



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

Christian Madsbjerg , Mikkel B. Rasmussen

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Christian Madsbjerg and Mikkel Rasmussen, principals at ReD Associates, argue for the role of a new set of tools to understand the “soft” factors that influence how people buy and consume ideas and products. Drawn from the authors’ work with companies like Lego, Samsung, Adidas, Intel, IBM, and Coke, the book will teach you how to understand people holistically in their environments—how they live, what they think and do all day, what their habits are, and how they understand the world. For brand fanatics and business leaders alike.

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

Date : Published January 21st 2014 by Harvard Business Review Press (first published January 1st 2014)

ISBN :

Author : Christian Madsbjerg , Mikkel B. Rasmussen

Format : Kindle Edition 224 pages

Genre : Business, Nonfiction, Design, Psychology

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Rangi Robinson says

I enjoyed reading this and found the case studies interesting. The book looks at how big companies can become stuck in their habitual ways of running, ways which no longer work when the world changes. I liked the case studies about Adidas struggling to understand non-competitive "sports" such as yoga and Lego losing touch with the essence of "play". The authors outline a process called "Sensemaking", to help companies such as these solve their problems using human sciences. It would have been nice to have some more specifics about how the Sensemaking process solved the problems these companies faced. I would say this book is aimed at CEO's or people with a degree of influence in their companies, as not everyone can embark on 6-month ethnographic studies when they feel they might have lost touch with their market.

Jysoo says

The authors explains new ways of setting up strategical direction in organizations by focusing on human aspect. Although I find the topic interesting, the focus of the book need significant improvements. General introduction to the issue probably need a chapter or so, and I feel that the author should give more details on the case studies and/or practical issues on implementation.

Kumar says

Moment of Clarity proposes an exploratory technique for business problems centered around people with unknown unknowns. The technique called sense-making leverages methods from philosophy (phenomenology), anthropology (ethnography), and sociology. It starts out with reframing the problem with purposeful naïveté, collecting data through aforementioned techniques with a focus on experiences, looking for patterns, creating key insights and building business impact. A leader leveraging this approach will care, have a perspective and connect different worlds within the organization. Excellent cases on LEGO, Intel and Adidas are presented.

Jonathan Cook says

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 undersatnd 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.

Paulo says

Um livro sobre sensemaking.

O título NÃO corresponde ao conteúdo. NO original, ver-se-ia "The Moment of Clarity" ou o momento de clareza, ao invés de "A filosofia nos negócios".

Um bom livro, mas não um calhamaço dedicado aos filósofos. São mais análises de cases, com citações esparsas de uma ou outra frase de um filósofo.

Em suma, o autor prega o "Sensemaking" como a solução para os problemas, quando o seu negócio começa a não dar bons resultados. No fundo, trata-se de usar o bom senso e voltar-se para as necessidades dos clientes.

Guy Gonzalez says

Applying the "soft" human sciences to business challenges may seem like new agey fluff, but the authors do a good job of making their case with a number of interesting examples, including LEGO, Adidas, and Samsung. The underlying idea that most business leaders fundamentally misunderstand human nature (and make bad decisions as a result) is one that has inherent appeal for me, but I was most intrigued by their emphasis on the importance of having a clear point of view. "The ability to take a perspective on a problem is at the heart of all great business leadership. We can risk responding to what calls to us. We can find ourselves committed to a perspective. We can build a successful business that will sustain us." It's a quick, insightful read, recommended for anyone who understands the true value of data is the analysis and insights that come from using it correctly.

Bogdan Micu says

A real eye-opener on how insights are generated. His choice and narration of the stories is much stronger than his theorizing. Absolutely LOVED the depiction and critique of the "creativity religion" ?

Lisa says

I found this book engrossing and a good introduction on how to approach extremely challenging, vague business problems. I particularly connected with the first few chapters, jotting down notes several times to aid my thinking. I would recommend this book to anyone working on or interested in business strategy - not only is it short, the content is invaluable.

Heath Henwood says

The Moment of Clarity is about understanding people, whether customers, employees or anyone around us.

As such it mixes practical advice with theory about society, particularly business around us.

The book has two parts - 'Getting people wrong' and 'Getting people right'. As one can guess the first part is about what businesses and managers are doing wrong, while the second part gives us the concept of sensemaking. That is using a mix of participant observation, qualitative data gathering and holistic analysis to arrive at new insights about what really matters to customers.

The underlying theme of the book is about getting a true understanding of your customers that comes from understanding human behaviour.

Not the easiest of reads, and there are better books on the topic in the marketplace.

<http://books-reviewed.weebly.com/lead...>

Jacob Senholt says

Excellent introduction to the method of 'sensemaking', using a combination of classical management consultancy practices and the insights from classical humanities studies such as philosophy and ethnography. Gave me quite a few insights as to what my humanistic background can contribute sensibly with at a higher level of business management.

Avik Saha says

The authors talk about the importance of human sciences in addition to hard sciences when businesses forget about its core value propositions

Sokunna says

A must read for market researchers and strategists.

Andy Murray says

An outstanding book for anyone in Marketing who is faced with an abundance of data but a poverty of insight.

In Leo Tolstoy's nonfiction magnum opus *The Kingdom of God Is Within You*, he writes: "The most difficult subjects can be explained to the most slow-witted man if he has not formed any idea of them already; but the simplest thing cannot be made clear to the most intelligent man if he is firmly persuaded that he knows already, without a shadow of doubt, what is laid before him."

If you are not open to questioning even the most basic assumptions about your company and your customers, then you risk missing the new ideas that will be the future of your business.

Marcela says

Tried to disrupt how we think about doing traditional market and user research but left me a bit confused about what knowledge we could actually gain or if the point was making sense out of ambiguity. Love that they used Genevieve Bell as an example.

Jan Tománek says

The idea of so called "sensemaking" is generally interesting, but the book is too repetitive and shallow (way too much PR stuff). If you're going to read it, just leaf through it and pick up the rare good bits here and there.
