
*Help People
Reach Their Full
Potential.
Catch Them
Doing Something
Right!*

The New
One
Minute
Manager

Also by Ken Blanchard, PhD

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The New One[®] Minute Manager[®]

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The Symbol

The New One Minute Manager's symbol 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 manage. And to realize that they are our most important resources.



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A Message from the Authors

The world has changed since the publication of the original *One Minute Manager*. Today, organizations must respond faster, with fewer resources, to keep up with ever-changing technology and globalization.

To help you lead, manage, and succeed in this changing world, we're happy to offer you *The New One Minute Manager*.

Since the underlying principles in the now-classic story remain the same—and have helped so many millions of people around the world—a good deal of this story also remains the same.

But, just as the world has changed, so has the One Minute Manager. He has a *new*, more collaborative approach to leading and motivating people.

When he first started teaching his Three Secrets, top-down leadership was a way of life.

These days effective leadership is more of a side-by-side relationship. You'll see that reflected in *The New One Minute Manager*.

Today, people look for more fulfillment in their work and their lives. They want to feel engaged and make a meaningful contribution. They're less willing to trade time on the job to satisfy needs outside of work.

The New One Minute Manager understands this, and treats people accordingly—knowing they are key contributors to the organization's success. He realizes that attracting and keeping talent is a top priority.

The key is how he *uses* his new approach.

As the ancient sage Confucius advises, "The essence of knowledge is, having it, to use it."

We trust you'll consider using the Three Secrets you'll discover in *The New One Minute Manager* to succeed in your changing world—not only with colleagues and associates at work, but also with your family and friends.

If you do, we're confident that you and the people you work and live with will enjoy healthier, happier, and more productive lives.

Ken Blanchard, PhD
Spencer Johnson, MD

The New
One
Minute
Manager

ONCE there was a bright young man who was looking for a special kind of manager who could lead and manage in today's changing world.

He wanted to find one who encouraged people to balance their work and their life, so that each became more meaningful and enjoyable.

He wanted to work for one and he wanted to become one.

His search had taken him over many years to the far corners of the world.

He had been in small towns and in the capitals of powerful nations.

He had spoken with many managers who were trying to deal with a rapidly changing world: executives and entrepreneurs, government administrators and military personnel, university presidents and foundation directors; with managers of shops and stores, of restaurants, banks, and hotels; with men and women—young and old.

He had gone into every kind of office, large and small, luxurious and sparse, with windows and without.

He was beginning to see the full spectrum of how people manage people.

But he wasn't always pleased with what he saw.

He had seen many “tough” managers whose organizations seemed to win while the people working there lost.

Some thought they were good managers. Many thought otherwise.

As the young man sat in each of these “tough” people’s offices, he asked, “What kind of a manager would you say you are?”

Their answers varied only slightly.

“I’m a bottom-line manager—I keep on top of the situation,” he was told. “Hard-nosed.” “Realistic.” “Profit-minded.”

They said they had always managed that way and saw no reason to change.

He heard the pride in their voices and their interest in results.

The young man also met many “nice” managers whose people seemed to win while their organizations lost.

Some of the people who reported to them thought they were good managers.

Those to whom they reported had their doubts.

As the young man sat and listened to these “nice” people answer the same question, he heard:

“I’m a participative manager.” “Supportive.” “Considerate.” “Humanistic.”

They also said they had always managed that way and saw no reason to change.

He heard the pride in their voices and their interest in people.

But he was disturbed.

It was as though most managers in the world were still managing the way they had always done and were primarily interested either in results or in people.

Managers who were interested in results often seemed to be labeled “autocratic,” while the ones interested in people were often labeled “democratic.”

The young man thought each of these types—the “tough” autocrat and the “nice” democrat—was only partially effective. *It's like being half a manager*, he thought.

He returned home tired and discouraged.

He might have given up his search long ago, but he had one great advantage. He knew exactly what he was looking for.

In these changing times, he thought, the most effective managers manage themselves and the people they work with so that both the people and the organization profit from their presence.

The young man had looked everywhere for an effective manager but had found only a few. The few he did find would not share their secrets with him. He began to think maybe he would never find what he was looking for.

Then he began hearing marvelous stories about a special manager who lived, surprisingly, in a nearby town. He heard that people liked to work for this man and that they produced great results together.

He also heard that when people applied the manager's principles to their personal lives, they got great results as well.

He wondered if the stories were really true and, if so, whether this person would be willing to share his secrets with him.

Curious, he phoned the assistant to this special manager to see if he might get an appointment. To his surprise, the assistant put him through to the manager immediately.

The young man asked when he might be able to meet with him, and the manager said, "Anytime this week is fine, except Wednesday morning. You pick the time."

The young man was puzzled. What kind of manager had that kind of time available? But he was fascinated as well, and went to see him.

WHEN the young man arrived at the Manager's office, he found him looking out the window. The Manager turned and invited him to sit down. "What can I do for you?"

"I've heard great things about you and would like to know more about the way you manage."

"Well, we're using our proven methods in several *new* ways to deal with all the changes that are happening, but we can get to that later. Let's begin with the basics.

"We used to be a top-down managed company, which worked in its time. But today that structure is too slow. It doesn't inspire people and it stifles innovation. Customers demand quicker service and better products, so we need everyone to contribute their talent. The brainpower isn't only in the executive office—it can be found throughout the organization.

"Since speed is a currency of success now, leading with collaboration is far more effective than the old command-and-control system."

"How do you lead with collaboration?"

"I meet with our team once a week on Wednesday mornings—that's why I couldn't meet with you then. At those meetings I listen as our group reviews and analyzes what they achieved the previous week, the problems they had, what remains to be accomplished, and their plans and strategies to get those things done."

“Are the decisions made at those meetings binding on both you and your team?”

“Yes, they are. The purpose of the meeting is for people to participate in making key decisions about what they’re going to do next.”

“Then you’re a participative manager, aren’t you?” asked the young man.

“Not really. I believe in facilitating, but not in participating in making other people’s decisions.”

“Then what is the purpose of your meetings?”

“Didn’t I just tell you that?”

The young man felt uncomfortable and wished he hadn’t made that mistake.

The Manager paused and took a breath. “We’re here to get results. By drawing on the talents of everyone, we’re a lot more productive.”

“Oh, so you’re more results-oriented than people-oriented.”

The Manager got to his feet and began to walk about. “To succeed sooner, managers must be both results-oriented and people-oriented.

“How on earth can we get results if it’s not through people? So I care about people *and* results, because they go hand in hand.

“Take a look at this.” The Manager pointed to his computer. “I keep this as my screen saver to remind me of a practical truth.”

*

*People Who Feel
Good About
Themselves*

*Produce
Good Results.*

*