



## Managing Through the Task Cycle:

First Line Management

### Workshop Syllabus

#### Overview

This is a two-day (13 content hours) workshop on management skills for first line managers, with the skills organized around the six phases of the Task Cycle. While the workshop is designed for delivery in two consecutive days in a group classroom setting, instructors are able to make many modifications to content and schedule. Materials consist of an instructor manual, participant workbook, and PowerPoint slides, as well as materials for the exercises. Content is presented in approximately equal proportions of didactic and experiential exercises, including role-plays of the targeted skills. The workshop is designed to be provided in conjunction with The Booth Company's *Survey of Management Practices*.

#### Learning Objectives

By the end of the workshop, participants will be able to:

1. Understand how management skills are organized according to the Task Cycle.
2. Use the Task Cycle to assess their own managerial strengths and development needs
3. Develop goals and objectives for their teams and communicate them in a motivating way.
4. Understand the differences and impacts of Interactive and Control skills
5. Use active listening skills effectively and appropriately
6. Apply directive and facilitative (supportive) coaching skills situationally
7. Apply different methods for handling conflict situations
8. Provide both positive and corrective feedback appropriately
9. Effectively manage performance problem situations
10. Design their own management development plan

# Workshop Content

<b>Day 1 – Phases I, II, &amp; III</b>		
<b>Time</b>	<b>Topic</b>	<b>Training Method</b>
.5 hour	<b>Welcome, Agenda, and Introductions</b>	<ul style="list-style-type: none"> <li>- Welcome by organizational leader and/or facilitator</li> <li>- Introduce workshop</li> <li>- Ice-breaker exercise</li> </ul>
.5 hour	<b>Role of Management – Overview</b> <ul style="list-style-type: none"> <li>• Compare the role of manager with that of the individual contributor</li> <li>• Introduce the two basic skill sets of management using the concepts of Interactive (people) and Controlling (task) skills from the <i>SMP</i></li> </ul>	<ul style="list-style-type: none"> <li>- Lecture and discussion using course materials</li> <li>- “Good Manager” exercise</li> </ul>
.5 hour	<b>Introduction to the Task Cycle</b> <ul style="list-style-type: none"> <li>• Introduce each of the six phases of the Task Cycle and the skills/dimensions that correspond with each phase</li> </ul>	<ul style="list-style-type: none"> <li>- Lecture and discussion using course materials</li> <li>- Task Cycle matching exercise</li> </ul>
1.5 hours	<b>Goals and objectives: clarifying and developing</b> <ul style="list-style-type: none"> <li>• Clarifying goals: understanding how the team’s goals relate to the organization’s goals</li> <li>• SMART goals: developing goals and objectives using this process</li> <li>• Communicating goals to your team</li> </ul>	<ul style="list-style-type: none"> <li>- Review organization’s goals and objectives</li> <li>- SMART goal exercise</li> <li>- Translating goals into objectives and tasks</li> </ul>
1.5 hour	<b>Planning, problem solving, and participation</b> <ul style="list-style-type: none"> <li>• Planning to keep the work running smoothly and obtaining timely outcomes</li> <li>• Understanding the project planning process</li> <li>• Creative problem solving</li> <li>• Participative decision making</li> </ul>	<ul style="list-style-type: none"> <li>- Lecture and discussion on planning process</li> <li>- Nominal group planning exercise</li> <li>- Creativity exercise</li> </ul>



<b>Day 1, continued</b>		
<b>Time</b>	<b>Topic</b>	<b>Training Method</b>
1 hour	<b>Listening skills</b> <ul style="list-style-type: none"> <li>• Successful managers listen more than they talk</li> <li>• Using active listening skills</li> </ul>	- Active listening practice using dyads or triads
1.5 hour	<b>Coaching and developing individuals and teams</b> <ul style="list-style-type: none"> <li>• Individual Development Plans</li> <li>• Directive vs. facilitative coaching – when to use each</li> <li>• Natural evolution of teams: “forming, storming, norming and performing”</li> </ul>	- Lecture and discussion - Develop plan for sample team member - Coaching role play



## Day 2 – Phases IV, V, and VI

Time	Topic	Training Method
1 hour	<b>Giving and Receiving Feedback</b> <ul style="list-style-type: none"> <li>• Goals of feedback: to start, stop, modify or continue a behavior</li> <li>• Giving feedback: focus on behavior, not the person; timely; the time and place; get to the point; ask for solutions; watch for good behavior</li> <li>• Receiving feedback: Barriers to receiving feedback</li> </ul>	<ul style="list-style-type: none"> <li>- Lecture and discussion using course materials</li> <li>- Role play giving and receiving feedback</li> </ul>
1 hour	<b>Exercising Positive Control</b> <ul style="list-style-type: none"> <li>• Negative vs. positive control</li> <li>• Pressure that is considered appropriate is motivating. The best managers use pressure wisely</li> </ul>	<ul style="list-style-type: none"> <li>- Lecture and discussion using course materials</li> <li>- Pressure throttle exercise</li> <li>- Case study</li> </ul>
1.5 hour	<b>Dealing with performance problems</b> <ul style="list-style-type: none"> <li>• Potential causes of performance issues</li> <li>• Determining the best course of action</li> <li>• Conducting the meeting</li> <li>• Having a performance improvement discussion</li> <li>• Dealing with defensiveness</li> <li>• Documenting</li> </ul>	<ul style="list-style-type: none"> <li>- Lecture and discussion using course materials</li> <li>- Performance improvement discussion role play</li> </ul>
.5 hour	<b>Dealing with Conflict</b> <ul style="list-style-type: none"> <li>• Frequent sources of conflict</li> <li>• Conflict options: compete (win/lose), accommodate (lose/win), avoid (lose/lose), compromise (partial win/partial lose for each), collaborate (win/win), escalate (make everybody angry)</li> </ul>	<ul style="list-style-type: none"> <li>- Lecture and discussion</li> <li>- Pushing hands exercise</li> <li>- Completing worksheets</li> </ul>
1 hour	<b>Recognizing good performance</b> <ul style="list-style-type: none"> <li>• Tailoring recognition</li> <li>• Behavioral positive feedback</li> <li>• Tangible and intangible recognition</li> </ul>	<ul style="list-style-type: none"> <li>- Lecture and discussion</li> <li>- Brainstorm rewards and recognition</li> </ul>
1 hour	<b>Putting it all Together: Using the Task Cycle to Succeed as a Manager</b> <ul style="list-style-type: none"> <li>• If things are not working for you, where to start</li> <li>• Getting leverage from the Task Cycle</li> <li>• Using 360 feedback to assess your skills</li> <li>• Creating your own development plan</li> </ul>	<ul style="list-style-type: none"> <li>- Lecture and discussion</li> <li>- Create your own development plan</li> </ul>

