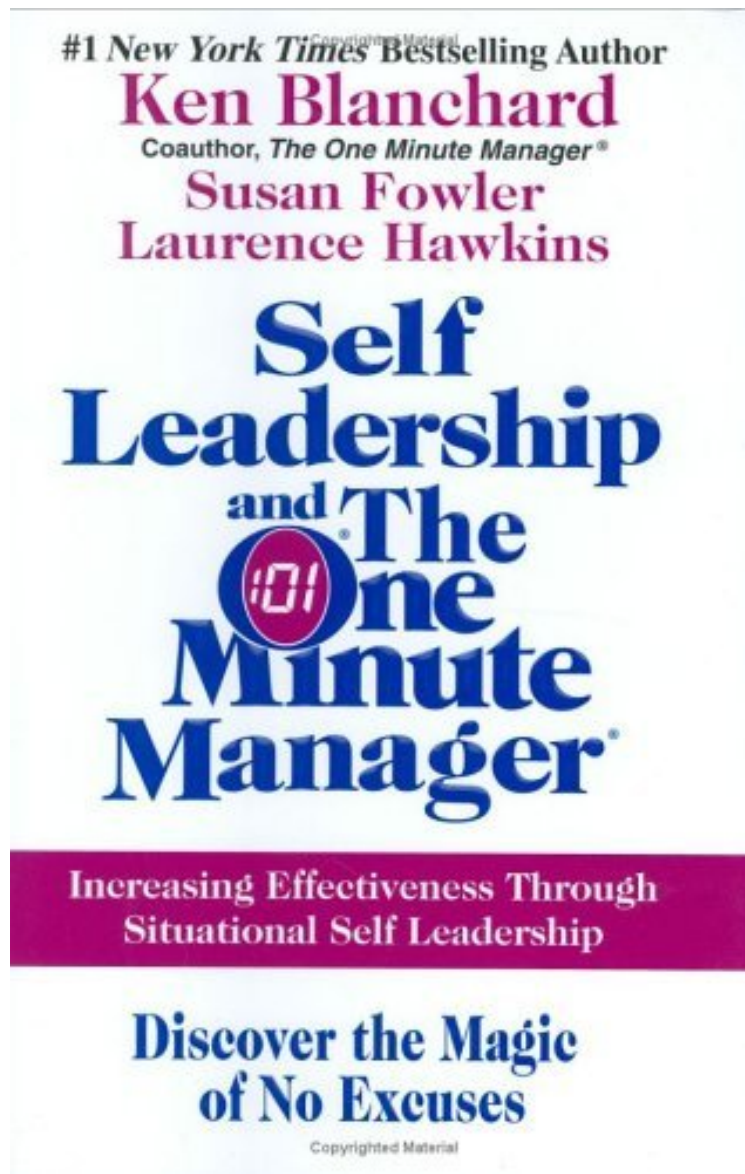


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## Self Leadership and the One Minute Manager: Increasing Effectiveness Through Situational Self Leadership

*Ken Blanchard, Susan Fowler, Laurence Hawkins*  
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**Ken Blanchard, Susan Fowler, Laurence Hawkins : Self Leadership and the One Minute Manager: Increasing Effectiveness Through Situational Self Leadership** before purchasing it in order to gage whether or not it would be worth my time, and all praised Self Leadership and the One Minute Manager: Increasing Effectiveness Through Situational Self Leadership:

2 of 2 people found the following review helpful. Perfect for teaching the principles of situational leadership

**By Christopher Stenner**I lead a team of 17 people and I am a big supporter and believer in the Situational Leadership tool that is presented in this book. I've used this with a number of my associates to get them the beginning understanding of the philosophy and help them to own their own development to progress further in their career. Without fail this had shown great results and nearly every time one of my associates finishes this book it results in many more conversations and a deeper dive into the fundamentals of SL. I definitely recommend this book to anyone in a leadership position.

2 of 2 people found the following review helpful. Not a great follow-up to the original One Minute Manager book

**By Mark Twain**This book is ok, but definitely not at the caliber of the original One Minute Manager book. Having taken training at work based on Situational Leadership that focuses on the same concepts of adaptive management I was disappointed in how the material was presented. The training I took was far more effective in delivering the lessons of self leadership. While I could relate to the main character in the story who was recently promoted to a leadership role and the challenges of learning how to operate in a new job function, the character that delivered the management lessons (Cayla) was distracting. Cayla's role made a plausible work situation seem like an improbable scenario with a stalker-like mentor and made the book uninteresting. I get the idea of framing the book as a story that people can relate to and having the material seem less academic, but unfortunately the Self Leadership and the One Minute Manager fails to deliver.

0 of 0 people found the following review helpful. Helpful, but I wasn't a fan of the narrative

**By Aaron Harris**In *Self-Leadership and the One Minute Manager*, Ken Blanchard, Susan Fowler, and Laurence Hawkins endeavor to teach aspiring managers, and even those without such aspirations, how to first take responsibility for managing themselves. As the tagline "Discover the Magic of No Excuses" suggests, the ideas set forth in the book emphasize being proactive when it comes to self improvement. After all, "it's in your own best interest to accept responsibility for getting what you need to succeed." Blanchard's ideas are presented in an easy-to-read narrative which follows an advertising account executive as he learns the three secrets to self-leadership. These three secrets are: challenge assumed constraints, celebrate your points of power, and collaborate for success. Along the way, several other helpful ideas are discussed, a few practical applications are given, and a "situational self leadership model" is developed. This self leadership model in particular is a slight retooling of Hersey and Blanchard's Situational Theory of Leadership designed to be taught to non-managers so they can self-diagnose their own readiness level. The narrative, parable style of Blanchard's writing, while easy to read, tends to lengthen the book beyond necessity. There are very helpful ideas in the book, but they are ideas which could have been conveyed much more easily and more quickly in a series of short articles. Nevertheless, many people are drawn to this style of writing, and the framing story does help to make the points more memorable. The major points, or the "secrets to self leadership", are all quite simple, but profound. The first secret is to challenge assumed constraints. In many companies and many industries around the world, dire circumstances result from trying to do things the same old way as they've always been done. These situations are seen clearly in the high tech and media industries, where change is rapid. While media companies struggle to maintain their old markets, technological solutions open new opportunities, and the old guard companies can't see them because of their assumed constraints on how their business must be conducted. When brought to a personal level, this idea of assumed constraints is evident in our interactions with others and our own self-limiting thinking. This is one of the most important lessons from the book and can have far-ranging effects if it is taken to heart. The other two secrets work together. Points of power and collaboration go hand in hand in our everyday lives. While not everyone has position, knowledge, task, personal, and relationship power, by collaborating with others one can leverage the specific points of power that they have for mutual benefit. Again, the narrative here tended to diminish the impact of these points by introducing more characters and situations while diverting attention from the focus of the story and the application of the main points. The situational self leadership model presented is very similar to Blanchard's earlier work on situation leadership. In this instance, it has been turned around so it can be seen from the perspective of the follower. By learning and using the model, a follower is able to diagnose where they are on the development continuum and use the secrets of self leadership to find what they need to progress. While the original model focuses on leaders and the style they should give to their followers at different points, this new version teaches the followers to find support and direction on their own. A significant point to be made is that with the self leadership model, support and direction can come from many sources. In fact, collaboration to use one's points of power and the power points of those in one's network may be more efficient while freeing the manager to develop others. One of the most annoying and unnecessary portions of the book was the unnatural, jargon-heavy dialogue used when explaining this model. While the model itself is very helpful, this is one of the points where narrative doesn't really convey the information effectively. It would be hard to imagine someone at a coffee shop using the S and D-laden language of the needs model in a regular conversation. The narrative does come through on one final point, though. The power of the "I need" phrase in collaboration is much more than would originally be thought. While some might see an admission of need as a weakness, it is impossible to deny that people like to be needed and will go out of their way to fill a need. In the end, *Self-Leadership and the One Minute Manager* has several helpful ideas. The inversion of the situational leadership model for use by non-leaders is likely the most important part of the book, but the "secrets" of self leadership can also be applied in any situation by anyone who is aware of them. If these points are

taken seriously and applied consistently, a self leader can continue to grow, learn, and achieve for their entire life.

The co-author of the phenomenal New York Times bestselling classic *The One Minute Manager*; explores the skills needed to become an effective self leader in this essential work, now updated throughout. Just as Ken Blanchard's phenomenal bestselling classic *The One Minute Manager* gives leaders the three secrets to managing others, so this follow-up book gives people the three secrets to managing themselves. In *Self Leadership and the One Minute Manager*, readers will learn that accepting personal responsibility for their own success leads to power, freedom, and autonomy. Through a captivating business parable, Ken Blanchard and coauthors Susan Fowler and Laurence Hawkins show readers how to apply the world-renowned Situational Leadership<sup>®</sup> II method to their own development. The story centers on Steve, a young advertising executive who is about to lose his job. Through a series of talks with a One Minute Manager proteaacute;geacute; named Cayla, Steve learns the three secrets of self leadership. His newfound skills not only empower Steve to keep his job, but also show him how to ditch his victim mentality to continue growing, learning, and achieving. For decades, millions of managers in Fortune 500 companies and small businesses around the world have followed Ken Blanchard's management methods to increase productivity, job satisfaction, and personal prosperity. Now, this newly revised edition of *Self Leadership and the One Minute Manager* empowers people at every level of the organization to achieve success.

From Publishers Weekly Blanchard, author of the bestselling *One Minute Manager*, has made a career out of writing the business equivalent of Jonathan Livingston Seagull. The self-appointed "Chief Spiritual Officer" of Ken Blanchard Companies, he portrays a business world in which magic tricks and mentors encountered in bohemian cafes lead troubled employees to promotions and advertising awards. Blanchard's point here is that managers are too busy and distracted to effectively mentor employees and that workers need to assume responsibility for their own failures and successes-seeking the advice of superiors only when they absolutely need to. This is undeniably true. The modern workplace-an uncertain world where layoffs and reorganizations occur with unsettling frequency-requires self-reliance. However, in Blanchard's "business parable," self-reliance is found amid a background of invariably cheerful coworkers, loving, maternal bosses and implausibly charming strangers. Blanchard's first maxim is correct: "Ultimately, it's in your own best interest to accept responsibility for getting what you need to succeed in the workplace." But readers may find his fairytale enactment of it too saccharine to be practical. Copyright copy; Reed Business Information, a division of Reed Elsevier Inc. All rights reserved. From the Back Cover Ken Blanchard's phenomenal bestselling classic *The One Minute Manager* explores the skills needed to become an effective self leader. Now, *Self Leadership and the One Minute Manager* clearly and thoroughly reveals how power, freedom, and autonomy come from having the right mind-set and the skills needed to take personal responsibility for success. In this captivating business parable, number one New York Times bestselling author Ken Blanchard, with coauthors Susan Fowler and Laurence Hawkins, tells the story of Steve, a young advertising executive who is about to lose his job. During a series of talks with a gifted magician named Cayla, Steve comes to realize the power of taking responsibility for his situation and not playing the victim. Passing along the knowledge she has learned from the *One Minute Manager*, Cayla teaches Steve the three skills of self leadership. These three techniques not only empower him to keep his job but show him what he needs to know in order to keep growing, learning, and achieving. For twenty-five years, millions of managers in Fortune 500 companies and small businesses nationwide have followed Ken Blanchard's management method, thus increasing their productivity, job satisfaction, and personal prosperity. Now, discover Ken Blanchard's newest techniques in *Self Leadership and the One Minute Manager* and experience the profitability that has been achieved by applying his management lessons. About the Author Ken Blanchard is the Chairman of The Ken Blanchard Companies. His other books include 'The One Minute Manager', 'Raving Fans', 'Leadership and The One Minute Manager'. Susan Fowler and Laurence Hawkins are codevelopers with Ken Blanchard of Situational Self Leadership, one of the world's leading self-empowerment programs.