



Acting on knowledge...

Reference:

[The Knowing-Doing Gap](#)

J. Pfeffer & R. Sutton

The Gap between Knowledge & Action

- **The knowledge of best practices across many business areas are readily accessible...**
 - Business schools
 - Business literature
 - Consultants
 - Employees moving between companies
- **...Implementation of these ideas is much rarer**
 - Across companies
 - Even within the same company
- **Why is there a gap between knowing and doing?**
- **No simple answer, but several factors contribute...**

Substitutes for action

- **Talking about something is NOT the same as doing it!**
- **Seems obvious, but action is often substituted with:**
 - Better presentations
 - More analysis
 - More thorough documentation
 - More meetings
- **Keep the objective in mind; planning is a tool not the goal**
- **Follow-up is critical to making sure what was said actually got done**
- **Value simplicity and don't reward unneeded complexity**

Substitutes for thinking

- **New problems need new solutions**
- **Don't rely on past practices to substitute for thinking about solving new problems**
- **Need to carefully review underlying assumptions to see if old solutions are still relevant**

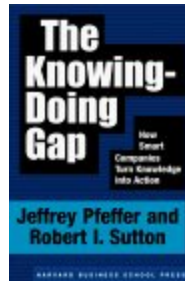
- Fear and distrust prevent acting on knowledge
- Essential negative information is often not discussed
- Leads to focus on short term only
- Need to have a culture willing to learn from mistakes

- What gets measured, gets done
- Need to use a few key global metrics
- Focus on processes
- Reflect the business model and culture
- Must close the loop and follow-up on results of measurement

Closing the gap

- **Understand 'why' before determining 'how'**
- **Knowing comes from doing**
- **Action counts more than planning**
 - Action exposes underlying assumptions and what isn't known
- **Treat failure as an opportunity to learn**
- **Drive out fear**
- **Fight the competition, not each other**
- **Measure what helps turn knowledge into action**
- **Leaders must set the example**

Get the reference!



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