

The New One Minute Manager

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Introduction

As Miles Davis says: Time is not the main thing. It is the only thing. When we slow down from our daily lives, and we take a second to look around at our surroundings and appreciate life, we really soon realize the speed and the momentum that we are all living in. How fascinating it is! No matter how much technology has improved and has grown into our daily lives and how much getting different tasks done has become more straightforward, we all still run out of time, and we all still think that we do not have enough time for everything. Hence, this is why everyday new technology and different studies keep coming out with new ways to improve our lives and to help us improve our lifestyles in different platforms. The magnificent book, *The New One Minute Manager* by Ken Blanchard and Spencer Johnson is yet another study that focuses on how we can implement a new management style in our daily basis work environments to increase the efficiency of our work environment as well as human resources perspective such as employees. We also learn how this management style can help us to form a better relationship between the employers and the employees from a neutral point of view. Throughout our paper, we will discuss and analyze the three secrets of the one-minute management system, and we will also focus on how this style of management could foster creativity both in union and management sides. This project provided a significant opportunity to advance the understanding of a new management style, which can advance creativity both in unionized and non-unionized organizations.

Executive Summary

In the book, Ken Blancher and Spencer Johnson mainly focus on the secret to an ideal and effective management techniques. The authors both believe that the key to ideal and effective management is hidden under three separate points. Each of the goals claims to take only sixty seconds by promoting long-lasting impacts on the opposition person.

The first secret is, one-minute management or as written in the book, “One - minute goal setting.” As a key concept this sets the framework for the considerations that managers should focus on. The idea behind the title “One-minute goal setting” illustrates how the managers should write down exactly what is expected of his or her employees on a piece of paper, using less than two hundred and fifty words. The principle of this ideology is avoiding confusion, while adding clarity between the manager and the employees and it will lower the interactions between the managers and the staff since everything that the staff needs to know is already written down. Employees only need to follow the rules to avoid possible conflicts. The authors also uniquely emphasize on how this goal would help employees to clearly understand what they are expected and what the organization expects from them.

The second secret of *The One Minute Manager* is described as *one minute praising*. One minute praising is the idea of showing your employees that you are watching them and making them understand that whatever they are doing is being watched and right actions will consequently be admired. The authors believes that assuring that employees are recognized and appreciated when something decent is done, is extremely vital and that can make a huge impact

on the employee. Employees recognition will encourage them to be their best possible version which will help the company to do better than expected. Therefore, the authors have named the second goal as the one minute praising and that's when you give your employees a positive feedback when they have done a good job in a particular task or action.

Finally, the third secret is, "One-minute re-direct." The idea of the third goal is to mention how essential it is to first have the workers know beforehand that they will be judged on their performance. It is important for the manager to explain what are the expectations and what the employee did wrong. However, it is very important to make sure to motivate and express value immediately following the one minute rule.

Throughout the paper, we discuss how we believe both the union side and the management side could take advantage of this style to assist them foster creativity in the best possible way. We also believe that this management style could help both the union side and the management side to create and evolve a more effective and efficient work environment and also to develop a better relationship between their employers and employees.

We believe that this type of management is an excellent style for people who have low or no experience in the new workplace. Since, this management style will constantly keep an eye on the employees, it would be an excellent scenario for these types of audiences. It will both give them positive impressions when something good is done and negative impressions when something wrong is done both under one minute rule. These types of actions will notably lower their chances of making the same mistake in the future and it will also be beneficial to the organization since avoiding mistakes would mean avoiding profit loss for the company. This

strategy is also very useful in human resources of the company, since less energy and time will be dedicated to teaching and learning employees.

Scope

Drawing on the scenarios mentioned in the book, the authors indicate that a young man was searching for an 'effective' manager with efficient managing approaches, someone who was interested in people as well as positive results. In his path, he comes across a smart manager who calls himself the *one minute manager* and the book is based on the secrets of this particular manager's success and illustration of how he gained significant results through people. When the young man approaches the manager, they discuss his particular managing styles while he is both results-oriented and people-oriented. One of the key points that we need to learn from the book is having a distinctive technique to balance between results and people oriented factors in order to achieve positive results.

The book is focused on making people feel good about themselves. When people feel satisfied about themselves, they can make their customers and their other coworkers feel the same. Next, the young man meets three managers through the employees. The first one tells the young man about one-minute goals in which the goals should be achieved and evaluated in just a minute. They are established to have high impacts. To achieve these goals, employees must make their own decisions and solve their issues accordingly. The second employee describes the one-minute appraisal style, which uses this opportunity to inform that the employee did something well. The managers state what the employee did right and delivers encouragement by expressing confidence to employees, which becomes less essential overtime when employees

begin to appraising themselves. The third employee tells the young man what the new one minute managers do when he catches somebody doing something wrong. The managers begin the one minute redirect by explaining what the employee did wrong and how would it made the manager feel in that case and reminds the employee that he or she is better than the occurred mistakes. This technique prepares the employees to put themselves in the manager's shoes. The strategies work, since the reward tends to progress, giving the employee immediate feedback is a necessary scope and guarantee that everybody is chasing the same aim. Finally, the young man, by accepting the job, becomes a new one minute manager who indeed teaches this methodology to new people who start working for the company.

Methods

As mentioned above, *The New One Minute Manager* book illustrates three secrets that change the management style. To recap, these include the following principles: One minute goal, one-minute appraisal, and one-minute re-redirect. All of these are the steps that could enhance the productivity of both employees and the organization. Each of the three steps would take 60 seconds or less. Thus, methodologically, they are very achievable by the average person as the time commitment is ideal. Encompassing the accessibility of the three principles, we believe both management and unions can use the three techniques to foster creativity.

One minute goal

In order to help employees solve their problems, the authors of the book outline how sixty seconds of time can produce fast results. In a capitalist world where time is the most expensive thing, mastering basic skills in a short time frame is very beneficial. Logistically, the manager is to explain issues pertaining to employees performance in one minute. The writers

note that the first step is for the employee and the manager to plan a goal together and explain them concisely. Challenging the managers to practice this principle also improves upon assertive and respectful dialogue in order to achieve one goal- conflict resolution communication.

The next step is for the manager to write the goal including the due dates and provide a performance review outlining the goals they seek the employee to reach for. By doing this, employees are able to quickly identify if their actions are aligning with the performance expectations set out by the manager. This encourages the employees to maintain clear and direct focus. Taking into consideration the goals clearly defined by the manager would help people to understand what they are doing and discern their purpose promptly.

Highlighting the causes and effects of a solution, employees can understand the answer faster and build upon their work habits. For example, if the manager wants the employee to understand the solution herself, the manager manager coaches the employee by asking questions in a way that the employee is able to grasp and recognize in a fast manner. The main intention of knowing the type of communication styles of employees is to ensure that employees will understand what is expected of them and urge them to follow their goals listed. With success, a manager who practices the one minute goal principle is able to create goals that are clear, concise and easy to comprehend. Setting away one minute for goal creation, people are able to make precise decisions that end up to an increased professional performance, where both the employee sustains work-place confidence and the manager will be satisfied.

One-minute appraisal

Managers can encourage employees by giving them positive feedback. Methodologically, the one minute appraisal works by managers being able to identify the strong aspects of an

employees work habits and celebrates those with the employee. This instills work-place appreciation and functions as motivation for the employee to continue to do what they are doing. A good leader should rely on their ability to inspire people to exercise their strengths. Appraisal received from someone in a managerial position sparks a different response from employees due to the hierarchical positioning of the manager. Positive feedback is not taken lightly and often results in a boost of confidence; thus normalizing a willingness for employees to try harder. It only takes a minute to praise an employee which is a worthy one minute. Praise and recognition is not only good for statistical outcomes but they are foundational in a workplace because it creates a culture of respect and gratitude. People want to be valued and appreciated by others for their contribution and should an employee be able to pin-point the uniqueness of employees strengths, this helps to personalize the compliments and signals to the employee that they are an asset.

In the book, the authors write that the one-minute praising would be divided into two half-minutes. The first half would include praising people promptly while informing them of what they did right with details and explaining the outcomes of what they did and how they make the manager feel good. There should be a pause after the first half to allow people to feel good and absorb the moment in order for the appraisal to be effective. The second half of the minute should focus on reinforcement of habits. This part is crucial as it will encourage people to continue what they were doing right and make it clear that the manager will support and have faith in their success (Blanchard & Johnson, 2015). Establishing one-minute appraisal as a practice helps to build a healthy and positive work environment and it only takes one minute to build this type of culture of togetherness to achieve remarkable results.

Re-Direct

Re-directing people is the third secret of One Minute Manager, which helps employees to recognize their mistakes and find ways to resolve them. In any well-functioning establishment, it is critical for managers to be able to detect errors as soon as possible and discover practical ways to solve them. We believe all managers should understand people's abilities and talents because by appreciating the ways in which employees operate and think, managers are better equipped to assist the employee to achieve goals faster. Redirection encompasses the philosophy of calling people into conversation rather than calling them out. This requires a diplomatic and respectful approach from the manager to recognize and explain shortcomings or clarify misunderstandings so that employees are aware of the expectations that are set out to them. It is important to note that redirection challenges managers to be creative with the ways that they approach problem solving. This creativity reflects the communication skills and pedagogical adaptations of managers.

For example, within an establishment that relies heavily on the advancement of technology, technology is positioned as a great asset to the work-place. However, technology is ever-changing and developing rapidly, and employees are faced with the barrier of upgrading their technological competencies everyday. There is always a new tool to learn, which could increase the employees and the company's overall production. Managers should view technological advancement as an opportunity to assert the re-direction philosophies set out in the book. When put into practice, the third secret has two parts; in the first half-minute, managers will be redirecting people by authenticating the facts and analyzing the mistake with the

employee and then the manager would express his belief concerning the mistake and the effects on the outcome. There will be a pause between the half-minute for allowing people to reconsider their mistake or areas for improvement. In the second half-minute, the manager will give feedback about the people and his opinion about them as a person while recalling that he will support them and let them know when the redirect is done it is completely done (Blanchard & Johnson, 2015). Reverting back to the technology example, a manager might witness an employee using outdated technology which could hinder the results of the establishment especially if it operates slower than faster competing technologies. Rather than approaching the employee with detrimental consequences, a manager could simply apply the redirect rule by reminding the employee of newer technologies that would increase productivity. The time and the result is valuable for both parties. The one who demands always expects to receive a great piece of work and the one who is doing the work always wants to deliver a great outcome.

In the workplace, mistakes and areas for improvement are inevitable. However, learning should be celebrated and viewed as a positive aspect of work. Therefore, redirecting any employee who needs the push to place value on other areas of work habits is a healthy and promising way for relationship building. Not only will this approach produce material results, but it places the onus on correction rather than fear of termination and will encourage everyone to get back on track and prevent the same mistake in the future. As stated in the book, the research suggests that re-directing people has a better result than reprimanding them (Blanchard, 2011).

Redirection also has the potential to facilitate open-door policies. Employees would be more inclined to seek out guidance from their manager whenever they need to get back on track.

The new version of the book has changed the term reprimand to redirect. The term *reprimand* seems parental; however, the term *redirects* convey the same meaning with a better style. Managers do not redirect to people; they will redirect with people (Salaman, 2019). The re-direct technique works better for people who are learners. Nowadays, the need for developing skills is mandatory; therefore, everyone counts as a learner (Witt & Mathew, 2015).

All three secrets are beneficial for both the employee and the manager to succeed. As a general management style, the secrets will work for both unions and non-unions because in both organizations we are dealing with people and the secrets are about the people. The famous proverb, Time is gold, highlights that people care about time. The idea that how one-minute of agreeing on goals, praising and redirect will ultimately change the outcome is incredible. Employees can use technology to perform their tasks easier and faster. By using the three steps the company will boost its efficiency and effectiveness.

Goals will clarify what is crucial and what employees need to accomplish. Praising encourages the employee to build confidence and results in more favourable outgrowths. The last secret, redirect, addresses the mistake and how to fix it (Blanchard & Johnson, 2015).

Before giving any reprimand it is better for the manager to redirect employees. and before giving a redirect is always better to give positive feedback.

The New One Minute Manager's Game Plan

The game begins by informing people about what they should do. The one-minute goal includes clear goals written in separate pages and reviewed and ask people if they know what they are going to do. The answer should match with the goals if not they should try to change it.

If goals were achieved gamer will win if not they will lose. However, the game is designed to help the gamer to win and in this stage, the loser will get the one-minute redirect. In the One-minute redirect, the gamer will discover his mistakes and will be re-clarified on the goals. Re-directing people are meant to help them to proceed with better performance. The winner will get one-minute praising for their performance which leads to proceed with more success (Blanchard & Johnson, 2015).

Spending 60 minutes for people seem a short time but effective. As Ken Blanchard states, “the best minute I spend is the one I invest in people” (Blanchard & Johnson, 2015). Investing time on people is not a waste of time. Effective Communication prevents misunderstandings and vague perceptions.

Analysis

One of the most common issues in many organizations is the lack of clearly defined roles and responsibilities. In order for people to be productive, they must know accurately what their goals are, how to achieve those goals, and what success looks like; and this definition must be shared between the staff and employers. It is vital to notice that after setting one-minute goals, staying close with the employees by monitoring their tasks or results and requesting for the short term progress report is beneficial for the organization. Also, the proper explanation for the supervision of their task is essential to illustrate that catching employees doing the right things is the main goal for such action. This methodology will show both praising people when they do something right as well as re-directing them when they are not on track.

It is essential to acknowledge that most less experienced people do not know how they are performing, nor they can improve. Most of the time, managers and employers wait until the

quarterly or annual performance review to provide feedback. By then, typically, there are a lot of incidents or problems to be addressed in specific in a short amount of time. Also, introvert employees that generally cannot express their needs or feelings will be left out or discouraged during their performance review while their mistakes are portrayed in depth during a long period of time. Therefore, one minute will be way more useful to prevent difficulties for introvert employees. It is impressive once noticing a staff is doing something right, offering one minute praise in a nutshell by sharing the praises, pausing for a short time and affirming the staff.

It is essential to provide feedback as soon as possible when people make mistakes in the workplace. Redirect strategy is key to understand that once awareness of a mistake is provided, goal clarification is more reachable. Then, by addressing the mistake, pausing for a short period and affirming the employees, one-minute redirect is applied.

An ideal way is to hire star employees who know their jobs correctly and can reach 100% of the expectations by a short amount of time. However, hiring such people is very difficult and expensive. Meanwhile, it is not very practical to hire average staff, since expecting outstanding results by such people are rare. Therefore, the best way is to recruit employees with the potential to be shining stars team players. It is vital to understand that people usually work for themselves, not for managers. So, by empowering staff to be confident and self-manage, there is no need for managing them. The work environment will be more fun to work, and stress will be reduced on both the union and labour side of the company. Ultimately positive workplace will bring more fulfilment and desire for all stakeholders.

One of the main implications of the book is to foster creativity by providing new methodological managing strategies. Also, a fundamental understanding of this paper illustrates

that many struggles a company could ever possibly face will go back to communication skills and barriers. Most issues are easily preventable, as long as employers and employees communicate well, in an honest manner, openly and early. Besides, we all know that managers are usually extremely busy. Managing people is often done on top of all their other work, although it is technically their primary job responsibility, which makes it easy for them to forget to tell their employees when they have done great work. A smart manager continuously makes time to tell the employees when they have done well, especially since it just takes one minute. Also, it is crucial to add body language while praising the employees since body gestures can have other impacts on words. For instance, physical gestures such as thumbs up or a pat on the back can deepen the meaning of the words.

It is essential to understand that expressing dissatisfaction with a staff's performance should not be a big deal and can happen in a short period of time, just like positive feedback. It is useful to prevent hard feelings by adding an appreciation note in the criticisms to avoid misunderstanding. For instance, a decent manager can mention the occurred mistake briefly but also add a kind word or sentence in regards to employees' hard-working manner. Alternatively, ask the staff to promise to do better in the future and mention that they keep up the excellent work there. By using these strategies, justice happens, and both sides can instantly clear the vibe and avoid any bad feelings. Moreover, employees will feel more valued, and their worth is reminded professionally. The technique works as a cause and effect sequence when employees are happy they will deliver a better production.

Employees need integrity, confirmation and affirmation. Also, it is important to build a partnership relationship with employees rather than a subordinate relationship (Crainer, 2004).

Unions and the one-minute management style both have a common objective, which is to help and support people. Therefore, it is crucial to understand how unions can benefit by applying the one management style in their system. Since unions are working with people and the three secrets are made for people, they can use it. Labour relations textbook provides a list of differences between unions and management.

	Non-union workplace	Unionized workplaces
Legal basis for a relationship	Individual contracts of employment	Collective agreement
Terms of employment negotiated	By the employment negotiated	By the union
Nature of employment terms	Unique for each employee	Identical to employees working in the same job
The process to resolve disputes	Court action	Grievance and arbitration process provided in the collective agreement

Unions can decrease conflict by using the three methods as well as the following collective agreement. We believe the three secrets has benefits for businesses. The analyses examined the impact of absenteeism and turnover. Absenteeism and turnover are less in organizations that use the one-minute manager style. Also, the stress and the pressure on the employees could reduce

with the magical technique. Research shows that One Minute Manager style has physical and well-being benefits. People can achieve success in both the workplace and life. The secrets are meant to reduce the anxiety of people and giving them more energy while preventing anger (Kgordonb Follow, 2014).

The one-minute management technique aim is to increase the productivity of people and outcome, which is not only for employees. I believe students can apply the three tools while educating. Not only it helps them to get ready for the future it would increase their performance in the school. Based on research, the Missouri Department of Elementary and Secondary Education decided to use the information from the One-minute manager book for a four-day workshop based on situational leadership. The concepts include concern for both people and production, leadership should be adapted to the situation, and the development of people drives the situation. By boosting the level of workers' development, they would be less dependent on the manager (L., 1984).

While the style is helpful for everyone, it might be more useful for people who are introverted, and they prefer to have a one-minute goal, feedback and redirect. They can understand better and then apply it to their performance. Understanding people, skills and personality would help them to grow faster in their enforcement because the focus is on people, and by implementing the proper technique, the result will be more efficient.

Recommendation and Conclusion

Based on research conducted from the book, it is important to analyze and apply the three management styles in both the management and union side to create a positive relationship

between the employees and managers in order to increase productivity and efficiency in the workplace.

The paper discusses the first management style, *One-minute goal*, which is a key management style allowing managers to implicate this style of management to get expeditious feedback and responses from their employees and that would result in providing motivation and inspiration. This strategy and methods are like a modern way of reviewing your performance because the employee and employer would be aware of what is expected of them at the beginning of starting a new task or project. It is recommended for managers union and management side to work side by side with their employees to come into common grounds to develop a mutual goal so that everybody in the organization is on the same page which could lead to unity as a whole. Another recommendation for this method is to avoid making too many goals as a team. Instead, narrow down the goals for the organization to what the priorities are and then take action from there. In other words, it is more effective if a manager puts a limit for writing down the goals because studies have shown that “People with too many goals can lose track of what’s important and spend time on the easiest goals, not the high priority goals”(Blanchard, 2019). Both employee and manager would be satisfied with the outcome and by appealing this method, managers and employees could review their performance against their targets.

Furthermore, another key management style as discussed in the book is called the “One-minute appraisal”. Studies have shown that verbal feedback has always been the most effective way to approach someone and comment on their performance rather than providing a letter or written text format to give feedback on an employee’s performance for the month, the

year, etc. it is also very influential to apply this method of management style after the *One minute goal*. This method does not require a whole process of preparing documents because all it takes is to tell an employee “what you have done is right”. We also recommend the one-minute praise to schools and institutions. They can give positive feedback and a prize to encourage the students. For instance, a kindergarten teacher could give stickers to children who are trying to learn and perform better in school which will encourage all the students to put effort and develop their learning skills. Since being rewarded for something has been very strange for the kids, the teacher would need to do it more often so the kids would understand the meaning of being rewarded. Now if the kids notice that they are getting rewarded for doing something right, they would be motivated for more stickers. This is simply the effect of appraisal which could possibly change the mindset of the kids. This is in contrast to when an employer simply encourages his staff for doing something right. To add on, this management style creates a very close positive relationship between a manager and an employee because when a manager motivates a worker, it automatically makes the employee think that the manager cares and is genuinely happy about his/her employee being successful at the workplace. To go into detail, it is recommended to follow a couple of steps in order to successfully execute this method into a management style. First of all, a manager needs to show that they value their employees’ performance by giving them frequent feedback. Second of all, assess the strengths and weaknesses of the employees using the appraisal to find out the areas that they need improvement and then train the employees so that in each department and division employees have equal knowledge about their tasks which are dependant on their position in the company. Lastly, reward the employees as a team in order to show them unity because if a manager rewards individuals within the company, the chances of

employees getting demotivated go up and therefore productivity decreases. Applying these steps in the “One-minute appraisal” method will generate a mountain of ambition within an employee’s mindset which would outturn in having a well-driven business platform and an interpersonal relationship which in fact could increase productivity and effectiveness in the workplace.

The last method which is unlike the other two methods, a two-step management style, is called *The One Minute Re-direct*. This management style consists of two steps. This method is recommended and is more effective after the “one-minute appraisal” or in other words, it is partnered up with its previous method. There is always a time where employees are doubtful about themselves and are stressed about whether or not they are doing the right tasks or they think to themselves that what is the manager’s opinion on them. The one minute redirecting is a powerful method of giving employee feedback because it divides the one minute into two parts. The first portion consists of the manager confronting the employee about where they have gone wrong with a task that was given to them and this is usually called the redirecting section of the 30 seconds. The second half of the one minute goes into the reassurance which comforts and calms down the employee to not be shocked about the given circumstances. However, it is recommended that both non-union and union managers should focus more on the redirect section since the “one-minute appraisal” is already motivating the employee. Moreover, in order to perform this management style into the workplace, it is recommended that the managers obey and follow a variety of basic steps to be able to successfully implement their ideas. To start off, managers must let their employees know in advance that they are being evaluated on their performance and in no uncertain terms so that they wouldn’t be shocked if the manager

confronted them. To add on, once they redirected the employee, they should be very specific about what the employee has done wrong and be honest on how “feel about what they did wrong – and in no uncertain terms”(Jamesisnext, 2015). Then just to cool it off and to avoid the awkward silence after the conversation, it is recommended for the manager to shake the hands of the employee to exhibit the friendly vibe that a manager should have with their employees. Meaning, it would come off to the employees as a friendly gesture which shows them that the manager confronted them because they wanted to help the employees not to embarrass them. The most important thing is for the employee to feel like when the redirection is over, it definitely means it is over and it won't go on. The key advantage that this management style has is the fact that the feedback is immediate, out of honesty, and to help the employee improve their inner and outer core personality traits. The one important factor that managers should be very careful and aware of, is the fact that the employee should not feel like the manager's opinions and complaints are personal towards them. Therefore, it should be clear for managers to help employees avoid that feeling when they are confronting and redirecting them by being friendly and reassuring them that nothing was personal in their conversation.

Overall, we recommend the one-minute manager technique for people who have less work experience and introverts. Moreover, we would like to encourage institutions and schools to apply the three secrets in their education system. People can use the style in their daily lifestyle to enhance their relationship skills. Giving positive feedback to a person is always a great idea. A recent graduate student who would like to become a manager, a manager who is struggling with giving feedback to the employees and a person who wants to be a more reliable friend could read this book and apply the tools to real life (Goeke, 2019).

Further research could be combining other famous and proven techniques to increase the productivity of people and results. Also, *Who Moved My Cheese* is a great book written by Spencer Johnson that covers how to cope positively with change.

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