



THE ULTIMATE TEST OF LEADERSHIP

A Performance Tool Designed by Jack Welch

The following tool is a little matrix designed by Jack Welch to help managers focus their thinking about how to make key management decisions. Jack Welch thought that attitude, values and mindset were as important as performance.

You obviously 'lock-in' and work to retain your most valuable players, and you should coach those with the right attitude. You should also remove those players who do not have the right attitude and do not perform. The most important and difficult group to manage are those with a good performance record but have a poor attitude, and poor values or poor mindset. These people are 'energy sappers'. You need to move swiftly to turn them round but if their attitude doesn't improve, get them out before the entire working atmosphere is tainted irreparably.

