



HR DELIVERY

Making Sure HR Delivers

HR DELIVERY WORKSHOP SERIES

Management Development Activities

Management Development Activities: Rehearse Everyday Management

Build a practical management exercise around a recurring workplace task. Use 3P9C to choose the focus, design instructions and feedback, rehearse a short activity and connect the learning to a management routine participants can trial.



01 DAY

Introductory taster

IN-HOUSE

Your people. Your context.

PRACTICAL

Explore, discuss and apply

A PRACTICAL STARTING POINT

Understand the topic. Try it in practice.

Managers need chances to practise the conversations and decisions their roles require. A realistic exercise can reveal unclear expectations or missed support before these affect colleagues at work. This workshop focuses on designing short management practice activities with usable instructions, constructive observation and a clear route into an everyday routine after the session.

The day uses the 3P9C Management Framework to guide the design of a workload exercise or management conversation. Participants define a behavioural objective, build a credible brief, rehearse feedback and improve the activity through peer testing, then prepare a modest plan for application at work.

WHO IS IT FOR?

Management development practitioners, learning designers, internal trainers and HR colleagues who create practice sessions for supervisors or line managers and want activities connected to observable everyday management responsibilities and work.

BY THE END OF THE DAY, PARTICIPANTS CAN:

- 01 Specify a practice objective**
Choose one observable management behaviour from 3P9C and describe the recurring work situation where participants need to apply it effectively.
- 02 Match activity to task**
Select an inbox, role play or planning exercise that lets participants practise the target behaviour within realistic time and resource constraints.
- 03 Write workable instructions**
Draft clear role information, task requirements and success criteria that allow meaningful practice without relying on hidden facilitator knowledge or unnecessary complexity.
- 04 Prepare observation**
Create a short observation guide that records management behaviour and its effect, keeping developmental feedback separate from unsupported capability ratings.
- 05 Facilitate feedback**
Practise giving specific feedback and setting up a second attempt so the participant can apply one improvement during the exercise itself.
- 06 Plan a management trial**
Define a workplace routine and feedback arrangement that help participants apply the practised behaviour and review its usefulness after the session.

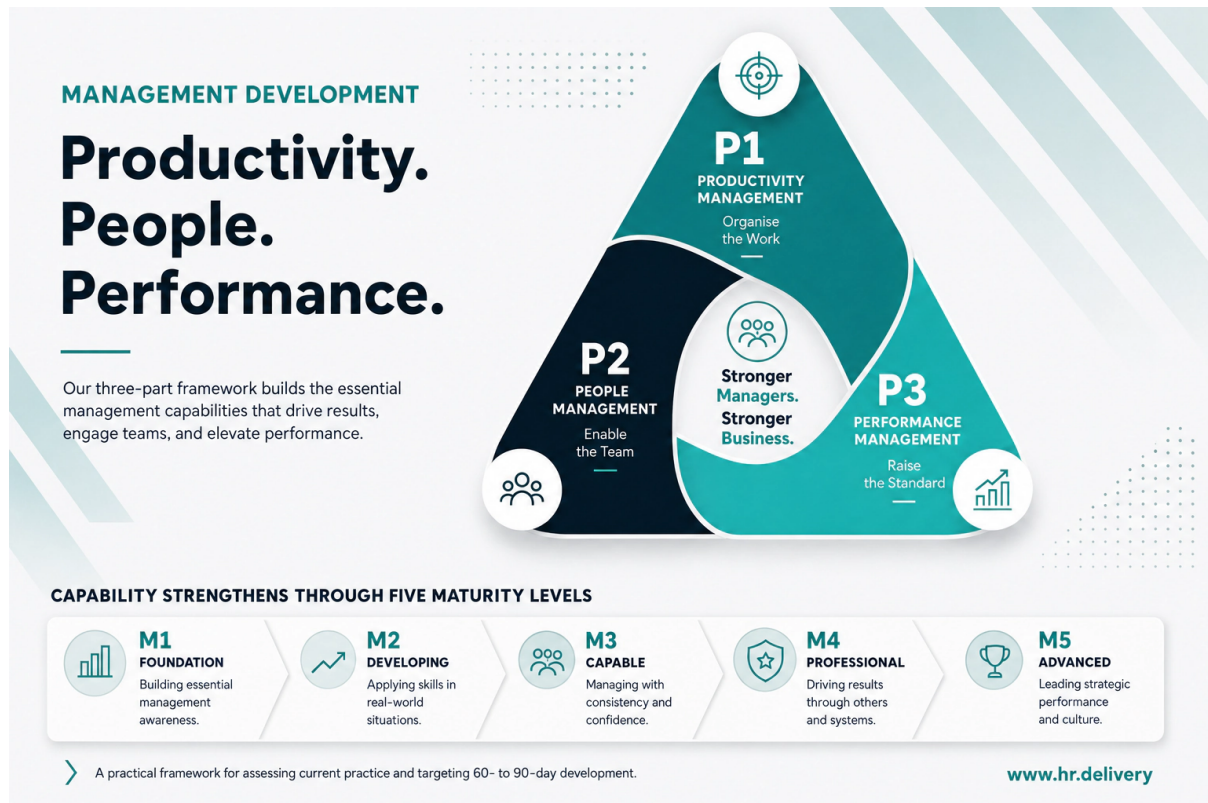
A useful first application

An introductory activity-design workshop for practical management learning. It does not create a full manager curriculum, qualify assessors or replace specialist preparation for sensitive employee-relations simulations and consequential employment decisions.

THE FRAMEWORK / WORKSHOP FOCUS

HR Delivery 3P9C Management Framework

The nine competencies span Productivity Management, People Management and Performance Management. Designers use a selected competency to define a practical objective, then build rehearsal and feedback around an everyday management task or conversation.



SIX QUESTIONS TO EXPLORE IN THE WORKSHOP

01 Management task

Which recurring management task needs more effective observable behaviour?

03 Exercise format

Which format creates a realistic opportunity to make that improvement?

05 Feedback and retry

What specific feedback will help the participant improve another attempt?

02 Learning objective

What should participants be able to practise by the activity's end?

04 Instructions and support

What role information and guidance will make the exercise workable?

06 Workplace routine

How will participants apply and review this behaviour in everyday management?

The six focus questions support workshop activity design within the complete framework; they do not add competencies or assessment scales. A short rehearsal offers developmental feedback, with further practice needed to establish reliable management behaviour.

[Explore the full model >](#)

LEARN BY DOING

Explore. Challenge. Make the ideas useful.

Short explanations lead into lively exercises, paired discussion and small-group challenges. Participants test ideas, share experience and build a draft together. The tone is engaging and enjoyable, with time to reflect and connect learning to real work.

01 From topic to rehearsal

Groups receive broad topics such as delegation or accountability. They identify a recurring management task, define an observable objective and choose an activity that makes the intended behaviour necessary.

02 Write both sides of the role play

Pairs create manager and employee briefs for a routine work conversation. Another pair checks whether both roles have believable concerns and enough information to participate without guessing the facilitator's answer.

03 The feedback-and-retry loop

Participants run a short management exercise and give observation-based feedback. The manager immediately repeats one section, allowing the group to see whether the feedback enabled a practical behavioural change.

04 Stress-test the facilitator guide

Teams exchange activity packs and facilitate from the written instructions alone. They record ambiguous timings, missing materials and unclear observation prompts, then revise the guide to make delivery more dependable.

DIAGNOSE BEFORE YOU ACT

Evidence > shared feedback > agreed priorities

Use selected diagnostic prompts to distinguish known facts from assumptions. Discuss the findings and agree their meaning before proposing a solution. Feedback is part of diagnosis, not an afterthought.

ONE CASE, DEVELOPED THROUGH THE DAY

An internal trainer has been asked to improve managers' delegation. The existing session explains a model but offers little rehearsal. Participants supervise different work, and previous role plays had one obvious answer. The trainer needs a short activity that develops clear expectations, proportionate support and useful follow-through across those contexts.

Groups design a delegation or prioritisation exercise with credible role briefs, observation prompts and a retry, then specify a simple routine participants can practise and review in their teams.

THE FACILITATOR WILL

- Invite different perspectives.**
- Make assumptions visible.**
- Welcome constructive debate.**
- Capture practical learning.**

SAMPLE WORKSHOP AGENDA

A working day, with room to think.

09:00-16:30 | Six hours of facilitated learning, plus lunch and breaks. The agenda, emphasis and timings are always agreed with the client, including local scheduling needs.

09:00-09:20	Welcome and management practice Examine a training topic and identify the management task and observable behaviour that a practical activity should help participants develop.
09:20-10:15	Choose the 3P9C objective Use the management framework to select one competency and write a practice objective connected to the audience's responsibilities and experience.
10:15-10:30	Break
10:30-11:30	Build the exercise and role briefs Draft an exercise with instructions, role information and constraints that make the target behaviour necessary without hiding a preferred answer.
11:30-12:30	Prepare observation and feedback Prepare observation and feedback prompts, identifying conclusions that would exceed the evidence available from a short developmental practice exercise.
12:30-13:30	Lunch
13:30-14:30	Run a short rehearsal and retry Facilitate the activity, provide feedback and repeat one passage so the participant can try another action and observe its effect.
14:30-14:45	Break
14:45-15:30	Connect practice to a team routine Design a workplace trial that fits the management role, with support, feedback and a review of its effect on work.
15:30-16:10	Test the facilitator instructions Exchange activity packs, facilitate from the written guide and revise missing information or ambiguous prompts that make consistent delivery difficult.
16:10-16:30	Plan a proportionate pilot Agree the audience, preparation and review for a small pilot, specifying evidence that will guide revisions before broader programme use.

Practise a real management task, use specific feedback and a retry, then carry the behaviour into work.

FROM THE SESSION TO YOUR DESK

Useful models. Practical working records.

The day combines reference materials with drafts developed in the exercises. Each has a clear use beyond the workshop; the work reflects the evidence and perspectives available in the room.

01 Management practice brief

A draft linking audience, recurring task and selected 3P9C competency to an observable objective, explaining why the proposed activity offers useful practice for this management context.

Use it to move from a training topic to a rehearsal.

02 Exercise and role cards

A management exercise with credible roles, constraints and instructions, peer tested so participants can make choices without guessing an expected answer or needing hidden facilitator explanations.

Use them to pilot a realistic management practice session.

03 Observation and feedback guide

An observation guide covering behaviours and effects, with prompts for specific feedback and clear boundaries between developmental practice observations and formal assessment of management capability.

Use it to make feedback useful and proportionate to the exercise.

04 Retry facilitation prompts

Prompts for selecting an improvement, resetting the situation and repeating a short passage so participants can try another response and discuss what changed after receiving feedback.

Use it to give participants another chance to apply feedback.

05 Workplace routine trial

An agreement for practising through a delegation, briefing or progress review, naming the feedback provider and work evidence that could make the behaviour's usefulness visible.

Use it to connect the activity with everyday management responsibilities.

06 Facilitator pack revision log

Notes from peer testing of instructions, materials, timings and prompts, identifying changes needed before a pilot and questions to review after the activity has been delivered.

Use it to make the exercise easier for others to facilitate.

CONTINUE EXPLORING

Continue with the models, diagnostic manuals and development resources on the HR Delivery website. Workshop exercises provide a first application; a full organisational diagnostic or implementation assignment can be agreed separately.

[Open the framework >](#)

[Explore diagnostic resources >](#)



MAKE THE LEARNING COUNT

A better conversation. A practical next step.

Try the activity with a small group of suitable managers and observe whether it makes the target behaviour visible. Improve instructions and feedback from their experience, then support a workplace routine trial before extending the exercise to a larger audience.

YOUR FIRST 30 DAYS

01

Days 1-7

Check the task and brief

Review the activity with a manager from the intended audience. Confirm the work situation, authority and constraints are realistic, and revise role information that would make the rehearsal confusing or misleading.

02

Days 8-21

Pilot feedback and retry

Run the exercise with a small group and observe how instructions, feedback and the second attempt support learning. Ask participants which part most closely matches the management situation they face at work.

03

Days 22-30

Review the workplace trial

Invite examples from the agreed routine trial and discuss what helped or hindered application. Update the facilitator guide, observation prompts or follow-through support before deciding on wider use of the exercise.

Follow-through is participant-led. Additional facilitation, a full diagnostic or specialist support can be agreed separately.

AVAILABLE IN-HOUSE

Shaped around your organisation

Participants bring a management topic or activity, its audience and any existing materials they can share. The client identifies relevant management expectations and delivery constraints; sensitive performance or employee-relations cases should be replaced with the supplied fictional practice situations.

PLAN YOUR IN-HOUSE WORKSHOP

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Discuss your workshop



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