Sloan Coaching
& Consulting

AI & PROJECT MANAGEMENT SUMMIT · INDUSTRY PARTNER TRACK

Crossing the Knowing-Doing Gap

Awareness isn't the strongest structure.

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EARLY-CAREER COACH AND ORGANIZATIONAL CONSULTANT · NOVEMBER 14, 2026

BEFORE I SAY ANYTHING

One question first.

What's one thing you already know you should be doing at work or school, and haven't done yet?

Answer in a few words. No names. Nobody sees who wrote what.

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WHILE YOUR ANSWERS COME IN

Where I’m coming from.

STILL ANSWERING?



As a graduating student here, while on the PMI Southwest Ohio board, I asked: what if UC hosted a PMI-SWO summit? There has been an annual one ever since, made real and kept going by the chapter board and UC’s faculty and staff.

01

By day

Agile delivery and AI adoption at a large local insurance company, where I started as an intern.

02

In my practice

Sloan Coaching & Consulting: coaching for people early in their careers, and AI systems that keep work moving.

03

In my writing

The Architecture of Transformation, a Substack and a book in progress about the gap between knowing and doing.

Lindner BBA · NKU MBA, Leadership and Innovation · Former VP of Outreach, PMI Southwest Ohio · Disciplined Agile Senior Scrum Master

WHAT THIS ROOM ALREADY KNOWS

You answered in seconds.

That's the point.



Sample answers. On the day, the live cloud from your poll tool replaces this slide.

WHERE THIS STARTED FOR ME

I valued the feedback. I didn’t do much with it.

I didn’t have the energy or the systems to integrate it.

I was leading a delivery team at the same time, and I started seeing the same gap in every retro.

FROM ONE PERSON TO A TEAM

We never lacked lessons.

As a delivery lead I run retrospectives for a living. A sprint is two weeks of a project. The retrospective is the meeting at the end of it, where the team says what to change.

01

Nobody wants to say it.

Naming the problem means naming a person. The room goes quiet.

02

The takeaways end up being mine.

The team has to agree they're takeaways. A quiet room doesn't.

03

Then delivery eats them.

The action items land on the two team leads, and the next sprint is already here.

The only thing that keeps us honest is the next retro.

WHAT I WOULD ARGUE

Insight is one variable. Structure is the load-bearing one.

THE EQUATION FOR CROSSING THE GAP

insight + **structure** + accountability + measurement

Four variables. One of them carries the weight.

THE EQUATION, AS FOUR MOVES

Four moves. Your turn in each.

One for each variable. Three in this room, one this week.

insight + structure + accountability + measurement

01

Sharpen it.

INSIGHT · NOW

02

Shrink it.
Anchor it.

STRUCTURE · NOW

03

Give it someone who asks.

ACCOUNTABILITY · NOW

04

Run it.
Report it.

MEASUREMENT · THIS WEEK

MOVE ONE · NINETY SECONDS

Sharpen it.

A vague line can't be done or checked. The true sentence names the moment where it goes wrong.

WHAT HE TYPED

"Network more."

Why it matters on a project: the people driving the decisions change every project, and the ones who know you are the ones who bring you onto the next one.

SHARPENED

"Every project puts me in a room with the people making the decisions, and I never talk to them after."

A moment, a habit, and something you would notice changing.

01 When was the last time it came up?

02 What did you actually do?

03 What would others have noticed?

Write the specific version of your one thing. One sentence.

MOVE TWO · NINETY SECONDS

Shrink it. Anchor it.

Small enough to become a habit. Tied to a routine you already run, so it repeats without a decision.

THE FORMAT

When _____ happens,
I will _____.

"When a meeting ends, I'll ask whoever drove the decision for a coffee to connect."

WHY SHRINK IT

A smaller act, not a shorter sentence. Small enough to repeat until it stops needing a decision.

WHY ANCHOR IT

Slot it into a routine you already run. The routine does the remembering, so it repeats.

If-then plans showed a medium-to-large effect on goal attainment across 94 tests (Gollwitzer & Sheeran, 2006).

MOVE THREE

Give it someone who asks.

Accountability is the variable people think about least.

ON A PROJECT

The next retro. Right now it's the only thing keeping us honest.

IN A GROUP PROJECT

The one person who texts the group: did you do your part?

IN MY METHOD

Elio, an AI companion that holds your experiment between sessions and asks.

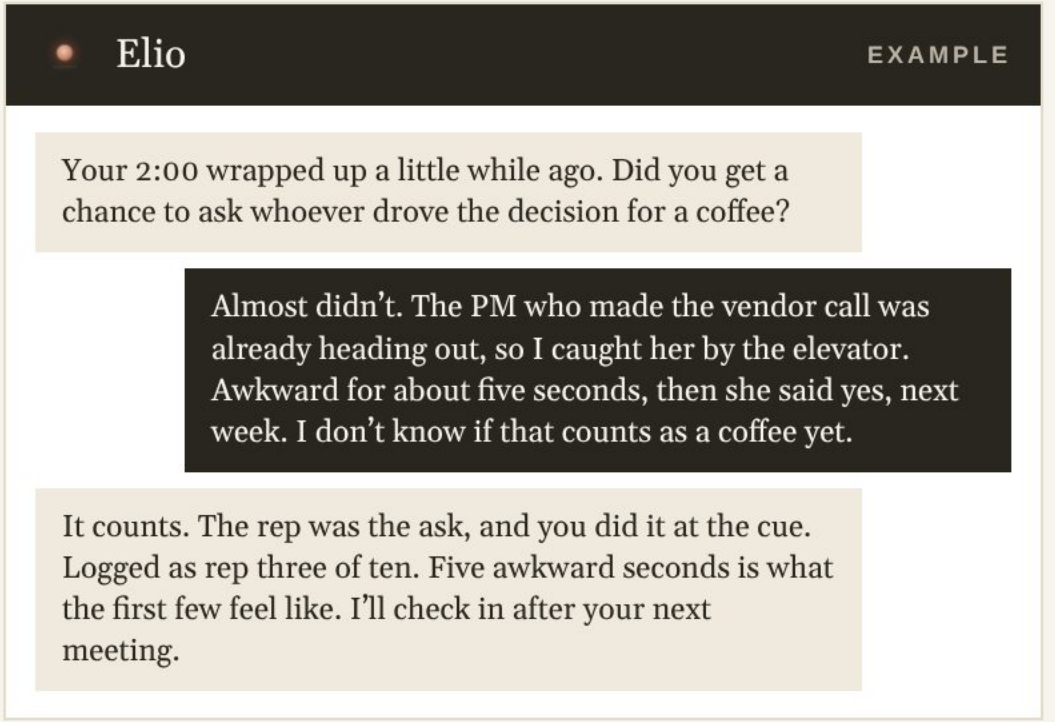
Someone, or something. It doesn't have to be smart. It has to remember what you said, and ask.

MOVE THREE, IN MY METHOD

Structure that runs between sessions.

Elio is the AI companion built into the Sprint Cycle. Between sessions it holds the other end: it keeps your current experiment in view, so follow-through doesn't depend on memory, and it turns a messy update into one line.

Elio is an AI companion, not a person, and says so.



NOW PUT THE ONE THING DOWN

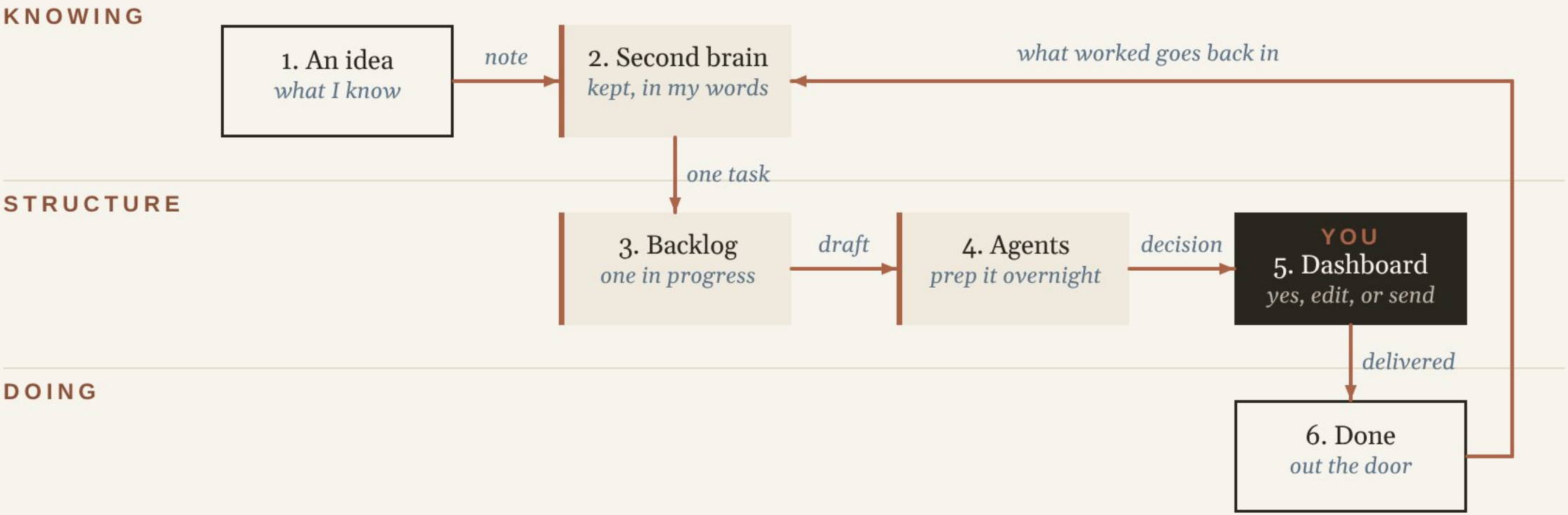
You don’t have just one knowing-doing gap. You have many.

Every retro action. Every “I should.” Every idea you saved somewhere. Nobody has time for the list, so the list is where knowing goes to wait.

- Write the onboarding guide
- Follow up with the vendor
- Document last sprint’s decisions
- Start the certification
- Email the professor back about the internship
- Call the mentor back
- Read the two papers from the summit
- Start the capstone a month early
- Draft the proposal for the new team
- Update the résumé before the career fair
- and thirty more

WHAT I BUILT FOR THE FORTY

How an idea moves through my system.



WHERE AI COMES IN · PUT THE DIRECTOR HAT ON

You are the director.

The same task, twice. Once as the person who does the work. Once as the person who accepts it.

BEFORE · YOU DO THE WORK

☐ Follow up with the vendor

Find the thread. Reread the proposal.
Work out what to ask. Write 140 words.
Pick two dates that work. Send it.

About 25 minutes. So it waits until you have 25 minutes.

→

NOW · YOU ACCEPT THE WORK

SLOAN OS · EXAMPLE

PREPPED OVERNIGHT VENDOR

Follow up with the vendor

Draft ready, in your words: two questions, one ask, two dates that work. 140 words.

YES, SEND IT | EDIT | HOLD | NO

About 20 seconds. Read it. If it sounds like you, press yes.

From “go do the thing” to “say yes to the thing.”

The creativity is still yours. The load isn’t.

SAME CODE, NEW QUESTION · BACK TO YOUR ONE THING

My experiment this week.

You've sharpened it, shrunk it, anchored it, and given it someone who asks. Write the finished version here, and you leave with something to run tomorrow.

When _____, I will _____.

Type the sentence you just wrote. Short is fine. Specific is better.

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BEFORE AND AFTER

This is what crossing looks like.

Nobody learned anything new. You built something.

WHAT YOU KNEW

network more
speak up
feedback
boundaries
follow up
say no
start earlier

WHAT YOU'LL DO THIS WEEK

ask one question in my next meeting
introduce myself to one person
start the assignment the day it posts
write the decision down before I leave
email my manager by noon

Sample answers. On the day, show both live clouds.

MOVE FOUR · RUN IT. REPORT IT.

I’ll hold the other end.

Leave your experiment and your email. A week from today, on November 21, I’ll write back and ask if you ran it.

I read every one myself. One email back, and that’s all. No list, no newsletter.

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CROSSING THE KNOWING-DOING GAP

You already know what to do. The question is what you're going to build so you finally do it.

Thank you.

Parker Sloan · Sloan Coaching & Consulting

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Questions? Come find me at the front.

A bigger challenge than one behavior? That's on the page too.

EVERYTHING FROM TODAY

LINKEDIN

SOURCES

Where this comes from.

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Gollwitzer, P. M., & Sheeran, P. (2006). Implementation intentions and goal achievement: A meta-analysis of effects and processes. *Advances in Experimental Social Psychology, 38,* 69–119.

Harkin, B., Webb, T. L., Chang, B. P. I., Prestwich, A., Conner, M., Kellar, I., Benn, Y., & Sheeran, P. (2016). Does monitoring goal progress promote goal attainment? A meta-analysis of the experimental evidence. *Psychological Bulletin, 142*(2), 198–229.

Sloan, P. (2026). Essays in *The Architecture of Transformation,* sloanpk.substack.com: “You Already Know What to Do,” “Your Second Brain Needs Hands,” “Something Has to Hold the Other End.”

The Sprint Cycle method and Elio: Sloan Coaching & Consulting, start.sloancoachingconsulting.com