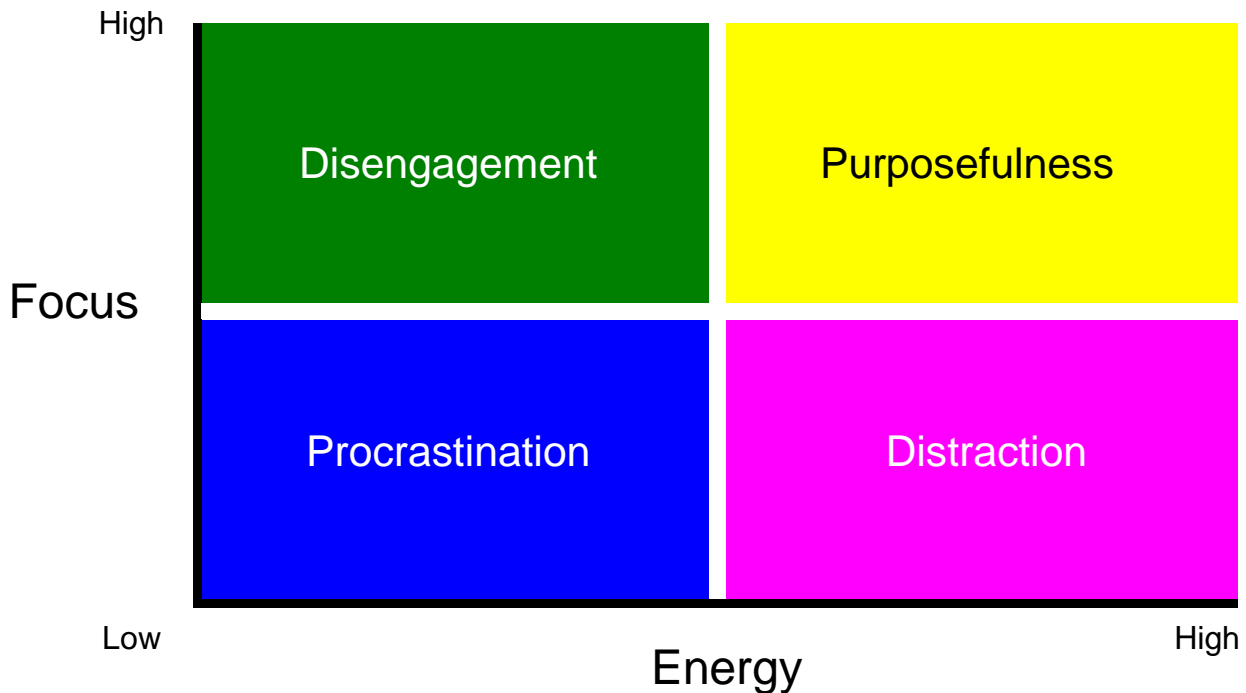


The Focus – Energy Matrix



A mere 10% of managers are purposeful – that is, both highly energetic and focused. They use their time effectively by carefully choosing goals and then taking deliberate actions to reach them. Managers that fall into the other groups, by contrast, are usually just spinning their wheels: some procrastinate, others feel no emotional connection to their work, and still others are easily distracted from the task at hand. Although they look busy, they lack either the focus or energy required for making any sort of meaningful change.

Source: “Beware the Busy Manager”, Harvard Business Review, February 2002, pp 62-69