

**Enhancing SDMP for improved strategic outcomes: A complementary
strategic decision-making approach**

<27305572>

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Abstract

In today's competitive business world, organisations must make effective strategic decisions to survive and succeed. This study challenges the traditional belief that decision-making should solely rely on either intuition or rational Strategic Decision-Making Approaches (SDMAs). Instead, it examines how these two approaches interact within their influence on strategic outcomes.

The research involved interviewing 12 participants in strategic leadership positions. The findings highlight that intuition and rational SDMA are not opposing forces and suggest a more harmonious approach where they complement each other. Rational decision-making brings logic and analysis to the process and the ability to predetermine measurable outcomes that hold stakeholders accountable. At the same time, intuition provides unique insights stemming from experience and gut feeling, as well as the ability to communicate and collaborate with other functions effectively. Honing on these strengths together with understanding the strategic decision, understanding personal preferences and decision-making style, and embracing diversity and collaboration will result in improved or achieved strategic outcomes.

The findings of this study have important consequences for both businesses and academia. It is recommended that leaders in strategic positions promote the inclusion of various viewpoints when making decisions, which implies that leadership development programs should support this approach. Organisations should ensure that their strategic choices are consistent with their overall objectives and cultivate a culture that appreciates adaptability, diversity, and reliance on intuition. These suggestions aim to assist organisations in effectively navigating complex Strategic Decision Making Processes (SDMP), enhancing their profitability, and attaining long-term sustainability.

Key words:

Strategic decision-making, intuition strategic decision-making approach, rational strategic decision-making approach, complementary strategic decision-making approach, contextual factors, strategic leaders.

Plagiarism Declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

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CHAPTER 1: INTRODUCTION TO THE RESEARCH PROBLEM

1.1 Introduction

How does a complementary SDMA influence strategic outcomes? In the contemporary business landscape, organisations are battling with challenges, including intense competition and constant change. Studies have revealed that a staggering 66% of organisations are failing due to strategy, and the organisation's life span has declined to just 18 years (Barber et al., 2019; Hillenbrand et al., 2019). In this volatile environment, strategic leaders find themselves in a critical role responsible for steering their organisation's success (Finkelstein & Hambrick, 1996).. Research emphasises that the strategic decisions strategic leaders make hold the key to an organisation's success. It can be highlighted that effective SDMAs becomes crucial.

Modern literature started to recognise combining intuition and rational SDMAs as it enhances the quality of the decision (Thanos, 2022; Tabesh & Vera, 2022; Garcia et al., 2019; Keller, 2019; Kolbe et al., 2019). Thus, the purpose of this study is to investigate how complementary SDMAs influence strategic outcomes. In a rapidly changing and highly competitive business environment, being adaptable and making effective strategic decisions that deliver successful strategic outcomes is crucial for organisational survival. The research will contribute to both management theory and organisations by providing practical insights from strategic leader's experiences but also offers actionable recommendations that can help organisations navigate complex strategic decision processes, increase profitability and achieve long-term sustainability.

1.2 Background to the study

1.2.1 Business case

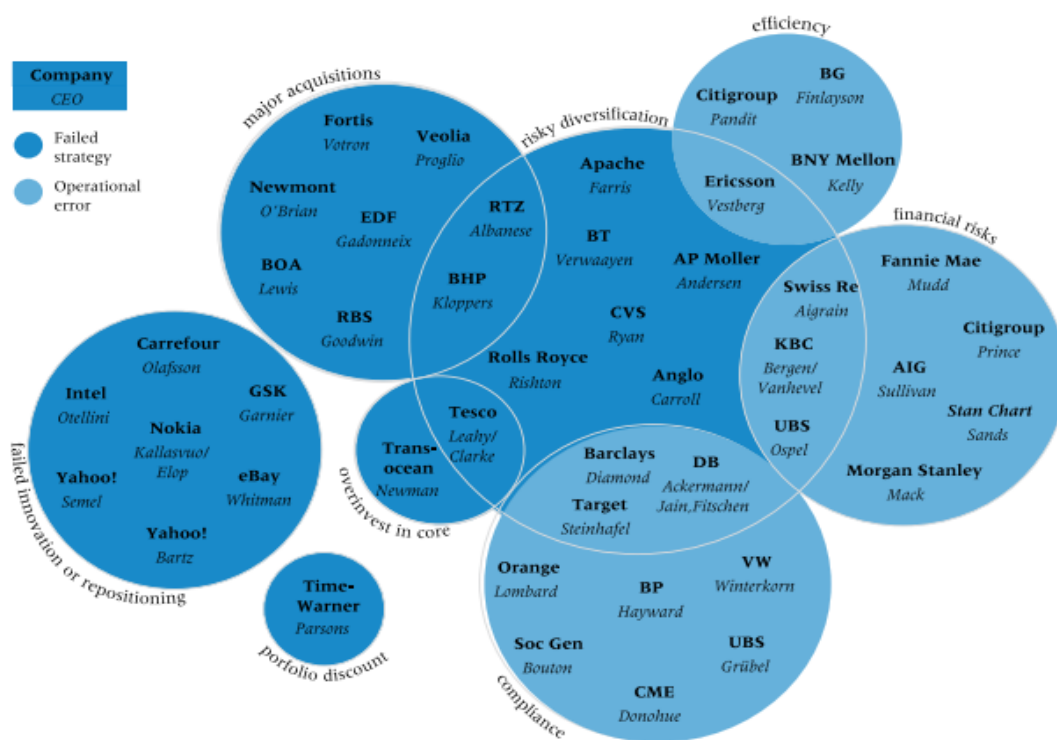
Organisations are in a precarious position, as they face intense competition, constant change, and unpredictable circumstances that threaten their survival. Recent studies by Barber et al. (2019) and Hillenbrand et al. (2019) paint a grim picture, 66% of organisations fail due to flawed strategies and corporate life spans have been reduced to a mere 18 years. This alarming trend highlights the critical need for

effective strategic decision making. Amidst this challenging landscape, leaders find themselves at a crossroad, tasked with a crucial responsibility of driving the organisation towards success (Finkelstein & Hambrick, 1996). The decisions they make as emphasised by research, hold the key to organisational survival (Garcia et al., 2019; Samimi et al., 2022; White et al., 2023).

The dark blue circle in Figure 1 symbolises the central reason behind the failure of strategic outcomes as stipulated in the strategy. Within this, the leaders' decision may result in the failure or success of the be organisation. The leaders, core knowledge, experience, capabilities, SDM ability, and leadership style, become crucial (Barber et al., 2019; Sammi et al., 2022). By making decisions based on a firm decision-making framework, these leaders provide a source of inspiration and optimism during times of unpredictability within the business world.

Indeed, the significance of making strategic decision effectively should not be underestimated. It is the foundation on which organisation's long-term existence depends. Leaders are not simply decision-makers. They bear the responsibility of protecting the future of the organisation (Finkelstein & Hambrick, 1996; Hambrick, 2007; White et al., 2023)

Figure 1: The stumbler landscape



Baber et al. (2019)

1.2.1 Theoretical gap

SDM is crucial for organisations as it shapes their long-term direction and success. It involves assessing different alternatives and choosing the most suitable ones that are aligned with the organisation's goals. These decisions are essential for gaining a competitive advantage, determining resource allocation, managing risk, and positioning the organisation in the market. Strategic decisions cover various alternatives, for example entering markets, diversifying products, merging with other companies, and allocating resources. Each of these decisions has significant implications for the organisation's growth profitability and sustainability (de Oliveira et al., 2019; Elliott, 2023; Porter, 1996; Shivakumar, 2014).

Modern literature has emphasised the significance of combining both rational and intuition SDMA. Combining these approaches has improved decision quality (Thanos, 2022; Tabesh & Vera, 2022; Garcia et al., 2019; Keller, 2019; Kolbe et al., 2019). Kolbe et al. (2019) proposed that intuition should be given priority, followed by rational SDMA. In comparison, Thanos (2022) and Tabesh and Vera (2022) suggest that both approaches should coexist depending on the circumstances. The existence of tensions between these two approaches is recognised, and it is suggested that strategic leaders must acknowledge and embrace these tensions to make effective decisions (Keller, 2019; Calabretta et al., 2017).

However, despite their importance, there still needs to be more understanding of how these decision approaches influence strategic outcomes, highlighting the need for further research in this area. There are many empirical studies on intuition and rational SDMA. These studies have provided a view of the strengths and weaknesses of these approaches as separate approaches as well as conditions suitable for these approaches. Moreover, the influence on strategic outcomes has been studied across these two approaches (Jansen et al., 2013; Julmi, 2019; Norris & Epstein, 2011; Samba *et al.*, 2022; Hensam & Sadler-Smith; 2011 & Vicent, 2021).

Due to the difficulties which are faced by organisations described earlier, the study of SDM remains crucial. Many organisations have failed because these challenges highlight that effective strategic decision making is a requirement. The traditional way of relying solely on a single approach has not adequately addressed these strategic challenges (Thanos, 2022; Tabesh & Vera, 2022; Garcia et al., 2019; Keller, 2019). Therefore, understanding the complementary SDM approach. While empirical research has recognised the importance of integrating these two approaches, there

is a lack of practical guidance for strategic leaders on how to do so effectively. The question remains, how does complementary SDMA influence strategic outcomes? This study aimed to fill this gap by identifying specific strategies for the complementary SDMA.

1.3 Purpose of the research

The purpose of this study is to investigate the influence of complementary SDMA on strategic outcomes.

The researcher aims to explore the influence of rational and intuition approaches separately on strategic outcomes (Samba, et al., 2020, Jansen et al., 2013; Mintzberg 1976; Julmi, 2019; Norris & Epstein, 2011; Samba et al., 2022; Hensam & Sadler-Smith; 2011 & Vicent, 2021). This researcher aims to understand the influence of rational and intuition SDMAs on strategic outcomes separately. This will assist the researcher in understanding each approach, which formed the foundation for studying the complementary SDMA. This provides clarity in identifying patterns, trends causal relationships and robust comparisons. This will enable this researcher to have a comprehensive understanding of the interaction between intuition, rational and complementary SDMAs.

It has been noted that there are contextual factors influencing SDM. These contextual factors are seen to have an effect on SDMP. As part of the study, the objective is to understand how leaders adapt their SDMAs considering contextual factors (Papadakis et al., 1998; Vincent, 2021; Lipshitz & Shulimovitz, 2007; Woiceshyn, 2009; Hensman & Sadler-Smith, 2011; Elbanna & Child 2007a; Elbanna & Thanos, 2014). Understanding how leaders adjust their decision-making approaches based on the specific circumstances present in an organisation's operating environment enhances the research focus. This understanding of the context allows for a thorough examination of how decision-making approaches and external factors interact, providing a complementary perspective on SDM.

Within an organisation, leaders are usually responsible for strategic decisions (Sammi et al., 2022). Central to strategic leadership theory is the role of strategic leaders in decisions making (Boal & Hooijberg, 2001; Chin et al., 2021; Finkelstein & Hambrick, 1996; Pitelis & Wagner, 2019; Samimi et al., 2022). The scope of this study will include the full range of strategic leaders in South African organisations. This will improve the depth and relevance of their research by adding more value. It will

deepen the comprehension of decision-making procedures and provide valuable perspectives from the decision-makers who organisations entrust with the responsibility of SDM.

1.4 Significance of the study

Since organisation's are still experiencing strategic challenges (Barber et al., 2019; Hillenbrand et al., 2019), therefore, the research examines the influence of complementary SDMA on strategic outcomes. This following literature gap showing that the influence of complementary SDMA on strategic outcome has not been explored (Thanos, 2022; Tabesh & Vera, 2022; Garcia et al., 2019; Keller, 2019; Kolbe et al., 2019). This study offers a helpful model that allows them to identify critical factors that will contribute to succeeding using this approach.

Having this knowledge is especially significant in today's rapidly changing and heightened competition business environment, as the ability to adapt and make effective decisions is essential for an organisation to not only survive but also succeed. Furthermore, the study adds to management theory by investigating how the complementary approach influences strategic outcomes. This will enhance the practical understanding of SDM theory as it is experienced by leaders in practice. In this way it contributes to an under-researched area of strategic decision making. These findings will also empower organisations to navigate the complexities that come with strategic decision making to drive profitability and long-term sustainability. Thus, the significance of this study goes beyond academic circles and will have an impact on business.

1.5 Conclusion

The heightened competition in the business environment requires effective SDM for organisations to survive. However, traditional decision-making approaches have yet to be successful in addressing the challenges faced by organisations. Therefore, it is essential to consider a complementary approach, SDMA, as suggested in modern literature. As per the theoretical gap and business case, the research aims to explore the characteristics of complementary SDMA to gain a comprehensive understanding of its influence on strategic outcomes. The findings of this research will provide strategic leaders with strategies to navigate complex decision-making scenarios and drive profitability and long-term sustainability.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The literature review provides a summary of what has been done and not done in theoretical landscape by firstly outlining the role of SDM, understanding rational and intuition SDMA, complementary SDMA, then lastly influence of contextual factors on strategic decision making.

2.2 The role of strategic decision-making

Effective SDM is of the utmost importance for organisations as it determines their overall success (Tabesh & Vera, 2020; Shepherd et al., 2023; Fredrickson, 1984; Eisenhardt & Zbaracki, 1992; Papadakis et al., 1998). This process involves assessing different choices and choosing the one that most closely matches the organisation's goals. Making these decisions is crucial for gaining a competitive advantage, properly allocating resources, managing risks, and positioning the organisation in the market. The options include entering new markets, expanding product offerings, merging with other companies, and distributing resources. Each decision has significant consequences for the growth, profitability, and long-term success of the organisation (de Oliveira et al., 2019; Elliott, 2023; Porter, 1996; Shivakumar, 2014).

Elbana and Child (2007a) and Eisenhardt & Zbaracki (1992) differentiated SDM research between content and process research perspectives. Content research covers the factors that go into SDM, while the process perspective focuses on the process strategic leaders use to agree on a strategic position. This research will focus particularly on the process research perspective. The inputs into SDM have been widely covered and well-constructed (Strauch et al., 2019). Although there has been a myriad of research on the process of SDM, literature contributing to strategic decision approaches remains under researched (Shepherd et al., 2023; Tabesh & Vera, 2020; Thanos, 2022).

Notably, leaders are largely responsible for making strategic decisions for the organisation. Although earlier theory did not identify leaders as crucial role players in making strategic decisions within the organisations, upper echelon theory has highlighted that top executives are critical to strategic decisions (Samba et al., 2021; Singh et al., 2023). In contrast, other theorists have highlighted the chief executive officer (CEO) as the sole strategic decision maker. Recent management theorists

believe that SDM should include the top management team (TMT), board of director members (BoD), and CEOs (Samimi et al., 2022; Singh et al., 2023). Over the years, the TMT and the BoD have become more involved in strategic activities. Empirical research on strategic decisions has largely focussed on the CEO being the primary decision maker (Loma & Martel, 2021; Tabesh & Vera, 2019). Samba et al. (2022) research on strategic decision covered the TMT to close the research gap. Many researches have not considered the full spectrum as suggested by modern strategic leadership theory.

2.3 Understanding rational and intuition as separate approaches

SDMP may follow a rational or an intuition based approach (Akinci & Sadler-Smith, 2019; Elbanna et al., 2014; Flores-Garcia et al., 2019; Luan et al., 2019; Samba et al., 2022; Tabesh & Vera, 2020; Thanos, 2022). The challenge lies not only in the combination of rational and intuition, but also in using the methods in a complementary manner to find a delicate balance between them. However, it has been found that strategic leaders tend to rely on one approach instead of combining the two approaches (Keller, 2019; Kolbe et al., 2019).

2.3.1 Rational strategic decision-making approach

The rational SDMA involves using evidence and logic to make choices, while also considering different options. Numerous studies have examined different approach, with rational being the most prevalent approach for effective decisions. Fredrickson (1984) initially recognised comprehensive rationality, which stated that decision makers follow a logical step-by-step approach for SDM to identify all possible alternatives together with the risks and potential outcomes. Initial empirical studies found that comprehensive rationality positively influences strategic outcomes. (Hitt & Tyler, 1991; Luan et al., 2019; Samba et al., 2020; Eisenhardt & Zbaracki, 1992; Schwenk 1993).

In contrast, it was later proved that comprehensive rationality emphasises that thorough and exhaustive analysis of available information, alternatives and potential outcome when making strategic decisions, may not be valuable in uncertain environments and when solving complex problems (Schwenk, 1993; Hitt & Tyler 1991; Eisenhardt & Zbaracki, 1992; Jansen et al, 2013). This can be aligned to the view that organisation environments are rapidly changing, dynamic, ambiguous environments in which a pure logic approach may not yield an effective decisions.

In consequence, bounded rationality theories offer valuable understanding about the cognitive limitations leaders encounter when making decisions in organisations. These theories recognise the constraints of human cognition, providing a more realistic view of how leaders navigate complex and uncertain situations. However, it has been suggested that the risk is, it is influenced by cognitive biases (Eisenhardt & Zbaracki, 1992; Samba et al., 2020; Julmi, 2019; Elbanna & Child, 2007b; Hitt & Tyler 1991). Bounded rationality involves using a logical process of considering multiple alternatives and evaluating them against preferences goals (Eisenhard & Zbaracki, 1992). By establishing formal processes, organisations can ensure that strategic leaders make decisions based on evidence and gather all relevant information. They can also use analytical tools in a systematic way to thoroughly examine this information (Jansen et al., 2013; George, 2020; Al-Hashimi et al., 2022). This approach assists in gaining a better understanding of the problems and analysing the different alternatives when making strategic decisions (George, 2020). It establishes an environment that is thorough in information, thereby enabling the prediction and prevention of potential issues during implementation, leading to improved strategic outcomes (George; 2020; Al-Hashimi et al., 2022). Furthermore, employing analytical tools allow for individuals' cognitive limitations and promotes coordination and dedication towards strategic objectives. This enhances making quality decisions and the ability to attain strategic outcomes (George, 2020; Jansen et al., 2013; Al-Hashimi et al., 2022).

The logicalness and systematises of the rational approach, which is as a result of careful analysis, considering available information, and potential consequences, makes it an attractive approach to leaders. Strategic leaders also consider this approach as a way for socialising strategic decision within organisations (Samba, et al., 2020, Jansen et al., 2013; Mintzberg 1976; Julmi, 2019), with the ability to agree on decisions that align to organisational goals (Eisenhard & Zbaracki, 1992) but it is crucial to consider the cognitive limitation its impact has on strategic decision making. It is crucial to acknowledge the constraints of time and incomplete information as it highlights the difficulties leaders face in making effective strategic decisions (Eisenhardt & Zbaracki, 1992; Samba et al., 2020; Julmi, 2019).

Both information and time are crucial when using a rational SDMA and to help leaders determine valid justifications for their actions (Jansen et al., 2013). Leaders can then assess the practical pressures influencing their decisions. Elbanna and Child 2007a,

Jansen et al. (2013), Samba et al. (2020) and Samimi et al. (2022) found that organisations with decision-makers that can process and use information, make effective decision. However, the rational decision-making approach depends mainly on information. Strategic leaders experience challenges when using a rational decision-making approach as information becomes scarce in dynamic environments (Tabesh & Vera, 2020; Thanos, 2022). Consequently, leaders who are operating with cognitive limitations, may rely on heuristics and shortcuts which result in less effective decisions, which influence strategic outcomes. The rational SDMA is characterised by a process of sourcing information. It requires enough time to get to the required alternatives, including the ability to consider the possibilities, risk and outcomes associated with the decision (Luan et al., 2019; Thanos; 2022).

2.3.2 Intuition strategic decision-making approach

Literature has come to recognise the importance of intuition in SDM, particularly in uncertain and complex environments (Samba et al., 2022; Hensam & Sadler-Smith; 2011; Vicent, 2021). Intuition, which stems from a leader's instincts, unspoken knowledge, and judgement, can provide unique insights that rational thinking alone may not reveal immediately (Samba et al., 2022; Hensam & Sadler-Smith; 2011; Vicent, 2021). It is essential to critically evaluate the limitations associated with relying on intuition for strategic decision making. One significant limitation is cognitive bias, where leaders may unconsciously rely on mental shortcuts and heuristics leading to errors in judgement. This bias can be influenced by past experiences and emotions, distorting intuitive prospection, and potentially resulting in flawed decisions (Hensam & Sadler-Smith; 2011; Vicent, 2021).

While intuition has value, its reliance on personal experience and context may restrict its suitability in situations requiring objective and data-driven decisions. Additionally, there is a risk of overconfidence when leaders excessively depend on their intuition without considering alternative perspectives or external information (Samba et al., 2022; Hensam & Sadler-Smith; 2011; Vicent, 2021; Julmi, 2019). Thus, the concept of self-efficacy plays a significant role in SDM, especially when considering intuitive judgments. Leaders with high self-efficacy tend to have more faith in their instincts, which boosts their confidence.

However, it is critical to also consider the potential pitfalls of being overly confident. There is limited research exploring the delicate balance between self-assurance and arrogance, and how excessive confidence can lead to blind spots and strategic

mistakes (Norris & Epstein, 2011; Samba et al., 2022; Hensam & Sadler-Smith; 2011; Vicent, 2021). While making decisions based on intuition can be advantageous in certain dynamic situations, its effectiveness largely relies on leaders' ability to determine when to trust their intuition and when to rely on more logical and evidence-based approaches.

2.4 Complementary Use of Rational and Intuition as strategic decision-making approaches

The rational and intuition approach plays a significant role in SDM. Recent literature has introduced the use of both rational and intuition decision approaches as complementary approaches for SDM (Thanos, 2022; Tabesh & Vera, 2022; Garcia et al., 2019). The contribution of both approaches to SDM is in the infant stage, with empirical research indicating that using both approaches results in quality decision-making (Thanos, 2022; Tabesh & Vera, 2022; Garcia et al., 2019). Considering the nature of strategic decisions described earlier, strategic leaders must analyse the information available rationally to make a strategic decision. On the other hand, strategic leaders, as human beings, may unintentionally or intentionally use intuition, even though a rational process is followed. For instance, a leader may follow their instinct or judgement to decide based on their experience (Sheperd et al., 2023; Kolbe et al., 2020; Samba et al., 2022; Tabesh & Vera, 2020; Thanos, 2022; Petrou et al., 2020).

Strategic leaders use rational and intuition decision-making, although a rational approach may be chosen. Intuition may serve as a complementary decision approach. The ability to use these approaches in a complementary manner is not as simple as argued. It has been noted that leaders tend to rely on one approach that they feel comfortable with, which leads to ineffective decisions and ultimately impacts organisational outcomes. As such it is critical for strategic leaders to approach SDM consciously choosing the right approach that will positively influence strategic outcomes (Keller, 2019; Kolbe et al., 2019). Kolbe et al. (2019) highlighted that there is an empirical pattern of dominant decision-making dimension, which clearly states that intuition decision making comes first, then political and finally rational decision-making. This is contrary to Thanos (2022); Martel et al. (2021) and Tabesh and Vera (2021) empirical studies, which indicated that intuition and rational decision-making approaches happen simultaneously.

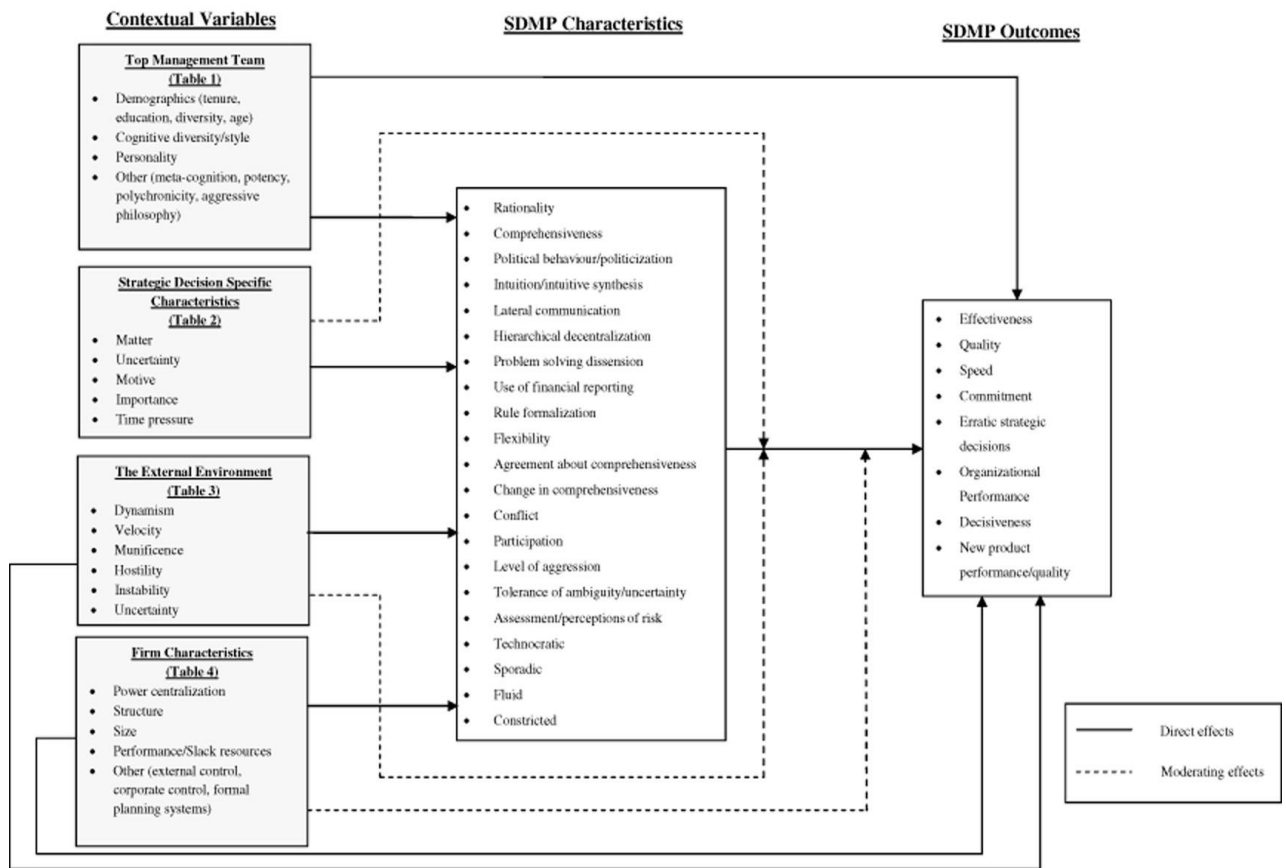
Calabretta et al. (2017) aimed to conceptualise the intuition and rational approaches together. The author highlighted that there are tensions that arise between intuition and rational decision making cannot be ignored. Leaders are at time faced with different strategic choices introduced by integrating intuition and rational approaches (Keller, 2019; Calabretta et al., 2017). The findings indicated that these tensions need to be recognised between these two strategic-decision perspectives, therefore it is critical for leaders to recognise and accept these tension in order to make effective decisions. Keller (2019), also recognised the tensions that exist between intuition and rational SDMAs. However, this author indicated that leaders may simply not recognise the tensions if they have not discovered the relationship between the two approaches.

Thus, empirical research has provided differing views around the complementary SDMA and has not provided a view of how it may actually influence strategic outcomes (Sheperd et al., 2023; Keller, 2019; Petrou et al., 2020; Thanos, 2022; Martel et al., 2021; Tabesh & Vera, 2021). Thanos (2022) found that despite the importance of rational and intuition decision approaches, the influence on strategic outcome has yet to be considered. It is, therefore, essential to understand the influence of the complementary SDMA on the outcomes. This follows the logic that strategic decisions have a significant impact on the organisation and poor decisions can be detrimental to its survival.

2.5 The influence of contextual factors on strategic decision-making process

There is a large body of knowledge of research on the contextual factors that impact the SDMP. These contextual factors shape the options considered by leaders and affect the evaluation criteria for choosing alternatives. Understanding the contextual factors is essential for effective decision making as it allows organisations to adapt to changing circumstances and make well-informed (Papadakis et al., 1998; Vincent, 2021; Lipshitz & Shulimovitz, 2007; Woiceshyn, 2009; Hensman & Sadler-Smith, 2011; Elbanna & Child 2007a; Elbanna & Thanos, 2014; Eisenhardt, 1989). When studying strategic decision making it is important to consider these contextual factors as outlined in figure 2, particularly how strategic leaders adjust their approaches in terms of these contextual factors.

Figure 2: Contextual factors influence on SDMP



Sheperd et al.(2014)

2.5.1 Decision specific characteristics

Understanding the specific characteristics of a decision, such as time pressure, uncertainty, motive, and importance, is essential for making effective decisions making (Sheperd & Rud, 2014). Previous research has shed light on how these factors influence the process of SDM (Papadakis et al., 1998; Elbanna & Child 2007). In times of high uncertainty, strategic leaders often combine intuition with rational decision-making approaches to navigate complex situations. Similarly, when leaders are under time pressure, they rely on mental shortcuts and quick judgments instead of conducting a thorough analysis (Woiceshyn, 2009). The importance of a decision has also been found to significantly impact the SDMP. However, the interaction between intuition and rational decision-making approaches has not been thoroughly explored(Sheperd & Rud, 2014; Elbanna & Child, 2007a; Elbanna & Thanos, 2014).

2.5.2 Environment

The literature review highlights the significant impact of environmental factors on SDM methods (Sheperd & Rud, 2014). Previous studies provided a comprehensive understanding of how the environmental factors interact with making strategic

decisions in in dynamic, volatile, hostile, unstable, and uncertain environments (Sheperd & Rud, 2014). Within the boundaries of an organisation's operations, various environmental factors, such as the recent COVID-19 pandemic, economic downturns, climate change and digital transformation, social issues, and hyper-competition present challenges to organisational survival (Barber et al., 2019; Elbanna & Child, 2007b; Elbanna & Thanos , 2014; Samimi et al., 2022; Shepherd et al., 2023; Sheperd, 2014; Singh et al., 2023; Taskan et al., 2022; Troise et al., 2022).

These studies recognised the importance for strategic leaders to navigate the complexities of their environments. Elbanna and Child (2007a), Papadakis et al. (1998) and Elbanna & Thanos (2014) emphasised the significance of adopting rational SDMA to tackle uncertainties brought about by their environment. Moreover, it has been found that cognitive biases influence SDM. This emphasised that leaders should effectively manage these biases when dealing with environmental factors (Ackini et al., 2020). Despite extensive research on the impact of environmental factors on the SDMP, the results have been inconsistent. (Elbanna & Child, 2007b; Papadakis et al., 1998; Tabesh & Vera; 2020; Thanos, 2022; Luan et al., 2019; Vincent; 2021). These therefore require further clarification regarding the implications of the environment on SDM. The earlier point showed that the dynamic setting is a critical factor in determining how to approach SDM.

2.5.3 Firms characteristics

Another important area that requires to be considered is how the firm's characteristics influence these processes. A key factor is the degree of power centralisation within the organisation. Several studies have emphasised the importance of power distribution, showing that centralised decision-making power can prevent negative outcomes and improve SDM effectiveness, especially in successful organisations (Sheperd & Rudd, 2014; Elbanna & Child, 2007a). However, organisational success often leads to internal power struggles. These complicate SDM by causing disputes over resource allocation and usage (Papadakis et al., 1998). This highlights the delicate balance between achieving objectives and maintaining organisational well-being, and emphasises the role of power dynamics.

Organisational structure is another key contextual factor. Empirical studies highlight the importance of organisational structure in achieving a balance between flexibility and uniformity. Organisations that have few standardised procedures are more likely

to involve stakeholders, consider diverse perspectives and make rational decisions (Samimi et al., 2022; Elbanna & Child, 2007a, Papadakis et al., 1998). However, this inclusivity can also lead to conflict as different inputs are balanced. On the other hand, formalised structures provide consistency but may limit the range of perspectives considered. This shows that organisational framework SDMP are complex and require careful management in terms of the approaches to be applied.

The measurement of organisational performance is crucial in SDM and serves as both a reflection and driving force for these processes. Several studies have explored the complex relationship between organisational performance and SDM, revealing that high-performing organisations tend to employ rational decision-making strategies with decentralised resource allocation to maximise efficiency (Elbanna & Child, 2007b; Ashmos et al., 1998; Miller, 1987). However, this pursuit of optimisation can lead to conflicts over resource allocation. Furthermore, research suggests that decision making effectiveness in high-performing organisations may rely more on an SDMA rather than a strict rational SDMA, highlighting the importance of the leader's adaptability in response to organisational dynamics (Sheperd & Rud, 2014; Elbanna & Child 2007a; Elbanna & Child 2007b; Papadakis et al., 1998). It is important to understand how leaders adapt their decision making based on the organisational process, to provide a clear view on the influence on SDMP.

2.5.4 Top Management characteristics

The SDMP is influenced by qualities such as education, demographics, leadership style, and cognitive style of the strategic leader. Empirical evidence has shown that leaders with different educational backgrounds approach SDM differently. This is because highly educated strategic leaders may be more analytical (Samimi et al., 2022; Goll & Rasheed, 2005). Additionally, leaders from different demographic backgrounds bring more unique perspectives and experience to the SDMP.

How strategic leaders lead has significant influence in the process of making strategic decisions. Leaders who are assertive and confident tend to make bold and decisive decisions, while those who are collaborative and participative may seek input from others before making a final decision (Jansen et al., 2013; Zaitsava, 2022). Lastly, cognitive style, or the way leaders process information, also impacts SDM. Some leaders may be more intuitive and rely on gut feelings, while others may be more analytical and base their decisions on data and logical reasoning. Overall, these various leadership characteristics greatly shape the SDMP within

organisations. As such, understanding how leaders adapt SDMA is important (Woiceshyn; 2011).

2.6 Conclusion

In conclusion, the literature review revealed the complex relationship between rational and intuition-based SDM in organisations. It emphasised the importance of effective SDM for organisational survival and success. The review concludes that while rationality and intuition are distinct approaches, they should be used together to achieve optimal results. The rational approach offers logic and evidence based decisions, while intuition provides unique insights into complex situations. However, relying solely on one approach can lead to suboptimal decisions. Contextual factors such as time pressure, uncertainty, and organisational characteristics must be considered when integrating these approaches.

The review also identifies gaps in current research, particularly regarding how rational decision making and intuition can be effectively combined and their influence on strategic outcomes. Bridging these gaps will provide valuable insights for business leaders to make informed decisions in different contexts, particularly in making effective strategic decision that drive successful strategic outcomes. SDM will significantly benefit from addressing these research gaps, as it will assist leaders in effectively navigating the challenges of today's business environment. The following chapter presents the research questions formulated based on the identified gaps in existing literature.

CHAPTER 3: RESEARCH QUESTIONS

3.1 Introduction

Effective decision making requires finding the right balance between rational and intuition approaches. The manner in which leaders make decisions have critical implication on the organisation's strategic outcomes. While both intuition and rational SDMAs have been recognised as important approaches, there is a limited understanding of how to effectively integrate these approaches in order to enhance strategic outcomes.

3.2 Research questions

3.2.1 Research question 1: How do leaders adapt their SDMAs in light of contextual factors?

Since it has been found that contextual factors have an influence on SDMPs, the way leaders adapt the approach amidst various contextual factors were studied. The findings provided insights into effective decision-making that contribute to strategic (Papadakis et al., 1998; Vincent, 2021; Lipshitz & Shulimovitz, 2007; Woiceshyn, 2009; Hensman & Sadler-Smith, 2011; Elbanna & Child 2007a; Elbanna & Thanos, 2014).

3.2.2 Research Question 2: How does the use of a rational approach (separately / individually) in SDM influence strategic outcomes?

The rational SDMA influence on strategic outcomes was studied separately. This assisted the researcher to understand each approach which formed the basis for studying a complementary SDMA, which provided clarity in identifying patterns, trends and casual relationship and robust comparison decisions (Schwenk, 1993; Hitt & Tyler 1991; Eisenhardt & Zbaracki,1992; Jansen et al, 2013).

3.2.2 Research question 3: How does the use of an approach (separately /individually) in SDM influence strategic outcomes?

The researcher conducted separate studies on the impact of intuition-based SDMAs on strategic outcomes. This allows the researcher to gain a better understanding of each approach and lay the groundwork for examining complementary SDMAs. By

doing so, the patterns and trends are clear to make comparative solid decisions. (Samba, et al., 2020, Jansen et al., 2011; Mintzberg 1976; Julmi, 2019; Norris & Epstein, 2011; Samba et al., 2022; Hensam & Sadler-Smith; 2011; Vicent, 2021).

3.2.3 Research question 4: How does the use of complementary approach in SDM, influence strategic outcomes?

Both rational and intuition SDMA's have been recognised as significant approaches. There is a limited understanding of how to effectively integrate these approaches in order to enhance strategic results (Sheperd et al., 2023; Kolbe et al., 2020; Samba et al., 2021, 2022; Tabesh & Vera, 2020; Thanos, 2022; Petrou et al., 2020).

3.3 Conclusions

This study examines the balance between rational and intuition approaches in SDM. The first research question focuses on the leaders' ability to adapt their SDMA's considering contextual factors. The following questions analyse the individual impacts of rational and intuition strategic outcomes on strategic outcomes, providing valuable insights into each approach.

The main focus is on the fourth research question, which explores integrating both approaches as complementary. Understanding how complementary SDMA's influence strategic outcomes bridges the research gap. It is crucial for effective SDM to ensure improved or achieved strategic outcomes, ultimately resulting in organisations surviving dynamic and competitive environments. The next chapter outlines the research methodology to be used to understand the influence of complementary SDMA's on outcomes.

CHAPTER 4: PROPOSED RESEARCH METHODOLOGY

4.1 Introduction

This chapter describes the method and approaches used to address the research questions in Chapter 3. The study employed a qualitative research method to investigate how complementary SDMA. Data was collected through semi-structured interviews and then analysed and categorised based on themes identified in the literature review.

4.2 Research design

The main research question focussed on how the use of intuition and the rational approaches, used in a complementary manner influence strategic outcomes. To explore this question, an interpretivist philosophy was followed as the researcher aimed to make senses of the subjective meanings and interpretations of decision makers through understanding their experiences, applications, and perspectives on using intuition and rational as complementary approaches for strategic decision making (Saunders & Lewis, 2017; Lewis & Thornhill, 2009).

The researcher gained a thorough understanding by conducting an extensive qualitative study to collect insights from influential strategic decision-makers who hold strategic leadership positions within different organisations (Golding, 2002). Qualitative research was appropriate as this study explored social phenomenon from the decision makers points of view and how they approached strategic decision making. Abatecola and Cristofaro (2020) highlighted research methodology for systematic research on strategic leadership and found that it needed to provide the relevant insights required to understand the behaviours of strategic leaders, it was found that most studies were following a quantitative research approach. As such, qualitative research into strategic decision making is better suited to fully understand the phenomenon of complementary strategic decision making which previous studies failed to indicate the influence on strategic outcomes (Sheperd et al., 2023; Kolbe et al., 2020; Samba et al., 2021, 2022; Tabesh & Vera, 2020; Thanos, 2022; Petrou et al., 2020).

There are two approaches that could be followed, inductive and deductive approaches. Inductive is generally a methodology used for qualitative research.

Unlike the deductive approach, it begins with a specific observation or data (Saunders & Lewis, 2017). An inductive approach was followed as the data was analysed and build a theory. The researcher analysed the data to understand strategic leadership experiences and actions when using intuition, rational and complementary SDMAs. The approach allowed the researcher to understand and interpret the realities of leaders when using intuition and rational decision-making approaches as complementary methods, which offer rich insights into human behaviour that can be analysed and interpreted to build theories (Goulding, 2002; Saunders & Lewis, 2017; Creswell, 2008).

This research utilised a phenomenological approach to examine people's experiences and viewpoints, specifically regarding the discussion of events and objects(Creswell & Poth, 2016; Saunders & Lewis, 2017). The objective was to obtain a thorough understanding the interaction between rational and intuition SDMAs, particularly their complementary nature. By employing the phenomenology strategy the researcher was able to grasp strategic leaders' perspectives, thoughts, and emotions surrounding the process of making decisions (Cresswell, 2019).

The study applied an interview-based research approach where a sample of the population identified was interviewed. According to Lewis and Thornhill (2016), an interview is a research approach that can collect data from research participants by asking each participant questions. The interviews were organised to enable the researcher to obtain important information required to achieve the aim and objectives of the study. Since the research had a limited time, interviews with participants were carried out once during 2023. As a result, the findings can only be considered relevant for that specific timeframe and cannot be used to draw conclusions about past or future periods. Therefore, a cross-sectional study was employed (Cresswell, 2019)

4.3 Population

A population is all of participants available and likely to be included in the study (Saunders & Lewis, 2017). The population included all individuals in corporates operating in South Africa across various sectors that have made strategic decisions more than a year ago. This was chosen to minimise memory error and review strategic decision that had started showing results (Elbanna, 2006; Elbanna, 2007; Elbanna et al., 2013; Weischedel et at.,2005).

4.4 Unit of analysis

The unit of analysis is defined as the individuals in leadership positions identified as strategic decision-makers. These decision makers are working in South African corporates across various sectors. These individuals were CEOs and Top Management Team (TMT) members. Furthermore, the TMT included executives who reported into CEO's and their direct reports. The participants had comprehensive knowledge of the organisation's strategic direction and decisions.

CEO:

- According to Abatecola and Cristofaro (2020), individuals who report directly to the chairman of the board of directors in organisation's play a crucial role in making final strategic decisions, as CEOs have significant power in this regard..

TMT:

- Individuals that were reporting directly to the CEO as well as their direct reports. According to Abatecola and Cristofaro (2020), TMT members such as CFO and COO, Heads of Departments and General Managers that have gained direct influence on the organisation's strategic direction and may influence the CEOs' decisions.

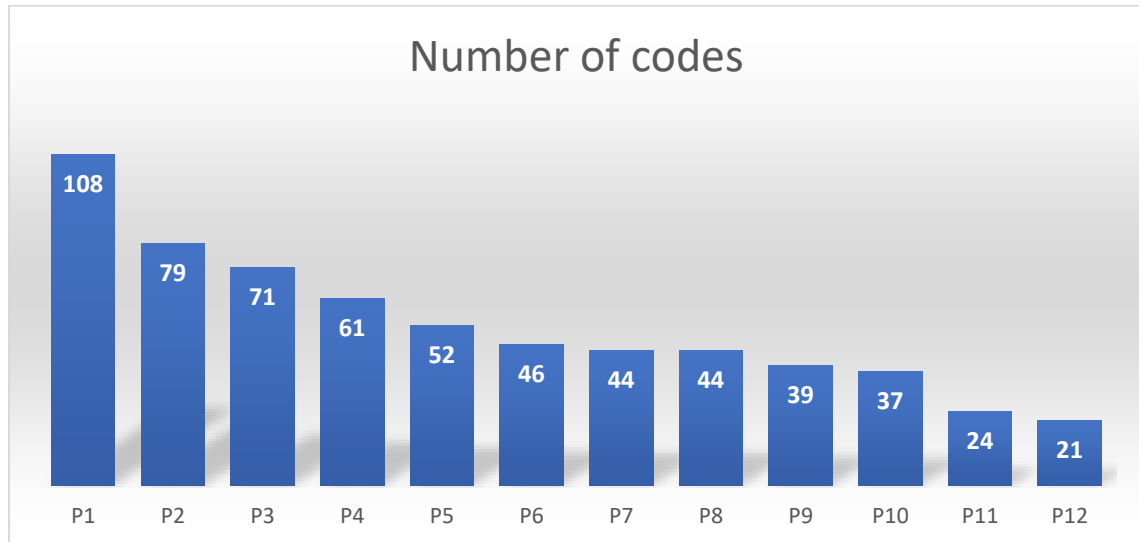
4.5 Sampling method and sample size

A sample is a subset of the population that represents the population (Saunders & Lewis, 2017). As indicated above, the unit of analysis was individuals in strategic leadership roles. A non-probability sampling method was used to choose a sample from an incomplete population, meaning the sample did not accurately represent the population of strategic leaders in South African corporations responsible for SDM (Saunders & Lewis, 2017). In addition, a diverse sample of participants was considered to bring forth a diverse view of response across different sectors.

This study followed the purposive sampling technique, and snowball sampling as a referral mechanism. Four individuals that are in strategic leadership position were identified from the researcher's contact list and additional individuals were further identified from the researcher's LinkedIn network list. A diverse group of individuals were interviewed. One individual was recommended by a participant after the

interview was completed and the last individual was recommended from the list of individuals identified through LinkedIn. A sample of 13 strategic leaders was interviewed until saturation was reached. Only 12 interviews were analysed as the seventh interview data was compromised as it was incomplete.

Figure 3: Data Saturation



4.6 Measurement instrument

The semi-structured interview guide was used with questions ranging from probing, specifying, direct and interpreting (Saunders & Lewis, 2017; McCracken, 1988). The guide consisted of questions that provided the researcher with background information about the participants. Thereafter, questions about the recent strategic decisions were asked. This information provided information around the nuances of intuition, rational and complementary strategic decision making approaches (Sheperd et al., 2023; Kolbe et al., 2020; Samba et al., 2021, 2022; Tabesh & Vera, 2020; Thanos, 2022; Petrou et al., 2020). The third part of the interview provided an in-depth investigation into the contextual factors that influences strategic decision making. This was aligned to research question 1. Lastly, the questions surrounding the influence of strategic outcomes on SDMAs were explored. As a part of regular semi-structured interviews, the researcher ensured that the interview took the form of a conversation and that the required insights were obtained (Saunders & Lewis, 2017; Creswell, 2019; McCracken, 1988).

4.7 Data collection

Unstructured interviews, semi-structured interviews, case studies and observations, and focus groups are methods of study that can be used in qualitative research. Semi-structured interviews were used as a data-gathering technique (Saunders & Lewis, 2017). Semi-structured interviews can be face-to-face, telephonic or online interviews with the participants soliciting information by asking questions (Saunders & Lewis, 2017).

Semi-structured interviews allowed the researcher to achieve the study's objective as they allowed the researcher to gain in-depth information into the constructs by soliciting details and asking follow-up questions (Saunders & Lewis, 2017). Additionally, semi-structured interviews allowed the researcher to develop elements that shape how leaders use intuition, rational, and complementary approaches for SDM. The researcher used LinkedIn to identify prospective participants within her network. Initially, the researcher sent a set of messages on LinkedIn and WhatsApp to various participants to request interviews. These were individuals the researcher had contact with. Through this process a set of 13 strategic leaders operating in South African companies were identified. There was only one individual who was referred as a participant to the researcher. Most the individuals who were referred to the research did not confirm the interview. Once individuals had been identified, the interviews were scheduled at mutually convenient times.

The data collection process for each interview involved the following steps (Creswell, 2019; Jackson, 2018): (1) Conducting the interview and making both written and audio recordings of it. All interviews were conducted on Microsoft Teams. (2) Transcribing the interview word-for-word from the recordings and notes. (3) Analysing the findings from the interviews and making note of valuable insights to guide future interviews' (4) Evaluating whether any adjustments were necessary for the interview guide based on merging themes. (5) In preparation for data analysis, the recordings were securely stored on Google Drive password protection. Before the interview started, the researcher thanked the individuals for accepting the interview. The content of the consent letter was read out to each participant, and permission to proceed was requested. There was one pilot studies conducted to test the instrument with participants to ensure reliability and validity

4.8 Data analysis

A thematic analysis was conducted to understand the essence of the SDMAs and the influence on strategic outcomes. The researcher downloaded the recordings and transcribed the interviews verbatim to prepare for data analysis (Jackson, 2018). Thereafter, all transcripts were saved according to specific name convention on Google drive. Data analysis involved the analysis of unprocessed data into valuable insights that assisted with the examination, presentation, depiction, and evaluation of data relationships and patterns (Saunders & Lewis, 2017; Friese, 2012). Initially, the researcher read the transcripts to understand the context of the data. After that, the interview data was analysed using ATLAS.ti Qualitative Data Analysis (Myers, 2023; Friese, 2012). The data collected consisted of responses to questions that provided insights from leaders about how they approach SDM.

The researcher started using ATLAS.ti theme and code to identify emerging themes. The researcher organised and interpreted data using the text data to obtain meanings, ideas and concepts. This was initiated through initially open coding the data. Open coding involves dissecting data and defining concepts to present sections of unprocessed information. Simultaneously, it entails describing the characteristics and aspects of those concepts (Friese, 2012). The initial coding was helpful in identifying descriptive codes, which represented themes, concepts, or ideas present in the data. Secondary coding and data cleaning was initiated. The initial coding by the researcher resulted in 408 codes. The researcher went through a data cleaning process and merging codes that had similar meaning. Thereafter, there were about 100 codes. After the categorisation and theming of codes 19 codes were left.

The researcher consolidated categories and merge overlapping ones to create a comprehensive framework for organising the data. Once the themes become apparent, the researcher extracted the concepts that captured the essence of the findings (Myers, 2023). Theming of the data and categorising helped to create a coherent narrative or understanding of the interview responses. Lastly, the researcher provided an overview of the findings using graphs, tables, and charts to present the results.

4.9 Data quality

Quality control is crucial because it helps the researcher to ensure validity and reliability for the research output (Saunders & Lewis, 2017). The pilot interview

feedback was utilised to enhance the interview guide. The interviews were recorded and transcribed word for word to accurately capture all aspects of the interview and preserve the participant's insights (Saunders & Lewis, 2017; Golafshani, 2003). This assisted in maintaining the integrity of the interviews and ensuring that no information was lost or misinterpreted. To enhance the credibility of the study findings, triangulation was employed as a robust methodology by cross-referencing information from notes and the interviews to validate the data. The researcher systematically recorded all activities and decisions made during the research process in order to maintain an audit trail (Myers, 2023).

A grounded data analysis approach was used to derive patterns and themes directly from the collected data. Through systematic coding and categorisation, key elements emerged naturally from the participants perspectives to ensure that the findings were firmly rooted in their actual experiences and viewpoints. However, it should be noted that as much as bias was prevented, it cannot be ignored that the researchers preconceived notions and biases cannot be completely mitigated. They may have formed a part of the data (Cresswell, 2019).

According to Cresswell (2019) dependability is an important part of research which can be achieved through meticulous documentation and transparency. Detailed records of research activities, decisions and methodological choices were systematically maintained. This audit trail provided a clear and traceable account of the research process, which also enables future researchers to assess the study's reliability and replicate the methodology if desired.

To enhance transferability, a diverse range of participants was included in the study to ensure representation of different backgrounds and contexts that can be applied to related research (Golafshani, 2003). By including participants from different sectors within the scope of strategic leadership the participant pool increased the study's potential to be transferred and applied in various real-world scenarios. Most studies focusing on rational and intuition decision-making approaches are difficult due to their limited scope, typically confined to a single organisation. (Elbanna et al., 2014; Elbanna & Child, 2007; Flores-Garcia et al., 2019). This study provides a broader view of participants, which will better represent the population and ensure it is transferable.

Confirmability refers to maintaining neutrality and avoiding researcher bias in the study. This was ensured through strict adherence to ethical guidelines and standards

(Jensen, 2012). The researcher cross checked the data against the notes throughout data collection, analysis, and interpretations, thus ensuring the data was grounded. The audit trail also ensured that the data was not tempered with.

4.10 Limitations

The study has several limitations that were taken into account. Firstly, it was conducted at a specific point in time, which means any changes in the environment after the research was conducted was not considered. Since SDM is largely influenced by contextual factors which change quickly, particularly in dynamic environments, this may limit the applicability of the findings to different time periods.

Secondly, the study focused only on strategic leaders within organisations as prescribed by the strategic leadership theory (Samimi et al., 2022; Singh et al., 2023). This research excluded input from middle managers, employees, and stakeholders. While this targeted approach is consistent with previous research in SDM, it restricts the broader relevance of the finds. Strategic decisions often involve perspectives from multiple organisational levels and by focusing solely on leaders, valuable insights from other important role players may have been missed. This limitation could impact the comprehensiveness of the research results and limit the depth of the analysis by not including diverse voices and viewpoints involved in decision-making process.

4.11 Ethical considerations

Before beginning data collection the researcher obtained permission from the Ethics Committee of the Gordon Institute of Business Science. The data was confidential and reported without identifying details such as company names and personal names. The research findings were presented in a way that maintained anonymity. The research was conducted in compliance with the Protection of Personal Information Act which protects personal data confidentiality and sensitivity. As per the legal parameters defined in the Act, the researcher collected and stored the personal information the data responsibly. The Act became effective on 1st July 2021. Data will be retained for at least ten years, as the institution requires. Each recording was saved on a secure Google Drive with password protection and assigned a unique file name (GIBS, 2023). Data will be retained for at least ten years with each recording

was saved on a secure Google Drive with password protection and assigned a unique file name (GIBS, 2023).

4.12 Conclusions

To summarise, this study utilised a strong qualitative methodology that incorporated interpretivism and phenomenology to examine how intuition and rationality are used together in SDM. The researcher chose participants carefully to include CEOs and members of Top Management Teams to create a diverse and comprehensive sample. A semi-structured interview guide, that had been refined through pilot studies, was used to gather detailed data. The researcher analysed the data meticulously using ATLAS.ti software, which allowed the researcher to identify key themes and patterns. To ensure data quality measures such as triangulation, maintaining an audit trail, and keeping rigorous records were used. This methodically sound approach provided a thorough exploration of decision-making dynamics, contributing to our understanding of how intuition and rationality interact in strategic contexts. The next chapter is an in-depth analysis of the study's findings based on the discussed methodology and data analysis process and tools as discussed in this chapter.

CHAPTER 5: FINDINGS

5.1 Introduction

Chapter 5 discusses the key findings made from interviewing 12 strategic leaders. These interviews aimed to understand the influence of using intuition and rational in a complementary manner, that is complementary SDMA, on strategic outcomes. The chapter begins by introducing the interview participants, providing background information and explaining the context of the interviews. It then presents a qualitative analysis of the results of each question where key themes that emerged from the strategic leaders responses supported by insightful quotations.

5.2 Interview participants

Table 1 outlines the details and background of the participants interviewed. The names of the participants and the organisations they work for are not mentioned as per confidentiality requirements as discussed in the consent letter and ethical considerations as outlined in the methodology chapter.

Table 1: Strategic leaders interviewed

Participant	Sector	Strategic leadership	Involvement in strategic decisions	Strategic decisions
P1	Financial Services	TMT	Very high	Initiatives to prioritise and persevere
P2	Financial Services	TMT	Moderate to high	System replacement project
P3	Financial Services	TMT	Very high	Multiple trade-off decisions: accelerate growth vs how do I Keeping lights on
P4	Travel & Tourism	CEO	Very High	Additional channel
P5	Financial Services	TMT	High	Digital roadmap and strategy: New technology

Participant	Sector	Strategic leadership	Involvement in strategic decisions	Strategic decisions
P6	Banking sectors	TMT	Moderate	Partnerships and product enhancement
P7	Fintech	TMT	High	Migration of solutions to the cloud
P8	Financial Services	TMT	High	Value proposition enhancement and enrolment
P9	Water sector	Executive chairman	Very high	Strategic partnership
P10	Health Care	TMT	Very high	Primary Health Care direct to consumer
P11	Advertising	CEO	High	Challenges with capacity which was starting to affect our revenue as a business
P12	Technology	TMT	High	New revenue and operating models for the business

Strategic leaders consist of CEO, TMT and BoD. The study's participants came from various sectors and holding different positions in their organisations. The set of participants included TMT and CEOs which added depth to the perspective gathered data. These individuals have diverse experiences and insights that reflect the dynamic decision-making in modern business. Most importantly, they are responsible for strategic decision making within their respective organisations. Additionally, having five participants operating at a group level, while the rest operate at a segment or divisional level, provided an understanding of strategic decision across all levels in the organisation, thus providing a comprehensive view.

Participants, particularly in the TMT roles, usually seek additional input into strategic decision from other peer colleagues, or the final decision maker, to ensure buy-in to the strategic decision. This process may include presenting the decision to peer TMT members or CEOs to finalise the decision. Thus, the individuals had in-depth understanding of the SDM and were able to provide valuable insight aligned to the

study's objective. The participants rated their involvement in strategic decision making between moderate and very high.

As mentioned earlier, as part of the introduction and methodology chapters, the research sought to focus on decisions that have a significant impact on the organisation's success. The extensive network of participants used by the researcher demonstrated the credibility and breadth of the study, ensuring a well-rounded sample that captured the various dimensions of strategic leadership. All interviews were conducted on Microsoft Teams at the best available time. The interviews were focused mainly on understanding how the leaders approached SDM.

5.3 Context to the themes

The research aimed to determine if a complementary SDMA influenced strategic outcomes. To be able to do this, the researcher first aimed to understand the influence of intuition and rational SDMA on strategic outcomes. This helped the researcher gain a better understanding of each approach. This established the basis for studying complementary approaches to SDM. It also aided in clarifying the identification of patterns and trends and in carrying out a strong comparison.

SDM is a complicated process involving multiple steps and inputs from various stakeholders. Figure 3 outlines the factors contributing to improved strategic outcomes for intuition, rational and complementary SDMA. The factors will be outlined later in the findings.

Figure 4: Influence of SDMAs on Strategic Outcomes

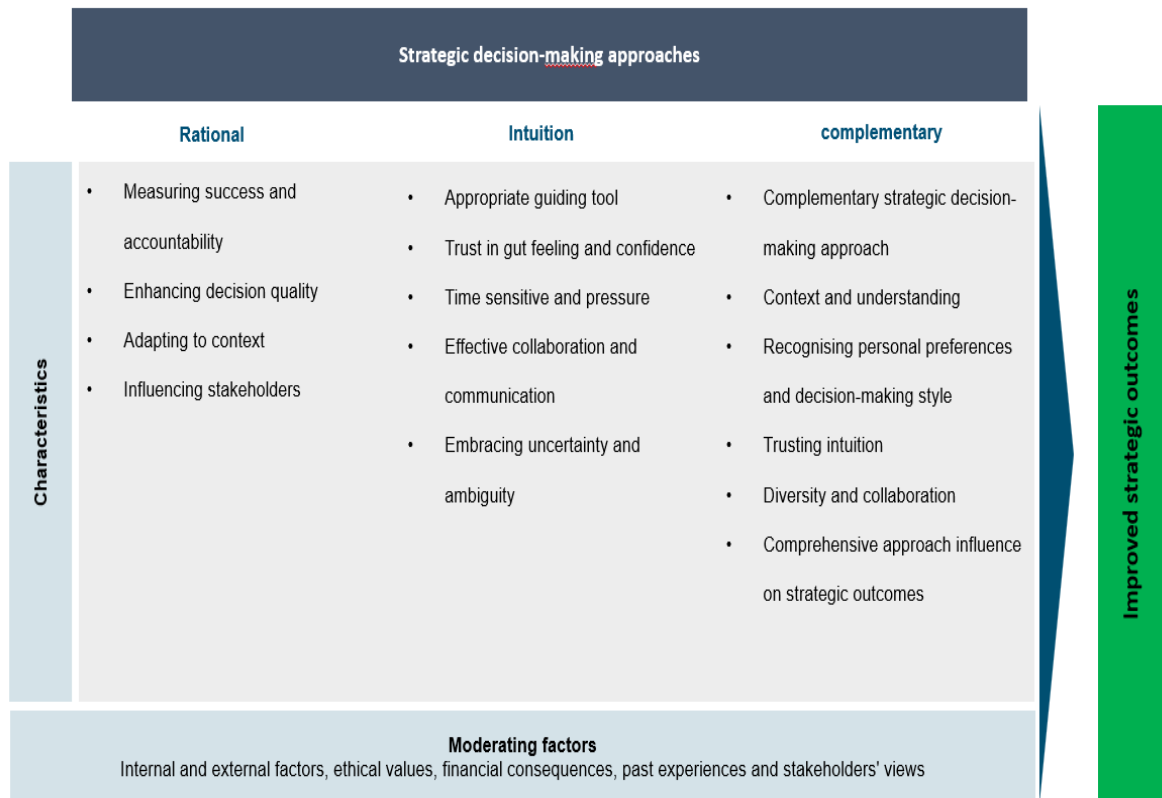


Table 2 summarises the themes that have been found from the semi-structured interviews conducted.

Table 2: Emerging Themes and Research Questions

Research question	Theme	Sub-theme
RQ1: How do leaders adapt their strategic making decision-making approaches in light of the ever-changing environment?	Theme 1: Factors influencing SDMA	<ol style="list-style-type: none"> 1. Factors considered in strategic decision making 2. Adapting SDMAs

Research question	Theme	Sub-theme
RQ2: How does the use of rational approach (separately/individually) in SDM influence strategic outcomes?	Theme 2: Rational SDMA	<ul style="list-style-type: none"> 3. Measuring success and accountability 4. Enhancing decision quality 5. Adapting to context 6. Influencing stakeholders 7. Influence on strategic outcomes
RQ3: How does the use of intuition approach (separately/individually) in SDM influence strategic outcomes?	Theme 3: Intuition SDMA	<ul style="list-style-type: none"> 8. Appropriate guiding tool 9. Trust in gut feeling and confidence 10. Time sensitive and pressure 11. Effective collaboration and communication 12. Embracing uncertainty and ambiguity 13. Influence on strategic outcomes
RQ4: How does the use of rational and intuition together (as complementary approaches) in SDM influence strategic outcomes?	Theme 4: Complementary SDMA	<ul style="list-style-type: none"> 14. Complementary strategic decision making approach 15. Context and understanding 16. Recognising personal preferences and decision-making style 17. Trusting intuition 18. Diversity and collaboration 19. Influence on strategic outcomes

5.4. RQ1 Findings: Adapting their strategic making SDMAs.

As per chapter 3, research question 2 seek to understand how leaders adapt their strategic making decision-making approaches based on contextual factors. This research question is aligned to *Theme 1*. Table 3 summarise findings under theme1.

Table 3: Adaption of SDMA by strategic leaders

Characteristics	Influence on strategic outcomes
Factors considered in strategic decision making	<ul style="list-style-type: none"> • Balanced view and evaluation • Purpose, values, and ethics • Financial consideration and profitability • Time and technology • Stakeholder influences and perception
Adapting SDMAs	<ul style="list-style-type: none"> • Make use of learnings from the past to pivot future decisions. • Building flexibility into the SDMP. • Holistic evaluation from multiple factors. • Adapt communication strategies to align to rational and approaches. • Adapt decision approaches to balance between intuition and rational SDMAs.

5.4.1 Factors considered in strategic decision-making

Strategic-decision making is a process that requires thorough evaluation of different factors that can influence an organisation’s success. These elements include internal and external factors, ethical values, financial consequences, past experiences ,and stakeholder viewpoints. It is crucial to recognise the significance of these factors as they serve as the foundation for making a decision. Having a deeper understanding of these factors equips strategic leaders with valuable insights that enable them to approach SDM appropriately. Participant 3 highlighted that considering internal and external factors, weighing up pros and cons, and evaluating perspectives, assists in maintaining a balanced view in SDMPs. This includes the environment that they are operating in, particularly in high-risk environments. This approach will help strategic leaders reduce biases and make knowledgeable and well-informed decisions that contribute to improved outcomes.

Participant 3: “The factors are to have a balanced view, I need to ensure that I'm evaluating because there has to come to a point where I am being biased. You could do a reflection of questioning yourself. You have to evaluate both. One has to consider what's happening outside and inside the organisation, and what are people saying. Thereafter, pros and cons of this get to a final decision. “

It is important to consider the organisation's values, purpose, and ethics for strategic decision making. Purpose refers to an organisation's fundamental reason for existing, which goes beyond making profit, but includes a broader societal impact and mission fulfilment. Values are the principles and beliefs that guide how individuals within the organisation behave, shaping its culture and interactions. Finally, ethics are the moral stands that govern strategic decision making to ensure its fair and within the integral realms and responsible.

These elements contribute to overall organisational success as the decision taken in consideration of these will align to mission and build trust internally and externally. Strategic leaders understand that their decisions need to align with the organisation's core identity and principles. Ethics play a crucial role in guiding strategic leaders towards, not only financially viable decision, but decisions that are socially responsible. By incorporating purpose, values and ethics in SDM, organisations can establish a sustainable and reliable reputation while making positive contributions to their communities.

Participant 7 “So as everything that we decide needs to make sure that it aligns with the bigger picture, first of all, our purpose and it should fulfil that purpose, along with the values.”

Strategic leaders have indicated that previous decisions play an important role when they consider making strategic decisions. They consider past decisions that failed or were successful. This process of adaptive learning helps them identify patterns, avoid repeating errors and improve decisions effectiveness. Additionally, adaptability and flexibility are necessary in SDM effectiveness. In rapidly evolving settings, strategic leaders need to understand the need to adjust their decisions based on new information, shifts in the market or emerging technologies. By being able to adapt and being open to change, they ensure that their strategic decisions remain valuable and successful even when unexpected obstacles arise. This positions organisations for long term success.

The interaction between time and technology has become a crucial factor in strategic decision making. In rapidly changing industries like technology and financial services, the timing of the product launches or market entry can determine success or failure. Strategic leaders considered how long it would take to bring a product to market when evaluating their decisions. They weighed the options of developing technology internally or acquiring existing technology, taking into account the need to enter the market quickly and the time required for internal development. These factors play a crucial role because technology is at the core of operational efficiency, providing superior customer services and overall competitiveness.

The interviews highlighted profitability as a one of the financial considerations that is crucial for strategic decisions. The strategic leaders indicated that assessment of the financial feasibility was important. They also considered the impact of the decision in meeting shareholder's needs. Understanding that most shareholders are looking to make financial profit on the investment they have made it is quite important for leaders to consider this as a factor as it can also have long-term implication from the organisation's value perspective.

Another key factor that is considered is the ability to deliver on the decision. Strategic leaders consider if they have the resources, funding, capacity and skills to deliver the decision. It is good for a decision to meet all the criteria and it is based on data available as well as all the past information. If there are no resources to deliver on the decision it will not be successful. As such, leaders ensure that they have the skills and that the people are equipped to deliver on the decision.

5.4.2 Adapting strategic decision-making approaches

Adapting the SDMA involves being flexible and dynamic in adjusting the approach being used by strategic leaders for effective SDM. The findings demonstrated a wide range of adaptability in how the participants approached SDM. One notable observation was their eagerness to gain knowledge from past decisions. The participants highlighted the significance of assessing previous decisions, comprehending their effects, and extracting valuable lessons from both success and failures. By utilising these experiences, they were able to improve their decision-making approaches and, avoid making the same errors again. This is aligned to the factor highlighting that strategic leaders take into consideration if decision will be executable and successful. Thus, leaders consider achieving strategic outcomes as a crucial factor.

The participants showed that they are willing to change their approaches by acknowledging the significant influence of stakeholders and their various perspectives. They understood that stakeholders, particularly within the organisation, may have their own preferred approaches. To navigate this complexity, strategic leaders noted that they tailored their approaches when communicating strategic decision so as to resonate with that of their key stakeholders. When presenting decisions they carefully crafted their messages to appeal to those who prefer a rational SDMA or intuition SDMA. It was highlighted that it ensured that the decision was well received and influenced strategic outcomes. This flexibility in communication played a crucial role in building consensus, promoting collaboration, and ultimately driving the successful implementation of their strategic initiatives.

Participant 8: "It's about how am I going to convince everyone around me that this is the right thing to do."

Participant 1: "So if the decision requires buy-in from actuaries, rational will lead but if the decision requires buy-in from customer solutions people, it will be subjective and lead with intuition. So, the ability to walk the middle ground and context come into play."

This finding emphasises the importance of understanding organisational values and goals. The individuals will tend to lean towards outcomes that serve their particular area. Understanding shareholders' needs for example, will require one to understand the organisation and align the decision with these goals. This requires the ability to balance both data-driven insights and their personal intuition. While they recognised the value of data analytics in decision-making, they also acknowledged its limitations in capturing complex human factors and unpredictable market dynamics. Therefore, they combined their years of experience and industry knowledge with data analysis to make well-rounded decisions that considered both empirical evidence and human wisdom.

The participants emphasised the significance of collaboration and diverse perspectives in making strategic decisions. They understood that such decisions have wide-ranging implications for various departments and stakeholders within and outside the organisation. Thus, strategic leaders will solicit diverse views in addition to using or rational or complementary strategic decision.

To address this complexity, they fostered a collaborative culture where teams with different areas of expertise and viewpoints were involved in the decision-making process. By encouraging clashes and synthesis of ideas, they ensured that decisions were comprehensive, well-informed, and more likely to succeed when implemented in real-world scenarios. It actually also makes the buy-in process easier as it will include everyone's views that aligned to the organisation's goals and values.

5.4.3 Conclusion of RQ1

In summary, the interviews revealed that SDM in organisations is complex and requires careful evaluation of the internal and external factors. Strategic leaders consider a range of perspectives that align to ethics, values, and goals to make decisions that can be successful.

The findings also highlighted the importance of adaptability and learning from past strategic decisions. Analysing these decisions will improve strategic outcomes as strategic leaders adapt SDMAs. Timing decisions, according to technological advances and market dynamics is critical. Additionally, financial feasibility and the ability to execute on the decision was considered important. This included ensuring the skills, resources, capabilities and funding to execute on the decisions were in place.

To be successful, strategic leaders will need to communicate the decisions to various stakeholders. Adapting the SDMAs to the stakeholders becomes important. This allows leaders to deliver the project and obtain the necessary resources, capabilities and funding required. Lastly, a decision with diverse perspectives, ensures that it aligns with the organisation's values and may simplify the buy-in process.

5.5 RQ2 findings: rational strategic decision-making approach influence on strategic outcomes

As described in chapter 3, research question 2 sought to understand how the use of the rational approach (separately/individually) in SDM influences strategic outcomes. This question is aligned to *theme 2*, which looks at the rational SDMA. The rational SDMA is a structured and methodical way that organisations use to make informed decisions based on logic, evidence, and thorough evaluation. This approach involves carefully analysing data, considering different options, predicting potential outcomes and selecting the best choice that aligns with organisation's goals. It focuses on being

objective, accurate and understanding all relevant factors, allowing organisations to navigate complex situations effectively. Strategic leaders often depend on their team to gather important and accurate information as a foundation for decision-making.

This approach frequently involves a systematic and detailed process in which strategic leaders define specific goals, explore different alternatives, evaluate potential risk and set criteria for decision-making. It is based on solid evidence and aims to achieve the organisation’s overall vision and mission. With this approach, leaders can modify their decisions based on new information and understanding it may affect strategic outcomes. The crucial skill of critically analysing information becomes essential for strategic leaders as it allows them to make choices that are in line with the organisation’s objectives and effectively respond to ever-changing circumstances and possibilities. From the information it is clear that having a well-defined logic for decision-making can directly influence strategic outcomes. Table 4 summarises the influence of the rational SDMA on outcomes.

Table 4: The influence of a rational SDMA on strategic outcomes

Characteristics Influence on strategic outcomes	
Measuring Success and accountability	<ul style="list-style-type: none"> • Through logical process, establishing what success means right from the start. • Setting clear objectives and goals. • Although logical process can be advantageous, it can be its downfall as it is slow and methodical which can be costly.
Enhancing decision quality	<ul style="list-style-type: none"> • Approach decision making in purposeful and systematically way. • Awareness of cognitive biases and understanding how the brain works. • Careful consideration of facts, assumptions, and risks.
Adapting to changing contexts	<ul style="list-style-type: none"> • Data-driven decision enable to recognised that outcomes are based on certain probabilities which can change due to unforeseen circumstances.
Influencing stakeholders	<ul style="list-style-type: none"> • Ignore social factors that are important for obtaining buy-in from stakeholders.

5.5.1 Measuring success and accountability

Measuring success within the context of this study involves evaluating the results of decisions made using a logical SDMA. In this context, success is determined by how well the chosen decision aligns with the organisation’s goals and objectives and produces the expected benefits or value for the business. Measuring outcomes

involves quantifying these outcomes against predetermined benchmarks and determining whether the decision achieved the expected results. Furthermore, measuring success goes beyond immediate outcomes to consider the long-term sustainability and adaptability of the decisions' impact on the organisation's trajectory. Accountability involves recognising both successes and failures, learning from outcomes, and making the necessary adjustments in future decisions. Since measures are predetermined, it becomes easier for stakeholders as well as leaders to be able to determine the progress of decisions and have transparent conversations around the progress.

The participants emphasised the importance of a structured and deliberate decision-making process for fulfil overall strategic outcomes. Firstly, setting specific outcomes allows for a measurable way to determine a way to success, enabling individuals and organisations to evaluate the effectiveness of their decisions after the fact. Secondly, strategic leaders explained that it promoted transparency, clearly documenting the decision-making process and understanding why a particular course of action was chosen. By being accountable, leaders ensure that lessons from both successful and unsuccessful outcomes are incorporated into the future strategies to contribute to the overall growth and resilience of the organisation. In addition, it serves as a benchmark for determining whether a decision has delivered the expected benefits or business value.

Participant 2: "For me, the benefit plan application, of rationale or logic is that we are able to also define at the point of making the decision, what success will look like. Theoretically, it helps to keep us honest around the decisions that we make. We were able to then measure against whether that call was the right call and did it deliver the expected benefit or business value."

In contrast, another participant indicated that the methodological and logic process can be slow, which can result in a delayed decision. According to the participant, delayed decisions often influence strategic outcomes which are not considered in organisations as the time when the data-gathering process is in motion. It should be noted that resources are idle, which is considered wasteful of the organisation's resources. This can hamper strategic outcomes.

Participant 7: "It can be negative if you take if you take forever, five minutes, not that I do. If you take too long there is a cost to decisional in lag."

Sometimes we, we spend too much time trying to rationalise and time is money. If you not making a decision today means that resources were idle wasted, and people are directionless. It can hamper progress. It costs although we don't always quantify that.“

5.5.2 Enhancing decision quality

Enhancing decision quality involves enhancing the overall accuracy and efficiency of the decision. This involves implementation tactics and methods that lead to a more informed, thoughtful and successful decision. The findings highlighted the significance of reason and logic decision-making. A logical and data driven approach involves carefully considering the facts, assumptions and testing hypotheses. This method helps decision-makers anticipate challenges, predict outcomes and effectively manage risks. Participant 10, highlighted should the organisation experience hurdles, these hurdles can be effectively addressed as the mitigation actions were brought forward as part of the logical process and analysis.

Participant 10:“ But having done it very carefully, and documenting everything, it's allowed us to address those hurdles.“

Combining rational decision-making with an understanding of cognitive biases and human behaviour provides a comprehensive framework for making informed decisions. Participants have noted that this approach improves efficiency in addressing obstacles and reduces the likelihood of failure during project implementation.

Participant 10:“I think, I learned a lot from..., in terms of human behaviour, in terms of how our brain works, in terms of, you know, system one and two thinking, I'm very cognitive, I'm very conscious of cognitive biases in our decision-making, and cognitive about, I know how the brain works. And I know, the brain is, is a very faulty organ, it makes lots of mistakes. So, yeah, I'm quite conscious. But then consciousness comes from having been exposed and having been, you know, taught that there are different ways of thinking and these different ways of making decisions.”

The findings have also revealed that recognising cognitive biases and understanding how human thinking works, decision-makers are better prepared to handle the complexities involved in decision-making. They acknowledge the limitation in human judgment, which enables them to approach each situation with a critical mindset. This

self-awareness prevents impulsive decisions, promoting a more rational and objective assessment of available information. This careful approach ensures that decisions are based on logical evidence, leading to well-informed decisions

Participant 10: “ you need to be cognisant of the pitfalls and pros of different decision-making processes and apply them appropriately. So it's more, I'm really trying to be a lot more purposeful about that.”

5.5.3 Adapting to changing contexts

However, the complexity of strategic decision making appears when considering how rational and strategic decisions are related to their outcomes. Although, careful planning and reliance on data, it is important to recognise that strategic outcomes will not only depend on logic. External factors and unexpected events introduce variable that can influence outcomes. Additionally, luck can also play a significant role in decision-making. Having an understanding the probabilistic nature of outcomes helps strategic leaders as to build resilience during uncertain times. Thus, unpredictability should be embraced as part of the decision-making process allows for a more realistic view of strategic outcomes. This enables leaders to make informed strategic decisions and prepare for all scenarios, enhancing their ability to navigate the ever-changing business landscape

5.5.4 Influencing stakeholders

In order to attain favourable strategic outcomes in strategic decisions, strategic leaders need to intentionally take actions that will influence stakeholders though, feelings, behaviours and choices. Findings highlighted that rational strategic decision making approach ignores social factors necessary to influence stakeholders and collaborate with other functions. Although a rational approach may offer some benefits occasionally, obtaining agreement among stakeholders cannot always be ensured. Some people rely more in their intuition and may have different opinions about using a rational approach.

Participant 1: “Stakeholders are critical. You may want to go fast but I at times have to put the brakes on because if I were to leave people behind. I will have a rough time trying to bring them on board later on.”

This is related to the previous point about cognitive biases, by interacting with others, leaders can also identify their own biases. Similarly to the adaption of strategic decision making, the importance of recognising whether stakeholders lean towards a rational or intuition strategic decision making approach can positively influence strategic outcomes.

5.5.5 Influence on strategic outcomes

Rational SDM has an influence on strategic outcomes. The participants showed that the outcomes could be achieved using the characteristics defined earlier. Most participants agreed that strategic outcomes were achieved when a rational SDMA was used. However, on its own, it ignores the necessary social factors that intuition strategic decision making introduces. Thus, participants recommended the combination of intuition and rational SDM.

Participant 7: "Unsecured lending. You hit the button comes back with a whole series of unsecured lending offers and we had override commissions on the back end from all the providers and health plans. Funeral I just saw your funeral pitch that launch funeral cover see. We pushed an entire direct channel..... So the graph did this. We were doing it through the branches. But the minute we put into the channel, the graph went down and they shut it down."

5.5.5 Conclusion of RQ2

The study deep dived into the complex nature of SDM and highlighted the significance of using rational SDM. The importance of measuring success is critical to improving accountability and transparency. Alignment of these measures to organisational goals ensures transparency and flexibility. However, a rational SDMA can be slow, which could impede progress.

Since a rational SDMA is characterised by logic and making assumptions it involves implementation tactics and methods that lead to a more informed, thoughtful and successful decision. However, it ignores the cognitive biases existing in human nature. Being aware of these biases assists in making well-informed decisions. The importance of influencing a stakeholder has become a crucial aspect for socialising the decision that goes beyond simply making rational decisions. While a logical approach may be convincing, it does not guarantee the persuasion of stakeholders. To achieve strategic outcomes, leaders need to understand whether stakeholders

prefer rational or intuition SDM and adjust their strategies accordingly. The study also found that a rational SDMA has an influence on strategic outcomes. Participants considered that the outcomes could be achieved owing to the inherent characteristics of rational approach. However, on its own it has its flaws which could influence the ability to achieve these outcomes.

5.6 RQ2 findings: intuition strategic decision-making approach influence on strategic outcomes

As per chapter 3, research question 2 seeks to understand how the use of the intuition approach in SDM influences strategic outcomes. This research question is aligned to *theme 3* which looks at the *Intuition's SDMA*. The participants have highlighted the importance of intuition in SDM. An Intuition SDMA, commonly referred to as a gut feeling or instinct, plays a crucial part in guiding individuals, particularly in situations demanding rapid decisions. The findings show that participants recognise the influence of intuition, acting as an internal compass that leads them towards potential opportunities or problems. This intuitive sense is not always data-driven but arises from a profound comprehension of the situation and one's own emotions and past experiences.

Table 5: The influence of intuition SDMA on Strategic outcomes

Characteristic	Influence on strategic outcomes
Appropriate guiding tool	<ul style="list-style-type: none"> • Intuition serves as an enabler of leaders to identify opportunities and problems without relying on data.
Time sensitive and pressure	<ul style="list-style-type: none"> • In an ever-changing and fast-paced environment, time is always a factor. In these situations, intuition SDM becomes crucial.
Trust in gut feeling and confidence	<ul style="list-style-type: none"> • In the context of SDM, the idea of relying on one's intuition is frequently mentioned.
Embracing Uncertainty and Ambiguity	<ul style="list-style-type: none"> • Intuition serves as a great tool in environments where there is uncertainty and ambiguity
Effective communication and collaboration	<ul style="list-style-type: none"> • Communication and collaboration are crucial for driving strategic outcomes by obtaining buy-in from stakeholders by adjusting approaches and getting diverse views,

5.6.1 Appropriate guiding tool

Intuition serves as an enabler of leaders to be able to grasp something without relying on data to prove it. It functions as an intuition that aids strategic leaders to make strategic decisions, often without explicit evidence. Intuition guidance is thought to come from a mix of information, past encounters and subtle signals that the unconscious mind quickly processes to provide a way forward.

Participant 7: "I can tell you all the time where my intuition sets, one thing and the other, I realised that inadvertently, I should have just followed the intuition."

Intuition emerges as a subtle, yet instrumental, guiding force. The participants consistently emphasised the important role intuition plays in influencing their strategic decisions. Intuition serves as an internal compass in these cases, directing strategic leaders towards potential risks and opportunities. It works alongside experience enabling strategic leaders to navigate the complexities that may not be easily analysed.

5.6.2 Time sensitive and Pressure

In an ever-changing and fast-paced environment, time is always a factor. In these situations, intuition and SDM become crucial. However, other participants acknowledged that the use of intuition alone for SDM might not result in the strategic outcomes intended. Participants pointed out the connection between time and intuition, however, emphasising the need to consider a decision carefully.

Participant 5: "If it's a quick decision, we can almost trust ourselves to say, because of speed, let's go with more intuition."

In order to achieve improved strategic outcomes, it is important to come to the realisation that intuition as a SDM tool may drive the desired outcomes. This acknowledgement highlights the limitations imposed by practical considerations when making strategic decisions, emphasising the importance of making timely yet informed decisions.

5.6.3 Trust in gut feeling and confidence

In the context of SDM, the idea of relying on one's intuition is frequently mentioned, symbolising a careful blend of self-assurance and knowledge. Based on information gathered, strategic leaders often encounter moments when their gut-feeling points them in a particular direction. Participants reported that they have listened to their intuition instead of disregarding it. This realisation shows the value of the guidance provided by trusting one's instincts, which is often ignored.

This reflection shows the importance of trusting one's intuition, revealing a powerful source of guidance that is often disregarded.

Participant 7: "So, I also think over time, the more you trust the intuition in the field, the more you allow the intuition to lead you rather, the more experienced it becomes and the more you can trust it"

It seems that experience is crucial in nurturing intuition. As strategic leaders gain more years of experience in their fields, they begin to rely on their instincts more. Participant 3 pointed out that as a leader, she has developed more experience and confidence in SDM over time. This indicates that trusting one's intuition is not just something innate, but a skill that is learned through navigating challenges and uncertainties over the years.

Participant 3: I needed to trust that the background that I come from, that informs my decisions, the experiences that I was exposed to within the organisation."

However, other participants warned that strategic leaders need to be cautious when adopting an intuition SDMA. Although a useful guide, it is not free from pitfalls. This recognition demonstrates the complex character of intuition – urging people to carefully examine their judgements and gut feelings.

Participant 10: "Intuition can be dangerous; in that it can lead you down the wrong path."

5.5.4 Embracing uncertainty and Ambiguity

Contextual factors such as the recent COVID-19 pandemic, economic downturns, climate change, digital transformation, social issues, and hyper-competition pose challenges to organisational survival. These contextual factors are at times described

in business as VUCA. Intuition serves as a great tool in environments where there is uncertainty and ambiguity.

The participants stressed that the intuition SDMA plays a critical role in decision making, especially when faced with uncertainty and ambiguity. Strategic leaders acknowledged that the intuition strategic SDMA acts as a valuable tool in bridging these gaps by helping them to navigate uncertainties when using a rational SDMA. In time when information is limited, it allows strategic leaders to identify hidden patterns and read between the lines. It involves embracing the unknown and having trust in one's intuition to understand what cannot be deciphered by data alone. This ability to uncover obscured aspects of a situation has become a defining characteristic of intuition.

Participant 7: "...also I think over time, the more you trust the intuition in the field, the more you allow the intuition to lead you, rather, the more experienced it becomes the more you can trust it and the easier it becomes"

5.6.5 Effective Communication and Collaboration

One of the important aspects of intuition that leaders described as effective communication and collaboration within the organisation. It is a particularly important aspect that was found to be a contributor to driving successful strategic outcomes for the intuition SDMA. The findings showed that communication and collaboration are crucial in the SDMP across different settings in the organisation. Effective communication entails tailoring the message to resonate with both logical thinkers who rely on evidence and those who trust their judgments and personal experiences. This guarantees that important key individuals that are important for the execution of the decision are aligned to the decision.

Participant 1: "The people lens is important, because one can make a certain decision in an organisation and people haven't bought into that decision, then it's essentially null and void. So because by virtue of me working for an organisation, I can make a decision and not have the support to run with it."

Participant 8: "The trick will be how well do you bring people along, even when not everything is hard numbers, not everything"

It's a mechanism strategic leaders use to align all the stakeholders to the decision across the organisation, which can determine the success or failure of a strategic decision.

Collaboration is emphasised as a crucial aspect of SDM. It highlights the importance of involving diverse perspectives and expertise in the processes. These diverse perspective shape the decision into deeper understanding of the problem or opportunity at hand, which is essential to strategic outcomes.

Participant 3: "It's that collaboration of diversity within the business and getting the stars and how they think about this and how they experience a customer saying "well, I've lost my job and I cannot pay for it"

The collaboration extends to both internal and external problems which require the earlier mention point around effective communication. Considering various viewpoints allows organisations to make well-informed decisions. Additionally, working together often results in increased employee engagement and dedication and a sense of responsibility towards the organisation's strategic path, which are critical for the successful implementation of the strategic decision.

5.5.6 Influence on outcomes

Some participants indicated that they experience difficulties if they rely solely on intuition, particularly in settings that prioritise evidence-based decisions. Leaders have indicated that it becomes challenging to trust one's own instincts when there is a lack of confidence or validation from others. To overcome these challenges, it is necessary to ensure that the earlier mentioned factors are incorporated into strategic decision making.

Similar to the previous view, the intuition SDMA has been indicated as a valuable approach. However, this SDMA may not provide the intended strategic outcomes, thus combining intuition with data-driven methods and ongoing learning. Strategic leaders are advised to acknowledge their intuition while being aware of its constraints. Incorporating intuition SDM into the decision framework that includes logic, careful analysis and factual evidence can make it a well-rounded decision. This approach enables leaders and organisation to navigate complicated situations confidently and make strategic decisions that rely only on gut-feeling but also solid proof and analysis.

5.6.7 Conclusion of RQ3

The findings reveal the significant influence of intuition on strategic outcomes. Intuition, often referred to as gut feeling emerged as an essential guiding tool for strategic leaders, particularly in time-sensitive and pressured situations. Participants acknowledged the value of intuition as an internal compass that guides them towards potential opportunities or problems. Trusting intuition was seen as a mix of self-confidence and knowledge gained through experience. However, it was recognised that relying solely on intuition could be risky, especially in settings that prioritise decisions based on evidence. Therefore, the study emphasises the importance of a balanced approach that combines intuition with a data-driven approach.

Furthermore, the study shed a light on how intuition plays a crucial role in accepting and dealing with uncertainty and ambiguity, especially when faced with complex circumstances. An intuition SDMA proved to be valuable in guiding strategic leaders through uncertainties by recognising hidden information and understanding situations that may not be fully captured by data alone. The study emphasised the importance of effective communication and collaboration in SDM based on intuition. It was essential to craft a message that resonated with both logical and intuitive thinkers. Additionally, it involved diverse perspectives and expertise through collaboration.

In practical terms, the study highlights how intuition plays a crucial role in making strategic decisions. Strategic leaders need to acknowledge the value of their intuition while being aware of its limitations. To make well-informed decision organisations should combine intuition with a rational approach, thorough examination and factual evidence. By adopting this comprehensive approach leaders can effectively handle complexities, align stakeholders, and increase the chances of achieving successful strategic outcomes.

5.7 RQ4 Findings: Complementary strategic decision-making approach influence on strategic outcomes

Research question 4 seeks to understand how the use of a rational approach and intuition together (as complementary approaches) in SDM influence strategic outcomes. This question is aligned to question 4, which looks at a comprehensive SDMA. A comprehensive approach is a strategic method that emphasises the integration of different elements, resources and perspectives within the organisation.

It recognises the importance of combining and utilising various experiences, judgments, gut feelings, data and searching for diverse viewpoints to improve overall strategic outcomes. Table x outlines and summarises the findings from the interviews.

Table 6: The influence of complementary SDMA on strategic outcomes

Characteristics	Influence on strategic outcomes
Complementary SDMA	<ul style="list-style-type: none"> • Intuition and rational SDMA work together. • Intuition serves as a starting providing ideas and options for strategic leaders. • The balance between intuition and rational approaches varies depending on the complexity and uncertainty of the situation faced by strategic leaders.
Context and understanding	<ul style="list-style-type: none"> • Complementary SDMA requires understanding of contextual issues that surround a decision. • Leaders should understand the complexities of every decision, taking into account social, cultural, economic and ethical considerations.
Recognising personal preferences and decision- making style	<ul style="list-style-type: none"> • Strategic leaders need to be aware of their decision-making styles, that is, determine their preferred approach. • Strategic leaders need to understand the importance of the approach by importance and urgency.
Trusting intuition	<ul style="list-style-type: none"> • To be able to use a complementary approach strategic leaders need to have confidence in their intuition. • It is crucial to validate these intuitions through a rational approach by using data.
Diversity and collaboration	<ul style="list-style-type: none"> • Collaboration includes sourcing various perspectives to generate unique perspectives to resolve issues or capture opportunities
Comprehensive approach influence on strategic outcomes	<ul style="list-style-type: none"> • Complementary approach influences strategic outcomes.

5.7.1 Complementary strategic decision-making approach

The participants provided insight into the complex connection between intuition and rational SDMAs. Throughout the conversations a common theme emerged that intuition and rational approaches complement each other. Instead of being opposites, these two approaches often bring their distinct advantages together to contribute to the effectiveness of strategic decisions and ultimately improve strategic outcomes.

Participant 5: “The simplest way to ensure that they complement each other is to not necessarily contrast them, or pitch them against each other, but perhaps more to use one to validate the other.”

The value of the complementary strategic decision approach becomes evident when decisions are complicated and uncertain. Intuition serves as initial guidance generating ideas and possible courses of action. Strategic leaders can use their intuitive insights to create specific analyses that thoroughly examine the opportunity or problem. On the other hand, rational analysis serves as a way to verify or question decisions emanating from the intuition approach. It confirms or challenges intuitive judgments, guaranteeing that decisions are supported by evidence and are aligned with organisational objectives and ethical principles.

The participants also emphasised the importance of considering the context. When there is a lot of available and easily understandable data, the rational SDMA becomes the primary method in decision-making, providing accurate guidance. However, in situations where there is uncertainty and there is limited data it is important to consider an intuition SDMA as strategic leaders are able to tap into their gut feelings and past experiences to decipher an issue, enhancing the SDMP. This flexibility in combining intuition and rational approaches is always dependent on the circumstances that a strategic leader is facing.

Ultimately, participants highlighted that a complementary SDMA involves finding a balance between intuition and a rational approach. It is important for strategic leaders to understand that by recognising intuition and rational processes, and using them together effectively, organisations can make well-informed decision that drive better strategic outcomes. However, the complementary SDMA does not end with just integrating intuition and a rational approach. It should be noted that the characteristics of rational and intuition SDMAs discussed earlier do not fall away as

their importance remains relevant. This is because the two approaches are integrated, and the inherent characteristics cannot be ignored.

5.7.2 Context and understanding

The complementary SDMA requires strategic leaders to understand the context of the decisions. Participants emphasised how important it is to consider the context when making decisions. Strategic decisions cannot be made in isolation and must instead be deeply connect to the specific circumstances they are a part of. These aspects may be social, cultural, economic or ethical. Participant 8 highlighted that categorising the decisions according to approaches may be helpful. In contrast, Participant 11 highlighted that there is a need to go beyond categorising decisions as either intuition or rational and instead examine the intricate details of each decision.

Participant 10: "You mustn't just say that's system one, that's it's meaningless, then it's going to get it's the that it's trying to unpack and making a decision."

It is therefore important for strategic leaders to delve into the nuances of the strategic decision and to appreciate the unique set of factors that need to be considered, that prevent leaders from oversimplifying decisions, particularly considering the importance of strategic decisions.

Failure to encapsulates context into strategic decision making has wide-ranging influence other than strategic outcomes but also how people perceive and think. Participant 3 indicated that decisions can greatly influence how others view an individual or organisation, impacting their reputation and credibility.

Participant 3: "Because a decision can alter people's perception completely and can paint you for either being an advocate or not appropriately, thinking about other things and wider views."

This understanding highlights the importance for strategic leaders to carefully consider the consequences of their decisions, considering not just the present situation but also broader implications. Thus, strategic leaders can ensure that the decisions that they make align to organisations values, objectives, and vision, which promotes trust and creditability among key stakeholders.

5.7.3 Recognising personal Preferences and decision-making Style

Complementing intuition and rational decision making may not be easy as it requires understanding of the approaches and the various decision-making styles and being conscious about one's preferences. Based on the findings, participants indicated that it is important to be aware of one's decision-making style and preferences to make effective decisions. As noted earlier, each approach has advantage and disadvantages. It is crucial to understand whether one tends to lean more towards rational, intuition or a complementary approach. Participant 11 stressed the importance of being familiar with different approaches as well as the implications they have on strategic outcomes.

Participant 10: "And you need to be cognisant of the pitfalls and pros of different decision making processes and apply them appropriately. Often, your decision-making methodologies are different. And these are the pros and cons."

This knowledge allows strategic leaders to be able to evaluate approaches that are most suitable for a given situation. By strategic leaders recognising their own SDM styles. It allows them to navigate the complexities of these two approaches and use them appropriately, acknowledging the value of integrating different approaches in SDMP.

The participants highlighted the fact that leadership style can affect preferences in SDM. For instance, Participant 5 emphasised the role of leadership style in preference of SDMA. Strategic leaders play a important role in setting up the framework for strategic decision making within the organisation. As part of this process, they need to ensure that it caters for multiple inputs and perspectives, which will drive a more complementary approach to SDM. This will enable leaders to make decisions based on their own understanding and viewpoint, which contributes to improved strategic outcomes.

Participant 5:" And even though I'm saying the personality of the CEO is central, but it's almost the personality of that executive team. Because it then says, we actually prefer to make our decisions in this way. And we're sold on to a, a future view or vision in a certain way. And therefore you find that decision making processes could then be designed to complement that."

Being aware of one's decision-making style enables individuals to adjust their approach depending on the urgency and significance of a decision. Participant 7 stressed considering urgency and importance when deciding which approach should lead. When faced with urgent and important decisions, more careful systematic approach may be required, involving through research and insights.

Participant 5: ".....our decision-making process, the framework would always remain largely the same with the dichotomy being mainly based on Is it is it quick is it you know, urgent versus important, you know, those type of dynamics and then based on that, we will apply in ourselves by the functional or the or the subject matter experts."

On the other hand, for urgent matters, where speed is vital, a more intuitive experience-based method might be appropriate. Understanding their own preferences gives leaders the power to customise their decision-making strategies according to the specific requirements of each situation, guaranteeing effective and better outcomes.

5.7.4 Trusting intuition

A complementary approach requires the balancing of intuition and rational approaches. But it goes beyond that. It also requires trusting intuition. The participants emphasised that intuition, developed through the years of experience, plays a crucial role in SDM, especially in fast-paced and intricate environments. As highlighted earlier, this serves as a foundation for SDM, instilling confidence, and providing guidance. Participant 9 indicated how intuition is rooted in understanding business operations, leading to decisions based on profitability, cost savings and revenue generation. Similarly, participant 2 stressed the significance of gut feelings and the confidence they inspire when rational decisions may not be enough.

Participant 1: "As I said, I think for me, intuition is normally driven by the business outcomes, e.g., profitability, saving costs, and out and revenue. Based on experience, one knows how the business makes money, and certain things have to be in place."

Participant 1: "There is that lens of you knowing, and you have that gut feeling that this is the correct way to do it which I guess gives you confidence."

However, the participants acknowledge the nuanced nature of intuition. As highlighted, it is important to balance intuition with a rational SDMA. Data analysis is often seen as a tool to validate intuitive judgments and provide a more comprehensive perspective. Participant 12 highlighted the interaction between rational and intuition based SDM with the interpretation of data dependent on the strategic leader's perspective. This highlights the importance of a thoughtful integration of both intuition and rational approaches to make a well-informed decisions. The ability to leverage data to validate intuitive clues enhances SDM accuracy, ensuring that decisions are not solely based on gut feeling but are also supported by empirical evidence.

Participant 9: "The quality, reliable data to support your decision making is very critical. By also listening to your intuition. That's what you talk about the feelings you know, you've been at Nedbank, you know the feeling, you know the industry."

In addition, the findings showed that intuition is influenced by personal and situational factors. Each person's unique background and exposure influence their intuitive decisions. The participants emphasised that relying on intuition goes beyond personal belief. It involves drawing from a wealth of experience and learning from past successes and failures. Participant 3 highlighted how intuition-based judgments are formed through a combination of project analysis and previous experiences, demonstrating the complex nature of decision-making. Therefore, trusting intuition is not a one size fits all approach, but a personalised and evolving practice, that is closely connected to an individual's background, expertise, and the specific challenges they encounter.

5.7.5 Diversity and Collaboration

The findings offered valuable perspectives on the importance of diversity and collaboration in strategic-decision-making. A recurring theme throughout the interviews is the impact of diverse viewpoints and collaborative efforts on making strong decisions. The participants stressed the significance of including various perspectives and experiences, going beyond personal biases and limitations. Collaboration becomes essential as it allows for a combination of different skills and ideas, creating an environment where creative solutions thrive. Its not only about

individual knowledge but collective intelligence that arises when diverse voices are acknowledged and valued.

Participant 6: Let me actually approach the experts for them to educate me on the work... So my approach is to always either find someone credible to who's going to either enhance my thinking,.... Find credible facts through people who know the matter of subject better.

Participants provided insights into how working together with people from different backgrounds, experiences and expertise, collaborate. They bring fresh perspective that contribute to creativity. This diversity sparks new ideas and unique problem-solving methods. The combination of diverse skills and knowledge often leads to solutions that would not have been possible in more uniform or isolated environments. Ultimately, these interactions show that diversity not only fosters inclusivity but also contributes to better strategic outcomes.

5.6.6 Complementary Approach Influence on Strategic Outcomes

All participants indicated that the decisions they have made contributed positively to strategic outcomes. Most participants indicated that they used both intuition and a rational approach to make decisions. However, they found that recognising preferences and understanding decision-making styles, seeking diverse views, and trusting in intuition, contributed to the effectiveness of the strategic decision.

5.7.7 Conclusion of RQ4

The study finds highlight a significant shift in how leaders make strategic decision within organisations. The study shows that combining intuition and rational SDMA's has significant influence on the strategic outcome of these decisions. Instead of conflicting with each other, intuition and rational SDM work together when dealing with complex and uncertain situations. Intuition provides initial guidance by offering creative ideas and potential actions, while rational strategic decision making acts as a critical checkpoint to validate and challenge intuitive judgements. Finding the right balance between these approaches is crucial, depending on the complexity of each situation. By integrating intuition and rational strategic decisions-making approached can effectively navigate complex decision-making process.

Furthermore, the study highlights the utmost significance of grasping the context in which strategic decisions are made. These in positions of strategic leadership are

advised to avoid oversimplifying their assessment and instead delve into the specifics of each decision. Factors such as social, cultural, economic, and ethical considerations shape their decisions, failing to consider them properly can result in significant consequences not only for strategic outcomes but also for the organisation perceived. As a result, taking a complementary approach requires obtaining a deep understanding of the unique circumstances surrounding each decision, ensuring that they align with both organisational value and objectives. This contextual awareness fosters trust, credibility and strategic coherence among stakeholders.

Furthermore, the study emphasises the importance of recognising individual's decision-making styles and promoting diversity and collaboration in the decision-making process. Strategic leaders need to be aware of their preferences and know when to rely on intuition, rational and complementary SDMA, depending on the urgency and significance of a decision. Moreover, embracing different perspectives and working together enhances the ability to solve problems creatively within organisations. By valuing diverse opinions and experiences, leaders create an environment that fosters innovative solutions, ultimately leading to better strategic outcomes. In conclusion, taking a complementary SDMA includes integrating intuition and rational SDMA. However, it goes beyond the integration; it also requires the factors coming from the participants to make a well-informed decision and drive improved strategic outcomes.

5.8 Conclusions

In conclusion, the study highlights the importance of a complementary strategic decision-making approach. While intuition is important, it must be combined with a rational SDMA. The research recommends utilising a complementary SDMA that considers gut instincts, logical understanding of the situation, knowledge of personal decision-making approaches, and cooperation with varied viewpoints. By acknowledging the strengths and limitations of both intuition and a rational SDMA, leaders can effectively navigate complexities, align stakeholders, and increase the chances of successful outcomes. This research offers valuable insights for leaders looking to improve their decision-making processes by emphasising the need for a flexible and inclusive approach to strategic leadership. The next chapter will delve deep into the findings in comparison to the literature review.

CHAPTER 6 DISCUSSION OF RESULTS

6.1 Introduction

This section provides a detailed discussion of the findings from the analysis of data collected through semi-structured interviews presented in the previous chapter. The discussion follows the order of the research questions and offers valuable insights into intuition and rational and complementary SDMAs. We compare and contrast these results with existing literature to contribute to the existing knowledge on SDM.

6.2. RQ1 discussion: adapting strategic making strategic decision-making approaches

As described in chapter 3, research question 1 sought to understand how leaders adapt their SDMAs based on contextual factors. This research question is aligned with Theme 1, which aims to understand how leaders adapt their SDM approaches in terms of contextual factors. Three sub-themes emerged from this research, that is factors considered in SDM and adapting SDMAs.

It has been found that these contextual factors have an influence on SDMPs and the way leaders adapt the approach in the light of various contextual factors. The findings provided insights into effective decision-making that contribute to strategic outcomes based on circumstances. Decision makers make informed choices that align with their goals and objectives (Papadakis et al., 1998; Vincent, 2021; Lipshitz & Shulimovitz, 2007; Woiceshyn, 2009; Hensman & Sadler-Smith, 2011; Elbanna & Child 2007; Elbanna & Thanos, 2014).

6.2.1 Factor considered in strategic decision-making

Organisations encounter numerous difficult factors in their environment, including the COVID-19 epidemic, economic downturn, climate change, digital transformation, social problems, and fierce competition. These factors have been extensively studied and are shown to greatly affect the organisation's ability to survive, requiring careful thought in making strategic decisions ((Barber et al., 2019; Elbanna & Child, 2007b; Elbanna & Thanos, 2014; Samimi et al., 2022; Shepherd et al., 2023; Sheperd, 2014; Singh et al., 2023; Taskan et al., 2022; Troise et al., 2022).

From the results it is clear that it is important to assess both internal and external factors, consider the pros and cons of different options, and take into account various

perspectives to ensure fairness in SDM. Previous studies highlight the crucial role played by strategic leaders in navigating these complexities (Thanos, 2022; Elbanna & Thanos, 2014; Sheperd, 2014; Elbanna & 2007), enabling them to minimise biases and make well-informed decisions that lead to better outcomes.

Interestingly, previous studies have indicated that a firm's characteristics are moderating factors. These have influenced the SDMP (Sheperd, 2014; Papadakis et al., 1989; Fredrickson, 1985). However, a notable departure from the findings is the emphasise of incorporation of the organisation's values, purpose, and ethics in strategic decisions. This ensures that decisions are aligned to the organisation's core identity and principles, which not only fosters internal and external trust but also contribute significantly to overall success of the organisation. Thus, these elements contribute to an organisation's overall success as decisions made with consideration of these factors align with the mission and builds trust internally and externally. Strategic leaders recognise that their decisions must align with the organisation's core identity and principles. This finding represents a shift from previous research and highlights the significance of ethical aspects in SDM.

Understanding the specific factors that influence a decision, such as time constraints, lack of information, personal motives, and the significance of the decision, is essential in making decisions effectively (Sheperd & Rud, 2014). Prior empirical research has provided insights into how these factors influence the SDMP (Papadakis et al., 1998; Elbanna & Child 2007b). However, a unique contribution emerging from the finding is that regarding the importance of past decisions is crucial in the SDMP. Strategic leaders improve their ability to make decisions by understanding the importance of learning from both successful and unsuccessful outcomes. This approach allows them to be more adaptable and flexible in their decision-making process. By distinguishing between successful decisions and those that have failed, leaders can prevent the repetition of mistakes and ensure that future decisions continue to be valuable even in the face of unexpected challenges. Ultimately, this adaptive learning approach sets the foundation for long-term organisational success.

As highlighted by Elbanna and Child (2007a), Ashmos et al. (1998), and Miller (1987), assessing an organisation's performance is essential for making strategic decisions, as it not only reflects the current state of affairs but also influences the decisions going forward. Similarly, the findings emphasised the significance of profitability as a

crucial financial factor to consider when making strategic decisions. Strategic leaders acknowledged they also took into account the financial feasibility of the decision. However, literature provides an additional point to consider, that is the power within shareholder's needs (Samimi et al., 2022). This comprehensive viewpoint highlights the lasting significance of financial factors in strategic decisions, while also recognising the complex relationship between organisational performance, shareholder concerns, and strategic leadership from SDM. This aspect brings further depth to the existing knowledge of the need to understand deeper contextual factors.

Resource allocation within contextual factors studied is seen to be a factor as a result of either decision specific characteristics or the firm's characteristics (Thanos, 2022; Elbanna & Thanos, 2014; Sheperd, 2014; Elbanna & 2007). Nonetheless, this specific context has implications for the ability of strategic leaders ability to get the resources required to implement strategic decisions. Aligned to the literature, it is not surprising that top of mind of strategic leaders is the ability to actually implement and deliver on the decision. Strategic leaders assess whether they have the necessary resources, funding, capacity, and skills to successfully execute the decision.

The findings of this study provide insight into the various factors that affect SDM in different contexts. It emphasises the complexity of these decisions and the need to consider both internal and external factors. The study highlights the importance of incorporating an organisation's values, purpose, and ethics into strategic decisions to build trust and ensure success. It also emphasises the role of adaptability and learning from past decisions in enhancing decision-making skills. Financial factors, such as profitability and shareholder concerns, were found to be significant influences on strategic decisions. Resource allocation was also identified as a critical consideration.

While the findings resonate with previous research regarding the influence of contextual factors on SDM, this study presents unique insights. The incorporation of ethics, adaptability through learning from past decisions, and the nuanced understanding of resource allocation provide valuable contributions to existing knowledge. These findings serve as a robust foundation for leaders aiming to enhance their SDMPs. Overall, this research contributes valuable insights into existing knowledge, and provides a comprehensive guide for leaders looking to improve their SDMPs in today's business environment.

6.2.2 Adapting strategic decision-making approaches

The synthesis of existing research offers a flexible approach to SDM that acknowledges the complexities of how organisations function (Thanos, 2022; Samimi et al., 2022; Elbanna & Thanos, 2014; Sheperd, 2014; Elbanna & 2007a). Empirical studies emphasise the significance of organisational structure in balancing flexibility and consistency. Organisations with minimal standardised procedures are more likely to involve stakeholders, consider diverse perspectives, and make rational decisions (Samimi et al., 2022; Elbanna & Child, 2007a; Papadakis et al., 1998). Additionally, the way leaders process information also affects SDM. Some leaders rely on intuition and gut feelings, while others base their decisions on data and logical reasoning (Sheperd, 2014). However, when comparing the study's findings to older studies, it is important to note that stakeholder approaches to SDM are seen as a key influencer.

In line with the importance of considering multiple perspectives and options when evaluating decision, it can be concluded that it is crucial to tailor SDMAs to align with the biases and preferences of these stakeholders, ensuring that messages resonate with both analytical thinkers who rely on evidence and intuitive decision-makers who trust their judgment. This study provides insights beyond communication, influencing stakeholders and collaboration. It indicates that aligning SDMAs increases the likelihood of achieving strategic outcomes.

Collaboration and diverse perspectives were emphasised as crucial components of SDM. Strategic leaders recognised that these decisions have broad implications for various departments and stakeholders, both within and outside the organisation. Although in alignment with the literature, it goes beyond just inclusivity. According to the literature, this depends on the leadership style. Jansen et al. (2013), Zaitsava (2022) and Papadakis and Barwise (2002) highlight the fact that the way leaders lead is very important in making strategic decisions. Leaders who are confident and assertive often make bold and firm decisions, whereas leaders who are collaborative and inclusive may involve others in the decision-making process before reaching a final decision. Organisations that have few standardised procedures are more likely to involve stakeholders, consider diverse perspectives and make rational decisions (Samimi et al., 2022; Elbanna & Child, 2007a, Papadakis et al., 1998).

6.2.3 Conclusion of RQ1

The synthesis of this study and existing literature reveals a complex landscape of SDM, where different viewpoints come together to provide a nuanced understanding. The findings align with established theories, emphasising the importance of financial considerations, stakeholder engagement, and organisational values. However, the study also introduces new perspectives on ethics and adaptability in decision-making. These insights enrich the knowledge and offer leaders a more comprehensive way for navigating strategic decisions in today's changing business environment.

One notable aspect of the research is its tailored approach to communication and decision-making processes. By recognising the diversity of decision-makers, from analytical thinkers to intuitive leaders, the study bridges theory and practice. It also highlights the practical challenges of resource allocation, providing leaders with actionable insights on securing necessary resources effectively. Overall, the integrated findings validate established theories while challenging existing paradigms, enhancing our understanding of SDM. This holistic framework equips leaders with a nuanced and adaptive approach that prepares them to face future uncertainties with resilience and innovation.

6.3. RQ2 discussion: rational strategic decision making approach influence on strategic outcomes

Research question 2 aims to understand if rational decision-making influences strategic outcomes. This research question is aligned to Theme 2, which has three 3 sub-themes, being measuring success and accountability, enhancing decision quality, and adapting to changing contexts. The study highlights the complex nature of SDM and emphasises the importance of using rational a SDMA. It is crucial to measure success to improve accountability and transparency. Aligning these measures with organisational goals ensures transparency and flexibility. However, the rational approach to SDM can be slow and can hinder progress. It overlooks cognitive biases that are inherent in human nature. Being aware of these biases helps make well-informed decision. Influencing stakeholders has become a vital aspect that goes beyond simply make rational decisions. While a logical approach may be persuasive, it does not guarantee stakeholder persuasion. To achieve strategic outcomes, leader must understand whether stakeholders prefer rational or intuition SDMA. They must approach stakeholders and adjust their approach

accordingly. These characteristics contribute to improved strategic outcomes. However, it also requires being aware of the limitations that come with this approach. These findings are discussed in detail in the following sections.

6.3.1 Measuring success and accountability

The participants stressed the significance of having a well-structured and careful decision-making procedure to achieving strategic outcomes. Strategic leaders are drawn to the rational strategic decision making-approach due to its structuredness that stems from thorough analysis, considering available data and the potential consequences for the organisations (Samba, et al., 2020; Jansen et al., 2013; Mintzberg 1976; Julmi, 2019). The literature pays little attention to the importance of identifying objectives and risk to transparency and accountability. It is critical that these measures of success align with the organisational goals.

Studies back the notion that having a clear and specific goals enables organisation to assess their decision accurately, ensuring the ability to deliver on strategic outcomes (George, 2020; Al-Hashimi et al., 2022). Strategic leaders view this approach as a means of integrating strategic decisions into the organisation, ensuring that they are understood and accepted by all stakeholders (Samba, et al., 2020, Jansen et al., 2011; Mintzberg 1976; Julmi, 2019). Moreover, they believe that this approach allows for consensus-building and the creation of decisions that are in line with the overall objectives of the organisation (Jansen, 2013; Eisenhardt & Zbaracki,1992).

Theories of bounded rationality provide valuable insights into the cognitive constraints that leaders face when making decisions within organisations biases (Eisenhardt & Zbaracki,1992; Samba et al., 2020; Julmi, 2019; Elbanna & Child, 2007b; Hitt & Tyler 1991). Both the findings and the literature emphasise rational SDM for its time-consuming nature. This is in addition to its relevance in complex and dynamic environments where strategic leaders have limited information(Eisenhardt & Zbaracki,1992; Samba et al., 2020; Julmi, 2019; Jansen et al., 2011; Schwenk, 1993; Hitt & Tyler 1991; Eisenhardt & Zbaracki,1992; Jansen, 2013). Empirical research found that striking a balance, through the use of mental shortcuts to make strategic decisions, is important (Samba et al., 2022; Hensam & Sadler-Smith, 2011; Vicent, 2021; Julmi, 2019). This aligns with the findings of the study, indicating that the use of rational SDM alone may not be useful to achieve strategic outcomes.

6.3.2 Enhancing decision quality

A rational SDMA involves carefully considering the facts, assumptions, and testing hypotheses. This method helps decision-makers anticipate challenges, predict outcomes, and effectively manage risks. George (2020), Jansen et al (2013) and Al-Hashimi et al. (2022) found that this result in improved outcomes. This aligned with the earlier finding emphasising measures and risk. Participants have noted that this approach improves efficiency in addressing obstacles and reduces likelihood of failure during project implementation.

As highlighted by the literature review, strategic leaders often encounter cognitive biases which provide a more realistic view of the decision (Eisenhardt & Zbaracki,1992; Samba et al., 2020; Julmi, 2019; Elbanna & Child, 2007a; Hitt & Tyler 1991). Some leaders may be more intuitive and rely on gut feelings, while others may be more analytical and base their decisions on data and logical reasoning (Sheperd, 2014). The findings emphasis that recognising bias improves the quality of the decisions which require strategic leaders to be more cognisant of the limitations that impact on a decision. These could the range of information, time pressure, the environment, and leadership characteristics (Tabesh & Vera, 2020; Thanos, 2022, Samba, et al., 2020; Jansen et al., 2011; Mintzberg 1976; Julmi, 2019; George, 2020; Jansen et al; 2013; Hashimi et al., 2022). Participants have observed that this approach enhances efficiency in overcoming obstacles and reduces the likelihood of failure during project implementation. These observations are aligned to the study conducted by Al-Hashimi et al.(2022), indicating the characteristics of rational SDM make it an efficient and effective approach for strategic implementation.

Participants experiences demonstrate that structured decision-making process provide a methodical approach, which strengths the argument for the essential role rational SDM plays. It equips organisations with the means to assess success and evaluate outcomes against predetermined standards, ensuring accountability and alignment with overall strategic goals (Schwenk, 1993; Hitt & Tyler 1991; Eisenhardt & Zbaracki,1992; Jansen, 2013)

6.3.3. Adapting to changing contexts

Despite careful planning and reliance on data, the findings have shown that strategic outcomes are not solely determined by logic. Factors outside of our control and unexpected events introduce variables that can influence results. It is important for

leaders to understand this probabilistic nature of outcomes as it helps the organisation build resilience, especially during uncertain times. In comparison to literature, the findings provide a unique lens to the fact that strategic outcomes are an outcome of various factor happen. The findings of this research support literature on rational strategic-decision-making highlighting its crucial role in getting improved results.

A rational SDMA is based on evidence and logical reasoning. This aligns with previous studies that emphasise the significance of comprehensive rationality (Hitt & Tyler, 1991; Luan et al., 2019; Samba et al., 2020; Eisenhardt & Zbaracki, 1992; Schwenk 1993). The research emphasises the importance of fully understanding strategic outcomes in academia, taking into account both planned strategies and unexpected external factors. This comprehensive viewpoint can guide future studies in the area of strategic management and decision-making.

6.3.4. Influencing stakeholders

The study's highlighted that rational strategic decisions-making approach ignores social factors. In contrast, literature acknowledges the importance of considering multiple perspectives and options when evaluating decisions (Samba, et al., 2020, Jansen et al., 2011, Mintzberg 1976; Julmi, 2019). However, the findings from Jansen et al. (2013), Zaitsava (2022) and Papadakis and Barwise (2002) regarding the influence of leadership style on the overall need to obtain diverse perspectives, should be considered. Nevertheless, to drive successful strategic outcomes managers to obtain buy-in required to receive resource to execute on the decision. This perspective remains relevant. Thus, the findings indicate it becomes crucial to tailor approaches to match the stakeholder's preferences. Ultimately, this study provides findings beyond previous studies, highlighting that adjusting approaches to accommodate diverse decision-making perspectives among stakeholders improves communication effectiveness and acceptance of decisions.

By incorporating these insights into the rational decision-making process, organisations can develop more robust and flexible strategies that meet the nuanced needs and expectations of various stakeholders. This allows leaders to be able to deliver the project and obtain the necessary resources, capabilities, and funding required. In successful organisations with centralised power this often leads to internal power struggles. These complicate SDM by causing disputes over resource allocation and usage (Papadakis et al., 1998).

To effectively make rational strategic decisions, it is important to acknowledge the various decision-making preferences of different stakeholders (Samimi et al., 2022; Elbanna & Child, 2007a; Papadakis et al., 1998). This involves adapting strategies to accommodate their biases, which improves communication and acceptance of decisions. However, in organisations that have centralised power, conflicts may arise as different leaders fight for control over resource allocation. In such cases, it becomes crucial to employ effective conflict resolution strategies.

6.3.5. Influence on strategic outcomes

Based on the finding, it has been indicated that rational approach influences strategic outcomes. This finding is supported by the studies conducted by Fredrickson (1984), Eisenhardt and Zbaracki (1992), Samba et al. (2022), Julmi (2019), Elbanna and Child, (2007a) and Hitt and Tyler (1999). Participants believed that the strategic outcomes can be achieved as a result of the inherent characteristics and being aware of the approach limitations. These characteristics and limitations are outlined in the sub-themes that emerged from the data.

6.3.6 Conclusion of RQ2

This study explored the impact of rational on strategic outcomes and finds a mix of agreement, opposition, and additional perspectives compared to existing literature. It confirms the importance of a rational decision-making approach rooted in logical analysis, data-driven reasoning, and transparent goal setting. The findings support the idea that a systematic approach improves decision quality, efficiency, and overall success. However, the study also acknowledges the limitations of a purely rational SDMA and its impact on influencing stakeholders. It suggests tailoring approaches to accommodate these biases and emphasises the need for adaptability in response to unexpected external factors.

The study introduces practical strategies for organisational leaders to engage stakeholders effectively. Overall, it enhances our understanding of rational influence on strategic outcomes by recognising its role while considering the complexity of decision-making contexts. By adapting approaches and embracing diverse perspectives, organisations can navigate SDM more effectively in today's rapidly evolving business landscape

6.4 RQ 3 discussion: intuition strategic decision-making approach influence on strategic outcomes

The research question aims to understand if intuition influences strategic outcomes. This research question is aligned to Theme 3 which had 4 sub-themes: intuition serves as a guiding tool, time and pressure, trusting intuition embracing uncertainty, and ambiguity and effective communication and collaboration. The participants highlighted the importance of an intuition SDMA. Intuition is often described as a gut feeling or instinct. It is crucial in guiding individuals when quick decisions are required.

The findings demonstrate that intuition influences strategic outcomes. Participants recognise the value of intuition in guiding them towards potential opportunities or problems. Trusting intuition requires self-confidence and knowledge gained through experience. However, relying solely on intuition can be risky, particularly in settings that prioritise evidence-based decisions. Therefore, the study emphasises the importance of combining intuition with a data-driven approach.

Furthermore, the study reveals how intuition plays a crucial role in accepting and managing uncertainty and ambiguity. Intuition helps strategic leaders navigate through uncertainties by recognising hidden factors that may not be captured by data alone. Effective communication and collaboration are also vital in strategic decision making based on intuition. Thus, intuition is important for crafting messages that resonate with logical and intuitive thinkers. Additionally, it helps in obtaining diverse perspectives through collaboration. These practices help align stakeholders and lead to successful outcomes.

6.4.1 Appropriate guiding tool

Intuition serves as a tool for leaders to understand something without relying on data for proof. It acts to help strategic leaders make decisions based on a combination of information, past experiences, and subtle signals that the unconscious mind processes quickly. This is consistent with what has been found in previous research, indicating that intuition stems from a leader's gut feeling and, unspoken knowledge, and that judgement can provide unique insights that rational thinking alone may not immediately reveal (Samba et al., 2022; Hensam & Sadler-Smith; 2011 & Vicent, 2021). Secondly, Kolbe et al. (2019) found that decisions are usually led from an intuition perspective. This is because leaders often rely on their gut feelings to

determine the appropriateness of a decision for a strategic project. In these cases, intuition acts as an internal compass, pointing out potential risks and inconsistencies. It works alongside experience, helping strategic leaders navigate complex situations that may not be easily analysed through logic and data driven tools.

6.4.2 Time sensitive and Pressure

In constantly changing and fast-paced environments, time is always a factor that influences strategic decisions and strategic outcomes. Participants noted the importance of using an intuition SDMA in these situations. In line with previous studies, strategic leaders tend to rely on quick judgments and mental shortcuts instead of conducting a thorough analysis in time pressured situations (Luan et al., 2019; Vincent; 2021; Samba et al., 2022). However, when comparing the results of this research to those of older studies, it must be pointed out that relying solely on intuition may not always lead to the intended strategic outcomes. Therefore, the findings demonstrated that carefully considering the connection between time and intuition when making decisions is critical. This acknowledgement highlights the limitations imposed by practical considerations when making strategic decisions, emphasising the significance of making timely yet well-informed choices.

6.4.3 Trusting in gut feeling and confidence

In the context of making strategic decisions, the idea of using intuition SDMA is often mentioned as a blend of confidence and knowledge. Strategic leaders frequently find themselves in situations where their gut feeling points them in a certain direction. The findings are directly in line with previous findings that emphasised the idea of self-efficacy influence on making strategic decisions, particularly when it involves relying on instinctive judgments (Norris & Epstein, 2011; Samba et al., 2022; Hensam & Sadler-Smith; 2011 & Vicent, 2021). They have acknowledged and followed their intuition instead of disregarding it. This realisation highlights the importance of trusting one's gut feel and judgement which is often overlooked.

Strategic leaders have demonstrated that they gain more experience in their fields, they gained more experience and confidence in SDM. This result ties well with previous studies wherein intuition strategic decision derived from a leader's instincts, tacit knowledge, and discernment, can offer distinct perspectives that logical reasoning alone may not immediately uncover (Samba et al., 2022; Julmi, 2019). However, in line with the ideas of Hensam and Sadler-Smith (2011) and Vicent (2021)

it can be concluded that intuition has its potential pitfalls. Thus, These biases can be shaped by previous encounters and feelings, altering our instinctive foresight and potentially leading to erroneous strategic decisions. This recognition emphasises the complexity of intuition and urges people to carefully evaluate their judgments and gut feelings.

6.4.4 Embracing uncertainty and ambiguity

The organisational operating boundaries are affected by various environmental factors, including the recent COVID-19 pandemic, economic decline, climate change, digital transformation, social issues, and intense competition. These challenges pose threats to the survival of organisations (Barber et al., 2019; Elbanna & Child, 2007a; Kolbe et al., 2020; Samimi et al., 2022; Shepherd et al., 2023; Singh et al., 2023; Taskan et al., 2022; Troise et al., 2022). A similar conclusion was reached by Samba et al. (2022), Hensam and Sadler-Smith (2011), and Vicent (2021) where intuition in SDM is found to be crucial when facing uncertainty and ambiguity. Strategic leaders recognise that relying on intuition helps bridge gaps and navigate uncertainties where rational decision-making alone may fall short.

However, in line with the ideas of (Woiceshyn, 2009), it can be concluded that during periods of high uncertainty, strategic leaders typically blend their intuition and rational SDM to navigate complex situations. This emphasises the earlier mentioned point on the complexity of intuition based SDM and the need for strategic leaders to carefully evaluate their judgments and gut feelings. Nonetheless, the findings go beyond the previous studies showing that embracing the unknown and trusting our intuition becomes important in deciphering what cannot be explained by data alone. Uncovering hidden aspects of a situation has become a defining characteristic of intuition.

6.4.5 Effective communication and collaboration

Researchers recognise that the way leaders process information also impacts SDM. Some leaders may be more intuitive and rely on gut feelings, while others may be more analytical and base their decisions on data and logical reasoning (Sheperd, 2014). The findings of this study go beyond previous reports, showing that one important aspect of intuition SDM is effective communication within the organisation. Effective communication involves tailoring the message to resonate with both logical thinkers who rely on evidence and those who trust their own judgments and personal

experiences. This ensures that key individuals necessary for executing the decision are aligned with the strategic decision made. It serves as a mechanism for strategic leaders to align all stakeholders throughout the organisation, which can ultimately determine the success or failure of a strategic decision. It should be noted that this is dependent on the leadership style and firm's characteristics (Samimi et al., 2022; Elbanna & Child, 2007a, Papadakis et al., 1998).

Collaboration is an essential component of SDM, emphasising the value of incorporating various viewpoints and skills. The findings highlight the significance of including diverse perspectives and expertise in the process, which enhances comprehension of the problem or opportunity being addressed. The findings of previous studies go beyond this study, indicating that the flexibility and uniformity of organisational structure makes it more likely to involve diverse perspective (Samimi et al., 2022; Elbanna & Child, 2007a, Papadakis et al., 1998). In contrast, it was viewed flexibility and uniformity of organisational structure make decision more rational. Literature offers insights beyond this study indicating that bringing diverse views can also be influenced by the type of leadership style. There was little evidence of this in the intuition approach findings

6.4.6 Influence on strategic outcomes

Certain individuals noted that they face challenges when relying solely on their intuition, particularly in environments where evidence-based decisions are emphasised. Leaders have expressed difficulties in trusting their own instincts when they lack confidence or validation from others. To overcome these obstacles, it is important to incorporate the aforementioned factors into the process of making strategic decisions. Similarly, literature has shown inconclusive results on the impact of intuition on strategic outcomes. It is mainly a matter of its limitations as outline by approaches (Papadakis et al., 1998; Vincent, 2021; Lipshitz & Shulimovitz, 2007; Woiceshyn, 2009; Hensman & Sadler-Smith, 2011).

6.4.7 Conclusion of RQ3

The findings show that relying only on intuition may have repercussions on strategic outcomes. This recognition aligns with existing literature that highlights the pitfalls and biases associated with intuitive judgments, emphasising the complexity of relying solely on intuition.

This study introduces unique perspectives on how intuition can be utilised to manage uncertainty and ambiguity. Intuition is portrayed as a tool that helps leaders navigate complexities and hidden factors, providing an understanding that goes beyond traditional data-driven analysis. This acknowledgement emphasises intuition's ability to uncover unexplained elements and its potential for deciphering situations beyond what quantitative data alone can reveal. While existing findings emphasise the challenge of integrating intuition with rational decision-making, this study takes a practical view by showing how intuition acts as a bridge between what is known and what is unknown. As such, it challenges traditional beliefs about decision-making in uncertain environments.

In summary, this study contributes to the discussion on how intuition impacts strategic outcomes by affirming its significance while also revealing its complexities. It aligns with established theories by validating the importance of using intuition as a guiding tool but challenges the notion of relying on intuition alone. By acknowledging its limitations and emphasising the need for a balanced approach, this study provides a comprehensive understanding of intuition, enabling decision-makers to harness its power effectively while mitigating inherent risks. This nuanced perspective equips leaders with a more adaptable framework that ensures they are guided not only by intuition but also supported by evidence, thereby promoting robust SDM in today's dynamic business.

6.5 RQ4 discussion: Complementary strategic decision-making approach influence on strategic outcomes

Research question 4 aligned to theme 4 aims to explore the impact on strategic outcomes of using rationality and intuition together in SDM. This question is related to a complementary approach to SDM, which focuses on integrating different elements, resources, and perspectives within an organisation. The complementary approach recognises the value of combining diverse experiences, judgments, gut feelings, data analysis, and seeking varied viewpoints, to enhance overall strategic outcomes.

The findings of the study indicate a significant change in how leaders make strategic decisions within organisations. The research shows that combining intuition and rational decision-making approaches has a substantial impact on the outcome of these decisions. Rather than conflicting with each other, intuition and rational decision-making work together in complex and uncertain situations. Intuition provides

initial guidance by offering creative ideas and potential actions, while rational decision-making acts as a critical checkpoint to validate and challenge intuitive judgments. Striking the right balance between these approaches is crucial, depending on the complexity of each situation. By integrating intuition and rational decision-making, organisations can effectively navigate the complexities of decision making.

Additionally, the study highlights the importance of understanding the context in which strategic decisions are made. Those in positions of strategic leadership are advised not to oversimplify their assessments but instead delve into the specifics of each decision. Factors such as social, cultural, economic, and ethical considerations shape these decisions, and failing to properly consider them can have significant consequences for both strategic outcomes and organisational perception. Therefore, taking a complementary approach requires gaining a deep understanding of the unique circumstances surrounding each decision to ensure alignment with organisational values and objectives. This contextual awareness fosters trust, credibility, and strategic coherence among stakeholders.

Furthermore, the study emphasises recognising individual decision-making styles and the promotion of diversity and collaboration in the decision-making process. Strategic leaders need to be aware of their preferences and know when to rely on intuition, rationality, or a complementary approach, based on the urgency and significance of a decision. Moreover, embracing different perspectives and working together enhances problem-solving abilities within organisations. By valuing diverse opinions and experiences, leaders create an environment that encourages innovative solutions leading to better strategic outcomes. In conclusion, taking a complementary approach to SDM involves integrating intuition and rationality. However, it also requires considering factors from participants to make well-informed decisions that drive improved strategic outcomes.

6.5.1 Complementary strategic decision-making approach

Recent literature has introduced the use of both rational and intuitive decision-making approaches as complementary approaches for decision making (Thanos, 2022; Tabesh & Vera, 2022; Garcia et al., 2019). From these results it is clear that intuition and rational approaches can work together harmoniously. However, it requires strategic leaders to not see these two approaches as opposing forces as these two

approaches often combine their unique strengths to enhance the effectiveness of strategic decisions and ultimately lead to improved outcomes.

In contrast, literature has identified that the conflicts that arise between intuitive and rational SDMAs that leaders are often confronted with this and cannot be disregarded (Sheperd et al., 2023; Keller, 2019; Petrou et al., 2020; Thanos, 2022 ; Martel et al., 2021 ;Tabesh & Vera, 2021). Calabretta et al., 2017). Keller (2019) also acknowledged the presence of conflicts between intuition and rational SDM methods. He pointed out that leaders may not fully grasp these conflicts unless they understand the connection between the two approaches. The analysis of findings emphasises the intricate relationship between intuition and rational SDMAs, emphasising the importance for leaders to acknowledge their interdependent characteristics. Leaders should also be aware of, and resolve, any conflicts that arise from these two aspects, ultimately leading to improved decision results. As previously indicated, intuition is a guiding tool.

The complementary SDMA becomes apparent in situations where decisions are intricate and unclear . Although literature provides consistent results around the role of intuition and its value (Samba et al., 2022; Hensam & Sadler-Smith; 2011 & Vicent, 2021), the results of this study go beyond that, indicating that intuition provides an initial direction by generating ideas and potential actions. Subsequently, the results indicate that rational SDMA acts as a means to validate or question decisions stemming from the intuition-based approach, which is consistent with the findings of Samba, et al. (2020), Jansen et al. (2011), Mintzberg (1976) and Julmi (2019).

6.5.2 Context and understanding

Although intuition serves as a guide to strategic leaders, decision context needs to be taken into account. According to the literature review, decision-specific criteria, referred to here as decision context, are crucial for effective strategic decision making. As such it has been found that strategic leaders tend to combine intuition and rational SDMAs (Woiceshyn, 2009). However, Kolbe et al. (2019) indicated that there are certain patterns found in a complementary SDMA.

Findings indicate that if there is ample accessible data, a rational approach to decision-making becomes crucial in providing accurate guidance. However, in situations where there is uncertainty and limited data, it is important to consider intuition as a SDMA. Strategic leaders can rely on their gut feelings and past

experiences. The flexibility to combine both intuitive and rational approaches depends on the specific circumstances that strategic leaders face. It is essential for them to delve into the intricacies of each decision and appreciate the unique set of factors that need to be considered. Oversimplifying decisions can have wide-ranging effects not only on strategic outcomes but also on how people perceive and think.

6.5.3 Recognising personal preferences and decision-making style

The literature review examines the challenges of incorporating both intuition and rationality in decision-making within organisations. It shows that leaders adopt various approaches, from relying on gut feelings to using data-driven reasoning. Different studies present conflicting findings on whether intuition and rational approach occur sequentially or simultaneously in decision-making (Kolbe et al., 2020; Samba et al., 2021, 2022; Tabesh & Vera, 2020; Thanos, 2022). This contradiction highlights the complexity of decision-making styles and the need for leaders to be aware of their own preferences and cognitive processes.

These findings suggest that leaders often favour one approach over the other, which can lead to inefficiency and negative organisational outcomes. Therefore, strategic leaders should consciously choose an appropriate approach that aligns with their leadership style. Recognising one's decision-making style is crucial for navigating complexities effectively. Integrating intuition and rationality allows leaders to make decisions based on their unique perspectives, leading to improved strategic outcomes. The alignment between the literature and findings emphasises the importance of self-awareness and intentional decision-making in integrating different approaches for more effective SDM in organisations.

6.5.4 Trusting intuition

The literature examined offers a detailed perspective on intuition, highlighting its importance in decision-making. The literature emphasise the significant role of intuition, which is developed through experience, particularly in challenging and fast-paced environments (Norris & Epstein, 2011; Samba et al., 2022; Hensam & Sadler-Smith; 2011 & Vicent, 2021). These studies stress the confidence and guidance that intuition provides, positioning it as a basis for strategic choices. However, the findings from this study reveal a crucial aspect that is often overlooked - striking a balance between relying on intuition and recognising its potential drawbacks. Though the participants in the study acknowledged and followed their intuition, consistent with

previous research, they also recognised the complexity of intuitive judgments. This complexity, as observed by Sheperd (2014), arises from biases formed by past experiences and emotions. Incorporating these findings with existing literature emphasises the need for individuals to carefully evaluate their gut instincts. While intuition offers valuable insights, being aware of its possible distortions is important to avoid making faulty strategic decisions.

Essentially, the literature and the study's findings agree that intuition is valuable and developed through experience, which is in line with the views of other researchers. However, what sets this study apart is its examination of the biases inherent in intuitive judgments. This distinction highlights the need to trust one's intuition while also critically evaluating it. As a result, these insights suggest that decision-making should take a comprehensive approach that acknowledges both the strengths and limitations of intuition. This nuanced perspective allows individuals to effectively use their intuition while remaining cautious of potential pitfalls that could harm the quality of strategic decisions, especially in complex and ever-changing situations.

The participants recognised that intuition is nuanced. It is important to combine intuition with a rational decision-making approaches. Data analysis is often used to validate intuitive judgments and provide a more comprehensive perspective. Additionally, the findings showed that personal and situational factors influence intuition. Each person's unique background and experiences shape their intuitive decisions. The participants emphasised that relying on intuition goes beyond personal beliefs. It involves drawing from a wealth of experience and learning from past successes and failures.

6.5.5 Diversity and collaboration

The results provided valuable insights into the significance of diversity and collaboration in SDM. The interviews consistently highlighted how diverse viewpoints and collaborative efforts contribute to making effective decisions function (Thanos, 2022; Samimi et al., 2022; Elbanna & Thanos, 2014; Sheperd, 2014; Elbanna & 2007). The participants emphasised the importance of incorporating a range of perspectives and experiences, looking beyond personal biases and limitations. Collaboration becomes crucial as it enables the merging of different skills and ideas, fostering an environment where innovative solutions can flourish. It is not solely reliant on individual knowledge but rather the collective intelligence that emerges when diverse voices are recognised and appreciated. The literature recognises this

view, however, the limitations of structure and leadership style may influence strategic outcomes Samimi et al., 2022; Elbanna & Child, 2007a, Papadakis et al., 1998).

6.5.6 Influence on strategic outcomes

All participants indicated that the decisions that have made contributed positively to strategic outcomes. Most participants indicated that they used both intuition and a rational approach to make decisions. However, they found that recognising preferences and decision-making style, understanding context, seeking diverse views and trusting in intuition contributed to the effectiveness of the strategic decision. This view provides a unique view that has not been provided by literature as indicated in the research problem, theoretical gap and literature review.

6.5.8 Conclusion of RQ4

This study explored how intuition and rational SDMA interact in SDM, challenging conventional viewpoints and offering insights. It agrees with existing literature that intuition and rational decision-making complement each other and are supported by other literature, indicating that they create tension that needs to be recognised by strategic leaders. However, the findings of this study have indicated that Intuition and rational approaches are used to validate each other instead of conflicting. Combining intuition and rational SDMA requires these characteristics to achieve strategic outcomes.

Recognising individual decision-making styles and promoting diversity within organisations are also highlighted as significant factors. Both the study and literature stress the need to balance trust in intuition with critical evaluation of its biases. By integrating these insights, organisations can build a holistic approach to SDM, leveraging the strengths of both approaches while mitigating their limitations. This comprehensive understanding equips leaders with a robust framework for making well-informed decisions in today's dynamic business landscape.

6.6 Conclusions

The study explored SDM and its complexities by analysing existing literature. The findings provide an insight into how strategic leaders adapt their SDMA based on various contextual factors. Some key consideration, including aligning decisions with organisational goals, values, and ethics, learning from both success and

unsuccessful past decisions, assessing financial viability and ensuring the availability of necessary resources, skills, capacity and funding.

The research also investigated the impact of depending solely on a rational and SDMA on strategic outcomes. It acknowledges that an approach based on careful analysis and structured with predetermined measures affects strategic outcomes. While this method is beneficial for making comprehensive decisions, it may not be as effective when information is limited or rapidly changing. Therefore, leaders should recognise time constraints and inadequate information, which may require the use of mental shortcuts. The findings delve into the impact of depending on intuition on strategic results. While trusting intuition, embracing uncertainty and ambiguity, and effective communication can lead to successful outcomes, strategic leaders acknowledge its drawbacks. These biases are explained in literature as stemming from previous experiences and judgments. In this scenario, relying solely on intuition has proven less effective, thus data becomes valuable in confirming these judgments.

The research findings delve into the complexities of SDM and emphasise that intuition and rational approaches should not be considered as separate or opposing approaches. Instead, this study advocates for a complementary decision making approach that acknowledges and utilises the strengths of both approaches. These two approaches are seen to effectively complement each other. Moreover, this investigation emphasises the importance of recognising individual preferences within strategic contexts while also promoting diversity through collaboration. Trusting one's instincts becomes crucial even in rapidly changing situations, ultimately contributing to successful outcomes when making critical decisions during problem-solving processes.

CHAPTER 7: CONCLUSIONS AND RECOMMENDATIONS

7.1 Introduction

Chapter One outlined the problem statement, with Chapter Two providing a deeper understanding of the theoretical gaps. Chapter Three outlined the research questions, which assisted with defining a methodology for collecting and analysing the data in Chapter Four. Chapter Five of the study provided a complete data analysis, followed by a discussion of the data.

Intense competition, constant change, and unpredictable circumstances have threatened the survival of organisations. 66% of organisation fail due to flawed strategies with corporate life span being as short as 18 years (Baber et al., 2019; Hillenbrand et al., 2019). Amidst this challenging landscape, strategic leaders find themselves at crossroads, tasked with a crucial responsibility of driving the organisation towards success (Finkelstein & Hambrick, 1996).

In view of business challenges faced by strategic leaders, this study takes a critical look at SDM in modern businesses. It warns against relying solely on intuition and rational SDMA and stresses the importance of integrating these approaches for effective SDM. The research aims to fill a gap in existing literature by exploring how complementary SDM influences strategic outcomes. Using interpretivism philosophy and phenomenology strategy for qualitative research proved to be worthwhile in providing rich insights to complementary SDMA (Saunders & Lewis, 2017; Lewis & Thornhill, 2009). Twelve (12) participants in strategic leadership positions were interviewed, with data meticulously analysed using ATLAS.ti software to gain insights into the interaction between intuition, rational, and complementary SDMA.

The study involved a detailed analysis of the complexities of SDM. In alignment with literature, the study recognises that intuition and a rational SDMA cannot be used separately. The study advocates a complementary SDMA, which recognises the strengths of these two approaches. Instead of recognising them as rivals as discussed by Keller (2019), Sheperd (2023) and Calabretta et al. (2017), they are seen to be validating each other. New unique findings aligned to this, are the importance of by recognising individual preferences within strategic contexts while promoting diversity through collaboration as well as trusting intuition in a constantly changing landscapes thereby ensuring effective strategic decisions that contribute to successful strategic outcomes.

7.2 Principal findings

The study provided valuable insights into the complex dynamics surrounding strategic-decision-making, especially with regard to incorporating rational and intuition SDMAs.

7.2.1 Adapting strategic decision-making approaches

The research indicates that leaders tend to adjust their decision-making approaches based contextual factors function (Thanos, 2022; Samimi et al., 2022; Elbanna & Thanos, 2014; Sheperd, 2014; Elbanna & 2007). Key factors considered by strategic leaders are organisational goals, values and ethics, successful and unsuccessful strategic decisions, financial profitability, and resources, skills, capacity, capabilities, and funding. Strategic leaders continued to indicate that they adapted their approaches by considering the stakeholders approaches as part of looking at multiple perspectives, as well as collaborating through soliciting diverse views.

7.2.2 RQ2 findings: rational strategic decision making approaches influence on strategic outcomes

Literature affirms the significance of employing a logical analysis, data-driven reasoning, and transparent goal setting as part of a rational decision-making approach (Jansen et al., 2013; George, 2020; Al-Hashimi et al., 2022). The findings explored how relying solely on a rational SDMA influences strategic outcomes. It recognises making approach based on rigours analysis and structured with predetermined measures influences strategic outcomes. Although this technique is useful for making thorough decisions, it could prove less fruitful when information is limited or rapidly evolving. Consequently, leaders ought to acknowledge time constraints and insufficient therefore mental shortcuts may become useful.

7.2.3 RQ3 findings: Intuition strategic decision-making approaches influence on strategic outcomes

Literature has highlighted intuition is useful in uncertain times. Moreover it has been highlighted that self-efficacy is critical for using intuition (Norris & Epstein, 2011; Samba et al., 2022; Hensam & Sadler-Smith; 2011 & Vicent, 2021). This is aligned with the finding in-depth analysis was into the influence of relying on intuition on strategic outcomes. Through trusting intuition, embracing uncertainty and ambiguity and effective communication may result in successful strategic outcomes, but

strategic leaders recognise its pitfalls. These are cognitive biases described by the literature that come from past experience and judgments. In this case using intuition solely is not the best approach. Therefore data becomes useful to validate these judgements.

7.2.4 RQ4 findings: Complementary SDMA influence on strategic outcomes

The findings finally analysed the complexities of SDM, acknowledging that intuition and rational approaches cannot function in isolation. Rather than viewing them as adversaries, this research advocates for a comprehensive strategy that recognises their respective strengths. Despite previous arguments made by Keller (2019), Shepherd (2023) and Calabretta et al. (2017), these two different modes are seen to complement each other effectively. Additionally, this investigation highlights the significance of recognising individual preferences within strategic contexts while simultaneously promoting diversity through collaboration with trusts placed on one's instincts even amidst constantly changing landscapes. All of these contribute towards successful outcomes when making effective decisions at critical junctures in problem-solving processes.

7.3 Implications of the study

7.3.1 Implication on research methodology

The study undertook a qualitative study, and the efficiency of this methodology has been showcased. It can be noted that interviews and qualitative data analysis are efficient to study complex subjects such as SDM. They offer valuable knowledge in how these approaches can be employed to acquire more comprehension of SDM and their results.

7.3.2 Academia and management theory

This study enhances the understanding of SDM theories, emphasising the interaction between intuition and rational SDM. It contradicts the beliefs that these approaches should compete against each other as introduced by Keller (2019); Shepherd (2023) and Calabretta et al. (2017). They should instead be recognised to be validating each other. This could result in theories that better capture the complex nature of complementary SDMA.

7.3.3 Strategic leaders and organisations

These findings have implications for business and strategic leaders and will help strategic leaders to improve their SDMP to achieve better strategic outcomes. As such, strategic leaders will need to start taking a diverse approach when making strategic decisions. This will require leadership development interventions to assist leaders in bring diverse perspective and collaboration. This will close the gap identified in the literature review that the need to take into account diverse perspectives that may be influenced by leadership style (Jansen et al., 2013; Zaitsava, 2022).

An organisation can ensure that its overall strategic goals are achieved. This is because the strategic decisions will be validated by a rational SDMA, which ensures measure are aligned to the organisational goals. However, this will require communication of all strategic ambitions to the organisation. In considering the uniformity and flexibility of organisational structure identified in the literature, the organisation will need a change in culture to ensure flexibility in the structures (Samimi et al., 2022; Elbanna & Child, 2007a, Papadakis et al., 1998). This leads to diverse perspectives and collaboration. In addition, the organisation will need to ensure they drive the culture of trusting intuition.

7.4 Future Areas of Study

The conflicting results highlight the complex nature of SDM within organisation. Strategic leaders should prioritise understanding the unique circumstance. Nevertheless, the conflicting empirical findings involving diverse views regarding intuition and rational SDM requires further investigation to expand an understanding of differing SDMA and involving diverse viewpoints. More importantly it is necessary to close the gap between academic research and practical business. These findings are essential for organisations delivering improved strategic outcomes.

The findings from the sub-themes question conventional perspectives on rational SDMA thus, combining rational with cognitive biases and limitations faced by leaders. Understanding this complexity has implication for both businesses and academia. It enhances our understanding of organisational decision-making process by exploring the interaction between rational SDM and cognitive shortcuts. It is required to extend the study to understand the psychological aspects of SDM. Additionally, strategic leaders must have a balanced approach and recognise the opportunities.

The conclusions drawn in the given passage have important implications for academic research on SDM. Scholars can further investigate cognitive biases that affect decision-making and create training programs to improve decision-making skills. Comparative studies comparing rational, and intuition decision-making approaches can provide insights into their applicability in different situations. Research can also explore how environmental factors influence decision-making and examine the link between leadership traits and decision-making styles.

Long-term studies can evaluate the lasting effects of rational SDM on organisational performance, while cross-cultural perspectives can shed light on culturally adaptable strategies. Furthermore, ethical considerations in logical decision-making processes need to be explored, and collaboration is needed to develop decision support systems that integrate rational decision-making frameworks. These implications offer a direction for future research, enabling a deeper understanding of decision-making processes and their outcomes in various organisational contexts.

7.5 Limitations of Study

Despite the thoroughness of this research, several limitations should be acknowledged. Firstly, the time constraint of the study limited the researcher's ability to capture the changing dynamics of decision-making processes. Strategic decisions are heavily influenced by the context in which they occur and conducting this research within the specific timeframe may not fully encompass the various challenges faced during different periods. To overcome this limitation, future studies could employ a longitudinal approaches to explore decision-making processes across different time frames.

Secondly, the participants in this study were primarily leaders within organisation, which may introduce bias into the findings. Strategic decisions often involve input from individuals at various levels within an organisation, including middle management, employees, and external stakeholders. By excluding these perspectives, the study's understanding of decision-making dynamics may be limited. Future research studies could aim for more diverse participant pool that includes voices from different ties of the organisations. This would enrich the analysis providing a more comprehensive view of how the decision-making approach works. The study is confined to organisations operating within the context of South Africa, thus it does not capture the full spectrum of leaders globally.

Addressing these limitations would contribute to more inclusive understanding of SDM. It would ensure that research outcomes accurately reflect the complex reality off organisation decision making process.

7.6 Conclusion

In conclusion, the research shows that strategic leaders adjust their decision-making approaches based on factors like organisational goals, ethics, and stakeholder perspectives. While a rational SDMA provides structure and thoroughness, it may not work well in rapidly changing situations where intuition SDM is necessary. However, this study also acknowledges the potential biases associated with intuition and highlights the importance of validating decisions with data. Thus, the study emphasises the crucial need for a complementary SDM. It challenges the idea that these two approaches should be viewed as rivals and instead proposes a harmonious approach where they support each other to ensure strategic outcomes are achieved.

The implications of this research are significant for both businesses and academia. Strategic leaders are encouraged to foster diverse perspectives in their decision-making processes, which means leadership development programs should facilitate this approach. Organisations should align their strategic decisions with overall goals and develop a culture that values flexibility, diversity, and trust in intuition. Ultimately, this study promotes a complementary approach to SDM that adapts to the changing business landscape and utilises the strengths of both intuition and rational SDM through understanding personal preferences and SDM style and trusting intuition. These recommendations are intended to help organisations successfully navigate complicated SDMP, improve profitability, and achieve long-term sustainability.

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Appendix A: Consent Letter



Dear Participant,

I am currently a student at the University of Pretoria's Gordon Institute of Business Science and completing my research in partial fulfilment of an MBA. I am conducting a study to explore how intuition and rational decision-making approaches influence strategic outcomes. I request to interview you for a maximum of one hour, during which I will ask open-ended questions related to this topic. Your participation is voluntary, and you can withdraw anytime without penalty. The data will be destroyed in the case you choose to withdraw. With your consent, I will be recording the interview to ensure that no information is overlooked. The data will be confidential and reported without any identifiers, such as company name and personal names. The research findings will be presented in a way that maintains your anonymity. Personal data confidentiality and sensitivity are protected by the POPI Act. As per the legal parameters defined in the Act, students must responsibly handle the collection and storage of personal information.

If you have any concerns, please reach out to my supervisor or me using our contact information provided below

Participant's signature : _____

Date : _____

Researcher's signature: _____

Date: _____

Appendix B: Interview Guide



Interview Guide

Introduction as per consent letter.

SECTION A: Participant background

A.1. What is your role in the organisation?

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A.2. Which sector does your organisation operates in?

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A.3. How would you rate your involvement in the SDMP? (Very low, low, moderate, high, very high)

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SECTION B: Approaches to strategic decision making

B.1. Describe the recent decision you made? Provide an overview of what the decision entailed?

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B.2. Describe the decision approach you have used? (Rational or Intuition)

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B.3. Do you use both intuition and rational as complementary methods and how do you ensure that they complement each other?

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B.4. How do you balance between rational and intuition when making strategic decisions?

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SECTION C: Impact of environment on strategic decision making approach?

C.1. Describe all the factors (drivers, enablers, barriers) and/ or contextual factors (technology, people, resources, time, organisational performance and external environment) you consider in your decision-making process?

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C.2. Have the above factors changed the way you approach any problem?

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SECTION D: Impact on strategic outcomes

D.1. How does your use of rational approach in SDM influence strategic outcomes?

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D.2. How does your use of intuition approach in SDM influence strategic outcomes?

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D.3. Do you have a specific decision that you had made using one approach (either rational or intuition) from which you did not achieve the desired outcome(s)?

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D.4. Explain a scenario when you have integrated both rational and intuition decision approaches and it resulted in positive strategic outcomes?

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D.5. What was the key to your successfully combining these approaches, which needs to be recommended as the most effective way?

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Thank you for your participation!

Appendix C: Codes

Code
Adapting strategic decision-making
Adapting strategic decision-making: Adapt decision approach to other stakeholders
Adapting strategic decision-making: Change in decision making is expected
Adapting strategic decision-making: I will take learnings from factors to inform
Adapting strategic decision-making: Learnings from decisions
Adapting strategic decision-making: Moved from intuition-led to rational-led
Adapting strategic decision-making: Open to pivot based on new data
Adapting strategic decision-making: Understand that decision will have multiple inputs
Adapting strategic decision-making: Understanding collaborating functions perspective
Adapting strategic decision-making: Yes the factors changed they approach
Adopting to change context
Adopting to change context: Strategic outcomes result of probabilities and timing
Adopting to change context: Understanding outcome possibilities
Adopting to change context: Willings to iterate the initial decision
Characteristics rational strategic decision-making
Characteristics rational strategic decision-making: Investment baring decision may be deliberate
Characteristics rational strategic decision-making: Justifying major decision
Characteristics rational strategic decision-making: Rational supersedes Intuition
Characteristics rational strategic decision-making: Time bound decisions
Complementary influence on strategic outcomes
Complementary influence on strategic outcomes: Complementary positively influences strategic outcomes
Complementary influence on strategic outcomes: Decision-making designed to drive outcomes
Complementary influence on strategic outcomes: Improves decision effectiveness
Complementary influence on strategic outcomes: Type of decision changes the outcomes
Context and understanding
Context and understanding: Categorise types of decisions
Context and understanding: Decision impacts reputation
Context and understanding: Determine decisions that require intuition
Context and understanding: Determine decisions that require rational
Context and understanding: Unpack the decisions
Data driven decision
Data driven decision: Balancing is dependent on receiving quality reliable information
Data driven decision: Consider the backstory
Diversity and collaboration
Diversity and collaboration: Building trust and openness for decision makers
Diversity and collaboration: Group thinking
Diversity and collaboration: Interactions after quantitative consideration
Diversity and collaboration: Multi-input decision making process

Diversity and collaboration: Seek diverse perspectives
Diversity and collaboration: Trusting colleagues and collaborators
Effective collaboration and communication
Effective collaboration and communication: Consensus with collaborating functions
Effective collaboration and communication: Improving employee engagement level
Effective collaboration and communication: Intuition appropriate for Day-to-day decisions
Effective collaboration and communication: Intuition enables effective communication
Effective collaboration and communication: Used intuition to get buy-in
Embracing uncertainty and ambiguity
Embracing uncertainty and ambiguity: Aware of cognitive biases
Embracing uncertainty and ambiguity: Difficult to prove gut feel
Embracing uncertainty and ambiguity: Followed intuition without data
Embracing uncertainty and ambiguity: Gut feel can be good enough with limited information
Embracing uncertainty and ambiguity: Intuition is biased
Embracing uncertainty and ambiguity: Intuition is subjective
Embracing uncertainty and ambiguity: Intuition is a muscle memory
Embracing uncertainty and ambiguity: Understanding the influence of politics
Enhancing decision quality
Enhancing decision quality: Careful decision-making
Enhancing decision quality: Information provides a view of the risks
Enhancing decision quality: Interpretation skills are important for Rational
Enhancing decision quality: Obtain deeper understanding assumptions
Factors influence strategic decision making approach
Factors influence strategic decision making approach: Ability to deliver based on the decision
Factors influence strategic decision making approach: Alignment to brand, purpose, vision and mission
Factors influence strategic decision making approach: Competition and Market
Factors influence strategic decision making approach: Contextual factors
Factors influence strategic decision making approach: Current decisions impact on future decisions
Factors influence strategic decision making approach: Decision specific characteristics
Factors influence strategic decision making approach: Enablers
Factors influence strategic decision making approach: Environment dynamism
Factors influence strategic decision making approach: Impact of the decision on the organisation
Adapting strategic decision-making: Meeting shareholders expectations
Factors influence strategic decision making approach: Macroenvironment
Factors influence strategic decision making approach: Organisational governances- red tapes
Factors influence strategic decision making approach: People
Factors influence strategic decision making approach: Regulation
Factors influence strategic decision making approach: Skills, resources, capabilities, capacity and funding

Factors influence strategic decision making approach: Technology
Factors influence strategic decision making approach: The mandate to make the decision
Factors influence strategic decision making approach: Understanding the job to be done
Factors influence strategic decision making approach: Urgency of the decision
Factors influence strategic decision making approach: Weigh risk and put mitigation actions
Influencing stakeholders
Influencing stakeholders: Enable aligned messaging
Influencing stakeholders: Rational ignores social factors that influence decisions
Intuition and rational complement
Intuition and rational complement: Always strive for a balanced approach
Intuition and rational complement: Analysis paralysis to prove intuition
Intuition and rational complement: Balancing intuition and rational
Intuition and rational complement: Complementary use of intuition and rational
Intuition and rational complement: Following all the decision making steps
Intuition and rational complement: Intuition & rational validate each other
Intuition and rational complement: No balanced view to decision making
Intuition and rational complement: Tension between intuition & rational
Intuition influence on strategic outcomes
Intuition influence on strategic outcomes: Acknowledge the importance of outcomes
Intuition influence on strategic outcomes: Difficult to determine intuition influence on strategic outcomes
Intuition influence on strategic outcomes: Don't make use of intuition only
Intuition influence on strategic outcomes: Faulty
Intuition influence on strategic outcomes: Gut feeling
Intuition influence on strategic outcomes: Intuition aligned to business outcomes
Intuition influence on strategic outcomes: Intuition does not influence outcomes
Intuition influence on strategic outcomes: Intuition negative influence on strategic outcomes
Intuition influence on strategic outcomes: Intuition positively influences strategic outcomes
Intuition influence on strategic outcomes: Intuition-based decision don't succeed
Intuition influence on strategic outcomes: Loss aversion
Intuition influence on strategic outcomes: Outcomes not achieved
Intuition serves as a guiding tool
Intuition serves as a guiding tool: Credit has not been given in enough to intuition
Intuition serves as a guiding tool: Intuition comes at actual decision
Intuition serves as a guiding tool: Intuition informs the final decisions
Intuition serves as a guiding tool: Intuition is multiple sources of information
Intuition serves as a guiding tool: Intuition provides guidance
Intuition serves as a guiding tool: Intuition supersedes rational
Intuition serves as a guiding tool: The power of integrating people
Measuring success and accountability
Measuring success and accountability: Collecting and receiving information
Measuring success and accountability: Detailed analysis

Measuring success and accountability: Evidence-based decision-making
Measuring success and accountability: Expensive process
Measuring success and accountability: Insights provide context
Measuring success and accountability: Methodical and slow
Measuring success and accountability: Monitoring and analysing data
Measuring success and accountability: Rational
Measuring success and accountability: Rational follows a logical process
Measuring success and accountability: Rational keeps everyone honest to the decision
Measuring success and accountability: Rational provides measures of success
Measuring success and accountability: Tapping into the available insights
Measuring success and accountability: Trust accuracy and reliability of data
Rational influence on strategic outcomes
Rational influence on strategic outcomes: I have not made a wrong decision using Rational
Rational influence on strategic outcomes: Rational negatively influence on strategic outcomes
Rational influence on strategic outcomes: Rational positively influences strategic outcomes
Recognising personal decision preference and decision making style
Recognising personal decision preference and decision making style: Align leadership style to approach
Recognising personal decision preference and decision making style: Appropriateness of the approach
Recognising personal decision preference and decision making style: Awareness of pros & cons of approaches
Recognising personal decision preference and decision making style: Decision process are designed to complement Executive team personality
Recognising personal decision preference and decision making style: Dependent on decision framework
Recognising personal decision preference and decision making style: Difficult to say which approach leads
Recognising personal decision preference and decision making style: Know the decision framework upfront
Recognising personal decision preference and decision making style: Recognise decision making style
Recommendation
Recommendation: Allowing frank conversations with the team
Recommendation: Crafting a simple narrative supported by facts, risk analysis and scenarios
Recommendation: Drive shift towards common goal
Recommendation: Recommendations
Recommendation: Shift in culture and leadership style influenced decision making approach
Recommendation: The culture of being incorrect
Time sensitive and pressure
Time sensitive and pressure: Ensure that intuition based decision is not rushed
Time sensitive and pressure: Intuition is too fast
Time sensitive and pressure: Non-time based decision
Time sensitive and pressure: Speed is not a factor

Trust in gut feeling and confidence
Trust in gut feeling and confidence: Anchoring and overconfidence bias
Trust in gut feeling and confidence: Building experience and confidence
Trust in gut feeling and confidence: Consult people with experience
Trust in gut feeling and confidence: Intuition can't be ignored
Trust in gut feeling and confidence: Intuition is not practiced
Trust in gut feeling and confidence: Intuition requires to remain true to self
Trust in gut feeling and confidence: Intuition works best in less formal industries
Trust in gut feeling and confidence: Intuition is blurred by experience and feeling
Trust in gut feeling and confidence: No confidence in intuition
Trusting intuition
Trusting intuition: Experience to understand when intuition and rational is needed
Trusting intuition: Intuition allows recognition of opportunity/problem
Trusting intuition: Lack of experience to test intuition
Trusting intuition: Trust in intuition-based decision