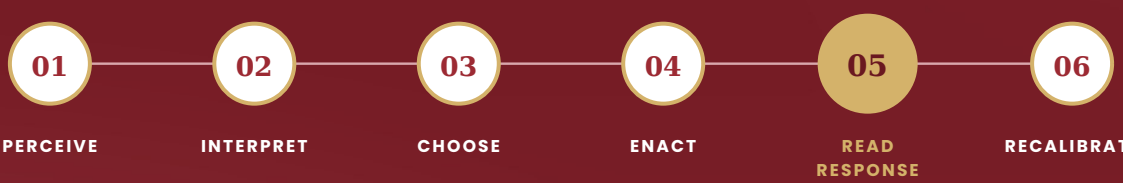
GLOBAL SIM LABS
BEYOND THE EXPECTED

ACADEMIC WHITE PAPER 01

The Knowing–Doing Gap

Competence is not merely something an executive possesses. It is something they must continually produce.

WHERE CAPABILITY MUST SURVIVE CONVERSION



THREE GAPS THAT MATTER

I
Conversion gap

What someone possesses is not necessarily what they produce.

II
Evidence gap

Recognising an answer is not generating one. Selecting a response is not enacting it.

III
Adaptive & transfer gap

What works in one situation may not hold as conditions change.

7,040
trainees: cross-cultural training helps, with a medium effect · Chenyang (2022)

22
managers, 65 incidents: knowing is not the same as doing · Ahmadi & Vogel (2023)

"Culture changes the odds. It does not determine the person."

Examined through GSL's AER™ lens: Approach · Expression · Result

READ THE PAPER globalsimlabs.com/the-knowing-doing-gap-landing-page

Beyond the Expected.