

Leadership
and the
101[®] One Minute
Manager

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WHO KILLED CHANGE? (with Ken Blanchard, John Britt, Judd Hoekstra), 2009

Leadership and the One Minute Manager

Increasing Effectiveness Through
Situational Leadership® II

UPDATED EDITION

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The Symbol

The One Minute Manager's symbol—a one-minute readout from the face of a digital watch—is intended to remind each of us to take a minute out of our day to look into the faces of the people we lead. And to realize that *they* are our most importance resource.



Introduction

PAUL Hersey and I began developing Situational Leadership® at Ohio University in the late 1960s and then wrote about it extensively in our textbook, *Management of Organizational Behavior: Utilizing Human Resources*, now in its tenth edition from Prentice-Hall. In the early 1980s my coauthors, Pat and Drea Zigarmi, and I, together with the other founding associates of The Ken Blanchard Companies, made a number of changes in the model. The changes reflected our own experience, the ideas managers shared with us, and the findings of research we'd been conducting. The result was a new generation of Situational Leadership® thinking, which we call Situational Leadership® II.

Situational Leadership® II's practical, easy-to-understand and apply approach to leading and developing people has been taught over the last thirty years to leaders at all levels of most Fortune 1000 companies, as well as to leaders in fast-growing entrepreneurial organizations throughout the world.

This new, updated edition of *Leadership and the One Minute Manager* reflects our latest thinking about Situational Leadership® II. Written as a parable, it tells the story of an overworked entrepreneur who learns from the One Minute Manager how to get the most out of a diverse team by becoming a situational leader.

Pat, Drea, and I hope this will be a book you will read and reread until being a situational leader becomes second nature to you in your leadership roles at work, in your home, and in the community.

—KEN BLANCHARD, coauthor of *The One Minute Manager®* and *Leading at a Higher Level*

In memory of
our friend and colleague
Paul Hersey
for
his genius and creativity
in the development of the original
Situational Leadership®



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THE One Minute Manager got a call one day from a woman who said she was an entrepreneur. He was glad to hear from her, because he always enjoyed talking to people who had the courage to start their own businesses.

The entrepreneur explained that she was having a hard time finding people who were willing to work as hard as she was.

“I feel I have to do everything myself. I can’t count on anyone to take on some of the things that need to be done,” said the entrepreneur.

“What you have to do,” said the One Minute Manager, “is learn to delegate.”

“But my people are not ready,” said the entrepreneur.

“Then you need to train them,” said the One Minute Manager.

“But I don’t have time,” said the entrepreneur.

“If that’s the case,” said the One Minute Manager with a grin, “you do have a problem. Why don’t you come over this afternoon and we’ll have a talk.”

WHEN the entrepreneur arrived at the One Minute Manager's office that afternoon, she found him talking to his assistant at her desk.

"I appreciate your willingness to meet with me," said the entrepreneur as she joined the One Minute Manager in his office.

"It's my pleasure," said the One Minute Manager. "I've heard that you have been very successful in a number of ventures. What do you think it takes to be successful?"

“It’s really quite easy,” the entrepreneur said with a smile. “All you have to do is work half a day. You can work either the first twelve hours or the second twelve hours.”

After he’d had a good laugh, the One Minute Manager said, “While I think the amount of time and effort you put into work is important, I’m afraid too many people think there is a direct relationship between the amount of work they do and success—the more time they put in, the more successful they will be.”

“I thought you would say that,” said the entrepreneur. “In fact, I understand one of your favorite quotes is:

*

*Don't
Work
Harder—
Work
Smarter*

*

“Absolutely,” said the One Minute Manager. “But before talking about my thoughts on working smarter, let me ask you one more question.”

“Ask away,” said the entrepreneur.

“You call yourself an entrepreneur,” said the One Minute Manager. “What does that mean to you?”

The entrepreneur smiled and said, “A friend of mine described beautifully what it means to be an entrepreneur. He told me he once took his senior vice president to the top of a hill that overlooked the city. It was a beautiful view.

“He said to his vice president, ‘Do you see that ridge down there? Wouldn’t that be a great place to build a house?’

“‘It sure would be,’ said his vice president.

“‘Can you imagine a pool over to the right? Wouldn’t that be something?’ continued my friend.

“‘Just tremendous,’ said the vice president.

“‘How about a tennis court to the left?’ said my friend.

“‘What a setting,’ said the vice president.

“Let me tell you one thing,’ said my friend. ‘If you continue to work as hard as you have and accomplish all the goals we have set, I guarantee that someday—someday, all of that will be mine.’”

“That’s funny,” said the One Minute Manager with a big smile on his face. “But I think that story illustrates some of your problems with managing and motivating others.”

“What do you mean?” asked the entrepreneur.