



“Why does so much education and training, management consulting and business research and so many books and articles produce so little change in what managers and organizations actually do?”

The Knowing-Doing Gap,
Pfeffer & Sutton

Create a Place to Thrive

by Kris Campbell

Every year, companies in this country spend more than 60 billion dollars to motivate, train and educate their employees with an eye towards one over-riding goal: to enhance their workers' performance, which increases worker productivity, which positively impacts the company's bottom line.

But “regardless of the quality of the content, the delivery or the frequency of repetition, management education is often ineffectual in changing organizational practices.” This is according to Jeffrey Pfeffer and Robert Sutton, whose book, The Knowing-Doing Gap, chronicles four years of research in how to turn knowledge into action. Repeatedly, this research documents that even though a company may clearly “know” how to implement, they simply don't “do” it. The gap between “knowing” and “doing” costs billions of dollars each year.

Is that gap costing your company money?

Don't Throw Seeds on Hard Soil

This is an ancient, simple proverb. Any reasonable person understands its fundamental message that all living things need a healthy sustainable environment in which to grow. And yet, every day in business, we continue to “throw seeds on hard soil”.

Why?

What We Know

We know from years of behavioral research as well as ground-breaking work done on human motivation at Harvard Business School that humans are naturally driven to excel and many are energized by the need for personal achievement. In fact, our need to achieve is primal - like our need to satisfy hunger and thirst. But this need must have a “place to thrive”.

No “Magic Bullet”

Businesses and the people who live and work in them are in constant pursuit of interventions that will help them achieve their goals and enjoy the experience of work. When these interventions fail, as they so often do, we try other interventions, desperate to hit on that “magic bullet” that will make us the most effective person we can be.

Before long, the failure to find that “magic bullet” becomes an all too de-motivating and painful experience. Frustrated, companies may give up on their employees and employees give up on themselves. Over the long term, this is a formula for disaster.

**“Don’t throw seeds
on hard soil.”**

Create a Place to Thrive

Before you waste any more money on training and development programs, tend to your workclimate. An Intentional WorkClimate™, when proactively managed, directs and energizes the behavior linked to high achievement, optimizing performance and maximizing the attainment of goals.

So go ahead. ***Create a place to thrive.***

Kris Campbell is the founder and President Emeritus of Challenge It Now LLC, a consulting group that specializes in the advancement and practice of Intentional WorkClimate to optimize the experience of work and maximize the potential for superior performance.

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**Organizational
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