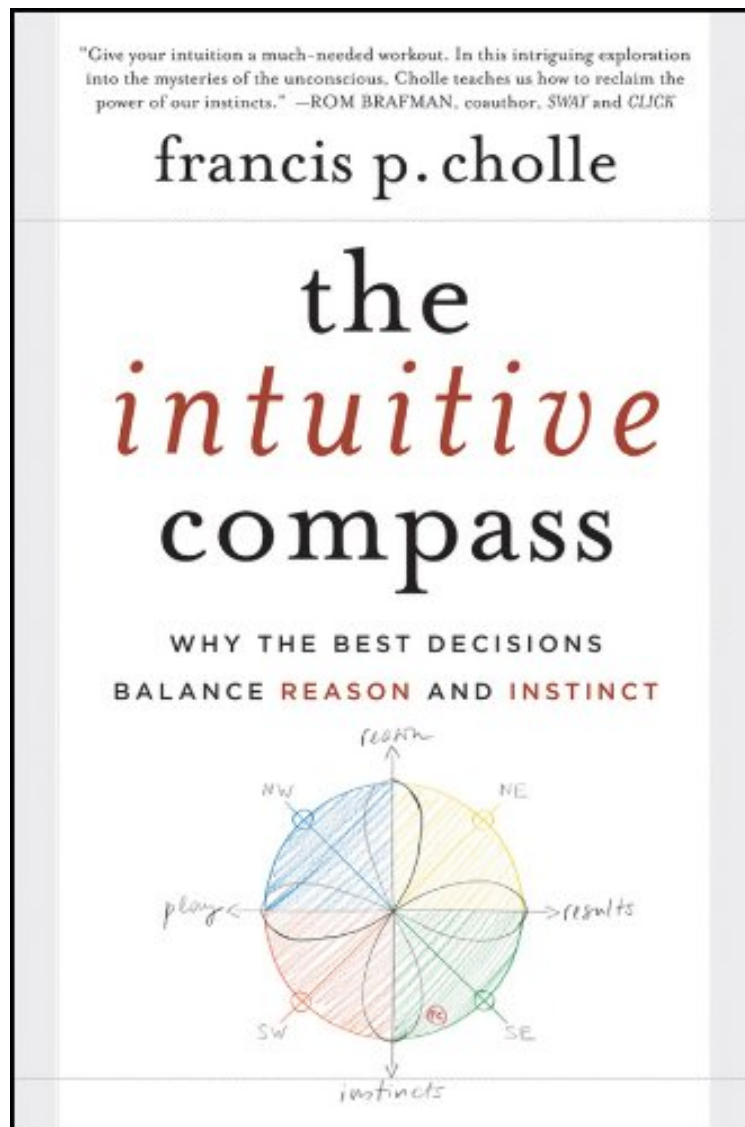


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The Intuitive Compass: Why the Best Decisions Balance Reason and Instinct

Francis Cholle

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A dynamic new way to understand intuition, already implemented around the world at top companies and business schools Neuroscience shows that instinct has a leading role in complex decision-making, yet imaginative play is the most direct means of activating our creativity and problem-solving abilities. Based on over 20 years of Cholle's wide-ranging professional experience and insights, *The Intuitive Compass* offers a fascinating new approach to innovative problem-solving, decision-making, and sustainable value creation. Through a concept known as Intuitive Intelligence, Cholle shows how anyone can improve creative brainpower by harnessing the balance between reason and instinct. Explores the tension between linear efficiency and random play, and the synergy between reason and instinct Helps us realize our natural tendencies to think holistically, think paradoxically, notice the unusual, or lead by influence Shows these tenets in action through case studies of the luxury house Hermes, Paris; Google and its paradoxical work culture; Virgin America, and its ability to notice the unusual about what matters for consumers and exert leadership in its industry *The Intuitive Compass* shows how to thrive within chaos and offers actionable information for reinventing our path to sustainable success.

.com .com Exclusive QA with Author Francis Cholle Author Francis P. Cholle What is the core problem with how we currently approach innovation and decision making? The typical path in business is to apply more analysis, focus more on results, and work harder to get results. It's this kind of thinking that has led to business models that we're now finding are hard to sustain. Life and logic don't match. We like to think of life as linear and logical, but it isn't. Success in modern times depends on making the leap from seeing the world how we think it operates to how it really operates. In reality, both life and the way the human mind operates are much closer to chaos than to logic. We've established a sophisticated relationship with all that is logical, and we're less eloquent about what is not. This book is about establishing a productive relationship with the part of life that is not logical, so we can find solutions beyond the boundaries of what we know. What is "intuitive intelligence"? Intuitive intelligence is a set of skills that uses intuition to get to the instinctual and nonconscious parts of our mind. Intuition allows us to operate in the zone of ambiguity and change. It feeds the rational mind to enable logic to work with paradox. Since the beginning of mankind, instinct was meant to help us survive. Its mission is to ensure the sustainability of our species. At this time when sustainability is in question, intuitive intelligence is particularly essential. What is *The Intuitive Compass*? *The Intuitive Compass* is an approach to decision making and problem solving that does a better job of accessing and applying intuitive intelligence than typical approaches that depend on the linear and logical. It helps us make sense of chaos and leverage its power. It breaks down the functioning of the mind and the process of decision making into several clear components. You'll be able to map your current decision-making process, based on how well you balance the opposing forces of reason and instinct, and results and play. With this approach, we'll be better prepared to innovate and adapt to change. Are you opposed to the logical and linear? No, but we need to realize that logic and chaos coexist and we need to balance them with intuition and instinct. What do you mean by "play"? Play is a dynamic, spontaneous, and free-flowing engagement with anything or anyone. It's immersing yourself in an activity for pleasure with no other stated goal. It needs to be an essential part of work in order to leverage all that people have to offer. Albert Einstein once said, "Play is the highest form of research." What are some companies that formally encourage play? Google, Pixar, 3M, Kohler, Shell, IBM, and DuPont are some of the companies I write about, which have realized and leveraged the power of play with formalized initiatives. Is there a scientific basis to your arguments? Recent neuroscience research has proven that instinct plays a key role in complex decision making, 80% of our grey matter is dedicated to nonconscious thought, and imaginative play is one of the most direct ways to access our creativity and problem-solving abilities. Also, physics and evolutionary biology show that there is a self-organizing principle that ensures that order will arise from chaos. We need to embrace, rather than resist, the self-organizing principle that is at work in business and everyday life. Why do we need *The Intuitive Compass* now more than ever? Businesses are facing an unprecedented level of complexity and unpredictability. Our new world requires a creative agile mindset as well as powerful, innovative solutions. Recent research shows that creativity is on the decline, and we need to investigate how to better access and train creativity. Also, sustainability is one of today's most urgent problems, and *The Intuitive Compass* points the way to addressing it. "Give your intuition a much-needed workout. In this intriguing exploration into the mysteries of the unconscious, Cholle teaches us how to reclaim the power of our instincts." —Rom Brafman, coauthor, *Sway and Click* "The *Intuitive Compass* demonstrates that intuitive intelligence is an essential tool and shows us how to re-wire the way we think to take into holistic consideration the necessary interdependence between business, nature, society and culture. A must-read for the curious mind." —Jochen Zeitz, executive chairman, Puma and chief sustainability officer, PPR "Working with Francis Cholle has been more than exciting: it is always very interesting and very stimulating. *The Intuitive Compass* helps reach

the root cause of any business challenge systematically and enriches any thought process with depth and rich perspectives. I only wish I had met him earlier in my career." mdash;Guillaume de Lesquen, worldwide president, Ralph Lauren Fragrances "Francis Cholle's insights into the radical changes the business world is undergoing are invaluable. I highly recommend The Intuitive Compass and following the bold direction he outlines in it." mdash;Marc Speichert, chief marketing officer, L'Oreal USA "The Intuitive Compass is not just a concept, it works! From first-hand experience, I know this methodology is both fun and effective. Francis Cholle has decoded the new meaning of success for individuals and organizations in the new economy. In particular, The Intuitive Compass is a must-read for anyone looking to reinvent legacy business models through creative and sustainable innovation." mdash;Philippe Guelton, executive VP and COO, Hachette Filipacchi Media US "So essential in building strategies, intuition is a talent we need to nurture every day. In his stimulating book, The Intuitive Compass, Francis Cholle brilliantly helps us to do so!" mdash;Mercedes Erra, founder, BETC; executive chairman, Euro RSCG World Wide; managing director, Havas Group "The Intuitive Compass is a revolutionary new tool for the managerial decision-making process. Its use will significantly impact the ability of managers to create new solutions in the ever-changing business environment. For managers who want to increase their creativity and the ability to look at issues through a new lens, The Intuitive Compass is invaluable." mdash;Keith Weigelt, Marks-Darivoff Family Professor of Strategy, Wharton School, University of Pennsylvania "I was fortunate enough to meet Francis Cholle in 2009, introduce him into our company, and experience The Intuitive Compass in action. This game changing approach to rethinking your business allowed us to re-invent ourselves and break the mold of the past. Despite economic volatility we grew revenue streams profitably, increased our share of the market, and created new opportunities. We now have a successful, innovative team poised to leverage a sea of opportunities in the digital marketplace. I strongly recommend his work and urge you to engage The Intuitive Compass." mdash;Nick Matarazzo, CEO, Jumpstart Automotive Group "The Intuitive Compass is helpful for better decision making. It is a very valuable model to succeed in the fast changing and complex environment of the new economy." mdash;Nicolas Kachaner, senior partner managing director, Boston Consulting Group "The fast, aggressive competition of today requires enterprises to unleash and stimulate creative thinking (and feeling!) to win. Francis Cholle completely gets where the business is going and knows how to guide leaders to get there. The Initiative Compass makes it tangible, actionable and scalable." mdash;Eric Thoreux, chief marketing officer, Essilor Group Worldwide; executive president, Sun and Readers division "As a physician moving into the medical device industry after 20 years of practice in a University hospital, I was in dire need of a mentor. Francis guided my first steps in this new world and helped me understand how to use my emotion and instinct-dominated mind in a rational corporate environment. His original holistic approach and rich background were instrumental to making this transition successful." mdash;Christian Spaulding, M.D., worldwide vice president, medical affairs, Cordis "Francis Cholle's approach helped Firmenich enormously in re-engineering our focus on creativity with a unique new perspective. The Intuitive Compass makes tangible the intangible and by doing so it helps to inspire and lead creative teams to an optimal level of performance." mdash;Jerry Vittoria, president, fine fragrances, Firmenich North America "With The Intuitive Compass, Francis Cholle presents a revolutionary new approach to unlock the incredible human potential for innovation and creation in any form. Cholle's insights are both compelling and clear and the results he has helped us achieve at Matrix are outstanding!" mdash;Colin Walsh, vice president / general manager, Matrix "With The Intuitive Compass, Francis Cholle has developed a breakthrough model for sparking creative thinking and guiding better decision making. It is simple to comprehend and use while honoring the complexity of human nature. The best of any business should come into clearer view when following such an original framework." mdash;Roy Pea, David Jacks Professor of Education and Learning Sciences, Stanford University "The current transformative and transitioning business climate mandates change for any company to survive and thrive. Francis Cholle's innovative, holistic approach to business in the 21st century enables companies to rethink, re-tool and re-invent, ensuring success." mdash;Deborah Burns, managing director, American Media International Ventures "Francis Cholle is the Al Gore of Creativity, evangelizing an 'inconvenient truth' of an altogether different kindmdash;that creativity is actually declining at an alarming rate. The Intuitive Compass is a sure path business leaders can use to guide them towards innovation, disruptive thinking, and the creative atmosphere necessary to succeed in today's disorienting business climate." mdash;Mike Lundgren, partner and director of innovation strategy, VML (Young Rubicam) "What strikes one the most after reading The Intuitive Compass is the lucid and effortless way it leads the reader's mind to look into his/her decision making system-prodding one to reflect that we recognize the role of the gut or intuition in our lives but rarely acknowledge the same in public spaces. The well articulated role of play and how it needs to flow into work, the benefits of sometimes circumventing reason to tap into our reservoir of creativity are not very 'comfortable' suggestions for minds trained to revere reason, logic and tangibles. I love the way the content pushes the reader out of his/her comfort zone to question, reflect, learn, and experience; the book caters to this whole process and at the same time doesn't favor/disfavor any view with force. Francis Cholle's book is a gift to the restless world." mdash;Brij Bakshi, director, DoordarshanFrom the Inside FlapHow do we make gut decisions? Why are we loyal to one brand over another? How comfortable are each of us with random play? Do we need structure at work, and can we thrive without it? Neuroscience shows that instinct plays a leading role in all types of decision

making, but traditional ways of learning and thinking favor the rational mind, leaving our potential for "intuitive intelligence" untapped. With *The Intuitive Compass*, acclaimed international business consultant Francis Cholle reveals how we can harness intuition—a powerful and often underutilized tool—for innovative decision making and problem solving, as well as a more balanced approach to all aspects of life. Combining Cholle's twenty years of working with some of the world's most respected companies with his holistic training in yoga, theatre, and clinical psychology, *The Intuitive Compass* shows how we can develop intuitive intelligence to navigate the natural tension that exists between reason and instinct. Through charting a personal compass, this easy-to-understand, actionable approach uncovers each of our tendencies to think holistically, think paradoxically, listen for the unusual, or lead by influence. Armed with this knowledge, anyone can engage in imaginative play to channel the unconscious mind and discover new solutions to even the most complicated challenges. Through dynamic real-world examples, Cholle shows exactly how leading companies win talent and customers by successfully understanding and harnessing intuitive intelligence. Cholle reveals how the luxury brand Hermes draws in consumers on anything but price; how paradoxical work cultures like Google get the most from their teams; and how new competitors like Virgin America can reinvent industries by redefining customer experience. On the individual level, Cholle deftly explores how intuition determines why we choose a particular perfume or brand, how our senses process stress and trust, and our own comfort levels with reason and chaos. Rich and compelling, *The Intuitive Compass* offers a new way to unlock our capacity for creativity as well as how to influence our interconnected world.