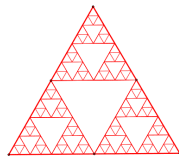


Managing Millennials

Managing Millennials

Alan Chelak



2018

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B

The #

The 1 Minute Manager's # B a 1 minute
readout from the 😊 of a modern digital 👁 B is
intended to remind each of us to take a minute out of our
day to 👁 into the 😊 of the 👤👤 manage. And
to realize that 👤👤👤👤👤👤 our most important resources.

B

Introduction

In this brief story, 🧑🏫🎁 😊 with a 🇬🇧 deal of
😞 🧑🏫👤 有 learned from our studies in 🌿 and in
the behavioral 🏠 about how 🧑🏫👤 🧑🏫👤 best with
other 🧑🏫👤 .

By "best", 🧑🏫👤 😞 how 🧑🏫👤 produce valuable results,
and feel 👍 about themselves, the organization and the
other 🧑🏫👤 with whom 🧑🏫👤 🧑🏫👤 .

This allegory, The 1 Minute 🧑🏫 , is a simple
compilation of 😞 many wise 🧑🏫👤 有 taught us and
😞 🧑🏫👤 有 learned ourselves. 🧑🏫👤 recognize the
importance of these sources of wisdom. 🧑🏫👤 also realize
that the 🧑🏫👤 who 🧑🏫👤 with 😊 as their 🧑🏫 will
👁️ to 😊 as 1 of their sources of wisdom.

🧑🏫👤 trust, therefore, that 😊 will take the practical
📖 😊 gain from this 📖 and use it in your
daily management. For as the 📖 sage, Confucius,
advises each of us: "The essence of 📖 is, 有
it, to use it".

🏆🏆🏆🙏 😊 enjoy 🇺🇸 😞 😊 🎓 from The 1
Minute 🧑 and that, as a result, 😊 and the 👫
😊 🧑 with will enjoy healthier, happier and +
productive lives.

The 

ONCE there was a bright young  who was  for

an effective  .

 wanted to  for  .  wanted to become  .

  had taken him over many years to the far
corners of the  .

 had been in small towns and in the capitals of
powerful  .

 had spoken with many  : with government
administrators and  officers, 

superintendents and corporate executives, 

presidents and shop foremen, utility supervisors and
foundation directors, with the 🧑 of shops and
stores, of 🏠 , 🏢 and 🏠 , with 🧑 and
🧑 young and 🧑 .

🧑 had gone into every kind of 🏢 , large and small,
luxurious and sparse, with windows and without.

🧑 was beginning to 👁 the 🇨🇳 spectrum of how 🧑
manage 🧑 .

Blithe wasn't always pleased with 🧑 🧑 saw.

🧑 had seen many "tough" 🧑 whose organizations
seemed to 🏆 while their 🧑 .

Some of their superiors thought 🏆 were 👍

🧑 .

Many of their subordinates thought otherwise.

As the 🧐 sat in each of these "tough people's" 🏢,

👤 asked, "😞 kind of a 👤 would 😊 say 😊

👉 "?

Those to whom 👨👩 reported had their 🧑.

As the 🧐 sat and listened to these "nice" 👤👤, ✅

the same ? , 👤 heard,

"I'm a 🚩 👤". "Participative".

"Supportive". "Considerate". "Humanistic".

👤 heard the 😞 in their voices and their interest in

👤.

Their ✅ varied only slightly.

"I'm an autocratic 👤 😊 keep ⬅➡ of the

situation", 👤 was told. "A bottom-line 👤". "Hard-

nosed". "Realistic". "Profit-minded".

👤 heard the 😞 in their voices and their interest in results.

The 🧐 also met many "nice" 👤 whose 👤👤

seemed to 🏆 while their organizations 🚩.

Some of the 👤👤 who reported to them thought 👨👩

were 👍 👤.

But 🧑 was disturbed.

It was as though most 🧑 in the 🌐 were primarily interested either in results or in 👤.

The 🧑 who were interested in results often seemed to be labeled "autocratic", while the 🧑 interested in 👤 were often labeled "🚩".

The young 🧑 thought each of these 🧑, the "tough" autocrat and the "nice" democrat were only partially effective. "It's 😊 B half a 🧑", 🧑 thought.

🧑 returned 👥 😞 and 🧑.

🧑 might 有 given 📢 🙌 🔍 long ago, but 🧑 had

1 🇬🇧 advantage. 🧑 knew exactly 😞 🧑 was

👁️ for.

"Effective 🧑", 🧑 thought, "manage themselves

and the 👤 🧑 📁 with SOS that both the

organization and the 👤 profit from their presence".

The young  had looked everywhere for an effective  but had found only a few. The few  did  would not share their  with him.  began to  maybe  would never  out  really made an effective   .

Then  began  marvelous stories about a special  who lived, ironically, in a nearby town.  heard that  liked to  for this  and that  produced  results together. The young  wondered if the stories were really true and, if  , whether this  would be willing to share   with him.

Curious,  telephoned the special manager's secretary for an appointment. The secretary put him through immediately.

The young 🧒 asked this special 🧒 when 🧒 could

👁️ him. 🧒 heard, "Any 📱 this week is fine, except

Wednesday 🌞 . 😊 🔨 the 📱".

The young 🧒 quietly chuckled because this supposedly

marvelous 🧒 sounded 😄 a "kook" to him. 🙄

kind of 🧒 had that kind of 📱 available? But the

young 🧒 was fascinated. 🧒 went to 👁️ him.

The  Minute 

WHEN the young  arrived at the manager's , 

found him standing and  out of the window. When

the young  coughed, the  turned and smiled.

 invited the young  to   and asked, "

can  do for  "?

The young  said, "I'd  to ask  some ?

about how  manage ".

The  willingly said. " away".

"Well, to begin with, do  hold regularly scheduled meetings with your subordinates"?

,  do once a week  Wednesdays from 9:00 to 11:00. That's why

 couldn't   then", responded the .

" do  do at those meetings"? probed the young

 .

"😊💡 while my 👤 review and analyze 😞👑

accomplished last week, the ⚠️👑 had, and 😞

still needs to be accomplished. Then 👑 develop plans
and strategies for the ⏮️ week".

"👉 the decisions made at those meetings 🗑️↔️

both 😊 and your 👤"? questioned the young 🧒.

"Of course 👑👉", insisted the 👤. "😞 would

be the 📌 of 有 the meeting if 👑 weren't"?

"Then 😊👉 a participative 👤, aren't 😊"?" asked

the young 🧒.

"↔️ the contrary", insisted the 👤, "😊 don't believe

in participating in any of my people's decision-making".

"Then 😞 is the purpose of your meetings"?

"😊 already told 😊 that", 👤 said. "🙏, young 🧒, do

not ask me to  myself. It is a waste of my  and yours.

"We're  to  results", the  continued. "The purpose of this organization is efficiency. By 

organized   a  deal  productive".

"Oh,  you're aware of the need for productivity. Then you're  results-oriented than people-oriented", the young  suggested.

"Xo"! the  resounded,   visitor "  that all too often".  got to   and began to walk about. "How   can   results if it's not through

 ?  care about  and results.  go  in .

"📌, young 🧒, 👁 at this". The 🧑 handed 🖐

visitor a plaque.

"😊 keep it 🔄 my desk to remind me of a practical truth".

🧑 Who Feel

👍 About
Themselves

Produce

👍 Results

As the young 🧒 looked at the plaque, the 🧑 said,

"🤔 about yourself. When do 😊 🧑 best? Is it

when 😊 feel 👍 about yourself?

Or when 😊 don't"?

The young 🧒 nodded as 🧑 began to 👁 the obvious. "😊

得 + done when I'm feeling 👍 about myself", 🧑

responded.

"Of course 😊 do", the 🧑 agreed. "And 🚑 does everyone else".

The young 🧒 🖐️ 🖐️ index 🖐️ with new-found insight. "🚑", 🧑 said, "🚑 🧑 to feel 👍 about themselves is a 🔑 to 🚫 + done".

"👍", the 🧑 agreed. "However, remember productivity is + than just the quantity of 📁 done.

It is also the quality". 🧑 walked over to the window and said, "Come over 📌, young 🧒".

🧑 pointed to the traffic below and asked, "Do 😊 🧑 how many foreign 🚗 there 🖐️ 🚧 the 🚧"?

The young 🧒 looked out at the real 🌍, and said, "😊 🧑 + of them every day. And 😊 guess that's because

they're + economical and 🏠 last longer".

The 👤 nodded reluctantly and said "Exactly. 🚨

why do 😊 🤔 👤 📢 🛍️ foreign 🚗 ?

Because 🇺🇸 manufacturers did not make enough

🚗 ? Or", the 👤 said without interrupting,

"because 🏠 did not make the quality 🚗 the 🇺🇸

🚗 really wanted?

"Now that 😊 🤔 of it", the young 🧒 answered, "it's a

? of quality and quantity"

"Of course", the 👤 added. "Quality is simply 🇺🇸 👤 the product or 🔔 🏠 really want and need".

The older 🧓 stood at the window 🏠 in 🙌 thoughts.

🙌 could remember, not 🚨 long ago, when 🙌 🇺🇸

provided the 📱 that helped to rebuild Europe and

🇺🇸 . It still amazed him that 🇺🇸 had fallen 🚨 far

behind in productivity.

The young 🧑 broke the manager's concentration. "I'm reminded of an ad 😊 saw 🔄 📺 ", the visitor volunteered. "It showed the name of the foreign 🚗 , and over it came the ID If 😊 're going to take out a long-term 🚗 loan, don 't 🛍 a short-term 🚗 ". The 🧑 turned and said quietly, "I'm afraid that's a rather 👍 summary. And that's the whole 📌 . Productivity is both quantity and quality". The 🧑 and 🙌 visitor began to walk 🏠 towards the couch. "And frankly, the best 📏 to achieve both of these results is through 👤 ".

The young man's interest increased. As 🧑 sat 🙌 , 🧑 asked, "Well, you've already said that you're not a participative 🧑 . Just how would 😊 describe yourself"?

"That's easy", 🧑 responded without hesitation. "I'm a 1 Minute 🧑 ".

The young man's 😊 showed 😊 . He'd never heard of a 1 Minute 🧑 . "You're a 😊 "?

The 🧑🏻 laughed and said, "I'm a 1 Minute

🧑🏻 . 😊 call myself that because it takes very little

🕒 for me to 得 very big results from 🧑🏻".

Although the young 🧒 had spoken with many

🧑🏻 , 🧑🏻 had never heard 1 🗨️ 😊 this. It was

hard to believe. A 1 Minute 🧑🏻 someone who

得 👍 results without taking much 🕒 .

👁️ the 🧑🏻 🗨️ ON! 🙌 😊 the 🧑🏻 said, "😊 don't

believe me, do 😊 ? 😊 don't believe that I'm a 1

Minute 🧑🏻".

"😊 must admit it's hard for me even to imagine", the

young 🧒 responded.

The 🧑🏻 laughed and said, "💡 , you'd better 🗨️

to my 👤 if 😊 really want to know 😞 kind of

👤 😊 🙅 ".

The 👤 leaned over and spoke into the 🏢

intercom. 🙅 secretary, Ms. Metcalfe, came in moments

later and handed the young 👤 a sheet of 🖨 .

"Those 🙅 the names, positions and 🖋 📄 of

the 6 👤 who report to me", the 1 Minute

👤 explained.

"Which 1 should 😊 🗨 to"? the young 👤 asked.

"That's your decision", the 👤 responded. "👉 any

name. 🗨 to anyone of them or all of them".

"Well, 😊 😊 who should 😊 📄 with"?

"😊 already told 😊 , 😊 don't make decisions for other

👤", the 👤 said firmly. "Make that decision yourself". 👤 stood 👉 and walked 👤 visitor towards the 🔑.

"😬 有 asked me, not once, but twice, to make a simple decision for 😬. Frankly, young 😬, 😬 🔍 that annoying. Do not ask me to 🔁 myself. Either 🔪 a name and 得 started, or take your 🔍 for effective management elsewhere".

The visitor was 😬. 👤 was uncomfortable, very uncomfortable. A moment of 😬 📺 seemed 😬 an eternity.

Then the 1 Minute 👤 looked the young 😬 in the 😬 and said,

"😊 want to know about managing 👤, and 😊 admire that". 👤 shook 🙌 visitor's 🙌.

"If 😊 有 any ? after 💬 to some of my

👤", 👤 said warmly, "come ➡ and 👁 me. 😊

appreciate your interest and desire to 🎓 how to

manage. 😊 would, in fact, 😊 to give 😊 the concept of

the 1 Minute 👤 as a 📺. Someone gave it to me

once and it's made all the difference to me. 😊 want 😊 to

understand it fully. If 😊 😊 it, 😊 may want to become

a 1 Minute 👤 yourself someday".

"Thank 😊", the young 👤 managed.

👤 ➡ the manager's 🏢 somewhat dumbfounded. As

👤 passed the secretary 👤 said understandingly, "😊 can

 from your dazed  that you've already experienced

our  Minute ".

The young  said very slowly, still  to figure

 out, " guess  有".

"Maybe  can  , Ms. Metcalfe said. "I've phoned
the   who report to him.  of them  
and  有 each agreed to  .  may be better
able to understand our ' Minute ' after
you've spoken with them".

The young  thanked her, looked over the list and
decided to  to  of them: Mr. Trenell, Mr. Levy
and Ms. .

The 🏆 😊 : 1 Minute Goals

WHEN the young 🧒 arrived at Trenell's 🏢 , 🧑

found a 🧒 😊 at him. "Well, you've

been to 👁️ the 'ole 🧒 ". He's quite a 🧒 , isn't 🧑 "?

"🧑 seems that ⬆️ ", the young 🧒 responded.

"Did 🧑 tell 😊 about 📌 a 1 Minute 🧒 '?:

"🧑 sure did. It's not true, is it"? asked the young 🧒 .

"You'd better believe it is. 😊 hardly ever 👁️ him".

"😊 😊 😊 never 🚫 any 📞 from him"? puzzled

the young 🧒 .

"Essentially very little, although 🧑 does spend some ⌚

with me at the beginning of a 🆕 task or responsibility.

That's when 🧑 does 1 Minute Goal Setting". "1

Minute Goal Setting. What's that"? said the young 🧒 .

"👤 told me 👤 was a 1 Minute 👤 , but 👤 didn't say anything about 1 Minute Goal Setting".

"That's the 🏆 of the 3 🙄 to 1 Minute Management", Tienell answered.

"3 🙄 "? the young 👤 asked, wanting to know + .

"👍", said Tienell. "1 Minute Goal Setting is the 🏆 1 and the foundation for 1 Minute Management. 😊

👁️ , in most organizations when 😊 ask 👤 🙄 👤 do and then ask their boss, all too often 😊 得 🙌 different lists. In fact, in some organizations I've worked in, any relationship between 🙄 😊 thought my job responsibilities were and 🙄 my boss thought 👤

were, was purely coincidental. And then 😊 would 得 in trouble for not doing something 😊 didn't even 😊 was my job".

"Does that ever happen 📌"? asked the young 🧑.

"😞"! Trenell said. "It never happens 📌. The 1

Minute 🧑 always makes it clear 😞 our

responsibilities 🙌 and 😞 🧑 🙌 B held

accountable for".

"Just how does 🧑 do that"? the young 🧑 wanted to know.

"Efficiently", Trenell said with a 😊.

Trenell began to explain. "Once 🧑 has told me 😞

needs to be done or 🧑 有 agreed ↔️ 😞 needs to be

done, then each goal is recorded ↔️ ON! 😞 + than a 🇷🇺

page. The 1 Minute 🧑 feels that a goal, and its performance standard, should take 😞 + than 250 ID to 🚚. 🧑 insists that anyone be able to 🛏 it within a minute. 🧑 keeps a copy and 😊 keep a copy SOS everything is clear and SOS 🧑 can both periodically check the ⚠️.

"Do 😊 有 these one-page statements for every goal?"

"👍", answered Trenell.

"Well, wouldn't there be a lot of these one-page statements for each 👤"?

"😞", there really aren't", Trenell insisted. "The 😊 🧑 believes in the 80-20 goal-setting 🚫. That is, 🗄 % of your really important results will come from 20% of your

goals. 🆘 👯 only do 1 Minute Goal Setting ↔ that

20,% that is, our 🔑 areas of responsibility maybe 3 to 6 goals in all. Of course, in the 📅 a special project comes 📢 , 👯 set special 1 Minute Goals".

"Interesting", the young 🧑 commented. 😊 🤔 😊

understand the importance of 1 Minute Goal Setting. It 🧠 😊 a philosophy of 😞 😞 — everyone

knows 😞 is expected from the beginning "

"Exactly", Trenell nodded.

🆘 is 1 Minute Goal Setting just understanding 😞 your responsibilities 📢 "? the young 🧑 asked.

"😞 . Once 👯 know 😞 our job is, the 🧑 always makes sure 👯 know 😞 👍 performance is. In other

ID , performance standards 📢 clear. 🧑 📺 us

😞 🧑 expects".

"How does 🧑 do that — 📺 😊 😞 🧑 expects"?

asked the young 🧑 .

"Let me give 😊 an example", Trenell suggested.

"1 of my 1 Minute Goals was this: Identify performance ⚠️ and come 🙋 with solutions which, when implemented, will turn the situation around.

"When 😊 🏆 came to 🧑💼 📌 😊 spotted a ⚠️ that needed to be solved, but 😊 didn't know 🤔 to do. 🆘 😊 called the 1 Minute 🧑💻 .

When 🧑💻 answered the 📞 , 😊 said, 🤔 , 😊 有 a ⚠️ . Before 😊 could 得 another ID out, 🧑💻 said, 🙋 ! That's 🤔 you've been hired to solve.

Then there was a 🦴 📴 ⬅️ the other ➡️ of the 📞 .

"😊 didn't know 🤔 to do. The 📴 was deafening. 😊 eventually stuttered out, But, but, 🤔 , 😊 don't know how to solve this ⚠️ .

"Trenell, 🧑💻 said, 1 of your goals for the 📶 is for 😊 to identify and solve your own ⚠️ . But since 😊 🙋 NEW , come ⬅️ 🙋 and we'll 💬 .

"When 😊 got 🙌 there, 🧑 said, Tell me, Trenell, 😞 your ⚠️ is — but put it in behavioral terms.

"Behavioral terms? 😊 echoed. 😞 do 😊 😞 by behavioral terms?

"😊 😞, the 🧑 explained to me, that 😊 do not want to 💡 about only attitudes or feelings. Tell me 😞 is happening in observable, measurable terms.

"😊 described the ⚠️ the best 😊 could.

"🧑 said, That's 🙌, Trenell! Now tell me 😞 yon would 😊 to be happening in behavioral terms.

"I don't know," 😊 said.

"Then don't waste my ⌚, 🧑 snapped.

"😊 just froze in amazement for a few 🕒. 😊 didn't know 😞 to do.

🧑 mercifully broke the 💀 📺.

"If 😊 can't tell me 😞 you'd 😊 to be happening, 🧑 said, 😊 don't 有 a ⚠️ yet. You're just complaining. A ⚠️ only exists if there is a difference between 😞 is actually happening and 😞 😊 desire to be happening.

"B a quick learner, 😊 suddenly realized 😊 knew 😞 1 wanted to be happening. After 😊 told him, 🧑 asked me to 🗨️ about 😞 may 有 caused the discrepancy between

the actual and the desired.

"After that the 1 Minute 🧑 said. Well, 😞 🙅

😞 going to do about it?"

"Well, 😊 could do A, 😊 said.

"If 😊 did A, would 😞 😊 want to happen actually happen?" 🧑 asked.

"😞, 😊 said.

"Then 😊 有 a lousy solution. 😞 else could 😊 do?" 🧑 asked.

"😊 could do B," 😊 said.

"But if 😊 do B, will 😞 😊 want to happen really happen?" 🧑 countered again.

"😞, 😊 realized.

"Then, that's also a 📐 solution, 🧑 said. 😞 else can 😊 do?"

"😊 thought about it for a 🕒 of minutes and said, 😊 could do C. But if 😊 do C, 😞 😊 want to happen won't happen, SOS that is a 📐 solution, isn't it!" 🙅 . You're

★ to come around," the 🧑 then said, with a

😊 ↔ 🙅 😊 . Is there anything else 😊 could do? 🧑 asked.

"Maybe 😊 could combine some of these solutions, 😊 said.

"That 💡 worth 🇹🇷, 🧑 reacted.

"In fact, if 😊 do A this week, B week and C in 🙌 weeks, I'll 有 it solved. That's fantastic. 🙌 SOS much. 😊 solved my ⚠️ for me.

"🙌 got very 😞. 😊 did not, 🙌 interrupted, 😊 solved it yourself. 😊 just asked 😊 ? — ?

😊 🙌 able to ask yourself. Now 得 out of 📌 and NEW solving your own ⚠️ ON! your 🕒, not mine.

"😊 knew 😞 🙌 had done, of course. He'd shown me how to solve ⚠️ SOS that 😊 could do it ON! my own in the 📶.

"Then 🙌 stood, looked me straight in the 😊 and said. You're 🙌, Trenell. Remember that the 🙌 🕒 😊

有 a ⚠️.

"😊 remember 😊 as 😊 🙌 🙌 🏢". Trenell leaned 🙌 in 🙌 chair and looked as if 🙌 were reliving 🙌 🏆 encounter with the 1 Minute 🙌.

"SOS", the young 🙌 began, reflecting ON! 😞 🙌 had just heard....

1 Minute Goals: Summary

1 Minute Goal Setting is simply:

1 .   your goals.

2 .    behavior   .

 .  out each of your goals  a  sheet of

  — than 250  .

4 .  and re-read each goal, which requires only a minute or  each   do it.

5 . Take a minute every once in a while out of your day to  at your performance, and

6 .  whether or not your behavior matches your goal.

"That's it", Trenell exclaimed, "you're a ⚡ learner".

"Thank 😊", the young 🧒 said, feeling 👍 about himself. "But let me just jot that 📝", 🧒 said, "😊 want to remember that".

After the young 🧒 wrote briefly in the small 📖

🧒 carried with him, 🧒 leaned ▶▶ and asked, "If 1 Minute Goal Setting is the 🏆 😊 to becoming a 1 Minute 🧒, 😊 📝 the other 📝"?

Trenell smiled, looked at 🤝 👁 and said, "Why don't 😊 ask Levy that? 😊 📝 scheduled to 👁 him this 🌞 too, aren't 😊"?

The young 🧒 was amazed. How did Trenell know that?

"👍", the young 🧒 said as 🧒 🌹 to 🤝 Trenell's 🙌. "🙌 🆘 much for your 🕒, 🧒"

"You're welcome", Trenell answered. "🕒 is 1 🐘

😊 🈶 a lot + of now. As 😊 can probably tell, I'm becoming a 1 Minute 🧒 myself".

The 🏠 : 1 Minute Praisings

As the young 🧒👉 Trenell's 🏢, 🧑 was struck by the simplicity of 🤔 🧑 had heard. 🧑 thought, "It certainly makes sense. After all, how can 😊 be an effective 🧑 unless 😊 and your 👫👉 sure of 🤔 👨👩👦👉 📌 B asked to do. And 🤔 an efficient ⬆️ to do it".

The young 🧒 walked the 🪜 of the 🧑 and took the elevator to the 🏠 🤔. When 🧑 got to Mr. Levy's 🏢, 🧑 was 🤔 to meet 📞 young a 🧒. Levy was probably in 🙌 🕒 20's or 🕒 30's. "Well, you've been to 👁 the 'ole 🧒'. He's quite a 🧒, isn't 🧑"?

🧑 was already geitting used to the 1 Minute 🧒
📌 B called "quite a 🧒".

"😊 guess 🧑 is", responded the young 🧒.

"Did 🧑 tell 😊 about 📌 B a 1 Minute 🧒"?

asked Levy.

"🧑 sure did. It's not true, is it"? asked the young 🧒,
wondering if he'd 🍷 a different ✅ from Trenell's.

"😊 😊 😊 never 得 any SOS from him"? pursued the young 😊 .

"Essentially very little, although 👤 does spend a fair amount of 📱 with me at the beginning of a NEW task or responsibility".

"👍 , 😊 know about 1 Minute Goal Setting", interrupted the young 😊 .

"Actually 😊 wasn't 😊 SOS much about 1 Minute Goal Setting. 😊 was referring to 1 Minute Praisings".

"1 Minute Praisings"? echoed the young 😊 . "👉

👑👑 the 🏅 😊 to becoming a 1 Minute

👤 "?

"👍 , 👑👑 👉 ", Levy revealed. "In fact, when 😊 🏅

started to 📁 📌 , the 1 Minute 👤 made it

very clear to me 😊 👤 was going to do"

"😊 was that"? the visitor asked.

"👤 said that 👤 knew that it would be a lot easier for me to do well, if 😊 got crystal-clear feedback from him ↔ ON!

how 😊 was doing.

"👤 said 👤 wanted me to succeed. 👤 wanted me to be a big SOS to the organization, and to enjoy my 📁 .

"👤 told me that 👤 would try, therefore, to let me know

"And then 🧑🏻 cautioned me that it might not be very comfortable at 🏠 for either of us".

"Why"? the visitor asked.

"Because, as 🧑🏻 pointed out to me then, most 🧑🏻 don't manage that 📶 and 🧑🏻 aren't used to it. Then 🧑🏻 assured me that such feedback would be a big 🚨 too.

"Can 😊 give me an example of 😞 😊 🙏 🗨️ about"? the young 🧑🏻 requested.

"Sure", Levy complied. "Shortly after 😊 started to 🧑🏻 , 😊 noticed that, after my 🧑🏻 had done 🕒 Minute Goal Setting with me, 🧑🏻 would stay in close contact".

"😞 do 😊 😊 by 'close contact'?" asked the young 🧑🏻 .

"There were 🙌 📶 that 🧑🏻 did it", explained Levy.

"🏠 of all, 🧑🏻 observed my activities very closely. 🧑🏻 never seemed to be very far away. Secondly, 🧑🏻 made me keep detailed 🎬 of my 🚧 which 🧑🏻 insisted 😊 send to him".

"That's interesting", said the young 🧑🏻 . "Why does 🧑🏻 do that"?

"At 🏠 😊 thought 🧑🏻 was 🕵🏻 and didn't trust me. That is, until 😊 found out from some of the other 🧑🏻 who report to him 😞 🧑🏻 was really doing".

"😬 was that"? the young 🧒 wanted to know.

"👮 was 🇹🇷 to catch me doing something 🙌", Levy said.

"Catch 😊 doing something 🙌"? echoed the young 🧒.

"👍", responded Levy. "👯 有 a motto around 📌 that says:

🆘 🧑🧑

Reach Their

🇨🇳 Potential

Catch Them

Doing Something

🙌

Levy continued, "In most organizations the 👮 spend most of their 🕒 catching 🧑🧑 doing 😬"? 🧒 asked the young 🧒.

The young 🧒 smiled and said knowingly, "Doing something wrong".

"🙌"! said Levy, "📌 🧑🧑 put the accent ↔ the positive. 🧑🧑 catch 🧑🧑 doing something 🙌".

The young 🧒 made a few 📱 in 🙌 📱 and

then asked, "😬 happens, Mr. Levy, when the 1

Minute 🧑 catches 😊 doing something right"

"That's when 🧑 gives 😊 a 1 Minute 🙌", Levy

said with some delight.

"😬 does that 😊"? the young 🧑 wanted to know.

"Well, when 🧑 has seen that 😊 有 done something
👉, 🧑 comes over and makes contact with 😊. That
often includes putting 🤝 🙌 ⬅️ your shoulder or briefly
touching 😊 in a friendly 📶".

"Doesn't that bother 😊", the young 🧑 wondered,
"when 🧑 touches 😊"?

"😬"! Levy insisted. "⬅️ the contrary, it 📶. 😊 know 🧑
really cares about me and 🧑 wants me to prosper. As 🧑
says, the + consistently successful your 🧑 👉, the
higher 😊 rise in the organization".

"When 🧑 makes contact, it's brief, but it lets me know
once again that we're really ⬅️ the same side.

"Anyway, after that", Levy continued, "🧑 👁️ 😊
straight in the 😊 and tells 😊 precisely 😊 😊 did
👉. Then 🧑 shares with 😊 how 🙌 🧑 feels about
😊 😊 did".

"😊 don't 😊 I've ever heard of a 🧑 doing that",
the young 🧑 broke in. "That must make 😊 feel pretty
🙌".

"It certainly does", Levy confirmed, "for several reasons.

🏆 of all, 😊 得 a 🙌 as ⏩ as I've done
 something 👉 " 👤 smiled and leaned towards 🙌
 visitor. Then 👤 laughed and said, "😊 don't 有 to 📱
 for an annual performance review, if 😊 know 😊 😊
 😊 ". Both 😊 smiled.
 "🏆 , since 👤 specifies exactly 😊 😊 did 👉 , 😊
 know he's sincere and familiar with 😊 😊 👉 doing.
 🏆 , 👤 is consistent".
 "Consistent"? echoed the young 🧒 , wanting to know
 + .
 "👍 ", insisted Levy. " 👤 will 🙌 me if 😊 👉
 performing well and deserve it even if 🐘 👉 not
 going well for him elsewhere. 😊 know 👤 may be 😊
 about other 🐘 . But 👤 responds to where 😊 👉 , not
 just to where 👤 is at the 🕒 . And 😊 really appreciate
 that".
 "Doesn't all this 🙌 有 to take 👉 a lot of the
 manager's 🕒 "? the young 🧒 asked.
 "Not really", said Levy. "Remember 😊 don't 有 to
 🙌 someone for very long for them to know 😊
 noticed and 😊 care. It usually takes — than a minute".
 "And that's why it's called a 1 Minute 🙌 ", the

visitor said, as 🧑 wrote 📝 😞 🧑 was 🎓 .

"👉", Levy said.

"Is 🧑 always 🇹🇷 to catch 😊 doing something 👉"?
the young 🧑 asked.

"😞, of course not", Levy answered. "Just when 😊 🏆
NEW 🧑 or when 😊 begin a NEW project or
responsibility, then 🧑 does. After 😊 得 to know the
ropes, 🧑 doesn't seem to be around much".
"Why"? the young 🧑 wondered.

"Because 😊 and 🧑 有 other 🔄 of knowing when
your job performance is 'praiseworthy'. 😊 both can
review the 📀 in the 🧑 system: the 🗂
figures, expenditures, production 📅 17, and SOS ⬅️ .
And then", Levy added, "after awhile 😊 begin to catch
yourself doing 🐘 👉 and 😊 NEW 🙌 yourself.
Also, you're always wondering when 🧑 might 🙌 😊
again and that seems to keep 😊 going even when he's
not around. It's uncanny. I've never worked SOS hard at a
job in my life "

"That's really interesting", commented the young 🧑 .

"SOS 1 Minute 🙌 is a 😊 to becoming a 1

Minute 🧑 ".
Minute 🧑 "

"It is, indeed", Levy said with a gleam in 🙌 😊 . 👤
enjoyed 👁️ someone 🎓 the 😊 of 1
Minute Management.
As the visitor looked at 🙌 📖 , 👤 quickly reviewed
😞 👤 had learned about the 1 Minute 🙌 .

1 Minute 🙌 : Summary

The 1 Minute 🙌 📁 well when 😊 :

1 . Tell 👤 👉 front that 😊 👉 going to let them
know how 🙌 👉 doing.

2 . 🙌 👤 immediately.

😞 . Tell 👤 😞 🙌 did 👉 & be specific.

4 . Tell 👤 how 👍 😊 feel about 😞 🙌
did 👉 , and how it 🚨 the organization and
the other 👤 who 📁 there.

5 . 🙌 for a moment of 🚫 to let them "feel"
how 👍 😊 feel.

6 . Encourage them to do + of the same.

7 . 🙌 👏 or touch 👤 in a 🔄 that makes
it clear that 😊 🙋 their 📈 in the
organization.

"What's the 🏆 😊"? the young 🧑 asked anxiously.

Levy laughed at the visitor's enthusiasm, 🌹 from 🙌 chair and said, "Why don't 😊 ask Ms. 🐘? 😊 understand you're 📅 to 💬 to her, too".

"👍, 😊👉", admitted the young 🧑. "Well, 🙌📞 much for your ⌚".

"That's 👉", insisted Levy. "⌚ is 1 🐘 😊有 plenty of, 😊👁️ I'm a 1 Minute 🧑 myself now".

The visitor smiled. He'd heard that somewhere before. 🧑 wanted to reflect ⬅️👉 😊🧑 was 🎓. 🧑👉 the

🧑 and took a walk among the 🌿 nearby. 🧑 was struck again by the simplicity and common sense of 😊

🧑 had heard. "How can 😊 argue with the effectiveness of catching 🧑🧑 doing something 👉". the young 🧑 thought, "especially after 🏆 know 😊🏆 👉 to do and 😊👍 performance 👁️ 😊".

"But do 1 Minute Praisings really 📁"? 🧑

wondered. "Does all this 1 Minute Management stuff really 🏆 results — bottom-line results"?

As 🧑 walked along 🙌 curiosity about results increased.

📞 🧑 returned to the 1 Minute Manager's secretary
and asked Ms. Metcalfe to reschedule 🙌 appointment
with Ms. 🐎 for some 🕒 the 🎬 🌞 .

"Tomorrow 🌞 is fine", the secretary said as 🧑

hung 🙌 the 📅 . "Ms. 🐎 said to tell 😊 to come

any 🕒 except Wednesday 🌞".

Then 🧑 called 🏢 and made the NEW
appointment 🧑 requested. 🧑 was to 👁 Ms. Gomez, an
official in the headquarters 🏢 . "👶 有

🧑 there about all the different 🌵 and

🏠 in the total company", Ms. Metcalfe said in a

very knowing 📶 . "I'm sure you'll 🔍 whatever you're

👁 for". 🧑 thanked her and 🙌 .

The Appraisal

AFTER the young went . met
with Ms. Gomez, a competent in her
40's. to , the young asked,
"Could tell me is the most efficient and
effective of all your operations in the ? want to
compare it with the so-called '1 Minute Manager's'. "
A moment later, laughed, as heard Ms. Gomez say,
"Well, won't to very far, because it is the
1 Minute Manager's. He's quite a , isn't ?
operation is the most efficient and effective of all of our
plants."
"That's unbelievable", said the young . "Does
the best equipment'.? "
"😞", said Ms. Gomez. "In fact, he's got some of the
oldest".
"Well, there's got to be something wrong out there", said
the young , still puzzled by the man's
management . "Tell me, does lose a lot of
? Does a lot of turnover"?
"Come to of it", Ms. Gomez said, " does a
lot of turnover".

"Aha", the young 🧑 said, 🤔👤 was ⬅➡ to something.

"😓 happens to those folks when 🧑🧑🧑 the 1 Minute 🧑 "? the young 🧑 wanted to know.

"🧑🧑 give them their own operation", Ms. Gomez quickly responded. "After 🤞 years with him, 🧑🧑 say, 'Who needs a 🧑 '? He's our best trainer of 🧑🧑 .

Whenever 🧑🧑 有 an 🙌 and need a 👍 🧑 ,

🧑🧑 call him. 🧑 always has somebody who is ready".

Amazed, the young 🧑 thanked Ms. Gomez for her

🕒 , but this 🕒🧑 got a different response.

"😊 was 😊😊 could fit 😊 in today", 🧑 said. "The 😓

of my week is really jammed. 😊🙏😊 knew 😓 the 1

Minute Manager's 😊 were. I've been 😊 to go

over there and 👁 him, but 😊 just haven't had 🕒 .

😊 , the young 🧑 said, "I'll give 😊 those 😊

as a 📺 when 😊🔍 them out myself. Just 😊 he's 📺 them to me".

"That would be a precious 📺 ", Ms. Gomez said with

a 😊 . 🧑 looked around her cluttered 🏢 and said,

"😊 could use whatever SOS 😊 can 得".

The young 🧑👉 Ms. Gomez's 🏢 and walked out

onto the street, 🤝 🙌 🙇. The 1 Minute

👤 was absolutely fascinating to him.

That 🤔 the young 🧒 had a very restless 🌞. 👤

found himself excited about the ⏮ day; about 🎓

the 🏅 😊 to becoming a 1 Minute 👤.

The 🏆 😊 : 1 Minute Reprimands

THE ⏮️ ☀️ 👤 arrived at Ms. Brown's 🏢 at the stroke of 9. A very smartly dressed 👤 in her ⌚ 50's greeted him. 👤 got the usual, "He's quite a 👤, isn't 👤"? routine, but by now the young 👤 was 得 to the 指 where 👤 could sincerely say, "👍, 👤 is!" "Did 👤 tell 😊 about B a 1 Minute 👤"? asked Ms. 🐘.

"That's all I've been 💡 about", the young 👤 said 😂. "It's not true, is it"? 👤 asked, still wondering if he'd 得 a different ✅.

"You'd better believe it is. 😊 hardly ever 👁 him". "😊 😊 😊 don't 有 much contact with him", pursued the young 👤, "outside your regular weekly meeting"?

"Essentially very little. Except of course, when 😊 do something wrong", said Ms. 🐘.

Shocked, the young 👤 said, "😊 😊 the only 🕒 😊 👁 the 1 Minute 👤 is when 😊 do something wrong"?

"👍. Well, not quite", said Ms. 🐘, "but almost".

"But 😊 thought a 🔑 motto around 📌 was catching
👤 doing 🐘 📌 "

"It is", insisted 🐘 . "But 😊 有 to know some
🐘 about me".

"😊 "? asked the young 🧒 .

"I've been 📁 📌 for quite a few years. 😊 know this
operation inside and out. As a result, the 1 Minute
🧒 doesn't 有 to spend much 📱 with me, if
any, 🔄 goal setting. In fact, 😊 usually 📌 out my goals
and send them over to him".

"Is each goal 🔄 a separate sheet of 🖨 "? asked the
young 🧒 .

"😊 🏠 . 😊 longer than 250 ID and each 1 takes
me or the 1 Minute 🧒 only a minute to 📱 .

"Another 🐘 about me that's important is that 😊 just
😍 my 📁 . As a result, 😊 do most of my own 1
Minute Praisings. In fact, 😊 believe if you're not for
yourself, who is? A 🐶 of mine told me a motto I'll
always remember: 'If 😊 don't blow your own 🐱 ,
someone else will use it as a spittoon'. "

The young 🧒 smiled. 🧒 liked her sense of humor.

"Does your 🧒 ever 📌 😊 "? 🧒 asked.

"Sometimes 🧑🏫 does, but 🧑🏫 doesn't 有 to do it very often because 😊 beat him to the punch", answered Ms.

🦊. "When 😊 do something especially 👍, 😊 might even ask the 1 Minute 🧑🏫 for a 🙌. "

"How would 😊 ever 有 the nerve to do that"? asked the young 🧑🏫.

"It's easy. Just 😊 🇨🇳 a 🏠 where 😊 either 🏆 or 😊 ❤️ even. If 🧑🏫 gives me the 🙌, 😊 🏆".

"But if 🧑🏫 doesn't"? the young 🧑🏫 broke in.

"Then 😊 ❤️ even", responded Ms. 🦊. "😊 didn't 有 it before 😊 asked "

The young 🧑🏫 smiled as 🧑🏫 took 📖 of Ms. Brown's philosophy, and then continued.

"😊 said 🧑🏫 spends 🕒 with 😊 when 😊 do something wrong. 😊 do 😊 😊"? asked the young 🧑🏫.

"If 😊 make a significant mistake, that's when 😊 invariably 得 a 1 Minute Reprimand", Ms. 🦊 said.

"A 😊"? the startled young 🧑🏫 asked.

"A 1 Minute Reprimand", Ms. 🦊 repeated.

"That's the 🏅 😊 to becoming a 1 Minute

🧑🏫".

"How does it  "?" wondered the young  out loud.

"It's simple", said Ms. .

" figured you'd say that", said the young .

Ms.  joined   and explained, "If   been doing a job for some  and  know how to do it well, and  make a mistake, the  Minute  is quick to respond".

" does  do"? asked the young .

"As  as  has learned about the mistake  comes to  me.    the facts. Then  might put    my shoulder or maybe just come around to my side of the desk"

"Doesn't that bother  "?" asked the young .

"Sure, it does, because  know what's , especially since  doesn't  a    .

"  me straight in the ,  continued, "and tells me precisely   did wrong. Then  shares with me how  feels about it — he's , ,  or whatever  is feeling".

"How long does that take"? asked the young .

"Only about 30  but sometimes it seems forever to me", confided Ms. .

The visitor couldn't  but remember the feelings  had when the  Minute  told him "in  uncertain terms" how   was with  indecision. "And then  happens"? the young  asked as  moved to the edge of  chair.

" lets   said sink in with a few  of  —  , does it sink in!"

"Then  "? the young  asked.

"  me squarely in the  and lets me know how competent    usually  .  makes sure  understand that the only reason  is  with me is that  has  much respect for me.  says  knows this is  unlike me.  says how much    to  me some other  , as long as  understand that  does not welcome that same mistake again".

The young  broke in. "It must make   twice".

"It certainly does", Ms.  nodded vigorously.

The young  knew  Ms.  was  about.

 was taking  now as  as  could.  sensed that it wasn't going to take this  long to cover several important .

"1 of all", Ms. 🐴 said, "👤 usually gives me the reprimand as ⏩ as I've done something wrong. 2, since 👤 specifies exactly 😞 😊 did wrong, 😊 know 👤 is ⏪ of 🐘 and that I'm not going to 得 away with sloppiness. 🏅, since 👤 doesn't 🙌 me as a 👤 — only my behavior — it's easier for me not to become defensive. 😊 don't try to rationalize away my mistake by 🔧 blame ⏪ him or somebody else. 😊 know 👤 is B fair. And fourth, 👤 is consistent".

"Does that 😊 👤 will reprimand 😊 for doing something wrong, even if 🐘 👉 going well for him elsewhere"?

"👍", 👤 answered.

"Does the whole process really take only a minute"? the young 🧒 asked.

"Usually", 👤 said. "And when it's over, it's over. A 1 Minute Reprimand doesn't last long but 😊 can guarantee 😊, 😊 don't forget it, and 😊 don't usually make the same mistake twice".

"😊 😊 😊 know 😊 you're 💬 about", the young 🧒 said. "I'm afraid 😊 asked him ..."

"😊 🙏", 👤 interrupted, "😊 didn't ask him to 🔄 himself".

The young 🧒 was 😊. "😊 did", 👤 confessed.

"Then 😊 know 😊 it's 😊 to be ⬅️ the receiving ➡️ of a 1 Minute Reprimand", 🧑 said. "Although 😊 expect, as a visitor, 😊 got a rather mild 1".

"😊 don't know if you'd call it mild", 🧑 said, "but 😊 don't 🤔 I'll ask him to 🔄 himself very often. That was a mistake.

"😊 wonder", the visitor said out loud, "if the 1 Minute 🧑 ever makes a mistake. 🧑 seems almost too 100".

Ms. 🧑 began to 😊. "Hardly", 🧑 said. "But 🧑 does 有 a 👍 sense of humor. SOS when 🧑 does make a mistake, 😊 forgetting to do the last half of the 1 Minute Reprimand, 🧑 指 it out to him and kid him about it.

"After we've had 🕒 to recover from the Reprimand, that is. 🧑 might, for example, 📞 him later and tell him 🧑 know 🧑 were wrong. Then 🧑 might 😊 and ask for the 🙌 half of the Reprimand, because we're not feeling too 👍".

"And 😊 does 🧑 do then"? the young 🧑 asked.

"🧑 usually 😊 and says he's ❤️ 🧑 forgot to remind me that 😊 ➡️ an 👍 🧑".

"😊 can 😊 about praisings and reprimands"? the young 🧒 asked.

"Sure", Ms. 🐘 said. "😊 👁, the 1 Minute 🧑 has taught us the value of B able to 😊 at ourselves when 🧑 make a mistake. It SOS us 得 ON! with our 📁".

"That's terrific", the young 🧒 enthused. "How did 🧑 to do that"?

"Simply", Ms. 🐘 answered, "by 👁 the boss do it himself".

"😊 😊 your boss can 😊 at himself when 🧑 makes a mistake"? the 😊 young 🧒 asked.

"Well, not always", Ms. 🐘 admitted. "He's 😊 most of us. Sometimes it's tough. But 🧑 often can. And when 🧑 does 😊 at himself, it has a positive effect ON! everyone around him".

"🧑 must be pretty secure", the young 🧒 suggested.

"🧑 is", Ms. 🐘 answered.

The young 🧒 was 😊 . 🧑 was beginning to 👁 how valuable such a 🧑 was to an organization.

"Why do 😊 😊 the 1 Minute Manager's reprimands 🧑 SOS effective"? 🧑 asked.

"I'll let 😊 ask the 1 Minute 🧑, 🧑 said, as
🧑 🌹 from behind the desk and walked the young 🧑
to the 🔑.
When 🧑 thanked her for her 🕒, Ms. 🐎 smiled and
said, "😊 know 😬 the response to that is going to be".
👨👩 both laughed. 🧑 was beginning to feel 😊 an
"insider" rather than a visitor, and that felt 👍.
As ➡️ as 🧑 was in the hall, 🧑 realized how little 🕒
he'd 😬 with her and how much 🧑 🧑 had
given him.
🧑 reflected ⬅️👉 😬 🧑 had said. It sounded 🚨 simple.
🧑 reviewed in 🖐️ own mind 😬 😊 should do when
😊 catch an experienced 🧑 doing something wrong.

1 Minute Reprimands: Summary

The 1 Minute Reprimand works well when :

1 . Tell beforehand that going to let them know how doing and in uncertain terms, the

half of the reprimand:

2 . Reprimand immediately.

3 . Tell did wrong: be specific.

4 . Tell how feel about did wrong: and in uncertain terms.

5 . for a few of uncomfortable to let them feel how feel.

The half of the reprimand:

6 . , or touch them in a that lets them know honestly their side.

7 . Remind them how much value them.

8 . Reaffirm that well of them but not of their performance in this situation.

9 . Realize that when the reprimand is over, it's over.

The young 🧑 may not 有 believed in the effectiveness of the 1 Minute Reprimand if 🧑 hadn't personally experienced its effect. There was 😞 🧑 that 🧑 felt uncomfortable. And 🧑 did not want to experience it again.

However, 🧑 knew that everyone made mistakes now and then, and that 🧑 might very well receive another reprimand some day. But 🧑 knew if it came from the 1 Minute 🧑, that it would be fair; that it would be a comment ↔️ 🧑 behavior and not ↔️ 🧑 worth as a 🧑.

As 🧑 headed toward the 1 Minute Manager's 🏢, 🧑 kept 😞 about the simplicity of 1 Minute Management.

All 3 of the 😞 made sense — 1 Minute Goals, 1 Minute Praisings, and 1 Minute Reprimands. "But why do 🧑 🧑 "🧑" 🧑 wondered. "Why is the 1 Minute 🧑 the most productive 🧑 in the company"?

The 1 Minute 🧑 Explains

WHEN 🧑 got to the 1 Minute Manager's, 🙌 secretary said, "😊 can go 📌 in. He's been wondering when you'd be 🏠 to 👁 him".

As the young 🧑 entered the 🏢, 🧑 noticed again how clear and uncluttered it was. 🧑 was greeted by a 📚 😊 from the 1 Minute 🧑.

"Well, 😊 did 😊 🔍 out in your 🏢"? 🧑 asked.

"A lot"! the young 🧑 said enthusiastically.

"Tell me 😊 😊 learned", the 🧑 encouraged.

"😊 found out why 😊 call yourself a 1 Minute 🧑. 😊 set 1 Minute Goals with your 🧑 to

make sure 🧑 know 😊 🧑 📌 B held

accountable for and 😊 📌 performance 👁 😊.

😊 then try to catch them doing something 📌 SOS 😊

can give them a 1 Minute 🙌. And then, finally, if

🧑 有 all the 🧑 to do something 📌 and 🧑

don't, 😊 give them a 1 Minute Reprimand".

"What do 😊 🧑 about all that"? asked the 1 Minute

🧑.

"I'm amazed at how simple it is", said the young 🧑 ,

"and yet it 🧑 : 😊 得 results. I'm convinced that it certainly 🧑 for 😊".

"And it will for 😊 too, if you're willing to do it", the 🧑 insisted.

"Perhaps", said the young 🧑 , "but 😊 would be + likely to do it if 😊 could understand + about why it 🧑 "

"That's true of everyone, young 🧑 . The + 😊 understand why it 🧑 , the + apt 😊 👉 to use it. I'd be 😊 , therefore, to tell 😊 😊 😊 know. Where do 😊 want to NEW "?

"Well, 🏆 of all, when 😊 💬 about 1 Minute Management, do 😊 really 😊 it takes a minute to do all the kinds of 🐘 😊 need to do as a 🧑 "?

"😞 , not always. It just is a ⬆️ to say that B a 🧑 is not as complicated as 🧑 would 有 😊 believe. And also managing 🧑 doesn't take as long as you'd 😊 . SOS when 😊 say 1 Minute Management, it might take + than a minute for each of the 🔑

elements 😊 goal setting, but it's just a symbolic term.

And very often it does take only a minute.

"Let me 📺 😊 1 of the 📺 😊 keep ⬅️ my desk".

When 👤 looked, the young 👤 saw:

The Best

Minute

😊 Spend

Is The 1

😊 Invest

In 👤

"It's ironic", the 👤 said. "Most companies spend

50% to 70% of their 💰 ⬅️ people's salaries. And yet

👤 spend — than 1 % of their budget to 🚗 their

👤. Most companies, in fact, spend + 🕒 and

😊 ⬅️ maintaining their 👤 and equipment than

👤 do ⬅️ maintaining and developing 👤".

"😊 never thought of that", the young 👤 admitted. "But if

👤 🛑 results, then it certainly makes 👍 sense to

invest in 👤".

"Exactly", the 👤 said. "😊 🙏 😊 had had someone

invest in me sooner when 😊 🏆 went to 📁".

"😬 do 😊 😬"? the young 🧒 asked.

"Well, in most of the organizations 😊 worked in before, 😊 often didn't know 😬 😊 was supposed to be doing. 😬

1 bothered to tell me. If 😊 asked me whether 😊 was doing a 👍 job, 😊 would say either '😊 don't know' or '😊 😬'. If 😊 asked why 😊 thought 😬, 😊 would reply, '😊 haven't been chewed out by my boss lately' or '😬 NEW

is 👍 NEW'. It was almost as if my main motivation was to avoid punishment "

"That's interesting", the young 🧒 admitted. "But I'm not sure 😊 understand it".

Then 🧑 added anxiously, "In fact, if it's all 👍 with 😊, maybe 😊 could understand 🐘 better if 😊 could 得

to some of the 'why' ? . Let's NEW with 1

Minute Goal Setting. Why does it 🧑 😬 well"?

Why 1 Minute Goals 

"YOU want to know why 1 Minute Goals ", the

 said. "Fine".  got  and began to pace slowly around the room.

"Let me give  an analogy that might . I've seen a lot of unmotivated  at  in the various organizations I've been employed in over the years. But I've never seen an unmotivated  after . Everyone seems to be motivated to do something.

"1 , for example,  was  and  saw some of the '⚠️ employees' at  from my last organization. 1 of the real ⚠️ , who  remembered all too well, took the   and approached the ~ and rolled the . Then  started to  and yell and ⚡ around. Why do    was   "?"

"Because  got a strike.  had knocked  all the pins".

"Exactly. Why don't    and other   that excited at  "?"

"Because  doesn't know where the pins  ", smiled the young . "   it. How long would  want to  if there were  pins"?

"👉", said the 1 Minute 🧑. "Now 😊 can 👁 happens in most organizations. 😊 believe that most 🧑 know 🙄 🧑 want their 🧑 to do. 🧑 just don't bother to tell their 🧑 in a 📶 🧑 would understand. 🧑 assume 🧑 should know. 😊 never assume anything when it comes to goal setting. When 😊 assume that 🧑 know what's expected of them, 😊 👉 🧑 an ineffective form of 🍲. 😊 put the pins 👉 but when the bowler goes to roll the 🏀, 🧑 notices there is a sheet across the pins. 🆘 when 🧑 rolls the 🏀, and it slips under the sheet, 🧑 💡 a crack but doesn't know how many pins 🧑 knocked 📌. When 😊 ask him how 🧑 did, 🧑 says, 😊 don't know. But it felt good."

"It's 😊 🏌️ at 🙄. A lot of my 🐶 🈶 given 📌 🏌️ and when 😊 asked them why, 🧑 said, 'Because the courses 👉 too crowded'. When 😊 suggested that 🧑 🏌️ at 🙄, 🧑 laughed because who would ever 🏌️ 🏌️ without 🅑 able to 👁 the pins? It's the same with 👁 🏀. How many 🧑 in this 🏌️ would 🧑 in front of their TV's 📺 a

Sunday ☀️ or Monday 😴 and 👁️ 🙌 👤
run 🙌 and 📌 the field if there were 😞 goals to 🏹
at or any 📶 to 🏹 " ?
"Yeah! Why is that"? asked the young 🧒 .

"It's all because clearly the 🏹 1 motivator of
👤 is feedback ⬅️ results. In fact, 🏆 有 another
📌 📌 that's worth 😞 : 'Feedback is the
🏆 of Champions'. Feedback keeps us going.

Unfortunately, however, when most 🧒 realize that
feedback ⬅️ results is the 🏹 1 motivator of
👤 , 🏆 usually set 🙌 a 🏆 form of 🍲 :

When the bowler goes to the ~ to roll the 🏀 , the pins
👉 still 🙌 and the sheet is in 🏆 but now there is
another ingredient in the 🏀 : a supervisor standing
behind the sheet. When the bowler rolls the 🏀 , 👤 💡
the crash of the 🍁 pins, and the supervisor holds 🙌
🙌 🙌 to signify 😊 knocked 🙌 🙌 pins.

Actually, do most 👤 say 😊 got 🙌 " ?

"😞 ", the young 🧒 smiled. "🏆 usually say 😊
missed 8 "

"👉🏻↔️"! said the 1 Minute 🧑🏻. "The ?
 😊 always used to ask was why doesn't the 🧑🏻 'lift
 the sheet 🙌 ' 🆘 both 🧑🏻 and 🙌 subordinate can 👁 the
 pins. Why? Because 🧑🏻 has the 🇬🇧 🇺🇸
 tradition 'Performance Review' 🇷🇺 🙌".
 "Because 🧑🏻 has Performance Review 🇷🇺 🙌"?
 wondered the young 🧑🏻.
 "Right. 😊 used to call that 'NIHYSOB' which stands for
 'Now 😊 有 😊 ; 😊 🥲'. Such 🧑🏻 don't tell
 their 🧑🏻 🧑🏻 🧑🏻 expect of them; 🧑🏻 just 🌱
 them alone and then '⚡' them when 🧑🏻 don't perform
 at the desired level".
 "Why do 😊 suppose 🧑🏻 would do that"? the young
 🧑🏻 inquired, 🇧🇪 very familiar with the truth in the
 manager's comments.
 "🆘 🧑🏻 can 👁 🙌", said the 🧑🏻.
 "😞 do 😊 😞 , 🆘 🧑🏻 can 👁 🙌"? asked the
 young 🧑🏻.
 "How do 😊 😞 😊 would be viewed by your boss if
 😊 rated everyone that reported to 😊 at the highest
 level ↔️ your performance review 🏠"?

"As a 'soft touch', as someone who could not discriminate between 👍 performance and poor performance".

"Precisely", said the 🧑. "In 📄 to 👁️ 👍 as a 🧑 in most organizations, 😊 有 to catch some of your 👤 doing 🐘 wrong. 😊 有 to 有 a few winners, a few 📄, and everyone else somewhere in the middle. 😊 👁️, in this 🗺️ 👤 有 a normal distribution-curve mentality. 😊 remember 1 🕒 when visiting my son's 🎓, 😊 observed a fifth-grade teacher 🇺🇸 a 🇺🇸 capitals 100 to her class. When 😊 asked her why 🧑 didn't put atlases around the room and let the kids use them during the 100, 🧑 said, '😊 couldn't do that because all the kids would 得 100 📄'. As though it would be 📄 for everyone to do well.

"I remember once 📄 that when someone asked Einstein 😊 🙌 📖 100 was, 🧑 went to the 🙌 📖 to 👁️ it 🙌".

The young 😊 laughed. "You're kidding".

"😞, I'm not kidding. 🧑 said 🧑 never cluttered 🙌 mind with 🧑 🧑 could 🔍 somewhere else.

"Now, if 😊 didn't know better", the 🧑 continued,

"😬 would 😊 😬 of someone who went to the
📞 📖 to 👁️ 📢 🙌 own 100 ? Would 😊 😬
👤 was a winner or a 🏆"?

The young 😊 grinned and said, "A real 🏆".

"Sure", the 👤 responded. "😊 would, too, but we'd
be wrong, wouldn't 🏆🏆"?

The young 😊 nodded 🙌 🙌.

"It's easy for any of us to make this mistake", the
👤 said. Then 👤 showed 🙌 visitor the plaque 👤
had made for himself. "👁️ at this":

Everyone
Is A Potential Winner
Some 👤👤

👉 Disguised

As 🏆 ,
Don't Let
Their Appearances
Fool 😊 .

"😊 👁️", the 👤 said, "😊 really 有 3
choices as a 👤 . 🏆 , 😊 can hire winners. 🏆🏆
👉 hard to 🔍 and 🏆 cost 😬 . Or, 🏆 , if 😊
can't 🔍 a winner, 😊 can hire someone with the
potential to be a winner. Then 😊 systematically 🚂
that 👤 to become a winner. If 😊 👉 not willing to

do either of the 🏆 🙌 (and 😊 👉 continually amazed at the 💰 of 🧑 who won't spend the 😊 to hire a winner or take the 🕒 to 🏠 someone to become a winner,) then there is only the 🏆 choice 👉 :

👉 "

That stopped the young 🧑 😊 . 🧑 put 🙌 🙌
📖 and 🖋 and said. "👉"?

The 🧑 laughed quietly. "That's just my attempt at humor, young 🧑 . But when 😊 😊 about it, there 👉 many 🧑 who 👉 📱 their 👉 daily: 'I 🙏 this 🧑 🧑 out'."

"Oh", the young 🧑 said seriously. "Well, let's take the 🏆 choice. If 😊 hire a winner, it's really easy to be a 1 Minute 🧑 , isn't it"?

"It sure is", said the 🧑 with a 😊 . 🧑 was amazed at how 😊 the young 🧑 was now; as though 📺 + 😊 made a 🧑 a better

🧑 . "All 😊 有 to do with a winner is do 1

Minute Goal Setting and let them run with the 🏀".

"😊 understand from Ms. 🐘 , sometimes 😊 don't

even 有 to do that with her", said the young 🧑. "She's absolutely 📌", said the 🧑. "She's forgotten + than most 👤 know around 📌. But with everyone, winner or potential winner. 1 Minute Goal Setting is a basic 📅 for productive behavior". "Is it true that 😞 matter who initiates the 1 Minute Goal Setting", the young 🧑 asked, "each goal always has to be written 📌 ON! a 🇷🇺 sheet of 🖨️"? "Absolutely", insisted the 1 Minute 🧑. "Why is that 🆘 important"? "So 👤 can review their goals frequently and then check their performance against those seals". "I understand 😊 有 them 📌 only their major goals and responsibilities and not every aspect of their job", the young 🧑 said. "Yes. That's because 😊 don't want this to be a 🖨️ mill. 😊 don't want a lot of pieces of 🖨️ filed away somewhere and looked at only once a year when it's 🕒 for 📅 year's goal setting or performance review, or some such 🐘. "As 😊 probably saw. everyone who 🧑 for me has a plaque near them that 👁️ 😊 this". 🧑 showed 📌 visitor 📌 copy of the plaque.

Take A Minute:

👁️ At Your Goals

👁️ At

Your Performance

👁️ If Your Behavior

Matches Your Goals

The young 🧒 was amazed. He'd missed this in 🙌 brief

visit. "😊 never saw this", 🧑 said. "It's terrific. Could 😊 得

1 of these plaques"?

"Sure", the 🧑 said. "I'll arrange it".

As 🧑 was 📝 some of 🧑 was 🎓,

the aspiring 🧑 said, without lifting 🙌 🙌 🙌,

"😊 know, it's difficult to 🎓 everything there is to

🎓 about 1 Minute Management in such a short 🕒.

There's certainly + I'd 😊 to 🎓 about 1 Minute

Goals, for instance, but maybe 😊 could do that later.

"Could 🧑 move to 1 Minute Praisings now"? asked

the young 🧒, as 🧑 looked 🙌 from 🙌 📱.

"Sure", said the 1 Minute 🧑 "You're probably

wondering why that 🧑, too".

"😊 certainly 🙌", the visitor responded.

Why 1 Minute Praisings 🧳

LET'S 👁️ at a few examples", the 1 Minute 👤
said. "Maybe then it will be clear to 😊 why 1
Minute Praisings 🧳 SOS well".

"I'd 😊 that", said the young 👤.

"I'll NEW with a pigeon example and then move ↔️ to
👤", said the 👤. "Just remember young 👤,
👤👉 not pigeons. 👤👉 + complicated.

👤👉 aware, 👤👉 😊 for themselves and 👤👉
certainly don't want to be manipulated by another 👤.

Remember that and respect that. It is a 🔑 to 👍
management.

"With that in mind, let us 👁️ at several simple examples
which 📺 us that 👤 all seek 😊 feels 👍 to us and
👤 avoid 😊 feels 📶 to us.

"Suppose 😊 有 an untrained pigeon that 😊 want to
↺️ a 📺 in the lower left-hand corner and run across
the 📺 to the upper right-hand corner and push a lever
with 👤👉 foot. Suppose that not too far from the 📺
👤 有 a pellet 🤖; that is, a 🤖 that
can release pellets of 🐟 to reward and reinforce the

pigeon. 😬 do 😊 😬 is going to happen if 🍵 put
the pigeon in the 📺 and 🗑 until the pigeon runs over
to the upper right-hand corner and pushes the lever with
👉 🖐 foot before 🍵 give him any 🐟"? asked the
1 Minute 🧑.

"He would starve to 🍖", responded the young 🧑.

"You're 👉. We're going to lose a lot of pigeons. The
pigeon is going to starve to 🍖 because 🧑 doesn't 有
any 💡 😬 🧑 is supposed to do.

"Now it's actually not too hard to 🚂 a pigeon to do this
task. All 😊 有 to do is to 🎨 a ~ not too far from
where the pigeon ↻ the 📺. If the pigeon ↻ the
📺 and crosses the ~ — bang — the pellet 🤖 goes
off and the pigeon 得 fed. Pretty → 😊 有 the
pigeon 🏃 to that spot, but 😊 don't want the pigeon
there. Where do 😊 want the pigeon"?

"In the upper right-hand corner of the 📺", said the
young 🧑.

"👉"! the 1 Minute 🧑 confirmed. "Therefore,
after a while 😊 🖐 rewarding the pigeon for 🏃 to
that spot and 🎨 another ~ which isn't too far from

the last ~ , but is in the 📌 of the goal; the upper right-hand corner of the 🏠 . Now the pigeon 🆕 around 🙌 🤔 spot and doesn't 🍖 fed. Pretty 🏃🏻♂️ though, the pigeon makes it across the 🆕 ~ and — bang — the 🤖 goes off again and the pigeon 🍖 fed.

"Then 😊 🎨 another ~ . Again this ~ has to be in the 📌 of the goal, but not too far away that the pigeon can't make it again. 🧑🏻🧑🏻 keep setting 📌 these ~ closer and closer to the upper right-hand corner of the 🏠 until 🧑🏻🧑🏻 won't feed the pigeon unless 🙌 🦊 the lever and then finally only when 🙌 🦊 the lever with 🙌 📌 foot".

"Why do 😊 set 📌 all these little goals?" wondered the young 🧒 .

"By setting 📌 these series of ~ , 🧑🏻🧑🏻 🙌 establishing goals that the pigeon can achieve. 🆘 the 🗝 to 🏃🏻♂️ someone to do a 🆕 task is, in the beginning, to catch them doing something approximately 📌 until 🧑🏻🧑🏻 can eventually 🎓 to do it exactly 📌 .

"🧑🏻🧑🏻 use this concept all the 🕒 with kids and 🐱 , but 🧑🏻🧑🏻 somehow forget it when 🧑🏻🧑🏻 🙌 dealing with big 🧑🏻🧑🏻 : adults. For example, at some of these 🦂

Aquariums 😊 👁 around the 🗺 , 🧑🧑 usually ←
the 📺 by 有 a huge 🐙 ! over a rope which
is UP! UP! the 💧 . When the 🐙 comes 🙋 🧑
drenches the 🏆 ten rows."

"The 🧑🧑 🌿 that 📺 mumbling to themselves.

That's unbelievable. How do 🧑🧑 🏠 that 🐙 to do
that'?

"Do 😊 😊 🧑🧑 go out in the 🐙 in a 🚢 ", the
🧑 asked, "and put a rope out over the 💧 and
yell, '🙋 , 🙋 ! ' until a 🐙 ! out of the 💧 over
the rope? And then say, 'Hey, let's hire him. He's a real
winner'. "

"😞 ", laughed the young 🧑 , "but that really would be
🙋 a winner".

The 🙋 🧑 enjoyed the 😊 🧑🧑 shared.

"You're 🙋 ", the 🧑 said. "When 🧑🧑 captured
the 🐙 , 🧑 knew 🏠 about ! over ropes. SOS
when 🧑🧑 began to 🚢 him in the large 🎱 , where do
😊 😊 🧑🧑 started the rope"?

"At the ⏮ of the 🎱 ", answered the young 🧑 .

"Of course"! responded the 🧑 . "Every 🕒 the

🐙 swam over the rope — which was every 🕒 🧑

swam past — 🧑 got fed. → , 🧑🧑 🙋 the rope a little.

"If the 🐙 swam under the rope, 🧑 didn't 得 fed during 🏊 . Whenever 🧑 swam over the rope, 🧑 got fed. 🆘 after a while the 🐙 started 🍑 over the rope all of the 🕒 . Then 🧑 started raising the rope a little higher".

"Why do 🧑 raise the rope"? asked the young 🧑 .

"🏆 ", the 🧑 began, "because 🧑 were clear ⬅️ the goal: to 🈶 the 🐙 ! 📢 out of the 💧 and over the rope.

"And 🏆 ", the 🕒 Minute 🧑 pointed out. "it's not a very exciting 📺 for a trainer to say, 'Folks, the 🐙 did it again'. Everybody may be 👁 in the 💧 but 🧑 can't 👁 anything. Over a period of 🕒 🧑 keep ⬅️ raising the rope until 🧑 finally 得 it to the surface of the 💧 . Now the 🇬🇧 🐙 knows that in 📄 to 得 fed, 🧑 has to ! partially out of the 💧 and over the rope. As ➡️ as that goal is reached, 🧑 can 🆕 raising the rope higher and higher out of the 💧 ".

"🆘 that's how 🧑 do it", the young 🧑 said. "Well, 😊 can understand now how 🇺🇸 that method 🧑 with 🐱 , but isn't it a bit much to use it with 🧑 "?

"😞, it's very natural in fact", the 🧑 said. "👨👩 all
 do essentially the same 🐘 with the 👨👩 care
 for. How do 😊👧 😊🏠 them to walk? Can 😊
 imagine standing a 🧑👦 and 🏠 Walk", and when
 🧑👦 🍁 🧑👦 😊👦 🧑👦 him 🧑👦 and spank him and say, '😊
 told 😊 to walk'. 😞, 😊 stand the 🧑👦 and the 🏠
 day 🧑👦 wobbles a little bit, and 😊👦 all excited and
 say, '🧑👦 stood, 🧑👦 stood', and 😊👦 and 🧑👦 the 🧑👦.
 The 🏠 day 🧑👦 stands for a moment and maybe wobbles
 a 🧑👦 and 😊👦 all over him with kisses and 🧑👦.
 "Finally the 🧑👦, realizing that this is a pretty 👍 deal,
 🆕 to wobble 🧑👦 legs + and + until 🧑👦
 eventually walks.
 "The same 🐘 goes for 🏠 a 🧑👦 to speak.
 Suppose 😊 wanted a 🧑👦 to say, 'Give me a 🍷 of
 💧, 🙏'. If 😊 waited until the 🧑👦 said the whole
 sentence before 😊 gave her any 💧, the 🧑👦 would
 🍖 of thirst. 📞 😊🆕 off by 🏠 '💧, 💧'. All
 of a sudden 1 day the 🧑👦 says, 'Waller'. 😊👦 all
 over the 🏆, 🧑👦 and 🧑👦 the 🧑👦, 🏠 grandmother 🔄
 the 🧑👦 📞 the 🧑👦 can say 'Waller, waller'. That
 wasn't '💧', but it was close.

"Now 😊 don't want a kid going into a 🍴 at the age of twenty-one asking for a 🍷 of 'waller' 🆘 after a while 😊 only 👍 the ID 💧 and then 😊 begin ⬅️ '🙏'.

"These examples illustrate that the most important 🐘 in 🎊 somebody to become a winner is to catch them doing something 👉 : in the beginning approximately 👉 and gradually 📦 them towards the desired behavior. With a winner 😊 don't 🈶 to catch them doing 🐘 👉 very often, because 👍 performers catch themselves doing 🐘 👉 and 👉 able to be self-reinforcing".

"Is that why 😊 observe 🆕 🧑🧑 a lot in the beginning", asked the young 🧒, "or when your + experienced 🧑🧑 👉 🌟 a 🆕 project"?

"👍", the 1 Minute 🧑 said. "Most 🧑 📺 until their 🧑🧑 do something exactly 👉 before 🧑🧑 👏 them. As a result, many 🧑🧑 never 🈶 to become 🆕 performers because their 🧑 concentrate ⬅️ catching them doing 🐘 wrong: that is, anything that 🍁 short of the final desired performance. In our pigeon example, it would be 😊

putting the pigeon in the 🏠 and not only 📺 until 🧑
 👊 the lever to give him any 🐟 but putting some
 electric grills around the 🏠 to punish him periodically
 just to keep him motivated".
 "That doesn't 💡 😊 it would be very effective", the
 young 🧒 suggested.
 "Well, it isn't", agreed the 1 Minute 🧑. "After
 得 punished for a while and not knowing 😞
 acceptable behavior is (that is, 👊 the lever,) the
 pigeon would go into the corner of the 🏠 and not move.
 To the pigeon it is a hostile 🏔 and not worth
 taking any risks in.
 "That is 😞 🧑 often do with NEW, inexperienced
 🧑. 🧑 welcome them aboard, take them around to
 meet everybody, and then 🧑 🌿 them alone. Not only
 do 🧑 not catch them doing anything approximately 📌,
 but periodically 🧑 ⚡ them just to keep them 📦.
 This is the most popular leadership 🏆 of all. 🧑 call it
 the '🌿 alone-zap' 🏆. 😊 🌿 a 🧑 alone,
 expecting 👍 performance from them, and when 😊
 don't 得 it, 😊 ⚡ them".
 "😞 happens to these 🧑"? asked the young 🧒.
 "If you've been in any organization, and 😊 understand

you've visited several", the 🧑 said, "😊 know,
 because you've seen them. 🧑 do as little as possible.
 And that's what's wrong with most businesses today.
 Their 🧑 really do not produce either quantity or
 quality. And much of the reason for this poor 🧑
 performance is simply because the 🧑👉 managed 🚨
 poorly".
 The young 🧑 put 🙌 📱 🙌 . 🧑 thought about
 😞 🧑 just heard. 🧑 was beginning to 👁️ 1 Minute
 Management for 😞 it is: a practical 🧑 📄 .
 It was amazing to him how well something as simple as
 the 1 Minute 🙌 worked: whether it was inside
 or outside the 🧑 🌐 .
 "That reminds me of some 🐶 of mine", the young
 🧑 said. "🧑 called me and said that they'd gotten a
 🆕 🐶 . 🧑 asked me 😞 😊 thought of their planned
 method of 🏹 the 🐶 ".
 The 🧑 was almost afraid to ask, "How were 🧑
 going to do it"?
 "🧑 said if the 🐶 had an accident 🔄 ON! the rug, 🧑
 were going to take the 🐶 , shove 🙌 🙌 in it, 📄
 him 🔄 ON! the butt with a 📄 and then throw the 🐶
 out this little window in the 🏠 into the 🏠 yard —

where the 🐶 was supposed to do 🙌 job.

Then, 🧑🧑 asked me 😞 😊 thought would happen with this method. 😊 laughed because 😊 knew 😞 would happen. After about 3 days the 🐶 would 💩 ➡️ the 🤢 and 🚪 out the window. The 🐶 didn't know 😞 to do, but 🧑 knew 🧑 had better clear the area". The 🧑 roared 🙌 approval.

"That's a 🇬🇧 story", 🧑 said. "😊 👁️, that's 😞 punishment does when 😊 use it with somebody who lacks confidence or is insecure because of lack of experience. If inexperienced 🧑🧑 don't perform (that is, do 😞 😊 want them to do,) then rather than punish them 🧑🧑 need to go ⬅️ to 1 Minute Goal Setting and make sure 🧑🧑 understand 😞 is expected of them, and that 🧑🧑 有 seen 😞 👍 performance 👁️ 😊".

"Well, then, after 😊 有 done 1 Minute Goal Setting again", the young 🧒 asked, "do 😊 try to catch them doing something approximately 👉 again"?

"Precisely 🆘", the 1 Minute 🧑 agreed. "You're always 🇹🇷 to 🛠️ situations in the beginning where 😊 can give a 1 Minute 🙌". Then, 👁️ the young 🧒 straight in the 👁️, the 🧑 said, "😊

👉 a very enthusiastic and receptive learner. That makes me feel 👍 about sharing the 😊 of 1 Minute Management with 😊". 🧑🧑 both smiled. 🧑🧑 knew a 1 Minute 🙌 when 🧑🧑 heard 1 .

"😊 sure enjoy a 🙌 + than a reprimand", the young 🧑 laughed.

"😊 🧑 😊 understand now why 1 Minute Goals and 1 Minute Praisings 🧑 . 🧑🧑 really do make 🙌 sense to me".

"👍", said the 1 Minute 🧑 .

"But 😊 can't imagine why the 1 Minute Reprimand 🧑", the young 🧑 wondered out loud.

"Let me tell 😊 a few 🐘 about it", said the 1 Minute 🧑 .

Why 1 Minute Reprimands 📁

"THERE 📁 several reasons why the 1 Minute Reprimand 📁 SOS well.

"To begin with", the 🧑 explained, "the feedback in the 1 Minute Reprimand is immediate. That is, 😊 得 to the individual as → as 😊 observe the 'misbehavior' or your 📁 🧑 system tips 😊 off. It is not appropriate to gunnysack or 📁 📁 negative feelings about someone's poor performance.

"The fact that the feedback is SOS immediate is an important lesson in why the 1 Minute Reprimand 📁 SOS well. Unless discipline occurs as close to the misbehavior as possible, it tends not to be as helpful in influencing 📁 behavior. Most 🧑 📁

'gunnysack' discipliners. That is, 🧑 store 📁 observations of poor behavior and then some day when performance review comes or 🧑 📁 in general because the 'sack is SOS 满', 🧑 charge in and 'dump everything → the table'. 🧑 tell 🧑 all the 📁 🧑 有 done wrong for the last few weeks or 月 or more."

The young 🧑 breathed a deep sigh and said, "SOS true".

"And then", the 1 Minute 🧑 went → , "the

 and subordinate usually  yelling at each other about the facts or simply keeping  and resenting each other. The  receiving the feedback doesn't really    or  has done wrong. This is a version of the ' alone-zap' form of discipline that I've spoken about earlier".

 "remember it well", responded the young . "That is certainly something  want to avoid".

"Absolutely", agreed the . "If  would only intervene ,  could deal with  behavior at a  and the  receiving the discipline would not be overwhelmed.  could  the feedback. That's why   performance review is an ongoing process, not something  do only once a year".

,  reason that the  Minute Reprimand  is that the  receiving the reprimand can '' the feedback, because when the  deals with  behavior at a , it seems  fair and clear", the young  summarized.

, the  said. "And secondly, when  give a  Minute Reprimand,  never  a person's worth or value as a . Since their OK-ness as a  is

not 🙅 for grabs', 🧑🧑 don't feel 🧑🧑 有 to defend themselves. 😊 reprimand the behavior only. Thus, my feedback and their own reaction to it is about the specific behavior and not their feelings about themselves as



"🆘 often, when disciplining 👤 , 🧑 persecute the individual. My purpose in a 1 Minute Reprimand is to eliminate the behavior and keep the 👤".

"🆘 that's why 😊 make the 🏅 half of the reprimand a 🙌", the young 🧑 said. "Their behavior is not



"👍", agreed the 1 Minute 🧑.

"Why wouldn't 😊 give the 🙌 🏅 and then the reprimand"? suggested the young 🧑.

"For some reason, it just doesn't 🧑", insisted the



👉 Nice 'n' Tough as a 🧑. But to be + accurate, I'm really Tough 'n' Nice".

"Tough 'n' Nice", echoed the young 🧑.



"This is an 🧑 philosophy that has worked well for literally thousands of years.

"There is, in fact, a story in 📖 🌐 that illustrates this. Once upon a 🕒, an emperor appointed a 🧑🏻 in command. 🧑🏻 called this 2 minister in and, in effect, said to him, Why don't 👤 割 🙅 the tasks? Why don't 😊 do all the punishing and I'll do all the rewarding? The 2 minister said, Fine. I'll do all the punishing and 😊 do all the rewarding".

"😊 🧑🏻 I'm going to 😊 this story", the young 🧑🏻 said. "😊 will, 😊 will", the 1 Minute 🧑🏻 replied with a knowing 😊.

"Now this emperor", the 🧑🏻 continued, "➡️ soon noticed that whenever 🧑🏻 asked someone to do something, 👤 might do it or 👤 might not do it. However, when the 2 minister spoke, 👤 moved. SOS the emperor called the 2 minister ⬅️ in and said, Why don't 👤 割 the tasks again? 😊 有 been doing all the punishing 📌 for quite a while. Now let me do the punishing and 😊 do the rewarding. SOS the 2 minister and the emperor switched roles again. And, within a 📅 the 2 minister was emperor. The emperor had been a nice 🧑🏻, rewarding and B kind to everyone; then 🧑🏻 started to punish 👤. 👤

said, What's wrong with that 🤔 codger? and 👴👴 threw him out 🔄 🙅💡. When 👴👴 came to 👁️ for a replacement, 👴👴 said. 😊 know who's really ⭐ to come around now? The 2 minister. SOS, 👴👴 put him 🙅 into 🏢".

"Is that a true story"? the young 🧒 asked.

"Who cares"? said the 1 Minute 🧒, 😊.

"Seriously", 🧒 added, "😊 do know this. If 😊 🙅🏆 tough 🔄 the behavior, and then supportive of the 👤, it 🧑💼".

"Do 😊 有 any modern-day examples of where the

1 Minute Reprimand has worked other than in management"? the young 🧒 asked the wise 🧒.

"👍 certainly", the 🧒 said, "Let me mention 🙌 :

1 with severe adult behavior ⚠️ and another in disciplining 👴👴".

"😞 do 😊 😊 when 😊 say 'severe adult behavior ⚠️' "? the young 🧒 asked.

"I'm 🗨️ about alcoholics in particular", the 🧒 answered. "About thirty years ago an observant clergyman discovered a technique which is now called 'crisis intervention'. 🧒 made the discovery when 🧒 was

 a physician's wife.  was in a Minnesota
 in critical condition and slowly dying from
 cirrhosis of the liver. But  was still  that 
 had a  . When all her family had gathered
 at her bedside, the clergyman asked each of them to
 describe specific  incidents  had observed.
 That's an important part of the  Minute Reprimand.
 Before  a reprimand   to  the behavior
 yourself:  can't depend   someone else saw.
 never give a reprimand based  'hearsay'. "
 "Interesting", the young  broke in.
 "Let me finish. After the family described specific
 behaviors, the clergyman asked each of the family
 members to tell the  how  felt about those
 incidents. Gathered closely around her,  by  
 told her    did, and , how  felt
 about it.  were , , . And
 then  told her how much  loved her, and 
 instinctively touched her and gently said how  wanted
 her to live and to enjoy life once again. That was why
 were   with her".
 "That   simple", said the young , "especially
 with something as complicated as a  .
 Did it  "?

"Amazingly 🆘", the 1 Minute 🧑 insisted. "And now there 📍 crisis intervention centers all over the 🌎. It's not as simple as I've summarized it, of course. But these 3 basic ingredients; telling 👤👤 😞 👤👤 did wrong; telling 👤👤 how 😊 feel about it; and reminding 👤👤 that 👤👤 📍 valuable and worthwhile; lead to significant improvements in people's behavior".

"That's 無 short of incredible", the young 🧒 said.

"😊 know it is", the 🧑 agreed.

"😊 said you'd give me 📌 examples of how other 👤👤 successfully use methods 😊 the 1 Minute Reprimand", the young 🧒 said.

"👍, of course. In the 🕒 1970's, a family psychiatrist in California also made the same amazing discovery with 👤👤. 🧑 had 🏠 a lot about bonding — the emotional ties 👤👤 有 to 👤👤. 🧑 knew 😞 👤👤 needed.

👤👤 need to be in contact with 👤👤 who care about them, to be accepted as valuable just because 👤👤 📍.

"The 🧑 also knew that 👤👤 need to 有 a ♠️ called a ♠️ — to be pulled 📌 short by 👤👤 who care

when 🧑🧒👉 not behaving well".

"How does that translate", the young 🧒 wanted to know, "into practical action"?

"Each 🧑🧒 is taught to physically touch their 🧒 by putting their 🤝👈👉 the child's shoulder, touching 🤝, or if 🧒 is young actually 🤝 the 🧒 in their lap.

Then the 🧑🧒 tells the 🧒 exactly 😞 🧒 did wrong and how the 🧑🧒 feels about it; and in 😞 uncertain terms. (😊 can 👁 that this is very 😞 😞 the family members did for the 😞 🧒). Finally, the 🧑🧒

takes a deep breath, and allows for a few 🏆 of 🛑, 🆘 the 🧒 can feel whatever the 🧑🧒 is feeling. Then the 🧑🧒 tells the youngster how valuable and important the 🧒 is to the 🧑🧒.

"😊 👁, it is very important when 😊 👉 managing 🧑🧒 to remember that behavior and worth 👉 not the same 🐘. 😞 is really worthwhile is the 👤 managing their own behavior. This is as true of each of us as 🧒 as it is of each of the 🧑🧒 🧑🧒 👉 managing.

"In fact, if 😊 know this", the 🧒 said, as 🧒 pointed to 1 of 🤝 📜 plaques, "😊 will know the 🔑 to a really successful reprimand.

👥👉 Not
Just
Our Behavior



The 👤
Managing
Our Behavior

"If 😊 realize that 😊👉 managing 👥, and not just
their recent behavior", the 👤 concluded, "😊 will
do well".

"It 💡😊 there's a lot of 🍁 and respect behind
such a reprimand", the young 👤 said.

"I'm 😊😊 noticed that, young 👤. 😊 will be
successful with the 1 Minute Reprimand when 😊
really care about the welfare of the 👤😊👉
reprimanding".

"That reminds me", the young 👤 injected, "Mr. Levy
told me that 😊 pat him 🔄 the shoulder, or 🤝👤,
or in some other ⬆️ make contact with him during a
👏. And now 😊 notice that the 👥👉
encouraged to touch their 👥 during the scolding. Is
touching an important part of the 1 Minute Praisings
and Reprimands"?

"👍 and 😞", the 👤 answered with a 😊. "👍,
if 😊 know the 👤 well and 👉 clearly interested in

SOS the person to succeed in clapping or her briefcase. And sad face,
 if smiley or the other person has any magic about that.
 "Touch is a very powerful speech bubble". the boy pointed
 out. "Two people have feelings about B touched,
 and that needs to be respected. Would smiley, for instance,
 smile someone whose motives smiley weren't sure of, to touch
 smiley during a clapping or a reprimand?"
 "Sad face", the young boy answered clearly. "Smiley really
 wouldn't!"
 "Smiley eye smiley smiley smiley", the boy explained. "Touch is
 very honest. Two people know immediately when smiley touch
 them whether smiley care about them, or whether smiley point
 just to search a new way to manipulate them.
 There is a very simple rule about touching", the boy
 continued. "When smiley touch, don't take. Touch the
 two people manage only when smiley point them
 something: reassurance, ribbon, encouragement,
 whatever".
 "SOS smiley should refrain from touching someone", the
 young boy said, "until smiley know them and group know
 smiley point interested in their graph: that smiley point clearly
 on their side. smiley can eye that."

"But", the young 🧒 said hesitantly, "while the 1 Minute Praisings and the 1 Minute Reprimands 👁 simple enough, aren't 🤖 really just powerful ⬆ for 😊 to 得 🧑 to do 😞 😊 want them to do? And isn't that manipulative?"

"😊 🙏 🙏 about 1 Minute Management B a powerful ⬆ to 得 🧑 to do 😞 😊 want them to do", the 🧒 confirmed.

"However manipulation is 得 🧑 to do something 🤖 🙏 either not aware of or don't 👍 to. That is why it is SOS important to let each 👤 know 🙏 front 😞 😊 🙏 doing and why.

"It's 😊 anything else in life", the 🧒 explained.

"There 🙏 🐘 that 🧑, and 🐘 that don't 🧑. B honest with 🧑 eventually 🧑. ⬅ the other 🙏, as 😊 有 probably learned in your own life, B dishonest eventually leads to 💩 with 🧑. It's just that simple "

"😊 can 👁 now", the young 🧒 said, "where the 📖 of your management 🏳 comes from: 😊 care about 🧑".

"👍", the 🧒 said simply, "😊 guess 😊 do".

The young 🧒 remembered how gruff 🧑🏿 thought this
 special 🧒 was when 🧑🏿 🏆 met him.
 It was as though the 🧑🏿 could 🛏️ 🙌 mind.
 "Sometimes", the 1 Minute 🧒 said, "😞 有
 to care enough to be tough. And 😊 🙌 . 😊 🙌 very tough ↔️
 the poor performance — but only ↔️ the performance. 😊 🙌
 never tough ↔️ the 🧑🏿 ".
 The young 🧒 liked the 1 Minute 🧒 . 🧑🏿 knew
 now why 🧑🏿 liked to 🧑🏿 with him.
 "Maybe 😊 would 🔍 this interesting, 🧒 ", the younger
 🧒 said, as 🧑🏿 pointed to 🙌 📖 . "It is a plaque
 I've created to remind me of how goals — the 1 Minute
 Goals — and consequences — the Praisings and the
 Reprimands — affect people's behavior"
 Goals
 Begin
 Behaviors
 Consequences
 Maintain
 Behaviors
 "That's very 🙌 "!" the 🧑🏿 exclaimed.
 "Do 😊 🧒 🚨 "? the young 🧒 asked, wanting to 💡
 the compliment once again.
 "Young 🧒 ", the 🧑🏿 said very slowly for

emphasis, "it is not my role in life to be a  
recorder.  do not   to continually  myself".
Just when  thought  would be praised, the young 
felt  was in for another  Minute Reprimand,
something  wanted to avoid.
The bright young  kept a straight  and said
simply, ""?
 looked at each other only for a moment and then
 both burst into laughter.
"  , young , the  said. "How would
  to go to  "?
The young  put    and stared in
amazement. "  go to  for "?  asked
enthusiastically.
" .   go to  for yourself  the other 
in my department. Nobody ever really  for anybody
else.  just    better and in the process 
benefit our organization ."
This was, of course,  the young  had been
 for all along.
"I'd  to  ,  said.
And   did — for some .

The  the special  had invested in him paid off. Because eventually, the inevitable happened.



became a

 Minute



 became a  Minute  not because 

thought   , or talked   , but because 

behaved   .

 set  Minute Goals.

 gave  Minute Praisings.

 gave  Minute Reprimands.

 asked brief, important ? ; spoke the simple truth; laughed, worked, and enjoyed.

And, perhaps most important of all,  encouraged the

  worked with to do the same.

 had even created a pocket size  Plan" to make it

easier for the  around him to become  Minute

 .  had given it as a useful  to each  who reported to him.

A 📺 To Yourself

MANY years later, the 🧑 looked ⏮️ ⏭️ the ⌚
when 🧑 🏆 heard of the principles of 1 Minute
Management. It seemed 😊 a long ⌚ ago. 🧑 was 😊
🧑 had written 📝 🧑 learned from the 1
Minute 🧑 .

🧑 had put 📁 📁 into a 📁 , and had given copies to
many 🧑 .

🧑 remembered Ms. Gomez's 📞 to say, "😊 can't
thank 😊 enough. It's made a big difference in my
📁 " That pleased him.

As 🧑 thought ⏮️ ⏭️ the past, 🧑 smiled. 🧑
remembered how much 🧑 had learned from the original
1 Minute 🧑 , and 🧑 was grateful.

The 🆕 🧑 was also 😊 that 🧑 could take the
📖 1 🧑 further. By 📖 copies to many
other 🧑 in the organization, 🧑 had solved several
practical ⚠️ .

Everyone who worked with him felt secure. 😞 1 felt
manipulated or threatened because everyone knew "👉
front" 😞 🧑 was doing and why.

👥 could also 👁️ why the seemingly simple 1 Minute Management techniques — Goals, 🙌 and Reprimands -- worked SOS well with 👤 .

Every 👤 who had their own copy of the 📄 could 🏠 and re-read it at their own pace until 👥 could understand it and put it to 👍 use themselves. The 👤 knew 満 well the very practical advantage of repetition in 🎓 anything NEW .

Sharing the 📖 in this simple and honest ⬆️ had, of course, saved him a 👍 deal of 🕒 . And it had certainly made 🙌 job easier.

Many of the 👤 reporting to him had become 1 Minute 👤 themselves. And 👥, in turn, had done the same for many of the 👤 who reported to them.

The entire organization had become + effective.

As 👤 sat at 🙌 desk 🤔 , the NEW 1 Minute 👤 realized 😞 a fortunate individual 👤 was. 👤 had given himself the 📁 of 得 greater results in — 🕒 .

👤 had ⌚ to 😊 and to plan: to give 🙌 organization the kind of 🚑 it needed.

👤 had ⌚ to 😓 and stay 🌿.

👤 knew 👤 did not experience the daily emotional and physical stress other 👤 subjected themselves to.

And 👤 knew that many of the other 👤 who worked with him enjoyed the same benefits.

🙌 department had fewer costly personnel turnovers, — personal illness, and — absenteeism. The benefits were significant.

As 👤 looked ⬅️, 👤 was 😊 👤 had not waited to use 1 Minute Management until 👤 thought 👤 could do it just 🙌.

After 🙌 staff had 🛏 about this management system, 👤 had asked each 👤 who reported to him if 🤖 would 😊 to be managed by a 1 Minute 👤.

👤 was amused to 🎓 that there was something that 👤 really wanted even + than 🎓 how to become a 1 Minute 👤 themselves. And that was to 🈶 1 for a boss!

Once 🧑🏻 knew this, it was a lot easier for him to clearly tell 🙌 staff that 🧑🏻 wasn't sure that 🧑🏻 could do it just exactly the 📶 🧑🏻 was "supposed to".

"I'm not accustomed to telling 👤 how 👍 🍷🍷👉 or how 😊 feel about 🐘", 🧑🏻 had said. "And I'm not sure 😊 can remember to calm 📌 after I've given someone a reprimand and reminded them of how 👍

🍷🍷👉 as a 👤".

The typical ✅ from 🙌 associates had caused him to 😊. "Well, 😊 could at least give it a try"!

By simply asking if 🙌 staff wanted to be managed by a 1 Minute 🧑🏻 and by admitting that 🧑🏻 may not always be able to do it 📌, 🧑🏻 had accomplished something very important.

The 👤🧑🏻 worked with felt that 🧑🏻 was honestly ↔ ON! their side from the very beginning. And that made all the difference.

Then the NEW 1 Minute 🧑🏻 got 📌 from 🙌 desk and began to walk about 🙌 uncluttered 🏢. 🧑🏻 was deep in thought.

🧑🏻 felt 👍 about himself: as a 👤 and as a

🧑🏻.

  about  had paid off handsomely.  had risen in the organization, gaining + responsibilities and + rewards. And  knew  had become an effective  , because both  organization and the  in it had clearly benefited from  presence.

A 📺 To Others

SUDDENLY the intercom buzzed and startled the 🧑.

"Excuse me, 🧑, for interrupting 😊", 🧑 heard 🙌

secretary say, "but there is a young 🧑 ⬅️ the 📱.

🧑 wants to know if 🧑 can come and 🗨️ to 😊 about

the 📶 🧑 manage 🧑 📌".

The 🆕 1 Minute 🧑 was pleased. 🧑 knew

+ 🧑 were 🔄 the 🧑 🌐. And 🧑

was 😊 that some of them were as keen to 🎓 about

👍 management as 🧑 had been.

The manager's department was now 🏃 smoothly.

As 😊 might expect, it was 1 of the best operations of

its kind in the 🌐. 🙌 🧑 were productive and

😊. And 🧑 was 😊 too. It felt 👍 to be in 🙌

position.

"Come anytime", 🧑 heard himself telling the caller.

And ➡️ 🧑 found himself 🗨️ to a bright young

🧑. "I'm 😊 to share my management 🧑 with

😊", the 🆕 1 Minute 🧑 said, as 🧑 showed

the visitor to 🙌 couch. "😊 will only make 1 request of

😊".

"😬 is that", the visitor asked.

Simply" the  began, "that  ..."

Share It With Others

