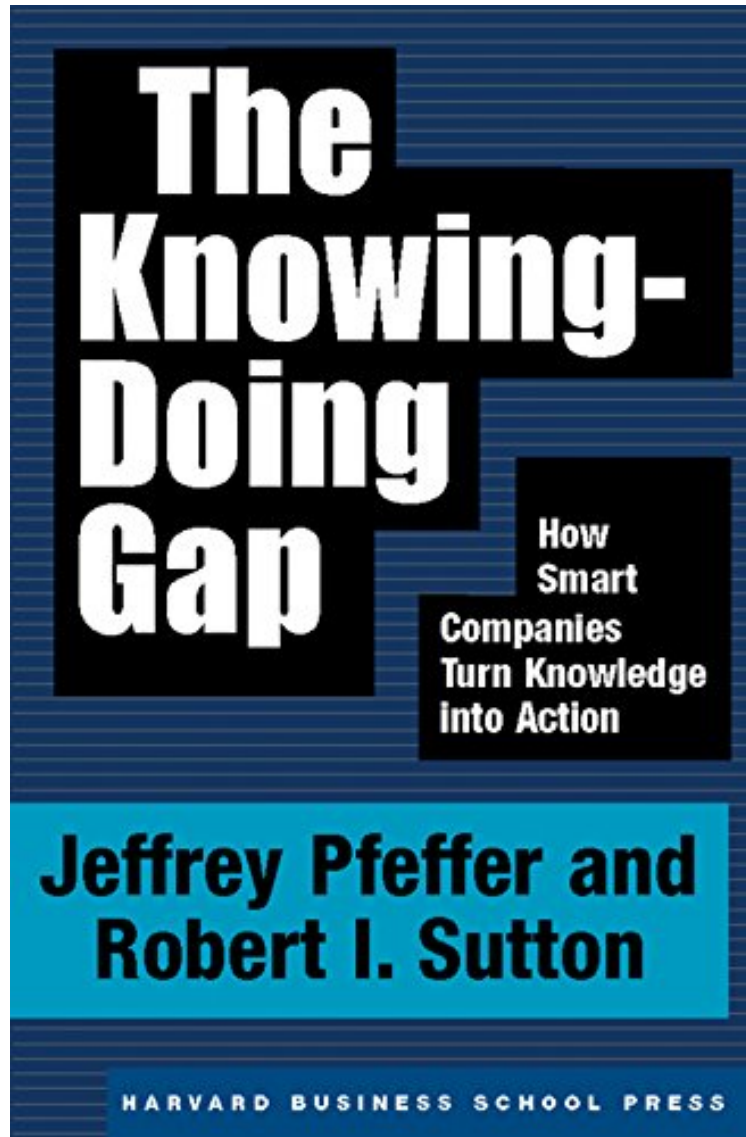


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The Knowing-Doing Gap: How Smart Companies Turn Knowledge into Action

Jeffrey Pfeffer, Robert I. Sutton

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Jeffrey Pfeffer, Robert I. Sutton : The Knowing-Doing Gap: How Smart Companies Turn Knowledge into Action before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Knowing-Doing Gap: How Smart Companies Turn Knowledge into Action:

4 of 4 people found the following review helpful. A Call for Action! By O. Halabieh The main premise of this book as the authors best summarize it is: "Why knowledge of what needs to be done frequently fails to result in action or

behavior consistent with that knowledge. We came to call this the knowing-doing problem - the challenge of turning knowledge about how to enhance organizational performance into actions consistent with that knowledge. This book presents what we learned about the factors that contribute to the knowledge doing gap and why and how some organizations are more successful than others in implementing their knowledge."The book then analyzes the reasons and causes of this gap through numerous examples and presents eight main recommendations: "Eight Guidelines for Action: 1) Why before How: Philosophy Is Important 2) Knowing Comes from Doing and Teaching Others How. 3) Action Counts More Than Elegant Plans and Concepts. 4) There Is No Doing without Mistakes. What Is the Company's Response? 5) Fear Fosters Knowing-Doing Gaps, So Drive Out Fear. 6) Beware of False Analogies: Fight the Competition, Not Each Other. 7) Measure What Matters and What Can Help Turn Knowledge into Action. 8) What Leaders Do, How They Spend Their Time and How They Allocate Resources, Matters."A very applicable, educational and action oriented book. One that echoes the fundamentals of execution and its importance as the ultimate benchmark of success. A must read in the area of management!Below are key excerpts from the book:1- "...although knowledge creation, benchmarking, and knowledge management may be important, transforming knowledge into organization action is at least as important to organizational success."2- "Attempting to copy just what is done - the explicit practices and policies - without holding the underlying philosophies at once a more difficult task and an approach that is less likely to be successful."3- "Talk is also valued because, as noted earlier, the quantity and "quality" of talk can be assessed immediately, but the quality of leadership or management capability, the ability to get things done, can be assessed only with greater time lag."4- "It is possible, albeit difficult, to build strong cultures founded on principles and philosophy that can also innovate and change. But doing so requires much thought and attention. Otherwise, firms are readily trapped by their history, even if, or particularly if, that history has many positive elements in it, as Saturn's does."5- "Conversely, fear is an enemy of the ability to question the past or break free from precedent."6- "It is clear to us that merely knowing what measurement practices should be used does not, by itself, cause leaders to implement measures that produce intelligent, mindful, learning behavior rather than the reverse."7- "In each of the instances in which effective measurement practices were used, knowing what to do, why it needed to be done, and having the persistence and courage to do it helped leaders turn knowledge about how to enhance performance into organizational action."8- "As Dean Tjosvold, a researcher and writer on the subject of competition and cooperation, noted, "Competition stimulates, excites, and is useful in some circumstance, but those situations do not occur frequently in organizations, and the widespread use of competition cannot be justified.""9- "Harlow Cohen, the president of a Cleveland, Ohio, consulting firm, has called this gap between knowing and doing the performance paradox: "Managers know what to do to improve performance, but actually ignore or act in contradiction to either their strongest instincts or to the data available to them.""10- "Knowing about the knowing-doing gap is different from doing something about it. Understanding causes is helpful because such understanding can guide action. But by itself, this knowing is insufficient - action must occur."0 of 0 people found the following review helpful. You know you should read this book. Now do it.By James Aaron BrownThis is a fantastic book that demonstrates with real-world examples of how individuals or teams can help transform their organizations from an organization that simply knows information to organization that can do information.0 of 0 people found the following review helpful. Very insightful!By RubenUnderstanding the underlying why makes you feel you are no more the crazy one in the room. There is a way or take the highway.

Why are there so many gaps between what firms know they should do and what they actually do? Why do so many companies fail to implement the experience and insight they've worked so hard to acquire? The Knowing-Doing Gap is the first book to confront the challenge of turning knowledge about how to improve performance into actions that produce measurable results. Jeffrey Pfeffer and Robert Sutton, well-known authors and teachers, identify the causes of the knowing-doing gap and explain how to close it. The message is clear--firms that turn knowledge into action avoid the "smart talk trap." Executives must use plans, analysis, meetings, and presentations to inspire deeds, not as substitutes for action. Companies that act on their knowledge also eliminate fear, abolish destructive internal competition, measure what matters, and promote leaders who understand the work people do in their firms. The authors use examples from dozens of firms that show how some overcome the knowing-doing gap, why others try but fail, and how still others avoid the gap in the first place. The Knowing-Doing Gap is sure to resonate with executives everywhere who struggle daily to make their firms both know and do what they know. It is a refreshingly candid, useful, and realistic guide for improving performance in today's business.

.com Every year, companies spend billions of dollars on training programs and management consultants, searching for ways to improve. But it's mostly all talk and no action, according to Jeffrey Pfeffer and Robert I. Sutton, authors of The Knowing-Doing Gap. "Did you ever wonder why so much education and training, management consultation, organizational research and so many books and articles produce so few changes in actual management practice?" ask Stanford University professors Pfeffer and Sutton. "We wondered, too, and so we embarked on a quest to explore one of the great mysteries in organizational management: why knowledge of what needs to be done frequently fails to

result in action or behavior consistent with that knowledge." The authors describe the most common obstacles to action---such as fear and inertia---and profile successful companies that overcome them. Among the companies that Pfeffer and Sutton say do it right: General Electric, the Men's Wearhouse, SAS Institute, Southwest Airlines, Toyota, and British Petroleum. The book, based on four years of research, is broken into chapters with titles such as "When Talk Substitutes for Action," "When Fear Prevents Acting on Knowledge," "When Internal Competition Turns Friends into Enemies," and "Turning Knowledge into Action." Each chapter contains tips on what to do and what to avoid, and provides examples of how a lethargic company culture can be transformed. The Knowing-Doing Gap is a useful how-to guide for managers looking to make changes. Yet, as Pfeffer and Sutton point out, it takes more than reading their book or discussing their recommendations. It takes action. --Dan Ring "...brash, fiery in its opinions...Pfeffer and Sutton close the knowing-doing gap; open their book and you can too!" -- Management General, December 2000"Every once in a while a great book starts to fall below the radar screen. This is one of those books:go out of your way to find a copy and read it!" -- Management General, Spring, 2000"The authors never leave a topic without prescribing seven or eight steps that companies can take." -- The New York Times, June 25th, 2000"This volume will quickly assume a place among the classic, frequently cited management books." -- National Productivity , Winter 1999"Why can't we get anything done? Pfeffer and Sutton [answer this question]in their useful book." -- Fast Company, June 2000, Story by Alan WebberFrom the Back Cover"The Knowing-Doing Gap is must reading for us all. Why don't organizations do more of what they already know they should do? The answer isn't lack of smarts or strategy. Pfeffer and Sutton's analysis of the companies who get it right is fascinating and right on the money. Now...will we take action?"--Bob Waterman, Co-author of In Search of Excellence and Author of What America Does Right "The Internet economy is not simply an evolution in technology-it's a revolution. The Knowing-Doing Gap will help businesspeople apply their expertise in ways that are well suited for succeeding in this new economy."--John Chambers, President and CEO, Cisco Systems, Inc. "Finally, a book that provides valuable insight into the question, Why do most companies know what to do but so few actually do it? It's not so much about strategy, explain the authors; it's all about execution. Thank you, Pfeffer and Sutton!"--Richard M. Kovacevich, President and Chief Executive Officer, Wells Fargo Company "The Knowing-Doing Gap reveals the major obstacles to action that confront people in organizations-from CEOs to entry-level professionals. The authors guide practitioners through the labyrinth of organizational roadblocks and help them turn knowledge into action."--Deborah Coleman, CEO, Merix Corporation "Pfeffer and Sutton expose the real reasons businesses fail to compete successfully. The Knowing-Doing Gap is a refreshingly clear guide for turning the learning organization into a doing organization."--Howard Behar, President, Starbucks Coffee International