"Next-Level Decision Making" Unlock the Hidden Power of Intuition to Think Faster, Lead Smarter, and Win Bigger Fenton Moran Book Note ~ Dave Kraft

Intuition plays a far bigger role in decision-making than we often acknowledge. The real challenge isn't whether intuition works—it's whether we have the courage to trust it. The ability to trust intuition is not about ignoring data but knowing when to go beyond it; a balance between what we can measure and what we can sense. Intuition operates outside of logic—it's based on past experiences, subtle patterns, and cues that your brain processes faster than your conscious mind can keep up with. Sometimes, the numbers don't tell the full story.

The ability to sense what matters, synthesize the signals, and move forward with conviction—especially when the path isn't obvious. The goal isn't to follow a formula, it's to expand your ability to lead with clarity when it matters most—to know when to trust your instincts, how to test them, and when to act with confidence. The greatest leaders are those who make decisions with confidence, even when uncertainty looms large.

The best leaders don't ignore intuition, they refine it, trust it, and use it like a secret weapon. They understand that intuition is not a replacement for logic, but a powerful complement to it. The brain's ability to access stored information and identify patterns quickly makes intuition an invaluable leadership tool. The fusion of intuition and emotional intelligence creates leaders who are not only strategic thinkers but also deeply connected to their people.

The ability to read emotions, understand motivations, and sense changes before they become visible is an invaluable tool in leadership, which distinguishes extraordinary leaders from those who simply manage. This ability to make intuitive yet informed decisions fosters trust and loyalty among teams, enabling organizations to navigate change with resilience and cohesion.

Intuition in leadership is not about guessing, it's about deeply understanding the broader picture and making bold moves based on accumulated knowledge, experience, and subconscious insights. Leaders who rely too much on data and analysis often become paralyzed when faced with unexpected challenges. In moments of crisis, leaders must balance data with instinct, ensuring their decisions are both rapid and well-founded.

The ability to trust one's inner judgment, even in the face of incomplete information, is what differentiates extraordinary leaders from those who falter under pressure. Incorporating practices like meditation, journaling, and reflective thinking into your daily routine can also enhance your intuitive capabilities. The broader your range of experiences, the more refined your intuition becomes. By refining and trusting your intuition, you unlock an unparalleled ability to make bold, visionary choices that define your leadership legacy.

Don't mistake intuition for reckless impulsivity. Leaders must find the balance between trusting their well-honed instincts and applying a logical filter to avoid missteps. The key is learning to discern when to trust these subconscious nudges and when to supplement them with deeper analysis.

Experience builds mental shortcuts. Intuition is not just a byproduct of experience, it's shaped by how those experiences made you feel. A great leader knows that intuition is not just about thinking—it's also about feeling. Relying solely on gut instinct without checks and balances can be dangerous. Intuition is a powerful tool. However, like any tool, it needs proper handling and verification. This ability to merge gut instinct with informed decision-making sets visionary leaders apart. The key is to push yourself out of your comfort zone, strength your capacity to process uncertainty and respond creatively under pressure.

In a world drowning in data and endless distractions, your ability to cut through the noise and trust your own inner knowing will set you apart. Between endless Zoom calls, iPhone notifications, and inboxes that seem to multiply overnight, our brains are in perpetual overdrive. A study published in the Harvard Business Review found that executives who spent at least 15 minutes at the end of each day reflecting on their work experiences demonstrated a 23% improvement in performance compared to those who did not. This highlights the fact that structured reflection not only enhances intuition but also boosts overall leadership effectiveness.

Want to speed up your intuition development? Get out of your comfort zone. In leadership, experience refines intuition, enabling decisive action when time and data are limited. So, how do you put this into practice? Expose yourself to as many real-world leadership scenarios as possible. Take risks. Make decisions. Trusting intuition doesn't mean ignoring data, it means integrating experience, knowledge and subtle signals into decision-making.

Your best decisions won't always come from logic alone—they'll often come from the part of you that knows before you even do. Leadership, after all, is not about playing it safe; it's about knowing when to bet on a hunch and when to hold the line. Learning to differentiate between a gut feeling and a gut reaction is what separates the visionaries from the reckless. To cultivate this kind of intuitive confidence, leaders must engage in active learning, critical reflection, and seeking out varied perspectives.

Entrepreneurs who blend intuitive risk-taking with data-driven decision-making tend to outperform their more conservative counterparts. To refine your intuitive edge, you need to create space for reflection and deep thinking. The key isn't just silence, but purposeful reflection on past decisions, patterns, and emerging insights that sharpen leadership instincts over time. Surround yourself with people who challenge you—not yes-men or sycophants, but those who offer fresh perspectives and honest feedback.

The ability to develop and trust your intuition is one of the most valuable skills you can cultivate. Psychological Association suggest that overconfidence is one of the most persistent cognitive biases, often leading to flawed decision-making in leadership and business. The key isn't to eliminate intuition, but to refine it with awareness, analysis, and a willingness to question what seems obvious. Studies show that once we form an opinion, our brains start playing favorites: grabbing onto anything that confirms what we think, while quietly muting anything that challenges it.

That's the real danger. Confirmation bias builds an echo chamber in your own head. It feeds your favorite opinions and tunes out anything uncomfortable. And whether you're running a boardroom or typing into a chatbot, the moment you stop challenging your assumptions is the moment you start walking blind. Leaders must deliberately step back and assess trends over time rather than reacting to isolated incidents. Nothing in life is as important as you think it is, while you are thinking about it. But as Warren Buffett put it, "The most important thing to do if you find yourself in a hole is to stop digging."

But even the sharpest intuition can be distorted by biases, or can lead you down the wrong path if it is left unchecked. The trick is knowing when to trust it and when to test it. Structured dissent improves the quality of decisions by expanding perspectives and identifying hidden risks.

If your argument against a decision falls apart, your instinct might be solid. If you start seeing cracks, it's time to rethink, ensuring a more balanced and well-reasoned approach to leadership. Intuition should inform decisions, but not replace due diligence. Integrating analytics with intuition can enhance decision-making. Maintaining emotional awareness is essential to keeping intuition a trusted ally. Recognize your emotional state before making an intuitive decision. Blockbuster, Blackberry, MySpace—they were all same story. They mistook nostalgia for wisdom, when the better approach would have been to question their assumptions and embrace informed, adaptive leadership.

Most successful leaders actively seek out conflicting viewpoints to challenge their decisions, ensuring that bias doesn't cloud their judgment. The best leaders understand that true wisdom doesn't come from never making mistakes, but from learning how to anticipate, recognize, and correct them quickly.

So the next time you feel certain about a decision, pause. Is your brain playing tricks on you? Are you favoring information that confirms what you already believe? Is there data to back you up? Run the gut check. Seek alternative perspectives. And, if necessary, be willing to pivot. Leaders fear being perceived as reckless if they go with their gut over hard numbers, intuition, when built on experience, is a powerful leadership tool.

Intuition is not guesswork, but rapid cognition at play. The key is learning to distinguish between a well-honed instinct based on experience and a random impulse driven by emotion, gut instinct and empirical analysis coexist, empowering leaders to make bold, creative decisions without being paralyzed by the need for absolute certainty. The need to build a culture that supports both analytical rigor and intuitive insight. Leaders can begin to create workplaces that balance analytical rigor with the power of instinct.

You'll learn to separate instinct from impulse. Your brain is constantly building a library of patterns to pull from—and the wider that library, the stronger your intuition becomes. The highest-performing teams were not necessarily those with the most experienced members, but those where individuals felt safe expressing intuitive ideas and insights, without fear of criticism.

Once the right leader was in place, the team's performance soared, not just because of the skills and strategy, but because of the environment of psychological safety that allowed them to thrive. Harvard Business School researchers have shown that leaders who regularly engage in structured reflection improve their ability to make strategic decisions.

Intuition is your leadership superpower. It's not about ignoring data. It's about knowing when to blend data with experience, emotion, and insight. The best leaders don't just act—they observe,

Recognizing a decision point before it becomes an emergency is the difference between those who react and those who lead. Leaders must recognize when their mental capacity is reaching its limit and strategize accordingly. To navigate the overwhelming volume of daily decisions, many successful executives structure their routines to minimize unnecessary choices.

By strategically offloading lower-priority choices to later in the day or delegating them altogether, leaders free up their mental bandwidth for the complex, high-stakes calls that define success. Steve Jobs famously said, "Deciding what not to do is as important as deciding what to do." The most effective leaders develop a ruthless ability to discern which decisions will actually move the needle—and which ones are just noise.

A leader's job isn't to avoid tough choices. It's to make them with clarity, courage, and a clear view of the horizon. Confidence isn't about knowing with absolute certainty that you'll succeed, it's about being okay with the possibility that you won't, and taking action anyway. Confidence in decision-making isn't about always knowing you're right; it's about knowing that you can adjust if you're wrong.

Experience allows decision-makers to bridge the gap between uncertainty and action with a higher degree of accuracy. As Theodore Roosevelt put it, "In any moment of decision, the best thing you can do is the right thing, the next best thing is the wrong thing, and the worst thing you can do is nothing." The goal isn't to be perfect. It's to be decisive, adaptive, and ready for whatever comes next.

Leadership is about decisiveness—about gathering just enough data to make an informed decision, analyzing it swiftly, and having the courage to act. The key is not merely accumulating data but transforming it into actionable knowledge that drives impactful decisions.

In the age of information overload, collecting data is not the challenge—sorting through it is. Excessive data actually leads to paralysis. The best leaders know that decision-making is not about having all the data, it's about having the right data at the right time. If you want to understand what's really happening, go to where the work is being done.

The best insights often come from the ground up, not the top down. A Harvard Business Review study found that executives who employ structured simplification techniques, such as the Rule of Three, make decisions 22% faster, with greater confidence compared to those who sift through excessive details before forming conclusions.

The key is striking the balance between decisiveness and thoroughness. The key to using technology effectively is not in accumulating more data but in leveraging the right tools to extract real-time, actionable insights that drive decision-making. Leadership Is a Decision-Making Game At its core, leadership is about making decisions—quickly, intelligently, and decisively. This isn't about choosing between gut instinct and hard numbers. It's about using them together, like two hands on the same steering wheel.

Data should never drown out your intuition. Sometimes, the best decision is the one that keeps you moving forward—even if it's not perfect.

The OODA Loop, Observe, Orient, Decide, Act.

Steve Jobs once said, "Intuition is a very powerful thing, more powerful than intellect, in my opinion." Studies in organizational psychology show that leaders who engage in collaborative decision-making and seek external validation reduce the risk of blind spots and over-reliance on personal biases. Leadership isn't about making perfect decisions. It's about making better ones, faster, with clarity and confidence.

By mastering decision-making frameworks, balancing intuition with data, and managing stress before it manages you, you'll be able to navigate real-time challenges like a pro. In high-stakes environments, speed and decisiveness are often more valuable than prolonged analysis. Waiting for perfect clarity can be a leader's biggest downfall. Unpredictability is not an occasional inconvenience—it's the natural state of leadership in a fast-moving world.

As Peter Drucker once said, "In times of change, the greatest danger is to act with yesterday's logic." Data points tell you who can do the job. Intuition tells you who should. Those who develop a tolerance for uncertainty become more resilient, adaptable, and ultimately more effective in leadership roles. Change is not a threat; it's a test of adaptability. The best leaders are lifelong students, constantly seeking new insights, perspectives, and skills.

Leaders who actively pursue education, mentorship, and skill development are better equipped to navigate ambiguity and lead teams through periods of uncertainty. "The best investment you can make is in yourself." Warren Buffett

The moment you think you know it all is the moment you start losing your edge. Employees who engage in continuous learning show increased problem-solving capabilities and adaptability, traits essential for navigating uncertain landscapes. Leaders who foster adaptability and continuous learning within their teams see a 37% increase in resilience and problem-solving efficiency. Leadership in a fast-paced world is about stepping forward with confidence—even when the road is unclear. A successful CEO I once worked with often said, "Don't let perfect be the enemy of good."

This mindset reflects a fundamental principle in behavioral economics known as satisficing—choosing an option that is good enough rather than endlessly seeking the perfect solution, which may never come. Leaders who prioritize speed and adaptability over perfectionism are 35% more likely to lead high-performing teams in volatile environments.

Leadership isn't just about making decisions—it's about executing them with speed, confidence, and the flexibility to pivot when needed. The world rewards action, not hesitation. Act decisively, iterate if needed, but never let fear of imperfection keep you from acting. Execution is where good ideas either die or thrive. Findings from Harvard Business School reveal that nearly 85% of executives believe their organizations struggle with execution, even when strong strategies are in place.

Execution separates those who dream from those who achieve. Leadership is about taking the shot, learning from the misses, and adjusting your aim. Decisiveness is the lifeblood of leadership. The best leaders don't just make decisions; they make them quickly and wisely.

Another powerhouse framework is the 70% Rule, championed by former Amazon CEO Jeff Bezos. If you have 70% of the information you wish you had, make the call. If you wait for 90%, you're too slow. Execution is about moving forward with conviction and refining along the way. Success rarely rewards hesitation—it favors those who act, adjust, and keep momentum on their side.

Leaders who prioritize execution over perfection are significantly more likely to lead high-growth organizations. Jeff Bezos himself has emphasized that failing fast and learning from it is a key driver of Amazon's ability to innovate at scale. Agility isn't just about making quick decisions, it's also about making better ones over time. Companies that foster a strong feedback culture see a 21% increase in employee engagement and a 17% boost in productivity. A crucial leadership principle—trust your gut, take the shot, and refine as you go. Execution beats hesitation every time.

One leader in our study understood that cultural transformation doesn't happen overnight; it requires persistence, measurement, and iteration. Leaders who take action, even in imperfect circumstances, are the ones who create lasting impact. move fast, adapt, and lead with conviction. Hesitation is the enemy of progress. Progress often requires stepping into uncertainty, testing new ideas, and learning from the results. The world belongs to those who take decisive action, learn from experience, and continuously refine their approach. The future belongs to the doers, not the doubters.

One leader's ability to trust his instincts, question assumptions, and think outside conventional frameworks made him a trailblazer. The ability to sense a shift before others see it, and to recognize an opportunity where others see risk, is the hallmark of visionary leaders. Innovation rarely comes from playing it safe. Groundbreaking ideas often emerge from thinking beyond perceived limitations practice strategic solitude—the art of stepping away to let ideas breathe.

Engage in question storming instead of just brainstorming—challenging, questioning and storming encourages teams to challenge assumptions, reveal blind spots, and sparks breakthrough ideas. Develop the discernment to differentiate between impulsive reactions and well-honed intuitive insights. Sometimes, the most innovative ideas seem absurd at first. The key is recognizing when your gut is telling you to take a chance, even when logic and traditional data say otherwise.

Spend less time staring at data dashboards and more time people-watching ride the wave, rather than scramble behind it. Studies show that customers respond more favorably to brands that invoke personal empowerment, while data provides the framework, intuition acts as the fine-tuned instrument Balancing Intuition with Data. The ultimate power move, the real magic happens when you blend intuition with data,

Trust your instinct, but verify with analytic insights. The best leaders aren't just data-driven or instinct-driven; they're both. Intuition should never replace rigorous hiring methodologies.

What traits, values, or behaviors will actually help someone thrive in your environment? When leaders are trained to listen to their intuition but also challenge it, refine it, and support it with real-world data, they make better hires. Experienced professionals who use intuition alongside structured methods often make more accurate long-term hiring decisions than those who rely on metrics alone.

One of the primary reasons I wrote this book was to foster a greater acceptance of intuition in decision-making, making it not just more acceptable, but a respected and strategic tool in leadership. When leaders create a culture in which intuition is trusted and validated rather than dismissed, they unlock a level of insight and innovation that data alone can't provide. Psychological safety is a shared belief that the team is safe for interpersonal risk-taking

Intuition, particularly when grounded in emotional intelligence, is a critical yet often underutilized asset in HR and team leadership. Instinct without reflection is just gambling dressed up in a fancy suit. Great intuition isn't just about making decisions—it's also about learning from them. intuition is most effective when combined with deliberate reflection and post-event analysis. Intuition isn't something you either have or you don't have—it's something you can actively train and improve.

By tracking, refining, and learning from intuitive choices, individuals can develop an instinct that is both measurable and highly effective. There's a fine line between a visionary leader and a stubborn fool—one leader who successfully integrated intuition with critical thinking gained an edge in high-stakes decision-making, relying on a lifetime of accumulated expertise rather than just raw data alone. In an era of rapid technological advances and unpredictable global shifts, leaders who hesitate while waiting for complete certainty risk falling behind.

The numbers tell part of the story. But the energy in the room? That's the whole story." Studies indicate that leaders who integrate intuition with analytical reasoning are better equipped to navigate complexity and uncertainty, ensuring more effective talent acquisition and strategic direction. Research on creative problem-solving shows that nonlinear thinkers often make breakthroughs by exploring unconventional approaches and questioning standard assumptions. create an environment in which intuition and analytical reasoning can work together to generate novel strategic solutions.

Studies have shown that many breakthrough ideas, from Einstein's theories to business innovations, have surfaced during moments of mental relaxation. intuition doesn't mean ignoring data. It means knowing when the numbers are only telling part of the story. The key is balance.

Leaders must cultivate an ability to synthesize data efficiently while trusting their instincts to guide bold and timely actions. The best leaders aren't just decision-makers. They're visionaries. That's what strategic visionaries do—they don't wait for the future to arrive, they anticipate and shape it before it becomes obvious to everyone else.

Reflection isn't just a feel-good exercise—it's an essential component of decision mastery. The best leaders don't just react—they adapt, pivot, and innovate. At the end of the day, decision-making is both science and art. Warren Buffett once said, "The difference between successful people and really successful people is that really successful people say no to almost everything." The future belongs to leaders who embrace adaptability, lean into intuition, and harness the power of strategic agility. the necessity for leaders to move beyond traditional approaches, into a realm of proactive, fluid decision-making.

We're moving into an era of leadership where success hinges on an ability to read the moment and act decisively. The leaders of tomorrow won't just follow data—they'll marry it with gut instinct, knowing when to pivot and when to hold the line. Leaders who prioritize flexibility, quick learning, and empowered decision-making will thrive in the next generation. Cultivate intuition as a skill that can be honed through experience, reflection, and deliberate practice.

With AI and big data entering the landscape, leaders must learn how to balance cold, hard analytics with the kind of human insight that a spreadsheet can't provide. This synergy between data and human foresight will define the next generation of leadership. A structured approach in which instinct is tested against objective data. The future of leadership will belong to those who master this balance.

A company can have the best strategic plan in the world, but if the culture is built on fear, hesitation, and analysis paralysis, it is dead on arrival. The fastest way to slow down an organization is to punish mistakes. Hesitation is often more damaging than a wrong turn. Good decisions do not have to be perfect to be effective. This kind of openness builds trust. Speak up sooner, move faster, and rely less on rigid approval chains.

The biggest mistake a leader can make is assuming tomorrow will look like today. 70% of change initiatives fail due to employee resistance and lack of support from management. Data plus intuition supplies the courage to act before it's too late. Resilient leaders proactively prepare for change by staying curious, fostering innovation, and challenging the status quo. The leaders who build cultures that encourage continuous learning, adaptability, and risk-taking will be the ones writing their own success stories

The future of leadership isn't about lone-wolf visionaries—it's about teams that communicate and collaborate at the speed of trust. Building cultures in which information flows freely and teams work cross-functionally with trust, companies can make decisions faster, innovate more effectively, and remain resilient.

Great leaders don't wait for certainty—they act with conviction, knowing that the most groundbreaking innovations often emerge from uncharted territory. The best decisions won't always come from data-laden reports but from a deep understanding of emerging patterns, human behavior, and the courage to step outside the expected.

The future belongs to leaders who intuition works best when it's refined, tested, and paired with experience. if your gut feeling is rooted in experience, it's intuition. If it's rooted in fear, it's probably hesitation. Learn the difference, and you'll never second-guess yourself again.