

## Jobs To Be Done Theory To Practice

Dave Stuart Jr.'s work is centered on a simple belief: all students and teachers can flourish. These 6 Things is all about streamlining your practice so that you're teaching smarter, not harder, and kids are learning, doing, and flourishing in ELA and content-area classrooms. In this essential resource, teachers will receive:

- Proven, classroom-tested advice delivered in an approachable, teacher-to-teacher style that builds confidence
- Practical strategies for streamlining instruction in order to focus on key beliefs and literacy-building activities
- Solutions and suggestions for the most common teacher and student "hang-ups"
- Numerous recommendations for deeper reading on key topics

A "detective story" that delivers key insights for any businessperson asking the questions: who really are our customers, why do we lose them, how do we regain them? Mogul William Goldman's zinger about the movie business - "nobody knows nothing" - can easily be said today about companies and their customers. Despite big data and a mind-boggling array of analytical tools, companies still grasp at straws when trying to understand who their customers are; why they buy their products and services - or don't; why they lose them; and how to regain them. In an entertaining detective story, David Scott Duncan tells the tale of Tazza, a fictional regional chain of Boston-based cafes trying to go big time. The only problem: sales are declining at several key stores and they can't figure out why. The cast of characters include Cate Forrest, Tazza's CEO, Alex Baker, a "market detective," Jordan Sims, a young computer whiz at Tazza, and Ed Amato, the "Mayor" of Tazza-their most loyal customer-who has stopped visiting their stores. Eventually, Jordan discovers why the "Mayor" has fired Tazza, a revelation that leads to the "a-ha moment" that enables the company to get its ship in order. Through this parable, Duncan shows that until a company understands why customers "hire" and "fire" them, they literally know nothing. Ending with practical tools to help anyone learn craft of understanding customers, The Secret Life of Customers will help anyone get in tune with what customers want, today and in the future.

In the spring of 2010, Harvard Business School's graduating class asked HBS professor Clay Christensen to address them—but not on how to apply his principles and thinking to their post-HBS careers. The students wanted to know how to apply his wisdom to their personal lives. He shared with them a set of guidelines that have helped him find meaning in his own life, which led to this now-classic article. Although Christensen's thinking is rooted in his deep religious faith, these are strategies anyone can use. Since 1922, Harvard Business Review has been a leading source of breakthrough ideas in management practice. The Harvard Business Review Classics series now offers you the opportunity to make these seminal pieces a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers

around the world.

This newly revised and updated companion for every innovator, innovation team leader, operations manager and corporate change agent presents, in an easy-to-use format, more than 50 tools and techniques for identifying innovation opportunities, generating new and unusual ideas and implementing new solutions.

Reproduction of the original: State of the Union Addresses by Franklin D. Roosevelt

For a lot of us, selling feels icky. Our stomachs tighten at the thought of reciting features and benefits, or pressuring customers into purchasing. It's really not our fault. We weren't taught how to sell, plus we've been sold before, leaving us with a bitter taste. Here's the truth: sales does not have to feel icky for you or your customers. In fact, with the right approach, sales can be an empowering experience for all. Bob Moesta, lifelong innovator and coarchitect of the "Jobs to be Done" theory, shares his approach for flipping the lens on sales. Bob shifts the focus of sales from selling, to helping people buy and make progress in their lives-demand-side sales. ? Now, in Demand-Side Sales 101, you'll learn to really see what your customers see, hear what they hear, and understand what they mean. You'll not only be a more effective and innovative salesperson-you'll want to help people make progress.

Argues that the "lean and mean" corporate model of workaholicism and downsizing is proving counterproductive, explaining how companies can implement downtime, promote flexibility, and foster creativity as part of realizing increased revenues. Reprint.

Jobs to Be Done Theory to Practice

'A towering achievement. There is simply nothing like it in the history of Black radical thought' Cornel West 'Cedric Robinson's brilliant analyses revealed new ways of thinking and acting' Angela Davis 'This work is about our people's struggle, the historical Black struggle' Any struggle must be fought on a people's own terms, argues Cedric Robinson's landmark account of Black radicalism. Marxism is a western construction, and therefore inadequate to describe the significance of Black communities as agents of change against 'racial capitalism'. Tracing the emergence of European radicalism, the history of Black African resistance and the influence of these on such key thinkers as W. E. B. Du Bois, C. L. R. James and Richard Wright, Black Marxism reclaims the story of a movement.

A heart-wrenchingly moving first novel set in Glasgow during the Thatcher years, Shuggie Bain tells the story of a boy's doomed attempt to save his proud, alcoholic mother from her addiction.

How to lead the change Analytics are driving big changes, not only in what marketing departments do but in how they are organized, staffed, led, and run. Leaders are grappling with issues that range from building an analytically driven marketing organization and determining the kinds of structure and talent that are needed to leading interactions with IT, finance, and sales and creating a unified view of the customer. The Analytical Marketer provides critical insight into the changing marketing

organization—digital, agile, and analytical—and the tools for reinventing it. Written by the head of global marketing for SAS, *The Analytical Marketer* is based on the author's firsthand experience of transforming a marketing organization from "art" to "art and science." Challenged and inspired by their company's own analytics products, the SAS marketing team was forced to rethink itself in order to take advantage of the new capabilities that those tools offer the modern marketer. Key marketers and managers at SAS tell their stories alongside the author's candid lessons learned as she led the marketing organization's transformation. With additional examples from other leading companies, this book is a practical guide and set of best practices for creating a new marketing culture that thrives on and adds value through data and analytics.

*THE STATUE IN THE STONE* is a complete treatise on Jobs-to-be-Done philosophy. While many have contributed to the ideology, the founding fathers are (in alphabetical order): Lance Bettencourt, Clayton Christensen, Theodore Levitt, and Anthony Ulwick. Clayton Christensen taught that "A customer "hires" a product to accomplish a job." The customer's job is a goal, objective, or problem to be solved. Built upon this basic truth, jobs-to-be-done philosophy is the most powerful framework ever created to understand customer motivation. It turns out that customers do not care about brands, companies, products or technologies. However, they will reliably gravitate to the product that helps them to get their job done the best. This understanding will help marketers, innovators, business leaders, product managers and practitioners of all sorts to boldly create customer value. Though many are familiar with the phrase "jobs-to-be-done" (JTBD), few have significant experience in applying it to real markets. Even fewer have worked in enough diverse industries to understand the principles at play. This book presents the theories along with practical frameworks to apply jobs-thinking into any market. It's a complete resource, with all the "job-to-be-done" secrets that only the most experienced practitioners could know.

Discover proven strategies for building powerful, world-class brands It's tempting to believe that brands like Apple, Nike, and Zappos achieved their iconic statuses because of serendipity, an unattainable magic formula, or even the genius of a single visionary leader. However, these companies all adopted specific approaches and principles that transformed their ordinary brands into industry leaders. In other words, great brands can be built—and Denise Lee Yohn knows exactly how to do it. Delivering a fresh perspective, Yohn's *What Great Brands Do* teaches an innovative brand-as-business strategy that enhances brand identity while boosting profit margins, improving company culture, and creating stronger stakeholder relationships. Drawing from twenty-five years of consulting work with such top brands as Frito-Lay, Sony, Nautica, and Burger King, Yohn explains key principles of her brand-as-business strategy. Reveals the seven key principles that the world's best brands consistently implement Presents case studies that explore the brand building successes and failures of companies of all sizes including IBM, Lululemon, Chipotle Mexican Grill, and other remarkable brands Provides tools and strategies that organizations can start using right away Filled with targeted guidance for CEOs, COOs, entrepreneurs, and other organization leaders, *What Great Brands Do* is an essential blueprint for launching any brand to meteoric heights.

Peopled by larger-than-life heroes and villains, charged with towering questions of good and evil, *Atlas Shrugged* is Ayn Rand's magnum opus: a philosophical revolution told in the form of an action thriller—nominated as one of America's best-loved novels by

PBS's The Great American Read. Who is John Galt? When he says that he will stop the motor of the world, is he a destroyer or a liberator? Why does he have to fight his battles not against his enemies but against those who need him most? Why does he fight his hardest battle against the woman he loves? You will know the answer to these questions when you discover the reason behind the baffling events that play havoc with the lives of the amazing men and women in this book. You will discover why a productive genius becomes a worthless playboy...why a great steel industrialist is working for his own destruction...why a composer gives up his career on the night of his triumph...why a beautiful woman who runs a transcontinental railroad falls in love with the man she has sworn to kill. Atlas Shrugged, a modern classic and Rand's most extensive statement of Objectivism—her groundbreaking philosophy—offers the reader the spectacle of human greatness, depicted with all the poetry and power of one of the twentieth century's leading artists.

In an age of unlimited data and research, why do more than 50 percent of new products fail to meet expectations? It boils down to a lack of customer insight. The revolutionary theory behind Jobs to Be Done argues that people purchase products and services to solve a specific problem or fulfill a distinct need. For example, people don't shovel down Rocky Road and Buttered Pecan ice cream because they want nuts, marshmallows, and gobs of frozen goodness, but because they feel the need to celebrate, indulge, or bond with friends and family. But how can this simple concept be best utilized for your company's success? This groundbreaking book, with its Jobs Roadmap, is intended to remake how companies approach their market. Successful innovation doesn't begin with a brainstorming session—it starts with the customer. Learn how to put that into practice by discovering how to:

- Gather valuable customer insights
- Turn those insights into new product ideas
- Test and iterate until you find success

Don't miss out on what Foreword Reviews described as "highly organized and expertly crafted. . . . Company leaders looking for ways to institutionalize innovation are sure to find it here." To maximize your company's success, begin with the customer! The controversial journalistic analysis of the mentality that fostered the Holocaust, from the author of The Origins of Totalitarianism Sparking a flurry of heated debate, Hannah Arendt's authoritative and stunning report on the trial of German Nazi leader Adolf Eichmann first appeared as a series of articles in The New Yorker in 1963. This revised edition includes material that came to light after the trial, as well as Arendt's postscript directly addressing the controversy that arose over her account. A major journalistic triumph by an intellectual of singular influence, Eichmann in Jerusalem is as shocking as it is informative—an unflinching look at one of the most unsettling (and unsettled) issues of the twentieth century.

An exploration of why people all over the world love to engage in pain on purpose—from dominatrices, religious ascetics, and ultramarathoners to ballerinas, icy ocean bathers, and sideshow performers Masochism is sexy, human, reviled, worshipped, and can be delightfully bizarre. Deliberate and consensual pain has been with us for millennia, encompassing everyone from Black Plague flagellants to ballerinas dancing on broken bones to competitive eaters choking down hot peppers while they cry. Masochism is a part of us. It lives inside workaholics, tattoo enthusiasts, and all manner of garden variety pain-

seekers. At its core, masochism is about feeling bad, then better—a phenomenon that is long overdue for a heartfelt and hilarious investigation. And Leigh Cowart would know: they are not just a researcher and science writer—they're an inveterate, high-sensation seeking masochist. And they have a few questions: Why do people engage in masochism? What are the benefits and the costs? And what does masochism have to say about the human experience? By participating in many of these activities themselves, and through conversations with psychologists, fellow scientists, and people who seek pain for pleasure, Cowart unveils how our minds and bodies find meaning and relief in pain—a quirk in our programming that drives discipline and innovation even as it threatens to swallow us whole.

A Job to be Done is the process a consumer goes through whenever she aims to transform her existing life-situation into a preferred one, but cannot because there are constraints that stop her. When *Coffee and Kale Compete* by Alan Klement helps you become better at creating and selling products that people will buy. Your joy at work will grow. You will know how to help companies increase profits, reduce waste, and remain competitive. In doing so, you will help economies prosper, and help provide stable jobs for employees and the families that depend on them. Top entrepreneurs, business owners, and Alan himself share their experiences of how they used Job to be Done to help them create successful products. Alan not only relates success stories but also gives examples of products and companies that failed. The experiences of others will help you make the best choices for your own company or the company where you work. You will also learn how to analyze the competition and make customers notice your product. The knowledge in this book will help you boost growth for your product and business.

In a futuristic military adventure a recruit goes through the roughest boot camp in the universe and into battle with the Terran Mobile Infantry in what historians would come to call the First Interstellar War

Cut through the noise and make better college and career choices This book is about addressing the college-choosing problem. The rankings, metrics, analytics, college visits, and advice that we use today to help us make these decisions are out of step with the progress individual students are trying to make. They don't give students and families the information and context they need to make such a high-stakes decision about whether and where to get an education. Choosing College strips away the noise to help you understand why you're going to school. What's driving you? What are you trying to accomplish? Once you know why, the book will help you make better choices. The research in this book illustrates that choosing a school is complicated. By constructing more than 200 mini-documentaries of how students chose different postsecondary educational experiences, the authors explore the motivations for how and why people make the decisions that they do at a much deeper, causal level. By the end, you'll know why you're going and what you're really chasing. The book: Identifies the

five different Jobs for which students hire postsecondary education Allows you to see your true options for what's next Offers guidance for how to successfully choose your pathway Illuminates how colleges and entrepreneurs can build better experiences for each Job The authors help readers understand not what job students want out of college, but what "Job" students are hiring college to do for them.

An innovation classic. From Steve Jobs to Jeff Bezos, Clayton Christensen's work continues to underpin today's most innovative leaders and organizations. A seminal work on disruption—for everyone confronting the growth paradox. For readers of the bestselling *The Innovator's Dilemma*—and beyond—this definitive work will help anyone trying to transform their business right now. In *The Innovator's Solution*, Clayton Christensen and Michael Raynor expand on the idea of disruption, explaining how companies can and should become disruptors themselves. This classic work shows just how timely and relevant these ideas continue to be in today's hyper-accelerated business environment. Christensen and Raynor give advice on the business decisions crucial to achieving truly disruptive growth and propose guidelines for developing your own disruptive growth engine. The authors identify the forces that cause managers to make bad decisions as they package and shape new ideas—and offer new frameworks to help create the right conditions, at the right time, for a disruption to succeed. This is a must-read for all senior managers and business leaders responsible for innovation and growth, as well as members of their teams. Based on in-depth research and theories tested in hundreds of companies across many industries, *The Innovator's Solution* is a necessary addition to any innovation library—and an essential read for entrepreneurs and business builders worldwide.

Why do some innovation projects succeed where others fail? The book reveals the business implications of Jobs Theory and explains how to put Jobs Theory into practice using Outcome-Driven Innovation.

Thoroughly rewritten for today's web environment, this bestselling book offers a fresh look at a fundamental topic of web site development: navigation design. Amid all the changes to the Web in the past decade, and all the hype about Web 2.0 and various "rich" interactive technologies, the basic problems of creating a good web navigation system remain. *Designing Web Navigation* demonstrates that good navigation is not about technology—it's about the ways people find information, and how you guide them. Ideal for beginning to intermediate web designers, managers, other non-designers, and web development pros looking for another perspective, *Designing Web Navigation* offers basic design principles, development techniques and practical advice, with real-world examples and essential concepts seamlessly folded in. How does your web site serve your business objectives? How does it meet a user's needs? You'll learn that navigation design touches most other aspects of web site development. This book: Provides the foundations of web navigation and offers a framework for navigation design Paints a broad picture of web navigation and basic human

information behavior Demonstrates how navigation reflects brand and affects site credibility Helps you understand the problem you're trying to solve before you set out to design Thoroughly reviews the mechanisms and different types of navigation Explores "information scent" and "information shape" Explains "persuasive" architecture and other design concepts Covers special contexts, such as navigation design for web applications Includes an entire chapter on tagging While Designing Web Navigation focuses on creating navigation systems for large, information-rich sites serving a business purpose, the principles and techniques in the book also apply to small sites. Well researched and cited, this book serves as an excellent reference on the topic, as well as a superb teaching guide. Each chapter ends with suggested reading and a set of questions that offer exercises for experiencing the concepts in action.

Provides guidelines and examples for handling research, outlining, spelling, punctuation, formatting, and documentation.

The missing manual on how to apply Lean Startup to build products that customers love The Lean Product Playbook is a practical guide to building products that customers love. Whether you work at a startup or a large, established company, we all know that building great products is hard. Most new products fail. This book helps improve your chances of building successful products through clear, step-by-step guidance and advice. The Lean Startup movement has contributed new and valuable ideas about product development and has generated lots of excitement. However, many companies have yet to successfully adopt Lean thinking. Despite their enthusiasm and familiarity with the high-level concepts, many teams run into challenges trying to adopt Lean because they feel like they lack specific guidance on what exactly they should be doing. If you are interested in Lean Startup principles and want to apply them to develop winning products, this book is for you. This book describes the Lean Product Process: a repeatable, easy-to-follow methodology for iterating your way to product-market fit. It walks you through how to: Determine your target customers Identify underserved customer needs Create a winning product strategy Decide on your Minimum Viable Product (MVP) Design your MVP prototype Test your MVP with customers Iterate rapidly to achieve product-market fit This book was written by entrepreneur and Lean product expert Dan Olsen whose experience spans product management, UX design, coding, analytics, and marketing across a variety of products. As a hands-on consultant, he refined and applied the advice in this book as he helped many companies improve their product process and build great products. His clients include Facebook, Box, Hightail, Epocrates, and Medallia. Entrepreneurs, executives, product managers, designers, developers, marketers, analysts and anyone who is passionate about building great products will find The Lean Product Playbook an indispensable, hands-on resource.

Four E-Books in One The World's Leading Business Minds on Today's Most Critical Challenges "Thinkers50 is now established as the definitive ranking of

global thought leaders." -- Professor Costas Markides, London Business School Innovation used to separate extraordinary companies from average companies. Today, it's making the difference between those that succeed and those that outright fail. Business leaders have no choice: innovate or die. Stuart Crainer and Des Dearlove, creators of Thinkers50, bring you the very latest thinking on the subject of business innovation. Citing the ideas and insights of the world's leading thinkers and business practitioners, the authors present a guide to business innovation that will put you ahead of the competition. Chapters include: Disruptive Innovation Co-creating the Future Opening Up Innovation Innovating Management Leading Innovation Where Innovation Meets Strategy Where Innovation Meets Society Each book in the Thinkers50 series provides authoritative explanations of the concepts, ideas, and practices that are making a difference today, including specific examples and cases drawn from the original sources. "Innovation is where the worlds of business and creativity meet to create new value," Crainer and Dearlove write. Today's customers are more demanding than ever. They want the best, coolest, most advanced product available. If you don't deliver it, your competitor will. Read Thinkers50 Innovation and learn how to apply the best ideas from the brightest minds in business innovation.

From the bestselling author of *Blink* and *The Tipping Point*, Malcolm Gladwell's *Outliers: The Story of Success* overturns conventional wisdom about genius to show us what makes an ordinary person an extreme overachiever. Why do some people achieve so much more than others? Can they lie so far out of the ordinary? In this provocative and inspiring book, Malcolm Gladwell looks at everyone from rock stars to professional athletes, software billionaires to scientific geniuses, to show that the story of success is far more surprising, and far more fascinating, than we could ever have imagined. He reveals that it's as much about where we're from and what we do, as who we are - and that no one, not even a genius, ever makes it alone. *Outliers* will change the way you think about your own life story, and about what makes us all unique. 'Gladwell is not only a brilliant storyteller; he can see what those stories tell us, the lessons they contain' *Guardian* 'Malcolm Gladwell is a global phenomenon ... he has a genius for making everything he writes seem like an impossible adventure' *Observer* 'He is the best kind of writer - the kind who makes you feel like you're a genius, rather than he's a genius' *The Times*

The foremost authority on innovation and growth presents a path-breaking book every company needs to transform innovation from a game of chance to one in which they develop products and services customers not only want to buy, but are willing to pay premium prices for. How do companies know how to grow? How can they create products that they are sure customers want to buy? Can innovation be more than a game of hit and miss? Harvard Business School professor Clayton Christensen has the answer. A generation ago, Christensen revolutionized business with his groundbreaking theory of disruptive innovation. Now, he goes further, offering powerful new insights. After years of research,



Christensen has come to one critical conclusion: our long held maxim—that understanding the customer is the crux of innovation—is wrong. Customers don't buy products or services; they "hire" them to do a job. Understanding customers does not drive innovation success, he argues. Understanding customer jobs does. The "Jobs to Be Done" approach can be seen in some of the world's most respected companies and fast-growing startups, including Amazon, Intuit, Uber, Airbnb, and Chobani yogurt, to name just a few. But this book is not about celebrating these successes—it's about predicting new ones. Christensen contends that by understanding what causes customers to "hire" a product or service, any business can improve its innovation track record, creating products that customers not only want to hire, but that they'll pay premium prices to bring into their lives. Jobs theory offers new hope for growth to companies frustrated by their hit and miss efforts. This book carefully lays down Christensen's provocative framework, providing a comprehensive explanation of the theory and why it is predictive, how to use it in the real world—and, most importantly, how not to squander the insights it provides.

We've written this book for the Jobs-to-be-Done student and practitioner who has a basic grasp of JTBD concepts (Forces Diagram, JTBD Timeline, Interview Process) and wants to strengthen their technique and continue to get better results out of their application of Jobs-to-be-Done. How to Use This Book The only person who knows what you'll hire this book for is you (but we have our theories). Consider: Cramming it to pull out anything you haven't seen before. Flipping through it a few minutes before you conduct an interview to review the basics. Using it to think through who to interview when starting a project. Handing it to a colleague to quickly bring them up-to-speed on JTBD so they can be your interview partner. Not Quite Ready? There are lots of resources available to help you get caught up on the Jobs-to-be-Done basics. Visit [JobstobeDone.org](http://JobstobeDone.org) and think about: Listening to the JTBD Radio podcast (especially the sample interviews). Taking the Online JTBD Course and learning on your own time. Attending a Switch Workshop and getting an immersive one-day crash course in Jobs-to-be-Done.

In his latest book, internationally renowned educator and futurist Marc Prensky presents a compelling alternative to how and what we teach our children. Prensky argues that a routinely taught combination of mathematics, language arts, science, and social studies increasingly leaves the bulk of our students woefully unprepared for the future. Drawing on emerging world trends, he elaborates a comprehensive vision for K-12 education that includes new goals, new means, a new curriculum, a new kind of teaching, and a new use of technology. This is a book ultimately about developing young people's capacity to accomplish things that will make the world a better place, using means never before available. It offers an innovative and achievable vision for a Global Future Education that will better prepare all students from diverse backgrounds. Following the author's original ideas about Digital Natives and Digital Immigrants,

this volume promises to have an important impact on the educational conversations over the coming years. Visit the book website at [Bettertheirworld.org](http://Bettertheirworld.org).

The goal of this book is to help business managers and academic researchers understand the means-end perspective and the methods by which it is used, and to demonstrate how to use the means-end approach to develop better marketing and advertising strategy. The authors discuss methodological issues regarding interviewing and coding, present applications of the means-end approach to marketing and advertising problems, and describe the conceptual foundations of the means-end approach. This book is of interest to academic researchers in marketing and related fields, graduate students in business, marketing research professionals, and business managers. It is intended as a reference book containing ideas about the means-end approach and its applications.

**Skepticism: From Antiquity to the Present** is an authoritative and up-to-date survey of the entire history of skepticism. Divided chronologically into ancient, medieval, renaissance, modern, and contemporary periods, and featuring 50 specially-commissioned chapters from leading philosophers, this comprehensive volume is the first of its kind. By exploring each of the distinct traditions and providing expert insights, this extensive reference work: - covers major thinkers such as Sextus Empiricus, Cicero, Descartes, Hume, Spinoza, and Wittgenstein. - acknowledges the influence of ancient skeptical traditions on later philosophy and explains why it is still a fertile topic of inquiry among today's philosophers and historians of philosophy. - analyzes various forms of skepticism including Pyrrhonian, Academic, religious, moral, and neo-Pyrrhonian. - addresses issues in contemporary epistemology and indicates new directions of study. Skepticism, a driving force in the history of philosophy, remains at the center of debates in ethics, philosophy of religion, epistemology, and the philosophy of mind.

**Skepticism: From Antiquity to the Present** is an essential point of reference for any student, researcher, or practitioner of philosophy, presenting a systematic and historical survey of this core philosophical topic.

"Prophecies about the end of capitalism are as old as capitalism. None of them, so far, has come true. Yet we keep looking into the crystal ball in search of harbingers of doom. Francesco Boldizzoni gets to the root of the very human need to imagine a better world and uncovers the mechanisms by which the same forecasting mistakes are made over and over again. He offers a compelling solution to the puzzle of what is capitalism and why it seems able to survive all sorts of shocks. The global crisis that developed countries faced at the beginning of the twenty-first century has undermined faith in the capitalist market economy bringing once again to the forefront questions about its long-term prospects. Is capitalism on its way out? If not, what should be expected from future crises? Will society be able and willing to bear the social and environmental costs of creative destruction and relentless financialization? These and other questions have lain at the heart of political economy since the age of Karl Marx. *Foretelling the End*

of Capitalism takes us on a journey through two centuries of unfulfilled prophecies to challenge the belief in an immutable destiny"--

A world-renowned innovation guru explains practices that result in breakthrough innovations "Ulwick's outcome-driven programs bring discipline and predictability to the often random process of innovation." -Clayton Christensen For years, companies have accepted the underlying principles that define the customer-driven paradigm--that is, using customer "requirements" to guide growth and innovation. But twenty years into this movement, breakthrough innovations are still rare, and most companies find that 50 to 90 percent of their innovation initiatives flop. The cost of these failures to U.S. companies alone is estimated to be well over \$100 billion annually. In a book that challenges everything you have learned about being customer driven, internationally acclaimed innovation leader Anthony Ulwick reveals the secret weapon behind some of the most successful companies of recent years. Known as "outcome-driven" innovation, this revolutionary approach to new product and service creation transforms innovation from a nebulous art into a rigorous science from which randomness and uncertainty are eliminated. Based on more than 200 studies spanning more than seventy companies and twenty-five industries, Ulwick contends that, when it comes to innovation, the traditional methods companies use to communicate with customers are the root cause of chronic waste and missed opportunity. In *What Customers Want*, Ulwick demonstrates that all popular qualitative research methods yield well-intentioned but unfitting and dreadfully misleading information that serves to derail the innovation process. Rather than accepting customer inputs such as "needs," "benefits," "specifications," and "solutions," Ulwick argues that researchers should silence the literal "voice of the customer" and focus on the "metrics that customers use to measure success when executing the jobs, tasks or activities they are trying to get done." Using these customer desired outcomes as inputs into the innovation process eliminates much of the chaos and variability that typically derails innovation initiatives. With the same profound insight, simplicity, and uncommon sense that propelled *The Innovator's Solution* to worldwide acclaim, this paradigm-changing book details an eight-step approach that uses outcome-driven thinking to dramatically improve every aspect of the innovation process--from segmenting markets and identifying opportunities to creating, evaluating, and positioning breakthrough concepts. Using case studies from Microsoft, Johnson & Johnson, AIG, Pfizer, and other leading companies, *What Customers Want* shows companies how to: Obtain unique customer inputs that make predictable innovation possible Recognize opportunities for disruption, new market creation, and core market growth--well before competitors do Identify which ideas, technologies, and acquisitions have the greatest potential for creating customer value Systematically define breakthrough products and services concepts Innovation is fundamental to success and business growth. Offering a proven alternative to failed customer-driven thinking, this landmark book arms you with the tools to unleash innovation,

lower costs, and reduce failure rates--and create the products and services customers really want.

These days, consumers have real power: they can research companies, compare ratings, and find alternatives with a simple tap. Focusing on customer needs isn't a nice-to-have, it's a strategic imperative. The Jobs To Be Done Playbook (JTBD) helps organizations turn market insight into action. This book shows you techniques to make offerings people want, as well as make people want your offering.

Clayton M. Christensen, the author of such business classics as *The Innovator's Dilemma* and the New York Times bestseller *How Will You Measure Your Life*, and co-authors Efosa Ojomo and Karen Dillon reveal why so many investments in economic development fail to generate sustainable prosperity, and offers a groundbreaking solution for true and lasting change. Global poverty is one of the world's most vexing problems. For decades, we've assumed smart, well-intentioned people will eventually be able to change the economic trajectory of poor countries. From education to healthcare, infrastructure to eradicating corruption, too many solutions rely on trial and error. Essentially, the plan is often to identify areas that need help, flood them with resources, and hope to see change over time. But hope is not an effective strategy. Clayton M. Christensen and his co-authors reveal a paradox at the heart of our approach to solving poverty. While noble, our current solutions are not producing consistent results, and in some cases, have exacerbated the problem. At least twenty countries that have received billions of dollars' worth of aid are poorer now. Applying the rigorous and theory-driven analysis he is known for, Christensen suggests a better way. The right kind of innovation not only builds companies—but also builds countries. *The Prosperity Paradox* identifies the limits of common economic development models, which tend to be top-down efforts, and offers a new framework for economic growth based on entrepreneurship and market-creating innovation. Christensen, Ojomo, and Dillon use successful examples from America's own economic development, including Ford, Eastman Kodak, and Singer Sewing Machines, and shows how similar models have worked in other regions such as Japan, South Korea, Nigeria, Rwanda, India, Argentina, and Mexico. The ideas in this book will help companies desperate for real, long-term growth see actual, sustainable progress where they've failed before. But *The Prosperity Paradox* is more than a business book; it is a call to action for anyone who wants a fresh take for making the world a better and more prosperous place. An updated edition of a standard in its field that remains relevant more than thirty years after its original publication. Over thirty years ago, sociologist and University of California, Berkeley professor Arlie Hochschild set off a tidal wave of conversation and controversy with her bestselling book, *The Second Shift*. Hochschild's examination of life in dual-career households finds that, factoring in paid work, child care, and housework, working mothers put in one month of labor more than their spouses do every year. Updated for a workforce that is now half

female, this edition cites a range of updated studies and statistics, with an afterword from Hochschild that addresses how far working mothers have come since the book's first publication, and how much farther we all still must go.

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