Sense and Respond: How Successful Organizations Listen to Customers and Create New Products Continuously

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The End of Assembly Line Management

We're in the midst of a revolution. Quantum leaps in technology are enabling organizations to observe and measure people's behavior in real time, communicate internally at extraordinary speed, and innovate continuously. These new, software-driven technologies are transforming the way companies interact with their customers, employees, and other stakeholders.

This is no mere tech issue. The transformation requires a complete rethinking of the way we organize and manage work. And, as software becomes ever more integrated into every product and service, making this big shift is quickly becoming the key operational challenge for businesses of all kinds. We need a management model that doesn't merely account for, but actually embraces, continuous change. Yet the truth is, most organizations continue to rely on outmoded, industrial-era operational models. They structure their teams, manage their people, and evolve their organizational cultures the way they always have.

Now, organizations are emerging, and thriving, based on their capacity to sense and respond instantly to customer and employee behaviors. In *Sense and Respond*, Jeff Gothelf and Josh Seiden, leading tech experts and founders of the global Lean UX movement, vividly show how these companies operate, highlighting the new mindset and skills needed to lead and manage them—and to continuously innovate within them.

In illuminating and instructive business examples, you'll see organizations with distinctively new operating principles: shifting from managing outputs to what the authors call "outcome-focused management"; forming self-guided teams that can read and react to a fast-changing environment; creating a learning-all-the-time culture that can understand and respond to new customer behaviors and the data they generate; and finally, developing in everyone at the company the new universal skills of customer listening, assessment, and response.

This engaging and practical book provides the crucial new operational and management model to help you and your organization win in a world of continuous change.

Sense and Respond: How Successful Organizations Listen to Customers and Create New Products Continuously Details

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From Reader Review Sense and Respond: How Successful Organizations Listen to Customers and Create New Products Continuously for online ebook

Alex Watson says

While it's rooted in Agile and lean principles, what's interesting about Sense & Respond is it tries to provide the reader with techniques for applying those ideas well beyond the team or the individual discipline. This is a "whole company" book, about how you apply a continuous learning, design and deployment model and survive contact with HR, finance, marketing etc. It's very well written - crisp, super condensed and mature. This is a book you can give to the C-suite and expect to find it given a positive reception.

Jacek says

Ta ksi??ka to próba wysokopoziomowego przedstawienia, w jaki sposób mo?emy wykorzystywa? i ??czy? ró?ne techniki/metody (Agile, DevOps, Design Thinking, Lean Startup, Jobs to be done) na ka?dym poziomie firmy, aby stworzy? nieprzerwanie ucz?c? si?, zwinn? organizacj? (zarówno projektowo, jak i operacyjnie), która jest w stanie stale dowozi? warto?? dla klienta.
Miejscami sporo "oczywisto?ci" dla osób pracuj?cych blisko produktu, natomiast na plus sporo case studies z wdro?e? konkretnych procesów.

"A willingness to experiment. An openness to debate. An emphasis on empathy. And an embrace of continuous change."

David Wygant says

Watch when users don't use the product as expected and ask them why. Create landing pages with message, cost and email input for waiting list to gauge interest. Place value on customer behavior as a measure of progress. Personalities invested in their own ideas will have a hard time wanting to listen to the market, gather evidence, and find the best idea, regardless of source. Outcome not output.

Anand Vishwanath says

Pretty poor rehash of Lean Startup and Lean Enterprise. It's surely a good resource for examples of companies following a more product thinking approach, case studies etc ...

Marco Trincardi says

Excellent book
It focus on how to turn an Organization into a Sense & Respond mindset

Peter says

If you are already working with a modern, agile software process (possibly already using ideas from Lean UX), you won't find surprising things in this book. Otherwise it's a good overview how to go beyond team focused agile.

Craig Nicol says

Having read Lean UX, I was expecting a good book on how organisations could deliver projects. This book is about much more than that. The authors are coming from a point of frustration where agile delivery and Lean UX projects have failed to reach their potential because the organisations surrounding them were not supportive, so this book is about how to reshape an entire organisation to meet the challenged of the modern world, with lots of positive and negative examples, which is refreshing to see in this type of book. If you've ever had a strategy meeting, or ever found your project success limited by your organisation, go read this book.

Easily the best book about dysfunctional organisations and organisational change I've read since Peopleware.

Kent says

This book needs two reviews:

If you work in a company that has an internet-first mindset with a nimble development approach - **0 stars**

If you work in a company that comes from an era of business concepts being thrown over the wall to engineers and strict, ordered development - **3 stars**

I say that because if you're the former, the approaches and techniques as they're outlined here are going to be no-brainers to you. The authors talk about the concepts of "big data" and testing in a "sandbox" - you already know these terms, as well as how to keep a tight feedback loop w/ customers and adapt to that insight.

However, if this is all new to you, or your company, it's worth a read or at least sharing around. It shows the benefits that legacy players got from shifting to iterative development approaches.

Otherwise, for me, it was a nice exercise in breaking my professional PM filter bubble and remembering that many companies and institutions - perhaps most? - would really have their minds blown by what this book espouses and need to read it.

Rasa Jonkute says

Many good and bad examples from the market to illustrate the difference between companies to do and don't understand the importance of two-way communication with the market. This book embraces the idea of collaboration, making over debating, and continuous improvement in general.

Sophia Exintaris says

Good work and great stories, as always by Jeff and Josh.

Why three stars? Because it felt unbelievably repetitive. It was the same point made again and again and again, with barely any variety. Good place to pickup a few stories though. My favourite is the recipe magazine that used lean startup and design thinking principles to slowly build a great web-based product! The secret to their success? They HAD PERMISSION TO FAIL by their management, if they failed small.

It's a good book, don't get me wrong. But it does feel like "build mechanisms to listen to your customers (sense)", "start small" and "don't plan, learn (sense) and respond" should be known and a given in 2018.

It might be that the audience of the book is meant to be different from Lean UX. That was for designers and others could read it too. This one feels like it was written for VPs and CEOs and CMOs rather than user experience strategists and designers. Because we, the UX people, have been evangelising about these ways of working, and using them successfully as much as we can, for a good decade now.

Teddy Zetterlund says

Sense & Respond is essentially a high level guide to software development for _all_ companies (regardless of if you classify your company as in software development or not).

Brian Frank says

Sense and Respond builds on the Lean UX book, tunes the message to the HBR crowd and shares (or borrows) key influences from Lean Enterprise (Jez Humble et al) — DevOps and continuous delivery, portfolio management, etc.

Gothelf and Seiden do a pretty good job of synthesizing several threads in the growing overlap between

business strategy, technology and human-centred design. This would be the first book I'd recommend to someone coming from one or two of those areas who wants/needs to think and work in all three.

Polo says

I read this book for work. It helped me understand how IT has been absorbed by technology and business leaders. It is unfortunate for people like me who enjoyed the command line work of IT. That work style of command line automation has been left in the dust. The old days of laughing a lot during the day at work, has been replaced by people being extremely serious and concerned about how much money is going to be made on every task performed.

The IT world is now run by the C Suite, and people who don't know IT. It is run and managed by people who know how to push business to make more profit. I don't recommend this book unless you work in the industry. It would most likely be a boring read.

It did provide me a few leads and information that assisted me in writing a whitepaper on digital disruption for my job.

Ellie says

Sense and Respond is a strong high-level summary of business process changes in a world rapidly changing due to technology. Much of this is familiar territory for someone in a product role, but the apt focus on organizational change and management responsibility adds more realism to a genre typically dominated by single-serve tactics (how to user test, how to A/B test, etc) described in a total vacuum. It is rare to find literature that acknowledges the complex systems and cultures that must exist to support continuous development and customer focus. The downside is that the book covers so much ground it remains very broad in its recommendations.

Daniil Lanovyi says

The book you wish your CEO would read. And your manager. And your colleague. All your colleagues.

The ideas expressed in this book are not new. Not revolutionary. Not mind blowing.
Instead, the book takes ideas practised by individual contributors and showcases them for managers.

Jeff and Josh use simple words and avoid going into great detail. Thanks to that the book's message is clear and actionable.

The great thing about "Sense and Respond" - it's not yet another prescriptive ™ methodology. It doesn't say: "Follow these instructions and you'd succeed". Rather, it acknowledges all the different circumstances and paths to success. It encourages readers to try out things, sense what works in their context and build on that.

"Sense and Respond" would be a valuable read for anyone who serves their customers, for profit or not.