

## **Managing oneself**

*By Peter Drucker, Harvard Business Review, January 2005*

In this world of opportunity, it is up to us how to keep ourselves engaged and productive during a 50 years + career. We can succeed in the knowledge economy only if we know ourselves well — our strengths, our values, and how we best perform.

### **What are my strengths?**

To accurately identify our strengths, we must use feedback analysis. Every time we make a key decision, we must write down the outcome we expect. Several months later, we must compare the actual results with our expected results. We must look for patterns in what we are seeing: What results are we skilled at generating? What abilities do we need to enhance in order to get the results you want? What unproductive habits are preventing us from creating the outcomes we desire? When trying to improve, we should not focus on our weaknesses. Instead, we must build on our strengths.

### **How do I work?**

We must be clear about the following. In what ways do we work best? Do we process information most effectively by reading it, or by hearing others discuss it? Do we enjoy working with other people, or working alone? Do we perform best while making decisions, or while advising others on key matters? Are we good at handling stress or do we do well in a highly predictable environment?

### **What are my values?**

We must ask ourselves: What do we see as our most important responsibilities for living a worthy, ethical life? Are the organization's values aligned with our own values?

### **Where do I belong?**

Based on our strengths, preferred work style, and values, in what kind of work environment would we fit in best?

### **What can I contribute?**

Based on our strengths, work style, and values, we must ask ourselves how we can make the greatest contribution to our organization.