

**Putting**  
**the**  
**One**  
**Minute**  
**Manager**  
**to Work**

## Also by Ken Blanchard

- Self Leadership and the One Minute Manager* (with Susan Fowler and Laurence Hawkins), 2005
- The Secret* (with Mark Miller), 2004
- Customer Mania!* (with Jim Ballard and Fred Finch), 2004
- The Leadership Pill* (with Marc Muchnick), 2003
- Full Steam Ahead!* (with Jesse Stoner), 2003
- The Servant Leader* (with Phil Hodges), 2003
- The One Minute Apology*<sup>TM</sup> (with Margret McBride), 2003
- Zap the Gaps!* (with Dana Robinson and Jim Robinson), 2002
- Whale Done!*<sup>TM</sup> (with Thad Lacinak, Chuck Tompkins, and Jim Ballard), 2002
- High Five!* (with Sheldon Bowles), 2001
- Management of Organizational Behavior: Utilizing Human Resources* (with Paul Hersey), 8<sup>th</sup> edition, 2000
- Big Bucks!* (with Sheldon Bowles), 2000
- Leadership by the Book* (with Bill Hybels and Phil Hodges), 1999
- The Heart of a Leader*, 1999
- Gung Ho!*<sup>\*</sup> (with Sheldon Bowles), 1998
- Management by Values* (with Michael O'Connor), 1997
- Mission Possible* (with Terry Waghorn), 1996
- Empowerment Takes More Than a Minute* (with John P. Carlos and Alan Randolph), 1996
- Everyone's a Coach* (with Don Shula), 1995
- We Are the Beloved*, 1994
- Raving Fans*<sup>\*</sup> (with Sheldon Bowles), 1993
- Playing the Great Game of Golf*, 1992
- The One Minute Manager Builds High Performing Teams* (with Don Carew and Eunice Parisi-Carew), 1989
- The One Minute Manager Meets the Monkey* (with William Oncken, Jr., and Hal Burrows), 1989
- The Power of Ethical Management* (with Norman Vincent Peale), 1988
- The One Minute Manager Gets Fit* (with D.W. Edington and Marjorie Blanchard), 1986
- Leadership and the One Minute Manager* (with Patricia Zigarmi and Drea Zigarmi), 1985
- Organizational Change Through Effective Leadership* (with Robert H. Guest and Paul Hersey), 2<sup>nd</sup> edition, 1985
- The One Minute Manager*<sup>\*</sup> (with Spencer Johnson), 1982
- The Family Game: A Situational Approach to Effective Parenting* (with Paul Hersey), 1979

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**One**  
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**Manager**<sup>®</sup>  
**to Work**

**Ken Blanchard**  
**Robert Lorber, Ph.D.**

*wm*

WILLIAM MORROW

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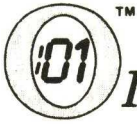
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## *The Symbol*

The One Minute Manager's symbol—a one-minute readout from the face of a modern digital watch—is intended to remind each of us to take a minute out of our day, every now and then, to look into the faces of the people we manage. And to realize that *they* are our most important resources.



## Introduction

In the last episode of *The One Minute Manager*, the bright young man who was searching for an effective manager learned the One Minute Manager's three secrets. He immediately realized that they were the key to effective management.

The young man learned his lessons well. Eventually he became a One Minute Manager.

He set One Minute goals.

He gave One Minute Praisings.

He delivered One Minute Reprimands.

In this second episode of *The One Minute Manager*, a veteran manager wonders whether using the three secrets on a day-to-day basis will really make a difference where it counts—in performance. He seeks the answer from a new One Minute Manager. In the process he learns how to put One Minute Management to work in a systematic way to achieve excellence.

This book is meant to be a companion to the original book. It is a practical tool that can be used independently to implement the three secrets but will probably be a richer experience if you have first read *The One Minute Manager*.

We hope you apply and use what the veteran manager learns and it makes a difference in your life and in the lives of those who work with you.

KENNETH BLANCHARD, PH.D.  
ROBERT LORBER, PH.D.

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## Foreword

Today more than ever it's obvious that the gap between learning and doing is much bigger than the gap between ignorance and knowledge, particularly in the areas of leadership and management. As we say in *Putting the One Minute Manager to Work*, "Most companies spend all their time looking for the next new management concept and never follow up on what they just taught their people." Recently I got a call from a company that told me they had Steve Covey speak last year and they wanted me to speak this year. I said, "That's great. I'll call Tom Peters and see what he's doing next year."

Knowing the reality of the gap between learning and doing, I went to Bob Lorber about writing *Putting the One Minute Manager to Work*. Everybody loved *The One Minute Manager* and thought it was great, but I was fearful they wouldn't put the concepts into practice. For many years Bob was one of the top productivity improvement experts in the country. He built his own consulting firm, Lorber Kamai, and helped companies of every size and shape keep their commitments and follow through on their good intentions.

That's what *Putting the One Minute Manager to Work* is all about. If you love *The One Minute Manager* and really want to use the three secrets of



One Minute Goal Setting, One Minute Praising, and One Minute Reprimands in your organization, you're going to find out exactly how to do that in this book. I've gotten so cocky about the concepts in *Putting the One Minute Manager to Work* that I have offered companies a five-to-one money-back guarantee.

What I mean by a five-to-one guarantee is this: If the company doesn't return to their bottom line five times the amount they pay us to implement the concepts in this book, we'll make up the difference. People say to me, "How did you get so cocky?" I say, "It's real easy. Nobody ever follows up on anything." How many diets does it take to lose weight? Only the one you stick to. *Putting the One Minute Manager to Work* is a book that has concepts you ought to stick to. If you believe in them and follow them, they'll make a difference in your organization and in your people.

One of the joys in writing this book was working with Bob Lorber, whom I've known for more than twenty-five years now. Not only is Bob an accomplished professional, he is a first-rate human being as well. I am proud to have worked with him on *Putting the One Minute Manager to Work*. We wrote this book together more than twenty years ago and are excited about reissuing this edition, which is probably more relevant now than it was then. So enjoy, apply, and use. If you don't, then give me a call so I can give you a One Minute Reprimand.

—KEN BLANCHARD

TO

Our wives, Margie and Sandy,  
for their constant love  
and support throughout  
the highs and lows  
of our lives



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**W**HEN the veteran manager finished reading *The One Minute Manager*, he put the book down on his coffee table. He leaned back with a questioning look. He had first read the book at the office but had brought it home to give it another reading.

“Even after a second time through,” he thought to himself, “I cannot argue with the logic of the three secrets of the One Minute Manager. But if I practice them, will I actually become a more productive manager?”

The veteran manager decided to do something about his question. The next morning he would call a manager in a town a few hours away who had, in recent years, turned a troublesome company into a very profitable enterprise. The veteran had read a newspaper interview with this manager in which he had credited much of his success to practicing One Minute Management. In fact, he now called himself a "One Minute Manager."

**T**HE next morning when the veteran manager got to his office, he called the new One Minute Manager. He introduced himself and asked the manager if he could see him sometime that week and talk about One Minute Management. The veteran had been warned what the answer might be but he was still surprised when the One Minute Manager actually said, "Come anytime except Wednesday morning. That's when I meet with my key people. To be honest with you, I don't have much else scheduled this week. You pick the time."

"I'll be over tomorrow morning at ten," said the veteran manager, chuckling to himself. When he hung up the phone he thought, "This ought to be interesting. I'm sure I'll get my questions answered."

When the veteran manager arrived at the One Minute Manager's office, the secretary said, "He's expecting you. Go right in."

As he entered the room, he found a man in his late forties standing by the window looking out.

The veteran manager coughed and the One Minute Manager looked up. He smiled and said, "Good to see you. Let's sit down over here." He led the manager to a conversation area in the corner of the room.

"Well, what can I do for you?" the One Minute Manager asked as he sat down.



"I have read *The One Minute Manager* and so have my people," the veteran manager began. "I'm enthusiastic right now and so are they, but that has happened before when a new management system has been introduced. My question is how do you put One Minute Management to work in a way that turns the secrets into usable skills and makes a difference where it really counts—in performance?"

"Before I attempt to answer that question," said the One Minute Manager, "let me ask you one. What do you think the message of One Minute Management is?"

"It's quite simple," said the veteran manager. "If you have a sheet of paper I'll write it down for you."

The One Minute Manager went over to his desk and got a pad. He gave it to the veteran manager. Without pausing the veteran manager wrote:

\*

*People Who Produce  
Good Results*

*Feel Good  
About Themselves*

\*

"That's an interesting twist," said the One Minute Manager, gesturing to a plaque on the wall behind his desk. It read: PEOPLE WHO FEEL GOOD ABOUT THEMSELVES PRODUCE GOOD RESULTS. "Why did you change it?"

"I think it better represents the essence of One Minute Management," insisted the veteran manager, "and besides, it's more consistent with what you teach."

"Consistent?" questioned the One Minute Manager.

"Yes," responded the veteran manager firmly. "You say that one of the key ingredients to a One Minute Praising is to be specific—to tell the person exactly what he or she did right."

"That's true," said the One Minute Manager.

"Then praisings, which help make people feel good about themselves, are not effective unless those people have done something positive first," smiled the veteran manager, feeling he had the One Minute Manager trapped.

“**Y**OU’RE a tough man,” laughed the One Minute Manager, “and you really have a handle on One Minute Management. I think I can learn a few things from you. I’ll feel good about sharing as much as I can too.”

“I doubt if you will learn much from me,” said the veteran manager. “I’m just a ‘street fighter’ who has survived.”

“Can’t take a compliment, huh?” mused the One Minute Manager. “Most people can’t quite accept being praised.”

“I would imagine that’s because we’ve never gotten much practice receiving praisings,” said the veteran manager. “And it’s not easy to do something that you’re not used to doing, even if you believe in it.”

“Right,” said the One Minute Manager. “One of the reasons it’s hard to implement One Minute Management is that people will have to change some of their old behavior. And focusing on and changing how people treat each other in organizations is something that gets only lip service. Most top managers think that management training is just a fringe benefit—a nice little frill they can give all their employees every year. That’s why I have that saying on the wall,” he added as he gestured to a plaque on the other side of the room. It said:

\*

*Most Companies  
Spend All Their Time  
Looking For Another  
Management Concept*

*And  
Very Little Time  
Following Up The One  
They Have Just Taught  
Their Managers*

\*