

Read a Story That Will Change Your Life!

The One Minute Manager is an easily read story which quickly shows you three very practical management techniques. As the story unfolds, you will discover several studies in medicine and the behavioral sciences which help you to understand **why** these apparently simple methods work so well with so many people. By the book's end you will also know how to **apply** them to your own situation.

The book is brief, the language is simple, and best of all ... it works!

That's why **The One Minute Manager** has become America's national sensation, featured in **People** magazine, and on **The Today Show**, **The Merv Griffin Show**, and other network television programs.

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“All managers and executives can easily use *The One Minute Manager* to build a more efficient organization. Those who have tried it, like it.”

—ROY ANDERSON, Chairman of the
Board & Chief Executive Officer,
Lockheed Corp.

“Not since *Up the Organization* have I read such a straightforward, innovative book as *The One Minute Manager*. Should be command reading for every restaurateur and hotelier in the country.”

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Institutional Management,
College of Business,
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“Quite simply, *The One Minute Manager* can help any manager to assist his people to become peak performers. I include it in all my work with American corporations seeking to improve productivity, profitability and performance.”

—CHARLES A. GARFIELD, Ph.D.,
President, PEAK Performance Center;
Clinical Professor,
University of California, Berkeley

“In government, criticizing performance has become the dominant management technique. *The One Minute Manager*’s approach of catching someone doing something right would be far more effective.”

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U.S.A.E, Retired,
Former Chairman,
The Joint Chiefs of Staff

“The best management book I’ve read. I couldn’t put it down. I’ve bought copies for all my key managers, and now they are doing the same for their people.”

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“Finally there is a short, readable, practical guide to effective management! We have more than a thousand copies of *The One Minute Manager* available to our managers.”

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& Chief Executive Officer,
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“I believe *The One Minute Manager* should be made ‘standard issue’ at all management development training programs from new managers’ school to advanced management

training. It embodies (in an easy-to-read form) the fundamental principles of people management we are trying to instill in our management team. I have made it required reading for all our managers.”

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“Buying copies of *The One Minute Manager* is one of the best investments I’ve made in myself and in our managers.”

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(formerly Chairman of the Board,
Burger King Corp.)

“Should you apply one-minute management? Yes!”

—WORKING WOMAN

“*The One Minute Manager* ... don’t miss it!”

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GTE Directories Corporation

“Our whole management has profited from reading *The One Minute Manager*.”

—MICHAEL D. ROSE, President
& Chief Executive Officer,
Holiday Inn, Inc.

“I gave copies to my boss, my subordinates, other refinery managers, and even to my wife, our close friends and our clergy. It has that kind of broad appeal and it’s that good!”

—ROBERT W. DAVIS, President
Chevron Chemical Company

“This book shows us how to manage our encounters with people in such a way that *everyone* benefits! Very enlightening!”

—EARL NIGHTINGALE
Radio commentator,
OUR CHANGING WORLD

Kenneth Blanchard & Spenser Johnson – THE ONE MINUTE MANAGER

This Berkley book contains the complete
text of the original hardcover edition.

THE ONE MINUTE MANAGER

A Berkley Book / published by arrangement with
William Morrow and Company, Inc.

PRINTING HISTORY

William Morrow and Company edition published 1982
Berkley trade paperback edition / October 1983

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and Candle Communications Corporation.

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For information address: William Morrow and Company, Inc.
105 Madison Avenue, New York, New York 10016.

ISBN: 0-425-09847-8

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Berkley Books are published by The Berkley Publishing Group,
200 Madison Avenue, New York, New York 10016.

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PRINTED IN THE UNITED STATES OF AMERICA

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The
**One
Minute
Manager**

**Kenneth Blanchard, Ph.D.
Spencer Johnson, M.D.**

BERKLEY BOOKS, NEW YORK



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The Symbol

The One Minute Manager's symbol—a one minute readout from the face of a modern digital watch—is intended to remind each of us to take a minute out of our day to look into the faces of the people we manage. And to realize that they are our most important resources.



Introduction

In this brief story, we present you with a great deal of what we have learned from our studies in medicine and in the behavioral sciences about how people work best with other people.

By “best,” we mean how people produce valuable results, and feel good about themselves, the organization and the other people with whom they work.

This allegory, *The One Minute Manager*, is a simple compilation of what many wise people have taught us and what we have learned ourselves. We recognize the importance of these sources of wisdom. We also realize that the people who work with you as their manager will look to you as one of *their* sources of wisdom.

We trust, therefore, that you will take the practical knowledge you gain from this book and use it in your daily management. For as the ancient sage, Confucius, advises each of us: “The essence of knowledge is, having it, to use it.”

We hope you enjoy *using* what you learn from *The One Minute Manager* and that, as a result, you and the people you work with will enjoy healthier, happier and more productive lives.

Kenneth Blanchard, Ph.D.
Spencer Johnson, M.D.

The Search

ONCE there was a bright young man who was looking for an effective manager.

He wanted to work for one. 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: with government administrators and military officers, construction superintendents and corporate executives, university presidents and shop foremen, utility supervisors and foundation directors, with the 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 their people lost.

Some of their superiors thought they were good managers.

Many of their subordinates thought otherwise.

As the 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 an autocratic manager—I keep on top of the situation," he was told. "A bottom-line manager." "Hard-nosed." "Realistic." "Profit-minded."

He heard the pride in their voices and their interest in results.

The 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 man sat and listened to these "nice" people answer the same question, he heard, "I'm a democratic manager." "Participative." "Supportive." "Considerate." "Humanistic."

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 primarily interested either in results or in people.

The managers who were interested in results often seemed to be labeled "autocratic," while the managers interested in people were often labeled "democratic."

The young man thought each of these managers—the "tough" autocrat and the "nice" democrat—were 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.

"Effective managers," he thought, "manage themselves and the people they work with so that both the organization and the people profit from their presence."