

Working with People

How to set Goals

- Agree on the goals set
- Write them down on a single side of paper. If some are complicated, take one side for each goal.
- Read and re-read them regularly
- Take a minute in every day to check performance against goals
- Review goals regularly

How to Praise

- Tell people up front that you are going to let them know how they are doing
- Praise people immediately
- Tell people what they did right – be specific
- Tell people how good you feel about what they did right, and how it helps the organization
- Let them feel how you feel
- Encourage them to do more of the same
- Shake hands or touch people in a way that makes clear that they are valued

How to Reprimand

- Tell people beforehand that you are going to let them know how they are doing and you will be honest
- Reprimand people immediately
- Tell people what they did wrong – be specific
- Tell people how you feel about what they did wrong
- Stop and let them feel how you feel
- Shake hands or touch them in a way that lets them know you are on their side
- Remind them how much you value them
- Reaffirm that you think well of them but not of their performance in this situation
- Realize that when the reprimand is over, it's over.

Source: *The One Minute Manager* - Ken Blanchard and Spencer Johnson