

**The  
One  
Minute  
Manager<sup>®</sup>**  
**Builds High  
Performing  
Teams**

## *Also by Ken Blanchard*

- The One Minute Entrepreneur*<sup>™</sup>, 2008  
*Know Can Do!*, 2007  
*Leading at a Higher Level*, 2007  
*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>™</sup> (with Margret McBride), 2003  
*Zap the Gaps!* (with Dana Robinson and Jim Robinson), 2002  
*Whale Done!*<sup>™</sup> (with Thad Lacinak, Chuck Tompkins and Jim Ballard), 2002  
*High Five!* (with Sheldon Bowles, Don Carew and Eunice Parisi-Carew), 2001  
*Management of Organizational Behavior: Utilizing Human Resources* (with Paul Hersey), 8th 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 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), 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

**The  
One  
Minute  
Manager<sup>®</sup>**  
**Builds High  
Performing  
Teams**

Ken Blanchard  
Donald Carew  
Eunice Parisi-Carew

*wm*

WILLIAM MORROW

*An Imprint of HarperCollins Publishers*

THE ONE MINUTE MANAGER BUILDS HIGH PERFORMING TEAMS, REVISED AND UPDATED EDITION. Copyright © 1990, 2000, 2009 by Blanchard Family Partnership, Don Carew and Eunice Parisi-Carew. All rights reserved. Printed in the United States of America. No part of this book may be used or reproduced in any manner whatsoever without written permission except in the case of brief quotations embodied in critical articles and reviews. For information address HarperCollins Publishers, 10 East 53rd Street, New York, NY 10022.

HarperCollins books may be purchased for educational, business, or sales promotional use. For information please write: Special Markets Department, HarperCollins Publishers, 10 East 53rd Street, New York, NY 10022.

---

Library of Congress Cataloging-in-Publication Data

Blanchard, Kenneth H.

The one minute manager builds high performing teams /  
Kenneth Blanchard, Donald Carew, Eunice Parisi-Carew.

p. cm.

1. Work groups. I. Carew, Donald. II. Parisi-Carew, Eunice. III. Title.

[HD66.B55.1991]

658.4'02—dc20

91-18718

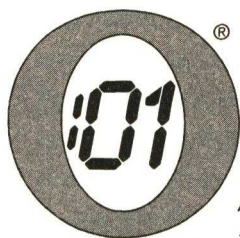
CIP

---

Third Edition

ISBN 978-0-06-174120-3

09 10 11 12 13 RRD 10 9 8 7 6 5 4 3 2



## *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 resources.

## *Introduction*

Never before in the history of the workplace has the concept of teamwork been more important to the functioning of successful organizations. Social and technological changes are occurring more rapidly than ever. As a result, organizations are under increasing stress and must adapt quickly to remain competitive. No longer can we depend on a few peak performers to rise to the top to lead. If we are to survive, we must figure out ways to tap into the creativity and potential of people at all levels.

Couple these changes with a shifting population, a global economy, a change in values and the traditional work ethic, and you have a rising demand for new organizational structures and a new definition of leadership. People are demanding more. They want fulfillment as well as good pay. The movement toward participation and involvement has been so strong it's called the *Third Revolution* in management circles. A new organizational structure has come into its own: the team, a work unit that increases ownership and commitment, unleashes creativity and builds skills. Today's leader must empower people and facilitate teams, being not only an effective team leader but also an effective team member.

Founding associates Don Carew and Eunice Parisi-Carew have spearheaded The Ken Blanchard Companies' work in the area of high performing



teams. At the center of this work is a heartfelt commitment to creating opportunities for people to have more satisfying, productive lives and helping organizations be more caring, creative and successful. Don, Eunice and I have been close friends and colleagues for more than forty years and we've spent countless hours working together on implementing the concepts in this book.

As you'll see, our work on teams is well integrated with Situational Leadership® II. In fact, improvements made to the Situational Leadership® model were stimulated by our research on group development, and I am indebted to Don and Eunice for advocating many of those changes.

This latest edition has been updated to be consistent with the most recent research. Also, the leadership style labels have been updated to be consistent with *Leading at a Higher Level*, Blanchard's definitive work on leadership and creating high performing organizations.

I hope *The One Minute Manager Builds High Performing Teams* is as informative and helpful to you and your teams as it has been to the thousands of people who have used it since its first publication in 1990.

Ken Blanchard, coauthor of *The One Minute Manager*®  
and *Leading at a Higher Level*



*To our mothers*  
*Dorothy, Marjorie and Jenny,*  
*who gave us our first lessons in*  
*empowerment and*  
*loving others*

# *Contents*

The One Minute Manager Receives a Call	1
The Problem	3
The Importance of Groups	6
Characteristics of a High Performing Team	9
The Importance of Vision	16
Diagnosis	19
Understanding Group Dynamics	21
Stage 1: Orientation	26
Stage 2: Dissatisfaction	35
Stage 4: Production	45
Stage 3: Integration	52
Changes in Productivity and Morale	59
Flexibility	62
Four Leadership Styles	65
Task and Maintenance Functions	69
Teaching Someone Else	71
Using the Concepts	74
Answering the Questions	77
Managing the Journey to Empowerment	79
When to Change One's Leadership Style	83
Regression	90
Process Observation	91
Understanding Group Dynamics	95
The Manager as Educator	96
The New One Minute Managers	100
Sharing It with Others	102
Praisings	106
About the Authors	108
Services Available	112

THE One Minute Manager was staring out his office window. It was still his favorite place to come when he wanted to think. As he gazed across the grounds, the sound of the phone ringing startled him. Coming back to reality, he walked over to the coffee table in front of his couch and picked up the receiver. When he was in his office the One Minute Manager liked to answer his own phone.

The voice on the other end of the phone was Dan Brockway, the director of training at a large chemical company.

“How’s it going, Dan?” asked the One Minute Manager.

“Just fine,” said Dan, “but I do need some advice on our Essentials of Management course.”

The Essentials of Management course was a new training program that Dan was teaching at his company that focused on the key skills managers needed to be effective in the new millennium. He had spent some time with the One Minute Manager while he was designing the course and was enthusiastic about the commitment of his company's top management to expose all their managers to the best management thinking available.

"Didn't you just finish the first session?"

"I sure did," said Dan. "And the reviews were great with one exception. A young woman, Maria Sanchez, who coordinates our customer service programs, has some serious concerns about the usefulness of some of the materials. In fact, she wrote me a letter about her concerns and distributed copies to key people."

"What were her concerns?" asked the One Minute Manager.

“SHE said all the concepts taught focused primarily on managing people one-on-one and, as such, are limited. She claims that 50 to 90 percent of most managers’ time is spent in some form of group activity with two or more people, and yet our course doesn’t emphasize teamwork at all. Therefore, we are not providing help in one of the most significant areas of a manager’s job.”

“That’s interesting,” said the One Minute Manager. “Tell me more.”

“She also thinks the concepts of One Minute Management are based too much on control,” said Dan. “The manager sets the goals, the manager gives praisings and the manager delivers reprimands. Let me quote from her letter:

'We need managers who can foster teamwork, facilitate group problem solving and focus the group's attention and enthusiasm on continuous improvement. In today's world, group productivity is more important than individual task accomplishment. The success of individual managers should depend on how well the manager's team improves in quality and productivity on a continuous basis. Systems that can pit team player against team player must be changed so that the priority of each team member becomes the accomplishment of the team's mission. To do that, managers must give up a great deal of control to their people. When that occurs, a feeling of team ownership is created and the team develops pride that comes from producing high quality accomplishments. You will never hear "It's not my job" in an organization committed to teamwork.'

"She sounds like quite a person," said the One Minute Manager. "How can I help you?"

“Could you dictate a response to her letter? She could really disrupt our whole program if we don’t get her on track.”

“I don’t think she’s off track,” said the One Minute Manager. “In fact, I’d like to meet her. Sounds like she is really aware of some important issues. I think that One Minute Management principles are sound, but I would agree with her that if you teach those principles without any attention to group skills, you have given managers only half the story. Let’s have lunch tomorrow at 12:30 in the main dining room of City Hotel so I can explain to you why I think Maria is on the *right* track.”

“That would be fine with me,” said Dan. “Sounds like I still have some things to learn.”

“Don’t feel like the Lone Ranger,” said The One Minute Manager. “See you tomorrow!”



THE next day at lunch, the One Minute Manager immediately got to the reason for the meeting.

“Dan, I used to be frustrated at work even though I knew all kinds of effective management techniques. For a long time I didn’t know why I was frustrated. I finally realized one day, just as your friend Maria has realized, that most of my job was not supervising and working with people one-on-one but, instead, it involved working with people in groups.”

“I thought a lot about what you said last night,” commented Dan. “So you really don’t believe that we spend much time supervising people individually?”

“No, I don’t,” said the One Minute Manager. “In fact, most managers spend less than 30 percent of their time directly supervising their people individually. They spend most of their time in group meetings dealing with their people or with peers and their boss, or with people external to their organization such as customers or suppliers. When I first realized that, I decided that I’d better learn something about groups and how they operate.”

“Could you tell me what you learned?” asked Dan.

“First of all,” said the One Minute Manager, “when groups are operating effectively they can solve more complex problems, make better decisions, release more creativity and do more to build individual skills and commitment than individuals working alone.”

“Can’t they also destroy productivity?” wondered Dan.

“They sure can,” said the One Minute Manager, “if they’re not managed well. That’s why today’s leader must be an enabler of people and a facilitator of teams.”

“What else did you learn?”

“Secondly, all groups are unique,” continued the One Minute Manager.

“They are all dynamic, complex, ever-changing, living systems that—just like individuals—have behavior patterns and lives of their own.”

“How do groups differ from one another?” asked Dan.

“Well, there are the obvious differences of size, purpose and individual members, but an important difference that is often overlooked is in their stage of development,” said the One Minute Manager. “All groups go through similar stages as they grow from a collection of individuals when they first get together to a smoothly functioning, effective team.”

“Do you mean all groups go through the same stages of development no matter what their purpose or size or how frequently they meet?” asked Dan.

“In general, yes, but primarily I’m thinking about teams that interact face-to-face on a regular basis, have a relatively constant membership of between 2 to 15 members and are working together on a common task or problem. They can be ongoing work units, special task forces or committees with short-term objectives, athletic teams or even social groups or families,” answered the One Minute Manager.

“That certainly would include most of the groups to which I’ve belonged,” said Dan. “But what about larger groups?”

“The same stages can be observed in larger groups as well,” said the One Minute Manager, “but when groups get larger than 15 or 20 people, they become less effective and should divide into smaller units to accomplish tasks or solve problems.”

“That makes sense,” said Dan. “Can you tell me how you would describe an effective team?”

“BEFORE I answer that,” said the One Minute Manager, “I’d like you to think of a time when you were part of an outstanding team or group. Think of a team that produced a high-quality result and one to which you were proud to belong.”

“There haven’t been many like that,” replied Dan, “but the design team I’ve been working with for this Essentials of Management course comes close. Five of us have been working together for the past six months and we feel good about what we are accomplishing.”

“What I’d like you to do,” said the One Minute Manager, “is think about that team and make a list of the factors you think have contributed to its effectiveness. I have a phone call to make, so let’s get back together in 10 minutes and see what you have on your list.”

“Fine,” said Dan as he began to make notes.

After the phone call the One Minute Manager asked Dan to show him his list.

“It’s not very long,” remarked Dan, “but I think it describes some of the main characteristics of the effective groups with which I have worked.” Dan had seven items on his list:

1. I know what I have to do and the team’s goals are clear.
2. Everyone takes some responsibility for leadership.
3. There is active participation by everyone.
4. I feel appreciated and supported by others.
5. Team members listen when I speak.
6. Different opinions are respected.
7. We enjoy working together and we have fun.

“That’s a good start, Dan,” said the One Minute Manager, “and it’s right on target with what I’ve observed happening in high-performing teams. I’ve come up with the acronym PERFORM, which describes the essentials of an effective team. I’ve had it put on a small card so people can keep it with them at all times.” With that, the One Minute Manager reached into his coat pocket to get a card and then handed it to Dan. It read: