

**12 points each manager should pay attention to
For a sustainable organizational performance**

From the book « First, Break All the Rules: What the World's Greatest Managers do differently »; authors: Marcus Buckingham & Curt Coffman, 1999, 2005

Marcus Buckingham & Curt Coffman synthesize in this book the result of more than 80,000 interviews with company and non-profit organization leaders, conducted by The Gallup Organization during the last 25 years.

One of their objectives was to detect what managers did to ensure a sustainable performance within their organizations. Their criteria for evaluating the performance were: productivity, profitability, clients' retention rate and employees' retention rate. The evaluation of performance was done on several consecutive years.

12 common points emerged from analysis of all highly-performing organizations.

In these organizations, each employee, systematically:

1. Knows what's expected from him/her
2. Has the appropriate equipment to do his job correctly
3. Has the opportunity daily at work to do what s/he does best
4. Receives, on a weekly basis, signs of recognition for the good work s/he has done
5. Has a manager, or someone at work who takes care of who s/he is as a person
6. Has someone at work who encourages his/her development
7. Knows his/her opinions at work count
8. Understands his/her work is important, from his organization's mission and purpose
9. Works with colleagues committed to do quality work
10. Has developed a trusted relationship with at least one person at work
11. Has got, in the last 6 months, the opportunity to talk about his/her progress with someone at work
12. Has got, during the past year, the opportunity to learn and grow at work

These are 12 points of attention for each manager.

And you, as an employee, where do see yourself on these 12 points?

And you, as a manager, where do see yourself on these 12 points, from what you put in place for each of your team members?