He describes himself as “A One Minute Manager”, as it takes him very little time to get very big results from people. He sets One Minute Goals with his staff to make sure they know what they are being held accountable for and what good performance looks like. He then tries to catch them doing something right so he can give them a One Minute Praising. And finally, if they have all the skills to do something right and they don’t, he gives them a One Minute Reprimand.

It’s simple, and yet it works and you get results. And it will work for you too, if you are willing to do it. The more you understand why it works, the more apt you are to use it.

One Minute Management is a symbolic term. One Minute Management doesn’t really mean it will take you a minute to do all the kinds of things you need to do as a manager. It’s just a way to say that being a manager is not as complicated as people would have you believe.

- Helping people to feel good about themselves is a key to getting more done.
- People who feel good about themselves produce good results.
- Keep in mind that productivity is more than just the quantity of work done. It is also the quality.
- Productivity is both quantity and quality, and the best way to achieve both of these results is through people.

There are three secrets to One Minute Management:

- One minute goal setting.
- One minute praisings.
- One minute reprimand.

1. One Minute Goal Setting

The One Minute Manager always makes it clear what the staffs’ responsibilities are and what they are being accountable for. This can be done efficiently by explaining to your staff what needs to be done or by agreeing on what needs to be done, then recording the goal. This way there aren’t any
surprises and everyone knows what is expected from the beginning. After all, how can you be an effective manager unless you and your people are sure of what they are being asked to do?

One Minute Goal Setting is simply:

- Agree on your goals.
- See what good behaviour looks like.
- Write out each of your goals on a single sheet of paper using less than 250 words.
- Read and re-read each goal, which requires only a minute or so each time you do it.
- Take a minute every once in a while out of your day to look at your performance, and
- See whether or not your behaviour matches your goal.

2. One Minute Praisings

Your staff will perform well if they receive crystal-clear feedback from you on how they are doing. Therefore at no particular time inform your staff when they are performing well and when they are performing poorly.

In most organizations, you usually find that the managers spend most of their time catching people doing something wrong. Here we put the accent on the positive. We catch people doing something right. When you catch someone doing something right, you give him or her a One Minute Praising.

For example, tell them precisely what they did right and share with them how you feel about what they did. One Minute Praising has many benefits such as:

- The staff member receives a praising as soon as they have done something right and doesn’t have to wait for an annual performance review.
- Staff are aware of exactly what they did right.
- Staff appreciates praise when they are performing well and deserve it even if things are not going well for you elsewhere.

Praising does not have take up a lot of the managers’ time. Keep in mind that you don’t have to praise someone for very long for them to know you noticed and you care. It usually takes less than a minute.
The One Minute Praising works well when you:

- Tell people right from the start that you are going to let them know how they are doing.
- Praise people immediately.
- Tell people what they did right – be specific.
- Tell people how good you feel about what they did right, and how it helps the organization and the other people there.
- Stop for a moment of silence to let them ‘feel’ how good you feel.
- Encourage them to do more of the same.
- Shake hands or touch people in a way that makes it clear that you support their success in the organization.

3. One Minute Reprimand

A staff member may be doing a job for some time and knows how to do it well, and makes a mistake. As a One Minute Manager you should be quick to respond. First confirm the facts. Then tell him or her precisely what they did wrong and share with them how you feel about it, for instance angry, annoyed or frustrated.

The reprimand should be given as soon as the staff member has done something wrong. You should also specify exactly what they did wrong. Remember not to attack them as a person, but on their behaviour.

A One Minute Reprimand doesn’t have to last very long. You don’t forget it and you don’t normally make the same mistake twice. You must also remember the value of being able to laugh at ourselves when we make a mistake, as it helps to get on with our work.

The One Minute Reprimand works well when you:

- Tell people beforehand that you are going to let them know how they are doing and in no uncertain terms.

3.1 The first half of the reprimand:

- Reprimand people immediately.
- Tell people what they did wrong – be specific
- Tell people how you feel about what they did wrong – and in no uncertain terms.
- Stop for a few seconds of uncomfortable silence to let them feel how you feel.
3.2 The second half of the reprimand:

- Shake hands, or touch them in a way that lets them know you are honestly on their side.
- Remind them how much you value them.
- Reaffirm that you think well of them but not of their performance in this situation.
- Realise that when the reprimand is over, it's over.

It is often the case in most organizations that managers know what they want their staff to do, but they just don’t bother to tell them in a way they would understand. They just assume they should know. Never assume anything.

- The number one motivator of people is feedback on results. Feedback keeps us going.
- One minute goal setting is a basic tool for productive behaviour.
- Always write down your goals. Remember to write down only your major goals and responsibilities and not every aspect of your job.
- We all seek what feels good to us and we avoid what feels bad to us.

Take A Minute:
Look At Your Goals
Look At Your Performance
See If Your Behaviour Matches Your Goals.

You have three choices as a manager. First, you can hire winners. They are hard to find and cost money. Or, second, if you can’t find a winner, you can hire someone with the potential to be a winner. Then you systematically train that person to become a winner. If you are not willing to do either of the first two, then there is only the third choice left – prayer. There are many managers who are saying their prayers daily – “I hope this person works out”.

Everyone Is a Potential Winner
Some People Are Disguised As Losers,
Don’t Let Their Appearances Fool You

The most important thing in training somebody to be a winner is to catch them doing something right – in the beginning approximately right, and gradually moving them towards the desired behaviour. With a winner you don’t have to catch them doing things right very often, because good performers generally do things right most of the time. Many managers wait until their staff does something
exactly right before they praise them. Therefore, many people never get to become high performers as their managers concentrate on catching them doing things wrong.

The One Minute Reprimand works really well as the feedback process is immediate. Discipline must occur as soon after the misbehavior takes place, as it tends not to be as helpful in influencing future behaviour. Also the person receiving the discipline would not feel overwhelmed, as in most cases many managers observe poor behaviour and wait till performance review and then have a list full of misdemeanors. As a result the manager and staff member end up in a screaming match about the facts or simply keeping quiet and resenting each other. Therefore performance review should be an ongoing process, and not once a year.

To improve staff behaviour, three basic steps should be remembered – telling people what they did wrong, telling people how you feel about it, and reminding people that they are valuable and worthwhile. You must remember that as a manager, you are managing people and not just their recent behaviour.

We Are Not Just Our Behaviour
We Are The Person Managing Our Behaviour.
The One Minute Managers “Game Plan”
How to give yourself and others the gift of getting greater results in less time.
SET GOALS, PRAISE & REPRIMAND BEHAVIOURS, ENCOURAGE PEOPLE, SPEAK THE TRUTH, LAUGH, WORK, ENJOY.
And encourage the people you work with to do the same as you do!