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## DECISION-MAKING FRAMEWORKS FOR CREATIVE ENTREPRENEURS

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### Abstract

The creative economy is a dynamic force in today's global landscape, blending culture, economics, and technology across diverse sectors like arts, media, design, and architecture, all united by creativity. From independent artists and small startups to multinational corporations, it fuels entrepreneurship and innovative business models. Key features of a successful business include strategic planning informed by both rational analysis and intuitive insights, proactive risk management, agile adaptation to market changes, and fostering a supportive organizational culture.

This vibrant entrepreneurial environment presents both unprecedented opportunities and significant challenges. Amidst the promise of growth, entrepreneurs face substantial mental health pressures. Financial instability, long hours, and the need to navigate market uncertainties, anxiety, burnout can strain decision-making abilities .

This analysis explores how integrating emotional intelligence (EI) and fostering creative thinking can enhance decision-making processes in the creative economy. By examining case studies and best practices, it offers actionable insights for lifestyle entrepreneurs seeking to harmonize their creative passions with effective business acumen. The goal is to illuminate strategies that promote sustainable growth and competitive advantage while supporting entrepreneurs' mental wellbeing in this demanding and evolving landscape. The study examines how integrating emotional intelligence enhances decision-making strategies for entrepreneurs navigating the challenges of entrepreneurship, emphasizing the impact of intrapersonal skills on their growth journey.

**Keywords :** Entrepreneurships, Emotional Intelligence, Decision-making , Strategies , Critical Thinking Skills , Business Success

### INTRODUCTION

The Global Entrepreneurship Monitor (GEM) defines various stages of Entrepreneurship . According to the data, most adults in India know someone who has recently established a new business . According to the data, in Brazil, the highest percentage (75.8%) of adults confirm they know someone who started a new business recently, followed by Guatemala (71.5%), Indonesia (71.4%), and Tunisia (66.6%). China and India also have large populations and fast-growing economies, which create opportunities and challenges for entrepreneurs. South Africa has the lowest entrepreneurial activity, which may reflect its lower economic growth, higher unemployment, and more challenging business environment. The main driver of new business formation is personal motivation. One of the motivations is “to make a difference in the world”, which reflects a social or environmental purpose.

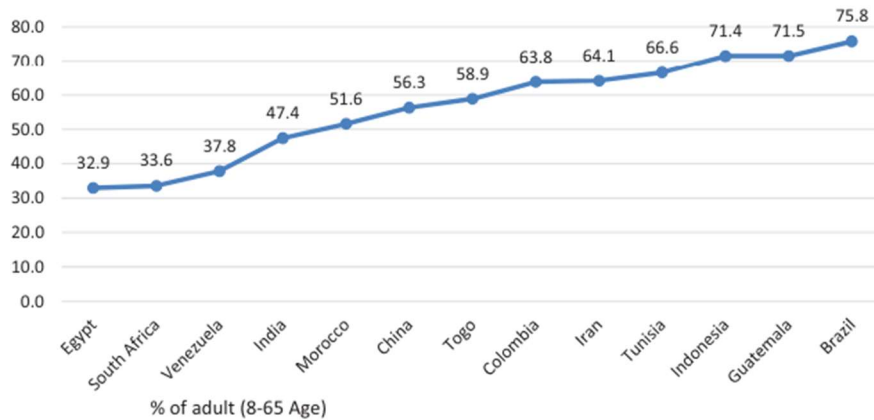


Fig. 1 Know Someone who started a business in the last two years : A comparison by GEM

The creative economy stands as a transformative force in today's global economic landscape by integrating artistic expression and cultural innovation with economic growth and technological advancement. This sector not only fosters entrepreneurship and job creation but also enhances cultural identity and global competitiveness. By nurturing creativity and innovation, the creative economy contributes to sustainable development, attracts investment, and enriches societies by promoting diversity and cultural exchange on a global scale.

Creative works often serve as mirrors that reflect the values, beliefs, and challenges of the societies from which they originate. Artists and creators draw inspiration from their cultural surroundings, addressing social issues, cultural norms, and historical events through their work. Creative products have the power to influence and shape societal values by presenting alternative viewpoints, challenging norms, and promoting empathy and understanding. Artistic expressions can provoke thought, evoke emotions, and spark conversations that contribute to cultural dialogue and change.

The rise of creative entrepreneurship intertwines emotional intelligence with transformational leadership, shaping a dynamic landscape for innovative ventures globally. Entrepreneurs have been capitalizing on this growth by starting e-commerce businesses, developing innovative online shopping experiences, and offering personalized product recommendations. Artists are increasingly taking control of their careers by becoming entrepreneurs, either cross-selling their products or starting D2C brands. Creative visual experiences that emerged from Van Gogh Museum, Amsterdam are now the ongoing trends where visual artists are amalgamating art with technology. The growth of the Gig Economy in creating platforms that connect businesses with freelancers, developing tools for managing remote teams, and offering on-demand services, introduction of AI & data driven services, opportunities exist in developing eco-friendly products, implementing sustainable business practices, and offering carbon-neutral solutions, rise of the creator economy, opportunities exist in creating online communities, offering exclusive content and experiences, and fostering a sense of shared purpose, opportunities exist in cross-border e-commerce, global marketing campaigns, and international partnerships etc have underlined the entrepreneurial trend for 2024. The rise digital tools has democratized the creative content, while the exponential growth of internet has allowed creative entrepreneurs to reachout to population far beyond landmarks anyone could have ever thought.

While India has strong entrepreneurial potential, high fear of failure is prevalent among potential entrepreneurs in India. This means that more than half of the adults who see opportunities and have capabilities are afraid of failing if they start a business (GEM, 2022-23).



| Attitudes and Perceptions                             | Value (%) | GEM Rank/49 |
|---|-----------|-------------|
| Perceived opportunities for starting a business       | 75.5      | 7           |
| Perceived capability required to start a new business | 78.1      | 5           |
| Fear of Failing                                       | 54        | 5           |
| Easy to start a Business                              | 78        | 6           |
| Entrepreneurial intentions                            | 20.1      | 20          |

Fig. 2 Attitudes and perception to start a Business in India : Global Entrepreneurship Monitor (GEM )India Service 2022-23)

While the modern entrepreneurial landscape offers vast opportunities, success hinges on mastering interpersonal dynamics, nurturing intrapersonal resilience, and harnessing emotional intelligence to navigate complex decisions and drive sustainable growth in an interconnected world. Entrepreneurs face unspoken personal challenges such as isolation, fear of failure, and imbalanced work-life dynamics, financial uncertainties, emotional rollercoasters, and decision-making pressures add to the complex landscape. Entrepreneurs must understand and respond to the emotional needs of online communities, curate exclusive content, and foster a shared sense of purpose to drive engagement and loyalty. Emotional intelligence (EI) plays a pivotal role in navigating the rise of the Creator Economy and cross-border e-commerce. It also aids in negotiating global marketing campaigns and forming international partnerships, where cultural sensitivity and adaptability are crucial for effective collaboration and market penetration.

The study focuses on the integration of emotional intelligence into decision-making strategies for entrepreneurs, particularly those navigating the challenges in Entrepreneurship. The idea is to understand and leverage skills and techniques that help entrepreneurs make sound and pragmatic decisions that will significantly impact the growth journey of the business.

## METHODOLOGY

Through comprehensive analysis and case studies, perspectives, contexts and findings this study aims to explore decision-making frameworks tailored through a deeper understanding and implementation of Emotional Intelligence to fosters innovation and promote sustainable growth in entrepreneurial ventures. This research aims to illuminate practical strategies that enhance entrepreneurs' abilities to navigate uncertainties, foster innovation, and cultivate resilient organizational cultures through pragmatic decision-making skills.

The aim of this study was to review the concept of Decision making in entrepreneurial development various factors contributing to it from the point of view of Emotional Intelligence among entrepreneurs as an individual.. Most of research articles on entrepreneurship , decision making and Emotional intelligence were accessed from Research Gate, Springer , Science Direct, Google Scholar, Proquest etc. Some research,articles, books were accessed from different Libraries.

## 1. LITERATURE REVIEW

Shane and Venkataraman (2000) define entrepreneurship as a scholarly examination of how, by whom, and with what effects opportunities to create future goods and services are discovered, evaluated, and exploited.

### 1.1 Entrepreneurship

Entrepreneurship is a multidimensional term that is extremely difficult to define (Carree and Thurik, 2005). Throughout history, entrepreneurial thinking has evolved with unpredictable twists and profound developments (international trade, demand curves, competition as a discovery mechanism, the opportunity construct), offering new conceptualizations of actions that would have an entrepreneurial nature (Murphy et al., 2006).



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### 3.2 Entrepreneurial Success

According to various researchers , the determinant of skills required for entrepreneurial success have been defined at different stages. Intelligence, general ability (dependent on family background and education), knowledge of trade, bear the risk, leadership, to hold capital is said to be strong determinants for success as an entrepreneur (Marshall) while author Cantillon emphasised on vigilance and caution ,risk bearing as important skills to start and to be a successful entrepreneur

One of the major causes of failures of early stage entrepreneurs is the inability to empathize with their customers and co-workers (Wagner , 2013) , ineffective team management , burnout , lack of motivation & persistence , failure to innovate , inability to adapt with changing marketing needs along with major key factors like flawed business plan , lack of capital , bad marketing.Success and failure of a business can be explained both by individual/organizational (internal) and environmental (external) factors (Zacharakis, Meyer & DeCastro, 1999)

### 3.3. Emotional Intelligence

Researches have show how entrepreneurs with higher emotionally intelligent are better at making better decisions for the organization. Emotional intelligence is described as the ability to perceive accurately; appraise and express emotion; the ability to access and/or generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth, by psychologists John D. Mayer .

According to Salovey and Mayer (1990), emotional intelligence (EI) is defined as "the capacity to monitor one's own and others' feelings and emotions, to discriminate among them, and use this information to guide one's thinking and actions. Entrepreneurs with high EI are expected to be more affective, more creative, and more eager to create greater levels of engagement from co-workers, thereby promoting more innovation in their ventures, which is consistent with the relationship between intrinsic motivation as a source of creativity as well as psychological empowerment (Ahmetoglu et al., 2011). Research indicates that EI strengthens the relationship between the job satisfaction of subordinates and the leadership behaviour of supervisors (Joshi et al., 2016, p. 19).

### 3.4 Decision-Making

Decision-making is a fundamental cognitive process of human behaviour by which an option is selected among a set of alternatives based on subjective preferences. Traditionally, it has been studied within the frame of economic theory and psychology (Fellows, 2004; Rolls, 2007).Theories of decision-making often center on the assumption that the decision-maker chooses the course of action by identifying the “best” or the choice with the highest “expected value” (Simon, 1955, 1978; Tversky and Kahneman, 1974; Kahneman and Tversky, 1979; Hastie and Dawes, 2009).

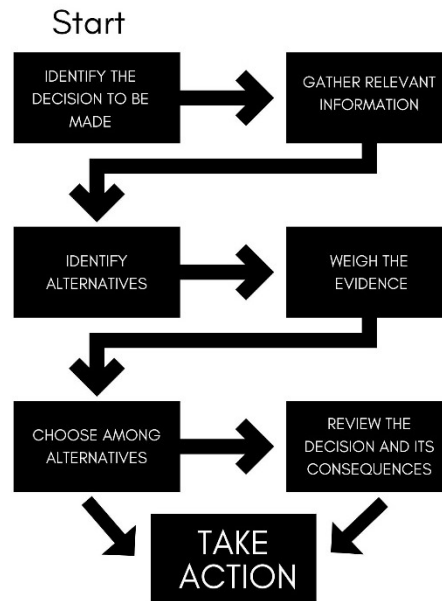


Fig. 3 The Process of Decision-Making

Generally, the human learning process supports generalization, drawing from accumulated knowledge gained through interactions with the environment. The inherent cognitive capacity of humans to learn is central to solving everyday problems, enabling us to make quick and adaptive decisions in complex situations. While paying attention to minute details and simultaneously looking from the bird's eye view at the organizations' overall functioning can be daunting, it is hugely underrated how entrepreneurs themselves are unaware of their own habits flowing unnoticed into their choices and problem solving methods. Most often than not, a certain cultural upbringing, response to a certain situation and social intelligence of an individual highly influences his/her nature of engaging and interacting with different kinds of people and dealing with different work processes involved in the making and/ breaking of organizational growth.

Blockbuster, once a global giant with 9,000 stores and millions of members carrying its iconic blue cards, attempted to innovate by launching a DVD-by-mail service in 2004. However, the service lost traction quickly as broadband speeds and mobile access surged, enabling digital streaming. Meanwhile, Netflix foresaw this shift, investing in a robust streaming platform that now dominates the entertainment industry. Blockbuster's failure to adapt led to bankruptcy in 2010 and a subsequent sale for a fraction of its former value. When companies as giant as Blockbuster, Kodak, Compaq failed as they could not adapt to growing market needs, empathize with their customers and make decisions in time, it's imperative to analyze how creative entrepreneurs that are slowly becoming pillars of growing economy take learnings and grow to make better decisions at hand.

In a research conducted in Istanbul that studied causes of failure in entrepreneurs, (Failure Experiences of Entrepreneurs. The participants were from different sectors (trade, manufacturing and service) who closed their businesses after operating at least 3 years (Causes and Learning Outcomes, Nuray Atsan) such were some of the conclusions drawn by failed business owners:

*"I think our inability to calculate the costs accurately and perform financial controls properly spelled our death."*

*"We purchased far more goods than we could afford for the sake of earning more money, whereas not all of them were sold."*





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*“As I used to work in the army, my knowledge in this sector was not extensive. Therefore, I partnered with my brother-in-law who was experienced in marketing. But kinship relations came to the forefront in taking the important decisions and this damaged our business.”*

*“we lacked managerial knowledge to decide on whether we should carry out software, construction and advertisement activities under a single company or we should establish three different companies for those activities. We attempted to get consultancy, we divided into three different companies but this was the beginning of the end.”*

In terms of entrepreneurial learning, the qualitative study underscores that failure significantly affects the identification and pursuit of opportunities. Participants highlighted detrimental interpersonal relationships, stemming from a lack of trust, as a critical factor. Trust is indispensable for sustainable business practices, with learning experiences revealing challenges in building and maintaining trust, thereby impacting future partnerships and collaborations.

Levander and Raccuia (2001) warn that typical entrepreneur's features such as:

- impulsive character i.e. speed is preferred to accuracy i.e. uncalculated risk and carelessness
- inability to change problem solving strategies i.e. low degree of flexibility and
- inability to learn from mistakes i.e. risk of vicious circle trap

Venture Capitalists look for founders with resilience, passion, experience in leading start-up teams. Many articles have been published on how venture capitalists would prefer to bet on the jockey (the entrepreneur), over the horse (the startup idea).

Entrepreneurs .. they not only see the system as it is, but as it might be, as quoted by Mitton, 1989, Entrepreneurs hone the responsibility of not only what is going on (multi-disciplinary aspects) but also predict the future in various aspects. The ability to predict is both in the form of information processing and their own behavioural pattern. A new study by Daniel Gilbert (who wrote a great book called *Stumbling on Happiness*) and Matthew Killingsworth, confirms 46.9% to be exact, people are doing what's called 'mind wandering', researchers have revealed, in fact, even our most reasonable thoughts and actions are mainly result from automatic, unconscious processes, how accurate can each idea be?

The founders must not only assess market trends and competitive landscapes but also manage internal dynamics and team morale effectively. Emotional intelligence (Peter Salovey and John D. Mayer, 1990) plays a pivotal role here, enabling entrepreneurs to navigate uncertainties, build resilient teams, and make informed decisions that align with both strategic objectives and organizational values.

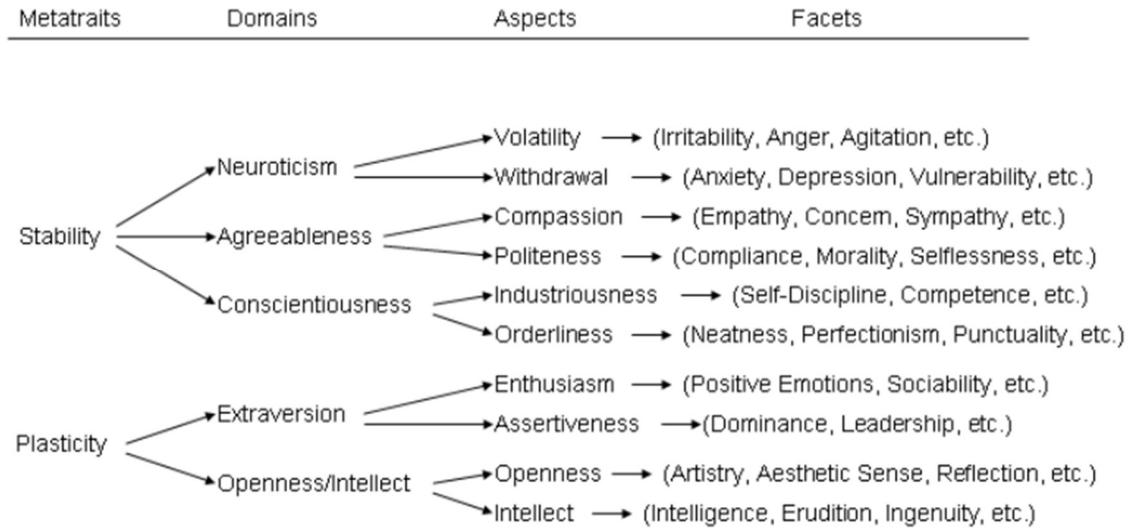
One well-known example of such a hierarchical model is the Big Five (Digman, 1990; Goldberg, 1981; McCrae & Costa, 1999), consisting of Openness to experience, Conscientiousness, Extraversion, Agreeableness, and Neuroticism.

Strong performance in most jobs also requires the individual to be responsible and achievement driven (Conscientious) as well as low in anxiety, insecurity, and depression (Emotionally Stable; Barrick & Mount, 2000). Conscientious individuals may develop a heightened perception of self-conscious emotions as a sort of radar to detect when they have lost control of their behaviour. That is, a conscientious person would likely develop the ability to read emotional cues in his or her environment in order to determine when a behaviour is appropriate or inappropriate (Matsumoto et al., 2000).

Researchers made an important contribution to the debate by identifying two meta-factors beyond the Big Five. These meta-factors were later described as Stability and Plasticity. Stability subsumes Conscientiousness, Emotional Stability (the reverse of Neuroticism), and Agreeableness, and refers to the extent to which an individual is consistent in motivation, mood, and social interactions (Meta traits of the Big Five Differentially Predict Engagement and Restraint of Behaviour, DeYoung et al., 2002). Plasticity encompasses extraversion and openness to experience and refers to the extent to which a person actively searches for new and rewarding experiences, both intellectually and socially.



Fig. 4 Hierarchical model is the Big Five



Barrick, Mitchell, and Stewart's (2003) full motivational mediator model, the personality traits of Conscientiousness and Emotional Stability are the only two Big Five traits that universally predict overall job performance.

Emotional Stability has been described as a lack of emotionality (W. T. Norman, 1963), Neuroticism (Eysenck, 1970), and anxiety (Cattell, 1957). A large body of work has demonstrated that neurotic individuals experience higher levels of trait negative affect (Gross, Sutton, & Ketelaar, 1998) and hyperreactivity to daily stressors in the form of negative mood states even after controlling for prior mood (Marco & Suls, 1993; Suls, Green, & Hillis, 1998).

In the realm of entrepreneurial endeavours, the mastery of emotional intelligence is pivotal for navigating myriad challenges effectively. Goleman highlighted the importance of emotional intelligence in leadership, telling the Harvard Business Reviews that the most effective leaders are all alike in one crucial way: They all have a high degree of what has come to be known as emotional intelligence. It should be noted that decision-making is the primary activity of managers and their role in the success of those decisions and achieving the planned results; and for the importance of studying decisions in terms of behaviour (Goleman and Boyatzis, 2017).

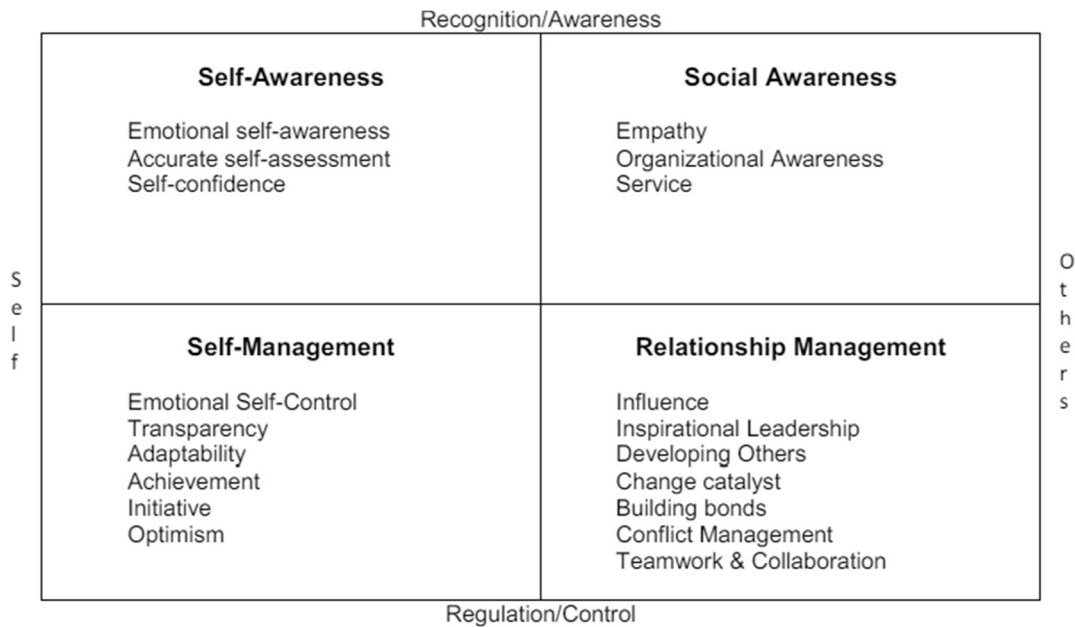


Fig. 5 Daniel Goleman's Emotional Intelligence Quadrant

The question arises if the entrepreneur himself/ herself is entrepreneurship-fit ? If the entrepreneur is vigilant of their arising emotions and channelize it to make a productive route for business growth ?

Emotions play a crucial role in human decision-making. Although it has traditionally been thought that decisions should be based exclusively on logic and reason, it has been demonstrated that emotions play a significant role in this process (Acharya & Berry, 2023).

Addressing challenges requires entrepreneurs to invest in developing their emotional intelligenc . According to research by organizational psychologist Tasha Eurich, 95 percent of people think they're self-aware, but only 10 to 15 percent actually are, and that can pose problems for employees. Difficulty in Managing Stress, Inability to Manage Relationships, nsensitive to Employee Needs, Impulsive Decision-making, Limited Ability to Inspire and Motivate and stay motivated , Poor Decision-making Under Uncertainty are few things that become obstacles in the growth of a venture .

#### Challenges Faced in Decision Making by Entrepreneurs

- When making challenging business decisions, possessing the vision and confidence to initiate those decisions is essential
- The responsibility to hire and nurture the entire organizing
- Cognitive bias hampering openness to newer agenda
- Innovating new ideas , systems and proesses along with day to day supervision
- Foreseeing future in terms of overall growth of multiple departments , people and ROI
- Complacency
- Not able to percieve others
- Partial Ignorance to ideas
- Social Skills





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Harvard Business Review says One of the most common business phenomena is also one of the most perplexing: when successful companies face big changes in their environment, they often fail to respond effectively. The behavioural patterns as an individual quiet easily floats down the entrepreneurial path as we sometimes rely more on our ability to do something a certain way , follow the norm or act according the given environment. What's dangerous is in this case is it feels 'natural' to do so and is often normalized because everyone else is doing it (influence beliefs ). Biased decision making feels quite natural and self-evident, such that we are quite blind to our own biases (Pronin et al., 2002).

Only paying attention to information that confirms one's beliefs such as following a certain kind of celebrity , brand or a personality , stimulating ones mind with similar beliefs in the form of social media interaction , movies or news (Confirmation Bias) , deciding the first sketch to be the final prototype (Anchoring Bias, Tversky and Kahneman, 1974; Furnham and Boo, 2011) , tendency to see events, even random ones, as more predictable than they are like Believing you could have predicted which stocks would become profitable or as remarked by Steve Jobs "I always knew that idea would succeed," after the launch of the iPhone, reflecting hindsight bias in entrepreneurial hindsight (Hindsight Bias) , assuming that negative events like illness , depression , market crash etc. won't affect us (Optimism Bias), upgrading lifestyle with little growth (Status quo bias) , presenting an idea in a certain way (Framing) , thinking that everyone else agrees with them (The False Consensus Effect) can sometimes lead someone in important decision making capabilities to get biased to overvalue their own opinions.

Given the limited cognitive capacities of the human brain for information processing) our intuitive inclinations, or heuristics, may be considered effective, efficient, and pragmatic. And indeed, intuitive or heuristic decision making may typically be effective in; natural (primal) conditions with time-constraints, lack (or overload) of relevant information, when no optimal solution is evident, or when we have built up sufficient expertise and experience with the problem (Simon, 1955; Kahneman and Klein, 2009; Gigerenzer and Gaissmaier, 2011). In these cases, the outcomes of heuristic decision making may be quite acceptable given the invested time, effort, and resources (Gigerenzer et al., 1999).

A startup founder may spend excessive time evaluating various marketing strategies instead of swiftly implementing a focused plan, potentially missing opportunities or losing momentum in the competitive market. Often upcoming opportunities are acknowledged as too important decisions to be made and in the process of analysing the pros and cons of a given scenario , good opportunities pass by. As an entrepreneur, it's crucial to acknowledge that one cannot plan for every outcome or possibility. One would not have a complete picture of what one currently needs . So how shall Entrepreneurs cope up with uncertainty and make the most favourable decisions ?

To understand how to make better decisions , one must understand what a bad decision looks like. Here are few examples :

- Not weighing consequences
- Going back and forth on some options after taking decision
- Not assessing risk -reward factor
- Impulsive Decision making
- Feeling pressurized by societal / peer expectations
- Not trusting instincts and just relying on data
- Not being open to different perspectives in decision making process
- Letting decision making consume you

In decision-making, emotions, and intuition often get sidelined. However, feelings of unease can be important indicators. There have been studies that have helped entrepreneurs make better decisions at workplace to manage the organization at different levels. Here is a study of different kinds of Decision Making Models that have been diagnosed to be fruitful in entrepreneurial growth.



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### 3.4.1 :

Rational Decision Making in Business Organization, Herbert A. Simon , 1979

Simon's Subjective Expected Utility (SEU) theory, proposed by Herbert A. Simon, extends the traditional Expected Utility Theory by incorporating the concept of bounded rationality and recognizing that decision-makers may not have complete information or perfect rationality in decision-making processes.

An entrepreneur calculates expected profits of launching a new product, factoring in market demand and production costs, aiming to maximize utility despite uncertainty (Maximizing SEU) , An entrepreneur sets a target return on investment for a new venture, choosing the first feasible option that meets financial and personal satisfaction criteria(Satisficing SEU). While SEU theory offers a structured approach to decision-making, its validity hinges on acknowledging its assumptions and integrating insights from behavioral sciences for more comprehensive analyses.

### 3.4.2

The concept of "Economic Man" is a fundamental premise in neoclassical microeconomic theory, introduced by William Stanley Jevons, an influential economist, in the late 19th century. "Economic Man" refers to the theoretical representation of human behaviour in economic models where individuals are assumed to act rationally, with the primary goal of maximizing their own utility or profit. This theory posits that individuals make decisions based on complete information, consistent preferences, and rational calculations of costs and benefits.

Critics argue that the concept of Economic Man oversimplifies human behaviour by neglecting psychological, social, and cultural factors that influence decision-making. In the context of entrepreneurs, the criticism of the Economic Man concept highlights its limitations in capturing the full spectrum of human decision-making. Entrepreneurs often face decisions influenced by factors beyond rational calculation, such as emotions, social relationships, and cultural norms. These elements play crucial roles in shaping entrepreneurial strategies, risk-taking behavior, and innovation.

### 3.4.3

Muddling through with a purpose (Charles E. Lindblom.1959)

It suggests that decision-making often occurs incrementally and pragmatically, rather than through comprehensive analysis or adherence to strict rationality. Lindblom argued that decision-makers typically face complex and uncertain environments where complete information is lacking and outcomes are uncertain.

Lindblom argues in favor of hiring people from all types of backgrounds, nations, and value systems. He bases his reasoning in economics and practicality to appeal more to administrators. He claims that hiring people "whose professional or personal values or interests create diversity of view" will result in more efficient problem-solving.

### 3.4.4

Unbounded system thinking

It refers to an approach in systems theory that considers the interconnectedness and complexity of systems beyond traditional boundaries or disciplines(C. West Churchman & Singer , 1971)

Embracing unbounded system thinking enables entrepreneurs to move beyond traditional boundaries, fostering a comprehensive understanding of their ventures' complexities and opportunities. This approach not only enhances strategic decision-making but also cultivates a mindset that values collaboration, innovation, and sustainability in contemporary entrepreneurial endeavors.



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### 3.4.5

#### Intuitive Intelligence in decision making

The Oxford Dictionaries define intuition as “the ability to understand something instinctively, without the need for conscious reasoning.” integrates four essential abilities: holistic thinking, enabling individuals to grasp interconnected aspects; paradoxical thinking, facilitating navigation through complexities and contradictions; effective listening and connection with oneself and others, fostering empathy and understanding; and influential leadership, emphasizing the power to inspire and guide through influence rather than rigid directives.

Intuitive decision-making in entrepreneurship involves trusting gut instincts and personal insights, often pivotal in navigating uncertainty and seizing opportunities swiftly and effectively.

Intuition, then, needs some rescuing from its de-tractors. It is not a magical sixth sense or a paranormal process; nor does it signify either random and whimsical decision making or the opposite of reason. Rather, intuition is a highly complex and highly developed form of reasoning that is based on years of experience and learning, and on facts, patterns, concepts, procedures and abstractions stored in one’s head.(Intuitive Decision Making, Kurt Matzler, Franz Bailom and Todd A. Mooradian.)

### 3.4.6

#### Data a Driven Decision Making

##### Importance of Data Collection

Data driven decision making (DDDM) is the process of using data to make informed and verified decisions to drive business growth. Leading organizations in both product and service sector like Instagram , Facebook , Amazon , Jio etc.today leverage data analytics to inform high-impact business decisions, providing insights into integrating data-driven approaches effectively within your organization's decision-making framework.

### 3.4.7

#### Short-termism - Strategizing Immediate gains over Long term strategies

A short attention span and the grind of creativity can directly impact decision-making by influencing focus and innovation. With shorter attention spans, individuals may struggle to maintain concentration on complex decisions, leading to rushed or incomplete assessments of risks and opportunities. Moreover, the constant demand for creativity can induce pressure to innovate quickly, potentially sacrificing thorough analysis.

It refers to a mindset or strategy where emphasis is placed on achieving immediate gains or results at the expense of long-term sustainability or strategic planning. This approach may prioritize short-term financial performance, quick wins, or immediate benefits over long-term growth, innovation, or stability. Short-termism can sometimes neglect investments in research and development, employee development, or infrastructure that are crucial for sustained success and competitiveness in the future.This dynamic can result in decisions that prioritize immediate gains over long-term strategies, affecting business sustainability and adaptability in competitive markets. Balancing creativity with focused attention is crucial for making informed and resilient decisions in dynamic environments.

### 3.4.8

#### Strategic Decision Making

Strategic decision-making assists in describing a company's main objectives to achieve shorter-term goals with a broad mission to shape the direction of an organization. In the long run, a company gets clarity and consistency in realizing its objectives. Strategic decision-making is employed by competitive firms to gain a competitive edge by transforming their



scope and operational approach. Top-level executives usually make these decisions and involve a substantial commitment of organizational resources, and might have long-term impacts. Expansion Strategy: Business, Market, Product & Global. Merger & Acquisition (M&A) Strategies Explained , Product Development Strategy, Strategic Alliance: Meaning, Types & Examples are some of the crucial segments where Strategic Thinking is used to scale up in business domain.

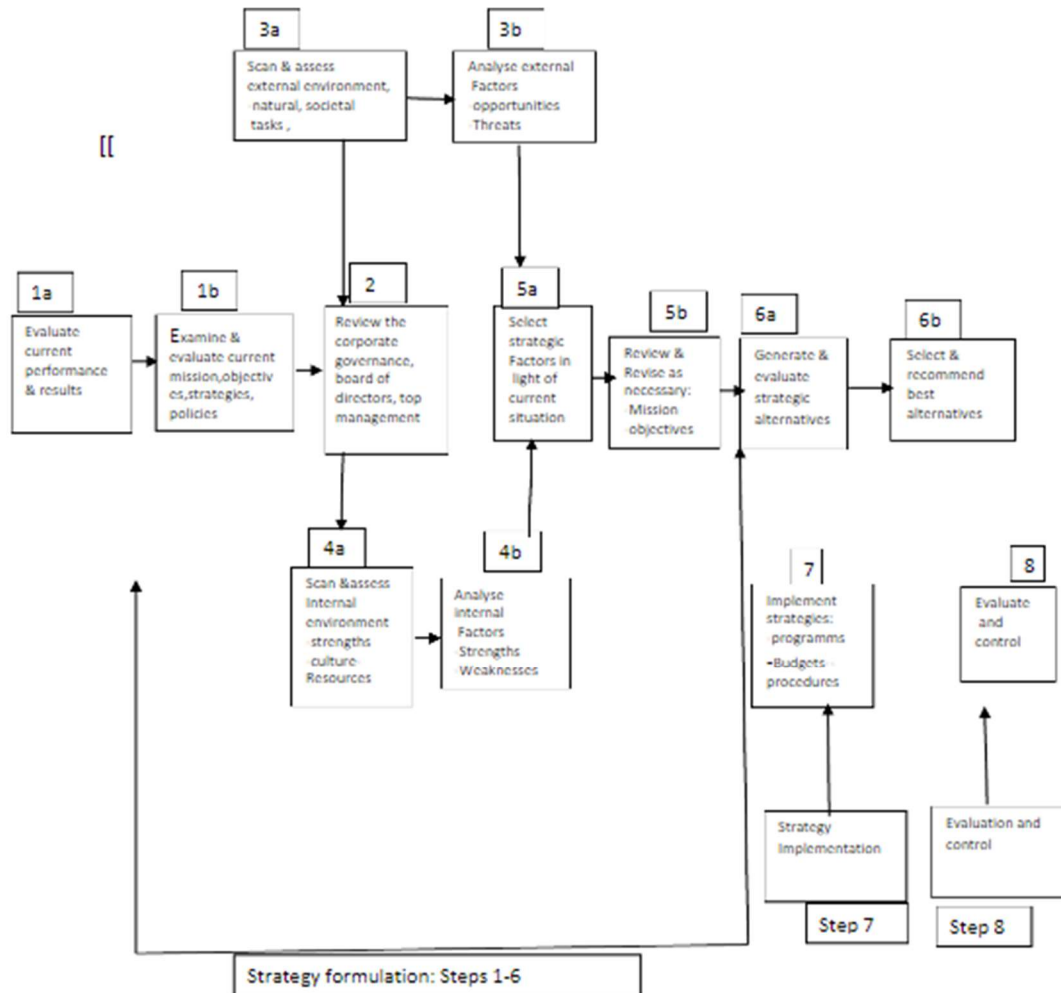


Fig. 6 Strategic Decision Making Process (Sources : T.L Wheelen and J.D. Hunger – The Strategic Audit “)

One of the best and most efficient ways of putting and ensuring the strategic decision-making process into action is through the technique of strategic audit. A strategic audit provides a checklist of questions by area or issue that enables a systematic analysis to be conducted (Bayo, P. L, Akintokunbo, 2022)

Broadening one’s perspective with input and guidance from team members enables an informed strategic decision shaped by views from people with relevant expertise.

Poor decision making has profound implications. According to Harvard Business School, more than 30,000 new products are launched annually, but 80% of these fail as a direct result of poor decision making.



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### 3.4.9

#### Creative & Critical thinking Skills

Creative thinking can be defined as the entire set of cognitive activities used by individuals according to a specific object, problem and condition, or a type of effort toward a particular event and the problem based on the capacity of the individuals. They try to use their imagination, intelligence, insight, and ideas when they face to such situations. In addition, they try to suggest an authentic and new design, generate different hypotheses, solve the problem with the help of discovering and finding new applications (Glass, 2004; Young & Balli, 2014).

Strategies such as Brainstorming , Mind Maps , Scamper , Triz & Triz formula , Reconceptualizing Problems , Asking questions and exploring different creative theories gives an edge to first prototype of an idea. Further what is left unsaid in most context is sleeping over the problem , daydreaming , staying away from noise and deterring best mood to create are not challenges but boon to creative thinking process.

Richard Paul (1988) defines critical thinking as reaching to the conclusion according to the objectives and knowledge, while Norris (1985) mentions it as students' application of previous knowledge and changing it after valuation process (as cited in Demirel, 2012). Generally, critical thinking is a kind of ability to look at events, conditions or thoughts with a careful eye and making comments, decisions, studying on the reliability and validity of the knowledge according to standards of logic and the mind (Seferoglu & Akbıyık, 2006). . This higher order thinking ability provides the opportunity to reason the existed knowledge or situation to correct the mistakes and complete deficits in order to reach appropriate situations (Howard, Tang & Austion, 2015; Watson & Galser, 1980).

According to Newbill and Baum (2012) for today's technology-driven, problem-riddled world, creative and critical thinking skills are vital for students who are faced with 74 Birgili situations. In this purpose, idea generation, reflective judgment, self-regulation and attitude-disposition, which are both intuitive and teachable, are needed. (PhDc. Bengi Birgili , JGECD). Hence , when we talk about entrepreneurship the above mentioned characteristics in the process of design development or project management becomes an integral too.

Both the above mentioned formula have proven to be an important tool in designing , product strategy and development of business models through multiple steps being followed in creative pursuits.

Online forums like Harward Business School , Insight , Entrepreneur have played an important source in understanding concepts and perspectoives through different interviews.

## DISCUSSION

We face challenges daily from the moment we wake up, both personally and professionally. Maintaining a work-life balance is difficult, as our fluid personalities blur boundaries, allowing emotions from one area to affect others and skew our perspectives .Our decisions are often influenced by personal beliefs, emotional connections, experiences, and situational biases. Making day to day business decisions along with having a bird's eye view to navigate through challenges and escalate to newer heights within a firm requires more than regular thinking and making action plans based on just previous experiences.

The basis of every business typically begins with a creative concept that is translated into action. Without openness to explore unconventional ideas and the courage to take risks, innovative thinking remains elusive .Through the study of multiple case studies , different kinds of successful models, listening o entrepreneurial podcasts and thinking through decision-maker's perspective , it has been found that the modern business economy is changing rapidly hence the speed at which thinking and the quality of processing data is crucial . By applying different methodologies of eliminating ruminant





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ideas and imitating a thinking process that churns out new life out of given situation /problem is the need of current hour. It must be noted that openness to perspective others , awareness of surroundings , paying attention to details , following the 'hunch' , analyzing consequences and staying aware of self -realization is a sound angle to see a problem to be solved in entrepreneurial ground.

Entrepreneurship is a constant race of multiple areas of work. When initiated by an individual , the act has to be both ways – extending outwards and inwards. Having emotional intelligence has been found to be immensely profitable for successful business, thus developing interpersonal , intrapersonal and social skills are equally important to run an organization. Maintaining mental clarity is essential for entrepreneurs to function effectively and make informed decisions that foster company growth.

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