Based on the All-Time #1 Bestseller on Managing Your Work and Life

The New One Minute Manager

KEN BLANCHARD, PhD
Coauthor of Raving Fans and Gung Ho!

SPENCER JOHNSON, MD
Author of Who Moved My Cheese?
Also by Ken Blanchard, PhD
THE ONE MINUTE MANAGER (with Spencer Johnson)
PUTTING THE ONE MINUTE MANAGER TO WORK (with Robert Lorber)
LEADERSHIP AND THE ONE MINUTE MANAGER
(with Pat Zigarmi and Drea Zigarmi)
THE ONE MINUTE MANAGER MEETS THE MONKEY
(with William Oncken)
THE ONE MINUTE MANAGER BUILDS HIGH PERFORMING TEAMS
(with Don Carew and Eunice Parisi-Carew)
RAVING FANS (with Sheldon Bowles)
GUNG HO! (with Sheldon Bowles)
HIGH FIVE! (with Sheldon Bowles, Don Carew, and Eunice Parisi-Carew)
WHALE DONE! (with Thad Lacinak, Chuck Tompkins, and Jim Ballard)
FULL STEAM AHEAD! (with Jesse Stoner)
THE SECRET (with Mark Miller)
LEADING AT A HIGHER LEVEL (with the Founding Associates and Consulting Partners of The Ken Blanchard Companies)
THE FOURTH SECRET OF THE ONE MINUTE MANAGER
(with Margret McBride)
TRUST WORKS! (with Cynthia Olmstead and Martha Lawrence)

Also by Spencer Johnson, MD
THE ONE MINUTE MANAGER (with Ken Blanchard)
PEAKS AND VALLEYS Making Good And Bad Times Work For You—At Work And In Life
THE PRESENT The Gift That Makes You Happy And Successful At Work And In Life
WHO MOVED MY CHEESE? An A-Mazing Way To Deal With Change
WHO MOVED MY CHEESE? for Teens
WHO MOVED MY CHEESE? for Kids
THE ONE MINUTE SALESPERSON
YES OR NO The Guide To Better Decisions
THE ONE MINUTE MOTHER The Quickest Way For Mothers To Help Children Like Themselves And Behave Themselves
THE ONE MINUTE FATHER The Quickest Way For Fathers To Help Children Like Themselves And Behave Themselves
THE ONE MINUTE TEACHER How To Teach Others To Teach Themselves
(with Constance Johnson, MEd)
THE PRECIOUS PRESENT The Gift You Give Yourself
ONE MINUTE FOR YOURSELF Taking Care Of Your Most Valuable Asset
THE VALUE TALES SERIES FOR CHILDREN
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.
# Table of Contents

A Message from the Authors vii
The Story of The New One Minute Manager
   The Search 1
   The New One Minute Manager 7
   The First Secret: One Minute Goals 14
   One Minute Goals: Summary 23
   The Second Secret: One Minute Praisings 25
   One Minute Praisings: Summary 33
   The Appraisal 36
   The Third Secret: One Minute Re-Directs 38
   One Minute Re-Directs: Summary 47
   The New One Minute Manager Explains 49
   Why One Minute Goals Work 53
   Why One Minute Praisings Work 64
   Why One Minute Re-Directs Work 71
   Another New One Minute Manager 86
   The New One Minute Manager’s Game Plan 88
   A Gift to Yourself 89
   A Gift to Others 92
   Acknowledgments 95
   About the Authors 96
   Take the Next Step 98
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
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.
About the Authors

Ken Blanchard, one of the most influential leadership experts in the world, is the coauthor of the iconic bestseller, *The One Minute Manager*, and 60 other books whose combined sales total more than 21 million copies. His groundbreaking works have been translated into more than 42 languages and in 2005 he was inducted into Amazon’s Hall of Fame as one of the top 25 bestselling authors of all time.

He is also the cofounder with his wife, Margie, of The Ken Blanchard Companies®, an international management training and consulting firm in San Diego, California, and Lead Like Jesus, a worldwide organization committed to helping people become servant leaders.

Ken has received numerous awards and honors for his contributions in the fields of management, leadership, and speaking. The National Speakers Association awarded him its highest honor, the Council of Peers Award of Excellence. He was inducted into the HRD Hall of Fame by *Training* magazine and he received the Golden Gavel Award from Toastmasters International. Ken also received the Thought Leadership Award by ISA—the Association of Learning Providers.

When he’s not writing or speaking, Ken teaches students in the Master of Science in Executive Leadership Program at the University of San Diego.

Born in New Jersey and raised in New York, Ken received an MA degree from Colgate University and a BA and PhD from Cornell University.
Spencer Johnson, MD, is one of the most admired thought leaders and widely read authors in the world. His books have become embedded in our language and culture.

Called “The King of Parables” by USA Today, Dr. Johnson is often referred to as the best there is at taking complex subjects and presenting simple solutions that work. His brief books contain valuable insights and practical tools that millions of people use to enjoy more happiness and success with less stress.

His thirteen New York Times bestsellers include the #1 titles Who Moved My Cheese? An A-Mazing Way to Deal with Change and The One Minute Manager: The World’s Most Popular Way to Manage Your Work and Life, coauthored with Ken Blanchard.

In a time when many have learned to be skeptical of simplistic answers, millions of readers around the world have found the simple truths in Spencer Johnson’s parables to be invaluable.

Dr. Johnson’s education includes a BA degree in Psychology from the University of Southern California, an MD degree from the Royal College of Surgeons, and medical clerkships at the Mayo Clinic and Harvard Medical School.

He has served as Research Physician at the Institute for Interdisciplinary Studies; Leadership Fellow at the Harvard Business School, and Adviser to the Center for Public Leadership at Harvard’s Kennedy School of Government.

Over 50 million copies of Spencer Johnson’s books are in use worldwide in 47 languages.
ORDER YOUR COPY TODAY!

The New One Minute Manager

Based on the All-Time #1 Bestseller on Managing Your Work and Life

KEN BLANCHARD, PhD
Coauthor of Raving Fans and Gung Ho!

SPENCER JOHNSON, MD
Author of Who Moved My Cheese?