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**Don't Take on the Problem If the Problem Isn't Yours.
That Monkey Doesn't Belong to You!**



**The
One
Minute
Manager[®]
Meets
the Monkey**

Kenneth Blanchard

*Co-author of *The One Minute Manager*[®]*

William Oncken, Jr.

Hal Burrows

101 The
One
Minute
Manager
Meets
the Monkey

Books by William Oncken, Jr.

MANAGING MANAGEMENT TIME, 1984

Books by Kenneth Blanchard, Ph.D.

MANAGEMENT OF ORGANIZATIONAL BEHAVIOR:
UTILIZING HUMAN RESOURCES
(with Paul Hersey), 5th edition, 1988

THE POWER OF ETHICAL MANAGEMENT
(with Norman Vincent Peale), 1988

THE ONE MINUTE MANAGER GETS FIT
(with D. W. Edgington and Marjorie Blanchard), 1986

LEADERSHIP AND THE ONE MINUTE MANAGER
(with Patricia Zigarmi and Drea Zigarmi), 1985

ORGANIZATIONAL CHANGE THROUGH EFFECTIVE LEADERSHIP
(with Robert H. Guest and Paul Hersey), 2nd edition, 1985

PUTTING THE ONE MINUTE MANAGER TO WORK
(with Robert Lorber), 1984

THE ONE MINUTE MANAGER
(with Spencer Johnson), 1982

THE FAMILY GAME:
A SITUATIONAL APPROACH TO EFFECTIVE PARENTING
(with Paul Hersey), 1979

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WILLIAM MORROW

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The Symbols



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.



The Monkey Manager's symbol—a harried manager overwhelmed by a deskful of problems—is intended to remind us to constantly discipline ourselves to invest our time on the most vital aspects of management rather than dilute our effectiveness by “doing more efficiently those things that shouldn't be done in the first place.”

I NTRODUCTION

Over a decade ago a real joy came into my life—Bill Oncken. I first came into contact with Bill and his monkey-on-the-back analogy when I was given a copy of his classic November 1974 *Harvard Business Review* article entitled “Managing Management Time: Who’s Got the Monkey?” that he co-authored with Donald Wass. I read it and light bulbs began to flash. At the time, I was a tenured full professor in the School of Education at the University of Massachusetts. As such, according to Bill, I was a typical northeastern intellectual bleeding-heart social theorist who thought my role in life was to wipe out pain and suffering by helping everyone. In other words, I was a compulsive monkey-picker-upper.

Then several years later I sat in on one of Bill’s “Managing Management Time” seminars. Participants burst into laughter as they recognized the problems Bill discussed. Since crying in public is not an accepted practice, the only thing left for us to do was laugh. And laugh we did. Why? Because Bill Oncken, time after time, hit both the absurdities and realities of organizational life in America with such accuracy that it hurt.

Bill Oncken, more than anyone else, has taught me that if I really want to help others, I need to teach them how to fish rather than give them a fish. Taking the initiative away from people and caring for and feeding their monkeys is nothing more than rescuing them, that is, doing things for them they can do for themselves.

So when Hal Burrows, a longtime associate and principal of the William Oncken Company and one of the outstanding presenters of the “Managing Management Time” seminar, approached me about co-authoring this book, I was thrilled. In fact, I am honored to have this book as part of THE ONE MINUTE MANAGER LIBRARY.

Hal and I wrote several drafts of this book with Bill over about a three-year period. Then Bill suffered a serious illness and died as we were completing the final working draft of this book. So he never saw the finished publication. As I write these words my heart aches because of the loss of Bill. I am especially sad for those people who never knew Bill Oncken, for they suffer the greatest loss. My hope is that reading this book can soften that loss because it reads as accurately and humorously as Bill and colleagues like Hal Burrows have told thousands of managers about monkey management over the years. This is vintage Bill Oncken with the bite and insight left in.

What follows is a story about a harried manager who worked long, hard hours, yet never quite seemed to get caught up with all the work he had to do. He learned about monkey management and how not to take initiative away from his people so they can care for and feed their own “monkeys.” In the process, he learned to be more effective in dealing with his own manager and the demands of his organization. The performance of his department drastically improved as did the prospects for his career.

Bill Oncken's seminar and book, "Managing Management Time," include many wonderful insights about how organizations really function and present strategies for gaining the support of your boss, staff, and internal and external peers. The One Minute Manager Meets the Monkey is adapted from the "staff" strategy.

My hope is that you will use what you learn in this book to make a difference in your life and the lives of the people you interact with at work and at home.

—Kenneth Blanchard, Ph.D
Co-author
The One Minute Manager

This book is dedicated to the
memory of William Oncken, Jr.

Bill Oncken, like Amadeus Mozart, was that exceedingly rare combination of masterful composer and virtuoso performer, the difference being that Bill used words instead of musical notes to fashion his works. His masterwork, *Managing Management Time*, is a timeless, enduring composition that captures the very essence of management, an art as old as organizations themselves. And anyone who ever saw him perform his work will never forget the experience!

—Hal Burrows