

#1 *New York Times* Bestselling Author

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Laurence Hawkins

**Self
Leadership
and The
One
Minute
Manager®**

**Increasing Effectiveness Through
Situational Self Leadership**

**Discover the Magic
of No Excuses**

Self Leadership and the One Minute Manager®

**Increasing Effectiveness Through
Situational Self Leadership**

**Discover
the Magic
of No
Excuses!**

**Ken Blanchard
Susan Fowler
Laurence Hawkins**



HarperCollins e-books

*To my mother, Dorothy Blanchard,
who taught me how to take control of my own life
before someone else did.*

—KEN BLANCHARD

*To my wonderful parents, Phyllis and Dick,
who helped me realize the magic of self leadership
by encouraging my curiosity, independence,
and love of learning.*

—SUSAN FOWLER

*To my three daughters, Genevieve, Ashley, and Juliet,
with the fondest hope that they may be beneficiaries
of these self leadership concepts and tools
and immerse themselves in the good life.*

—LAURIE HAWKINS



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Introduction

In the last decade or so, the old deal in business has changed. In the past, the workforce traded loyalty for job security. If you showed up to work, made a good effort, and stayed out of trouble, you were usually secure in your job. When I graduated from college in the early 1960s, one of my friends got a job with AT&T and called home. His mother cried with joy. “You’re set for life,” she said.

Are you set for life today with any organization? No! Lifetime employment is a thing of the past. Over the last number of years, I’ve been trying to find out what the new deal is. Talking to top managers around the world, I’ve asked, “If it’s not loyalty you want from your workforce today, what do you want?” The answers have been pretty universal: “I want people who are problem solvers and are willing to take initiative. I want people working for me who act like they own the place.”

In other words, top managers, given a choice, would like empowered people—individuals they can respect and trust to make good business decisions, whether top managers are around or not.

Does the workforce object to that? No! In fact, I’ve asked people, “What do you want from an organi-

zation if job security is no longer available?” Again, the answers have been pretty universal. People today want two things. First, they want honesty. “Don’t lie to us. Don’t tell us at one point there will be no layoffs and then turn around a few months later and lead a major downsizing.”

Second, people want opportunities to constantly learn new skills. “At some point, if I have to look for a new job—either inside or outside my present organization—I want to have better skills and be more valuable than I was before.” What better way to become more valuable than to be able to take initiative, become a problem solver, and act and think like an owner.

Bingo! We have agreement. Then what’s the problem? Most people will argue that most managers are not willing to let go, that they still want to maintain control. These managers talk a good game but they still want to be in charge and prefer good subordinates who follow the lead of their superiors. Today’s reality in the world of work suggests that managers today, if they are to be effective, must think and act in different ways. In the 1980s, a manager typically supervised five people—the span of control was one manager to five direct reports. To be competitive, organizations today must be customer driven, cost effective, fast, flexible, and continuously improving. This has led to more mean-and-lean organizational structures where spans

of control have increased considerably. It is not uncommon today to find one manager for twenty-five to seventy-five direct reports. Add to that the emergence of virtual organizations—where managers are being asked to supervise people they never meet face-to-face—and we have an entirely different landscape emerging in the world of work.

The traditional hierarchy of leadership has evolved into a new order: empowerment of individuals. The problem is no longer how to get managers to “let go”—they have no choice anymore. The problem is how to get people to grab hold and run with the ball that is being handed to them.

A number of people are taking to this empowered environment like ducks to water. But many more are becoming immobilized. In that state they act like victims, think empowerment is a four-letter word, and view their manager as an incompetent enemy. You hear people complaining, “My boss hasn’t done this; my boss hasn’t done that!” The truth is that most bosses today can no longer play the traditional role of telling people what, when, and how to do things. Managers just don’t have time, and in many cases their people know more about the work than they do.

What’s the solution? How can we help people move from a victim mind-set to flourishing as empowered problem solvers and decision makers?

Enter Susan Fowler and Laurie Hawkins.

When my wife, Margie, and I started our company in 1979 (we now have a U.S. workforce of more than 250 people and affiliates in more than thirty nations), our first consulting partner was Laurie Hawkins. We had worked with him at the University of Massachusetts, Amherst, in the early 1970s, when I was a full-time professor and Margie was finishing her doctorate. When we decided to become entrepreneurs, Laurie was ready, willing, and able to throw his hat into the ring. Over the years, Laurie has become one of our best teachers, coaches, and consultants of our core technology: Situational Leadership® II.

Recognizing that there is no best leadership style—it all depends on the situation—we have been teaching managers all over the world to be situational leaders in working one-on-one with their people as well as in leading people in teams.

Susan Fowler was already an accomplished trainer when she attended a Situational Leadership II seminar being taught by Laurie Hawkins. She grew excited about how situational leadership can not only be applied to the one-on-one and team contexts, but also to self leadership. She felt that this framework held the answer to helping people take the lead when they didn't have the power—when someone else was their manager. Susan got Laurie excited about Situational