



## One Minute Management

It can be challenging being a leader. There are many expectations upon us and most of us haven't had a great deal of training to be able to step up from managing routine activity. I like to refer to Leadership practice – it's something that we build with experience and we develop our own professional style. By sharing ideas, concepts and practical experience we hope to provide food for thought and allow colleagues to adopt into their practice.

*There are four pages in this document.*

None of us have enough time. Many of us struggle to delegate and empower other people. Blanchard and Johnson address these issues really helpfully in their book "One Minute Manager" <sup>1</sup>.

This is a concept that active management and short, clear conversations can lead to efficient, constructive relationships at work.

**One Minute Management comes from behavioural science and suggests how leaders can bring out the best in other people.**

The idea is that many work interactions can be summarised and reviewed in one minute. They take preparation and review but essentially can be condensed to one page.

### **The principles of One Minute Management:**

1. Encourage people to take responsibility for doing things well
2. Set clear expectations
3. Invest in the relationship
4. Give feedback – be specific with both praise and criticism
5. Document and report succinctly
6. Celebrate success, tell other people

There are three parts to being a One Minute Manager:

1. Goals
2. Praise
3. Reprimand

Although originally created for business, the ideas work really well for any sector.

### **One Minute Goals**

It is vital that individuals understand the context and organisation direction. Work by IMPRAISE found that only 7% of employees understood the objectives of their business<sup>2</sup>.

### **Individuals have to be part of the setting of goals to meet organisational objectives.**

One Minute Goals are a simple way of approaching this and include behaviours (how) as well as end results.

#### **One Minute Goals:**

1. Agree on your goals. This can include delivery format, timing and who needs to be included.
2. State what good behaviour looks like.
3. Write out each of your goals on a single sheet of paper using less than 250 words.
4. Read and re-read each goal, which requires only a minute or so each time you do it. Review yourself each day and with managers/ team frequently.

Remember: Ask - what else is going on for people? As we set goals, there will be other factors that impact individuals. Encourage team members to share these and decide how they impact the goals agreed.

**Key Point:** The Leader sets the purpose and objective. The employee sets targeted goals.

## One Minute Praise<sup>2, 3</sup>

Reinforcing positive behaviours

**A simple process that works well when used authentically and frequently**

### **One Minute Praise**

1. Praise people immediately – catch people doing things right!
2. Tell them what they did right – be specific
3. Tell people how good you feel about what they did - and for the organisation and others
4. Stop for a moment to let them feel how good you feel
5. Encourage them to do more of the same
6. Reinforce that you support their success in the organisation

**Key point:** Leaders look frequently for specific small things to recognise and praise.

## One Minute Reprimand<sup>4</sup>

A two-part process that addresses poor performance or behaviours and reminds the person they are valued.

### **First half**

1. Reprimand people immediately, privately.
2. Tell people what they did wrong – be specific
3. Tell people how their actions make you feel
4. Stop for a few seconds of uncomfortable silence

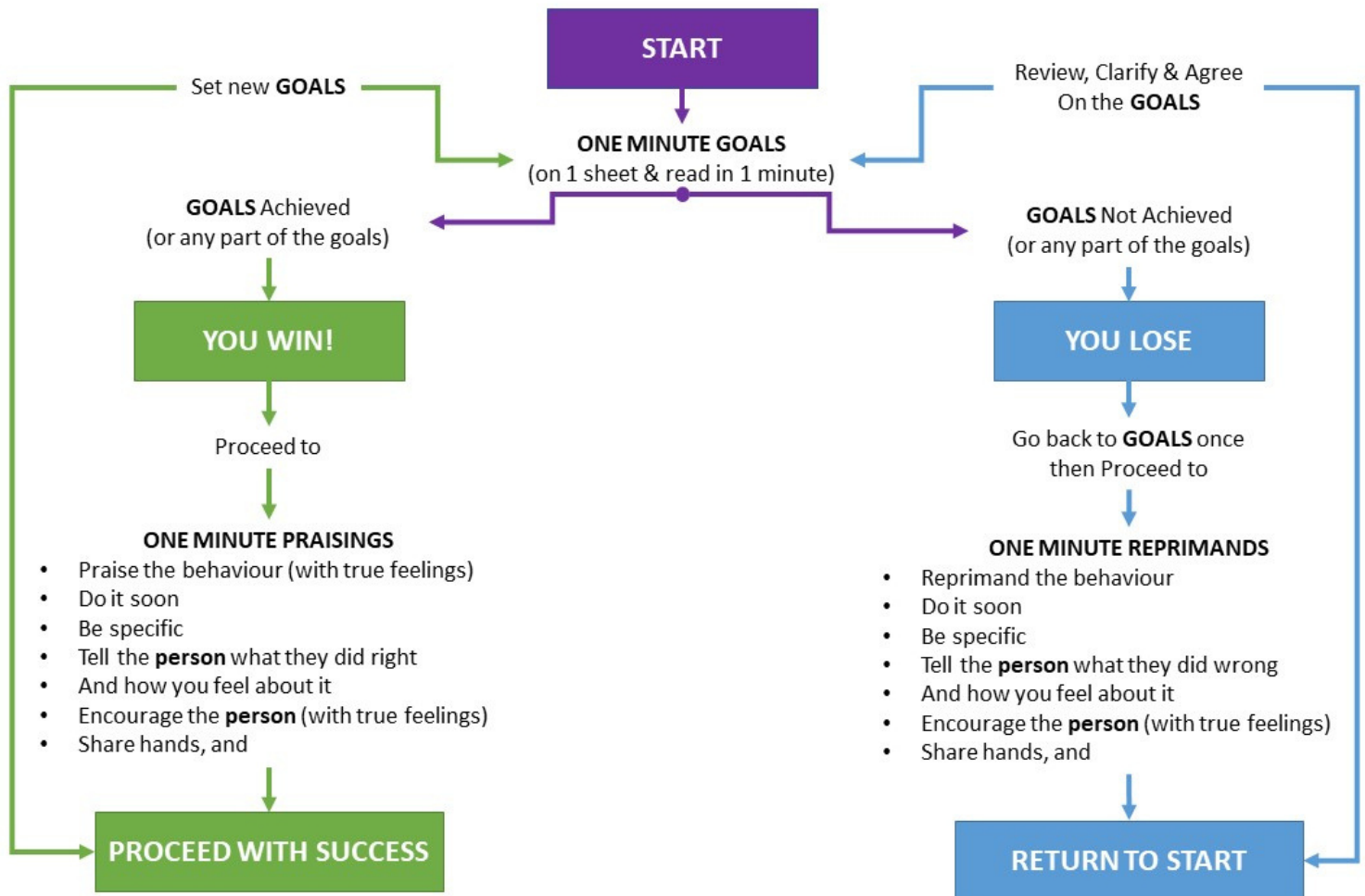
### **Second half**

1. Reinforce that you are on their side
2. Remind them how much you value them
3. Reaffirm that you think well of them but not their behaviour in this instance
4. When the reprimand is over, it's over.

**Reprimands work best when staff know in advance that you will actively feedback to them – good and bad**

**Key point:** These are effective when specific and timely. The focus is on actions and behaviours not the person. The relationship is preserved.

The illustration below summarises these very briefly in the 'One Minute Manager's Game Plan'.



### How can I use this?

My advice is that all three of these elements can be applied quickly. Try the techniques individually and as a package. And keep trying to improve your practice. Take a moment to explain to your team that you are applying One Minute Manager techniques.

Further reading listed in the sources below.

Good little video (please skip any adverts): [THE NEW ONE MINUTE MANAGER by Ken Blanchard & Spencer Johnson | Core Message - YouTube](#)

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[www.gph-ihrstrengthening.org](http://www.gph-ihrstrengthening.org)

Sources:

1. One Minute Manager (Blanchard & Johnson). Short Form - [One Minute Manager Summary](#).
2. Impraise - [How to set goals for your team](#)
3. Fast Company - [The First Secret: One Minute Goals](#)
4. Medium - [How to Reprimand Employees Without Destroying Their Self-Esteem](#)