

The Story
of a

NEW

One
Minute
Manager[®]

PARTICIPANT WORKBOOK

Based on the
Best-Selling Book by:
Ken Blanchard, Ph.D.
Spencer Johnson, M.D.

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AUTHORS
Ken Blanchard
Spencer Johnson

EDITOR
Ellen Long

PROJECT MANAGER
Ellen Long

INSTRUCTIONAL DESIGN
Melissa Chavas
Chavas Consulting

GRAPHIC DESIGN
Beverly Haney

PRODUCTION
Melanie Jones
Mike Marinello

PROOFREADING
Linda Hulst
Kay Andrews

PRINTING
IKON Office Solutions

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THE Ken Blanchard
COMPANIES

125 State Place, Escondido, CA 92029 USA

San Diego 760 489-5005 • 800 728-6000 • Fax 760 489-8407
London 44 208 540 5404 **Toronto** 905 568-2678 • 800 665-5023
www.kenblanchard.com

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Introduction

Congratulations! By being a part of this training program, you have just taken the first step toward becoming a more productive manager. You are about to embark on a journey where you will learn the necessary skills to getting greater results and higher productivity in less time. You are about to learn *The Story of a New One Minute Manager*.

The *Story of a New One Minute Manager* training program is based on the video *The Story of a New One Minute Manager*. The timeless management secrets taught in this program originated in the book *The One Minute Manager*® by Ken Blanchard, Ph.D., coauthored by Spencer Johnson, M.D., published in 1982. It is still on best-seller lists, has sold more than ten million copies worldwide, and has been translated into more than 25 languages. It is regarded as one of the most successful business books of all time.

The “three secrets” of One Minute Management are imperative tools in today’s business environment. You will learn to get results by utilizing One Minute Goal Setting and by giving One Minute Praisings and One Minute Reprimands when appropriate.

This participant workbook was developed to help you learn, understand, practice, and retain the three secrets used in *The Story of a New One Minute Manager*. It is our hope that you will use the action plan in the back of this workbook to map out a strategy for implementing these concepts in your day-to-day interactions with employees.

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One Minute Notetaking

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ONLY** *“People Who Feel
Good about
Themselves
Produce
Good Results”*

How to Use the One Minute Notetaking Method*

Capture Column

Use the CAPTURE column to write down as much as you can about what is being said in your own shorthand. Don't worry about neatness.

Take Home Column

In the TAKE HOME column your goal is to pull out key points to make the information relevant and specific for you. Evaluate what you have captured and relate it to your own experience. Outline and summarize the information.

Whatever you write in this column, make it legible so that you can read it later. Always be sure to complete this section within 24 hours of the learning.

Pass Along Column

Use the PASS ALONG column to organize what you have learned so you are able to pass the information on to someone else. Write clear and big in this column.

Write down one or two key words that will trigger what you have captured on the page. Whatever you write in the PASS ALONG column will serve as an index to your notes. This column is what you will refer to first whenever you review your notes. Again, be sure to complete this section within 24 hours of the learning.

*Dr. Blanchard learned this information-gathering and notetaking system from his work with Dr. Walter Pauk, longtime Director of the Reading and Study Skill Center, Cornell University, Ithaca, N.Y. For more detailed information on studying see Walter Pauk, *How to Study in College*, 6th edition, (Houghton Mifflin Company, 1996).

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Video Viewing and Discussion

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*“People Do Not
Care What You Know,
Unless
They Know
You Care”*

Video Discussion Questions

1. What is the difference between an “autocratic” and a “democratic” leader?

2. Which type of leader is more effective?

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3. Did the One Minute Manager believe in participative decision making? Why or why not?

4. What is the number-one reason employees don't do what they are supposed to?

5. What is the 80/20 goal-setting rule?

6. What does the One Minute Manager say about why goal setting works?

7. Why is praising your people important?

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8. What is the number-one motivator of people?

9. When is it inappropriate to reprimand?

10. What is “gunnysacking”?

11. Why does the One Minute Reprimand work?

One Minute Goal Setting

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“Take a Minute:

Look at Your Goals.

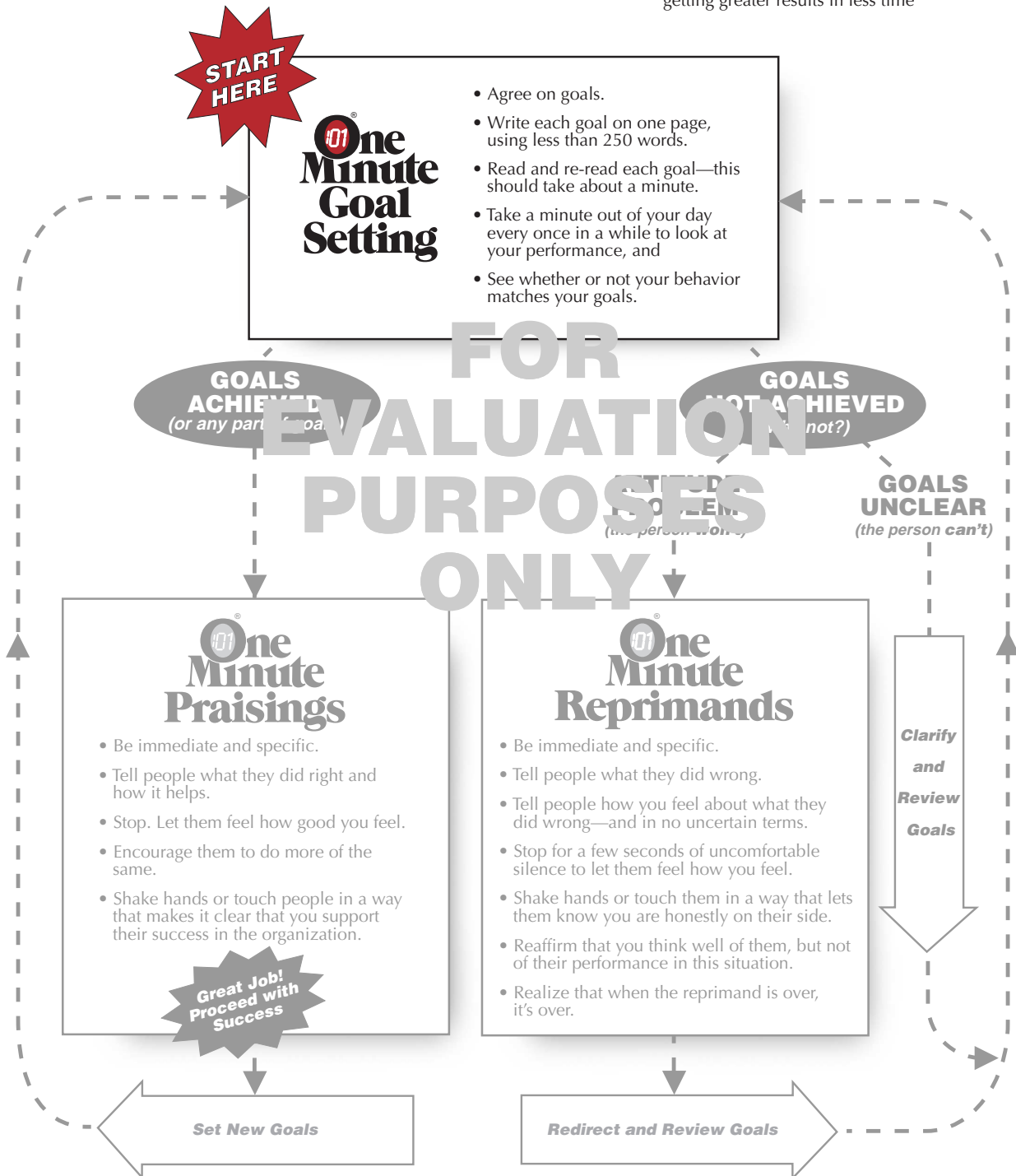
Look at Your Performance.

See if Your Behavior

Matches Your Goals.”

Game Plan

How to give yourself and others the gift of getting greater results in less time



One Minute Goal Setting—Case Study

For the past decade, Joe Williams has been a productive and valued employee at Ranger General. Until recently he managed one of the company's smaller departments. His duties included the day-to-day managing of six employees, two of whom are equal in seniority to Joe but have less formal education. Under Joe's leadership, the department was looked upon as one of the best.

Late last month Joe was promoted and given direct responsibility for one of Ranger's largest divisions. The division includes five departments, one of which is the department previously headed by Joe himself. Each department consists of one department head and three employees.

During his promotion interview with the president of Ranger General, Joe was specifically charged with getting his new division organized—a division that, with the exception of Joe's former department, has a history of poor performance. The president also directed that a team spirit be created amongst Joe's management team. He further stated that the managers had not been getting along for some time.

Upon beginning his new assignment, Joe was introduced to his five department heads: Kim Stark—Accounting; Brenda Montgomery—Marketing; Ray Guy—Production; George Ramirez—Administration; and Leona Washington—Quality Control. Prior to making any major interventions with his managers, Joe observed their individual performance and the performance of their departments for thirty days.

This is what he saw:

In Accounting Outdated equipment, manual procedures, reports three to five days late, commission checks inaccurate, department manager always sick

In Marketing Several contracts recently lost due to sloppiness, no update on market research report for the last two years, excessive number of expense reports, very little client contact, failure to meet sales projections for three of the last five months

In Production Manager new, production up, quality down 50 percent increase in on-the-job inquiries, high turnover, extended coffee breaks, drinking while on the job

In Administration Well-organized, understaffed employees working 12-hour days, outstanding leadership, all reports on time, no vacations taken for past three years, no promotions for past two years

In Quality Control Returns up, just experienced major recall, QC manager has requested transfer, new equipment being installed in 30 days

Now, it is time to create One Minute Goals. If you were Joe Williams, what would you do?

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One Minute Goal Setting— Case Study Questions

1. If you were Joe, what goals for your division would you establish with the president?

2. What would be your top three priorities?

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3. How would you build a team through the goal setting process?

4. What goals would you establish to improve communication among the five managers?

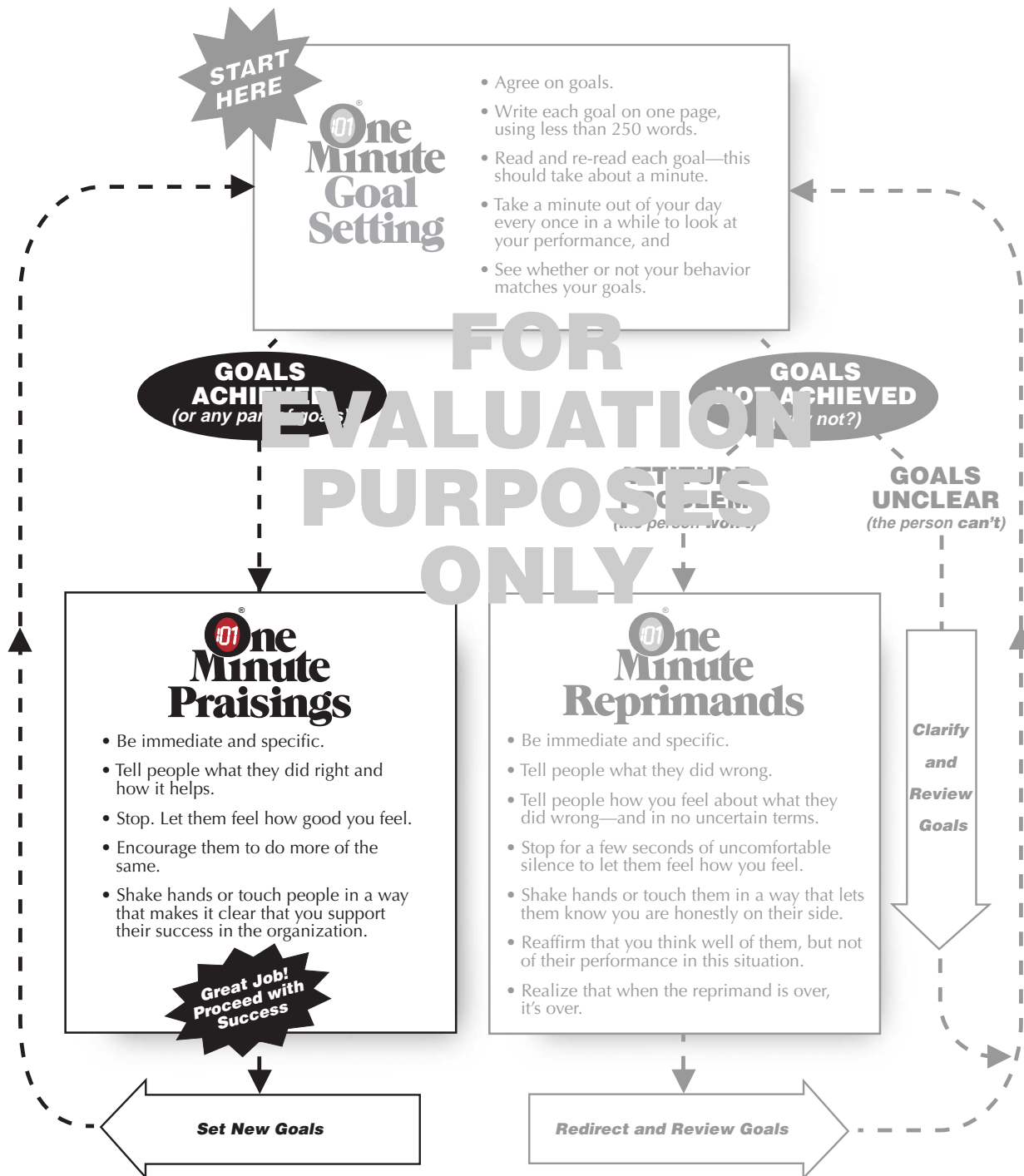
One Minute Praising

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*“Help People
Reach Their
Full Potential—
Catch Them
Doing Something
Right”*

Game Plan

How to give yourself and others the gift of getting greater results in less time



One Minute Praising—Roleplay Scenarios

Praising—Roleplay 1

Manager

As you are walking down a row of cubicles in your department, an employee with an invoice issue stops you. As you are standing there discussing the situation, you overhear one of your employees handling a difficult customer on the phone. From what you could hear, the employee handled the situation professionally, even though you could hear the client screaming on the other end of the phone. Your employee empathized with the client, focused on the facts, and by the end of the conversation it was clear to you that the client was happy.

Praising—Roleplay 2

Manager

As you are going through your incoming interoffice mail, you realize that the report you asked for by next week is already on your desk. The report is complete and easy to read.

Praising—Roleplay 3

Manager

You are reviewing the sales numbers for one of your new salespeople. Although the sales numbers still are not meeting quota, the newest employee has improved by 50 percent.

Praising—Roleplay 1**Employee**

You are on the phone with Mr. Smith. He calls up once a week and starts yelling about when his order is supposed to arrive. You know the order is not late, but you would never say that to him. Mr. Smith just likes to confirm his orders and make sure there will be no problems with the delivery. His bark is worse than his bite. In fact, you are the only one in the department Mr. Smith is willing to talk to.

Praising—Roleplay 2**Employee**

You had some extra time at the end of the day yesterday, so you decided to get a jump-start on the report your boss had requested for next week. Much to your surprise, you finished the report that evening and sent it to your boss immediately.

Praising—Roleplay 3**Employee**

You are a new member of the sales team. You got off to a slow start but are now starting to make sense of things. You are still not making quota, but you have improved your sales by 50 percent.

One Minute Praising Observation Form— Manager

DIRECTIONS

1. Circle the number that represents your perception of the praising.

Rating Scale:
1–5 (not true to very true)

2. Provide examples to support your ratings to share with the group.

Be Immediate

The feedback was given very soon after the behavior was observed. NOT TRUE 1 2 3 4 5 VERY TRUE

Examples _____

Accent the Positive and Be Specific

I described what the person did right, and why it helps. 1 2 3 4 5

Examples _____

Share Feelings

I told the person how I feel about his or her behavior. 1 2 3 4 5

Examples _____

Encouraging

I encouraged the person to do more of the same. 1 2 3 4 5

Examples _____

FOR EVALUATION PURPOSES ONLY

One Minute Praising Observation Form— Employee

DIRECTIONS

1. Circle the number that represents your perception of the praising.

Rating Scale:
1–5 (not true to very true)

2. Provide examples to support your ratings to share with the group.

Be Immediate

The feedback was given very soon after the behavior was observed. NOT TRUE 1 2 3 4 5 VERY TRUE

Examples _____

Accent the Positive and Be Specific

The manager described what I did right, and why it helps. 1 2 3 4 5

Examples _____

Share Feelings

The manager told me how he or she feels about my behavior. 1 2 3 4 5

Examples _____

Encouraging

The manager encouraged me to do more of the same. 1 2 3 4 5

Examples _____

FOR EVALUATION PURPOSES ONLY

One Minute Praising Observation Form— Observer

DIRECTIONS

1. Circle the number that represents your perception of the praising.

Rating Scale:
1–5 (not true to very true)

2. Provide examples to support your ratings to share with the group.

Be Immediate

The feedback was given very soon after the behavior was observed. NOT TRUE 1 2 3 4 5 VERY TRUE

Examples _____

Accent the Positive and Be Specific

The manager described what the employee did right, and why it helps. 1 2 3 4 5

Examples _____

Share Feelings

The manager told the employee how he or she feels about the behavior. 1 2 3 4 5

Examples _____

Encouraging

The manager encouraged the employee to do more of the same. 1 2 3 4 5

Examples _____

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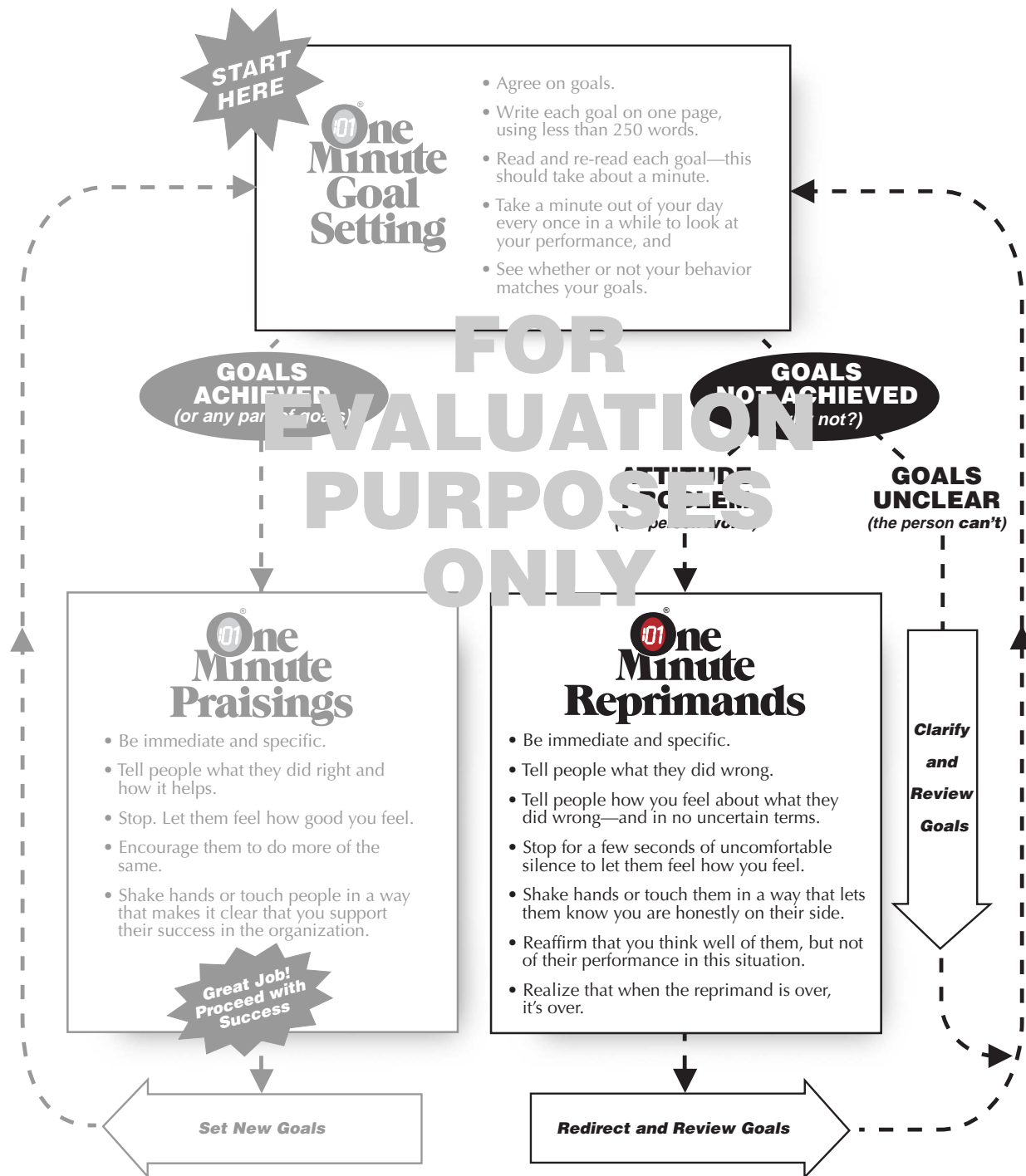
One Minute Reprimand

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*"We Are Not
Just Our Behavior,
We Are
the Person
Managing
Our Behavior"*

Game Plan

How to give yourself and others the gift of getting greater results in less time



One Minute Reprimand—Roleplay Scenarios

Reprimand—Roleplay 1

Manager

You are walking by and you hear an employee become rude with a customer. You have noticed this employee's attitude becoming a problem with others on the team as well.

Reprimand—Roleplay 2

Manager

You are waiting for a very important report from one of your employees. It should have been on your desk first thing this morning, but as you go through your incoming mail you realize it is just not there. As you walk up to the employee's cubicle, you hear the employee talking to another employee. Your employee says, "I don't care when it was due. I'll get it done when I decide to get it done."

Reprimand—Roleplay 3

Manager

You are the manager of a sales department. One of your best salespeople has recently let sales numbers fall below expectations. You know that the person has the skill to do the work, but he or she is no longer doing what it takes to get the results.

Reprimand—Roleplay 1**Employee**

You are on the phone with Ms. Grant. She called up to report that the equipment she ordered was damaged. She is being really rude on the phone. You feel like she is blaming you personally for the equipment problems. You are getting bogged down with so many angry customers. It seems like all people do is call up and scream.

Reprimand—Roleplay 2**Employee**

You are responsible for getting a report to your boss. You have gotten behind schedule, and three different people have come up to you this morning and interrupted you in order to tell you that the report is late. All these interruptions have just pushed you farther behind, and you are starting to lose your temper. Why don't these other employees just mind their own business?

Reprimand—Roleplay 3**Employee**

You used to be the top salesperson. Lately, you have been feeling burned out, and your numbers are falling below expectations. You're just assuming that it is a natural decline and they will come back on their own. You have taken no measures to increase your sales numbers. You assume that because you were the number one salesperson for so long no one will worry too much about it.

One Minute Reprimand Observation Form— Manager

DIRECTIONS

1. Circle the number that represents your perception of the reprimand.

Rating Scale:
1–5 (not true to very true)

2. Provide examples to support your ratings to share with the group.

Be Immediate

The feedback was given very soon after the behavior was observed. NOT TRUE 1 2 3 4 5 VERY TRUE

Examples _____

Be Specific

I described the poor performance and why it was inappropriate. 1 2 3 4 5

Examples _____

Don't Attack

I was tough on performance, not tough on the person. 1 2 3 4 5

Examples _____

Reaffirm

I let the person know that he or she is still valued. 1 2 3 4 5

Examples _____

FOR EVALUATION PURPOSES ONLY

One Minute Reprimand Observation Form— Employee

DIRECTIONS

1. Circle the number that represents your perception of the reprimand.

Rating Scale:
1–5 (not true to very true)

2. Provide examples to support your ratings to share with the group.

Be Immediate

The feedback was given very soon after the behavior was observed. NOT TRUE 1 2 3 4 5 VERY TRUE

Examples _____

Be Specific

The manager described the poor performance and why it was inappropriate. 1 2 3 4 5

Examples _____

Don't Attack

The manager was tough on performance, not tough on the person. 1 2 3 4 5

Examples _____

Reaffirm

The manager let me know that I am still valued. 1 2 3 4 5

Examples _____

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One Minute Reprimand Observation Form— Observer

D I R E C T I O N S

1. Circle the number that represents your perception of the reprimand.

Rating Scale:
1–5 (not true to very true)

2. Provide examples to support your ratings to share with the group.

Be Immediate

The feedback was given very soon after the behavior was observed. NOT TRUE 1 2 3 4 5 VERY TRUE

Examples _____

Be Specific

The manager described the poor performance and why it was inappropriate. 1 2 3 4 5

Examples _____

Don't Attack

The manager was tough on performance, not tough on the person. 1 2 3 4 5

Examples _____

Reaffirm

The manager let the person know that he or she is still valued. 1 2 3 4 5

Examples _____

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One Minute Action Plan

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*“Goals
Begin
Behaviors,
Consequences
Maintain
Behaviors”*

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One Minute Action Plan

Give an example of how you plan to use One Minute Goal Setting in your present work environment.

List three people to whom you plan to give One Minute Praisings within the next week. Explain why. Be specific.

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Now that you understand One Minute Reprimands, cite an existing situation in which a reprimand might be appropriate. Give details.

Program Review

- The One Minute Notetaking process is an easy way to learn more in less time.
- Managers and their employees must be clear on what good performance looks like. This begins with One Minute Goal Setting.
- The key to developing people is to “Catch Them Doing Something Right.”
- One Minute Praisings will result in people feeling better about themselves, their work, their supervisor, and their environment. All this leads to greater productivity and higher-quality work.
- One Minute Reprimands will help correct employees behavior and get them back on track.
- It's never appropriate to reprimand a learner.
- When a reprimand is over, it is over.
- Now you know the three secrets. They will remain secrets unless you share them with others. When you share the three secrets, it helps you to develop them into three simple yet powerful management skills.

Posttraining Assessment *Name* _____

1. The number one motivator of people is:
 - a. Money
 - b. Promotion
 - c. Feedback on results

2. Studies show that in most organizations, managers and their employees have a clear understanding of what is expected of them:
 - a. Always
 - b. Most of the time
 - c. Seldom

3. When praising people it is always important to:
 - a. Do it in public
 - b. Be specific
 - c. Discuss money

4. Reprimanding a new employee is:
 - a. Not acceptable
 - b. OK, as long as you keep it short
 - c. A good way to establish who is boss

5. The key to developing people is:
 - a. Giving them a quiet place to work
 - b. Helping them write goals
 - c. Catching them doing something right

6. Most goals can be adequately written in:

- a. One page
- b. One paragraph
- c. Three pages

7. When working with employees who have a high skill level, a supervisor should make contact with them:

- a. Once a day
- b. When they ask for it
- c. 3 or 4 times a day

8. When people are learning to do a new task they should:

- a. Be expected to do the job exactly right
- b. Be expected to do the job approximately right
- c. Be expected to do the job regardless of outcome

9. People who feel good about themselves:

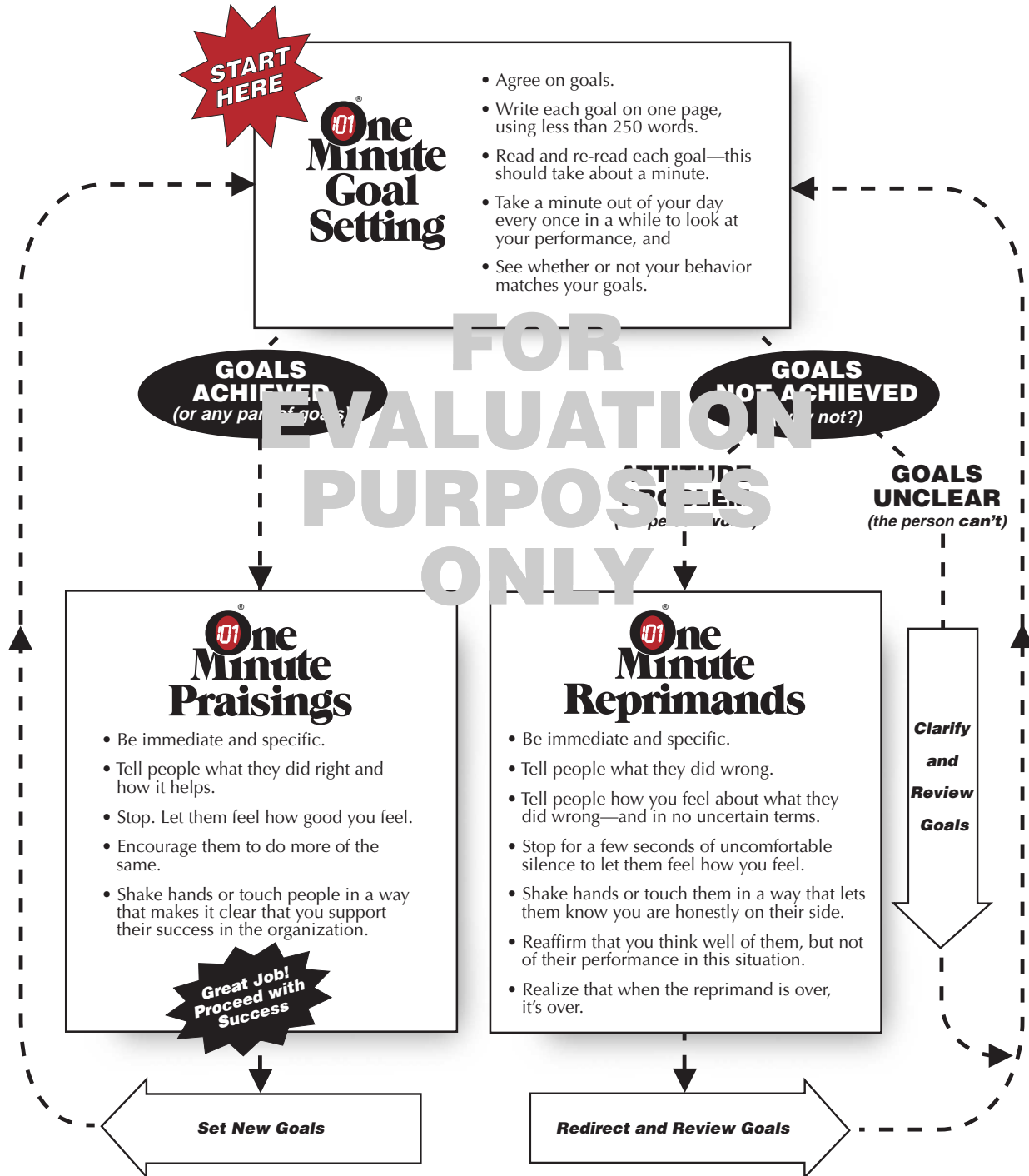
- a. Produce good results
- b. Tend to be egotistical and self-centered
- c. Are not likely to be loyal employees

10. In an unhealthy organization people usually feel they are doing a good job when:

- a. They receive praises regularly
- b. They meet their quota
- c. They don't hear from anyone about their performance

Game Plan

How to give yourself and others the gift of getting greater results in less time



The Personal Health Benefits of The One Minute Manager by Spencer Johnson, M.D.

The three secrets of *The One Minute Manager*® not only form the basis of a powerful and simple system of management, but are also consistent with sound medical research on how to improve your physical well-being. Not only will the three secrets contribute to your effectiveness in leading or managing others, they will also prove beneficial in reducing stress and furthering your success within the organization and your personal life.

Underlying the three secrets of One Minute Management are some profound truths which make this management system work in a number of ways. First, the One Minute Management techniques reduce the anxiety which rises out of the fear of the unknown. One Minute Goals let you know what is expected. You can review them easily and quickly compare your behavior to your goals.

One Minute Praisings contribute to people feeling good about themselves and the work they have done. When you feel good about yourself, chemical changes take place within your body that create a feeling of more energy. Research has proven that people who feel good about themselves produce good results.

One Minute Reprimands help in correcting poor performance, preventing anger in the manager and guilt in the employee. These feelings, left alone, fester and get in the way of peak performance. One Minute Reprimands are a very safe way to correct behavior, reassure the person, and let go of any negative feelings so you can both get on with the job.

These three simple secrets literally improve your physical health and your performance at work. You become healthier, happier, and more productive.