Rank the people you manage starting with your best performer first and concluding with your least effective performer.

+ _____________________________________
+ _____________________________________
+ _____________________________________
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+ _____________________________________
+ _____________________________________
+ _____________________________________
+ _____________________________________
+ _____________________________________

Repeat this activity during the year — at least quarterly.

Note: People often confuse room for improvement with potential for improvement.

“MANAGING means making the strengths of people effective. Neither the welfare approach, nor the personnel management approach, nor the control and firefighting approach address themselves to strength, however.

PEOPLE are weak; and most of us are pitifully weak. People cause problems, require procedures, create chores. And people are a cost and a potential “threat.” But these are not the reason why people are employed. The reason is their strength and their capacity to perform.”

+ Peter Drucker “Management: Tasks, Responsibilities, Practices,” 1973