

# Managing Through the Task Cycle®

## Workshop Syllabus

### Overview

This is a two-day workshop on management skills for first- and second-level 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 stands on its own and also works very well with The Booth Company's *Survey of Management Practices (SMP)* or *Leadership Competencies for Managers (LCM)* survey.

### Learning Objectives

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

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

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## Workshop Content

<b>Day 1 – Phases I, II, &amp; III</b>		
<b>Time</b>	<b>Topic</b>	<b>Training Methods</b>
.75 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>• Explore differences in styles experienced under effective and ineffective managers.</li> </ul>	<ul style="list-style-type: none"> <li>- Lecture and discussion using course materials</li> <li>- “Effective Manager” exercise</li> </ul>
.75 hour	<b>Introduction to the Task Cycle<sup>®</sup></b> <ul style="list-style-type: none"> <li>• Introduce each of the six phases of the Task Cycle<sup>®</sup> and the skills/dimensions that correspond with each phase</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>- Task Cycle<sup>®</sup> matching exercise</li> <li>- Management styles exercise</li> </ul>
1.5 hours	<b>Phase I: Establishing the Purpose – Clarifying and Developing Goals and Objectives</b> <ul style="list-style-type: none"> <li>• Benefits of goals and the importance of aligning team goals to the organization’s goals</li> <li>• SMART goals: developing goals and objectives using this process</li> <li>• Best practices for business goals</li> </ul>	<ul style="list-style-type: none"> <li>- Discussion of how work group goals are identified, used, and tied to organizational goals</li> <li>- SMART goal exercises; translating fuzzy goals into SMART objectives</li> <li>- Tower building exercise</li> </ul>
1 hour	<b>Phase II: Laying the Foundation - 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>• Decision-making styles</li> <li>• Participative decision making</li> </ul>	<ul style="list-style-type: none"> <li>- Lecture and discussion on planning process using course materials</li> <li>- Developing a personal plan</li> <li>- Plan to meet a work goal</li> <li>- Lecture and discussion on decision-making styles and process</li> <li>- Decision-making role play</li> </ul>
1 hour	<b>Phase III: Sustaining the Effort - Listening skills</b> <ul style="list-style-type: none"> <li>• Successful managers listen more than they talk</li> <li>• Developing and using active listening skills</li> </ul>	<ul style="list-style-type: none"> <li>- Listening role play</li> <li>- Listening self assessment</li> <li>- Active listening practice using triads</li> </ul>
1.25 hour	<b>Coaching and Development</b> <ul style="list-style-type: none"> <li>• Importance of coaching in helping team members succeed</li> <li>• Directive vs. facilitative coaching – when to use each</li> <li>• The coaching process</li> <li>• Natural evolution of teams: “forming, storming, norming, performing and reforming”</li> </ul>	<ul style="list-style-type: none"> <li>- Lecture and discussion of ability levels and coaching styles using course materials</li> <li>- Coaching development worksheet for 2 employees</li> <li>- Discussion of the coaching process</li> <li>- Lecture and discussion of team support and development using course materials</li> </ul>



## Day 2 – Phases IV, V, and VI

Time	Topic	Training Methods
.25 hour	<b>Welcome to Day 2</b>	<ul style="list-style-type: none"> <li>- Review Day 1 topics</li> <li>- Introduce Day 2 agenda</li> </ul>
1.25 hour	<b>Phase IV: Feedback - 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; appropriate time and place; direct and specific; 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 on purpose of, and guidelines to giving and receiving feedback using course materials</li> <li>- Role play and practice giving and receiving feedback</li> </ul>
1.25 hour	<b>Phase V: Monitoring and Adjusting - Exercising Positive Control</b> <ul style="list-style-type: none"> <li>• Negative vs. positive control</li> <li>• Importance of delegation</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 of control, delegation, and the use of pressure using course materials</li> <li>- Delegating and monitoring exercise focused on ability levels</li> <li>- Pressure throttle exercise</li> </ul>
1.5 hour	<b>Handling 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 a performance improvement discussion/meeting</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 meeting discussion</li> <li>- Case studies of performance problems</li> </ul>
.5 hour	<b>Moving Through Conflict</b> <ul style="list-style-type: none"> <li>• Characteristics of a conflict situation</li> <li>• Conflict options: compete (win/lose), accommodate (lose/win), avoid (lose/lose), compromise (partial win/partial lose for each), collaborate (win/win)</li> </ul>	<ul style="list-style-type: none"> <li>- Lecture and discussion using course materials</li> <li>- Conflict self assessment</li> <li>- Pushing hands exercise</li> </ul>
.75 hour	<b>Phase VI: Reinforcing Performance - Recognizing Good Performance</b> <ul style="list-style-type: none"> <li>• Motivates people to continue to do a good job</li> <li>• Conditions that influence motivation</li> <li>• Guidelines for giving feedback: descriptive; positive impact; personal appreciation</li> <li>• Graciously receive positive feedback</li> </ul>	<ul style="list-style-type: none"> <li>- Lecture and discussion using course materials</li> <li>- Recognition interview</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>• Review management practices and skills associated with each phase of the Task Cycle®</li> <li>• Using 360 feedback to assess your personal areas of strength and weakness</li> <li>• Creating your own development plan</li> </ul>	<ul style="list-style-type: none"> <li>- Lecture and discussion using course materials and team work</li> <li>- Create your own development plan</li> </ul>

