

**APPLICATION:** Supervisory development, linking management practices

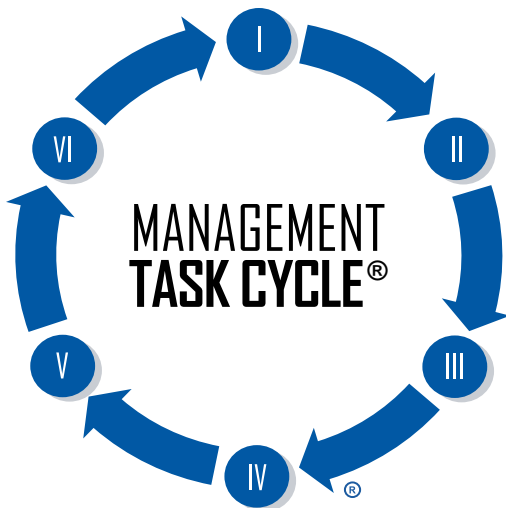
**AUDIENCE:** Managers and supervisors at all levels

**RESPONDENTS:** Self, Manager, Peers, Direct Reports

**QUESTIONS:** 71 questions, 3 open-ended (145-question version available)

Management Practices (SMP) provides feedback on an individual's core management skills. Successful managers have the skills necessary to clarify and achieve operating goals while maintaining a quality work environment. The SMP primarily measures facilitation, direction and communication skills of the new or front-line supervisor. Effective individuals in this role create a day-to-day strategy to meet organizational goals. The SMP assists in developing, strengthening and enhancing these essential management skills.

## THE SMP TASK CYCLE®



The Task Cycle is a validated organizing tool that can help leaders know where to focus their development. It is presented as a logical sequence of events, with each phase contributing to achieving the final goal. A leader's performance across the Task Cycle phases is predictive of how others perceive their impact on the organization.

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### I. MAKING GOALS CLEAR AND IMPORTANT

Establishing and communicating clear goals.

### II. PLANNING AND PROBLEM-SOLVING

Encouraging participation, planning work effectively, utilizing organizational knowledge, and interacting effectively with stakeholders.

### III. FACILITATING THE WORK OF OTHERS

Supporting individuals' success and building effective teams.

### IV. PROVIDING FEEDBACK

Providing employees with feedback regarding their performance.

### V. EXERCISING POSITIVE CONTROL

Valuing timeliness, monitoring and tracking details, appropriately utilizing authority to get results, and delegating responsibility.

### VI. REINFORCING GOOD PERFORMANCE

Acknowledging the contributions of others.

### IMPACT

Work Group Effectiveness, Tension Level, General Morale, and Commitment are leveraged through the mastery of Task Cycle phases.