

# Kenneth Blanchard - The One Minute Manager - 2003

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## 0.1 Context

## 0.2 Learned in this study

## 0.3 Things to explore

# 1 Overview

## 2 Quotes

- People who feel good about themselves produce good results
- Help people reach their full potential, catch them doing something right
- The best minute I spend is the one I invest in people
- Everyone is a potential winner, some people are disguised as losers, don't let their appearances fool you
- Take a minute: Look at your goals, look at your performance, see if your behavior matches your goals
- We are not just our behavior, we are the person managing our behavior
- Goals begin behaviors, consequences maintain behavior

## 3 Notes

### 3.1 The Search

- Effective managers manage themselves and the people they work with so that both the organization and the people profit from their presence

### 3.2 The One Minute Manager

- People who feel good about themselves produce good results
  - Helping people to feel good about themselves is a key to getting more done
- Productivity is more than just the quantity of work done. It is also the quality
  - Quality is simply giving people the product or service they really want and need
- Do not make decisions for others

### 3.3 The First Secret: One Minute Goals

- Once told what needs to be done, each goal is recorded on no more than a single page
- One of your goals for the future is for you to identify and solve your own problems
- Tell me what your problem is, but put it in behavioral terms (observable, measurable terms)
- Describe what you would like to be happening in behavioral terms
- If you can't tell what you'd like to be happening, you don't have a problem yet. You're just complaining
  - A problem only exists if there is a difference between what is actually happening and what you desire to be happening
- Talk about what may have caused the discrepancy between the actual and the desired

- You're good. . . Remember that next time you have a problem

### **3.4 One Minute Goals: Summary**

- Agree on your goals
- See what good behavior looks like
- Write out each of your goals on a single sheet of paper using less than 250 words
- Read and re-read each goal, which requires only a minute or so each time you do it
- Take a minute every once in a while out of your day to look at your performance
- See whether or not your behavior matches your goal

### **3.5 The Second Secret: One Minute Praisings**

- It is a lot easier to do things well if you get crystal-clear feedback on how you do things
- Let others know in no uncertain terms when they are doing well, and when they are doing poorly
- Help people reach their full potential, catch them doing something right
- Put the accent on the positive
- Give praise as soon as something right is done
- Specify why
- Do it consistently

### **3.6 One Minute Praisings: Summary**

- Tell people up front that you are going to let them know how they are doing
- Praise people immediately
- Tell people what they did right - be specific
- Tell people how good you feel about what they did right, and how it helps the organization and the other people who work there
- Stop for a moment of silence to let them "feel" how good you feel
- Encourage them to do more of the same
- Shake hands or touch people in a way that makes it clear that you support their success in the organization

### **3.7 The Third Secret: One Minute Reprimands**

- As soon as the mistake is known, go see the person. Confirm the facts. Tell precisely what was done wrong (the behavior). Share how you feel about it

### **3.8 One Minute Reprimands: Summary**

- Tell people beforehand that you are going to let them know how they are doing and in no uncertain terms
- The first half of the reprimand
  - Reprimand people immediately
  - Tell people what they did wrong - be specific
  - Tell people how you feel about what they did wrong - and in no uncertain terms
  - Stop for a few seconds of uncomfortable silence to let them feel how you feel
- The second half of the reprimand
  - Shake hands, or touch them in a way that lets them know you are honestly on their side
  - Remind them how much you value them
  - Reaffirm that you think well of them but not of their performance in this situation
  - Realize that when the reprimand is over, it's over

### 3.9 The One Minute Manager Explains

- The more you understand why it works, the more apt you are to use it
- The best minute I spend is the one I invest in people
- Most companies spend more time and money on maintaining their buildings and equipment than they do maintaining and developing people

### 3.10 Why One Minute Goals Work

- I've seen a lot of unmotivated people at work... But I've never seen an unmotivated person after work. Everyone seems to be motivated to do something
- Most managers know what they want their people to do. They just don't bother to tell their people in a way they would understand. They assume they should know. Never assume anything when it comes to goal setting
- The number one motivator of people is feedback on results
- Everyone is a potential winner, some people are disguised as losers, don't let their appearances fool you
- You have three choices as a manager
  - You can hire winners (hard to find and cost money)
  - You can hire someone with the potential to be a winner. Then you systematically train that person to become a winner
  - You pray
- Why is it important to have each goal written down on a single sheet of paper?
  - So people can review their goals frequently and then check their performance against those goals
- Take a minute: Look at your goals, look at your performance, see if your behavior matches your goals

### 3.11 Why One Minute Praisings Work

- By setting up a series of goals, we are establishing goals that can be achieved
- The key to training someone to do a new task is, in the beginning, to catch them doing something approximately right until they can eventually learn to do it exactly right
- The most important thing in training somebody to become a winner is to catch them doing something right - in the beginning approximately right and gradually moving them towards the desired behavior

### 3.12 Why One Minute Reprimands Work

- Unless discipline occurs as close to the misbehavior as possible, it tends not to be as helpful in influencing future behavior
- Never attack a person's worth or value as a person
- Reprimand the behavior only
- If you are first tough on the behavior, and then supportive of the person, it works
- Three basic ingredients
  - Telling people what they did wrong
  - Telling people how you feel about it
  - Reminding people that they are valuable and worthwhile
- We are not just our behavior, we are the person managing our behavior
- There is a very simple rule about touching: When you touch, don't take. Touch the people you manage only when you are giving them something - reassurance, support, encouragement, whatever
- Goals begin behaviors, consequences maintain behavior

## 4 See also

## 5 References