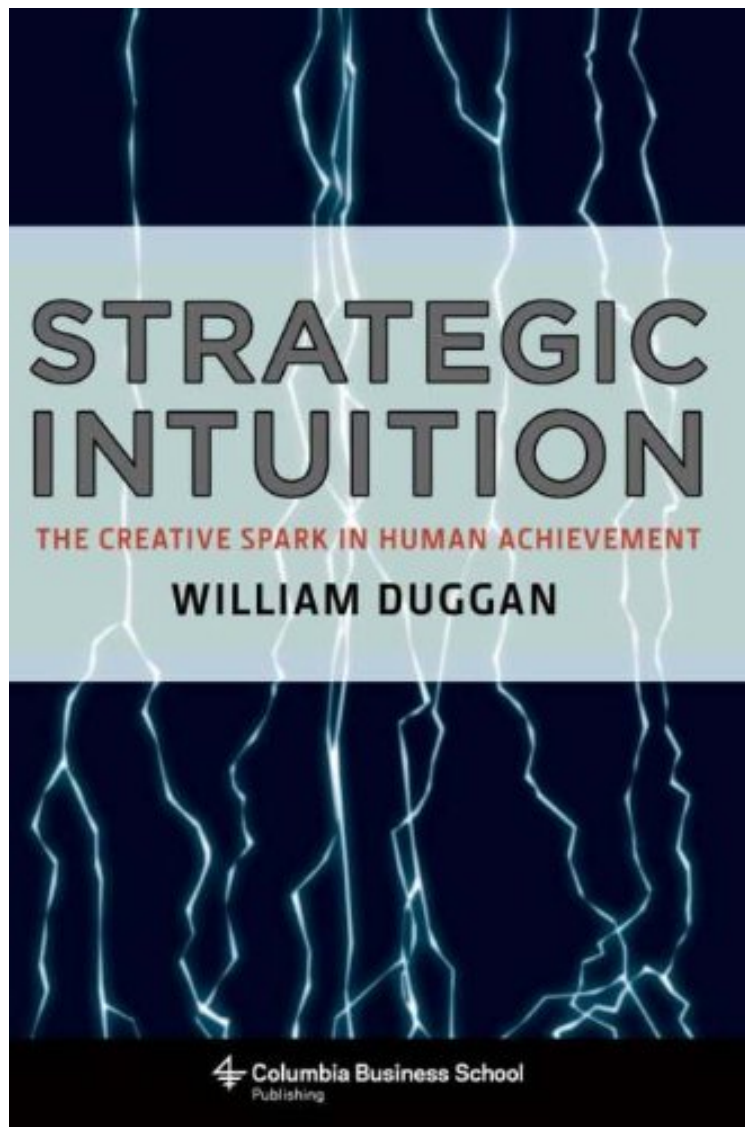


[Download free pdf] Strategic Intuition: The Creative Spark in Human Achievement (Columbia Business School Publishing)

## Strategic Intuition: The Creative Spark in Human Achievement (Columbia Business School Publishing)

*William Duggan*

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**William Duggan : Strategic Intuition: The Creative Spark in Human Achievement (Columbia Business School Publishing)** before purchasing it in order to gage whether or not it would be worth my time, and all praised Strategic Intuition: The Creative Spark in Human Achievement (Columbia Business School Publishing):

0 of 0 people found the following review helpful. Makes senseBy J. ThomasA pretty quick read and to the point. The ideas resonated with me. Real innovation comes not from planning harder and wanting it more than the next person. It

comes from having a deep understanding of the subject both from an historical and contemporary perspective. Then one has to be open and willing to let the mind find connections amongst a variety of existing ideas/tools to create a new path (dharma) or innovation. Where the book was particularly relevant, in my opinion, was the recognition that true innovation only occurs in the proper environment or situation (karma). Dharma and karma fit like hand in glove. Hence the infrequency of real and substantial innovation.<sup>29</sup> of 30 people found the following review helpful. It answers a very particular question

By Gregory Fung I've been looking for a book that answers the question "How do I go from my SWOT analysis (a chart that puts on one page strengths, weaknesses, external opportunities and threats) to a plan that really works?" Most of the books I've read recommend that a manager work up their analysis and then use it to write their plan. But I've noticed that going from analysis to an awesome game-winning plan is extremely hard to do, and is something I and my managers do with less success than I would like. This book addresses my very specific but important question by describing what the right person needs to do to set the right conditions to have the right flash of insight, and how our usual planning techniques actually go against this natural process. Duggan makes a clear and non-technical argument and, for what it's worth, seems to match my experience. The few shortcomings of the book, in my mind, are that it is difficult to clearly apply this approach to an organizational setting. His one example using the GE "What Works" matrix is a bit thin and without clear results, making me wonder why he could not find a better example with real results, and why GE ultimately discontinued the method. Secondly, this book does not help someone become more able to have flashes of insight. Setting the right conditions is great, but it is no guarantee of brilliance. Perhaps this would be a question for his next book. Overall, I loved this book because it gave a solid framework for an important and longstanding question I've had, but I only gave 4 stars because of the shortcomings mentioned above.

0 of 0 people found the following review helpful. Excellent Attention to the Real Issue

By Robert H. Hacker Most business teaching starts with a process to achieve a goal, whether that be strategic, financial or marketing. However, rarely is the type of thinking required to execute the process at an exceptional level addressed. Duggan's book provides a methodology that he calls strategic intuition to achieve a higher quality of thinking. In some ways it is re-statement of the idea that great thinking almost always is multi-discipline in nature. However, he presents the idea in a practical way that gives it a richness which facilitates understanding and usability. I plan to use the book in my introductory entrepreneurship courses.

How "Aha!" really happens. When do you get your best ideas? You probably answer "At night," or "In the shower," or "Stuck in traffic." You get a flash of insight. Things come together in your mind. You connect the dots. You say to yourself, "Aha! I see what to do." Brain science now reveals how these flashes of insight happen. It's a special form of intuition. We call it strategic intuition, because it gives you an idea for action—a strategy. Brain science tells us there are three kinds of intuition: ordinary, expert, and strategic. Ordinary intuition is just a feeling, a gut instinct. Expert intuition is snap judgments, when you instantly recognize something familiar, the way a tennis pro knows where the ball will go from the arc and speed of the opponent's racket. (Malcolm Gladwell wrote about this kind of intuition in *Blink*.) The third kind, strategic intuition, is not a vague feeling, like ordinary intuition. Strategic intuition is a clear thought. And it's not fast, like expert intuition. It's slow. That flash of insight you had last night might solve a problem that's been on your mind for a month. And it doesn't happen in familiar situations, like a tennis match. Strategic intuition works in new situations. That's when you need it most. Everyone knows you need creative thinking, or entrepreneurial thinking, or innovative thinking, or strategic thinking to succeed in the modern world. All these kinds of thinking happen through flashes of insight—strategic intuition. And now that we know how it works, you can learn to do it better. That's what this book is about. Over the past ten years, William Duggan has conducted pioneering research on strategic intuition and for the past three years has taught a popular course at Columbia Business School on the subject. He now gives us this eye-opening book that shows how strategic intuition lies at the heart of great achievements throughout human history: the scientific and computer revolutions, women's suffrage, the civil rights movement, modern art, microfinance in poor countries, and more. Considering the achievements of people and organizations, from Bill Gates to Google, Copernicus to Martin Luther King, Picasso to Patton, you'll never think the same way about strategy again. Three kinds of strategic ideas apply to human achievement: \* Strategic analysis, where you study the situation you face \* Strategic intuition, where you get a creative idea for what to do \* Strategic planning, where you work out the details of how to do it. There is no shortage of books about strategic analysis and strategic planning. This new book by William Duggan is the first full treatment of strategic intuition. It's the missing piece of the strategy puzzle that makes essential reading for anyone interested in achieving more in any field of human endeavor.

The best strategy book of the year. (David Newkirk *Strategy+Business*) A concise and entertaining treatise on human achievement. (William Easterly *Wall Street Journal*) This book might just change how you look at human thought and strategy, and influence how you organize yourself and your team strategically. (Jack Covert *800-CEO-Read*) About the Author William Duggan is senior lecturer at Columbia Business School, where he teaches strategic intuition in graduate and executive courses. He has given talks and workshops on strategic intuition to thousands of executives

from companies in countries around the world. His most recent book is *Creative Strategy: A Guide for Innovation*, a sequel to *Strategic Intuition*.