jumping the ACTION gap

overcoming the resistance to act: a simple guide to the knowledge-based-ACTION
this is my self-therapy
trying to jump out of
the no-action-think-only zone
1. Many thinking here are not my original; in fact, many of them are common sense
2. Apologize for my ignorance/ laziness, I use images using Google image search. Please contact me if any of your image is here, and you wish me taking it out.
what's bothering me?
the big gap in Indonesia, the society, and me
Indonesia: great potential, NOT great achievement
why the potential could not be transformed into reality?

big country
rich natural resources
smart people

traffic jams
corruption
poverty
common sense, NOT common practice
why we don't do what we know?

small thing?

how about these?

the reality?
unbelievable. speechless

excellent business strategy, NOT excellent result

why companies are struggling in doing many good initiatives?

more companies are failed or not sustainable

many executives did not see the strategy deliver result!

strategy and initiative come and go every year
a lot of good plan, NOT good action

why I keep the same new year's resolution every year?

I make many new resolutions every year

two of them:
- wake up at 5 am everyday
- healthy diet

as of this is written....
still struggling to wake up early

I think I have violated most of rules in healthy diet

how about you?
do you see the gap?

Obviously, we know many things to do, we just didn't do them.
we can think and say the smartest thing in the world, but the only thing that matters is ACTION

"Real artists ship"

Steve Jobs
so,
in every situation
we have to jump directly into action ,
RIGHT?
WRONG!
action without knowledge could have worse impact than no action

imagine you got a headache, your normal action is to immediately take some pills

what if the headache, when diagnosed properly, is because your eyes need a new reading glasses?

not only we are not solving the problem by taking pills, but our action add poison to our body
action without knowledge could solve today's problem, but that action may become tomorrow's problems

**Today's problem:**

crisis? need to cut cost?

**Tomorrow's problem:**

bad business because of losing good people

remaining employees lost motivation

**Action:**

fire your employees
bad result from the past because of wrong action, make the future action will be even tougher.

you lost confidence

people lost confidence in you
Sure we want best efforts; but efforts must be guided by theory and knowledge.

Those who only give us best efforts - let them stay home, in bed and sleep late. We would be better off. They only tamper and make things worse.

W. Edwards Deming
what we need is ACTION which based on knowledge
but, firstly we need to understand this...
why it's difficult to take **ACTION**?
the common barriers for taking bold **ACTION**
we are afraid to take ACTION
there's part in our brain that always afraid to do a new thing*

have you experienced that when you plan to take a bold action, there are suddenly a lot of questions pop up in your head:

will this one be successful?

will people laugh at me?

what happens if it fails?

I think it's better to do it when the time right, not now

* it's called amygdala or the "lizard brain" the part that responsible for human survival and reflex - I read it on Seth Godin's Linchpin
we do not spend time to ask WHY

without the crucial reason, it's difficult to remove the ACTION barriers

people example

if you are a smoker, why you want to quit? what is the reason to stop this relaxing-comforting activities?

if you are not answering that right and honest, you might fail

business example

your business launched the customer centricity initiative. you need to ask why your company want to do that.

because it's the latest hype? because the competitors have similar program? or....?
confused "busy" as **ACTION**

just because you are busy, it doesn't mean you take **ACTION**

- meeting is not an action
- presentation is not an action
- planning is not an action
- speech is not an action
- tweeting is not an action
- reading/responding email is not an action

All of them are essentials activities, but it's not **ACTION** until you accomplished the end result you want to see.
no clear goal
many people don't like to put a specific objective, "just go with the flow"

people example
"I want to go somewhere, next year"

business example
"our target date to launch this product is next year"

It's very hard to take ACTION if the end result, time, place is not specific
see issue only partially, not as a whole
in another word, it's lack of system thinking

If accident happens,
human error
or
equipment failure?

forgotten root causes:
bad management
lack of law enforcement
poor infrastructure

everything is a system: human body, business, organization, traffic,
economy, trade, politics, etc...

failed to see the whole parts will give us no solution or unsustainable solution
the next slides...
how to take ACTION with better result
the knowledge-based-**ACTION**

simple guide to make the right and sustainable **ACTION**
ask why you want to do that ACTION
spend time to think and to answer honestly

"I want to quit smoking because my wife told me so."

"I want to quit smoking to allow me life longer healthily, so I could see my kids graduated, get married and have their kids"

"We want to improve our Customer Service because our CEO told us so."

"We want to improve our Customer Service because that is the only way we can make our customers happy... in the end, that is key for our company to grow"

for personal, find an action which reason is deeply rooted in your passion, family, and life;
for company, find reason that is vital for both short AND long term sustainability
set a clear goal and timeline
you got to be very specific, visualize the end result

either for personal or business, be very specific on the goal or end result

holiday plan:

travelling around in summer 2012

not specific, make actions become difficult to start

specific!
now, let's start with surveying hotels and airfare!

holiday plan:

Bali, 24–31 Jul'12
set up the team and support system
have a very good team and...good boss or mentor

you can’t be a singer and a judge at the same time; more often you will need somebody to help you

it might make the ACTION less fun, but you need somebody to watch and ensure you are on track as well as to do things better

they can be your spouse, your personal trainer, your coach, your colleagues, or even your evil boss
**tips: use action charter**

<table>
<thead>
<tr>
<th>why?</th>
<th>goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>I want to live longer in good health, so I can see my kids married and have kids on their own</td>
<td>reduce weight from 80 kg to 70 kg; cholesterol from 250 to 150</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>target date</th>
<th>support</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Nov 2011</td>
<td>coach: dr. andy</td>
</tr>
<tr>
<td></td>
<td>watcher: wife</td>
</tr>
<tr>
<td></td>
<td>personal trainer: steve</td>
</tr>
</tbody>
</table>

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this simple chart is widely known but significantly underestimated because it's so simple
**Tips:** use project charter

<table>
<thead>
<tr>
<th>Business Case</th>
<th>Business Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our company has lost market share from 20% to 15% in the last 3 years, because we delivered too slow to customers</td>
<td>Cut our delivery time from 4 days to 2 days, with the same quality of service</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Timeline</th>
<th>Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pilot run: 1 Nov 2011</td>
<td>Coach: your boss leader: you</td>
</tr>
<tr>
<td>Full run: 1 Jan 2012</td>
<td>Members: Jane, Ray, Eve</td>
</tr>
</tbody>
</table>

use this kind of chart as a thinking framework, not a paper work!
understand the system
we've got to understand the whole parts and interaction among parts

in treating a patient, it is not only the doctors, nurses, and medicines which are important to the cure, but also

the patient, the patient's family, hospital management, hospital infrastructure and tools, the pharmacist, and, the Standard Operating Procedure
prioritize your ACTIONS

in contrary to our believe, time is not infinite. we need to prioritize

I recommend we always use the 80/20 rules.

find the vital few over the trivial many
end notes

few things to remember for these many slides
takes the urgency of **ACTION**, with the right knowledge

use action/project charter as thinking framework, not for the sake of having it

use 80/20 rules
While this is all simple, but it is not easy if this is easy, we would have done all of them long time ago.

I am not an expert on this, but I do think the boldness of taking ACTION is the key that differentiate success and failure.
feel like reading books?

some of my favourites
I borrow many of Deming’s philosophy to guide me professionally and personally.

If you don’t have time the thick Out of The Crisis above, this book is a good and fun read to start for Deming’s teachings.

Peter Senge has inspired me to always think holistically especially from the "other" side.
this is the best book on the gap between knowing and ACTION

Godin's messages for being remarkable and taking bold ACTION is best written in this book

Koch reminds me to not trying do many ACTIONS, but only few that matters