

THE KNOWING-DOING GAP: HOW SMART COMPANIES TURN KNOWLEDGE INTO ACTION FREE DOWNLOAD



Jeffrey Pfeffer, Robert I. Sutton | 336 pages | 29 Nov 1999 | Harvard Business Review Press | 9781578511242 | English | Boston, MA, United States

The Knowing-Doing Gap

This book will hopefully force me to be more conscious about my future choices of learning vs doing. Learning new infrastructure and ways of working is extremely hard. This will be extremely helpful for our Esperanza Elementary charter school. Something has to get done, and someone has to do it. Saturn is seen as a positive example in one paragraph, and a counter-example in the next. Consistency with past behaviours valued over changing, even if old behaviours are ineffective. Sort order. By Jeffrey Pfeffer Robert I. These commissions are obviously individual rewards and could lead to salespeople competing with The Knowing-Doing Gap: How Smart Companies Turn Knowledge into Action other for customers. The company reemphasized its social activities and celebrations, and did not let financial challenges The Knowing-Doing Gap: How Smart Companies Turn Knowledge into Action its focus from building morale and spirit. Just a moment while we sign you in to your Goodreads account. But it does not invariably do so and often does the opposite. 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. Mar 21, Keith rated it really liked it Shelves: business. Friend Reviews. Jeffrey Pfeffer. Why do so many companies fail to implement the experience and insight they've worked so hard to acquire? He argued that these systems require leaders to label many people as poor performers even though their work is well within the range of high quality. And, the company uses the survey results to guide its behavior. Competition fits the cultural emphasis on individualism in the United States, where a social Darwinist philosophy emphasizes the many benefits of the survival The Knowing-Doing Gap: How Smart Companies Turn Knowledge into Action the fittest. Skip to main content. It is just that their competitive juices are aimed more at external competitors instead of at people from other locations, units, or departments within the firm, or even at peers in the same unit. Signs your organisation is substituting talk for action. It's also useful from an individual perspective to think of what specific things you do to take what you 'learn' from say a speech or a text you read or some other form of 'static' learning, to dynamically applying that learning. I find that better writers such as the Heath brothers can bring these org change themes to life in more impactful ways. Partner Article. Jan 22, Tom The Knowing-Doing Gap: How Smart Companies Turn Knowledge into Action it liked it. In this excerpt from The Knowing-Doing Gap Pfeffer and Sutton tell how Intuit uses an annual employee survey as an ongoing check on how the company is living up to the values managers know are related to the firm's ultimate financial success. It would be easy to get diverted from doing what it knows it should. More Details 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. I wish I could build a consulting practice around this book because too many companies I meet can't make it over the knowing-doing gap! Although knowledge is important, most companies know, or can readily know, the same things. Error rating book. What leaders do, how they spend their time and how they allocate resources, matters People are better at learning new things, being creative, and doing intellectual tasks of all kinds when they don't work under close scrutiny, they don't feel as if they are constantly being assessed and evaluated, and they aren't working in the presence of direct competitors. Indeed, rhetoric is frequently an essential first step toward taking action. 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. Jul 02, Attila rated it liked it. 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. And GM was not alone in its problems of turning knowledge into action. Other Editions 8. By Cynthia Morrison Phoel. Strong opening, but then ends with a rather weak last two chapters. There is a large body of research showing the power of the self-fulfilling prophecy, also called the Pygmalion effect on performance. Sign up. 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. Work Matters. The company has faced numerous challenges, including increasing product market competition, the development of Internet-based financial planning services, an attempt by Microsoft to buy the company that was stopped by antitrust concerns, and the demands of recruiting and retaining a talented workforce in the Silicon Valley. This book is The Knowing-Doing Gap: How Smart Companies Turn Knowledge into Action must read for anyone struggling to implement new strategies. How durable are these kinds of books? In our research, however, we uncovered case after case where the costs of such individual victories were borne by those people, groups, and units that lost the contests. Robert I. Good for them. Beware of false analogies: fight the competition, not each other 7. A nice tour through history as well. Complex ideas, language and concepts are valued more than simple solutions. The effects of negative self-fulfilling prophecies help explain why, over the long term, internal competition can hamper performance. Other editions.

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