



The rhythm of effective entrepreneurs' decision-making process. The pathways of alertness scanning and search and cognitive style. A mediation model

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Accepted: 20 July 2021
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Abstract

How can entrepreneurs be effective when making decisions? To enrich current research on entrepreneurship and cognition, the present study shows how alertness and decision making are closely related. Prompted by the scant attention that scholars have paid to the link between alertness and the pathways of entrepreneurs' thought, it proposes that being alert by adequately scanning and searching for information is likely to increase decision-making effectiveness. Distinguishing between rational and intuitive cognitive styles and based on a sample of 98 Italian entrepreneurs from small and medium manufacturing companies, the analysis shows that while a rational cognitive style significantly mediated the relationship, intuition did not play a role in shaping entrepreneurial decision-making effectiveness. The results suggest that developing individual alertness might not be sufficient for entrepreneurs to make effective decisions; a rational cognitive style might also be a key mechanism shaping this association.

Keywords Entrepreneurial alertness · Rational style · Intuitive style · Decision-making effectiveness

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