

LEADERSHIP BY THE BOOK by LTC John O'Brien

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For the second leadership book (series) on my list of recommended readings, I chose my favorite book in the early portion of the "One Minute Manager" series, by Ken Blanchard and various guest authors. I have greatly enjoyed Blanchard's ability to whittle the essence of leadership and management wisdom into books that you can read in little over an hour. And while I am still a long way from producing "one minute" interactions with my co-workers, I am making good progress.

The book "Putting the One Minute Manager to Work" was Blanchard's sequel to his hugely successful "The One Minute Manager", and actually was written to expand upon his initial ideas while providing practical pointers on how to use the three linchpins of his theory: One Minute Goal Setting, One Minute Praisings and One Minute Reprimands. Blanchard encourages us to learn the "ABCs" of Management:

<u>Activators</u>	<u>Behaviors</u>	<u>Consequences</u>
"what a manager does before performance"	"Performance: what someone says or does"	"what a manager does after performance"
<u>One Minute Goal Setting</u> Areas of accountability Performance Standards Instructions	writes report sells product misses deadline types letter makes mistake fills order	<u>One Minute Praising</u> immediate; specific shares feeling <u>One Minute Reprimand</u> immediate; specific shares feeling supports individual <u>No Response</u>

If managers can learn to understand and deliver the necessary activators (A) and consequences (C), they can ensure more productive behavior (B) or performance.

ACTIVATORS: When setting goals, we need to paint a picture of what good performance looks like! He recommends using observable, measurable performance standards. While thoughts and feelings are important, behaviors are what we should measure.

BEHAVIORS: Performance: what someone says or does!

CONSEQUENCES: When providing consequences to our employees, Blanchard points out that only POSITIVE consequences encourage good future performance, so we need to provide more of them: we need to "catch people doing things right". How often do we tell people what to do, then leave them alone if we don't hear about any problems. This

may be fine for more mature workers that clearly understand your intent, but for new workers or workers trying something out of their normal scope of practice, we should pay close attention while they are getting off on the right foot.

Blanchard estimates that only about 15-25% of what influences performance comes from Activators, while 75-85% comes from the Consequences. **PERFORMANCE IS DETERMINED MAINLY BY CONSEQUENCES!!!** We need to spend 10 times as much time following up on our management training as it took to plan and conduct the initial training program.

****As a manager, the important thing is not what happens when you are there, but what happens when you are not!**

If you are checking up closely on your workers, you will obviously NOT always catch them doing things right. At that point a decision must be made whether to Reprimand or to Reset Goals. He recommends that:

- 1) If a person CAN'T do something: Go back to Goal Setting (a training problem)
- 2) If a person WON'T do something: Reprimand (an attitude problem)

He also recommends NOT reprimanding learners: that will make them insecure. Reprimands don't teach skills, they just change attitudes.

Steps to training a learner to be a good performer:

- 1) Tell (what to do)
- 2) Show (how to do)
- 3) Let learner try
- 4) Observe performance
- 5) Praise progress or redirect

For the One Minute Reprimand, Blanchard strongly recommends ending with a praising, so that the worker will think about their behavior, not yours. If you end the reprimand with a praising, you will be telling the person "You are OK but your behavior isn't". Then, when you leave, the person will be thinking about what he or she did wrong.

You have only 30 seconds to share your feelings, and when it's over, it's over. Don't keep beating up the person for the same mistake. Pause between sharing your feelings and the last part of the reprimand, which allows you to calm down, then give a praising.

Blanchard discourages the SANDWICH APPROACH: (Praise-Reprimand-Praise). Otherwise, when you start giving a praising, the person will not hear you because he will be wondering when the other shoe will drop! By keeping praisings and reprimands in order, you will let people hear both more clearly!

In summary, knowing how you do your "A"s (One Minute Goal Setting) and "C"s (One Minute Praisings and One Minute Reprimands) will produce the "B"s that you desire.