

# Notes On The One Minute Manager

There are many 'tough' managers whose organizations seem to win while their people lose. And there are many 'nice' managers whose people seem to win while their organization loses.

Effective managers manage themselves and the people they work with so that both the organization and the people profit. They know they can only get results through people – so they care about results *and* people.

This guide covers the 3 core concepts in performance management: goals, praise and reprimands – as laid out by Ken Blanchard in his business classic *The One Minute Manager*.



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# One Minute Goals

*“Take a minute: look at your goals, look at your performance, see if your behaviour matches your goals”*

## **Don't participate in your employees' decision making**

- Don't make their decisions for them
- Get them into the habit of solving problems for themselves by asking “So what do *YOU* think needs to be done? What are *YOU* going to do about it?”

## **Hold scheduled weekly meetings**

- Review the previous week
- Identify problems
- Plan the following week

## **80:20 Goal Setting**

- Write down only their major goals and responsibilities, not every aspect of their job
- The 80-20 Goal Setting Rule: 80% of results come from 20% of goals. So we only do goal setting on that 20%, the key areas of responsibility
- Managing too many goals is overwhelming so aim to set each person 3 to 6 goals in total

## **One Minute Goals**

- Spend time at the beginning of each new task or responsibility to do one minute goal setting – they should be able to read the goal in under a minute, so it's quick to refer back to.
  - Agree on goals together
  - Identify what good behaviour looks like
  - Write out each goal on a single sheet of paper
  - Read and re-read goal
  - Check performance daily
  - Check that behaviour is matching the goal

# One Minute Praising

*“People who feel good about themselves produce good results”*

## Help people to feel good about their work

- In most organizations, managers spend their time catching people doing something wrong. Instead help people reach their full potential by catching them doing something right
- The number one motivator of people is feedback on results. If people feel like their hard work isn't appreciated they won't bother to put in the effort next time

## One Minute Praising

- Tell people upfront that you are going to let them know in *no uncertain terms* when they are doing well and when they are doing poorly
- Praise immediately and in public (e.g. team meetings, socials, in front of clients etc.)
- Be specific on what they did right
- Tell people how good you feel about what they did right, how it helps the organization and the other people working there
- Let them soak it in (silence)
- Encourage them to do more of the same
- Shake hands or touch

# One Minute Reprimand

*"We are not just our behaviour – we are the person managing our behaviour"*

## What do managers get wrong?

- Often when disciplining people, managers persecute the individual
- The most popular management style is "leave alone-zap" - You leave a person alone, expecting good performance and when you don't get it you "zap" them
- After getting punished for a while and not knowing what acceptable behaviour is, they stop trying. They do as little as possible. To them it's a hostile environment, not worth taking any risks in.
- Rather than punish them, we need to go back to One Minute Goal Setting and make sure they understand what is expected of them.

## Real Time Feedback

- The One Minute Reprimand is successful because it's immediate. It's not appropriate for managers to save up negative feelings about someone's poor performance for the performance review.
- Intervene early and deal with one behaviour at a time. That way the person receiving the discipline is not overwhelmed and they can hear the feedback properly.
- Performance review is an on going process, not something you do once a year.

## One Minute Reprimand

- Tell people beforehand you are going to let them know how they are doing
- 1st half of the reprimand:

- Reprimand people immediately and in private
  - Be specific about what exactly they did wrong
  - Don't attack them as a person, only the behaviour
  - Tell them how you feel – angry, annoyed, frustrated, let down etc.
  - Be silent for a few moments to let them *feel*/how you feel
- 2<sup>nd</sup> half of the reprimand:
    - Shake hands or touch
    - Remind them how much you value them
    - Reaffirm that you think well of them, but not their performance in this situation
    - Realize that when the reprimand is over, it's over
- The reprimand is a comment on their behaviour, not their worth as a person. Their behaviour is not OK; but they are OK.
  - That is why the second half of the reprimand is a praising – When you are 1st tough on the behaviour, and *then* supportive of the person, it works.
  - When you end a reprimand with a praising, people think about their behaviour, not your behaviour