1. Ask Five Questions Before You Blame

About the person, and about yourself first. Only when the first four are yes is it a people problem.

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1 Person, role and the problem you see

Person	Role	What is going wrong (facts, not feelings)

2 The five questions (ask about yourself first)

Question	About them	About me	Yes / No
1 Do they know exactly what good looks like?			
2 Do they know how to do it?			
3 Tools, time and information?			
4 Do they know the score?			
5 Will, and the right seat?			

Example (Ploy, laundry, Chiang Mai): nobody had been told "ready by 4 pm, bagged and labelled"; pressers never shown the stain chart or the right heat for silk; one steam press broken for three weeks; tickets did not show the promised time; mistakes only heard about from customer complaints; one careful presser in the wrong seat.

3 Write the standard in one sentence, with a number in it

Example: "Every order ready by 4 pm on the promised day, bagged and labelled."

My standard:

4 Scoreboard staff can see every day

Due today	Done	Re-dos so far

2. Fix the Gap, Then Judge Fairly

Rate each task 1 to 5, set behaviour goals, train with your best people, keep a log, decide after 30 days.

1 Skill grid: level 1 to 5 per task

1 doesn't know it · 2 knows it in theory · 3 can do it with help · 4 does it alone · 5 can teach it

Task	Person 1	Person 2	Person 3	Person 4
Greeting				
Asking questions				
Showing the right piece				
Handling the price question				
Closing with delivery				

2 Behaviour goals (not results)

Not "Sell more". Example (Nino, furniture showroom, Tbilisi): "Ask three questions about the room before you show any piece." "Offer delivery and assembly on every sale."

Person	Behaviour goal

3 Train the gap: show, do together, watch, check

Gap	Trainer (a 5 on this task)	Show	Together	Watch	Check

4 Decide after 30 days

Clear standard written	[ ] Yes [ ] No
Trained on the gap	[ ] Yes [ ] No
Tools, time and information fixed	[ ] Yes [ ] No
Score visible every day	[ ] Yes [ ] No
Behaviour still not changing: will or fit (improve, better seat, or move on)	[ ] Yes [ ] No

Examples only; results vary. General business education, not financial, legal or tax advice.
Free tool from LoftyBiz. More free tools and Systex (our own product): loftybiz.net

3. Observation Log and Examples

Ten minutes a day on the floor. No memory, no feelings, just notes.

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1 Observation log (30 days)

Date	Person	Behaviour seen	What I said

2 Worked examples (illustrative)

Ploy before	9 staff, 2,000 orders, 1 in 5 late	Ploy re-dos	80 a month x $6 each
Ploy after	Late 1 in 20; re-dos 20 a month	Ploy saving	60 x $6 = $360 a month, 0 fired
Nino before	4 x 100 visitors; 30/30/12/12% = 84	Nino after	Giorgi 26%, Levan 22% = 108 sales
Nino gain	24 x $900 = $21,600 a month	Timing	Decide after 30 days

3 Do this this week

[ ] Pick one person who is not performing
[ ] Ask the five questions about them, and about yourself first
[ ] Write the standard in one sentence with a number
[ ] Check their tools and their scoreboard
[ ] Rate them from 1 to 5 on each key task
[ ] Set one behaviour goal and start a simple log in Systex

Ploy, Nino and their figures are illustrative. These are examples, not promises. Results vary. General business education, not financial, legal, HR or tax advice.