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Checklists

From the book: **The Knowing-Doing Gap: How Smart Companies Turn Knowledge Into Action**

Book by Jeffrey Pfeffer and Robert I. Sutton

What makes organizations work from different stages?

Talk Over Action

Lead a predatory lifestyle

- Talk is cheap
- Talk makes you look clever
- Education system-oriented towards talk
 - Talk is seminars, writing papers
 - No need to act
- Companies talk about acting but don't act

Memory Substitutes for Action

- Precedents of the past
- Do things the way they have been done before
- Written procedures and common practices
- Pressure for consistency with past
- Past success can make change more difficult

Fear Prevents Action

- Fear of being different
 - Not belonging to the group
- Challenging management
- Acting on knowledge to change
 - Will we be punished for a different action?
 - What if we fail?

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Measurement Obstructs Good Judgment

- Many measurements are flawed
- What really count can't be measured: like being detailed, the ability to delegate work, having a passion for your kind
- If they can be measured, it's a "guesstimate"

Internal Competition

- Competition is "out there" > drives innovation
- When it's "in here" the opposite often happens
 - The Individual becomes more important than the team
 - Individual rewards discourage teamwork
 - Individuals resist helping others
 - Reduces knowledge sharing

5 Traps

- Expecting committees to transform the culture
- Hiring a service-excellence coordinator
- Thinking more knowledge will close the gap
 - You will do it when you get more courage
- Letting assessment substitute for action
- Permitting managers to stall indefinitely with "How"

Overcoming the Gap

- Reward action, not a discussion
- Trust people
- Mentoring the gap
- Leaders model behaviors and take responsibility
- Remove internal competition

Think about these

- What do I "know" but I'm not doing with rigor?
- What about things I don't know how to measure? Passion, energy, teachability, etc.
- Am I removing obstacles from in front of my team?
- Am I allowing people to stall by asking "how"?

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About Flexiana

We help companies improve and build digital services - **We are The Service Builders.** We provide quality and professional full-cycle applications, web applications, mobile applications, and custom software. We specialize in solving real problems and using opportunities to increase customer satisfaction and gain new customer groups, from idea to long-term cooperation. Drive and dedication have ensured Flexiana has delivered true value to business since 2016. Our values are Craftsmanship, Transparency, Autonomy, Diversity, Remote Work, and Agility.

To deliver consistently, we have lots of things, for example, checklists like these. To deliver the best practices, we read, we process information, we discuss and share and teach. And to improve continuously, learning, teaching, processing, and building knowledge is an integral part of our operations.