

Managing Oneself

Key ideas from the Harvard Business Review article by Peter F. Drucker

THE IDEA

We live in an age of unprecedented opportunity: If you've got ambition, drive, and smarts, you can rise to the top of your chosen profession—regardless of where you started out. But with opportunity comes responsibility. Companies today aren't managing their knowledge workers' careers. Rather, we must each be our own chief executive officer.

Simply put, it's up to you to carve out your place in the work world and know when to change course. And it's up to you to keep yourself engaged and productive during a work life that may span some 50 years.

To do all of these things well, you'll need to cultivate a deep understanding of yourself. What are your most valuable strengths and most dangerous weaknesses? Equally important, how do you learn and work with others? What are your most deeply held values? And in what type of work environment can you make the greatest contribution?

The implication is clear: Only when you operate from a combination of your strengths and self-knowledge can you achieve true—and lasting—excellence.

THE IDEA IN PRACTICE

To build a life of excellence, begin by asking yourself these questions:

“What Are My Strengths?”

To accurately identify your strengths, use **feedback analysis**. Every time you make a key decision, write down the outcome you expect. Several months later, compare the actual results with your expected results. Look for patterns in what you're seeing: What results are you skilled at generating? What abilities do you need to enhance in order to get the results you want? What unproductive habits are preventing you from creating the outcomes you desire? In identifying opportunities for improvement, don't waste time cultivating skill areas where you have little competence. Instead, concentrate on—and build on—your strengths.

“How Do I Work?”

In what ways do you work best? Do you process information most effectively by reading it, or by hearing others discuss it? Do you accomplish the most by working with other people, or by working alone? Do you perform best while making decisions, or while advising others on key matters? Are you in top form when things get stressful, or do you function optimally in a highly predictable environment?

“What Are My Values?”

What are your ethics? What do you see as your most important responsibilities for living a worthy, ethical life? Do your organization's ethics resonate with your own values? If not, your career will likely be marked by frustration and poor performance.

“Where Do I Belong?”

Consider your strengths, preferred work style, and values. Based on these qualities, in what kind of work environment would you fit in best? Find the perfect fit, and you'll transform yourself from a merely acceptable employee into a star performer.

“What Can I Contribute?”

In earlier eras, companies told businesspeople what their contribution should be. Today, you have choices. To decide how you can best enhance your organization's performance, first ask what the situation requires. Based on your strengths, work style, and values, how might you make the greatest contribution to your organization's efforts?