

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

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Rank the people you manage starting with the person with whom you spend the most individual (one-on-one) time and concluding with the person with whom you spend the least of your time.

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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