- You have recollections from when you were very young, (younger than 4).

- You are good at gardening.

- You are convinced we are not alone in the Universe.

- It’s happened to you to speak to your plants („How are you doing today, my beautiful?”) or to objects („You, don’t move!”).

- You have experienced (at least once) the „déjà vu” sensation.

- Light wounds (scratches, for instance) heal with difficulty.

- You have won the lottery (or another type of gambling) by betting on your birth date.

- You have witnessed some inexplicable events (at least once), such as: objects falling on their own, odd coincidences, etc.

- You have found things lost by others (keys, glasses, books).

- At school you were more talented at literature, philology and foreign languages than at mathematics, physics or biology.

- You have had the feeling that you were witnessing something 'supernatural' (ectoplasm, Allah, truly intelligent type).

- You immediately start conversing to strangers, even when they are of another race.

- You are very sensitive to smells, either pleasant or unpleasant.

- During your childhood you experienced sleepwalking (at least once).

- When you receive a present, you often know what it is before opening it.

- When you were child, you often looked under your bed before going to sleep.

- As a child you were terribly afraid of the black color.

- You are not afraid to pass under ladders and scaffolds.

- You do not kill animals (spiders, flies, ants...) and do not have them killed.

- You believe in telepathy, (you have at least once witnessed that it works).

- You often have memory blanks.

- In the middle of a crowd (in the subway, in big stores etc.) you have experienced a state of sudden sickness.

3. INTERPRETATION OF THE ANSWERS

The number of checked boxes determines the category under which the subject falls.

Score < 8 points

The type completely lacks intuition

Characteristics: fixations / routine / he/she do not like changes / he/she is anchored in his/her own certainties / lacks intuition.

- On a scale measuring the individual's congruence through his/her capability to be intuitive, this subject scores 1 point.

8 points ≤ Score < 15 points

The practical type

Characteristics: pragmatic / very rational / poor intuition / has imagination / does not listen to his/her intuition.

- On a scale measuring the individual's congruence through his/her capability to be intuitive, this subject scores 2 points.

16 points ≤ Score ≤ 22 points

The sensitive type

Characteristics: sensitivity relies merely on flair / highly imaginative / the affective side is dominant in his/her psychic / strong intuition / capability to foresee.

- On a scale measuring the individual's congruence through his/her capacity to be intuitive, the subject scores 4 points.

Score > 22 points

The average type

- Characteristics: too receptive to other people's emotions and

feelings / very involved in the others' problems.

- On a scale measuring the individual's congruence through his/her capacity to be happy, the subject scores 3 points.

4. THE STATISTIC INSTRUMENTS USED TO MEASURE THE PROBABILITY OF ERROR OF THE RESULTS

$$\text{Average} = \frac{\sum(\text{value} * \text{number of subjects})}{\text{Sample group}} \tag{1}$$

$$\text{Standard deviation} = \frac{\sum(\text{value} - \text{average})}{\text{number of value} - 1} \tag{2}$$

$$\text{Variance} = \frac{\sum \text{values}^2 - (\sum \text{values})^2 / \text{number of values} - 1}{\text{number of values} - 1} \tag{3}$$

The "t" test is applied in its form in which two averages calculated in two separate, independent groups are compared by applying the formula:

Note:

Standard deviation = *Sd*

Standard common deviation = *SCd*

Sample group = *Sgr*

Deviation Sample group = *DSgr*

$$t = \frac{\text{average of sample1} - \text{average of sample2}}{\text{SCd} * \sqrt{\frac{1}{\text{Sample group1}} + \frac{1}{\text{Sample group2}}}}$$

$$\text{SCd} = \sqrt{\frac{\text{DSgr1} * (\text{Sgr1} - 1) + \text{DSgr2} * (\text{Sg2} - 1)}{(\text{Sgr1} + \text{Sg2}) - 2}}$$

$$t_{\text{calculated}} \leq t_{\text{critical}}$$

-the null hypothesis is accepted

$$t_{\text{calculated}} > t_{\text{critical}}$$

-the null hypothesis is rejected

The 't' test is applied in its forms comparing the average calculated in a single sample.

$$\text{SD} = \sqrt{\frac{\sum \text{values}^2 - (\sum \text{values})^2 / \text{Sgr}}{\text{Sgr} - 1}}$$

$$t_{\text{calculated}} \leq t_{\text{critical}}$$

-the null hypothesis is accepted

$$t_{\text{calculated}} > t_{\text{critical}}$$

-the null hypothesis is rejected

5. CONCLUSIONS

The results of the survey were as follows:

Congruence expressed through the capacity to respect one's intuition in sample 1:

- t calculated = - (-4,3825484) = 4,3825484

- t critical = 4,32

- t calculated > t critical - We therefore conclude that a risk of error of 0,1%, is in sample 1 - Rejection of the null hypothesis: 'reason, pragmatism, focusing on routine, the failure to use one's imagination and the lack of intuition'.

$$4,3825484 > 4,32$$

Capacity to respect one's intuition		
Sample 1 (group members=13)		
Score	Effective score	%
4	5	38.46%
2	8	61.53%

Sample 2 (group members =24)		
Score	Effective score	%
4	4	16.16%
2	19	79,16%
1	1	4,16%

Congruence expressed through the capacity to respect one's intuition in sample 2:

- t calculated = - (-10,381509) = 10,381509

- t critical = 5,63

- t calculated > t critical - We therefore conclude that a risk of error of 0,001%, is in sample 2 - Rejection of the null hypothesis: 'reason, pragmatism, focusing on routine, the failure to use one's imagination and the lack of intuition'.

10,381509 > 5,63

Sample 1

Average = 2,846

Standard deviation = 0,688779

Sample 2

Average = 3,208

Standard deviation = 0,5882545

t calculated = 1,4820294

t critical = 1,31

t calculated > t critical - With an error risk of 20% we conclude that 61,53% in Sample 1 and 83,32% in Sample2 - Rejection of the null hypothesis: 'reason, pragmatism, focusing on routine, the failure to use one's imagination and the lack of intuition'. 1,4820294 > 1,31

In conclusion, the following suggestions become obvious. Thus, the students who were part of the survey can be characterized as practical minded and little if not at all willing to use their intuition. This may have critical implications for their future professional life if they are to act and fill in leader position in the chain of command. Therefore, a greater attention should be paid to developing their soft skills.

Inherently, the curriculum should be designed in such a manner to make up for this shortage. In this respect, it is worth reminding the importance of matching, on an ongoing basis, these students' job descriptions as elaborated by their future commanders with the curricula and with the practical requirements of the workforce market.

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