

**The <sup>®</sup>One Minute Manager<sup>®</sup>  
Balances Work and Life**

## Books by Ken Blanchard

**GUNG HO!: TURN ON THE PEOPLE IN ANY ORGANIZATION**  
(with Sheldon Bowles), 1998

**RAVING FANS: A REVOLUTIONARY APPROACH TO CUSTOMER SERVICE** (with Sheldon Bowles), 1993

**MANAGING BY VALUES** (with Michael O'Connor), 1997

**MISSION POSSIBLE** (with Terry Waghorn), 1996

**MANAGEMENT OF ORGANIZATIONAL BEHAVIOR: UTILIZING HUMAN RESOURCES** (with Paul Hersey), 7th Edition, 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

**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

**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), 2nd Edition, 1985

**PUTTING THE ONE MINUTE MANAGER® TO WORK** (with Robert Lorber), 1984

**THE ONE MINUTE MANAGER®** (with Spencer Johnson), 1982

**THE FAMILY GAME: A SITUATIONAL APPROACH TO EFFECTIVE PARENTING** (with Paul Hersey), 1979

## Books by D. W. Edington

**FRONTIERS OF EXERCISE BIOLOGY**  
(with Katarina Borer and Tim White), 1984

**THE BIOLOGY OF PHYSICAL ACTIVITY**  
(with V. Reggie Edgerton), 1976

**BIOLOGICAL AWARENESS**  
(with Lee Cunningham), 1976

**CHAMPIONSHIP AGE GROUP SWIMMING**,  
1964

## Books by Marjorie Blanchard

**WORKING WELL: MANAGING FOR HEALTH AND HIGH PERFORMANCE** (with Mark Tager), 1985

**The  
One<sup>®</sup>  
Minute  
Manager<sup>®</sup>  
Balances  
Work  
and Life**

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Marjorie Blanchard  
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**Quill  
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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 to look into the faces of the people we manage. And to realize that they are our most important resource.





## Introduction

I am excited about republishing *The One Minute Manager® Gets Fit™* as part of the personal development series for The One Minute Manager® Library. I think renaming it *The One Minute Manager® Balances Work and Life* is appropriate as we move into the rapidly changing stress-inducing twenty-first century. Everyone is asking for help in a time when the only predictable things in life are death, taxes, and change.

In this episode of the One Minute Manager®, our hero has a different kind of visitor. He gets a call from a college professor who comes not to learn but to teach. In the process, the One Minute Manager learns that the key to getting balance in your life and managing stress is taking the time to work on your fitness and health. Not only does he learn that working on his physical well-being makes a real difference in his own life, but he realizes that through a health-promotion program he can make a significant impact on the satisfaction and performance of the people in his company. It becomes crystal clear to the One Minute Manager that healthy people not only feel good about themselves but they produce good results.

In many ways this book is my ongoing story. Ever since the phenomenal success of *The One Minute Manager®*, which I coauthored with Spencer Johnson, I have been dying from good

opportunities. I had ballooned to 236 pounds, which, with my 5'11" frame, left me with only one thing to say: "I'm too short for my weight." That, combined with the fact I couldn't run down the block without panting for breath, made me a prime candidate to get my life back in balance. When I was writing this book, I learned that maintaining a healthy lifestyle is easier said than done.

To work on the book and my own fitness, I asked two very important people in my life to join me. First, a longtime friend and colleague, D. W. Edington, a Ph.D. in physical education with specialized training in biochemistry, who for over a decade has been heading up the physical-education division and the Health Management Research Center at the University of Michigan, Ann Arbor, and second, my wife, Marjorie Blanchard, a Ph.D. in communication studies, who is a recognized expert in health promotion, life planning, stress management, and leadership and has been consulting for over twenty years in entrepreneurial and *Fortune* 500 companies.

Both Dee and Margie have believed for a long time that working on your tone—physical well-being—can significantly help moderate stress and ensure balance in your life. They convinced me and I twisted the One Minute Manager's arm. We hope that after reading *The One Minute Manager® Balances Work and Life*, you will be committed to take charge of your life through health and fitness and then share this book with others at work and at home so it can make a difference with them too.

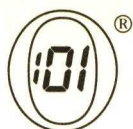
—KEN BLANCHARD

Dedicated  
to  
*Marilyn P. Edington*  
a health promotion consultant  
to corporations  
for  
her loving support and  
encouragement of Dee  
and their son, David,  
and for her longtime commitment and  
friendship  
to Ken and Margie

and

The staff and graduate students  
at the  
Health Management Research Center  
University of Michigan






## Foreword

I was excited to learn that Ken Blanchard had decided to expand the scope of the ONE MINUTE MANAGER LIBRARY into health and fitness. First of all, I felt that if he and his co-authors, D. W. Edington and Marjorie Blanchard, could capture for adults the essence of the Olympic spirit of a sound mind and body in simple, easy-to-understand ways, as Ken has done with management concepts, this book would be a tremendous help to the health and fitness field.

Second, if in the process he could get himself in good health and fitness shape, Ken could prove that if you are committed to your own self-wellness, there is no excuse, not even the craziness of your schedule, that can stop your progress. To me the book and Ken have done both these things.

And one last thing. From my perspective as a medical doctor and expert on cardiovascular fitness, *The One Minute Manager® Balances Work and Life* is based on sound medical advice. So read and enjoy this book, but more important, put its concepts to work. They will add a dimension to your life that will help you move toward peak performance.

—IRVING I. DARDIK, M.D.  
Founding Chairman  
U.S. Olympic Committee  
Sports Medicine Council

**The  One Minute Manager<sup>®</sup>  
Balances Work and Life**

**O**NE day as the One Minute Manager stood looking out his office window down onto the traffic, he found himself focused on the mail truck and the two people gathering up the letters and packages to be delivered. He thought to himself, "That would be an ideal job to have. All you have to do is pick up the mail in the morning and then deliver it to its appropriate destination. At the end of the day, you return to the post office with outgoing mail and then you are free to go home without a care in the world, until the next morning."

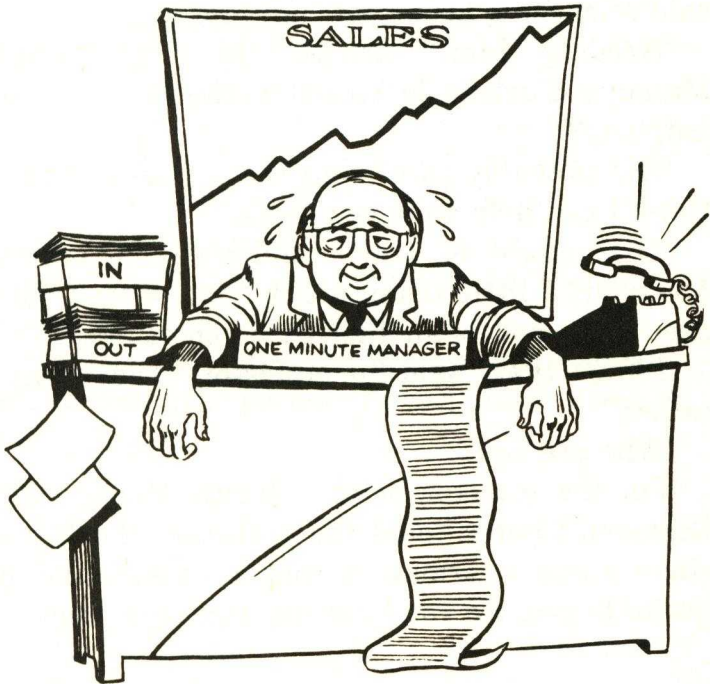
Now the One Minute Manager knew that mail delivery was more complicated than that, but seeing the truck ignited his yearning for simplicity in his life. Everything seemed to be out of whack lately. He had done so well in turning his last operation from a dying enterprise into an exciting, profitable venture that he had been given a larger company to tackle. Always striving to be the best, the One Minute Manager had jumped into his new job with both feet. "And believe me," he thought to himself, "this operation needed help."

The last manager had a style of "ready, fire, blame." As a result, people felt demoralized. They were continually being yelled at for not doing what they didn't know they were supposed to do in the first place. The One Minute Manager knew that before you could catch people doing things right and praise them, they had to have clear goals. So he had started a companywide goal-setting program.

These initial demands of turning around a bad situation were time consuming enough. But add the outside demands on his time—to speak and give advice to others because of his popularity as a manager—and suddenly twenty-four hours was not a long enough day for the One Minute Manager.

While all these opportunities were exciting, lately the One Minute Manager found himself losing energy and feeling more tired than ever before. He had even become irritable at home. In fact, his wife had said to him yesterday:

*If  
you don't  
watch out,  
success  
could kill  
you!*





**A**S he thought about the possible truth in that statement, the One Minute Manager's attention was interrupted by his intercom.

"There's a professor from the university on the phone," said his secretary. "He says it's important that he talk to you."

"About what?"

"He wouldn't say," said his secretary, "but he said something about you 'needing him.'"

"Needing him?" echoed the One Minute Manager. Curious, he picked up the phone. "Can I help you?"

"You probably can," said the professor, "but I think I can help you even more."

"That might be true," said the One Minute Manager, a little taken aback, "but what I don't need right now is another good opportunity."

"I know that," said the professor. "That's why I called."

"Who are you?"

"I'm the director of the Health Management Research Center," said the professor. "I'd like to share some information that I think could be useful to you. Do you have any time this week?"

“I used to answer that kind of question by saying ‘anytime this week,’ but I can’t say that anymore. In fact, my time this week is completely taken. Next week I’m scheduled to be out of town for three days. This just isn’t a good time for me to take on any new ideas or projects.”

“I’m sorry to hear that,” said the professor, “but I also know that forcing someone to look at his or her lifestyle doesn’t work either. Why don’t I call you in a couple of weeks?”

“That’s fine,” said the One Minute Manager. “Perhaps things will be less hectic then.”

For the next ten days, the One Minute Manager forgot all about the professor’s call, until the next Saturday night.

THE One Minute Manager and his wife went to bed about midnight after playing bridge with some friends. About 3:30 he woke up with a real pain in his chest and a lot of gas. He got up, went to the bathroom, and walked around, but it didn't seem to help. "It's probably just something I ate," rationalized the One Minute Manager. It annoyed him, though, that one of the first things he thought about was the professor's call and Charlie's death. Charlie was one of their best friends, who had died suddenly last summer at age forty-two, shocking everyone. Just as he was trying to get all this out of his mind, Alice woke up.

"What's going on?" she said.

"Oh, nothing."

"Are you telling me you just like to walk around at three-thirty in the morning? I've lived with you too long to believe that. Come clean."

"I just have some indigestion."

"Where?"

"It hurts a little here," said the One Minute Manager, pointing toward the center of his chest.

"That's a funny place for indigestion. Just sit down on the bed a moment. I want to talk with you."

"I don't want a lecture right now on my health and lifestyle."

"I'm not going to do that," said Alice. "I just want you to do me a favor."

"What is it?" said the One Minute Manager as he sat down.

“Honey, I was reading the other day that it takes on the average six hours after the first symptom before most heart attack victims get some medical help. Unfortunately, about fifty percent have done irreparable damage by then if they are not already dead. What I’d like us to do is just ride over to the emergency room and let them check you out. If it’s only indigestion we’ll be home and back in bed in forty-five minutes.”

“That’s silly,” said the One Minute Manager. “I’m not having a heart attack!”

“I know it’s silly. That’s why I said I wanted you to do *me* a favor. It’s just for me, not you. OK?”

Not wanting his wife to know he was getting a little concerned too, the One Minute Manager said, “If you put it like that, OK, but I’m only doing it for you.”

“I appreciate that,” said Alice. “Consider that I owe you one.”

“You know I have a memory like an elephant,” smiled the One Minute Manager.

When they got over to the emergency room at the nearby hospital, it was very quiet so the One Minute Manager was ushered in without much delay.



While he was on the table waiting for the doctor, all kinds of things were going through the One Minute Manager's mind. Since the pain and gas had not subsided, he even said a prayer or two with the usual "I promise to be good" ending that he used as a kid.

When the doctor showed up, he asked the One Minute Manager all kinds of questions while he took his blood pressure and tapped all around. Then the doctor suggested they do an EKG just to be on the safe side. The One Minute Manager hated those because the nurses had to either shave the hair on his chest to attach the electrodes or pull his hair when they took them off.

When the doctor finished, he told the One Minute Manager everything was OK but it was probably a blessing he had this warning. Some people never get one.

The One Minute Manager was relieved. On the way home he said to his wife, "I got a call before my last trip from some professor at the university who heads up a fitness center."

"What did he want?"

"He said he had some information that might be useful to me. I think I'll call him this week."

"I'd be interested in knowing what he has to say," said Alice.

On Monday the One Minute Manager called the professor and made an appointment for Wednesday.