THE ONE MINUTE MANAGER

Increase Productivity, Profits, and Your Own Prosperity

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BOOK SUMMARY

One Minute Goals

One Minute Goal Setting — The foundation of one minute management is absolute clarity about what good performance looks like before any work begins. A manager and each person on the team sit down together and agree on a handful of goals — no more than three to five — since anyone with more than that is really working on too little of what matters most. Each goal is written down in a single paragraph, in fewer than 250 words, so it can be read in about a minute. It states what is expected, and, most importantly, describes exactly what the desired behavior and result look like when performance is good. Both parties keep a copy so the goal is never a matter of assumption or memory. This simple discipline replaces vague, open-ended job descriptions with a small set of concrete targets, so that everyone always knows, in specific terms, what they're being asked to do and how their success will be measured.

> *"Take a minute. Look at your goals."*
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> *"Goals begin behaviors."*
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> *"The number one motivator of people is feedback on results."*

One Minute Praisings

Catching People Doing Something Right — Rather than waiting for a formal review to comment on performance, the effective manager deliberately watches for moments when someone is doing something close to or exactly right, and responds immediately. The praising itself takes only about a minute: the manager tells the person clearly and specifically what they did well and why it matters, pauses to let the good feeling sink in, and then encourages them to keep it up. The specificity is essential — a vague "good job" carries little weight, while naming the exact behavior that was effective helps the person recognize and repeat it. This approach is built on the idea that people who feel appreciated for their contributions are far more likely to keep contributing at a high level, and that catching someone succeeding early and often shapes behavior more powerfully than only correcting mistakes after the fact.

> *"Help people reach their full potential. Catch them doing something right."*
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> *"The best minute I spend is the one I invest in people."*
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> *"Everyone is a potential winner. Some people are just disguised as losers."*

One Minute Reprimands

Redirecting Performance Quickly and Fairly — When someone who knows what is expected of them makes a mistake, the one minute manager addresses it right away rather than letting frustration build or saving it for a later evaluation. The reprimand has two distinct halves. In the first half, the manager states plainly what was done wrong, confirms the facts, and shares how the mistake made them feel — firmly, but only about the specific behavior in question. Then comes a brief, deliberate pause, allowing the weight of that moment to

register. In the second half, the manager shifts entirely: they remind the person of how capable they are, reaffirm that they are valued, and make clear that the reprimand is over and the working relationship continues as before. This structure keeps the correction focused strictly on the behavior rather than the person's character, so people leave the conversation motivated to improve instead of feeling diminished.

> *"We are not just our behavior. We are the person managing our behavior."*
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> *"When the reprimand is over, it's over."*
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> *"Reprimand people when their performance is not up to par."*

People Who Feel Good About Themselves Produce Good Results

The Underlying Philosophy — Underneath the three techniques sits a single guiding belief that ties the whole system together: performance and self-esteem move in the same direction. A manager who spends time up front agreeing on clear goals, who notices and praises progress along the way, and who corrects mistakes quickly without attacking the person, is treating goals, praisings, and reprimands as one integrated cycle rather than three separate tools. Each piece depends on the others — goals give people something concrete to succeed at, praisings reinforce that success as it happens, and reprimands protect the standard without damaging the relationship. The result, over time, is a team that manages much of its own performance, because people who consistently feel capable and valued are the ones who keep producing strong results without needing to be watched constantly.

> *"People who feel good about themselves produce good results."*
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> *"The best minute manager spends the least amount of time managing."*
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> *"Take a minute, look at your goals, look at your performance, see if your behavior matches your goals."*