

[Download free ebook] The Moment of Clarity: Using the Human Sciences to Solve Your Toughest Business Problems

# The Moment of Clarity: Using the Human Sciences to Solve Your Toughest Business Problems

*Christian Madsbjerg, Mikkel Rasmussen*  
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**Christian Madsbjerg, Mikkel Rasmussen : The Moment of Clarity: Using the Human Sciences to Solve Your Toughest Business Problems** before purchasing it in order to gage whether or not it would be worth my time, and all praised The Moment of Clarity: Using the Human Sciences to Solve Your Toughest Business Problems:

11 of 11 people found the following review helpful. New perspective on the benefits of social science researchBy hudsonThose who are interested in understanding the drivers of human decision-making, including in the business or consumer space, will find this book useful. In short, this book argues that we can't simply assume human behavior. Our assumptions are often predicated on the rational thinker, the utility optimizer, or the cost-benefit analyzer, when we know that humans don't always act in such logical or rational ways. Rather, the authors suggest that we must learn human behavior, often through direct inquiry and interpretation. Companies have advocated "staying close to the consumer" or obtaining detailed "user feedback" for years. What they haven't been necessarily doing, however, is unpacking that feedback, reading between the lines, and interpreting the real meanings that may be conveyed by consumers. This book spotlights the value of deciphering, interpreting, and elucidating what we really mean when we say one thing or act in a certain way. This book also challenges entrepreneurs and corporate execs to push for deeper meaning to better understand consumer preferences. Helping to uncover those "true" meanings and helping businesses to articulate the real values that consumers find would seem to benefit consumer and businesses alike.3 of 3 people

found the following review helpful. Clarity Isn't Really What This Book Is About By Jonathan Cook If you're looking for a how-to guide showing you how to enact the human-centered qualitative research that Christian Madsbjerg and Mikkel Rasmussen have become known for, *The Moment of Clarity* will not meet your expectations. If you are instead seeking to understand what Madsbjerg and Rasmussen mean when they talk about sensemaking and thick description, you're more likely to be satisfied with this book. Madsbjerg and Rasmussen do their best at offering a few philosophical guidelines around which deep qualitative market research can be constructed. The examples in the book are not as compelling or useful. The authors haven't found a clear way to communicate about their ideas and their methods, and often distance themselves from the attempt to establish such clarity - ironic, given the book's title. That they urge their readers to avoid reducing deep qualitative analysis to a few simple rules, speaks well of their preservation of sincerity and subtle understanding in a commercial culture that demands quick and simple ideas. Their struggles to bring coherence to the practice of applied qualitative inquiry beyond the superficialities of focus groups are in large part due to the lack of a strong literature on the subject outside of academia. They are to be thanked for beginning the larger effort to bring this challenging subject to the attention of a corporate audience. 3 of 3 people found the following review helpful. This should be on every strategic decision maker's bookshelf By Cormorant *The Moment of Clarity* gets to the heart of several key weaknesses in the decision making and strategic evaluation methods that are standard in most enterprises today. The book advertises itself as a "problem-solving" themed offering. In the end I would say it's more about ensuring that your problem solving methods are applied to the proper problems than about solving them per se. Nonetheless, if you have ever found yourself struggling to properly frame a problem in business or life in general, or ever felt frustrated that your solutions were not gaining the traction you expect, then you will appreciate that Madsbjerg has to say. At points the Madsbjerg brings up the philosophical inspiration for his method, and I found that a bridge too far. He spends some time with the philosophy, skimming the surface with Heidegger, etc, and I appreciate what he was trying to accomplish. But he either should have covered it more thoroughly and really connected those theories back to his own, or he should have made it more cursory. As it is, I found it somewhere in the vague middle where he said enough to provoke the reader's curiosity and then never took it any deeper. But that is a minor criticism. I read this book on my Kindle, and made so many notes in the margins that I ordered a hard copy to mark up again. The case studies do a great job of illustrating his points. I highly recommend this very useful and well-presented book.

Businesses need a new type of problem solving. Why? Because they are getting people wrong. Traditional problem-solving methods taught in business schools serve us well for some of the everyday challenges of business, but they tend to be ineffective with problems involving a high degree of uncertainty. Why? Because, more often than not, these tools are based on a flawed model of human behavior. And that flawed model is the invisible scaffolding that supports our surveys, our focus groups, our RD, and much of our long-term strategic planning. In *The Moment of Clarity*, Christian Madsbjerg and Mikkel Rasmussen examine the business world's assumptions about human behavior and show how these assumptions can lead businesses off track. But the authors chart a way forward. Using theories and tools from the human sciences—anthropology, sociology, philosophy, and psychology—*The Moment of Clarity* introduces a practical framework called sensemaking. Sensemaking's nonlinear problem-solving approach gives executives a better way to understand business challenges involving shifts in human behavior. This new methodology, a fundamentally different way to think about strategy, is already taking off in Fortune 100 companies around the world. Through compelling case studies and their direct experience with LEGO, Samsung, Adidas, Coloplast, and Intel, Madsbjerg and Rasmussen will show you how to solve problems as diverse as setting company direction, driving growth, improving sales models, understanding the real culture of your organization, and finding your way in new markets. Over and over again, executives say the same thing after engaging in a process of sensemaking: "Now I see it . . ." This experience—the moment of clarity—has the potential to drive the entire strategic future of your company. Isn't it time you and your firm started getting people right? Learn more about the innovation and strategy work of ReD Associates at: [redassociates.com](http://redassociates.com)

From Booklist \*Starred\* The authors describe the experience as a fog, a time when the business and its executives know something's wrong but can't quite define it. Consultants Madsbjerg and Rasmussen are proponents of "sensemaking," a nonlinear process derived from the human sciences (like anthropology and ethnography) in which judgment and intuition help drive answers. Their statements of assumptions will have every head nodding: among others, that people are rational and fully informed, that tomorrow will look like today, and that hypotheses are objective and unbiased. Yet what they do is so innately smart and practical that it's a real surprise more corporations haven't adopted it. Look at LEGO, one of their four detailed case histories. In the early 2000s, sales slipping, the company turned to a new CEO and new thinking about the role of play in kids' lives. Adidas, too, turned to sensemaking, realizing that its core appeal was no longer to athletes or wannabes but rather as an inclusive brand inviting all of us to join a movement of living a healthier and better life. Strong, seductive arguments that hopefully will sway the logic and process makers among us. --Barbara Jacobs Included in Entrepreneur

magazines's 25 Amazing Business Books from 2014" list. Recommended Reading: 10 Books on Creative Leadership"; Forbes Best Business Book of the Year: Executive Self Improvement"; strategy+business magazine The Moment of Clarity offers some useful and thought-provoking ideas a good place to start for those who want a readable overview of 20th-century social theorists and of the potential applications of their ideas."; Financial Times the best new business book of the year."; Tom Cox, Oregon Business The application of sensemaking in business is made abundantly clear through a number of case studies, including LEGO, Coloplast, Intel, Adidas, and Samsung TV."; Buyers Meeting Point ADVANCE PRAISE for The Moment of Clarity: Joslash;rgen Vig Knudstorp, CEO and President, LEGO The Moment of Clarity demonstrates the significant impact and value that businesses create when they actively build strategies around the complexity of human behavior. This book is essential reading for any leader struggling to find a solid path forward in a rocky and uncertain environment."; Michael Canning, CEO, Duke Corporate Education Madsbjerg and Rasmussen bring fresh perspective by applying a human lens to solve business challenges. Drawing on the social sciences, they uncover elusive insights needed for navigating our increasingly complex world. A great read I highly recommend it."; Sheila Heen, coauthor, Difficult Conversations: How to Discuss What Matters Most Buried under spreadsheets, market analyses, and big data lies the essence of the human experience that your product or service is built on. The Moment of Clarity shows us how easily this gets lost amid the hubbub of today's business wisdom," and how stopping to deeply understand the humanity at the heart of it all has brought some of the world's biggest companies back from the brink. Ignore Madsbjerg and Rasmussen's groundbreaking insight at your peril."; Taylor Carman, Professor of Philosophy, Barnard College The Moment of Clarity offers a brilliant and much-needed critique of the disastrous consequences of trading embodied intuitive understanding for abstract technical manipulation, especially for companies whose success depends on their sensitivity and responsiveness to the experiences, the concerns, the lives in short, the worlds of their customers. Madsbjerg and Rasmussen shine a light on the persistent but stultifying habits of corporate thinking that stand in the way of genuine imagination and insight into what it means to be human."